

Arctic Canadian
Diamond Company Ltd.



2020

EKATI DIAMOND MINE

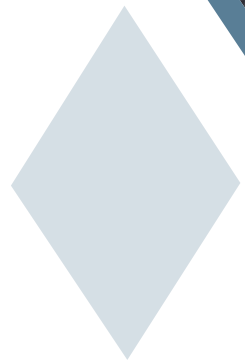
SOCIO-ECONOMIC AGREEMENT REPORT



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PRESIDENT'S MESSAGE

Arctic Canadian Diamond Company Ltd. (“the Company”) is pleased to present the 2020 Socio-Economic Agreement Report (SEA Report) for the Ekati Diamond Mine, in which we describe the results of our commitments to the Government of the Northwest Territories (GNWT) as set out in the SEA.

The 2020 operating year proved to be a challenging year for the Company. The Company has long been committed to the health, safety and well-being of its employees and to establishing strong, lasting relationships with the people and communities with whom it works. Due to the COVID-19 pandemic, the Company made the difficult decision to suspend all operations at the Ekati mine in March 2020. This preventative action was deemed to be necessary given the rapid spread of the virus, the remote location of the Ekati mine’s operations and the high frequency of air travel required for employees and support staff to access mining operations.

As a result of the decision to suspend mining and production activities a minimal care and maintenance crew stayed on with the Company to maintain the Ekati mine during this interim period. In April 2020, the company filed for insolvency protection and obtained an order from the Alberta Court of Queen’s Bench granting the Company protection under the Companies’ Creditors Arrangement Act (CCAA). In December 2020, we were pleased to announce an approved asset purchase agreement of substantially all of the Company’s assets. This agreement is between Dominion Diamond Mines, DDJ Capital Management (DDJ), Brigade Capital Management, LP (Brigade), and Western Asset Management, LLC for the sale of the Ekati Mine. The Court’s approval of the sale was a positive step forward in the process and allowed us to recommence operations at Ekati in late January 2021, and emerge from CCAA protection as a newly restructured company – Arctic Canadian Diamond Company Ltd. (Arctic), effective February 3, 2021.

As a privately-owned Company, we continue to place a high priority on relationships with stakeholders, including our employees and contractors; Impact Benefit Agreement (IBA) groups and Northern communities; the governments of the Northwest Territories and Nunavut; and our Northern business partners.

The company is proud to maintain our commitment to the land, the environment, and the communities.



Rory Moore

Interim President



ABOUT THE COMPANY

Arctic is a Canadian mining company and a significant producer of premium rough diamonds to the global market.

The Company operates the Ekati Diamond Mine, in which it owns a controlling interest. The mine is located in the Lac de Gras region of the Northwest Territories.





COMMUNITY DEVELOPMENT

The Company works hard to maintain the relationships we have built over the years with the Northern communities, as well as local and territorial organizations. Unfortunately, due to the COVID-19 pandemic and the Company entering CCAA protection earlier this year, we were unable to contribute to the same number of community organizations and projects as we normally would.

The Company remains committed to working with communities across the North on various important development projects, as identified by the communities themselves. This important work will continue as we move into 2021 and focus on resuming regular operations at the Ekati mine under new ownership.

The Company continues to be guided by the Ekati Mine Engagement Plan, which outlines the activities that play a significant role in maintaining our partnerships with the communities. Our ability to meet and connect face to face has been challenged in 2020 with the onset of COVID-19, however we remain committed to regularly connecting with Community Leaders virtually. As the COVID-19 situation stabilizes and when it is safe to do so the Company looks forward to holding regular community and IBA meetings, workshops and site visits, and to include the Elders and youth in Traditional Knowledge and environmental monitoring projects.

CONTRIBUTIONS

Through IBA payments, scholarships, and donations,

Arctic

contributed over **\$4 million** in 2020 to communities in the Northwest Territories and Nunavut.

EKATI PLUS PROGRAMS

The Company's Ekati Plus initiative includes the Ekati Plus Community Development Program, the Ekati Plus Post-Secondary Scholarship Program, and the Ekati Plus School Partnership Program.

Arctic is pleased to be able to support projects and organizations that build resilient, sustainable communities through this Ekati Plus initiative.

Below is a list of the projects that we were proud to support in 2020 under the Ekati Plus Community Development Program.

2020 COMMUNITY DEVELOPMENT PROJECTS

- Denesoline – LKDFN Pop Up Café and Lunch Program
- Deninu Kué First Nation
- Hamlet of Kugluktuk
- North Slave Métis Alliance
- Tlicho Government
- Yellowknives Dene First Nation
- Yellowknife Community Foundation
- YWCA



HEALTH & SAFETY



The Company remains committed to promoting a culture of safety, responsibility, and caring. In order to encourage our workforce to think proactively, the Company focuses on reporting both safety hazards and “near miss” events. Addressing these issues before they lead to injuries has had a positive impact on the safety performance at the Ekati mine.

We also continue to use concepts from the Zero Incident Process (ZIP) program, a behavior-based safety initiative which aims to change the way people think about safety.

By giving employees the tools to take control of their thoughts and feelings, they can learn how to make safe choices both at work and at home.

WELLNESS AT SITE

At the Ekati mine, Physician Assistants provide a full range of medical services and testing for both occupational and personal health matters. Their interventions play a valuable role in keeping our workforce safe while working at the mine, which is located a significant distance from traditional healthcare facilities.

The Company has a fully equipped gym at the Ekati mine, that includes a wide range of cardio equipment, weight machines, free weights, as well

as a gymnasium and squash courts.

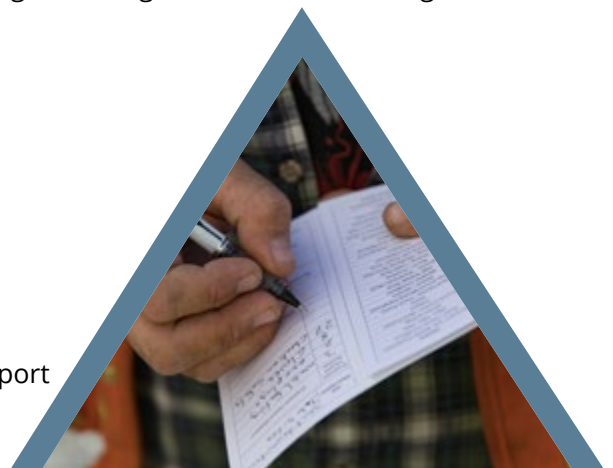
AIFR SAFETY ACHIEVEMENT

One of the ways the Company measures safety achievements is through the All Injury Frequency Rate (AIFR), which includes lost-time injuries, restricted work duties, and medical treatment cases.

In 2020, the Company achieved an AIFR of 1.10, which is higher than the previous year’s AIFR of 0.77. This increase is in part due to the significant reduction in our workforce and the total number of hours worked in 2020 as a result of the mine being put on Care & Maintenance. Overall, there were fewer recordable injuries in 2020 than in 2019, but a larger AIFR in comparison.

Although our safety achievement did not improve from 2019 to 2020, we continued to take learning from hazards, near misses and incidents in order to take the necessary steps to eliminate them from happening again.

We are proud of all of our employees and contractors who remain committed to promoting a culture of safety and showing the courage to care for their colleagues.





ENVIRONMENT

The Company understands the importance of the Arctic tundra environment and we are committed to mining in the safest, most environmentally responsible way.

LLCF RECLAMATION RESEARCH

Reclamation research at the Long Lake Containment Facility (LLCF) continued in 2020 with a focus on naturally occurring microbial amendments on processed kimberlite including mycorrhizae and frankia bacteria. Approximately 85% of all vascular plant species in undisturbed, natural ecosystems form symbiotic relationships, called mycorrhizas, with a group of soil fungi known collectively as mycorrhizae. Mycorrhizae colonize the roots of the host plant and in exchange for carbon from the plant, extend laterally in all directions from the roots effectively increasing the plant's root surface area and therefore its ability to extract nutrients and water from the surrounding soil. Mycorrhizal associations may also enhance the host plants' resistance to disease and

other stressors. Mycorrhizae occurred with an average 81% of plant roots from five species common at the Ekati mine site. Frankia bacteria was selected for its nitrogen-fixing properties specific to Alder growth.

Trials intended to provide insight into the potential for beneficial soil fungi (mycorrhizae) to enhance plant growth on reclamation sites at the Ekati mine site were established in July 2020. Two plots containing dwarf birch inoculated with indigenous mycorrhizae were established at various locations within the pilot study area in Cell B. Similarly, two plots containing alder inoculated with indigenous mycorrhizae and frankia bacteria were established. Vegetation monitoring to evaluate effectiveness of these trials will begin in 2021.

EDNA ANALYSIS

The Company continues to find innovative methods that are less invasive, scientifically defensible, and more efficient to complete environmental surveys and studies at Ekati. In 2020, the Company used Environmental DNA (eDNA) analysis to confirm the



presence of fish in two waterbodies at Ekati. eDNA analysis detects eDNA (genetic material) that is released by organisms in the environment and can be collected from that environment using different types of samples (i.e., water). If fish are present in these waterbodies fish DNA is accumulated in the water column and the eDNA analysis is able to detect their presence.

In 2020, the Company collected water samples for eDNA analysis from King Pond and Point Lake to confirm the presence or absence of fish in these waterbodies. Water samples and replicates were collected from different locations in each lake in areas where fish were expected to be present. One control sample was also collected to verify that the eDNA samples amplified properly. At King Pond, the results indicated that no fish DNA was present in any of the samples collected as

expected. However, at Point Lake fish DNA was detected in two (i.e., shallower areas) of the three locations, confirming information collected from previous field studies.

Using eDNA is a reliable, effective, and safe survey method to detect the presence of certain species without having to capture and handle them. Compared to potentially intrusive traditional methods such as electrofishing or transect surveys, this method is also more cost-effective, safer for field technicians, and provides fast results to detect fish presence. eDNA is a promising tool to complete biological monitoring in aquatic systems, particularly for the inventory of

aquatic species. The Company will continue to use eDNA sampling when appropriate to reduce stress to organisms and the environment and will also continue to consider different and innovative sampling methods at Ekati.

MUDWIZARD

A new Mudwizard System has been commissioned in the Misery Underground mine which allows underground sump water to be cleaned and recycled. The sump water is agitated, pumped into the new system, and mixed with flocculant to allow clean water to rise to the top. The water is then collected in reservoirs and either reused in the underground mine workings below or pumped as clean water to a containment facility on surface.

There are several environmental benefits to the new system. It eliminates the need for heavy equipment to clear out the solids from underground sumps, which saves on motive diesel consumption. The clean water can be recycled and reused for underground production





activities, thus saving water and saving energy used to pump sump water to surface. The system prevents solids from being deposited into the King Pond Settling Facility which improves water quality in the containment area. Lastly, the Mudwizard is highly efficient and estimated to save roughly 2,610 MWh of energy each year as compared to the originally designed underground water management system.







EMPLOYMENT

The 2020 operating year was a difficult year for our employees and contractors. The suspension of operations impacted our workforce significantly, including the opportunities to participate in learning and development, and to grow and take on new responsibilities. As well, the pandemic impacted the Company's ability to prioritize Northern hires causing a decrease in our employment numbers from the 2019 year.

The Company is dedicated to hiring employees from the North and in partnership with the Communities. Employees of the Company are provided job specific training and where required adult education initiatives are available to support individual growth and development.

WORKPLACE POLICIES

Our Company ensures that the Ekati mine is a welcoming workplace for all employees and contractors. The Company has several policies and procedures in place, which employees and contractors are expected to adhere to, including:

- Code of Ethics and Business Conduct
- Harassment and Discrimination Policy
- Whistleblower Protection Policy

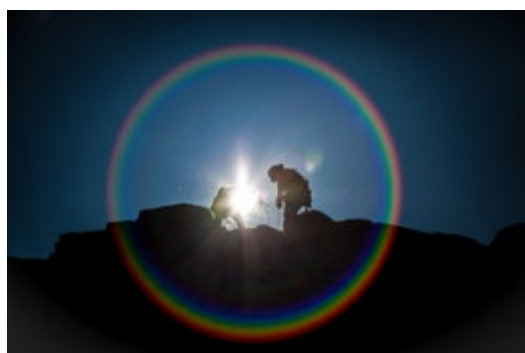
- Privacy and Protection of Personal Information Policy
- Invitee Access Agreement

APPRENTICESHIPS

The Ekati mine offers apprenticeships in select trades such as welding, millwrighting and electrical.

All apprentices are given the opportunity to work closely with the onsite adult educator, who supports their continuing education. The program also enables participation in skills competitions, which help the apprentices to develop knowledge and confidence in their abilities.

Another area of opportunity that has been a focus for the Company in recent years is in working to encourage more women to enter the mining industry. We look forward to renewing our involvement in opportunities for women in mining as we restart operations in 2021.

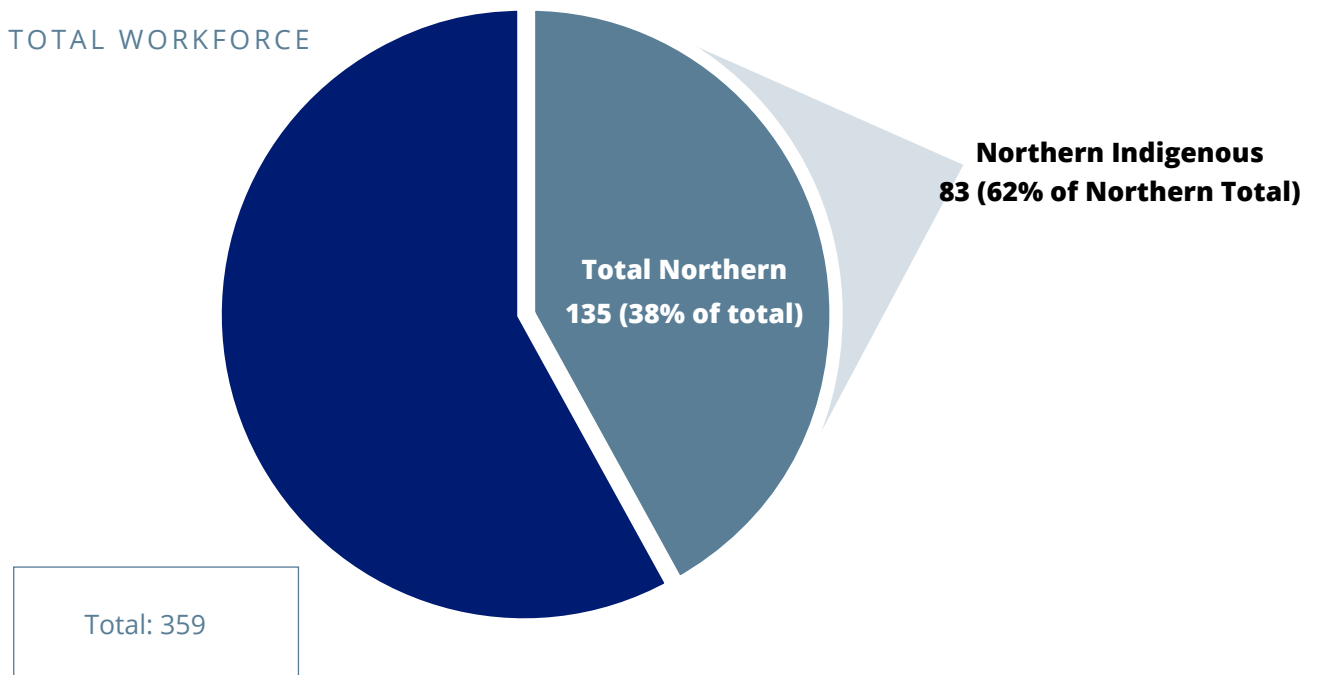


EMPLOYMENT BY PRIORITY GROUP

TABLE 1: PERSON YEARS

	Employees	Contractors
Northern Indigenous	80	3
Northern Other	50	2
Total Northern	130	5
Other	217	7
Subtotal	347	12
Grand Total	359	
Northern % of Total	135 (38%)	
Northern Indigenous % of Northern	83 (62%)	
Total		

*There may be variances in the total numbers due to rounding to the closest whole number after the addition of the non-rounded numbers has taken place.



EMPLOYMENT BY SKILL LEVEL

TABLE 2A: EMPLOYEES (PERSON YEARS)

	Northern Indigenous	Northern Other	Total Northern	Other	Grand Total	Indigenous
Management	0	7	7	26	33	2
Professional	0	1	1	38	39	0
Skilled	34	34	68	132	200	41
Semi-Skilled	41	7	48	21	69	46
Entry	5	1	6	0	6	6
Total	80	50	130	217	347	95

TABLE 2B: CONTRACTORS (PERSON YEARS)

	Northern Indigenous	Northern Other	Total Northern	Other	Grand Total	Indigenous
Management	0	0	0	0	0	0
Professional	0	0	0	0	0	0
Skilled	1	1	2	5	7	1
Semi-Skilled	1	0	1	2	3	1
Entry	1	1	2	0	2	2
Total	3	2	5	7	12	4

TABLE 2C: EMPLOYEES & CONTRACTORS (PERSON YEARS)

	Northern Indigenous	Northern Other	Total Northern	Other	Grand Total	Indigenous
Management	0 (0%)	7 (1%)	7 (21%)	26 (79%)	33 (100%)	2
Professional	0 (0%)	1 (1%)	1 (3%)	38 (97%)	39 (100%)	0
Skilled	35 (50%)	35 (50%)	70 (34%)	137 (66%)	207 (100%)	42
Semi-Skilled	42 (88%)	7 (15%)	48 (68%)	23 (32%)	72 (100%)	47
Entry	6 (75%)	2 (25%)	8 (100%)	0 (0%)	8 (100%)	8
Total	83 (61%)	52 (39%)	135 (38%)	224 (62%)	359 (100%)	99

EMPLOYMENT BY GENDER & PRIORITY GROUP

TABLE 3A: EMPLOYEES (PERSON YEARS) %

	Northern Indigenous	Northern Other	Total Northern	Other	Grand Total	Indigenous
Men	70 (88%)	43 (86%)	113 (87%)	175 (81%)	288 (83%)	83 (87%)
Women	10 (12%)	7 (14%)	17 (13%)	42 (19%)	59 (17%)	12 (13%)
Total	80 (100%)	50 (100%)	130 (100%)	217 (100%)	347 (100%)	95 (100%)

TABLE 3B: CONTRACTORS (PERSON YEARS) %

	Northern Indigenous	Northern Other	Total Northern	Other	Grand Total	Indigenous
Men	2 (67%)	2 (100%)	4 (90%)	6 (86%)	10 (83%)	2 (50%)
Women	1 (33%)	0 (0%)	1 (10%)	1 (14%)	2 (17%)	2 (50%)
Total	3 (100%)	2 (100%)	5 (100%)	7 (100%)	12 (100%)	4 (100%)

TABLE 3C: EMPLOYEES & CONTRACTORS (PERSON YEARS) %

	Northern Indigenous	Northern Other	Total Northern	Other	Grand Total	Indigenous
Men	72 (87%)	45 (87%)	117 (87%)	181 (81%)	298 (83%)	85 (86%)
Women	11 (13%)	7 (13%)	18 (13%)	43 (19%)	61 (17%)	14 (14%)
Total	83 (100%)	52 (100%)	135 (100%)	224 (100%)	359 (100%)	99 (100%)



FEMALE EMPLOYMENT (TRADITIONAL & NON-TRADITIONAL ROLES)

TABLE 4A: FEMALE EMPLOYEES (PERSON YEARS) %

	Northern Indigenous	Northern Other	Total Northern	Other	Grand Total	Indigenous
Non-Traditional	8 (80%)	5 (71%)	13 (76%)	32 (74%)	45 (75%)	9
Traditional	2 (20%)	2 (29%)	4 (24%)	11 (26%)	15 (25%)	3
Total	10 (100%)	7 (100%)	17 (100%)	43 (100%)	60 (100%)	12

TABLE 4B: FEMALE CONTRACTORS (PERSON YEARS) %

	Northern Indigenous	Northern Other	Total Northern	Other	Grand Total	Indigenous
Non-Traditional	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0
Traditional	1 (100%)	0 (0%)	1 (100%)	1 (100%)	2 (100%)	1
Total	1 (100%)	0 (0%)	1 (100%)	1 (100%)	2 (100%)	1

TABLE 4C: FEMALE EMPLOYEES & CONTRACTORS (PERSON YEARS) %

	Northern Indigenous	Northern Other	Total Northern	Other	Grand Total	Indigenous
Non-Traditional	8 (73%)	5 (71%)	13 (72%)	32 (73%)	45 (73%)	9
Traditional	3 (27%)	2 (29%)	5 (28%)	12 (27%)	17 (27%)	4
Total	11 (100%)	7 (100%)	18 (100%)	44 (100%)	62 (100%)	13

FEMALE EMPLOYMENT BY SKILL LEVEL

TABLE 4D: FEMALE EMPLOYEES & CONTRACTORS (PERSON YEARS) %

	Management	Professional	Skilled	Semi-Skilled	Entry Level	Grand Total
Employees	9 (15%)	14 (24%)	24 (41%)	11 (19%)	1 (1%)	59 (100%)
Contractors	0 (0%)	0 (0%)	1 (50%)	0 (0%)	1 (50%)	2 (100%)
Total	9 (15%)	14 (24%)	25 (41%)	11 (19%)	2 (1%)	61 (100%)

APPRENTICESHIPS BY PRIORITY GROUP

TABLE 5A: APPRENTICESHIPS (HEADCOUNT)

	Northern Indigenous	Northern Other	Total Northern	Other	Grand Total	Indigenous
Employees	2	0	2	0	2	2
Contractors	4	9	13	4	17	4
Total	6	9	15	4	19	6

TABLE 5B: APPRENTICESHIPS (PERSON YEARS)

	Northern Indigenous	Northern Other	Total Northern	Other	Grand Total	Indigenous
Employees	1	0	1	0	2	1
Contractors	0	0	0	0	0	0
Total	1	0	1	0	2	1

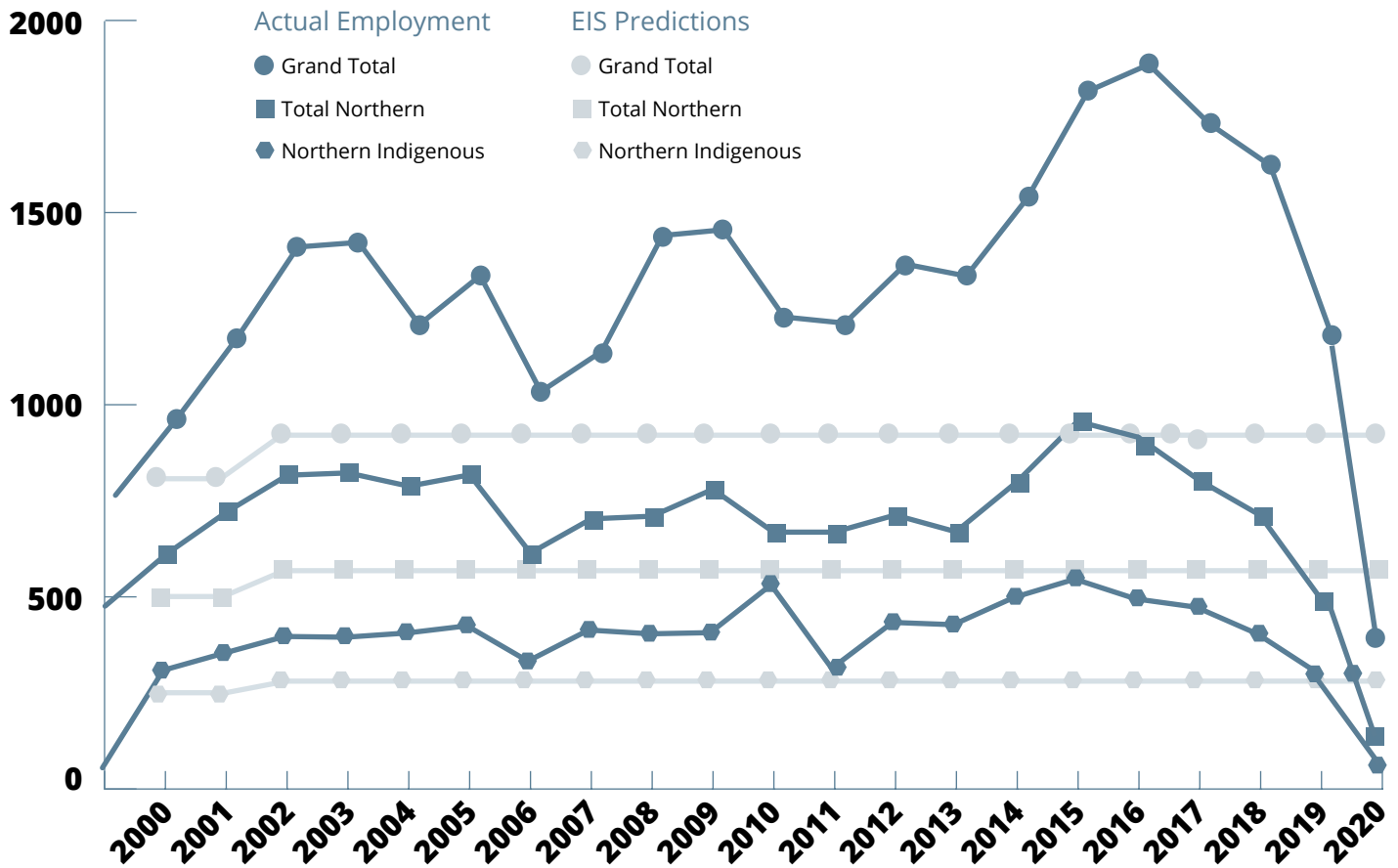
EMPLOYMENT BY PRIORITY GROUP

TABLE 6: EMPLOYMENT BY PRIORITY GROUP (PERSON YEARS)

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Total
Northern Indigenous	359	321	390	380	460	500	500	478	408	304	83	8,462
Northern Other	364	351	381	326	342	462	419	329	307	191	52	7,624
Total Northern	723	670	771	706	802	962	920	807	715	495	135	16,085
Other	577	651	870	779	737	858	970	927	910	691	224	15,240
Grand Total	1,300	1,321	1,641	1,485	1,539	1,819	1,889	1,734	1,625	1,186	359	31,313
Northern % of Total	56%	51%	47%	48%	52%	53%	49%	47%	44%	42%	38%	51%
Indigenous % of Northern Total	50%	48%	51%	54%	57%	52%	54%	59%	57%	61%	62%	53%

Total column includes 1999-2020 (table only shows 2010-2020 data).

GRAPH 7: ACTUAL EMPLOYMENT COMPARED TO THE ENVIRONMENTAL IMPACT STATEMENT (EIS) EMPLOYMENT PREDICTIONS (PERSON YEARS)



TOTAL OPERATIONS & CAPITAL EMPLOYMENT BY PRIORITY GROUP

TABLE 8: HEADCOUNT (%)

	Northern Indigenous	Northern Other	Total Northern	Other	Grand Total	Indigenous
Employees	199 (70%)	86 (30%)	285 (43%)	382 (57%)	667 (100%)	230
Contractors	83 (58%)	60 (42%)	143 (35%)	269 (65%)	412 (100%)	92
Total	282 (66%)	146 (34%)	428 (40%)	651 (60%)	1,079 (100%)	322

TOTAL OPERATION & CAPITAL EMPLOYMENT BY PRIORITY GROUP & SKILL LEVEL (HEADCOUNT)

TABLE 9A: EMPLOYEES

	Northern Indigenous	Northern Other	Total Northern	Other	Grand Total	Indigenous
Management	0	7	7	31	38	2
Professional	0	2	2	58	60	0
Skilled	67	52	119	245	364	85
Semi-Skilled	111	21	132	46	178	121
Entry	21	4	25	2	27	22
Total	199	86	285	382	667	230

TABLE 9B: CONTRACTORS

	Northern Indigenous	Northern Other	Total Northern	Other	Grand Total	Indigenous
Management	1	1	2	5	9	1
Professional	0	1	1	6	8	0
Skilled	16	26	42	172	214	20
Semi-Skilled	20	16	36	75	111	22
Entry	46	16	62	8	70	49
Total	83	60	143	266	412	92

TABLE 9C: EMPLOYEES & CONTRACTORS (%)

	Northern Indigenous	Northern Other	Total Northern	Other	Grand Total	Indigenous
Management	1 (1%)	8 (89%)	9 (20%)	36 (80%)	45 (100%)	3
Professional	0 (0%)	3 (1%)	3 (4%)	64 (96%)	67 (100%)	0
Skilled	83 (52%)	78 (48%)	161 (28%)	417 (72%)	578 (100%)	105
Semi-Skilled	131 (78%)	37 (22%)	168 (58%)	121 (42%)	289 (100%)	143
Entry	67 (77%)	20 (23%)	87 (90%)	10 (10%)	97 (100%)	71
Total	282 (66%)	146(34%)	428(40%)	648 (60%)	1,079 (100%)	322

*There may be variances in the total numbers due to rounding to the closest whole number after the addition of the non-rounded numbers has taken place.





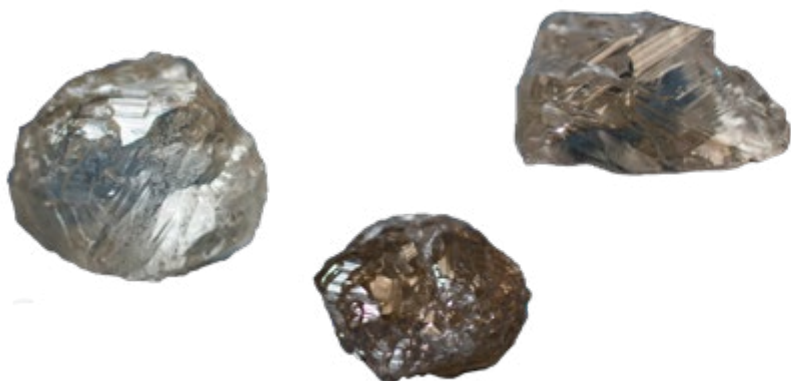
BUSINESS SPEND

The Company is committed to maintaining positive working relationships with Suppliers to build capacity for Northern Business and to promote economic growth.

Indigenous Businesses have secured numerous contracts at the Ekati mine, including contracts for mining services; explosives and blasting supply; catering and janitorial services; and freight management and transportation services, including air freight, passenger flights, and ground transportation.

BACKGROUND TO 2020 NUMBERS

2020 saw an overall decrease in total business spend due to the COVID-19 pandemic and as a result, the Company putting the Ekati mine of Care & Maintenance. The Company entered CCAA protection under the Court of Queen's Bench of Alberta in April 2020. As we work to get back to full production and establish the newly owned company in 2021, our commitment and support for our Northern partners continues to be a top priority.



2020 BUSINESS SPEND SUMMARY

Total business spend fell by 50% to \$200 million due to the suspension of mining operations for most of 2020.

The decrease in Indigenous spend was slightly greater at 52% as these companies are very focused on activities directly related to the mining operations that were suspended.

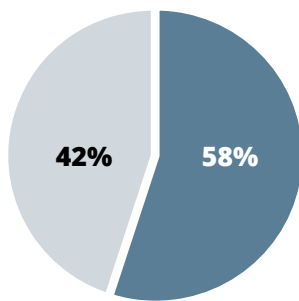
The decrease in non-Indigenous northern spend was not as severe, falling by 39%, as these companies diversify into vehicle components, professional and environmental services.

The proportion of overall Northern spend increased from 56% to 58%.

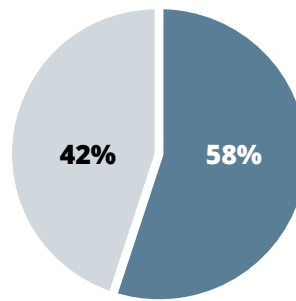
*Note: Government, royalty, and donation payments that were not commercial business spend are not reflected in this report.

TABLE 11: EXPENDITURES BY PRIORITY GROUP

	Expenditures	% of Total Northern	% of Total Spend
Northern Indigenous Businesses	\$ 68,063,184	58%	34%
Other Northern Businesses	\$ 48,301,625	42%	24%
Total Northern	\$116,364,809	100%	58%
Other Businesses	\$84,272,449	N/A	42%
Total Spend	\$200,637,258		



Northern \$116 million (58%)
 Other \$84 million (42%)
 Total \$200 million



Northern - Indigenous \$68 million (58%)
 Northern - Other \$48 million (42%)
 Total \$116 million

TABLE 12: NORTHERN EXPENDITURES BY CATEGORY

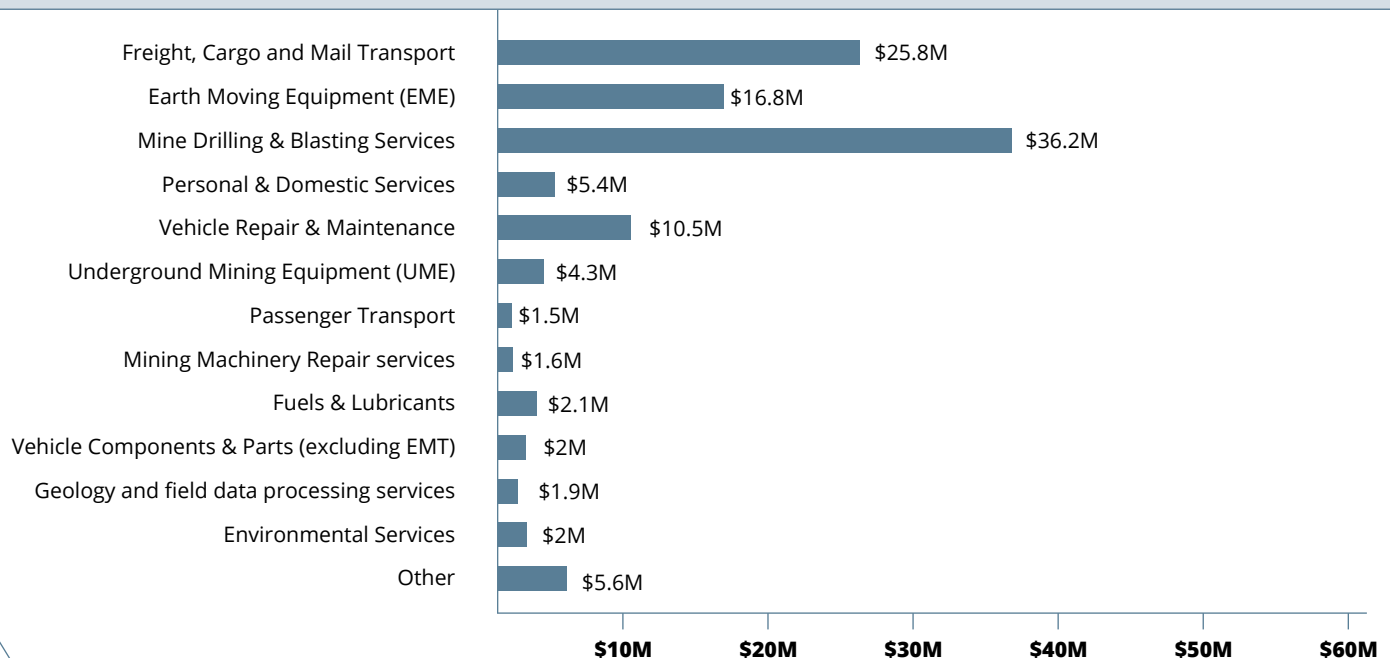


TABLE 13A: EXPENDITURES BY PRIORITY GROUP (MILLIONS OF DOLLARS)

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Total
Northern Indigenous Businesses	71	75	108	88	79	97	157	147	176	143	68	2,352
Other Northern Businesses	101	122	157	157	197	161	179	160	126	79	48	3,791
Total Northern	172	197	265	245	276	258	336	307	302	222	116	6,143
Other Businesses	113	130	134	149	189	190	204	181	222	176	84	2,604
Total Spend	285	327	399	394	465	448	540	488	524	398	200	8,747

Total column includes 1999-2020 (table only shows 2010-2020 data).

TABLE 13B: EXPENDITURES BY PRIORITY GROUP (%)

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Total
Northern Indigenous Businesses	25	23	27	22	17	22	29	30	34	36	34	27
Other Northern Businesses	35	37	39	40	42	36	33	33	24	20	24	43
Total Northern	60	60	66	62	59	58	62	63	58	56	58	70

Total column includes 1999-2020 (table only shows 2010-2020 data).

TABLE 14: ACTUAL SPENDING COMPARED TO THE ENVIRONMENTAL IMPACT STATEMENT SPENDING PREDICTIONS (MILLIONS OF DOLLARS)

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Total
Actual Total Spend	285	327	399	394	465	448	540	488	524	498	200	8,747
Actual Northern Spend	172	197	265	245	276	258	336	307	302	222	116	6,143
Northern Percent of Total	60%	60%	66%	62%	59%	58%	62%	63%	58%	55%	58%	70%
Northern Target Percent	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
Northern Target: Calculated at 70%	200	229	279	276	326	314	378	342	367	283	140	6,123
Actual Minus Target	-27.5	-31.9	-14.3	-30.8	-49.5	-55.6	-42.0	-34.6	-64.8	-56.6	-24	20.1

Northern target spend is 70% of total spend.

Total column includes 1999-2020 (table only shows 2010-2020 data).

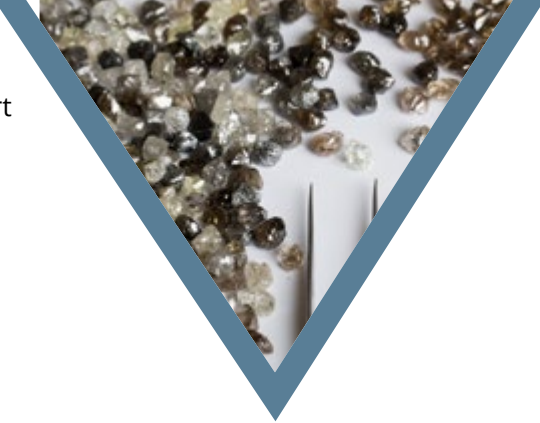


TABLE 15: SPEND BY GEOGRAPHICAL LOCATION

Location	Expenditure
Aldersyde	\$12,600
Fort Smith	\$150,844
Hay River	\$2,086,828
Yellowknife	\$102,745,253
Other	\$11,369,284
Total Northern	\$116,364,809



APPENDICES



APPENDIX A: POSITION LISTINGS

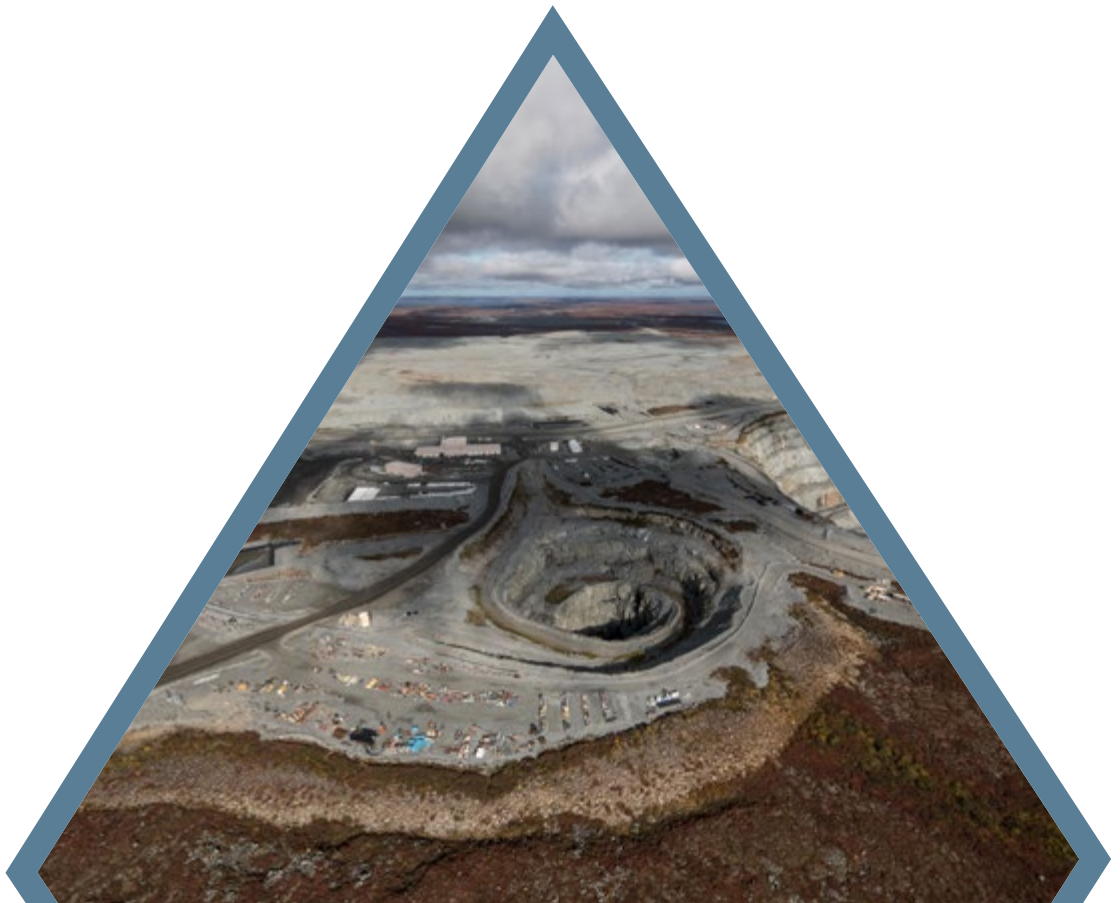
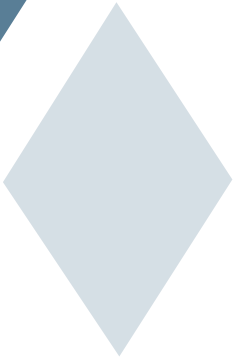
FEMALE TRADITIONAL POSITIONS

Positions	Skill Level
Accounts Payable Administrator	Semi-Skilled
Administrative Assistant	Semi-Skilled
Administrative Specialist	Semi-Skilled
Advisor, Communications	Skilled
Benefits Specialist	Skilled
Community Relations Advisor	Skilled
Document Controller & Administrative Specialist	Semi-Skilled
HR Analyst	Professional
HR Business Partner	Professional
HR Officer	Skilled
LMS Administrator	Semi-Skilled
Office Manager	Skilled
Payroll & Benefits Administrator	Semi-Skilled
Payroll Specialist	Skilled
SAP Master Data Administrator	Skilled
Sr Advisor, Employee Benefits	Skilled
Sr Advisor, Payroll System	Skilled
SharePoint Administrator	Semi-Skilled
Sr Payroll & Benefits Analyst	Skilled
Supervisor, Accounts Payable	Skilled
Travel Coordinator	Skilled

FEMALE NON-TRADITIONAL POSITIONS			
Positions	Skill Level	Positions	Skill Level
Assist Maintenance	Entry	Investigator	Skilled
Assist Process Plant	Entry	JP Power Linesperson	Skilled
Chief Financial Officer	Management	Maintenance Planner	Skilled
Corporate Controller	Management	Manager, Treasury	Management
Diamond Cleaning Specialist	Semi-Skilled	Mine Geologist	Professional
Dispatcher Surface	Semi-Skilled	Procurement Specialist	Skilled
Draw Control Specialist	Skilled	Reliability Advisor	Professional
Engineer Electrical	Professional	Resource Geologist	Professional
Engineer, Geotechnical OP	Professional	Risk & Safety Advisor	Skilled
Env. Advisor, Fisheries & Aquatics	Professional	Security Officer	Skilled
Env. Advisor, Waste	Professional	Sr Advisor, Reporting	Professional
Env. Coordinator	Skilled	Service Advisor	Skilled
Env. Monitor	Entry	Services Coordinator	Semi-Skilled
Env. Specialist	Skilled	Sr Budget Analyst	Professional
Equip. Op. Support	Semi-Skilled	Sr Procurement Specialist	Skilled
Equip. Op. Truck	Semi-Skilled	Sr Tax Advisor	Professional
Financial Accountant	Professional	Sr Advisor, Training & Development	Skilled
Financial Analyst	Professional	Supt. Diamond Control	Management
General Counsel	Management	Supt. Procurement	Management
Geologist in Training	Professional	Supt. Permitting	Management
Geotechnical Engineer	Professional	TL SCM, Business Support	Professional
Head of Env., Permitting & Communities	Management	TL, Mine Planning	Professional
Head of HR & Corp. Comms	Management	TL, Planning & Rebuilds	Professional
Head of SCM, Logistics & IT	Management	TL Process Plant	Skilled
Health Safety & Risk Support Technician	Skilled	Trainee Condition Monitoring	Semi-Skilled
Heavy Equipment Technician	Skilled	Wildlife Advisor	Skilled
Hydrocarbon Tech II	Semi-Skilled		

ABBREVIATIONS IN POSITION LISTINGS

Env.	Environmental	Supt.	Superintendent
Equip. Op.	Equipment Operator	TL	Team
HR	Human Resources	UG	Underground
JP	Journeyman	VP	Vice President
OP	Open Pit		



APPENDIX B: INTERPRETATIONS & DEFINITIONS

INTERPRETATIONS / GUIDANCE

EMPLOYMENT COMMITMENTS

In the SEA, the following targets are set for Northern Resident employment and Indigenous employment for the Operations Phase of the project:

- Northern Resident employment will be 62% of the total Arctic and Contractor employment
- Indigenous employment will equal at least 50% of Northern Resident employment

BUSINESS SPEND COMMITMENTS

The SEA target for Northern Business spend is 70% of the total annual value of goods and services purchased during the Operations Phase.

JOB CLASSIFICATIONS

The skills and knowledge to perform the duties of a position fall into five basic categories. The following classification and criteria are used.

Management: Characterized by high levels of responsibility, accountability and subject matter expertise. Expertise is acquired through either formal education or extensive occupational experience.

Professional: Work for the position requires a university degree (e.g. accountant, engineer, geologist).

Skilled: Work for the position requires a college or technical school diploma, certification in specialized trades (e.g. surveyor, technician, administrative assistant).

Semi-Skilled: Work for the position requires a GED and related work-experience (e.g. equipment operator).

Entry: Formerly referred to as Unskilled, this category is now called Entry to accurately define the position. Work for Entry level positions is non-specialized; GED is preferred.

NUNAVUT

The SEA was signed on October 22, 1996, prior to the division of the Northwest Territories and the creation of the Nunavut Territory. Employment and business expenditure data from the Hamlets and Kugluktuk and Cambridge Bay are also included in the report.

ROUNDING

The totals in the tables in this report may differ slightly, due to rounding to the closest whole number after the addition of the non-rounded numbers has taken place.

STANDARD CONTRACT EMPLOYER PRACTICES

The Company requires all contract employers to support our commitments to the people of the North by preferentially hiring Northern Residents and Indigenous individuals when it is reasonably practicable.

TRADITIONAL AND NON-TRADITIONAL OCCUPATIONS FOR WOMEN

As per the SEA, the Company is required to report the number of women working in traditional and non-traditional occupations. For the purpose of this report, a woman who works outside the home in a job that is not historically categorized as a female occupation is considered to be working in a non-traditional occupation. For more accurate reporting, the Company has also included female employment by skill level as shown in Table 4D. Classifications for traditional and non-traditional positions are reported in Appendix A.

DEFINITIONS IN THIS REPORT

Contractor: Every contractor and sub-contractor used by Arctic for the project.

Headcount: The number of individuals who have worked in connection with Arctic, irrespective of the number of hours worked.

Indigenous: A First Nations, Inuit, or Métis person who originates from the Northwest Territories (or Nunavut after 1999).

Indigenous Business: A business that is wholly owned by, or in partnership with, an Indigenous group. Indigenous Businesses have a physical presence in the Northwest Territories; Kugluktuk, Nunavut; or Cambridge Bay, Nunavut, and have self-declared themselves to be an Indigenous Business regardless of where the business is headquartered and/or whether it is ultimately parented by an Indigenous Business.

North/Northern: The region covered by the Northwest Territories and Nunavut.

Northern Business: A business organization which, may be an incorporated company, unincorporated joint venture, partnership, proprietorship, or cooperative acting for the benefit of any Northern Resident in which Northern Residents shall have substantial management authority or in which Northern Residents shall have a significant working interest.

Northern Indigenous: An Indigenous person who resides in the North.

Northern Other: A Northern Resident who does not meet the definition of Indigenous as used in this report.

Northern Resident: A person who maintains a self-contained domestic establishment in the Northwest Territories (or Nunavut) other than a residence at a remote work site, and who primarily resides at that domestic establishment when not residing at a remote work site or attending an educational institution full time, and who:

- I. Has continuously been a Northwest Territories (or Nunavut) resident for a period of at least six months immediately prior to being hired, or
- II. Is Indigenous.

Operations Phase: That period of time commencing on the date that the first mine goes into commercial production (when diamonds in sizable quantities are recovered and offered for sale on a regular basis), within the claim block, until the permanent closure of the last mine of the project.

Person Year: For operations, one person year equals 2,080 hours per year, For construction, one person year equals 2,736 hours per year.



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