



June 30, 2017

Chuck Hubert - Senior Environmental Assessment Officer
Mackenzie Valley Environmental Impact Review Board
200 Scotia Centre P.O. Box 938
Yellowknife, NT
X1A 2N7

Re: Measure 8-2 Supporting increased employment opportunities for women

Dominion Diamond Ekati Corporation (DDEC) is pleased to provide the following submission regarding the Jay Project (the Project) as per the *Report of Environmental Assessment and Reasons for Decision* (REA) Measure 8-2: Supporting increased employment opportunities for women:

To mitigate significant adverse socio-economic impacts on women, Dominion will consult with the Government of the Northwest Territories, the Status of Women Council of the NWT and the Native Women's Association of the NWT to update its strategy for the training, recruitment and employment of women in traditional and non-traditional occupations, prior to the construction phase of the Jay Project. Where Dominion has community liaisons, they will serve as additional resources for implementing initiatives for training, recruitment and employment of women.

Dominion will report on employment and retention figures for women, and on the effectiveness of its revised policy, as part of its reporting per measure 13-1.

DDEC approached the Government of the Northwest Territories (GNWT) the Status of women Council of the NWT and the Native Women's Association of the NWT to plan a workshop to discuss training, recruitment and employment of women with DDEC. As well as engaging with these organizations, DDEC approached Aboriginal organizations to determine interest in attending and participating in the workshop. The workshop was held in Yellowknife on June 3, 2016 and the following groups were in attendance:

- Status of Women's Council
- Native Women's Association of the NWT
- Mine Training Society
- GNWT – Education, Culture and Employment
- Deninu K'ue First Nation
- Tlicho Government
- Yellowknife Dene First Nations
- North Slave Metis Alliance

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The discussion focused on training, recruitment and employment of women with DDEC and DDEC presented information collected from hiring, exit interviews and an internal survey that was conducted. Key points from the group included the importance of training and education of all staff, mentoring and coaching, continual collaboration with other groups such as the Mine Training Society, and increasing opportunities for women in all roles within the company.

Since the workshop in 2016, DDEC has provided the results of the internal survey to DDEC staff and are working on a number of actions and suggestions and have updated policies on discrimination and harassment. This work is on-going.

If you have any questions or concerns regarding summary of activities, please contact me at 867-669-6116 or Claudine.Lee@DDCORP.CA.

Sincerely,

A handwritten signature in black ink that reads "Claudine Lee".

Claudine Lee, M.Sc., P.Geol.
Head – Environment

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DOMINION DIAMOND EKATI CORPORATION

Women in Mining

Workshop Report

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1.0

Introduction

On June 3, 2016 Dominion Diamond Ekati Corporation (DDEC) held a workshop to discuss ideas for addressing barriers for Women in Mining. The workshop was prompted by the recent Environmental Assessment (EA) process DDEC has recently gone through for the proposed Jay Project. The Mackenzie Valley Environmental Impact Review Board (MVEIRB) prepared the Jay Report of Environmental Assessment (REA) in February 2016. The Jay REA included Measure 8.2 Reducing barrier to employment for women:

To mitigate significant adverse socio-economic impacts on women, Dominion will consult with the Government of the Northwest Territories, the Status of Women Council of the NWT and the Native Women's Association of the NWT to update its strategy for the training, recruitment and employment of women in traditional and non-traditional occupations, prior to the construction phase of the Jay Project. Where Dominion has community liaisons, they will serve as additional resources for implementing initiatives for training, recruitment and employment of women. Dominion will report on employment and retention figures for women, and on the effectiveness of its revised policy, as part of its reporting per measure 13-1.

To meet this Measure, DDEC held a workshop, with women representatives from the groups outlined in Measure 8.2. Based on feedback from engagement with Aboriginal communities and Governments, DDEC also invited representatives from the Aboriginal communities and Governments. A list of participants can be found in **Appendix A**.

The workshop focused on three key themes, *Employment, Retention, and Training*. Context for each theme was provided using statistics based on employee feedback and DDEC data. The presentation slides with the details of the results will not be shared as some of the information is confidential and sensitive and not available for public review.

To open the workshop, a representative from DDEC asked each participant to describe their expectations for the workshop. The responses are summarized as follows:

- Discuss the systemic issues in a predominantly male work environment and the procedures and processes in place to support women and reduce barriers, specifically indigenous women.
- Discuss strategies to increase the number of women in skilled trades and how multiple organizations can work together with DDEC to promote non-traditional gender roles for women.
- Discuss the hiring practices and employment requirements to generate ideas on how to increase the number of Aboriginal employees.
- Learn about Women in Mining and the traditional and non-traditional positions in the mining industry.

2.0

Employment

A representative from DDEC began the discussion by presenting statistics of the current workforce. It is important to note that the statistics apply to all Ekati employees and that includes people who work at the Ekati Diamond Mine Site, in the Yellowknife Office and in Yellowknife, but not contractors. Information presented came from three sources, company employee demographics, exit interviews, and an employee survey issued directly to women employees. Eighty-nine women participated in the survey. Topics, group by information source include:

Company Employee Demographics

- Number of male employees versus female employees
- Number of traditional versus non-traditional roles
- Traditional versus non-traditional role breakdown by gender
- Years of service by Gender
- Turnover rates
- Age women leave DDEC (from exist interviews)

Exit Interviews for Women Who Left the Company

- Career path opportunities provided by DDEC (from exit interview Data)

Employee Survey

- How do you feel about the DDEC culture towards gender equality?
- How do you rate gender diversity at DDEC?
- How important is a company gender policy to you?
- How would you rate work life balance opportunities at DDEC?
- Do you see yourself still working at DDEC in 5 years?
- In your opinion are there any barriers to furthering your career at DDEC or within your department that are linked to your gender?

2.1

Discussion Summary

Key discussion and questions have been summarized in the table below. If a response was provided by DDEC, it is summarized next to the discussion or question. The information has been summarized and grouped appropriately to capture the important highlights of the discussion and are not verbatim.

Discussion/Questions	Response
The statistics presented under the question "Do you feel DDEC offered career path opportunities" the statistics presented were from the exit interviews, are there similar statistics for women still employed with DDEC?	DDEC informed the group that they have started completing "Stay Interviews" and have a goal of survey 1-2% of the population each quarter.
Question was raised about minimum amount of time someone needs to be a DDEC before they can have a stay interview.	The answer is no, the focus of the "stay interviews" are to find out how to keep people employed with DDEC. Interviews are directly with the Managers. If someone is having an issue with their direct supervisor, they speak freely with the manager and it gives them an opportunity to build a relationship with their manager while working to resolve any potential issues.
Do you ask employees what they want to discuss and not just what you want?	Interviews are very open ended, employees are able to choose what they would like to discuss.
What is the percentage of management positions or mid-management positions held by indigenous women?	Do not have that information but is available right now, but it is in Socio-Economic Agreement (SEA) report.
Based on your statistics, what are the Departments' women are most interested in? When they were leaving, why? For women being hired, what are the most common positions?	Traditional positions held by women include human resource, office administration, document controller, housekeeping and kitchen staff. Non-traditional such as trades, equipment operator, mineral processors, crane operators have fewer women in these positions.
There are lots of professionals women who have non-traditional training, such as geology, but are in management positions so they are considered traditional because they are office related.	
Does DDEC have a further breakdown of the number of non-traditional jobs? What is the percentage of women in trades or haul truck drivers?	This information is available at SEA Report. The details of women in non-traditional jobs include:
	53 skills, 52 semi-skilled and 7 in entry level positions.
	The types of roles in each skills trades people include qualified operators, semi-skilled, operators, and entry level maintenance assistance, apprentices.
	When DDEC looks at total number of females, we also want to look at the details in relation to our priority groups.

Discussion/Questions	Response
	<p>37 Northern Aboriginal Female at the end of 2014 in non-Traditional jobs, 33 Northern in the same group.</p> <p>Based on Socio-Economic Agreement, "Northerners" are defined as anyone residing in NWT and NU. "Other" is anyone outside of NWT and NU, 28 in non-traditional roles. Majority of geologist and engineers that work for DDEC are not considered "Northerners". These are skills we have less of in the North, especially women in those fields.</p>
The Federal Government requires contractors to mirror their policies and hiring practices. Does DDEC require the same?	DDEC sets a minimum standard that contractors have to abide to, they can do further within their own policies but they have to mirror our minimum policies.
The employee survey that was completed, is it an inclusion survey or just a questionnaire?	The survey included standard questions and was confidential. This is the first type of survey DDEC completed for women. If a similar survey had been completed when DDEC acquired Ekati, it would have been different. DDEC has put a focus on recruitment and revised our recruitment policy; this has led to a spike in the 1-3 years hiring statistics.
The survey results show response "somewhat negative" is that from women working at the mine?	<p>10% of females feel like there is somewhat negative culture. The comments from respondents include:</p> <p>There are still too many males and not enough females. Women are hired in traditional and admin jobs, and there are not females in the more operational roles. Lack of females in leadership roles. And that there is a good diversity in the YK office but not at site.</p>
Does DDEC have a gender policy in place?	No DDEC does not have a specific gender policy. There is a standard clause about gender in the Human Resource policy. As for training there are priorities for Northerners in our recruitment policy and we use that to drive our development.
Does DDEC's Standard HR policy include harassment?	DDEC has a specific harassment policy.
When both a husband and wife work at site, does DDEC get them to work on the same shift?	DDEC can and does try to accommodate husbands and wives so they are on the same rotation.

Discussion/Questions	Response
If someone wants to go into a different field (example an equipment operator wants to work in another job at site) does DDEC allow them to try?	In order for an employee to switch a job, there has to be a need. DDEC has sponsored people to partake in other training opportunities but the individual has to take the initiative. There is an adult educator at site to support DDEC and contractor employees. A person who wants to go into an apprenticeship for example could work with the Adult Educator to close those gaps and do one-on-one tutoring and facilitate practice exams.
Would DDEC consider partnering other organizations to support programs that focus on preparing indigenous females for non-traditional jobs in mining? In Northern Ontario they have Women in Mining Training.	DDEC is interested in potential partnerships. Those are types of partnership are what the company looks for. DDEC has worked with the MTS for many years on a number of initiatives, and have worked with women in mining and oil in the past. It is important that the
Northern Ontario is running the mining essentials program and has experimented with an all-female program. MTS is successful. MTS does a great job and continues to be a looking to having an all-female class. The challenge is that mining is still a male dominate area, when a group of women is using to working in an all-female context there will be a shock when transferring to a majority male dominate workplace. Women tend to do better in these classes, finding the balance is challenging. The program funning in Northern Ontario has been very successful for about 10 years. There is an opportunity for other organizations to go into training and education.	Company finds out how is can best support to make it viable organization; DDEC sees the value of the program and we see the training that comes from the organization. We would like those opportunities to see where we can support.
The Native Women's Society, provides basic education to get 30-1 levels in English and math and it prepares women to get 140 level at Aurora College to further their education. Also run an assets program. Women, who need support in training or education, tuition, books, travels, household, etc., can get support from the Aboriginal Skills Employment Training Society (ASETS) money. The ASETS Funding is geared towards training to get people jobs. It is set up for people to come in and know what they want. We would like to work on a career assistance program to help figure out what job they would like to follow, this approach is a better way to go through a one window.	
At present there are very clear silos between organizations. The Native Women's Society are open to more meaningful discussion on the role that we can play in assisting Indigenous women gain employment in Non-traditional roles	Mining is male dominated; the Mining Industry HR of Canada had a forum on women in mining, and one response was the lack a consistent organization or councils to drive the focus. With multiple stakeholders, it is easier to work together. If there is an organization that

Discussion/Questions	Response
	is already doing this, DDEC does not want to recreate the wheel.
The GNWT Department of Education Cultural and Employment (ECE) is working on a 5 minute video that shows 5 different trades and encourages women to go into other trades to become journeywomen. ECE will promote it in the high schools along with the SNAP program.	
Gender equality and how certain policies affect women and men differently. How does this make women want to stay with the company?	DDEC does see more success when applicants come through MTS; the quality of the training is clear. DDEC can commit to supporting work placements, which are basically three month interviews. During the 3 month probation period, DDEC is assessing the trainee on everything from work ethic, are they showing up late, are they there when the safety meetings start in the morning, are they cooperative with the senior employees, are they taking the time to put the effort into learning more?
	Candidates from the Mine Training Society are people DDEC wants put effort into. There was an example of an UG trainee that did a work placement but a UG job was not available, however the training was transferrable and the individual was hired in a full-time job for surface mining. Without experience, it is much different in a mining position; someone with experience or has worked at a mine in another field is more likely to get hired. There has been a lot of turn over for people who have never worked in the mining industry.
	It is not necessary that DDEC only hire someone through MTS, if someone has come through NAIT, that school has a good reputation for training. If the applicant trained with "Joe's Trucking and training" down south, DDEC does not know the quality of their training. Where they attend school is not an issue, it is the quality of their training.
The NWT Status of Women experience through programs run by the organization, that if the women were qualified the mines would work to place them. The biggest problem is finding women who could pass the trade's entry exam. We did an assessment marginalization; it assess for success. Marginalized is through psychology and evaluation for	

Discussion/Questions	Response
<p>women who have not been employed in their lifetime. Women who are going to be successful on their own can go and get a job. If you eliminate barriers women face, it helps with the success rate. Barriers often include childcare and the ability to pass the trade's exam.</p>	
<p>Example was provided of a women who had secured work at the mine and was doing very well, but childcare for her son became less than favourable and she had to choose between her son and her job. She chose her son.</p>	
<p>Mentoring and coaching for women is needed for them to succeed. MTS has a coach to ensure they are successful at the end of the day. The staff will mentor the female participants because they are entering a whole different world. It is part of the culture that younger people do not challenge the elder or person who is elder than you. It is good to mentor them to speak up for themselves and know that is it ok to refuse unsafe work.</p>	
<p>FRMC identified that it is equal between males and females for people who come looking for assistance and job opportunities at the mine.</p>	

3.0

Retention

A representative from DDEC began the discussion with an overview of the company's recruitment policy. A key item in the policy, is that DDEC will make all efforts to employ Northerners where possible. When DDEC acquired Ekati approximately 52 % to 64% of the employees were considered Northerners, the goal is to strive to improve this percentage. What the company is working with each of the communities to try to achieve this. The purpose of this discussion is to understand what the issues are for retaining women and how they can overcome these issues. The information shared by DDEC comes from the employee "Stay Interviews". Topics reviewed include:

- Did you experience any challenges in applying or attending an interview for a position at DDEC?
- What women like about their job?
- What Women at DDEC consider to be a Great Day at Work
- What makes women want to stay at DDEC?

3.1

Summary of Discussions

Key discussion and questions have been summarized in the table below. If a response was provided by DDEC, it is summarized next to the discussion or question. The information has been summarized and grouped appropriately to capture the important highlights of the discussion and are not verbatim.

Discussion/Questions	Response
The work balance life is important and a solution needs to be found. Can we look for solution to help support the process and what does this look like? This would be a solution for both the employer and the employees. It would help the family balance.	This mornings discussion talked about having a central effort together. DDEC can look at possibly participating in supporting something like a cooperative where women coordinate childcare with each other when on opposite shifts.
A co-op where women could both work opposite rotations and they each take care of each other kids. This is the type of solution that needs to be explored to maintain retention at the mine. Ensuring the women are able to have the proper cross over would help with this success.	Liability will not allow us to build a day care on site. When it comes to dealing with females who want to start a family, DDEC has been flexible with rotations. The business of running a mine and the role the individuals has as part of that operation limits the flexibility that can be accommodated. The needs of the mines are must be taken care of as well, but DDEC does what it can to assist people who are making these decisions.
Childcare does not have to be gender specific. There are single parents working at the mine site (both mothers and fathers. Finding a support network is challenging.	

Discussion/Questions	Response
It is not necessary to recreate the wheel. There are successful models that exist and are mindful of women in non-traditional jobs or even traditional jobs and having work-life balance.	
One thing that the advocacy agencies and the community organizations hear is that people who apply for jobs do not hear back about jobs they have applied for. Many do not know why they were not hired.	When DDEC initially acquired Ekati, people were only able to apply online. That was a barrier, the Company now accepts faxes and emailed resumes as long as they identify the job they are interested in.
	The HR team does not have the resources to respond to all applicants because of the volume of applications on many job postings. There is a process where an automatic response that will inform applicants of the steps that they have passed, whether or not they are being considered for the job, if they went through the interview process and if they are short listed or not. However, the HR department does not get to many calls people asking about their resume and what they did in the interview process.
In a successful program – indigenous women need a specific space to gather as women and build a network of women. We have the outcomes and models that can be provided to DDEC. Looking for partnerships for the NWT.	A collective focus, where all agencies are working together would be best. DDEC is interested in knowing more about this model, and could look at the possibility of participating in a bigger initiative.
Aside from childcare, there are problems with women and men having to deal with problem in their home communities and other bigger issues within the family or community dynamic. The Native Women's Society finds that doing life skills and preparing women for a mine site and how to handle their responses has decreased the urgency around the issue. The training the Native Women's Society has done in the life skills and mine skills has made retention much more successful and made managing on the site more successful.	It is not the mine operator's role to make sure that all women who come to site have the appropriate life skills to manage the jobs they have been assigned, but it is good to build a bridge with key organizations that can provide these services.
The liaison role is still limited and would prevent women from applying and staying at the mine. I think there is a deeper role to attract women to keeping them there. Through Community Development (CD) we would like to see a balance.	Communities' teams have worked on having a liaison in the community. There are definite benefits to having a local individual support people who may apply, including walking someone through the recruitment process there. However, DDEC is not government and does not take on the role of government, perhaps there are social issues prohibiting these retention and employments.

Discussion/Questions	Response
Question was raised about alcohol and drug testing, does DDEC do drug and alcohol testing. If someone has a positive reading are they sent off site for treatment?	Yes, DDEC does do alcohol and drug testing. If someone has a positive reading they are sent off site for treatment.

4.0

Training

Dominion Diamond Ekati Corporation completed employee stay surveys to help gage how people feel about their current positions with the company. The purpose of the survey was to help DDEC understand what are the causes of employee dissatisfaction and how can they be addressed before an employee resigns. A DDEC representative provided an explanation of the survey and indicated that discussions would focus on the key question that relates specifically to women *"Does DDEC provides me with equal opportunities for training and career development?"* A summary of the key responses to the of the survey question on when employees feel training is not meeting their needs include:

- Mostly internal training – very few external,
- Lots of opportunity – it's great,
- Struggle to get paid time away from site,
- Failure to prepare women for non-traditional roles – should be more talent management and role models,
- Male counterparts are favored for training over women

4.1

Summary of Discussions

Key discussion and questions have been summarized in the table below. If a response was provided by DDEC, it is summarized next to the discussion or question. The information has been summarized and grouped appropriately to capture the important highlights of the discussion and are not verbatim.

Discussion and Questions	Response
Are there job shadowing opportunities (in the evening or at other times) where women can observe different jobs? May be more success if people are aware of what a job entails before they put the effort into training for it.	Yes this does happen, but it is not formal. It is generally people going and seeing all the aspects of the job. However, job shadowing could be something that could be incorporated into a form of training.
At MTS there is an education reform initiative. It is looking at how to create a confident person and helping students see different employment opportunities. There is a big piece on career. MTS has participated in successful career fairs, we used old model examples. We had a member who's an architect to speak with the kids. We brought another remember who is an apprentice and tried to bring different types of careers to these students.	How can DDEC get into the schools sooner? There is a vacant millwright position available and a woman applies on it. She is sitting in the role because it provides an income but is not committed. DDEC would like to look at raising awareness to other roles at the mine and encourage kids to think beyond a truck driver positions. It is important to getting people to become familiar with other roles so they see the opportunity.

Discussion and Questions	Response
<p>MTS – did a role model champagne, posted photos of successful people from their community and we find that students will approach them to talk about their career.</p>	
<p>Mining environment with a focus specifically for women is required. To achieve this there is a real need for life skills. In mining essentials, the focus of talking to life skills coaches does not do the job it needs to do. Indigenous women need their own space to proactively encourage women to stay in the mines. The group in Northern Ontario that has implemented this new model already has 6 partners. There have been some interesting finds from women and mining partners. An example provided included women in drill bit and sort of weren't sure of what was happening in this placement. They didn't like what was happening and took pictures of unsafe work. The coaches and staff at the women's group went back to work together to try and find ways to work with the company to assist them to get safe. The three women went back and were employed and now manage the company.</p> <p>Women in the north thought they would get managerial jobs and they are busy cleaning rooms. There is still a tendency that women are ignored by liaisons, husbands get jealous it causes problems, husbands go to site wives have problems, women think their kids are in good hands but they aren't and the kids are walking around the streets. Women are getting crapped on far more quickly than guys. It is important that we ensure First Nations, Inuit and Metis women are first in consideration. It is important that women are in decision making positions and working in haul trucks. This will be through this Ontario Model. There are reports of sexual assaults in the mine sites, in one instance the whole community supported the guy accused of the assault and not the woman who was assaulted.</p>	<p>If someone said they have been working for 5 years or more and they have not received training to advance and no one is talking to them about moving forward, then DDEC would like to have a discussion with the individual. It is not the case that DDEC is not looking to give a female the opportunity, we want to ensure that our females are physically able to do these jobs. Having to wait for the opportunities to come up can take a long time because there are positions that people stay for up to 15-18 years. DDEC is looking for ways to develop in house drillers training and build internal capacity for jobs that are difficult to staff with Northerners. It is important that Northerners are able to fill these positions and when they become available.</p> <p>Through the process of internal training, DDEC is interested in identifying potential candidates, however we are looking for individuals to take the initiative and identify that they want the opportunity and training.</p> <p>Even when it comes to identifying a certain niche or approach to improve the development of women once they get their foot in the door. DDEC would be interested in hearing suggestions.</p>

Discussion and Questions	Response
There is a concern that the mines will not be open very long. Training that women take specific to the mine may be lost once closed. Snap Lake had a big impact on people's perceptions. How can this be overcome?	Job skills are gained through work at the mine are transferrable. Ideally, when the mine does shut down there are skills that can be applied to other industries.
Questions were raised about personal finances and managing money.	DDEC has EFAP; it is available to employees and families to discuss about finances, being away from home, budgeting, etc.

5.0

Conclusion

The workshop wrapped up at 2:15pm. Representatives from DDEC thanked participants for attending the workshop and sharing. DDEC has made an effort to increase the participation of women in mining, however there are still key challenges that women face. Key themes that emerged from the discussion include:

- Child care is a significant barrier for increased participation of women in mining.
- Mining is still male dominated; getting women interested in non-traditional jobs will require more effort, not just by mining companies, but by many different agencies.
- Indigenous women may still find it difficult working in an environment that is still dominated by men.
- Recruitment and training geared to women could help reduce some of the barriers that are inhibiting women from pursuing careers in mining.
- Cooperation with multiple organizations, including community agencies, government and DDEC is needed to provide necessary supports to give women equal opportunities to work in mining.
- Success models for engaging women in mining exist in Northern Ontario and other regions, sharing these models and creating partnerships with training institutions, and non-government organizations that support women is important.

Participants were encouraged to reach out to the DDEC representatives if other barriers were identified after the workshop. As well, possible models or information for helping women integrate and be successful in mining are always welcome for consideration.

The summary report will be provided to the MVEIRB as part of the public record for the EA process.

Appendix A

Attendance List

Participants:

Gaeleen MacPherson	Head of Human Resources	Dominion Diamond
Kim MacLeod	Superintendent Human Resources	Dominion Diamond
Stephanie Jones	HR Business Partner	Dominion Diamond
Claudine Lee	Head Environment & Communities	Dominion Diamond
Ori Wah-Shee	Team Leader Community Development	Dominion Diamond
Rebecca Plotner	Community Development Advisor	Dominion Diamond
Lorraine Phaneuf	Executive Director	Status of Women Council
Sylvie Tordiff	Manager, Career Development & Training	GNWT – Education, Culture and Employment
Hilary Jones	General Manager	Mine Training Society
Alisa Praamsma	Executive Director	Native Women's Association of the NWT
Lorraine Phaneuf	Executive Director	Status of Women Council
Joanne Taylor	NSMA Representative	North Slave Métis Alliance
Jasmine Blackduck	Tłı̨chǫ Representative	Tłı̨chǫ Government
Sarah Hunt	Tłı̨chǫ Representative	Tłı̨chǫ Government
Lesley Ann Evans	YKDFN Representative	Yellowknives Dene First Nation
Angela McKay	FRMC Representative	Fort Resolution Métis Council
Laura Edjericon	DKFN Representative	Deninu K'ue First Nation