



**Oral presentation**

**Exposé oral**

**Written submission from  
Maria Santos**

**Mémoire de  
Maria Santos**

In the Matter of the

À l'égard de

**Cameco Corporation, McArthur River  
Operation and Key Lake Operation**

---

**Cameco Corporation, établissements de  
McArthur River et de Key Lake**

---

Application for the renewal of uranium  
mine/mill licences for McArthur River  
Operation and Key Lake Operation

Demande visant le renouvellement des permis  
d'exploitation de mines et d'usines de  
concentration d'uranium pour les  
établissements de McArthur River et de  
Key Lake

**Commission Public Hearing**

**Audience publique de la Commission**

**June 7-8, 2023**

**7-8 juin 2023**



April 25, 2023

Maria Santos  
Saskatoon SK

**CAMECO CORPORATION**

*Corporate Office*  
2121 – 11th Street West  
Saskatoon, Saskatchewan  
Canada S7M 1J3

*Tel 306.956.6200*  
*Fax 306.956.6201*  
*www.cameco.com*

Louise Levert, Senior Tribunal Officer, Secretariat  
Canadian Nuclear Safety Commission  
280 Slater St.  
P.O. Box 1046, Station B  
Ottawa, ON K1P 5S9

Dear Louise,

Thank you for the opportunity to prepare this letter in support of Cameco's uranium mine licence renewals for the McArthur River, Key Lake and Rabbit Lake operations. My name is Maria Santos and I am the Manager of Strategy and Corporate Planning with Cameco Corporation.

I was born and raised in Saskatoon, Saskatchewan, to immigrant parents who migrated to Canada from the Philippines in the early 1980s. This was a time of new beginnings and new opportunities for my parents and our family. However, at this time, I was torn and struggled internally. I struggled internally with how I was to navigate the reality of assimilation in a predominately white community, without losing connection to my roots and culture. This struggle with conformity helped shape who I am today and how I have navigated the work I do with Cameco.

Despite the financial hardship my parents faced, I had the privilege of attending the University of Saskatchewan and obtaining a business degree, which then paved the way for me to work with Cameco, one of Saskatchewan's top companies and a leading Industrial employer of Indigenous peoples. For over 10 years, I've held various roles. I started as a Specialist of Workforce Planning & Talent Acquisition, which then progressed to the role in Senior Specialist of Workforce Planning and Talent Acquisition. From here, I advanced to a Senior Specialist of Leadership Development, and then into the role of Coordinator, Inclusion, Diversity, and Leadership. Most recently, I progressed into my current role in Corporate Strategy and Planning.

I consider myself very fortunate to have had the opportunity to hold different positions and the opportunity to influence and impact stakeholders both internally and externally. In addition, I

have been afforded a significant amount of autonomy to bring forward ideas and initiatives as it relates to equity, diversity, and inclusion (EDI). I was able to challenge the status quo, ask questions and offer recommendations for more inclusive practices and policies. I have found ways to help build a safe workplace while humanizing my every interaction.

My desire to create a safe and inclusive workplace where people, regardless of background, can thrive and feel like they belong, was fully supported by leaders in the organization.

For the majority of my career with Cameco, I had the great pleasure of leading EDI initiatives such as celebrating annual events like International Women's Day and Pride Month, developing, and facilitating Unconscious Bias training, introducing Cameco's Inclusive Language Guide, and participating in the Mining Association of Canada's diversity and inclusion protocols. Additionally, by ensuring our recruitment processes are inclusive and by creating education and awareness tools, we ensure continued education about EDI. To add on, I am also the co-chair for Cameco's Inclusion and Diversity committee, which consists of representatives from all our Canadian locations, as well as executive sponsorship from our Chief Executive Officer, our Chief Corporate Officer, and our Vice President of Human Resources. The support for EDI from our leadership team has helped mitigate biases and has paved the way for us to experience positive culture shifts.

What exactly does that positive culture shift look like? Of course, this includes making some changes to our programs and policies to ensure systemic barriers and biases are removed, such as adjustments to our recruitment processes and pay equity reviews. However, the biggest driver of a positive culture shift is when leaders started expressing self-motivated vulnerability.

I have witnessed our leaders demonstrate the courage and vulnerability to say, "I don't know", "Help me understand." or "I know I am in a position of privilege, what can I do?" Equity is demonstrated in the question, "How can I be an ally? I want my daughter to be afforded the same opportunities as my son."

Acknowledging privileges is foundational to becoming an ally. EDI without allyship will not be successful and allyship without the acknowledgement of privilege will not be successful. A high degree of self-awareness, self-accountability, empathy, and maturity is required. This is the shift that our leaders have been showcasing.

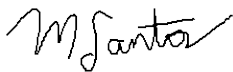
It displays to me that we are moving away from a compliance-driven approach to acknowledging the prioritization of EDI, which is not only the right thing to do, but it is also something we want to do as a company. We want a workplace that reflects the changing demographics and the communities where we operate, and we want a workplace that is both physically and psychologically safe to encourage innovation.

Now do not get me wrong, Cameco's journey toward an inclusive workplace has not been easy and we still have a long way to go. Still, I am proud to work for an organization like Cameco which is not only a leader in clean air nuclear energy, but also a leader in the community – a leader that has a growth mindset, that continues to work towards learning and embracing differences of experiences, skill sets and backgrounds. In my new role as Manager of Strategy

and Corporate Planning, I will have the opportunity to utilize my passion for EDI at a corporate strategic level. It excites me to know that Cameco wants someone with my background to be part of the organization's long-term strategy and planning. This is a commitment to EDI.

As mentioned earlier, I struggled with conformity. I wanted to be like the majority, and I didn't want to draw any attention to the fact that I was only one of two racialized persons in our entire school. I feared sharing my Filipino traditions and culture. Now as I reflect on where Cameco is today, I am proud to say our strength comes from our employees with diverse perspectives and diverse skill sets that lead us to innovative solutions. I am proud to know that as we continue to embrace diversity as an organization, the future is bright for Cameco as a provider of clean energy for our youth and our next generation of leaders. With this in mind, I fully support Cameco's uranium mine licence renewals for the McArthur River, Key Lake and Rabbit Lake operations.

Sincerely,

A handwritten signature in black ink, appearing to read 'M Santos', written in a cursive style.

Maria Santos