



Date: 2025-01-15

**Written Submission from
Morris Interactive Inc.**

In the matter of

NexGen Energy Ltd.

License application to prepare a site for
and construct its Rook I uranium mine and
mill project

Commission Public Hearing

February 2026

**Mémoire de
Morris Interactive Inc.**

À l'égard de

NexGen Energy Ltd.

Demande de permis concernant la
préparation de l'emplacement et la
construction de son projet de mine et
d'usine de concentration d'uranium Rook I

Audience publique de la Commission

Février 2026

Morris Interactive – NexGen Project | CNSC Public Hearing Intervener Statement

1. Opening Statement and Standing

Good Morning Commissioners.

For the record, my name is Mathew Cey, and I am appearing today as an intervener on behalf of Morris Interactive. Our intervention is focused on workforce readiness, community capacity, and local participation, as they relate to NexGen Energy's commitments and the Commission's consideration of socio-economic effects and long-term project sustainability.

Our comments are intended to provide factual observations based on our direct experience designing and delivering workforce programming in partnership with NexGen and communities within the Local Priority Area.

2. Organizational Background and Relevance

Morris Interactive is a Canadian organization specializing in workforce development, governance support, and capacity-building initiatives. We have worked with more than 250 Indigenous organizations across North America, supporting employment readiness, leadership development, and community-based training initiatives.

Our work related to NexGen has been delivered primarily within Treaty 10 Territory and the Local Priority Area. Economic reconciliation and respectful partnership are embedded in our program design and delivery model, with a focus on translating engagement commitments into structured, measurable outcomes.

From a licensing perspective, our relevance lies in supporting NexGen's ability to build a prepared, stable, and safety-aware local workforce over the life of the project.

3. Workforce Readiness Programming and Outcomes

Since 2022, Morris Interactive has designed and delivered the Career Transformation and Uranium Readiness programs in partnership with NexGen, First Nations, Métis employment coordinators, government, post-secondary institutions, and industry partners.

To date:

- 4 cohorts have been delivered
- 29 participants have graduated
- Approximately 80 percent have transitioned into employment in mining or related sectors, or have continued into further education

Program content includes industry orientation, health and safety fundamentals, physical readiness, financial literacy, professional skills, and career planning. These elements

support workforce preparedness prior to site entry and reinforce expectations related to safety culture and workplace conduct.

The programs are structured, documented, and repeatable, allowing for consistency and oversight as project phases progress.

4. Regulatory Advisory

One of our Associate Consultants, a former CNSC Director with 12 additional years of experience with the IAEA, has also provided regulatory advice to the Rook I team. Plus prepared some key technical modules of our Career Training course for the local impact communities.

5. Integration with NexGen Commitments

The Pathways to Your Future Program forms part of NexGen's broader community engagement and training strategy. Morris Interactive works directly with NexGen to coordinate program delivery, align training with project timelines, and support reporting and accountability.

Program delivery rotates among the five Local Priority Area communities, supporting equitable access and regional participation. NexGen and supply-chain partners participate directly in classroom sessions, providing participants with clear information about site expectations, safety culture, and employment pathways.

Graduates are currently employed at the Rook I Project, with NexGen Geotech, and within the local supply chain, demonstrating a linkage between training investment and workforce participation.

6. Monitoring, Continuous Improvement, and Workforce Stability

Morris Interactive places emphasis on continuous improvement. Program design is refined cohort by cohort based on participant outcomes, employer feedback, and community input.

Wrap-around supports are provided to address barriers to sustained employment, including access to community-based, cultural, and family supports, as well as guidance for participants who relocate for work.

Post-program engagement supports retention and career progression, contributing to workforce stability and reduced turnover, which are relevant to safe and reliable operations.

7. Conclusion

In closing, based on our experience working with NexGen and Local Priority Area communities, workforce readiness commitments are being implemented through structured, accountable programming with measurable outcomes.

This approach supports local participation, workforce preparedness, and long-term project sustainability, which are relevant considerations for the Commission.

Thank you for the opportunity to present. I would be pleased to respond to any questions from the Commission or to provide supplementary written information if helpful.