

**Attachment 10**  
**Cross-Cultural Training Summary Report**

## **Description of Cross-Cultural Training Programs**

### **Mandatory Cultural Awareness Training Program- Online**

Since 2013, Baffinland has been delivering on-line Cultural Awareness training as a mandatory requirement for all employees and contractors working at the Mary River Project.

This training includes key messages and input from Baffinland's management team, Cultural Advisors, the Head of Northern Affairs and several other Inuit employees.

The training program was developed by engaging a third party resource along with Baffinland's management and employees in 2013. If an employee is re-hired or has been absent from the workplace for a period of more than one hundred and eighty days (180), it is required that the training is completed again by all personnel arriving at site as part of their employment.

Content of the Mandatory Cultural Awareness Training Program- Online is as follows:

- **Module 1 – A lay of the Land**

Introduction to location of the Mary River project on Inuit owned land. This module educates the participants on the lay of the land and traditional hunting routes that cross the Mine location. Education on the five impacted communities, closest to the mine and their locations in relation to the Mine and Port. This section further elaborates on population, Inuktitut as the first language of residents of the communities and an Elder explaining hunting and Inuit cultural traditions and elders' commitments to passing on their traditions and cultural knowledge to younger generations. Snow machines and ATV's as preferred method of travel, and utilization of dog teams for recreation and hunting. This section further puts emphasis on respect for the Inuit history and for the land is integral to the Mary River work culture.

- **Module 2 – Transition**

This module references the trading companies from the 1800's – particularly the Hudson's Bay Company that had a large impact on Inuit and how Inuit skills continued to grow during this transition period. The module also covers evolution of Inuit rights and decision making responsibilities since the creation of Nunavut and involvement of Inuit in businesses and government. This module includes key messages from the communities and includes Baffinland employees from Pond Inlet, Clyde River, elders and Baffinland's Head of Northern Affairs and the transition of Inuit into the workforce thorough training and employment. Importance of Inuit Impact and Benefit Agreement (IIBA) to pay an important role on how projects in Nunavut are developed and Baffinland and QIA's work on consulting with the communities about the Mary River project, is another focus area of this section of the program. The module is concluded by asking the participants the question "How can you contribute to Mary River's safe and respectful work culture?" and gathering their input.

- **Module 3 – Ladder**

This section continues to highlight the key message that everyone working at Mary River contributes to the Mary River work culture. Each and every individual bring their own set of values, beliefs and experiences and being aware of how one responds to a situation helps each worker understand how someone may respond differently from one person to the other. Mary

River work culture becomes stronger because of differences, not in spite of them. The module then expands on how supervisors of Inuit employees can use a model to approach a situation effectively. The modules cover scenarios where the individuals are taken through a step based approach to not reacting to a situation and provides guided approach to stop, check things, and come to a better understanding of what is really going on to prevent workplace conflicts between a supervisor and an employee. The module uses a scenario where an employee in late for work and the supervisor instead of reacting engages an Inuit elder on site and learns that the young worker had lost a family member. This allowed for an opportunity for the supervisor to fully understand a situation, not react or get frustrated with the situation and providing support to the employee. Module further focuses on the fact that different individuals have different beliefs, even if they share similar values. The module further highlights the importance of avoiding stereotyping, being aware of our biases, not labelling, building knowledge through respectful interest in other person's culture, thinking before speaking, not blaming, and being careful with humour and not using offensive language. A new environment can challenge one's beliefs and taking time to learn how others view situations helps and creates an appreciation of different cultures.

- **Module 4 – Communication**

Communicating across language barriers and removing barriers to how we think, behave and communicate through words, our tone of voice and body language is the focus of this module of the training program. Non-verbal or body language, verbal and vocal (volume, pitch and rhythm) forms of communication are key topics explained to be aware of when communicating with employees and peers. The module further enhances on the learning of the ladder approach from Module 3 when facing communication barriers and emphasize on asking to understand if something is not clear. Several messages from Inuit employees from all five communities are shared in Inuktitut in this module to emphasize importance of clear communication for safety of one's self and others. Everyone in the workplace is responsible for good communication to provide a safe and respectful work environment.

- **Module 5 – Wrap Up**

The last and final module of the training program summarizes importance of a harmonious work culture and that we are a new community of Mary River. The Inuit land and culture is rich with stories about Inuit culture, traditions and the Inuit way. Different employees perform different tasks at Mary River and ultimately, everyone working at Mary River contributes to the main goal of Baffinland. Key in achieving the one goals is through teamwork, leadership and the right communication tools help all employees of Mary River create a safe and effective work culture that embraces diversity.

## **Respectful Workplace Program**

In 2017 a *Respectful Workplace Program* was developed and delivered to provide training to all employees and contractors. This training covers various aspects of building a respectful workplace but focuses specifically on diversity, discrimination, and cultural awareness. A copy of the *Respectful Workplace Program* Presentation is attached as Appendix 1.

This program covers the following topics:

- Creating a Respectful Workplace
- Recognizing Violence and Bullying in the workplace
- Understanding discrimination in the workplace
- Harassment in the workplace
- Reporting incidents

### **Inuit Cultural Engagement (ICE) Program**

A new initiative was developed in in 2018-2019 to further focus Baffinland’s overall Cultural Engagement Programming at the Project. This initiative is called ICE- Inuit Cultural Engagement Program.

The ICE Program was developed to incorporate Inuit history, culture and traditions at Baffinland by bringing together Inuit and non-Inuit employees as a group. The ICE program was developed by collecting feedback from Inuit employees of Baffinland and an external independent Inuk facilitator from Iqaluit and delivered by Baffinland’s Inuit Engagement Coordinator. The first session of the ICE program was run as a trial to collect feedback from attendees which included Baffinland’s management, representatives and Inuit guest invitees from Iqaluit, as well as Inuit Baffinland staff members from each North Baffin Community and Iqaluit.

Following the initial session and collection of feedback to make program improvements, two additional sessions were held for Baffinland head office employees in Oakville, Ontario, before the program was used in wider circulation with the on-site operations management team, supervisors and Inuit employees.

Baffinland is currently organizing a group of seven Inuit employee to take part in a train-the-trainer session for the ICE Program by the end of 2019. The seven trained Inuit employees will be able to continue delivering the ICE program to employees of Baffinland in 2020 and beyond.

A copy of the ICE Program presentation is attached as Appendix 2.

### **Additional Culturally Focused Initiatives at Baffinland**

#### *Inuit Societal Days – Nunavut Day and International Inuit Day*

These societal days are a vehicle to provide our Inuit employees opportunities to celebrate and our non-Inuit employees to learn about the importance of both Nunavut Day and International Inuit day. For Inuit Societal Days Baffinland plans events that incorporate Inuit culture, country food and help us recognize and appreciate the Inuit employees at the Mary River Project. This year Baffinland celebrated Nunavut Day with a week-long celebration which included a Country Food feast for all employees, Inuit Games, Inuit movie showings and performance by Angela Amarualik, an award winning artist from Igloodik.

#### *Mary River Inuit Impact and Benefit Agreement (IIBA) Rollout Sessions*

In Baffinland’s continued efforts to maximize benefits such as employment and training for Nunavut Inuit, at the Mary River Project, Baffinland delivered IIBA rollout sessions to all Baffinland management and key contractors to provide both the history and the overview of the IIBA and their role and

responsibility in meeting the commitments. The rollout sessions provided an opportunity to ask questions and engage in conversation surrounding the IIBA which provided a deeper and more thorough understanding of the IIBA. These sessions were led by the IIBA Coordination Manager with the QIA in attendance. The presentation given for the rollout was developed by an Inuit employee, our Inuit Impact Benefit Agreement Manager.

### **Program Effectiveness and Evaluation**

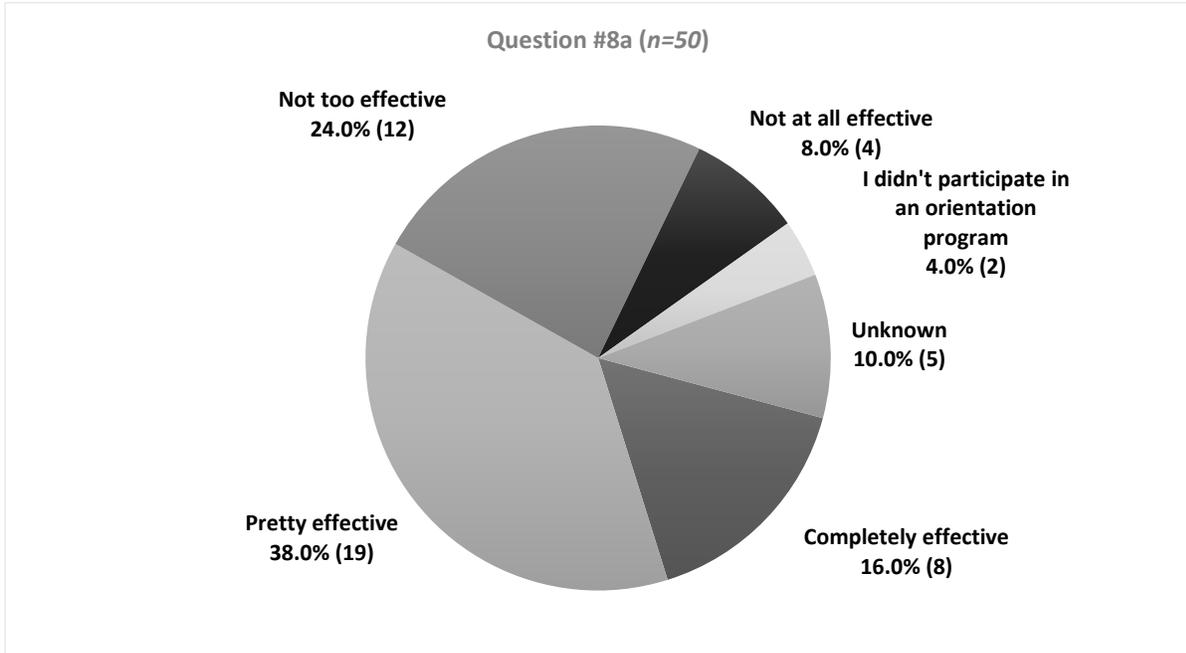
Cultural training programs are continually evaluated by Baffinland management. Effectiveness of these programs are central to Baffinland's values and critical in the continued success of Baffinland's efforts to develop and maximize Inuit workforce participation at the Project.

Baffinland and the Qikiqtani Inuit Association (QIA) jointly develop and administer an IIBA focused Workplace Conditions Review Survey (WCRS) annually. The WCRS, available to Inuit employees, provides feedback on cultural awareness programming that informs the on going review of cultural training program effectiveness at the Project. The annual WCRS is conducted on-site by Baffinland and QIA Inuit representatives in an in-person discussion format.

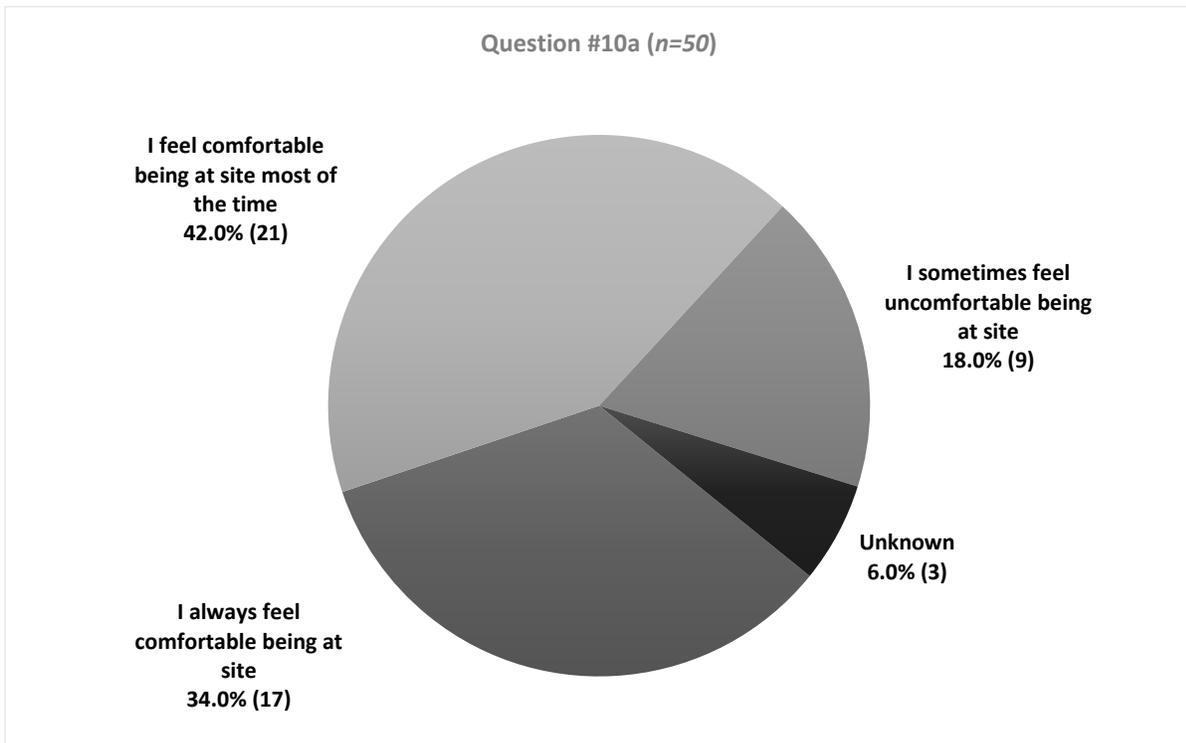
Questions in the survey relate to the effectiveness of cultural training programs. The following information is taken from a Draft internal 2018 Workplace Conditions Review Report.

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**Question:** How effective do you think the Cross-Cultural Training Program was in promoting knowledge and respect for Inuit employees and culture?



**Question:** Please choose the statement that best reflects your experience: As an Inuk at the Mary River Project:



As stated above, the WCRS is an annual IIBA commitment and the questions above help Baffinland evaluate the effectiveness of programming from an employee perspective.

Further to the annual workplace conditions review survey, Baffinland has a plan in place to continue to formally evaluate cultural training programs alongside program delivery. Through delivery of programming, the Company is able to solicit on the spot feedback from employees to assess overall program delivery effectiveness. The Company will be conducting the following activities in Q4 2019 and throughout 2020 related to the delivery and evaluation of training programs:

### **Continual Cultural Awareness Training and Development**

- |   |               |
|---|---------------|
| 1. Continued delivery of Inuit Cultural Engagement Workshops both internally as well as externally with partners, contractors, and service support. | November 2019 |
| 2. Continued delivery of <b>Safety Leadership</b> (Module 1)  | Ongoing       |
| 3. Delivery of <b>Safety Leadership</b> (Module 1) to identified Inuit candidates   | December 2019 |
| 4. Delivering Leadership Module 2 and 3 to supervisor and above at site   | July 2020     |
| 5. Implementation of Effective Stay Interviews  | January 2020  |
| 6. Continuing Annual Workplace Conditions Review with QIA   | Ongoing       |
| 7. Continuing to offer cultural workshops and training on site  | Ongoing       |
| 8. Updating Inuktitut in the Workplace Policy   | July 2020     |
| 9. Formal Baffinland Employee Survey  | November 2020 |

### **Future of Baffinland's Cultural Awareness Programs – Assurance of Inuit Success**

In order to ensure continued success at Baffinland, now and in the future, the Company is committed to providing greater focus on assuring Inuit Success. In addition to hiring Inuit, we want to ensure that Inuit feel comfortable and engaged and are a part of Baffinland's future.

As part of Baffinland's plan to Assure Inuit Success, the Company has put in place a new team focused on just this- Inuit Success. This team will serve Inuit currently working at the Project through increasing communication, managing concerns, and increasing training and advancement opportunities. In addition, this team of Inuit professionals will work with operations management to increase their understanding and commitment to working with Inuit. This may include communicating in Inuktitut when required, as well as changing approaches to communication to align with Inuit Societal Values.

Moving forward the Inuit Success Team will endeavor to ensure a welcome greeting to each rotation arriving at work sites. New hires will be provided with help on getting accustomed to site, and finding their way. In addition, this Team will attempt to make contact with 100% of our Inuit employees during their rotation to check in, find out how things are going, and address any concerns. This increased level of communication further shows that employees are the centre of everything Baffinland does, and that we are interested in how they are doing and what they need. Just as much as it is important to support

our Inuit employees, it is also critical to support and help our non-Inuit employees to understand Inuit Culture, Traditions and Values.

Inuit Success team members will be at site at all times, available to assist employees and work to strengthen communications and feedback on an ongoing basis.

## **Conclusion**

Baffinland has a robust Cultural Training Program in place at the Mary River Project and we continue to evaluate, review and collect feedback from our employees to improve this programming to further ensure its effectiveness on site. Formal evaluations (Surveys) and informal feedback during training program delivery, Baffinland engages subject matter experts and remains committed to continually improving our initiative and programs for Cultural Awareness in the workplace.

Further, the Mary River Inuit Impact and Benefit Agreement provides oversight to Cultural Training Programs at Mary River. IIBA Article 11, “Workplace Conditions”, ensures that the Company and the Qikiqtani Inuit Association have appropriate measure in place to ensure effective cross cultural training is in place at the project.

**Appendix 1**  
**Respectful Workplace Training Program**

# Creating a respectful workplace

# Why are we here today?

An important step on our continuous journey to build an environment where we can all work together, respectfully.

We'll review what makes a respectful workplace.

Remember, it's everyone's responsibility!





What does respect  
mean to you?



# Respect

Recognition

Responsible

Equal

Encouraging

Courtesy

Trust

Honour

Values

Fair

Belief

Differences

Celebrate

Inclusion

Understanding

Baffinland has a zero tolerance policy for any type of harassment

# Building a respectful workplace

Everyone has a right to work in a safe work environment, free of harassment, discrimination, and violence.

An environment where all employees are treated fairly, difference is acknowledged and valued, communication is open and civil, conflict is addressed early and there is a culture of empowerment and cooperation.



# Why is it important?

- Fosters a workforce that embraces diversity
- Supports a workplace culture of fairness and equity
- Improves working relationships
- Supports good mental health in the workplace
- Holds people responsible for their actions
- Improves problem-solving and conflict resolution
- Reduces workplace stress

**Baffinland has a zero tolerance policy for all types  
of harassment**

- 
1. How are we living this at Baffinland?
  2. What do we need to do better?
  3. What role do you play?



# What can we do to be better?

- Recognize the importance of our diversity – it is a strength!
- Values the growth and contribution of all our employees
- Treat all employees, contractors, and visitors fairly
- Understand the unique experiences of others
- Be aware of our own biases and eliminate them through education
- Taking all reasonable steps to eliminate violence, harassment and discrimination
- Fostering positive communication and collaboration – team work!



# Your responsibilities

**It is everyone's responsibility to ensure a safe and respectful workplace that values diversity and is free from violence, harassment and discrimination**

- Be **open and respectful**
- **Treat** others **as they wish to be treated** and not as you wish to be treated
- **Know** and understand policies and processes (want a copy? Talk to HR!)
- **Report** incidents
- **Cooperate** in investigations and resolutions
- Speak to whoever you need to get the problem **resolved**
- Respect **confidentiality**
- **Document** events
- If needed, **seek support** and/or counselling from family and friends or a professional

*Baffinland has a zero tolerance policy for all types of harassment*

What's considered violence  
and bullying in the workplace?



# What is workplace violence and bullying?

## Workplace violence:

- The **exercise**, or **attempt** of physical force by a person against a worker that causes or could cause physical injury to the worker
- A **statement** or **behaviour** that is reasonable for a worker to interpret as a threat to exercise physical force against the worker that could cause physical injury to the worker

## Bullying:

- **Repeated** and persistent negative actions towards, or by one or more individual(s)

Baffinland has a zero tolerance policy for all types of harassment

# Violence and bullying or a disagreement?

## Case study 1:

Chuck is a new employee. His co-worker Tim has been with the company for several years.

Tim is a “joker” and in his first week Tim has made fun of his accent in front of other people 5 times.

Chuck is upset, he asked Tim to stop but he continues. What is this?

## Case study 2:

Sally and John are known to be on bad terms with each other, they just don't “gel” as team members.

In the lay down, there was another disagreement and Sally told John she would “knock his head off” if he came around her that day.

John has gone to HR and put in a complaint of workplace violence. What is your response to this?

# Understanding discrimination in the workplace



# Workplace discrimination

When an individual or group is treated unfavorably because of their:

- Race, national or ethnic origin
- colour, religion
- age, sex
- sexual orientation
- marital status, family status
- disability
- a conviction for which a pardon has been granted or a record suspended



# Direct and indirect discrimination

## **Discrimination can be either:**

- **Direct Discrimination:** if someone thinks you have a characteristic and treats you less favourably because of it.
- **Indirect Discrimination:** less visible but occurs when an organization's practices, policies have the effect of disadvantaging people who share certain protected characteristics.

# Discrimination in the workplace

## Case study 1

A new welder has started work, Sam. The crew is excited to have the extra hands on board.

Sam is a woman. Sam's supervisor does not think she can do the bigger jobs and will only assign her to the smaller jobs. Is this discrimination?

## Case study 2

Bill is the new on the crew, most of the other workers are from around the same area in another province. They share jokes, sit together for lunch and generally seem to have a good relationship.

Bill sits alone for most meals, he is not included in the jokes. Bill is pretty miserable at work, he has a lot of sick days when at work. He is anxious whenever he has to come back to work, he is snapping at his family back home. He has recently starting getting angry at his co-workers for no apparent reason.

His supervisor is about to have a conversation with HR about Bill's future with the team. What is going on here?

# Harassment in the Workplace



# What is workplace harassment?

**Workplace harassment** is a form of discrimination. It is a course of repeated conduct or comments involving words or actions that are known or ought reasonably to be known to be offensive, humiliating or demeaning to a worker in a workplace.

Harassment can be:

- Intentional or unintentional
- It is not your intent, but the effect it has on another person that matters

**Baffinland has a zero-tolerance policy for all types of harassment.**

# Harassment in the workplace

## Case study

Six months ago, when Barry first joined the crew he made a mistake and his co-workers thought it was funny and they all had a good laugh about it. The crew continues to think it is funny, they have given him a nickname, even tell it to new employees that start with the crew.

Barry no longer finds it funny. Workers who weren't with the company at the time are making jokes. A couple of times Barry has said, "it was a long time go, give it a rest guys."

It continues, and Barry is frustrated and angry a lot, his temper flares up, he is having performance issues at work. What should Barry do?

# What is workplace sexual harassment?

**Sexual harassment** is defined as unwanted and unwelcome conduct, comment, gesture, or contact of a sexual nature, whether one-time or on a continuous basis.

**Some examples of sexual harassment are:**

- Unfair evaluations or reprimands in retaliation for a refusal to submit to sexual advances
- Requests for sexual favours
- Leering, staring or whistling
- Sexist jokes causing embarrassment or offence
- Display of sexual material eg posters, pictures, screen shots, etc
- Sexually degrading words used to describe a persons' body
- Unwelcome inquiries or comments about a person's body or sex life
- Unwanted physical contact such as kissing, touching, patting, etc
- Unsolicited nicknames such as "dear" "darling" "honey"
- Persistent unwanted contact or attention at the end of a consensual relationship
- Sexual assault

# What is workplace harassment?

Sexual Harassment can be:

- Intentional or unintentional
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# Case Study

Joan likes her new job at Baffinland. There are not too many women in her department but everyone is friendly.

She is staying at the Weatherhaven, the food is good and she likes socializing with everyone after work.

She has noticed that one man is watching her a lot. If she goes for a coffee he follows her with his eyes. He has not said anything to her. A couple of people has commented that he seems to have a “crush” on her.

Joan is starting to feel uncomfortable and self-conscious around him. What should she do?

Sandy is the Supervisor on the crew that Tina has recently transferred to, she was working for several years on another shift but wanted a change.

Sandy likes Tina, he has commented on how good she looks in her work gear. Tina isn't comfortable with that and asked him to not make comments on her appearance. Sandy agreed not to do it.

When performance reviews are done, Sandy gets a negative report, she has never gotten a negative performance report.

Sandy has started to assign her to the older equipment, not rotating the equipment as was done in the past. One of her co-workers has made her aware that he overheard Sandy call her a “slut”. What is going on here?

What is NOT violence,  
discrimination and  
harassment?



# Job performance discussions vs. bullying, discrimination, and harassment

Job performance discussions:

- Disagreements voiced in a respectful manner
- Situational misunderstandings or miscommunications
- Actions taken by managers/supervisors as they perform their role
- Actions taken in instructional environments appropriate to the context and role
- Occasional clash of personalities or difference of opinion

## Case study

Jake's supervisor stopped him in the middle of a task and told him he was not doing the job the way he wanted him to. Jake had been doing the same job in the same manner for 3 years.

Jake contacted HR and put in a complaint of harassment by his supervisor. Is it harassment?

Violence, discrimination,  
and harassment will not  
be tolerated at Baffinland



# What can you do if you think you are being harassed?

- Do not ignore it, don't blame yourself
- Remember: you do not have to deal with it alone
  - Tell someone you trust
- Assess the situation and if possible speak with the person respectfully (privately, in person or in writing), if you need support ask for someone to accompany you
- Keep written records of the events
- If not resolved by speaking with the person, report the incident to:
  - Supervisor
  - Human Resources Extension: 6027/4505
  - Cultural Advisors (Elders)
  - Manager



Talking to someone is the first step towards help...

# Reporting Incidents

Baffinland has a zero tolerance policy towards harassment and violence in the workplace. Incidents should be reported as soon as possible after experiencing or witnessing an incident.

On-site Employees report to: Cory Lester– **Site HR Manager**, by phone **905-483-0560** or **647-253-0596 Ext 6795** or by email: [Cory.Lester@baffinland.com](mailto:Cory.Lester@baffinland.com)

Corporate Employees report to: Annu Sira – **Director Corporate HR**, by phone **416-364-8820 Ext 5083** or by email: [Annu.Sira@baffinland.com](mailto:Annu.Sira@baffinland.com)

If the employer (e.g. owner, senior executive, and director) is the person engaging in the workplace harassment, contact: **Stephanie Anderson - Executive Vice-President, Corporate Development**, by phone **416-364-8820 Ext 5001**, or by email: [Stephanie.Anderson@baffinland.com](mailto:Stephanie.Anderson@baffinland.com).

**Incidents will be fully-investigated and those responsible will be disciplined accordingly.**

# Where can I learn more?

Baffinland direct employees are responsible for knowing and following the location-specific policies which can be found around our sites and on the Baffinland Intranet

***Our Baffinland Policies posted on Baffinland HR Sharepoint site and Health and Safety bulletin board:***

- Workplace Conduct Policy
- Workplace Harassment Policy and Program
- Workplace Violence Policy and Program

***Employee and Family Assistance Program***

- Homewood Health – 24/7 toll free number 1-800-663-1142

Contractors should speak with their managers/supervisor or Human Resources for assistance with accessing their company specific policies

Thank you  
Questions?



## **Appendix 2**

### **Inuit Cultural Engagement Training**











## Ground Rules



















# Inuit

Hudson Bay Company opens first seasonal trading post 1811 ←

Northwest territories were created 1870 ←

Royal Canadian Mounted Police set up 3 posts 1903 ←

Lake Harbor first permanent trading station post 1911 ←

A physician officially visits Inuit on Baffin Island 1922 ←

Inuit sent out for Tuberculosis treatment 1939 ←

First federal residential school opens 1949 ←

Construction begins on the first hospital on Baffin Island 1958 ←

Inuit vote for the first time in federal election 1962 ←

The north is opened up to telecommunications 1971 ←

Nunavut land claim agreement is signed 1993 ←

# Canada

→ 1999 Nunavut becomes Canada's newest territory

→ 1668 Hudson Bay comes to Canada – opens permanent trading post

→ 1873 First federal election

→ 1791 Constitutional Act divides province of Quebec into what is now known as Ontario and Quebec

→ 1789 First school in Canada

→ 1874 Graham Bell invented telephone

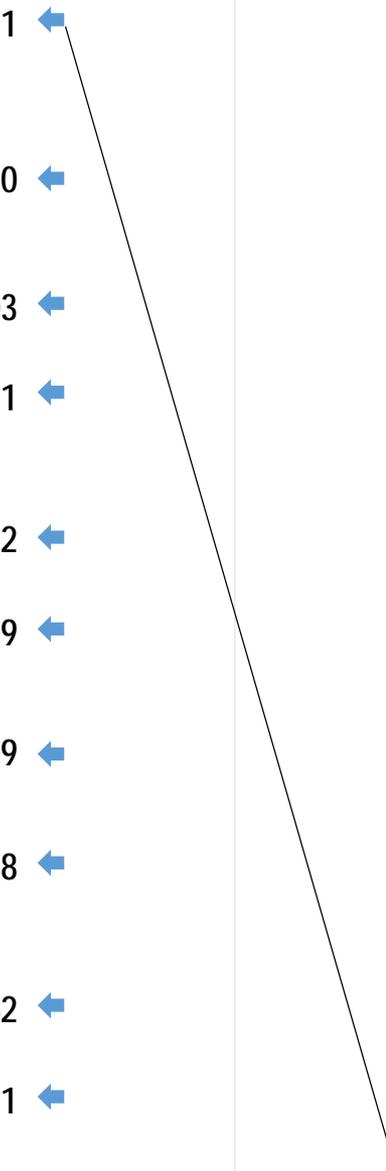
→ 1831 First woman physician in Canada

→ 1867 Tuberculosis was the leading cause of death in Canada

→ 1873 Royal Canadian Mounted Police was established

→ 1639 First hospital opened in Quebec city

→ 1668 Hudson Bay comes to Canada – opens permanent trading post





# Inuit

# Canada

Hudson Bay Company opens first seasonal trading post **1811**



**1668** Hudson Bay comes to Canada – opens permanent trading post

Northwest territories were created **1870**



**1791** Constitutional Act divides province of Quebec into what is now known as Ontario and Quebec

Royal Canadian Mounted Police set up 3 posts **1903**



**1873** First federal election

Lake Harbor first permanent trading station post **1911**



**1668** Hudson Bay comes to Canada – opens permanent trading post

A physician officially visits Inuit on Baffin Island **1922**



**1831** First woman physician in Canada

Inuit sent out for Tuberculosis treatment **1939**



**1867** Tuberculosis was the leading cause of death in Canada

First federal residential school opens **1949**



**1789** First school in Canada

Construction begins on the first hospital on Baffin Island **1958**



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Inuit vote for the first time in federal election **1962**



**1873** First federal election

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Nunavut land claim agreement is signed **1993**



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1668 σΔ<sup>α</sup>β<sup>γ</sup>δ<sup>ε</sup> ζ<sup>η</sup> θ<sup>ι</sup> κ<sup>λ</sup> μ<sup>ν</sup> ρ<sup>σ</sup> τ<sup>υ</sup> φ<sup>χ</sup> ψ<sup>ω</sup> ←

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1789 ρ<sup>σ</sup> τ<sup>υ</sup> φ<sup>χ</sup> ψ<sup>ω</sup> ←

1639 ρ<sup>σ</sup> τ<sup>υ</sup> φ<sup>χ</sup> ψ<sup>ω</sup> ←

1873 ρ<sup>σ</sup> τ<sup>υ</sup> φ<sup>χ</sup> ψ<sup>ω</sup> ←

1874 λ<sup>μ</sup> ν<sup>ξ</sup> ο<sup>π</sup> ρ<sup>σ</sup> τ<sup>υ</sup> φ<sup>χ</sup> ψ<sup>ω</sup> ←

1999 μ<sup>ν</sup> ρ<sup>σ</sup> τ<sup>υ</sup> φ<sup>χ</sup> ψ<sup>ω</sup> ←



BREAK

СҒБΔҒБҮҒБЕҒБ

“Nunavut”

*Our Land*

“ᓄᓇᓂᓄᓂ”

ᓄᓇᓂᓄᓂᓄᓂ







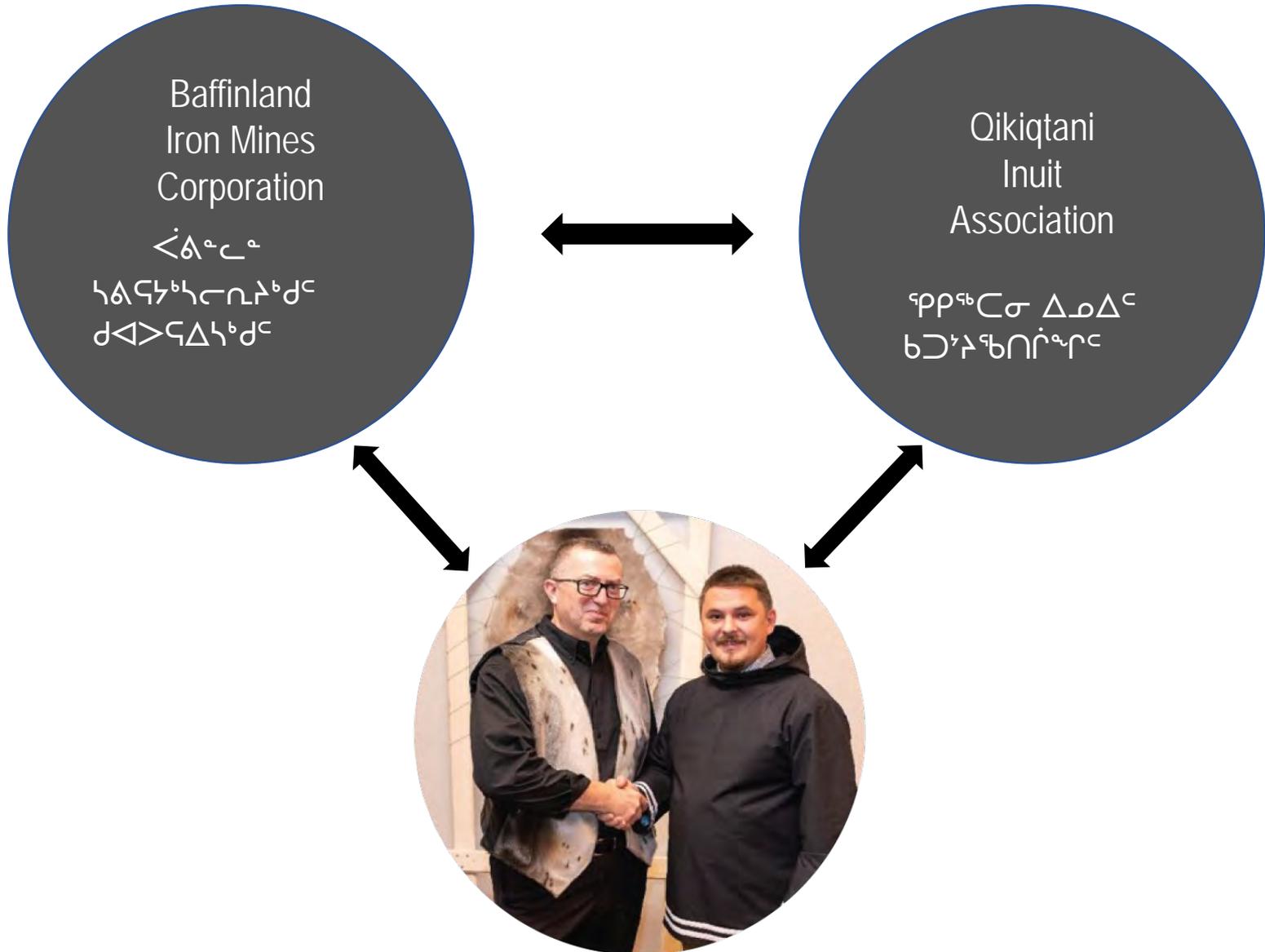






# The Mary River Project Inuit Impact and Benefit Agreement (IIBA)

ᓄᓂᓴᓂ ᓴᓕᓂᓴᓂ ᓴᓄᓴᓂ ᓴᓂᓴᓂ ᓴᓂᓴᓂ ᓴᓂᓴᓂ ᓴᓂᓴᓂ ᓴᓂᓴᓂ ᓴᓂᓴᓂ ᓴᓂᓴᓂ









# Let's Apply What We are Learning



On your flipcharts, Discuss how BIM currently supports or could better support these values at the site.

በበናፍልካገራሽጋጣሚ፣  
ጋራነገራሽጋጣሚ ለሌሎች ለማድረግ  
ገንዘብ ለማግኘት ለሌሎች ለማድረግ  
ጋራነገራሽጋጣሚ ለሌሎች ለማድረግ  
ጋራነገራሽጋጣሚ ለሌሎች ለማድረግ

1. Decision Making
2. Respect and Care
3. Working Together
4. Serving and Providing
5. Innovative and Resourceful
6. Development of Skills
7. Respecting Others
8. Fostering Good Spirit

1. ለሌሎች ለማድረግ
2. ለሌሎች ለማድረግ ለሌሎች ለማድረግ
3. ለሌሎች ለማድረግ
4. ለሌሎች ለማድረግ ለሌሎች ለማድረግ
5. ለሌሎች ለማድረግ ለሌሎች ለማድረግ
6. ለሌሎች ለማድረግ ለሌሎች ለማድረግ
7. ለሌሎች ለማድረግ
8. ለሌሎች ለማድረግ



Flipchart your answers and be prepared to discuss በበናፍልካገራሽጋጣሚ ለሌሎች ለማድረግ ለሌሎች ለማድረግ ለሌሎች ለማድረግ



BREAK

СґбΔґбꞑґбeґб



# Language



Δ i	▽ u	△ a	
∧ pi	∨ pu	∠ pa	◁ p
∩ ti	∪ tu	∩ ta	∩ t
Ⓟ ki	Ⓞ ku	Ⓟ ka	Ⓟ k
Ⓡ gi	Ⓢ gu	Ⓡ ga	Ⓡ g
Ⓛ mi	Ⓜ mu	Ⓛ ma	Ⓛ m
Ⓢ ni	Ⓟ nu	Ⓢ na	Ⓢ n
Ⓡ si	Ⓢ su	Ⓡ sa	Ⓡ s
Ⓡ li	Ⓢ lu	Ⓡ la	Ⓡ l
Ⓡ ji	Ⓢ ju	Ⓡ ja	Ⓡ j
Ⓢ vi	Ⓢ vu	Ⓢ va	Ⓢ v
Ⓡ ri	Ⓢ ru	Ⓡ ra	Ⓡ r
Ⓢ qi	Ⓢ qu	Ⓢ qa	Ⓢ q
Ⓢ ſ ngi	Ⓢ ſ ngu	Ⓢ ſ nga	Ⓢ ſ ng
Ⓡ kli	Ⓢ klu	Ⓡ kla	Ⓡ kl











# The Traditional Way of Life

ᐃᑦᑲᑦ ᐃᑦᑲᑦ ᐃᑦᑲᑦ ᐃᑦᑲᑦ ᐃᑦᑲᑦ ᐃᑦᑲᑦ

Clothing

ᐃᑦᑲᑦ



STRETCH

სტრეჩი

სტრეჩი სტრეჩი









# Today



- 7 out of 10 Inuit go hungry today
- 18% Inuit Graduate from High School
- 11% go onto Post Secondary
- Suicide is 11 times the national average
- 57% of the Inuit population is under the age of 25
  
- 7-ᐱᓂᐱᑦ 10-ᐱᓂᐱᑦ ᐅᓂᐱᑦ ᐅᑦᓂᐱᑦ
- 18% ᐅᓂᐱᑦ ᐅᓂᐱᑦᐱᓂᐱᑦ ᐅᓂᐱᑦᐱᓂᐱᑦ
- 11% ᐅᓂᐱᑦᐱᓂᐱᑦ ᐅᓂᐱᑦ
- ᐅᓂᐱᑦᐱᓂᐱᑦ 11-ᐱᓂᐱᑦᐱᓂᐱᑦ ᐅᓂᐱᑦᐱᓂᐱᑦ ᐅᓂᐱᑦᐱᓂᐱᑦ
- 57% ᐅᓂᐱᑦ ᐅᓂᐱᑦᐱᓂᐱᑦ ᐅᓂᐱᑦᐱᓂᐱᑦ 25 ᐅᓂᐱᑦ















Thank you  
For Participating

ᑦᑭᑦᑭᑦᑭᑦ  
ᑦᑭᑦᑭᑦᑭᑦ