APPENDIX G.16

2020 Socio-Economic Monitoring Report





2020

SOCIO-ECONOMIC MONITORING REPORT

FOR THE MARY RIVER PROJECT

PREPARED FOR

Baffinland

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AGLU

STRATOS

ᑐᓴᐅᓴᖅ ᐊᐅᓪᓚᑦᑎᓯᑎᓐᓂᑦ ᑲᔪᓯᓐᓇᖅᑐᐅᓂᑦ ᐱᓕᕆᓚᐅᖏᓪᓂᑦ

ᐸᓕᓐᓂᓐᓄᑦ ᐊᓕᐊᓇᐃᒍᓱᐅᓴᑦ ᑐᓂᓯᔨᓇᕐᖏᑐᒃ ᓄᓇᕗᖅᓂᑦ ᐃᓄᓕᕐᓂᓂᓕᓂᖅ–ᑭᓇᐅᔾᔨᑦ ᖃᐅᔨᓴᐃᔨᓇᖅᓯᓂᖅ ᐅᓂᒃᑲᖅ 2020–ᒪᑦ ᓄᓇᕗᒻᒥ ᐊᓕᖑᓚᓱᒃᓯᑦ ᑲᑎᒪᔨᖅᑭᓐᓄᑦ (ᐊᓕᖑᓚᓱᒃᓯᑦ), ᒪᓚᒃᓗᑕ ᐱᓚᓱᓂᐅᑦᐸ ᐱᔨᓇᐅᑎᖓᒪᑕ ᒪᓕᕐᐊᓚᖅᑭᓂᓂᖅ.

2020 ᓇᓗᓇᐅᑕᐅᔾᔨᖅ 6 ᐊᖏᕐᕕᒃᓄᑦ ᐊᐅᓚᓂᓄᑦ ᓄᓇᕗᖅᓂᑦ ᐱᓚᓱᒃᓯᑦ ᐱᓚᓱᔨᓂ. ᑕᒪᑐᐃᓇ ᓇᓚᓐᓂᐅᓪᓗᒍᑦ ᑕᓯᔪᒪᔾᔪᓄᑦ ᐸᐃᒪᑐᖅᓯᒪᔪᓄᑦ ᐳᓇᐅᑦᓂᑕᓚᓂᑦ ᓄᓇᕗᖅᓂᑦ ᐱᓚᓱᓂᓚᓂᐅᓴ ᑐᓴᕐᖏᑕᐅᔪᓄᑦ ᐳᓇᐅᑦᓂᑕᓚᓂᑦ ᐱᐅᔨᓂ ᐱᓚᓱᓂᓚᓂᖅ–ᑭᓇᐅᔾᔨᑦ ᐱᑕᖅᑎᑕᐅᓕᕐᓇᓄᑦ ᔪᓄᓂᒥ.

2020–ᒥᓂᑦ, ᐱᓚᓱᓂᖅ ᐃᒪᐃᔪᒪᓄᖅ:

- ᑐᓂᔪᓕᐅᖅᑐᑦ ᐅᖃᓕᑕᓂ $80 ᒥᓚᐊᓐ ᐊᑭᓚᔪᖅᑕᐅᓂᓕᓂᑦ ᐃᓄᖓᓄᑦ ᐱᓚᓱᓂᖏᑦ ᐃᖅᑲᓇᐃᖅᑎᓄᑦ;
- ᐅᖃᓕᑕᓄᐊᓕᐅᖅᑐᑦ $1.3 ᐱᓚᐊᓐ ᑲᓐᑐᑦᓄᑦ ᐊᑭᓚᖅᑕᐅᔨᓄᑦ ᑐᓂᔾᐅᔨᓄᑦᓯᓗ ᐃᓄᐃᑦ ᑎᒥᖁᓄᑦ;
- ᑐᓂᓚᔪᐅᖅᑐᑦ ᐅᖃᓕᑕᓂ $1.1 ᒥᓚᐊᓐ ᑭᓇᐅᔾᔨᖃᖅᑎᖅᓂᕐᓂᓄᑦ ᑐᓂᔪᖃᑦᑕᓂᓄᑦᓯᓗ 2016–ᒥᓂᑦ;
- ᑕᑯᔪᒪᓯᑎᓄᑦ 495–ᓂᑦ ᐱᓕᕆᖃᔪᓂᑦ ᐃᖅᑲᓇᐃᖅᑎᓄᑦ; ᐊᖏᓚᓗ
- ᐃᓕᓴᐃᔪᒪᓂᑦ ᐅᖃᓕᑕᓄᑦ 150,000 ᐃᑲᕋᓂᑦ ᐃᓄᖓᓄᑦ ᐃᖅᑲᓇᐃᖅᑎᓄᑦ ᐱᓚᓱᓂᖅ ᐊᐅᓚᑦᑎᓯᑎᓐᓂᓚᓗᒍ.

2020 ᓴᖅᑭᓚᐅᖅᓯᖅ ᓄᓕᒻᔪᐊᕐᓇᖅ–19 ᖃᓄᓚᓇᐅᔪᒥᑦ ᐊᑐᔪᕐᓇᖅᑐᕐᖏᓐᓄᖅᓯᓂᖓᓗ ᐊᐅᔾᔨᓕᓚᓐᓂᑦ ᑲᑎᒪᔨᓴᖅᑭᑦᑐᓂᓕᕆᓂᖅ ᐅᑎᑕᐅᓂᖅ 2019–ᒥᓂᑦ. ᑭᓱᐊᓂ ᐊᑐᔪᕐᓇᓕᔾᔪᑎᑦᓚᐅᒍ ᓄᓕᖅᓇᔪᐊᖅᓇᖅ, ᐸᓕᓐᓂᓐᓄᑦ ᐱᐅᔪᓂᑦ ᐱᓚᓱᔨᓇᓕᐅᖅᓴᓕᓂᑦ ᐊᑐᔪᕐᓇᓚᓐᓂᐅᑦ ᐊᖏᓚᓗ ᒪᓕᕐᓂᖅ ᐱᓚᓱᓂᐅᒍ.

ᑭᐅᔾᔪᑕᐅᓇᓱᖅᓯᓂᓂ ᐃᓄᓕᒫᓂᑦ ᐅᓗᓚᐊᓇᖅᑐᒍᓗᑦ ᓄᓕᒻᔪᐊᕐᓇᖅ–19, ᐸᓕᓐᓂᓐᓄᑦ ᐱᓚᓱᖃᑎᖃᕐᓂᖅᑐᑦ ᐱᓚᓱᐊᒥᑦ ᐱᓚᓱᖃᑎᖅᑭᓂᓂᖅ ᐱᔨᑎᑎᕐᓂᐅᔪᓂᑦ ᐊᒻᒪᓗ ᐱᓚᓱᐊᖏᔪᓂᑦ ᐊᑐᐃᓇᐅᔪᐅᑎᑕᐅᔪᓂᑦᓴᓗᒍ ᐊᖏᓚᓗᑦᑐᓂᒍ.
ᓱᕐᓗ, ᑕᖅᑭᑦ ᓱᓕᓐᓂ ᐱᖓᓱᓂ (Q1) ᐊᑐᖅᑎᓚᓂᑦ, ᐸᓕᓐᓂᓐᓄᑦ ᖃᑐᐃᓐᓇᖅᑐᖃᖅᑐᕐᖏᓐᓄᖅᓯᓂᖓᓗ ᐃᓕᓴᐃᓇᖅᑐᑦ ᓴᓴᐃᐊᑎᒃᓄᑦᓯᓗ ᓄᓇᕗᒻᒥᓂ ᐃᓄᓕᓚᓂᑦ ᐊᑐᐃᓐᓇᐅᔪᖅᑐᓂᓕᕆᓂᖅ ᖃᕐᓴᐅᔪᖅᑎᑎᒍᑦ ᑕᒥᓴᐅᓚᓂᑦ. ᐱᓚᓱᖅᑎᑦᓚᐅᖅᓯᒪᔪᓂᑦ ᐅᓂᒃᑳᖅᑐᓂᑦ ᐃᓄᓕᓚᓂᑦ ᐱᓚᓱᓂᖏᑦ ᐃᖅᑲᓇᐃᖅᑎᓄᑦ ᐱᓚᓱᓂᖅ ᐊᑐᐃᓐᓇᐅᔪᖅᑐᓂᓕᕆᓂᖅ ᐱᓚᓱᓂᖏᑦ ᐃᓄᓕᓚᓂᑦ

A Message from our Director of Sustainable Development

Baffinland is pleased to submit the Mary River Socio-Economic Monitoring Report for the 2020 calendar year to the Nunavut Impact Review Board (NIRB), in conformance with our Project Certificate requirements.

2020 marks 6 full years of operations at the Mary River Project. This milestone has seen Baffinland continue its phased development of the Mary River Project with proposed future positive socio-economic growth on the horizon.

As of 2020, the Project has;

- Provided over $80 million in wages to Inuit Project Employees;
- Reached over $1.3 billion in contracts signed and awarded to Inuit Firms;
- Provided over $1.1 million through our Sponsorship and Donation Program since 2016;
- Seen 495 graduates of pre-employment training programs; and
- Have delivered over 150,000 hours of training to Inuit Project employees since Project development.

2020 brought with it the COVID19 pandemic which presented its own challenges and significantly impacted many of the successes Baffinland achieved in 2019. However, despite the challenges brought about by the pandemic, Baffinland managed to achieve positive milestones in a very difficult year that we are proud to highlight.

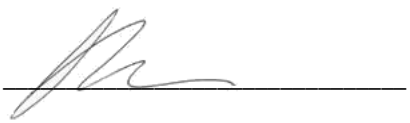
In response to the public health risk posed by COVID19, Baffinland worked with its Project partners to ensure that services and programs could still be offered albeit in an augmented way. For example, in Q1, Baffinland worked in collaboration with the Ilisaqsivik Society to ensure that the Community Counsellor Program could still be offered through virtual and teleconference means. We also worked with local governments throughout the North Baffin to ensure that engagement about the Project could continue while keeping everyone safe.

In July 2020, Baffinland announced the signing of the Inuit Certainty Agreement (ICA) with the Qikiqtani Inuit Association (QIA). This was an important milestone in the development of the Mary River Project as it provides certainty to Inuit that the Phase 2 Proposal can be managed in accordance with Inuit values and include expanded financial benefits for Inuit. Should the Agreement and its many exciting programs and initiatives be implemented into Baffinland's ongoing monitoring and operations, further information will be shared to highlight the positive agreement the ICA and Phase 2 will have on the Project in future socio-economic monitoring reports.

Together with its employees and business partners, the Company has taken strides to support North Baffin communities throughout the pandemic. Baffinland has donated or supported initiatives with close to $500,000 in 2020. This has included support for food relief programs, non-medical face mask workshops, and support for country food harvesting. Working with our partners Arctic Co-op and Fednav, Baffinland was able to support the donation of cleaning supply kits to each and every household in the communities of Arctic Bay, Clyde River, Pond Inlet, Igloolik, and Sanirajak to help keep families safe.

In March 2020 Baffinland had to make the difficult decision to return Nunavut resident employees from the Mine Site to their home communities. Baffinland made this decision before any other Nunavut miners and before any clear public heath orders to do so. This decision was taken to ensure the safety of our Nunavut resident employees and their communities. Employees were sent home with pay and benefits and Baffinland made changes to its operations including new flight options for non-Nunavut resident employees to limit airport transits required to get to Mary River. Between March 31, 2020 and December 31, 2020, Nunavut resident employees who remained off-site due to public health orders received an estimated $8.8 million in continued wages from Baffinland. We eagerly await the return of Nunavummiut to our workforce and are actively working with all parties to make this a reality as soon as it is safe to do so.

The Company remains committed to the phased development of the Mary River Project and looks forward to its positive growth and development in 2021.



Lou Kamermans
Senior Director of Sustainable Development
April 30, 2021

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ᑕᕆᓇ ᐅᓂᒃᑯᖅ ᐅᖅᐅᓯᖅᓴᖅ ᖃᐅᔨᓴᐅᔪᓂᒃ ᐃᓐᓯᓯᐅᔪᓂ ᐱᓕᕆᓂᖅᓯᓕᕆᓂᖅ ᖃᐅᔨᓴᖅᑭᓪᓕᐊᖅᑐᓇᖅᓯᓂᖅᓂᓪ ᓄᓇᒋᖅᓂ ᐱᓪᓗᔪᓄᓪ 2020Γ, ᐱᖅᓯᐅᕐᓯᓂᑦ ᑭᓴᕿᓇᕆᔪᓂ ᒪᓪᓚᓂᖅᑦ ᐊᐃᑎᖅᑦᑐᓄᑦ ᐱᓕᕆᔪᓂ ᐊᑐᓇᐊᓪᓕᖅᓂᑦ ᒪᓪᓕᐊᓪᓚᖅᓄᓪ. ᐱᓪᓗᓂᖅᓱᑦ ᖃᑎᖅᑐᕐᓴᐅᓪᓚᖅᑐᓂᖅ ᐊᑐᖅᑐᓂᑦ ᐃᓚᖃᑦᓪᓗᐊᖅᑐᓂᑦ ᐱᓕᕆᔪᓂ ᐱᓚᕆᐅᕐᓴᐅᓪᓚᖅᑐᓂᖅ ᐊᓐᓂᓗᐃᑦᓯᐅᓂᖅᓂᓪ ᓇᓗᓇᐃᖅᑯᓂᖅ ᖃᐅᔨᓴᓕᐅᔪᓂᖅᓂᓪ ᖃᐅᔨᓴᖅᑭᓪᓕᐊᖅᑐᓂᖅ ᐊᑐᓂᓚᐅᑎᐊᖅᑐᓂᓪᓗ ᐃᓐᓯᓯᐅᔪᓂ ᐱᓚᕆᐅᕐᓴᐅᓪᓚᖅᑐᓂᖅ ᐱᓕᕆᔪᓂ ᐱᓚᕆᐅᕐᓴᐅᓪᓚᖅᑐᓂᖅ ᐅᓪᓚᒃᓴᑦ.

ᑕᕆᓇ ᐅᓂᒃᑯᖅ ᓇᓗᓇᐃᖅᓯᓯᒪᔭᖅ ᐊᐃᑎᖅᑦᑐᓄᓂᖅ ᐱᐅᔪᓂᖅ ᐊᐃᑐᐃᓐᓇᖅᓂᖅ ᐱᓪᓗᓂᖅᑎᑦ ᐅᖅᐅᓯᖅᓴᖅᓵᓂᓗ ᖃᐅᔨᓴᓕᕆᔪᓂᖅᓂᓪ ᒪᓪᓗᑐᓄᓪ ᖃᓄᐃᖅᓯᓂᖅᓂᓪ ᐅᓪᓚᒃᓴᑦ ᐅᓂᒃᑯᑎᒃ ᓇᓚᐅᐃᖅᑲᓂᖅ ᐊᐃᑐᐃᓐᓇᖅᓂᖅ ᐱᓕᕆᔪᓂ ᐱᓚᕆᐅᕐᓴᐅᓪᓚᖅᑐᓂᖅ ᐱᖓᓱᓪᓗᐊᖅᑐᓂᖅ ᐊᑐᓂᓚᐅᑎᐊᖅᑐᓂᖅ ᐱᓕᕆᔪᓂ ᐱᓚᕆᐅᕐᓴᐅᓪᓚ

ᐃᓕᓴᕐᓂᐊᕐᓂᑦ ᐃᓕᓴᖅᑕᐅᔪᓐᓇᓗ

- ᐃᓕᓴᕐᓂᐊᖅᑕᐅᑦᓴᓪᓚᐅᖅᑐᑦ ᐃᑲᖏᕐᑎᒍᑦ ᐃᓄᖅᓄᑦ (ᐃᓕᓴᕐᓂᐊᖅᑕᐅᑦᓴᓪᓚᐅᖅᑐᑦ ᐃᑲᖏᕐᑎᒍᑦ ᐃᓄᖅᓄᑦ ᐃᖅᑲᓇᐃᔨᐃᓴᖅᑐᓗᓄᑦ) ᐅᓄᖓᓕᖅᓴᖅᑕᐅᓚᐅᖅᓴᑦ, 155ᓂᑦ 2018-2019ᓄᑦ 16ᓄᑦ 2020ᒥ, ᐃᓄᐃᑦ ᐃᖅᑲᓇᐃᔨᖅᑎᖏᑦ ᐅᓴᖏᓪᓂᐊᕐᓇᖅᑎᒥᓂᐅᖅᓯᖓᓄᑦ 2020 ᓯᒪᑲᓴᒧᑦ ᐃᓕᓴᕐᓂᐊᕐᓂᓪᓗ ᐅᓄᖅᑐᑦ ᓄᖅᑲᖅᑎᑕᐅᓂᖓᓄᑦ ᐊᐃᓴᑦ-19ᒧᑦ. ᐃᓕᓴᕐᓂᐊᕐᓂᐅᑲᐅᖅᑐᑦ ᐃᓅᓂᖏᑦᑐᓄᑦ ᐅᓄᖅᓯᕆᐊᓕᐅᖅᓴᑦ ᑎᒪᓂᑦ 30 55ᓄᑦ 2020ᒥ.

ᐱᓱᒋᓕᕐᑐᑦ, ᓄᓇᐃᑦ ᐊᑐᖅᑕᐅᓂᖓᓄᑦ ᐊᐸᓕᐅᑐ ᑕᐅᓯᓄᑦᑐᓗᓂ

- 2020-ᒥᑦ, ᐊᓱᓴᓐᓂᓯᑦ ᐊᐸᓕᓚᐅᖅᑐᑦ $5.5 ᒥᓕᐊᓴᓂᑦ ᐃᖅᑲᓇᐃᔨᖅᑎᓄᑦ ᐲᓇᐅᐱᕐᐱᓂᖓᓄᑦ ᑕᐅᓯᓅᐱᔪᑎᓂᖓᓄᑦ ᐊᓪᓚᓗ $6.8 ᒥᓕᐊᓴ ᐅᖅᓯᐊᓗᓐᓚᒧᑦ ᑕᐅᓯᓅᐱᔪᑎᓄᑦ ᔪᐊᒪᖓᓂᖓᓄᑦ ᓄᓇᕗᒧᑦ.
- 2020-ᒥᑦ, ᐊᓱᓴᓐᓂᓯᑦ ᐊᐸᓕᓚᐅᖅᑐᑦ ᑲᑎᓗᑦᑕᖅᓯᒋᑦ ᐃᓄᐃᑦ ᐊᐅᑐᑕᐅᓕᖅᓴᖅᑐᓄᑦ ᐊᓪᓚᓗ ᐱᐊᓱᓕᓯᑎᖅᓄᑦ ᐲᓇᐅᖅᑲ ᓂᖅᑎᑕᖅᑐᑦ ᑕᐅᓯᓅᐱᔪᑎᓄᑦ ᐊᐸᓕᐅᑕᐅᔪᑦ ᑲᑎᓗᑦᑕᖅᓯᒋᑦ $8,165,246.00.

ᐊᐅᑐᐃᓂᑦ ᐃᖅᑲᓇᐃᔨᖅᑎᓄᑦ, ᐃᓕᖅᑎᓄᑦ, ᓄᓇᕗᒻᓄᓪᓗ ᖃᑭᖅᑕᒍᑦ ᐅᐊᖅᓇᖅᓱᓂ ᖃᐅᔨᓴᕐᓇᐅᔪᑎ

- ᐃᓕᓴᕐᓂᐊᕐᓂᓄᑦ ᐃᓱᓕᕆᓂᑦ ᐅᓄᐳᓂᖅᑕᓪᓕᐊᑎᓇᓕᐅᖅᑐᑦ ᖃᑭᖅᑕᓂᒥ 2009ᒥᑦ 2014ᒧᑦ ᑭᓱᐊᓂ ᐅᓄᖅᓯᕆᐊᐳᖅᑐᕐᖅᓯᒪᔪᑦ ᓴᓇᔨᓂᕐᓂᒃ ᐱᓕᕆᓂᕐᒥᒃ. ᐃᓕᓴᕐᓂᐊᕐᓂᑦ ᖃᑭᖅᑕᒍᑦ ᐅᐊᖅᓇᖅᓱᓂ ᑕᒪᓂ ᖃᐅᔨᓴᕐᓇᐅᔪᑎᑦ ᐊᓱᔨᓗᐊᖅᓯᒪᔪᓕᒫᑦ ᖃᖓᑦᑕᒥ ᓴᓂᐊᓂ ᐃᓕᓐᓂᒪᓂ ᖃᑭᖅᑕᒍᑦ. ᐱᓕᕆᓂᖅ ᐊᐅᑐᐃᓂᖃᓗᐊᖅᑐᑭᓂᑐᖅ ᐃᓕᓴᕐᓂᐊᖅᑐᓄᑦ ᐃᓱᓕᕆᓂᕐᓂᓄᑦ ᐃᓕᐅᑐᓂᓄᑦᓯᓪᓚᓂᖅᑐᑦ ᒪᓕᒃᓴᓂᑦ ᐊᐅᑐᐃᓂᓕᒫᑦ ᒎᓪᓄᒃᓯᒪᓂᖅ. ᑭᓱᐊᓂ, ᓄᓇᓖᖏᓂᓄᖅᓱᖅ ᐃᑲᔪᐃᓄᖅᓱᖅᑎᑦ ᐃᓕᓴᕐᓂᐊᕐᓂᓄᑦ ᐱᑎᐊᑐᑎᓄᑦ ᓴᓇᔨᓂᕐᓂᒃ ᐊᐅᑐᐃᓂᓕᒫᑦ ᒎᓪᓄᒃᓯᒪᓂᖅ ᑭᓱᓕᕆᔨᒥᓂᖅ ᐱᓕᕆᓂᕐᓂᒃ ᐃᓕᓴᕐᓂᐊᕐᓂᓄᑦ

ᐱᕿᖏᓂᑦ ᐅᓂᖅᓯᐊᖅᓯᒪᔪᓂᑦ ᖃᑭᖅᑕᒍᑦ ᐅᐊᖏᓇᖏᓂ ᑕᒧᓂ ᖃᐅᔨᓴᕐᕕᐅᔾᔪᖅ ᐅᓂᖏᓐᓂᖅᐱᐅᓕᖅᑎᓯᓕᑦ ᐃᖃᓗᓐᓂ ᓇᓀᔭᒥᓂᖅ ᐱᓕᕆᓂᖅ ᐊᓕᕆᓂᖅ ᓴᓇᔨᓯᓚᖅᑎᓯᓗᒃ. ᑭᓯᐊᓂ, ᖃᑭᖅᑕᒍᑦ ᐅᐊᖏᓇᖏᓂ ᑕᒧᓂ ᖃᐅᔨᓴᕐᕕᐅᔾᔪᖅ ᐱᕿᖏᓐᓂᑦ ᐅᓂᖏᓐᓂᖅᐱᐅᓚᒃ ᐊᓯᓂᑦ: ᐃᖃᓗᓐᓂ ᐱᕿᖏᓐᓂᑦ ᐱᖓᓱᐃᖅᓯᓕᕆᔨᓕᑦ ᐅᓂᔨᓂᖅᐱᐅᓯᓕᐅᑎᒃ, ᓇᓀᔭᒥᒥ 50%ᒧᑦ ᐅᓂᔨᓂᖅᐱᐅᓯᓕᐅᑎᒃ.

ᓇᓕᓇᐃᖅᓯᒪᔪᑦ 1 ᑭᖓᓯᓕᖅᒥ ᒪᑲᐱᖅᑐᑎᒥ ᓇᐃᓴᖅᓴᓕᑦ ᐅᖃᐅᔨᓱᓀᐃᐃᑦ ᖃᐅᔨᓴᕐᔪᓂᓂᑦ ᖃᐅᔨᓴᕐᐅᑦ, ᐱᖃᓯᐅᓯᓴᓕᑦ ᖃᐅᔨᓴᕐᐅᑦ ᖃᓇᐃᓴᖅᑐᓯᓕᕆᔨᓯᓕᓕᑦ ᐃᓕᓴᐅᑦ, ᐱᖃᓯᐅᓯᒪᒥᒃ ᐊᑦᑕᐃᒍᑦ 2020ᒥ ᓴᓂᕐᓂᓂ ᑭᒪᑲᑕᑎᓂᓂ ᐊᑦᑕᐃᒍᓂᑦ.

ᖃᓇᖅ ᐅᖃᓕᒫᐊᓴᖅ ᓇᓕᓇᐃᖅᓯᒪᔪᑦ 1

ᐊᐃᑲᓯᒪᔪᑦ	ᓇᓕᓇᐃᖅᓯᒪᓂᑦ
ᓇᓕᓇᓱᐃᑲᓯᑦ	ᑕᑦᓇ ᐊᐃᑲᓯᒪᔪᖅ ᓇᓕᓇᐃᖅᓯᓂᐊᖅᑐᖅ ᐃᓅᓯᑲᓯᑦ ᐱᓪᓚᑦᓯᐊᕐᓂᑦᑐᓂᓯᓂᑦ ᖃᐅᔨᓴᖅᑐᑦᓯᐊᖅᑐᓂᓯᓂᑦ ᓇᓕᓇᓱᑦᑎᒋᑦᓂᓂᑲᑦ
ᖃᐅᔨᓴᐅᓕᕆᔨᖅᑐᓂᑦ ᖃᐅᔨᓴᕐᔪᐊᑦ ᐊᐅᑎᐅᓕᑦ	ᑕᑦᓇ ᐊᐃᑲᓯᒪᔪᖅ ᐊᑦᑕᐃᐊᓂᑲ ᓄᑕᖅᔨᓕᑦ ᖃᐅᔨᓴᕐᔪᐊᓂᑲᓂ ᐊᑐᐃᓂᓇᐅᔪᓂᑲᓂ ᓇᓕᓇᓱᐃᑲᑎᓂᑦ
ᐊᖏᓂᓂᖅ	ᑕᑦᓇ ᐊᐃᑲᓯᒪᔪᖅ ᐅᖃᐅᔨᖃᖅᓯᐊᖅᑐᑦᖅ ᐊᖏᓂᓂᖏᓂᑲᑦ ᖃᐅᔨᓴᕐᔪᐊᓂᑦ ᐅᖃᐅᔨᓱᓀᐃᐃᓂᑦ ᐃᓕᓴᐅᑦ, ᐱᖃᔨᓕᓂᑦ ᖃᐅᔨᓴᕐᕕᐅᑦᓂᑦ (NB ᑕᒧᓂ ᖃᐅᔨᓴᕐᕕᐅᔪᓂᑦ), ᐃᖃᓗᓐᓂ, ᓄᓇᕗᒥ, ᐊᐃᑲᓯᒪᔪᓂᑦ, ᐱᓕᕆᓂᖏᓐᓂᑦ.ᓂᑲᑦ.
ᐱᓕᕆᓂᖅ ᓴᓇᔨᓴᐅᑎᓯᓚᒃ ᐃᓕᓴᐅᑦᑎᓯᓚᒃ	ᑕᑦᓇ ᐊᐃᑲᓯᒪᔪᖅ ᐅᖃᐅᔨᖃᖅᓯᐊᖅᑐᑦᖅ ᖃᓄᐃᑲᓂᔪᓂᓕᓂᒃ ᑕᓪᓕᒪᓂᑦ ᐊᑦᑕᐃᔨᓂᑦ ᐅᓴᖅᓂᓯᐊᖅᓂᒃ ᐱᑎᕐᕕᒃᑐᓂᓯᓚᒃ (ᓄᓇᓕᒃ 12 ᐃᓕᓴᓯᐊᓚᐅᖅᓯᓂᒃ ᐃᓄᓕᓕᑎᓂᑦ). ᑕᑦᓇᐊ ᐅᖃᐅᔨᓱᓀᐃᓚᒃ ᐃᓅᓕᒪᓂᑦ ᖃᐅᔨᓴᕐᔪᐊᓂᑲᓯᓂᑲᐊᖏᓐᓄᓂᑦ (ᐱᓕᕆᓂᖅ ᓴᓇᔨᓴᐅᑎᓯᓚᒃᑐᓂᑲᑎᑦ ᖃᐅᔨᓴᖅᓯᖃᖅᑐᓂᓚᖅᑐᒃ)ᑐᒃ)
ᐱᖓᓱᓄᑦ ᐊᑦᑕᐃᔨᓄᑦ ᐃᓅᓯᐊᖏᓐᓂᑲᑦ	ᑕᑦᓇ ᐊᐃᑲᓯᒪᔪᖅ ᐅᖃᐅᔨᖃᖅᓯᐊᖅᑐᑦᖅ ᖃᓄᐃᑲᓂᔪᓂᖏᓂᒃ ᐱᖓᓱᓄᑦ ᐊᑦᑕᐃᔨᓂᑦ ᓄᑕᖅᔨᓕᑦ ᐊᑦᑕᐃᔨᓂᑦ, ᐱᖃᓯᐅᓯᒪᔪᑦ ᑕᒪᕐᒥᓄᑦ ᐊᑎᖅᑕᐅᓕᑦ ᐊᑦᑕᐃᓕᓴᐅᑎᓯᓚᒃ ᐃᓅᓯᐊᖏᓐᓂᑲᑦ
ᐊᓯᔪᓂᓕᑦ ᐱᖓᓱᓄᑦ ᐊᑦᑕᐃᔨᓄᑦ ᐃᓅᓯᐊᖏᓐᓂᑲᑦ	ᑕᑦᓇ ᐊᐃᑲᓯᒪᔪᖅ ᐅᖃᐅᔨᖃᖅᓯᐊᖅᑐᑦᖅ ᐊᓯᔪᓂᓕᕐᓂᒃ (ᐅᕐᓂᓕ, ᐅᕐᓂᐃᑦ ᐅᓄᓂᓕᕐᓂᑦ, ᐊᑕᐅᓯᔪᒍᕐᓂᑦ; ᒪᓕᒐᓕᑦ ᓇᓀᔭᒥᒃᑎᓯᑦ) ᖃᒪᑕᑦᑎᓕᓂᑦ ᐱᖓᓱᓄᑦ ᐊᑦᑕᐃᔨᓄᑦ ᐃᓅᓯᐊᖏᓐᓂᑲᑦ. ᓇᓕᐊᖓᓄᑦ ᐊᓯᔪᓂᓕᒃ ᑭᓱᓕᑐᑕᐅᓕᓕᐊᖅᑐᑦᖅ ᑎᒃᓯᐊᖅᑐᓄᓂᑦ, ᑕᓯᐅᓕᑎᑦᑎᓄᒃ ᑯᓂᖅ ᐃᓅᓯᐊᖏᓐᓂᑲᑦ, ᑯᓯᑐᖅᑕᑎᑦᑎᓄᓂᑦᑐᓂᓕᑦ. ᑎᒃᓯᐊᖅᑐᑦ ᑕᖅᓴᖏᓂ ᐅᖃᐅᔨᓱᓀᐃᖅᑐᑦ ᐊᓯᔪᓂᓕᕐᓂᑦ, ᐊᐃᑲᓯᒪᔪᑦ ᐱᖓᓱᓄᑦ ᐃᓅᓯᐊᖏᓐᓂᑲᑦ. ᓇᓕᐊᖓᓄᑦ ᐊᓯᔪᓂᓕᕐᓂᑦ ᐱᖓᓱᓄᑦ ᐃᓅᓯᐊᖏᓐᓂᑲᑦ ᐊᓯᔪᓂᓕᕐᓂᑦ ᐃᓅᓯᐊᖏᓐᓂᑲᑦ ᐊᑦᑕᐃᔨ

ᓇᓗᓇᐃᖅᓯᒪᔪᑦ 1. 2020ᒧᑦ ᐃᓇᓱᐊᑦ ᐱᓕᕆᓕᐊᔪᐊᑦᓯᓗ ᖃᐅᔨᓴᖅᑕᕆᓕᕐᓂᓇᖅᑐᓂᑦ ᐅᓂᐊᖏᖅᓯᓂᑦ ᓇᐃᓇᖅᑐᑦ

ᓇᓗᓇᐅᔨᐊᑦ	ᖃᐅᔨᒪᐅᕙᓚᖅᑐᓂᑦ ᐊᖏᕐᓂᖓᓪ ᖃᐅᔨᓪᓚᕆᐊᖃᑦ ᐊᑐᐃᓇᓕᐅᑦ		ᓴᓇᒪᐅᕙᒪᓕᕐᓂᑦᑐᓗᓪᓗᓂᑦ ᐃᓇᓕᐊᓕᓂᐅᑎᓪᓗᒍᑦ	ᐱᖓᓱᓕᔪᓐᓇᖅ ᐊᖏᕐᓂᖓᓪ ᐃᓇᓕᐊᓕᓂᐅᑎᓪᓗᒍᑦ	ᐱᖓᓱᓕᔪᓐᓇᖅ ᐊᖏᕐᓂᖓᓪ ᐃᓇᓕᐊᓕᓂᐅᑎᓪᓗᒍᑦ	ᐱᖓᓱᓕᔪᓐᓇᖅ ᐊᖏᕐᓂᖓᓪ ᐃᓇᓕᐊᓕᓂᐅᑎᓪᓗᒍᑦ	ᓇᐃᓇᖅᑐᑦ
ᐃᖅᑲᓇᐃᔨᓂᑦ ᐃᓇᓴᐴᖅᑲᔨᓂᓪᓗ							
ᐱᓕᕆᓂᖏᑦ ᑲᑎᑦᑐᑦ ᐃᖅᑲᓇᐃᔨᖅᑐᑦ (ᐃᖅᑲᓇᐃᔨᐃᓐᓇᖅᑐᑦ)	2020	ᐱᓕᕆᓂᖅ	-	1,862 ᐃᖅᑲᓇᐃᔨᐃᓐᓇᖅᑐᑦ	⇧ 15%	1,900 ᐃᖅᑲᓇᐃᔨᐃᓐᓇᖅᑐᑦ	⇩ 12%	ᓄᓇᓕᖓᓂ ᐱᓕᕆᔨᑦ ᐃᖅᑲᓇᐃᔨᖅᑎᑎᓇᓕᐅᖅᓴᑦ 1,900 ᐃᖅᑲᓇᐃᔨᐃᓐᓇᖅᑐᑐᓂᒃ, ᐃᖅᑲᓇᐃᔨᖅᓯᓗᑎᒃ 3,830,834 ᒥᓕᐊᓐ ᐃᑲᖏᓂᒃ 2020ᒥ. ᑕᕐᓇ 259ᓂᒃ ᐅᓄᖏᓐᓂᖅᓴᐅᔭᓴᑦ ᐃᖅᑲᓇᐃᔨᐃᓐᓇᖅᑐᑦ 2019ᒥᑦ ᖃᓪᓗᑲᑦᓯᓴᑦ ᐱᓕᕆᓂᑦ ᐃᓗᓕᓐᓂᖏᓐᓄᑦ ᐊᓗᓪᓯ ᑭᖑᓪᓕᖅᑐᓂᑦ ᐊᖏᕐᓂᖓᓪ-19 ᓄᐊᖏᓇᔨᐊᑦᓗᒍᑦ.
ᐱᓕᕆᓂᖏᑦ ᑕᒪᓂ ᖃᐅᔨᓴᖅᑲᐅᔨᖏᑦ ᐃᖅᑲᓇᐃᔨᖅᑐᑦ (ᐃᖅᑲᓇᐃᔨᐃᓐᓇᖅᑐᑦ)	2020	ᐱᓕᕆᓂᖅ	-	216 ᐃᖅᑲᓇᐃᔨᐃᓐᓇᖅᑐᑦ	⇧ 9%	209 ᐃᖅᑲᓇᐃᔨᐃᓐᓇᖅᑐᑦ	⇩ 16%	2020ᒥ, 209 <ᓗᐃᑦ ᑕᒪᓂ ᖃᐅᔨᓴᖅᓴᐅᔭᖏᑦ - ᑐᖓᓴᐸᓂᒃ ᐃᖅᑲᓇᐃᔨᐃᓐᓇᖅᑐᖃᓕᐅᖅᓴᑦ ᓄᓇᓕᖓᓂ, ᐅᓄᖏᓐᓂᖅᓴᐅᓕᖅᓯᓗᑎᒃ 16% <ᓗᖓᓂᒃ 2019ᒥᑦ, ᐃᖅᑲᓇᐃᔨᖅᑎᑕᖅᑭᓚᐅᔪᓕᕆᓂᑦ ᓄᓇᕗᒻᒥᐅᓂᒃ ᐊᖏᕐᓂᖓᓪ-19ᒧᑦ ᑲᔪᓯᔪᓄᓪᓗ ᑲᓐᓂᑕᖅᑎᑦ ᓄᖅᑲᖅᓯᓕᓕᐊᓂᖏᓐᓂᑦ Q4ᒥᑦ 2019ᒥ.
ᐃᓄᐃᑦ ᐃᖅᑲᓇᐃᔨᖅᑎᑦ >ᖅᑐᓂᖅᓴᓂᑦ ᐃᓂᓄᐊᖅᑐᑦ	2020	ᐱᓕᕆᓂᖅ	-	6 >ᖅᑐᓂᖅᓴᓂᑦ ᐃᓂᓄᐊᖅᑐᑦ	⇧ 12%	5 >ᖅᑐᓂᖅᓴᓂᑦ ᐃᓂᓄᐊᖅᑐᑦ	⇩ 38%	ᑕᕐᓕᒪᑦ ᐃᓄᐃᑦ >ᖅᑐᓂᖅᓴᓂᑦ ᐃᖅᑲᓇᐃᔭᓄᐊᖅᓯᓗᑎᒃ 2020ᒥ, ᐅᓄᖏᓐᓂᖅᓴᐅᓕᖅᓯᓗᑎᒃ 8 >ᖅᑐᓂᖅᓴᓂᑦ ᐃᓂᓄᐊᖅᑐᑐᓂᑦ 2019ᒥ, ᐃᓄᐃᑦ ᐃᖅᑲᓇᐃᔨᖅᑎᑦ ᐅᓴᕐᓂᐊᖅᑐᓂᖅᓴᐅᓕᖅᓯᓗᑎᒃᓂᑦ ᐊᖏᕐᓂᖓᓪ-19ᒧᑦ .
ᐃᓄᐃᑦ ᐃᖅᑲᓇᐃᔨᖅᑎᑦ ᓄᖅᑲᖅᑐᑦ	2020	ᐱᓕᕆᓂᖅ	-	20% ᓄᖅᑲᖅᑐᑦ	⇩ 11>ᓴᐃᑦ ᐅᓄᕐᓂᕐᓂᑦ	12% ᓄᖅᑲᖅᑐᑦ	⇩ 6>ᓴᐃᑦ ᐅᓄᕐᓂᕐᓂᑦ	ᓄᖅᑲᕐᓂᕐᓂᑦ ᐃᓄᓪᓗᓂᑦ ᐃᖅᑲᓇᐃᔨᖅᑎᑦ ᐱᐅᓯᔪᓐᓕᕆᓂᖓᓪᓗᖅᓴᐅᓕᐅᔭᖅ ᒪᓕᒃᓴᓂᑦ ᐅᓄᑭᓐᖅᓴᓕᕆᓂᐊᕐᓂᑦ ᐊᑐᐅ ᖃᐅᒪᑕᑎᓪᓗᒍ ᐱᖓᓱᓕ ᐅᓂᒃᑲᓕᐅᕕᓕᕆᓂᐊᕐᓂᑦ ᐊᑐᐃᔪᓂ. . 2020ᒥ, 22 ᐃᓄᐃᑦ ᐃᖅᑲᓇᐃᔨᖅᑎᑦ ᓄᖅᑲᓕᐅᖅᓴᑦ, 12% ᓄᖅᑲᕐᓂᓕᓂᑦ, ᐅᓄᖏᓐᓂᖅᓴᐅᓕᖅᓯᓗᑎᒃ 18%ᒥᒃ %ᒥᒃ 2019ᒥᑦ.
ᐱᓕᕆᓂᔪᒻᒪᑦ ᐊᑦᓇᐃᑦ ᐃᖅᑲᓇᐃᔨᖅᓂᕐᓂᑦ (ᐃᖅᑲᓇᐃᔨᐃᓐᓇᖅᑐᑦ)	2018	ᐱᓕᕆᓂᖅ	-	180 ᐃᖅᑲᓇᐃᔨᐃᓐᓇᖅᑐᑦ	⇧ 34%	216 ᐃᖅᑲᓇᐃᔨᐃᓐᓇᖅᑐᑦ	⇧ 3%	ᐱᓕᕆᓂᖅ 216ᓂᒃ ᐊᑦᓇᓂᒃ ᐃᖅᑲᓇᐃᔨᐃᓐᓇᖅᑐᖃᓕᐅᖅᓯᖅ 2020ᒥ, ᑭᒃᓯᑐᐃᓪᓗᒍᒃ 11%ᓂᒃ ᐅᓗᐃᑦᑐᑦᓂᑦ ᐃᖅᑲᓇᐃᔨᖅᑎᓕᖅᓂ, ᐅᓄᖅᓱᓕᐊᖅᑐᑦ ᑕᒪᑭᑎᒍᑦ ᐅᓄᑦᓂᖅᑎᒍᑦ ᐊᖏᕐᓂᖅᑎᒍᓪᓗᒍ 2019ᒥᑦ.

ᓄᓇᓕᒫᑦ	ᖃᐅᔨᓴᖅᑎᒋᔭᖅᑕᐅᓂᒃ ᐊᖏᑕᓂᖓ ᖃᐅᔨᓴᓕᕆᔨᑦ ᐊᑐᐃᓐᓇᐅᔨᑦ		ᐱᖓᓱᐊᕆᔭᖅᑎᓯᒪᔭᑦ ᐃᓄᐊᕐᓂᐅᑉᐳᖅᑐᑦ	ᐱᖓᓱᓕᕆᓂ ᐊᖏᔪᓂᖅ ᐃᓄᐊᕐᓂᐅᑉᐳᖅᑐᑦ		ᐳᖓᔪᓕᓪᓕᖅ ᐊᖏᔪᒃ ᐊᖏᔪᓂᖅᑐᑦ ᐊᖏᓴᐅᒥᑦ		ᓇᐃᓐᓇᖅᑐᑦ
ᓱᑐᔪᓄᑦ <ᖃᐳᕕᐅᔨᓐᓇᖅᓂᕐᓂᑦ ᐊᐹᓪᓕ	-	-	-	-		-	-	ᐅᖃᐅᔨᓱᓚᕕᐅᔨᑦ <ᐃᑦᓇᐃᖃᕐᓂᓕᖅᓂᑦ ᑕᒫᓂ ᖃᐅᔨᓴᖏᓐᓇᐅᔨᓂ ᓄᓇᓕᖓᓂ ᐅᖃᐅᔨᑦᑐᒪᕙᒃ ᖃᒪᓕᑦᑕᕆᓂᖅᑎᑦ ᐃᓕᓴᕐᓂᑦ ᑐᓂᓯᒪᓂᖅ ᐃᓕᓴᕐᓂᑦ ᐱᒋᐊᕐᓂᖅᓱᒪᓕᒃ ᐃᓕᓴᕐᓂᑦ ᐅᓂᒃᑲᓂ. ᑕᒪᓐᓇ ᐅᖃᐅᔨᓱᓚᕕᐅᔨᖅ ᖃᐅᔨᓴᖅᑕᐅᒋᐊᕐᓂᖅᓯᒪᓕᖅ>ᖅ ᖃᑭᖅᑕᒍᓗᑉ ᐃᓕᓴᕐᓂᑦ ᐱᒋᐊᕐᓂᖅᓱᒪᓕᒃ ᖃᐅᔨᓴᖅᑐᒋᐊᕐᓂᖅᓯᒪᓕᖅᓂᓕᒃ ᑲᑎᒪᔨᖅᑕᑦ ᐱᓕᕆᔨᒃᑯᓂᖅ ᓄᓇᓕᖓᓂ ᐱᒋᐊᕐᓂᖅᓱᒪᓕᒃ ᐊᐅᓚᑦᑎᓐᓂᖅᓱᒪᓕᒃ ᐱᓕᕆᔨᒃᑯᓂᖅ ᐃᓕᓴᕐᓂᑦ ᐅᓂᒃᑲᓂ. ᐃᓄᐃᑦ ᐅᖃᐅᔨᓴᖅᑎᑦ ᐃᓄᐃᑦ ᐃᓕᓴᕐᓂᑦ ᐊᐅᓚᑦᑎᓐᓂᖅᓱᒪᓕᒃ ᐃᓕᓴᕐᓂᑦ ᐱᒋᐊ

ᓇᓗᓇᐅᐃᓕᑦ	ᖃᐅᔨᓴᕐᓂᖅᑐᓂ ᐊᖏᕈᓐᓇ ᖃᐅᔨᒪᔨᐅᕐᓂ ᐊᑐᐃᓐᓇᐅᕐᓂ	ᓴᓇᔨᐅᓪᓚᕐᖓᑎᓪᓗᓂ ᐃᓇᕐᓂᐅᕐᓂᐅᓴᖅᑐᑦ	ᐱᖓᓱᓕᓂ ᐊᖏᕐᕿᒍᓂ ᐃᓇᓕᓐᓂᐅᕐᓂᐅᓴᖅᑐᑦ	ᐊᓯᔨᓴᓂᒃ ᐱᖓᓱᓕᓂ ᐃᓇᓕᓐᓂᐅᕐᓂᐅᓴᖅᑐᑦ	ᑭᖑᓪᓕᓚᖅ ᐊᖏᕐᕿᒍᓂ	ᐊᖏᕐᕿᒍᓂ ᐊᖏᕐᕿᒍᑎᓂ	ᓇᐃᔪᖅᑐᑦ
(# ᐃᓕᓴᐅᐊᖅᑕᒥᓂᖅ ᐃᓗᓕᑎᕐᓂᑦ)							ᐃᓕᓴᐅᐊᖅᑕᒥᓂᖅ ᐃᓗᓕᑎᕐᓂᑦ , ᐅᓇᖓᓴᓂᖅᓴᐅᓕᖅᓯᑎᖅ 99ᓂᑦ 16ᓇᑦ 2019Γ, ᐅᓇᖓᓴᓂᖅᓴᐅᓕᕆᓕᖅᓱᖓ ძᐃᑦ-19ᒧᑦ ᓇᙳᖅᓀᕐᐊᒧᓪᓗᓂᐅ.
ᐃᑲᖏᑦ ᐃᓕᓴᐅᐊᖏᓂᕐᓂᑦ ᐱᓴᓱᖅᑕᐅᔪᑦ ᐸᙳᓴᓀᓴᓇᓇᑦ ᑲᓇᑕᖅᑎᓇᓪᓗ ᐃᓇᖅᓇᓂᑦ ᐃᖅᑲᓇᐃᕐᖅᑎᓇᑦ	2020	ᐱᓕᕆᓂᖅ	-	44,135 ᐃᑲᖏᑦ	⇨ 0%	3,915 ᐃᑲᖏᑦ	⇩ 91%	ᑕᒪᑲᑭᓴ ᑕᐃᒪᐃᓕᓪᓚᕆᑕᑦᑕᖅᖃᖅᑐᓪᓗ ᐃᑲᖏᑦ ᐃᓕᓴᐅᐊᖏᓂᕐᓂᑦ ᐃᓇᖅᓂᑦ (ᐃᓕᓴᐅᐊᖏᓂᐅᔪᓴᐅᑦ ᐃᑲᖏᑦ ᐊᑐᓂ ᐃᓇᖅᓂᑦ ᐃᖅᑲᓇᐃᕐᖅᓯᐃᓇᖅᑐᓄᑦ) ᐅᓇᑭᓴᓂᖏᓂᖅᓴᐅᓕᓪᓚᐅᖅᓴᖅ 2020Γ, ᐊᑕᖓᑎᓴᒍᑎᓴ ᐃᓇᐃᑦ ᐃᖅᑲᓇᐃᕐᖅᑎᑦ ᐅᔨᕋᖏᓂᐊᖏᖅᑎᖓᓂᖓᓂᓇᑦ ᓇᙳᖅᓀᕐᐊᒧᓪᓗᓂᐅ.
ᑭᓯᓂᖓᑦ ᐃᓕᓴᐅᐊᖏᓂᕐᓂᑦ ᐃᓕᓴᕿᑕᐅᔪᑦ ᐸᙳᓴᓀᓴᓇᓇᑦ ᑲᓇᑕᖅᑎᓇᓪᓗ ᐃᓇᖅᓇᓂᑦ ᐃᖅᑲᓇᐃᕐᖅᑎᓇᑦ	2020	ᐱᓕᕆᓂᖅ	-	-	-	-	-	ᐊᑐᖅᑕᐅᓗᐊᓕᐅᖅᑎᓂᒃᓴᐅᐊᖅᓴᓂᓂ 2020Γ ᓇᙳᕐᐊᑎᓇᒧᑦ, Ჹᙳᓴᓀᓯᓂ ᐊᑲᖅᑎᖓᑦᑕᑐᓄᔪᓂᑐ ᐃᓕᓴᐅᐊᖅᑎᑦᑎᐅᔭᑦ ᐱᕕᖃᖅᑎᑦᑕᖅᑐᑦᑕᓪᓗᑎᓪᓗ ᐃᓇᓂᓇᑦ ᐃᖅᑲᓇᐃᕐᖅᑎᓇᑦ.
ᐃᖅᑲᓇᐃᕐᓂ ᐃᓕᓴᐅᐊᖏᓂᕐᓂᑦ ᐅᓪᓛᖅᑕᐅᔪᑦ Ჹᙳᓴᓀᓴᓇᓇᑦ ᑲᓇᑕᖅᑎᓇᓪᓗ ᐃᓇᖅᓇᓂᑦ ᐃᖅᑲᓇᐃᕐᖅᑎᓇᑦ	2020	ᐱᓕᕆᓂᖅ	-	14 ᐃᖅᑲᓇᐃᕐᓂ ᐃᓕᓴᐅᐊᖅᑕᑦ	⇧ 58%	16 ᐃᖅᑲᓇᐃᕐᓂ ᐃᓕᓴᐅᐊᖅᑕᑦ	⇨ 0%	2020Γ, 16 ᐃᖅᑲᓇᐃᕐᓂ ᐃᓕᓴᐅᐊᓕᐅᖅᓴᑦ ᐃᖅᑲᓇᐃᕐᓂ ᐃᓕᓴᐅᐊᖏᓂᕐᓂᑦ, ᑕᐃᒪᓕᓴᓕᓂᑦ 2019ᑎᑐᑦ. ᐊᑭᑦ ᐊᑐᖅᑐᑦ ᐱᓕᕆᓂᑦ ᐱᖅᓯᐅᔨᓄᑦ ᐃᓕᓴᐅᐊᓕᒪᓕᕐᓂᑦ, ᐅᑦᓯᒪᐃᑦᑐᓕᕆᓂᓪᓗᑦ ᐃᓕᓴᐅᐊᖏᓂᑦ ᐊᐅᔨᓯᑦᓗ ᐃᓕᓴᐅᐊᖅᑐᑐᓄᑦ ᐃᖅᑲᓇᐃᕐᖅᑎᓇᖅᑐᓂᒃᓴᐅᓂᖓᓂᑦ.
ᐃᖅᑲᓇᐃᕐᖅᑎᓇᑦ ᐃᓕᓴᐅᐊᓕᐅᖅᓯᐅᑦ ᐃᖅᑲᓇᐃᕐᓂᐅᓴᖅᑐᑦ ᖃᓄᐅᓕᖅᑐᑎᒃᓴᐅᓕᖅᑐᓄᑦ	2020	ᐱᓕᕆᓂᖅ	-	-	-	-	-	23% 2020Γ ᐃᓇᖅᑐᑦ ᐊᐱᖅᓯᖅᑕᐅᔪᓂᑦ ᑭᐅᔪᑦ ᖃᓪᓚᐃᓕᓴᐅᖅᓴᖅ ᐃᖅᑲᓇᐃᕐᓂᐅᓴᖅᑐᑦ ᐃᖅᑲᓇᐃᕐᓂᑎᒃᓴᐅᖅᑐᓄᑦ ᐱᓕᕆᓂᖅᓗ, ᑭᓯᓂᖓᑦ 7% ᑐᐊᑦ ᐃᓕᓴᐅᓕᐅᖅᓴᖅᑦ ᐃᖅᑲᓇᐃᕐᓕᕐᒥᓂ
ᑲᓇᑐᖏᓂᑦ ᐱᓯᓇᓯᓂᓪᓗ ᐱᐃᖃᖏᓂᑦ								
ᐊᑎᑎᖃᖏᓂᑦ ᑲᓇᑐᖏᓯᓗᓂ ᐃᓇᓂᑦ ᑎᒥᖓᓕᓂ (ᑭᓇᐅᔪᖏᑦ)	2020	ᐱᓕᕆᓂᖅ	-	$174Γᓕᐊᓐ	⇩ 36%	$91Γᓕᐊᓐ	⇩ 68%	ᖃᑎᓪᓗᓂᑦ ᐊᑭᖓᑦ ᑲᓇᑐᖏᑦ ᑕᐃᒪᐃᑦ ᑎᒥᖓᓕᓂ $91 Γᓕᐊᓐᔪᓕᐅᖅᑐᑦ 2020Γ. ᐅᓇᖓᓴᓂᖅᓴᐅᓕᖅᓯᑎᖅ 2019Γᑦ ($289 Γᓕᐊᓐᓕᑦ), ᐅᓯᐊᓂ ᐅᓴᖃᖅᑐᐃᓪᓗᑎᖅ ᐅᓇᖃᓯᓕᖅᑎᖅ ᐳᓴᓄᑦ ᖃᑎᒌᓕᑦ ᑲᓇᑐᖏᓂᓕᓂᓂ 38%Γᑦ 2019Γ 44%ᒧᑦ 2020Γ.
ᐃᓇᐃᑦ ᐃᖅᑲᓇᐃᕐᖅᑎᑦ ᐊᑭᓕᖃᓯᖅᑕᐅᓂᖓᓂᓇᓇᑦ ᐅᓇᑦᓂᑦ (ᑭᓇᐅᔪᖏᑦ)	2020	ᐱᓕᕆᓂᖅ	-	-	-	$20,864,472	⇧ 3%	$20,864,472 ᐊᑭᓕᖃᖅᑕᐅᔭᑦ ᐃᓇᖅᓂᑦ ᐃᖅᑲᓇᐃᕐᖅᑎᓇᑦ 2020Γ, ᐅᓇᖃᓯᓂᐊᖅᑐᑦ $20,268,398 Γᓕᐊᓐᓂᒃ 2019Γ.

ᓇᓗᓇᵇᐃᵇᓂᑦ	ᖃᐅᔨᐅᓕᕆᔨᖅᑐᓂᓄᑦ ᐊᖏᑕᓂᖅ ᖃᐅᔨᓴᕐᓂᖅ ᐊᑐᐃᓇᐅᕐᓂᑦ		ᓴᖅᓱᔨᐅᓪᓚᕐᒥᑎᓪᓗᓂᑦ ᐃᓄᕐᕿᓂᐅᑉᐳᖅᑐᑦ	ᐱᖓᓱᓄᑦ ᐊᖏᕐᕿᒍᓄᑦ ᐃᓄᒋᐊᖓᓂᐅᑉᐳᖅᑐᑦ	ᐊᓯᔨᖅᓯᒪᓂᖅ ᐱᖓᓱᓄᑦ ᐊᖏᕐᕿᒍᓄᑦ ᐃᓄᒋᐊᖓᓂᐅᑉᐳᖅᑐᑦ	ᐅᓪᓚᒥᒃ ᐊᖏᕐᕿᒍᓄᑦ	ᐊᓯᔨᖅᓯᒪᓂᖅ ᐊᖏᕐᕿᒍᓂᑦ	ᓄᐃᑦᓯᖅᑐᑦ
ᐅᓄᕐᓂᓪᓕ ᐊᑎᖅᑐᖅᑐᑦ ᐃᓄᐃᑦ ᑎᒥᖏᑦ ᑕᒪᓂ ᖃᐅᔨᓴᕐᓂᐅᕐᕿᒥᒃ	2020	NB ᑕᒪᓂ ᖃᐅᔨᓴᕐᓂᐊᕐᕿᒥᒃ	-	54 ᑎᒋᑦ	⇧ 8%	56 ᑎᒋᑦ	⇨ 0%	2020ᒥ, ᑲᑎᑦᑐᑦ 184 ᐱᓕᕆᔨᑦ ᐃᓄᐃᑦ ᑎᒋᑦ ᐊᑎᖅᑕᐅᓚᐅᖅᓴᓕᑦ ᑕᒪᓂ ᖃᐅᔨᓴᕐᓂᐊᕐᕿᒥᒃ. 2013ᒥᓂᑦ, ᐅᓄᕐᓂᖏᑦ ᐱᓕᕆᔨᑦ ᐃᓄᐃᑦ ᑎᒥᖏᑦ ᐊᑎᓕᑦ ᖃᐅᖅᑕᒍᓗᑦ ᐅᐊᖅᓯᒪᓂ ᑕᒪᓂ ᖃᐅᔨᓴᕐᓂᐊᕐᕿᒥᓂ ᓄᓇᕗᓂ ᐅᓄᖅᓱᒋᐊᖅᓯᒪᔪᖅ 27ᓄᑦ, ᐅᓄᕐᓂᖏᑦ ᐱᓕᕆᔨᑦ ᐃᓄᐃᑦ ᑎᒥᖏᑦ ᐊᑎᓕᓪᓕ ᐃᖃᓗᓂ ᐅᓄᖅᓱᒋᐊᖅᓯᒪᓕᕆᓂᑦ 44ᓄᑦ.
	2020	ᐃᖃᓗᐃᑦ	-	124 ᑎᒋᑦ	⇧ 5%	128 ᑎᒋᑦ	⇧ 3%	
ᐃᓄᒋᐊᕐᓂᓂ ᖃᓄᐃᓕᕐᓗᓂᑦ								
ᖃᐅᔨᓴᕐᓂᐊᕐᕿᒥᒃ ᑎᑭᑦᑐᑦ ᐃᓄᓕᖅᑐᓄᑦ ᕿᓂᖅᓴᓕᐅᕐᓄᑦ ᑲᓇᑕᒥᓂᖅᑐᓂᓪᓗ ᐃᓅᖃᓕᕐᓗᒃᑐᑦ	2020	NB ᑕᒪᓂ ᖃᐅᔨᓴᕐᓂᐊᕐᕿᒥᒃ	-	< 1 ᐃᓄᐃᑦ	⇨ 0%	0 ᐃᓄᐃᑦ	⇨ 0%	ᐊᑕᐅᓯᖅ ᐃᓄᖏᑦᑐᑎᖅ ᐃᓅᖅᓄᐊᖅᑎ ᑎᑭᑦᑐᖅᓴᖅ ᑕᒪᓂ ᖃᐅᔨᓴᕐᓂᐊᕐᓗᒍ 2018ᒥ, ᑎᑭᑦᑐᖅᓴᖅᓂᕆᓂ 2019ᒥ 2020 ᒥᓂᓄᓂᑦ. ᐊᑕᐅᓯᖅ ᐃᓄᖏᑦᑐᑎᖅ ᐃᓅᖅᓄᐊᖅᑎ ᑎᑭᑦᑐᖅᓴᖅ ᑕᒪᓂ ᖃᐅᔨᓴᕐᓂᐊᕐᓗᒍ 2018ᒥ, ᑎᑭᑦᑐᖅᓴᖅᓂᕆᓂ 2019ᒥ 2020 ᒥᓂᓄᓂᑦ.
ᑎᑭᑦᑐ ᐃᓄᖏᑦᑐᑦ ᑕᒪᓂ ᖃᐅᔨᓴᕐᓂᐊᕐᓗᒍ	ᐱᑕᖅᖏᑦᑐᖅ	NB ᑕᒪᓂ ᖃᐅᔨᓴᕐᓂᐊᕐᕿᒥᒃ	-	-	-	-	-	ᑕᒪᓂ ᖃᐅᔨᓴᕐᓂᐊᕐᓗᒍ ᑎᑭᓂᑦ ᖃᐅᔨᓕᕆᔨᖏᑦᑐᖅᓴᖅᓯᒪᔪᖅ, ᐅᓄᕐᓂᖏᑦ ᐃᓄᐃᑦ ᑕᒪᓂ ᖃᐅᔨᓴᕐᓂᐊᕐᓂᓂ ᓄᓇᕗᓂ ᑕᐃᓚᐃᖏᓐᓄᓇᕐᓂᖅᓱᒋᐊᖅᓯᒪᓕᒃ ᐱᓕᕆᓂᕐᒥ ᐱᓇᓱᐊᕐᑐᓕᕆᓂᑦ.
ᖃᐅᔨᓴᕐᓂᐊᕐᕿᒥᒃ ᑎᑭᑦᑐᑦ ᐃᓄᐃᑦ ᕿᓂᖅᓴᓕᐅᕐᓄᑦ ᐃᓅᖃᓕᕐᓗᒃᑐᑦ	2020	NB ᑕᒪᓂ ᖃᐅᔨᓴᕐᓂᐊᕐᕿᒥᒃ	-	7 ᐃᓄᐃᑦ	⇧ 16%	5 ᐃᓄᐃᑦ	⇩ 44%	ᑕᓪᓕᒪᑦ ᐃᓄᐃᑦ ᕿᓂᖅᓴᓕᐅᕐᓄᑦ ᑲᓇᑕᒥᓂᖅᓱᒋᐊᖅᓯᒪᔪᖅ ᐃᓅᖅᓄᐊᖅᑎ ᖃᐅᔨᓕᕆᔨᖏᑦᑐᖅᓴᖅ ᑯᓘᒪᑕ ᐅᐊᖅᓱᓂ ᑕᒪᓂ ᖃᐅᔨᓴᕐᓂᐊᕐᕿᒥᑦ 2020ᒥ.
ᐊᐅᓪᓚᓪᓂᑎᑦ ᐃᓄᐃᑦ ᑕᒪᓂ ᖃᐅᔨᓴᕐᓂᐊᕐᕿᒥᒃ	ᐱᑕᖅᖏᑦᑐᖅ	NB ᑕᒪᓂ ᖃᐅᔨᓴᕐᓂᐊᕐᕿᒥᒃ	-	-	-	-	-	ᑕᒪᓂ ᖃᐅᔨᓴᕐᓂᐊᕐᕿᒥᒃ ᑯᑕᓴᓂᑦ ᖃᐅᔨᓕᕆᔨᖏᑦᑐᖅᓴᖅᓯᒪᔪᖅ, ᐅᓄᕐᓂᖏᑦ ᐃᓄᐃᑦ ᐃᓅᖃᓕᕐᓗᒃᑐᑦ ᑕᒪᓂ ᖃᐅᔨᓴᕐᓂᐊᕐᓂᓂ ᓄᓇᕗᓂ ᑕᐃᓚᐃᖏᓐᓄᓇᕐᓂᖅᓱᒋᐊᖅᓯᒪᓕᒃ ᐱᓕᕆᓂᕐᒥ ᐱᓇᓱᐊᕐᑐᓕᕆᓂᑦ.
ᐅᓄᕐᓂᓪᓕ ᓇᓕᐅᑦᑕᖅᑕᐅᔪᑦ	2020	NB ᑕᒪᓂ ᖃᐅᔨᓴᕐᓂᐊᕐᕿᒥᒃ	5,694 ᐃᓄᐃᑦ	6,781 ᐃᓄᐃᑦ	⇧ 3%	6,910 ᐃᓄᐃᑦ	⇧ 3%	ᐊᓯᖏᑕᒥᑦ ᐃᓄᒋᐊᕐᓂᓗᐊᓕᐅᖅᑕᖅᑕᕐᓂᑦ ᐱᓕᕆᓂᖅ ᓴᓇᐅᔨᓯᒪᓕᖅᑎᓪᓗᓂᑦᑐᓗᒍᑦ ᖃᐅᖅᑕᒍᓗᑦ ᐅᐊᖅᓱᓂ ᑕᒪᓂ ᖃᐅᔨᓴᕐᓂᐊᕐᕿᒥᒃ ᓄᓇᕗᓂᓄᑦ 2.2% ᐅᓪᓚᐅᖅᑐᖅᖅ, ᐃᖃᓗᐃᑦ 2%, ᓄᓇᕘᓪᓗ 1.4%, ᓴᖅᑐᓂᖅᓴᐅᓪᓗᑎᑦ ᑲᓇᑕᒥ ᐅᓄᖅᓯᓴᓪᓚᕆᔨᒍᓐᓇᓂᖅᓴᐅᓪᓗᑎᑦ 1.2%ᒪᑦ. ᐅᓄᖅᓯᓴᓪᓚᐊᓂᖅ ᐊᑐᑐᖅᑕᐅᓪᓚᒪᓕᕆᔨᒃᑯᓘᒪᑕᑐᑦ ᐱᓕᕆᓂᕐᒪᑦ.
	2020	ᐃᖃᓗᐃᑦ	7,048 ᐃᓄᐃᑦ	8,249 ᐃᓄᐃᑦ	⇧ 1%	8,284 ᐃᓄᐃᑦ	⇧ 1%	
	2020	ᓄᓇᕗᑦ	33,694 ᐃᓄᐃᑦ	38,788 ᐃᓄᐃᑦ	⇧ 1%	39,353 ᐃᓄᐃᑦ	⇧ 2%	

ᓄᓇᓕᖅᐃᖅᓯᒪᓕᒃ	ᖃᐅᔨᓴᕐᓂᖏᓐᓄᑦᓂᓕᒃ ᐊᖏᕐᓂᖅᓱᒃ ᖃᐅᔨᒪᔨᐅᔪᓕᒃ ᐊᑐᐃᓐᓇᐅᔪᓕᒃ		ᓴᖅᓱᔨᕐᓇᕆᑎᓐᓂᓕᒃ ᐃᓄᐹᐊᓐᓂᐅᑉᑐᑎᓕᒃ	ᐱᖓᓱᓕᓄᑦ ᐊᓯᖏᓐᓄᑦ ᐃᓄᒋᐊᖓᓂᐅᑉᑐᑎᓕᒃ	ᐊᓯᔨᖏᓐᓄᑦ ᐱᖓᓱᓕᓄᑦ ᐊᓯᖏᓐᓄᑦ ᐃᓄᒋᐊᖓᓂᐅᑉᑐᑎᓕᒃ	ᑭᒃᓯᒪᓕᕐᓂᖅ ᐊᓯᖏᓐᓄᑦ	ᐊᓯᔨᖏᓐᓄᑦ ᐊᓯᖏᓐᓇᒥᓕᒃ	ᓇᐃᔪᖅᓄᑦ
ᓄᓇᕗᒥ ᑲᑎᓕᑐᓕ ᓄᑦᑕᖏᓕ	2019	ᓄᓇᕗᓕ	-38 ᐃᓄᐃᓕ	-102 ᐃᓄᐃᓕ	⇧ 3%	-88 ᐃᓄᐃᓕ	⇧ 60%	ᓄᓇᕗᒥ ᑲᑎᓕᑐᓕ ᑕᓄᖓᓂᖅᓱᐅᓕᕐᓂᑐᓕ 88ᓂᒃ ᐃᓄᖓᓂᒃ 2019ᒥ ᑲᔪᓯᑎᕐᑎᓪᓗᓂ ᐃᓄᒋᐊᖓᓂᖅᓱᐅᓕᖏᓪᓕᒃ ᖃᒪᒡᓂ ᑕᒪᓕᒪᓂ ᐊᖏᕐᓴᒍᓂ.
ᐃᖅᑲᓇᐃᔨᖅᑎᓕ ᑲᓕᑐᔨᑎᓪᓗ ᐊᓯᔨᓂᖓᓕᒃ ᑐᑭᕈᑎᒃᓯᓕ, ᐃᒪᓐᖏᓂᒃᓯᓕ, ᓄᓕᓂᐊᓂᖏᓕᓪᓗ ᖃᓄᐃᓕᑐᒪᔨᖓᓕᒃ	2020	ᐱᓕᓇᓂᖅ	-	-	-	-	-	ᑐᙵᓪᓗᑎᒃ 2020ᒥᓕ ᐃᓄᖓᓂᓕ ᐃᖅᑲᓇᐃᔨᖅᑎᑦᓂᓕᒃ ᖃᐅᔨᔨᐅᓂᖏᓕᒃ ᖃᐅᔨᔨᐅᔪᓄᓕ, ᐅᖃᐅᔪᐅᔪᓕ ᓄᓕᓂᐊᓂᖏᓐᓇᖅᑐᑐᓕ 2021ᒧᓕ ᒪᓕᓐᓂ ᖃᓕᔪᒃᓕᓄᓕ ᓄᓕᓂᐊᖏᓂᒃ, 9 ᑭᐅᔪᓕ ᐊᐅᓪᓕᓇᓪᓕᖏᓂᖓᓇᖅᑐᑎᒃ ᐊᖏᕐᓴᒍᓂ.
ᐃᖅᑲᓇᐃᔨᖅᑎᓕ ᑲᓕᑐᔨᑎᓪᓗ ᓇᑭᙳᔨᖏᓂᒃ (ᑕᒪᓕ ᖃᐅᔨᔨᖏᓐᓇᔪᖏᑦ ᐅᓄᖓᓂᒃ ᓇᐃᔨᐃᓐᓂᑦ)	2020	ᑕᒪᓕ ᖃᐅᔨᔨᖏᓐᓇᔪᖏᑦ	-	291 ᐃᖅᑲᓇᐃᔨᖅᑎᓄᓕ	⇧ 1%	229 ᐃᖅᑲᓇᐃᔨᖅᑎᓄᓕ	⇩ 38%	2020ᒥ, 229 ᐸᕙᓕᓵᑯᓄᓕ ᑲᓕᑐᔨᑎᓄᓪᓗ ᐃᓄᓄᓕ ᐃᖅᑲᓇᐃᔨᖅᑎᓕ ᑐᙵᓪᒪᓕᐅᖅᓱᓕ ᑕᒪᓕ ᖃᐅᔨᔨᖏᓐᓇᔪᖓ ᓄᓇᓕᖓ, ᐅᓄᖓᓂᖅᓱᐅᓕᖅᑐᓂᒃ 369ᓂᓕ 2019ᒥᓕ ᐊᒃᑐᐃᓂᓕᓄᓕ ᓄᙵᓱᔨᐊᖏᓇᒥᓕ.
ᐃᓄᐃᓕ ᑎᒥᒃᑯᓕ ᖃᓄᐃᓕᖓᓂᖓᓕᒃ ᐃᓄᓕᑎᓂᖓᓕᓪᓗ								
ᐅᓄᖓᓂᖓᓕ ᑕᒃᓱᓄᓕ ᐱᓕᓱᒃᑐᓕ ᐃᖅᑲᓇᐃᔨᒥᓂᓕᒃ ᑭᓕᐅᔨᓂᓕ	2017	NB ᑕᒪᓕ ᖃᐅᔨᔨᖏᓐᓇᔪᖏᑦ	82%	79%	⇨ 0 ᐳᓕᐃᓕ ᐅᓄᖓᓂᖓᓕ	79%	⇨ 0 ᐳᓕᐃᓕ ᐅᓄᖓᓂᖓᓕ	ᐅᓄᖓᓂᖓᓕ ᑕᒃᓱᓄᓕ ᐱᓕᓱᒃᑐᓕ ᐃᖅᑲᓇᐃᔨᒥᓂᓕᒃ ᑭᓕᐅᔨᓂᓕ ᖃᑭᒃᑕᓐᓂᑦ ᐅᐊᖏᓇᓱᓂ ᑕᒪᓕ ᖃᐅᔨᔨᖏᓐᓇᔪᖏᑦ ᑕᐃᒪᐃᖏᓕᕐᓂᓪᓕᐊᓂᒃᓯᒪᓕᒃ ᐱᓕᕆᓂᖅᓯᒪᓕᓪᓗ ᓴᓇᔨᓕᕆᓂᖅᓯᒪᓕᒃ.
	2017	ᐃᖃᓗᐃᓕ	89%	88%	⇨ 0 ᐳᓕᐃᓕ ᐅᓄᖓᓂᖓᓕ	88%	⇨ 0 ᐳᓕᐃᓕ ᐅᓄᖓᓂᖓᓕ	
	2017	ᓄᓇᕗᓕ	85%	82%	⇨ 0 ᐳᓕᐃᓕ ᐅᓄᖓᓂᖓᓕ	83%	⇧ 1 ᐳᓕᐃᓕ ᐅᓄᖓᓂᖓᓕ	
ᑭᓕᐅᔨᓕᐅᖅᑕᐅᓕᔪᓕᒃ ᐃᖅᑲᓇᐃᔨᓂᓕᒃ	2017	NB ᑕᒪᓕ ᖃᐅᔨᔨᖏᓐᓇᔪᖏᑦ	$15,195	$16,740	⇧ 2%	$17,432	⇧ 4%	ᐱᑕᖅᐸᓪᓕᐊᖏᓪᓕᓇᖅᐳᖅ ᑭᓇᐅᔨᓕᐊᓚᐅᓕᔪᓕᒃ ᐃᖅᑲᓇᐃᔨᓂᓕᒃ, ᐱᓕᕆᓂᖅ ᐃᓕᓴᐅᖅᑕᓕᓚᐅᓂᓪᓗ.
	2017	ᐃᖃᓗᐃᓕ	$64,485	$74,100	⇧ 2%	$76,720	⇧ 5%	
	2017	ᓄᓇᕗᓕ	$26,327	$30,443	⇧ 2%	$31,390	⇧ 2%	
ᐳᓚᖏᓕ ᐃᓄᓕᒻᒥᓕ ᐃᓕᓴᕐᔪᐊᓕᓵᓕ	2018	NB ᑕᒪᓕ ᖃᐅᔨᔨᖏᓐᓇᔪᖏᑦ	56%	58%	⇧ 1 ᐳᓚᐃᓕ ᐅᓄᖓᓂᖓᓕ	59%	⇧ 1 ᐳᓚᐃᓕ ᐅᓄᖓᓂᖓᓕ	ᐃᓄᐃᓕ ᐅᓄᖓᓂᖓᓕ ᐃᓕᓴᕐᔪᐊᖏᒃᑕᓕᒃᑐᓕ ᖃᑭᒃᑕᓐᓂᑦ ᐅᐊᖏᓇᓱᓂ ᑕᒪᓕ ᖃᐅᔨᔨᖏᓐᓇᔪᖏᑦ ᑕᐃᒪᐃᖏᓕᕐᓂᓪᓕᐊᓂᒃᓯᒪᓕᒃ ᐱᓕᕆᓂᖅᓯᒪᓕᓪᓗ ᓴᓇᔨᓕᕆᓂᖅᓯᒪᓕᒃ.
	2018	ᐃᖃᓗᐃᓕ	18%	14%	⇩ 1 ᐳᓚᐃᓕ ᐅᓄᖓᓂᖓᓕ	13%	⇩ 2 ᐳᓚᐃᓕ ᐅᓄᖓᓂᖓᓕ	

ᓇᓗᓇᐅᐃᓐᓂᑦ	ᖃᐅᔨᔪᐅᓪᓚᖅᑐᓂᒃ ᖃᐅᔨᒪᔪᐅᔾᑦ ᐊᑐᐃᓇᓇᐅᔾᑦ		ᓴᓇᔪᐅᓪᓕᐅᖅᑭᑎᓕᒻᒥᑦ ᐃᓇᑎᐅᓪᓕᐅᒪᔭᖅᑐᑦ	ᐱᖓᓱᓕᓂᑦ ᐊᖏᕐᕋᒍᓂᑦ ᐃᓇᑎᐅᓪᓕᐅᒪᔭᖅᑐᑦ	ᐊᓯᔨᕐᓂᖅ ᐱᖓᓱᓕᓂᑦ ᐃᓇᑎᐅᓪᓕᐅᒪᔭᖅᑐᑦ	ᐅᖓᔪᓕᓐᓂᖅ ᐊᖏᕐᕋᒍᓂᑦ	ᐊᓯᔨᖅᑐᑦ ᐊᖏᕐᕋᒍᑦ	ᓇᐃᓱᖅᑐᑦ
	2018	ᓄᓇᕗᑦ	41%	43%	⇧ 4 >ᓴᐃᑦ ᐅᓄᖏᓐᓂᑦ	50%	⇧ 11 >ᓴᐃᑦ ᐅᓄᖏᓐᓂᑦ	
ᐅᓄᖏᓂᑦ ᐃᑲᐱᓂᖏᓐᓇᖅᑐᓄᓂᑦ ᐃᑎᐊᓗᓐᓄᓕᓪᓗ ᐱᕆᔭᖅᑐᑦ ᐱᓕᕆᓚᐅᔾᔨᓂ	2020	ᐱᓕᕆᓂᖅ	-	24 infractions	⇧ 7%	20 infractions	⇩ 17%	20 ᐃᑲᐱᓂᖏᓐᓇᖅᑐᓄᓂᑦ ᐃᑎᐊᓗᓐᓄᓕᓪᓗ ᐱᕆᔭᖅᑎᓪᓗᒍ ᐱᓕᕆᓂᖅ ᐃᓕᓴᕐᓂᐊᓕᖅᑐᓂᑦ 2020ᒥ, ᐅᓄᑭᓐᓂᖅᓱᐊᕐᕋᔭᓐᓂᓂ 2019ᒥᑦ (24).
ᐅᓄᖏᓂᑦ ᐊᓴᓱᔨᖅᑐᓄᓂᑦ ᐊᖏᕐᕋᒍᓂᑦ ᓄᕐᐃᐅᓂᑦ	2018	NB ᑕᒪᓂ ᖃᐅᔨᓴᖏᓐᓇᐅᔾᔪᑎᒃ	16 ᓄᕐᐃᐅᓂᑦ	37 ᓄᕐᐃᐅᓂᑦ	⇧ 2%	32 ᓄᕐᐃᐅᓂᑦ	⇩ 22%	ᐊᓴᓱᔨᖅᑐᓄᓂᑦ ᐊᖏᕐᕋᒍᓂᑦ ᓄᕐᐃᐅᓂᑦ ᐅᓄᖅᓯᐅᐊᖅᓯᒪᔪᓂᑦ ᖃᑭᖅᑕᔪᓐᓇ ᐅᐊᖅᓇᓴᓂ ᑕᒪᓂ ᖃᐅᔨᓴᖏᓐᓇᐅᔾᔪᑎᒃ ᐱᓕᕆᓂᖅᑎᑦ ᓴᓇᓕᐅᖅᑎᓪᓗᑎᑐᑎᒍᑦ . ᐳᓯᐊᓂ, ᖃᓄᐃᓕᔨᓪᓕᐊᓂᖅ ᐊᑭᐅᐅᓕᐊᖅᑕᑦᑎᒍᖅ ᖃᓄᐃᓕᔨᓪᓕᐊᓂᓪᓄᓂᑦ ᓴᓇᐊᓂᑦ ᑲᓇᑕᓄᑦ.
	2018	ᐃᖅᓗᐃᑦ	32 ᓄᕐᐃᐅᓂᑦ	76 ᓄᕐᐃᐅᓂᑦ	⇧ 32%	111 ᓄᕐᐃᐅᓂᑦ	⇧ 44%	
	2018	ᓄᓇᕗᑦ	125 ᓄᕐᐃᐅᓂᑦ	345 ᓄᕐᐃᐅᓂᑦ	⇧ 28%	419 ᓄᕐᐃᐅᓂᑦ	⇧ 11%	
ᐅᓄᖏᓂᑦ ᓄᕐᕋᓇᖅᑐᓄᓂᑦ ᓄᕐᐃᐅᓂᑦ	2018	NB ᑕᒪᓂ ᖃᐅᔨᓴᖏᓐᓇᐅᔾᔪᑎᒃ	39 ᓄᕐᐃᐅᓂᑦ	35 ᓄᕐᐃᐅᓂᑦ	⇩ 11%	46 ᓄᕐᐃᐅᓂᑦ	⇧ 110%	ᑕᒪᕈᑦ ᐃᖅᓗᓐᓂ ᓄᓇᕗᒻᒥ ᐅᓄᖅᓂᓂᖅᓴᐅᓕᖅᑐᓂᑦ ᓄᕐᕋᓇᖅᑐᓄᓂᑦ ᓄᕐᐃᐅᓂᑦ ᐱᓕᕆᓂᖅᑎᑦ ᓴᓇᓕᐅᖅᑎᓪᓗᑎᑐᑎᒍᑦ, ᖃᓄᐃᓕᔨᓪᓕᐊᓂᖅ ᑕᒪᓂ ᖃᐅᔨᓴᖏᓐᓇᐅᔾᔪᑎᒃ ᐅᓄᕈᓂᓂᓂᖅᓴᐅᓕᖅᑕᐃᓇᓇᖅᑐᓄᓂᑦ, ᐅᓄᖅᓯᐅᐊᖅᑐᓂᑦ 2018ᒥ, ᐳᖓᓕᓂᖅᓴᖅ ᐊᓕᖅᑐᓂ ᖃᐅᔨᓴᖏᓐᓇᐅᔾᔪᑎᒃ ᐱᑕᖃᓕᖏᓐᓇᐅᔾᔪᑎᒃ.
	2018	ᐃᖅᓗᐃᑦ	112 ᓄᕐᐃᐅᓂᑦ	42 ᓄᕐᐃᐅᓂᑦ	⇩ 34%	37 ᓄᕐᐃᐅᓂᑦ	⇧ 32%	
	2018	ᓄᓇᕗᑦ	339 ᓄᕐᐃᐅᓂᑦ	151 ᓄᕐᐃᐅᓂᑦ	⇩ 30%	105 ᓄᕐᐃᐅᓂᑦ	⇩ 27%	
ᐅᓄᖏᓂᑦ ᒪᑯᓕᒃᑐᓄᓂᑦ ᓄᕐᐃᐅᓂᑦ	2019	NB ᑕᒪᓂ ᖃᐅᔨᓴᖏᓐᓇᐅᔾᔪᑎᒃ	44 ᒪᑯᓕᒃᑐᓂᑦ	22 ᒪᑯᓕᒃᑐᓂᑦ	⇩ 21%	18 ᒪᑯᓕᒃᑐᓂᑦ	⇩ 31%	ᐅᓄᖏᓂᓕᓚᓕᖅᑕᓂᑦ ᐅᓄᖏᓂᑦ ᒪᑯᓕᒃᑐᓂᑦ ᐃᖅᑲᖅᑐᒪᓕᖅᓯᓕᒃᑐᓄᓂᑦ ᐅᓄᖅᓂᓂᖅᓴᐅᓕᖅᑐᓂᑦ ᑕᒪᓂ ᖃᐅᔨᓴᖏᓐᓇᐅᔾᔪᑎᒃ ᐱᓕᕆᓂᖅᑎᑦ ᓴᓇᓕᐅᖅᑎᓪᓗᑎᑐᑎᒍᑦ. ᐳᓯᐊᓂ ᐅᓄᑭᓐᓂᖅᓴᐅᓕᖅᑐᓂᑦ ᑕᒪᓂ ᖃᐅᔨᓴᖏᓐᓇᐅᔾᔪᑎᒃ ᓇᓗᓇᐅᔾᔪᑎᒃᓯᒪᓕᖅᑐᓂᑦ ᐱᓕᕆᓂᖅ ᐊᑭᐅᐅᓕᐊᖅᑕᑦᑎᒍᖅ ᑕᑎᒪᐃᓕᓴᕐᓂᓂ ᓄᓇᕗᑦ.
	2019	ᐃᖅᓗᐃᑦ	44 ᒪᑯᓕᒃᑐᓂᑦ	26 ᒪᑯᓕᒃᑐᓂᑦ	⇨ 0%	22 ᒪᑯᓕᒃᑐᓂᑦ	⇩ 44%	
	2019	ᓄᓇᕗᑦ	316 ᒪᑯᓕᒃᑐᓂᑦ	153 ᒪᑯᓕᒃᑐᓂᑦ	⇩ 1%	165 ᒪᑯᓕᒃᑐᓂᑦ	⇧ 19%	
ᐱᕆᔭᖅᑐᓂᑦ (ᓄᕐᐃᐅᓂᑦ ᐊᑐᓂ 100ᓄᑦ)	2017	NB ᑕᒪᓂ ᖃᐅᔨᓴᖏᓐᓇᐅᔾᔪᑎᒃ	21 ᓄᕐᐃᐅᓂᑦ	23 ᓄᕐᐃᐅᓂᑦ	⇧ 6%	24 ᓄᕐᐃᐅᓂᑦ	⇧ 7%	ᐱᕆᔭᖅᑐᓂᑦ ᐅᓄᖅᓯᐅᐊᖅᑐᓂᑦ ᖃᑭᖅᑕᔪᓐᓇ ᐅᐊᖅᓇᓴᓂ ᑕᒪᓂ ᖃᐅᔨᓴᖏᓐᓇᐅᔾᔪᑎᒃ ᐅᓄᕈᓂᓂᖅᓴᐅᓕᖅᑕᐃᓇᓇᖅᑐᓄᓂᑦ ᐃᖅᓗᐃᑦ ᓄᓇᕗᒻᒥ ᐊᑦᑐᑦ ᐱᓕᕆᓂᖅᑎᑦ ᓴᓇᓕᐅᖅᑎᓪᓗᑎᑐᑎᒍᑦ . ᐳᓯᐊᓂ, ᖃᓄᐃᓕᔨᓪᓕᐊᓂᖅ ᐅᐊᖅᓇᓴᓂ ᑕᒪᓂ ᖃᐅᔨᓴᖏᓐᓇᐅᔾᔪᑎᒃ ᐱᕆᔭᖅᑐᓂᑦ ᐅᓄᕈᓂᓂᖅᓴᐅᓕᖅᑕᓕᒃᑐᓂᑦ ᐊᓯᓂᑦ ᓄᓇᕗᑦ. ᐃᖅᓗᐃᑦ ᓄᕐᐃᐅᓂᑦ ᐱᓕᕆᓚᐅᔾᔨᓴᓂᑦ
	2017	ᐃᖅᓗᐃᑦ	74 ᓄᕐᐃᐅᓂᑦ	63 ᓄᕐᐃᐅᓂᑦ	⇨ 0%	62 ᓄᕐᐃᐅᓂᑦ	⇨ 0%	
	2017	ᓄᓇᕗᑦ	39 ᓄᕐᐃᐅᓂᑦ	36 ᓄᕐᐃᐅᓂᑦ	⇧ 4%	36 ᓄᕐᐃᐅᓂᑦ	⇧ 2%	

ᓇᓗᓇᵇᐃᵇᓂᑦ	ᖃᐅᔨᕆᓕᕆᔨᖅᑐᑐᓂᒃ ᐊᖏᑕᓂᖅᓯ ᖃᐅᔨᒪᔨᕆᕐᕋᑦ ᐊᑐᐃᓐᓇᕆᕐᕋᑦ	ᓴᓇᕆᕈᓚᐅᖅᑕᑎᓪᓗᓂᑦ ᐃᓇᑎᐊᖏᓐᓂᕆᐅᔪᖅᑐᑦ	ᐱᖓᓱᓇᓂᑦ ᐊᖏᕐᕋᒍᓇᑦ ᐃᓇᑎᐊᖏᓐᓂᕆᐅᔪᖅᑐᑦ	ᐊᓯᔨᐃᓐᓂᑦ ᐱᖓᓱᓇᓂᑦ ᐃᓇᑎᐊᖏᓐᓂᕆᐅᔪᖅᑐᑦ	ᑭᖑᓪᓕᐊᔪᖅ ᐊᖏᕐᕋᒍ	ᐊᓯᔨᐃᖅᑐᑦ ᐊᖏᕐᕋᒍᒥᑦ	ᓄᐃᓕᖅᑐᑦ
							ᐅᓇᕐᓂᖅᓴᐅᒪᓂᑦ, ᓇᓇᕋᒥ ᐅᖓᑕᑦᓂ 50% ᐅᓇᕐᓂᖅᓴᐅᓪᓗᑎᑦ.
ᐅᓇᕐᓂᑦ ᐸᓴᓪᓕᓪᔪᑦ ᐃᖅᑲᓇᐃᔨᖅᑎᓇᑦ ᐃᓕᖓᔪᓇᓪᓗ ᐃᑲᔪᖅᑏᑦ ᐅᖃᓕᐅᕐᔪᑦ	2020	ᐱᓕᕆᓂᖅ	-	52 ᐅᓇᕐᓂᑦ	⇧ 12%	54 ᐅᓇᕐᓂᑦ	⇩ 10%	ᐃᖅᑲᓇᐃᔨᖅᑎᓇᑦ ᐃᓕᖓᔪᓂᓪᓗ ᐃᑲᔪᖅᑏᓂᖅ ᑕᐃᒪᐃᒃᓯᐅᖅᓂᖅ 2017ᒥᑦ ᑕᓪᓕᒪᐸᓪᓚᐃᑦ ᐅᖃᓕᓴᐅᓪᓗᑎᑦ 100 ᐃᖅᑲᓇᐃᔨᖅᑎᓂᒥᑦ. 60% ᑲᓴᑦ ᐅᖅᓪᓕᖅᑎᑎᕆᔨᐅᔪᓂ 2020ᒥ ᓇᓗᓇᐃᖅᑕᐅᓕᐅᖅᓂᑦ ᐃᓕᒪᒃᓯᑦ ᐃᑲᔪᖅᑕᐅᔨᕐᑎᑐᑦ, ᐊᓯᔪᖅᑐᑦ ᐊᑲᐅᖅᑕᐅᔨᕐᑎᑐᑦ ᑐᑦᖠᓗᑎᑦ ᐊᐃᕐᐸᓴᓂᓯᓂᑦ, ᐃᖅᑲᓇᐃᔨᒧᑦ ᐊᐅᓪᓚᕆᓂᓯᓂᑦ, ᐃᖅᑲᓇᐃᔨᖅᑎᓪᓗᒥ ᐊᔪᓪᓕᓯᓂᓯᓂᑦ ᐊᑲᓂᕐᓂᓯᓂᑦ ᐃᓕᖓᔪᓪᓗᒥ.
ᐳᓴᖅᑕᑦ ᐊᓵᓂᐊᕆᓕᐊᖅᑐᓇᑦ ᐊᐃᐃᑐᓯᓪᓚᐅᖅᑐᓇᑦ ᖃᐅᓂᓴᓕᓯᓂᑦ	2016	NB ᑕᒫᓂ ᖃᐅᔨᓴᖏᐅᔪᖅᑎᒋᑦ	3%	3%	⇧ 1 ᐳᓴᐃᑦ ᐅᓇᕐᓂᖅᓯᑦ	4%	⇧ 2 ᐳᓴᐃᑦ ᐅᓇᕐᓂᖅᓯᑦ	ᓴᓂᐊᓂ ᐱᓕᕆᓂᕐᒥᑦ ᓴᓇᓕᐅᖅᑎᑦᓂᓪᓗᒥᑦ ᐅᓇᕐᓂᐅᓴᖅᑐᓇᓪᓗᑎᑦ, ᐊᓵᓂᐊᖏᓐᓂᕆᐅᑐᑦ ᐅᓇᖅᓯᕆᐊᖅᓵᓕᕆᓂᖅᐳᑦ ᐊᐃᑐᓂᕐᓂᓯᓂᑦ ᖃᓄᖅᑕᐅᔨᕐᑎᓂᑦ ᐊᐃᐃᑐᓯᓪᓚᐅᖅᑐᓇᑦ ᖃᐅᓂᓴᓕᓯ

ᓄᓇᓕᒃᐃᓕᓐᓂᒃ	ᖃᐅᔨᓴᕆᔨᖏᑐᓂᖅ ᐊᖏᕐᓂᖓ ᖃᐅᔨᒪᔭᐅᔪᓂ ᐊᑐᐃᓐᓇᐅᔪᓂ		ᐱᖓᓱᐅᓂᖅ ᐊᖏᕐᕕᒃᓴᕐᑎᓯᒪᓂᖅ ᐃᓄᐹᐊᓐᓂᖅᓯᐅᑦᑐᑦ	ᐱᖓᓱᓄᓂᖅ ᐊᖏᕐᕕᒃᓴᕐᑎᓯᒪᓂᖅ	ᐊᓯᔨᖅᑐᑦ ᐊᖏᕐᕕᒃᓴᕐᑎᓯᒪᓂᖅ	ᐊᓯᔨᖅᑐᑦ ᐊᖏᕐᕕᒃᓴᕐᑎᓯᒪᓂᖅ	ᐊᓯᔨᖅᑐᑦ ᐊᖏᕐᕕᒃᓴᕐᑎᓯᒪᓂᖅ	ᓄᐃᑦᑐᑦ
	2016	ᐃᖃᓗᐃᑦ	2 >ᓴᓇᐊᖅᑐᑦ / ᐃᓄᒋᐊᖅᓯᖏᑦ ᒪᓕᒃᓯᒋᑦ	2 >ᓴᓇᐊᖅᑐᑦ / ᐃᓄᒋᐊᖅᓯᖏᑦ ᒪᓕᒃᓯᒋᑦ	⇩ 16%	1 >ᓴᓇᐊᖅᑐᑦ / ᐃᓄᒋᐊᖅᓯᖏᑦ ᒪᓕᒃᓯᒋᑦ	⇩ 52%	
	2016	ᓄᓇᕗᑦ	6 >ᓴᓇᐊᖅᑐᑦ / ᐃᓄᒋᐊᖅᓯᖏᑦ ᒪᓕᒃᓯᒋᑦ	6 >ᓴᓇᐊᖅᑐᑦ / ᐃᓄᒋᐊᖅᓯᖏᑦ ᒪᓕᒃᓯᒋᑦ	⇩ 4%	6 >ᓴᓇᐊᖅᑐᑦ / ᐃᓄᒋᐊᖅᓯᖏᑦ ᒪᓕᒃᓯᒋᑦ	⇩ 11%	
ᐅᓄᖅᓯᑦ >ᓴᓇᐊᖅᑐᑦ ᐱᓕᓐᓂᖅᑎᑦ ᐃᓅᓕᓴᐃᔨᒧᑦ	2020	ᐱᓕᓐᓂᖅ	1,212 >ᓴᓇᐊᖅᑐᑦ	6,024 >ᓴᓇᐊᖅᑐᑦ	⇩ 5%	5,336 >ᓴᓇᐊᖅᑐᑦ	⇩ 17%	ᐱᓕᓐᓂᖅ ᐱᕕᖏᖅᑎᑦᑎᓵᓇᖅ>ᖅ ᐃᖅᑲᓇᐃᔨᖅᑎᓕᒻᓯᓄᑦ, ᐅᖅᐅᓯᓚᐅᐅᓱᖓᓕᓴᐃᑎᓄᑦ ᐅᖅᐅᓯᓚᖏᓪᓗᓂᑦ ᖃᓄᐃᕐᓂᓕᕆᓂ ᐊᑲᐅᕐᓕᓕᐅᖅᑎᓂᑦ (ᐱᖏᓯᐅᓕᒻᓂᑦ ᐊᑲᑐᐊᕐᑎᑐᑕᓄᑦ ᐃᖅᑲᓇᐃᔨᖅᕿᓚᒻᒧᑦ)
ᐅᓄᖅᓯᑦ ᐱᓕᓐᓂᖅᑎᑦ ᖃᖓᑕᓯᓯᑦ ᓄᓇᓕᒃ ᒥᓇᐱᖅᓯᓄᑦ ᑎᑎᖅᑐᓄᑦ	2020	NB ᑕᒪᓐ ᖃᐅᔨᖅᕿᓚᐅᔪᖓᑎ	-	548 ᓄᑲᑕᖅᓯᑦ	⇩ 28%	81 ᓄᑲᑕᖅᓯᑦ	⇩ 91%	ᐸᓂᓐᓇᓚᓄᑦ ᐊᑐᖅᓯᖏᑦ ᓄᓇᓕᒃ ᐱᖅᓂᖅᐸᐊᖏᓚᓂᖅ, ᐱᓗᐊᖅᑐᒥᓚ ᒥᖓᓚᓄᑦ ᐅᓄᑭᓚᓂᖅᓯᖓᕕᓕᐅᕐᓂᖅ 2020ᒥ, ᖃᖓᑕᑎᓚᓂᖅᓴᐅᔪᓂᑦ ᓄᓂᖅᔪᐊᖅᓇᓕᒻᒧᑦ.
	2020	ᐃᖃᓗᐃᑦ	-	944 ᓄᑲᑕᖅᓯᑦ	⇩ 17%	340 ᓄᑲᑕᖅᓯᑦ	⇩ 76%	
ᐃᓕᓴᐅᔪᖓᓚᑦ ᐊᑐᓴᖅᑎᑦ								
ᖃᐅᔨᓴᕆᔨᖏᑐᓂᖅ ᐃᑦᑕᖅᓯᓴᐃᑦ ᖃᓄᐃᓕᓴᐅᓚᓂᖅᑎᓂᓕᓂᑦ ᑐᓴᖅᓴᓇᓄᑦ ᐅᓂᒃᑲᒥ								
ᐊᑐᓴᖅᑎᑦ ᓄᓇᐃᓕᓗ ᐊᑐᖅᑕᐅᓂᖅᑎᑦ								
ᐅᓄᖅᓯᑦ >ᐃᔪᐗᐃᖅᑕᐅᔪᑦ ᓄᓇᓄᐊᖅᑐᓄᑦ ᐃᓄᐃᑦ ᐅᓕᓗᓄᑦ ᐱᓕᕐᖃᐃᐅᔪᓂ	2020	ᐱᓕᓐᓂᖅ	41 ᐃᓄᖅᓄᑦ ᐅᓕᓗᑦ	580 ᐃᓄᖅᓄᑦ ᐅᓕᓗᑦ	⇧ 11%	332 ᐃᓄᖅᓄᑦ ᐅᓕᓗᑦ	⇩ 63%	2020ᒥ, ᑲᑎᓕᓗᑎᑦ 332 ᐊᐅᓕᓚᖅᑐᑦ ᐃᓄᐃᑦ ᐅᓕᓗᓄᑦ >ᐃᔪᐗᐃᖅᑕᐅᓚᐅᖅᓯᑦ ᐱᓕᕐᖃᐃᓂᓂᒃ, 63%ᒧᑦ ᐅᓄᖅᓂᓂᖅᓴᐅᓕᓗᑎᑦ 2019ᒥᑦ. ᐅᓄᖅᓂᓂᕆᑦ ᐊᑲᑐᐃᓂᓂᐅᔪᖅᓴᐅᔭᑦ ᑯᐃᑦ-19ᒧᑦ ᐊᑐᑕᐊᖅᖏᑦᑐᓄᑦ ᓄᓇᔭᒥᐅᓕᓗ ᐅᐸᖅᓇᖅᑎᓂᓂᖅᓯᐅᑦᑐᖅ ᐅᓴᖅᓄᑦᑐᓂᖅ.ᓂᕆᑦ ᐅᓴᖅᓴᐃᓕᓴᐃᖅᑐᑦ.
ᓂᕐᕿᑎᓄᑦ ᐊᓂᓇᐃᖅᐅᔪᓄᑦ ᑭᓇᐅᔾᔨᓂᑦ ᐱᓇᓱᑐᑦ	2020	ᐱᓕᓐᓂᖅ	-	-	-	$14,200 ᐊᑭᓚᖅᑕᐅᔪᑦ	⇩ 78%	ᖃᑭᖅᑕᓂᑲᑦ ᐅᖅᓯᐅᖅ>ᑦ 10 ᐱᓇᓱᑐᑦ ᐊᑭᓚᖅᑕᐅᓯᐅᖅ>ᑦ ᓂᕐᕿᑎᓄᑦ ᐊᓂᓇᐃᖅᐅᔪᓄᑦ ᑭᓇᐅᔾᔨᓂᑦ 2020ᒥ, ᑲᑎᓕᓗᑎᑦ $25,575.00 .
ᐃᓕᓴᐅᔪᖓᓚᑦ ᖃᓄᐃᓕᓴᐅᓚᓂᖅᑎᑦ								
ᖃᐅᔨᓴᕆᔨᖏᑐᓂᖅ ᐃᑦᑕᖅᓯᓴᐃᑦ ᖃᓄᐃᓕᓴᐅᓚᓂᖅᑎᓂᓕᓂᑦ ᑐᓴᖅᓴᓇᓄᑦ ᐅᓂᒃᑲᒥ								
ᑭᓇᐅᔾᔨᑎᒍᑦ ᐱᕈᖅᓂᑦ ᐃᒪᒥᓄᓕᓗ ᐸᖃᐅᓄᓕᖅᓂᑦ								
ᐱᓕᓐᓂᖅᑎᑦ ᐊᖏᔪᓄᑦᑐᓂᑦ ᐅᐸᑲᑕᓂᖅ ᓂᕐᕿᖃᓄᖅᓄᓕᖅᓂᓕᓂᑦ	-	-	-	-	-	-	-	ᐅᖃᐅᓯᓚᑦᑐᐅᔪᖅ ᖃᐅᔨᓴᕆᑕᐅᓂᐊᖅᑐᖅ ᖃᖃᖅᑎᓗᒃ ᐃᓅᓯᓄᑦ ᐱᐸᓕᐊᓯᓄᓕᓂᑦ

ᓇᓗᓇᐅᐃᓕᑦ	ᖃᐅᔨᐅᓕᕆᔨᖅᑐᓂᑦ ᐊᖏᑕᓂᖅ ᖃᐅᔨᓴᕐᓯᕐᕋᑦ ᐊᑐᐃᓇᐅᕐᕋᑦ	ᓴᓇᕐᓯᓚᐅᖅᑕᑎᓪᓗᑕᑦ ᐃᓄᕐᐊᖏᓂᐅᑎᒃᑐᑦ	ᐱᖓᓱᓄᑦ ᐊᖏᕐᕋᒍᓄᑦ ᐃᓄᕐᐊᖏᓂᐅᑎᒃᑐᑦ	ᐊᓯᔨᓂᓄᑦ ᐊᖏᕐᕋᒍᓄᑦ ᐃᓄᕐᐊᖏᓂᐅᑎᒃᑐᑦ	ᐅᖃᓕᓂᐊᖅ ᐊᖏᕐᕋᒍᓄᑦ	ᓇᐃᔪᖅᑐᑦ
						ᖃᐅᔨᓴᖅᓯᓪᓚᐊᖏᓐᓇᓐᖏᑎᒍᑦ, ᓄᓇᓕᖓᓄᑦ ᑲᑎᖃᑎᖃᓐᖅᑎᒍᑦ ᐱᓕᕆᓴᐅᔪᓄᑦ ᐱᓕᕆᓂᕐᒧᑦ ᐊᐅᑐᐊᔪᓄᓪᓗ ᖃᐅᔨᓴᕐᓯᐅᔪᓄᑦ.
ᐱᔭᓪᓕᖅᑏᑦ, ᓄᓇᐃᑦ ᐊᑐᖅᑕᐅᓂᖏᓐᓄᓇᑦ ᐊᑭᓕᐅᑏᑦ ᑕᑯᓪᓗᓗ						
ᐊᑭᓕᖅᓯᖅᑕᐅᓂᕐᓄᑎ ᑲᒡᓪᓂᐅᓂᕐᓄᓪᓗ ᑕᑯᓪᓗ ᐊᑭᓕᖅᑕᐅᔪᑦ ᐸᓐᓴᓕᐅᖏᓂᑦ ᓄᓇᕗᑦᔪᑦ ᓚᐲᒪᖓᓄᑦ	2020 ᓄᓇᕗᑦ	-	$15ᒥᓕᐊᓐ ᑕᑯᓄᑦ ᐊᑭᓕᐅᑕᐅᔪᑦ -	$15ᒥᓕᐊᓐ ᑕᑯᓄᑦ ⇩ 4% ᐊᑭᓕᐅᑕᐅᔪᑦ	ᐅᓄᕐᓂᖏᑦ ᑕᑯᓄᑦ ᐊᑭᓕᐅᑎᒃ ᐸᓂᓐᓇᓕᓐᓂᑦ ᓄᓇᕗᑦᔪᑦ ᓚᐲᒪᖓᓂᓄᑦ ᐅᓄᑭᓐᓂᕐᓂᖅᓴᐅᓕᐅᖅᓴᖅ 2020ᒥ 414.97 ᒥᓕᐊᓐᓄᑦ, ᓴᖅᑭᑲᖅᑎᑎᑦᓗᑎᒃ ᐱᓕᕆᖏᓐᓂᖅᓴᓂᒃ.
ᐊᐅᓕᑕᐅᓕᒃ ᓱᓕᓂᖅᑎᐅᓕᓪᓗ						
ᖃᐅᔨᓴᕐᓯᐅᓂᖏᓐᓄᓇᑦ ᐊᓓᓕᐅᑕᐅᓂᕐᓄᓪᓗ ᐊᐅᓕᑕᐅᓂᕐᓄᓪᓗ ᓱᓕᓂᖅᑎᐅᓕᓪᓗ ᐊᓂᓂᓚᐅᓪᓕᐊᑦᑐᓄᑦ ᐃᓅᓱᒃᑐᑦ ᑭᓇᐅᔨᓴᕐᓯᐅᓚᐅᖅᑐᓄᑦ.						

Executive Summary

This report presents the results of the socio-economic monitoring program for the Mary River Project in 2020, as well as Baffinland's compliance with various Project Certificate Terms and Conditions. Performance was assessed using socio-economic indicators and information for several Valued Socio-Economic Components (VSECs) included in the Final Environmental Impact Statement (EIS).

This report has identified various positive effects of the Project and presents information that is consistent with several EIS predictions.

Employment and Livelihood

- The Mary River Project employed 1,900 full-time equivalents (FTEs), who worked 3,803,834 million hours in 2020. This is 259 fewer FTEs than in 2019 largely due to the contractor employee demobilization that occurred in Q4 of 2019 and some work being postponed or scoped down due to the COVID19 pandemic.
- The Project had 250 Inuit FTEs in 2020, representing 13% of the total workforce.
    - the number of Inuit FTEs dropped by 38 in 2020, while proportion of the workforce remained stable at approximately (13%).
    - 151 Inuit FTEs are based in the North Baffin LSA, with another 55 in Iqaluit.
- The project had 216 female FTEs in 2020, representing 11% of the total workforce, an increase in both number and proportion from 2019.
- The project had 71 female Inuit FTEs in 2020, representing 29% of the total Inuit workforce.
- The turnover rate for Inuit workers continues to show significant improvement based on a decline in each of the past three reporting years. In 2020, there were 22 Inuit employee departures, a 12% turnover rate, down from 45% in 2017. For non-Inuit employees, the rate has decreased steadily for the past four years, from 39% in 2016 to 10% in 2020.
- Five Inuit were promoted in 2020, with the decline from previous years due to the COVID19 pandemic and the fact that Nunavut resident employees and contractor employees were off site since early 2020.
- $20,864,472 million in wages were paid to Baffinland and contractor Inuit employees in 2020, up slightly from 2019. The average wage for Baffinland and contractor Inuit FTEs in 2020 was $83,564.

Contracting and Business Opportunities

- The total value of contracts awarded to Inuit Firms was $91 million in 2020. This is a decrease from 2019 (from $289 million), but represents an increase as a percentage of total contracting from 38% in 2019 to 44% in 2020.

Education and Training

- The average hours of training for Inuit (average training hours per Inuit FTE) dropped, from around 155 in 2018-2019 down to 16 in 2020, due to Inuit workers being off site for much of 2020 and training being placed on hold due to COVID19 in many cases. Average hours of training for non-Inuit increased from less than 30 in 2018-2019 up to 55 in 2020.

Benefits, Royalty and Taxation

- In 2020, Baffinland paid $5.5 million in employee payroll tax and $6.8 million in fuel tax to the Government of Nunavut.
- In 2020, Baffinland paid a total IIBA royalty to QIA in the amount of $8,165,246.00.

Impacts on Worker Families and Communities in the North Baffin Local Study Area

- Graduation rates steadily declined in the Qikiqtani Region from 2009 to 2014 but have risen quickly in the post-development period. School attendance rates in the North Baffin LSA region have not changed considerably over time or compared to the rest of the Qikiqtani region. The Project is not likely having a significant impact on graduation or attendance rates given the range of other significant factors affecting these indicators. However, it remains clear that continued support for school based initiatives such as the Lunch Program and laptop donations are valued by communities.
- Based on the Inuit Employee Survey, there is strong positive feedback from Project Inuit employees on their ability to provide for themselves and their families, with 67% saying their ability to provide has been “very improved” or “improved” as a result of Project employment.
- Based on the Inuit employee survey, worker and family health and wellbeing is positively affected by working at the Project: 6% of survey respondents said that well-being had been ‘very improved’ and 44% that it had ‘improved’ since starting work at the Project. Less than 4% of respondents reported a negative impact on personal or family wellbeing.
- The proportions of tax filers with employment income and of populations receiving social assistance in the North Baffin LSA have largely stayed the same during the post-development period. Considering the significant population growth during that time, this indicates that the job market has grown in line with population growth, which might be due to positive effects from the Project in growing the labour market. However, trends are similar across Nunavut so Project effects on community-level employment may not be significant.
- Impaired driving violations have increased in the North Baffin LSA during the post-development period. However, the trend is not significantly different than the trend in all of Nunavut when comparing the different periods.
- Drug violations in the North Baffin LSA have generally followed the same pattern as in Iqaluit and Nunavut. However, both Iqaluit and Nunavut have seen more rapid decreases in drug violations during the post-development period while North Baffin LSA has only seen a slight decrease.
- The average number of youths charged has declined in the LSA since Project development. However, decreasing trends in the LSA were also evident in the pre-development period, and a comparable situation has been noted across Nunavut.
- Crime rates have increased in the North Baffin LSA while dropping in Iqaluit and Nunavut during the post-development period. However, North Baffin LSA crime rates are much lower than the other areas: Iqaluit’s rate is nearly three times as high, while Nunavut’s is over 50% higher.

Table 1 on the following page summarizes the monitoring results, including findings and trends in 2020 compared to previous years

How to read Table 1

Column	Description
Indicator	This column will identify the SEMP indicator
Latest data available	This column will provide the year of most recent data available for the indicator
Scale	This column will present the scale of the data presented in the sub-row, including the North Baffin LSA (NB LSA), Iqaluit, Nunavut, Region or Project.
Pre-development average	This column will present the average value for the 5 years before the mine started operating (2008 –13), including both a unit and value (e.g., 12 graduates). This is provided for public data only (as there is no pre-development project data)
3-year average	This column will present the average value for the 3 most recent years, including both a unit and value (e.g., 12 graduates).
Change in 3-year average	This column will present the change (in percent, percentage points (pp), or direct units, depending on the indicator) since the previous years 3-year average. The direction of the change will be represented by arrows, showing whether the movement was an increase, decrease or whether there was no movement. Arrow colors will indicate whether the direction represents a **positive** or **negative,** change. Arrows remain uncolored if the value is mixed, neutral or unclear.
Latest year	This column will present the value of the most recent single year of data, including both a unit and value (e.g., 230 Inuit FTEs).
Change from last year	This column will illustrate the change from the two most recent years data. This will be presented similarly to the change in the 3-year average column.
Summary	This column will provide a qualitative overview of performance, trends, and interpretation.

Table 1. 2020 Socio-economic monitoring reporting summary

Indicator	Latest data available	Scale	Pre-dev average	3-year average	Change in 3-year average	Latest year	Change from last year	Summary
Employment and Livelihood								
Project total employment (FTEs)	2020	Project	-	1,862 FTEs	⇧ 15%	1,900 FTEs	⇩ 12%	The Mary River Project employed 1,900 full-time equivalent (FTE) workers, who worked 3,830,834 million hours in 2020. This is 259 fewer FTEs than in 2019 due to several large projects wrapping up, and others being postponed due to the COVID19 pandemic.
Project LSA employment (FTEs)	2020	Project	-	216 FTEs	⇧ 9%	209 FTEs	⇩ 16%	In 2020, there were approximately 209 LSA-based FTEs working at Mary River, a decrease of approximately 16% from 2019, largely due to a hold on hiring of Nunavut residents due to COVID19 and continued contractor demobilization from Q4 2019.
Inuit employee promotions	2020	Project	-	6 promotions	⇧ 12%	5 promotions	⇩ 38%	Five Inuit were promoted in 2020, a decline from eight promotions in 2019, likely due to Inuit employees being off site due to COVID19.
Inuit employee turnover	2020	Project	-	20% turnover	⇩ 11pp	12% turnover	⇩ 6pp	The turnover rate for Inuit employees continues to show significant improvement based on a decline in each of the past three reporting years. In 2020, there were 22 Inuit employee departures, a 12% turnover rate, down from 18% in 2019.
Project female employment (FTEs)	2018	Project	-	180 FTEs	⇧ 34%	216 FTEs	⇧ 3%	The project had 216 female FTEs in 2020, representing 11% of the total workforce, an increase in both number and proportion from 2019.
Childcare availability and costs	-	-	-	-	-	-	-	Comments on the lack of childcare in LSA communities have been made previously by Project stakeholders and can be found in previous SEMRs. This topic continues to be tracked through the QSEMC process and community engagement conducted for the Project.
Education and Training								
Investments in school-based initiatives (Laptops)	2020	NB LSA	-	51 laptops	⇩ 2%	60 laptops	⇧ 11%	The Project supported school-based initiatives in 2020 through its ongoing donations including laptop donations (60 in 2020), as well as specific IIBA commitments- annual scholarship fund (5 recipients in 2020, down from 7 in 2019), and contributions to school lunch programs.
Investments in school-based initiatives (dollars)	2020	NB LSA	-	$45,666	⇧ 37%	$37,000	⇧ 48%	
Secondary school graduates	2017	NB LSA	45 grads	47 grads	⇧ 9%	51 grads	⇧ 6%	Graduation rates steadily declined in the Qikiqtani region from 2009 to 2014 but have risen quickly since then. School attendance rates in the North Baffin LSA region have not changed considerably over time or compared to the rest of Qikiqtani. Many factors affect school attendance and graduation rates, and the data does not suggest a significant effect of the Project.
	2017	Iqaluit	42 grads	44 grads	⇧ 27%	59 grads	⇧ 97%	
Secondary school graduation rate	2017	Region	37.5%	39%	⇧ 8pp	49%	⇧ 12pp	
	2017	Nunavut	34%	41%	⇧ 5pp	48%	⇧ 6pp	
Participation in pre-employment training (# graduates)	2020	Project	-	-	-	69 grads	⇩ 40%	In 2020, there was 54 Work Ready Program graduates and 15 Site Work Ready Program graduates, down from 99 and 16 in 2019, with the large decrease due to the COVID19 pandemic.
Hours of training completed by Baffinland and contractor Inuit employees	2020	Project	-	44,135 hours	⇨ 0%	3,915 hours	⇩ 91%	Both the absolute and average hours of training for Inuit (average training hours per Inuit FTE) dropped significant in 2020, due to most Inuit employees being off site due to the pandemic.

Indicator	Latest data available	Scale	Pre-dev average	3-year average	Change in 3-year average	Latest year	Change from last year	Summary
Types of training provided Baffinland and contractor Inuit employees	2020	Project	-	-	-	-	-	While utilization was low in 2020 due to the pandemic, Baffinland continues to offer a strong diversity of training programs and opportunities to Inuit employees.
Apprenticeships and other opportunities (# employees)	2020	Project	-	14 apprentices	⇧ 58%	16 apprentices	⇨ 0%	In 2020, there were 16 active apprentices in the Apprenticeship Program, the same number as in 2019. Other relevant programs include the Pre-Trades program, Heavy-Equipment training, and the Summer student internship program.
Employee education and pre-employment status	2020	Project	-	-	-	-	-	23% of 2020 Inuit survey respondents left casual or part-time employment to work at the Project, while only 7% were enrolled in an academic or vocational program at the time of hiring.
Contracting and Business Opportunities								
Value of contracting with Inuit Firms (dollars)	2020	Project	-	$174M	⇩ 36%	$91M	⇩ 68%	The total value of contracts awarded to Inuit Firms was $91 million in 2020. This is a decrease from 2019 (from $289 million), but represents an increase as a percentage of total contracting from 38% in 2019 to 44% in 2020.
Inuit employee payroll amounts (dollars)	2020	Project	-	-	-	$20,864,472	⇧ 3%	$20,864,472 was paid to Inuit workers in 2020, up from $20,268,398 million in 2019.
Number of registered Inuit Firms in the LSA	2020	NB LSA	-	54 firms	⇧ 8%	56 firms	⇨ 0%	In 2020, a total of 184 active Inuit Firms were registered in the LSA. Since 2013, the number of active Inuit Firms registered in the North Baffin LSA communities has increased by twenty-seven, while the number of active Inuit Firms registered in Iqaluit has increased by forty-four.
	2020	Iqaluit	-	124 firms	⇧ 5%	128 firms	⇧ 3%	
Population Demographics								
Known in-migrations of non-Inuit Baffinland and contractor employees	2020	NB LSA	-	< 1 people	⇨ 0%	0 people	⇨ 0%	One non-Inuk employee migrated into the LSA in 2018, with no additional migrations in 2019 or 2020.
In-migration of non-Inuit to the LSA	N/A	NB LSA	-	-	-	-	-	While LSA-level migration data is not available, the proportion of Inuit to non-Inuit in LSA communities has remained relatively similar to pre-development levels.
Known out-migrations of Inuit Baffinland and contractor employees	2020	NB LSA	-	7 people	⇧ 16%	5 people	⇩ 44%	Five Inuit Baffinland and contractor employees were known to have moved out of the North Baffin LSA in 2020.
Out-migration of Inuit from the LSA	N/A	NB LSA	-	-	-	-	-	While LSA-level migration data is not available, the proportion of Inuit to non-Inuit in LSA communities has remained relatively similar to pre-development levels.
Population estimates	2020	NB LSA	5,694 people	6,781 people	⇧ 3%	6,910 people	⇧ 3%	The average annual population growth rates over the post-development period for North Baffin LSA communities was 2.2%, Iqaluit 2%, and Nunavut 1.4%, higher than the Canadian average growth rate of 1.2%. The rate of growth does not appear to have been affected by the Project.
	2020	Iqaluit	7,048 people	8,249 people	⇧ 1%	8,284 people	⇧ 1%	
	2020	Nunavut	33,694 people	38,788 people	⇧ 1%	39,353 people	⇧ 2%	
Nunavut net migration	2019	Nunavut	-38 people	-102 people	⇧ 3%	-88 people	⇧ 60%	Nunavut net migration was -88 people in 2019, continuing a negative trend over the past 5 years.
Employee and contractor changes of address, housing	2020	Project	-	-	-	-	-	Based on 2020 Inuit Employee Survey results, declared migration intentions for 2021 align with the past several years of movement,

Indicator	Latest data available	Scale	Pre-dev average	3-year average	Change in 3-year average	Latest year	Change from last year	Summary
status, and migration intentions								with nine respondents expressing an intention to move in the next year.
Employee and contractor origin (LSA headcount)	2020	LSA	-	291 employees	⇧ 1%	229 employees	⇩ 38%	In 2020, 229 Baffinland and contractor Inuit employees were based in LSA communities, representing a decrease from 369 in 2019 due to impacts from the pandemic.
Human Health and Wellbeing								
Proportion of tax filers with employment income	2017	NB LSA	82%	79%	⇨ 0 pp	79%	⇨ 0 pp	The portion of tax filers with employment income in the North Baffin LSA has largely stayed the same during the post-development period.
	2017	Iqaluit	89%	88%	⇨ 0 pp	88%	⇨ 0 pp	
	2017	Nunavut	85%	82%	⇨ 0 pp	83%	⇧ 1 pp	
Median employment income	2017	NB LSA	$15,195	$16,740	⇧ 2%	$17,432	⇧ 4%	There continues to be a gradual but steady growth in median employment income, to which the Project likely contributes.
	2017	Iqaluit	$64,485	$74,100	⇧ 2%	$76,720	⇧ 5%	
	2017	Nunavut	$26,327	$30,443	⇧ 2%	$31,390	⇧ 2%	
Percentage of population receiving social assistance	2018	NB LSA	56%	58%	⇧ 1 pp	59%	⇧ 1 pp	The portion of the population receiving social assistance in the North Baffin LSA has largely stayed the same during the post-development period.
	2018	Iqaluit	18%	14%	⇩ 1 pp	13%	⇩ 2 pp	
	2018	Nunavut	41%	43%	⇧ 4 pp	50%	⇧ 11 pp	
Number of drug and alcohol related contraband infractions at Project sites	2020	Project	-	24 infractions	⇧ 7%	20 infractions	⇩ 17%	Twenty drug and alcohol-related contraband infractions occurred at Project sites among Baffinland and contractor employees in 2020, a slight decrease from 2019 (24).
Number of impaired driving violations	2018	NB LSA	16 violations	37 violations	⇧ 2%	32 violations	⇩ 22%	Impaired driving violations have increased in the North Baffin LSA during the post-development period. However, the trend is not significantly different than the trend in all of Nunavut when comparing the different periods.
	2018	Iqaluit	32 violations	76 violations	⇧ 32%	111 violations	⇧ 44%	
	2018	Nunavut	125 violations	345 violations	⇧ 28%	419 violations	⇧ 11%	
Number of drug violations	2018	NB LSA	39 violations	35 violations	⇩ 11%	46 violations	⇧ 110%	Both Iqaluit and Nunavut have seen rapid decreases in drug violations during the post-development period, while North Baffin LSA has only seen a slight decrease, with an uptick in 2018, the latest year for which data is available.
	2018	Iqaluit	112 violations	42 violations	⇩ 34%	37 violations	⇧ 32%	
	2018	Nunavut	339 violations	151 violations	⇩ 30%	105 violations	⇩ 27%	
Number of youths charged	2019	NB LSA	44 youths	22 youths	⇩ 21%	18 youths	⇩ 31%	The average number of youths charged has declined in the LSA since Project development. However, decreasing trends in the LSA were also evident in the pre-development period, and a comparable trend has been observed across Nunavut.
	2019	Iqaluit	44 youths	26 youths	⇨ 0%	22 youths	⇩ 44%	
	2019	Nunavut	316 youths	153 youths	⇩ 1%	165 youths	⇧ 19%	
Crime rate (violations per hundred)	2017	NB LSA	21 violations	23 violations	⇧ 6%	24 violations	⇧ 7%	Crime rates have increased in the North Baffin LSA while dropping in Iqaluit and Nunavut during the post-development period. However, North Baffin LSA crime rates are much lower than the other areas: Iqaluit's rate is nearly three times as high, while Nunavut's is over 50% higher.
	2017	Iqaluit	74 violations	63 violations	⇨ 0%	62 violations	⇨ 0%	
	2017	Nunavut	39 violations	36 violations	⇧ 4%	36 violations	⇧ 2%	
Number of times Baffinland's Employee and Family Assistance Program (EFAP) is accessed	2020	Project	-	52 times	⇧ 12%	54 times	⇩ 10%	EFAP usage has been relatively consistent since 2017 at approximately 5 accesses per 100 employees. Nearly 60% of the 49 counseling cases in 2020 were classified as "psychological" support, with other issues including marital, work, addiction and trauma.

Indicator	Latest data available	Scale	Pre-dev average	3-year average	Change in 3-year average	Latest year	Change from last year	Summary
Percent of health centre visits related to infectious diseases	2016	NB LSA	3%	3%	⇧ 1 pp	4%	⇧ 2 pp	Compared to pre-development period averages, there has been a slight increasing trend in health centre visits related to infectious diseases in the North Baffin LSA (from 2.6% to 2.7%) and decreasing trends in Iqaluit (from 2.0% to 1.0%) and Nunavut (from 4.8% to 3.1%) in the post-development period.
	2016	Iqaluit	2%	1%	⇨ 0 pp	2%	-	
	2016	Nunavut	5%	3%	⇨ 0 pp	5%	⇧ 3 pp	
Absence from the community during work rotation Prevalence of gambling issues Prevalence of family violence Prevalence of marital problems Rates of teenage pregnancy	-	-	-	-	-	-	-	Topics will continue to be tracked through the QSEMC process and community engagement conducted for the Project.
Community Infrastructure & Public Services								
Number of health centre visits (total)	2016	NB LSA	9,722 visits	11,819 visits	⇩ 3%	10,872 visits	⇩ 8%	It is doubtful that the Project has had a significant effect on the number of clinic visits in the North Baffin LSA communities. While clinic visits increased in the pre-development and post-development periods, they also increased in Iqaluit.
	2016	Iqaluit	13,438 visits	17,184 visits	⇩ 15%	7,953 visits	⇩ 51%	
	2016	Nunavut	200,647 visits	244,215 visits	⇩ 3%	217,168 visits	⇩ 10%	
Number of health centre visits (per capita)	2016	NB LSA	9 visits / capita	10 visits / capita	⇩ 4%	9 visits / capita	⇩ 5%	
	2016	Iqaluit	2 visits / capita	2 visits / capita	⇩ 16%	1 visits / capita	⇩ 52%	
	2016	Nunavut	6 visits / capita	6 visits / capita	⇩ 4%	6 visits / capita	⇩ 11%	
Number of visits to Project physician assistant	2020	Project	1,212 visits	6,024 visits	⇩ 5%	5,336 visits	⇩ 17%	The Project continues to provide all workers with regular access to a physician's assistant, with whom they can confidentially address health-related issues (including those unrelated to the workplace)
Number of Project aircraft movements at LSA community airports	2020	NB LSA	-	548 movements	⇩ 28%	81 movements	⇩ 91%	Baffinland's utilization of community infrastructure, particularly airports, dropped significantly in 2020, primarily due to reduce flights due to the pandemic.
	2020	Iqaluit	-	944 movements	⇩ 17%	340 movements	⇩ 76%	
Cultural Resources								
Monitoring is conducted through the Archaeology Status Update Report								
Resource and Land Use								
Number of recorded land use visitor person-days at Project sites	2020	Project	41 person-days	580 person-days	⇧ 11%	332 person-days	⇩ 63%	In 2020, a total of 332 land use visitor person-days were recorded at Project sites, a 63% reduction from 2019. The decrease is likely due to the impacts of COVID19 restrictions and not having Nunavut-based at the mine.
Wildlife compensation fund claims	2020	Project	-	-	-	$14,200 paid	⇩ 78%	The QIA reported that 10 claims were paid from the Wildlife Compensation Fund in 2020, totaling $25,575.
Cultural Well-Being								
Monitoring is conducted through the Archaeology Status Update Report								

Indicator	Latest data available	Scale	Pre-dev average	3-year average	Change in 3-year average	Latest year	Change from last year	Summary
Economic Development and Self-Reliance								
Project harvesting interactions and food security	-	-	-	-	-	-	-	Topic will continue to be tracked through the QSEMC process, community engagement conducted for the Project, and related information.
Benefits, Royalty, and Taxation								
Payroll and corporate taxes paid by Baffinland to the territorial government	2020	Nunavut	-	$15M taxes paid	-	$15M taxes paid	⇩ 4%	The value of tax payments made by Baffinland to the Government of Nunavut decreased slightly in 2020 to $14.97 million, reflecting a decreased level of Project activity.
Governance and Leadership								
Data indicators for monitoring the Governance and Leadership VSEC have not been developed.								

Introduction

Report Objectives and Structure

This is the eighth annual Socio-Economic Monitoring Report prepared by Baffinland for the Project, which supersedes all previous reports. The content of this report is guided by the Project's Socio-Economic Monitoring Plan, which was updated in 2019 to reflect the Phase 2 proposal. This report supports the achievement of the objectives of the monitoring program identified in the Socio-Economic Monitoring Plan:

1. Evaluate the accuracy of selected socio-economic effect predictions presented in the Mary River Project EIS and identify any unanticipated effects[1].
2. Identify areas where Baffinland's existing socio-economic mitigation and management programs may not be functioning as anticipated.
3. Assist regulatory and other agencies in evaluating Baffinland's compliance with socio-economic monitoring requirements for the Project.
4. Support adaptive management, by identifying potential areas for improvement in socio- economic monitoring and performance, where appropriate.

This report is structured as follows.

Introduction *(this section)*	Introduces the report and the scope of its contents
Methods	Describes the methods used in this report and how they support the findings that are provided
Results *(Sections 1 through 12)*	Assesses the socio-economic performance based on established socio-economic indicators
Report summary	Provides summary of regional and cumulative economic effects, and comments on adaptive management for the Project
Appendix A	Full list of socio-economic indicators
Appendix B	Headcount Data
Appendix C	2020 Hamlet Meeting Minutes and invitation letters[2]
Appendix D	2020 Inuit Employee Survey Report

Mary River Overview

Baffinland Iron Mines Corporation (Baffinland) is a Canadian mining company with one operating iron ore mine, the Mary River Project (the Project) in the Qikiqtani Region of Nunavut. Baffinland is jointly owned by ArcelorMittal and The Energy and Minerals Group, with a corporate head office located in Oakville, Ontario, a northern head office located in Iqaluit, and offices in five North Baffin communities: Arctic Bay, Clyde River, Sanirajak, Igloolik and Pond Inlet.

[1] References to the Mary River Project EIS in this report include any subsequent addendums to the EIS that have been approved (i.e. had a Project Certificate issued) by the NIRB.

[2] There was no QSEMC meeting in 2020 due to COVID19. However, Baffinland attempted direct engagement on socio-economic monitoring as identified in Appendix C in place of the 2020 QSEMC.

The Project consists of two main operating locations – the mine site at Mary River, and Milne Port north of the mine. The two sites are connected via a tote road.

A timeline for the project is presented below:

1986

- Baffinland starts exploration and development on the property.

End-2012

- The Nunavut Impact Review Board (NIRB) issues Project Certificate No. 005, authorizing the construction, operation, and closure of an 18 million tonnes per year operation focused on Deposit No. 1. The project also included the development of a railway approximately 150 kilometres south to Steensby Inlet.

2013

- Mine construction begins.
- Inuit Impact and Benefit Agreement (IIBA) finalized between Baffinland and the Qikiqtani Inuit Association (QIA).
- Baffinland applies to the NIRB to amend its Project Certificate to allow for an Early Revenue Phase (ERP) operation, including the seasonal shipping of 3.5 million tonnes of iron ore from Milne Inlet on the north coast of Baffin Island.

2014

- NIRB issues an amended Project Certificate approving the ERP.
- Mining of iron ore commences.

2015

- First shipment of iron ore.

2018

- IIBA renegotiated and amended.
- Application to amend the Project Certificate to allow for an increase in production to six million tonnes per year; approved by NIRB on a time limited basis (until the end of the 2019 shipping season – since extended until the end of 2021).
- Baffinland applies to amend the Environmental Impact Statement (EIS) in order to expand operations. The proposed Phase 2 Expansion Project would involve constructing a railway from the mine to Milne Port, adding a second ore dock at the Port and increasing production to 12 million tonnes per year.

2019

- Baffinland conducts consultations for the Phase 2 permitting process.
- Memorandum of Understanding to maximize Inuit employment signed with the Government of Nunavut.
- 5.7 million tonnes of ore were stockpiled.

2020

- Baffinland and the QIA sign the Inuit Certainty Agreement.
- ~6 million tonnes of ore were stockpiled.

Additional information on Baffinland's regulatory submissions and approvals can be found on the NIRB Public Registry.

Socio-Economic Monitoring

Baffinland has been undertaking socio-economic monitoring for the Project since 2013. The socio-economic monitoring program has evolved beyond the initial framework described in the EIS ((Baffinland FEIS, 2012); Volume 4, Section 15) as a result of lessons learned and valuable feedback from stakeholders. The structure and content of the socio-economic monitoring program may benefit from additional refinement; suggestions on how indicators and data sources could be

improved are welcome and will be considered by Baffinland and the Project Socio-Economic Monitoring Working Group (SEMWG – see below).

Socio-economic monitoring indicators are established as part of the Project's Socio-Economic Monitoring Plan (Baffinland SEMP, 2019) and are listed in full in Appendix A.

Indicators are metrics used to measure and report on the condition and trend of a Valued Socio-Economic Component (VSEC)[3], and help understand the interactions between a project and a VSEC (BCEAO, 2013)**.** Project-specific socio-economic monitoring programs in Nunavut are generally expected to focus on two areas: effects monitoring and compliance monitoring.	
Effects monitoring	Measures the socio- economic effects of a project to determine whether management plans are working or if unexpected effects are occurring.
Compliance monitoring	Ensures that proponents follow the terms and conditions of the licences, decisions, and certificates issued by authorizing agencies (NIRB, 2013).

All the socio-economic indicators that were developed to conduct effects and compliance monitoring are tracked in this report, organized by VSEC. The full list of VSECs and indicators is provided in Appendix A.

Regular review of monitoring plans helps determine whether existing socio-economic indicators and monitoring methods remain appropriate (Vanclay, Esteves, Aucamp, & Franks, 2015). Indicators can also provide an early warning of potential adverse effects and are considered the most basic tools for analyzing change (Noble, 2015).

There are several instances where indicators have not been identified for certain topics for various reasons (e.g. monitoring is already conducted elsewhere, no residual effects were identified in the EIS, insufficient data availability). In some additional cases, other forms of issue tracking will take place (e.g. through the QSEMC process or community engagement conducted for the Project). Should new indicators be required for these topics in the future, they will be selected in consultation with the SEMWG.

Regulations and Governance

Project-related socio-economic monitoring requirements originate from the Nunavut Agreement and NIRB Project Certificate No. 005. The Nunavut Agreement is a comprehensive land claims agreement signed in 1993 between the Inuit of the Nunavut Settlement Area and Her Majesty the Queen in Right of Canada. As a result of signing the Nunavut Agreement, Inuit exchanged Aboriginal title to all their traditional land in the Nunavut Settlement Area for a series of rights and benefits. The Nunavut Agreement also created various 'institutions of public government' such as the NIRB and established conditions for the review and oversight of resource development projects. Article 12, Part 7 of the Nunavut Agreement provides details on monitoring programs which may be required under a NIRB project certificate and notes the purpose of these programs shall be:

> a) to measure the relevant effects of projects on the ecosystemic and socio-economic environments of the Nunavut Settlement Area;
> b) to determine whether and to what extent the land or resource use in question is carried out within the predetermined terms and conditions;

[3] Valued Components are typically referred to as Valued Ecosystem Components (VECs) and Valued Socio-Economic Components (VSECs) in Nunavut.

> c) to provide the information base necessary for agencies to enforce terms and conditions of land or resource use approvals; and
> d) to assess the accuracy of the predictions contained in the project impact statements.

This Report includes the socio-economic indicators required for compliance under the Project Certificate No. 005. The Compliance Assessment section in the Appendices outlines the general socio-economic requirements from Project Certificate No. 005. For more information, NIRB should be consulted.

Some Terms and Conditions included in Project Certificate No. 005 relate to Baffinland's engagement with the Qikiqtaaluk Socio-Economic Monitoring Committee (QSEMC). The QSEMC is one of three regional socio-economic monitoring committees in Nunavut. These committees were established in 2007 to address project certificate requirements for project-specific monitoring programs and to create a discussion forum and information sharing hub that supports impacted communities and interested stakeholders to take part in monitoring efforts (SEMCs, 2018). Baffinland is actively involved in the QSEMC and regularly participates in its meetings. There was no QSEMC meeting in 2020 due to COVID19. To maintain engagement with the community members of the QSEMC, Baffinland invited Mayors and community service providers from the North Baffin LSA Hamlets to participate in one-on-one discussions to provide updates on Mary River's existing operations, the results of the 2019 SEMR and to listen to community updates and issues of importance.

The Mary River Socio-Economic Monitoring Working Group (SEMWG or Working Group) Terms of Reference (TOR) also provides guidance on Baffinland's socio-economic monitoring program. Baffinland, in addition to the Governments of Nunavut, and Canada, and the QIA, is a member of the SEMWG. The SEMWG supports the QSEMC's regional monitoring initiatives through Project-specific socio-economic monitoring. The SEMWG also supports the fulfillment of Terms and Conditions set out in Project Certificate No. 005 that relate to socio-economic monitoring. The SEMWG TOR, which are included in Baffinland's Socio-Economic Monitoring Plan (Baffinland SEMP, 2019)[4], describe the Working Group's purpose; membership and member roles; objectives; and reporting, communication, and meeting requirements. Section 5.1 of the TOR notes that Baffinland:

> … will prepare an annual socio-economic report for the Project (the "Program Report"), which will be attached to its Annual Report submission to the NIRB. Annual Program Reports … contain data with respect to the previous calendar year (January to December) and may be presented at the Project, community, and/or regional scale of operations. The Program Report will further describe Baffinland's participation on the QSEMC, other collaborative socio-economic monitoring processes, and other relevant activities related to understanding socio-economic processes.

As stated in the TOR, collaboration is required to effectively monitor the socio-economic performance of the Project given the general mandates and roles of each member organization. Specifically, it states that:

- Baffinland is best able to collect and provide data concerning employment and training in relation to the Project;
- the Government of Nunavut and the Government of Canada are best able to report public statistics on general health and well-being, food security, demographics, and other socio-economic indicators at the community and territorial level; and,
- the QIA is best able to provide information and data related to Inuit land use and culture at the community and regional level.

Baffinland is actively involved in the SEMWG and regularly participates in its meetings. Most recently, Baffinland engaged the SEMWG on updates to this year's SEMR.

[4] Baffinland worked with SEMWG members to revise the TOR in 2018 and 2019. The previous TOR was somewhat dated (December 2012) and did not fully reflect the current scope of Working Group activities. Revisions to the TOR were completed in March 2019.

Methods

This report is intended to assess the socio-economic performance of the Project on an annual basis by tracking indicators that provide data on any changes to valued socio-economic components (VSECs).

This report generally focuses on one of four spatial scales: The Local Study Area (LSA), The North Baffin Local Study Area (North Baffin LSA), Regional Study Area (RSA), or Project level.

Local Study Area (LSA)	The LSA includes the North Baffin point-of-hire communities of Arctic Bay, Clyde River, Sanirajak, Igloolik, and Pond Inlet, in addition to Iqaluit (which is also a point-of-hire)
North Baffin LSA	The North Baffin LSA includes the North Baffin point-of-hire communities of Arctic Bay, Clyde River, Sanirajak, Igloolik, and Pond Inlet
Regional Study Area (RSA)	The RSA includes the entire territory of Nunavut. For clarity, references to the RSA throughout the report are simply noted as Nunavut or the Territory

Following the presentation of available data, relevant management and mitigation measures are discussed and an assessment of residual effects predicted to occur in the EIS is made. Structuring the report in this manner allows predictions to be evaluated against current monitoring data and provides insight into the effectiveness of existing mitigation measures. A compliance assessment of Project Certificate Terms and Conditions relevant to the monitoring of each VSEC is also presented at the end of the report. The status of other socio-economic Terms and Conditions unrelated to monitoring is discussed in Baffinland's Annual Report to the NIRB.

Indicator trends are discussed throughout this report and describe whether an indicator has exhibited change (and the direction of that change). A 'pre-development' trend in this report refers to the five-year period preceding Project construction (2008 to 2012) which is often compared to a 'post-development' trend which refers to the period after Project construction commenced (2013 onwards). A trend 'since previous year' refers to the two most recent years for which indicator data is available. Available data and trends may then be assessed in the context of potential Project influences on the indicator(s) in question.

Where monitoring thresholds have been identified, available data is discussed within this context. For example, residual effects may be assessed against some of the relevant EIS predictions, including direction (e.g. positive, negative) and where appropriate, magnitude[5]. Furthermore, management action may be triggered if annual performance is observed to be below a monitoring threshold.

The process of socio-economic monitoring sometimes requires many years of data to effectively discern trends and causality (what is causing the change). Even then, some socio-economic effects are caused by a range of project and non-project factors and these may not be easy to individually measure or confirm. Baffinland's monitoring program is not intended to describe the causes of every socio-economic change that is reported. Rather, the program is intended to identify potential areas of socio-economic concern; once identified, these areas may benefit from additional examination or a management response. More generally, successful socio-economic monitoring for the Project will require appropriate long-term data, the regular input of Project stakeholders, and a focus on continuous improvement.

[5] Effect magnitude is only assessed in this report where quantitative metrics were provided in the EIS.

1 · Employment and Livelihood

The local labour market and employment opportunities for North Baffin LSA residents

FEIS Predictions

"The Project will have a positive effect on wage employment in North Baffin by introducing new job opportunities and actively assisting local residents to access these jobs."

"The Project will have a positive effect on the ability of local residents to progress in their jobs and career choices. This effect will arise as a result of the new career paths that will be introduced to the region, from entry-level through step-by-step advancement to higher level jobs."

Key Findings

- The Mary River Project employed 1,900 full-time equivalents (FTEs), who worked 3,803,834 hours in 2020. This is 259 fewer FTEs than in 2019 due to several large projects wrapping up, and others being postponed due to the COVID19 pandemic.
- The project had 250 Inuit FTEs in 2020, representing 13% of the total workforce.
    - The number of Inuit FTEs dropped by 38 in 2020, while proportion of the workforce remained the stable at approximately (13%).
    - 151 of the Inuit FTEs are based in the North Baffin LSA, with another 55 in Iqaluit.
- The project had 216 female FTEs in 2020, representing 11% of the total workforce, an increase in both number and proportion from 2019.
- The project had 71 female Inuit FTEs in 2020, representing 29% of the total Inuit workforce.
- There are few female Inuit in higher skill job categories (e.g. semi-skilled, professional, management). This is particularly true for female Inuit contract workers, where 90% are in unskilled job categories.
- The turnover rate for Inuit workers continues to show significant improvement based on a decline in each of the past three reporting years. In 2020, there were 22 Inuit employee departures, a 12% turnover rate, down from 45% in 2017. For non-Inuit workers, the rate has decreased steadily for the past four years, from 39% in 2016 to 10% in 2020.

Employment indicators: "FTE" vs. "headcount"

Generally, in this report, FTE is used to quantify the number of workers.

One "full time equivalent position" (FTE) represents 2,016 hours, or the approximate time one person works on a full-time basis for a year.

Headcount is a simple count of the number of people employed at a given time. The headcount figures in this report are an average of quarterly headcounts of Baffinland and contractor employees (measured based on the number of unique individuals who had worked any amount of time at Mary Rive during the previous quarter).

Both indicators are helpful: FTE lets us know the total amount of work that was done over the past year and is a way to control for the differences in the number of hours worked by different individuals. It helps us compare the total amount of work done year by year, and the amount of work done on average by Inuit, females or others.

Headcount lets us know how many people are employed overall and helps us track measures such as turnover.

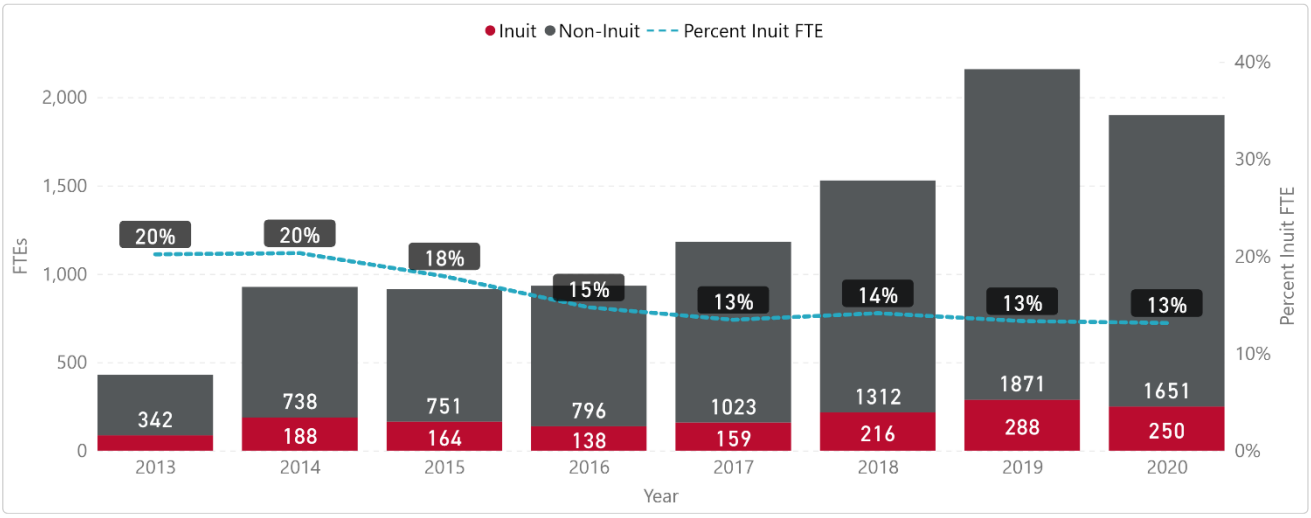
Due to **issues associated with rounding,** numbers presented – most notably with regard to FTEs – may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures. This is due to presenting FTE data broken down across a number of dimensions (e.g., by community, region, Inuit status and gender). Please refer to Tables 2, 3 and 4 for the most detailed FTE data.

1.1 Mary River Inuit and LSA employment

Total Workforce

Counting the number of FTEs at the Project each year helps track the size and composition of the labour force and how this has changed over time. Figure 1 presents the number of Inuit and non-Inuit full time equivalent positions (FTEs) since 2013. This data includes all workers – Baffinland and contractor employees.

Figure 1. Baffinland and contractor employment (FTEs) by Inuit status



Source: (Baffinland, 2020)

Table 2 provides additional information on FTEs and hours worked by ethnicity and employee origin in both 2019 and 2020.

Table 2: Baffinland and contractor employment (FTEs and hours worked) by ethnicity and origin in 2019 and 2020

Employee Ethnicity & Origin	2019 FTEs (hours)	2019 % of Total	2020 FTEs (hours)	2020 % of Total
Inuit				
North Baffin LSA	187 (377,956)	8.7%	151 (304,998)	8.0%
Iqaluit	59 (118,307)	2.7%	55 (110,830)	2.9%
Other	42 (83,934)	1.9%	43 (87,530)	2.3%
Inuit totals	**288 (580,197)**	**13.3%**	**250 (503,358)**	**13.1%**
Non-Inuit				
North Baffin LSA	1 (1,648)	0%	1 (2,013)	0.1%
Iqaluit	1 (2,426)	0%	1 (2,565)	0.1%
Other	1,869 (3,767,412)	86.6%	1,648 (3,322,898)	86.7%
Non-Inuit total	**1,871 (3,771,486)**	**86.7%**	1,651 (3,327,476)	**86.9%**
Grand Totals	**2,159 (4,351,683)**	**100.0%**	**1,900 (3,830,834)**	**100.0%**

Source: (Baffinland, 2020) | Note: values may not add up due to rounding

Table 3 provides a detailed breakdown of FTEs by contractor, location and ethnicity in 2020.

Table 3. Detailed Baffinland and contractor employment (FTEs) 2020[6]

Location	Baffinland			Contractor			All workers		
	Inuit	Non-Inuit	Total	Inuit	Non-Inuit	Total	Inuit	Non-Inuit	Total
LSA Communities									
Arctic Bay	28	1	**29**	11	-	**11**	39	1	**40**
Clyde River	24	-	**24**	9	-	**9**	33	-	**33**
Pond Inlet	24	-	**24**	8	-	**8**	33	-	**33**
Igloolik	12	-	**12**	6	-	**6**	18	-	**18**
Iqaluit	31	1	**32**	24	-	**24**	55	1	**56**
Sanirajak	18	-	**18**	10	-	**10**	29	-	**29**
Other Nunavut communities									
Kimmirut	1	-	**1**	-	-	**-**	1	-	**1**
Cape Dorset	2	-	**2**	-	-	**-**	2	-	**2**
Rankin Inlet	1	-	**1**	-	-	**-**	1	-	**1**
Pangnirtung	2	-	**2**	0	-	**0**	2	-	**2**
Qikiqtarjuaq	-	-	**-**	1	-	**1**	1	-	**1**
Other provinces and territories									
Alberta	1	71	**73**	0	23	**23**	1	95	**96**
British Columbia	1	44	**45**	-	20	**20**	1	63	**64**
Manitoba	1	24	**25**	-	5	**5**	1	29	**30**

[6] For headcount figures for Inuit communities, see Appendix B.

Location	Baffinland			Contractor			All workers		
	Inuit	Non-Inuit	Total	Inuit	Non-Inuit	Total	Inuit	Non-Inuit	Total
New Brunswick	2	57	**60**	-	9	**9**	2	66	**68**
Newfoundland & Labrador	0	174	**175**	-	70	**70**	0	244	**244**
Northwest Territories	-	1	**1**	-	-	**-**	-	1	**1**
Nova Scotia	1	146	**147**	0	8	**8**	1	155	**156**
Ontario	20	349	**369**	6	50	**56**	26	400	**426**
Prince Edward Island	-	10	**10**	-	-	**-**	-	10	**10**
Quebec	2	55	**57**	1	16	**17**	4	71	**75**
Saskatchewan	1	26	**27**	0	3	**4**	1	29	**30**
Yukon	-	1	**1**	-	-	**-**	-	1	**1**
Other									
International	-	1	**1**	-	-	-	-	1	**1**
Unknown	-	0	**0**	0	484	484	0	484	**484**
Totals	**173**	**962**	**1,135**	**77**	**689**	**765**	**250**	**1,651**	**2,171**

Source: (Baffinland, 2020) | Note: values may not add up due to rounding

In 2020 there were 1,900 FTEs working at the Project, including direct (Baffinland) and contractor employees. This represents a 12% decrease in the total workforce from 2019, due to the completion of some larger projects that involved significant workforces. With the exception of a jump in the size of the workforce in 2019 and the subsequent decline in 2020 there has been a steady, continual increase since the initiation of Project construction in 2013. The total workforce has grown 24% since 2018 and is more than twice as large as it was when operations began in 2015.

The decline in the overall workforce from 2019 to 2020 is due to a decrease in the number of contractors. The number of direct Baffinland FTEs actually increased in 2020 by 94 while contractor FTEs decreased by 353 in 2020. Contractors as a percentage of the workforce decreased from 52% in 2019 to 40% in 2020.

Impact of COVID on the Inuit Workforce

In mid-March 2020, Baffinland, following the advice of the Government of Nunavut, made the difficult decision to return Nunavummiut employees to their home communities with full compensation. This decision was made to help protect Nunavummiut employees and their communities. In April 2020, employees staying at home were put on standby pay rates with full group benefits (standby pay is full salary minus site premiums and travel allowance). By the end of 2020, Nunavut workers had still not returned to work. Baffinland continues to work with the Government of Nunavut and Nunavut Public Health on risk-based initiatives to have Nunavummiut employees return to work as soon as possible. Nunavut workers did not return to Baffinland in 2020.

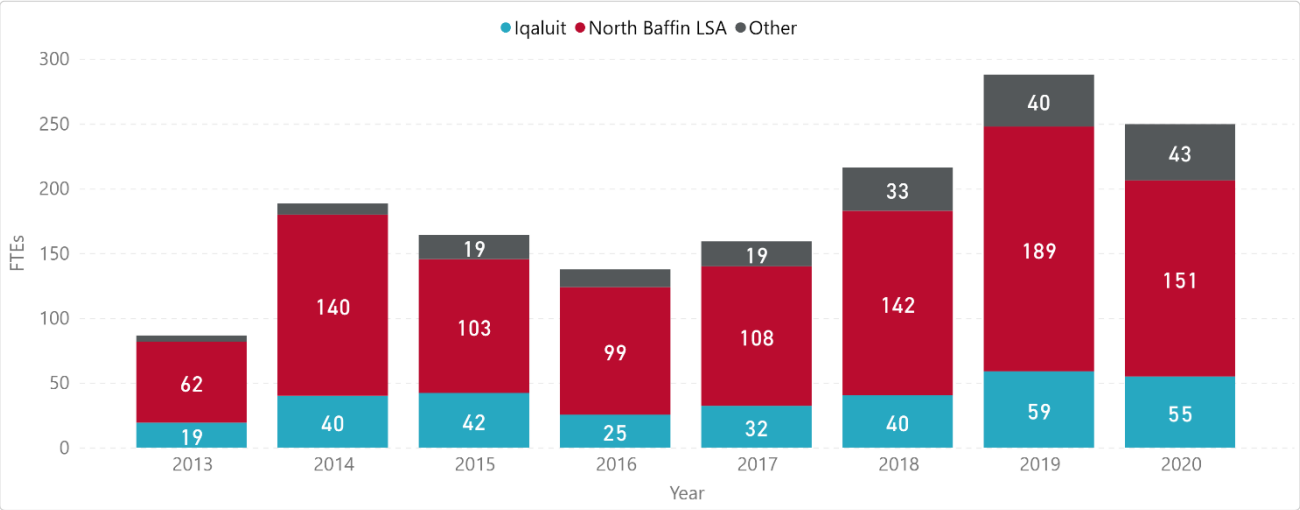
Efforts by contractors to increase Inuit employment at the Project are constrained by travel restrictions imposed by the Government of Nunavut in response to COVID19. Some of Baffinland's contractors have been able to recruit Inuit residing outside of Nunavut to work at the Project site but these workers are far fewer than the number of Inuit workers normally engaged from North Baffin LSA communities.

Inuit Employment

There were 250 Inuit FTEs at the Project in 2020 (including direct and contractor employees), including 151 from North Baffin LSA communities and 55 from Iqaluit (see Figure 2). This represents an increase of 86 Inuit FTEs (52%) since operations began in 2015. There was an initial drop in Inuit FTEs from 2014-2016, likely caused by a shift away from the large amount of lower-skilled labour used during construction. The number has generally increased, with the exception of

the drop in 2020 which is due to the COVID19 pandemic and the demobilization of contractor employees in late 2019. Within the LSA, the number of directly employed Inuit actually increased in 2020 by 26, while the number of Inuit contractor FTEs decreased by 69.

Figure 2. Baffinland and contractor Inuit employment (FTEs) by location



Source: (Baffinland, 2020) | Note: values may not add up due to rounding

The proportion of Inuit in the workforce has stayed consistent since 2017, at approximately 13%. While there was a 13% drop in the number of Inuit FTEs in 2020, this is similar to the 12% drop in the total number of FTEs, resulting in the overall percentage of Inuit FTEs staying the same.

The proportion of Inuit employed by contractors dropped significantly in 2020, from 14% in 2019 to 10%, largely due to COVID19, as contractors were unable to hire Inuit in 2020 who reside in Nunavut. Contractor demobilization also continued to impact the overall contractor workforce.

Figure 3 and Figure 4 below provide an overview of Baffinland and contractor Inuit employment (FTEs) by location of origin in 2020. Aside from Igloolik with 18 FTEs, North Baffin communities each provided between 29 and 39 FTEs, and Iqaluit provided 55. Seven Inuit FTEs live in Nunavut outside of the LSA, while 37 live in other Canadian territories and provinces.

Figure 3. Baffinland and contractor Inuit FTEs by community (2020)

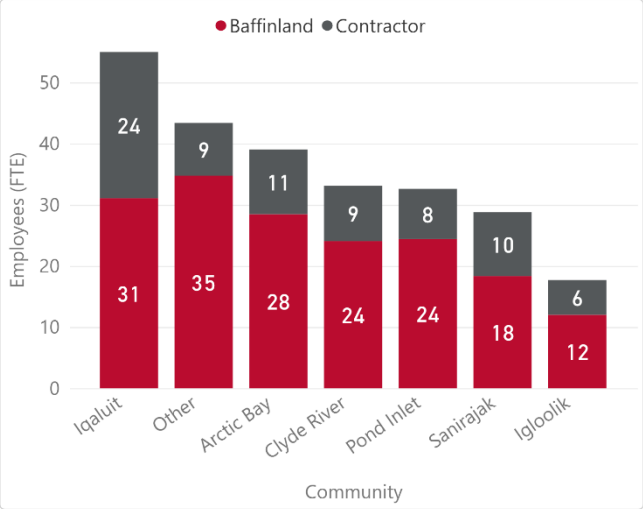
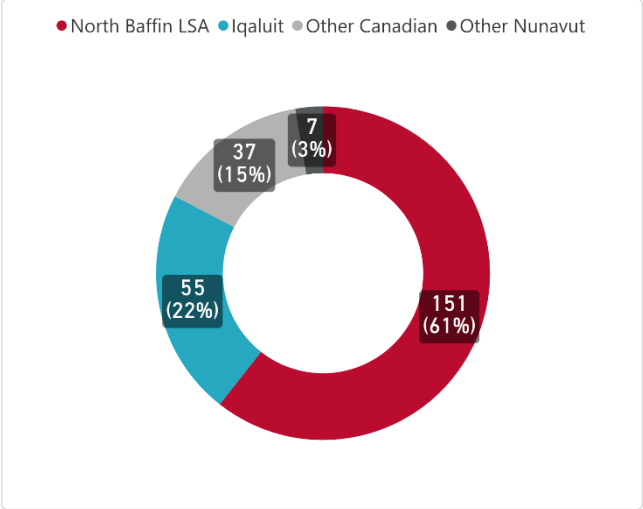


Figure 4. Baffinland and contractor Inuit FTEs by location (2020)



Source: (Baffinland, 2020) | Note: values may not add up due to rounding

The overall trend of increasing numbers of Inuit FTEs in the past five years indicates that Baffinland has been successful in recruiting and retaining Inuit LSA residents. Various factors contribute to the positive employment results.

- Corporate commitments and requirements as formalized in the 2018 IIBA, including the Minimum Inuit Employment Goals
- Recruitment and retention initiatives, including: focus on recruiting Inuit from North Baffin LSA communities, supported by Community Liaison Officers and employment and training information sessions; various pre-training and on-the-job training initiatives including Work Readiness, Q-STEP and apprenticeships; and, personal and cultural supports including the Inuit Success Assurance Team (Further details and discussion on employment, training and advancement are provided in the Education and Training and section of this report.)
- Regular flight access from LSA communities directly to the Project site as well as the relative proximity of the communities to the Project
- Strong wages and benefits and an industry-attractive rotation schedule

The Project has been successful at attracting Qikiqtani-based Inuit. The large number of Baffinland and contractor employees from outside of Nunavut is in part attributed to a skills gap within the territory as individuals with advanced mining and/or technical skill sets are known to be in limited supply (Gregoire, 2014; Conference Board of Canada, 2016; Impact Economics, 2018; MIHR, 2016). This applies to Inuit as well as non-Inuit: half of the management and professional Inuit employees (five of ten) currently working at the Project live outside of Nunavut, while overall, Nunavut Inuit represent 82% of the Project Inuit workforce.

The Inuit workforce from LSA communities will likely continue to grow as the Project's activities and labour demands increase, efforts to achieve and surpass Minimum Inuit Employment Goals, and as awareness of employment opportunities and benefits from the Project continues to increase. However, while the Mary River mine requires a range of technical and non-technical skill sets, the Project's labour demand is anticipated to continue to exceed LSA Inuit labour supply over the entire life of the Project (Impact Economics, 2018). Baffinland will continue efforts to increase Inuit employment from LSA communities and monitor results.

Residual effect	Creation of Jobs in the LSA
Summary	Baffinland predicted the Project would have a positive effect on wage employment in the LSA by introducing new job opportunities and assisting local residents to access these jobs. During ERP (early revenue phase) operations, the Project was predicted to generate a total labour demand of approximately 0.9 million hours per year. Note: the demand predicted for the ERP is based on a 3 million tonnes per year operation, while the current operation is 6 million tonnes per year.
Existing management / mitigation	• Designation of all LSA communities as points of-hire • Provisions within the Mary River IIBA (i.e. priority Inuit hiring)
Monitoring results	The Project generated 3,830,834 hours of labour in 2020, much greater than the predicted amount.

Residual effect	Employment of LSA Residents
Summary	Baffinland predicted the Project would have a positive effect on wage employment in the LSA by introducing new job opportunities and assisting local residents to access these jobs. More specifically, Baffinland predicted the Project would have a high magnitude effect (i.e. 5%+ change in baseline labour) on local employment. The Project was predicted to result in the employment of an estimated 300 LSA residents each year. These residents would supply approximately 342,000 hours of labour to the Project, of which 230,000 hours would be provided by North Baffin LSA residents.
Existing management / mitigation	• Management commitments and Company policies related to Inuit employment and retention, including commitments made in the IIBA • Designation of all LSA communities as points of-hire • Training-to-employment programs such as Baffinland's Apprenticeship Program, Morrisburg HEO Training Program, Inuit Internship Program, and Work Ready Program • Hiring of Inuit Recruiters • Creation of a supportive work environment (e.g. EFAP, Cultural Advisors, Human Resource Advisors – Inuit Relations, introduction of Inuit Success Assurance team, on-site cultural initiatives)
Monitoring results	In 2020, the Project continued to generate substantial wage employment for LSA residents. The generation of 304,998 employment hours for North Baffin LSA Inuit is greater than the EIS prediction of 235,000 hours, while the 110,830 hours in Iqaluit is slightly less than the 112,000 hours predicted in the EIS. Combined, the 415,828 hours for the LSA is significantly greater than the predicted 335,000 hours.

1.2 Mary River employment by gender

Female participation in the Canadian mining industry is typically low compared to overall labour force participation. Although women represent 48% of the general Canadian workforce, women comprise only 16% of the total Canadian mining workforce (MIHR, 2019). Indigenous women are also less likely than non-Indigenous women to be employed in Canada (Arriagada, 2016). This information provides context when assessing Baffinland's efforts and performance to recruit and retain Inuit female Baffinland and contractor employees, and to reduce employment barriers for Inuit women and women in general.

Figure 5 and Figure 6 outline the number of Inuit and non-Inuit FTEs by gender from 2013 to 2020.

Figure 5. Baffinland and contractor Inuit FTEs by gender

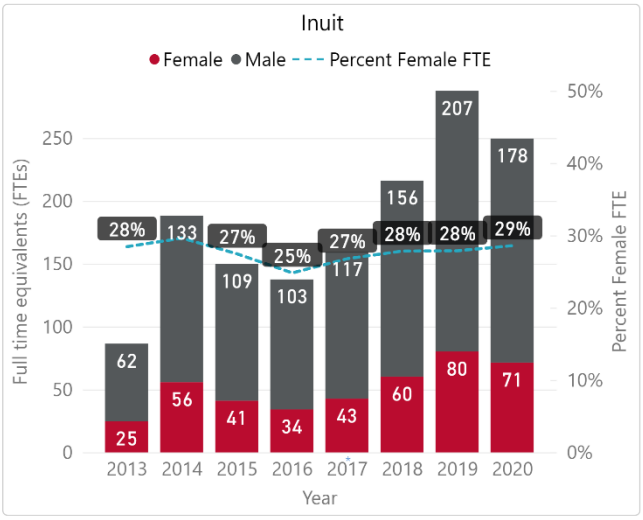
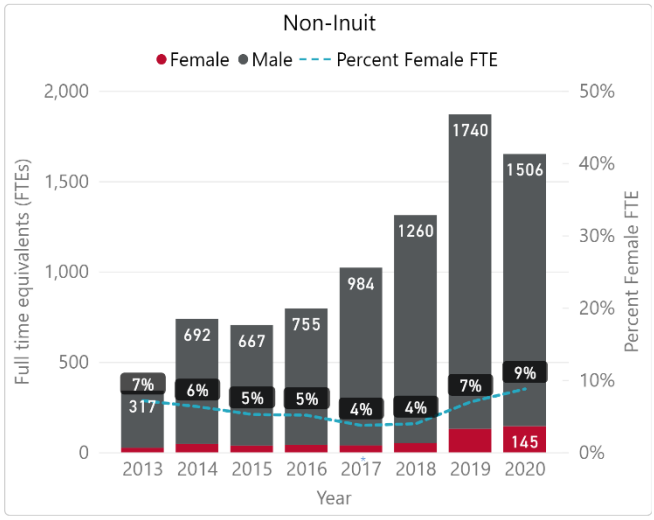


Figure 6. Baffinland and contractor non-Inuit FTEs by gender



Source: (Baffinland, 2020) | Note: values may not add up due to rounding

Table 4 provides additional detail on FTEs and hours worked by gender and ethnicity in 2019 and 2020.

Table 4. Baffinland and contractor FTEs and hours worked by gender and ethnicity (2019 – 2020)

	2019			2020		
	Hours Worked	**FTE**	**% of 2019 Total**	**Hours Worked**	**FTE**	**% of 2020 Total**
Inuit						
Male	418,190	207	9.6%	359,447	178	9.4%
Female	161,635	80	3.7%	143,911	71	3.8%
Non-Inuit						
Male	3,508,642	1,740	80.6%	3,035,971	1506	79.3%
Female	262,844	130	6.1%	291,505	145	7.6%
All ethnicities						
Male	3,926,832	1,948	90.2%	3,395,418	1684	88.6%
Female	424,479	211	9.8%	435,416	216	11.4%
Total	**4,351,683**	**2,159***	**100.0%**	**3,830,834**	**1900**	**100%**

Source: (Baffinland, 2020) | Note: values may not add up due to rounding

Despite a contraction in the overall workforce in 2020, the number and percentage of female employees increased. In total, there were 216 female FTEs in 2020, representing 11.4% of the total workforce, up from 211 (9.8%) in 2019. There has been a significant increase in female FTEs in the past several years, nearly doubling from 112 in 2018 to 216 in 2020. Non-Inuit female workers have increased as well as a percentage of the overall workforce, from 6% in 2019 to 7.6% in 2020.

There were 71 female Inuit FTEs in the workforce in 2020 (Baffinland and contractor employees), down from 80 in 2019. While the absolute numbers were down, female Inuit increased as a percentage of Inuit workers (by 1% to 29%), and as a percentage of all workers (slightly, from 3.7 to 3.8%).

According to the Qikiqtani Labour Market Study, there is the potential for employing more female Inuit at the project. In relevant occupations across the Region, 47% of Inuit employees are women, compared to the 28% of Inuit labour at Baffinland in the same occupations.

There are significant differences in the type of work done by female Inuit workers between those employed by Baffinland and by contractors. The majority of female Inuit employed directly by Baffinland are in semi-skilled positions, while the majority of contractor female Inuit are in unskilled positions. 2020 is the first year for which more detailed reporting on employment by skill level is possible, which over time provides an indicator of advancement or barriers to advancement for female Inuit workers.

Table 5: Female Inuit FTEs by skill level and as a percentage of the total Project workforce

Skill Level	Baffinland		Contractor		Total	
	Female Inuit FTEs	Female Inuit as a % of FTEs	Female Inuit FTEs	Female Inuit as a % of FTEs	Female Inuit FTEs	Female Inuit as a % of FTEs
Management	1	2.1%	0	0%	1	1.5%
Professional	1	2.1%	0	0%	1	0.9%
Skilled	7	1.6%	1	0.4%	9	1.1%
Semi-Skilled	29	5.2%	2	1.0%	32	4.0%
Unskilled	3	15.9%	26	15.8%	29	15.8%
Total	**42**	**3.7%**	**29**	**3.8%**	**71**	**3.8%**

Source: (Baffinland, 2020) | Note: values may not add up due to rounding

Access to adequate childcare is frequently cited as an issue for some individuals in Nunavut and can act as a barrier to employment for women in general, and particularly in relation to rotational work (Pauktuutit, Czyzewski, Tester, Aaruaq, & Blangy, 2014; Paukuutit). Comments on the lack of childcare in LSA communities have been made previously by Project stakeholders and can be found in previous SEMRs (Baffinland, 2020).

To further encourage Inuit female employment and retention at the Project, Baffinland collaboratively developed goals, priorities, and measures with the QIA in the IHRS and through the 2018 renegotiation of the IIBA. Article 7.17 of the IIBA, for instance, requires Baffinland to implement human resource policies that ensure equal access to employment for Inuit men and women, and Article 11.5 highlights affirmative steps to take for attracting female employees.

One initiative started in 2020 was an on-site **Inuit Women Advisory Committee**, with membership from all communities and all contractors. The Committee will provide advice and suggestions on effective methods of reducing barriers for Inuit and female employees.

The growth in total female FTEs working at the Project, as well as the growth in the proportional representation of the non-Inuit female workforce, indicates that the Project has had some success in attracting more women into Project employment.

1.3 Employee turnover

Employee turnover and departure data ('turnover' includes resignation, layoff, termination, end of contract, and retirement) provides an indication of employment stability, which is valuable to the individual, the LSA and Baffinland. Comparatively speaking, the mining industry is broadly recognised as having a high turnover rate of 10%, with half of the turnover representing terminations and layoffs, and the remainder comprised of voluntary turnover and retirement (MIHR, 2019). However, remote mining operations such as Mary River are known to experience even higher turnover, largely due to the remote and rotational nature of the work as well as cultural factors. High rates of employee turnover are not unique to Baffinland and have been an issue for other Nunavut-based organizations including the Government of Nunavut and other mining operations.

Figure 7 and Figure 8 present Baffinland employee turnover rate and departures since 2015. Employee turnover rates for 2013-2015 are not provided due to differences in how employee numbers and departures were previously calculated by Baffinland. Turnover rate is calculated by dividing the total number of departures in a calendar year by the average headcount over the same period.

Figure 7. Baffinland employee turnover rate (Inuit and non-Inuit, headcount)

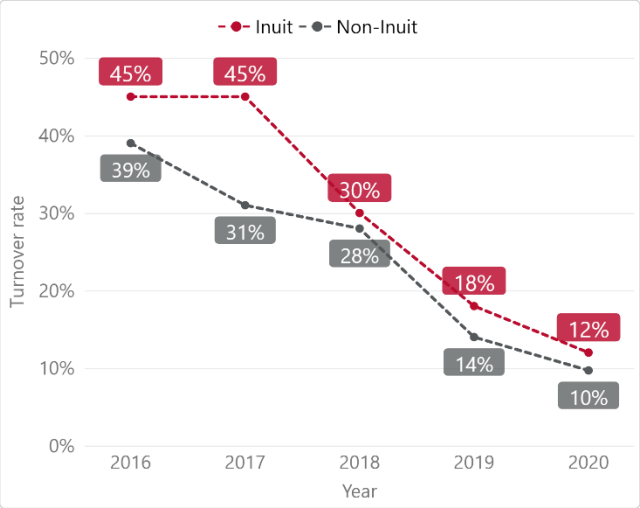
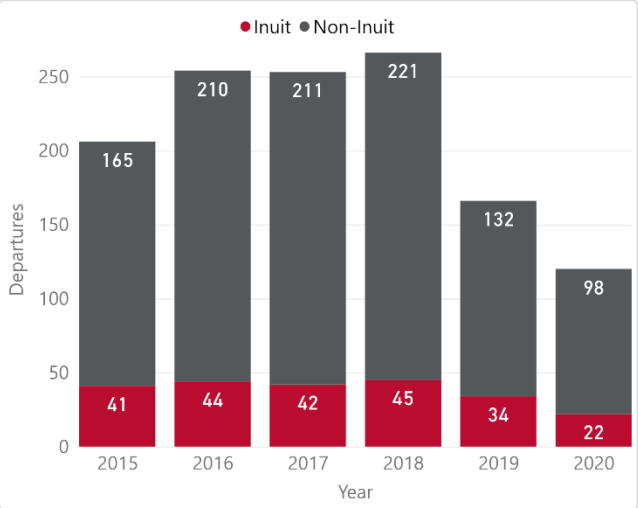


Figure 8. Baffinland employee departures (Inuit and non-Inuit, headcount)



Source: (Baffinland, 2020)

The turnover rate for both Inuit and non-Inuit has shown a remarkable, steady decline in the past three to four years. In 2020, there were 22 Inuit employee departures, a 12% turnover rate, down from 45% in 2017. For non-Inuit, the rate has decreased from 39% in 2016 to 10% in 2020. The gap between the Inuit and non-Inuit turnover rates has also narrowed since 2016. While it is in line with the downwards trend, the low turnover rate for Inuit in 2020 can be partly attributed to Inuit employees being placed on standby remaining off site for much of 2020 due to COVID19.

Compensation above the regional average, limited other opportunities, and a strong corporate culture could be factors in the significant drop in turnover. It is likely that Baffinland initiatives driven by the IIBA and its Inuit Human Resources Strategy also played a role in decreasing employee departures. These initiatives include:

- instituting a mid-probationary review program to evaluate new employee performance and identify potential issues;
- consideration of alternative rotational schedules better aligned with familial and community activities;
- implementing ground transportation to airports in all communities according to rotational schedules;
- placing greater emphasis upon cultural awareness training and cultural activities;
- providing formalized support systems for Inuit employees;
- implementing effective employee concern and workplace conditions review processes; and,
- the introduction of the Inuit Success Assurance team.

Reasons Inuit employees cited for resigning in 2020 included family reasons, accepting another position and/or a position closer to home, retirement and/or COVID19-related travel concerns. With respect to employee dismissal or involuntary terminations, common reasons for Inuit turnover included violation of company policy, workplace conduct, performance, and absenteeism. Many of these reasons were similar to those identified in 2018 and 2019. Baffinland continues to monitor employee turnover causes and outcomes and has committed to reducing turnover and increasing Inuit employment as the Project advances.

In 2018, Baffinland began tracking the rehiring of Inuit at the Project. A rehire is an employee who departed the Project workforce voluntarily or involuntarily and was rehired as an employee of Baffinland. This data does not include rehiring that may have been carried out by contractors. In 2020, no Inuit were rehired by Baffinland (compared with 18 in 2019 and 22 in 2018). For someone to be rehired there must be a position open. The large drop is primarily due to COVID19, as no new Nunavut resident employees would have been hired for most of 2020 for work at Project sites.

2 · Education and Training

Education and skills attainment among youth and adults through investments and employment

FEIS Predictions

"Positive residual effects on life skills amongst youth and adults are anticipated to arise from the Project through access to industrial work in a context that is supported through pre-employment preparation and on-the-job training."

"The Project will have significant beneficial residual effects on education and skills across the LSA. Some potential that individuals may drop out of school or forego further education in order to pursue work at the Project is recognized. However, the overall effect of the Project will be to increase the value of education and thereby the "opportunity cost" of dropping out of school."

Key Findings

- The Project supported school-based initiatives in 2020 through its ongoing donations including laptop donations (60 in 2020), as well as specific IIBA commitments annual scholarship fund (5 recipients in 2020), and contributions to school lunch programs.
- Graduation rates steadily declined in the Qikiqtani region from 2009 to 2014 but have risen quickly since then. School attendance rates in the North Baffin LSA region have not changed considerably over time or compared to the rest of Qikiqtani. Many factors affect school attendance and graduation rates, and the data does not suggest a significant effect of the Project.
- The average hours of training for Inuit (average training hours per Inuit FTE) dropped significantly, from around 155 in 2018-2019 down to 16 in 2020, due to most Inuit workers being on standby during the pandemic. Average hours of training for non-Inuit increased from less than 30 in 2018-2019 up to 55 in 2020 as more non-Inuit workers need to be employed at the site.
- Five Inuit were promoted in 2020, a decline from eight promotions in 2019, likely due to Nunavut resident Inuit workers being on standby during the pandemic.
- In general Inuit represent a progressively smaller proportion of the workforce at higher skill level positions, representing nearly half of workers (45%) in unskilled positions but only 3% of workers in skilled positions and 5% in management/professional positions.
- The Project employs a high percentage (56%) of the relevant unskilled and semi-skilled Qikiqtani Inuit workforce and a small proportion (3%) of the relevant skilled and management/professional Inuit labour market in Qikiqtani.

2.1 Investments in school-based initiatives

Table 6 provides an overview of school-based initiatives supported by Baffinland from 2017 to 2020.

Table 6. Investments in school-based initiatives (2017 – 2020)

Program	Description	2017	2018	2019**	2020
Laptop donations	Laptops donated to secondary school graduates in the North Baffin LSA communities	63 laptops	38 laptops	54 laptops	60 laptops
Annual scholarship fund	Per Article 8.8 of the IIBA, Baffinland continues to contribute to an annual scholarship fund ($5,000 per recipient)	(5 recipients) *	$50,000 (5 recipients) *	$35,000 (7 recipients)	$25,000 (5 recipients)

School Lunch Program	Per Article 7.21 of the IIBA, School Lunch program in the North Baffin LSA	-	*-----$300,000 / year budgeted-----*	
School Breakfast Program	Caribou meat donation for the school breakfast program in the Hamlet of Arctic Bay			In-kind
Nunavut Arctic College donations	Donations to Nunavut Arctic College Programs and graduations	$25,000	$5,000	-

Source: (Baffinland, 2020) | *2017 scholarships funds provided in 2018 due to administrative oversight ** in 2019 laptops were also donated to the communities of Grise Fiord and Resolute Bay

The Project supported school-based initiatives in 2020 through its ongoing donations program, as well as specific IIBA commitments. These initiatives seek to support educational success and encourage youth to stay in school.

While increased school outreach and engagements were planned in 2020 to help build awareness about potential careers in mining, none were carried out due to the COVID19 pandemic. However, Baffinland has been working with Mining Matters to explore delivering Mining Matters sessions in all affected communities. Furthermore, Baffinland has engaged with Skills Canada Nunavut in an effort to both support the program and engage with students.

Secondary school graduates in the North Baffin LSA communities have received donated laptops from Baffinland since 2007 as part of a broader incentive program to encourage and motivate youth to complete their high school education and pursue post-secondary education. In 2020, a total of 60 laptops were provided to graduates in the five North Baffin LSA communities (up from 54 in 2019).

Baffinland continued contributing to an annual scholarship fund for Nunavut Inuit (with priority given to applications from the North Baffin LSA communities). Five scholarships totalling $25,000 were awarded to LSA residents in 2020. Since 2014, Baffinland has cumulatively awarded $195,000 in scholarships to 39 recipients.

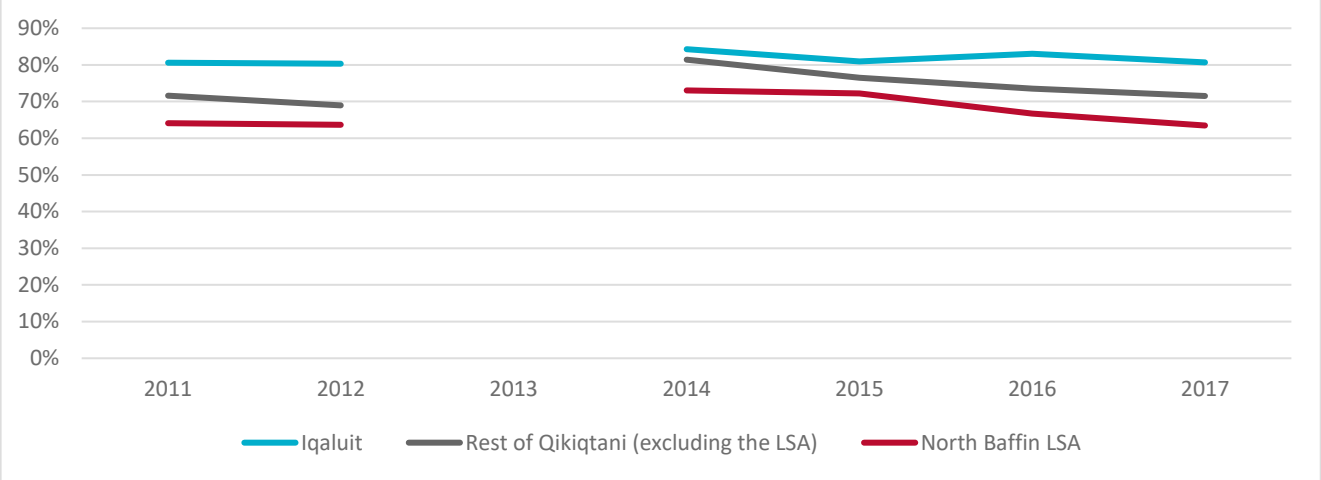
$300,000 is made available for the North Baffin LSA School Lunch Program annually. In 2020, $95,000 was distributed as part of this program. Baffinland continued to solicit proposals throughout the year from all LSA communities but was unsuccessful in receiving proposals from many communities. It is expected that the COVID19 pandemic limited the ability of some to submit proposals in 2020.

2.2 Secondary school success

Graduating from high school has a large impact on an individual's future employment prospects. The 2020 Qikiqtani Labour Market Analysis reported that adults with at least a high school diploma were 23% more likely to be actively participating in the labour force (73% to 50%). Attendance is a strong predictor of future graduation rates.

Estimated school attendance rates for all Qikiqtani schools (including all grades K-12) are provided in Figure 9, based on various Government of Nunavut data sets. North Baffin LSA attendance rates are consistently lower than Iqaluit or the rest of the Qikiqtani and have trended slightly down since 2014. With the higher levels of Project employment in the North Baffin LSA compared to the rest of Qikiqtani, one may expect to eventually observe improved attendance rates as the project employment has positive effects on the community and as students and their families see and experience the employment opportunities that come with a high diploma. However, it is also recognized that a wide range of factors affect school attendance beyond family income and employment prospects. In general, attendance rates move in the same direction in all areas of Qikiqtani, and the three areas maintain their rate relative to each other over time. At this time, and based on the available data (2016-2017 school year data is the last available), one can not discern a positive or negative effect of the Project on school attendance in the North Baffin LSA or the Region.

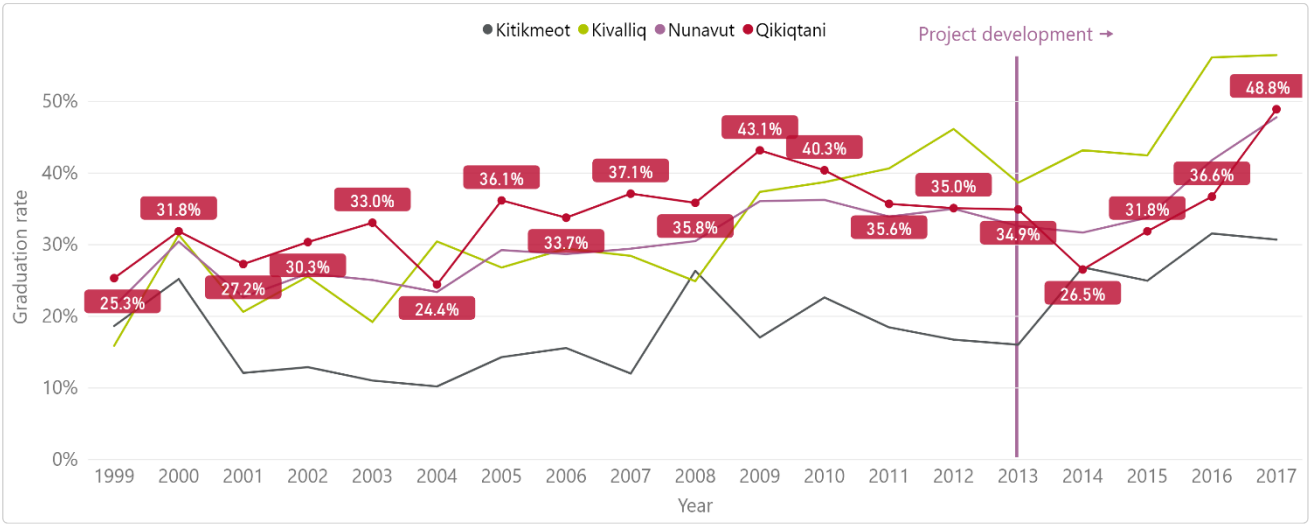
Figure 9. Estimated Qikiqtani School Attendance Rates



Source: GN Dept of Education Annual Reports, 2010-2012, 2013-2014, 2014-2015, 2015-2016, 2016-2017. Based on average school attendance rates per region. No disaggregated attendance results were available for 2013

The latest high school graduation data available are from 2017. Figure 10 shows three trends in graduation rates in the 21st century in Nunavut. Initially there was a gradual increase in both Qikiqtani Region and Nunavut until around 2009, followed by a six-year, 17% decrease in Qikiqtani graduation rates. It is unclear what caused this decline in graduation rates from around 2009 to 2014. Since the low point in 2014, the Qikiqtani graduation rate has risen rapidly, up to nearly 50% in 2017.

Figure 10. Secondary school graduation rate by region



Source: (Nunavut Bureau of Statistics (NBS), 2019d)

Table 7 shows the number of secondary school graduates for the North Baffin LSA and Iqaluit for three periods of time. The average number of graduates declines in both the North Baffin LSA and Iqaluit during the post-development period.

Table 7. Number of Secondary School Graduates (averages for selected periods)

Period	North Baffin LSA		Iqaluit	
	Average graduates	Change from previous period	Average graduates	Change from previous period
2003 - 2007	34	-	32	-

Pre-Development Period (2008 – 2012)	45	+11	42	+10
Post-Development Period (2013 – 2019)	43	-2	42	0

Source: (Nunavut Bureau of Statistics (NBS), 2018)

At present, it is difficult to determine whether Baffinland is having any direct effects on graduation rates in the Region due to the many factors that influence graduation rates and lack of a comparable. While Qikiqtani saw a 14% increase in graduation rates following Project development, this is similar to the increases in the other Regions. Kitikmeot also experienced a similar decline in graduation rates from 2009-2013. The fact that graduation rate trends in different Regions tend to follow similar paths would indicate that Territory-wide factors are having the greatest effect.

Encouraging educational attainment in the North Baffin LSA

Baffinland's Inuit Human Resources Strategy (IHRS) includes goals and initiatives to increase Inuit employment at the Project over time, including providing ongoing incentives for youth to complete high school. Some of the commitments contained in the IHRS include:

- Maintain the existing Baffinland scholarship and laptop donation programs, and review scholarship award criteria to encourage student participation in programs with high employment opportunities in the mining sector;
- Work with secondary and post-secondary educational institutions through participation in school fairs and similar events, and conduct site field trips and visits to encourage consideration of careers in mining;
- Provide career information to guidance counsellors in the secondary school system;
- Review/develop polices and procedures for summer internship, mentoring, and co-operative education work and study programs;
- Work with educational institutions to understand and address barriers to greater youth involvement; and
- Monitor and report on the results of IHRS initiatives through quarterly and annual IIBA implementation reports, and the Project's socio-economic monitoring report.

A 2015 study from the University of Winnipeg found that some of the greatest factors driving school dropouts in Nunavut are a lack of family encouragement, having a baby and access to childcare. In addition, children who attend daycare are 25% less likely to miss days of school (Pandey, 2015). This indicates that Baffinland's pledged support for childcare should have a positive effect, eventually, on school attendance and graduation rates. Other factors identified in the study, and that Baffinland is either already impacting or could impact through its initiatives, include having a teacher that uses a computer, participating in sports or school council, and going on a class trip. The majority of youth surveyed as part of the University of Winnipeg study recognized the importance of a high school diploma. Key reasons cited included the easier ability to secure a job.

The EIS predicted the Project would provide incentives related to school attendance and success in the LSA, including the potential for employment with the Project, access to scholarships, and laptop donations. As a significant source of employment in Qikiqtani, Baffinland may be having a positive direct or indirect effect on youth's perception of future employment potential and subsequent willingness to stay in school. Baffinland employment may also contribute to role-modelling behaviour in communities.

If the Project is having an effect on school attendance and graduation rates, it would likely be most obvious in the families of employees however community level data on this does not currently exist.

Residual effect	Incentives Related to School Attendance and Success
Summary	The EIS predicted the Project would have a positive effect on education and skills development across the LSA by providing incentives related to school attendance and success. While there is some potential that individuals may drop out of school or forego further education to work at the Project, the overall effect of the Project will be to increase the value of education and thereby the 'opportunity cost' of dropping out of school.
Existing mitigation	• The establishment of a minimum age (i.e. 18) for Baffinland employment • Priority hiring for Inuit • Investments in school-based initiatives (e.g. laptop donations, scholarships, school lunch programs) • Inuit Internship Program • Summer student employment • Measures included in the IIBA to enhance Inuit employment, training, and skills development at the Project.
Monitoring results	Through the provision of jobs and training opportunities and through contributions to food programs, scholarships, and educational tools (laptops), Baffinland is offering incentives and supports for students. However, based on available attendance and graduation data the effect of the Project on these indicators is unclear. In the 2020 Inuit Employee Survey, only one person reported having dropped out of an academic program to start work with Baffinland. The negative effects of a limited number of people dropping out of academic programs to work at Baffinland is likely more than counteracted by the extensive training and upskilling provided by Baffinland. There does not appear to be a significant effect of the Project on either school attendance or graduation rates.

2.3 Recruitment and career support

Baffinland and QIA finalized an **Inuit Human Resources Strategy** (IHRS) in 2017, required through provisions under the IIBA (Article 7.11, 2013). The IHRS includes goals and initiatives to increase Inuit employment at the Project over time. The IHRS contains eight strategic directions that will assist Baffinland with meeting its Inuit employment objectives:

- strengthen stakeholder collaboration,
- engage and develop Inuit employees (current and potential),
- workforce readiness,
- Inuit recruitment and hiring,
- gender balance,
- students and youth,
- Inuit employee retention and advancement, and
- continuing improvement.

In terms of recruitment, in addition to Baffinland Community Liaison Officers, Baffinland put in place an Iqaluit-based Inuit recruitment specialist in 2019. Jobs are posted in communities and online, employment and training information sessions are held in LSA communities to communicate and promote opportunities, and pre-employment medicals are delivered in communities. Recruitment efforts also included resume sharing between BIM and contractors.

In 2019 Baffinland introduced the **Inuit Success Assurance Team**. This team delivers Work Ready training on-site and in the North Baffin communities, and works with operations leaders and Inuit employees to enhance career success, retention and advancement. They also support the delivery of the Adult Basic Education Program and Management and Advanced Skills Training Program. The team offers communications in both English and Inuktitut. Activities in 2020 included:

- one-on-one contact and discussions and follow up with all Inuit employees;
- contractor engagement to replicate Baffinland's approach to Inuit employee engagement and career progression;

- career guidance and progression mentorship with students and interns; and,
- engaging students and interns who are often exploring career possibilities and are seeking guidance and mentorship.

Unfortunately, most members of the Inuit Success Assurance Team were impacted by travel restrictions as a result of COVID19, however two members of the team living in Southern Canada were not impacted by travel restrictions and have continued to complete rotations at site, working to support various departments and business initiatives. Two Inuit Success Team members working from Iqaluit have returned to full-time work and are supporting Q-Step training and community visits. Table 8 below provides additional recruitment initiatives and resources in place at Baffinland in 2020.

Table 8: List of additional recruitment initiatives and resources

Initiative	Description
Employment and Training Information Sessions	Supports development of basic employment skills relevant to employment with Baffinland and other employers and industries. As per Article 8.12 of the IIBA. Improvements in 2020 included enhanced communication through social media, having a lead familiar with the communities, and including country food and community artists resulted in increased attendance.
Inuit Recruitment Specialist	A recruitment specialist was put in place in 2019. Based in Iqaluit, they communicate with applicants to support recruitment efforts.
Baffinland Community Liaison Officer (BCLO)	There is one BCLO in every LSA community. BCLOs assist with recruitment initiatives, and often are a source for community members to access computers and technology when required.

2.4 Workforce training

Table 9 presents the number of Inuit participants over time in four programs offered by Baffinland. The summer student program was not run in 2020 due to the pandemic. The drop in the Work Ready Program graduates seen in 2020 was also due to COVID19.

Table 9. Inuit involvement in advancement programs (2015 – 2020)

Program	2015	2016	2017	2018	2019	2020
Summer students hired	-	-	-	4	7	-
Pre-trades program / entrance exams passed	-	-	-	9	8	-
Work Ready Program graduates	-	-	-	59	99	54
On-Site Work Ready Program Graduates	-	-	-	-	16	15
Active apprenticeships	4	1	1	9	16	16
Inuit internship program participants	-	-	-	-	8	8

Source: (Baffinland, 2020)

Figure 11 below shows the total number of training hours completed by Baffinland and contractor workers, broken down by Inuit and non-Inuit. Figure 12 shows the average number of training hours per FTE. The increase in training opportunities in 2018 and 2019 likely reflects the commitments made by Baffinland to Inuit training through the IIBA, including the Inuit Human Resources Strategy and Q-STEP.

The average hours of training for Inuit workers dropped significantly, from approximately 155 in 2018-2019 down to 16 in 2020, due to the cancellation of many training programs because of the COVID19 pandemic. The average number of training hours for non-Inuit, who make up most of the non-Nunavut based workforce, increased from less than 30 in

2018-2019 up to 55 in 2020. The overall training hours increased slightly despite a smaller overall workforce in 2020: this is likely due to increased training required for contractors brought in to replace Inuit workers due to the pandemic in 2020. Between March 31, 2020 and December 31, 2020, Nunavut-resident employees who remain off-site due to public health orders have received an estimated total of $8,834,335 in continued wages from Baffinland

Figure 11. Baffinland and contractor training hours by Inuit status (2013 – 2020)

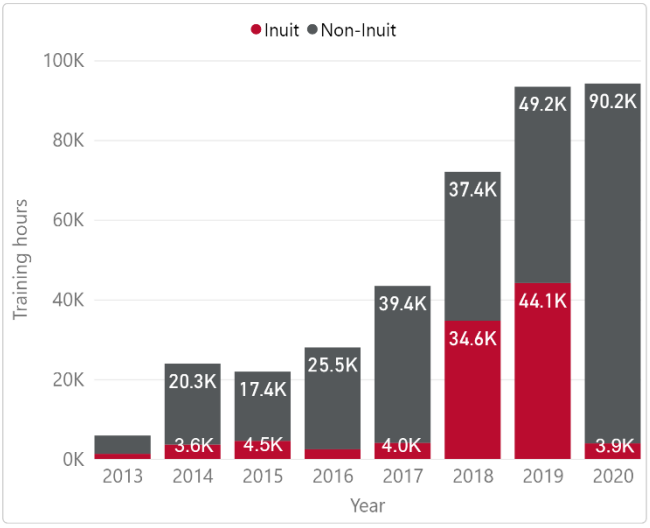
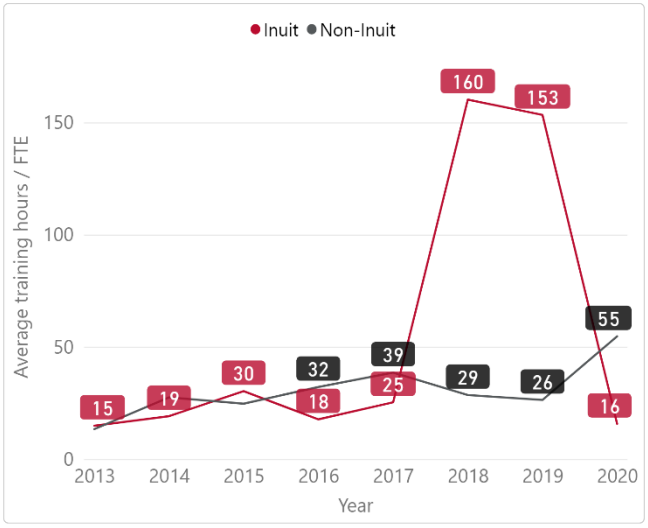


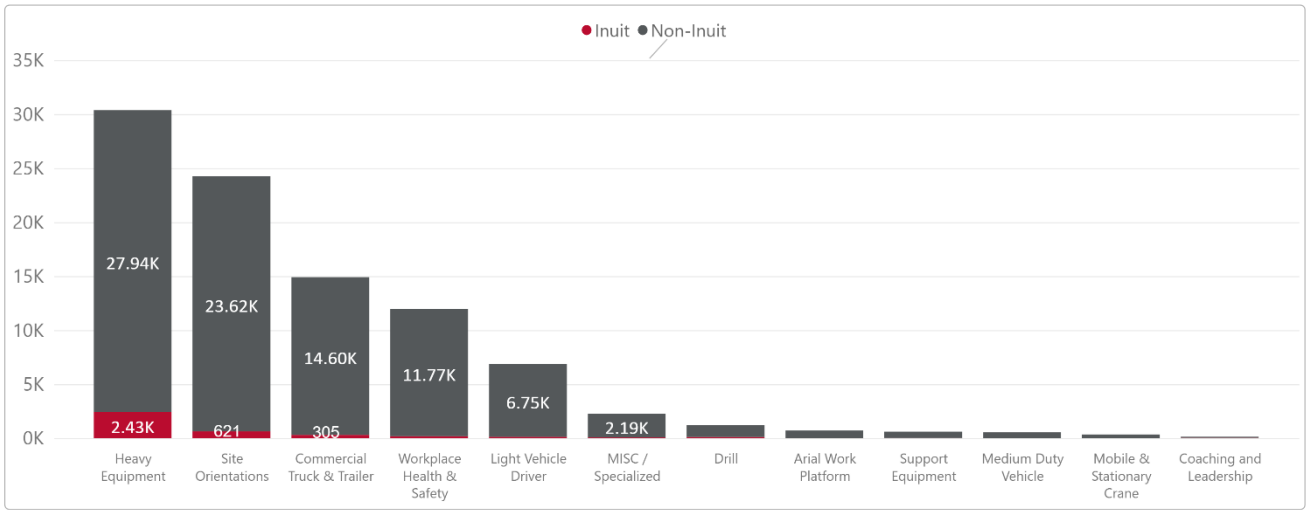
Figure 12. Baffinland and contractor average training hours / FTE by Inuit status (2013 – 2020)



Source: (Baffinland, 2020)

Figure 13 presents the number of training hours per type of training completed by Baffinland and contractor employees in 2020. There is a strong emphasis on heavy equipment and commercial truck and trailer training, in addition to standard site orientations and health and safety training. Again, this is not surprising due to the large percentage of the Inuit workforce that works as semi-skilled operators and drivers that would have been temporarily replaced by non-Inuit in 2020.

Figure 13. Types and hours of training provided (2020)



Source: (Baffinland, 2020) | note: 1k signifies 1,000 hours

Table 10: List of Training Initiatives

Name of initiative	Description	2020 results
Workplace literacy and Adult Basic Education	Nunavut Arctic College will work with Baffinland to make targeted adult basic education available to a minimum of 5 participants per community per rotation. This training will be designed to meet the needs identified by the participants and could include preparing participants to progress to the PASS program. Two representatives of the Nunavut Literacy Council were on site for a week in January 2020 in the first of three site visits to complete a workplace literacy needs study. Representatives met with key departmental management and created an advisory committee. A second visit was planned for March, but was postponed due to COVID19. The visit will be rescheduled and the assessment will continue as planned.	Workplace literacy needs study initiated but project put on hold due to COVID19.
Pathway to Adult Secondary School Diploma (PASS) program	The Pathway to Adult Secondary School Diploma Program is designed for participants that want to achieve their high school diploma. Nunavut Arctic College will work with Baffinland to make this available to all employees as well as community members.	
Work Ready Program	Five-day training program in LSA communities, with the following areas: Self Awareness, Introduction to Mining, Essential Skills for the Workplace, Money Management, and Preparing for Fly-In, Fly-Out. The program was developed in 2017 in partnership with the Mining Industry Human Resources Council (MIHR), revised based on participant feedback in 2019. An online format was rolled out in 2020 in addition to in-person training.	54 graduates, down from 99 in 2019
On-site Work Readiness Program	In 2019 Baffinland expanded the Work Readiness Program to include an on-site component of training. Participants from LSA communities had the opportunity to spend seven days at site, with the opportunity to job shadow five entry level positions at the mine with both Baffinland and contractors. Participants could express their interest in any of the roles, and where possible interviews were conducted. This program was postponed in Q3 due to COVID19 restrictions.	15 graduates, down from 16 in 2019; no Inuit were hired from this program in 2020 due to COVID restrictions
Q-STEP	Baffinland, the QIA and Employment and Social Development Canada continued to support the Q-STEP Heavy Equipment Operator Program in Morrisburg, Ontario. The program was revised in 2019 with trainees dedicated to only two pieces of equipment, Skid Steer and Articulated Rock Truck, with increased seat time through a reduction in simulator time. Graduate Trainees are offered employment as trainees. Employment and Service Development Canada has extended the program until March 2022 with no additional funding. The Q-STEP teams have been discussing other ways to keep funding to ensure longevity of the program.	Put on hold or delayed in 2020 due to COVID19 restrictions
Heavy Equipment Operator (HEO) training	An additional Heavy Equipment Operator (HEO) program provides the essentials of safety, equipment characteristics, operating techniques, transportation and pre-operational inspections that apply to heavy equipment.	
Pond Inlet heavy equipment simulator program	Nuna East applied and was approved for funding under the IIBA Education and Training Fund (ETF) to deploy CAT equipment simulators to Pond Inlet to offer simulator training. Once underway, the simulator training program will allow Nuna East to prepare Inuit directly for in-machine training at the Mary River site, including as direct Baffinland employees if opportunities arise.	Program under development
Pre-Trades Program	Baffinland started a Pre-Trades Program with Nunavut Arctic College at site to support the Apprenticeship Program and prepare trades assistants for the Trades Entrance Exam by gaining a foundation in the physical sciences and improving their English and Math skills. During Q4, negotiations were completed with vendors and applications.	Baffinland did not run Pre-Trades Training in 2020, and therefore, had no graduates or successful Trades Entrance Exam candidates

Name of initiative	Description	2020 results
Apprenticeship	Participants of the Apprenticeship Program, initially launched in 2017, join Baffinland as trades assistants for six months and participate in job shadowing activities to learn about the trade and Baffinland's operations. Candidates who have successfully completed their six-month term and subsequent Trades Entrance Exam are offered full-time, permanent apprenticeship positions with Baffinland.	16 active apprenticeships in 2020, the same as in 2019
Summer students	Baffinland makes summer employment opportunities available to Inuit students as per IIBA Article 7.19.	Put on hold due to COVID19 restrictions: 0 summer students in 2020 compared to 7 in 2019
Internships	Per IIBA Article 7.20, Baffinland developed and operated an Inuit Internship Program related to the disciplines of: Finance, Information Technology, Procurement, Organizational Effectiveness, Sustainable Development, and Human Resources. This program will operate for a minimum of ten years and will offer a minimum of four internship positions per year.	8 internships in 2020, same as in 2019.

Source: (Baffinland, 2020)

Other training programs include:

- orientation,
- equipment operation knowledge,
- on the job training,
- safety training,
- Worker's Safety and Compensation Commission (WSCC) certification, and
- leadership training and coaching.

Q-STEP and adapting to on-line training

Baffinland and QIA secured funding through Employment and Social Development Canada's (ESDC) Skills and Partnership Fund for the Qikiqtani Skills and Training for Employment Partnership (Q-STEP) training program. Q-STEP is a four-year initiative undertaken by QIA in close partnership with Baffinland to provide Inuit with skills and qualifications to meet Project-related employment needs as well as other employment opportunities in the region. The program includes work readiness measures, apprenticeships, skills development, supervisor training, and formal certification in heavy equipment operation. The total value of the program is $19 million, with the Government of Canada providing $7.9 million, Baffinland $9.4 million of in-kind support, and Kakivak Association up to $1.6 million of in-kind support. The Government of Nunavut also provides operational support to Q-STEP.

Earlier in 2020 the in-person training of 11 Inuit participants from Pond Inlet was interrupted by COVID19 and the travel restrictions within Nunavut. Training was able to resume through video conferencing, and Q-STEP provided 10 laptops and internet data sticks to community members so they could reliably participate in online training and complete the course. The Pond Inlet graduates started their first ever distance learning course through Q-STEP in August and were able to successfully complete the program. After having success with the online distance format in Pond Inlet, the 10 computers were shipped to another community to continue this online training. Baffinland continued to offer online distance learning to other communities including Igloolik and Arctic Bay.

The extensive training initiatives delivered by Baffinland in 2018 and 2019 have likely resulted in a greater amount of training received by the broader LSA workforce. The tangible results of that training are evident through the increasing number of LSA Inuit employed at the mine and the promotions of Inuit employees. An example of training leading to employment is the Work Readiness program: 21 of the 99 graduates from the program in 2019 landed a job from Baffinland. Baffinland employees are also regularly exposed to 'informal' training and skills development opportunities

through contact with more experienced coworkers and the process of everyday work. While there are already a number of training opportunities available, there is demand for additional training from Inuit employees as recorded in the responses to the Inuit Employee Survey in 2020. As noted in Table 10, Baffinland is undertaking work to increase, improve, and expand training in many of these areas. It is also expected that the Inuit Mobility Strategy will further allow for refinements to Baffinland's training programs inline with employee needs.

Education or Training Program	Number of Responses
Financial management	30
Literacy and numeracy	8
Training to prepare for a different job at the mine	47
Traditional skills	21
Other	22

Source: (Baffinland (survey), 2020)

Table 11: Suggested additional trainings from Inuit Employee Survey

Residual effect	Improved Life Skills Among Young Adults
Summary	The EIS predicted positive effects on life skills development among young adults in the LSA would arise from the Project. This would occur primarily through access to industrial work supported by pre-employment preparation and on-the-job training.
Existing mitigation	• Pre-employment training (e.g. Work Ready Program) • On-the-job training • Creation of a supportive work environment • A no drugs/no alcohol policy on site • Inuit Internship Program • Summer student employment • Community Counsellor Program, access to on-site Cultural Advisors, and has increased its delivery of Inuit cultural programming on site
Monitoring results	Life skills are developed through training and employment, both of which have been made more accessible in significantly larger quantities since the development of the Mine. Work Ready and Pre-employment training programs both include content on general life skills and have been delivered to adults, including young adults, in the LSA. 2020 data include 68 graduates from the Work Ready Program, 250 Inuit FTEs, and 44,135 hours of training completed by Inuit. Since Project development, there have been 435 graduates of Baffinland pre-employment training programs, 1,833,574 hours have been worked by LSA residents, and 94,631 hours of training have been provided to Inuit. Beyond the training participation and employment numbers, there is some evidence that life skills are being developed through training programs and employment. • In 2019, 21 Inuit graduates of the Work Readiness Program gained employment at the Mine. • There has been a total of 59 promotions of Inuit since 2014. • Turnover has dropped from 45% to 12% in the past five years. Taken together, these data indicate that training and other supports for employment and advancement are having a positive effect through increased hiring, retention and promotion of Inuit. Young adults are among those who have participated and benefitted from training, but an age-based breakdown is not currently available. This will be required to reach a more definitive conclusion about the predicted residual effect.

Residual effect	Opportunities to Gain Skills
Summary	The EIS predicted the Project would have a positive effect on education and skills development by providing opportunities for training and skills acquisition among LSA residents.
Existing mitigation	• Provision of various training programs • Upgrading and career development opportunities • Career counselling to employees • Measures included in the IIBA to enhance Inuit employment, training, and skills development at the Project • Commitment to contribute $10 million toward the Baffinland Inuit Training Centre
Monitoring results	In 2020, Baffinland continued providing training and skills development opportunities to Inuit. This included 44,135 hours of training for Inuit in dozens of training programs. Sixteen Inuit apprentices were also employed by Baffinland and 8 participants in the Inuit internship program. A total of over 150,000 hours of training have been provided to Inuit since Project development. The extensive training initiatives delivered by Baffinland have likely resulted in a greater amount of training received by the broader LSA workforce compared to what they might have undertaken in its absence. The tangible results of that training are evident through the increasing number of LSA Inuit employed with the mine and the promotions of Inuit employees.

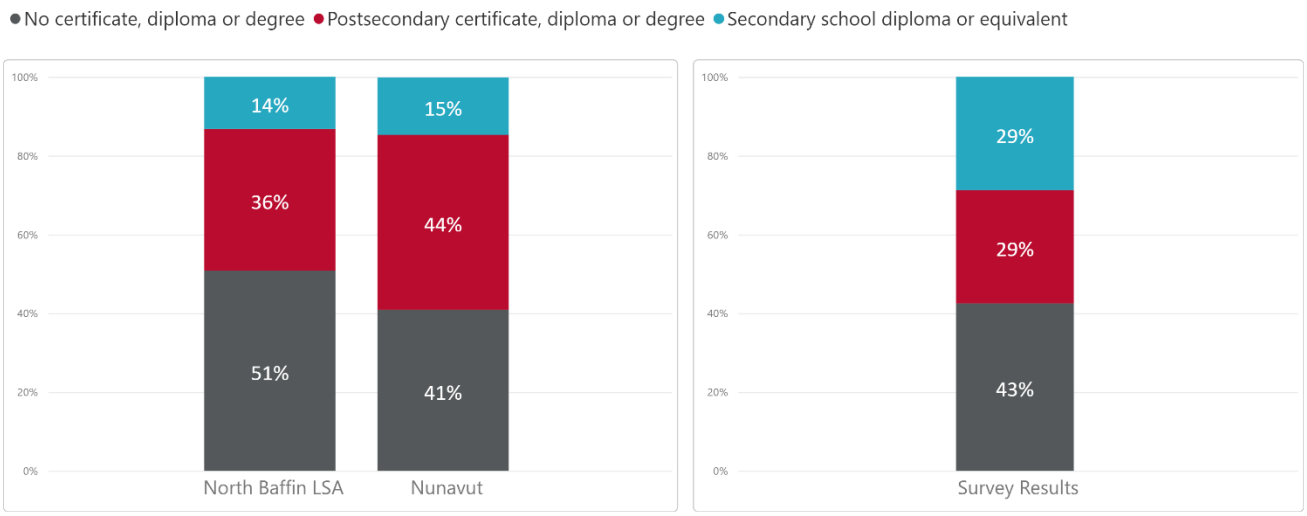
2.5 Employee education and pre-Mary River employment status

Site-based survey administration occurred at Mary River between September 7 – October 16, 2020. A six-week administration period was used in order to accommodate Inuit employee shift changes associated with a 28-day rotation implemented due to COVID-19 precautions. In-community survey administration generally occurred over a two-week period from September 8-22, 2020 and was led by a team of Baffinland Community Liaison Officers (BCLOs) and Northern Affairs staff. Both site- and community-based survey locations were utilized in order to address challenges associated with accessing employees during COVID19. At the time of survey administration, all Nunavut-resident employees had been placed on paid administrative leave in their home communities. However, non-Nunavut resident employees and employees of contractors (both Inuit and non-Inuit) were still permitted to work at the Project via fly-in/fly-out rotations. Multiple survey locations were thus required to engage the largest number of Inuit Project employees possible. Various health and safety protocols were utilized by Baffinland during in-community survey administration to manage transmission risks associated with COVID19 (e.g. use of local survey administrators only, physical distancing, mask wearing, hand washing and enhanced cleaning measures, and options for contactless survey drop-off).

Education Level of Baffinland Inuit Employees

Figure 14 presents survey results relating to the highest level of education obtained by Baffinland and contractor Inuit employee survey respondents, as well as the 2016 census results of the highest level of education obtained by Nunavut and North Baffin LSA residents.

Figure 14: Educational attainment in the North Baffin LSA, Nunavut (2016) and the Inuit workforce (2020)



Sources: (Statistics Canada, 2017) (left two bars) | (Baffinland (survey), 2020) (rightmost bar)

Comparing Project Inuit workers with the broader North Baffin LSA and Nunavut populations yields the following observations:

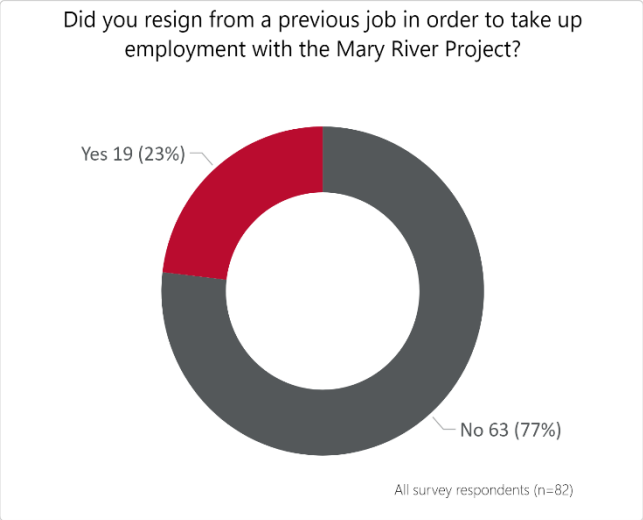
- A smaller proportion of Baffinland Inuit employees have post-secondary education compared to Nunavut and the North Baffin LSA.
- A greater proportion of Baffinland Inuit workers tend to have a secondary school diploma.
- The proportion of Inuit employees that have not completed any formal education is the same as the Nunavut population but lower than the North Baffin LSA.

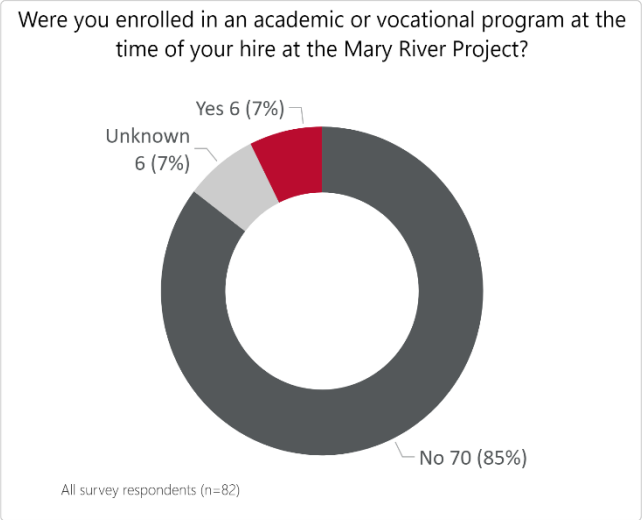
These results do not represent the entire Inuit workforce, as the Survey did not include all Inuit employees. However, the results align with the skill levels of Baffinland Inuit workers (see Section 2.7). Taken together, these results confirm that the Project has a larger proportion of Inuit working in semi-skilled roles (e.g. secondary school graduates) and significantly lower numbers of workers with post-secondary education compared to the North Baffin LSA and Nunavut populations.

Pre-Employment Activities of Baffinland Inuit Employees

Figure 15 summarizes survey results relating to the employment and academic status of Baffinland and contractor Inuit employees prior to their employment at Mary River. 23% of Inuit employees reported having resigned from a previous job to join Baffinland.

Figure 15. Inuit employee academic and employment status pre-Mary River employment





Of the 19 employees who answered yes, respondents noted a previous employment status of casual (2); part-time (3); full-time (13) and unknown (1).

Of the 6 employees who answered yes, only one of them suspended or discontinued their education because they were hired to work at Mary River.

Source: (Baffinland (survey), 2020)

Inuit working at Baffinland generally did not quit their schooling for the job, with only one respondent reporting leaving an academic program in 2020. Past years have had similar results. In 2017, 2018 and 2019, 0%, 3% and 0% of survey respondents report suspending their education as a result of being hired to work at the Project.

There is some evidence that Baffinland's hiring is pulling from Qikiqtani organizations: some of the management / professional or skilled-level workers that resigned from hamlet and government organizations included a community outreach worker, medical coordinator, project coordinator, and a program officer.

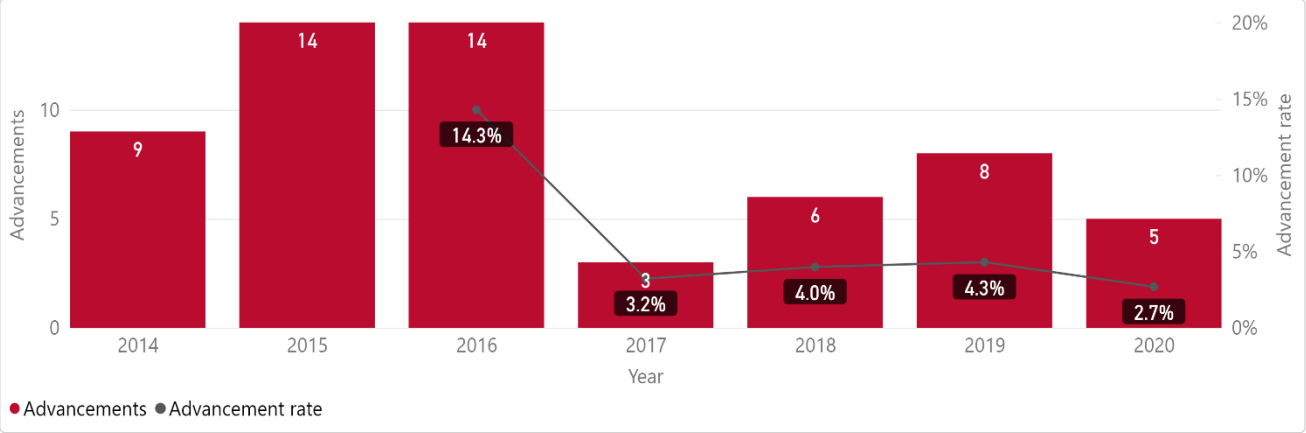
However, these results would need to be balanced with the number of Inuit who leave jobs at Baffinland to rejoin other Nunavut organizations, potentially including territorial, regional or hamlet government or services. Without tracking the flow of employees in both directions – data which is not currently available – it is not possible to determine the nature of the Project's effect on the Inuit turnover at other Nunavut organizations.

2.6 Employee advancement

The Project was predicted to have a positive effect on the ability of local residents to progress in their jobs and career choices. Career advancement requires an actively supportive environment, career planning and skills development. Advancements or promotions also depend on available openings.

Figure 16 presents data on Inuit employee promotions over time (direct Baffinland employees only – no contractor data included). It shows the number of Inuit promoted every year, and the percentage of all Inuit employees that received a promotion that year. There has been a total of 59 promotions of Inuit employees since 2014.

Figure 16. Baffinland Inuit employee advancements: number and rate (% of Baffinland Inuit employees receiving a promotion)



Source: (Baffinland, 2020)

There have been two general trends in Inuit advancement – large numbers and high rates of promotion from 2014-2016, with a sudden drop in 2017 followed by a gradual rise in numbers and rates from 2017 to 2019.

Five Inuit were promoted in 2020, with the decline from previous years due to the pandemic. It is necessary to wait for normal operating conditions to resume before assessing further trends.

In 2019 Baffinland struck the **Career Path Working Group** with QIA, tasked with creating career path plans for each Inuit employee. In Q1 of 2020 the Inuit Success Assurance team began to conduct one on one meetings with Inuit employees. During these conversations they discussed the employee's current role, how things were going and what other opportunities might interest the employee. Plans were developed including the support required to advance towards the employee's goals. Follow up meetings were planned so that conversations could continue, and employees are supported as they try to advance within the organization. While the Inuit Success Assurance team had to put most of its operations on pause for much of 2020, this type of ongoing support for Inuit advancement may show more significant positive effect in the future.

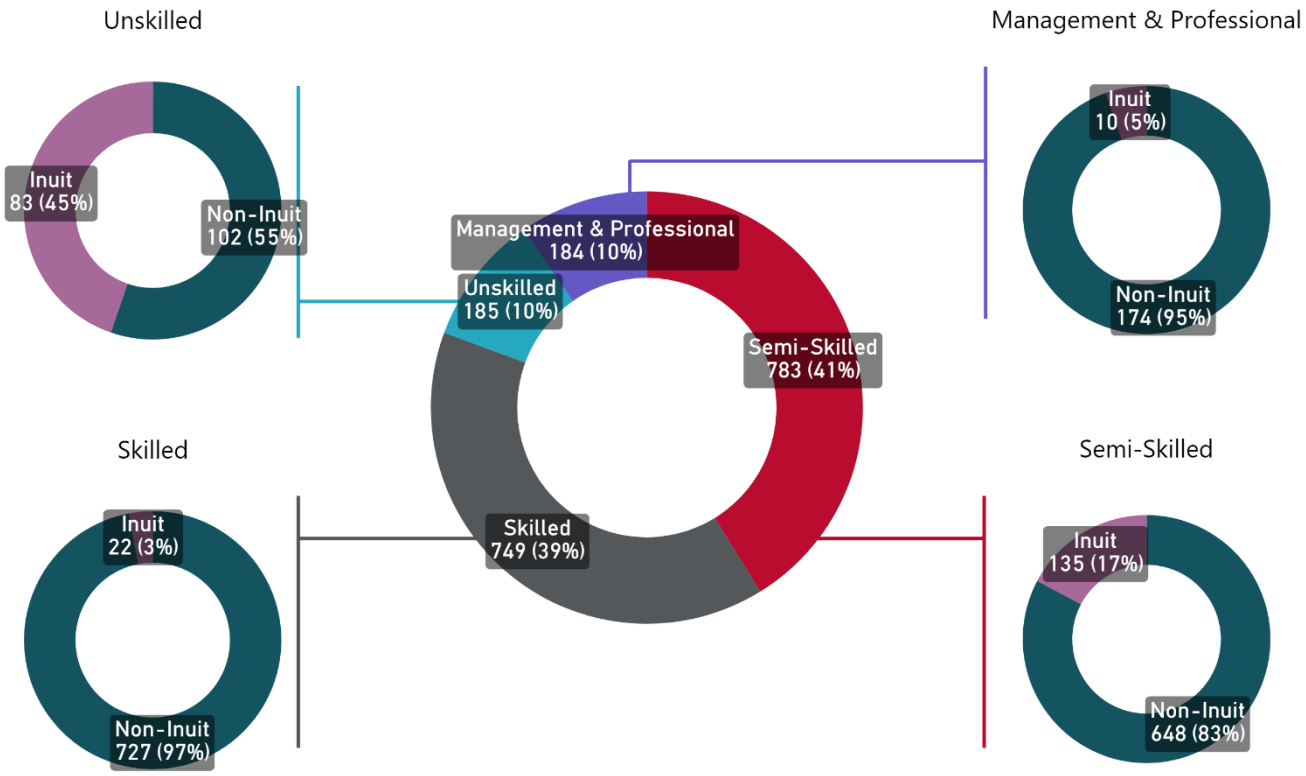
Residual effect	New Career Paths
Summary	The EIS predicted the Project would have a positive effect on the ability of LSA residents to progress in their jobs and careers. This effect would occur because of new career paths introduced to the region, from entry-level through step-by-step advancement to higher-level jobs.
Existing mitigation	• Management commitments and Company policies related to Inuit employment and retention, including commitments made in the IIBA • Training-to-employment programs such as Baffinland's Apprenticeship Program, Morrisburg HEO Training Program, Inuit Internship Program, and Work Ready Program • Career support and advancement initiatives, including career path development plans for every Inuk employee and career paths for each Baffinland department (in development) • A 'Lines of Progression Policy' and Career Path Working Group • Creation of a supportive work environment (e.g. EFAP, Cultural Advisors, Human Resource Advisors – Inuit Relations, introduction of Inuit Success Assurance team, on-site cultural initiatives)
Monitoring results	In general, the Project introduces new jobs and associated career paths to the region and currently Inuit employees occupy positions in all four skill level categories, though fewer proportionally in higher skill categories. The 59 promotions of Inuit workers since 2014 (including 5 in 2020) represent a positive effect of the Project with respect to career progress. Considering the expansion of the overall North Baffin LSA workforce as a result of the Project and the limited number of other career opportunities in the Region, it is assumed this extent of career advancement would not have occurred in the absence of the Project. Twenty-two Inuit workers departed the Project in 2020 for multiple reasons. The specific impacts on their career paths (e.g. employment elsewhere building on Baffinland experience, unemployment) are unknown and would need to be compared to alternatives in the region.

2.7 Inuit employment by skill level

Tracking the percentage of Inuit employed at four main skill level categories over time will provide an indication of the success of Baffinland's efforts to build the capacity and advance Inuit through the workforce.

Figure 17 below shows the overall distribution in 2020 of Baffinland and contractor FTEs across the four skill levels (central circle figure) as well as the proportion of Inuit and non-Inuit within each skill level (surrounding circle figures). 2020 is the first year with a full data set of skill level information.

Figure 17. Baffinland and contractor Inuit employment (FTEs) by skill level (2020)



Source: (Baffinland, 2020)

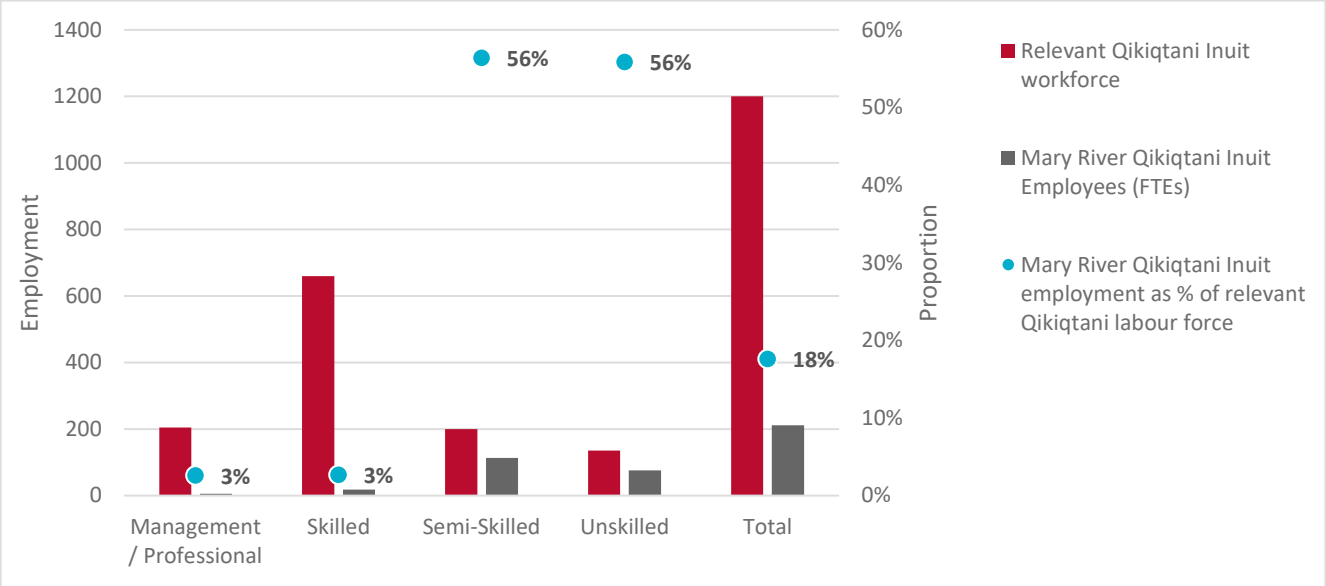
Several observations can be drawn from the skill level data:

- In general Inuit represent a progressively smaller proportion of the workforce as the skill levels increase, representing nearly half of FTEs at the unskilled level (45%) but only 3-5% of FTEs at the skilled and management/professional level.
- While Inuit only represent 17% of FTEs at the semi-skilled level, the 135 Inuit working at the semi-skilled level represent more than half of the 250 total Inuit workers.
- Upskilling and increased training as described in section 2.4 is predicted to increase the proportion of Inuit working in high skill levels over time.

Overtime, as this data continues to be collected for reporting purposes, trends overtime will be able to be shown.

Figure 18 compares the Inuit employees by skill level with the Qikiqtani Inuit workforce by skill level, based on 2021 Qikiqtani labour force projections from the 2020 Labour Market Analysis. The Labour Market Analysis data represents the Qikiqtani Inuit workforce that works in occupations considered "relevant" to those at Baffinland.

Figure 18: Mary River Qikiqtani Inuit workers and relevant Qikiqtani labour force by skill level



Source: (Baffinland, 2020) and (MiHR, 2020)

This comparison of Baffinland Inuit workforce data to the overall Baffinland and the Qikiqtani workforce data from the Labour Market Analysis suggests the following:

- The Project employs a high percentage of the relevant unskilled and semi-skilled Qikiqtani Inuit workforce.
    - Considering that the current relevant labour force includes workers employed elsewhere, there may be limited gains to be made in those two skill levels in Qikiqtani.
- The Project employs a very small proportion (3%) of the relevant skilled and management/professional Inuit labour market in the Qikiqtani region.
    - Considering that Inuit only make up 3% of the 749 skilled workers at the Project, there may be significant potential for recruiting employees from the skilled Qikiqtani Inuit labour force.
    - While the relevant Qikiqtani Inuit labour force is considerably smaller for management/professionals, there is similar room for growth considering the low proportion of Inuit workers at that skill level at the Project.
- When making assumptions about areas for potential growth it is important to consider that Baffinland's main competition for semi-skilled, skilled, and management/professional positions are from Government.

Overall, it appears there is potential for greater Inuit employment at the skilled and management/professional skill levels based on the overall Qikiqtani workforce at those skill levels. While some of those potential workers are part of the shadow labour force and not actively looking for work, there may be ways to recruit them by addressing some of the barriers to them joining the workforce.

3 · Contracting and Business Opportunities

The contribution of the Project to the economy of Nunavut and its communities through payroll and contract expenditures

FEIS Prediction

"The Project will have a significant positive effect on the level of opportunities available for local businesses to pursue. These opportunities will be available over the relatively long-time horizon of the Project, and many will be available on a continuous basis. These are considered to be important attributes of the Project's impact on business opportunities as they should support the developmental context seen in the LSA."

Key Findings

- $20,864,472 million in wages were paid to Baffinland and contractor Inuit employees in 2020, up slightly from 2019. The average pay for Baffinland and contractor Inuit FTEs in 2020 was $83,564.
- The total value of contracts awarded to Inuit Firms was $91 million in 2020. This is a decrease from 2019 (from $289 million) but represents an increase as a percentage of total contracting from 38% in 2019 to 44% in 2020.
- In 2020, a total of 184 active Inuit Firms were registered in the LSA. Fifty-six of these firms were based in the North Baffin LSA communities and 128 were based in Iqaluit. Since 2013, the number of active Inuit Firms registered in the North Baffin LSA communities has increased by twenty-seven, while the number of active Inuit Firms registered in Iqaluit has increased by forty-four.

3.1 Inuit employee payroll

The figures below provide an overview of payroll for Baffinland and contractor employees. Figure 19 shows Inuit payroll by year; Figure 21 shows 2020 Inuit payroll by community; and Figure 20 shows 2020 Inuit and non-Inuit payroll. Payroll expenditures to LSA employees are a leading indicator of positive effects on household income. As shown in Figure 19, Baffinland and contractor Inuit employee income totalled $20,864,472 million in 2020. Of this, over $12 million went to Inuit based in the North Baffin LSA and nearly $5 million to Inuit in Iqaluit. It is reasonable to expect that some of this new income is available for residents to spend on consumer goods and services, but it is recognized that employees and their families will save or spend in different ways, with local business (e.g. food stores) or with external businesses (e.g. online shopping). The substantial increase in Inuit payroll in 2019 is due to both additional Inuit employment as well as the inclusion of contractor payroll due to improved contractor reporting requirements.

Figure 21 shows Inuit worker payroll by LSA community in 2020. The difference in payroll between communities is due to the number of employees from each community and the income earned by each individual.

The $15,272,916 paid to Inuit employees (not counting contractor Inuit pay) represents approximately 11.6% of the direct employee payroll (Figure 20), down from 14.4% in 2019. This is due to Nunavut Inuit workers being put on standby pay for much of 2020 due to the COVID19 pandemic.

Figure 19. Baffinland and contractor Inuit payroll (2017 - 2020)*

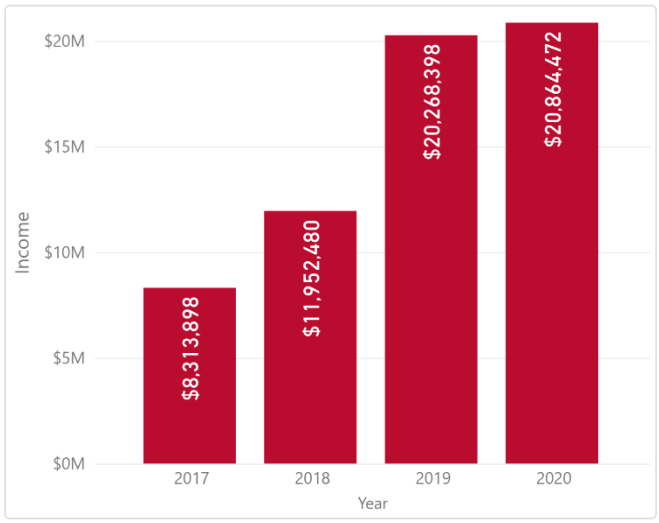
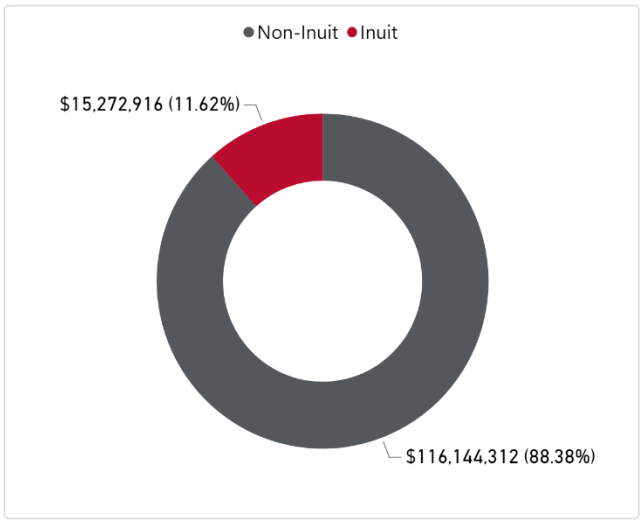
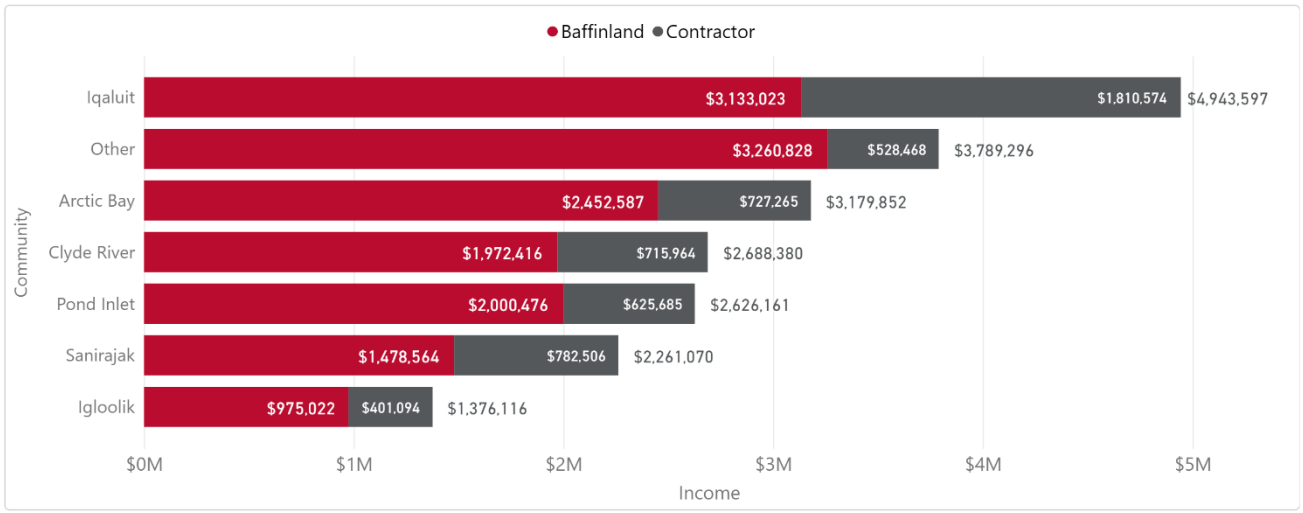


Figure 20. Baffinland payroll, Inuit and non-Inuit (2020)**



Source: (Baffinland, 2020) | *Note that the 2019 increase is in part due to the inclusion of contractor income, which was not included in previous years | ** In the 2019 SEMR this was reported in error as the proportion of Baffinland and contractor payroll

Figure 21. Baffinland and contractor Inuit payroll by community (2020)



Source: (Baffinland, 2020)

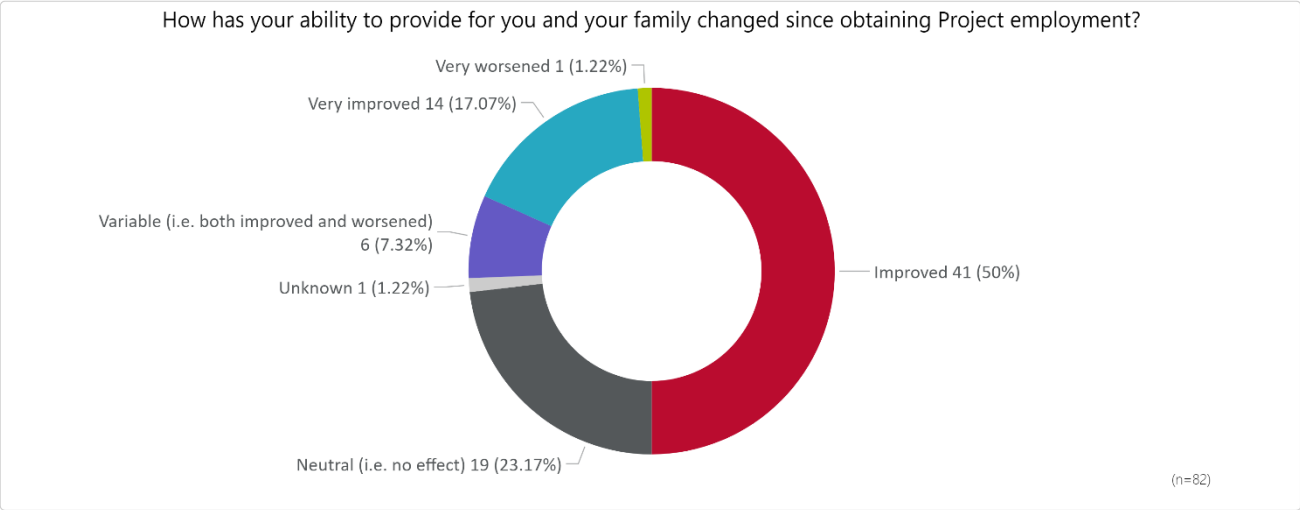
The average pay for Baffinland and contractor Inuit FTEs in 2020 was $83,564. This is calculated by putting the total Inuit payroll over the total number of Inuit FTEs.

When considering if Project employment has had a positive impact on the income of employees, it is necessary to consider what employees were earning prior to working at the Project, whether they would be able to earn similar wages outside of the Project, and whether the Project has given them a better chance to advance to higher-wage positions. On some of those factors there appear to be positive indications.

- The Project employs a large number of Inuit at semi-skilled and unskilled positions: there are 135 semi-skilled Inuit FTEs at the Project compared to a total of 248 Inuit in all of Qikiqtani that have similar skill sets, and 83 unskilled Inuit FTEs compared to 176 in the Region. It is likely that the Project has expanded demand for both semi-skilled and unskilled workers in Qikiqtani, resulting in more people holding down full-time employment and earning more than they would have otherwise.

- 59 Inuit have received promotions since 2014. Many of these represent promotions from unskilled positions to semi-skilled positions. It is likely that the opportunities for all of these promotions would not have existed in the general Qikiqtani labour market.
- Based on the results of the Inuit employee survey, there is strong positive feedback from Project Inuit employees on their ability to provide for themselves and their families since obtaining employment. 17% of Inuit report that their ability to provide has been “very improved” and 50% say their ability has “improved”.

Figure 22: Perceptions on change in employees’ ability to provide for themselves and their families since obtaining employment



Source: (Baffinland (survey), 2020)

Residual effect	Expanded Markets for Consumer Goods and Services
Summary	The EIS predicted the Project would expand the market for consumer (i.e. non-Project related) goods and services across the LSA. This would result in a positive effect.
Existing mitigation	Company commitments related to Inuit employment and contracting (e.g. in the IIBA), which support the development of an expanded market for consumer goods and services in the LSA due to increased purchasing power of LSA residents from Baffinland employment, contractor employment, and induced indirect employment.
Monitoring results	The Project continued to expand the market for consumer goods and services across the LSA in 2020. Approximately $112 million was spent on Baffinland’s LSA Inuit employee payroll and Inuit Firm contracting in 2020. In addition, the $91 million in contracting to Inuit Firms would have created demand in business-to-business goods and services. These contributions to the Nunavut economy represent a positive effect, providing LSA residents with greater capacity to purchase local goods and services. Increased spending may also stimulate business growth (e.g. existing businesses may expand to meet increased consumer demand or new businesses may emerge, wealth generated through employment may increase an individual’s ability to start a new business). However, it is recognized that many goods and services are purchased from businesses outside of the LSA and the territory, and that it may take time for local businesses to be created, and to respond and grow.

3.2 Contract expenditures to Inuit Firms

Figure 23 shows the value of contracting with Inuit Firms[7] since 2015. Figure 24 shows the proportion of 2020 contracting going to Inuit and non-Inuit firms. Since Project development, a total of $1.3 billion worth of contracts has been awarded to Inuit Firms. While the amount of contracting to Inuit Firms decreased in 2020, as a percentage of total contracting there was an increase from 38% to 44%.

Figure 23. Contract commitments to Inuit firms

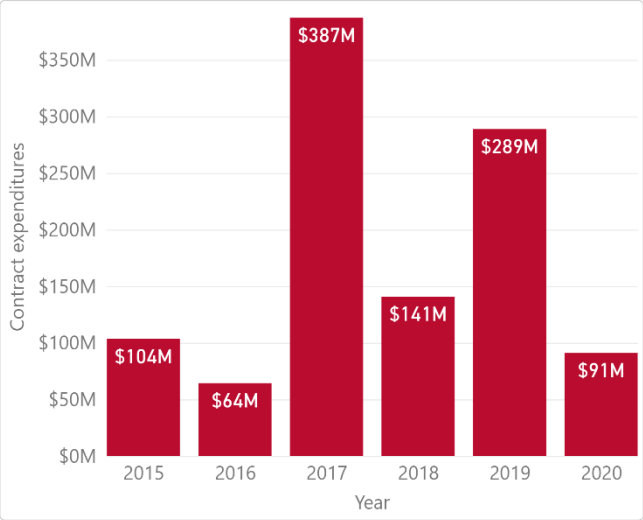
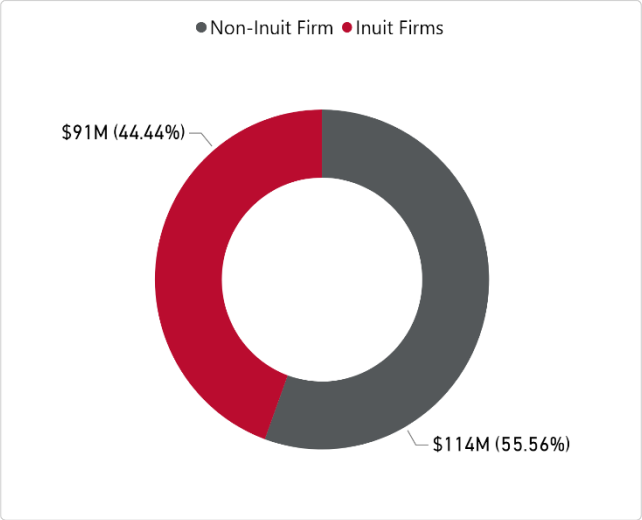


Figure 24: Contract commitments to Inuit and Non-Inuit firms



Source: (Baffinland, 2020)

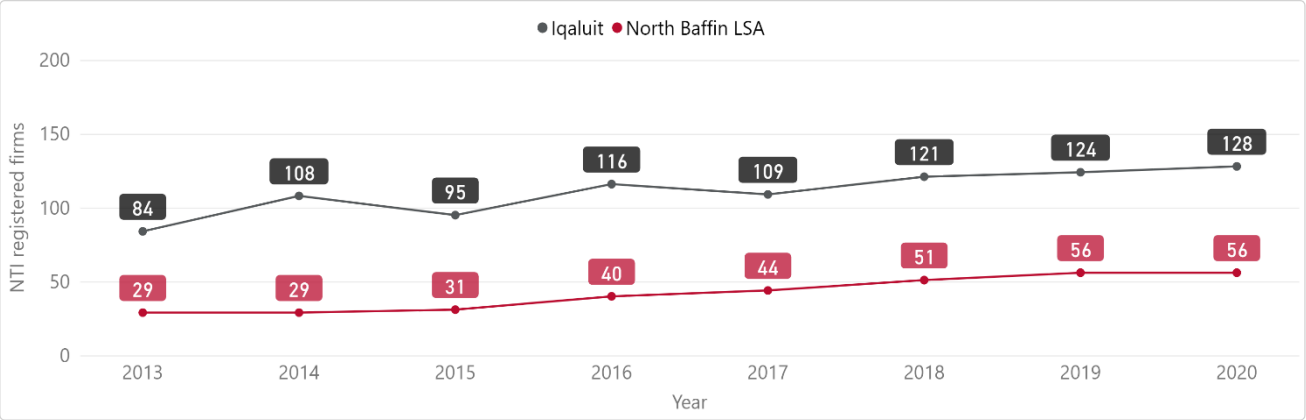
The value of overall and Inuit contracting changes greatly from year to year due to the nature of mine development with large projects being carried out for one to two years at a time. 2020 saw a general decrease in contracting and procurement activities, specifically in some areas deemed essential for the Project's operations, as a result of COVID19.

3.3 Registered Inuit firms

Nunavut Tunngavik Inc. (NTI) maintains an Inuit Firm Registry database for Nunavut. This database provides the name of each registered Inuit Firm, describes each firm's area of business operations, and location where the firm is based. The number of registered Inuit Firms in the LSA since 2013 are presented in Figure 25.

[7] As noted by (NTI, 2020), 'Inuit Firm' means an entity which complies with the legal requirements to carry on business in the Nunavut Settlement Area, and which is a limited company with at least 51% of the company's voting shares beneficially owned by Inuit, or a cooperative controlled by Inuit, or an Inuk sole proprietorship or partnership.

Figure 25. Registered Inuit firms in Iqaluit and the North Baffin LSA



Source: (Eegeesiak, 2016; NTI, 2020)

In 2020, a total of 184 active Inuit Firms were registered in the LSA. Fifty-six of these firms were based in the North Baffin LSA communities and 128 were based in Iqaluit. Since 2013, the number of active Inuit Firms registered in the North Baffin LSA communities has increased by twenty-seven, while the number of active Inuit Firms registered in Iqaluit has increased by forty-four. Growth in the number of firms is generally a positive change as it suggests more business diversity, more Inuit business owners, and more capacity to respond to contract opportunities aimed at Inuit firms. The growth in the number of firms in both Iqaluit and the North Baffin LSA is consistent with the Project's ongoing and significant contract commitments to Inuit firms, Inuit Content Requirements, and other initiatives to create opportunities for Inuit firms. However, it is recognized that the growth in the number of firms is driven by a range of factors, including opportunities created by other sectors (e.g. government contracts, especially in Iqaluit). Furthermore, this data does not show the growth in individual firms, which is another indication of positive effects for Inuit firms quite aside from the number of firms.

Residual effect	Expanded Markets for Business Services to the Project
Summary	The EIS predicted the Project would have a positive effect on creating market opportunities for businesses in the LSA and RSA to supply goods and services to the Project.
Existing mitigation	Implementation of several Inuit contracting policies, and the development of the IPCS. These have been designed to give Inuit firms preferential treatment and assistance in the contract bidding process. Baffinland's IIBA with the QIA includes several provisions related to Inuit contracting. In addition, a Business Capacity and Start-Up Fund has been created to assist Inuit Firms. Baffinland contributes $275,000 annually to the fund, which assists with locating start-up capital and financing, management development, ongoing business management, financial management, contracts and procurement, and human resources management. This fund is managed by the QIA.
Monitoring results	Since Project development, a total of $1.3 billion worth of contracts have been committed to Inuit Firms. $91 million in contracts was committed to Inuit Firms in 2019. This contracting data confirms the Project has had a positive effect on creating market opportunities for businesses in the LSA and RSA to supply goods and services to the Project.

4 · Population and Migration

The makeup and movement of peoples from, to and within Nunavut and its communities

FEIS Prediction

"Residual effects arising from in-migration and out-migration are expected to arise due to the Project. At the anticipated levels, however, these effects are not expected to be sufficient to cause adverse effects on demographic stability of the affected communities. Therefore, these residual effects are assessed to be not significant."

Key Findings

- The average annual population growth rates over the post-development period for North Baffin LSA communities was 2.2%, Iqaluit 2%, and Nunavut 1.4%, higher than the Canadian average growth rate of 1.2%. The rate of growth does not appear to have been affected by the Project.
- Twenty-two workers have migrated out of the North Baffin LSA since 2015.

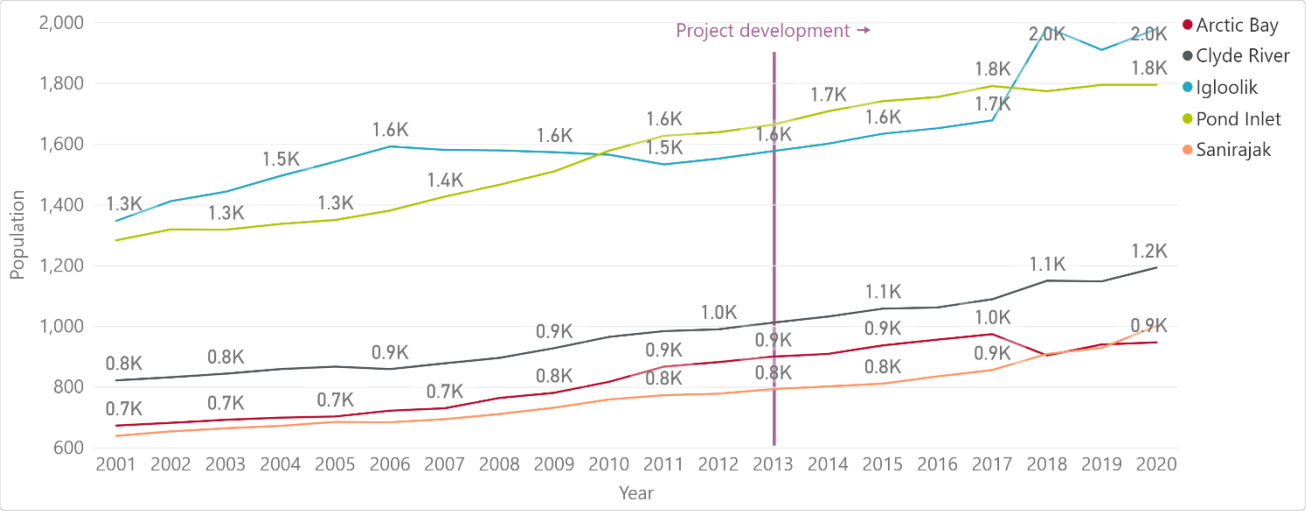
4.1 Population and migration

The North Baffin LSA communities, Iqaluit, and Nunavut have all shown positive population growth since Project development. During the six years comprising 2013 to 2018, the North Baffin LSA communities grew from a population of 5,941 to 6,716 (or 13.0%). Over the same time, Iqaluit's population increased 10.9% from a population of 7,429 to 8,242, while Nunavut's overall population increased 8.4% from 35,414 to 38,396 (Figure 29 highlights the most recent LSA community populations).

The average annual growth rates over the post-development period was 2.2% for the North Baffin LSA communities, 2.0% for Iqaluit, and 1.4% for Nunavut. These rates are all higher than the Canadian average growth rate of 1.2% (Statistics Canada). However, Figure 26 shows that the average annual population growth rates in LSA community populations for the pre-development and post-development periods are similar. Furthermore, population growth was occurring throughout Nunavut prior to Project development and continues to occur at high rates across the territory. As such, it is unlikely that the Project has been a major influence on these trends.

Data from the most recent national census in 2016 show the overall population of Qikiqtani was 18,990, with forecasted growth of roughly 7% to 20,355 by 2021. Steady growth has also occurred in the North Baffin LSA, as illustrated in Figure 26, without an apparent significant change in the rate of growth post-Project development.

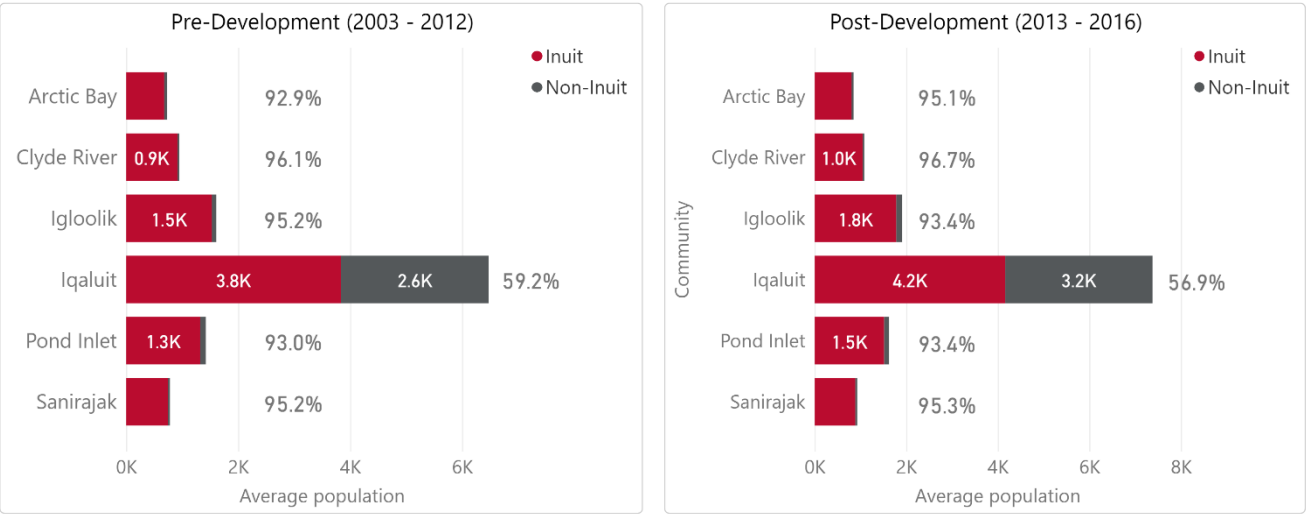
Figure 26 North Baffin community populations, pre- and post-development



Source: (Nunavut Bureau of Statistics (NBS), 2020)

Figure 27 compares the average Inuit and non-Inuit population in LSA communities pre- and post-development, and shows the average Inuit percentage of the population for that time period. Aside from the above-noted shift from Arctic Bay to Igloolik, the most notable change is an increase in the proportion non-Inuit in Iqaluit. Considering that there is only one non-Inuit Project employee based in Iqaluit, it is extremely unlikely that Baffinland has been a driver of the growth of non-Inuit in the capital.

Figure 27. Average Inuit and non-Inuit LSA community population, pre- and post-development



Source: (Nunavut Bureau of Statistics (NBS), 2016)

4.2 Project-induced migration

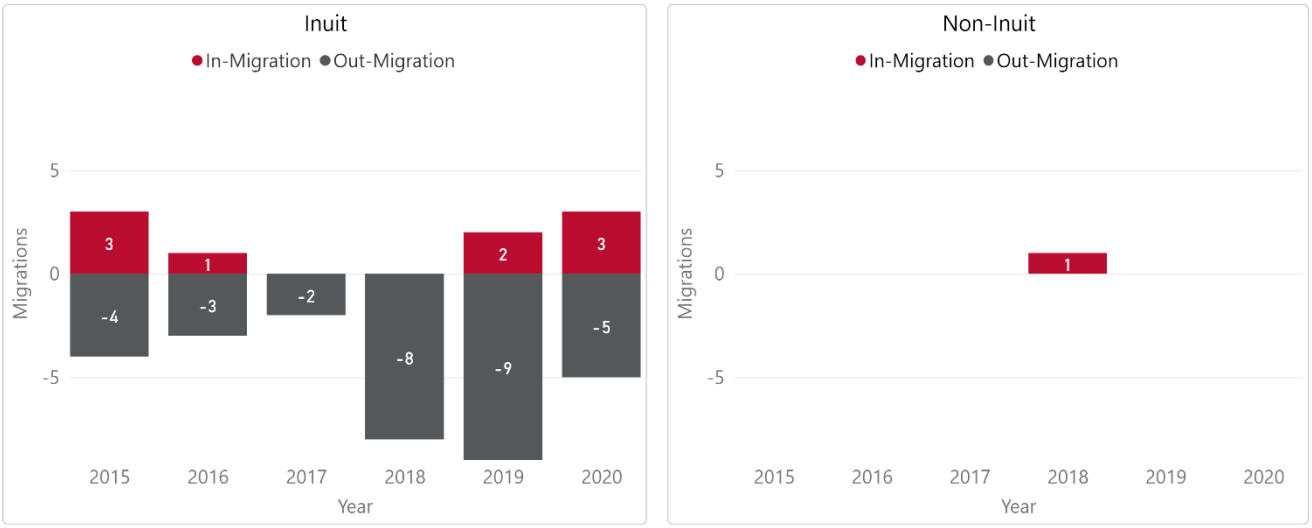
The 215 Inuit working at Baffinland and based in Qikiqtani represent a fraction of the overall Inuit population of the Region. However, continual low levels of out-migration over time, when considering both the “brain drain” of losing trained workers and the departure of their accompanying family members, could eventually have a negative demographic effect.

Migration data for Baffinland and contractor employees provides insight into migration trends in the North Baffin LSA.

- **In-migration:** The number of employees who moved into the North Baffin LSA
- **Out-migration:** The number of employees who moved out of the North Baffin LSA
- **Net migration:** The number of employees who moved into the North Baffin LSA minus the number who moved out of the North Baffin LSA

Figure 28 below shows the migration of North Baffin LSA Baffinland and contractor employees. While only a small number of Project workers move in or out of the North Baffin LSA every year, cumulatively 22 workers have migrated out since 2015, with several having moved to Iqaluit. Based on 2020 Inuit Employee Survey results, declared migration intentions for 2021 will align with the past several years of movement: of the nine respondents who expressed an intention to move in the next year, one intends to move to Alberta or British Columbia, and eight did not provide details.

Figure 28. Known LSA migration of Baffinland and contractor employees (Inuit and non-Inuit) *

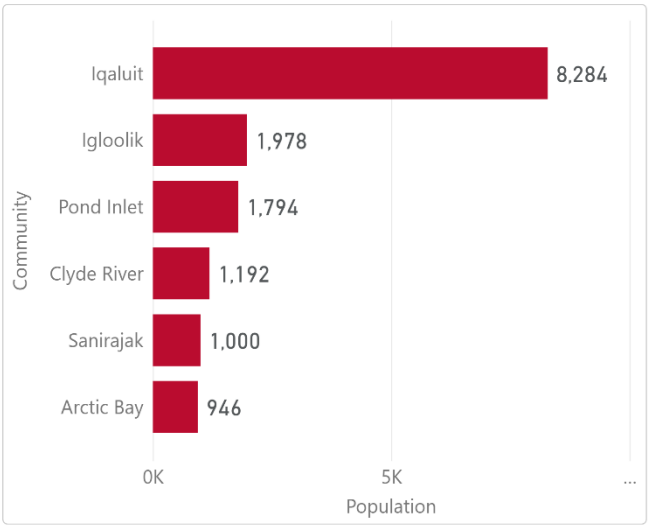


Source: (Baffinland, 2020) | ***Note:** Data was provided by Baffinland Community Liaison Officers (BCLOs) who were asked to report on the number of Baffinland and contractor employees they knew who had moved into or out of each of their community during the previous year. Inuit or non-Inuit status were also recorded as well as the locations where those individuals had moved to and from, if known. Family members that may have migrated with employees were not accounted for. When the origin/destination community of a migrant was unknown, it was conservatively assumed they were migrating to/from outside the North Baffin LSA. Migration data collected prior to 2015 is not presented due to concerns with accuracy.

Nunavut migration has been variable with a substantial out-migration trend from 2004 through 2008, and another out-migration trend from 2012 through 2017 (Nunavut Bureau of Statistics (NBS), 2018a). Compared to the pre-development period average, fewer people overall migrated out of Nunavut in the post-development period. While a decreasing post-development trend has occurred, net migration estimates for the territory are not specific enough to determine Project-related influences. Data on births and deaths indicate that there are on average five live births for every death in Nunavut (Nunavut Bureau of Statistics (NBS), 2018a). The ratio of birth-to-death strongly suggests that the population is increasing through natural growth, both in the LSA and in Nunavut.

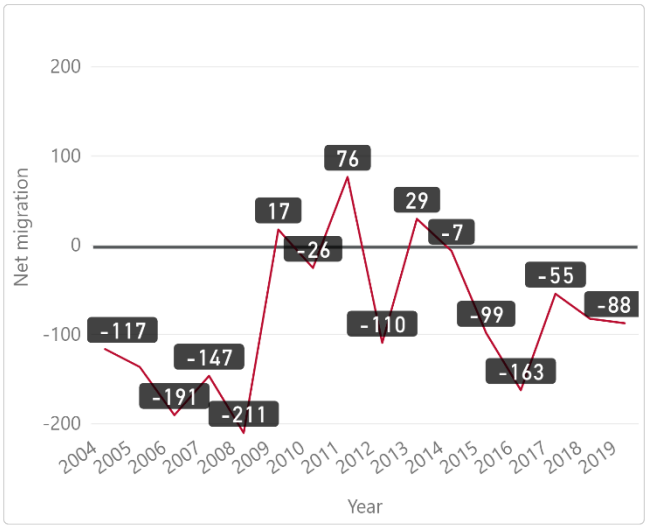
Figure 30, below, shows that Nunavut net migration has been negative for the past number of years. In other words, more people are moving out of Nunavut than moving into Nunavut.

Figure 29. LSA community population (2020)



Source: (Nunavut Bureau of Statistics (NBS), 2019b)

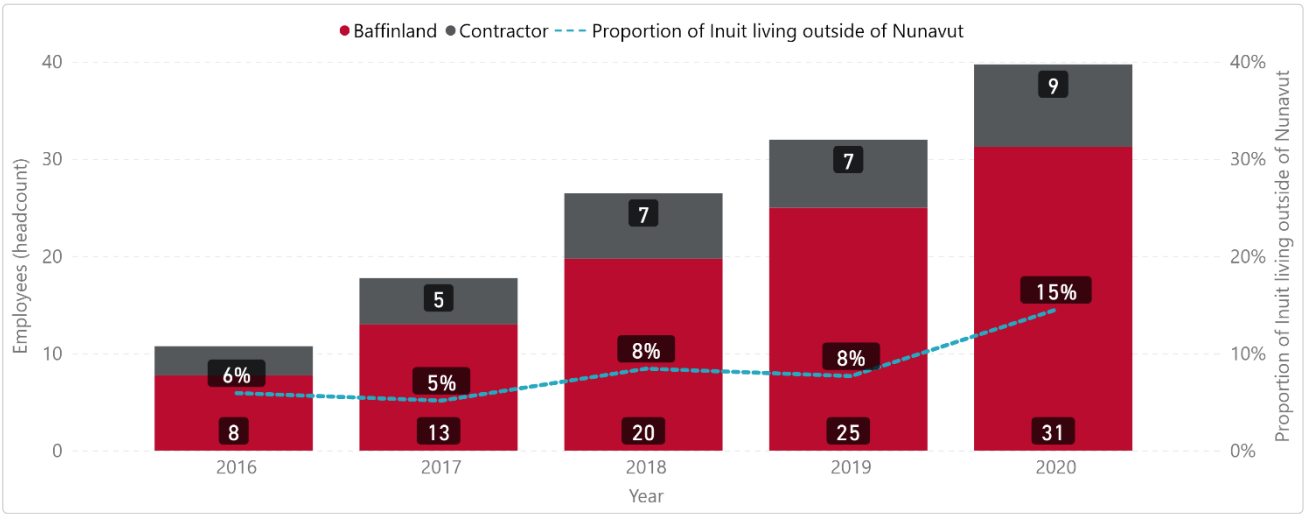
Figure 30. Annual Nunavut net-migration (2004 – 2019)



Source: (Nunavut Bureau of Statistics (NBS), 2018a)

Figure 31, below, shows the percentage of Inuit workers living outside Nunavut. The increase in the proportion of Inuit workers living outside of Nunavut in 2020 is likely due to the COVID19 pandemic and Government of Nunavut controls on travel, as Baffinland and contractors could only engage new employees (including Inuit) for on-site work who are based outside of Nunavut.

Figure 31. Inuit employees (headcount) and proportion residing outside of Nunavut



Source: (Baffinland, 2020) | **Note:** Based on headcount data

Residual effect	In-Migration of Non-Inuit Baffinland Employees to the North Baffin LSA
Summary	The EIS predicted some in-migration of non-Inuit employees hired to work at the Project in the North Baffin LSA (i.e. <5% change in the non- Inuit baseline population). In 2012 (the year before Project construction commenced), 5% of the North Baffin non-Inuit population would have equaled approximately 28 individuals.
Existing mitigation	Designation of Iqaluit as a "point of hire" and an additional southern location as a transportation hub, with no-cost transportation provided to Project employees from these locations to the mine site
Monitoring results	Cumulative Baffinland (i.e. BCLO survey) data since 2015 indicates a net of one non-Inuit employee/contractor is known to have in-migrated to the North Baffin LSA. This is not a significant effect.

Residual effect	Out-Migration of Inuit Residents from the North Baffin LSA
Summary	The EIS predicted some out-migration of Inuit residents from the North Baffin LSA could occur (i.e. 1% to <5% of the total population). In 2012 (the year before Project construction commenced), 5% of the total North Baffin LSA population would have equaled approximately 306 individuals.
Existing mitigation	Designation of all North Baffin LSA communities as 'points of hire', with no-cost transportation provided to Project employees from these points of hire to the mine site.
Monitoring results	Cumulative Baffinland (i.e. BCLO survey) data since 2015 indicates a net negative migration (out-migration) of 22 Inuit workers from the North Baffin LSA, accounting for 0.4% of 2012 North Baffin LSA population. This is significantly lower than the lower end of the out-migration estimate from the EIS. While a small number of Project workers have moved out of the North Baffin LSA, the effect has been smaller than predicted. It is also impossible to determine whether out-migration from the North Baffin LSA might have been any different if the Project was not there.

5 · Human Health and Wellbeing

The wellbeing and health of communities and individuals within the North Baffin LSA

FEIS Predictions

"Positive residual effects of the Project on human health and well-being are anticipated to significantly improve the well-being of most children of parents working at the Project. The potential that some children may experience an overall decline in well-being is acknowledged, and is assessed to be not significant, based on low magnitude and infrequent occurrence."

"During an early period of transition, the potential for negative residual effects on substance abuse to be experienced is acknowledged but assessed to be not significant due to its short duration and moderate magnitude. Over the medium term and extending beyond Project termination, an overall positive residual effect on substance abuse is anticipated. This is assessed to be not significant based on the moderate magnitude and a moderate level of uncertainty related to its occurrence."

"Negative residual effects arising from the absence of workers from the community are recognized to occur, although not at a high enough magnitude for significant effects on community social stability and are therefore assessed to be not significant."

Key Findings

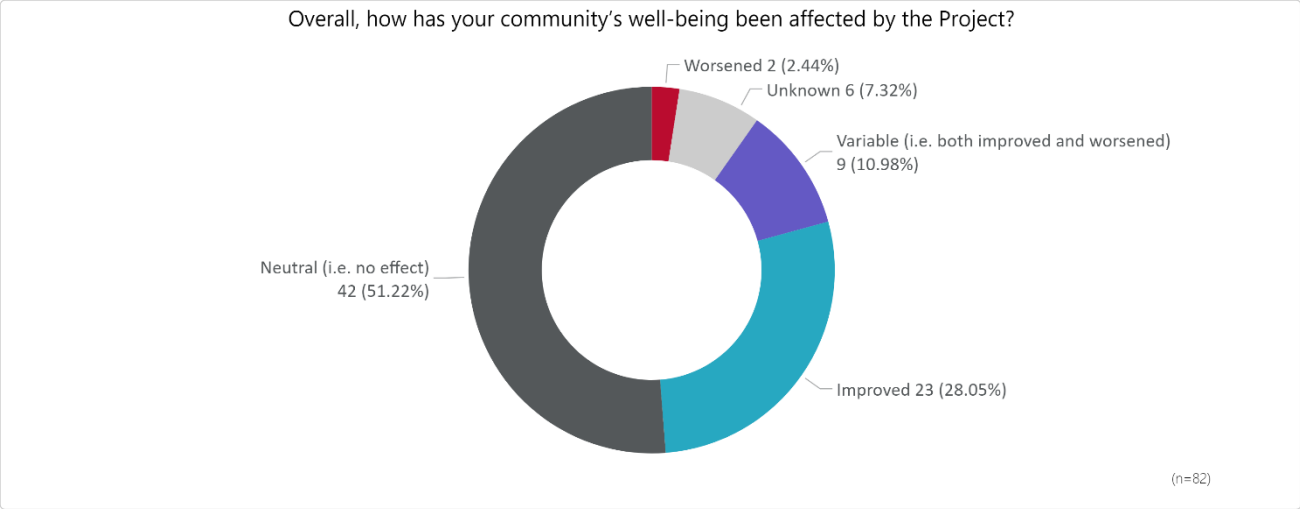
- Most respondents (67%) to the Inuit Employee Survey (Project Inuit employees) provided positive feedback on their ability to provide for themselves and their families since obtaining employment: 17% stated that their ability to provide has been *very improve*d and 50% stated their ability has *improved*.
- Self-reported worker and family health has also improved: 6% of Survey respondents said that well-being had been 'very improved' and 44% that it had 'improved' since starting work at the Project. Less than 4% of respondents reported a negative impact on wellbeing.
- The portions of the population (i.e. tax filers) with employment income and receiving social assistance in the North Baffin LSA have largely stayed the same during the post-development period. Considering the significant population growth during that time, this indicates that the job market has grown in line with population growth. Trends are similar across Nunavut so Project effects are difficult to discern or may not be significant.
- Data on criminal violations in the North Baffin LSA, in Iqaluit, and in Nunavut during the pre-development period and post-development periods do not clearly indicate a positive or negative effect from the project. Often given the multiple factors affecting crime and the reporting of violations, additional information and data may be required to better discern the effects of the project on these indicators.
    - Impaired driving violations have increased in the North Baffin LSA during the post-development period. However, the trend is not significantly different than the trend in all of Nunavut when comparing the different periods.
    - Both Iqaluit and Nunavut have seen rapid decreases in drug violations during the post-development period, while North Baffin LSA has only seen a slight decrease.
    - The average number of youths charged has declined in the LSA since Project development. However, decreasing trends in the LSA were also evident in the pre-development period, and a comparable trend has been observed across Nunavut.
    - Crime rates have increased in the North Baffin LSA while dropping in Iqaluit and Nunavut during the post-development period. However, North Baffin LSA crime rates are much lower than the other areas: Iqaluit's rate is nearly three times as high, while Nunavut's is over 50% higher.

5.1 Employee and community health and wellbeing

The health and wellbeing of North Baffin Inuit working at the project, their families, and of others in their communities is based on many factors and their interactions. Measuring the impacts of the Project on health and wellbeing is therefore challenging. This section presents a variety of indicators for discussion, including the perspectives of Inuit employees who responded to wellbeing-related questions in the annual Inuit Employee Survey, and available community-level data that are proxy indicators of health and wellbeing (i.e. indirect indicators of health and well-being).

In the Inuit Employee Survey, most respondents stated that that the Project has had a *neutral* (49%) or *positive* (32%) impact on their communities' well-being, with several respondents noting the positive financial and career effects. In order to determine community-level perceptions of the Project's impact on well-being, a community survey would need to be conducted. Baffinland is considering a community survey once the COVID19 pandemic and related restrictions have been lifted.

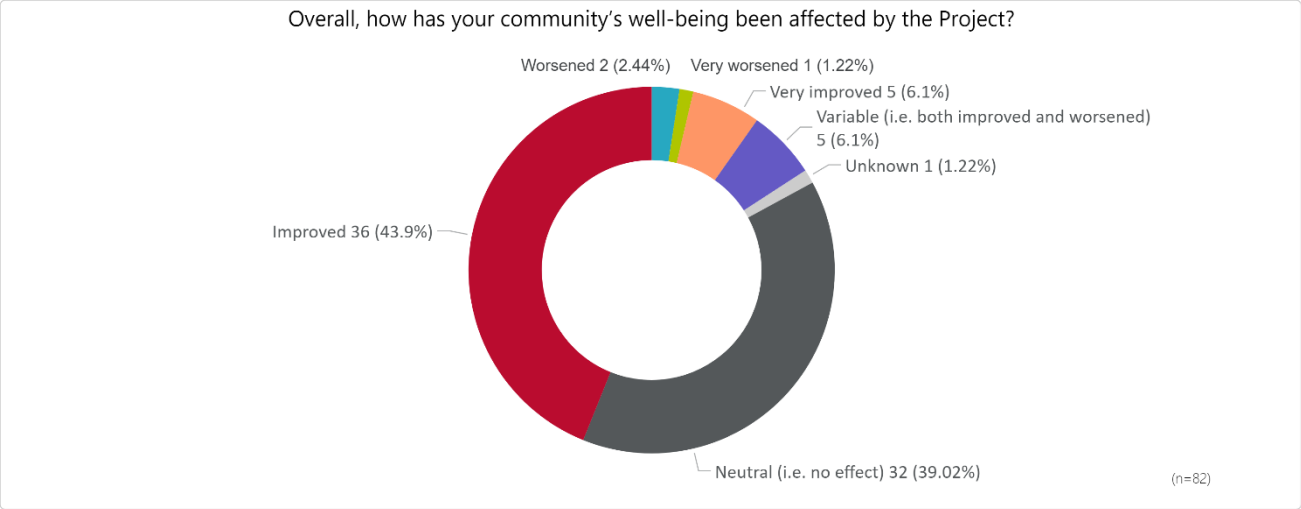
Figure 32: Perceived impact of project on community (2020)



Source: (Baffinland (survey), 2020)

Beyond payroll, Baffinland does not have access to data on Inuit workers' families' wellbeing, making it difficult to draw conclusions on Project impacts on family wellbeing. However, there are positive indications from the Survey, where 6% of respondents said that worker and family wellbeing had been *very improved* and 44% that it had *improved* since starting work at the Project. Less than 4% of respondents reported a negative impact on wellbeing.

Figure 33: Perceived impact of project on health and well-being



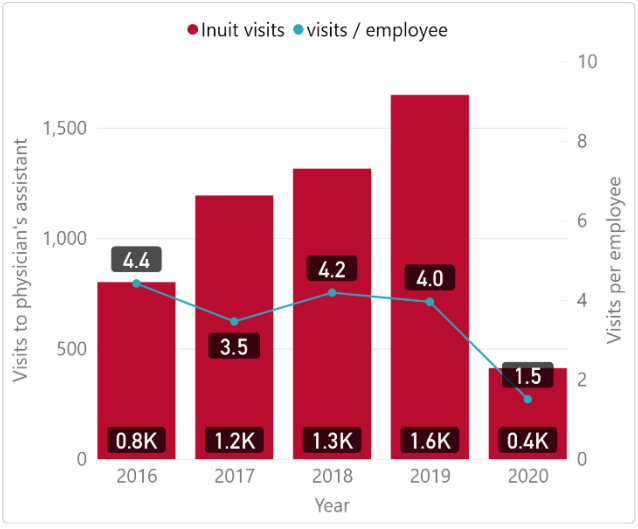
Source: (Baffinland (survey), 2020)

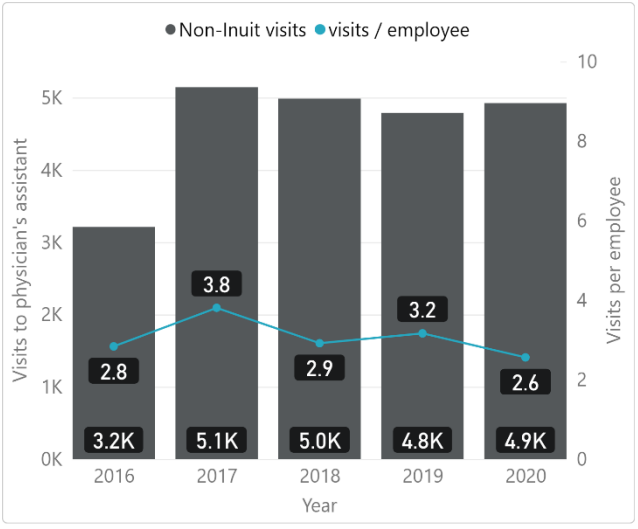
Inuit Employee Mental and Physical Health

Figure 34 displays the number of recorded visits to the Project site physician's assistant since 2013. The number of visits per Inuit employee does not show a significant trend (there is a predictable drop in 2020 with most Inuit employees off site due to COVID19). A trip to the physician's assistant could be an indicator of either positive (e.g. provision of health services that may have been less available in the community), negative (e.g. onset of Project-related negative health condition), or neutral effects (e.g. provision of health services that would have otherwise been accessed in the community). It is possible that the growing number of Inuit worker visits to the Project physician's assistant may be reducing demands placed on community health. Improving access to health care would be a positive impact, but it would be difficult to quantify the extent.

Without data on the prevalence (proportion of people) and incidence (number of new cases) of specific indicators of Inuit health status such as non-communicable and communicable diseases and mental health, and any changes over time compared to the general comparable population, it is impossible to draw quantitative conclusions on Project effects on Inuit worker health.

Figure 34. Visits to Project site physician's assistants by Inuit status





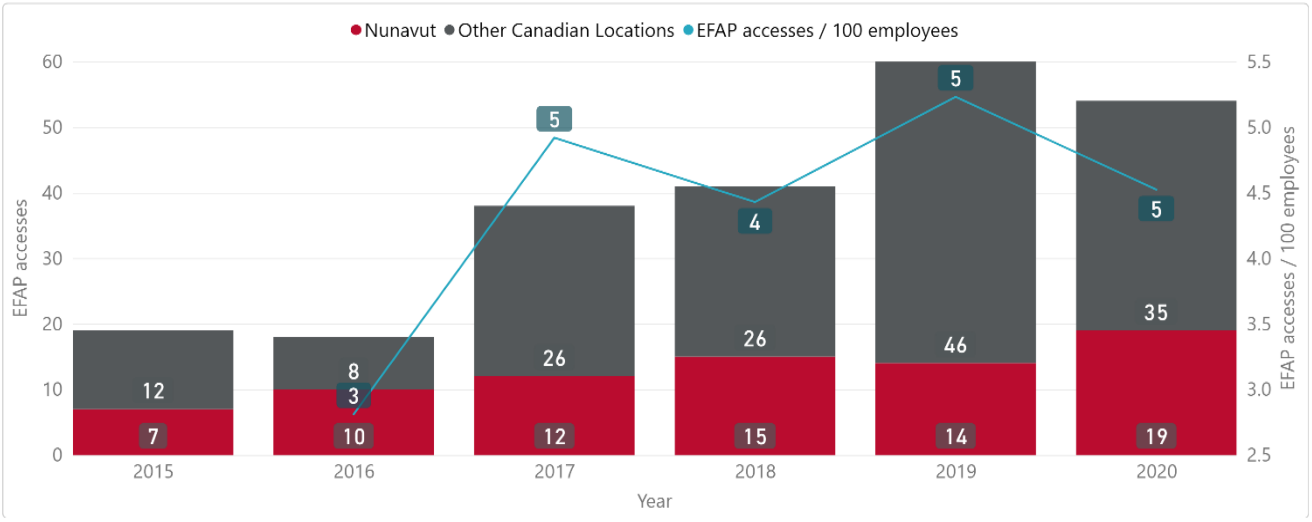
Source: (Baffinland, 2020)

Baffinland's Employee and Family Assistance Plan

Members of the SEMWG previously requested that data on the number of times Baffinland's EFAP is accessed be included in Baffinland's socio-economic monitoring program. Baffinland implemented its Employee and Family Assistance Plan (EFAP) in 2015 to provide its employees with access to a network of certified professionals who deliver personal, mental, and financial wellness programs. The program (administered by Homewood Health Solutions) is free, confidential, and covers a broad range of wellness subjects including but not limited to depression, addiction, family, work-life balance, etc. The program can be accessed both over the phone and online with the phone service being offered in both English and Inuktitut.

Figure 35 shows the total number of times that Baffinland's Employee and Family Assistance Plan was accessed – both from Nunavut and elsewhere – since the start of the program in 2015. EFAP usage has been relatively consistent since 2017 at approximately 5 accesses per 100 employees. Nearly 60% of the 49 counseling cases in 2020 were classified as "psychological" support, with other issues including marital, work, addiction and trauma. On-site Cultural Advisors are also available for all of Baffinland's Inuit employees.

Figure 35. Number of times Baffinland's Employee and Family Assistance Plan (EFAP) was accessed



Source: (Baffinland, 2020)

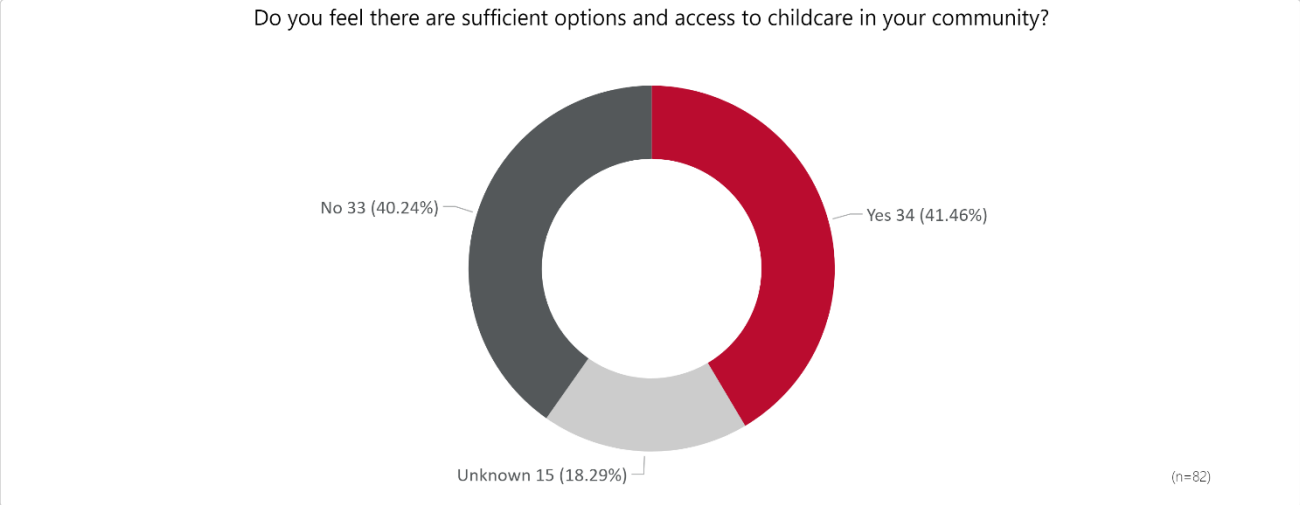
At the 2019 Annual Project Review Forum, it was recommended that Baffinland undertake a review of its corrective action policy (particularly regarding intoxication), and work to enhance awareness of the EFAP and the Community Counsellor Program (alcohol and addictions). Baffinland is investigating support for related substance abuse/alcohol and addictions through a medical practitioner as well as the establishment of alcohol and narcotic anonymous programs at Project sites. This topic will continue to be monitored for emerging trends.

Per Article 11.7 of the IIBA, a Community Counsellor Program has been established by Baffinland in the North Baffin LSA communities. In 2019, Baffinland provided funding for the Ilisaqsivik Society to hire community councillors in Igloolik, Clyde River and Sanirajak, with efforts ongoing to hire individuals in Arctic Bay and Pond Inlet. Since the start of the program in June 2019, well over 100 interventions have happened, providing counselling support to individuals and their families. This partnership has allowed Ilisaqsivik to increase the availability of culturally and linguistically relevant counselling services in Nunavut and also to increase the number of trained Inuit counsellors who are able to provide counselling services in Inuktitut. With the restrictions from COVID19, the Ilisaqsivik Society adjusted their programming to include virtual services as well as in-community services.

Child Care

An increase in childcare can have a positive impact on women's participation in the labour force (Rogers, 2016). Currently, 44% of Survey respondents feel there is not sufficient access to childcare in their communities. 66% of Survey respondents had children under 14 in the household.

Figure 36: Perceptions on access to childcare



Source: (Baffinland (survey), 2020)

Inuit Employee Housing Status

A majority of Inuit workers live in public housing, with only a fraction owning their own home. As shown in Table 15, recent Inuit Employee Surveys suggest an increase in the number of Inuit employee who are considering purchasing a home (from 31% in 2018 to 44% in 2020). The level of interest home ownership in both survey years is significant, but the difference between years is close to the margin of error for this sample size.

Table 12: Inuit Employee Survey responses on housing[8]

Percentage of respondents that…	2018	2020
Live in public housing	61%	55%
Own their own home	4%	6%
Are considering purchasing a home	31%	44%

Source: (Baffinland (survey), 2020)

Home ownership can have positive financial and social effects, but there are significant barriers that are well-illustrated by the written Survey responses from the 36 Inuit workers who wanted to buy a home. 67% said they did not know how to go about buying a home. Many respondents had financial concerns: nearly 70% said they did not have enough saved for a down payment, nearly 20% said that mortgage payments would be too high while nearly 30% believe that maintenance costs would be prohibitive. Finally, nearly 40% said there were no homes for sale in their community.

[8] Due to a survey administration error, no data was collected on housing status in 2019.

There is potential for Baffinland to play a role in helping Inuit workers better understand the process and costs involved in purchasing a home. Depending on the nature of other barriers to home ownership, other options for support could be considered.

5.2 Income and social assistance

Employment income indicators are useful for tracking household financial performance in the LSA communities.

Figure 37 below shows the proportion of tax filers with employment income in Iqaluit, the North Baffin LSA and Nunavut, while Figure 38 shows the median employment income of residents in Iqaluit, the North Baffin LSA and Nunavut. 2017 was the most recent year data on the proportion of tax filers with employment income were available.

Compared to pre-development period averages, there has been a decrease in the proportion of tax filers with employment income by 4% in the North Baffin LSA, 1% in Iqaluit, and 4% in Nunavut in the post-development period. However, the significant downward trend from the pre-development period was halted: starting in 2014, the proportion has stayed essentially the same. This may be an indication of a potential positive effect from the Project. The downward trend in the pre-development period was likely due to a growing population with a fixed job market (resulting in a lower percentage of the population with a job). Maintaining a steady rate of people with employment income as the population grows indicates that the job market has grown in line with the population. As with educational results, however, there are likely many factors that influence employment income, even at the North Baffin LSA level. For example, there was an increase in tax filers in North Baffin LSA in 2016, while Inuit employment at the Project actually dropped that year; and, the trends have been similar, if not more positive in Iqaluit and across Nunavut. It is difficult to draw conclusions on any significant effects of the Project.

There continues to be a gradual but steady growth median employment income, to which the Project likely contributes (Figure 38). The EIS predicted that the Project could improve household income in the LSA over time: these indicators will continue to be monitored for emerging trends.

Figure 37. Proportion of tax filers with employment income (2006 – 2017)

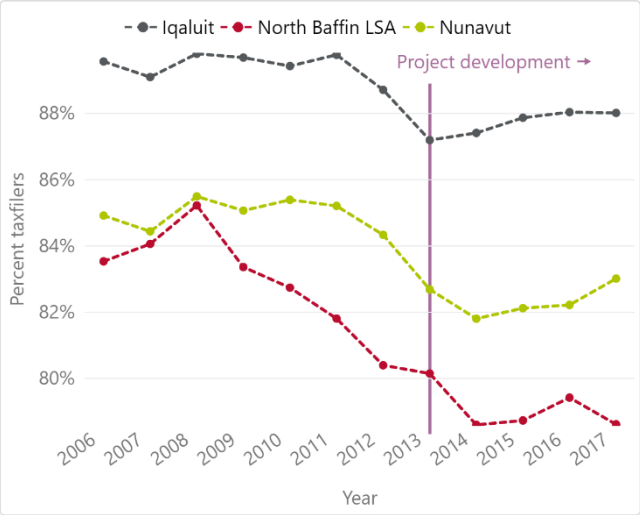
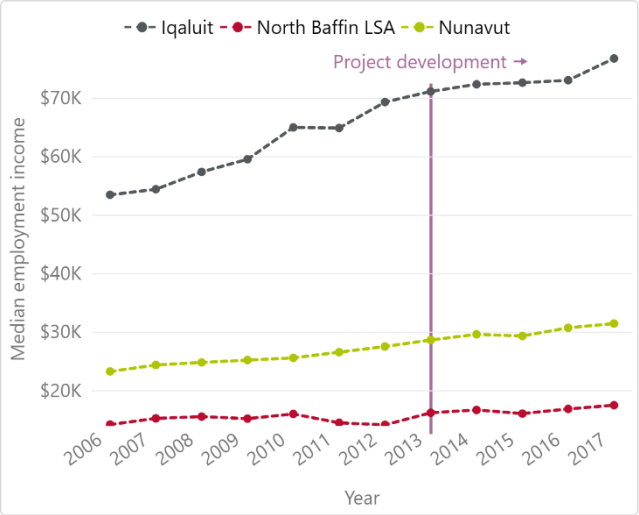


Figure 38. Median employment income (2006 – 2017)

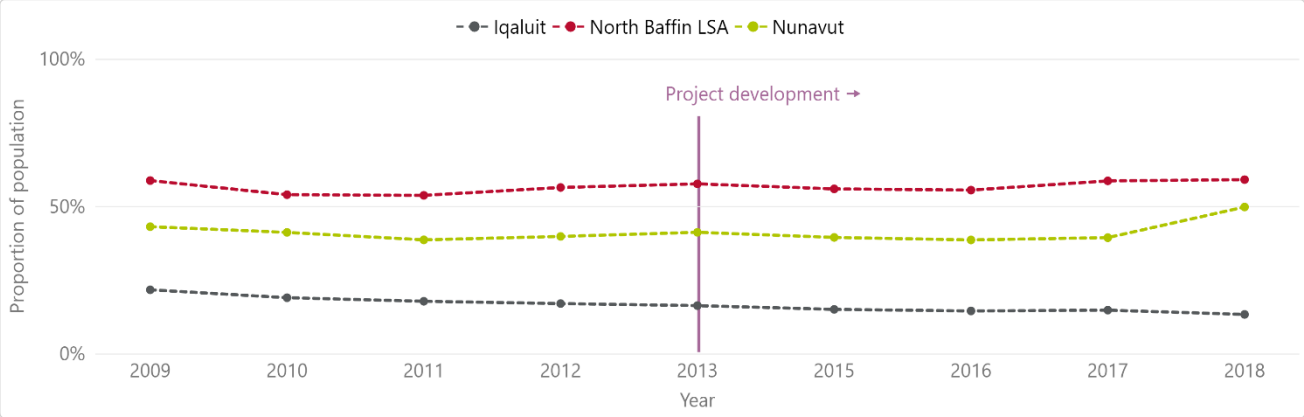


Source: (Nunavut Bureau of Statistics (NBS), 2019)

Figure 39 displays the proportion of the population in Iqaluit, the North Baffin LSA and Nunavut receiving social assistance. Social assistance levels 2018 was the most recent year data on the percentage of social assistance recipients were available (Nunavut Bureau of Statistics (NBS), 2019e) (no data are available for 2014). The percentage of the population receiving social assistance can provide insights into household financial performance. To date social assistance levels in the North Baffin LSA have been higher than in Nunavut overall, and levels in Iqaluit have been lower. This has not

changed with Project development. The data does not indicate a significant difference between pre-development and post-development social assistant levels in the North Baffin LSA (55.7% vs. 57.4%). Aside from the Nunavut social assistance level increasing significantly in 2018 (from 39% to 50%), the pre and post-development trends in social assistance levels in all three areas have remained the same (relatively constant in Nunavut and North Baffin LSA, gradually decline in Iqaluit).

Figure 39. Proportion of population receiving social assistance (2009 – 2018)



Source: (Nunavut Bureau of Statistics (NBS), 2019e)

As with educational and regional income effects, it is difficult to draw conclusions on the Project's impact on social assistance due to the many factors at play. It is noted that the population grew in North Baffin LSA communities by 13% from 2013-2018, while the percentage of the population on social assistance grew by only 1.7%. The relatively small growth in social assistance levels during a period suggests that the labour market has grown as well. The Project has likely had a positive effect of preventing social assistance levels from growing more during this time.

Residual effect	Household Income and Food Security
Summary	The EIS predicted the Project would have a positive effect on increased household income and food security (particularly as they apply to well-being of children) in the LSA.
Existing mitigation	• Meaningful employment and incomes • Work readiness training • Financial literacy training • Assistance provided to hunters accessing the Project Area • Contributions to the INPK Fund which provides up to $1.1 million/year for community wellness-focused projects in the North Baffin LSA • School Lunch Programs • Baffinland Sponsorship and Donation Fund • Other contributions and initiatives related to food security in the LSA (as described in Section 10.2)
Monitoring results	67% of Inuit Employee Survey respondents reported an improved or very improved ability to provide for themselves and their families. $12 million was paid to 107 FTEs in the North Baffin LSA, with an average salary of nearly $83,000 in 2020. Considering the large number and high proportion of semi-skilled and unskilled positions compared to the rest of the Qikiqtani workforce, it is clear that the Project has significantly expanded the labour market, particularly for those skill levels. An improved ability to provide for their families is apparently having a positive impact, as 50% of Survey respondents reported improved or very improved health and wellness in their families (39% reported a neutral impact). Finally, while there have not been highly significant results on the portion of households receiving social assistance, there are positive indications: the rate of families on welfare has not increased nearly as fast as the population growth rate. This supports the finding that the job market has expanded more rapidly than the population.

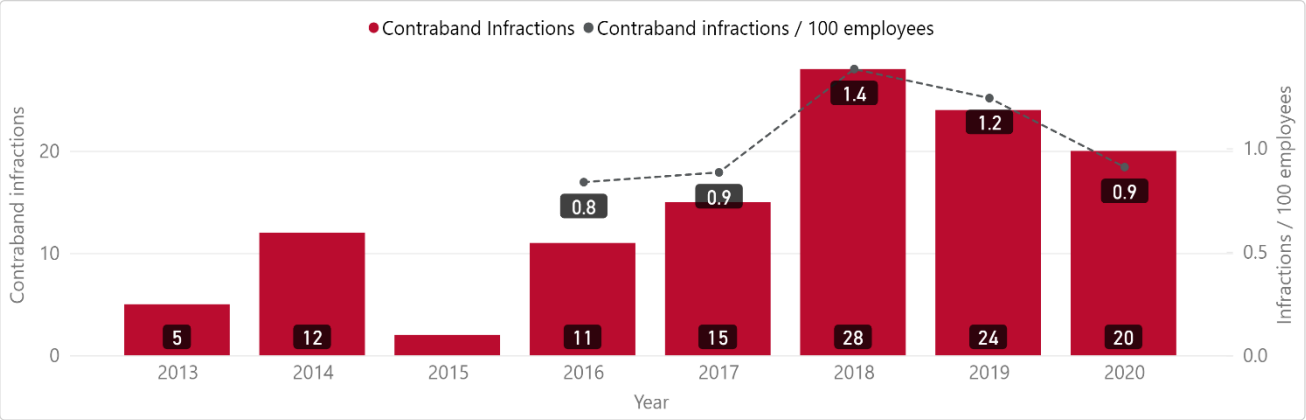
5.3 Infractions and criminal violations

Drug and Alcohol Contraband Infractions

All contraband infractions at the Project are of concern and are taken seriously. The infractions that have occurred to date appear to represent a small number of individuals from the Project workforce. All individuals who do not comply with Baffinland's no drugs/no alcohol policy are immediately removed from site and disciplinary action (up to and including termination) is commenced. This management response supports Baffinland's goal of 'Safety First, Always,' while also preventing further transport of contraband substances through Project sites.

The number of drug and alcohol related contraband infractions at the Project is a useful indicator for the presence of illicit substances. Figure 40 depicts the number of drug and alcohol related contraband infractions at Project sites, including confiscated drugs, alcohol, or related paraphernalia. In 2020, 20 drug and alcohol-related contraband infractions occurred at Project sites among Baffinland and contractor employees – a decrease of 4 infractions from 2019. This topic will continue to be monitored for emerging trends.

Figure 40. Drug and alcohol related contraband infractions at Project sites



Source: (Baffinland, 2020)

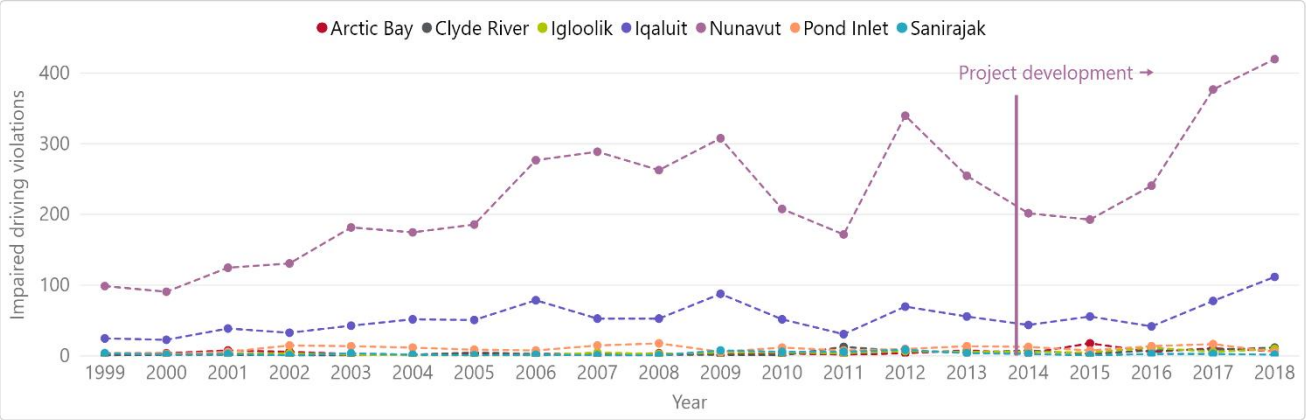
Residual effect	Transport of Substances Through Project Site
Summary	The EIS predicted the Project could increase availability of substances such as alcohol and illegal drugs in the North Baffin LSA due to their possible transportation through Project sites, resulting in a negative effect.
Existing mitigation	• Zero tolerance policy for alcohol/ drugs on site • Baggage searches for all Baffinland and contractor employees arriving at site • Increased screening and security procedures implemented in 2019
Monitoring results	Relevant mitigation measures continue to be in place, but some contraband infractions continue to occur, though at a decreasing rate since 2018.

Impaired Driving Violations

The number of impaired driving violations in the LSA may provide insight into whether rates of alcohol abuse are changing. Impaired driving violations within Nunavut and the communities from the year with the most recent data, 2018, are shown in Figure 41 (total numbers) and Table 18 (number per 1,000 people). Impaired driving violations per 1,000 people have steadily increased, from an average of three from 2001-2007 to five during post-development. Nunavut also increased from 2001-2007 to the pre-development period, while staying flat in post-development. Iqaluit has seen a significant decrease in the post-development period, although the chart shows that both Iqaluit and Nunavut are seeing strong upward trends through 2018.

The Project may have negative effects on alcohol related violations such as impaired driving, as increased disposable income along with other possible factors such as personal, family and workplace stress and the rotation schedule may lead to more drinking and driving. However, the trend in the North Baffin LSA is not significantly different than in Nunavut when comparing the different periods, and the North Baffin LSA is not showing the same upward trend from 2015-2018 seen in Iqaluit and Nunavut. As with many of the broader socio-economic indicators, it is difficult to discern the effects of the Project from other regional and territorial factors and trends. In general, the rate of impaired driving violations in the North Baffin LSA remains much lower than the Nunavut average and three times lower than Iqaluit's rate.

Figure 41. Impaired driving violations within Nunavut and communities



Source: (Nunavut Bureau of Statistics (NBS), 2018d)

Table 13: Average annual impaired driving violations per 1,000 people

	North Baffin LSA	Iqaluit	Nunavut
2001-2007	3	23	7
Pre-development (2008-2012)	4	24	8
Post-development (2013-2018)	5	17	8

Source: (Nunavut Bureau of Statistics (NBS), 2018d)

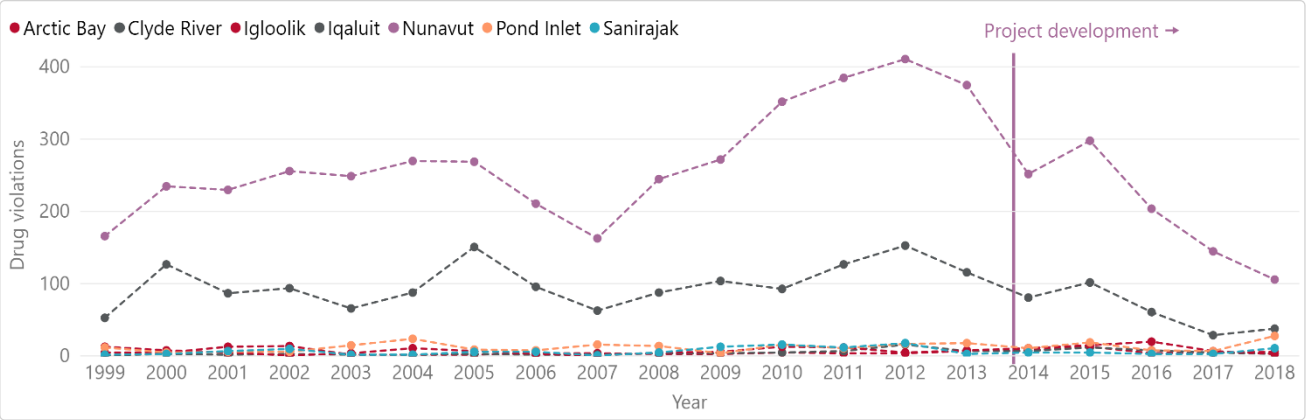
Drug Violations

Figure 42 (total drug violations) and Table 19 (average annual drug violations per 1,000 people) shows the number of drug violations processed by local law enforcement within Nunavut and the communities. The number of drug violations in the LSA may provide insight into whether rates of drug abuse are changing, recognizing that violation rates also reflect the level of enforcement. 2018 was the most recent year data on the number of drug violations were available (Nunavut Bureau of Statistics (NBS), 2018d).

All three areas (North Baffin LSA, Iqaluit, Nunavut) have followed the same pattern when looking at the three time periods – increase from 2001-2007 to the pre-development, and then a decrease during the post-development period. Both Iqaluit and Nunavut have seen rapid decreases in drug violations during the post-development period, while North Baffin LSA has only seen a slight decrease.

The data do not currently suggest negative Project effects, as the average number of drug violations has declined in the LSA since Project development and the trends are generally similar across all areas.

Figure 42. Drug violations processed by local law enforcement within Nunavut and communities



Source: (Nunavut Bureau of Statistics (NBS), 2018d)

Table 14: Average annual drug violations per 1,000 people

	North Baffin LSA	Iqaluit	Nunavut
2001-2007	5	15	8
Pre-development (2008-2012)	7	16	10
Post-development (2013-2018)	6	9	6

Source: (Nunavut Bureau of Statistics (NBS), 2018d)

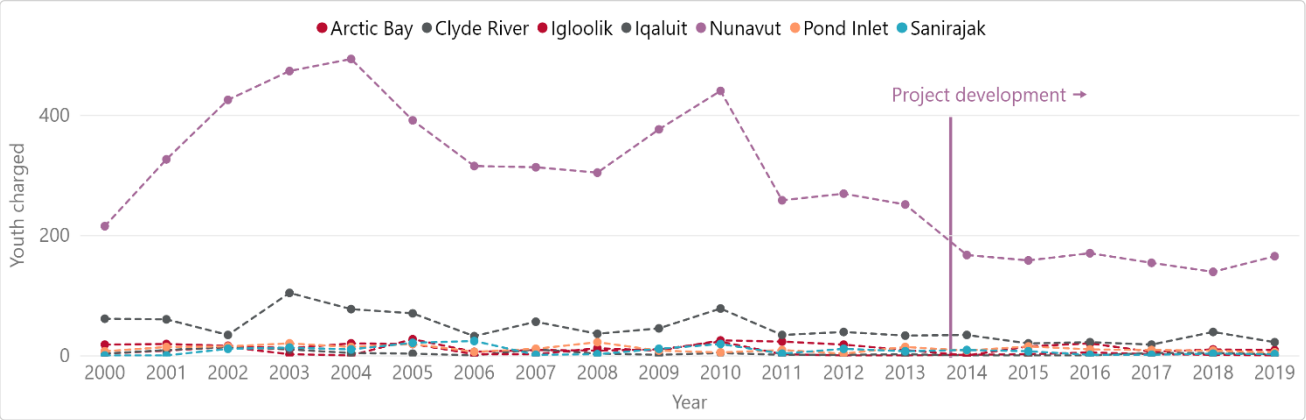
Residual effect	Affordability of Substances Attitudes Toward Substances and Addictions
Summary	The EIS predicted increased income from employment at the Project could increase the ability of LSA residents to afford substances such as alcohol and illegal drugs. However, the EIS also predicted the Project could improve attitudes toward substances and addictions in the LSA (i.e. by providing positive incentives for individuals to reduce substance abuse). The overall effect of the Project on substance abuse was expected to be determined by the balance between these two effects. The EIS predicted a negative outcome may be noticeable during a transitional period of adaptation. Over the medium-term and extending beyond Project termination, an overall positive effect was anticipated.
Existing mitigation	• Zero tolerance policy for alcohol/ drugs on site Baggage searches for all Baffinland and contractor employees arriving at site • Counselling and support resources (e.g. EFAP for permanent employees and their dependents, on-site Cultural Advisors, Community Counsellor Program in the North Baffin LSA) • Contributions to the INPK Fund which provides up to $1.1 million/year for community wellness-focused projects in the North Baffin LSA • Increased screening and security procedures implemented in 2019
Monitoring results	While the average number of impaired driving violations has slowly increased in the North Baffin LSA (even after controlling for population growth) through the pre-development and post-development period, it is still far lower than Iqaluit's and lower than Nunavut's. While it's possible the Project may be a contributing factor, current trends could also be a continuation of pre-development trends or the result of other factors. Drug violations, on the other hand, have shown a downward turn during the post-development period in the North Baffin LSA after an increase in the pre-development period. These trends mirror Iqaluit and Nunavut-wide trends, which are seeing promising, steep declines in the past few years. Due to the rise during the pre-development period and the alignment with territory-wide trends, it is difficult to say if the Project is having a significant impact on drug use, though a negative effect is currently not apparent.

Youth Arrests

Figure 43 and Table 15 show the number of youths charged by local law enforcement within Nunavut and the communities. The number and rate of youths being charged may be an indirect indicator of youth well-being and parenting in the LSA communities, recognizing that it is also a reflection of the level of enforcement. There has been a dramatic drop in youth arrests over the past two decades, in all three geographic areas.

While the data could be indicative of a positive Project influence, decreasing trends in the LSA were also evident in the pre-development period and comparable trends are observed across Nunavut. This suggests longer-term and/or broad-scale factors may be driving these trends, rather than the Project. Youth charges can be influenced by several factors.

Figure 43. Youth charged by local law enforcement within Nunavut and communities



Source: (Statistics Canada, 2019)

Table 15: Average annual youth arrests per 1,000 people

	North Baffin LSA	Iqaluit	Nunavut
2001-2007	11	10	13
Pre-development (2008-2012)	8	7	10
Post-development (2013-2019)	4	3	5

Source: (Statistics Canada, 2019)

Residual effect	Changes in Parenting
Summary	The EIS predicted the Project would have a positive effect on parenting (particularly as it applies to well-being of children) in the LSA communities (e.g. due to increased parental confidence and financial independence gained through employment, and improved mental well-being from having a job and income). The EIS also predicted the Project could have some negative effects on parenting.
Existing mitigation	• A predictable rotational schedule • Meaningful employment and incomes • Work readiness training • Counselling and support resources (e.g. EFAP for permanent employees and their dependents, on-site Cultural Advisors, Community Counsellor Program in the North Baffin) • Contributions to the INPK Fund which provides up to $1.1 million/year for community wellness-focused projects in the North Baffin LSA • Baffinland Sponsorship and Donation Fund
Monitoring results	There are several indicators that can be used as proxies for improved parenting, including school attendance and graduation rates, and youth charges (or arrests). As discussed in Section 2.2, there does not appear to have been significant Project influence on either attendance or graduation, although graduation rates in Qikiqtani have risen significantly in the post-development period. Youth charges have declined in the post-development period. However, similar to graduation rates, these trends are consistent with a Nunavut-wide trend, so it is difficult to determine a distinct Project-related impact.

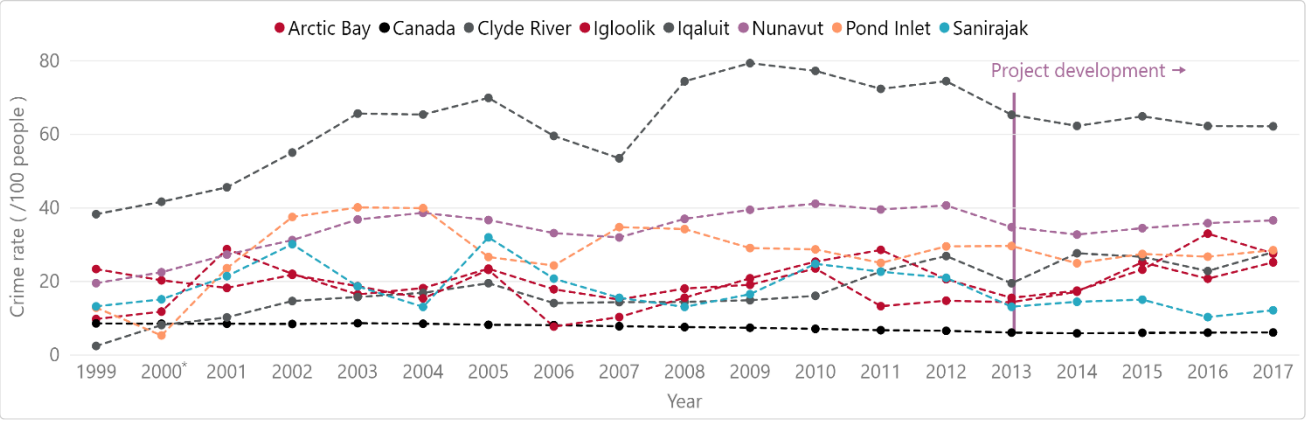
Crime Rate

The crime rate within Nunavut and the communities is represented in Figure 44 and Table 16 (violations per 1,000 people)[9]. 2017 was the most recent year crime rate data were available (Nunavut Bureau of Statistics (NBS), 2018c). North Baffin LSA crime rates are much lower than the Iqaluit's rate, which is nearly three times higher, and generally lower than the Nunavut average. This has been the case pre- and post-development.

Crime rates in the North Baffin LSA rose steadily through the pre-development and post-development period, for a total of a 6% increase per person through those two periods. Iqaluit's crime rate rose by 7% from the baseline to the post-development period, while Nunavut's rose by 3%. However, both Iqaluit and Nunavut saw a significant decrease from the pre-development to the post-development period, while the North Baffin LSA's continued to rise slightly (<2%) but perhaps not significantly.

While it is possible the Project may be a contributing factor to the lack of a decline in the crime rate in the North Baffin LSA post-development (in comparison to decreases elsewhere), a significant negative effect is difficult to discern from other factors. It is noted that community crime rates in several North Baffin LSA communities show annual fluctuations and changing trends within the pre and post-development periods.

Figure 44. Crime rate within Nunavut and communities



Source: (Nunavut Bureau of Statistics (NBS), 2018c) | *Data for crime was not available in June 2000 for Clyde River, or in June or December 2000 for Pond Inlet. Data from 1999 was copied over for these months and, as such, 2000 should not be compared to other years.

Table 16: Average annual crime rate (violations per 1,000 people)

	North Baffin LSA	Iqaluit	Nunavut
2001-2007	217	593	336
Pre-development (2008-2012)	225	754	395
Post-development (2013-2017)	229	633	348

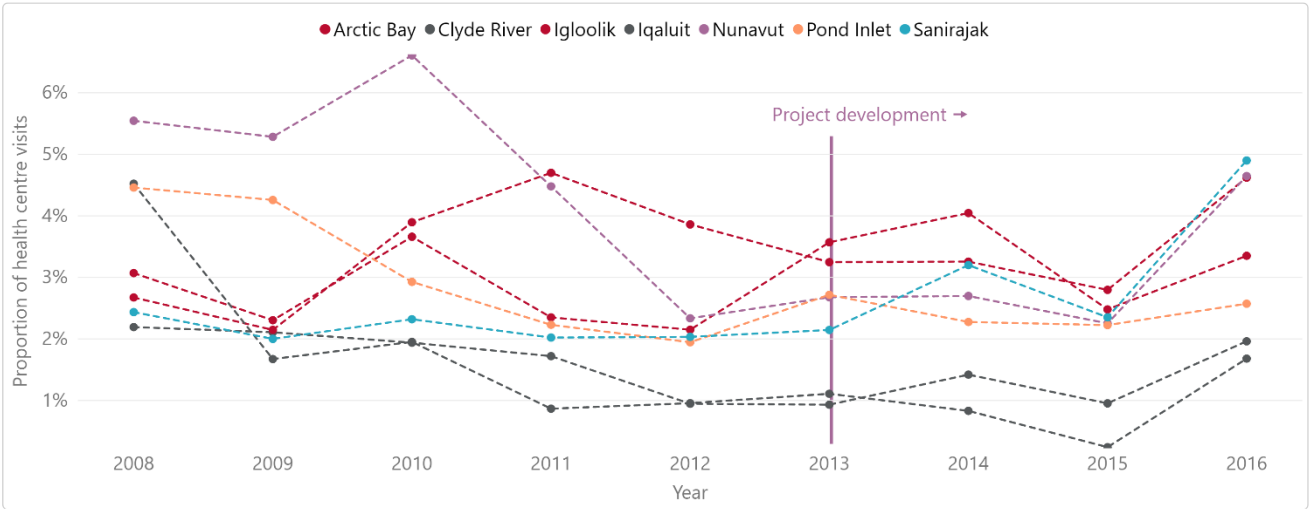
Source: (Nunavut Bureau of Statistics (NBS), 2018c)

[9] Project Certificate Term and Condition No. 154 states other indicators should be monitored "as deemed appropriate". Members of the SEMWG previously requested that community crime rate data be included in Baffinland's socio-economic monitoring program.

5.4 Public health

Figure 45 displays the proportion of health centre visits related to the diagnosis or treatment of infectious diseases in the communities within the North Baffin LSA and Iqaluit. Within the diagnostic grouping termed “infectious diseases” the most common visitation categories are viral infection, tuberculosis of the lung, genital yeast infections, viral warts, and candida stomatitis.

Figure 45. Proportion of public health centre visits related to infectious disease



Source: (Nunavut Bureau of Statistics (NBS), 2018b)

Community Health Centre Visits Related to Infectious Disease

Community health centre visit data can help identify health issues occurring in a community. Information on how the Project may affect rates of sexually transmitted infections and other communicable diseases in the LSA has been specifically requested in the Project Certificate. As such, indicator data on the percentage of health centre visits by the diagnostic group ‘infectious diseases’ is tracked through Baffinland’s monitoring program. 2016 was the most recent year data on the percentage of health centre visits related to infectious diseases were available. Compared to pre-development period averages, there has been a slight increasing trend in health centre visits related to infectious diseases in the North Baffin LSA (from 2.6% to 2.7%) and decreasing trends in Iqaluit (from 2.0% to 1.0%) and Nunavut (from 4.8% to 3.1%) in the post-development period.

The Project continues to provide all workers with regular access to a physician’s assistant, with whom they can confidentially address health-related issues (including those unrelated to the workplace).

Residual effect	Absence from the Community During Work Rotations
Summary	The EIS predicted the absence of workers from communities during their work rotations may lead to some negative effects on community processes (e.g. local coaching, politics, and social organizations) in the LSA. However, it was also predicted that organizations and activities would be able to adapt and carry on their functions in light of these effects.
Existing mitigation	• A two week in/two week out rotation that allows employees to spend considerable time in their home communities • Contributions to the INPK Fund which provides up to $1.1 million/year for community wellness-focused projects in the North Baffin LSA • Pre-employment training that reviews strategies for successful rotational work with prospective employees, so they can come better prepared to deal with challenges that may arise • Consideration of alternative rotation schedules that are better aligned with familial and community activities
Monitoring results	The potential for some negative effects on community processes to arise as a result of workers being absent during their work rotations is acknowledged. However, the Project's overall effect remains unclear. This is because appropriate community-level indicator data are currently unavailable for this topic. Relevant mitigation is in place and there is no direct evidence to suggest mitigation measures need to be modified at this time. This topic will continue to be monitored for emerging trends through the QSEMC process and community engagement conducted for the Project.

6 · Community Infrastructure & Public Services

The use of community and Project site infrastructure and impacts on community development

FEIS Prediction

"The Project may lead to some residual adverse effects on the ability of hamlets to recruit and retain workers as the level of competition for these workers increases through Project hiring. However, these effects are not considered to be significant, based on their short-term duration as Project-initiated training leads to improved levels of skill and experience in the labour force. As training and experience increases, this labour force capacity development effect will lead to significant positive outcomes on hamlet abilities to recruit workers."

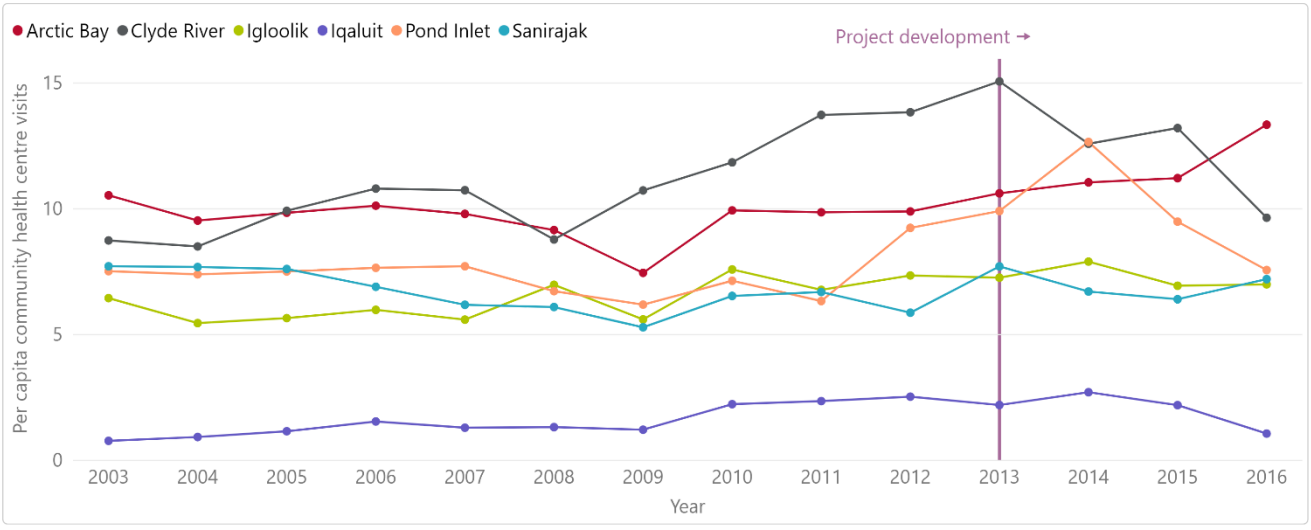
Key Findings

- It is doubtful that the Project has had a significant effect on the number of clinic visits in the North Baffin LSA communities. While clinic visits increased in the pre-development and post-development periods, they also increased in Iqaluit.
- Baffinland's utilization of community infrastructure, particularly airports, dropped significantly in 2020.

6.1 Use of community health centres

Health centre visit per capita is used an indicator of the project's potential effects on community public services. Figure 46 below displays per capita health centre visits by community within the LSA. The most recent data is for 2016 (Nunavut Bureau of Statistics (NBS)).

Figure 46. Per capita health centre visits by community (2003 – 2016)



Source: (Nunavut Bureau of Statistics (NBS), 2018b)

Table 17 displays average per capita health centre visits for the pre- and post-development periods for both the North Baffin LSA and Iqaluit.

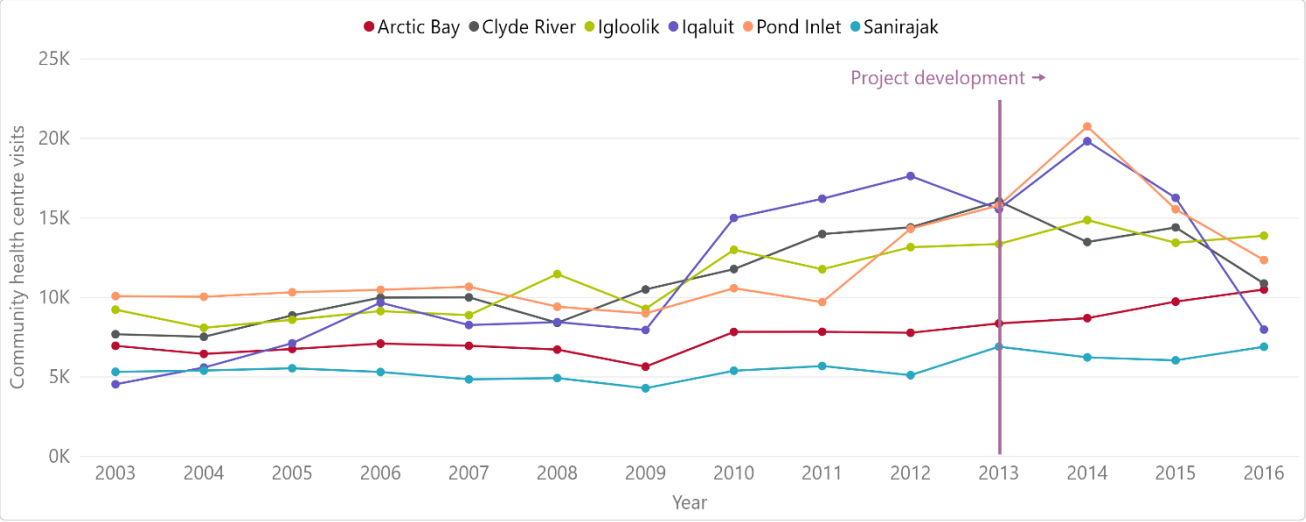
Table 17: Health centre visits per capita in the North Baffin LSA and Iqaluit averaged over selected time periods

Period	North Baffin LSA		Iqaluit	
	Average	Change from previous period	Average	Change from previous period
2003 - 2007	8.0	-	1.1	-
2008 – 2012 (pre-development period)	8.2	+0.2	1.9	+0.8
2013 – 2016 (post-development period)	9.7	+1.4	2.0	+0.1

Source: (Nunavut Bureau of Statistics (NBS), 2018b)

Figure 47 displays the number of health centre visits in Iqaluit and the North Baffin LSA communities.

Figure 47. Visits to community health centres by community (2003 – 2016)



Source: (Nunavut Bureau of Statistics (NBS), 2018b)

Table 18 displays average values for health centre visits in the North Baffin LSA and Iqaluit for both pre- and post-development periods.

Table 18. Average health centre visits in the North Baffin LSA and Iqaluit (select time periods)

Period	North Baffin LSA		Iqaluit	
	Average	Change from previous period	Average	Change from previous period
2003 - 2007	39,915	-	7,009	-
2008 – 2012 (pre-development period)	46,264	+6,348	13,020	+6,011
2013 – 2016 (post-development period)	59,402	+13,138	14,786	+1,856

Source: (Nunavut Bureau of Statistics (NBS), 2018b)

When comparing the average visits across communities for the pre-development (2008 – 2012) and post-development (2013 – 2016) periods, we see an increase in both per capita and total visits to community health centres. The average number of health centre visits per capita increased by 17.1% in the North Baffin LSA (from 8.2 to 9.7) and by 5% in Iqaluit (from 1.9 to 2.0) between the pre-development and the post-development period.

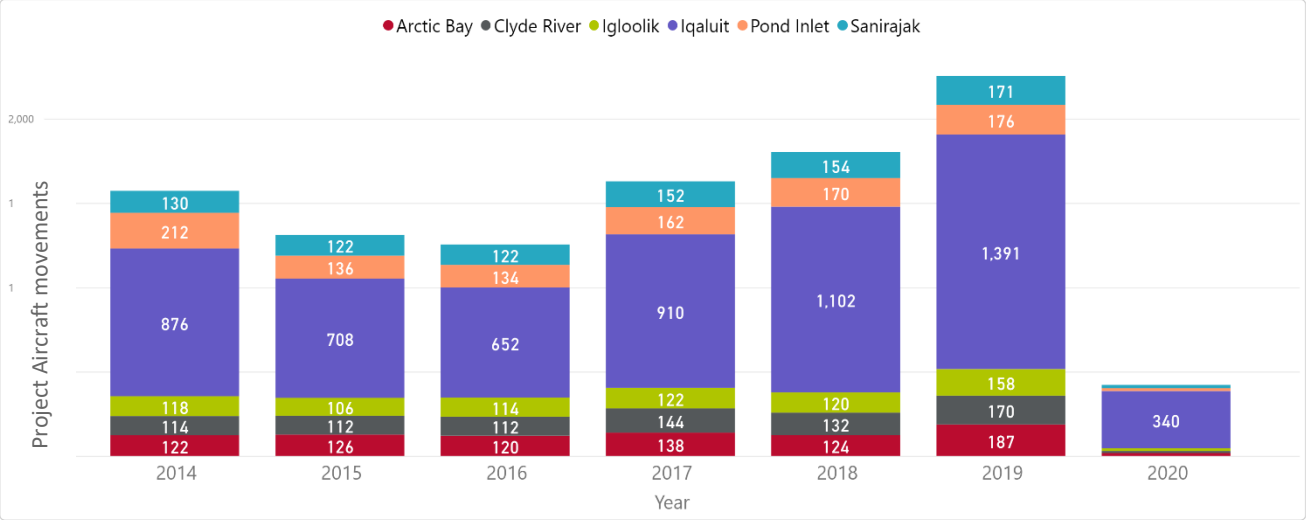
Per capita health centre visits in North Baffin LSA communities have always been much higher than the rate in Iqaluit. Between 2010 and 2016, within both the pre-development and the post-development period, there were significant changes in per capita health centre visits in the communities of Pond Inlet, Clyde River, and Arctic Bay. Despite these, per capita visits in 2016 in all North Baffin LSA communities, except Arctic Bay, were similar to historical levels (2009 and

earlier). Based on this observation, and given the lack of data for more recent years (when Inuit employment grew significantly), the project is not considered to have had a significant effect on the use of public health services and infrastructure in the LSA.

6.2 Baffinland use of LSA community infrastructure

Figure 48 shows the total number of Project aircraft movements, including both fixed-wing aircraft (e.g. passenger, cargo, and 'combi' type) and rotary-wing aircraft (e.g. helicopters used for site activities), at LSA community airports each year since 2014. Aircraft movements are used an indicator of the project's potential effects on community infrastructure.

Figure 48. Project aircraft movements at Iqaluit and North Baffin LSA community airports



Source: (Baffinland, 2020)

Table 19 outlines 2020 health-related evacuations, including the number, type, and location of the evacuation.

Table 19: Health related evacuations and charters from Baffinland project sites (2020)

Site	Evacuation type	Number
Milne Port	Air evacuation to the Iqaluit Regional Hospital	4
	Charter to the Iqaluit Regional Hospital	1
	Charter to other health centre	0
Mary River	Air evacuation to the Iqaluit Regional Hospital	3
	Charter to the Iqaluit Regional Hospital	1
	Charter to other health centre	6

Source: (Baffinland, 2020)

To support the movement of workers, freight, and other materials to and from the Project, Baffinland uses community airport infrastructure in the LSA. This is due to the remote location of the Project and lack of viable alternative transportation methods (aside from seasonal marine re-supply).

Baffinland's utilization of community infrastructure, particularly airports, dropped significantly in 2020. In 2020, there were 421 Project aircraft movements at LSA community airports, down from 2,253 in 2019. This includes fixed-wing aircraft (e.g. passenger, cargo, and 'combi' type) and rotary-wing aircraft (e.g. helicopters used for site activities). Travel restrictions resulting from public health orders, were also contributing factors that limited Baffinland's utilization of community infrastructure in 2020, particularly airports.

Project-related aircraft movements add some incremental pressure on LSA community airport facilities. However, LSA community airports regularly accommodate various non-Project passenger, cargo, and other aircraft, and project-related aircraft movements at LSA community airports in 2018 represented a small portion (8.4%) of this total[10].

Table 20 lists some meetings and events held in LSA communities in 2020 related to the Mary River Project.

Table 20. In-person meetings and events held in LSA communities (2020)

Month	Meeting or event
January	• Meeting with Nunavut Member of Parliament • Community Radio Show on Phase 2 and Ongoing Operations (twice in January) • Meeting with RCMP Officers • Phase 2 ongoing operations meeting with CAO and Mayor on • Community Radio Show on 2019 Shipping Season Update • Meeting with Hamlet Council and MHTO on end of 2019 Shipping Season • Meeting with Hamlet Council and MHTO on Phase 2 review process, direct project benefits • EA Workshop with All North Baffin Community Hamlet's and HTO's • Meeting with QIA • NIRB Winter Site Visit
February	• Meeting with QIA • COVID19
March	• Community visit • Meetings on Phase 2 with Clyde River HTO and North Baffin Mayors • Meeting with GN on MOU, QSEMC planning
April	• Meeting with QIA
June	• Meeting with ED&T on COVID19
August	• NIRB-led community information session, Baffinland representatives attended as observers • NIRB Workshop on Marine Monitoring and Marine Mitigation (teleconference and in-person for Pond Inlet)
September	• Meeting with ED&T on Phase 2
October	• Meeting with the Mayor of Pond Inlet on Phase 2 • Meeting with ED&T on COVID19
November	• Meeting with the Mayor of Pond Inlet on Phase 2 • Meeting with MHTO and Hamlet of Pond Inlet on Phase 2 • Meeting with QIA on Phase 2 • Community Radio Show on Phase 2 Update • Community Radio Show on 2020 Shipping Season Summary • Public Q & A at the Sauniq Co-Op
December	• Hamlet of Pond Inlet and MHTO Tote Road Access Meeting

Note: This table captures the in-person meetings or meetings which were a combination of in person and virtual with governments and Inuit organizations held in LSA communities in 2020. Most meetings held in 2020 were completed via teleconference due to the ongoing COVID19 pandemic.

Like in previous years, Baffinland has continued to use some LSA community infrastructure to support ongoing Project development. This included full-time rental of five offices for BCLOs in the North Baffin communities of Arctic Bay, Clyde River, Sanirajak, Igloolik, and Pond Inlet, and one office for Baffinland's Community Strategic Development and Northern Affairs team in Iqaluit. This also included short-term use of meeting rooms and other local services for meetings and

[10] In 2018 (the most recent year for which data is available), there were a total of 26,699 aircraft movements in the LSA. This includes 7,540 aircraft movements at the North Baffin LSA airports (Statistics Canada, 2020) and 19,159 aircraft movements at the Iqaluit airport (Statistics Canada, 2020).

events held in various LSA communities. Additional details on stakeholder and community meetings and events Baffinland has participated in may be found in the Company's Annual Reports to the NIRB as well as in Table 20 above. Baffinland's rental of office spaces in the LSA is generally limited to small facilities (i.e. to support individual BCLOs and Northern Affairs staff), and the use of local meeting rooms and accommodations is often intermittent and short-term in nature. The use of these spaces is a positive contribution of the Project to local economies (e.g. through payments of rental fees, catering, and purchase of related goods and services).

Residual effect	Competition for Skilled Workers
Summary	The EIS predicted the Project could negatively affect the ability of Hamlets to maintain their staff in the short-term, due to increased competition for skilled workers created because of the Project.
Existing mitigation	• Provision of ongoing skills training to local residents, combined with work experience generated by the Project. These measures are expected to increase the pool of skilled workers in the local labour force in the medium- to long-term and negate any short- term, negative Project effects.
Monitoring results	Inuit Employee Survey results continue to indicate the Project may be having some negative effect by increasing the competition for workers in local communities. Results from the 2020 Inuit Employee Survey show that 23% of Inuit workers left a previous job to join Baffinland. Out of the 16 responses that listed the previous employer, four were Hamlets. This effect will continue to be monitored to determine if the project has a sustained negative effect on Hamlet staff retention. Direct engagement with Hamlet government could support monitoring of this effect.

Residual effect	Labour Force Capacity
Summary	The EIS predicted the Project could positively affect the ability of Hamlets to maintain their staff in the medium- to long-term, due to increased labour force capacity created because of the Project.
Existing mitigation	• Provision of ongoing skills training to local residents, combined with work experience generated by the Project. Together, these are expected to increase the overall pool of skilled workers in the local labour force from which hamlets (and other local and regional organizations) can draw upon.
Monitoring results	Currently no data is collected on whether and how Hamlets are benefitting from any labour force capacity created by the project. Reasons Inuit employees cited for resigning in 2020 included family reasons, and accepting positions closer to home. Therefore, it is anticipated that community-based employers, such as Hamlet governments, will continue to have opportunities to hire former Project employees.

7 · Cultural Resources

The preservation of archeological sites and other cultural resources within the North Baffin LSA

FEIS Prediction

“The Project will not result in significant adverse effects on archaeological sites. Appropriate procedures including excavation and flagging will be undertaken prior to development to limit the effect of the Project on cultural resources in the area.”

Monitoring related this VSEC has been conducted through the Archaeology Status Update Report. No residual effects were identified in the EIS. The Archology Status Update Report is submitted to the Government of Nunavut annually. This report outlines archeological work completed in the previous year, any work proposed in the coming year, and any changes to the status of identified archeological sites. No work related to archeological sites was conducted in 2020. No status changes to any identified sites in 2020.

8 · Resource and Land Use

Land use and harvesting activities at Project sites, including issues resulting in wildlife compensation claims

FEIS Prediction

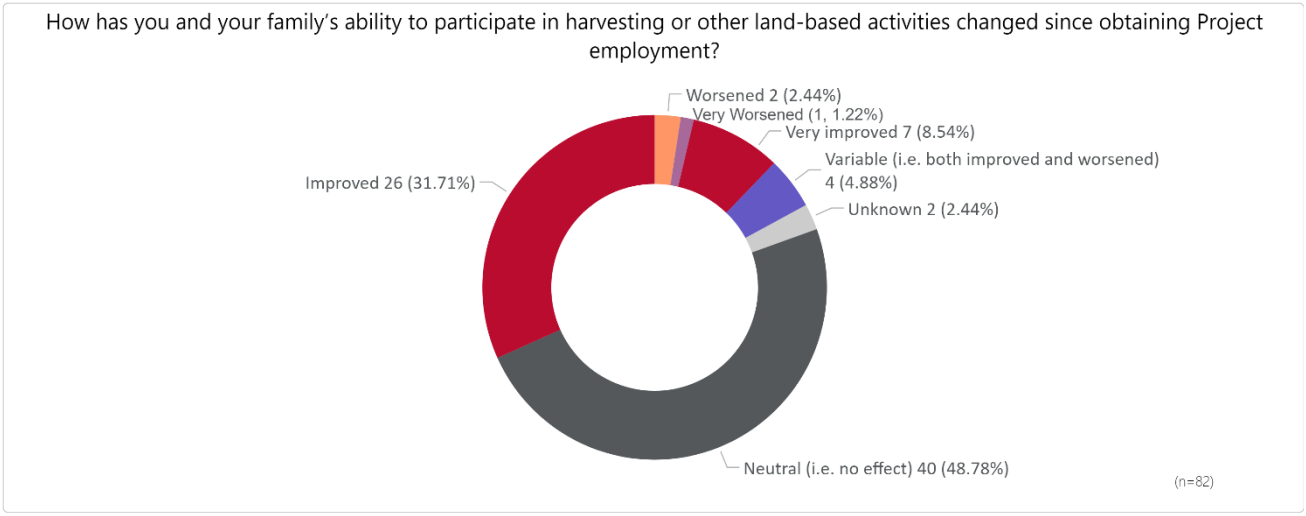
"The Project will not have a significant effect on harvesting within the land use study area as a result of Project development. Although potential exists for wildlife to avoid areas of intensive Project interaction, the amount of country food harvested per level of effort is not anticipated to change meaningfully."

"Baffinland acknowledges that shipping, port activities and rail line operations related to the Project may potentially affect Inuit travel. However, these effects of the Project will not result in significant adverse effects on travel and camps. Individuals' ability to travel and camp throughout the land use study area will not be meaningfully altered—the negative effects are only evident at points of Project interaction including Milne Inlet, Milne Inlet Tote Road, Mine Site, Railway, and Steensby Port."

Key Findings

- In 2020, a total of 332 land use visitor person-days were recorded at Project sites, a 63% reduction from 2019. The decrease is likely due to the impacts of COVID19 restrictions and the closure of Project facilities to Nunavut residents in respect of Public Heath Measures.
- The QIA reported that 10 claims were paid from the Wildlife Compensation Fund in 2020, totaling $25,575.
- Project employment appears to have mostly a positive or neutral effect on Inuit employee's ability to participate in harvesting and other land-based activities: 44% of Inuit Employee Survey respondents reported an *improved* or *very improved* ability to participate, 49% reported a neutral effect (i.e. no effect)

Figure 49: Survey responses to the question "How has you and your family's ability to participate in harvesting or other land-based activities changed since obtaining Project employment?"



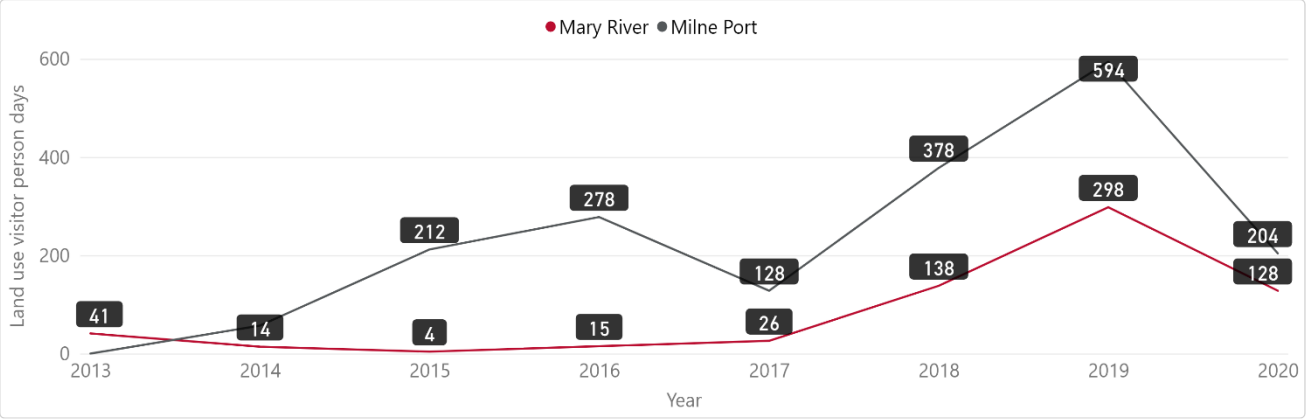
Source: (Baffinland (survey), 2020)

8.1 Recorded land use visitor person-days at project sites

The number of recorded land use visitor 'person-days' at Project sites provides some indication of how often the Project area continues to be accessed for land use activities. Because groups of individuals may travel together and/or use Project sites over multiple days, person-days can capture the extent of site visitations in a year (i.e. one person-day is equal to one person visiting a site during one day, while ten person-days could equal one person visiting a site during ten days or five people visiting a site during two days).

Figure 50 displays the number of recorded land use visitor person-days at Project sites since 2013.

Figure 50. Recorded land use visitor person-days at project sites



Source: (Baffinland, 2020)

Baffinland maintains a Hunter and Visitor Access Log to track land use parties that pass through or use Project areas. In 2020, a total of 332 land use visitor person-days were recorded at Project sites, a 63% reduction from 2019. The decrease is likely due to the impacts of COVID19 and closure of Project facilities to Nunavut residents. Aside from 2020, data from the past four years indicate an increase in the access of Project sites for land use activities. This increase may in part be due to better reporting and record keeping.

Common reasons for the visit identified in the hunter and visitor log include hunting; collecting fuel; having a meal; resting and warming up; and repairing / picking up snow mobiles. Additional detail on group sizes and timing can be found in Table 21 below.

Table 21. Number of groups by size and month

Group size	Jan	Feb	Mar	Apr	Aug	Sep	Dec
1-person group		7				2	2
2-person group	10	23	4		2	6	
3-person group	6	5			3	6	
4-person group	5	11	2	2	2	4	4
5-person group		6					
6-person group		1					
7-person group						1	
8-person group	1						

Source: (Baffinland, 2020)

8.2 Wildlife compensation fund claims

Inuit hunters and harvesters impacted by the Mary River Project can apply for compensation through the Wildlife Compensation Fund (WCF) for loss or damage relating to wildlife suffered by such claimant or claimants as a result, directly or indirectly, of development activity related to the Project. Established under Article 17.6 of the IIBA, the WCF is administered by the QIA.

The number of annual WCF claims provides insight into land use and harvesting issues which may be arising because of the Project. Baffinland is not yet in receipt of the full Wildlife Compensation Fund Claim Report from the Qikiqtani Inuit Association (QIA) for this reporting year, however QIA confirmed via email to Baffinland on February 17, 2021 that over the QIA Fiscal Year 2020-21 a total of 10 claims were paid totaling $25,575 from the Fund.

Residual effect	Caribou Harvesting | Marine Mammal Harvesting | Fish Harvesting
Summary	The EIS predicted the Project could have a negative effect on caribou harvesting. Negligible effects on marine mammal and fish harvesting were also predicted. *While not all these effects were considered residual effects in Project EIS documents, they are included here for completeness.
Monitoring results	Potential effects continue to be tracked through Baffinland's environmental monitoring programs. Terrestrial and marine monitoring are reviewed bi-annually by the Terrestrial Environment Working Group (TEWG) and Marine Environment Working Group (MEWG). Please see Baffinland's Annual Reports to the NIRB for detailed monitoring information and coverage on these topics. Additional discussion relevant to Project harvesting interactions and food security is provided in Section 10.1 of the Socio-Economic Monitoring Report, which acknowledges that some stakeholder concerns have been expressed about Project effects on harvesting. However, several mitigation measures are in place (e.g. Wildlife Compensation Fund, Harvesters Enabling Program) and Baffinland continues to make contributions to components of food security through initiatives commensurate with its role as a regional mineral developer (see Table 26). This includes providing LSA residents with income for the purchase of food, support for participation in harvesting activities, and other related initiatives. Inuit employee harvesting is also permitted at the Project (subject to certain restrictions).

Residual effect	Safe travel Around Eclipse Sound and Pond Inlet | Safe Travel Through Milne Port | Emissions and Noise Disruption at Camps | Sensory Disturbances and Safety Along Milne Inlet Tote Road |Detour Around Mine Site for Safety and Travel | Difficulty and Safety Relating to Railway Crossing | Detour Around Steensby Port | HTO Cabin Closures | Restriction of Camping Locations Around Steensby Port
Summary	The EIS predicted the Project could have some negative effects on Inuit travel and camping. These include effects on safe travel around Eclipse Sound and Pond Inlet, safe travel through Milne Port, emissions and noise disruption at camps, sensory disturbances and safety along the Milne Inlet Tote Road, detouring around the Mine Site for safety and travel, difficulty and safety relating to railway crossing, detour around Steensby Port, HTO cabin closures, and restriction of camping locations around Steensby Port.
Existing mitigation	Shipping-related mitigation developed and/or proposed by Baffinland includes: • Provision of community public safety awareness campaigns (e.g. informing the community of vessel movements, tracking the route and timing of passage, periodic public meetings and information sessions) • Establishing a detour around Steensby Port, and providing food, shelter, and fuel to detouring travellers. In addition, other mitigation measures have been identified for Steensby Port that will be implemented once that component of the Project is constructed. Road and rail-related mitigation developed and/or proposed by Baffinland includes: • Development of a Roads Management Plan (e.g. establishing speed control and signage, ensuring truck operator vigilance, reporting of non-Project individuals) • Public education • The addition of railway crossing locations Mine site-related mitigation developed by Baffinland includes: • Various public safety mechanisms (e.g. establishing signage and access barriers, restrictions on entering industrial sites) • Development of a mine closure plan • A Hunter and Visitor Site Access Procedure, which describes how land users can safely access Project facilities at Milne Port and the Mine Site. It further describes Baffinland's policy prohibiting the public from unescorted travel on the Tote Road. Baffinland will instead transport land users and their equipment on the Tote Road in order to prevent land user-Tote Road traffic interactions. Community compensation and support: • $750,000 to a Wildlife Compensation Fund (administered by the QIA under the terms of the IIBA) to address the potential for wildlife-related impacts from the Project. • Harvesters Enabling Program in Pond Inlet through the amended IIBA, whereby Baffinland will contribute $400,000/year for 10 years for a gas program to allow for more accessible travel for Inuit in the area.
Monitoring results	Monitoring data suggest Inuit land use activities coexist to some degree with the Project, as local land users have continued to access Project sites since construction began, with a substantial increase in visitor person-days over the past four years with the exception of 2020 (332 land use visitor person-days were recorded in 2020). Various mitigation measures have been established by Baffinland to address effects on Inuit travel, camps, and harvesting.

9 · Cultural Well-Being

The influence of the Project on Inuit culture and cultural development through its interactions with Inuit cultural values

FEIS Prediction

"The Project will affect Inuit culture and cultural development through its interactions with Inuit cultural values. To a large degree, these interactions will be positive. The opportunities for productive livelihoods based on self-reliance and sharing of resources, learning and sharing experience through supervisory and role-model functions, and for monitoring the environment are all relevant and supportive of these values. This conclusion that productive employment is aligned with Inuit culture in the contemporary context is something that has also been expressed by Elders during community consultations.

It is acknowledged, however, that culture has many facets. Different perspectives on industrial development and its effects on culture have been heard during community engagement. Some individuals have deep concerns about the effect of on-going economic development and expansion of the wage economy on Inuit culture. What may be a positive cultural effect for some—access to a job that enables one to provide for family and relatives—may be a negative cultural effect for someone else. For these reasons, Project effects on culture are considered to be diverse in their direction — neither positive nor negative. No significant impact is assessed."

Key topics identified during consultations for Phase 2 include the following:

- **Inuit Lifestyles and Traditions** - the transition to working at the Project and the potential impact it may have on Inuit lifestyles and traditions. Participants asked about supports available to workers, country food availability on site, and cultural training for southern workers.
- **Light, Noise, Emissions and Visual Disruption** – potential impacts to marine mammals from noise generated by vessels.
- **Marine Travel, Camps, and Harvesting** – winter shipping and the potential impact it would have on marine wildlife, on hunters accessing hunting locations, and on the ability to cross the ship track.
- **Terrestrial Travel, Camps, and Harvesting** – a range of issues related to terrestrial travel, camping and harvesting including caribou monitoring programs, wildlife compensation, hunting areas, and discussion with the HTO in Pond Inlet regarding HTO cabins and travel routes inland to the Mary River area for hunting.
- **Traditional Knowledge** – the importance of traditional knowledge, the value it can provide, and that it should be considered equally with scientific study. It was also noted that more should be done to support Elders as they are the ones teaching the youth.

Baffinland introduced the Inuit Cultural Engagement (ICE) Workshop in 2019 for all Baffinland and contractor employees working at the Mary River site to create awareness and understanding of Inuit customs, history and traditions. Three pilot programs were successfully delivered in the summer of 2019. Attendees included 10 Inuit and 38 non-Inuit participants and feedback was used to strengthen the workshop. The Inuit Success Assurance team reviewed and updated the Inuit Cultural Engagement Session in November 2019. This team now delivers the ICE workshops.

While the Inuit Success Assurance Team was largely de-mobilized in 2020 due to the pandemic, Baffinland was still able to organize a number of events while observing health & safety protocols during COVID19 including:

- Bannock making
- Inuktitut Language classes
- Traditional Plants classes
- Miniature Kamik making
- Sewing classes

- Country Food Cooking classes
- Anorak making

Currently, Baffinland has country food kitchens at the main camps where country food can be prepared and shared. Inuit employees are also allowed to bring their own country food to store and eat in the country kitchen. Equipment required to prepare traditional meals is also provided. In addition to country food on site, Baffinland has a country food exchange program that allows country food to be shared among the five North Baffin LSA communities.

10 · Economic Development and Self-Reliance

The combined effects of the project on economic development, Inuit autonomy and general wellbeing

FEIS Prediction

"The overall direction of the effects of the Project on the Economic Development and Self-Reliance VSEC are assessed, with a high level of confidence, to be positive. Direct and indirect economic expansion associated with the Project will create new opportunities for employment and business across the RSA, and particularly within the LSA. The Project will enhance labour force capacity and may increase Inuit business capacity. The assessment of Project interactions on land and land use dimensions of this VSEC suggest that these effects will be multi-dimensional. No significant adverse effects on the underlying VECs are assessed. The integrated analysis of the combined effects of the Project does not lead to an assessment of adverse effects on harvesting. Considering the Project's interactions with these multiple dimensions related to Economic Development and Self-Reliance, the residual effects of the Project are assessed to be positive and significant."

Note to readers

This VSEC relates to a number of other VSECs and indicators within this report. As such, an assessment of economic development and self-reliance would need to consider data and information from the following sections:

2. Education and Training
3. Employment and Livelihood
4. Contracting and business opportunities
5. Human health and wellbeing, and
8. Resource and land use.

As noted in the EIS, following an integrated assessment of these other VECs/VSECs, no new residual effects specific to this VSEC were identified. Building on the results for the VSECs listed above, this section reports on additional indicators relevant to economic development and self-reliance including: investments in community and wellness initiatives, and harvesting activities and food security.

Key Findings

- Data from the 2012 and 2017 Aboriginal Peoples Surveys indicate that an increasing proportion of Inuit households are experiencing some level of food insecurity. In the North Baffin LSA, just over half of survey respondents (56%) reported that they cut the size of or skipped meals entirely over the last year because there was not enough money for food (up from 37% in 2012), while just under half of respondents (45%) said that they went hungry because they could not afford food (up from 35% in 2012).
- These results stand in contrast to the positive impacts of Project employment on family wellbeing. In the Inuit Employee Survey, 67% of respondents reported an improved or very improved ability to provide for themselves and their family.
- For the North Baffin LSA, the 2012 and 2017 Aboriginal Peoples Surveys indicated a decline in the number of respondents who report they have hunted, fished, trapped or gathered wild plants over the past year, including 10% decreases in hunting, fishing and trapping activity over this five-year period (from 66.7% to 56.4%) and a 7% decrease in respondents who had gathered wild plants in the previous year (from 38% to just under 31%).

10.1 Investments in community and wellness initiatives

Table 22 lists Some of Baffinland's contributions to selected community and wellness initiatives.

Table 22. Select Baffinland contributions to LSA community programming

Initiative	Description	2020
COVID19 Food Relief Program	Provided a financial contribution to the Hamlet of Pond Inlet for the food program.	$12,000
Harvesters Enabling Program	The Mary River Project IIBA establishes this program, which provided $50.00 gas vouchers to residents of the Hamlet of Pond Inlet, reported on in Q2. In 2020, the program allowed flexibility for residents to use vouchers towards food or gas. So far, the program has benefited 772 registrants.	$400,000
Aviation Contract Donations	A variety of donations to food banks and other food related initiatives in in LSA communities	$114,860
Arctic Co-op Benefits	Benefits paid to LSA co-ops in 2020	$333,898
Total		**$860,758.00**

Source: (Baffinland, 2020)

Baffinland continues to contribute to a variety of LSA-based recreational and wellness programs, in addition to other contributions to education and school-based initiatives outlined in section 2.

10.2 Project harvesting Interactions and food security

Harvesting and consumption of country food are valued and important parts of Inuit culture and diet, but community-level data on these topics are limited. This section includes data from national surveys of First Nations living off reserve, Metis, and Inuit people, called the Aboriginal Peoples Survey.

The Aboriginal Peoples Survey, which monitors the social and economic conditions of Inuit in Canada, includes questions on both food security and harvesting. It should be noted that participation in the APS is voluntary and the questions vary between surveys which are conducted only every 5 years. These surveys recorded responses from members the North Baffin LSA, Iqaluit, as well as Nunavut as a whole.

Food Insecurity

Improving food security remains a pressing issue in Nunavut (Nunavut Food Security Coalition, 2014; Nunavut Food Security Coalition, 2016). Aboriginal People's Survey (2014) notes food insecurity refers to situations when, for example, the food that was purchased does not last and there is not enough money to buy more; a household cannot afford to eat balanced meals; or household members cut the size of their meals or skip meals because there is not enough money for food. Table 23 summarizes results of the 2012 and 2017 Aboriginal People's Survey in terms of the proportion of survey respondents who responded "yes" to each of the listed survey questions.

A large proportion of Nunavummiut experienced food insecurity (went hungry), and this proportion increased across Nunavut from 2012 to 2017. In the North Baffin LSA, a majority of survey respondents reported skipping meals and going hungry for a lack of money to buy food.

These results are in contrast to positive impacts reported by many respondents to the Inuit Employee Survey where 67% of respondents reported an *improved* or *very improved* ability to provide for themselves and their family. This result suggests that Baffinland employees are able to provide for their families while food insecurity remains a reality for the broader community.

Table 23: Results from the food security section within the Aboriginal Peoples Survey from both 2012 and 2017.

Survey Question	Nunavut			Iqaluit			North Baffin LSA		
	2012	Δ	2017	2012	Δ	2017	2012	Δ	2017
In the past 12 months, since last [month of interview], did [you/you and other household members] ever cut the size	33.7%	↑	42.5%	19.4%	↑	26.9%	37.0%	↑	56.4%

of your meals or skip meals because there wasn't enough money for food?			
In the past 12 months, did you [personally] ever eat less than you felt you should because there wasn't enough money to buy food?	34.1% ↑ 41.5%	20.9% ↑ 28.4%	38.3% ↑ 51.3%
In the past 12 months, were you [personally] ever hungry but didn't eat because you couldn't afford enough food?	28.0% ↑ 33.2%	16.4% ↑ 23.9%	34.6% ↑ 44.9%

Sources: (Statistics Canada, 2012) (Statistics Canada, 2017)

Harvesting

Table 24 and Table 25 presents the proportion of survey respondents who answered "yes" to the question on whether or not they participated in harvesting activities, and then the proportion of those who confirmed participating that answered "yes" to each subsequent question about how often they participated. The North Baffin LSA has seen a decline in the number of respondents who report they have hunted, fished, trapped or gathered wild plants over the past year, including 10% decreases in hunting, fishing and trapping activity over this five-year period (from 66.7% to 56.4%) and a 7% decrease in respondents who had gathered wild plants in the previous year (from 38% to just under 31%). The rise in food insecurity in North Baffin households over the five-year period of 2012 - 2017 has occurred in concert with a decline in traditional harvesting activities.

Table 24: Results from the hunting, fishing, and trapping section within the Aboriginal Peoples Survey from both 2012 and 2017.

Survey Question	**Nunavut**			**Iqaluit**			**North Baffin LSA**		
	2012	**Δ**	**2017**	**2012**	**Δ**	**2017**	**2012**	**Δ**	**2017**
In the last year, did you hunt, fish or trap? If so, did you do this…	**65.5%**	**↓**	**64.6%**	**54.0%**	**↑**	**64.2%**	**66.7%**	**↓**	**56.4%**
For pleasure or leisure?	52.8%	↑	64.5%	72.4%	↓	62.8%	46.7%	↑	77.8%
For your own use or your family's use?	76.0%	↑	91.5%	69.0%	↑	86.0%	73.3%	↑	93.3%
To share with others in the community?	44.8%	↑	64.5%	27.6%	↑	44.2%	40.0%	↑	80.0%

Sources: (Statistics Canada, 2012) (Statistics Canada, 2017)

Table 25: Results from the gathering wild plants section within the Aboriginal Peoples Survey from both 2012 and 2017.

Survey Question	**Nunavut**			**Iqaluit**			**North Baffin LSA**		
	2012	**Δ**	**2017**	**2012**	**Δ**	**2017**	**2012**	**Δ**	**2017**
In the last year, did you gather wild plants, for example, berries, rice or sweet grass?	42.6%	↓	36.5%	54.0%	↓	41.8%	38.1%	↓	30.8%
Did you do this... ? - For pleasure or leisure	59.1%	↑	71.2%	62.1%	↑	64.3%	60.7%	↑	87.5%
Did you do this... ? - For your own use or your family's use	72.0%	↑	89.5%	69.0%	↑	82.1%	60.7%	↑	91.7%
Did you do this... ? - To share with others in the community	28.4%	↑	49.0%	13.8%*	↑	32.1%*	28.6%*	↑	70.8%

Sources: (Statistics Canada, 2012) (Statistics Canada, 2017) | ***Note**: data based on small sample, interpret with caution.

As described in Section 8.1, the number of land use visitor person-days recorded at both Mary River and Milne report has increased substantially in both 2018 and 2019, although there was a large decrease in 2020. Without additional monitoring, it is not known how the number of land use visitor person-days corresponds to the general amount of hunting, fishing and trapping activity in the North Baffin LSA in general.

The other source of information relevant to this VSEC is input and observations provided through community engagement conducted for the Project. As mentioned in previous SEMRs, some Project stakeholders have suggested adverse effects on harvesting and wildlife have been experienced because of the Project. These included comments on the impacts of shipping and noise on wildlife, water pollution from shipping practices, dust contamination and marine life, and the effects of mining and shipping on harvesting in the Project area. For example:

We worry about the hunters, and the lack of animals is noticeable. Wildlife is affected by the ships in the summer where there is a lot of sound pollution; we have less seals, less narwhals. We feel that and it's hard to pinpoint what is directly affected. We need to better monitor to understand what's happening. Those were the two main things I wanted to bring: employment and ship traffic affecting hunters [Joshua Katsak, Representative for Pond Inlet at the 2019 QSEMC Meeting]

Concerns have also been expressed elsewhere about declining rates of country food consumption and the lack of food security in Nunavut, generally. Additional comments (not necessarily all related to the Project) on country food and/or food security were recorded in 2019, for example:

In Sanirajak, our hunting style has changed. They used to be able to hunt walrus in all 3 seasons. In the winter they had to go to the moving ice and use dog teams, the dogs know how thick the ice is. It's hard to express this, but a lot of things are tied to climate change and our wildlife. Maybe you should talk to climate change experts on the effects in North Baffin. In Sanirajak you have to wait for the tide to be coming from a certain direction and wait until the ice comes back, these are the changes we are seeing due to equipment changes, hunting patterns, and sea ice changes. I encourage Baffinland to talk with some climate change people to find out what you can learn from them and on the impacts to wildlife. It's possible in 20 years from now that Sanirajak might blame Baffinland for a lack of walruses. [Jayko Simonie, Representative for Sanirajak at the 2019 QSEMC Meeting]

The Nunavut Food Security Coalition (2014) has outlined four components of food security (i.e. availability, accessibility, quality, and use) and factors affecting each component (Table 26). Baffinland has acknowledged it can play a role in each of these food security components. However, the Nunavut Food Security Coalition (2014) also highlights food security components "are influenced by many complex factors" and notes "this critical and complex issue is larger than the mandate of any one organization. A collaborative approach is essential."

Baffinland continues to make contributions to the components of food security (Table 26), below. Baffinland has also developed mitigation and monitoring programs that aim to avoid or minimize adverse effects on terrestrial, freshwater, and marine resources important to LSA residents. Baffinland's Annual Report to the NIRB provides monitoring results and information specific to these topics. Harvesting and food security are complex issues that can be influenced by several factors and this topic will continue to be monitored for emerging trends. Additionally, Baffinland continues to work on the development of thresholds and actions for the Project's socio-economic monitoring program.

Table 26: Food security components and Baffinland's role

Components of Food Security	Factors Affecting Each Component (1)	Baffinland's Role
Availability	• Family size • Human population size • Grocery supplies • Wildlife stocks • Distribution of wildlife • Environmental conditions	• Providing employees with ample and healthy food choices while on site • Avoidance/minimization of adverse effects on the biophysical/socio-economic environment and on terrestrial/freshwater/marine resources utilized by LSA residents (verified through annual monitoring)
Accessibility	• Cost of food • Income levels • Gambling and substance abuse • Transportation effectiveness • Strength of sharing networks • Access to hunting grounds • Climate change	• Providing LSA residents with meaningful incomes through employment that enables the purchase of food and support the participation in harvesting activities • Direct and indirect contributions to community well-being initiatives (e.g. INPK Fund, school lunch program, seasonal country food exchange program, community food bank donations, community feasts, and indirect contributions to the QIA Legacy Fund and QIA Benefits Fund) • Employee support through the EFAP, on-site Cultural Advisors, and the Community Counsellors Program • Avoidance/minimization of adverse effects on the biophysical/socio-economic environment and on terrestrial/freshwater/marine resources utilized by LSA residents (verified through annual monitoring) • Permitting Inuit employee harvesting during leisure hours (subject to certain restrictions) • Permitting Inuit non-employees to access Project sites and participate in harvesting activities (subject to certain restrictions) • Establishment of a Wildlife Compensation Fund to address potential impacts ($750,000 in compensation has been set aside for Inuit harvesters for incidents of loss or damage relating to wildlife due to the Project) • Establishment of the Harvesters Enabling Program in Pond Inlet ($400,000/year for 10 years, to provide gas to support local travel and harvesting activities)
Quality	• Nutritional knowledge • Health of store-bought food • Wildlife health • Food spoilage • Environmental contaminants	• Providing employees with ample and healthy food choices while on site • Establishment of country food kitchens at the Mary River and Milne Port sites • Avoidance/minimization of adverse effects on the biophysical/socio-economic environment and on terrestrial/freshwater/marine resources utilized by LSA residents (verified through annual monitoring)
Use	• Traditional knowledge • Food preparation skills • Budgeting skills • Literacy rates • Language barriers	• Completion of a comprehensive Inuit Qaujimajatuqangit study (on several topics, including harvesting), the results of which are publicly available • Establishment of country food kitchens at the Mary River and Milne Port sites • Commitment to offer financial management training and support to employees • Commitment to offer literacy and numeracy training to employees • Support for the use of Inuktitut at Project sites

Notes: 1. Food security components and factors affecting each component were sourced from the Nunavut Food Security Coalition (2014).

No residual effects specific to the Economic Development and Self-Reliance VSEC were assessed in the EIS. Rather, an integrated assessment of other VECs/VSECs was conducted for this VSEC. Monitoring of residual effects continues to be conducted through other VECs/VSECs.

11 · Benefits, Royalty, and Taxation

The value of Project revenues accrued by the territorial government through taxation

FEIS Prediction

"The flow of revenues generated by the Project to the Government of Nunavut is assessed to be significant relative to the GN's own-source revenues."

Key Findings

- The value of tax payments made by Baffinland to the Government of Nunavut decreased slightly in 2020 to $14.97 million, reflecting a decreased level of Project activity.
- In 2020, Baffinland paid a total IIBA royalty to QIA in the amount of $8,165,246

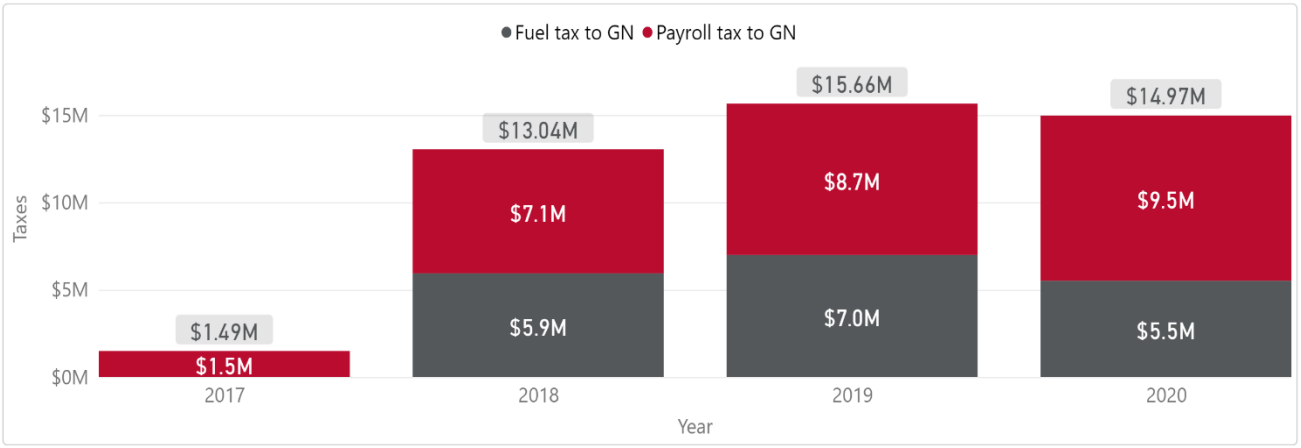
* **Note to readers**: This section focuses on tax payments to the Government of Nunavut, in line with the FEIS impact statement for the Mary River Project. Royalty and other payments are made to the QIA, including land use/rental payments, water compensation, payments associated with quarrying permits and production lease are not reported herein.

11.1 Payroll and corporate taxes paid by Baffinland to the Territorial Government

The Project's effect on revenues flowing to the territorial government is largely established by the value of its payroll as well as the assessment of corporate tax payments by Baffinland. In 2020, Baffinland paid a total of approximately $15 million in taxes to the Government of Nunavut: $9.5 million in employee payroll tax and $5.5 million in fuel tax. This represents a slight decrease from 2019 and is largely attributed to the decrease in Project activity that occurred throughout 2020. In addition to taxes paid to the government of Nunavut, in 2020, Baffinland paid a total IIBA royalty to QIA in the amount of $8,165,246.

Figure 51 below provides an overview of taxes paid to the Government and Nunavut since 2017, including payroll tax and fuel tax.

Figure 51. Baffinland taxes paid to the Government of Nunavut



(Baffinland, 2020) | Note that the 2018 Payroll tax figure was incorrectly reported as $5.1 million but revised in this report after an administration error was corrected.

Table 27: Effects Assessment for the Benefits, Royalty, and Taxation VSEC

Residual effect	Project Revenues Flowing to the Territorial Government
Summary	The EIS predicted the Project would have a beneficial effect on revenues (e.g. through taxes) flowing to the territorial government. No specific mitigation measures were developed to support this prediction.
Monitoring results	The Project paid $14.97 million in taxes to the Government of Nunavut in 2020. This is consistent with the EIS prediction of positive effects from the Project occurring on revenues flowing to the territorial government.

12 · Governance and Leadership

Alignment with regional and communities' priorities through local involvement, leadership, and agreements

FEIS Prediction

"The Project is considered to fit well with the strategic priorities identified for both the RSA as well as for the communities of the North Baffin LSA. An effective governance regime will be in place with the signing of an IIBA and, through partnership with the Q-SEMC, Baffinland will contribute to socio-economic monitoring of importance to the region's leadership. Therefore, the Project is considered to have a positive and significant impact on the Government and Leadership VSEC."

12.1 Governance and Leadership Monitoring Data and Analysis

Data indicators for monitoring the Governance and Leadership VSEC have not been developed. However, the Project continues to provide socio-economic monitoring data of importance to the region's leadership, including through the provision of 2020 data included herein on demographic change, direct and indirect economic contributions, barriers to employment for women, Project harvesting interactions and food security, and potential indirect Project effects such as substance abuse, gambling, rates of domestic violence, and education rates, among others. Baffinland also continues to engage the QSEMC and SEMWG on its socio-economic monitoring program.

The EIS did not identify residual effects for the Governance and Leadership VSEC.

Concluding Remarks

Summary

Report Summary

This report helps to accomplish the objectives of the monitoring program (outlined in Appendix A) in several ways.

- This report has provided an assessment of selected socio-economic effects that were predicted to occur in the Project's EIS.
- This assessment has also provided insight into the functioning of Baffinland's socio-economic management and mitigation measures.
- This report has provided information (see Compliance Assessment section) that may assist regulatory and other agencies in evaluating Baffinland's compliance with socio- economic monitoring requirements for the Project.
- Finally, this report supports adaptive management for the Project, as issues identified in this report will continue to be monitored and opportunities for potential performance improvements may be assessed. The Adaptive Management Section contains additional information on adaptive management measures.

Cumulative Economic Effects Summary

The Project continues to make positive contributions to Nunavut's economy. 250 Inuit FTEs were employed by the Project in 2020, earning $20,864,472. $91 million was committed to Inuit Firms in 2020. A total of $1.3 billion dollars has been committed to Inuit Firms since Project development.

Mining remains an important contributor to the Nunavut economy. Nunavut's real gross domestic product (GDP) for all industries in 2019 (the latest year for which data is available) was $3,156 million. Of this amount, 'metal ore mining' was responsible for contributing $874 million (or 28%). Mining may also make economic contributions to supporting industries such as 'construction' ($585 million contribution to the Nunavut economy in 2019), 'transportation and warehousing' ($72 million contribution to the Nunavut economy in 2019), and 'accommodation and food services' ($32 million contribution to the Nunavut economy in 2019), among others (Nunavut Bureau of Statistics (NBS), 2019c).

No negative regional or cumulative socio-economic effects directly associated with the Project were identified in 2020. As such, no additional socio-economic mitigation measures have been proposed to manage negative effects.

Adaptive Management

A number of changes to the socio-economic monitoring report were made in the 2020 reporting year, including some modification to indicators, organization of the report and presentation of the executive summary table. These changes were informed by input received through community engagement, the recent Mary River Phase 2 hearings, and by the report authors' experience and expertise in other northern and mining contexts. Changes included reporting on additional normalized indicators, the addition of several new indicators and re-ordering VSECs with the goal of more clarity. Baffinland consulted with the Mary River SEMWG prior to implementing these changes.

This report has identified various positive effects of the Project and presents information that is consistent with several EIS predictions. However, some monitoring data has revealed unclear, inconsistent, or otherwise negative trends. Long-term monitoring will be necessary to track Project outcomes more fully over time and may contribute to an improved understanding of observed trends and causality. It is also likely some Project benefits will take time to be fully realized.

The COVID19 pandemic has also had a major impact on the Mary River Project, with Baffinland implementing various measures to ensure a safe workplace and to protect Nunavut communities. Most notably, the decision was made to return Nunavummiut employees to their home communities in mid-March 2020 in accordance with Government of

Nunavut recommendations. While these employees continue to receive standby pay, certain benefits of employment, such as training, skills development and advancement are likely to be negatively impacted.

Compliance Assessment

Table 28 Compliance Assessment Table

#	Description	Status	Concordance	Summary
129	The Proponent is strongly encouraged to engage in the work of the QSEMC along with other agencies and affected communities, and it should endeavour to identify areas of mutual interest and priorities for inclusion into a collaborative monitoring framework that includes socio- economic monitoring priorities related to the Project, communities, and the North Baffin region as a whole.	In-Compliance	Section Socio-Economic Monitoring (pg. 2), Section Socio-Economic Monitoring Indicators (pg. 90), and Appendix A; Appendix C	Baffinland continues to engage with the QSEMC and participates in the SEMWG, whose members include Baffinland, the GN, the Government of Canada, and QIA.
130	The Proponent should consider establishing and coordinating with smaller socio-economic working groups to meet Project specific monitoring requirements throughout the life of the Project.	In-Compliance	Section Socio-Economic Monitoring (pg. 2), Appendix A; Appendix B	Baffinland continues to engage with the QSEMC and SEMWG on socio-economic monitoring for the Project. In addition, Baffinland regularly engages other committees which operate under provisions of the IIBA on various socio-economic topics.
131	The QSEMC is encouraged to engage in the monitoring of demographic changes including the movement of people into and out of the North Baffin communities and the territory as a whole. This information may be used in conjunction with monitoring data obtained by the Proponent from recent hires and/or out-going employees in order to assess the potential effect the Project has on migration.	In-Compliance	Section 3 (pg. 33)	Baffinland has provided demographic change information in the Socio-Economic Monitoring Report.
133	The Proponent is encouraged to work with the QSEMC and in collaboration with the GN's Department of Health and Social Services, the NHC and other relevant stakeholders, design and implement a voluntary survey to be completed by its employees on an annual basis in order to identify changes of address, housing status (i.e. public/social, privately owned/rented, government, etc.), and migration intentions while respecting confidentiality of all persons involved. The survey should be designed in collaboration with the GN's Department of Health and Social Services, the NHC and other relevant stakeholders. Non-confidential results of the survey are to be reported to the GN and the NIRB.	In-Compliance	Throughout report	Baffinland has implemented an Inuit Employee Survey, which collects information related to employee and contractor changes of address, housing status, and migration intentions. 2020 survey results are presented where relevant throughout the report and in Appendix D.
134	The Proponent shall include with its annual reporting to the NIRB a summation of employee origin information as follows: a. The number of Inuit and non-Inuit employees hired from each of the North Baffin communities, specifying the number from each, b. The number of Inuit and non-Inuit	In-Compliance	Table 3 (pg. 8); Appendix B	Baffinland has presented employee and contractor origin information in the Socio-Economic Monitoring Report.

#	Description	Status	Concordance	Summary
	employees hired from each of the Kitikmeot and Kivalliq Regions, specifying the number from each, c. The number of Inuit and non-Inuit employees hired from a southern location or other province/territory outside of Nunavut, specifying the locations and the number from each, and d. The number of non-Canadian foreign employees hired, specifying the locations and number from each foreign point of hire.			
140	The Proponent is encouraged to survey Nunavummiut employees as they are hired and specifically note the level of education obtained and whether the incoming employee resigned from a previous job placement or educational institution in order to take up employment with the Project.	In-compliance	Section 2.5 (pg. 26)	Baffinland has implemented an Inuit Employee Survey, which collects information related to current education levels of employees, and their employment and education status prior to taking up employment with the Project.
145	The Proponent is encouraged to work with the GN and the QSEMC to monitor the barriers to employment for women, specifically with respect to childcare availability and costs.	In-compliance	1.2 (pg. 12) Section 5.1 (pg. 45)	Baffinland has presented information on hours worked by female Baffinland and contractor employees on the Project in the Socio-Economic Monitoring Report as well as responses to several survey questions relating to childcare.
148	The Proponent is encouraged to undertake collaborative monitoring in conjunction with the Qikiqtaaluk Socio-Economic Monitoring Committee's monitoring program which addresses Project harvesting interactions and food security, and which includes broad indicators of dietary habits.	In-compliance	Section 7 (pg.65), Section 9 (pg. 70), Section 10 (pg. 72)	Baffinland has presented some information on Project harvesting interactions and food security in the Socio-Economic Monitoring Report. Baffinland has also presented related information on household income and food security, and on land user-Project interactions in this report.
154	The Proponent shall work with the GN and the QSEMC to monitor potential indirect effects of the Project, including indicators such as the prevalence of substance abuse, gambling issues, family violence, marital problems, rates of sexually transmitted infections and other communicable diseases, rates of teenage pregnancy, high school completion rates, and others as deemed appropriate.	In-compliance	Section 5.1 (pg. 45), Section 5.3 (pg. 51), Section 5.4 (pg. 58)	Baffinland has presented information (where available) relating to this requirement in this report.
158	The Proponent is encouraged to work with the GN and other parties as deemed relevant in order to develop a Human Health Working Group which addresses and establishes monitoring functions relating to pressures upon existing services and costs to the health and	In-compliance	Section 5.1 (pg. 45), Section 5.3 (pg. 51), Section 6.1 (pg. 60)	Baffinland continues to engage the QSEMC and SEMWG on its socio-economic monitoring program; the GN actively participates in both these

#	Description	Status	Concordance	Summary
	social services provided by the GN as such may be impacted by Project-related in-migration of employees, to both the North Baffin region in general, and to the City of Iqaluit in particular.			groups.
159	The Proponent is encouraged to work with the GN to develop an effects monitoring program that captures increased Project-related pressures to community infrastructure in the Local Study Area communities, and to airport infrastructure in all point-of-hire communities and in Iqaluit.	In-compliance	Section Socio-Economic Monitoring (pg. 2), Section 6.1 (pg. 60), Section 6.2 (pg. 62)	Baffinland continues to engage the QSEMC and SEMWG on its socio-economic monitoring program; the GN actively participates in both these groups.
168	The specific socioeconomic variables as set out in Section 8 of the Board's Report, including data regarding population movement into and out of the North Baffin communities and Nunavut as a whole, barriers to employment for women, Project harvesting interactions and food security, and indirect Project effects such as substance abuse, gambling, rates of domestic violence, and education rates that are relevant to the Project, be included in the monitoring program adopted by the QSEMC.	In-compliance	Section Introduction (pg. 1), Section Socio-Economic Monitoring Indicators (pg. 90), Section 2.2 (pg. 17), Section 1.2 (pg. 12) Section 5.1 (pg. 45), and Section 10.2 (pg. 73)	Baffinland has presented information (where available) on demographic change, barriers to employment for women, Project harvesting interactions and food security, and potential indirect Project effects such as substance abuse, gambling, rates of domestic violence, and education rates in the Socio-Economic Monitoring Report.
169	The Proponent provide an annual monitoring summary to the NIRB on the monitoring data related to the regional and cumulative economic effects (positive and negative) associated with the Project and any proposed mitigation measures being considered necessary to mitigate the negative effects identified.	In-compliance	Section: Cumulative Economic Effects Summary (pg. 80)	Baffinland has provided a summary of regional and cumulative economic effects in the Socio-Economic Monitoring Report.

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Appendix A. Socio-Economic Monitoring Indicators

The left-hand column of Table 29 denotes whether topics and indicators are in relation to residual effects (**RE**) or Project Certificate Terms and Conditions (**T&C**). The table also includes linked concordance (**Concord.**) to where data and discussion on the appropriate indicators is included throughout the report. Currently the organization of the SEMP and SERMR are not in perfect alignment. This table is intended to allow readers to easily find the relevant information based on the currently approved SEMP. Baffinland is working to update the SEMP in 2021 and will ensure greater alignment with it and the SEMR in future years.

Table 29: Socio-economic monitoring plan

	Topic	Indicators	Concord.	Source
	1 · Population demographics			
RE	In-migration of non-Inuit Baffinland employees into the North Baffin LSA	· Known in-migrations of non-Inuit Baffinland and contractor employees	4.2 (p. 40)	BIMC
		· In-migration of non-Inuit to the North Baffin LSA		Limited
RE	Out-migration of Inuit residents from the North Baffin LSA	· Known out-migrations of Inuit Baffinland and contractor employees	4.2 (p. 40)	BIMC
		· Out-migration of Inuit from the North Baffin LSA		Limited
T&C	Demographic Change	· Population estimates	4.1(p. 39)	NBS
		· Nunavut net migration		NBS
T&C	Employee changes of address, housing status, and migration intentions	· Employee and contractor changes of address, housing status, and migration intentions	4.2 (p. 40)	BIMC Survey
T&C	Employee origin	· Employee and contractor origin	Appendix B 1.1 (p. 7)	BIMC
	2 · Education and Training			
RE	Improved life skills among young adults	· Participation in pre-employment training	2.3 – 2.7 (pg. 20 - 30)	BIMC
		· LSA employment and on-the-job training		
RE	Incentives related to school attendance and success	· Number of secondary school graduates	2.1 – 2.2 (pg. 16 - 17)	NBS
		· Secondary school graduation rate		NBS
		· Investments in school-based initiatives		BIMC
RE	Opportunities to gain skills	· Hours of training completed by Baffinland and contractor Inuit employees	2.3 – 2.7 (pg. 20 - 30)	BIMC
		· Types of training provided to Baffinland and contractor Inuit employees		BIMC
		· Apprenticeships and other opportunities		BIMC
T&C	Employee education and pre-employment status	· Employee education and pre-employment status	2.5 (p. 26)	BIMC
	3 · Employment and Livelihood			
RE	Creation of jobs in the LSA	· Hours of Project labour performed	1.1 (p. 7)	BIMC
RE	Employment of LSA residents	· Project hours worked by LSA Baffinland and contractor employees	Appendix B 1.1 (p. 7)	BIMC
RE	New career paths	· LSA employment	1.1 (p. 7)	BIMC
		· Inuit employee promotions	2.6 (p. 28) 1.3 (p. 14)	BIMC
		· Inuit employee turnover		BIMC
T&C		· Hours worked by Baffinland and contractor female employees		BIMC

	Topic	Indicators	Concord.	Source
	Barriers to employment for women, specifically relating to childcare availability and costs	*Topic will continue to be tracked through the QSEMC process and community engagement conducted for the Project.*		
	4 ·3 · Contracting and Business Opportunities			
RE	Expanded market for business services to the Project	· Value of contracting with Inuit Firms	3.2 (p.36)	BIMC
RE	Expanded market for consumer goods and services	· LSA Inuit employee payroll amounts	3.2 (p.36)	BIMC
		· Number of registered Inuit Firms in the LSA	3.3 (p. 36)	NTI
	5 · Human Health and Wellbeing			
RE	Changes in parenting	· Number of youth charged	5.3 (p. 51)	StatsCan
RE	Household income and food security	· Proportion of tax filers with employment income and median employment income	5.1 (p. 45)	NBS
		· Percentage of population receiving social assistance	5.1 (p. 45)	NBS
RE	Transport of substances through Project site	· Number of drug and alcohol related contraband infractions at Project sites	5.3 (p. 51)	BIMC
RE	Affordability of substances	· Number of impaired driving violations	5.3 (p. 51)	NBS
	Attitudes toward substances and addictions	· Number of drug violations	5.3 (p. 51)	NBS
RE	Absence from the community during work rotation	*Topic will continue to be tracked through the QSEMC process and community engagement conducted for the Project.*		
T&C	Prevalence of substance abuse	*Monitoring already conducted through other 'human health and well-being' indicators.*		
T&C	Prevalence of gambling issues	*Topics will continue to be tracked through the QSEMC process and community engagement conducted for the Project.*		
	Prevalence of family violence			
	Prevalence of marital problems			
	Rates of teenage pregnancy			
T&C	Rates of sexually transmitted infections and other communicable diseases	· Percent of health centre visits related to infectious diseases	5.4 (p.58)	NBS
	High school completion rates	*Monitoring already conducted through other 'education and training' indicators.*		
	Other	· Crime rate	5.3 (p. 51)	NBS
		· Number of times Baffinland's EFAP is accessed	5.1 (p. 45)	BIMC
	6 · Community Infrastructure & Public Services			
RE	Competition for skilled workers	· Number of Baffinland and contractor employees who left positions in their community	2.4 (p. 21) 1.3 (p. 14)	BIMC Survey
	Labour force capacity	· Training and experience generated by the Project		BIMC
		· Inuit employee turnover		
T&C	Pressures on existing health and social services provided by the GN that may be impacted by Project-related in-migration of employees	· Number of health centre visits (total and per capita)	6.1 (p. 60)	NBS
		· Number of visits to Project physician assistant	6.1 (p. 60)	BIMC
	Project-related pressures on community infrastructure	· Baffinland use of LSA and Iqaluit community infrastructure	6.2 (p. 62)	BIMC
		· Number of Project aircraft movements at LSA and Iqaluit community airports	6.2 (p. 62)	BIMC
	7 · Cultural Resources			
N/A	N/A	*Monitoring already conducted through Archaeology Status Update Reports*		

	Topic	Indicators	Concord.	Source
	8 · Resource and Land Use			
RE	Caribou harvesting Marine mammal harvesting Fish harvesting	*Potential effects will continue to be tracked through Baffinland's environmental monitoring programs. Terrestrial and marine monitoring are reviewed bi-annually by the Terrestrial Environment Working Group (TEWG) and Marine Environment Working Group (MEWG). While not all these effects were considered residual effects in Project EIS documents, they are included here for completeness.*		
RE	Safe travel around Eclipse Sound and Pond Inlet Safe travel through Milne Port Emissions and noise disruption at camps Sensory disturbances and safety along Milne Inlet Tote Road Detour around mine site for safety and travel Difficulty and safety relating to railway crossing Detour around Steensby Port HTO cabin closures Restriction of camping locations around Steensby Port	Number of recorded land use visitor person-days at Project sites Number of wildlife compensation fund claims	8.1 (p. 67)	BIMC QIA
	9 · Cultural Well-Being			
N/A	N/A	*No monitoring required. No residual effects identified in the EIS.*		
	10 · Economic Development and Self-Reliance			
RE	N/A	*As noted in the EIS, an integrated assessment of other VECs/VSECs was conducted for the Economic Development and Self-Reliance VSEC. No new residual effects specific to this VSEC were identified. Relevant monitoring of residual effects is conducted through other VECs/VSECs.*		
T&C	Project harvesting interactions and food security, which includes broad indicators of dietary habits	*Topic will continue to be tracked through the QSEMC process, community engagement conducted for the Project, and related information*		
	11 · Benefits, Royalty, and Taxation			
RE	Project revenues flowing to the territorial government	Payroll and corporate taxes paid by Baffinland to the territorial government	11.1 (p. 77)	BIMC
	12 · Governance and Leadership			
N/A	N/A	*No monitoring required. No residual effects identified in the EIS.*		

Appendix B. Headcount data

The detailed composition of Mary River's workforce (headcount) 2020 is presented below.

Table 30. Baffinland and Contractor Employment (Headcount) by Origin and Ethnicity (2020)

	Baffinland		Contractor		**Total**	
	Inuit	Non-Inuit	Inuit	Non-Inuit	Inuit	Non-Inuit
Arctic Bay	33	1	27	-	60	1
Clyde River	25	-	30	-	55	-
Sanirajak	23	-	36	-	59	-
Igloolik	15	-	32	-	47	-
Iqaluit	32	1	53	1	85	2
Pond Inlet	27	-	33	-	60	-
Other Qikiqtani communities	6	-	3	-	9	-
Kivalliq communities	-	-	1	-	1	-
Unknown	-	1	9	220	9	221
Other Canadian	26	957	6	1,175	32	2,132
2019 Total	**187**	**960**	**230**	**1,396**	**417**	**2,356**
2018 Totals	*151*	*803*	*164*	*936*	*315*	*1,739*

Source: (Baffinland, 2020)

Date: November 13, 2020

Title: Meeting between Baffinland and the Hamlet of Pond Inlet

Purpose: 2019 Socio Economic Monitoring Report

Meeting Location: Teleconference

Present:

Hamlet of Pond Inlet - Mayor Joshua Arreak (JA)

Hamlet of Pond Inlet Technical Advisor - Frank Tester (FT)

Baffinland - Andrew Moore (AM)

Baffinland - Joe Tigullaraq (JT)

Baffinland Technical Support- - Adam Fryer (AF)

Meeting Details:

- Meeting Chair – Andrew Moore
- Minute Keeper – Judy Sadler

Summary of Action Items

ID	Responsibility	Item	Due Date
111320-1	BIM	Connect Hamlet of Pond Inlet with QIA for an update on the Pond Inlet Training Centre	Completed Nov 16, 2020
111320-2	BIM	Andrew to ask BIM HR if a criminal record check policy exists and will provide any written materials to the Hamlet	November 30, 2020
111320-3	BIM	Baffinland to provide more information on the apprenticeship program. i.e. # of drop outs since program inception	November 30, 2020
111320-4	BIM	Baffinland to provide the number of Inuit employed in the site maintenance department	November 30, 2020
111320-5	BIM	Baffinland to provide a specific breakdown of positions held by Inuit women across the Project workforce	November 30, 2020
111320-6	BIM	Baffinland to provide information about the number of Work Ready Program Graduates who obtained employment or further training after graduation	November 30, 2020

Agenda:

1. Overview of Baffinland 2019 Socio-Economic Program
2. Participant Reflections
3. Questions and Answers

NOTES:

1. Overview of Baffinland 2019 Socio-Economic Program

- AM: QSEMC will not be meeting this year; today I will go through the short presentation and overview the results of 2019 Mary River Socio-Economic Monitoring Program (slides 1 to 19). We did share a longer presentation as well which BIM would normally present to the QSEMC and are happy to discuss that.
- We have seen growth of Inuit employment at the Mary River project for the last several years; due to the growth of the project, and new training programs were initiated in 2018.
- Inuit income from BIM & contractor employees was $20.3 million in 2019; $13.3 million went to Inuit who reside in the Local Study Area (LSA).
- Reports shows a dramatic increase in BIM and contractor Inuit payroll from 2018 to 2019. One reason for this is that BIM has improved contractor reporting.
- $289 million in contracts were committed to Inuit firms 2019, 38% of total contracting commitments.
- We have seen an increase over time in expenditures to Inuit firms, due in large part to preferential contracting policies and other initiatives outlined in the Inuit and Impact Benefit Agreement (IIBA).
- There has been an increase in the hours of training provided to Inuit. Due to COVID-19, many 2020 programs were postponed to protect participant's health and safety.
- The increase in training hours is due to larger workforce requirements and the amended 2018 IIBA.
- In Pond Inlet an average of 60 people were employed at the Mary River project, 19 graduates of Work Ready Program in 2019, $2.7 M in wages to individuals; 23% were female and 77% male.
- Topics that stand out and Baffinland has been told over the last year that remain important to communities include employment opportunities, training, housing costs, access to affordable healthy food, alcohol and drug use and abuse and the impacts of mine operations on wildlife and traditional activities.
- BIM is addressing these issues through a number of initiatives including: priority hiring for Inuit from North Baffin communities, increased training programming; various employment programs; committed $1.5 M annually for life of mine for project specific Inuit training; $10 M toward building the Baffinland Inuit Training Centre.
- FT: who owns and operates this building?
- AM: BIM has no plan to own the building. In 2019 the Qikiqtani Inuit Association took over project management**.** Andrew will follow up with QIA via email and copy Frank and Mayor Joshua Arreak requesting an update for you. **#111320-1**
- AM: BIM invests in various school initiatives, literacy training and counselling on site, contribution to INPK Fund. Annually the fund is up to $1.1 M & a no drug or alcohol policy on site.
- BIM has made many commitments through the Phase 2 Proposal assessment process, should the proposal be approved; day care allowance for Nunavut BIM employees, $15 M to construct Day Care facilities in North Baffin Communities ($3 M per community, fund and support an Inuit Social Oversight Committee, support Community Direct Benefits Model.

2. Question and Answer Session

- JA: Employee requirements for criminal record checks led to a few employees from Pond Inlet not able to work, can you please expand on this?
- AM: Yes, background checks are still in place at Mary River, ensuring the safety of employees is very important. BIM can exercise some discretion should something come up regarding employment eligibility.
- FT: It isn't just the nature of the original offence, attention needs to be given to what has happened to the person since the offence was committed, i.e. land based healing etc.
- JA: I believe someone can change.
- AM: BIM takes all that into consideration, a criminal offense may not automatically disqualify the person from employment. BIM will follow up with the individual to get the details and further clarification. These items are taken into consideration in our decision making while ensuring the safety of all the employees at site and following applicable rules.
- FT: Do you have a policy and a procedure that BIM HR are to follow and make a determination? If so, can we have a copy?

- AM: Andrew will follow up with HR and report back. **#111320-2**
- JA: Does BIM employee Inuit outside of North Baffinland and Iqaluit?
- AM: Yes, all employees are home right now due to COVID-19; we have several employees from Pangnirtung, Kimmirut, and Cape Dorset. We don't report all that data due to the small number of employees in these locations and the need to ensure confidentially. We had a contractor employee from Baker Lake, but our focus is North Baffin communities and Iqaluit.
- JA: There are two forgotten communities in high Arctic (Resolute Bay and Grise Fiord) we talked about wanting to include them as well.
- AM: BIM has not forgotten about those communities, we have sent information to them about employment opportunities, however travelling to those communities was difficult in 2019.
- JA: The community members appreciate that BIM has continued to pay Nunavut employees this past year who have not been at site due to COVID-19.
- AM: BIM employees who are Nunavut residents have continued to be paid since March.
- FT: I would like to clarify Inuit employment. I came to the conclusion that the number of Inuit employed in 2019 compared to 2018 as a percentage had declined. In 2018 this number changes to 13.3% for 2019. The figures and data are sometimes difficult to work with. Do you have a percentage of the workforce that was Inuit in 2018 and 2019?
- AM: Percentage decline in the workforce is true from 2018 to 2019, however the head count of Inuit went up. More Inuit were working at Mary River on a head count basis in 2019 than in 2018.
- AF: In a proportion of the workforce for FTE's in 2018 it was 14.1%, in 2019 it was 13.3%, slight decline; The figures and the gender figure are based by FTE's. This is calculated based on all the hours worked by Inuit and the hours by Non-Inuit and divided by 2,016 (estimate of a full-time equivalent hours worked in a given year).
- AF: We have that number in the main SEMR; BIM takes quarterly snap shots of the number of people working at the mine and averages the quarters out, it is on page 10 of the SEMR.
- FT: It is a matter of comparison and percentages are standard means of measurement. Promotions also shows the same. Within the Inuit workforce what is the percentage of Inuit who are being promoted increasing over time? The math shows little change. It shows 2.8% which is low and in my opinion shows a problem.
- AM: Many Inuit have told BIM to stick with hard numbers, as percentages don't translate well. BIM does measure its employment success based on their Minimum Inuit Employment Goals. BIM has not met their goals for the last several years, however BIM had made impressive strides growing the number of Inuit who work at the Project and increased training. In 2019, due to the postponed public hearing, a great deal of the contractor workforce was laid off and with COVID-19 many of the training programs were placed on hold. BIM is developing an Inuit Career Mobility Strategy for January 2021, a customized career plan to address career advancement.
- FT: Regarding apprenticeships, can you please clarify that 16 Inuit were employees, on slide 19 – education and training. Is the apprenticeship outside of employment?
- AM: They are employees; we have a commitment in the IIBA to hire trainees as employees. As of December 31st there were 16 Inuit employed in the Apprenticeship Program.
- FT: How many graduates of the Apprenticeship Program are now employed by BIM?
- AM: This is the third year of the program; I don't believe there have been any graduates of the program. The minimum length of the apprenticeship/trades are 3 years. The program has not been running long enough to allow for this.
- FT: Do you have figures on the number of people that have dropped out of the program?
- AF: I can look through the quarterly IIBA reports for this data after the meeting and get back to you. #**111320-3**
- AM: Page 21 of the Annual Report there is table that shows over time the apprenticeship program began in 2017. I believe and will confirm, that at the start of the program there were 18 Inuit enrolled in the program and 2 dropped out, I can confirm the details.
- AM: Our programs provide a red seal certification, which is a lifetime certification for the trade and location it is practiced. Our program provides flexibility to change certification programs. During the first 6 months the students are enrolled as an apprenticeship trainee, they work on site and are employed by BIM. This provides the individual an opportunity to job shadow and gain exposure to various trades.
- FT: Under heading, opportunities to gain skills, the number of hours of training in 2019 and the total since the project started are provided. Opportunities are defined by the number of hours. One might have expected all of the different kind of opportunities to be listed and the number of Inuit taking part in each. Hard to get an idea of what the labour environment of Inuit looks like. What level of skill are most Inuit working at? Do you have a way of classifying jobs? Do you have any data of the experience Inuit are having and what kind of level of employment? What does the profile look like of the Inuit who are employed?
- AF: We do report on the number of Inuit hours by training provided and type in the main SEMR, page 45 of 116.
- AM: For future reports, BIM could look at a way to provide a breakdown of skills categories or job categories based on Inuit and Non-Inuit. Our Inuit employment is the highest in the mine operations department. This includes our mining

operations. Inuit employees have told us they like to work in heavy equipment operation, not on the tote road doing the long haul.

- JT: Inuit don't seem to like the haul truck driving, of the 200 operator's in total, only 1-2 are Inuit.
- FT: What is the situation in regard to heavy equipment maintenance and what does the Inuit employment look like?
- AM: I will follow up and get you the specific numbers for this. #**111320-4**
- AM: BIM has committed that with Phase 2, no Inuit employee will lose their job as a result of ceasing ore haulage along the tote road; BIM will work with each employee if they are affected and move them to a new job.
- FT: How will the Inuit women be affected by Phase 2?
- AM: We have had a rise across all departments in Inuit female employment. On site, we have seen an increase in female employment. Andrew will provide a specific breakdown by Department. **# 111320-5**
- FT: Full time equivalent, what is the breakdown of Inuit in terms of full-time employees vs people that are on contract, short term?
- AM: BIM only has short term employment in emergency or irregular situations, for example someone gets sick or hurt. We don't have a class of employment that is short term contract. We have seasonal opportunities such as our ship loading activities for example.
- FT: Does BIM have control over contractors and their labour conditions?
- AM: Contractors have to abide by the IIBA and our health and safety policy and our human resources policy as they relate to Inuit employees. For example, if an Inuit employee wants time off for harvesting, they have to grant it.
- FT: Can you identify how many of your Inuit employees as a number are employees working for contractors?
- FT: Data related to social and cultural circumstances and conditions in relationship to the mine and the impact on the community is another area that needs some discussion. Adaptive management, I have concerns relating to baseline data this is another discussion however.
- AF: We have the breakdown of the Mary River workforce in the main report by employees of BIM and contractors, both Inuit and Non-Inuit and across communities – Table 3 in the SEMR, page 33 of 116.
- FT: Is there an error in the report of the turnover rate?
- AM: The rate presented in only BIM Inuit turnover not turnover from contractors.
- FT: How many graduates of the Work Ready Program end up being employed by BIM?
- AM: We have had 435 graduates over the life of the Project; I can provide that number for the last year.**111320-6**
- AF: This information will be available in the IIBA quarterly report by community.
- FT: Your report shows the school graduation rate has declined since the mine has opened.
- AF: Those are average graduates over that time as well.

Conclusion

- AM: Thank you for your time and feedback today it was helpful.
- AM: We will have the draft minutes distributed by the middle of next week for your review and approval

Meeting concluded at approximately 2:31pm

Date and Time: November 9, 2020

Title: 2019 Socio-Economic Monitoring Meeting with Mayor of Igloolik

Purpose: Discuss results of 2019 Mary River SEMP and related issues in Igloolik

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Meeting Location: Teleconference

Present:

Hamlet of Igloolik

Mayor Merlyn Recinos (MR)

Baffinland

Joe Tigullaraq (JT)

Andrew Moore (AM)

Stratos

Adam Fryer (AF)

Summary of Action Items

ID	Responsibility	Item	Status	Due Date
1	AM	Reach out to cultural advisors and direct supervisor to gather direct feedback from them on the efficacy of cultural advisors and provide that information with Mayor Recinos	Complete (see Appendix A)	Nov 11, 2020
2	AM	Provide Mayor Recinos with an update on the Online Contracting Portal from the procurement team	Complete- update provided via email	Nov 17, 2020

Agenda:

1. Why we're here?
2. Overview of Baffinland 2019 Socio-Economic Program
3. Participant Reflections
4. Question and Answers

NOTES:

- AM
    - Welcome an overview of meeting objective- to talk about the results of the 2019 Socio-Economic Monitoring Report (SEMR) and hear from MR on issues important to community
    - Provided context – GN decided not able to hold Qikiqtaaluk Socio-Economic Monitoring Committee (QSEMC) – a meeting hosted by the GN that brings together LSA mayors and others to discuss the socio-economic impacts of mining on the region. In the absence of this, Baffinland is speaking to mayors and community service providers to share information and get feedback; and to ensure compliance with the 7 Mary River Project Certificate T&Cs that

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require meeting with the QSEMC.

- We're here to talk about existing project, but also happy to discuss Phase 2
- Reviewed through high-level agenda
  - Why we're here
  - Overview of Baffinland 2019 Socio-Economic Program
  - Participant Reflections
  - Questions and Answer
- **Why we're here**
  - Provide an overview of results of 2019 Mary River SEMP
  - Hear from you about the issues important to you and the members of your community. Noted that we are also reaching out to community service providers for additional perspectives
  - Outcomes of meeting – BIM will prepare a short report which we will use to continue to improve programming and results of engagements; will be shared with QESMC and used as part of 2020 reporting
  - Meeting notes will be shared for approval prior to considering them final
  - For the presentation, BIM has tried to focus on key areas that we often get the most questions about, but are happy to discuss any aspect of the Socio-Economic Monitoring Program (SEMP)
- **Employment**
  - In 2019, employment of Inuit who live in North Baffin communities grew substantially
  - Noted 2 things that negatively impacted Inuit employment over the past year:
    - Pausing of public hearing in November led to a contractor demobilization from site which affected approximately 600 people, including approximately 90 Inuit contractor employees
    - COVID-19 pandemic which really put on pause much of Baffinland's travel to communities to conduct employment and training sessions and to do a lot of training programs
- **Income**
  - With corresponding growth in Inuit employment was a large growth in payroll
  - One important thing to note which does inflate the number for 2019 somewhat compared to previous years is that Baffinland put a lot of effort to improving reporting with its contractors which is reflected in 2019
- **Contracting**
  - Approximately $289M in contracts committed to Inuit firm in 2019, representing nearly 38% of total contracting commitment
  - Noted that 2017 was a particularly large contracting year, but that we have seen a good rise in Inuit contracting in 2019 – a significant portion of that is an aviation contract going to Arctic Cooperatives
  - BIM on track to see that number continue to rise
- **Training**
  - Continues the large increase in training hours from 2018.
  - Two main factors for this trend: (1) larger work force as well as (2) the amended IIBA which included Qikiqtani Skills to Employment and Training Partnership program and the related initiatives (e.g. Heavy Equipment Operators Training, Apprenticeship Program and Work Ready Program)
  - We can see that there is a huge increase where Inuit are receiving far more training than non-Inuit at the project, which is where Baffinland wants to be
- **Community-specific slide (Igloolik)**
  - On average we had 47 employees (headcount), 22 graduates of work ready program, $1.6 M in wages paid to community, 23% of employees are female.
  - Are interested in Igloolik having the lowest FTEs in 2019. We've struggled with having a good solid presence in Baffinland community liaison office – certainly an area where we can have a discussion about other things we can do for Igloolik specifically to improve employment from the community
- **What we've heard**
  - Outlined what we already know is of importance to communities: Employment opportunities; Opportunities for training and skills development; Housing – including cost, availability and related health implications; Alcohol and drug use and abuse; Access to affordable, healthy food – both store bought and country food; the impact of mine operations on wildlife and traditional activities which is something that we are going to significantly improve our monitoring on going forward in connection with the Inuit Certainty Agreement
- **What we're doing**
  - Noted a few upcoming relevant BIM initiatives and investments.
  - After March of 2021, the QSTEP training program will wind down (Government funding in place for

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program will be completed). To replace that Baffinland has made a commitment to provide annually for the life of the project $1.5M / year. Many of these programs will mirror closely to the QSTEP program
        - $10M for the Inuit training centre in Pond Inlet continues – management from that project was transferred to the QIA
        - We are actively engaged with both Alcoholics Anonymous and Narcotics Anonymous to have sessions on site to support employees who may benefit from it; progress has slowed on this due to COVID19
    - **Looking forward**
        - Should Phase 2 be approved Baffinland would have a new project certificate.
        - Baffinland – working with our technical advisor – would need to update and expand its SEMP
- **MR**
    - Thank you for opportunity and presentation
    - In the past year, employment at Baffinland has been climbing for Inuit – and that is very good to see
    - Inuit can lose a lot on behalf of project – but could gain a lot if we do it right
    - I know that you have been working hard to increase local Inuit employment
    - Very much like the idea that you are focusing on women for jobs as well –the number of female workers at Baffinland are good to see
    - Question: Have you created a career plan? If someone is hired at Mary River and have the opportunity for career advancement – have you created any of that?
- AM
    - Yes – this is an area we are under active discussion with QIA now
    - First step was to set up an HR infrastructure to support successful career planning and progression. In 2018 we expanded the role of cultural advisors to bring them into career planning. We created new roles specific to Inuit HR relations – that is their sole job to work with Inuit prospective or current employees through the employment lifecycle. BIM also has in place a Career Development Plan that we are working on with QIA. Will have Inuit Career Mobility Strategy rolled out in January 2021 which will lay out paths – if you start your job at Baffinland as a cleaner and your goal is to be an operator – that individual plan will list out how you go from entry position to senior management and beyond for example
- MR
    - Do you do exit interviews with employees, and have you figured out the biggest causes of turnover?
- AM
    - Inuit turnover for 2019 has shown great improvement (down to 18%)
    - We do conduct exit interviews – they are voluntary
    - Common reasons Inuit employees cited for resigning in 2019 included fly-in-fly-out impact on the employee and their family, work-life balance, accepting another position and/or a position closer to home.
    - In 2018 Baffinland conducted a pilot product where we worked with our cultural advisors to participate in a pilot schedule project – what we did was move to 1 week on, 1 week off. Feedback from this was negative, that this created more difficulties from a family perspective.
    - Another thing that Baffinland is doing but needs to get way better at doing is working with Inuit employees to schedule rotation and time off during certain periods of the year, where it's important, culturally. We need to get better at that and are hopeful that would help.
- MR
    - It is very key for Inuit to have those times off – culturally and as it relates to family and communities; for example, time we spend fishing – last year there was a couple BIM employees working at that time and their family was not happy because they had to stay in town rather than being out with their family
    - Question: A couple things we heard during community radio shows we conducted related to Phase 2 is disrespect from non-Inuit towards Inuit at the site. Have heard from employees that there was no respect because southern hires felt Inuit did not understand. Is there cultural training to southern hires before they start? The example was about connection to the land and southern hires not understanding.
- AM
    - A good question and something we do not like to hear– our employees have to work together and respect each other. We have a 0-tolerance party for harassment and racism of any kind.
    - Baffinland does have mandatory cultural programming in place.
    - We have also increased in 2019 various cultural programming to offer to all employees to interact and talk about Inuit culture and language. It's something important to us – and I think we are moving in the right direction.
    - Another big one is country food; we are working to serve it to all employees – it sparks conversations.
    - We have taken steps in the right direction, though we have more work to do.
- MR

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- Providing support for families left in communities – have you considered any of that for them. I have spoken to quite a few people who work at Mary River from Igloolik and they love it. The challenge for them is the family – leaving behind their family for 2 weeks and their family being vocal that they are away and not getting support.

- AM
  - When you say support for families – you're saying some programming in place for their family at home while they are away?
- MR
  - Yes – like I said, the employees really love it. But their partners and families are very vocal once they are away – but I feel that if you are able to run programming in the community for them that they may feel more supported and 2 weeks wouldn't feel like too much time for them.
- AM
  - To your specific question – I would say no – we have not looked at doing something like this specifically not because we don't want to do it but just haven't looked at it in detail yet.
  - I have done some research on what Agnico Eagle does in the community of Arviat
- JT
  - I'd like to add that we do hear about the problem of families that are in the community while employees are on site and what we tried to do in the early days of the Work Ready Program (WRP) was to make it mandatory for spouses to attend WRP so that workers or family that get left behind know how to deal with problems, or where to go for support if they need it. But I am not sure if the WRP is doing that now; it is not mandatory anymore for both spouses to be attending it.
  - I do not think we have come up with any solid program that would help families that are left in the communities.
  - I would also like to make a comment pertaining to retention that you spoke about earlier – one thing we kept hearing regarding FIFO in the past was that older employees who may have better work ethic than the younger ones were staying longer on their jobs and we found in speaking with them that the younger Inuit were often not talking to the right people at Mary River or at the work site to help them out with concerns, problems or what have you. I think our cultural advisors have been more helpful to even the younger workers on the site.
- MR
  - You touched on food security and substance abuse – and it is true that when there is more disposable income people may tend to use it for numbing. It is something that we in Igloolik are looking at very closely – and we are opening a new Cultural Centre later in November. We will have councilors in there to support those who need it.
  - While it is great that you are thinking about this – it needs a systematic approach. That topic is deep in communities and families. And I feel that you mentioned both food insecurity and substance abuse and I feel that both of those items are very deep in our community. I feel we should not be pointing fingers but working together. Especially at a community level – it is grass roots projects that will allow us to address these things.
  - For the cultural advisors – can you give me an update about how that is working?
- AM
  - Appreciate your comments on substance abuse and agree that it needs to be a collective issue tackled from the grassroots. Please let us know if there is anything we can support you with on this.
  - This is a difficult area. We had a frank discussion with the RCMP in Clyde River – we know it is an issue bigger than Baffinland, but we understand that Baffinland is part of it. And the RCMP officer said you cannot tell your employees how to spend their money. What we can do is offer financial literacy programming, our cultural advisors are part of that. But it is a huge issue and unfortunately while I agree with you about not pointing fingers unfortunately Baffinland does get fingers pointed at it – which is why we want to get more involved in programming to address issue. We have a 0-tolerance policy at Mary River for drugs and alcohol.
  - If there is anything you think we should or could be doing differently – or programs that we support, please do not hesitate to let us know.
  - To the actual question you asked about the effectiveness cultural advisors, I will reach out to cultural advisors and direct supervisor to get direct feedback from them and provide that information to you (**Action 1**)
  - Overall, I think they have been very effective. I think the real solution was to let the cultural advisors advise. Let them get out there and work with Inuit employees to figure out what they need.
- JT
  - Cultural advisors are very helpful to Inuit employees and with supervisors specifically. Cultural advisors can help where there may be a misunderstanding with supervisors and employees which may have otherwise led to Inuit being dismissed, either being fired or quitting out of frustration. And the Cultural Advisors can help explain and mediate those instances
  - The only downside I see is that we can only hire cultural advisors that know both Inuktitut and English and communicate with both Inuit and non-Inuit alike and be able to communicate in written format on computers. It

would be so much better, I think, if we could have cultural advisors that have more culture entrenched into their psyche than our current advisors. But the downside would be that someone with that ability may lack English language skills where a person may need an interpreter to communicate with supervisors at the site.

- MR
  - We have talked in the past about taking contracts and breaking it down and training small businesses to be able to achieve contracts. We also talked about creating a web site where contracts would be posted, and community small businesses could bid on it. Small businesses need to be given an opportunity. Can you provide an update on that?
- AM
  - Contract tailoring or breaking down of contracts – this definitely goes on. As per the IIBA when we are designing contracting opportunities, we do break up contracts if we can. We also require larger contractors to sub-contract with Inuit firms to purchase goods or engage services when appropriate and applicable. This is done by engaging QIA prior to contracting process beginning. In the upfront portion we work with QIA to develop Inuit contracting requirements.
  - I can say that you have rightly held our feet to the fire, and I think we are having successes
  - Training for small businesses – Business capacity and start up fund is the way we meet our obligations and commitments and the QIA administers that fund to support and train small businesses. I know you've said in the past the fund does not work; we are doing what we can to improve the fund.
  - Online contracting portal – I can say without a doubt it is not done yes. Some internal work was done and we hit a few snags, so likely not something that you will see in the near future, but I will request an update from our procurement team and get back to you directly on this (**Action 2**)
- JT
  - If it was not for COVID-19, Baffinland would have planned for a course that would help small businesses on how to effectively bid for contracts and how there would be opportunities to team up with bigger contractors.
- MR
  - I feel that the more we can do to ensure money remains in Nunavut, the more we can help. But we need to work on the other side of that – which is more disposable income and social income we need to work together on.
- AM
  - You raise a great point when it comes to businesses. We have not done a great job at reaching out to Inuit firms and getting information into their hands. We do try to run procurement and contract information sessions. We did plan a bid simulation workshop – for small and medium sized Inuit firms in particular. We were going to have our procurement experts walk through the process, so Inuit firms could see the whole lifecycle of a contract. Unfortunately, cancelled due to COVID19
  - We also have an annual Inuit business survey that we are doing.
  - One thing we started doing – is when we send an Advance Contract Notification (ACN) to Inuit firms it goes to each and every Inuit firm on the NTI list / business registry
- MR
  - A lot of our graduates – school and post-secondary education is not something they would be going to. Have you made more plans in regard to engaging high school students? More key also would be the grade 10 and 11 and what classes they would need. Have you continued to explore that?
- AM
  - We visited schools in the past and it is something we want to continue with after the pandemic. Certainly, engaging students is something we should do more of.
- MR
  - Where are you currently in going through the Phase 2 process while trying to plan for next year? How are you dealing with that – and what negative impacts does it have when you figure out the decision regarding Phase 2?
- AM
  - In terms of planning for 2020, our team continues the permitting process for Phase 2 in addition to responsibilities for existing operation
  - All the reports we issue and programs we run will be running next year as well far as I know
  - The biggest negative to where we are right now is investment – prior to decision from NIRB, Baffinland was not in a great place to attract investment because capital is hard to find without certainty of the process.
  - The positive of having dates now allows the company to plan and prepare more. For example, our procurement team is working with our Phase 2 contractors to keep things moving and getting planning done; big earth works contractors for rail line are being engaged to ensure preparation is happening for employment and training of Inuit.
  - A positive recommendation to minister makes that work more important and gets it into high gear.

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- MR
    - I feel 2 things, I feel that there is uncertainty for you in the project which is a bit unfair – the reality is we cannot just point fingers, we need to work together. If our whole thing is Inuit need to benefit, the best we can do is to work together. And that is how we come up with a better outcome. I am also very vocal to ensuring Inuit are the ones benefiting. We are creating a good bit of programming for healing, culture, and support and more than happy to talk to you about it at a different time. But I would like to thank you for the chat, and also say job well done
- AM
    - Thank you – and I agree completely if this is successful, we need to make sure we are working together.
    - COVID-19 has been a real challenge for everyone and has impacted a lot of the progress we were making. I still think it is many months ahead until decision are made with the Chief Public Health Officer (CPHO) about returning Nunavummiut employees back to work. The CPHO are looking at next summer as having a good plan in place which was mentioned during a call I attended hosted by the Nunavut Mining Symposium.

Meeting concluded at approximately 11:32 am ET

DRAFT

APPENDIX A. RESPONSE ON EFFICACY OF CULTURAL ADVISORS

The role of the Cultural Advisor at the Mary River Project has been evolving over the past couple of years. Each incumbent brings their own set of skills that adds value in their own unique way.
The core responsibility of acting as a counsellor and advisor to Inuit staff remains as a cornerstone of the position, with each incumbent adding their own 'flavour' in regards to cultural engagement and the sharing of traditional knowledge/ teachings.

In recent months, in our new world of the global pandemic, and much lower numbers of Nunavut resident Inuit on site, due to public health guidance, the two Cultural Advisors that are able to travel to site have shifted to an "educating model' where they have been sharing a wide variety of their knowledge with our non-Inuit employees. There has been a high level of interest in the sessions they have been leading. Whether it be language, sewing, cooking, tours out on the land via the walking trails and learning about the many resources that are used in day to day life.

The amount of counselling required has decreased significantly, so the Cultural Advisors have really seized this opportunity and are making an impact through their teaching and sharing. In addition to this we have just begun planning a training retreat for our Cultural Advisors to align their counselling philosophies and style, which we plan to conduct in early 2021, in order to better prepare them for the return of our Nunavut Resident Inuit colleagues and to support their reintegration into the workplace.

- Baffinland Superintendent, Human Resources & Labour Relations

DRAFT

ᐅᑐᐱᓗ 21, 2020

ᓂᕆᔨᖅᓯᓂᖅ ᒍᔨᔪ ᐅᔪᓄᑕᒃ
ᒪᐃᔾ ᐃᒃᐱᐊᕐᕋᖅᒍᑦ
ᕿᐊᒪᓪᓄᑦ ᐃᒃᐱᐊᕐᕋᖅᓗᒥ

ᐊᓯᔪᑎᑦ ᓂᕆᔨᖅᓯᓂᒋᑦ,

ᐃᓯᒪᓕᑎᕆᕆᖅᓱᑎᒃ ᓄᐃᑦ-19ᒧᑦ ᓄᓇᒋᔭᓄᑦ ᑲᖏᒪᖅᑲᑦ ᑲᑎᒪᔨᓯᒪᖅᑭᒪᒪᑦ ᕿᑭᕆᑦᑕᓕᒃ ᐃᓄᓯᓄᑦ ᐱᖓᓱᖅᑭᑐᐊᔪᓕᒃ ᕿᒃᑐᔨᕐᓂᕐᓄᑦ ᑲᑎᒪᔨᖅᑭᐅᓂᒃ ᑕᒪᓐᓇ ᐊᖏᖅᒥᒥ. ᕿᑲᒃᑲᓂᕋᔪᑦ ᐱᓕᕆᔨᖅᑕᕆᓕᒃᓱᒃᓴᓂ ᓄᓇᕗᒻᒥᓂ ᐱᓕᕆᔨᖅᑭᐅᓂᒃ, ᕿᑭᕆᑦᑕᓕᒃ ᐃᓄᓯᓄᑦ ᐱᖓᓱᖅᑭᐅᓂᒃᓴᓂᒃ ᕿᒃᑐᔨᕐᓂᕐᓂᒋᑦ ᕿᒪᒃᑕᕐᑎᓐᓂ ᐱᖃᓕᕆᔨᕿᒃᓴᓕᒋᑦ ᐃᓕᓴᕐᑕᕐᓂᓕᕆᔨᑦᓯᓕᕐᓂᑦ ᐱᓕᕆᔨᖅᑭᒃᑯ ᐃᓄᓯᓄᑦ ᐱᖓᓱᖅᑭᐅᓂᒃᓴᓂᒃ ᐅᖃᐅᖅᑎᑦᓯᓕᒃᓴᓂᒋᑦ ᐊᒃᐅᖅᑎᓕᕆᔨᑦᓯᓕᕐᓂᑦ ᐱᓇᓱᐊᖅᓯᑦ ᕿᑭᕆᑦᑕᓕᒃᑯ ᐅᐊᖅᓯᒪᔭᕆᔨᖅᓯᓂᒃ ᓄᓇᕗᖅᓄᑦ.

ᑭᖑᓂᖓᓄᑦ ᑕᐃᒪᐃᓱᒪᑦ ᑎᑎᕋᖅᓴᑦ ᑐᐊᖏᖅᓴᓕᓂᒃ ᑕᓕᐅᖅᓄᑦ ᑲᑎᒪᓂᖅᓯᑦ ᐅᖅᑲᐅᓱᓕᑎᒋᑦ ᐱᓕᕆᔨᖅᑭᒃᑯ ᐃᓄᓯᓄᑦ ᐱᖓᓱᖅᑭᐅᓂᒃᓴᓂᒃ. ᑭᖑᓂᖓᓄᑦ ᐊᑐᑕᒪᕐᓂᑦ ᑕᓪᓕᖅᑐᒥ 2019ᒥ ᓄᓇᒋᔭᓄᑦ ᐃᓄᓯᓄᑦ ᐱᖓᓱᖅᑭᐅᓂᒃᓴᓂᒃ ᐃᓕᓴᕐᑕᕐᓂᖅᑎᒃ ᓯᓚᕐᓗᑦ ᐊᐅᓪᓚᕐᓗᒃ. ᐱᖓᓱᐊᖅᓯᒪᓕᐊᖅᓴᖅ, ᑐᓴᕈᓯᓪᓕᑐᒃ ᐃᓪᓕᓴᕐᓂᒃ ᐊᑲᐅᖅᑎᓕᕆᔨᑦᓯᓕᕐᓂᑦ ᓄᓇᖅᑲᑎᒃᓴᓪᓗᒃ. ᐊᑐᐅᓂᐊᖅᑭᓕᐅᖅ ᐅᖅᑲᐅᓱᓕᑎᒋᑦ ᑲᑎᒪᓂᖅᓯᑦ ᑲᑎᒪᔨᖅᑭᐅᓂᒃᓴᓂᒃ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᐊᐅᓚᐃᓐᓇᕐᓂᒃ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᐊᐅᓚᓂᑦ. ᓄᓇᕗᒻᒥᐊᓂ ᑲᑎᒪᔨᐅᑦ ᑐᓴᕈᓯᓪᓕᑐᒃ ᐊᓯᔪᓐᓇᖅᑐᓂᒃ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᐊᐅᓚᐃᓐᓇᕐᓂᒃ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᐊᐅᓚᓂᑦ. ᓄᓇᕗᒻᒥᐊᓂ ᑲᑎᒪᔨᐅᑦ ᑐᓴᕈᓯᓪᓕᑐᒃ ᐊᓯᔪᓐᓇᖅᑐᓂᒃ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᐊᐅᓚᐃᓐᓇᕐᓂᒃ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᐊᐅᓚᓂᑦ ᑎᑎᕋᖅᓴᑦ ᑲᑎᒪᔨᐅᑦ ᑐᓴᕈᓯᓪᓕᑐᒃ ᐊᓯᔪᓐᓇᖅᑐᓂᒃ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᐊᐅᓚᐃᓐᓇᕐᓂᒃ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᐊᐅᓚᓂᑦ ᐊᐅᓚᓐᓂ. ᓄᓇᕗᒻᒥᐊᓂ ᑲᑎᒪᔨᐅᑦ ᑐᓴᕈᓯᓪᓕᑐᒃ ᐊᓯᔪᓐᓇᖅᑐᓂᒃ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᐊᐅᓚᐃᓐᓇᕐᓂᒃ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᐊᐅᓚᓂᑦ ᐊᐅᓚᓐᓂ. ᓄᓇᕗᒻᒥᐊᓂ ᑲᑎᒪᔨᐅᑦ ᑐᓴᕈᓯᓪᓕᑐᒃ ᐊᓯᔪᓐᓇᖅᑐᓂᒃ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᐊᐅᓚᐃᓐᓇᕐᓂᒃ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᐊᐅᓚᓂᑦ ᐊᐅᓚᓐᓂ.

ᐱᓱᓴᖓᓄᑦ ᑭᒃᑯᓂᖅᓯᒪᑦ ᑲᑎᒪᔨᖅᑭᒃᑯ ᕿᕆᔨᑕᒃᑯᓂᑦ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᓄᓇᕗᒻᒥᓂᑦ ᐱᓕᕆᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᐊᐅᓚᓂᑦ, ᑭᖑᓂᖓᓄᑦ ᓴᖅᑭᑐᓂᖅᓯᑦ ᐊᐅᓚᓐᓂ 2020 ᐊᖏᖅᒧᑕᐃᒪᖅᓯᐅᑎ ᕿᕆᔨᑕᒃᑯᓯᓕᒋᑦ ᐃᓄᓯᓄᑦ ᐱᖓᓱᖅᑭᐅᓂᒃᓴᓂᒃ ᐅᓂᒃᑲᑎᒪᔨᖅᑭᒃᑯ ᓄᓇᕗᒻᒥᓂᑦ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᐊᐅᓚᐃᓐᓇᕐᓂᒃ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᐊᐅᓚᓂᑦ ᐊᐅᓚᓐᓂ. ᓄᓇᕗᒻᒥᐊᓂ ᑲᑎᒪᔨᐅᑦ ᑐᓴᕈᓯᓪᓕᑐᒃ ᐊᓯᔪᓐᓇᖅᑐᓂᒃ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᐊᐅᓚᐃᓐᓇᕐᓂᒃ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᐊᐅᓚᓂᑦ ᐊᐅᓚᓐᓂ.

ᐊᑐᐃᓐᓇᐅᓂᕐᒪᑦ ᐃᓕᐅᔨᓪᓕᑐᓕᒃ ᑕᓕᐅᖅᓄᑦ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᐊᐅᓚᓂᑦ ᐊᐅᓚᓐᓂ.

ᐊᑐᐃᓐᓇᐅᓂᕐᒪᑦ ᐃᓕᐅᔨᓪᓕᑐᓕᒃ ᑕᓕᐅᖅᓄᑦ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᐊᐅᓚᓂᑦ ᐊᐅᓚᓐᓂ.

ᐊᑐᐃᓐᓇᐅᓂᕐᒪᑦ ᐃᓕᐅᔨᓪᓕᑐᓕᒃ ᑕᓕᐅᖅᓄᑦ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᐊᐅᓚᓂᑦ ᐊᐅᓚᓐᓂ.

ᐊᑐᐃᓐᓇᐅᓂᕐᒪᑦ ᐃᓕᐅᔨᓪᓕᑐᓕᒃ ᑕᓕᐅᖅᓄᑦ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᐊᐅᓚᓂᑦ ᐊᐅᓚᓐᓂ.

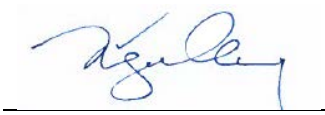
ᐊᑐᐃᓐᓇᐅᓂᕐᒪᑦ ᐃᓕᐅᔨᓪᓕᑐᓕᒃ ᑕᓕᐅᖅᓄᑦ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᑲᑎᒪᔨᖅᑭᒃᑯᓯᓕᒋᑦ ᐊᐅᓚᓂᑦ ᐊᐅᓚᓐᓂ.

- ᓄᓇᕗᒻᒥ 2, 2020 1:00 ᐅᓐᓄᓴᖅᑎᑦ -3:00 ᐅᓐᓄᓴᖅᑎᑦ
- ᓄᓇᕗᒻᒥ 3, 2020 10:00 ᐅᓪᓗᖅᑎᑦ-12:00 ᐅᓐᓄᓴᖓᓕᒥ

ᑐᓴᕈᓯᓪᓕᑐᒃ ᑐᓴᐅᕈᓕᐊᔪ ᑭᔪᓕᖓ ᑕᓕᐅᖅᓯᓂᒥᑦ. ᑐᓴᕈᓯᓪᓕᑐᓐᓇᕐᓂᑦ ᐋᓐᓄᕈ ᕿᑎᓴᐅᕐᓂᒋᑦ ᑎᑎᕋᖅᓴᓕᐊᔪᓂᒋᑦ ᐅᕐᖓ andrew.moore@baffinland.com , ᑕᓕᐅᖅᑎᑦᓱᐅᑦ ᐅᕐᖓ 416-997-1495 ᕿᓇᖅᑎᓗᔪ ᑲᑎᒪᖏᓴᓕᒃ.

ᓱᓕᔪᖅᑯᓪ,

Andrew Moore



ᐊᐅᓚᑭᒃ ᒪᐊ
ᐊᐅᓪᓚᕆᑎᓗᓪ, ᑲᖏᒪᓚᓪ ᐃᓚᓪᒋᓚᓪᓕᓪᓗ ᐃᓱᕋᕆᑎᑎᑦᓴ
ᐸᖏᓐᓂᐠ ᓴᐃᕋᕐᕆᓴᓪ ᐅᕐᕋᖅᓯᐊᕋᐃᖅᑎᑦᓴ

ᓴᐅ ᑎᒍᑦᓪᓚᑲᖅ
ᓱᖃᓪᓕᖅᑎ, ᐅᑭᐅᑦᑕᖅᑐᑦᓴᓕᖅᑐᑦ ᐅᑭᐅᑦᑕᖅᑐᑦᓴᓕᖅᑐᑦ,
ᐸᖏᓐᓂᐠ ᓴᐃᕋᕐᕆᓴᓪ ᐅᕐᕋᖅᓯᐊᕋᐃᖅᑎᑦᓴ

ᐊᕐᕌᖅᑎᑦ ᓇᑦᓱᑦ ᐸᐃᑕᐠ, ᐃᓚᐃᑦ ᖃᐅᔨᓴᕐᔪᖅᑎᑦ ᑲᑎᖃᑎᒋᔭᖅᑎᑦᓗ, ᖃᑭᖅᑕᓂ ᐃᓚᐃᑦ ᑲᑐᕌᖃᑎᒋᔭᖅᑎᑦ
ᓗ ᑲᒍᒪᓴ, ᑐᑭᒍᐊᕆᑎᑎᒋᔭᑦᓗᐊᑕᖅᓴ ᑲᓱᓕᐠᓇᖅᑐᑯᑦ ᓴᓇᓂᕐᓄᑦ, ᐸᐠᐅᓴᐅᓂᐠ
ᐃᐅᔨᓇᑲ ᓕᐊᑦ, ᐊᐅᓪᓚᑦᑕᖅᑎᑦ, ᐊᖏᑎᓄᑦ ᖃᑭᒋᕐᓂᓕᑦ ᐊᐅᓪᓚᑕᐅᓂᕐᓄᑦᓗᓪ, ᓄᓇᕗᖅᑯᑦ ᑲᖏᒪᖓᑦ

October 21, 2020

His Worship Moses Oyukuluk
Mayor of Arctic Bay
Hamlet of Arctic Bay

Dear Your Worship,

Due to concerns stemming from COVID-19, the Government of Nunavut has decided not to convene the Qikiqtaaluk Socio-economic Monitoring Committee (QSEMC) this year. In addition to being a requirement of the Mary River Project Certificate, the QSEMC has historically provided an opportunity to engage on the Project's socio-economic monitoring program and discuss the issues of importance to North Baffin communities.

Baffinland is therefore writing to invite you to a teleconference to discuss the Project's socio-economic monitoring program. Baffinland would like to use this time to provide an overview of the results of the 2019 Mary River Socio-economic Monitoring Program for existing operations. More importantly, we would like to hear from you about the issues important to you and the members of your community. We will use your input to help us refine Baffinland's monitoring program and continue to evolve ongoing operations. In advance of the meeting Baffinland will provide bilingual meeting materials.

Upon completion of this series of meetings with Hamlet Councils and community service providers, Baffinland will use the information shared to inform our 2020 Annual Socio-Economic Monitoring Report to the Nunavut Impact Review Board. Further, a summary of the meetings will be prepared and submitted to the QSEMC to inform the group of discussions that took place.

Should you be available and wish to participate in a teleconference on this subject please let us know which of the following time slots works for your schedule, or if a different time and date are preferable.

- November 2, 2020, 1:00-3:00 pm
- November 3, 2020 10:00am-12:00 pm

Please let us know if you would like interpretation to be arranged for this call. You can contact Andrew by email at andrew.moore@baffinland.com, or by phone at 416-997-1495 to arrange a meeting time.

Sincerely,

Andrew Moore

Andrew Moore
Manager, Government Relations and Public Affairs
Baffinland Iron Mines

Joe Tigullaraq
Head, Northern Affairs
Baffinland Iron Mines

c.c. Richard Paton, Director, IQ and Engagement, Qikiqtani Inuit Association
Lou Kamermans, Senior Director Sustainable Development, Baffinland
Erika Zell, Manager, Environmental Assessment and Regulation, Government of Nunavut

ᐅᑐᐱᓗ 21, 2020

ᓂᕆᔨᖅᓯᓂᖅ ᓴᐅᓗ ᐃᑕᓇᐃᐤ
ᒪᐃᔪ ᑲᖏᕆᑐᐃᓚᖅᓯᒪᔪᑦ
ᕿᐊᒪᓕᒃᑯᑦ ᑲᖏᕆᑐᐃᓚᖅᑕ

ᐊᓯᔾᔨᑎᑦ ᓂᕆᔨᖅᓯᓐᓂᑦ,

ᐃᓯᒪᔭᑎᕆᕆᖅᓱᑎᒃ ᑯᐃᑦ-19ᒧᑦ ᓄᓇᕗᒻᒥᑦ ᓚᖓᒪᖅᑎᑦ ᑲᑎᒪᔨᓯᒪᖅᑭᒪᒧᑦ ᕿᑭᕆᑦᑕᔭᒃ ᐃᓕᓴᒻᒥᑦ ᐱᖓᓱᓕᕆᔨᒋᑦᓯ ᕿᑲᐅᔭᕐᓂᖅᓄᑦ ᑲᑎᒪᔨᖅᑭᓂᒃ ᑕᒪᓐᓇ ᐊᕐᕌᒍᑎᒃ. ᕿᑲᒃᑲᓂᕐᒪᒍᑦ ᐱᓕᕆᔨᕆᑲᖏᖅᑯᑦᓱᓂ ᓄᓇᕗᑦᓱᓂ ᐱᓕᕆᔨᓂᖅ, ᕿᑭᕆᑦᑕᔭᒃ ᐃᓕᓴᒻᒥᑦ ᐱᖓᓱᓕᕆᔨᒋᑦᓯ ᕿᑲᐅᔭᕐᓂᖅᓄᑦ ᐅᕿᑲᒃᑕᐅᔪᓐᓇᑦᑐᑦ ᐱᓕᕆᔨᓂᖅ ᐱᖓᓱᓕᕆᔨᒋᑦᓯ ᕿᑲᐅᔭᕐᓂᖅᓄᑦ ᐅᕿᑲᒃᑕᐅᔪᓐᓇᑦᑐᑦ ᐊᑲᐅᙱᑦᑐᑎᑦ

ᓱᓕᔪᖅᑯᓕ,

Andrew Moore



ᐊᑲᓇᑕ ᒍᐊ
ᐊᐅᓪᓚᕆᐅᓕ, ᒪᙳᒪᓂᓕ ᐃᓂᓪᒧᓂᓕᓪᓗ ᐃᓄᖅᑲᑎᑎᓪᓕ
ᐸᙳᓐᓂᓴ ᓴᐃᕆᖃᖅᓴᓂᓕ ᐅᖃᕆᖏᓂᐊᕆᐃᖏᓪᓕ

ᓱ ᑎᒍᓪᓕᒪᔪᖅ
ᓱᘐᓪᓚᑎ, ᐅᑭᐅᑕᖅᑐᑦᑕᓚᓄᓂᖅ,
ᐸᙳᓐᓂᓴ ᓴᐃᕆᖃᖅᓴᓂᓕ ᐅᖃᕆᖏᓂᐊᕆᐃᖏᓪᓕ

ᐊᕐᓇᖏᓪᓕ ᓇᓪᓂᒃ ᐸᐃᑕᓐᓄ, ᐃᓄᐃᑦ ᖃᐅᔨᒪᔭᕐᓗᖏᓪᓕ ᑲᑎᖃᑎᒌᖏᓪᓕᓪᓗ, ᖃᑭᖃᑕᓂ ᐃᓄᐃᑦ ᑲᑐᔾᖃᑎᒌᖏᓪᓕ
ᓗ ᑲᒧᒪᓴᐃ, ᑐᑭᒧᐊᕆᑎᑎᒍᓪᓕᓗᑕᖅᖃᖅ ᑲᓱᓂᓴᐅᓇᖅᑐᑦᑯᓕ ᓴᓇᓂᕐᓄᓕ, ᐸᙳᓐᓂᓴ
ᐃᐅᔨᓇᑲ ᔨᐊᓪᓕ, ᐊᐅᓪᓚᕆᐅᓕ, ᐊᙵᑎᓄᓕ ᖃᑭᕐᑐᓂᕐᓄᓕ ᐊᐅᓪᓚᑕᐅᓂᕐᓄᓪᓕᓪᓗ, ᓄᓇᕗᑦᑯᓕ ᓴᙵᒪᖏᓪᓕ

October 21, 2020

His Worship Jerry Natanine
Mayor of Clyde River
Hamlet of Clyde River

Dear Your Worship,

Due to concerns stemming from COVID-19, the Government of Nunavut has decided not to convene the Qikiqtaaluk Socio-economic Monitoring Committee (QSEMC) this year. In addition to being a requirement of the Mary River Project Certificate, the QSEMC has historically provided an opportunity to engage on the Project's socio-economic monitoring program and discuss the issues of importance to North Baffin communities.

Baffinland is therefore writing to invite you to a teleconference to discuss the Project's socio-economic monitoring program. Baffinland would like to use this time to provide an overview of the results of the 2019 Mary River Socio-economic Monitoring Program for existing operations. More importantly, we would like to hear from you about the issues important to you and the members of your community. We will use your input to help us refine Baffinland's monitoring program and continue to evolve ongoing operations. In advance of the meeting Baffinland will provide bilingual meeting materials.

Upon completion of this series of meetings with Hamlet Councils and community service providers, Baffinland will use the information shared to inform our 2020 Annual Socio-Economic Monitoring Report to the Nunavut Impact Review Board. Further, a summary of the meetings will be prepared and submitted to the QSEMC to inform the group of discussions that took place.

Should you be available and wish to participate in a teleconference on this subject please let us know which of the following time slots works for your schedule, or if a different time and date are preferable.

- November 5, 2020 1:00-3:00 pm
- November 6, 2020 10:00am- 12:00 pm

Please let us know if you would like interpretation to be arranged for this call. You can contact Andrew by email at andrew.moore@baffinland.com, or by phone at 416-997-1495 to arrange a meeting time.

Kind regards,

Andrew Moore

Andrew Moore
Manager, Government Relations and Public Affairs
Baffinland Iron Mines

Joe Tigullaraq
Head, Northern Affairs
Baffinland Iron Mines

c.c. Richard Paton, Director, IQ and Engagement, Qikiqtani Inuit Association
Lou Kamermans, Senior Director Sustainable Development, Baffinland
Erika Zell, Manager, Environmental Assessment and Regulation, Government of Nunavut

ᐅᑐᐱᓗ 21, 2020

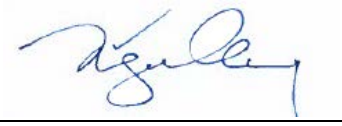
ᓂᖅᓯᓐᓇᓂᖏᑐ ᒍᓕᐅᖅ ᓇᓱᓄᓴ
ᒪᐃᔪ ᐃᖏᑐᖏᒧᑦ
ᕿᐊᒪᒃᑯᑦ ᐃᖏᑐᖏᒥ

ᐊᓱᐊᑎᑦ ᓂᖅᓯᓐᓇᓂᒋᑦ,

ᐃᓱᒪᓕᑎᕆᖅᓱᖅᑐᑎᒃ ᑯᐃᑦ-19ᒧᑦ ᓄᓇᒋᖅᑯᑦ ᑲᕐᒪᖏᑦ ᑲᑎᒪᔨᓱᒪᕐᒪᒪᑕ ᕿᑭᖅᑕᒍᓕᒃ ᐃᓄᓱᖅᑯᑦ ᐱᕙᓪᓕᐊᑎᑎᒍᓪᓗ ᕆᐅᔨᓴᓂᖅᓂᓄᑦ ᑲᑎᒪᔨᖏᓪᓂᒃ ᑕᒪᓐᓗ ᐊᖏᔪᒪᑦ. ᕆᐅᒃᐅᓂᐅᒍᒧᑦ ᐱᓕᕆᔨᕿᖅᑯᑐᓂ ᓄᓇᕗᑦᓂᓐᓂ ᐱᓕᕆᔨᓂᖅ ᐱᓇᓱᓄᑦ, ᕿᑭᖅᑕᒍᓕᒃ ᐃᓄᓱᖅᑯᑦ ᐱᙵᕙᓪᓕᐊᑎᑎᒍᓪᓗ ᕆᐅᔨᓴᓂᖅᓂᓕᒃ ᕿᑭᒃᑕᕐᓂᓐᓂ ᐱᓇᓕᕐᑐᖅᓯᒪᓕᒃ ᐃᓕᓴᕆᑕᐅᔨᔪᓕᑦᓯᓕᕐᓂᑦ ᐱᓕᕐᓂᐅᕐᓂ ᐊᑦᑐᖓᓕᕐᓂᐅᕐᓯᑎᑦ ᐱᓕᕐᓂᐅᕐᓂᑦ ᐱᓇᓱᓄᑦ ᐱᙵᕙᓪᓕᐊᑎᑎᒍᓪᓗ ᕆᐅᔨᓴᓂᖅᓂᓄᑦ ᐅᕆᐅᔨᓯᒪᓕᐅᖅᓯᓕᒃ ᐃᓄᐃᑦᑐᓕᕐᓂᐅᕐᓯᑎᑦ ᐱᓕᕐᓂᐅᕐᓯᑎᑦ ᐊᑦᑐᖓᓕᕐᓂᐅᕐᓯᑎᑦ ᐱᓇᓱᓄᑦ ᐱᙵᕙᓪᓕᐊᑎᑎᒍᓪᓗ ᕆᐅᔨᓴᓂᖅᓂᓄᑦ ᐅᕆᐅᔨᓯᒪᓕᐅᖅᓯᓕᒃ ᐊᑦᑐᖓᓕᕐᓂᐅᕐᓯᑎᑦ ᐱᓇᓱᓄᑦ ᐱᙵᕙᓪᓕᐊᑎᑎᒍᓪᓗ ᕆᐅᔨᓴᓂᖅᓂᓄᑦ ᐅᕆᐅᔨᓯᒪᓕᐅᖅᓯᓕᒃ ᐊᑦᑐᖓᓕᕐᓂᐅᕐᓯᑎᑦ ᐱ

ᓱᓕᔪᖅᑯᓪ,

Andrew Moore



ᐊᐅᓚᑐᑦ ᒪᐊ
ᐊᐅᓪᓕᕐᒪᔨ, ᑲᖏᒪᓂᕐ ᐃᓄᓕᒻᒥᓂᓪᓗ ᐃᓄᖅᑲᑎᑦᑎᓪᓗ
ᓴᖅᓯᓪᓚᐅᖅ ᓴᓇᕋᖅᑳᓂᕐ ᐅᓴᕋᖏᓕᕐᕕᖏᓐᓂᕐ

ᓴ ᑎᒍᓪᓕᑲᖅ
ᓱᕐᓕᓪᑎ, ᐅᑭᐅᖅᑕᖅᑐᑕᓕᓄᑦ,
ᓴᖅᓯᓪᓚᐅᖅ ᓴᓇᕋᖅᑳᓂᕐ ᐅᓴᕋᖏᓕᕐᕕᖏᓐᓂᕐ

ᐊᖏᔪᖏᑦ ᓇᓵᓱᑦ ᐸᐃᑕᖅ, ᐃᓄᐃᑦ ᖃᐅᐅᔨᓴᕐᓂᖅᖏᑦ ᑲᑎᖃᑎᒋᔪᖅᖏᑦ,
ᓄ ᑲᒍᒪᔪᓵ, ᑐᑭᒍᑎᖃᑎᒌᓴᐃᑕᖅ ᑲᓐᓂᕐᓄᑦ, ᐸᑯᓂᒃᑯᑦ ᐊᐅᓚᑦᑎᐊᖅᑐᑦ,
ᐃᐅᓗᒃ ᔪᐃᑦ, ᐊᐅᓚᑐᑦ, ᐊᖏᑎᓄᑦ ᖃᑭᒋᑐᓂᓄᑦ ᐊᐅᓚᑕᐅᓂᖅᓄᑦᓗ, ᓄᓇᕗᒻᒥᑦ ᑲᖏᒪᖓᑦ

ᐅᑐᐱᓗ 21, 2020

ᓂᕆᔨᖅᓯᓂᖅ ᑭᓴᓪᓗ ᐊᓚᐊᒃ
ᒪᐃᕐ ᒥᕈᑎᒡᓕᕐᓚᑦ
ᐄᐊᒪᓕᒃᑯᑦ ᒥᕈᑎᒡᓕᕐᓂᒥ

ᐊᓯᔾᔨᑎᑦ ᓂᕆᔨᖅᓯᓐᓂᑦ,

ᐃᓯᒪᓕᑎᕆᕆᖅᓱᑎᒃ ᑯᐃᑦ-19ᒧᑦ ᓄᓇᕗᒻᒥᑦ ᑲᔪᓯᖅᑕ ᑲᑎᒪᔨᓯᒪᔪᖓᓕᒡᒐ ᕿᑭᖅᑕᕐᓗᒃ ᐃᓄᒃᓯᒪᒥᑦ ᐱᔪᓐᓇᖅᑐᑎᒍᑦᓗ ᕿᑐᕐᖓᓂᖅᓴᓂᑦ ᑲᑎᒪᓴᖅᑭᑐᒃ ᑕᒪᓐᓇ ᐊᖏᕐᕋᒋᑦ. ᕿᑲᕿᐅᓂᐊᒍᑦ ᐱᓕᕆᔨᐊᖏᕆᕆᖅᓱᑎᓐᓂ ᓄᓇᕗᑦᑐᓐ ᐱᓕᕆᔨᒃᑯᑦ ᐱᔪᓐᓇᖅᑐᒥ, ᕿᑭᖅᑕᕐᓗᒃ ᐃᓄᒃᓯᒪᒥᑦ ᐱᔪᓐᓇᖅᑐᑎᒍᑦᓗ ᕿᑐᕐᖓᓂᖅᓴᓂᑦ ᕿᒪᓱᕈᓯᕐᒥᐅᑦ ᐱᓇᓕᕐᓂᖅᓯᒪᔪᑦ ᐃᓕᓴᕐᓂᖅᓱᑎᓕᑦᑕᓕᕐᓂᑦ ᐱᓕᕐᓂᐅᕐᓂ ᐃᓄᒃᓯᒪᒥᑦ ᐱᔪᓐᓇᖅᑐᑎᒍᑦᓗ ᕿᑐᕐᖓᓂᖅᓴᓂᑦ ᐅᖏᖅᐱᓕᕐᓂᓪᓗ ᐊᑲᐅᖅᑎᓕᕐᓂᑦ ᐱᔪᓐᓇᖅᑐᓕᕐᓂᑦ ᕿᒪᓱᕈᓯᕐᒥᐅᑦ ᕿᑭᖅᑕᕐᓗᒃ ᐅᐊᖅᓯᒪᔪᓕᕐᓂᑦ ᐃᓄᓐᓂᒃᑯᑦ.

ᓴᓇᔨᓂᖅᑐᖅ ᑯᐃᓕᓴᕐᓂᑦ ᑎᑎᕋᖅᓯᓐᓂᒃ ᑕᓕᐅᖅᑐᑦ ᑲᑎᒪᓂᕐᒧᑦ ᐅᖏᖅᐱᓕᕐᓂᑦ ᐱᔪᓐᓇᖅᑐᑎᒍᑦᓗ ᕿᑐᕐᖓᓂᖅᓴᖅᓯᒪᓂᖅ. ᓴᓇᔨᓂᖅᑐᖅ ᐊᑐᕐᓗᒍ ᑲᓇᑕᒥᐅᑦ ᐱᔪᓐᓇᖅᑐᑎᒍᑦᓗ ᕿᑭᖅᑕᕐᓗᒃ ᐅᖏᖅᐱᓕᕐᓂᑦ ᐅᖏᖅᐱᓕᕐᓂᒥᐅᑦ 2019ᒥ ᓄᓇᕗᒻᒥᑦ ᐃᓄᒃᓯᒪᒥᑦ ᐱᔪᓐᓇᖅᑐᑎᒍᑦᓗ ᕿᑭᖅᑕᕐᓗᒃ ᐃᓕᓐᓂᖅᑐᑦ ᐊᐅᓚᑦᓯᐊᓂᖅ, ᑐᓴᕈᓕᒻᒥᑦ ᐃᓕᓴᕐᓂᖅᓱᑎᓕᑦᑕᓕᕐᓂᑦ ᐱᔪᓐᓇᖅᑐᓕᕐᓂᑦ ᓄᓇᕗᑦᑐᓐᓂᒃ ᐊᑐᕐᓗᒍ ᐊᑐᕐᓗᒍ. ᐊᑐᖅᓯᒪᔪᖅᑕᕐᓂᑦ ᐅᖏᖅᐱᓕᕐᓂᑦ ᐊᑐᖅᓯᒪᔪᖅᑕᕐᓂᑦ ᐃᓄᒃᓯᒪᒥᑦ ᐱᔪᓐᓇᖅᑐᑎᒍᑦᓗ ᕿᑭᖅᑕᕐᓗᒃ

ᓱᓕᔪᖅᑯᓪ,

Andrew Moore



ᐊᐅᓚᑐ ᒪᐊ
ᐊᐅᓪᓕᑎᔨ, ᑲᖏᒪᓂᓪ ᐃᓄᓕᒧᓂᓪᓗ ᐃᓄᖅᑲᑎᑦ
ᓴᖅᓯᓂᓱ ᓴᓇᕆᔨᖅᓴᓂᓪ ᐅᔨᕆᖃᓕᕆᓇᖅᑐᑦ

ᓴᐅᒪᓂ ᓇᓯᓂ ᓴᐃᓕᓱ, ᐃᓄᐃᓕ ᖃᐅᐅᔨᒪᔪᖃᖅᖃᖅᑐᑦ ᑲᑎᖃᑎᒋᖅᖃᓐᓂᓪᓗ, ᖃᑭᖅᑕᓂ ᐃᓄᐃᓕ ᑲᑐᔨᖃᑎᒋᖅᖃᖅᑐᑦ
ᓗ ᑲᒧᒪᓵᔨ, ᑐᑭᒧᐊᕆᑎᑎᔨᓪᓗᐊᑕᖅ ᑲᓱᓯᓇᖅᑐᑐᖅᑯᑦ ᓴᓇᓂᕆᓄᓪᓕᑦ, ᓴᓴᓂᑕᓂ ᐃᓄᐃᓕ ᑲᑐᔨᖃᑎᒋᖅᖃᖅᑐᑦ
ᐃᐅᓚᑲ ᔨᐊᑦ, ᐊᐅᓪᓚᑎᔨ, ᐊᖏᑎᓄᑦ ᖃᑭᒋᑐᓂᓪᓄᑦ ᐊᐅᓪᓚᑕᐅᓂᓪᓄᓪᓕᑦ, ᓄᓇᕗᑦᑯᑦ ᑲᖏᒪᖃᑦ

2275 Upper Middle Road East, Suite 300 | Oakville, ON, Canada L6H 0C3
Main: 416.364.8820 | Fax: 416.364.0193 | www.baffinland.com

October 21, 2020

His Worship Joshua Arreak
Mayor of Pond Inlet
Hamlet of Pond Inlet

Dear Your Worship,

Due to concerns stemming from COVID-19, the Government of Nunavut has decided not to convene the Qikiqtaaluk Socio-economic Monitoring Committee (QSEMC) this year. In addition to being a requirement of the Mary River Project Certificate, the QSEMC has historically provided an opportunity to engage on the Project's socio-economic monitoring program and discuss the issues of importance to North Baffin communities.

Baffinland is therefore writing to invite you to a teleconference to discuss the Project's socio-economic monitoring program. Baffinland would like to use this time to provide an overview of the results of the 2019 Mary River Socio-economic Monitoring Program for existing operations. More importantly, we would like to hear from you about the issues important to you and the members of your community. We will use your input to help us refine Baffinland's monitoring program and continue to evolve ongoing operations. In advance of the meeting Baffinland will provide bilingual meeting materials.

Upon completion of this series of meetings with Hamlet Councils and community service providers, Baffinland will use the information shared to inform our 2020 Annual Socio-Economic Monitoring Report to the Nunavut Impact Review Board. Further, a summary of the meetings will be prepared and submitted to the QSEMC to inform the group of discussions that took place.

Should you be available and wish to participate in a teleconference on this subject please let us know which of the following time slots works for your schedule, or if a different time and date are preferable.

- November 12, 2020 10:00am-12:00 pm
- November 13, 2020 1:00pm-3:00 pm

Please let us know if you would like interpretation to be arranged for this call. You can contact Andrew by email at andrew.moore@baffinland.com, or by phone at 416-997-1495 to arrange a time meeting time.

Sincerely,

Andrew Moore

Andrew Moore
Manager, Government Relations and Public Affairs
Baffinland Iron Mines

Joe Tigullaraq
Head, Northern Affairs
Baffinland Iron Mines

c.c. Richard Paton, Director, IQ and Engagement, Qikiqtani Inuit Association
Lou Kamermans, Senior Director Sustainable Development, Baffinland
Erika Zell, Manager, Environmental Assessment and Regulation, Government of Nunavut

ᐅᑐᐱᓗ 21, 2020

ᓂᕆᔨᖅᓯᓂᖅ ᓴᐃᐱᑎ ᐊᐅᓪᓚᕐᔪᐊᖅ
ᒪᐃᔪ ᓴᓂᕆᔭᖅᔪᑦ
ᕿᐊᒪᓪᒃᑯᑦ ᓴᓂᕆᔭᖅᑎᒋᑦ

ᐊᓯᔾᔨᑎᑦ ᓂᕆᔨᖅᓯᓐᓂᑦ,

ᐃᓯᒪᓕᑎᕆᕆᖅᓱᑎᒃ ᑯᐃᑦ-19ᒧᑦ ᓄᓇᕗᒻᒥᑦ ᑲᙳᒪᖅᑕ ᑲᑎᒪᔨᓯᒪᖅᑭᒪᓪᓚᑦ ᕿᑭᖅᑕᒋᓗᒃ ᐃᓄᓕᒻᒥᑦ ᐱᙳᓪᓕᐊᑐᑎᒍᓪᓗᒍ ᕿᑐᐅᔪᓂᖓᓂᒃ ᑲᑎᒪᔨᖅᑭᒃᑯᑦ ᐊᑐᖅᑕᐅᓂᖓᓂᒃ ᐱᙳᓪᓕᐊᑐᑎᒍᓪᓗᒍ ᕿᑐᐅᔪᓂᖓᓂᒃ ᕿᒪᖅᑕᕐᕿᓂᖓ ᐱᓚᕆᐅᕆᐊᖃᖅᑐᑦ ᐃᓕᐅᕿᑲᕐᕿᑎᑦᑕᑦ ᐱᙳᓪᓕᐊᑐᑎᒍᓪᓗᒍ ᕿᑐᐅᔪᓂᖓᓂᒃ ᐅᕿᑲᕐᓂᑕᒫᑦ ᐊᑲᐅᖅᑕᐅᑎᑦ ᐱᔪᐊᖓᔪᑦ ᕿᕿᑭᖅᑕᒋᓗᑦ ᐅᐊᓖᑦᓂᓗᒍ ᐊᑲᐅᖅᑕᐅᑎᑦ.

ᑭᓚᐢᑕᓂᖅ ᑕᐃᒪᐃᓱᒪᑦ ᑎᑎᕋᖅᓴᑦ ᑐᓂᓯᔪᓐᓇᖅᑐᒃ ᑕᓪᕕᖅᑕᑦ ᑲᑎᒪᓂᔭᑦ ᐅᕿᑲᕐᓂᑕᒫᑦ ᐱᙳᓪᓕᐊᑐᑎᒍᓪᓗᒍ ᕿᑐᐅᔪᓂᖓᓄᓚᖅ. ᑭᓚᐢᑕᓂᖅ ᐊᑐᕈᒪᖓᑦ ᑕᙵᕐᓗᒋᑦ ᐱᓕᕆᔨᒃᑲᓐᓂᖅ 2019ᒥ ᓄᓇᕗᒻᒥᑦ ᐃᓕᓴᕐᓂ ᐃᓄᓕᒻᒥᑦ ᐱᙳᓪᓕᐊᑐᑎᒍᓪᓗᒍ ᕿᑐᐅᔪᓂᖓᓂᖅᐳᖅ ᐃᓚᖓᓂᒃ ᐊᐅᓚᑦᓂᓗᒍ. ᐱᖁᔭᕐᓗᒍᐳᖅ, ᑐᓴᕈᒪᓐᓇᑦ ᐃᓕᓴᕐᓂᑕᒫᑦ ᐊᑲᐅᖅᑕᐅᕈᑐᓄᓕᒫᑦ ᐱᖁᔭᐊᓴᓱᒪᓕᒫᑦ ᓄᓇᖅᑲᐅᖅᓱᓐᓂᒃ. ᐊᑐᖅᑕᐅᖅᑭᒃᑯᑦ ᐅᖅᑲᐅᓯᓂᖅᑐᑦᑎᓪᓗᑎᑦ ᑭᓚᐢᑕᓂᖅ ᖃᐅᔨᓴᖅᑎᑦ ᑲᑎᒪᔨᖅᑭᒃᑯᑦ ᐊᐅᓚᐃᓐᓇᖅᑭᒃᑯᑦ ᐊᐅᓚᓂᖅ. ᓯᑲᖅᑕᐅᓂ ᑲᑎᒪᓂᐅᑦ ᑭᓚᐢᑕᓂᖅ ᑐᓴᕈᒪᓐᓇᖅᑐᑦ ᐃᓄᐃᑦᑐᕌᖅᑎᓪᓗᒍ ᑭᓚᐢᑕᓂᖅ ᐊᐅᓚᑦᓂᓗᒍ ᐊᐅᓚᓂᖅ. ᓯᑲᖅᑕᐅᓂ ᑲᑎᒪᓂᐅᑦ ᑐᓂᓯᔪᓐᓇᖅᑐᑦ ᐃᓄᐃᑦᑐᕌᖅᑎᓪᓗᒍ ᑭᓚᐢᑕᓂᖅ ᑐᓴᕈᒪᓐᓇᖅᑐᑦ ᑲᑎᒪᔨᖅᑭᒃᑯᑦ ᑐᓂᓯᔪᓐᓇᖅᑐᑦ.

ᐱᓱᓗᑕᒃ ᑭᒃᑯᓂᖓ ᑲᑎᒪᓂᕆᓂᒃ ᕿᑭᖅᑕᐅᓂᒃ ᑲᑎᒪᔨᖅᑭᒃᑯᑦ ᓄᓇᕗᒻᒥᓄᑦ ᐱᔨᑎᑎᕆᔭᖅᑎᓄᑦ, ᑭᓚᐢᑕᓂᖅ ᕿᒃᑐᖅᑕᐅᓂᖅᑐᑦ ᐊᑐᓂᑎᕆᔭᖅᑎᓪᓗᑎᑦ 2020 ᐊᑎᕐᔪᑭᒡᓚᖅᓯᐅᑎ ᕿᑭᖅᑕᒋᓗᒃ ᐃᓄᓕᒻᒥᑦ ᐱᙳᓪᓕᐊᑐᑎᒍᓪᓗᒍ ᕿᑐᐅᔪᓂᖓᓂᒃ ᐅᓂᒃᑲᑎᒪᓂᒃ ᓄᓇᕗᒻᒥ ᐊᐅᖅᑐᓕᕆᓂᖅ ᑲᑎᒪᔨᖅᑭᒃᑯᑦ. ᓯᑕᒃᑲᓂᕐᓂᖅ, ᓇᐃᓇᖅᓯᒪᔪᑦ ᑲᑎᒪᓂᕆᓂᑦ ᑭᓇᐅᑦᑕᐅᓂᖅᑐᑦᑎᓪᓗᑎᑦ ᑐᓂᓯᔪᓐᓇᖅᑐᑦ ᑲᑎᒪᔨᖅᑭᒃᑯᑦ ᐅᓂᒃᑲᑎᒪᓂᒃ ᑲᑎᒪᓕᑦ ᐅᑎᕐᓂᐊᕐᓇᖅᑐᑦᑎᓪᓗᒍ.

ᐊᑐᐃᓇᐅᓂᕆᔨᒃᑲᑦ ᐃᓕᐅᔪᓚᑐᑎᒍᓪᓗ ᑕᓪᕕᖅᑐᑦ ᑲᑎᒪᔪᓂ ᑭᓇᐅᒻᒪᑦ ᐅᑎᕐᔪᑦᑎᓪᓗᒍ ᑐᓴᕈᒪᓐᓇᖅᑐᑦ ᐊᑐᖅᑕᐅᓂᖅᑐᑦ ᐱᔨᑎᑎᕆᔭᖅᑎᓪᓗᒍ ᓄᓇᕗᒻᒥ ᐅᓪᓗᕆᒃ ᐅᓱᒪᒃᑯᑦ ᐱᔨᑎᒪᓂᖅ ᐅᓪᓗᕆᒃ ᐅᓂᒃᑲᑎᒪᓂᒃ ᐊᑐᖅᑕᐅᓂᖅᑐᑦ ᐱᔨᑎᑎᕆᔭᖅᑎᓪᓗᒍ ᑲᑎᒪᔨᖅᑭᒃᑯᑦ ᐱᔨᑎᒪᓂᖅ ᐱᔨᑎᒪᓂᒃ ᐊᑐᖅᑕᐅᓂᖅᑐᑦ ᑲᑎᒪᔨᖅᑭᒃᑯᑦ ᑲᑎᒪᓂᕆᓂᑦ

ᓱᓕᔪᖅᑯᓪ,

Andrew Moore



ᐊᐅᓚᑐᒃ ᒪᐊ
ᐊᐅᓪᓕᕐᒪᔨ, ᑲᖏᒪᓂᓪ ᐃᓄᓕᒧᓂᓪᓗ ᐃᓄᖅᑲᑎᑦᑎᓪ
ᓴᖅᓯᓂᓱ ᓴᓇᕋᖅᑳᓂᓪ ᐅᓴᕋᖅᓂᐊᕋᖅᑐᑦ

ᓴᐅᒪᓂ ᓇᓕᓱᓪ ᓴᐃᑕᓱ, ᐃᓄᐃᓪ ᖃᐅᐅᓴᒪᓕᕆᖅᑐᑦ ᑲᑎᖅᑲᑎᕐᓂᓪᓗ, ᖃᑭᖅᑕᓂᐅ ᐃᓄᐃᓪ ᑲᑐᔾᖅᑲᑎᕐᓂᑦ
ᓗ ᑲᒧᒪᔪᓪ, ᑐᑭᒧᐊᖅᑎᑦᑎᔨᓪᓗᑕᖅ ᑲᓱᓯᖅᓂᐅᑉᑐᖅᑯᑦ ᓴᓇᓂᕐᓄᓪᓂ, ᓴᓯᓇᐅᑦ
ᐃᐅᓗᒃ ᔨᐊᑦ, ᐊᐅᓪᓕᕐᒪᔨ, ᐊᖏᑎᓄᓪᓂ ᖃᑭᕐᑐᓂᕐᓄᓪᓂ ᐊᐅᓪᓕᑕᐅᓂᕐᓄᓪᓂᓪ, ᓄᓇᕗᖅᑯᑦ ᑲᖏᒪᖓᓪ

October 21, 2020

His Worship Jaypeetee Audlakiak
Mayor of Sanirajak
Hamlet of Sanirajak

Dear Your Worship,

Due to concerns stemming from COVID-19, the Government of Nunavut has decided not to convene the Qikiqtaaluk Socio-economic Monitoring Committee (QSEMC) this year. In addition to being a requirement of the Mary River Project Certificate, the QSEMC has historically provided an opportunity to engage on the Project's socio-economic monitoring program and discuss the issues of importance to North Baffin communities.

Baffinland is therefore writing to invite you to a teleconference to discuss the Project's socio-economic monitoring program. Baffinland would like to use this time to provide an overview of the results of the 2019 Mary River Socio-economic Monitoring Program for existing operations. More importantly, we would like to hear from you about the issues important to you and the members of your community. We will use your input to help us refine Baffinland's monitoring program and continue to evolve ongoing operations. In advance of the meeting Baffinland will provide bilingual meeting materials.

Upon completion of this series of meetings with Hamlet Councils and community service providers, Baffinland will use the information shared to inform our 2020 Annual Socio-Economic Monitoring Report to the Nunavut Impact Review Board. Further, a summary of the meetings will be prepared and submitted to the QSEMC to inform the group of discussions that took place.

Should you be available and wish to participate in a teleconference on this subject please let us know which of the following time slots works for your schedule, or if a different time and date are preferable.

- November 16, 2020 10:00am- 12:00pm
- November 17, 2020 1:00-3:00pm

Please let us know if you would like interpretation to be arranged for this call. You can contact Andrew by email at andrew.moore@baffinland.com, or by phone at 416-997-1495 to arrange a meeting time.

Kind regards,

Andrew Moore

Andrew Moore
Manager, Government Relations and Public Affairs
Baffinland Iron Mines

Joe Tigullaraq
Head, Northern Affairs
Baffinland Iron Mines

c.c. Richard Paton, Director, IQ and Engagement, Qikiqtani Inuit Association
Lou Kamermans, Senior Director Sustainable Development, Baffinland
Erika Zell, Manager, Environmental Assessment and Regulation, Government of Nunavut

October 21, 2020

His Worship Merlyn Recinos
Mayor of Igloolik
Hamlet of Igloolik

Dear Your Worship,

Due to concerns stemming from COVID-19, the Government of Nunavut has decided not to convene the Qikiqtaaluk Socio-economic Monitoring Committee (QSEMC) this year. In addition to being a requirement of the Mary River Project Certificate, the QSEMC has historically provided an opportunity to engage on the Project's socio-economic monitoring program and discuss the issues of importance to North Baffin communities.

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Should you be available and wish to participate in a teleconference on this subject please let us know which of the following time slots works for your schedule, or if a different time and date are preferable.

- November 9, 2020 10:00 am -12:00 pm
- November 10, 2020 1:00pm- 3:00 pm

Please let us know if you would like interpretation to be arranged for this call. You can contact Andrew by email at andrew.moore@baffinland.com, or by phone at 416-997-1495 to arrange a meeting time.

Sincerely,

Andrew Moore

Andrew Moore
Manager, Government Relations and Public Affairs
Baffinland Iron Mines

Joe Tigullaraq
Head, Northern Affairs
Baffinland Iron Mines

c.c. Richard Paton, Director, IQ and Engagement, Qikiqtani Inuit Association
Lou Kamermans, Senior Director Sustainable Development, Baffinland
Erika Zell, Manager, Environmental Assessment and Regulation, Government of Nunavut

ᐅᑐᐱᓇ 21, 2020

ᐃᓱᒪᓕᑎᕋᖅᓯᓕᑎᒃ ძᕕᑦ-19ᒧᑦ ᓄᓇᕗᒻᒥᑦ ᒪᓂᒪᖏᑦ ᑲᑎᒪᔨᓱᒪᖓᑕᒪᒪᑕ ᖃᐅᔨᖅᑕᕐᓗᒃ ᐃᓅᓱᒻᒥᑦ ᐱᓕᕆᓂᕐᒥᔪᓐᓇ ᖃᐅᔨᓴᖅᓯᓂᓄᑦ ᑲᑎᒪᔨᖏᑐᓂᒃ ᑕᒪᓐᓇ ᐊᖏᖅᑐᒥᒃ, ᖃᐅᔨᖅᑕᕐᓗᒃ ᐃᓅᓱᒻᒥᑦ ᐱᓕᕆᓂᕐᒥᔪᓐᓇ ᖃᐅᔨᓴᖅᓯᓂᓯᓚᑦ ᖃᐅᒪᑕᖅᑐᑎᓚᖅᑕ ᐃᓕᓴᖅᑕᐅᓴᖅᑎᑦᓯᓗᓂᑦ ᐱᓕᕆᓂᐅᕙᒃ ᐃᓅᓱᒻᒥᑦ ᐱᓕᕆᓂᕐᒥᔪᓐᓇ ᖃᐅᔨᓴᖅᓯᓂᓄᑦ ᐅᖃᐅᓱᓇᓗᐊᓂᓪᓗ ᐊᑲᐅᖏᓪᓕᐅᕈᑎᓂ ᐱᓂᕐᐊᖓᓂᑦ ᖃᐅᔨᖅᑕᕐᓗᓂᑦ, ᐅᖃᐅᓱᓇᓗᐊᓂᓪᓗ

October 21, 2020

Due to concerns stemming from COVID-19, the Government of Nunavut has decided not to convene the Qikiqtaaluk Socio-economic Monitoring Committee (QSEMC) this year. In addition to being a requirement of the Mary River Project Certificate, the QSEMC has historically provided an opportunity to engage on the Project's socio-economic monitoring program and discuss the issues of importance to North Baffin communities.

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Should you be available and wish to participate in a teleconference on this subject please contact Andrew by email at andrew.moore@baffinland.com, or by phone at 416-997-1495 to arrange a meeting time.

Sincerely,

Andrew Moore

Andrew Moore
Manager, Government Relations and Public Affairs
Baffinland Iron Mines

Joe Tigullaraq
Head, Northern Affairs
Baffinland Iron Mines

2020 Mary River Project Inuit Employee Survey Report

November 20, 2020

Prepared For:

Baffinland Iron Mines Corporation
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Report Contributors

This report has been prepared by Jason Prno (PhD) and Melissa Johnston (MA) of Jason Prno Consulting Services Ltd. on behalf of Baffinland Iron Mines Corporation.

Suggested Citation

Jason Prno Consulting Services Ltd. 2020. *2020 Mary River Project Inuit Employee Survey Report*. Report prepared for Baffinland Iron Mines Corporation. November 20, 2020.

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1. INTRODUCTION

1.1 2020 INUIT EMPLOYEE SURVEY OVERVIEW

The 2020 Inuit Employee Survey was conducted by Baffinland Iron Mines Corporation (Baffinland) to:

- Collect employment, education, and housing information from Mary River Project (Project) Inuit employees, which Baffinland has been asked to collect under the terms of its Project Certificate issued by the Nunavut Impact Review Board (NIRB)[1]; and
- Collect Inuit employee perspectives on other important topics including childcare and the role of Baffinland in their communities.

The focus of this survey was on Inuit Baffinland employees and Inuit employees of contractors currently working at the Project (Inuit Project employees). Site-and community-based survey administration occurred in September and October 2020 and was led by a team of Baffinland representatives. Site-based survey administration occurred at both the Mine Site Complex (MSC) and Port Site Complex (PSC). Locations where in-community surveying occurred included:

- Arctic Bay
- Clyde River
- Igloolik
- Iqaluit
- Pond Inlet
- Sanirajak

Information collected during the survey has been used to address Project reporting requirements and improve Baffinland's understanding of Inuit employee perspectives on issues of importance.

The COVID-19 pandemic required some modifications to the survey methodology in 2020. Various measures were thus employed to ensure the health and safety of all Project employees, and appropriate adjustments were made to community and site-based survey administration techniques.

1.2 REPORT ORGANIZATION

This report summarizes the results of the 2020 Inuit Employee Survey. It is organized in the following manner:

- Section 1 (i.e. this section) introduces the survey and the scope of this report's contents.
- Section 2 describes the methods used in the survey.
- Section 3 summarizes the results of the survey.
- Sections 4 and 5 provide concluding remarks and report references.
- Appendix A includes a copy of the 2020 Inuit Employee Survey.

[1] See for example Project Certificate Term and Condition Nos. 133 and 140 in NIRB (2020).

2. METHODS

2.1 SURVEY PLANNING AND DEVELOPMENT

Several weeks of planning occurred prior to commencing the Inuit Employee Survey. This included time spent developing the survey, designing survey administration protocols, assigning personnel roles, and organizing logistics for in-community and on-site survey administration. Research ethics protocols were also reviewed by Baffinland and integrated into its surveying practices. These included:

- Communicating with the Nunavut Research Institute to confirm a Scientific Research Licence is not required for its employee surveys;
- Use of informed consent, voluntary participation, and participant confidentiality measures;
- Making the survey available in both English and Inuktitut;
- Providing assistance to survey participants when requested; and
- Making the survey content and results available for public review through the NIRB annual reporting process.

Versions of the Inuit Employee Survey have been delivered by Baffinland since 2016. As such, the survey continues to benefit from refinements identified by Baffinland and its stakeholders every year. While several survey questions have remained largely the same, new topics and questions are also included where necessary. For example, Project Certificate Term and Condition No. 133 encourages Baffinland to work with the Government of Nunavut (GN) in the design of the survey. For the 2020 survey, the GN suggested a number of edits and requested new questions on housing and training be added, which Baffinland addressed. Baffinland also included new questions on childcare and community experiences with the Project in the 2020 survey.

The final 2020 survey had 24 main questions, as listed in Appendix A. These questions were included in five survey sections:

- General
- Housing
- Education and work experience
- Baffinland in your community
- Childcare

Two types of questions were included in the survey: 1) closed-ended, and 2) open-ended. Closed-ended questions provided a list of answer options that respondents could choose from. Open-ended questions did not have pre-defined answers. Respondents were asked to provide as many comments as they liked in the answer box for the open-ended questions.

Opportunities to participate in the survey were advertised at both the MSC and PSC in advance of the survey being administered. Advertising occurred through announcements read by onsite managers and supervisors at daily 'Toolbox' meetings to encourage participation. Inuit Project employees may have also been approached individually by Baffinland staff members to complete a survey. Likewise, Baffinland Community Liaison Officers (BCLOs) and Northern Affairs staff called individual Inuit Project employees in their communities to discuss the survey and request participation.

Members of the survey administration team participated in one of three teleconference orientation sessions prior to survey commencement. This orientation provided an overview of the survey, discussed scheduling matters, reviewed survey team roles, reviewed appropriate survey administration methods (topics included participant recruitment, confidentiality measures, maintaining impartiality, providing assistance, and collecting/filing surveys), and reviewed questions included in the survey, in addition to other relevant matters. 2020 survey team members are listed in Table 2-1.

Table 2-1: 2020 Inuit Employee Survey team members

Team Member	Position	Role
Andrew Moore	Baffinland – Manager, Government Relations and Public Affairs	Overall survey oversight and management (off site)
Joseph Tigullaraq	Baffinland – Manager, Northern Affairs	Community-based survey oversight and management
Devin Aviugana	Baffinland – Assistant Manager, Northern Affairs	Community-based survey oversight and management
Meena Oyukuluk	Baffinland – BCLO, Arctic Bay	Community-based survey administration
George Iqalukjuak	Baffinland – BCLO, Clyde River	Community-based survey administration
Lena Angutiqjuaq	Baffinland – BCLO, Igloolik	Community-based survey administration
Terry Killiktee	Baffinland – BCLO, Pond Inlet	Community-based survey administration
Deborah Qanatsiaq	Baffinland – BCLO, Sanirajak	Community-based survey administration
Jean-Francois Fortier-Doucet	Baffinland – HR Recruitment	Community-based survey administration
Cory Lester	Baffinland – Superintendent, Human Resources & Labour Relations	Site-based survey oversight and management
Jason Brown	Baffinland – Manager, Human Resources and Labour Relations	Site-based survey oversight and management
Dalton Head	Baffinland – Trainer, Inuit Support	Site-based survey administration
Rebecca Jones	Baffinland – Inuit Engagement Coordinator	Site-based survey administration
Reesie Churchill	Baffinland – Cultural Advisor	Site-based survey administration
Hannah Oolayou	Baffinland – Cultural Advisor	Site-based survey administration
Jason Prno	JPCSL – Consultant	Survey design, analysis, and reporting; technical support to on-site/community survey team (off site)
Melissa Johnston	JPCSL – Consultant	Survey data entry, results verification, and reporting (off site)

2.2 SURVEY ADMINISTRATION

Site-based survey administration occurred at both the MSC and PSC between September 7 – October 16, 2020. A six week administration period was used in order to accommodate Inuit employee shift changes associated with a 28-day rotation implemented due to COVID-19 precautions.

In-community survey administration generally occurred over a two week period from September 8-22, 2020 and was led by a team of Baffinland Community Liaison Officers (BCLOs) and Northern Affairs staff.[2]

Both site- and community-based survey locations were utilized in order to address challenges associated with accessing employees during COVID-19. At the time of survey administration, all Nunavut-resident employees had been placed on paid administrative leave in their home communities.[3] However, non-Nunavut resident employees and employees of contractors (both Inuit and non-Inuit) were still permitted to work at the Project via fly-in/fly-out rotations. Multiple survey locations were thus required to engage the largest number of Inuit Project employees possible. Various health and safety protocols were utilized by Baffinland during in-community survey administration to manage transmission risks associated with COVID-19 (e.g. use of local survey administrators only, physical distancing, mask wearing, hand washing and enhanced cleaning measures, and options for contactless survey drop-off).

The on-site and in-community survey administration team had three primary roles:

1) To locate and recruit survey respondents;
2) To answer questions about the survey and provide assistance to respondents where needed;
3) To collect and file completed surveys.

Participation in the survey was completely voluntary and there were no negative consequences for those who decided not to participate. For those respondents who chose to participate, they had the option of completing the survey on their own or with the assistance of a survey administrator. Surveys could be completed in either English or Inuktitut, and respondents were free to skip any questions they did not wish to answer. Participants were informed their responses would remain confidential and their names would not be used publicly by Baffinland. However, it was noted the survey information they provided could be used by Baffinland in public reports and/or presentations.

Respondents were instructed to drop off completed surveys with survey administration team members, or at relevant Baffinland offices in the North Baffin communities / Iqaluit by a specified date. Individuals who returned completed surveys were entered into prize draws to encourage survey participation.

[2] This two week survey administration period had to be slightly modified in two instances: 1) in Igloolik, where administrative issues required the survey administration period to be changed to September 22 – October 6; and 2) in Sanirajak where the survey administration period was shortened to September 8-18 due to leave taken by the survey administrator in that community.

[3] This decision was made after considering direction and guidance provided by Nunavut's Chief Public Health Officer.

2.3 DATA ANALYSIS

Survey data analysis was completed in several stages. The first stage involved assembling all completed hard copy versions of the surveys and scanning digital copies of them into a central folder. Survey data was then manually entered into a results database. This database was pre-developed in Microsoft Excel and included a set of data entry instructions that were to be followed. Upon completing data entry, survey results were checked and verified for accuracy. A random sample of five questions in 10% of the completed surveys were compared against the data recorded in the results database. If more than 25% of the sample selection had errors, all the survey results were to be re-checked for accuracy. This threshold was not surpassed.

Quantitative survey results were then calculated and qualitative survey results were prepared using the completed database. Summary statistics and results were subsequently developed and presented in report format (i.e. this report). In the various charts/figures presented in this report '*n*=' refers to the sample size that is being reported on. In most cases this is the total number of surveys that were received. However, survey questions with follow-up components may have a smaller reported sample size representing only respondents who answered affirmatively to precursor questions. Other questions may have smaller sample sizes because of their focus on respondents with particular traits (e.g. Nunavut residents only). Qualitative survey results (e.g. comments, suggestions, or concerns) have been presented as completely as possible, although minor editing has occurred in some instances to correct for spelling, grammar, or other issues.

In total, 82 surveys were completed. A modified approach to calculating a survey response rate has been used. Namely, the number of completed surveys (82) was divided by the total number of Inuit Project employees on staff in Q3 2020 (252).[4] This is a general, but likely conservative approximation of the survey response rate. This is because the calculation includes all Inuit Project employees who worked on the Project during all of Q3 2020 (including community-based positions that were excluded from participating in the survey and individuals who may no longer be working for the Company or a contractor), rather than only those who were present on site/in communities during the much shorter survey administration period. Using this method, a 32.5% response rate to the *2020 Inuit Employee Survey* was achieved.

2.4 PARTICIPANT CONFIDENTIALITY

Survey participant confidentiality was ensured in several ways. Foremost, participants were provided with written assurances (in the introductory section of each survey) their responses would remain confidential and their names would not be used in any public reports and/or presentations by Baffinland. Furthermore, survey respondents were not asked to include their name or personal identifying information on any returned surveys. The topic of participant confidentiality was also reviewed during the orientation program delivered to survey administration team members, and appropriate protocols to manage confidentiality were discussed. Survey team members were instructed not to discuss the results of individual surveys with anyone, not to associate individual participants with any survey results, and to ensure completed survey documents were not distributed to anyone outside the survey team. Survey team members were also instructed to store all completed surveys in a secure and private location. They were notified they would be required to destroy all survey records in their

[4] Data obtained from Baffinland internal records.

possession once instructed by management (i.e. following survey completion and stakeholder review of survey report).

2.5 LIMITATIONS

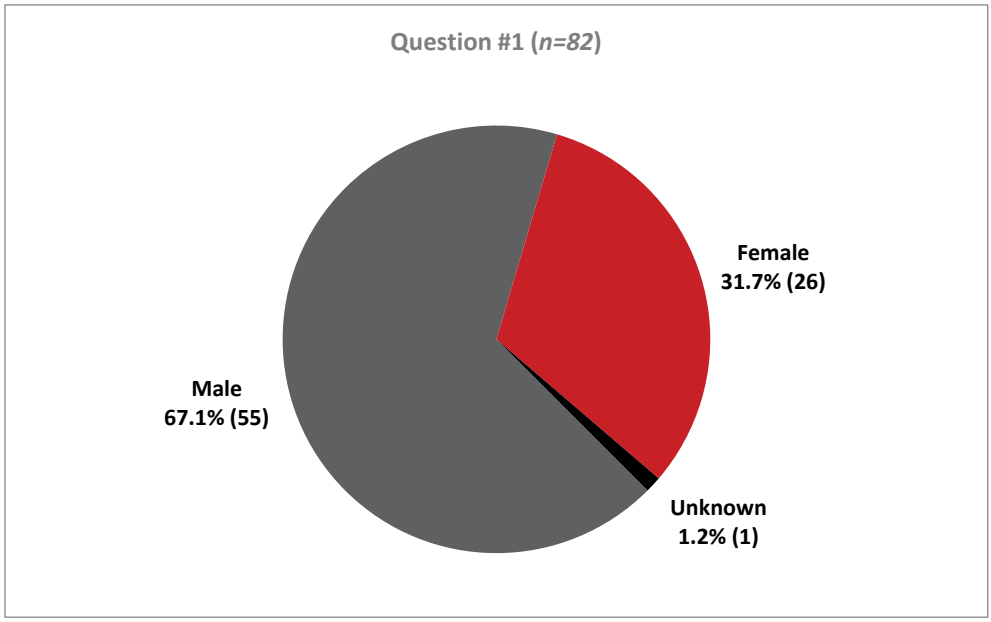
While efforts were made to capture major rotations of current site-based employees, individuals on vacation, medical, or other types of leave at the time of the survey would not have been captured in the survey recruitment efforts. Survey recruitment efforts would have also missed any community-based individuals who were outside their community during the survey administration period.

Furthermore, some returned surveys contained unanswered questions or unclear responses. Where closed-ended survey answers were not provided or were unclear, results were recorded and presented in this report as 'unknown'. Where conflicting answers between precursor and follow-up questions were provided, only responses to precursor questions were typically recorded. Where open-ended survey answers were not provided, results were left blank in the results database and have not been presented in this report. Where open-ended survey answers were unclear, results were recorded and are presented in this report as 'unknown'.

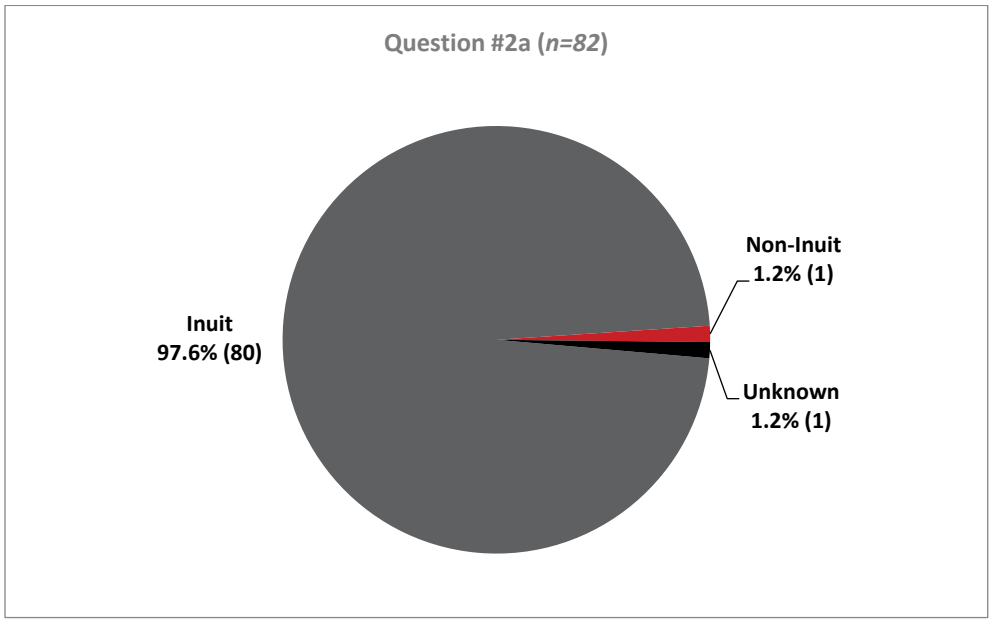
3. 2020 INUIT EMPLOYEE SURVEY RESULTS

3.1 GENERAL

Question 1: *Gender*



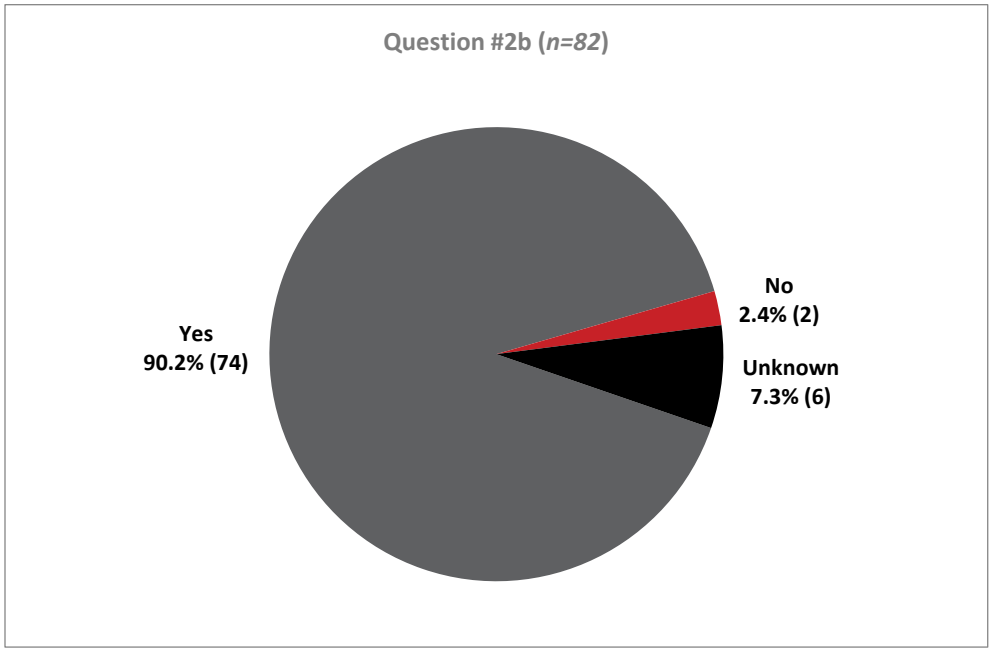
Question 2a: *Are you Inuit or non-Inuit?*



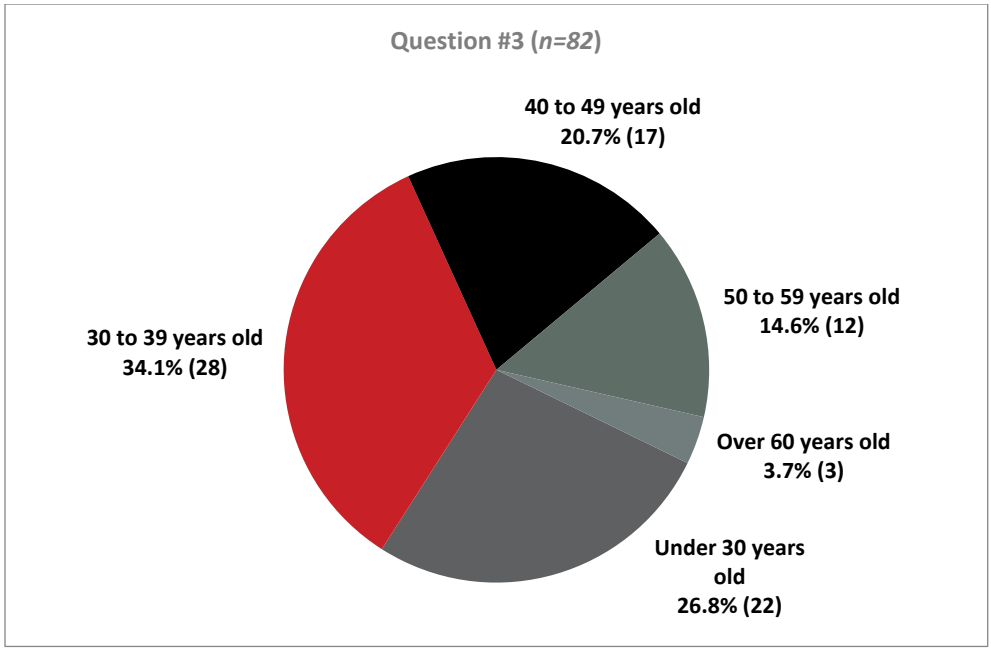
Note:

1. For the purposes of this report, all respondents were assumed to be Inuit. This decision was made following confirmation by survey administrators that all individuals surveyed were Inuit.

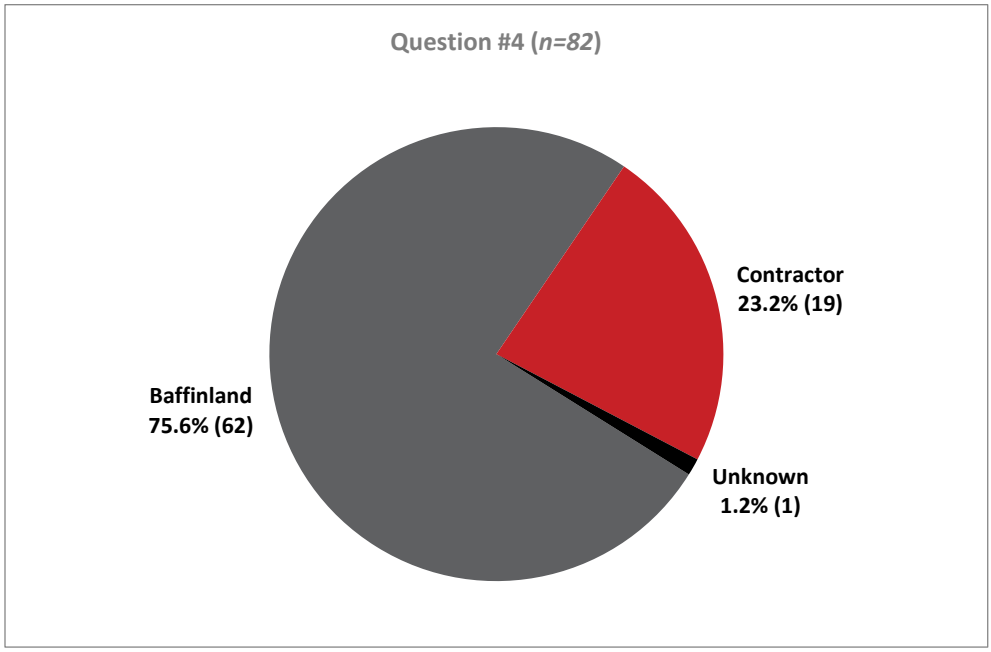
Question 2b: *If you are Inuit, are you enrolled under the Nunavut Agreement?*



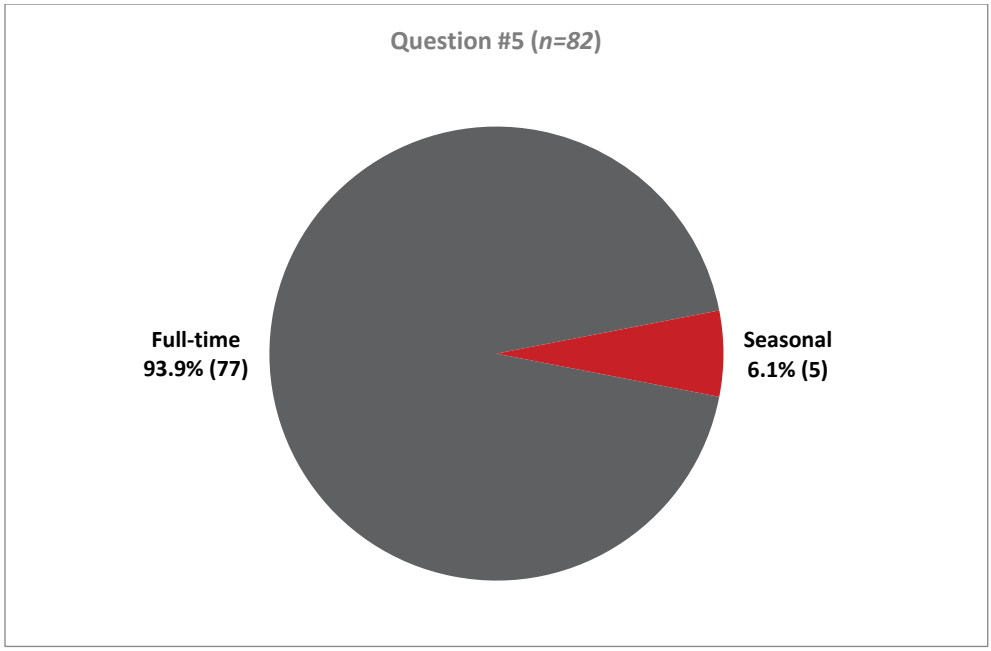
Question 3: *Please indicate your age*



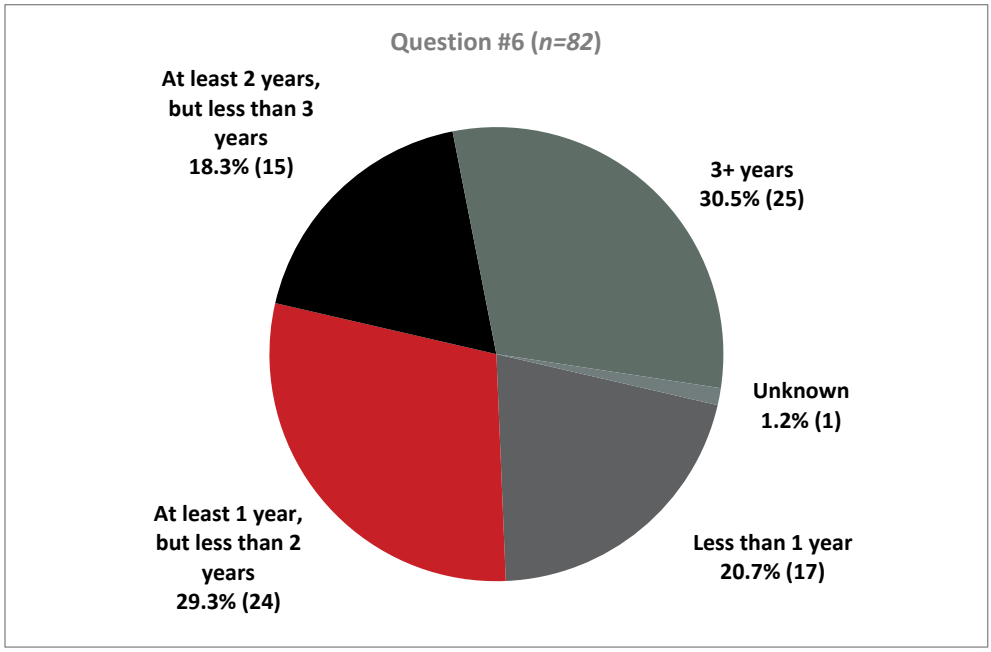
Question 4: *Who do you work for?*



Question 5: *Do you work full-time or seasonal?*

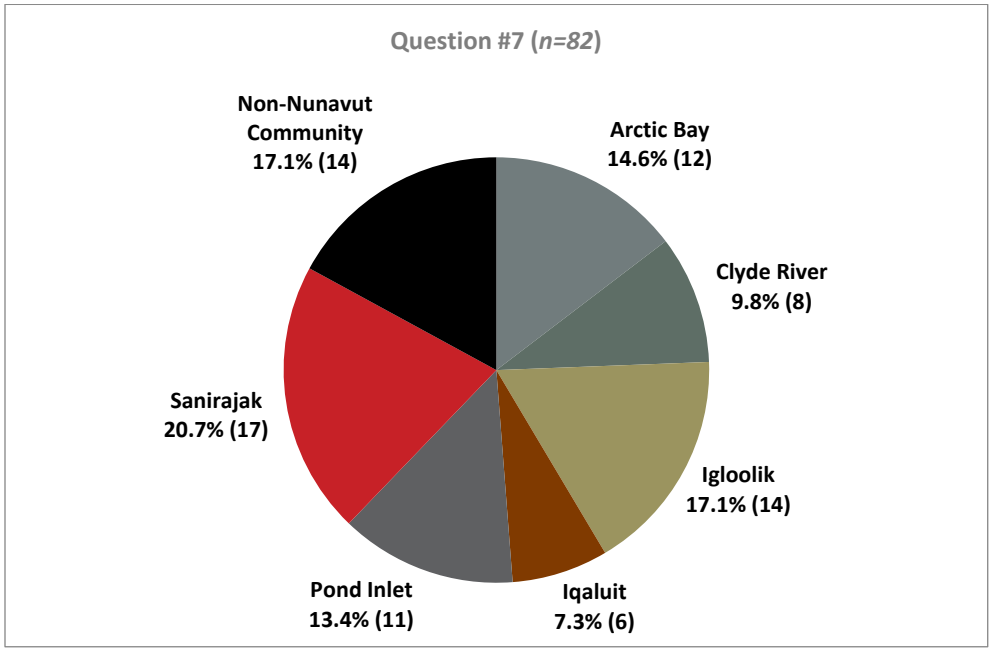


Question 6: *How long have you worked for your current employer (Baffinland or contractor)?*

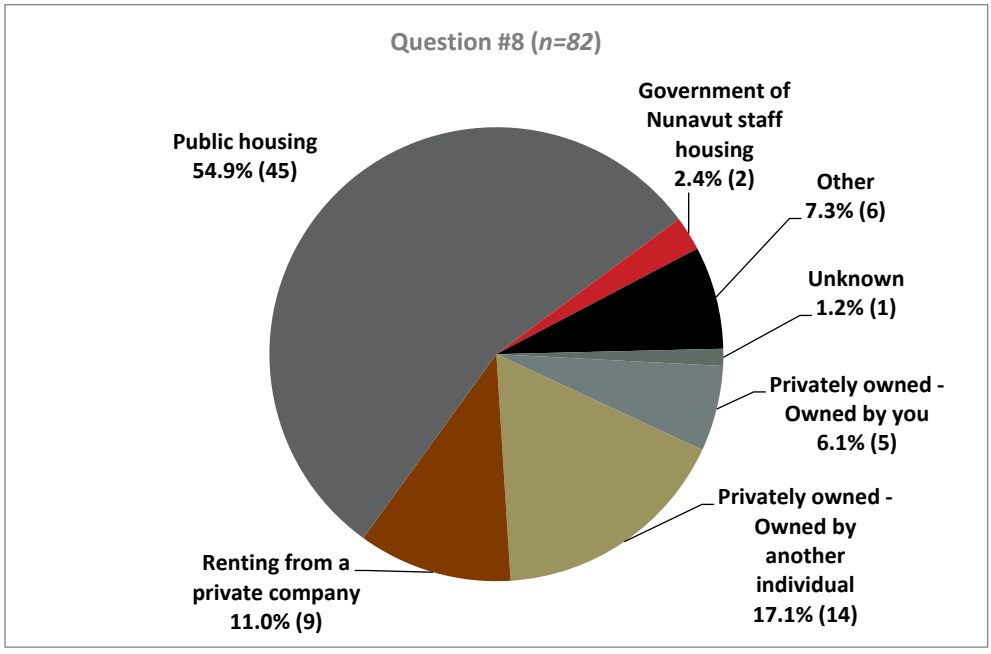


3.2 HOUSING

Question 7: *What is your current community of residence?*



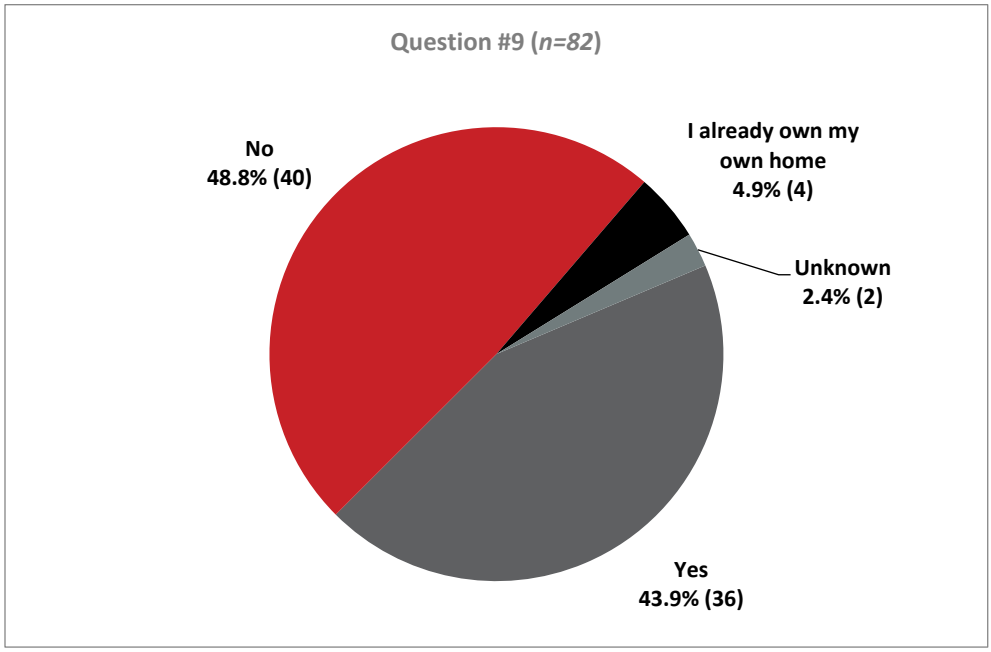
Question 8: *What type of housing do you currently live in?*



Note:

1. One respondent selected "Privately owned – Owned by another individual" for Question 8, but then selected "I already own my own home" for Question 10. Despite this discrepancy, these responses were left as they appeared in the survey.

Question 9: *Have you ever considered purchasing a home in your community?*



Question 10: *If you have not purchased your own home, could you please explain why?*

The number of responses received for *Question 10* are tabulated below:

Explanation	Number of Responses
I already own my own home	5
I have not been able to save enough money for a down payment	25
The mortgage payments would be too high	7
Maintaining a home is too expensive (maintenance, utilities etc.)	10
I do not know how to go about purchasing a home	24
I applied to the Nunavut Downpayment Assistance Program to help with purchasing a home, but my application was denied	0
There are no houses for sale in my community	14
There are no houses for sale in my community that meet my, and/or my family's, needs	3
I do not want to own my own home	14
Other	15

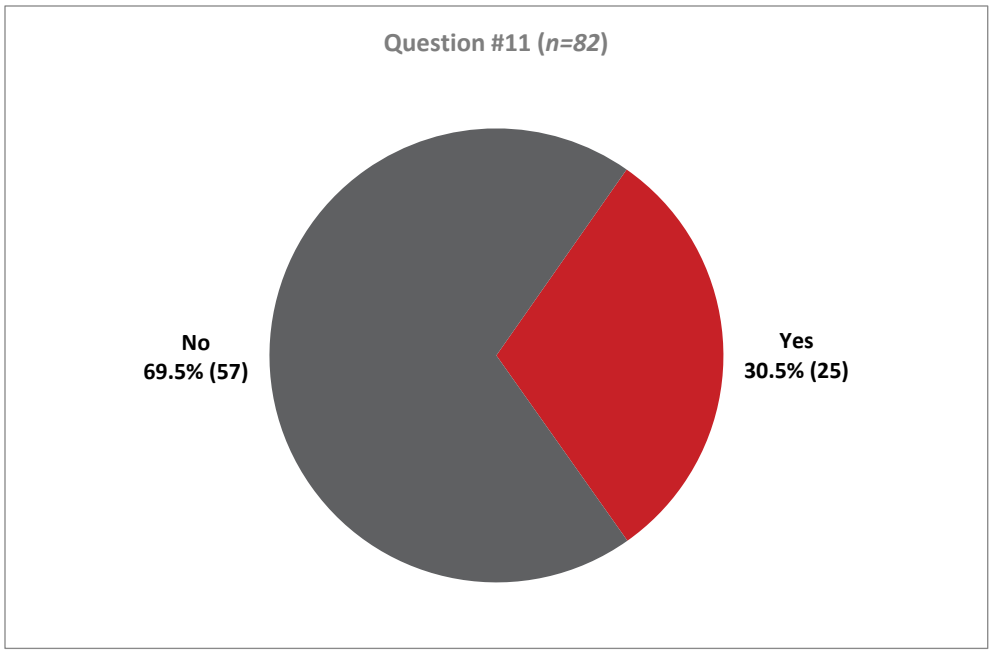
Note:

1. One respondent selected "Privately owned – Owned by another individual" for Question 8, but then selected "I already own my own home" for Question 10. Despite this discrepancy, these responses were left as they appeared in the survey.

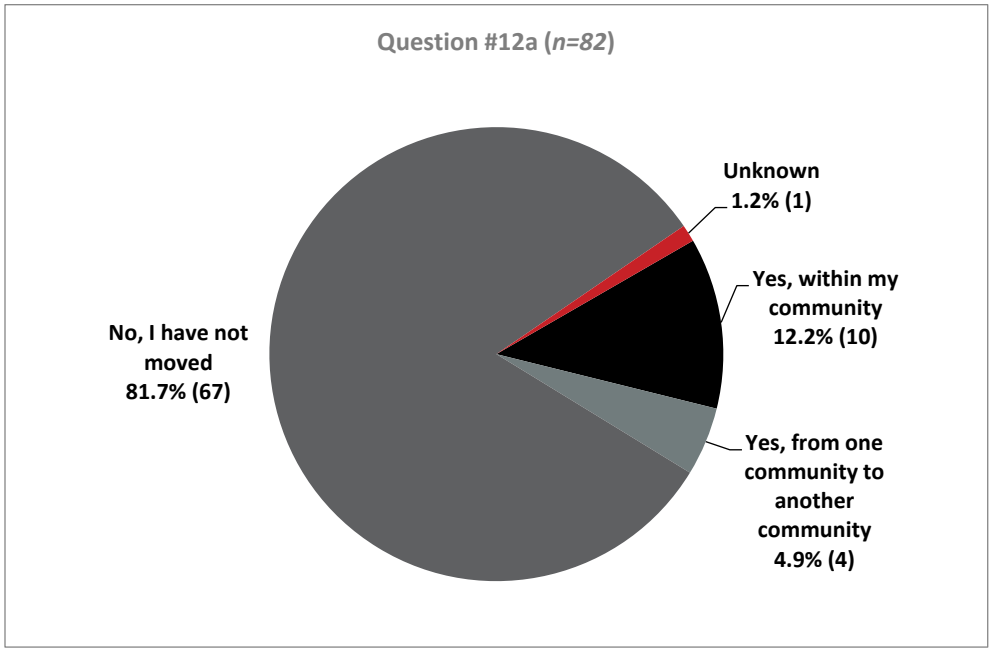
15 respondents selected 'Other' and provided the following responses (one individual did not provide additional written explanation):

- I'm already ok with my rental apartment, maintaining a home seems to be expensive
- Never thought about it
- Never thought about buying house
- Not enough houses in Clyde
- My mother owns a home, which I live in
- Renting a room
- Love to own a home/house
- Looking. Pretty Fussy.
- Living in Ottawa so I don't know
- Bad credit
- Waiting on housing association
- Shortage of houses - Moved back to mom's due to camp life (spouse)
- I live with my mom
- I want to apply for renting a house

Question 11: *Are you aware of the Nunavut Downpayment Assistance Program offered by the Nunavut Housing Corporation?*



Question 12a: *In the past 12 months, have you moved from one residence to another residence?*



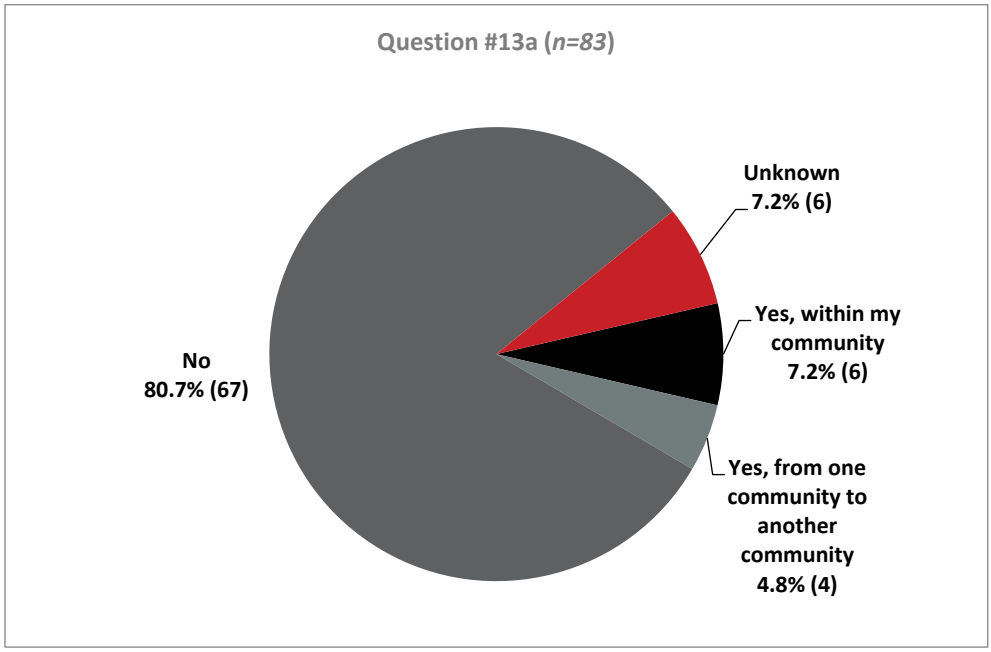
Question 12b: *If you answered 'Yes, from one community to another community', which community did you move from?*

Responses included:[5]

- Moved from Quebec to Sanirajak
- Moved from Sanirajak to Arctic Bay
- Moved from Clyde River to Ottawa
- Moved from an unknown location to Ottawa

[5] Respondents who indicated they had moved to a different community (*n*=4) were asked which community they had moved from; this result was compared against their current community of residence provided in Question 7.

Question 13a: *Do you plan on moving from one residence to another residence in the next 12 months?*



Question 13b: *If you answered 'Yes, from one community to another community', which community are you planning to move to?*

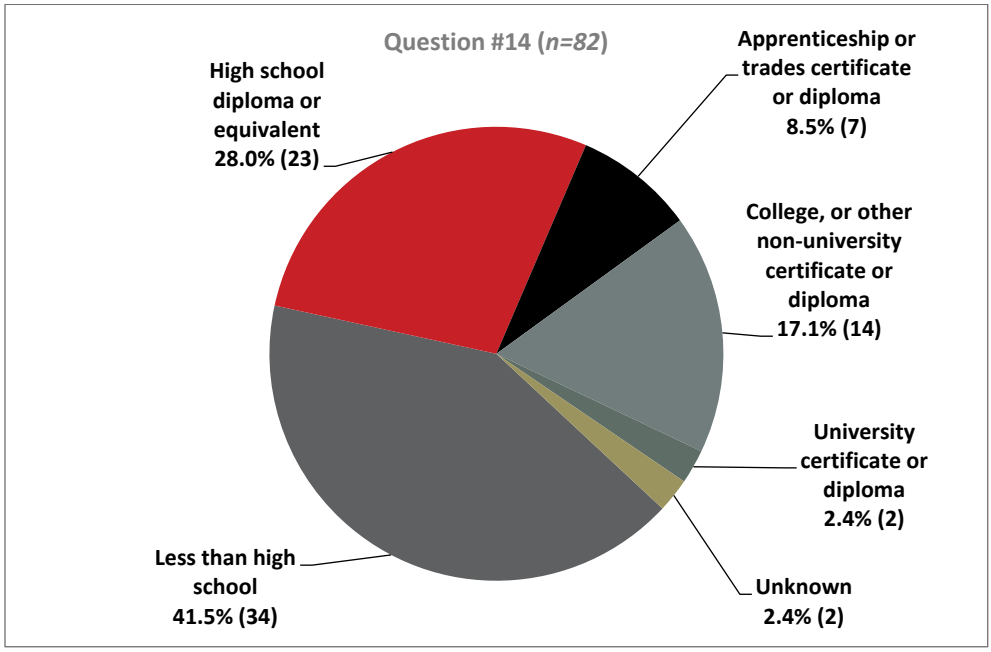
Responses included:[6]

- Planning to move from Sanirajak to an unknown location
- Planning to move from Sanirajak to Iqaluit
- Planning to move from Ottawa to somewhere in Alberta or British Columbia
- Planning to move from Igloolik to an unknown location

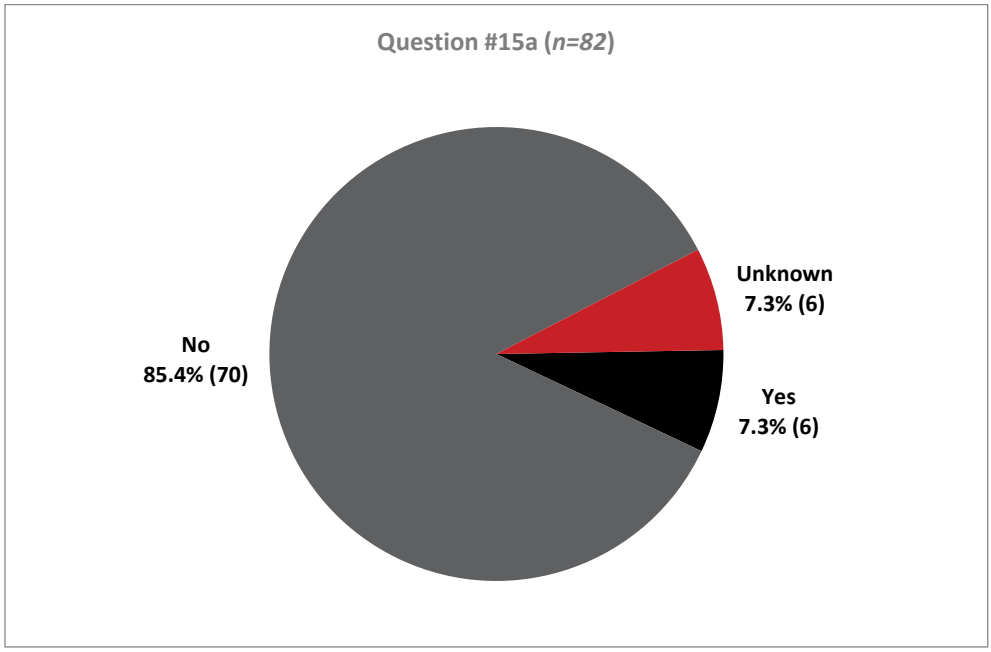
[6] Respondents who indicated they intended to move to a different community (*n*=4) were asked which community they intended to move to; this result was compared against their current community of residence provided in Question 7.

3.3 EDUCATION AND WORK EXPERIENCE

Question 14: *What is the highest education level you have obtained?*



Question 15a: *Were you enrolled in an academic or vocational program at the time of your hire at the Mary River Project?*

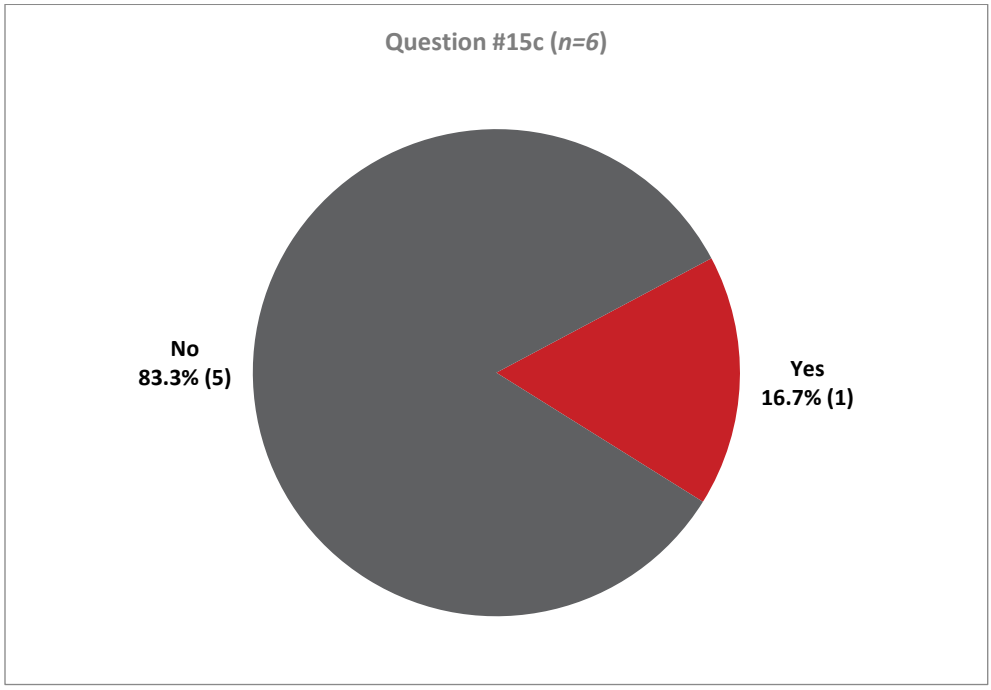


Question 15b: *If you answered 'Yes', what program were you enrolled in and where were you enrolled?*

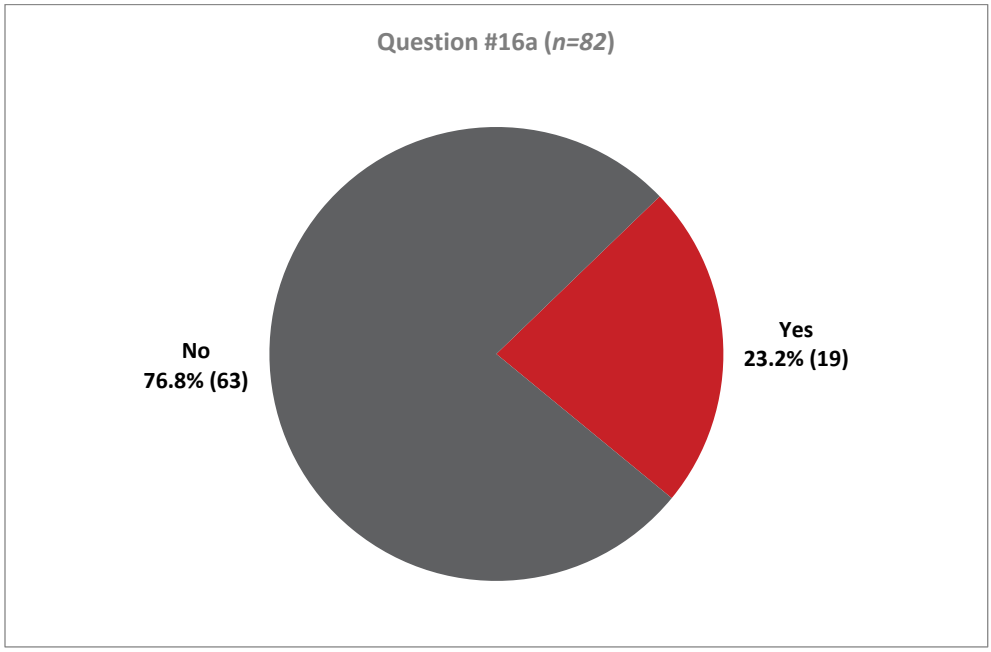
Responses included:

- OETIO in Morrisburg
- Arctic [illegible]
- Apprenticeship program at Baffinland
- Welding apprentice, Mary River
- Doing a Class 3 course in Arctic Bay (air brake course)

Question 15c: *If you answered 'Yes', did you suspend or discontinue your education because you were hired to work at the Mary River Project?*



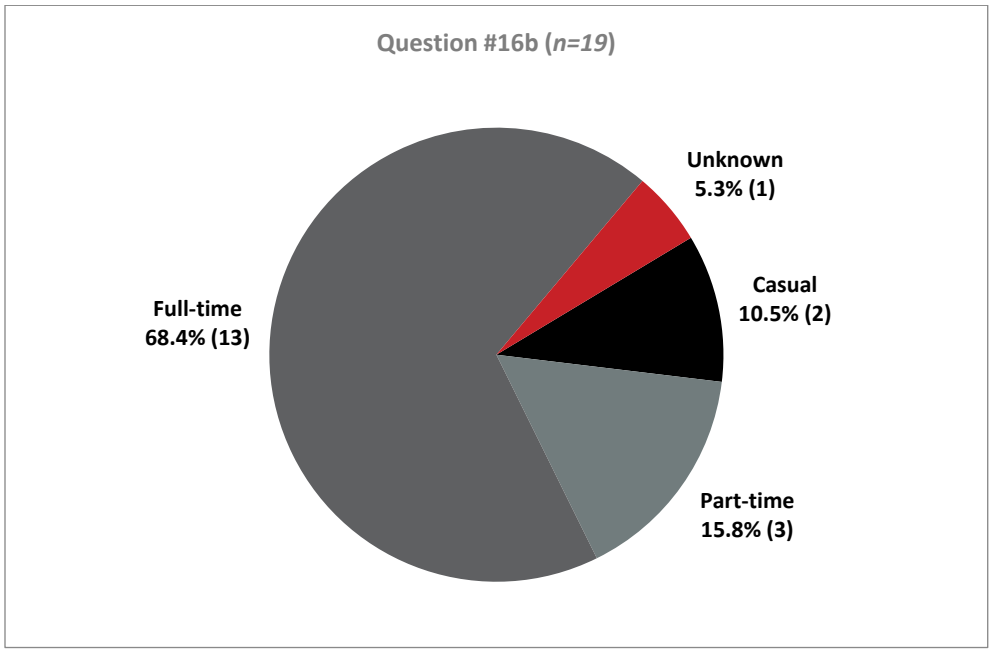
Question 16a: *Did you resign from a previous job in order to take up employment with the Mary River Project?*



Note:

1. As confirmed in responses to Questions 16c and 16d, at least some of the individuals who left a previous employment position were already working for the Project in another capacity at the time.

Question 16b: *If you answered 'Yes', what was your previous employment status?*



Question 16c: *If you answered 'Yes', what was your previous job title?*

Responses included:

- Community justice outreach worker
- I worked at the Hamlet, before I went to Baffinland (secretary)
- Housekeeping/dishwasher
- 3rd cook for Q.I.L. at Baffinland
- Stock boy
- Sewage/water truck driver
- QIL fire watch
- I was a Polar Bear monitor for QIL up at Baffinland and also a fire watch for PWH (Port Site)
- Housekeeper
- Medical interpreter
- Project coordinator
- Program officer, Government of Nunavut Department of Culture & Heritage
- Guest services
- Housekeeping
- Water/sewage swamper
- Electrical apprentice/housing maintainer
- Dishwasher and laundry
- Water truck driver, school bus driver

Question 16d: *If you answered 'Yes', who was your previous employer?*

Responses included:

- Hamlet of Sanirajak
- QIL
- Qikiqtani Inuit Logistics at Baffinland
- Northern Stores Inc.
- Hamlet of Clyde River
- Chris Malley and AJ
- Ottawa Health Services Network Incorporated
- Pauktuutit Inuit Women of Canada
- Horizon North
- Nasittuq
- Don't remember
- Hamlet garage
- Igloolik Housing Association
- Hamlet of Igloolik

Question 17: *If Baffinland or other agencies were to offer additional education or training programs for mine employees, what kind of programs would you be interested in?*

The number of responses received for *Question 17* are tabulated below:

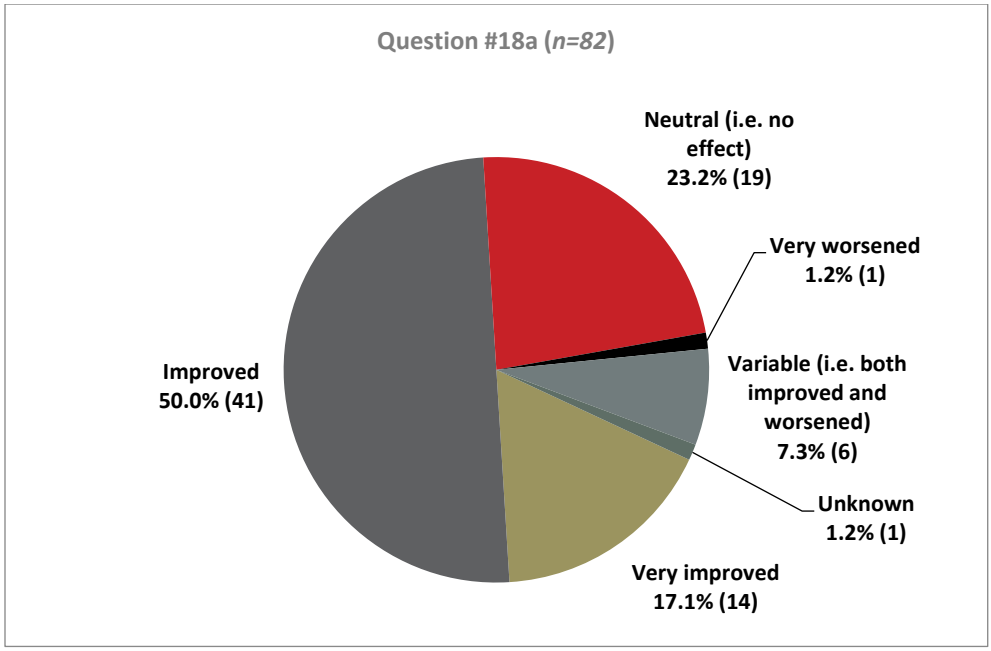
Education or Training Program	Number of Responses
Financial management	30
Literacy and numeracy	8
Training to prepare for a different job at the mine	47
Traditional skills	21
Other	22

22 respondents selected ‘Other’ and provided the following responses (several individuals did not provide additional written explanation):

- Computer
- Mechanic
- Managerial training
- Other equipment
- Knowledge about our culture and traditional skills from Elders
- HR management
- Technical
- Small engine repair, map making and reading
- Update computer skills
- More education on policy such as getting more understanding of our contract
- Office admin./manager
- Go to mine ops and settle in that department
- Heavy equipment
- Yes we want to train
- Welding/Fountain Tire/tool crib

3.4 BAFFINLAND IN YOUR COMMUNITY

Question 18a: *How has your ability to provide for you and your family changed since obtaining Project employment?*

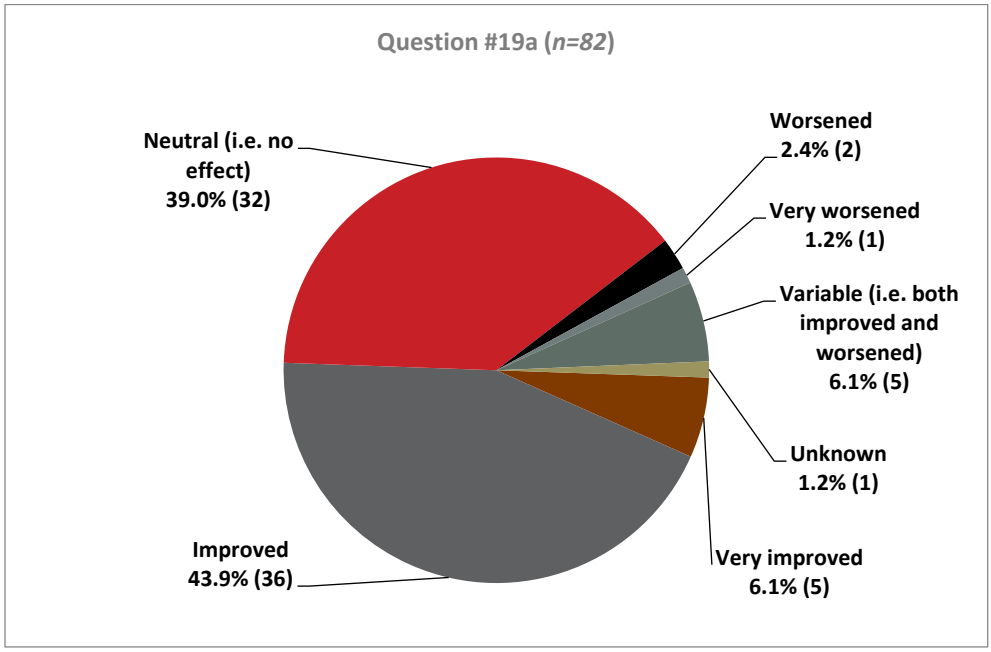


Question 18b: *Do you have any comments, suggestions, or concerns you would like to share?*

Responses included:

- I realize I can have a career at mine site. Thank you for employing me.
- Babysitting funding would be great. The father of my children and I work within BIM, and I give all/most of my pay to our babysitter.
- I am able to support my small family and help my parents
- I have bought myself a 4 wheeler, ski-doo and I have my own vehicle since I started working at the site. I am also able to help out with groceries now with my siblings.
- Best job ever!
- I want to come back to work
- Yes our playground needs to be updated it was fixed in 1900s
- More raise on wages each year
- Separated / learned good things in camp

Question 19a: *How has the health and well-being of you and your family changed since obtaining Project employment?*

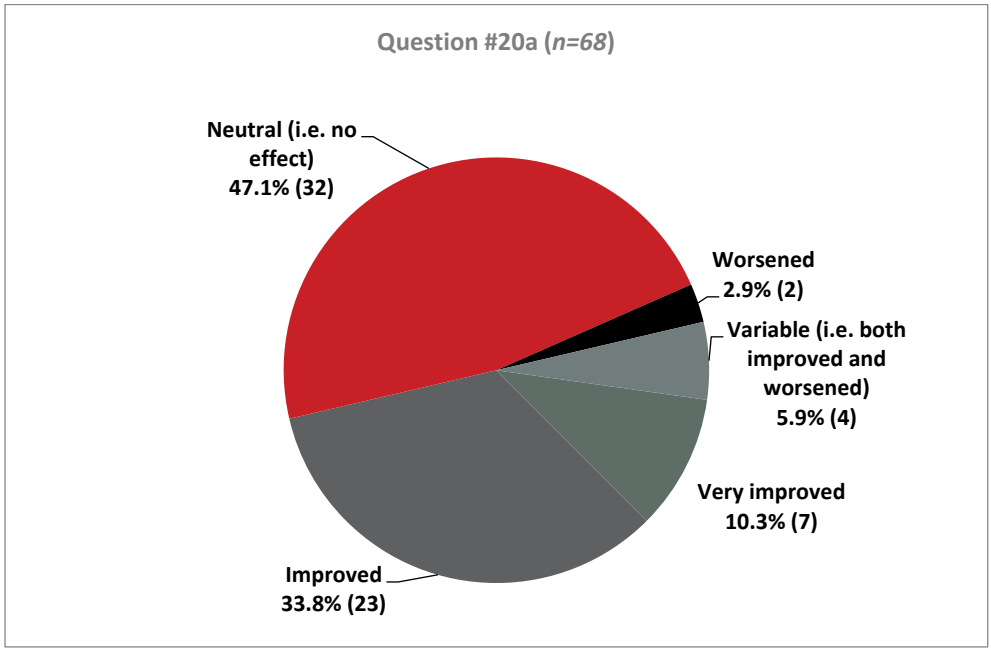


Question 19b: *Do you have any comments, suggestions, or concerns you would like to share?*

Responses included:

- Long 2 weeks away
- It's good to know changes with workplace
- Very hard to get housing
- My small family has been growing so I get to be able to take care of them
- Can't wait to go back to work because EI is too low
- Providing food on the table is easier
- Able to financially provide for family and pay debts
- As a single parent I am now more able to provide what my children need (better food) because I make more money
- I need more sleep
- My body constantly has to adapt to home/site diet, environment, atmosphere
- Offer more healthy options for supper

Question 20a: *How has you and your family's ability to participate in harvesting or other land-based activities changed since obtaining Project employment?*



Note:

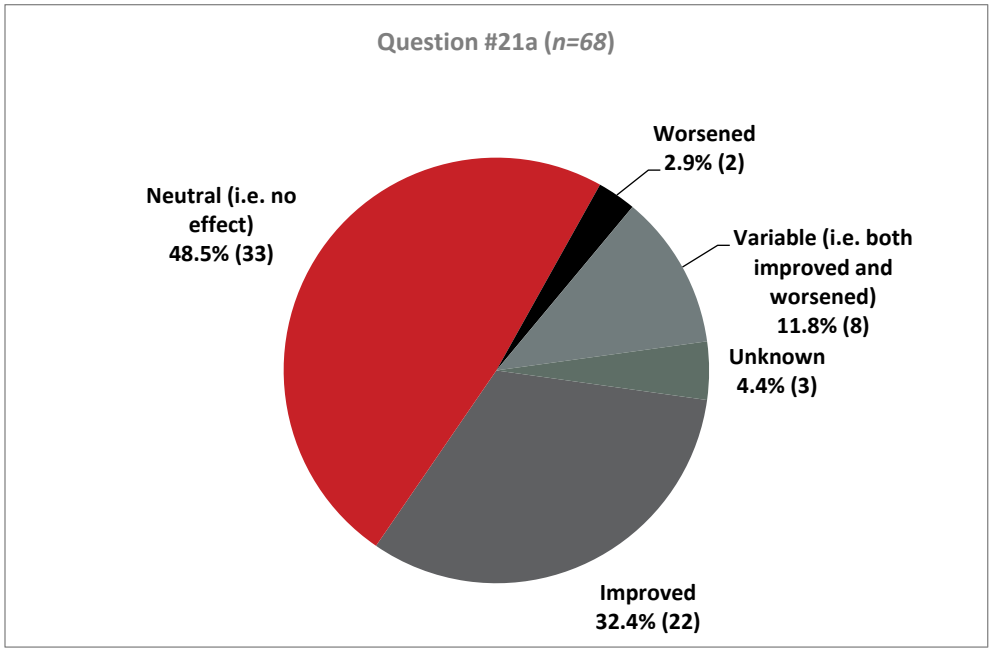
1. For Question 20a and 20b, this report includes responses from Nunavut-based employees only.

Question 20b: *Do you have any comments, suggestions, or concerns you would like to share?*

Responses included:

- I have money to buy supplies and 2 weeks off offers time to harvest
- Very high living cost in small community
- I am able to help out with gasoline or groceries to help my brothers to go out with hunters
- I get to have 2 weeks off for hunting only
- I am able to help with gas and groceries and some hunting equipment
- Both my skidoo and 4-wheeler has been used and still is being used to go out on the land
- I now have the time off during off-rotation to do out on the land activities
- Not enough time on vacation each year
- Obtaining Project employment made it easier to be able to get on the land, but the rotation made it harder to stay on the land longer now

Question 21a: *Overall, how has your community's well-being been affected by the Project?*



Note:

1. For Question 21a and 21b, this report includes responses from Nunavut-based employees only.

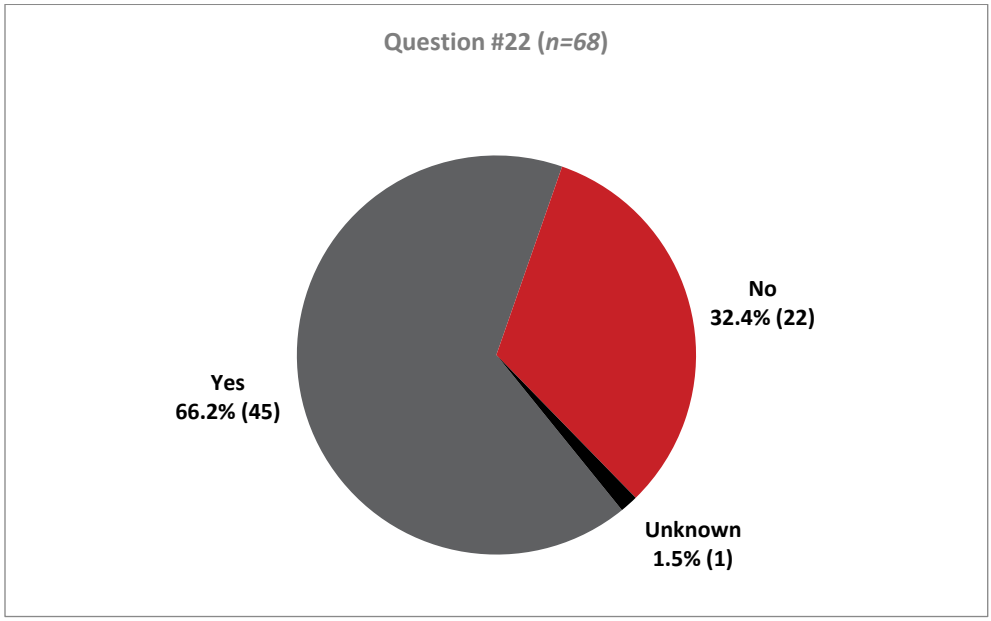
Question 21b: *Do you have any comments, suggestions, or concerns you would like to share?*

Responses included:

- GDP of Sanirajak improved
- When are we going to receive raise from workplace
- They provide job opportunities and training that we wouldn't have the opportunity in the community
- All I see now are new 4 wheelers, skidoos and vehicles coming in steady since the mine opened
- A lot of favouritism in workplace where white people get treated the best and us Inuit workers always get treated poorly in workplace
- Less animals on hunting grounds
- Not being able to get to site to work has been hard financially but easier on the family spending time together

3.5 CHILDCARE

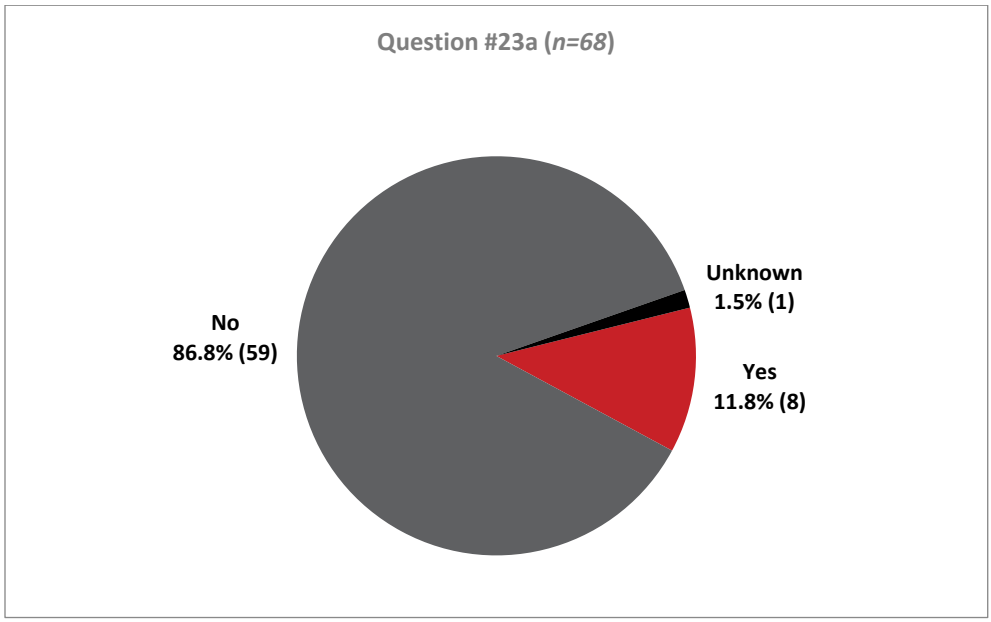
Question 22: *Do you have children under the age of 14 in your home?*



Note:

1. For Question 22, this report includes responses from Nunavut-based employees only.

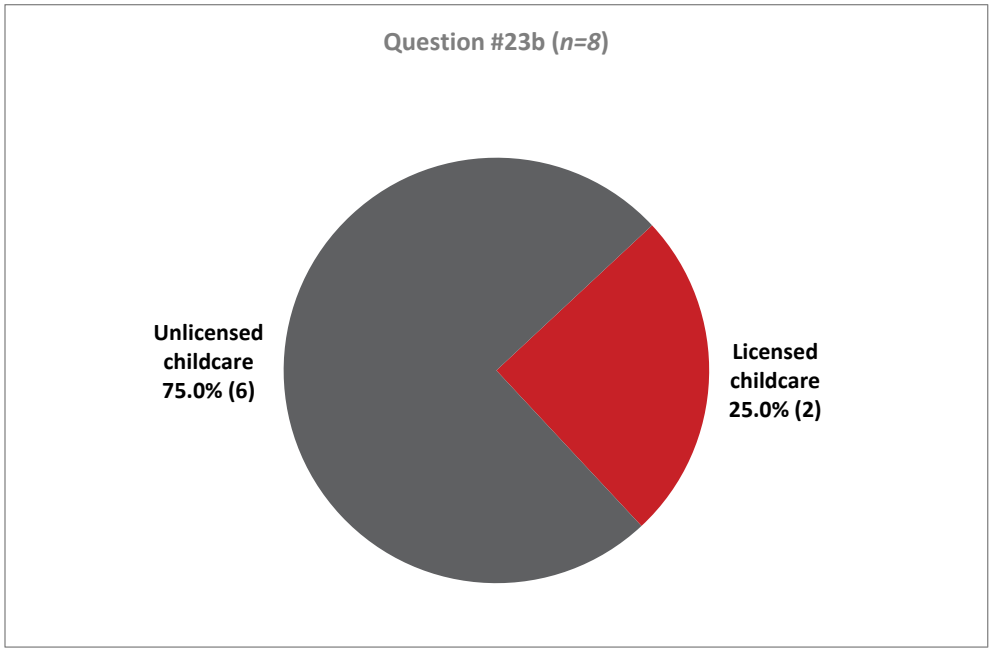
Question 23a: *Do you currently use childcare services in your community so that you can go to work? This includes formal childcare that you pay for (e.g. licenced daycare) and informal childcare provided by others (e.g. unlicensed childcare provided by family or friends).*



Note:

1. For Question 23a and 23b, this report includes responses from Nunavut-based employees only.

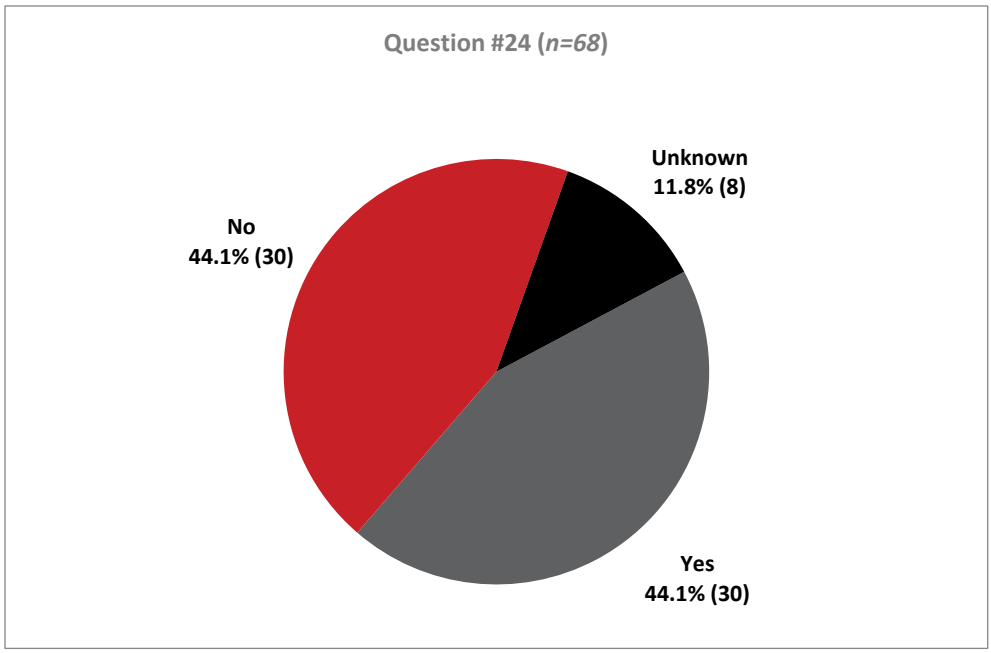
Question 23b: *If you answered 'Yes', do you use licenced or unlicensed childcare services currently?*



Note:

1. For Question 23a and 23b, this report includes responses from Nunavut-based employees only.

Question 24: *Do you feel there are sufficient options and access to childcare in your community?*



Note:

1. For Question 24, this report includes responses from Nunavut-based employees only.

4. CONCLUDING REMARKS

4.1 SUMMARY

Under the terms of its NIRB Project Certificate, Baffinland is asked to conduct an annual Inuit Employee Survey. The COVID-19 pandemic required some modifications to the survey methodology in 2020. Various measures were thus employed to ensure the health and safety of all Project employees, and appropriate adjustments were made to community and site-based survey administration techniques. Successful completion of the survey was not hindered by these changes.

The survey conducted in 2020 collected employment, education, and housing information, as well as Inuit perspectives on topics such as childcare and the role of the Project and Baffinland in their communities. The survey results will assist with Project monitoring and management, and provide valuable feedback to Baffinland on matters relevant to Inuit employees.

4.2 REPORTING AND NEXT STEPS

In addition to the presentation of survey results in this report, results may also be included in Baffinland's Annual Reports to the NIRB and in summary format to Project employees at a later date. Other public reporting of survey results may also occur. Opportunities for stakeholders to comment on this survey are offered through the NIRB Annual Report process.

Baffinland will complete its next Inuit Employee Survey in 2021. Relevant stakeholders will be engaged in the planning and conduct of that survey.

5. REFERENCES

Nunavut Impact Review Board (NIRB). 2020. *Project Certificate No. 005 for the Mary River Project, Amendment Number 03*. Issued by the Nunavut Impact Review Board to Baffinland Iron Mines Corporation on June 18, 2020.

APPENDIX A: 2020 INUIT EMPLOYEE SURVEY

Mary River Project
2020 Inuit Employee Survey

Overview:

*** Please note your participation in this survey is completely voluntary and no negative consequences will result to those who decide not to participate. Responses will remain confidential ***

This survey is being conducted by Baffinland Iron Mines Corporation (Baffinland) to:

- Collect employment, education, and housing information from Project employees. Baffinland has been asked to collect this information under the terms of its Project Certificate issued by the Nunavut Impact Review Board (NIRB); and
- Collect Inuit employee perspectives on topics such as childcare and the role of the Mary River Project and Baffinland in their communities.

Your responses to this survey will contribute to effective Project monitoring and management, and will provide feedback to Baffinland on matters affecting its employees.

You may choose to complete this survey on your own or with the assistance of Baffinland staff. You can also complete this survey in either English or Inuktitut and you may skip any questions you do not want to answer. If you choose to complete this survey, your responses will remain confidential and your name will not be used. However, the information you provide may be used by Baffinland publicly (e.g. for reporting purposes). If you have any questions you can contact your community's Baffinland Community Liaison Officer, an Iqaluit Office employee, or a site-based survey administrator.

Thank you for your participation.

General

1. **Gender:**
   - ☐ Male
   - ☐ Female
   - ☐ Other

2. **a) Are you:**
   - ☐ Inuit
   - ☐ Non-Inuit

   b) If you are Inuit, are you enrolled under the Nunavut Agreement?
   - ☐ Yes
   - ☐ No

3. **Please indicate your age:**
   - ☐ Under 30 years old
   - ☐ 30 to 39 years old
   - ☐ 40 to 49 years old
   - ☐ 50 to 59 years old
   - ☐ Over 60 years old

4. **Who do you work for?**
   - ☐ Baffinland
   - ☐ Contractor (Please identify): _____

5. **Do you work:**
   - ☐ Full-time
   - ☐ Seasonal

6. **How long have you worked for your current employer (Baffinland or contractor)?**
   - ☐ Less than 1 year
   - ☐ At least 1 year, but less than 2 years
   - ☐ At least 2 years, but less than 3 years
   - ☐ 3+ years

Housing

7. **What is your current community of residence?**
   - ☐ Arctic Bay
   - ☐ Clyde River
   - ☐ Grise Fiord
   - ☐ Igloolik
   - ☐ Iqaluit
   - ☐ Kimmirut
   - ☐ Kinngait
   - ☐ Pangnirtung
   - ☐ Pond Inlet
   - ☐ Qikiqtarjuaq
   - ☐ Resolute Bay
   - ☐ Sanikiluaq
   - ☐ Sanirajak
   - ☐ Other: _____

8. **What type of housing do you currently live in?**
   - ☐ Privately owned – Owned by you
   - ☐ Privately owned – Owned by another individual
   - ☐ Renting from a private company
   - ☐ Public housing
   - ☐ Government of Nunavut staff housing
   - ☐ Other staff housing
   - ☐ Other: _____

9. **Have you ever considered purchasing a home in your community?**
   - ☐ Yes
   - ☐ No
   - ☐ I already own my own home

10. If you have <u>not</u> purchased your own home, could you please explain why? (Select all that apply):

☐ I already own my own home

☐ I have not been able to save enough money for a down payment

☐ The mortgage payments would be too high

☐ Maintaining a home is too expensive (maintenance, utilities etc.)

☐ I do not know how to go about purchasing a home

☐ I applied to the Nunavut Downpayment Assistance Program to help with purchasing a home, but my application was denied

☐ There are no houses for sale in my community

☐ There are no houses for sale in my community that meet my, and/or my family's, needs

☐ I do not want to own my own home

☐ Other. Please specify:

11. Are you aware of the Nunavut Downpayment Assistance Program offered by the Nunavut Housing Corporation?

☐ Yes

☐ No

12. a) In the past 12 months, have you moved from one residence to another residence?

☐ Yes, within my community

☐ Yes, from one community to another community

☐ No, I have not moved

b) If you answered 'Yes, from one community to another community', which community did you move <u>from</u>?

13. a) Do you plan on moving from one residence to another residence in the next 12 months?

☐ Yes, within my community

☐ Yes, from one community to another community

☐ No

b) If you answered 'Yes, from one community to another community', which community are you planning to move to?

Education and Work Experience

14. What is the highest education level you have obtained? (Check only one box)

- ☐ Less than high school
- ☐ High school diploma or equivalent
- ☐ Apprenticeship or trades certificate or diploma
- ☐ College or other non-university certificate or diploma
- ☐ University certificate or diploma

15. a) Were you enrolled in an academic or vocational program at the time of your hire at the Mary River Project?

- ☐ Yes
- ☐ No

b) If you answered 'Yes', what program were you enrolled in and where were you enrolled?

c) If you answered 'Yes', did you suspend or discontinue your education because you were hired to work at the Mary River Project?

- ☐ Yes
- ☐ No

16. a) Did you resign from a previous job in order to take up employment with the Mary River Project?

- ☐ Yes
- ☐ No

b) If you answered 'Yes', what was your previous employment status? (Check only one box)

- ☐ Casual
- ☐ Part-Time
- ☐ Full-Time

c) **If you answered 'Yes', what was your previous job title?**

d) **If you answered 'Yes', who was your previous employer?**

17. **If Baffinland or other agencies were to offer additional education or training programs for mine employees, what kind of programs would you be interested in? (Select all that apply)**

- ☐ Financial management
- ☐ Literacy and numeracy
- ☐ Training to prepare for a different job at the mine
- ☐ Traditional skills
- ☐ Other. Please specify:

Baffinland in Your Community

18. **a) How has your ability to provide for you and your family changed since obtaining Project employment? (Check only one box)**

- ☐ Very improved
- ☐ Improved
- ☐ Neutral (i.e. no effect)
- ☐ Worsened
- ☐ Very worsened
- ☐ Variable (i.e. both improved and worsened)

b) Do you have any comments, suggestions, or concerns you would like to share?

19. a) How has the health and well-being of you and your family changed since obtaining Project employment? (Check only one box)

- ☐ Very improved
- ☐ Improved
- ☐ Neutral (i.e. no effect)
- ☐ Worsened
- ☐ Very worsened
- ☐ Variable (i.e. both improved and worsened)

b) Do you have any comments, suggestions, or concerns you would like to share?

20. a) How has you and your family's ability to participate in harvesting or other land-based activities changed since obtaining Project employment? (Check only one box)

- ☐ Very improved
- ☐ Improved
- ☐ Neutral (i.e. no effect)
- ☐ Worsened
- ☐ Very worsened
- ☐ Variable (i.e. both improved and worsened)

b) Do you have any comments, suggestions, or concerns you would like to share?

21. a) Overall, how has your community's well-being been affected by the Project? (Check only one box)

- ☐ Very improved
- ☐ Improved
- ☐ Neutral (i.e. no effect)
- ☐ Worsened
- ☐ Very worsened
- ☐ Variable (i.e. both improved and worsened)

b) Do you have any comments, suggestions, or concerns you would like to share?

Childcare

22. Do you have children under the age of 14 in your home?

- ☐ Yes
- ☐ No

23. a) Do you currently use childcare services in your community so that you can go to work? This includes formal childcare that you pay for (e.g. licenced daycare) and informal childcare provided by others (e.g. unlicensed childcare provided by family or friends).

- ☐ Yes
- ☐ No

b) If you answered 'Yes', do you use licenced or unlicensed childcare services currently?

- ☐ Licensed childcare
- ☐ Unlicensed childcare

24. Do you feel there are sufficient options and access to childcare in your community?

- ☐ Yes
- ☐ No

Thank you for your participation!

Please return this survey to your Baffinland Community Liaison Officer, an Iqaluit Office employee, or a site-based survey administrator.