2018 Annual Project Review Forum Report



Abbreviations

QIA Qikiqtani Inuit Association

Baffinland Baffinland Iron Mines Corporation

IIBA Inuit Impact and Benefit Agreement

The Forum IIBA Annual Project Review Forum

The Project The Mary River Project

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1. Introduction

On September 6, 2013, the Qikiqtani Inuit Association (QIA) and Baffinland Iron Mines Corporation (Baffinland) entered into an Inuit Impact and Benefit Agreement (IIBA) for the Mary River Project (the Project). Article 14 of the IIBA, Inuit Engagement in Project Stewardship, requires that QIA and Baffinland organize an Annual Project Review Forum (the Forum). At the Forum, QIA and Baffinland present their updates on the Project and activities related to IIBA implementation. The Forum is also an opportunity for communities to discuss concerns about the Project and to provide recommendations for the consideration of the Joint Executive Committee.

The Forum rotates through the five impacted communities with previous Forums being hosted in Pond Inlet, Igloolik and Arctic Bay. This year, the Forum was hosted in Hall Beach on April 17 and 18, 2018. The 2019 Forum is currently scheduled to be hosted in Clyde River, NU.

1.1. Agenda

The Joint Management Committee developed the Forum agenda collaboratively prior to the event. All reports and content outlined in the agenda were presented. A copy of the agenda can be found in Appendix A.

1.2. Forum Record of Proceedings

Baffinland hired a court reporter from Dicta Court Reporting Inc. to document discussion, comments and recommendations. The full meeting transcripts are available upon request from Baffinland or QIA.

Interpreters from Igloolik and Hall Beach were present to provide simultaneous translation between Inuktitut and English and whisper sets were used by participants and attendees.

1.3. Report Method and Writing

This report was written jointly between Baffinland and QIA as per Article 14.11 of the IIBA. The Joint Management Committee developed a template for this report in 2014, which has been closely followed every year since.

This report has also been made available to the public, on both QIA and Baffinland websites and at community offices, and copies have been directly forwarded to impacted communities and the community participants. This report is available in Inuktitut.

This report summarizes Forum attendees and participants, and the presentations made by QIA and Baffinland as seen in Sections 2.0 and 3.0. This report also summarizes the comments and feedback given to QIA and Baffinland during the Forum, which resulted in recommendations to the Joint Management Committee and the Joint Executive Committee from participants consistent with Article 14, Section 14.11 of the IIBA. Baffinland and QIA jointly developed Actions and Next Steps during the report writing process for the recommendations that were identified. The topics discussed, recommendations provided by participants, and resultant Actions and Next Steps have been organized into themes, as shown in Section 4.0 onward.

2. Attendees

Attendees included members of Baffinland and QIA's Executive staff and residents of Hall Beach. As well, Elder and youth community representatives were flown into Hall Beach from Arctic Bay, Clyde River, Pond Inlet and Igloolik. A list of Baffinland and QIA attendees and participants are included in Table 1, community representatives are included in Table 2, and additional participants and facilitators included in Table 3, directly below.

Table 1 - Forum Attendees and Participants

Attendees & Participants		
Baffinland	QIA	QIA Board Members
Sylvain Proulx, Chief Operating	Levi Barnabas, QIA Community	Abraham Qammaniq,
Officer	Director (Arctic Bay), Forum Co-	Community Director, Hall Beach
	Chair	
Joshua Arreak, IIBA Coordination	Robert Bourassa, IIBA Manager	Johnny Malaiya Kublu,
Manager, Forum Co-Chair		Community Director, Igloolik
Andrew Moore, Manager, Inuit	Eva Onalik, Inuit Employment &	Inutiq Iqaqrialu, Community
Government & Stakeholder	Training Coordinator	Director, Clyde River
Relations		
Robert Tookoome, Inuit	Sima Sahar Zerehi, Director of	David Curley, Community
Employment & Training	Communications	Director, Pond Inlet
Specialist		
Joe Tigullaraq, Senior Manager,	David Qamaniq, Community	
Northern Affairs	Coordinator	

Attendees & Participants		
Baffinland	QIA	QIA Board Members
Connor Devereaux,	Kate Kublu, Administrative	
Environmental Superintendent	Assistant	
Alyssa Stewart, Inuit	Nick Jewitt, QIA Technical	
Government and Stakeholder	Support	
Relations Specialist		

Table 2 - Community Representatives

Community Representatives		
Tommy Tatatuapik, Elder from	Robyn Quanaq, Youth from	Ootoovah Audlakiak, Elder from
Arctic Bay	Arctic Bay	Clyde River
Patrick Pallituq, Youth from	Ammie Kipsigak, Elder from Hall	Elizabeth Arnadjuak, Youth from
Clyde River	Beach	Hall Beach
Billy Merkosak, Elder from Pond	Elizabeth Quasa, Youth from	Natalino Piugattuk, Elder from
Inlet	Pond Inlet	Igloolik

Table 3 - Additional Participants and Facilitators

Additional Participants and Facilitators	
Interpreters	Micah Arreak
	Eric Tungilik (one and a half days)
	Connie Arvaluk (half day – April 17)
Court Reporter	Tran Huynh

3. Presentations

3.1. QIA Materials Presented

The 2018 Forum commenced with a presentation by staff from the QIA Department of Major Projects and the Board Member responsible for the IIBA. The presentation included an update of IIBA implementation related activities from the Department of Major Projects such as; the Business Capacity and Start Up Fund, the Ilagiiktunut Fund, the Wildlife Compensation Fund, IIBA position staffing, and QIA's involvement in recommendations made from the previous Forum in Arctic Bay. After QIA's presentation, Forum participants and members of the public had an opportunity to provide comments and ask questions directly to QIA representatives.

QIA presented reports via a PowerPoint presentation, with printed versions in English and Inuktitut made available. QIA also provided printed copies of the following documents:

- 1. Designated Inuit Firms List Application
- 2. Complaints and Grievances Process Community Bulletin
- 3. Ilagiiktunut Nunalinnullu Pivalliajutisait Fund
 - a. Proposal Submission Guidelines
 - b. Application Package
- 4. Business Capacity and Start-Up Fund
 - a. Program Guidelines
 - b. Application for Business Funding
- 5. Wildlife Compensation Fund
 - a. Guidelines for Applicants
 - b. Claim Form

A copy of QIA's PowerPoint presentation can be found in Appendix B.

3.2. Baffinland Materials Presented

Baffinland presented a Project overview and update of site activities on the second day. This included Health and Safety, Environmental Effects and Monitoring programs, a shipping overview, and a summary of the previous year's Inuit participation in employment; including training and development, and the use of Inuit Firms in Project contracts. After each Baffinland presentation, Forum participants and members of the public had an opportunity to provide comments and ask questions directly to Baffinland representatives.

Baffinland presented reports via a PowerPoint presentation, with printed versions provided to the public and participants in both English and Inuktitut. Baffinland also provided printed copies of the following documents in both English and Inuktitut:

- 1. A brochure entitled "Camp Life"
- 2. A brochure entitled "Jobs at Baffinland"
- 3. A brochure entitled "People and Careers"
- 4. A fact sheet entitled "Baffinland and the Mary River Project"
- 5. A Q4 IIBA Report One-Pager
- 6. A fact sheet entitled "Baffinland Recruitment Process"
- 7. A fact sheet entitled "Working with Baffinland"
- 8. The 2017 Qikiqtani Inuit Association and Nunavut Water Board Annual Report for Exploration and Geotechnical Drilling Activities Popular Summary

- 9. The 2017 Qikiqtani Inuit Association and Nunavut Water Board Annual Report for Operations
- 10. 2017 NIRB Annual Report Popular Summary

A Copy of Baffinland's PowerPoint presentation can be found in Appendix C.

4. Community Comments, Recommendations and Next Steps

Community member comments and feedback were collected during the Forum and provided to both Baffinland and QIA. For the purposes of this report, comments were reviewed and have been grouped into recurring themes that align with the presentation content. These themes are:

- 1. Human Resources
- 2. Environment
- 3. Shipping
- 4. Contracting
- 5. Funds
- 6. Communications
- 7. Health and Safety
- 8. Monitoring
- 9. Community Infrastructure

As the purpose of this report is to allow for a record of recommendations, Actions and Next Steps to address them, comments regarding topics that were discussed but did not result in a recommendation or Action and Next Steps are not recorded here. As noted above, Baffinland hired a court reporter to document the meeting records for this Forum. The complete meeting record is available upon request from Baffinland or QIA and attendees and participants may check this report against the meeting record for accuracy.

Sections 4.1 - 4.8 of this report provide a description of each theme and subthemes discussed, and recommendation made at the Forum in order to address concerns, and proposed Actions and Next Steps to carry out the recommendations.

4.1. Human Resources

Maximizing Inuit participation continues to be a focus for both Baffinland and QIA. The IIBA outlines the mechanism for governing Human Resources, and specifically Inuit Human Resources through the Inuit Human Resources Strategy. The Inuit Human Resources Strategy was developed and approved by both Baffinland and QIA during 2017 and helps to describe the underlying values, goals and high-level initiatives

that Baffinland, in cooperation with QIA and other stakeholders as appropriate, will undertake to implement specific provisions of the IIBA relating to employment, education and training in respect of Inuit.

Both Baffinland and QIA are working to identify initiatives designed to increase Inuit employment, recruitment, training, advancement and retention.

At the 2018 Forum most comments from participants and attendees were related to Human Resources. Subthemes that were discussed include:

- Recruitment
- Advancement
- Dismissal/Re-Hiring
- Counselling Services
- Training

To address comments made by community members, the following recommendations were made during the Forum and the following Actions and Next Steps were determined to address the recommendation, as outlined in Table 4.

Table 4- Human Resource Recommendations

Recommendations	Actions & Next Steps
Better communications on job opportunities for Inuit	Baffinland advertises opportunities in the communities through its Baffinland Community Liaison Officers, postings on the Baffinland website, print ads posted in the communities, and on local radio and Facebook. Additionally, employment and training opportunities at site are posted on bulletin boards as well as communicated through email distribution to our employees.
	Baffinland will continue its advertising and promotion practices and will look for better ways to promote employment and training opportunities, including working with Government of Nunavut Economic Development Officers and continuing to make announcements on local radio in the communities.
Focus on training for advancement	In 2017, Baffinland introduced an apprenticeship training program available exclusively to Inuit. Baffinland has also rolled out a Heavy Equipment Operator Program for Inuit. Baffinland provides training opportunities to employees at site, recognizing that it takes time and practical experience for advancement to occur.

Recommendations	Actions & Next Steps
	Baffinland will utilize the above-mentioned communication methods for advertising and promoting training programs for Inuit, including the apprenticeship and Heavy Equipment Operator programs. As per the IIBA, Baffinland staff will develop and support career development plans for all Inuit employees so that training programs may be identified and incorporated into a development plan to enable Inuit advancement in their chosen career.
Better communication on training opportunities for Inuit	Baffinland advertises opportunities in the communities through its Baffinland Community Liaison officers, postings on the Baffinland website, print ads posted in the communities, and on local radio and Facebook. Additionally, employment and training opportunities at site are posted on bulletin boards as well as communicated through email distribution to our employees. Baffinland will continue its advertising and promotion practices
Better communication on dismissal	and will look for better ways to promote employment and training opportunities, including working with Government of Nunavut Economic Development Officers and continuing to make announcements on local radio in the communities. Baffinland looks at each case individually for rehire on its own
and rehire policy	merits. If the employee was dismissed because of safety infringement or policy violation the waiting period for rehire is six months. The period of rehire is communicated to the individual at the time of dismissal or resignation by management and Human Resources staff. If an employee resigns they have the opportunity to be rehired when they are ready for employment. Whenever possible an Elder is present for a dismissal.
	Baffinland will review dismissal and rehire policies with Inuit employees during the hiring and onboarding process as well as during employment reviews and will report that such review took place through the IIBA committees. Baffinland will ensure its dismissal and rehire policies are sufficiently referenced and described in Employee Handbooks.
Counsellor for Inuit on site 24/7	Baffinland increased the number of Elders on site from two to four in 2018. This will ensure there are two Elders present on site at all times. Baffinland also provides the Employee and Family Assistance Program, which is a 24/7 counselling support and is available in Inuktitut. Site Human Resources staff also provide career and other forms of counselling whenever necessary.
	Baffinland will continue these initiatives and continue to explore the potential of other services that will support both Inuit employees and their families.

Recommendations Better communication and transparency on Inuktitut language policy on site	Actions & Next Steps Baffinland provides translation and interpretation services as needed for all employees to work safely, effectively and comfortably. Specifically, all relevant safety materials, policies, directives and all public postings shall be easily available in both English and Inuktitut. When necessary an experienced Inuit employee is paired with a new Inuit employee to ensure they understand both practices and health and safety policies.
	Baffinland will develop, seeking consultation from QIA, the Inuktitut in the Workplace Policy which will be implemented in 2019.
Baffinland to investigate racial discrimination at site	Baffinland has put in place a workplace conduct policy and continues to roll-out respectful workplace programs to ensure all employees and management are made aware that Baffinland has a zero-tolerance policy in place for workplace harassment, discrimination and violence. All concerns that are brought forward to Human Resources are investigated and dealt with per the policy.
	As individual employee confidentially must be maintained and respected, individual cases cannot be discussed publicly. However, moving forward Baffinland will report to the QIA President instances of workplace harassment, discrimination and violence, removing any sensitive employee information and ensure the Executive Committee is made aware of any significant events that may occur.
Explore legal issues, if any, for the access of employee information re: Human Resources issues	Baffinland respects the privacy of its employees and takes seriously the obligation to protect employee information. Public discussions about individual employee issues are not possible due to privacy concerns.
	Baffinland legal counsel is exploring options that may allow for better information sharing between QIA and Baffinland.
Provide ground transportation to the airport for Baffinland charters	In 2017, Baffinland provided transportation to the airport for charters in the communities of Igloolik and Pond Inlet.
	Baffinland is working to find transportation services in all of the point of hire communities in order to ensure employees going to site all arrive to the airport safely and on time.
	Baffinland will re-advertise ground transportation services and contract opportunities for Inuit Firms and Inuit-owned business in each point of hire community. Baffinland will also continue to reach out to Inuit Firms on the Designated Inuit Firm list to solicit interest from Inuit Firms that specialize in transportation. Any individual or Inuit-owned business interested in providing services to Baffinland is encouraged to contact QIA, Baffinland

Recommendations	Actions & Next Steps
	Procurement team members, or a Baffinland Community Liaison
	Officer in their home community.

4.2. Environment

Environmental Stewardship remains a focus for Baffinland and QIA. Environmental monitoring and compliance programs continue to be implemented at the Project. The environmental comments were related to:

- Dust Mitigation
- Environmental Monitoring
- Environmental Enforcement

To address comments made by community members, the following recommendations were made during the Forum. The following Actions and Next Steps were determined to address the recommendations made, as outlined in Table 5.

Table 5 – Environmental Recommendations

Recommendations	Actions & Next Steps
Provide ballast water testing results publicly to communities	The results of ballast water testing are publicly available in the Nunavut Impact Review Board Annual Monitoring Report that evaluates Project Certificate Conditions of Baffinland. In addition, the Marine Working Group, which includes Hunters and Trappers Organization members, discuss ballast water monitoring annually with Baffinland and provide feedback on the results.
	Baffinland is committed to discussing the results of ballast water testing in depth at the 2019 Forum.
Research potential environmental	Potential impacts on Arctic Char in the freshwater environment
impacts on Arctic Char in the Tugat,	is evaluated through the Aquatic Effects Monitoring Program ,
Iqaluit and Kuluktoo Bay Lakes	which is limited to the Mary River Watershed associated with
	the Mine Site Local Study Area. Effects on the freshwater
	environment are expected to be greatest within the Mine Site
	Local Study Area due to sedimentation (e.g. erosion, dustfall) and potential changes in overall water quality associated with
	the mining, crushing, and transportation activities within the
	Mine Site LSA. To date, the Aquatic Effects Monitoring Program
	has demonstrated no effects to Arctic Char. As no effects on
	Arctic Char have been observed within the Mine Site LSA to
	date, and given the intensity of the activities occurring within
	this area, the results are sufficiently conservative to assume no

Recommendations	Actions & Next Steps
	impacts to freshwater Arctic Char as a result of project activities as a whole. Therefore, Baffinland is of the opinion that monitoring these water bodies is not required at this time.
	As part of the Marine Environmental Effects Monitoring Program, Baffinland conducted fish monitoring at Milne Port, including for Arctic char. The monitoring program was initially developed based on traditional fishing areas (i.e. IQ) and sites adjacent to the Milne Port facility. Fish surveys in the Milne Port area have been conducted in 2010 and annually from 2013 to 2017. To date, none of these samples have exceeded Health Canada's guidelines for mercury in fish tissue for human consumption.
	These studies will continue in 2018 with increased effort. Several fish sampling techniques (e.g. gill nets, Fukui traps) will be used to determine species presence, relative abundance as indicated by catch per unit effort, and community composition. Fish sampling will occur 2 to 3 times weekly over the 6-week Marine Environmental Effects Monitoring Program, which based on input from the Marine Environment Working Group has increased in duration from the 2017 program, which started 2 weeks later in the season than it will in 2018. Baffinland also consulted with the Marine Environment Working Group and Pond Inlet Hunters and Trappers Organization to request that additional fish be euthanized to increase sample size. Subsequently, Arctic char and two shellfish species (H. arctica and A. montagui) will be used to assess fish body condition.
	Baffinland continues to engage QIA on the results of Arctic Char monitoring through Freshwater Workshops, the Marine Environment Working Group, revisions to the Aquatic Effect Monitoring Program and Marine Environment Effects Monitoring Program.
Further enforcement of measures to prohibit the feeding of wildlife by Project employees	Baffinland's management plans provide clear and rigorous guidance on mitigating animal interaction, through the Environmental Protection Plan and Waste Management Plan. Annual training of the Environmental Protection Plan is conducted for operational and contract staff to educate employees on site that feeding wildlife on site is not acceptable. Proper waste management and ensuring food waste is properly disposed of and incinerated promptly reduces animal presence around the Project. Baffinland has a strict policy that enforces wildlife are not to be intentionally fed. Non-conformances to this

policy are treated seriously up to and including termination.

Recommendations	Actions & Next Steps
	Baffinland will report to QIA any instances where employees have
	been documented to be feeding wildlife on-site, or any other
	violation of the above-listed policies, and any enforcement
	measures and terminations implemented through IIBA quarterly
Increase dust mitigation on site	reports. Baffinland recognizes that dust management is an important operational requirement, and actively mitigates dust on an annual basis. Baffinland continues to devise novel ways to mitigate dust on site while reducing airborne dust. Baffinland continues, as required, to evaluate and report on dust emissions through its approved dust monitoring program at the Mine Site, Port Site and Tote Road. In regard to the request, Baffinland has worked diligently towards decreasing dust generated by wheel entrainment across the Project, specifically reducing dust generation from ground surfaces by applying water and/or chemical suppressants (CaCl) to road surfaces and site layouts during summer conditions. Project site road watering capabilities were evaluated and increased by assessing water truck pump uptake capacities and procuring additional equipment. It should be noted that in 2017 a total of 21,030 m³ of water was applied to road surfaces which was more water and calcium chloride than previous years. Additionally, measures implemented to mitigate downwind dust of the Ore Pad were conducted in spring 2017 by removing dust impacted snow from areas of accumulation, including snow drifts near water bodies and the beach west of the ship loader; this snow removal program continued in 2018. The Crushers at the Mine Site were installed with engineered dust shrouds on the main surge bins and select transfer points to
	reduce windblown dust as well as hoods at the out flow areas. Research towards various dust control binding agents for crusher pads and roads continue.
	In addition to current practices, Baffinland will increase dust mitigation measures and incorporate additional dust monitoring locations.

4.3. Shipping

Ship monitoring and enforcement measures continue to be implemented at the Project and remain a focus for Baffinland and QIA. The shipping comments were related to:

- Ship Monitoring
- Enforcement

To address comments made by community members, the following recommendations were made during the Forum. The following Actions and Next Steps were determined to address the recommendations made, as outlined in Table 6.

Table 6 – Shipping Recommendations

Recommendations	Actions & Next Stens
Recommendations Enforcement of maritime protocols (anchorage, speed, ship track)	 Baffinland and Fednav will update the Standing Instructions to Masters to address the following: Incorporate Dry & Wet Re-Supply Vessels. Insert new instructions advising vessels anchored at Ragged Island that they are to pick up anchor only after the northbound vessel en route from Milne has passed Ragged Island, subject to communications between Fednav Port Captain and respective vessels. Amended Standing Instructions to Masters will be circulated to all maritime partners before the beginning of shipping season. Fednav Port Captain, operating from Milne Inlet, will be responsible for and enforce vessel traffic management. Vessels that do not comply with Standing Instructions to Masters will be brought to the attention of Baffinland's Head of Shipping who will then follow up with the vessel owner / operator to discuss issues of non-compliance. Baffinland has developed, with input from the Mittimatalik Hunter and Trappers Organization, an English and Inuktitut
	community shipping fact sheet, which includes a shipping route map as well as the process by which the community members can raise concerns about shipping related matters to Baffinland. This has been distributed to the public in Pond Inlet. Baffinland has also installed a video monitor in the Mittimatalik Hunter and Trappers Organization office where the public can monitor shipping activities.
To have Inuit on-board as shipping monitors (IIBA Article 9.5)	Baffinland is in the process of finalizing plans to place two to three Inuit vessel monitors on-board the MSV Botnica, the Ice Management Vessel that will provide support to Ore Carriers at the beginning and end of the shipping season. Relevant members from QIA and Pond Inlet have been kept up to date regarding Baffinland's intentions for the 2018 shipping season. Due to safety related concerns, Baffinland will not look to place observers on-board the Ore Carriers while said vessels pass Pond Inlet.

Recommendations	Actions & Next Steps
	This initiative will be reported to QIA through IIBA Quarterly
	reports.

4.4. Contracting

Baffinland and QIA continue to work together to achieve the goals set out in the IIBA in regard to contracting processes.

An Inuit Procurement and Contracting Strategy was approved in 2017 by the Joint Executive Committee, and operational procedures for the Inuit Procurement and Contracting Strategy are being developed for approval and implementation in 2018. In January of 2017, Contracting and Procurement workshops were held but due to weather conditions were only conducted in Iqaluit and Pond Inlet.

Baffinland contractor, Horizon North, completed a recruitment tour of the five North Baffin communities in Q3 of 2017. This represents the first time one of Baffinland's non-Inuit contractors has conducted such a tour of the communities. During the community tour representatives of Horizon North also met with QIA's Community Liaison Officers to discuss potential employment and training opportunities.

To address comments made by community members, the following recommendations were made during the Forum. The following Actions and Next Steps were determined to address the recommendations made, as outlined in Table 7.

Table 7 – Contracting Recommendations

Recommendations	Actions & Next Steps
Greater focus on Inuit content in contracts	Baffinland Procurement & Supply Chain has developed an Inuit Procurement and Contracting Strategy in consultation with the QIA. The Inuit Procurement and Contracting Strategy serves as the strategy, alongside the IIBA, to outline how Inuit Firms may participate in all available Project activities and how Baffinland can increase Inuit content in contracts. The strategy provides direction on the use of the Designated Inuit Firm List supplied by the QIA to contact potential suppliers, requirements to include
	Minimum Inuit Employment Goals in the tender packages to suppliers for them to bid against, and enforcing Minimum Inuit Employment Goals and other Inuit content as a function of contractor reporting to Baffinland and subsequently to QIA.

Recommendations	Actions & Next Steps
	Baffinland is making an active effort to ensure all new contracts include detailed, contract-specific requirements related to Inuit content, including but not limited to requirement(s) for contractors to hire Inuit and purchase from Inuit Firm subsuppliers, wherever possible. This item will be a major focus of joint efforts in accordance with the 2018-19 Annual IIBA Work Plan as agreed between Baffinland and QIA.
	Baffinland will also encourage non-Inuit contractors to complete similar recruitment tours of the five North Baffin communities for purposes of increasing Inuit content in contracts, as done by Horizon North. Baffinland will report on the results of Community tours in IIBA reports submitted to the QIA.
	The efforts and outcomes of Baffinland activity to include and maximize Inuit content in new contracts will be reported to the QIA through IIBA reporting.
Develop Inuit content in legacy contracts	Baffinland Procurement & Supply Chain will contact each supplier who currently has a contract in place and discuss their plan to increase Inuit content, including the hiring of Inuit employees. Baffinland Procurement & Supply Chain will continue to monitor and enforce Inuit Content within and beyond the quarterly reporting documents.
	The efforts and outcomes of Baffinland activity to include and maximize Inuit content in legacy contracts will be reported to QIA through IIBA reporting.

4.5. Funds

There are funds outlined in the IIBA to provide communities with access to resources for education & training, business development, cultural impacts and wildlife compensation.

To address comments made by community members, the following recommendations were made during the Forum. The following Actions and Next Steps were determined to address the recommendations made, as outlined in Table 8.

Table 8 – Funds Recommendations

Recommendations	Actions & Next Steps
Provide better transparency on IIBA	QIA provides the guidelines and applications for IIBA Funds, such
Funds	as the Ilagiiktunut Fund, Business Capacity and Start-Up Fund, and
	the Mary River Wildlife Compensation Fund on QIA's website.
	QIA's Community Liaison Officers and QIA's IIBA Manager are

available to support information requests to receive funding and to determine the status of each fund and how it is being used. QIA also makes regular announcements on the availability of funds through its website.
QIA will continue to report on plans for the expenditure and management of IIBA Payments made in accordance with IIBA Article 5 at subsequent Forums.

4.6. Communications

During the Forum, community participants brought up the way in which IIBA implementation and Project activities are communicated from Baffinland and QIA to the communities.

To address comments made by community members, the following recommendations were made during the Forum. The following Actions and Next Steps were determined to address the recommendations made, as outlined in Table 9.

Table 9 – Communication Recommendations

Recommendations Further communications to Inuit on the size and quality of the Mary River Iron Ore deposit and its sale in international markets	Actions & Next Steps Baffinland will ensure communications around the Mary River Iron Ore deposits and its sale in international markets is communicated more within the communities through fact sheets that will be distributed within the communities and to Hamlets as well as by bringing ore samples to the communities during company tours and subsequent Forums.
Better communications on IIBA committees	The Forum's purpose is to update and communicate with the communities the work that both Baffinland and QIA have been focusing on for the previous year, including its committees' work. QIA, with the support of Baffinland, will develop and circulate to Forum participants a hand-out summarizing IIBA roles and responsibilities, and the IIBA committee structure and their roles and responsibilities. Further, the transcript from the Forum is available to the public as well as the Forum report which includes all recommendations brought forward during the Forum.
Communicate meeting minutes of the IIBA committee meetings	IIBA committee meetings are confidential in nature. The Forum's purpose is to update and communicate with the communities the work that both Baffinland and QIA have been focusing on for the previous year, including its committees' work.

Recommendations	Actions & Next Steps
	The transcript from the Forum is available to the public as well as the Forum report which includes all recommendations brought forward during the Forum.
	Also, Baffinland provides quarterly IIBA Report highlights on its website for public access and viewing. This report is also posted at the Project.

4.7. Health and Safety

The health and safety of all people working at the Project are a part of Baffinland's core values. As evidenced by our motto "Safety First, Always" and our actions, health and safety of personnel and protection of the environment are values and priorities and are taken very seriously.

To address comments made by community members, the following recommendations were made during the Forum. The following Actions and Next Steps were determined to address the recommendations made, as outlined in Table 10.

Table 10 – Health and Safety Recommendations

Recommendations	Actions & Next Steps
Increase Inuktitut Literacy in Field Level Risk Assessment	The Field Level Risk Assessment (FLRA) process is an operational tool that ensures employees identify hazards and risks before and during any task and ensures they are effectively controlled. The FLRA's are discussed with other workers and signed off by each employee's Supervisor, reviewed for effectiveness by the Health and Safety Department and audited for quality through the Layered Audit Process which is conducted daily by alternating Management team members. The Mine Health and Safety Act and Regulations require a mine site to ensure that all risks are effectively controlled and there is a 'common language' used at a mine site. Baffinland has conducted a thorough risk assessment to look at having dual language communications in operations however, the residual risk remains extreme and cannot be effectively reduced. It is imperative to ensure a common language is applied to all areas as clear and effective communication is a key component with identifying, controlling and auditing control effectiveness within the work place.
	The FLRA process has not been translated into Inuktitut to limit confusion regarding the core communications around this key

	risk control and with all stakeholders. Although in general the working language of the mine may be English, Baffinland supports the principle of increased use of Inuktitut in the work place over the life of the Project.
	Baffinland will provide a translated version of the FLRA Process for the purpose of training only. The practical application of the FLRA in the field must be in English to ensure the safety of all employees at the Project at all times.
Include breakdown of Inuit representation in health and safety statistics shown at the Forum	Baffinland takes the health and safety of all individuals at site seriously- It is the Company's top priority. Baffinland operates in a "no-blame" culture and does not further break down health and safety statistics because it diminishes the incident that occurred and takes away from finding mitigation measures to stop incidents from reoccurring.
	Baffinland will review all statistics that were presented at the Forum. A short fact sheet will be provided to all Forum attendees about Baffinland health and safety practices and procedures. Revised and updated statistics will also be presented at the 2019 Forum, that Forum report will also be made publicly available.

4.8. Monitoring

To address comments made by community members, the following recommendations were made during the Forum. The following Actions and Next Steps were determined to address the recommendations made, as outlined in Table 11.

Table 11 – Monitoring

Recommendations	Actions & Next Steps
Changes to the Project should be	Current IIBA renegotiation is a result of IIBA requirements to
captured in the IIBA renegotiations	review the IIBA every three years, and is not based on Project
	changes. Community members will be informed on anticipated
	Project changes through other communication
	recommendations and Actions and Next Steps discussed herein.
Development of a Project	Baffinland will discuss the role these groups have had in the past
Committee in Igloolik and Hall Beach	with QIA to best determine what type of working group should be
	established. Baffinland looks forward to working collaboratively
	to address this recommendation.
Have QIA employee at Mary River	The current IIBA allows for a full-time presence on-site for
monitoring Project compliance	Environmental Monitors, which are QIA employees. The IIBAalso
issues	allows for Inuit shipping monitor positions. QIA is actively placing
	efforts on hiring full-time Environmental Monitor positions that
	will report back with observations in the 2019 Forum. Finally, all

socio-economic activities are monitored and reported on via IIBA
reporting functions as well Annual Workplace Conditions
Reviews.

4.9. Community Infrastructure

During the Forum, community participants discussed a recommendation (Table 12) regarding investments in community infrastructure. The current IIBA does not obligate Baffinland or QIA to invest in community infrastructure, and any such investment would be above Baffinland or QIA's current requirements. Currently, the IIBA is being renegotiated by the QIA and Baffinland as per Article 22. Either Party is able to bring forward recommendations from this Forum for consideration during the renegotiation process.

To address comments made by community members, the following recommendations were made during the Forum. The following Actions and Next Steps were determined to address the recommendations made, as outlined in Table 12.

Table 12 – Community Infrastructure Recommendations

Recommendations	Actions & Next Steps
Consider investments in community	Currently, the Project IIBA is being renegotiated by the QIA and
infrastructure	Baffinland as per Article 22. Either Party is able to bring forward
	recommendations from this Forum for consideration during the
	renegotiation process.

5. 2017 Forum Recommendations

During the 2018 Forum, 2017 Forum Recommendations were discussed. To promote transparency, the following recommendations are outstanding. The following Status and Next Steps were determined to address the outstanding recommendations, as outlined in Table 13.

Table 13 – Community Infrastructure Recommendations

Recommendations	Status & Next Steps
Employees should be provided with	An Employee Handbook has been created by Baffinland, for all
an Employee handbook, in English	employees, as an orientation tool that includes key policies
and Inuktitut, which describes key	related to employment matters. The Employee Handbook will
policies related to employment	have an introduction and background on why the Project has an
matters.	IIBA and the benefits it provides.

	The Employee Handbook is nearing completion then will be translated into Inuktitut. Baffinland anticipates this will be in circulation in 2019.
Provide bilingual trainers on-site. Training should not be limited to English only. This is especially relevant for equipment training.	Through the Inuit Human Resource Strategy, Baffinland and QIA have developed a procedure to identify potential Inuktitut speaking trainers. In 2018, Baffinland will be working with Site Elders to better integrate them into the onboarding and training processes for Inuit employees. Baffinland has also hired a new Human Resource Advisor, Inuit Relations who will be participating in training related activities as necessary when language barriers exist. Baffinland continues to identify opportunities to better integrate Inuktitut into the work place.
Increase the supply of Country food. QIA and BIM should investigate options to supply Country food to staff, including partnerships with HTOs, to meet food inspection requirements.	Article 11.7.2 of the IIBA states that meals containing Country Food must meet governmental inspection standards and be provided from time to time to all employees. Baffinland and QIA continue to identify additional sources of Country Food that meets governmental inspection standards.
There should be clear policies regarding how contractors dismiss employees.	When a contractor's Inuit employee has raised a concern, Baffinland attempts to provide guidance to resolve the issues internally. When it is not possible or appropriate, Baffinland will direct the Inuit employee to take the concern to their Contractors Human Resource department.
	Baffinland's goal is to resolve concerns whenever possible. For issues outside of its control, Baffinland will endeavor to facilitate a resolution where possible.
	Baffinland continues to work with its Contractors to improve their reporting on employment related policies, specifically those related to Inuit employee dismissals.

6. Implementation of Forum Recommendations

At the end of the Forum, the Joint Management Committee met to review the collected recommendations. All the recommendations from that meeting have been included in this report. Baffinland and QIA will strive to complete all recommendations included in the 2018 Forum Report prior to the next Forum. Updates to the recommendations made and Actions and Next Steps that resulted will be discussed at the 2019 Forum, to be hosted in Clyde River.

Many of the Actions and Next Steps will involve discussion at the Joint Executive Committee. The Joint Executive Committee, with the support of the Joint Management Committee, will address any unresolved issues arising from the recommendations of the Forum. If the Joint Executive Committee does not implement the recommendations of the Forum, a written reason will be prepared and provided to the Forum's participants at the 2019 Forum.

The QIA and Baffinland continue to explore ways of making its committees more effective. Any potential changes to committees would be discussed and formalized through planned IIBA renegotiations.

Appendix A: 2018 Forum Agenda

2018 IIBA Annual Project Review Forum

Baffinland Iron Mines and Qikiqtani Inuit Association Public Meeting

Meeting Location: Hall Beach, NU Date: April 17-April 18, 2018

Time: 8:30:00AM to 4:30PM (Day 1) 9:00AM to 5:00PM (Day 2)

AGENDA:

DAY 1 – April 17, 2018

Start Time	End Time	ltem	Concordance with IIBA	Presenter(s)
8:30	8:45	Lighting of the Qulliq & Opening Prayer Opening Remarks from Hall Beach Mayor		
8:45	9:00	IIBA Executive Committee Co-Chair Welcome and Opening Remarks, Executive & Management Committee	14.4 (a-h), 14.8 (a-b)	Qikiqtani Inuit Association + Baffinland
9:00	9:15	Purpose of the Annual Project Review Forum		Qikiqtani Inuit Association
9:15	9:30	The Role of the QIA in Inuit Impact and Benefit Agreement Implementation		Qikiqtani Inuit Association
9:30	9:45	QIA Department of Major Projects – Department Activities		Qikiqtani Inuit Association
9:45	10:00	Health Break		
10:00	11:00	 Fund Administration Ilagiiktunut Fund Business Capacity and Start-up fund Wildlife Compensation 		Qikiqtani Inuit Association
11:00	11:30	Review of 2017 Forum Recommendations		Qikiqtani Inuit Association + Baffinland
11:30	12:00	Questions & Comments from participants		
12:00	1:15	Lunch Break		
1:15 1:35 1:55 2:15 2:35	1:35 1:55 2:15 2:35 2:55	Communities Recommendations		Community Representatives
3:00	3:15	Health Break		
3:15	3:45	Day 1 Review of Recommendations		Qikiqtani Inuit Association
3:45	4:15	Names drawn for Door Prizes Forum Photo		
4:15	4:30	Baffinland & QIA: Concluding Remarks		Qikiqtani Inuit Association + Baffinland

AGENDA:

DAY 2 – April 18, 2018

Start Time	End Time	Item	Concordance with IIBA	Presenter(s)
9:00	9:30	IIBA Executive Committee Co-Chair Welcome and Opening Remarks, Summary of Day 1		Qikiqtani Inuit Association + Baffinland
9:30	9: 45	Baffinland: Project Update & Site Activities	14.6	Baffinland
9:45	10:00	Health Break		
10:00	10:30	Review of 2017 Forum Recommendations		Qikiqtani Inuit Association + Baffinland
10:30	10:40	Baffinland: Health and Safety	14.6 (a,b,c,d,h) 14.9 (a-e)	Baffinland
10:40	11:10	Baffinland: Environmental Monitoring	14.6 (a,b,c,d,h) 14.9 (a-e)	Baffinland
11:10	11:20	Baffinland: Community Engagement	14.6 (a,b,c,d,h) 14.9 (a-e)	Baffinland
11:20	11:30	Baffinland: Management Plans and Emergency Preparation	14.6 (a,b,c,d,h) 14.9 (a-e)	Baffinland
11:30	12:00	Questions & Comments from participants		
12:00	1:15	Lunch Break		
1:15	2:45	Baffinland: Employment & Training	14.6 (a)	Baffinland
2:45	2:50	Integration of Inuit Culture	14.6 (a)	Baffinland
2:50	3:10	Baffinland: Contracting	14.6 (a)	Baffinland
3:10	3:15	Baffinland: What's next?	14.6 (d)	Baffinland
3:15	3:30	Health Break		
3:30	4:30	Questions & Comments from participants		
4:30	5:00	Closing remarks from Baffinland and QIA		Qikiqtani Inuit Association + Baffinland

Appendix B: QIA Materials Presented

ANNUAL PROJECT REVIEW FORUM

QIA PRESENTATION HALL BEACH, APRIL 17 & 18, 2018



Department of Major Projects

QIA PRESENTATION OVERVIEW

- Annual Project Review Forum
- QIA's Role in IIBA Implementation
- Department Activities 2017
- Funds
- Ilagiiktunut Fund
- Business Capacity and Start-up Fund
- Wildlife Compensation Fund
- 2018 Next Steps

PURPOSE OF THE ANNUAL PROJECT REVIEW FORUM

- Speak with Inuit so QIA and Baffinland may share information about the Project
- Review any information on impacts Inuit consider to be greater than predicted
- Assess Baffinland's management, monitoring and mitigation programs
- Discuss issues that arise from the communities regarding the IIBA or the implementation of the IIBA
- Develop recommendations for the JEC regarding significant issues arising from the Forum

QIA ROLE

IIBA IMPLEMENTATION

QIA'S ROLE

- QIA works with Baffinland through the committees to enhance
- Project Benefits related to
- Inuit training,
- Inuit employment,
- Inuit businesses, and
- community wellness in the Qikiqtaaluk Region.

QIA'S ROLE

- QIA monitors implementation through Quarterly
 & Annual reports from Baffinland
- QIA administers three IIBA Funds:
 - Ilagiiktunut Fund,
 - Business Capacity & Start-up Fund, and
 - Wildlife Compensation Fund.

QIA ROLE

IN 2017, QIA and Baffinland agreed to shift the IIBA yearly cycle to align with QIA's fiscal year. Benefits for this include:

- Better information from Baffinland during annual planning
- Simpler budgeting process for QIA

STAFFING UPDATE 2017

- Former QIA IIBA Manager Rebecca Mearns left in December 2017
- New IIBA Manager hired in February 2018 Robert Bourassa
- Administrative Assistant/Management Trainee Kate Kublu
- Qikiqtani Skills and Training for Employment Partnership hired three QIA staff
 - Project Manager Shawn Harriman-Byrne
 - Project Coordinator Lisa Oolooyuk
 - Data Coordinator Nadine Chislett

ACTIVITIES 2017

- Joint approval on the Inuit Procurement and Contracting Strategy (IPCS) in May 2017
- Describes how QIA and Baffinland will ensure that Inuit Firms have priority access to contracting opportunities at the Project
- Also ensures that contractors (Inuit and Non-Inuit) provide employment and training opportunities for Inuit.
- Working with Baffinland to use IPCS following transparent procedures for April 2018

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ACTIVITIES 2017

- Designated Inuit Firms List
 - Firm applications reviewed
 - DIFL kept up to date with addition of new Firms
- Five (5) Advanced Contract Notifications sent to Firms registered on the DIFL
 - ACNs provided to DIFL for upcoming contracting opportunities at the Mary River Project

Department of Major Projects 33

ACTIVITIES 2017

- Completed development of the Inuit Human Resources Strategy
 - Foundational employment and training strategy for the Project
 - Procedures describe how QIA and Baffinland will meet their commitments in the IIBA
- Approved in January 2018 by Joint Executive Committee

ACTIVITIES 2017

- Minimum Inuit Employment Goal (MIEG)
 - Target for Inuit Employment at the Mary River Project
 - Goal to meet or exceed
 - MIEG for 2017 was 25%
- 2018 MIEG to remain at 25%
 - Focus on MIEG plan and initiatives to increase Inuit employment, training, and retention

TUTTARVIK

- QIA launched a new Inuit Labour Pool Database called Tuttarvik
 - This will be available on-line
- The database will be used to promote training opportunities to Inuit
- Assist employers, such as Baffinland, with identifying qualified Inuit candidates for employment and training opportunities
- For more information please contact QIA Department of Major Projects

QIKIQTANI SKILLS AND TRAINING FOR EMPLOYMENT PARTNERSHIP

- In November 2017, QIA partnered with Baffinland, the Government of Canada, the Government of Nunavut and Kakivak
- Qikiqtani Skills and Training for Employment Partnership's objectives are to:
 - Increase Inuit employment at the Mary River Mine,
 - Develop and deliver training programs for unemployed Inuit (with a focus on women and youth), and
 - Provide Inuit with certified and transferrable skills and qualifications to enable them to take advantage of other employment opportunities.

QIKIQTANI SKILLS AND TRAINING FOR EMPLOYMENT PARTNERSHIP

- Some of the highlight of the training offered via Q-STEP includes:
 - Heavy Equipment training Inuit have already graduated!
 - Trades Apprenticeships training
 - Work Readiness training
 - Mining Essentials and general skills development
- For more information please contact QIA Department of Major Projects

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KEY QIA ACTIVITIES 2017

- Development and approval of QIA's Benefits Fund Policy
 - Clear and transparent plan to deliver benefits to Inuit
 - QIA Board selected two key themes:
 - Daycare and Early Childhood Development
 - Cultural Activities
- Further information contact QIA's Department of Social Policy

FUND ADMINISTRATION

IIBA IMPLEMENTATION

- The Ilagiiktunut Nunalinnullu Pivalliajutisait Kinaujat Fund was established through Article 12 of the IIBA.
- The fund is administered by QIA
- Baffinland and QIA both contribute \$375,000 annually total annual funds available \$750,000.

- 3 key focus areas for the fund:
 - Resilient Communities
 - Strong Families
 - Job Readiness
- Program Guidelines and application are available on the QIA website or from CLOs
- QIA will accept applications throughout the year
- Unused funds roll over to the following year

- The amount spent in 2016-17 was \$351,442 (see note on page 23)
- The fund was utilised on 8 different projects
 - 3 On the land (hunting projects)
 - A five community tour for youth that want to get involved in Music & Media
 - School Nutrition and Gardens
 - Leader Training Conference (5 communities)
 - Youth Development project (Artcirq)
 - Youth Mentoring Project

- Changes for 2018
 - QIA simplified the application process for projects under \$30,000
 - This has greatly increased the number of applications for this funding segment
- We have implemented a open call instead of a time limited call for projects where applicants can apply anytime
- Note: The amount left over from 2016-17 was carried over to 2017-18. Because of the changes noted above, the lagiiktunut fund was tremendously well received this year and the communities have spent over \$1,3M. As of today Only 22K is left, this indicates the need for this program and that the funding for this program could certainly be increased. Community capacity is able to go beyond the current investment.

BUSINESS CAPACITY AND START-UP FUND

- Created under Article 6 of the IIBA to provide funding support for Inuit firms in the Baffin Region.
 - Administered by Kakivak Association
 - No applications received in 2017
 - Money remains available for Inuit firms

BUSINESS CAPACITY AND START-UP FUND

- Funding is available to Inuit firms registered on the Designated Inuit Firms list in the following areas:
 - Locating start-up capital and financing;
 - Management development;
 - On-going business management;
 - Financial Management;
 - Contracts and Procurement; and
 - Human resources management.

WILDLIFE COMPENSATION FUND

- Established under Article 17 of the IIBA
- Initial contribution by Baffinland \$750,000
- QIA is responsible for the managements, establishment, and administration of the Wildlife Compensation Fund.
- Claim-based framework was established

WILDLIFE COMPENSATION FUND

- WCF Guideline for Applicants and the WCF Claim Application
 Form guide the implementation of the Fund
 - Incident Occurs
 - Claim is filed using the Application form
 - Claim is submitted to and reviewed by the HTO
 - HTO can support or deny the claim
 - Appeal process is available for denied claims

WILDLIFE COMPENSATION FUND 2017 HIGHLIGHTS

- Development and approval of guidelines and forms
- Launch of the Wildlife Compensation Fund
- Training of HTOs for receiving and reviewing claims
- One claim by Mittimatalik H. T. O. in 2017
 - Wildlife mortalities due to project activities (i.e. foxes).

2018 NEXT STEPS

- Approval & Implementation of the 2018 IIBA
 Implementation Work Plan
- Priority areas set by the JEC for 2018-19 are
 - Increase Inuit employment
 - Increase understanding of Inuit labour market
 - Increase opportunities for Inuit firms
 - Improve Inuit engagement

2018 NEXT STEPS

- Continued work on Department activities
- JMC & JEC meetings and activities
- Tuttarvik management
- Q-Step training delivery
- Maintaining the DIFL
- Monitoring through Baffinland Quarterly Reports
- Administration of IIBA Funds WCF, BCSF, and Ilagiiktunut
- Mary River IIBA Renegotiation

QUJANNAMIIK, THANK YOU Any Questions?

Appendix C: Baffinland Materials Presented



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Purpose of the Forum

- Share updated status of the project with communities
- Provide communities with opportunity to ask questions
- Discuss items raised by community participants that relate to the IIBA
- Develop recommendations to the Executive Committee



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Agenda

Day 1

- Introduction of Executive & Management Committees
- Presentation from the QIA
- Open forum community questions & comments

Day 2

- Summary of day one
- Project update and site activities
- IIBA priorities
 - Safety and environment
 - Employment
 - Training and capacity building
 - Contracting
- Question and comment sessions will be held throughout the day



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Forum Participation and Introductions

- The Forum is held annually in one of the five North Baffin Communities listed under the IIBA
- The event is open to the public in the hosting community
- Event includes senior representatives from both Baffinland and QIA, as well as community representatives from all five North Baffin Communities



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Record of Proceedings

- All forum proceedings will be transcribed and made available to community members
- A joint record of proceedings and report, including recommendations, will be developed and issued to the Executive Committee



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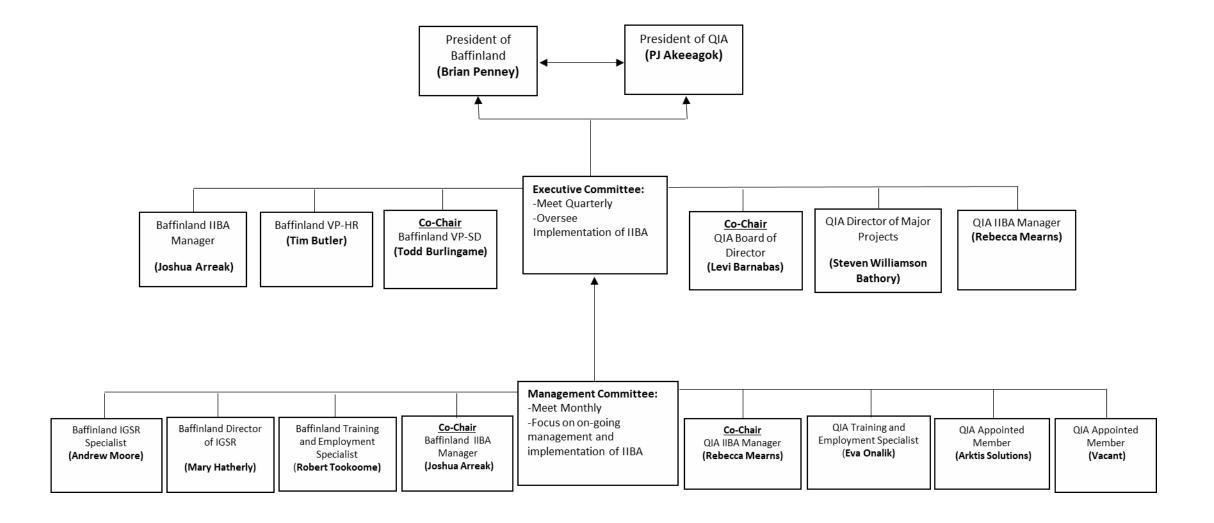
IIBA Committees

The IIBA requires that two committees consisting of Baffinland and QIA members be established to oversee implementation:

- Joint Management Committee (Article 4.4)
 - BIM and QIA IIBA Coordination Managers
 - BIM and QIA IIBA Training and Employment Coordinators
 - Two appointed members for each BIM and QIA
- Joint Executive Committee (Article 4.2)
 - Two Co-Chairs, one each from QIA and BIM
 - BIM and QIA IIBA Coordination Managers
 - One other representative each from QIA and BIM
 - Technical Advisor for the QIA



2017 IIBA Committee Structure





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What is the Executive Committee?

- The Executive Committee is comprised of senior level representatives to oversee the implementation of all the provisions of the IIBA (4.2.1 of the IIBA)
- The Executive Committee establishes an annual budget
- Meets on a quarterly basis



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Role of the Executive Committee

- Assess expected project workforce requirements and projected availability of Inuit seeking employment
- Review education and training opportunities on an annual basis
- Maintain a list of designated Baffin Inuit firms
- Review annually the list of contracts awarded
- Make recommendations to enhance the results of Inuit participation and other objectives of the IIBA



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What is the Management Committee?

- The Management Committee monitors the ongoing operations and management of the Mary River Project as it relates to the IIBA (4.4.1 of the IIBA)
- The Management Committee reports to the Executive Committee
- Members of the Management Committee report to their respective employers with quarterly summary reports



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Role of the Management Committee

- Share information regarding the progress of training initiatives, employment targets, and contract awards
- Communicate any operational concerns relating to the IIBA
- Make recommendations to the Executive Committee
- Consider other items of mutual concern related to the implementation of the IIBA



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Summary of Meetings

• Management Committee:

- February 6-, 2017 Oakville, Ontario
- March 13, 2017 Teleconference
- March 23-24, 2017

 Igaluit, Nunavut
- April 21, 2017– Teleconference
- May 2, 2017– Teleconference
- May 25, 2017 Teleconference
- June 16, 2017 Teleconference
- June 27, 2017– Teleconference
- August 28-29, 2017 Ottawa, Ontario
- September 19-20, 2017

 Ottawa, Ontario
- November 15-17, 2017 Oakville, Ontario
- December 7-9, 2017 Iqaluit, Nunavut

Executive Committee

- April 5, 2017 Igaluit, Nunavut
- September 28, 2017 Ottawa, Ontario
- October 25, 2017 -- Teleconference



<u>ΔΔά</u>¹⁶νLτον:

- σΡልናዮσ[®] Ϥ¹L」 Ġ^CDċ[®]Cσ^CJ^C ΔC°σϤʹΩ^CΩτθωρ^CΤτ[®] Δ[®]D°σ
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Summary of Activities: Management Committee

- Delivered a cross cultural awareness presentation to Baffinland leadership at corporate office
- Procurement and Contracting Workshop developed and delivered in Igaluit and Pond Inlet
- Finalized and Approved the 2017 Annual Project Review Forum Report
- Approved the Inuit Human Resource Strategy (IHRS)
- Finalizedand Approved the Inuit Procurement and Contracting Strategy (IPCS)
- Approved the 2017 IIBA Workplan
- Approved the following IIBA Implementation Procedures:
 - IIBA Review
 - Workplace Conditions Review
 - Education and Training Fund
 - Awards and Scholarships
 - Annual IIBA Implementation Planning
- Finalized and Approved the Workplace Conditions Review Survey and on-site observations checklist
- Developed and Approved a joint report on the 2017Work Plan for Transmission to the JEC

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Summary of Activities:

Executive Committee

- Approved the process for finalization of IHRS and the IPCS
- Approved the 2017 IIBA Work Plan
- Approved the following IIBA Implementation Procedures:
 - IIBA Review Procedure
 - Workplace Conditions Review
 - Education and Training Fund
 - Awards and Scholarships
 - Annual IIBA Implementation



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Decision Making

- The Executive Committee follows procedures to develop a consensus
- When the Executive Committee is unable to develop a consensus, a decision is made by a majority vote of not less than five of the six Executive Committee members
- If a decision is still not reached, the Executive Committee can request that the Presidents of QIA and Baffinland convene a meeting to discuss and attempt to resolve the dispute





שבילה ארת לי שלי

The Mary River Project

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- Baffinland is amongst the highest ore quality and quantity worldwide
- Deposit No. 1 is currently the largest known deposit of high grade iron ore in the Mary River area. The deposit has a total strike length of ~4 km. Resource estimates to date, in measured and indicated categories, total more than 350 million tonnes at an average grade of 65%
- Underground mining and tailings ponds are not required, Baffinlandproduces a Direct Ship Product (DSP) which does not require processing

Shipping results to date:

Year	Tonnage	%Fe
2015	918 k	~68%
2016	2.6 M	~68%
2017	4.1 M	~68%

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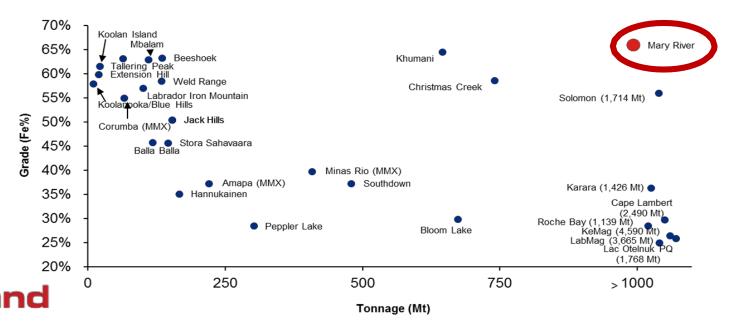
Mary River Iron Ore

The typical grade of iron which is mined for profit is **roughly 25% iron (Fe)**. The crude ore that is mined in Canada typically grades between 30% and 40% Fe

- Ore grading more than 54% Fe is high-grade anddoes
 NOT require processing
- Ore grading less than 54% Fe is low-grade and requires
 processing

71

Mary River's iron ore has an average grading of 65% Fe



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- 1. 58650 SpanCDS 20 DΦL Q⊃¿Э«CP&,C44L
- 1. Ore is blasted at the open pit mine
- 4. _a_bd?nbdc >25>5_a 50° J6960 DC200 20 PC200
- 4. Trucked to the Port site and stored





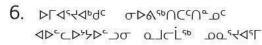
- 2. שפיסיל חשר אלא אישר
- 2. Trucks haul the blasted ore to the crusher
- 5. PLANTAIL PYC. 194016 58656 DEAGGODGOCD670
- 5. A ship loader is used to load iron ore on ships





- 7. How Do We Mine?
 - With an iron ore grade this high, it's actually a pretty simple, six-step process. The process does not create any tailings

- 3. 65007L450 58050 250C7050 24<U2: 44UULTO: Lb.Q.P.P.
- Blasted ore is crushed into lump and fines



6. Ore is shipped to our customers worldwide

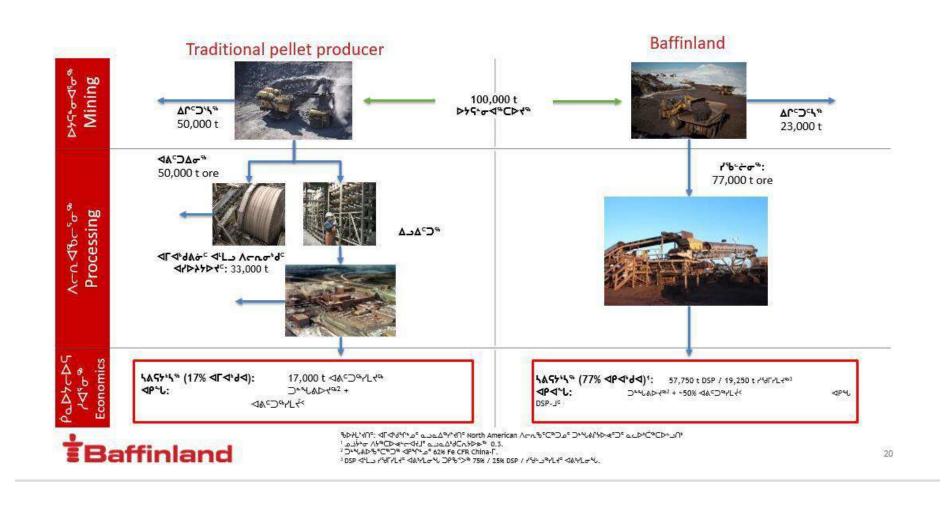






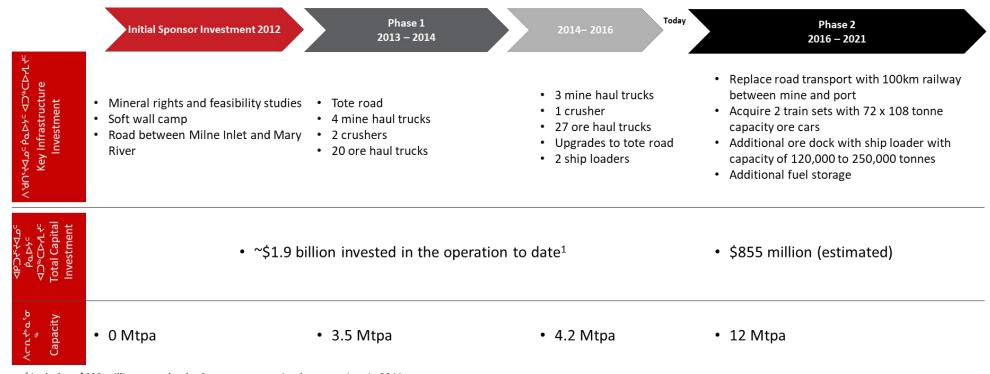


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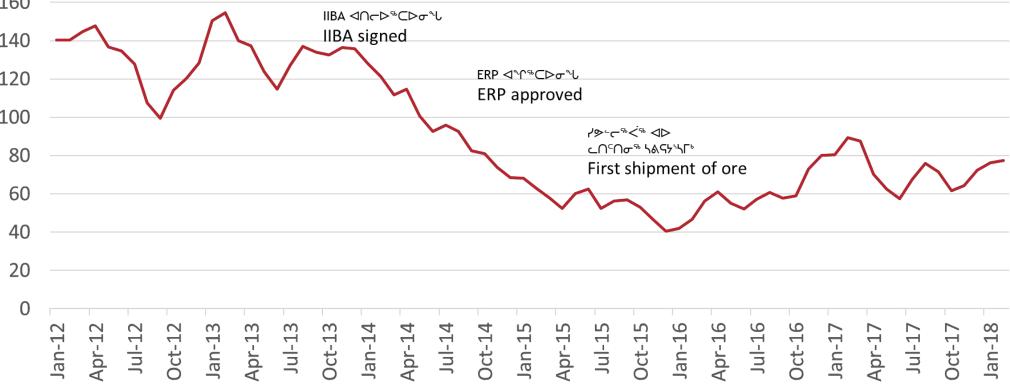
Asset Overview – Development History



 $^{^1}$ Includes $^{\sim}\!5600$ million spent by the Sponsors to acquire the operations in 2011

Negative Market Conditions

180 78° Original project certificate 160 ⅡBA ◁∩⊂▷Ϥ⊂▷σϤ 140 **IIBA** signed ERP ◁∿Ր∜C▷♂℃ 120 **ERP** approved 100 **፞**ዾዾ-፞፞ዹዺ⊳



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IIBA Priorities



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Safety and Environment



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Training & Capacity Building



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Employment



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We are committed to conducting business in accordance with principles of sustainable corporate responsibility





We expect everyone to demonstrate a personal commitment to this policy



IIBA Environment and Health

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 Δ¹L³ Δ²Cά[©]6 ΦΕΕΓΩΘΕΙΑ
 (ΠΠς[®]/L[®] 14.6 [a])
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and Safety Requirements

Baffinland provides QIA with the following information as outlined in Article 14.6 of the IIBA:

- A summary of the previous year's operation & current operations of environmental performance and safety (Article 14.6 [a])
- A summary of monitoring reports of Governmental Authorities, including NIRB, for the previous year (Article 14.6 [b])
- The following year's plan of environmental and safety targets (Article 14.6 [d])
- Identification of proposed amendments to key management & monitoring plans (Article 14.6 [e])
- Wildlife observations and incident reports, including all reports and information regarding wildlife compensation (Article 14.6 [h])





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Health and Safety

- Baffinland is committed to the health, safety, and wellness of all employees, contractors and subcontractors working for the company
- Safety First, Always is a core value at Baffinland
- In 2017, Baffinland continued its "8 Golden Rules of Safety" campaign

oThese are 8 life saving rules which we expect everyone to adhere to while at the Baffinland site



2017-「🌣 🌣 🗢 🗘 🗘 🗘 2017 Health and Safety Statistics

⁶ ⊅Δ⊂σΓσ ^ο ί		r՝\イ'⊳"ል՝ d⊲>ռ\- lines Corporation	▷⁵ል▷-୮ ⊲-८-'ል°Ს Oakville Office	د∟'ף ⁵לבٰم °P-^J⊲ Mary River and Milne Inlet
Incident Type	2017	PTD	2017	2017
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Fatality	0	1	0	0
∆ [®] ba∆ነ'σ'J° ዾ®bc⊳bJC⊳ነሲ⊲'b®≀L⊀° (LTI) Lost Time Incident (LTI)	4	11	0	4
∆ [®] ba∆ነ'σ'J° ⊅ [®] bb∆°a₽C▷ፖL≺° 'b⊅∩Ր (LTI Fr*) Lost time incident Frequency (LTI Fr*)	0.3	0.3	0.0	0.3
ΔኈbዺΔኦኈል-Γ ኈΔΔረL≺ ^c (RWC) Restricted Work Case (RWC)	2	28	0	2
ರ್-ರ್-೨५ (MAI) Medical Aid Incident (MAI)	13	53	0	13
ዻ፞ႋσ∿⊃ዔና∩ናጔJ (FAI) First Aid Incident (FAI)	150	684	0	150
ზ్∩ຝ∩్రిL≪్ ర్గ్రెగ్ల్ చే• చ్ ిగ్రాంగ్ల్ (TRI Fr*) Total Recordable Injury Frequency (TRI Fr*)	1.5	2.1	0.0	1.5
⋖ీంది చింది చింది చింది చెంది. Near Hits (NH) & Property Damage	328	1,207	0	328
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ΔϧʹϚϲʹͺL˙ ^c Person Hours	2,510,103	8,872,389	115,539	2,394,564

PTD ರ್-೨೦೧೯ 2013/PTD since January 2013

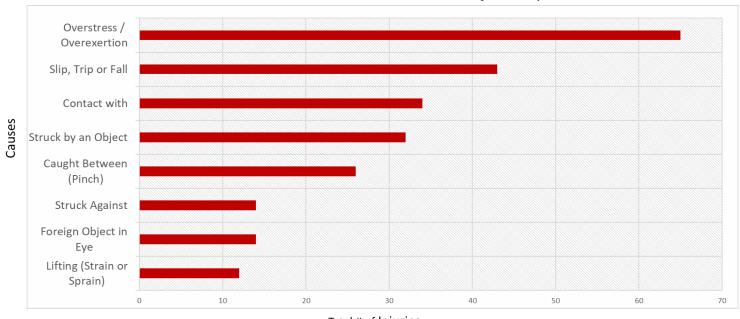
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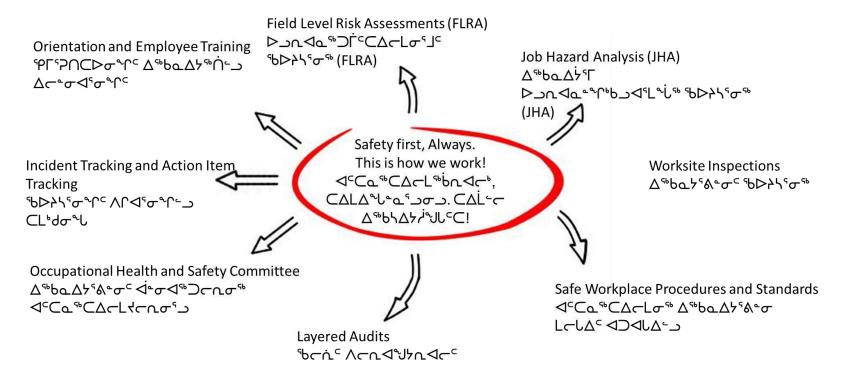
Health and Safety Performance

2017 らつつつ ベークットしょう Actのもっつつ /2017 Total injuries by cause



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Health and Safety Systems





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 - OPEP/SVOP: 324 Δb^cς_o^c
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 2017

Response Preparedness

- Baffinland's Mine Rescue Team trained throughout the year. The following training took place:
 - Five-day basic training: 1,045 Hours
 - OPEP/SVOP: 324 Hours
 - First Aid with CPR: 1,140 Hours
 - ARFF Training: 308 Hours
 - Working on Ice: 165 Hours
- In addition, the company held a community-level spill response training session between August 5 and August 8, 2017
- Emergency Response Plan revised and updated





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Commitment to Sustainable Development

Corporate social responsibility

- Commitment to operate the Project in an environmentally and socially responsibleway
- Commitment to minimize potential negative effects of the Project on the environment
- Commitment to enhance social benefits of the Projects to stakeholders and Inuit communities

Regulatory Permits and Approvals

- Project Certificate No. 005, CommercialLease, Water License, IIBA
- Annual reports to ensure regulatory compliance

Monitoring Programs

- Marine Mammal
- Marine Habitat
- Freshwater and Fish Habitat
- Dust and Air Quality
- Birds, Caribou and Vegetation
- Water Quality and Quantity



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Marine Environment

Marine Environment and Mammal Monitoring

- Narwhal, Seabirds, Marine Habitat, Invasive Species **How Are Inuit Involved?**
- 12 Inuit participated in marine environment and mammal monitoring programs in 2017
- Inuit provided local and traditional knowledge and expertise into design and analysis of monitoring
- Receive training and employment to participate in the monitoring programs

What Have We Learned?

No major effects of the Project on the marine environment or marine mammals have been detected

How Long Will Monitoring Continue?

- As long as the mine is operating
- Baffinland continues to seek additional opportunities for community-based monitoring



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Marine Environment

Working Group

Marine Environment and Mammal Monitoring

• Narwhal, Seabirds, Marine Habitat, Invasive Species

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Freshwater Environment

Aquatic Effects Monitoring Program

- Focuses on several lakes, rivers and streams near the MaryRiver Mine Site and Project infrastructure
- Annual monitoring includes:
 - Hydrology (flow)
 - Water quality
 - Sediment quality and sedimentation rates
 - Fish (Arctic char)
 - Benthic invertebrates

Surveillance Network Program

 Monitors the water quality and flow of surface water runoff and treated wastewater discharges from Project infrastructure at established locations under Baffinland's Type "A" Water Licence

and the Federal Metal Mining Effluent Regulation (MMER)

Tote Road Fisheries and Water Quality Monitoring

- Focuses on monitoring fish passage and presence/absenceat several Tote Road crossings (culverts, bridges)
- Also involves water quality monitoring at several ToteRoad crossings (culverts, bridges)
- Required by Baffinland's DFO authorizations issued for the Tote Road crossings



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Atmospheric and Terrestrial Environment

Caribou

- In 2017 Baffinland provided support to the Government of Nunavut for a regional caribou monitoring program
- Height-of-Land based surveys
- Snow Track Surveys on the Tote Road
- All caribou and wildlife sightings are recorded on site

What have we learned about caribou?

Inuit knowledge has told us that North Baffin caribou are in a low point in their natural population cycle

Dust is managed by:

- Road maintenance
- Road watering
- Crusher dust controls
- We measure metals in soil and vegetation to look for changes over time



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Terrestrial Environment Working Group

Engages with Baffinland on plans and results of Terrestrial Environment monitoring programs.

Participants from:

- Baffinland
- Environment and Climate Change Canada
- Qikiqtani Inuit Association
- Government of Nunavut
- The Mittimatalik Hunters and Trappers Organization



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Wildlife Interactions

Wildlife Interactions are defined as any human interaction with wildlife that has potential adverse affects on the wellbeing of the human/wildlife.

Summary of 2017 Wildlife Interactions:

- Most wildlife interactions involved foxes
- Most wildlife fatalities were caused by vehicles
- There were three incidents where a fox was put down due to injuries and one confirmed case of rabies
- In total 13 wildlife mortalities occurred in 2017

No polar bear or caribou wildlife interactions or mortalities occurred in 2017



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Socio-Economic Monitoring

- Work closely with the Governments of Canada and Nunavut, QIA, and community representatives to discuss Socio-Economic Monitoring of the Project
- Participation on the Mary River Socio-Economic Monitoring Working Group (2 meetings annually) and the Qikiqtaaluk Socio-Economic Monitoring Committee (1 meeting annually)
- Monitoring of the potential impacts of Project on education and training, livelihood and employment, human health and well-being
- QSEMC produces annual report which is publically available
- Baffinland also produces an annual Socio-Economic report as part of its NIRB annual report





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Objectives of Stakeholder

Engagement

- Fundamental principle of Baffinland's engagement strategy is the establishment of meaningful community relationships
- Commitment to timely, meaningful, and culturally appropriate engagement with all stakeholders potentially affected by the Mary River Project, including
 - Five North Baffin communities
 - Qikiqtani Inuit Association (QIA)
 - Governments and Regulatory Agencies
 - o HTO's
- Stakeholder Engagement Plan (SEP) developed in 2014 and revised in 2016
- January 2018 QIA and Baffinland approveAgreement on Inuit Engagement
 - Agree to keep each part informed of engagement activities
 - Conduct joint activities when mutually agreed



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2015 Phase 2 Engagement Highlights

Since submission of Phase 2 proposal to NIRB in October, 2014, Baffinland has regularly and directly engaged with 5 North Baffin Communities and community groups:

- January, 2015: Open House, Pond Inlet
- February, 2015: Community Tour of 5 North Baffin Communities
- March November, 2015: Series of workshops in Pond Inlet on Contemporary Inuit Land Use of Eclipse Sound and Navy Board Inlet Areas, Shipping through Ice, Open Water Shipping, Caribou
- April 2015: Tour of Voisey's Bay winter shipping route with key Inuit from Pond Inlet to observe shipping through ice



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2016 Phase 2 Engagement Highlights

- May: Workshop on Phase 2 in Arctic Bay
- May: Meeting with Pond Inlet Youth Council
- July: Shipping Update in Pond Inlet
- September: Community Survey 5 North Baffin communities
- November: Discussions with QIA
- November: Community Tour of 5 North Baffin Communities, open house and public meetings and meetings with Hamlets
- November: Meetings with HTOs of Pond Inlet and Arctic Bay
- December: Meeting with Pond Inlet MLA, Hamlet, MHTO, Public Meeting; gather input on the acceptance and feasibility of a 2017 winter sealift



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2017 Phase 2 Engagement Highlights

- January: Iqaluit and Pond Inlet Procurement and Contracting Workshops
- April: Employment and Training Information Community Tour
- May-June: North Baffin Community tour and meetingwith Hamlet's and HTO's
- June: Pond Inlet shipping and marine monitoring workshop
- August: Recruitment tour by Baffinland and Horizon North (Camp construction and operations)
- September: Pond Inlet meeting to discussNBRLUP Amendment proposal
- September: Baffinland CEO tour of North Baffin Communities
- September: Pond Inlet ice management and Project shipping
- December: Pond Inlet NPC Public Hearing
- 2015 and ongoing participation in environment and socioeconomic working groups

Baffinland's Approach to Communities – 2016 Survey

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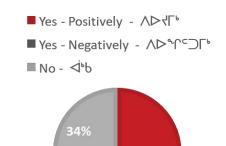
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General community support for Mary River Project.

Concerns raised:

- Impacts on wildlife and habitat from dust
- Changes in water quality from shipping,
- Impacts on harvesting activities
- Levels of Inuit employment
- Substance abuse and stress of familial separation

HAS THE PROJECT MADE A DIFFERENCE IN YOUR COMMUNITY?



Yes - Positively - ∧⊳⊀Гь	58%
Yes - Negatively - ∧▷∿Ր⊂⊃Гы	8%
No⊲ib	34%

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Project Shipping-What Have We Heard?

- Based on extensive engagement, communities have identified these issues with Project shipping:
 - Potential effects upon marine environment including marine mammals as a result of shipping through ice (e.g. impact on seal pupping)
 - Potential interference with travel routes and land use activities as a result of shipping through ice



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- Baffinland has listened to community concerns respecting the potential impact of Project shipping on the marine environment and associated land use activities.
- In response to these concerns, Baffinlandremoved winter shipping from its Phase 2 proposal on October 24, 2017
- Through the Marine Environment Working Group the Brucehead Monitoring program is being reviewed and redesigned
- Inuit shipboard observers will be used in 2018 to monitor shipping activity
- Baffinland will continue to work with all community members, Hamlets, and HTO's to ensure that all concerns related to shipping activities are considered



Project Shipping- What's Next

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- The MSV Botnica will provide ice management services during the 2018 shipping season.
- The vessel will be on site at the start of the season, from July 14 Aug 4, and then again at the end of the season, from Sept 29 and Oct 20. Between Aug 4 and Sept 29, the vessel will return to her home port in Europe.
- Marine Observer(s) and Inuit Cadets will be placed on board the vessel.
- Baffinland is working with the Owners of the MSV Botnica, called T/S Shipping, to ensure that the Marine Observer(s) and Inuit Cadets are well integrated in the daily ship operations.





Development of a Rail Line- What Have We Heard?

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Communities identified the following concerns related to rail development:

- Potential loss of trucking employment opportunities for Inuit
- Potential for increase in the negative interactions between wildlife and rail cars – possibility that transport by rail might increase the potential for wildlife injuries or fatalities
- Impact on air quality (dust)



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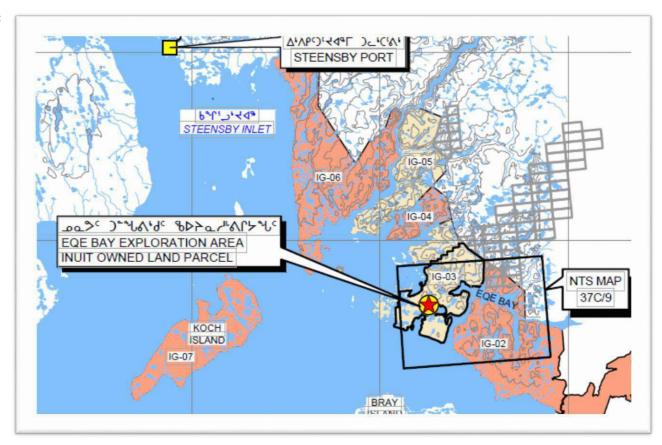
Development of a Rail Line- What Have We Done to Address Concerns

- Baffinland has advised the communities, regulators, and Governments that:
 - Anticipated decrease in trucking employment opportunities will be offset by increase in number and duration of jobs for Inuit in other aspects of production, transport and shipping
 - Shift from Tote Road to transport by rail is likely to reduce the possibilities of wildlife injuries/fatalities
 - Shift from Tote Road to transport by rail will reduce dust and negative impacts on airquality
 - Caribou protection measures have been developed and will be updated based on feedback during the environmental assessment for Phase 2



Community Engagement: Exploration Program Plans 2018 and Beyond

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- $\Delta > 7$: $\Delta > 7$:
- Planning ongoing to expand mineral exploration program at Eqe Bay
- Exploration agreement with Nunavut Tunngavik
 Incorporated to explore the Inuit Owned LandParcel
 IG-03
- April: Baffinland met with Hamlet Councils and HTO'sin Hall Beach and Igloolik as well as QIA to discuss exploration plans
- Ongoing community engagement to ensure concerns, comments and questions are considered in planning





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2018 Community

Engagement

- Baffinland and QIA working together to develop a 2018 IIBA Implementation WorkPlan
- Procurement and Contracting Community Information tour (date to be confirmed)
- July: Career and Training Community information Tour
- November: Career and Training Community Information Tour
- Q2 2018: Pond Inlet meeting about Milne Inlet marine infrastructure
- Throughout 2018 engagement related to environmental assessment, shipping activities, exploration, and Mine production levels





Management Plans Registry

Management and Monitoring Plans	Current Revision Date
Snow Management Plan	Sep-17
Surface Water Sampling Program - Quality Assurance and Quality Control Plan	Mar-17
Air Quality and Noise Abatement Management Plan	Mar-16
Borrow Pit and Quarry Management Plan	Mar-14
Cultural Heritage Resource Protection Plan	Mar-16
Environmental Protection Plan	Aug-16
Fresh Water Supply, Sewage and Wastewater Management Plan	Mar-18
Hazardous Materials and Hazardous Waste Management Plan	Mar-17
nterim Abandonment and Reclamation Plan	Mar-16
Dil Pollution Emergency Plan - Milne Inlet (OPEP)	Jun-17
Roads Management Plan	Mar-16
Shipping and Marine Wildlife Management Plan	Mar-16
Stakeholder Engagement Plan	Mar-16
Surface Water and Aquatic Ecosystems Management Plan	Mar-16
Ferrestrial Environmental Management and Monitoring Plan	Mar-16
Waste Management Plan	Mar-18
Phase 1 Waste Rock Management Plan	Nov-17
Borrow Source Management Plan – Kilometre 2	Oct-14
Life of Mine Waste Rock Management Plan	Apr-14
Spill Contingency Plan	Mar-17
Exploration Spill Contingency Plan	Jun-14
Exploration Closure and Reclamation Plan	Jul-14
Aquatic Effects Monitoring Plan	Oct-15
Polar Bear Safety Plan	Mar-16
Spill at Sea Response Plan	Aug-15
Marine Environmental Effects Monitoring Plan	Mar-16
MMER Emergency Response Plan	Oct-17
Emergency Response Plan	Mar-18



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IIBA Priorities



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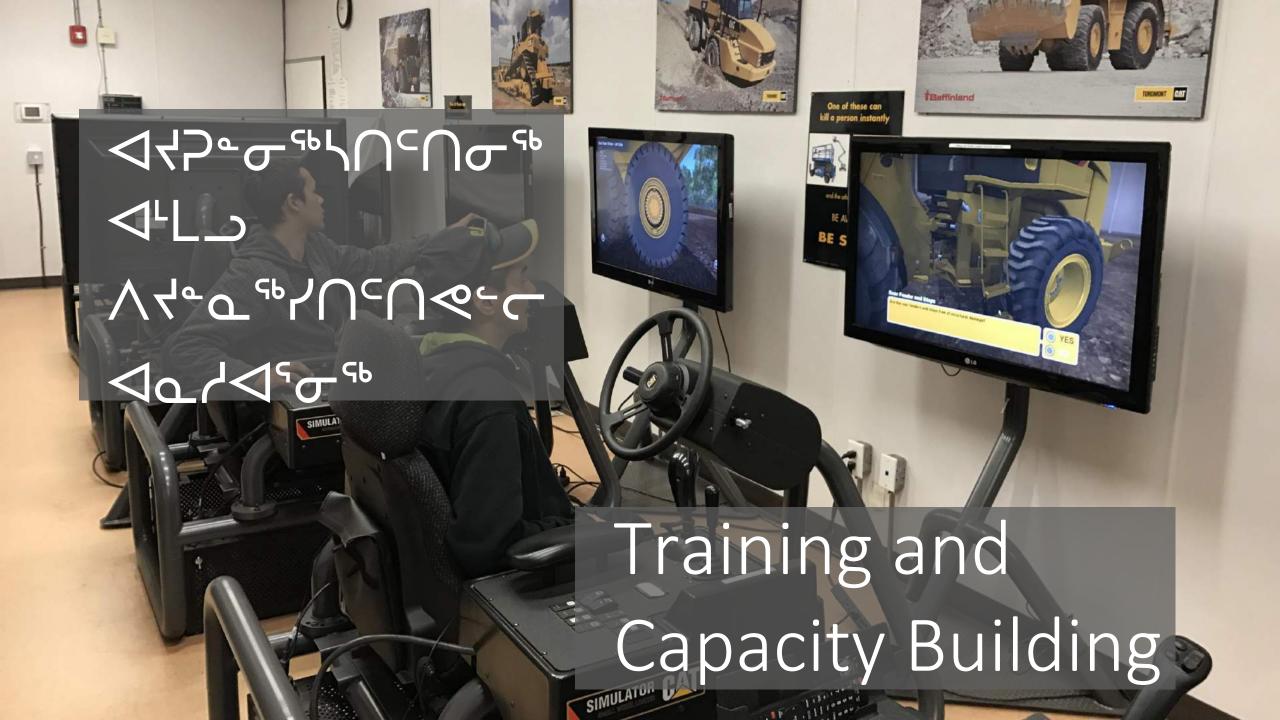


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Advancing Inuit Employment and Training

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- Working with our partners to meet Inuit hiring goals
- Inuit employment and training remains a priority, with specific focus on overcoming barriers to employment
- Need to think beyond traditional hiring methods, find new ways to provide benefits and build capacity:
 - Apprenticeship program
 - Heavy equipment operator training
- Will continue to seek community feedback on Inuit hiring and training practices to improve recruitment





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Qikiqtani Skills and Training for Employment Partnership (Q-STEP) Project

- Partnership between Governments of Canada and Nunavut, QIA, Kakivak Association, and Baffinland
- 4 year, \$19 million project to increase Inuit employment at the Mary River Mine
- Focus on equipping Inuit with the skills and training for a career in mining and other areas
- Funding for Work Readiness training, heavy equipment training, apprenticeship program



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Work Ready Program

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- Designed to help prepare Inuit for work in a career in mining
- The program provides skills to adapt to the unique challenges of a fly-infly-out, two-week-on-two-week-off working rotation
- Principally funded by Baffinland with the support of Q-STEP



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Apprenticeship Program

- For Inuit candidates interested in pursuing a career in the skilled trades with Baffinland
- Recruits join Baffinland astrades assistants for six months
- Upon successful completion of the six-month term and trades entrance exam- opportunity for apprenticeship
- 13 Inuit currently enrolled in this program
- Principally funded by Baffinland with the support of Q-STEP



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- Three-month training program for Inuit interested in a career as a heavy equipment operator
- Training is conducted in Morrisburg, Ontario
- 3 classes planned for 2018
- Principally funded by Baffinland with the support of Q-STEP





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Supervisory Skill Development

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Baffinland is in the process of identifying training programs for front line supervisory roles.

Focused on:

- Leadership Essentials for Supervisors
- Safety Leadership for Supervisors



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Orientation Training Program

Baffinland employees complete the mandatory training below:

Online training allows for employees to complete some training before arriving on site, some of which include:

- Cultural awareness
- Field Level Risk Assessments (FLRA)
- Zero-Energy Lock Out Tag Out Awareness
- Workplace Hazardous Materials Information System (WHMIS)
- Confined Space
- Fall Arrest

Once at site; additional training is provided to workers,

some of which include:

- Site Orientation
- Light Vehicle Training
- Fire Extinguisher Training
- Tote Road and Radio Training
- Job specific training such as vehicle or equipment operation



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Educational Initiatives

- Education Initiatives Baffinlandimplemented in 2017:
 - Participation in community career fairs to promote jobs in mining and encourageyouth to stay in school
 - Field trip opportunities for students enrolled in Nunavut Arctic College's Getting Ready for Employment And Training (G.R.E.A.T.) program
 - Joint training for Baffinland Community
 Liaison Officers and QIA's CommunityLiaison
 Officers on presentation delivery and public
 speaking to prepare them to take on a more
 active role in the North Baffin Communities
- Baffinland continues to work towards developing additional adult education and skills upgrading programs for implementation in 2018



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Inuit training

- In 2017, a total of 43,397 hours of training were completed at the Project site. Inuit received 4,024 (9.2%) of all training hours completed
- Training programs with the highest amount of Inuit participation in 2017 included:
 - Heavy equipment operator (1,803 hours)
 - Mine Rescue Team training (275 hours)
 - Mobile support equipment (254 hours)
 - Ore haul truck (214 hours)
- A large proportion of Inuit at site are employed by contractors. Contractors are responsible for training their own staff. Baffinland does not currently track contractor training hours

	Hours of Training Completed				
Employee Ethnicity	2013	2014	2015	2016	2017
Inuit	1,283	3,596	4,530	2,434	4,024
Non-Inuit	4,555	20,271	17,352	25,532	39,373
Total	5,838	23,867	21,882	27,966	43,397



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Safety and Environment



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Training & Capacity Building



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Employment



Cultural Awareness

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- Employees of Baffinland and its contractors performed a total of 2,380,990 hours of labour at the Project, equal to approximately 1,090 full time equivalent (FTE) positions
- A total of 313,068 hours were worked by residents from the North Baffin Communities and Iqaluit, representing 13% of the total number of hours worked on the Project

Inuit Employment

Mary River Project Employees and Contractors by Origin and Ethnicity in 2017					
Origin		Baffinland Employees		Contractors	
		Inuit	Non- Inuit	Inuit	Non- Inuit
	Arctic Bay	71	3	51	6
	Clyde River	54	4	77	5
	Hall Beach	38	1	95	16
Nunavut	Igloolik	27	2	42	6
	Pond Inlet	77	2	83	3
	Iqaluit	47	3	119	49
TOTAL		314	15	467	85



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Measures for Increasing Inuit Content

Baffinland has developed an Inuit Human Resources Strategy (IHRS) with the objective to maximize Inuit participation in all phases of the project.

Baffinland plans to accomplish this by:

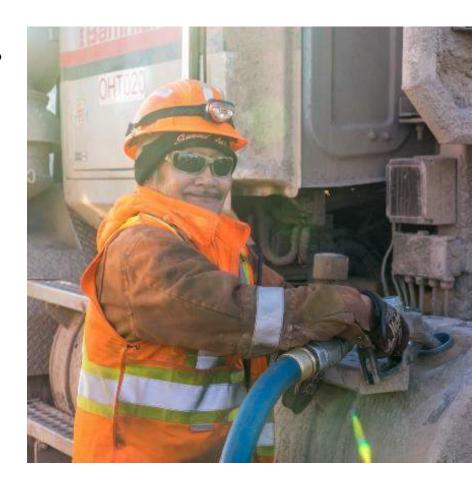
- Continuing to improve the practices applicable to talent acquisition, recruitment, selection, retention and advancement of Inuit employees
- Ensuring that all divisions within Baffinland and its contractors are committed to and work toward maximizing Inuit employment
- Continuing to invest in the training, education and development of all current and prospective Inuit employees



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Inuit Recruitment and Selection Process

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- Baffinland is committed to recruiting and developing Inuit talent from the five North Baffin Communities and acknowledges that this is a priority of IIBA implementation
- Baffinland currently utilizes an online recruitment database, where applicants can upload their resume for review by the recruitment team
- In 2017, new computers were installed in all BCLO offices so that BCLOs can better assist community members in the application process





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Retention and Advancement of Inuit

- High Inuit employee turnover has directly impacted Baffinland's ability to advance Inuit workers
- Root cause analysis is required to understand the cause of turnover amongst Inuit
- Baffinland is taking initiatives to collectdata on employee turnover
 - Mandatory exit interviews
 - Employee concern reporting
 - Mid-probation check-in

Number of Baffinland Inuit Employee Departures

2013	2014	2015	2016	2017
9	45	41	44	42

Source: Baffinland records. 2013 and 2014 numbers are for indeterminate employees only.

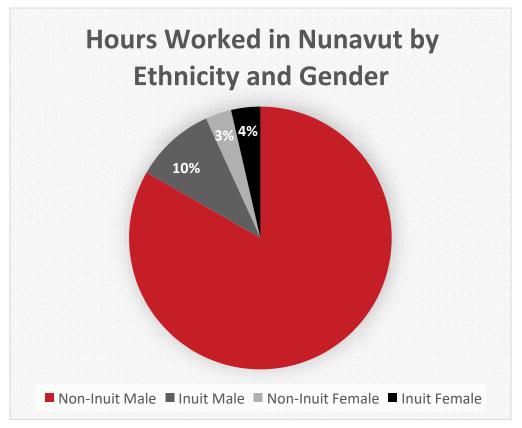


Employment of Women

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Women worked a total of 162,550 hours in 2017 accounting for approximately 7% of the workforce;

- 3.6% of the hours worked in 2017 were worked by Inuit women
- This includes Baffinland employees, contractors, subcontractor





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- The hours worked by Inuit women and Non-Inuit women are comparable (3.2% compared to 3.6%)
- Baffinland is looking at how to best address barriers to the employment of Inuit women
- Baffinland is working to increase both gender parity and the diversity of its workforce as key pillars
 of the Inuit Human Resource Strategy (IHRS)
- The IHRS outlines initiatives Baffinland will undertake to increase women in the workforce



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Student Employment

- Baffinland is working with educational institutions such as Nunavut Arctic College to:
 - Identify potential summer intern positions
 - Plan field trips to the mine site
 - Promote post secondary programs with future career options in mining
 - Work with community high schools to encourage students to stay in school
- Baffinland participated in community fairs in both Clyde River and Hall Beach
- Baffinland had 34 summer student placements and 29 of these took place at site
- Mine site visit by students enrolled in Hall Beach Getting Ready for Employment and Training (GREAT) program
- \$25,000 annual scholarship program for Nunavut Inuit
- Provided 63 laptops to high school graduates in the North Baffin communities



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Safety and Environment



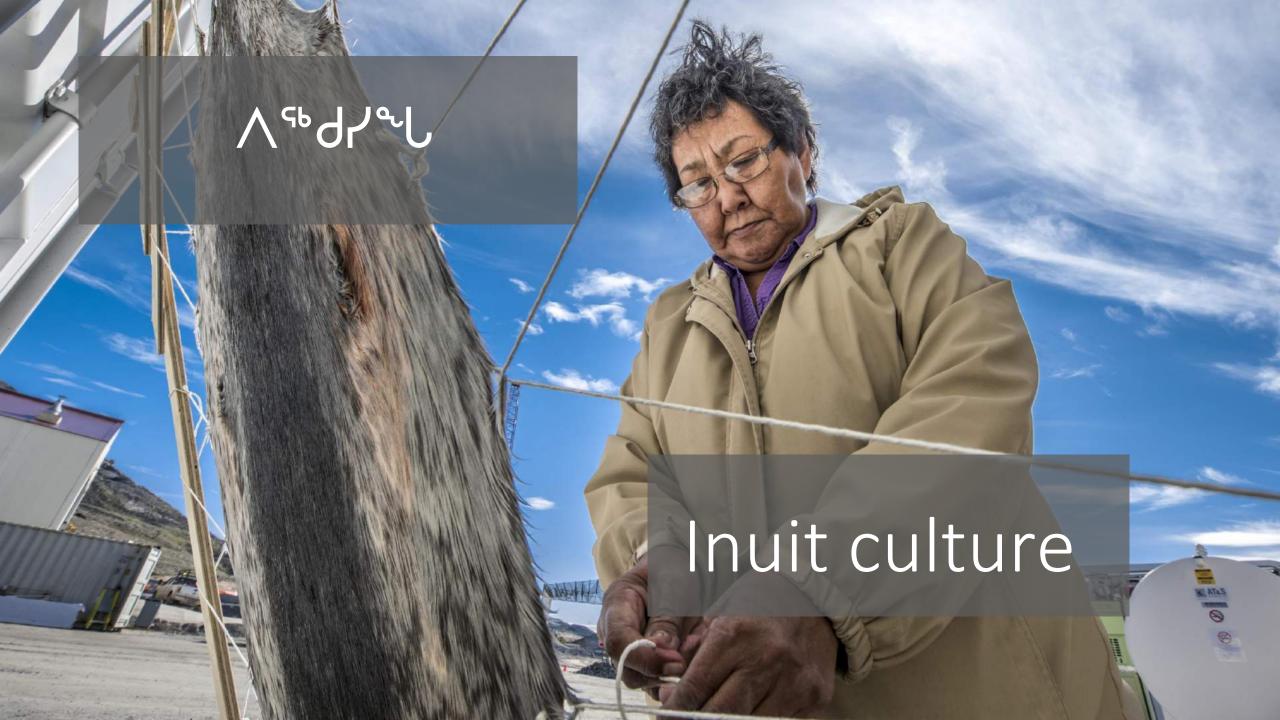


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Cultural Awareness

In 2017, Baffinland continued to provide cultural recognition programs:

- Programming related to the promotion of Inuktitut in the workplace
- On-site Elder support for Inuit employees
- Cultural awareness program delivered in partnership with QIA at the Baffinland corporate office
- Nunavut Day celebrations at Site
- On-Site demonstrations on traditional ways of cleaning animal hides



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Inuktitut in the Workplace

- English is the working language of the project
- Lack of proficiency in English is not a barrier to employment at Baffinland, subject to considerations of Health and Safety
- Baffinland has developed a policy on Inuktitut in the Workplace
- Baffinland is working to reduce barriers associated with language through increased use of bilingual signs and documents, and the use of graphics and symbols where possible
 - 209 Inuktitut signs were added to site in 2017 to ensure effective communications



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Province/Territory	Q1	Q2	Q3	Q4	Cases	Percentage
Newfoundland & Labrador	0	0	4	4	8	21.1%
Nova Scotia	1	1	0	0	2	5.3%
Nuanvut	2	5	3	2	12	31.6%
Ontario	1	3	1	4	9	23.7%
Saskatchewan	0	5	1	1	7	18.4%
Total	4	14	9	11	38	100%

Counselling and Support Services

- Pursuant to IIBA Article 11.6, Baffinland provides employees with access to professional career counselling and professional counselling forpersonal problems on an as needed basis
- Services are available in English and Inuktitut
- There are three forms of counselling and support services available:
 - Employee and Family Assistance Program (EFAP)through Homewood Health Solutions
 - O Site Elders
 - Site Medical Team



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Cultural Awareness: Country Food

- Baffinland has country kitchens at both camps where country foods can be prepared and shared
- All country food on site must meet federal regulations and pass federal testing
- Equipment is provided for workers to prepare traditional meals on site



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Cultural Awareness: Supporting Hunters

Wildlife Compensation Fund

- The IIBA establishes a Wildlife Compensation Fund (Article 17), which has been funded by Baffinland in the amount of \$750,000.00
- QIA is responsible for the administration of the Fund which compensates Inuit harvesters for loss ordamage caused by the project

Hunter Access Policy

- Baffinland respects and supports the right of Inuit to huntas outlined in the Nunavut Agreement
- Baffinland's policies comply with all regulatory authorizations and respect Inuit harvesting rights under the Nunavut Agreement
- Baffinland's Weapons on Site Policy provides employees and contractors with the proper level of safety and security to ensure their safety while at site

Hunter and Visitor Site Access Protocol

- Outlines safe access routes
- Access to HTO cabins, food, fuel and medical supplies



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Cultural Awareness: Supporting Communities

Baffinland is committed to assisting the North Baffin Communities with sponsorship requests when possible.

A few initiatives that were supported in 2017 include:

- Donation of food hampers in each of the North Baffin communities to support families over the holiday season
- Community Literacy Initiative where both English and Inuktitut Children's books were delivered to local schools and libraries
- Laptops



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IIBA Priorities



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Contracts Overview

- Baffinland is committed to maximizing Inuit contracting and subcontracting opportunities throughout both its operations and capital projects
- In addition, Baffinland is also committed to maximizing local hiring by all contractors, including both Inuit and non-Inuit firms
- An Inuit Procurement and Contracting Strategy has been developed. This strategy defines the processes through Baffinland will maximize Inuit contracting, subcontracting, and local hiring by contractors
- The Inuit Procurement and Contracting Strategy further aligns Baffinland's own procedures with the IIBA



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Inuit Firm Involvement

Objective	Strategy
Identify qualified Inuit Firms, and enable these firms to participate in requests for tenders.	Develop pre-qualification questionnaire which gathers information such as a firm's past project experience, thus providing Baffinland with a better understanding of Inuit Firm capabilities.
Enable qualified Inuit Firms to participate in subcontracting opportunities.	Directly connect qualified Inuit Firms with larger prime contractors so Inuit Firms may participate in large contracts.
Maximize local hiring by all firms, Inuit and Southern.	Negotiate with contractors and agree on Minimum Inuit Employment Goals (MIEGs), as well as bonuses and penalties linked to achieving / not achieve these goals.
Collect data to identify further opportunities and improve the IPCS.	Monthly reporting from contractors on local hiring, labour composition, and challenges encountered.



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Inuit Firm Involvement

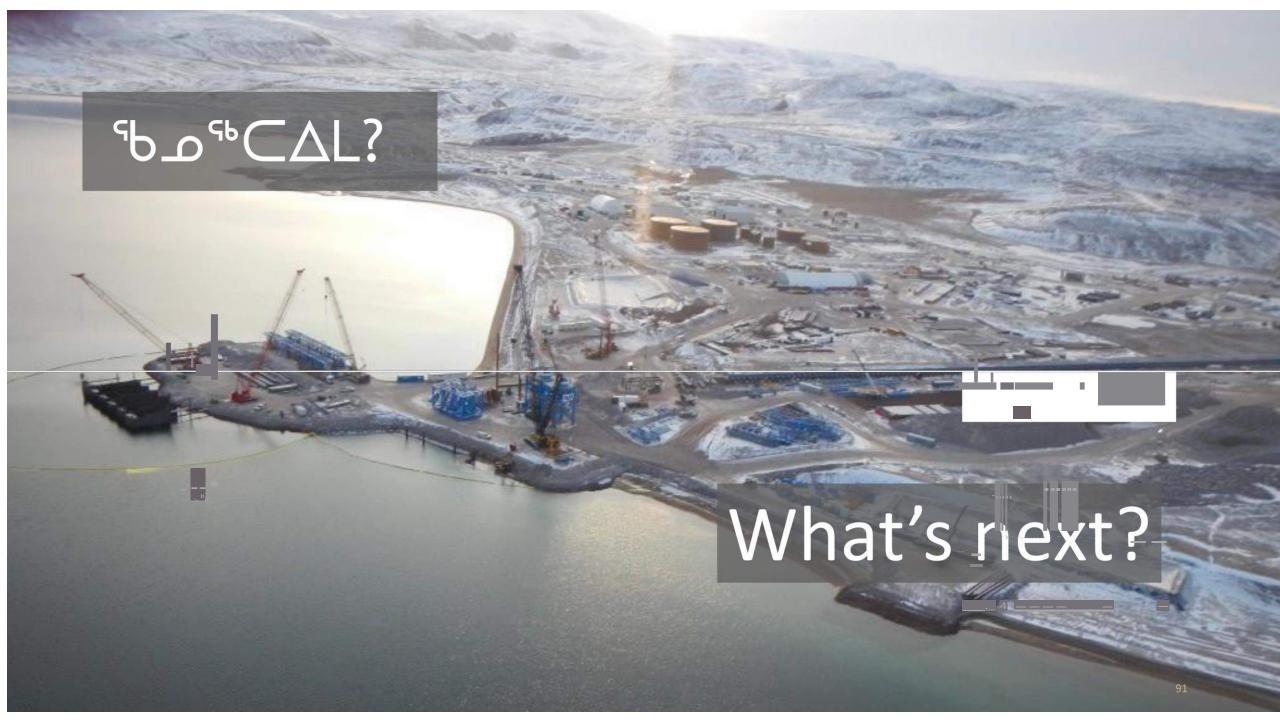
The number of active Inuit firms registered in the North Baffin Communities and Iqaluit continues to increase, which suggests a potential positive Project effect

- The percentage of contracts awarded in 2017 to Inuit Firms and JVs between Inuit and Southern Firms was 36.2%. This represents a 7% increase when compared to the 2016 percentage
- The total value of contracts awarded in 2017 to Inuit Firms and JVs between Inuit and Southern Firms was 386.8M



Contract Name	Contractor
Charter Jet Services	Sarvaq Aviation
Local Jet Services	Summit Air Baffin
CAT Equipment Parts Agreement	Toromont Arctic
CAT Equipment Services Agreement	Toromont Arctic
Camp and Catering Services	Qikiqtani Industry Ltd.
Camp Security Services	QC Scarlet
Sealift and Fuel Delivery	Nunavut Sealink & Supply
Sealift	Nunavut Eastern Arctic Shipping
Explosives Supply and Related Services	Dyno Nobel Baffin
Road Maintenance and Earthworks	Nuna East
Aggregate Crushing Services	Qikiqtaaluk Sana
Camp Construction	Almiq Construction





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NPC Recommendation

- March 18, 2018 Nunavut Planning Commission recommended approval of an amendment to the North Baffin Land Use Plan to allow rail to be considered
- This does not approve the Phase 2 proposal
- The amendment allows the Nunavut Impact Review Board environmental assessment process to begin
- Baffinland will work closely with the communities through this process



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2018 IIBA Implementation Priorities

- QIA and Baffinland have approved a Work Plan to guide annual IIBA implementation
- Focused activities on
 - Recruitment and retention
 - More training through Q-STEP
- Continue to collaborate with QIA to strengthen the Management and Executive Committees



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2018 Community Engagement

- Procurement and Contracting Community Information tour (date to be confirmed)
- July: Career and Training Community information Tour
- November: Career and Training Community Information Tour
- Q2 2018: Pond Inlet meeting about Milne Inlet marine infrastructure
- Throughout 2018 engagement related to environmental assessment, shipping activities, exploration, and Mine production levels





Appendix D: QIA and Baffinland Joint Presentation





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Recommendations from 2017 Annual Project Review Forum

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The Mary River Project 2018 Annual Project Review Forum Recommendations overview

- 2017 Annual Project Review Forum Recommendations are summarized into 4 Key Benefit Areas of the Inuit Impact and Benefits Agreement:
 - Employment
 - Education and Training
 - Procurement and Contracting
 - Social, Cultural, and Environmental
- A summary of the recommendations and their implementation progress/status is provided.





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The Mary River Project
2018 Annual Project Review Forum

Recommendations overview

 Out of the recommendations brought forward at the 2017 Annual Project Review Forum:

20 were a Baffinland responsibility

2 were a QIA responsibility

9 were a joint responsibility







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The Mary River Project Key Benefit Area 1 Inuit Employment

- Focused on Inuit recruitment, onboarding, advancement and termination.
- Recommendations for Inuit recruitment included facilitation of the applications process, improving communications between Baffinland and applicants, and instating a rehiring policy.





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The Mary River Project Key Benefit Area 1 Inuit Employment

- Improving the **onboarding process** for new Inuit employees, focusing on how Baffinland communicates about employee benefits and developing an Inuit employee handbook in Inuktitut describing key policies.
- An Inuit advancement policy at the Project was suggested.
- Inuit terminations was a major concern; participants asked about an Inuit retention plan, Baffinland better communicating reasons for termination, and having a call-back or appeal process.

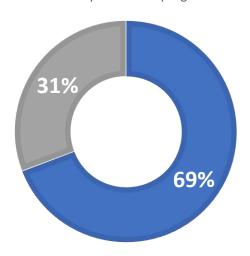




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The Mary River Project
Key Benefit Area 1
Inuit Employment

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Recruitment and Onboarding progress:

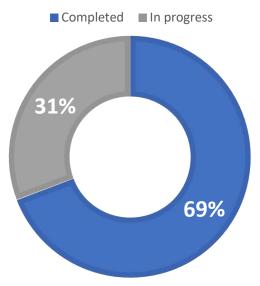
- The Inuit Human Resources Strategy developed in 2017 addresses many of the concerns related to the onboarding and recruitment processes. Many relevant documents, policies, and procedures are available in Inuktitut or English to employees when requested.
- Baffinland will expand on site Elders, providing better support during on-boarding of Inuit employees.
- QIA and Baffinland are jointly conducting an Inuit Employment Barriers Study, with the aim of improving recruitment efforts.



2018 ベベリンド トナイ・ティムト アインティア トリア・ア 2018 Annual Project Review Forum



The Mary River Project Key Benefit Area 1 Inuit Employment



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Advancement and Retention progress:

- No Advancement policy will be developed; Baffinland has improved internal job posting.
- Baffinland believes terminations are due to lack of preparation for working on-site; the Work Ready program will educate Inuit about site life.
- Development of a Retention Committee is underway.
- Inuit Human Resources Strategy will help improve retention.







The Mary River Project

Key Benefit Area 2

Education and Training

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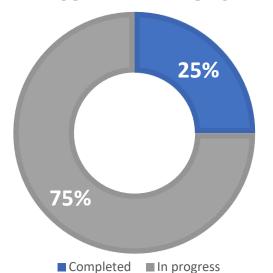
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- Having training available in both English and Inuktitut.
- Baffinland and QIA should work together to identify additional training opportunities for Inuit.
- Inuit youth should be targeted for summer jobs at the Mary River Project.





The Mary River Project Key Benefit Area 2 Education and training



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Education and Training progress:

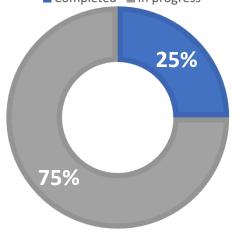
- The Inuit Human Resources Strategy includes measures to improve amount of training offered in Inuktitut.
- QIA, through a partnership with Employment and Social Development Canada, Baffinland, Government of Nunavut and Kakivak, have launched the Q-STEP program that will expand Education and Training opportunities.

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The Mary River Project
Key Benefit Area 2
Education and training



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Education and Training progress:

- Baffinland has worked with QIA through this funding partnership to develop the Work Ready Program, an Apprenticeship program and a Heavy Equipment Operator training program.
- Baffinland will offer a Workplace Literacy Program at Site in 2018.





The Mary River Project
Key Benefit Area 3
Contracting

- Participants communicated concerns with contractor termination policies.
- Recommendations about contractors' Health and Safety protocols and regulations were brought forward.

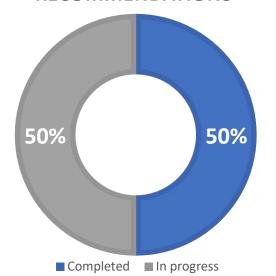




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The Mary River Project
Key Benefit Area 3
Contracting

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Contracting progress:

- Baffinland has instated a requirement for contractors to provide context and rationale for dismissal.
- Contractors continue to attend daily meetings on-site, of which health and safety is a major topic. Health and Safety plans are required by contractors.
- Baffinland labour suppliers have engaged QIA CLOs to increase recruitment efforts.

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The Mary River Project

Key Benefit Area 4

Social, Cultural, and Environmental

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- Use of Inuit Impact and Benefit Agreement funds was discussed (e.g., better reporting of fund use, and Elder support was requested).
- Concerns were raised about workplace conditions at the Mary River Project, focused on country food availability and accommodations on-site.
- **Better consultation with communities**, especially concerning wildlife and environmental impacts of the Mary River Project.





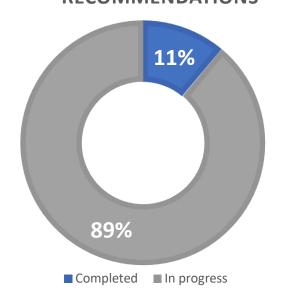


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The Mary River Project

Key Benefit Area 4

Social, Cultural, and Environmental





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Social, Cultural, and Environmental progress:

- Communication of the QIA Resource Revenue Policy usage will be ongoing; initiatives, such as Elder support, will be taken into consideration when planning.
- QIA and Baffinland conduct an annual Workplace Conditions Review which identifies then addresses on-site issues raised by employees.

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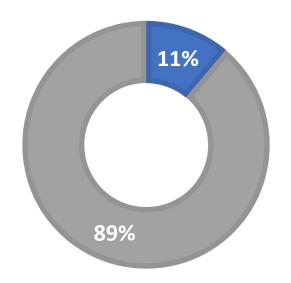
The Mary River Project Key Benefit Area 4 Social, Cultural, and Environmental

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RECOMMENDATIONS







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Social, Cultural, and Environmental progress:

- Through ongoing community tours, and public reporting, Baffinland communicates results of any environmental or marine monitoring programs.
- In 2018 Baffinland and QIA will work closely on community engagement efforts to improve information sharing.

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- Many of the recommendations from the 2017 Annual Project Review Forum have been addressed, but more work remains to be done.
- Baffinland and QIA continue to work together to address recommendations and concerns of Inuit impacted by the Mary River Project.

The Mary River Project

2018 Annual Project Review Forum Annual Project Review Forum Recommendations Summary

ΔЬゼ∩゚ム Key Benefit Area	>Կ•በጐቦና ላጋር 'dን▷ላታና ለርሲላ 'J/Lላ' Percent of Recommendations Addressed
Δ [%] b _Δ b [*] Π ^c Πσ [*] Employment	69%
∆೧೬೮೮'ರ್ ЧL ∆೧೬೮√೧°೧೮ Education and Training	75%
ხ∙⊃ĠჼΩ°Ωσჼ Contracting	50%
∆పౕరి౧ౕౕఄంద్స్, ∧్రింగ్ండం దాండ్ దెట్ట్ ద≪౧ండం Social, Cultural and Environmental	11%

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