2019 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 Clyde River on May 29, 30 and 31, 2019. The 2020 Forum is currently scheduled to be hosted in Pond Inlet.

1.1. Agenda

The IIBA Committees developed the Forum agenda collaboratively prior to the event. All reports and content included 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 were present to provide simultaneous translation between Inuktitut and English and whisper sets were used by participants and attendees.

2. Attendees

Attendees included members of Baffinland and QIA's Executive staff and residents of Clyde River. As well, Elder and youth community representatives were flown into Clyde River from Arctic Bay, Hall Beach, 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
Grant Goddard, Executive Vice-	Levi Barnabas, QIA Community	Abraham Qammaniq,
President, Forum Co-Chair	Director (Arctic Bay), Forum Co- Chair	Community Director, Hall Beach
Joe Tigullaraq, Head of Northern	Jared Ottenhof, Senior Manager	Johnny Malaiya Kublu,
Affairs		Community Director, Igloolik
Qauyisaq Etitiq, IIBA	Robert Bourassa, IIBA Manager	Mike Jaypoody, Community
Coordination Manager		Director, Clyde River
Song Yang, Project Commercial	Eva Onalik, Inuit Engagement	Charlie Inuarak, Community
Lead	Specialist	Director, Pond Inlet
Annu Sira, Director Corporate	Sima Sahar Zerehi, Director of	
Human Resources	Communications	
William Bowden, Environmental	David Qamaniq, Community	
Superintendent	Coordinator	
Carly Orser, IIBA Reporting	Kate Kublu, IIBA Administrative	
Specialist	Officer	
Lou Kamermans, Director,	Nick Jewitt, QIA Technical	
Sustainable Development	Support	
George Iqalukjuak, Baffinland		
Community Liaison Officer		

Table 2 - Community Representatives

Community Representatives			
Kigutikakjuk Shappa, Elder from	Crystal Enoogoo, Youth from	Ootoovah Audlakiak, Elder from	
Arctic Bay	Arctic Bay	Clyde River	
Patrick Palituq, Youth from Laimiki Ulluapak, Elder from Hall Elizabeth Arnadjuak, Youth from			
Clyde River Beach		Hall Beach	
Caleb Sangoya, Elder from Pond	Lindsey Qanguq, Youth from		
Inlet Pond Inlet`			
Tira Qanatsiaq, Youth from Natalino Piugattuk, Elder fr			
Igloolik Igloolik			

Table 3 - Additional Participants and Facilitators

Additional Participants and Facilitators		
Interpreters	Rhoda Kayakjuak	
Jerry Natanine		
Court Reporter Tran Huynh		

3. Presentations

3.1. Baffinland Materials Presented

The Forum began with staff from Baffinland presenting a Project overview and update of site activities. 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 English; an Inuktitut translation was not provided due to time constraints. 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
- 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.

3.2. QIA Materials Presented

Day two of the Forum commenced with a presentation by staff from the QIA Department of Major Projects and the QIA 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, and IIBA position staffing. 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. Complaints and Grievances Process Community Bulletin
- 2. Ilagiiktunut Nunalinnullu Pivalliajutisait Fund
 - a. Proposal Submission Guidelines
 - b. Application Package
- 3. Business Capacity and Start-Up Fund
 - a. Program Guidelines
 - b. Application for Business Funding
- 4. Wildlife Compensation Fund
 - a. Guidelines for Applicants
 - b. Claim Form

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

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 according to the IIBA Committee responsible for the Actions and Next Steps:

- 1. Employment Committee Oversight for enactment of IIBA provisions relating to workplace culture, and recruitment, hiring, education and training, retention and advancement of Inuit employees at the Mary River Project.
- 2. Contracting Committee Oversight for enactment of IIBA provisions relating to maximizing Inuit firm participation at the Mary River Project.
- 3. Joint Executive Committee Higher committee which provides oversight of the EC and CC, approvals and higher decision making, IIBA budgeting, etc.

As the purpose of this report is to allow for a record of recommendations and 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. The complete meeting record should be consulted for items not captured in this report, and if attendees and participants feel this report does accurately or completely address a comment or recommendation made during the Forum. The full meeting transcripts are available upon request to Baffinland or QIA.

4.1. Employment Committee

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 in January 2018 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. Moreover, an IIBA Implementation Guide was developed following the ratification of the amended IIBA. This guide provides specific procedures and initiatives required by the Parties with regards to recruitment, employment, education and training, advancement and retention of Inuit employees at the Mary River Project.

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.

ID	Recommendations	Responsible	Actions & Next Steps
1.	Investigate opportunity to provide communities with soapstone discovered at the Project development.		To provide communities with soapstone, QIA and Baffinland have begun to investigate providing soapstone to the impacted communities. There are discussions in place to provide soapstone before the next APRF.
2.	Investigate providing training for captaining and boat maintenance prior to communities receiving vessels.	Joint	Baffinland and QIA have been investigating options that include facilities that can provide training, current Qikiqtaaluk captains with experienced crew and the training required to be certified for maintenance of ships. Baffinland and QIA will present its findings at the 2020 APRF.
3.	More communication to employees for flights	Baffinland	Baffinland has begun to roll out preflight communications through its BCLO's, such as contacting employees before fly- days, similar to what is being done in Clyde River.

Table 4- Recommendations to the Employment Committee

ID	Recommendations	Responsible	Actions & Next Steps
4.	Increase student attendance on site tours – representation from	Baffinland	Baffinland will visit high school students in the five impacted communities,
	each community		beginning with the fall Employment and
			Training Information Session the week
			of October 6, 2019. Baffinland is
			coordinating site visits for students prior
			to the 2020 APRF.
5.	Consider creation of a Mary River		2020 APRF delegates will be selected in
	Review committee		2019 and form the Mary River Review
			committee. The Mary River Review
			committee will be provided quarterly
			updates by email and informed of
			Employment and Training Information and Contracting Information tours.
6.	Accessibility to medical doctors		Baffinland has started to engage with
0.	Accessionity to medical doctors		medical practitioners as it relates to pre-
			employment medical services. A pilot of
			this was conducted in Pond Inlet in July
			2019.
			An update will be provided at the 2020
			APRF.
7.	More public information	Baffinland	Mineral exploration is detailed in
	concerning discovery of minerals		Baffinland's Annual Report on
	on-site.		Operations and informed by the
			Nunavut Water Board for exploratory drilling.
8.	Better public communication of	Baffinland	New to 2019, Baffinland is releasing a
	success stories of employment		semi-annual newsletter that will include
			success stories of employment.
9.	Review rehire policy and improve	Baffinland	The rehire policy is currently under
	its communication to employees		review and to be formalized and
	and public.		circulated to employees.
			An update will be provided at the 2020 APRF.
10.	Review of corrective action policy		Baffinland has a zero-tolerance policy
10.	– particularly regarding		for attending work, not fit for work.
	intoxication – awareness of		Baffinland's EAP program provides
	employee assistance program and		support through telephone counselling
	community counsellor program		which is already in place. Baffinland is
	(alcohol and addictions)		investigating through the medical
			practitioner for support related to
			substance abuse/alcohol and addictions.
11.	Investigation of policy/procedure	Baffinland	New to 2019, the Baffinland Inuit
	to ensure employment		Recruitment Specialist, based out of
			Iqaluit ensures that proper follow up for

ID	Recommendations	Responsible	Actions & Next Steps
	applications are received by Baffinland		applicants from each community. This also includes, the Inuit recruitment specialist making frequent visits to the five impacted communities and Iqaluit.
12.	More cultural programming specifically women's sewing programs and working on the land.	Baffinland	In 2019, Baffinland has brought sewing machines where sealskins and other materials will be provided by the end of the year. Baffinland has also completed a on the land walking path behind the Sailivik Camp for Inuit to use on their time off.
13.	More discussions around barriers to employment.	Joint	The Parties are currently undertaking an Inuit Labourforce Barriers Analysis to understand barriers to employment at the Mary River Project and the Arnait roundtable looking at barriers to Inuit women. Outcomes of both will be reported at the next Forum.
14.	Addressing the need for staff, temporary employee, and student housing in communities.	Joint	Baffinland and QIA continue to consider how to best address this APRF Recommendation noting that per IIBA Subsection 12.1.7: "The Company and QIA agree that these provisions shall not impose any responsibility on the Company to assume the role of government or responsibility for social services and infrastructure."
15.	Improve communication for employees on medical leave. If needed, establish support for Baffinland employees that fail annual hearing tests to facilitate the assessment to get hearing aids.	Baffinland	Baffinland has started to engage with medical practitioners as it relates to pre- employment medical services. Annual hearing tests to be incorporated in 2020.
16.	Baffinland to hire 6 BCLO's to ensure all 5 impacted communities have a BCLO.	Baffinland	Baffinland currently has BCLO's in each of the five impacted communities. Baffinland continues to grow the team under the Community and Strategic Development team in addition to the BCLO's role.
17.	Administer the Wildlife Compensation Fund (WCF) through QIA's Iqaluit office.	QIA	Internal conversation at QIA required. QIA JEC members to confirm.

ID	Recommendations	Responsible	Actions & Next Steps
18.	Improve communication of employment opportunities after training.	Baffinland	New to 2019 and going forward, the Employment and Training Information Sessions held every three months in the impacted communities will have a dedicated booth to discuss employment opportunities following completion of different training offered.
19.	Baffinland and QIA provide printed copies of the translated PowerPoint presentations to delegates.	Joint	Paper copies of translated presentations will be provided at the 2020 APRF.

4.2. Contracting Committee

Baffinland and QIA continue to work together to achieve the goals set out in the IIBA regarding maximizing Inuit Firm participation at the Project. IIBA Implementation Guide Procedures were developed and approved in March 2019, detailing how the parties are supposed to implement the procurement and contracting provisions of the amended IIBA. This includes a more transparent process supporting Inuit firm success and providing feedback on unsuccessful bidding to improve future outcomes.

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 5.

ID	Recommendations	Responsible	Actions & Next Steps
20.	Investigate the possibility of a lack of wage parity for employees performing the same task.	Baffinland	Baffinland is in the process of seeking management approval to ensure Horizon North's Inuit employees are paid the Northern Allowance. Baffinland has also initiated a study on community ground transportation contracts and the rates therein.
21.	Contractors attend future APRFs	Joint	In comparison to contractors attending APRFs in the future, , Baffinland now requires major contractors to attend at least one Employment and Training Information Tour of the five impacted communities per year. Baffinland believes this is a more effective way to involve contractors in community events.
22.	Report on non-Inuit firm spend.	Baffinland	Baffinland will begin reporting non- Inuit Firm Spend in its IIBA Annual Reports.
23.	Report publicly on turnover and gender distribution for contractors.	Baffinland	Baffinland will continue to report turnover and gender distribution at the APRF which is included as a public record in the APRF Report.
24.	Report on distribution of financial benefits from Inuit Firms to communities.	Baffinland	While Baffinland cannot report on financial benefits to communities from individually or privately-owned Inuit Firms, Baffinland is currently

Table 5- Recommendations to the Contracting Committee

ID	Recommendations	Responsible	Actions & Next Steps
			working with Arctic Co-Operatives
			Ltd. to jointly report on financial
			benefits to communities as a result of
			Baffinland's contracts with entities
			wholly or partially owned by one or
			more co-operative associations. This
			includes the following contracts:
			Arctic Co-Operatives (for charter
			services), Eclipse Camp Solutions (for
			camp services), and Nuna East (for
			earthworks).

4.3. Joint Executive Committee

The Joint Executive Committee consists of senior level management officials from both QIA and Baffinland and is the decision-making body ultimately accountable for IIBA implementation. Certain recommendations made by community members during the forum require higher level decision-making and have been deferred to the Joint Executive Committee for direction to the lower IIBA committees. As such, these recommendations will require additional time to consider and enact appropriately. The following Actions and Next Steps were determined to address the recommendations made, as outlined in Table 5.

Table 5 – Recommendations to the JEC

ID	Recommendations	Responsible	Actions & Next Steps
25.	Establish independent wildlife monitor in each impacted community.	Joint	Baffinland employs extensive monitoring programs at the Project. In addition, Baffinland regularly meets with the HTO in each community on regional monitoring programs and results. Baffinland has provided additional monitoring programs for Pond Inlet and if additional monitoring programs are required, Baffinland will employ these programs if the Project scope changes over time. Baffinland will also be providing marine research vessels in each of the North Baffin Communities. An update on the monitoring of wildlife in each of the Five Impacted Communities will occur at the 2020 APRF.
26.	Continued discussions with MHTO on the KM 13 crossing.	Baffinland	Baffinland continues discussion with the HTO to address the KM 13 crossing, noting that the area of discussion is outside of the Baffinland lease boundary line and is on Inuit owned lands.
27.	David Qamaniq does more proactive community outreach and engagement to inform the 5 impacted communities.	QIA	The QIA Inuit Engagement Specialist and the Community Liaison Officers will meet to discuss community engagement strategies in addition to the engagement initiatives required under the amended IIBA and included in the 2019-20 AWP.
28.	Include stop signs on the Tote Road crossings.	Baffinland	Stop signs will be erected along the Tote Road at crossings by the end of 2019.
29.	Investigate possibility of community security for onsite employees while at project.	Baffinland	Baffinland and QIA will write a joint letter addressing the security concerns regarding the employee's dwellings while they are away working at the mine site. This letter will be sent to the RCMP, the GN Minister of Justice and the Hamlet Council. We will try to enlist the help of the various entities to create both awareness,

ID	Recommendations	Responsible	Actions & Next Steps	
			and workshop solutions to the	
			concerns of the community.	
30.	Article 12 be revisited and increased reflective of the ore shipped.		QIA will consider revisiting Article	
		QIA	12 during the next renegotiation	
			of the IIBA.	

5. Implementation of Forum Recommendations

At the end of the Forum, the representatives from QIA and Baffinland met to review the recommendations that had been collected. All the recommendations from that meeting have been included in this report and will be appropriately addressed in the 2019-20 IIBA Year. Updates to the recommendations will be discussed at the 2020 Forum, to be hosted in Pond Inlet.

Many of the Actions and Next Steps will involve discussion at the Joint Executive Committee. The Joint Executive Committee, with the support of Employment Committee and Contracting Committee, will attempt to 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 2020 Forum.

Appendix A: 2019 Forum Agenda

2019 IIBA Annual Project Review Forum

Baffinland Iron Mines and Qikiqtani Inuit Association

Public Meeting

Meeting Location: Clyde River, NU Date: May 28th to May 31st, 2019 Time: 8:30AM to 5:30PM (Day 1) 8:30AMto 4:30PM (Day 2)

AGENDA:

DAY 1 – May 29, 2019

Start Time	End Time	Item	Concordance with IIBA	Presenter(s)
8:30	9:00	Lighting of the Qulliq & Opening Prayer by Elder, Akitiq Sanguya Opening Remarks from Clyde River Mayor, Sandy Kautaq		
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 2018 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 (break out session)		
12:00	1:15	Lunch Break		
1:15	2:45	Baffinland: Employment & Training	14.6 (a)	Baffinland
2:45	3:00	Integration of Inuit Culture	14.6 (a)	Baffinland
3:00	3:20	Baffinland: Contracting	14.6 (a)	Baffinland
3:20	3:30	Baffinland: What's next?	14.6 (d)	Baffinland
3:30	3:45	Health Break		
3:45	4:15	Baffinland: Impact on Communities	14.6.(i)	Baffinland
4:15	5:15	Questions & Comments from participants		
5:15	5:30	Closing remarks from Baffinland and QIA		Qikiqtani Inuit Association + Baffinland

AGENDA:

DAY 2 – May 30, 2019

Start	End	Item	Concordance	Presenter(s)
Time	Time		with IIBA	
8:30	9:00	Lighting of the Qulliq & Opening Prayer by Elder, Akitiq Sanguya 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 2018 Forum Recommendations		Qikiqtani Inuit Association + Baffinlanc
11:30	12:00			
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 Arctic Bay Pond Inlet Clyde River Igloolik Hall Beach 		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





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WHY ARE WE HERE TODAY?

- Provide Inuit in the five Mary River impacted communities an update on what we did this year
- Answer and address community questions and concerns





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HIGHLIGHTS OF QIA'S WORK IN 2018-2019

- IIBA renegotiation
- Q-STEP/Tuttarvik promotion
- and outreach IQ gathering
- outreach project
- Promotion of QIA programs Started a new IIBA





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MEET OUR NEW TEAM MEMBERS

 Jared Ottenhof - Senior Manager, Department of Major Projects

 Chantelle Masson - Program Manager, Q-STEP





EVALUATE IF THE IIBA IS WORKING FOR INUIT AND RENEGOTIATE THE **IIBA EVERY THREE YEARS**

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WHAT IS QIA' SROLE IN THE IIBA?

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Evaluate if the IIBA is working for Inuit and renegotiate the IIBA every three years

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WHAT IS QIA'S ROLE IN THE IIBA?

Ϥ[°]Γ⁶bΠΓJΠσασ⁶Γ⁶?



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RENEGOTIATION OF MARY RIVER IIBA

The renegotiation focused on areas such as:

- Increasing local contracting opportunities
- Increasing Inuit employment rate
- Increasing Inuit education and training
- More support for employees to travel to the mine





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HIGHLIGHTS OF THE RENEGOTIATED MARY RIVER IIBA

- \$10 million toward the design and construction of a regional training centre in Pond Inlet
- \$400,000/year Harvesters Enabling Fund
- \$300,000/vessel Marine
- Equipment Program

- - \$1.5 Г⊂Ф[•]σ ₫^sJCL^s
 2021Г-2031 J^s

 \$200,000/year Pond Inlet Monitoring Fund
 Expanded Inuit training budget

- \$2.25 million per year from 2018-2021
- \$1.5 million per year from 2021-2031



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WHAT IS QIA' SROLE IN THE IIBA?

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HELP INUIT ACCESS THE BENEFITS IN THE IIBA LIKE JOBS, TRAINING, AND CONTRACTS WITH THE MARY RIVER PROJECT





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EMPLOYMENT RESOURCES : TUTTARV IK

An online resource that connects Qikiqtani lnuit with job, career and training opportunities. For more in Formation ContaCt us: tuttarvik@gia.Ca





Tuttarvik

Q-STEP

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QIKIQ TANI SKILLS AND TRAINING FOR EMP LOYMENT PARTNERSHIP (Q-STEP)

- Aims to boost skills development and increase Inuit employability across the Qikiqtani Region
- Delivers training to Inuit seeking employment with a focus on Inuit women and youth



^sዮዖ^{se}Cσ ΔοΔ^c bϽንት^sb∩ሶ^sዮ^c Qikiqtani Inuit Association

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 QIA travelled to all Qikiqtani communities to set up enrollment stations and to promote Tuttarvik.

 More than 700 Inuit have already registered with the program. · Enrollment has more than doubled this year compared to last year

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EMPLOYMENT RESOURCES : TUTTARV IK

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Q-STEP

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WORK READINESS STREAM

Pre-employment, work readiness and essential mining skills



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Q-STEP

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SKILLED TRADES APPRENTICESHIP STREAM

- Training combines both on the job work-based training and technical training in a classroom
- Apprenticeships may include welders, plumbers, electricians, carpenters, mechanics and housing maintainers





Q-STEP

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HEAVY EQUIPMENT OPERATION STREAM

- Participants attend the Operating Engineers Training
 Institute of Ontario (OETIO) in Morrisburg Ontario
- Training in loader, excavator, dozer and grader operations may be offered





Q-STEP

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GENERAL SKILLS STREAM

- training to essential skills that provide the foundation for learning
- training may include academic upgrading, literacy, numeracy, communications skills, computer skills or vocational learning









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PAST INUITEMPLOYMENT AT MARY RIVER

2017 - 14.15% 2018 - 13.88% 2018 Details April 1 – June 30: 297 Inuit out of 1,845 employees July 1 – September 30: 357 Inuit out of 2,445 employees October 1 – December 31: 357 Inuit out of 2,027 employees January 1 – March 31: 365 Inuit out of 1875 employees





2019Γ 'b'ሰ°∝⊳σ'<̀ሊ⊀°∝'⁰С°Ր°σ⁰ ለቦ⊲'ል'b'⊇∩° ∆౨°σ' Διοδομαγια

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- ∆⊂rL[∞]∩′⊃⊥o^c 81%
- ∧⊂[⊥]Lⁱh∩⊲⊂^c 23%
- ∆⊂^aσ⊲^cγL≺^c 10%

2019 MINIMUM INUIT EMPLOYMENT GOALS

QIA negotiated a new approach and targets for the Minimum Inuit Employment Goals for the 2019-2020 year based on job category:

• Unskilled – 81%

- Semi-Skilled 23%
- Skilled 10%

targets are expected to increase as employed Inuit advance through promotion

Professional – 4%

Management – 2%



معمهدهداجر كعحر الهجر ₽°ḋσ%ſ°

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DESIGNATED INUIT FIRM LIST

Two advanced contract notifications were sent to firms registered on the Designated Inuit Firm List last year







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2019: Eva Aariak conducted interviews in Pond Inlet
 Over 25 interviews conducted with knowledge-holders

IQ GATHERING

IQ informs QIA decision-making

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GATHER IQ TO INFORM DECISION-MAKING AND PROMOTE ITS USE

WHAT IS QIA' SROLE IN THE IIBA?

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PROMOTION OF QIA PROGRAMS

QIA promoted Tuttarvik and Q-STEP to attract new applicants as well as new employers

- Nunavut Tradeshow, September 2018
- Nunavut Mining Symposium, April 2019



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WHAT IS QIA' SROLE IN THE IIBA?

ADMINISTER IIBA PROGRAMS





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IIBA PROGRAMS

- Ilagiiktunut fund
- Business capacity and startup fund
- Wildlife compensation fund





ILAGIIKTUNUT FUND

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ILAGIIKT UNUT FUND

Funding is for social and cultural projects for:

- Inuit living in the five impacted communities
- Organizations in, or working with, the five impacted communities
- Projects that run for a maximum of two-years





ILAGIIKTUNUT FUND

2018-2019Γ Δርሶኑጋውና ሶα⊳ታሏና

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2018-2019 ILAGIIKT UNUT FUND

\$864,962 - 19 projeCts

- 3 Arctic Bay

- 5 Igloolik

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3 Arctic Bay
5 Igloolik
3 Clyde River
5 Pond Inlet
2 Hall Beach
2 multi-community







ILAGIIKTUNUT FUN D

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- \$550,000 ٩٩٩٩℃σ٩٩°σ٩

FUND INCREASES

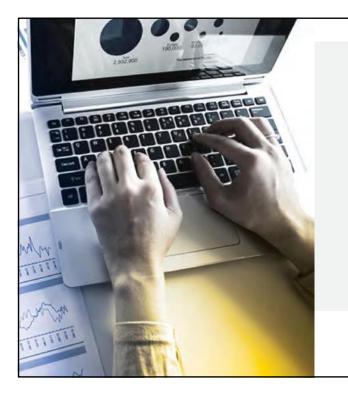
Ilagiiktunut fund was renegotiated and increased by \$350,000/year.

Now \$1.1 million per year

- \$550,000 from QIA
- \$550,000 from Baffinland







BUSINESS CAPACITY AND STARTUP FUND

FUNDING IS FOR BUSINESS TRAINING, BUSINESS PLANNING, AND BUSINESS START-UP AND EXP ANSION COSTS.





BUSINESS CAPACITY AND STARTUP FUND

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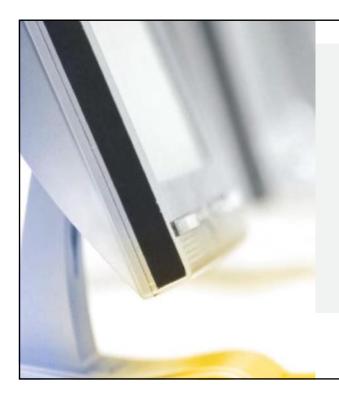
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BUSINESSES MUST BE:

- Registered on the Nunavut Tunngavik Inc. Inuit Firm Registry
- Operating in the Qikiqtani Region
- Priority is given to businesses in the five impacted communities
- At least 51 per cent Inuit owned and controlled





BUSINESS CAPACITY AND STARTUP FUND

2018-2019 בײּשבטאיאײַקי ארתלײבילחיחפירַלסיטי ליב ארלײַחיחטחיזי פֿבאאי

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2018-2019 BUSINESS CAPACITYAND STARTUP FUND

- \$130,196
- 6 business development projects
- 1 regional capacity development project





BUSINESS CAPACITY AND STARTUP FUND

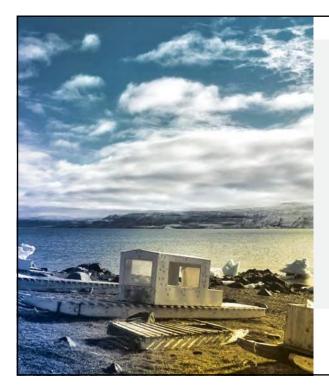
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- 6 عمد: Δ^bΛd^q, b^aΛ^aDiΛ^b, ^bσ^qb^b, Δ^bσ^{cb}, ^{ca}σ^{cb}D^b d^cL Γ^cΛLC^b

BUSINESS CAPACITY WORKSHOPS

- Held February to June 2019
- 6 communities: Arctic Bay, Clyde River, Hall Beach Igloolik, Pangnirtung and Pond Inlet





WILDLIFE COMPENSATION FUND

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- ۲۵،۵۰۵،۹۰۵،۹۰۵ •

FUNDING IS FOR LOSS, DAMAGE OR EXTRA COST CAUSED BY THE MARY RIVER PROJECT:

- Wildlife loss
- Damage to equipment
- Extra costs/Interference





WILDLIFE COMPENSATION FUND

2018-2019 DLtcnoil 4PC Drais Paby

\$59,385

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- \$19,600: ۲٬∩LC⊂^LΓ ⊲ئام۲٬⊃⊂ת۶^bd^c
- \$13,435: ⊲∿⊲⊾≁∩
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2018-2019 WILDLIFE COMPENSATION FUND

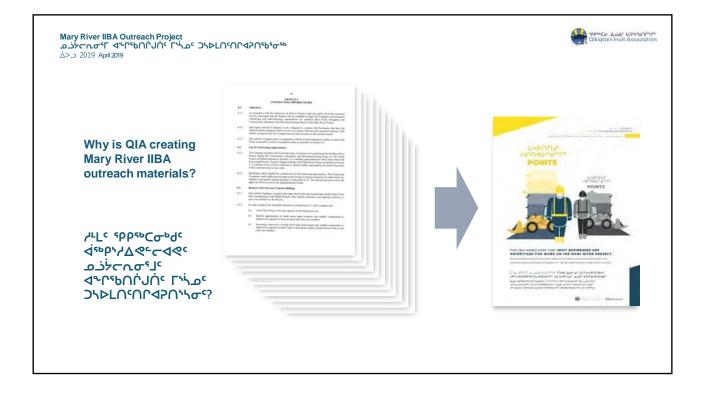
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- \$14,675: Hunter
- \$19,600: Mittimatalik HTO
- \$13,435: Hunter
- \$11,675: Hunter



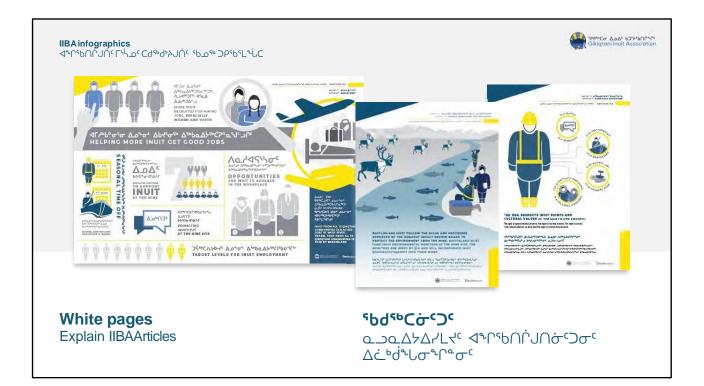


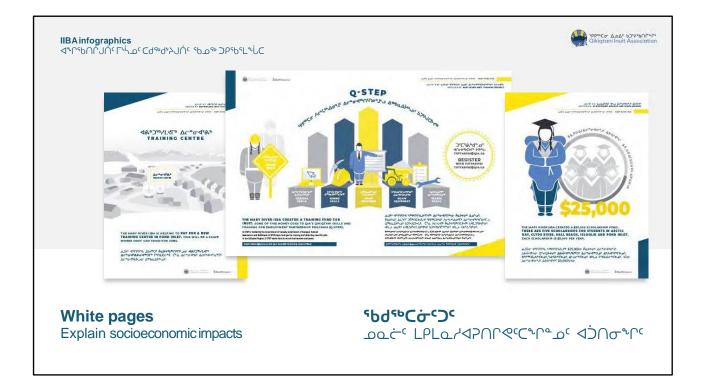


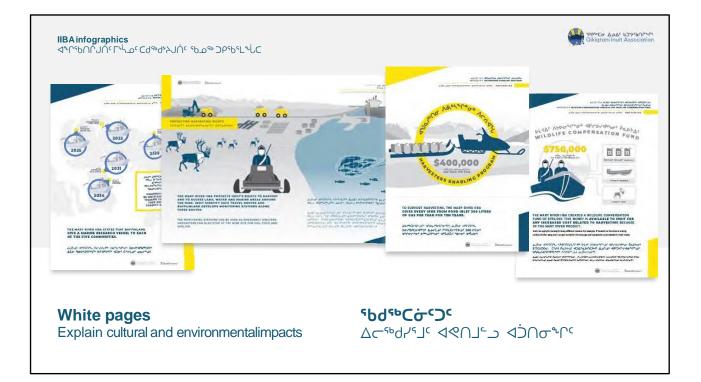








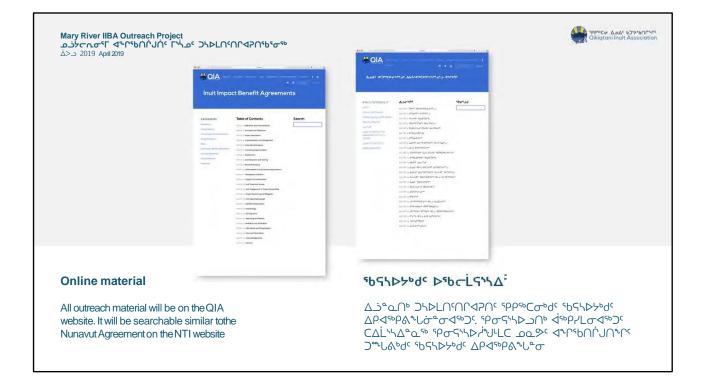














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BAFFINL AND PROPOSED A PHASE 2 PROJECT

QIA submitted comments to NIRB on Baffinland's proposed project

102 information requests

areas of focus were

- The gathering and use of IQ
- Socio-economic benefits to Inuit
- 51 technical comments Key Effects on marine mammals



^{sppse}Cσ Δ_Δ^c bϽ^sλ^sb∩Ր^eΓ^c Qikiqtani Inuit Association



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QIA'SRESPONSE TOTHE PHASE2 PROPOSED PROJECT

Next Steps

- June 17 to19 is the second NIRB technical meeting on Phase 2
- QIA will present to NIRB on IQ and cumulative effects





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QIA'SRESPONSE TOTHE PHASE2 PROPOSED PROJECT

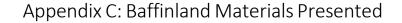
QIA's key concerns:

- The impact of increased shipping on
 The cumulative impacts of the marine wildlife and habitat
- The impact of the north rail line on water, traditional land use, and wildlife

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 - north and south rail line
- Ensuring that benefits are associated with phase 2, and that these benefits meet the needs of Inuit









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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 Joint Executive Committee

Baffinland

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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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Day 2

Day 1

• Summary of Day 1

throughout the day

· Presentation from the QIA

Committees

- · Question and comment sessions will be held
- throughout the day

· Question and comment sessions will be held

- Contracting

- o Training and capacity building
- Employment

Agenda

· Project update and site activities IIBA priorities Safety and environment

• Housekeeping and Safety Share Introduction of Executive & Management

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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 Joint Executive Committee

Baffinland

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Renegotiation of the IIBA

- Over the course of 2018, Baffinland and QIA began and completed renegotiation of the IIBA in accordance with Article 22.
- The amended IIBA was signed by the President of QIA and President and CEO of Baffinland in Iqaluit during the QIA Annual General Meeting on October 3rd.
- Baffinland and QIA have jointly committed to increasing the benefits of the Mary River Mine to Nunavummiut by enhancing the focus on Inuit training and employment.

This will be done through:

- Increased skills and training opportunities to provide Nunavummiut with the skills they need to gain meaningful employment at the Mary River Mine including:
- Programs designed to specifically increase Inuit employment in all aspects of Baffinland's organization
- Improved support for all residents of the Qikiqtani communities



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IIBA Committees

Article 4 of the IIBA addresses the structure for oversight of implementation of IIBA commitments. Oversight is provided by three committees:

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- Joint Executive Committee (JEC)
- Employment Committee
- Contracting Committee.

2018 IIBA Committee Structure

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Baffinland

Role of the Joint 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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Role of the Contracting Committee and Employment Committee

- Asses expected Project workforce requirements and projected availability of Inuit seeking employment on the Project
- Share information regarding the process of training initiatives, employment targets and contract awards
- Regularly update data to be supplied to the Joint Executive Committee for reporting purposes as set forth in Section 20.1
- New Contracts and associated advanced contract notifications to benefit Inuit Firms
- Communicate any operational concerns of the Company and QIA as they relate to implementation of this Agreement
- Bring forward items of concern from either Party to the Joint Executive Committee to review and to attempt to resolve the concern
- Make recommendations to the Joint Executive Committee on appropriate actions to enhance results of Inuit participation and other objectives of this Agreement
- Participate in annual planning, including development of the Annual IIBA Work Plan

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Baffinland

Summary of Meetings

- Employment Committee:
 - May 30, 2018 Oakville, Ontario
 - July 10, 2018 Teleconference
 - August 22, 2018 Teleconference
 - October 25, 2018 Mary River
 - December 4, 2018 Iqaluit, Nunavut
- Contracting Committee:
 - May 29, 2018 Oakville, Ontario
 - July 9, 2018 Teleconference
 - August 2, 2018 Oakville, Ontario
 - December 13 Oakville, Ontario
- Joint Executive Committee
 - January 11, 2018 Iqaluit, Nunavut
 - March 14, 2018 Teleconference
 - July 4, 2018 Teleconference
 - August 24, 2018 Iqaluit, Nunavut
 - December 7, 2018 Ottawa, Ontario

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Summary of Activities: Employment Committee

- Review of Education and Training Fund proposals.
- Development of Engagement Walls at Mary River and Milne Port
- 2018 Workplace Conditions Review Survey.
 This survey indicated areas of improvement such as adding cultural programming and access to traditional activities such as hunting and fishing.
- Complaints and Grievances Mechanisms
- Career and Information Tour
- Finalized the 2018 Annual Project Review Forum Report
- Inuit Human Resource Strategy Rollout
- IIBA Implementation Guide Development

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Summary of Activities: **Contracting Committee**

- Inuit Procurement and Contracting Strategy (IPCS) **Implementation Procedures**
- Procurement and Contracting Community Tour
- Planning for provision of Country Food at Site
- IPCS Rollout and Implementation Guide
- Legacy Contracts
- New Contracts and associated advanced contract notifications

Baffinland

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Summary of Activities: Joint **Executive Committee**

- Reviewed and Approved the 2018 Work Plan, which included setting the MIEG for 2018
- Reviewed and Approved the following IHRS
 - Procedures:
 - Posting 0 Onboarding 0
 - Skills and Experience Equivalencies 0
 - 0 Management and Advanced Skills Training
 - Identifying Inuit Trainers
- Reviewed the 2018-2019 Work Plan- with discussion on the 2019 MIFG
- Reviewed the 2019 MIEG Process Submission
- Reviewed and Approved the IIBA Orientation Program
- Undertook work to review and provide direction on the development of the IIBA Implementation Guide

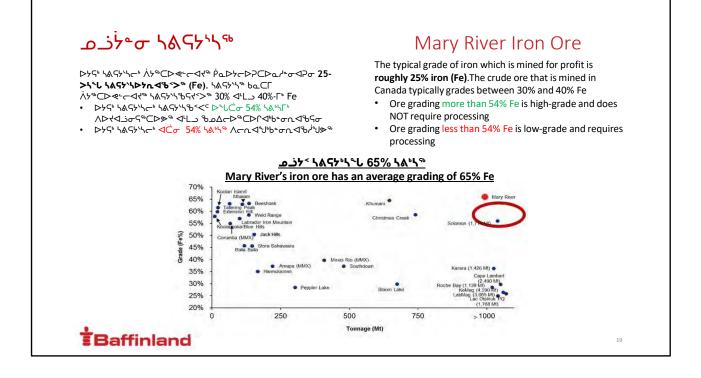


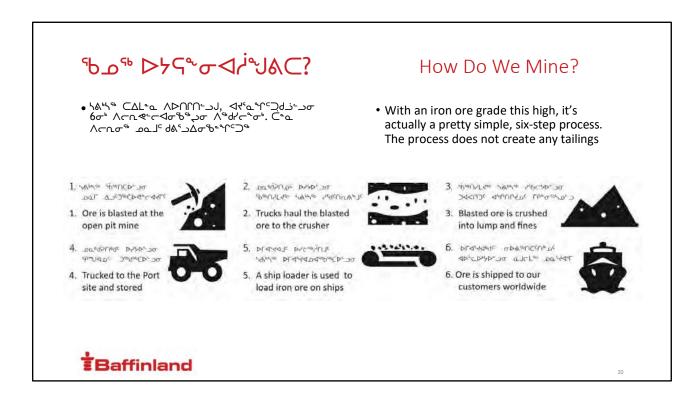
حانـم ⊃∿¬∿ح The Mary River Project

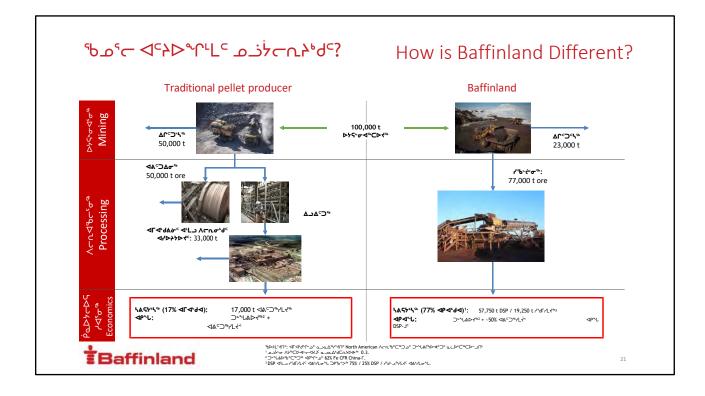
- Baffinland is amongst the highest ore quality and quantity worldwide
- Deposit No. 1 is currently the largest known deposit of high grade iron ore in the Mary River area. The deposit has a total strike length of ~4 km. Reserve estimates to date, in proven and probable categories, total more than 390 million tonnes at an average grade of 65%
- Underground mining and tailings ponds are not required, Baffinland produces a Direct Ship Product (DSP) which does not require processing

Year ▶₽⋗⁵	TonnageC ^{⊾∖}	%Fe ኣልና ታካ
2015	916,433 wmt	68.2%
2016	2,720,636 wmt	67.7%
2017	4,064,397 wmt	67.8%
2018	5,094,477 wmt	67.4%

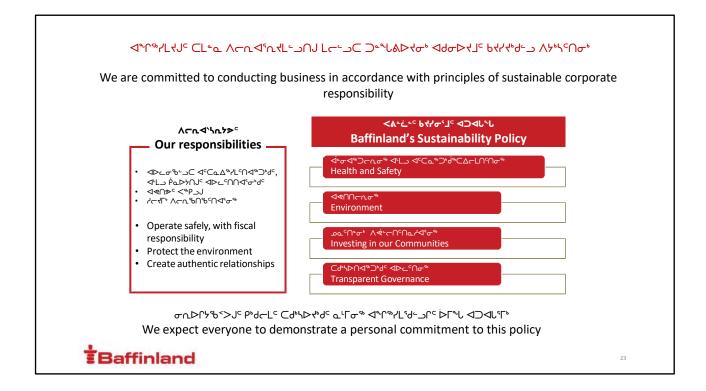
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IIBA	יא⊳אנץ IIBA Priorities	
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	ል ^ኈ bዹፚፇኈበናበኇኈ Employment	
	∆ራላኈዕተ∩ን⊳לኇኈ ⊳ናኦሲታዄጘኇኈ Cultural Awareness	
	ხ ^c ელიელი Contracting	
Baffinland		22



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IIBA Environment and Health 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

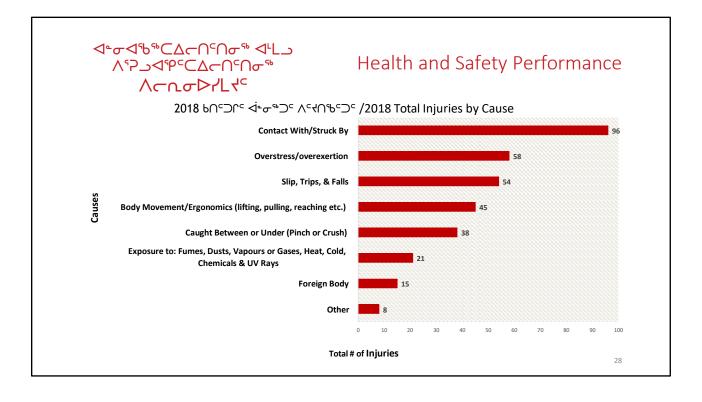
- Baffinland is committed to the health, safety, and wellness of all employees, contractors and subcontractors working for the company
- Safety First, Always is a core value at Baffinland
- In 2018 we revised and implemented our new Field Level Risk Assessment (FLRA), the most important Risk Management tool for the workforce

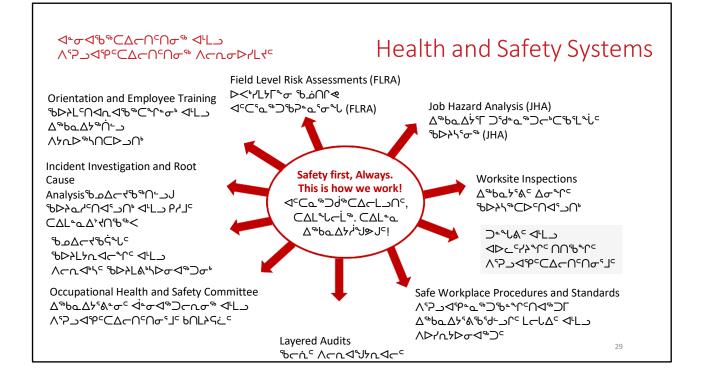


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2018 Health and Safety Statistics

ኈ⊿ርσልσ`Ն Incident Type	ح۵۰خ ^{د د} ۱۹۵۶٬۱۰۲۶٬۹۰ ملاعه ما Baffinland Iron Mines Corporation		⊳ ^۱ ۵⊳۲ ح⊦د۱۵۵ Oakville Office	کل∿°۹٬ دـL+⊅ °∜ذه. Mary River and Milne Inlet
incident Type	2018	PTD	2018	2018
⊃e44c				
Fatality	1	2	0	1
∆®Ხ๔∆ᢣ⁵σ⁵⅃℠ℴ℗Ხ∠⊃ᲮJ⊂⊃ኦ൩⊲ზ약/L๙ (LTI) Lost Time Incident (LTI)	7	18	0	7
∆ిరా దిళిత్చ్ చిందించెందెంగి (LTI Fr*) Lost time incident Frequency (LTI Fr*)	0.46	0.32	0.0	0.46
∆°ంటారింజి∟ సార్గారిందాగాడి (RWC) Restricted Work Case (RWC)	0	28	0	0
പ്⇔പഎാംഎംപ്പ (MAI) Medical Aid Incident (MAI)	13	66	0	13
డీ•రో⊃ిరో∩-ుJ (FAI) First Aid Incident (FAI)	182	866	0	182
Ֆ՟Ո⊲ՈԳՀԼ≪՟ ԵՈ՟ጋՐ՟ Վ՛•ԾԳՀԼ⊀՟ (TRI Fr*) Total Recordable Injury Frequency (TRI Fr*)	1.3	2.33	0.0	1.3
⊲৮∆°ാ് ∧്?ച⊲്റെപ് പ്പ_ റ്ദിറ് പ്ടാ് Near Miss (NM) & Property Damage	371	1,578	1	370
ზ⊳ბაფიებია Audits/Inspections:	549	1,831	2	547
که در – اُد Person Hours	3,481,432	12,353,821	153,621	3,327,810





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Response Preparedness

- Baffinland's Mine Rescue Team trained throughout the year and participated in the 2018 Annual Mine Rescue Competition placing 2nd overall. The following training also took place throughout the year:
 - Five-day basic training: 1380 Hours
 - OPEP/SVOP: 504 Hours
 - AMFR: 600
 - First Aid with CPR: 1216 Hours
- Emergency Response Plan revised and updated



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Baffinland

Commitment to Sustainable Development

Corporate social responsibility

- Commitment to operate the Project in an environmentally and socially responsible way
- 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, Commercial Lease, 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

Marine Mammals, Seabirds, Marine Habitat, Invasive Species

How Are Inuit Involved?

- 11 Inuit participated in marine environment and mammal monitoring programs in 2018
- 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

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

Participants from:

- Baffinland
- Environment and Climate Change Canada
- Qikigtani Inuit Association
- · Government of Nunavut
- The Mittimatalik Hunters and Trappers Organization
- · Department of Fisheries and Oceans
- · Parks Canada

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Freshwater Environment

Aquatic Effects Monitoring Program

Focuses on several lakes, rivers and streams near the Mary River

- Mine Site and Project infrastructure
- Annual monitoring includes: 0 Hydrology (flow)
 - Water quality 0
 - Sediment quality and sedimentation rates 0
 - Fish (Arctic char) 0
 - Benthic invertebrates 0

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 and Diamond Mining Effluent Regulation (MDMER)

Tote Road Fisheries and Water Quality Monitoring

- Focuses on monitoring fish passage and presence/absence at several Tote Road crossings (culverts, bridges)
- Also involves water quality monitoring at select representative Tote Road crossings (culverts, bridges)

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Atmospheric and **Terrestrial Environment**

Caribou

- In 2018 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

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Baffinland

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 2018 Wildlife Interactions:

- Most wildlife interactions involved foxes
- · Most wildlife fatalities were caused by vehicles
- There were no incidents where a fox was put down due to injuries and no confirmed case of rabies. This is a reduction from 2017 as there were three incidents of rabies recorded in 2017.
- In total 11 wildlife mortalities occurred in 2018. In 2017 there were 13 wildlife mortalities that occurred.
- No polar bear or caribou wildlife interactions or mortalities occurred in 2018.

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Baffinland

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



Management and Monitoring Plans	Current Revision Date
Snow Management Plan	Mar-19
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-19
Hazardous Materials and Hazardous Waste Management Plan	Mar-17
Interim Abandonment and Reclamation Plan	Mar-16
Oil Pollution Emergency Plan - Milne Inlet (OPEP)	Jun-17
Q1 Quarry Management Plan	Jul-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-19
Terrestrial Environmental Management and Monitoring Plan	Mar-16
Waste Management Plan	Mar-18
Phase 1 Waste Rock Management Plan	Mar-19
Borrow Source Management Plan – Kilometre 2	Oct-14
Life of Mine Waste Rock Management Plan	Apr-14
Borrow Source Management Plan - Kilometre 97	Oct-14
Borrow Source Management Plan - Kilometre 104	Mar-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
QMR2 Quarry Management Plan	Jul-17
Polar Bear Safety Plan	Mar-16
Spill at Sea Response Plan	Aug-15
Marine Environmental Effects Monitoring Plan	Mar-16
MMER Emergency Response Plan	Mar-19
Emergency Response Plan	Mar-18
Q7 Quarry Management Plan	Oct-13
Q11 Quarry Management Plan	Oct-13
Q19 Quarry Management Plan	Oct-13
D1Q1 Quarry Management Plan	Oct-13
D1Q2 Quarry Management Plan	Oct-13



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Baffinland

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
 - $_{\odot}$ Five North Baffin communities
 - $_{\odot}$ Qikiqtani Inuit Association (QIA)
 - Governments and Regulatory Agencies
 - $\,\circ\,$ Hunter and Trapper Organizations (HTO)
- Stakeholder Engagement Plan (SEP) developed in 2014, revised in 2016. Further revisions expected in 2019.
- Amended IIBA contains provisions for increased engagement.

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What Have We Heard? Increased Shipping

- In 2019 Baffinland will have 82-86 vessels call on Milne Port, under Phase 2 there could be up to 176
- Based on extensive engagement, communities have identified these issues with increased Project shipping:
 - Potential effects upon marine environment including marine mammals as a result of shipping
 - Potential interference with travel routes and land use activities as a result of shipping

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Baffinland

How Have We Addressed Concerns

- To reduce potential effects of shipping on land use and marine mammals Baffinland has:
 - · Reduced ship speeds to 9 knots along the Shipping Corridor
 - · Establish fixed shipping route to avoid key areas such as
 - Koluktoo Bay and the western shoreline near Bruce Head Establish drifting zone near Ragged Island to avoid vessel
 - drifting near Pond Inlet and other parts of the corridor
 - Improved QA/QC for ballast water sampling
 - · Hired Ship-Board Inuit Observers from Pond Inlet
- To promote compliance Baffinland has:
 - · Installed AIS monitoring system at MHTO office Established communications protocol and designated contact information to respond to community concerns
- Before shipping season commences Baffinland confirms floe edge ice is no longer being used with MHTO

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- Continued implementation of all 2018 adaptive management measures and mitigations
- Limit the number of ships waiting at Ragged Island to a maximum of 3 Project-related vessels, other vessels to wait in Baffin Bay near Western coast of Greenland
- Hire 2 shipping monitors to work in Pond Inlet and conduct live monitoring of vessels throughout the shipping season
- Increase response time in the event of non-compliance with vessel management protocols





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Communities identified the following concerns related to rail development:

- Potential loss of trucking employment opportunities for Inuit
- Potential for disruption of caribou migration paths and traditional travel routes for land users
- Impact on air quality (dust)

Baffinland



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How Have We Addressed Concerns

- Through the review of the Phase 2 Project Baffinland has identified several relevant mitigation measures, including:
 - Baffinland has committed that no Inuit will lose their jobs at Mary River as a result of modifications to the project under Phase 2
 - Shift from Tote Road to transport by rail is likely to reduce the possibilities of wildlife injuries/fatalities
 - Baffinland is proposing to construct crossings along the railway to maintain known migration paths and travel routes and is planning a crossing selection exercise with representatives of the MHTO at the mine site for Summer 2019
 - Shift from Tote Road to transport by rail will reduce dust generation and greenhouse gas emissions along the Northern Transportation Corridor

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Baffinland

Phase 2 Review Milestones To Date

- March: Positive Recommendation from the Nunavut Planning Commission to amend the North Baffin Regional Land Use Plan to allow for rail in the Northern Transportation Corridor
- Summer: Baffinland finalizes the Phase 2 Final Environmental Assessment Addendum (Phase 2 FEIS Addendum)
- September: Baffinland submits the Phase 2 FEIS Addendum to the Nunavut Impact Review Board for conformity with the FEIS Guidelines
- October: Nunavut Impact Review Board initiates a public review of the Phase 2 FEIS Addendum
- December: Interveners submit Information Requests to the NIRB and Baffinland provides responses
- March: Interveners submit Technical Comments to the NIRB and Baffinland provides responses
- · April: Technical Meeting with NIRB and Interveners in Iqaluit

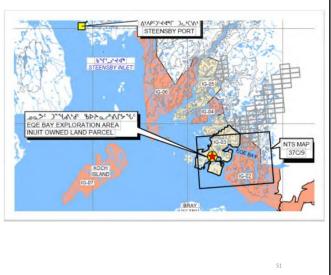
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Phase 2 Engagement Highlights To Date

- June: Phase 2 Impact and Mitigation Workshops with Hamlets and HTO's in the 5 North Baffin Communities
- · June: Phase 2 FEIS Addendum Overview Session with QIA
- August: MHTO Mine Site Visit
- November: Phase 2 Meetings with Hamlets and HTO's and Arctic Bay and Pond Inlet
- December: Community Feasts in Hall Beach, Igloolik and Arctic Bay (Pond Inlet and Clyde River cancelled due to weather)
- January: Phase 2 Information Tour in the 5 North Baffin Communities
- January-May: Community Risk Assessment Workshops with participants from 5 North Baffin Communities at Mine Site and Troise Rivieres, Quebec
- January-May: Ongoing presence in Pond Inlet by Head of Northern Affairs and Manager of Inuit and Government Stakeholder Relations

Baffinland

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- Planning ongoing to expand mineral exploration program at Eqe Bay
- Exploration agreement with Nunavut Tunngavik Incorporated to explore the Inuit Owned Land Parcel IG-03
- November 2018: Baffinland met with Hamlet Council and HTO in Igloolik to give a program update; Hall Beach was cancelled due to a funeral in the community
- Ongoing community engagement to ensure concerns, comments and questions are considered in planning



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ک⊸°خذے ۳۵۵℃∩∿∾⊂∟ל∧ ص∿ص Inuit Training at Mary River

Inuit training programs at Baffinland are designed to build skills to allow Inuit to obtain and retain careers.

Training programs support career development, as it allows progression from unskilled to skilled positions across the operation.

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

- The Qikiqtani Skills and Training for Employment Partnership (QSTEP), is a partnership with Governments of Canada and Nunavut, QIA, Kakivak Association, and Baffinland and supports funding our key Inuit training programs.
- This is a \$19 million, 4 year funding partnership, focusing on equipping Inuit with the skills for a career at the Mary River Mine.
- The programs principally funded by Baffinland with the support of Q-STEP
 - Work Readiness Program 59 graduates
 - Heavy Equipment Operator Training 53 graduates and 47 employed by the Project
 - Apprenticeship Program 9 active apprentices

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Work Ready Program

- The Work Readiness Program (WRP) is a five-day training program held in the 5 point of hire communities (Pond Inlet, Igloolik, Clyde River, Arctic Bay, Hall Beach) and Iqaluit.
- The Work Readiness Program helps prepare Inuit work by providing skills to adapt to the challenges Fly-in, Fly out work rotations, Self Awareness, An Introduction to Mining, Essential Skills for the Workplace and Money Management.



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Heavy Equipment Operator Training

- Baffinland, along with the Operating Engineers Training Institute of Ontario (OETIO) continued to run the Heavy Equipment Operator Program in Morrisburg, ON.
- The Heavy Equipment Operator (HEO) program provides the essentials of safety, equipment characteristics, operating techniques, transportation and pre-operational inspections that apply to heavy equipment. Additional safety training includes WHMIS, Working at Heights and First Aid and CPR.
- Those who graduate from the training are offered employment as trainees in the various departments on site.



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Apprenticeship Program

- The Apprenticeship program is designed to support Inuit candidates interested in pursuing a career in the skilled trades with Baffinland.
- The Apprenticeship program has participants join Baffinland as trades assistants for six months and participate in job shadowing activities to learn about the trade and Baffinland's operation.
- Upon successful completion of the six-month term, candidates will write their Trades Entrance Exam.
- Upon successful completion of the exam, candidates will be offered full time, permanent apprenticeship positions with Baffinland.
- Baffinland had a new intake of Apprentices during Q1 2019 with 11 students enrolled in the following trades; Welding, Millwright, Electrician, Heavy Equipment Technician and Automotive Technician.
- Baffinland will have a second intake of 14 Apprentices in Fall 2019 making a total of 25 Apprentices in the 2019 intake.
- An apprenticeship is completed after an apprentice:
 obtains and records all workplace skills in the logbook;
 - completes all in-school training;
 - successfully completes all block examinations (if applicable);

- accumulates all hours for the trade; and
- successfully completes the certification examination

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Educational Initiatives

- Baffinland successfully launched an Inuit summer student program in the North Baffin Communities and lqaluit from June-September 2018, hiring four Inuit students in the communities of Arctic Bay, Hall Beach, Igloolik and Iqaluit to assist the Northern Affairs Team and gain valuable office work experience.
- Baffinland provided financial literacy training at both Site locations in March of 2018. There were 18 total who attended and the majority of those who attended were Inuit.
- Baffinland continued to support several school-based initiatives through the IIBA and its donations program in 2018.
- Since 2007 Baffinland has provided laptops to high school graduates in the North Baffin communities as an incentive to motivate local youth to complete their high school education and pursue post-secondary education. Baffinland provided 38 laptops to grade 12 graduates in 2018.
- In 2018 Baffinland awarded five scholarships to North Baffin residents, totaling \$25,000

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 ۵ ▷ናժLΔናጋσ⁶ ⊲ናd∩▷σ[∞] (17,091 Δ齿ናና)
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Inuit Training

- In 2018, a total of 72,041 hours of training were completed at the Project site. Inuit received 34,629 (48.1%) of all training hours completed.
- Training programs with the highest amount of Inuit participation in 2018 included:
 - Heavy Equipment Operator (17,091 hours)
 - Apprenticeship (11, 862 hours)

	Hours of Training	Completed.	<mark>ᲐᲮናና</mark> ና ለታ <mark>⊾⊳</mark> ኈነጘና	∆≀ຕ°∩⊀°.	
Employee Ethnicity/Ճ [֍] Ե«Ճ ۶֍Ո [֊] ۸Իւ՞ጋ֍֍Ո ^ՠ ֊Ր՟ጋ՟	2014	2015	2016	2017	2018
⊃∆مـ∆c	3,596	4,530	2,434	4,024	34,629
Non- ℃⊃℃°≏فـ∆/Inuit	20,271	17,352	25,532	39,373	37,412
℃ے Total	23,867	21,882	27,966	43,397	72,041
Source: Baffinland record	5				

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Baffinland		61

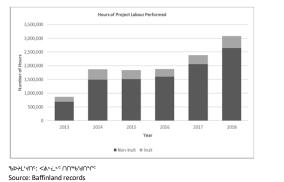


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- Ċ^bda^bb^c, 287,040 ΔbⁱSσ^b bad^c id∩^bDⁱT^{b^c} ൧൨ഀഀ[๛]⊃^ݛ(Բ^ֈ[™]⊃∆൙ 9.3% հ∩ഺ൧Ր^ݛ), ⊳d⊲_ ▷שˤʊˤʰ\Þ̄c ʰ⊃̄c 57,382 △bˤק>c ▷ʰ⊃̄c ⊂△bʊ 2017 ⊲୳L⊃ 92,916 ∆Ხՙፍና ኣፈኦ▷犬ና ∆ኈጋ∿σ ഛ∿ኈ`ጋσና (ቦᡃレ∿⊃∆⊀∿ 3% Ხ∩੶_ാՐ⁻).

Inuit Employment

- In 2018, the total hours of Project labor performed within Nunavut was 3.081.740. of which 435.908 hours were worked by Inuit. This amounted to an annual average of 1,529 individuals, with 216 being Inuit.
- In 2018, a total of 379,956 hours were worked by employees and contractors from the North Baffin communities and Iqaluit (both Inuit and non-Inuit), representing 12% of the total number of hours worked on the Project.
- Of these, 287,040 hours were worked by North Baffin residents (representing 9.3% of total), which is an increase of 57,382 hours from 2017 and 92,916 hours were worked by Iqaluit residents (representing 3% of the total).



Inuit Employee Payroll

- · Baffinland's employee payroll in the North Baffin communities and Iqaluit totalled \$7,682,976.21, which is also an increase of \$629,781.21 from 2017.
- Since 2014, Baffinland has provided \$45,201,902.99 in payroll to Inuit.
- <ል•ᡄ᠋•᠊ ᠘ᠴ᠘᠋ᡗ ᠘᠋᠋᠋᠋ᢐ᠘᠋ᡃ᠉ᢕ᠋᠋ᠬ ᆟᡣᡃᠫ᠋᠋ᡗᠺ᠈ᠴ᠋ᡭ᠆ᡩ᠆ᡆ᠆᠘ᠴ᠘᠋ᡃᢐᠴ᠅ᡔ ⊳_%/Ր⊲%ጋ^{_} \$629,781.21-Г^ь ⊂∆ხσ 2017. 2014–٦ح⁻, <۵°ذ⁻ ۵۵۵ ᠘᠋᠋᠋᠉᠊᠘ᡔ᠉ᢕ᠋᠃᠘᠆᠉ᠫ ∆∟ ፞ ፍታ \$45,201,902.99 ነ ⊾ት ዾና ∆ ዾ ፟ ዾና.

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Baffinland Employee Payroll, by Community (2018)/<&◦ﺫ◦ʿʿʿʿʿʿʿʿʿʿʿʿʿʿʿʿʿʿʿʿʿʿʿʿʿʿʿʿʿ ዾዋር-,ሀገ_C ⊲♥,ነרך_C (5018)

Arctic Bay/∆⁵∧⊲ʿ⊀⁵	\$2,441,711.46
Clyde River/b°۲۵۰٫۰	\$1,963,520.51
Hall Beach/ኣ ኇ ናን ჼ	\$1,157,572.75
Igloolik/∆'ے د '	\$981,667.30
lqaluit/ ∆⁵کد ∿	\$1,759,491.67
Pond Inlet/<∿♂∿⊃∿	\$1,820,723.98
Source: Baffinland Records	

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 D^c-D^cP⁴
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Baffinland

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:

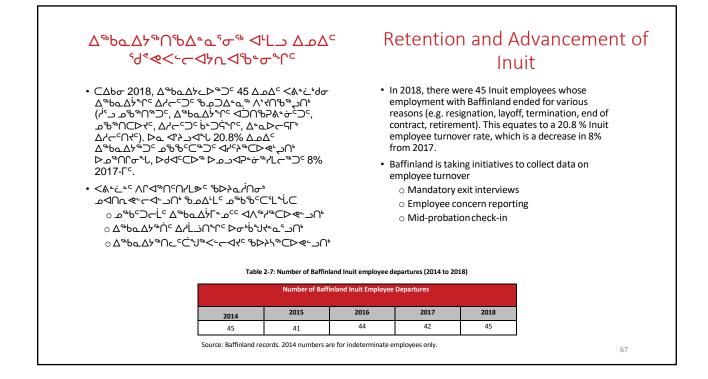
- Continuing to improve the practices applicable to talent acquisition, recruitment, selection, retention and advancement of Inuit employees
- Ensuring that all divisions within Baffinland and its contractors are committed to and work toward maximizing Inuit employment
- Continuing to invest in the training,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

ک۵۰٫۵۰ کے ۳٫۲۵۲ کی ۵٬۶۵۲ کی ۵٬۶۵۲ کی ۵٬۶۵۲ A 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 2018, additional laptops were installed in the BCLO offices to allow community members to apply for employment at the Project, with the assistance of the BCLO as required.
- Additionally, the online job portal allows for Inuit to apply in both English and Inuktitut.



Պ՝ԳԺ՝ Δ՞՝ԵգՃէ՝՝ՈՆ՝Ծ՝՝ Employment of Women

2018-Γ, ⁶bσſ³bơ 7.3 Δb⁶G⁶ ኣፈን▷ላ⁶ ▷ንፍ⁶ ♂⁴å⁶Γ I ଦୁ ଦ⁶. ▷ ພ >ኣິິດ⁶ປ Δb⁶G⁶ ኣፈን⁶ Δ⁶ σ⁶ ⊲¹⁶L Δ³δ⁶ Υ⁶ Ͻσ⁶ ⊲⁶ ແσ⁶ CΔbσ 2018, I³2⁶ (³1) 3.9% ⊲⁴L 3.4% L⁶ (³0) 3.9%

In 2018, approximately 7.3% of hours worked on the Project were worked by women. The percentage of hours worked by Inuit and non-Inuit women in 2018 were similar (i.e. 3.9% and 3.4% respectively).

Employee Ethnicity &		2018		
Gender/∆ ⊳₁⊃ъ₽₽		Hours Worked/ <u>∆</u> Δ৮ˁϚ ^ϲ	% of total (3,081,7 40)	
Inuit/	Male ⊲°J∩⊂	314,530	10.20%	
۵≏م۵	Female ⊲⁵⊶∆⊂	121,378	3.90%	
Non-Inuit/	Male ⊲°J∩⊂	2,541,130	82.50%	
℃℃℃∘ف	Female ⊲⁵⊶∆⊂	104,702	3.40%	
TOTAL/	പപപപ	3,081,740	—	

Պ՝ԳԺ՝ Ճ՝՝ԵգՃ՝՝ՈՆ՝Ծ՝՝ Employment of Women

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- The hours worked by Inuit women and Non-Inuit women are comparable (3.9% and 3.4%)
- 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:
 - o 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
- \$25,000 annual scholarship program for Nunavut Inuit
- Baffinland provided 38 laptops to grade 12 graduates in 2018.
- In 2018, \$ 109,177.00 was contributed to lunch programs.
- Baffinland hired four Inuit students in the communities of Arctic Bay, Hall Beach, Igloolik and Iqaluit for the Inuit summer student program.
- Baffinland visited high schools in the communities to give a presentation to students on Mine Operation s and to promote potential career opportunities during the Career and information tour in September, 2018.

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Cultural Awareness

In 2018, Baffinland continued to provide cultural programs:

- Programming related to the promotion of Inuktitut in the workplace
- On-site Cultural Advisors to support Inuit employees
- Nunavut Day celebrations at the Project
- On-Site demonstrations on traditional ways of cleaning animal hides
- In Q3 of 2018, Baffinland hired its first Human Resource Advisor, Inuit Relations.

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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's online job portal allows Inuit to apply to positions in both English and Inuktitut

Baffinland

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Counselling and Support Services

- Pursuant to IIBA Article 11.6, Baffinland provides employees with access to professional career counselling and professional counselling for personal 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
 - Site Elders
 - Site Medical Team

2018 EFAP cases by province

	Province/Territory	Q1	Q2	Q3	Q4	Cases	Percentage
	British Columbia	0	0	1	0	1	2.4%
	Newfoundland & Labrador	0	0	0	1	1	2.4%
	Nova Scotia	0	1	2	0	3	7.3%
	Nunavut	5	3	3	4	15	36.6%
	Ontario	7	3	3	6	19	46.3%
	Quebec	0	0	2	0	2	4.9%
Baffinlan	Total	12	7	11	11	41	100.0%

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Cultural Awareness: Country Food

- Baffinland has country kitchens at main camps where country foods can be prepared and shared
- All country food served in the main dining hall must meet federal regulations and pass federal testing
- Inuit employees are allowed to bring their own country food to store and eat in the country kitchen
- Equipment is provided for workers to prepare traditional meals on site
- Baffinland has supported the Country Food Exchange between the North Baffin communities for many years. Through this initiative Baffinland provides use of its aircraft to transport country food between the North Baffin Communities.

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Baffinland

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 or damage caused by the project

Hunter Access Policy

- Baffinland respects and supports the right of Inuit to hunt as 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

Communities

Cultural Awareness: Supporting

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

A few initiatives that were supported in 2018 include:

- Donation of food hampers in each of the North Baffin communities to support families over the holiday season
- Community Christmas Feasts
- School lunch programs
- Supporting Food Banks
- Numerous recreational activities
- Nunavut Quest Dog Team Race

Baffinland

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- <&֊ﻧـ֊ﺩ ⊲۲٦، ﺑﻪﻟﻪ,ﺩᅆ גﻪﺭﺩ ף־ﺑﻪﺑﻪﺭﻟﺪ ף־،>, ﺑﻪﻟﻪ <u></u> ᠘᠋ᡶ᠋᠘ᡁᡄᡆᠼᡏᡒ᠋ᡁᡄ᠙᠘ᡁᡄᢕ᠋ᢙᢙᢘᢕᠧᢁ᠈ᢩ᠕ᢆᡀ᠘ᡧᡄ ᠘ᠴ᠘᠋ᡗ᠂᠋᠕᠋᠋᠆ᠫ᠅ᢕ᠋ᢂ᠋ᢕ ᠴᠴ᠊ᢅᠴ᠘ᢧᢤ᠘᠕᠋᠅ᢕᢄ᠆ᠴᢂ᠋᠅᠘᠘

Baffinland

Contracts Overview

- · Baffinland is committed to maximizing Inuit contracting and subcontracting opportunities, as well as Inuit employment and training in all contracts
- In 2018, Baffinland awarded 141M dollars in contracts to Inuit Firms, which represents 34% of Baffinland's total spend in 2018.
- The Amended IIBA contains new provisions which enhance engagement with Inuit-owned businesses and increase opportunities for Inuit Firms to bid successfully on contracts
- Baffinland and QIA have jointly developed an Implementation Guide which further details how Baffinland will carry out its obligations in the Amended IIBA

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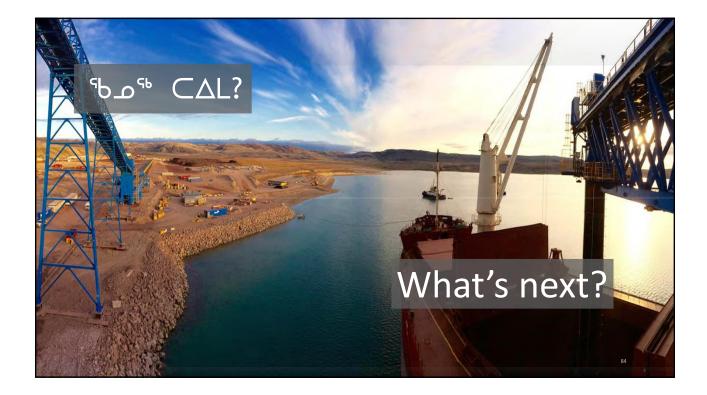
⊃የר⊳אכ⊳∢-ר⊲זי	م⊂⇔ ⊲∿۲۵∿	Objective	New Provisions
ለলಒභ∩ሰና∩⊲ዎቴ∘ዎ`ጋ∩ነ ∆⊿∆ና ዹኁΓኇኆበዄ°ጋ·ጏ ኆLጏ ∆ፊ∆ና- ዹኁΓσ⋲ና ቴי<σዄ°ጋና	ᡧᡃᡬᢖᢗ᠋ᡶᡄ᠋ᡌᡊᡰ᠌ᠴᡗᡟ᠋᠊ᠫᡃᢣᢄᡰᢣᡕ᠊ᡘᠲᢐᡃ᠋ᢗ᠆ᡟᢇ᠋᠋ᡨ ᠘ᡃᢐᠴ᠈᠊ᠦ᠋᠊ᢗ᠇ᡄᡰ᠋᠊ᡘ᠊ᡏᠫ᠆᠙ᠫ᠆ᢘᡅ᠅ᠮᢄᢣᠯᢒᠴ <ᡧᡄᡃ᠋᠊ᡄ᠅᠋ᠮᠦ᠊᠋ᢐᢀ᠋ᡔᡕᡘ᠈ᢣ᠋ᡏ᠂ᢣᠼ᠈ᡩ ᡌᠺ᠋᠋ᡶᡃᢐᠺᠯᢐᡃᠴᡗᡟ᠘᠋᠋ᠴ᠈ᡔᡟ᠌᠋ᡔᢞ᠂᠋ᠴᠮᠦᢐᢀᢅᡔᢧ᠈	Increased engagement with Inuit entrepreneurs and Inuit-owned businesses	Annual information sessions in l and the five impacted communi which Baffinland Procurement s will meet with Inuit business ov
ᠴᡏ᠋᠊᠋ᡣ᠈ᡃᡕᡗ᠄ᠴ ᠋᠌᠌ᢓᠻ᠘᠋ᡗ᠋᠋᠋ᢉ᠆ᡩᠼ᠋᠋᠋᠋᠅᠘ᢁᡷᠥ	՟Հ֍ՅՐԳՅՐԳՅՐԲ ՀԴՇ։ ՀԴՇ։ ՀԻՅԴԴԴԴԴԴԴԴԴԴԴԴԴԴԴԴԴԴԴԴԴԴԴԴԴԴԴԴԴԴԴԴԴԴԴԴ		directly
2.1.5 μ. 2.2. μ. μ	ברל שלישה או שלישה ש ביר שלישה שלישה שישה שלישה שלישה שלישה שלישה שליש	Data collection to better understand needs of Inuit Firms to enable Baffinland to provide relevant support	Survey of all Inuit Firms to identi areas of support; Creation of Inu Firm database to track progressi Inuit Firms from pre-qualification contract award
৯৩৬,৬৯৬,৬৬৬,৬৬৬,৬৬৬ ১৯,৯৬,৬৬৬,৬৬ ৩৯৩,৬৬৬,৬৬ ৩৯৩,৬৬৬,৬৬ ৯৩,৬৬৬,৬৬,৬৬,৬৬,৬৬,৬৬,৬৬,৬৬,৬৬,৬৬,৬৬,৬৬,৬	৽৾ঀ৽৴ঀ৾৾৽৴ঀ৾৾৽৴ঀ৾৾৵ঀ৾৾৵ঀ৾৾৽৴৾ঀ৾৾৾ ৽৾ঀ৾৾৽ঢ়৾৾৾ঀ৾ঀ৾৾৾৾৾৵৾ঀ৾৾৾৾৾৾৴৾৾৾৾৾৾৾৾৾৾৾৾৾৾৾৾ ১৽৸ঀ৾ঀ৾৾৾ঀ৾৾৾৾ঀ৾৾৾৾৾৾৾৾৾৾৾৾৾৾৾৾৾৾৾৾৾৾৾৾৾	Increased opportunities for Inuit Firms to bid successfully on contracts	New bid evaluation model in wh Inuit Firm ownership and Inuit employment directly result in
⊳ഛిగՐ⊲్⊃్ ⊃໑<ືອ ∆ిb໑∆ర⊂ິ∩ິ∩ອີ ⊂L∆° ໑ິ	Ϸ៰·ʹϒϲʹϞυϪͽʹ·ϭ·ϷϪͽϧͼϪϧͽͶ;Ͷϲͺ; Ͻ;ϲϒ;ͺϒ;ϹϹϷ;ͳ;ϫͺϫͺϒϴϲͳ		additional evaluation points
۵-۵۵۵۶۲۱۱۱۳-۲۵۵۶۶ ۵-۵۵۶۲۵۶۲۵۶	ጋቢቲዮ ትርንግዮርን ለርቢዮራ ነ እንደ ነ ነ ነ ነ ነ ነ ቢቲዮ ትርንድርንዶኒዮ ሚንስናላቴ ነን ለኦውኖረ፤ ለራሲ ነስ በዖኦበታ ላጊዮ ኦልንዮሬ ህ ልልንው ልዩቴልያኑስናበራና ያ ጋናሲሃኔል	Maximize local hiring by all contractors	Minimum Inuit Employment Go: established by skill level, all contractors required to utilize be efforts to achieve MIEGs
Baffinlan	d		

Contracting Provisions in the Amended IIBA

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أد⊃ت ط⊂⊳ל ²018- مר ²ערים 2018- Major Contracts with Inuit Firms in 2018

		Contract Name	Contractor
⊂ ∪~L≒,4⊲< ∨۶с∪2∞⊃с	49° 8° 6 C/c	Charter Jet Services	Sarvag Aviation
᠈᠌ᡄᡄ᠅ᠣ᠋᠋ᠬ᠋᠋᠋᠋᠆ᡗᡝᡃᠻᡏ᠋ᠮ᠄ᢣᡘᠮᠺ᠅ᡔᢁ	۲۲۰ ۳۵℃/۲۰ <۵۰	Local let Services	Summit Air Baffin
ᢧᡅᠡᢂ᠂ᡗᡏ᠅ᡗᠵ᠘᠆᠋ᡃᠰ᠋᠅ᡗ᠆ᡣᢂᠫᠴᢁ	⊃_L∽ ⊲́∩'	CAT Equipment Parts Agreement	Toromont Arctic
᠉ᠳᢣ᠌ᢂ᠋᠂᠕ᢞ᠋ᠺ᠘᠅᠋᠕ᡷ᠆ᡣᡆᡔ᠉᠋ᡗ	⊃_L° ⊲́∩°		
'ቍ፟፟፟ልዄነገናበቍኈ ፞፞፞ዻ፟፟፟፟፟፟፟፟፟፟፟፟፟፟ ⊲፟፟፟፟፟፟፟፟፟፟፟፟፟፟፟፟ ๛ํቝዄኈ፝በናበ๙	^የ የየ ^ኈ ርኇ ነ <u>ፈልር</u> ሲኇ ^ና ፝ጏ ^ዸ በΓየሪር	CAT Equipment Services Agreement	Toromont Arctic
₽≏∿৮ ₽⊅∆⊂⊀₽₫⊾Ј ₽₽≯\®∩°	۹۶۹۰زے، ط⊲>∿۲۰ ۲۵۲۰	Camp and Catering Services	Qikiqtani Industry Ltd.
᠈ᡏᡏ᠋᠅ᡕᡆ᠈ᡶᡄ᠈᠘ᢧ		Camp Security Services	QC Scarlet
א מידמים- ואיט "כתמה" מינש >ילפשיאיטי	Դ։ՉՍ։ՔԴ։ ՇՀՀ ՇՀՉ ՀՀՇ ՀՀՍ։ՔԴՇ	Sealift and Fuel Delivery	Nunavut Sealink & Supply
م ^۲ ک∽ ^ر /مم ² ک ^ر ⊃⊂۲	⊾H⊲σ⊃๔୭°∆Կ೨⊂⊳°∩∩Г∿Ⴑ	Maintenance Shop Construction	Nahanni Nunavut Construction
'శ'&Þ∿్€ శ<⊃° ∆'౨⊂ ∢ి]⊃a	⊴⊏∾∆∿⊸⊂⊳∾∩	Camp Construction	Almiq Construction
ᡗᠯd∩ᡗ᠊ᢣᡅᢣᢂ᠋᠅ᠺᡰᡃᠴ᠘ᠳᠺ᠋ᢥᡶ	ےم کٰ ^{رد}	Road Maintenance and Earthworks	Nuna East
ጜーչፈሀշ ህንշሠረም ርշ	۹۵، دن الم	Aggregate Crushing Services	Qikiqtaaluk Sana
Baffinlan	4		83



2019-Γ ΔΔΔ^c Ϥ^cϽ^wCÞσϤ^cσ^kΓ^{*}Δ^c ΔϧϟϞϤ^wĊ²^{*} ͼϷΛ^{*}Γ^{*} Δ⁻ Ϥ^{*}Γ²Λ ΔΔϤσ Ϟ*ອ*^{*} ϲϷΛϹϷ_ϽΛ^b ϤϽϲ^{*}ΛϹϷϧ_ΩϤϲ⁻

- ᠕ᡧ᠆᠋᠆᠆᠕ᡩ᠋᠆᠕᠆ᡧ᠆ᡘ᠆ᢤ᠅ᡗᠫ᠋ᡗᡗ᠋᠋ᡗ᠘᠘᠆ᡘ᠆ᠴ᠖ᠴ ᢐ᠈᠘᠆ᢂ᠈᠘᠆᠘᠂᠘᠅᠘᠆᠘᠅᠘᠋
- <ˤᡅ᠘ᠣ᠉᠆᠕ᢗ᠋ᡝᠫ᠕᠆ᢐ᠘ᠴ᠈᠆᠈

Baffinland

2019 IIBA Implementation Priorities

- Development and provision of cultural programming at the Project
- Inuit Internship Program will train 4 Inuit each year in the areas of Human Resources, Procurement, IT and Finance. This program is budgeted for \$400,000 per year
- Planning for conduct of traditional activities
- Community counsellor support in the 5 North Baffin communities

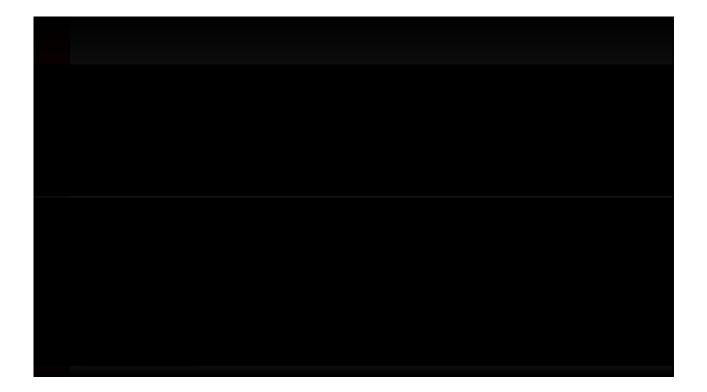
2019-Г ___°_ ∆_⊳∩°∩~^ъ

- Þᡃᠫ<: ᡆ᠋᠋᠂ᡏᠦ᠋ᡃᢐ᠉᠋ᡔᡄᡅᠦ᠉᠂ᡧ᠘᠌ᢆᡠᠫ᠋ᡩᡟᠣ᠉ ᠴᡆᡄ᠅᠋᠊ᡦᢂᢂᠺᡗᠬ᠆᠋᠋᠋᠋᠋᠆᠋᠈ᡄᠺᡃ᠋
- ርΔL∿ႱーĹ^ቈ 2019 ለ~ኪႦበሰ[°] ም[∿]Ⴑ^c ለ/Lσ⊲^ቈጋ^ቈ ⊲«በ~ኪኇ^s⅃^c Ⴆ⊳ኦሏ/^cበ⊲ዖር⊳ť ዾ/Ⴑ^ቈር^sኇኘ^ь ዾΓ⊲^sť⊲^sd^c, የኇ^sም ዾሃና[°] σ⊲Ⴑ¹ኣσ^s, ⊲^kL_→ ዾሃና[°] σ⊲^sል^s ⊲[°]ዮኇ^ኈኣσ^b ዾሃና[°] σ⊲ዖ[°] ኳ[°]ን

2019 Community Engagement

- April: Employment and Training Information Sessions
- June: Phase 2 Community tour
- September: Employment and Training Information Sessions
- October: Procurement and Contracting Community Information tour
- Throughout 2019 engagement related to environmental assessment, shipping activities, exploration, and Mine production levels

Baffinland





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- <&<</p>
 - ᠂᠌᠂᠋᠋ᡆᡃᢆ᠊ᠣ᠊᠋᠋᠋᠆ᢒ᠆ᢕᡗ᠋ᡣ᠋ᠳ᠅᠋᠋᠆᠘᠂ᠺᠻ᠋᠋ᠴ᠕᠋᠄ᠻ᠋ᠴᢂ᠋ᡩᡄ᠘᠆᠋ᠬᡗᠬ᠋ᡨ᠅
 - ᠔᠋᠆ᡱᠣ᠋᠊᠋ᡐ᠋᠋᠉ᠫᡄᡅᠦ᠉
 - ᠀᠂ᢣ᠋ᢩᡆᢩ᠉ᡷ᠘ᢞᡕ,᠕ᡃ᠋᠕ᢈᡅᠺ᠆ᡧ᠘᠋᠕ᠺ᠋ᢣᡗᢒᡃᢐᠴ᠋
 - ᠂᠋ᠴᡆᡄ^ᢏᠣ᠕᠆᠋ᡅ᠋᠖᠋᠋ᠮ᠖᠂ᠴ
 - ০ ኦነና*ታላናል*ና Ⴆዾሏ፦ኦግናበታ*/ኦነና*ታላናል*ና ል፦ታላግናበታ*
- 2018-Γ, <&°≟° ⊃σ≀∠▷° ⊃∿ ▷°ህĊσ \$260,000 ዸ፞ዾኦታኣዄኈበና∩י_በነ/ጋσ≀ጋ∆°ഘ°⊋በካ ፚbៅ/Ωσሻኈጋ໑ና ህበካጋናኮ⊃ ഛግՐዮ໑ና.

Baffinland

Responding to Community Needs

- Baffinland is committed to assisting the North Baffin Communities with sponsorship requests. Baffinland aims to support initiatives, events, and programs that fall within one or more of these areas.
 - $\circ\,$ Health and Safety
 - $_{\odot}$ Education
 - $\,\circ\,$ Arts, Sports and Culture
 - Community Engagement
 - $\,\circ\,$ Mining Events/Mining Education
- In 2018, Baffinland provided over \$260,000 in sponsorship/donations that benefitted the North Baffin communities.

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 Δ[®]ԽaΔን[®]Π^c <&^{*}ć^{°c} Ϥ^kL□ ὑ^{*}⊃^c^k^c</sup> ▷^k^c
 ᡤል⊲/ጋΔ^{*}a[®])[®] CL⊃J^{*}^k^k^d^k^k^k^k
- <&°≟°^C bጚłť[®] ዦσ⁵σ⊲ᢪጋ[®] ∆bťᢪႶჼ\ℾ^๒ Ⴑ^Ր°៹Ⴑ^^Г

Ground Transportation

- At the end of 2018, Baffinland had finalized four contracts for the provision of Ground Transportation Services in the communities of Arctic Bay, Hall Beach, Igloolik and Pond Inlet.
- To date, reports from Baffinland Community Liaison Officers and Human Resource team staff indicate that Inuit employees of Baffinland and its contractors are happy with this new service.
- Baffinland continues to search for providers in Clyde River.

Baffinland

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- \$5,000 ጋσታ⊳ፖL≫[®] ΔbṫՈť[®] σዦĊʔՈʰኣຼ໑^c ⊲ጋσ ថበʰጋፕ▷σ ຼ໑ຼ໑൳[∿]σ Δbť[®]Ͻ^c ձഺՐ໑^c ዘ⊲ഺՈ՟ᡆ⊳Ո·_ͻͿ.
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Christmas Hamper and Holiday Feast 2018

- \$5,000 was provided to support the donation of food hampers in each North Baffin Community to support families over the holiday season.
- Baffinland hosted a holiday feast in three North Baffin communities which consisted of catered holiday favorites and country food, prizes and more.
- Further financial support to each North Baffin community for holiday activities.

Baffinland

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- <&^≟~[⊂] ዸ፞፞ዹ⊳ሃጜ^ቈበናበ/L≫^ቈ 20-፟ጚ ዹ՟~⊳በ/Lጚ^ቈ ዾዺቃ^L ፞የ⅃ነለ⁵ነላሻ^ቈጋና ⊲ၬ_ጋ 20-፟ጚ ዹ՟~⊳በ/Lጚ^ቈ ቼ⅃በ ∆ናህለኄ

Other Sponsorships in 2018

- Baffinland sponsored the Recreation and Parks Association of Nunavut "Baffinland Iron Mines Recreation Leader of the Year" award, that went to Terry Killiktee from Clyde River.
- Baffinland sponsored the 20th anniversary Nunavut Quest Annual Dog Sled Race and the 20th anniversary Qamutik Cup



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- 48.1% CLሞ ለታሲ▷ኈ\/Lσና⅃ና Δbናና ለታሲኈጋና Δລ[°] ב. ▷ 38.9% ⊲[°] ዮ৮ ዮ√ማ⊃⁶ CΔL[°] ሁσ^c 2017
- . 2018-Γ <&<
 . 2018-Γ <&
 . 2018-Γ <
 . 2018-Γ
 . 2018-Γ
 . 2018-Γ

Impact on Communities

- Baffinland is the largest private sector employer in the Qikiqtani Region.
- Baffinland's total wages paid (contractors and Baffinland payroll) to Inuit in the North Baffin communities and Iqaluit totaled \$13,625,651.46
- 48.1% of all training hours were completed by Inuit. This is a 38.9% increase from 2017.
- In 2018 Baffinland awarded \$141,000,000 in contracts to Inuit Firms, which represents 34% of Baffinland's total spend in 2018.



^ل∿۲[®] جنًا Clyde River • b∩-__ົ^C ἀΔϷϧϹ⊲ʹϞͿϞ^c ኣዹኑσ^c (<&·≟^c ϤͰ ϧͻϽϚⁱϹϷィL-_Ͻⁱ) 2018-Γ ΔL^eϥϷϲϷʹ^sϽ^s \$2,828,135.31 • Total wages paid (Baffinland and Contractors) in 2018 is \$2,828,135.31 • In 2018 the average number of Project Employees and Contractors from Clyde River was 48 people. • 12 Inuit attended the August 2018 Work • 12 ∆₋∆ ک_ ک_ ک_ 2018 • 12 Readiness Session held in Clyde River. ᢣᡆᢣᡅᢂ᠋᠃᠘ᢕᢝ᠖᠒᠘᠆᠋᠆ᢕ᠉᠋᠖᠋᠅ᡗ᠉᠆᠘᠕᠅᠋ • In 2018 Inuit in Clyde River completed 1,856 • ርΔbσ 2018 Δ_Δ^C b^{*}Γ[•] ͺͺἰΛ^{*}Γ ለኦሲ^{*}łረ-Ϸ[®]Ͻ⁻ 1,856 Δb^{*}ናσ^{*} Jー^{*}>^{*} ϷኘፈΔ⁻Ͻσ^{*} ϤኘብϷσ^{*}J⁻ Δ_Γ^{*}σ⁻σ⁻δ^{*}. Morrisburg Heavy Equipment Operator training hours • Inuit from Clyde River completed 6,516 training • ΔዾΔ^c b[°]T[°] ২^jΔ[°]T ለኦሲ[®]ሃረሥ[®]ጋ^c 6,516 ለኦሲϷ[®]\በርϷ[°] _በ[°] Δb[°]S[°] ኣፈኦኣϷσ[°] J^c ለলሲበ^cበ[°] לCϷ⊀J^c 2018-Γ hours for the Apprenticeship program in 2018 • Baffinland supported the Qukuaq School • <&֊ᡄᢩ᠈᠊᠘᠕᠈ᢄᠳ᠘᠕᠉ᢕᢐ᠘᠅᠋ᢕ᠉ᠫ᠕᠖᠘᠆ᡔᠴ᠘᠉ᡬ᠕᠉ ᠕᠉᠘ᢌ᠘᠆᠘ **Basketball Program** Baffinland 96



LCC-Pond Inlet • Total wages paid (Baffinland and Contractors) in 2018 is \$2,526,859.64 \$2,526,859.64. • In 2018 the average number of Project **Employees and Contractors from Pond Inlet** was 40 people. • ᲮᲘ੶⊃Ր⁻ 29 ∆ℴՃ^c ՃഺϷϲϷ^ቈϽ^c ረበለሲ ⊲ᄔℶ Ϸ^ϧϽ< 2018 ኣﻮታሲϷ^ቈኣበርϷσ^ቈ ᲮᲘLʻ⊃Ռ՞Γና∩Lር*σ*[°]Γ • A total of 29 Inuit attended the September and October 2018 Work Readiness Sessions held in Pond Inlet. • ርΔԵԺ 2018 ΔΔΔ^c Γ^c∩LC~[~]Γ ለታሲ^ኈፖረሥ^ኈጋ^c 1,680 ΔԵ^ናናም J~^{\>} ▷^ናሀLΔ^cጋም ሻ^cሀቦሥና ነ Δር~ታሻ^sል. • In 2018 Inuit in Pond Inlet completed 1,680 Morrisburg Heavy Equipment Operator • <&~ൎᡄ^ݐና ለፈłላቴበቴ^Ⴊ>^Ⴊ ኣ୮ና ቴ∿しር^{ֈቈ}በና <&ຼ, ሏቴժ^Ⴊጋና ቴ⅃ቡ ሏናህł∿Ⴑ ኣፈቴ⊳łላ⁴ኣ^Ⴊ ዘጳዋ^Ⴊጋল ΓናበLር*σ*°୮ ላΔሲল 2018. training hours • Baffinland in partnership with Summit Air Baffin, supported the Qamutik Cup Hockey Tournament in Pond Inlet during April 2018. Baffinland 98



Hall Beach ነحሪት • b∩-_ຼົິ ἐ__ኦຼ̄ - ϤʹህϞ^c ኣ_֊ኦσ^c (<ል*ᡄ໌[ຼ] Ϥ-L ϷʹϽϚϷϹϷ៸Ϲ·_Ϻ) 2018-Γ ΔL°ͺϷϷϲϷʹ[֍]Ͻ[֍] \$2,512,868.11 Total wages paid (Baffinland and Contractors) in 2018 is \$2,512,868.11 • In 2018 the average number of Project Employees and Contractors from Hall Beach was 50 people. • 11 Inuit attended the November 2018 Work • 11 كﻪﻛ< ك<▷< ▷∿⊃ ه∧ת 2018 Readiness Session held in Hall Beach. ነ_____ ነ__>™\ምኘ b∩L՟_ጋበ⁰ \σናኦ℃Γ. • In 2018 Inuit in Hall Beach completed 1,888 • ር∆ьσ 2018 ∆ച∆^с ኣσናኦ[∿]Γ ለታሲ^ኈł∠⊳^ኈጋ^с 1,888 ∆ьናናσ[°] Ⅎϲ`>° Ϸ՟ⅆL∆^сϽσ[°] ⊲ናⅆ∩⋗σ՟⅃^с Morrisburg Heavy Equipment Operator training hours $\Delta \subset \sigma \overline{\triangleleft} \delta^{*}$ • Inuit from Hall Beach completed 420 training • Δ⊿Δ^ር ኣራናትዮΓ ለኦሲ[®] ሃረው[®]ጋ^c 420 ለኦኪው[®]ኣበርው^{*} ጋበ^{*} Δb^ናናራ ኣፈት^ኣኣውራ^ና J^c ለলኪበ^cበ^{*} ረርው የJ^c 2018-Γ hours for the Apprenticeship program in 2018. • Baffinland supported the Hamlet of Hall • <&≗≟[ୁ] ∆b៩[‰]Ͻ[‰] HϤ^ℹሬၑⅆԺ^ϧ \ԺິϚϧՐ ଐ⊃Ϥ^ϣ୶ፈʰϽϭ^ϧ Beach Fishing Derby Baffinland 100



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Arctic Bay

- Total wages paid (Baffinland and Contractors) in 2018 is \$2,985,187.73
- In 2018 the average number of Project Employees and Contractors from Arctic Bay was 49 people.
- In 2018 Inuit in Arctic Bay completed 2,608 Morrisburg Heavy Equipment Operator training hours
- Inuit from Arctic Bay completed 5,724 training hours for the Apprenticeship program in 2018.



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- ╘∩੶ᢩၣ^{┍ϲ} ϷٔᡆϷᡃᠵ᠆ᡏ᠋᠋ᡶᢧᡃ᠆᠋ᡬᠼ᠈ᡄᢛ ᡏᢤ᠘ᠴ ᠖ᠫᡩᢗᡄᢂ᠘ᢞᡅ᠈᠌2018-ᠺ᠋\$1,498,835.49
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Igloolik

- Total wages paid (Baffinland and Contractors) in 2018 is \$1,498,835.49
- In 2018 the average number of Project Employees and Contractors from Igloolik was 29 people.
- 16 Inuit attended the October 2018 Work Readiness Session held in Igloolik.
- In 2018 Inuit in Igloolik completed 1,680 Morrisburg Heavy Equipment Operator training hours
- Inuit from Igloolik completed 1,932 training hours for the Apprenticeship program in 2018.
- Baffinland supported the Ataguttaaluk High School Cultural Exchange program in the fall of 2018.

