



2022

SOCIO-ECONOMIC MONITORING REPORT FOR THE MARY RIVER PROJECT

PREPARED FOR



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A Message from our Senior Director of Sustainable Development

Baffinland is pleased to submit the Mary River Socio-Economic Monitoring Report for the 2022 calendar year to the Nunavut Impact Review Board (NIRB), in conformance with our Project Certificate requirements.

2022 marks 8 full years of operations at the Mary River Project. This milestone has seen Baffinland continue its phased development of the Mary River Project with proposed future positive socio-economic growth on the horizon.

As of 2022, the Project has;

- Provided over \$120 million in wages to Inuit Project Employees and Contractors;
- Reached over \$1.65 billion in contracts signed and awarded to Inuit Firms;
- Provided over \$2.8 million through our Sponsorship and Donation Program since 2016;
- Seen over 600 graduates of pre-employment training programs; and,
- Have delivered over 195,000 hours of training to Inuit Project employees since Project development.

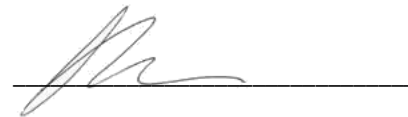
In 2022 the Company hired Inuit Knowledge Holders and Community Relation Guides in each of the five North Baffin communities: Pond Inlet, Sanirajak, Clyde River, Igloolik, and Arctic Bay. These positions were created to deepen our understanding of community perspectives and priorities for the communities of the North Baffin.

The Inuit Knowledge Holders are grounded in Inuit ways, customs, traditions, and ceremonies. They will share their knowledge with Baffinland teams to ensure the Company provides tailored, relevant and culturally appropriate services in their communities. They will also contribute to the review and development Inuit Qaujimagatunqangit (IQ) documentation and will support a continuous integration of IQ in our operations and interactions.

The Community Relations Guides are skilled in hunting and harvesting and have deep understanding of local wildlife, in addition to having knowledge and perspective on the socio-economic state of their community. They will provide advice to Baffinland leaders to enhance effective community relations, liaising directly with residents of their community to discuss any concerns, and responding to questions about Company operations. These new hires will enhance communications on Baffinland's immediate and long-term objectives, providing greater transparency to communities on current and future operations.

With the easing of COVID-19 restrictions at Mary River in the first quarter of 2022, Baffinland was able to achieve a number of positive milestones, including the welcoming of Inuit employees back to the Mary River Project in March, the delivery of more than 52,000 hours of training to Inuit Project employees and contractors, and the administration of the annual Inuit Employee Survey.

2022 also came with its challenges. Due to the negative Ministerial Decision with respect to the Phase 2 Proposal, the Company found itself in a state of operational uncertainty. The Company is currently changing focus to the Steensby component of the Project, which is approved under our existing Project Certificate and Water Licence. The Company remains committed to the phased development of the Mary River Project and looks forward to its positive growth and development in 2023.



Lou Kamermans

Senior Director of Sustainable Development
March 31, 2023

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Executive Summary

This report presents the results of the socio-economic monitoring program for the Mary River Project in 2022, as well as Baffinland’s compliance with various Project Certificate Terms and Conditions. Performance was assessed using socio-economic indicators and information for several Valued Socio-Economic Components (VSECs) included in the Final Environmental Impact Statement (EIS).

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

<p>Employment And Livelihood</p>	<ul style="list-style-type: none"> • The Mary River Project employed 1,744 full-time equivalents (FTEs), who worked 3,809,787 hours in 2022. This is 312 fewer FTEs than in 2021. • The project had 232 Inuit FTEs in 2022, representing 13% of the total workforce. The number of Inuit FTEs decreased by 13 compared to 2021. As a proportion of the workforce, the number of Inuit increased slightly to 13%, compared to 12% in 2021. • 143 of Inuit FTEs are based in the North Baffin LSA, with another 39 in Iqaluit and 49 in other locations. • The Project had 197 female FTEs in 2022, representing 11% of the total workforce, a decrease in both number and proportion from 2021. The Project had 65 female Inuit FTEs in 2022, representing 28% of the total Inuit workforce. • The turnover rates for Inuit and non-Inuit increased to 40% and 34% respectively, representing a 22% increase for Inuit and a 13% increase for non-Inuit compared to 2021.
<p>Contracting And Business Opportunities</p>	<ul style="list-style-type: none"> • \$24,082,687 in wages were paid to Baffinland and contractor Inuit employees in 2022, up 18% from 2021. Of this, over \$14 million went to Inuit employees based in the North Baffin LSA. The average pay for Baffinland and contractor Inuit FTEs in 2022 was \$103,805. • In 2022, the total value of contracts awarded to Inuit firms decreased to \$162M compared to \$220M in 2021. The percentage of total contracting awarded to Inuit firms also decreased to 43%, representing a 14% decrease from 2021.
<p>Education And Training</p>	<ul style="list-style-type: none"> • In 2022, the average hours of training for Inuit workers have rebounded significantly, to 208 hours per Inuit FTE – a 54% increase from 2021. The increase in average hours of training for Inuit workers in 2021 and 2022 compared to 2020 is mainly due to resuming the on-site Work Ready program and increasing delivery of Heavy Equipment Operator (HEO) training. Another factor is that Nunavummiut were demobilized for less time in 2022 than 2021. • 10 Baffinland Inuit employees were promoted in 2022, an increase from 9 promotions in 2021. • In general, Inuit represent a progressively smaller proportion of the workforce at higher skill level positions, with 8% and 5% of Skill Level A and B positions filled by Inuit, respectively, a slight increase from 2021. Inuit represented 50% of workers in Skill Level D positions, compared to 38% in 2021.
<p>Benefits, Royalty, And Taxation</p>	<ul style="list-style-type: none"> • The total value of tax payments made by Baffinland to the Government of Nunavut increased in 2022 to \$16.3 million. Baffinland paid \$10.5 million in employee payroll tax and \$5.8 million in fuel tax to the Government of Nunavut.

**Impacts On
Worker Families
And Communities
In The North Baffin
Local Study Area**

- In 2022, Baffinland paid a total IIBA royalty to QIA in the amount of \$6,378,689. Additional payments were also made to the QIA for land leases and fees.
- Graduation rates have been rising since 2014, although there was a dip in 2018. School attendance rates in the North Baffin LSA region have trended downward since 2014, except for an increase in 2019, with similar trends seen in Iqaluit and the rest of the Qikiqtani. The Project is not likely having a significant impact on graduation or attendance rates given the range of other significant factors affecting these indicators, specifically, the onset of remote learning in 2020. However, it remains clear that continued support for school-based initiatives such as the Lunch Program and laptop donations are valued by communities.
- There is strong positive feedback from 2022 Inuit employee respondents on their ability to provide for themselves and their families, with 77% saying their ability to provide has been *very improved* or *improved* as a result of Project employment.
- Based on the 2022 Inuit Employee Survey, worker and family health and wellbeing is positively affected by working at the Project, with 50% of survey respondents said that well-being had been *improved* or *very improved* since starting work at the Project. Only 4% of respondents reported a negative impact on personal or family wellbeing.
- The proportions of tax filers with employment income and of populations receiving social assistance in the North Baffin LSA have largely stayed the same during the post-development period (2017 is the most recent year data on the proportion of tax filers with employment income were available). Considering the significant population growth during that time, this indicates that the job market has grown in line with population growth, which might be due to positive effects from the Project in growing the labour market. However, trends are similar across Nunavut so Project effects on community-level employment may not be significant.
- While data on criminal violations in the North Baffin LSA, in Iqaluit, and in Nunavut during the pre-development period and post-development periods indicate a potential negative effect from the Project on the North Baffin LSA, similar trends are seen across the Qikiqtani. Average crime rates have increased by approximately 32% in the North Baffin LSA between the pre-development and post-development periods, with an increase observed across the Qikiqtani.
- Impaired driving violations have increased in the North Baffin LSA during the post-development period. Given the multiple factors affecting crime and the reporting of violations, additional information and data is required to better discern the effects of the Project on these indicators.
- Drug violations in the North Baffin LSA have generally followed the same pattern as in Iqaluit and Nunavut. North Baffin LSA, Iqaluit, and Nunavut have all seen rapid decreases in drug violations during the post-development period of between 40-50%.
- The average number of youths charged has declined in the LSA since Project development. However, decreasing trends in the LSA were also evident in the pre-development period, and a comparable situation has been observed across Nunavut.
- From pre- to post-development, average annual crime rates have increased in the North Baffin LSA and Nunavut and decreased in Iqaluit. Pre- and post-development trends have seen North Baffin LSA crime rates lower than Iqaluit's rate, and generally lower than the Nunavut average, though Pond Inlet crime rates met or exceeded the Nunavut crime rate in 2019 and 2020.

Table 1 on the following page summarizes the monitoring results, including findings and trends in 2022 compared to previous years

How to read Table 1

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

Table 1. 2022 Socio-economic monitoring reporting summary

Indicator	Latest data available	Scale	Pre-dev average	3-year average	Change in 3-year average	Latest year	Change from last year	Summary
Employment and Livelihood								
Project total employment (FTEs)	2022	Project	-	1,900 FTEs	↓ 7%	1,744 FTEs	↓ 15%	The Mary River Project employed 1,744 full-time equivalents (FTEs), who worked 3,809,787 hours in 2022. This is 312 less FTEs than in 2021.
Project LSA employment (FTEs)	2022	Project	-	197 FTEs	↓ 9%	185 FTEs	↓ 6%	In 2022, there were a total of 185 LSA-based FTEs, representing 11% of the total workforce. This is 12 less FTEs than in 2021. 182 LSA-based FTEs were Inuit.
Project female employment (FTEs)	2022	Project	-	223 FTEs	↓ 2%	197 FTEs	↓ 23%	In 2022, there were a total of 197 female FTEs, representing 11% of the total workforce. This is a decrease of 58 FTEs compared to 2021, however the proportion of female workers compared to the total workforce is similar to 2020 and 2021 levels, as the male workforce also decreased over this time.
Inuit employee turnover	2022	Project	-	23% turnover	↑ 7pp	40% turnover	↑ 22pp	The turnover rate for Inuit increased in 2022 to 40%, representing a 22% percentage point increase compared to 2021. Reasons Inuit employees cited for resigning in 2022 included accepting another position, family reasons, and issues related to rotation length. Job abandonment occurrences increased in the latter half of the year when operational uncertainty was amplified.
Childcare availability and costs	-	-	-	-	-	-	-	Baffinland's 2022 community engagement records have shown community members had questions or concerns related to childcare and childcare support, and 2022 Inuit turnover exit interviews included reasons related to family, although no childcare-specific reasons were reported. This topic continues to be tracked through the QSEMC process and community engagement conducted for the Project.
Education and Training								
Investments in school-based initiatives (Laptops)	2022	NB LSA	-	57 laptops	↓ 2%	50 laptops	↓ 18%	The Project supported school-based initiatives in 2022 through its ongoing donations including laptop donations (50 in 2022). Investments included the annual scholarship fund (IIBA commitment – 5 recipients in 2022)), and contributions to school lunch programs.
Investments in school-based initiatives (dollars)	2022	NB LSA	-	\$114,648	↑ 24%	\$88,602	↓ 59%	
Secondary school graduates	2020	NB LSA	45 grads	52 grads	↑ 22%	57 grads	↑ 10%	In 2020, the number of graduates in the North Baffin LSA was 57, representing a 10% increase from previous reported year. In Iqaluit, the number of graduates was 43, down by 8% from previous reported year.
	2020	Iqaluit	42 grads	45 grads	↓ 5%	43 grads	↑ 8%	
Outdated data! Secondary school graduation rate	2018	Region	37.5%	46%	↑ 18pp	40%	↓ 18pp	
	2018	Nunavut	34%	45%	↑ 10pp	39%	↓ 19pp	

								The latest high school graduation rates available are from 2018. Since 2014, the Qikiqtani graduation rate rose rapidly, up to nearly 50% in 2017. However, the Qikitani graduation rate subsequently to a rate of 40% in 2018, slightly higher than the region's graduation rate of 37% in 2016. Reasons for this decrease are not clear, though a similar decrease was seen in the Kitikmeot and Kivalliq regions during the same time.
Participation in pre-employment training (# graduates)	2022	Project	-	79 grads	↑ 9%	110 grads	↑ 77%	In 2022, there were 110 Work Ready Program graduates (81 in community, and 29 on-site). This is an increase compared to 2021, with 62 Work Ready Program graduates (in community only). The Work Ready Program was not delivered at site in 2021 due to COVID-19.
Hours of training completed by Baffinland and contractor Inuit employees	2022	Project	-	33,171 hours	↑ 9%	52,055 hours	↑ 58%	Both the absolute and average hours of training for Inuit (average training hours per Inuit FTE) increased significantly in 2022. This is mainly attributed to an overall increase in training delivery for Inuit employees, as unspent 2021 training budgets from 2020 and 2021 (part of IIBA commitments) were spent in 2022 to compensate for decreased training during those years, as well as the fact that Nunavummiut were demobilized for less time than in 2021.
Types of training provided Baffinland and contractor Inuit employees	2022	Project	-	-	-	-	-	In 2022, some training programs continued to be impacted by COVID-19 and the demobilization of Nunavummiut during Q4 2022, although the on-site Work Ready program resumed in 2022. In 2022, operational uncertainties related to the proposed Phase 2 project and the extension of the 6.0 million tonnes permit resulted in additional impacts to some programs.
Apprenticeships and other opportunities (# employees)	2022	Project	-	14 apprentices	↓ 9%	13 apprentices	↑ 8%	In 2022, there was an average of 13 active apprentices in the Apprenticeship Program, an 8% increase from 2021.
Employee education and pre-employment status	2022	Project	-	-	-	-	-	22% of 2022 Inuit survey respondents left casual or part-time employment to work at the Project. 10% of respondents reported being enrolled in an academic or vocational program at the time of hiring. In 2022, Baffinland's Human Resources team began tracking whether new applicants were employed and/or enrolled in an education program at the time of their application. In 2022, 6 Inuit employees were hired who indicated they were currently employed at the time they applied to work for Baffinland, and 2 Inuit employees were hired who indicated they were currently enrolled in an education program.
Inuit employee promotions	2022	Project	-	8 promotions	↑ 14%	10 promotions	↑ 11%	Ten (10) Inuit were promoted in 2022, an increase from nine (9) promotions in 2021.

Contracting and Business Opportunities								
Inuit employee payroll amounts (dollars)	2022	Project	-	\$22,180,924	↑ 6%	\$24,082,687	↑ 12%	\$24,082,687 in wages were paid to Baffinland and contractor Inuit employees in 2022, an increase of 12% compared to 2021. The average pay for Baffinland and contractor Inuit FTEs in 2022 was \$103,805. This increase is mainly due to less demobilized time for Nunavummiut (in 2022, Baffinland Inuit employees received full pay during demobilization, as opposed to standby wages), and a wage adjustment to increase pay competitiveness.
Value of contracting with Inuit Firms (dollars)	2022	Project	-	\$158M	↓ 21%	\$162M	↓ 26%	The total value of Inuit firm contract commitments decreased to \$162.2M, compared to \$220.2M in 2021, with 26 individual Inuit firms. The percentage of total contracting that was committed to Inuit firms also decreased in 2022, to 43% compared to 57% in 2021.
Number of registered Inuit Firms in the LSA	2022	NB LSA	-	55 firms	⇒ 0%	55 firms	↑ 2%	In 2022, a total of 196 active Inuit Firms were registered in the LSA, an increase of 10 Inuit Firms from 2021. Of the 196, 28% (55) of these firms were based in the North Baffin LSA communities and 72% (141) were based in Iqaluit. Since 2013, the number of active Inuit Firms registered in the North Baffin LSA communities has increased by 26, while the number of active Inuit Firms registered in Iqaluit has increased by 57.
	2022	Iqaluit	-	134 firms	↑ 5%	141 firms	↑ 7%	
Population Demographics								
Population estimates	2021	NB LSA	5,694 people	6,943 people	↑ 2%	7,010 people	↓ 1%	The average annual population growth rates over the post-development period were 2.1% for North Baffin LSA communities, 1.7% for Iqaluit, and 1.6% for Nunavut – all higher than the Canadian average growth rate of 1.1%. The rate of growth does not appear to have been affected by the Project.
	2021	Iqaluit	7,048 people	8,258 people	⇒ 0%	8,207 people	↑ 1%	
	2021	Nunavut	33,694 people	39,370 people	↑ 1%	39,403 people	⇒ 0%	
Known in-migrations of non-Inuit Baffinland and contractor employees	2022	NB LSA	-	0 people	-	1 people	-	One non-Inuk employee migrated into the LSA and one non-Inuk migrated out of the LSA in 2022, resulting in net-zero non-Inuit in-migrations 2022. Since 2015 a net of one non-Inuk employee/contractor is known to have in-migrated to the North.
In-migration of non-Inuit to the LSA	N/A	NB LSA	-	-	-	-	-	While LSA-level migration data is not available, the proportion of Inuit to non-Inuit in LSA communities as of 2016, the latest year data is available, has remained relatively similar to pre-development levels.
Known out-migrations of Inuit Baffinland and contractor employees	2022	NB LSA	-	5 people	↓ 33%	1 people	↓ 60%	One (1) Inuk Project employee were known to have moved out of the North Baffin LSA in 2022.
Out-migration of Inuit from the LSA	N/A	NB LSA	-	-	-	-	-	While LSA-level migration data is not available, the proportion of Inuit to non-Inuit in LSA communities as of 2016, the latest year data is available, has remained relatively similar to pre-development levels.
Outdated data! Nunavut net migration	2019	Nunavut	-38 people	-75 people	↑ 26%	-88 people	↓ 6%	Nunavut net migration was -88 people in 2019, continuing a negative trend over the past 3 years.

Employee and contractor changes of address, housing status, and migration intentions	2020	Project	-	-	-	-	-	Based on 2022 Inuit Employee Survey results, declared migration intentions for 2021 align with the past several years of movement, with 5 respondents expressing an intention to move from one community to another in the next year. Reasons for declared migration intentions included to be closer to friends and family, better access to housing and other services, and cost of living
Employee and contractor origin (LSA headcount)	2022	LSA	-	243 employees	↓ 13%	271 employees	↑ 18%	In 2022, 271 Baffinland and contractor employees were based in LSA communities, representing an increase of 18% compared to 2021.
Human Health and Wellbeing								
Outdated data! Proportion of tax filers with employment income	2017	NB LSA	82%	79%	⇒ 0 pp	79%	⇒ 0 pp	The portion of tax filers with employment income in the North Baffin LSA has largely stayed the same during the post-development period.
	2017	Iqaluit	89%	88%	⇒ 0 pp	88%	⇒ 0 pp	
	2017	Nunavut	85%	82%	⇒ 0 pp	83%	↑ 1 pp	
Outdated data! Median employment income	2017	NB LSA	\$15,195	\$16,740	↑ 2%	\$17,432	↑ 4%	There continues to be a gradual but steady growth in median employment income, to which the Project likely contributes.
	2017	Iqaluit	\$64,485	\$74,100	↑ 2%	\$76,720	↑ 5%	
	2017	Nunavut	\$26,327	\$30,443	↑ 2%	\$31,390	↑ 2%	
Outdated data! Percentage of population receiving social assistance	2018	NB LSA	56%	58%	↑ 1 pp	59%	↑ 1 pp	The portion of the population receiving social assistance in the North Baffin LSA has largely stayed the same during the post-development period.
	2018	Iqaluit	18%	14%	↓ 1 pp	13%	↓ 2 pp	
	2018	Nunavut	41%	43%	↑ 4 pp	50%	↑ 11 pp	
Number of drug and alcohol related contraband infractions at Project sites	2022	Project	-	15 infractions	↓ 6%	20 infractions	↑ 300%	Twenty drug and alcohol-related contraband infractions occurred at Project sites among Baffinland and contractor employees in 2022, an increase of 15 compared to 2021.
Number of impaired driving violations	2021	NB LSA (total)	25 violations	72 violations	↓ 5%	51 violations	↓ 42%	
	2021	Iqaluit	58 violations	120 violations	↓ 67%	108 violations	↓ 7%	
	2021	Nunavut	257 violations	670 violations	↑ 8%	574 violations	↓ 22%	
Number of drug violations	2021	NB LSA (total)	172 violations	5 violations	↓ 39%	6 violations	↑ 20%	Both Iqaluit and Nunavut have seen rapid decreases in drug violations during the post-development period, while North Baffin LSA has only seen a slight decrease, with an uptick in 2022, the latest year for which data is available.
	2021	Iqaluit	112 violations	20 violations	↓ 23%	18 violations	↓ 33%	
	2021	Nunavut	332 violations	54 violations	↓ 21%	61 violations	↓ 2%	
Number of youths charged	2021	NB LSA	44 youths	12 youths	↓ 40%	4 youths	↓ 71%	The average number of youths charged has declined in the LSA since Project development. However, decreasing trends in the LSA were also evident in the pre-development period, and a comparable trend has been observed across Nunavut.
	2021	Iqaluit	44 youths	17 youths	↓ 28%	13 youths	↓ 24%	
	2021	Nunavut	316 youths	129 youths	↓ 12%	96 youths	↓ 24%	
Crime rate (violations per thousand)	2021	NB LSA	223 violations	405 violations	↑ 13%	441 violations	↑ 13%	Crime rates have increased in the North Baffin LSA, Iqaluit and Nunavut during the post-development period. North Baffin LSA crime rates are much lower than Iqaluit and Nunavut. Average crime rates have increased by
	2021	Iqaluit	741 violations	842 violations	↑ 15%	954 violations	↑ 13%	

	2021	Nunavut	395 violations	529 violations	↑ 11%	556 violations	↑ 3%	approximately 32% in the North Baffin LSA between the pre-development and post-development periods, with a similar trend observed across the Qikiqtani
Number of times Baffinland's Employee and Family Assistance Program (EFAP) is accessed	2022	Project	-	72 times	↑ 17%	91 times	↑ 26%	EFAP usage had been relatively consistent since 2017 at approximately 5 accesses per 100 employees until 2022, when usage dropped to 2 accesses per 100 employees. 63% of the 86 counseling cases in 2021 were classified as "psychological" support, with other issues including marital, work, addiction and trauma.
Outdated data! Percent of health centre visits related to infectious diseases	2016	NB LSA	3%	3%	↑ 1 pp	4%	↑ 2 pp	Compared to pre-development period averages, there has been a slight increasing trend in health centre visits related to infectious diseases in the North Baffin LSA (from 2.6% to 2.7%) and decreasing trends in Iqaluit (from 2.0% to 1.0%) and Nunavut (from 4.8% to 3.1%) in the post-development period.
	2016	Iqaluit	2%	1%	⇒ 0 pp	2%	↑ 2 pp	
	2016	Nunavut	5%	3%	⇒ 0 pp	5%	↑ 3 pp	
Absence from the community during work rotation / Prevalence of gambling issues / Prevalence of family violence / Prevalence of marital problems / Rates of teenage pregnancy	-	-	-	-	-	-	-	Topics will continue to be tracked through the QSEMC process and community engagement conducted for the Project.
Community Infrastructure & Public Services								
Outdated data! Number of health centre visits (total)	2016	NB LSA	9,722 visits	11,819 visits	↓ 3%	10,872 visits	↓ 8%	Per capita visits in 2016 in the North Baffin LSA communities, except Arctic Bay, were similar to historical levels (2009 and earlier). Given the lack of more recent data, the project is not considered to have a significant effect on use of public health services.
	2016	Iqaluit	13,438 visits	17,184 visits	↓ 15%	7,953 visits	↓ 51%	
	2016	Nunavut	200,647 visits	244,215 visits	↓ 3%	217,168 visits	↓ 10%	
Outdated data! Number of health centre visits (per capita)	2016	NB LSA	9 visits / capita	10 visits / capita	↓ 4%	9 visits / capita	↓ 5%	
	2016	Iqaluit	2 visits / capita	2 visits / capita	↓ 16%	1 visits / capita	↓ 52%	
	2016	Nunavut	6 visits / capita	6 visits / capita	↓ 4%	6 visits / capita	↓ 11%	
Number of visits to Project physician assistant	2022	Project	-	5,139 visits	↓ 8%	5,040 visits	⇒ 0%	The Project continues to provide all workers with regular access to a physician's assistant, with whom they can confidentially address health-related issues (including those unrelated to the workplace)
Number of Project aircraft movements at LSA community airports	2022	NB LSA	-	305 movements	↓ 34%	548 movements	↑ 92%	Baffinland's utilization of community infrastructure, particularly airports, increased significantly in LSA communities in 2022 compared to 2021. However, use of aircrafts in Iqaluit remained steady from 2021 to 2022.
	2022	Iqaluit	-	409 movements	↓ 44%	442 movements	↓ 1%	
Cultural Resources								
Monitoring is conducted through the Archaeology Status Update Report								

Resource and Land Use								
Number of recorded land use visitor person-days at Project sites	2022	Project	41 person-days	418 person-days	↓ 30%	358 person-days	↓ 36%	In 2022, a total of 358 land use visitor person-days were recorded at Project sites, an 36% decrease from 2021.
Wildlife compensation fund claims	2022	Project	-	\$40,738 paid	-	\$99,824 paid	↑ 1119%	In 2022, there were 20 claims submitted to QIA, 19 of which were approved, totalling \$99,824 disbursed from the Fund during the QIA Fiscal Year 2021-22. This represents a large increase in both total claims and funds disbursed compared to 2021 (4 claims and \$8,191 disbursed).
Cultural Well-Being								
Monitoring is conducted through the Archaeology Status Update Report								
Economic Development and Self-Reliance								
Project harvesting interactions and food security	-	-	-	-	-	-	-	Topic will continue to be tracked through the QSEMC process, community engagement conducted for the Project, and related information.
Benefits, Royalty, and Taxation								
Payroll and corporate taxes paid by Baffinland to the territorial government	2022	Nunavut	-	\$15M taxes paid	↑ 2%	\$16M taxes paid	↑ 7%	The value of tax payments made by Baffinland to the Government of Nunavut increased in 2022 to \$16.28 million.
Governance and Leadership								
Data indicators for monitoring the Governance and Leadership VSEC have not been developed.								

Introduction

Report Objectives and Structure

This is the tenth annual Socio-Economic Monitoring Report prepared by Baffinland for the Project, which supersedes all previous reports. The content of this report is guided by the Project’s Socio-Economic Monitoring Plan. This report supports achievement of the monitoring program objectives identified in the Socio-Economic Monitoring Plan:

1. Evaluate the accuracy of selected socio-economic effect predictions presented in the Mary River Project EIS and identify any unanticipated effects¹.
2. Identify areas where Baffinland’s existing socio-economic mitigation and management programs may not be functioning as anticipated.
3. Assist regulatory and other agencies in evaluating Baffinland’s compliance with socio-economic monitoring requirements for the Project.
4. Support adaptive management, by identifying potential areas for improvement in socio-economic monitoring and performance, where appropriate.

This report is structured as follows.

Introduction <i>(this section)</i>	Introduces the report and the scope of its contents
Methods	Describes the methods used in this report and how they support findings
Results <i>(Sections 1 through 12)</i>	Assesses the socio-economic performance based on established socio-economic indicators
Report summary	Provides a summary of regional and cumulative economic effects, and comments on adaptive management for the Project
Appendix A	Compliance Assessment
Appendix B	Socio-Economic Monitoring Indicators
Appendix C	Headcount data
Appendix D	2022 Inuit Employee Survey Report

Mary River Overview

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

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

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

A timeline for the project is presented below:

1986

- Baffinland starts exploration and development on the property.

End-2012

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

2013

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

2014

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

2015

- First shipment of iron ore.

2018

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

2019

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

2020

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

2021

- NIRB holds technical and final public hearing(s) for the Phase 2 permitting process.
- 5.3 million tonnes of ore were stockpiled.

2022

- NIRB issues report recommending Baffinland's Phase 2 expansion project not go ahead as proposed, which the Responsible Federal Minister upholds.
- Application to extend 2018 amendment the Project Certificate to allow for an increase in production to six million tonnes per year; approved by NIRB on a time limited basis (until the end of the 2022).
- 5.7 million tonnes of ore were stockpiled.

Additional information on Baffinland’s regulatory submissions and approvals can be found on the [NIRB Public Registry](#) by referencing File No. 08MN053.

Socio-Economic Monitoring

Baffinland has been undertaking socio-economic monitoring for the Project since 2013. The socio-economic monitoring program has evolved beyond the initial framework described in the EIS ((Baffinland FEIS, 2012); Volume 4, Section 15) based on lessons learned and feedback from stakeholders. The structure and content of the socio-economic monitoring program may benefit from additional refinement; suggestions on how indicators and data sources could be improved are welcome and will be considered by Baffinland and the Project Socio-Economic Monitoring Working Group (SEMWG – see below).

Socio-economic monitoring indicators are established as part of the Project’s Socio-Economic Monitoring Plan (Baffinland SEMP, 2019).

<p>Indicators are metrics used to measure and report on the condition and trend of a Valued Socio-Economic Component (VSEC)², and help understand the interactions between a project and a VSEC (BCEAO, 2013).</p> <p>Project-specific socio-economic monitoring programs in Nunavut are generally expected to focus on two areas: effects monitoring and compliance monitoring.</p>	
Effects monitoring	Measures the socio-economic effects of a project to determine whether management plans are working or if unexpected effects are occurring.
Compliance monitoring	Ensures that proponents follow the terms and conditions of the licences, decisions, and certificates issued by authorizing agencies (NIRB, 2013).

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

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

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

Regulations and Governance

Project-related socio-economic monitoring requirements originate from the Nunavut Agreement and NIRB Project Certificate No. 005. The Nunavut Agreement is a comprehensive land claims agreement signed in 1993 between the Inuit of the Nunavut Settlement Area and Her Majesty the Queen in Right of Canada. As a result of signing the Nunavut Agreement, Inuit exchanged Aboriginal title to all their traditional land in the Nunavut Settlement Area for a series of rights and benefits. The Nunavut Agreement also created various ‘institutions of public government’, such as the NIRB,

² Valued Components are typically referred to as Valued Ecosystem Components (VECs) and Valued Socio-Economic Components (VSECs) in Nunavut.

and established conditions for the review and oversight of resource development projects. Article 12, Part 7 of the Nunavut Agreement provides details on monitoring programs which may be required under a NIRB project certificate and notes the purpose of these programs shall be:

- a) to measure the relevant effects of projects on the ecosystemic and socio-economic environments of the Nunavut Settlement Area;
- b) to determine whether and to what extent the land or resource use in question is carried out within the predetermined terms and conditions;
- c) to provide the information base necessary for agencies to enforce terms and conditions of land or resource use approvals; and
- d) to assess the accuracy of the predictions contained in the project impact statements.

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

Some Terms and Conditions included in Project Certificate No. 005 relate to Baffinland's engagement with the Qikiqtaaluk Socio-Economic Monitoring Committee (QSEMC). The QSEMC is one of three regional socio-economic monitoring committees in Nunavut. These committees were established in 2007 to address project certificate requirements for project-specific monitoring programs and to create a discussion forum and information sharing hub that supports impacted communities and interested stakeholders to take part in monitoring efforts (SEMCs, 2018). Baffinland is actively involved in the QSEMC and regularly participates in its meetings. Out of an abundance of caution due to COVID-19, the Government of Nunavut did not schedule QSEMC meetings in 2020 and 2021. Due to scheduling issues and lack of venue availability, the Government of Nunavut was unable to schedule a QSEMC meeting in 2022. To account for the lack of meeting, Baffinland developed and distributed a memo and material providing an overview of the 2021 socio-economic monitoring results to the members of the QSEMC by email on November 11, 2022. The memo also asked for feedback from the QSEMC on specific topics.

The Mary River Socio-Economic Monitoring Working Group (SEMWG or Working Group) Terms of Reference (TOR) also provides guidance on Baffinland's socio-economic monitoring program. Baffinland, in addition to the Government of Nunavut, Government of Canada, and the QIA, is a member of the SEMWG. The SEMWG supports the QSEMC's regional monitoring initiatives through Project-specific socio-economic monitoring. The SEMWG also supports the fulfillment of Terms and Conditions set out in Project Certificate No. 005 that relate to socio-economic monitoring. The SEMWG TOR, which are included in Baffinland's Socio-Economic Monitoring Plan (Baffinland SEMP, 2019)³, describe the Working Group's purpose; membership and member roles; objectives; and reporting, communication, and meeting requirements. Section 5.1 of the TOR notes that Baffinland:

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

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

- Baffinland is best able to collect and provide data concerning employment and training in relation to the Project;

³ Baffinland worked with SEMWG members to revise the TOR in 2018 and 2019. The previous TOR was somewhat dated (December 2012) and did not fully reflect the current scope of Working Group activities. Revisions to the TOR were completed in March 2019.

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

Baffinland administers the Mary River SEMWG and holds regular meetings. In 2022, Baffinland engaged with the SEMWG on socio-economic monitoring results and the Inuit Employee Survey.

Methods

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

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

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

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

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

Residual effects can be assessed against some of the relevant EIS predictions, including direction (e.g. positive, negative) and, where appropriate, magnitude. While Baffinland has developed monitoring thresholds for certain indicators, these thresholds are still undergoing review and approval. Once thresholds are formally adopted through inclusion in the SEMP and future reports, specified management actions may be triggered if annual performance is observed to exceed the threshold. For example, residual effects may be assessed against some of the relevant EIS predictions, including direction (e.g. positive, negative) and, where appropriate, magnitude⁴. Furthermore, management action may be triggered if annual performance is observed to be below a monitoring threshold.

⁴ Effect magnitude is only assessed in this report where quantitative metrics were provided in the EIS.

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

Data Availability

Baffinland’s monitoring program relies on availability of data to develop indicator trends and assess residual effects. There are two broad categories of data used in this report. The first category is *company data*, which refers to data collected and provided by Baffinland for the purpose of socio-economic monitoring. The second category is *public data*, which refers to data collected and published by parties other than Baffinland. Most public data used in this report is collected and provided by the Nunavut Bureau of Statistics and Statistics Canada. Other public data include data collected and provided by Government of Nunavut (GN) institutions such as the Nunavut Housing Corporation (NHC) and the GN Department of Education, and Indigenous government bodies such as the Qikiqtani Inuit Organization (QIA) and Nunavut Tunngavik Incorporated (NTI). In some cases, community-level organizations may provide data to support monitoring. To support data provision and analysis, most owners of public data used in this report have representatives on the QSEMC.

Baffinland’s socio-economic monitoring program relies on the availability and accuracy of both company and public data. Baffinland continuously strives to collect, maintain, and improve company data. In some cases, due to processes outside of Baffinland’s control, public data may ‘lag’ company data by 1-2 years. In these cases, the analysis in this report takes care to reflect this offset. In some cases, public data may be further outdated (e.g. data that has not been updated in more than 2 years).

Data that have not been updated for over two years can make it difficult to discern trends in a timely manner. For this reason, this report identifies areas for which current data are not available with the following disclaimer intended to ensure the reader approaches interpretation with caution.

Outdated Data! This section relies on annual data from public institutions. Some of these data have not been updated in over 2 years. The lack of recent or updated data limits the ability to monitor impacts, to compare impacts to predictions, and to identify the need for mitigation. As such, the analysis presented in parts of this section is limited and unchanged from previous years.

Community Engagement

Baffinland’s monitoring program includes topics raised through the many QSEMC sessions that have been held, as well as community engagement conducted specifically for the Project (see Appendix B. Socio-Economic Monitoring Indicators for the topics and indicators). This allows for monitoring of topics where quantitative data may not be collected, consistently collected, readily available, updated, or defined to monitor the topic. Community engagement results also support a more fulsome understanding of the effects of people’s experience with the project and socio-economic performance, and the accuracy of predictions outlined for the Project beyond those indicators identified in the SEMP.

The QSEMC, which generally meets once a year to discuss monitoring results, provides one such opportunity for community-level feedback on the monitoring report. In 2022, the QSEMC did not meet. As mentioned above, understanding the importance of the QSEMC, Baffinland developed a memo and summary slide deck of the 2021 monitoring results and asked for feedback on specific topics that would normally be gathered through the QSEMC process. Unfortunately, Baffinland did not receive any questions or feedback in response to the memo. As such, this year’s monitoring report draws on results of other community engagements.

In 2022, Baffinland's community engagement focused heavily on Phase 2 and the resulting operational uncertainties, including the application to extend the amendment to ship and truck 6.0 million tonnes in 2022. Where participants spoke to ongoing effects of the current Approved Project (rather than the proposed Phase 2 expansion), this information is included in this report.

A sample of Baffinland engagement records were reviewed for this report, including records from public radio shows. These engagement records supplemented 2022 monitoring results.



1 · Employment and Livelihood

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

FEIS Predictions

“The Project will have a positive effect on wage employment in North Baffin by introducing new job opportunities and actively assisting local residents to access these jobs.” (Baffinland Iron Mines Corporation, 2012, p. 81)

“The Project will have a positive effect on the ability of local residents to progress in their jobs and career choices. This effect will arise as a result of the new career paths that will be introduced to the region, from entry-level through step-by-step advancement to higher level jobs.” (Baffinland Iron Mines Corporation, 2012, p. 81)

Key Findings

- The Mary River Project employed 1,744 full-time equivalents (FTEs), who worked 3,809,787 hours in 2022. This is 312 fewer FTEs than in 2021.
 - The project had 232 Inuit FTEs in 2022, representing 13% of the total workforce.
 - The number of Inuit FTEs decreased by 13 compared to 2021.
 - As a proportion of the workforce, the number of Inuit increased slightly to 13%, compared to 12% in 2021.
 - 143 of the Inuit FTEs are based in the North Baffin LSA, and 39 are based in Iqaluit.
 - The project employed 197 female FTEs in 2022, representing 11% of the total workforce, a decrease in both number (down from 255) and proportion (down from 12%) from 2021.
 - The project had 65 female Inuit FTEs in 2022, representing 28% of the total Inuit workforce and 33% of the total female workforce. The percentage of the total Inuit workforce represented by female workers has remained relatively steady over the past three years.
 - 63% of Inuit women employed directly by Baffinland are in NOC Skill Level C positions, with an additional 18% in NOC Skill Level B. Comparatively, the majority of Inuit women employed by contractors (approximately 72%) are in NOC Skill Level D, with only 8% of Inuit women employed by Baffinland working at this level. There are very few Inuit women employed in NOC Skill Level A.
- The turnover rates for Inuit increased to 40% in 2022, up from 18% in 2021. The turnover rate for non-Inuit increased to 34% in 2022, up from 21% in 2021.

Employment indicators: “FTE” vs. “headcount”

There are two indicators used to measure employment at Mary River: ‘full time equivalent positions’ (FTE), and ‘headcount’.

In this report, ‘full-time equivalent positions’ or ‘FTE’ is used more often to describe the number of workers employed at Mary River. One FTE represents 2,184 hours¹ which is the approximate time one person works on a full-time basis for a year on a three-week in/three-week out rotational schedule. Therefore, the number of FTEs represents the number of people who would work at the mine site during a year if every person worked the full year in a full-time position.

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

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

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

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

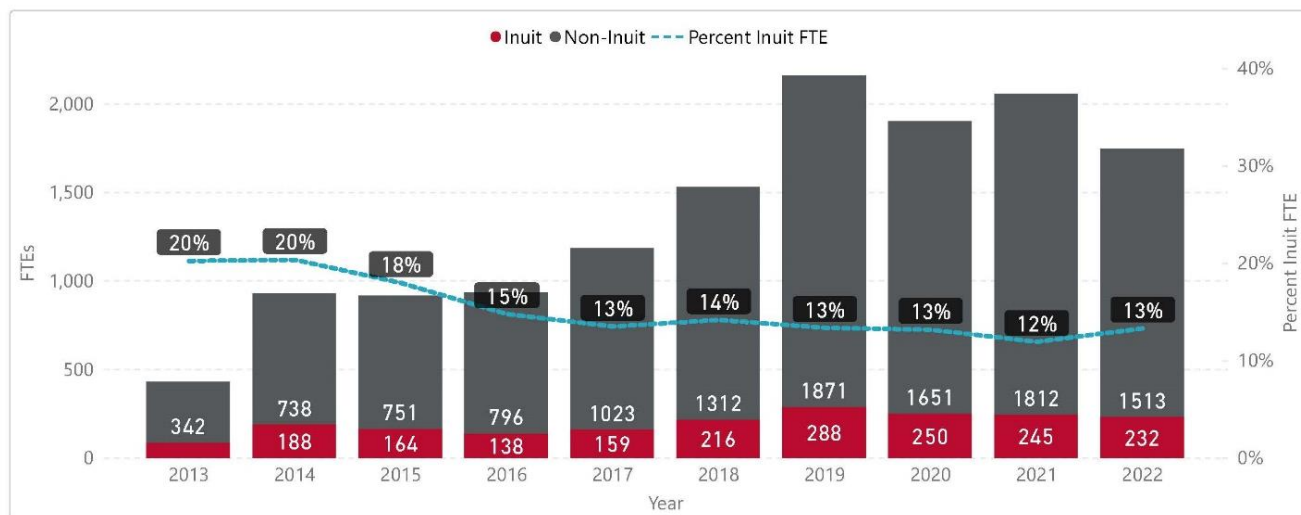
1.1 Mary River Inuit and LSA employment

Total Workforce

Figure 1 below presents the number of Inuit and non-Inuit full time equivalent positions (FTEs⁵) at Mary River since 2013. This data includes all workers – Baffinland and contractor employees.

⁵ Starting in 2022, Baffinland modified the average employee schedule from a two-week in/two-week out rotational schedule, to a three-week in/three week-out rotational schedule. This was done to support COVID-19 isolation period requirements under various provincial jurisdictions. In line with this change, Baffinland modified the number of hours used to calculate FTEs from 2,016 hours to 2,184 hours.

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



Source: (Baffinland, 2022)

Table 2 breaks down the total number of FTEs by Inuit and non-Inuit and employee origin from 2019 to 2022. The total number of hours worked is presented alongside the number of FTEs it represents.

Table 2. Baffinland and contractor employment (FTEs and hours worked) by ethnicity and origin from 2019 to 2022

Employee Ethnicity & Origin	2020			2021			2022		
	FTEs	Hours Worked	% of Total	FTEs	Hours Worked	% of Total	FTEs	Hours Worked	% of Total
Inuit									
North Baffin LSA	151	304,998	8%	144	290,479	7%	143	313,170	8%
Iqaluit	55	110,830	3%	51	102,541	2%	39	85,218	2%
Other	43	87,530	2%	50	100,111	2%	49	107,217	3%
Inuit total	250	503,358	13%	245	493,131	12%	232	505,605	13%
Non-Inuit									
North Baffin LSA	1	2,013	0%	1	2,201	0%	1	3058	0%
Iqaluit	1	2,565	0%	1	1,820	0%	1	2264	0%
Other	1,648	3,322,898	87%	1,810	3,648,174	88%	1,510	3,298,860	87%
Non-Inuit total	1,651	3,327,476	87%	1,812	3,652,195	88%	1,513	3,304,182	87%
Grand Total	1,900	3,830,834	100%	2,056	4,145,326	100%	1,744	3,809,787	100%

Source: (Baffinland, 2022) | Note: values may not add up due to rounding

Table 3 provides a detailed breakdown of FTEs by employer (Baffinland or contractor), location and ethnicity in 2022.

Table 3. Detailed Baffinland and contractor employment (FTEs) 2022⁶

Location	Baffinland			Contractor			All workers		
	Inuit	Non-Inuit	Total	Inuit	Non-Inuit	Total	Inuit	Non-Inuit	Total
LSA Communities									
Arctic Bay	20	1	21	11	-	11	31	1	32
Clyde River	17	-	17	7	-	7	24	-	24
Pond Inlet	30	-	31	10	-	10	40	-	41
Igloolik	8	-	8	13	-	13	21	-	21
Iqaluit	22	1	23	17	-	17	39	1	40
Sanirajak	21	-	21	7	-	7	28	-	28
LSA total	118	2	120	64	-	65	182	2	185
Other Qikiqtaaluk Communities									
Cape Dorset	-	-	-	-	-	-	-	-	-
Kimmirut	1	-	1	-	-	-	1	-	1
Pangnirtung	1	-	1	-	-	-	1	-	1
Qikiqtarjuaq	-	-	-	-	-	-	-	-	-
Resolute	1	-	1	-	-	-	1	-	1
Sanikiluaq	1	-	1	-	-	-	1	-	1
Other Qikiqtaaluk	-	-	-	-	-	-	-	-	-
Other Qikiqtaaluk total	4	-	4	-	-	-	4	-	4
Other Nunavut									
Rankin Inlet (Kivalliq)	-	-	-	-	-	-	-	-	-
Unknown	-	-	-	-	-	-	-	-	-
Other Nunavut total	-	-	-	-	-	-	-	-	-
Other provinces and territories									
Alberta	1	78	80	1	85	87	3	164	166
British Columbia	1	35	36	-	24	24	1	59	60
Manitoba	1	21	22	1	19	20	2	40	42
New Brunswick	2	74	76	-	36	36	2	110	112
Newfoundland & Labrador	1	207	208	-	122	122	1	329	330
Northwest Territories	-	-	-	-	3	4	1	4	4
Nova Scotia	-	164	164	1	67	68	1	231	232
Ontario	24	272	296	5	123	128	29	395	424
Prince Edward Island	-	9	9	-	4	4	-	14	14
Quebec	2	54	56	3	65	68	4	119	123
Saskatchewan	1	26	26	-	12	12	1	38	38
Yukon	-	-	-	-	1	1	-	1	1
Other provinces and territories total	33	941	974	11	562	573	44	1,503	1,548
Other									

⁶ For headcount figures for Inuit communities, see Appendix C. Headcount data

Location	Baffinland			Contractor			All workers		
	Inuit	Non-Inuit	Total	Inuit	Non-Inuit	Total	Inuit	Non-Inuit	Total
International	-	-	-	-	2	2	-	2	2
Unknown	-	-	-	1	5	6	1	5	6
Other total	-	-	-	1	7	8	1	7	8
Totals	156	943	1,099	76	570	646	232	1,513	1,744

Source: (Baffinland, 2022) | Note: values may not add up due to rounding

In 2022, there were a total of 1,744 FTEs working at Mary River. This represents a 15% decrease in total workforce compared to 2021. This is a departure from the previous trend of a steady workforce increase seen since Project construction in 2013, which peaked in 2019 with 2,159 FTEs. The decrease in workforce is mainly attributable to a decrease in contractor employment, which represented 37% of total hours worked in 2022, or 646 FTEs, compared to 44% of total hours worked in 2021. Baffinland direct employment also decreased by 58 FTEs in 2022.

Impacts on the Workforce

In 2022, two significant events took place that had impacts on the Baffinland workforce.

Similar to previous years, the impacts of COVID-19 continued, primarily in the first few months of the year. Baffinland continued to collaborate with the Government of Nunavut and Nunavut Public Health on measures to ensure worker and community health and supported Nunavummiut workers who were required to stay home due to the GN's stay-at-home policy.

- In December 2021, Baffinland, following public health recommendations from the Government of Nunavut's Chief Health Officer, decided to demobilize Nunavummiut employees temporarily to their home communities due to the aggressive spread of the Omicron variant of COVID-19 throughout Canada and globally. As this decision took place in late December, effects on hours worked were limited to the 2022 calendar year.
- Demobilization processes started December 25, 2021, and Nunavummiut workers remained demobilized until early March, 2022. During the time that Nunavummiut employees were not able to work at the Mary River Project site, they received full pay.
- Remobilization took place the week of March 7, 2022. All Nunavummiut workers returning to site were required to be double vaccinated, at minimum. Booster shots were also made available on site, and Baffinland continued to maintain COVID-19 testing and precautionary protocols on site.
- For the remainder of 2022, Nunavummiut workers were able to work at the Mary River site.

Operational uncertainty escalated in the spring of 2022, as the 4-year permitting process for Baffinland's Phase 2 expansion project approached its conclusion. On May 13, 2022, Baffinland received the Nunavut Impact Review Board's (NIRB) report recommending that Baffinland's Phase 2 expansion project not go ahead as proposed. This required Baffinland to reassess options to remain operational should Baffinland's Phase 2 expansion project not be approved by the federal minister. This situation created uncertainty for the workforce.

- On May 20, 2022, Baffinland submitted a proposal to NIRB to extend a temporary approval to truck and ship 6 million tonnes for the 2022 calendar year, above the approved 4.2 million tonnes production limit. The original permit was received in 2018 and had originally been set to expire at the end of 2021.
- On May 26, 2022, Baffinland submitted a request for an emergency order from the Minister of Northern Affairs to allow the company to continue with 6 million tonnes of production in 2022. The request for an emergency order was an interim measure that would allow workers to continue working through the end of 2022. The emergency order was denied on June 2, 2022, with the federal minister requiring Baffinland to proceed with the NIRB process for approval.
- Out of an abundance of caution in the case that NIRB did not recommend approval of the increased production limit for 2022, on June 3, 2022, Baffinland notified the Nunavut Labour Standards Compliance Office (LSO) of its intention to layoff staff. On July 31, 2022, in line with local labour law requirements, the company sent layoff notices to more than 1,100 site-based employees for potential layoff dates of September 25, 2022, and October 11, 2022.
- On September 22, 2022, NIRB issued its report recommending the extension of the 6.0 million tonnes permit for the remainder of 2022. Baffinland subsequently changed layoff dates to October 20, 2022, to allow for time to receive the federal minister's decision.
- On October 4, 2022, Baffinland received approval from the federal minister for the extension of 6 million tonnes until the end of 2022. In 2023, Baffinland will be required to revert to its 4.2 million tonnes limit. Baffinland is currently undergoing an additional reconsideration of Project Certificate 005 to continue operating at the same nominal 6 Mpta activity limits that they have operated at since 2018.

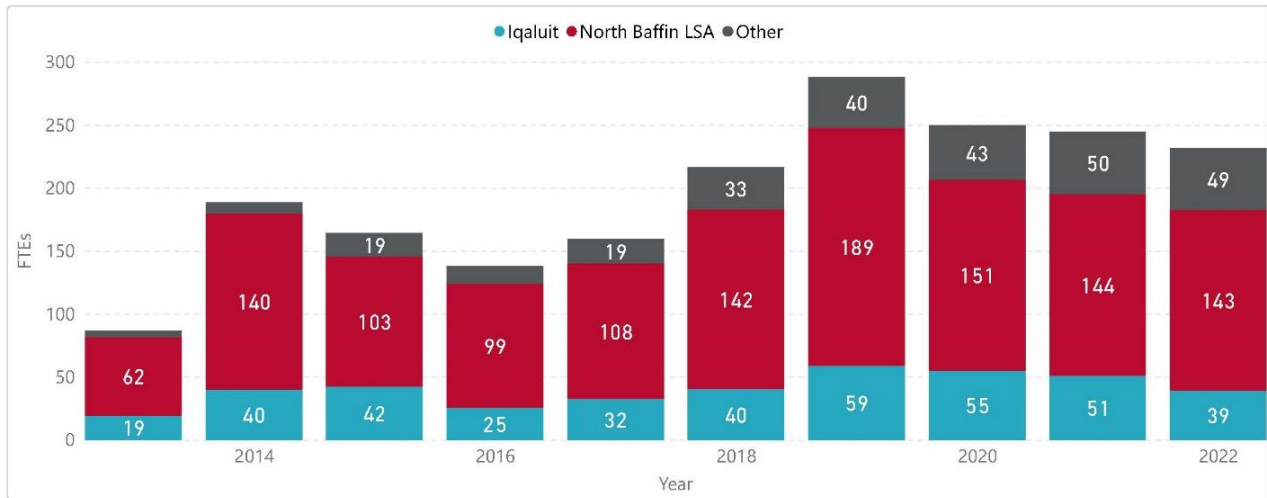
The events that occurred in 2022 related to Baffinland's Phase 2 expansion project and temporary extension for 6 million tonnes production had a negative impact on Baffinland's workforce. The various developments listed above were broadly known and regularly reported in local and national media. Aside from the impact on worker morale, the uncertainty introduced by the Phase 2 expansion decision and following events likely created and may continue to create concerns about job security amongst Baffinland's workforce, including Nunavummiut and Inuit workers.

Where impacts related to COVID-19 or operational uncertainty have likely affected 2022 socio-economic monitoring data, this is identified and discussed in the analysis for specific indicators.

Inuit Employment

Figure 2 provides an overview of Inuit employment by location from 2013 to 2022. In 2022, 232 Inuit FTEs worked at the Project, either directly or with contractors. This included 143 Inuit FTEs from North Baffin LSA communities and 39 Inuit FTEs from Iqaluit. The remainder of Inuit FTEs were residing elsewhere in Nunavut or in other Canadian provinces or territories, including 29 Inuit FTEs living in Ontario.

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



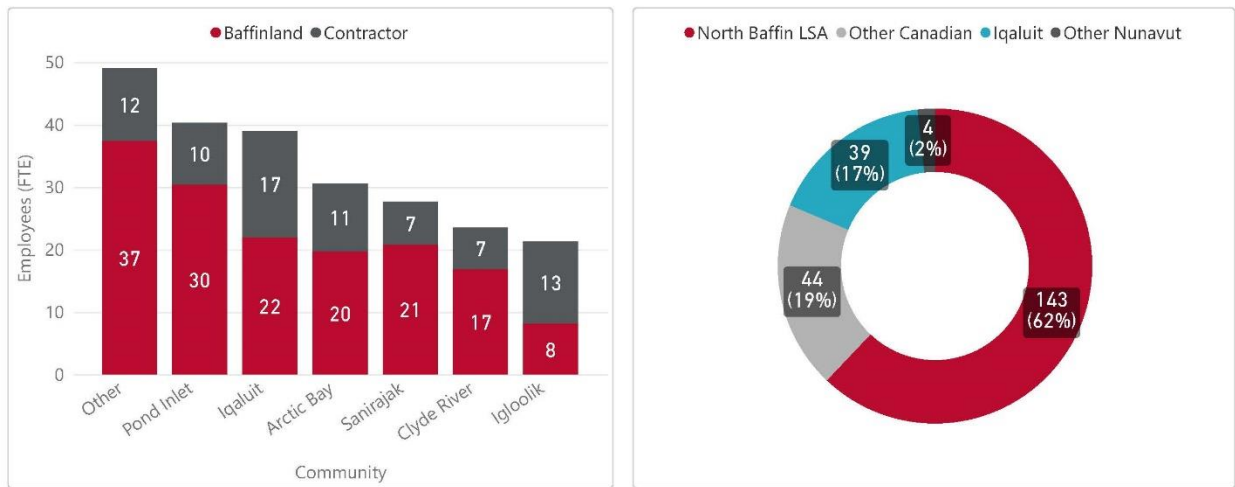
Source: (Baffinland, 2022) | Note: values may not add up due to rounding

From 2021 to 2022, Inuit employment by FTE decreased by 13 FTEs. However, the proportion of the total workforce that is Inuit increased slightly in 2022, from 12% to 13%. This is due to significant reductions in the non-Inuit workforce over the same period of time (which decreased by 10% or 299 FTEs compared to 2021).

The proportion of Inuit employed by contractors increased to 12% in 2022, up from 9% in 2021 (but lower than 2019, when Inuit contractor employment reached 14%). This increase is likely attributable to the shorter duration of demobilization experienced in 2022 due to the COVID-19 pandemic (approximately 2 months) compared to 2021 (approximately 6 months).

Figure 3 and Figure 4 below provide an overview of Baffinland and contractor Inuit employment (FTEs) by location of origin in 2022. In 2022, 62% of Inuit employees were based in the North Baffin LSA, with 17% of Inuit employees based in Iqaluit. Within the North Baffin LSA, most Inuit FTEs originate from the communities of Pond Inlet (40 Inuit FTEs) and Arctic Bay (31 FTEs), with Igloodik having the lowest number of Inuit FTEs (21 Inuit FTEs).

Figure 3. Baffinland and contractor Inuit FTEs by community (2022) Figure 4. Baffinland and contractor Inuit FTEs by location (2022)



Source: (Baffinland, 2022) | Note: values may not add up due to rounding

Over the last three years, Inuit employment has stayed relatively steady, following a notable increase between 2017 and 2019. Baffinland undertakes specific measures to recruit and retain Inuit LSA residents, although the challenges of COVID-19, as well as the effects of operational uncertainty experienced in 2022, have influenced its ability to attract and retain employees in recent years. Various factors may contribute to the positive employment results:

- Corporate commitments and requirements as formalized in the 2018 IIBA, including the Minimum Inuit Employment Goals (MIEGs). MIEGs are developed jointly by Baffinland and the QIA and are developed based on Baffinland’s Inuit employment levels in the previous year and projected increases over the following three-year period, as well as other project data and initiatives related to hiring, upskilling, absenteeism and turnover.
- Recruitment and retention initiatives, including: focus on recruiting Inuit from North Baffin LSA communities, supported by Baffinland Community Liaison Officers and employment and training information sessions; various pre-training and on-the-job training initiatives including Work Readiness, Q-STEP and apprenticeships; and personal and cultural supports including the Inuit Success Team and Cultural Advisors (further details and discussion on employment, training and advancement are provided in the Education and Training and section of this report).
- Regular flight access from LSA communities directly to the Project site as well as the relative proximity of the communities to the Project
- Strong wages and benefits and an industry-attractive rotation schedule

In 2021, Baffinland also commenced efforts to engage with existing contractors to develop Contractor Inuit Content Plans (CICPs) in order to support achievement of higher rates of Inuit contractor employment. At the end of 2021, 12 CICPs were submitted to Baffinland and QIA from contractors with the expectation that these plans will improve Inuit contractor employment in 2022 and beyond. In the beginning of 2022, the Contracting Committee, which includes members from Baffinland and the QIA, agreed that the development, implementation, and monitoring of contractor compliance against CICPs would be an implementation priority for the 2022/23 year. Subsequently, Baffinland developed a CICP reporting template, which was approved by the Contracting Committee.

The large number of Baffinland and contractor employees from outside of Nunavut is in part attributed to a skills gap within the territory, including workforce skills that Baffinland commonly uses, and mining employers’ growing demand for workers with higher levels of education (Impact Economics, 2018; MIHR, 2016; Mining Industry Human Resources Council (MiHR), 2020). Within its Inuit workforce, the Project has been successful in attracting Inuit from the Qiqiqaaluk region, with 62% of Inuit workers residing in the North Baffin LSA. Local hiring for mining projects can be difficult across Northern Canada for additional reasons, including challenges balancing the traditional and wage economies, the disincentive of

increases in public housing rent when household incomes increase, negative perceptions of the mining industry among Indigenous populations, and difficulties with rotational shifts. These factors, among others, result in the use of fly-in fly-out labour to fill gaps that cannot be filled with local workers (The Conference Board of Canada, 2022).

Pending Baffinland's evaluation of options to continue operations in light of the negative Phase 2 decision, the Inuit workforce from LSA communities has potential to grow as the Project's efforts to achieve and surpass Minimum Inuit Employment Goals (MIEGs) increase, and if Project activities and labour demands increase.

Residual effect	Creation of Jobs in the LSA
Summary	Baffinland predicted the Project would have a positive effect on wage employment in the LSA by introducing new job opportunities and assisting local residents to access these jobs (Baffinland Iron Mines Corporation, 2012, p. 81). During the Early Revenue Phase (ERP) operations, the Project was predicted to generate a total labour demand of approximately 0.9 million hours per year.
Existing management / mitigation	<ul style="list-style-type: none"> • Designation of all LSA communities as points-of-hire • Provisions within the Mary River IIBA (i.e. priority Inuit hiring)
Monitoring results	<p>The Project generated 3,809,787 hours of labour in 2022, significantly higher than the 900,000 predicted for the ERP (Baffinland Iron Mines Corporation, 2013, p. 11).</p> <p>Note: the demand predicted for the ERP is based on a 3 million tonne per year operation, while the Mary River Project has been operating at 6 million tonnes per year since 2018.</p>

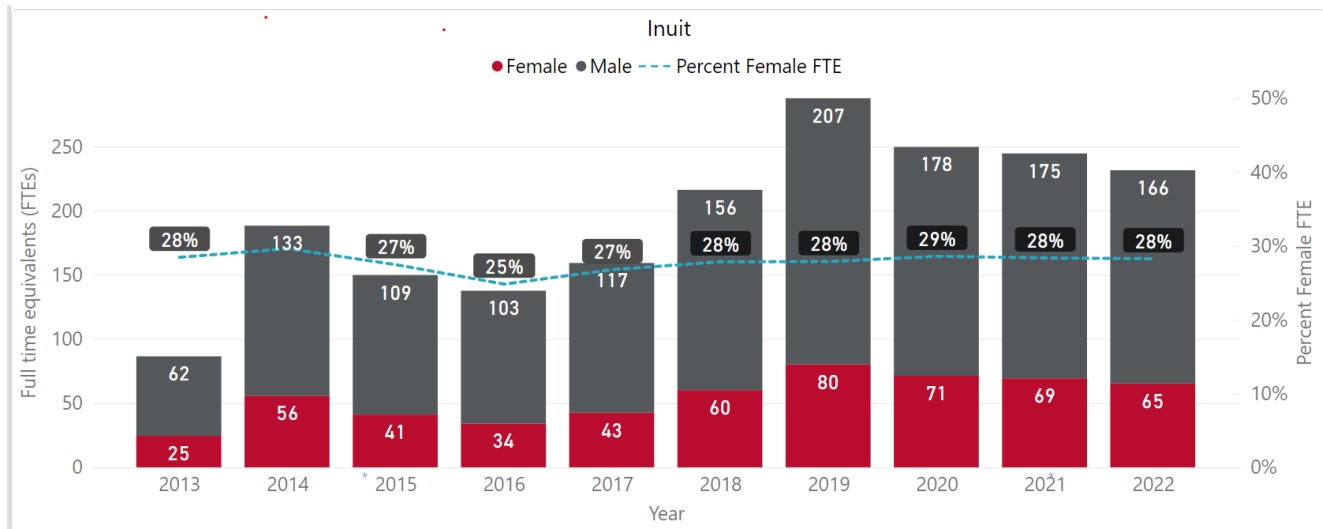
Residual effect	Employment of LSA Residents
Summary	Baffinland predicted the Project would have a positive effect on wage employment in the LSA by introducing new job opportunities and assisting local residents to access these jobs. More specifically, Baffinland predicted the Project would have a high magnitude effect (i.e. 5%+ change in baseline labour) on local employment. The Project was predicted to result in the employment of an estimated 300 LSA residents each year. LSA residents would supply approximately 342,000 hours of labour to the Project, of which 230,000 hours would be provided by North Baffin LSA residents (Baffinland Iron Mines Corporation, 2012, p. 66).
Existing management / mitigation	<ul style="list-style-type: none"> • Management commitments and Company policies related to Inuit employment and retention, including commitments made in the IIBA • Designation of all LSA communities as points-of-hire • Training-to-employment programs such as Baffinland's Apprenticeship Program, Morrisburg HEO Training Program, Inuit Internship Program, and Work Ready Program • Hiring of Inuit Recruiters • Creation of a supportive work environment (e.g. Employee Family Assistance Program (EFAP), Cultural Advisors, Human Resource Advisors – Inuit Relations, introduction of Inuit Success team, on-site cultural initiatives) • Contractor employment initiatives (e.g. Contractor Inuit Content Plans (CICP))
Monitoring results	In 2022, the Project continued to generate substantial wage employment for LSA residents. The generation of 316,228 employment hours for North Baffin LSA Inuit is greater than the EIS prediction of 230,000 hours (Baffinland Iron Mines Corporation, 2012, p. 66), while the 87,482 hours in Iqaluit is less than the 112,000 hours predicted in the EIS. Combined, the 403,710 hours for the LSA is greater than the predicted 342,000 hours.

1.2 Mary River employment by gender

Female participation in the Canadian mining industry is typically low compared to overall labour force participation, representing between 12% and 19% of the Canadian mining workforce over the last five years (MIHR, 2021). Inuit women are also less likely than non-Indigenous women to be employed in Canada, with the 2021 Census reporting an employment rate of 47% for Inuit women compared to 54% for non-Indigenous women across Canada (Statistics Canada, 2023). Specifically in Nunavut, this gap is much larger. The 2021 census reported that Inuit women in Nunavut had an employment rate of 43% and non-Indigenous women in Nunavut had an employment rate of 84%.

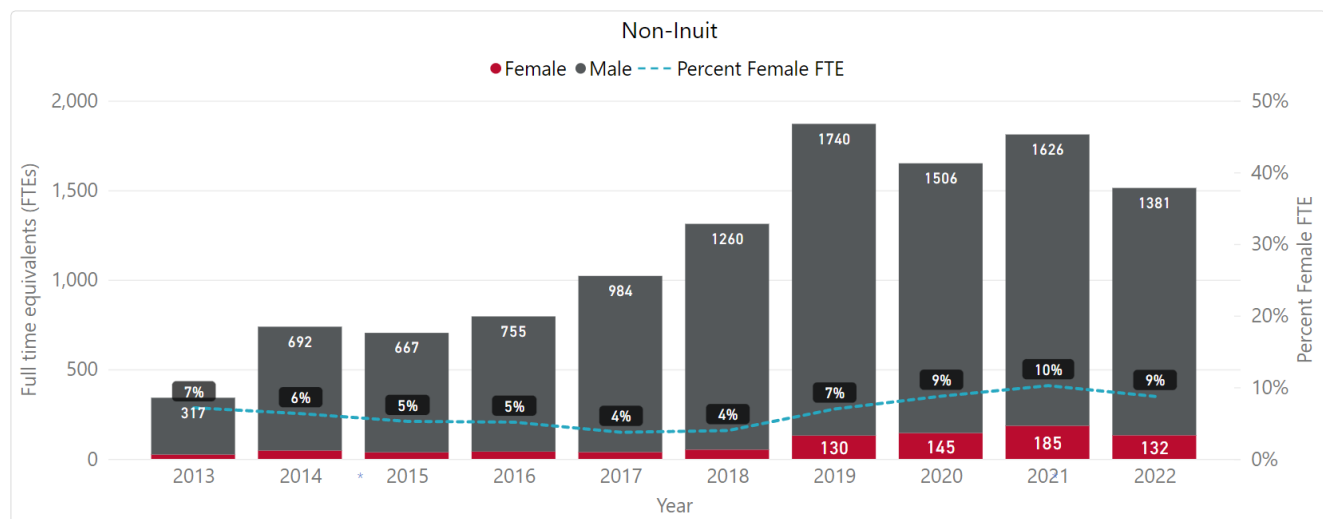
Figure 5 and Figure 6 outline the number of Inuit and non-Inuit FTEs by gender from 2013 to 2022.

Figure 5. Baffinland and contractor Inuit FTEs by gender



Source: (Baffinland, 2022) | Note: values may not add up due to rounding

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



Source: (Baffinland, 2022) | Note: values may not add up due to rounding

Table 4 provides additional detail on FTEs and hours worked by gender and ethnicity from 2019 to 2022.

Table 4. Baffinland and contractor FTEs and hours worked by gender and ethnicity (2019 – 2022)

	2020			2021			2022		
	Hours Worked	FTE	% of 2020 Total	Hours Worked	FTE	% of 2021 Total	Hours Worked	FTE	% of 2022 Total
Inuit									
Male	359,447	178	9.4%	353,242	175	8.5%	362,729	166	9.5%
Female	143,911	71	3.8%	139,889	69	3.4%	142,876	65	3.8%
Non-Inuit									
Male	3,035,971	1,506	79.3%	3,278,734	1,626	79.1%	3,015,868	1,381	79.2%
Female	291,505	145	7.6%	373,462	185	9.0%	288,314	132	7.6%
All ethnicities									
Male	3,395,418	1,684	88.6%	3,631,975	1802	87.6%	3,378,597	1547	88.7%
Female	435,416	216	11.4%	513,351	255	12.4%	431,190	197	11.3%
Total	3,830,834	1,900	100%	4,145,326	2,056	100%	3,809,787	1744	100%

Source: (Baffinland, 2022) | Note: values may not add up due to rounding

In 2022, Baffinland’s female workforce totalled 197 FTEs, representing 11% of the total workforce. This is a decrease of 58 FTEs compared to 2021, however the male workforce also decreased over this time. As such, the proportion of female workers compared to the total workforce is similar to 2020 and 2021 levels, at 11%. The slight decrease observed in the proportion of female workers in 2022 is attributable to the decrease in non-Inuit female workers, with the proportion of Inuit female workers slightly increasing compared to 2021.

In its 2021-2022 Annual Report, the QIA reported that 38% of 2021-2022 Q-STEP participants were women (Qikiqtani Inuit Association, 2021-2022). The 2021-2022 report did not report on gender by program, however, the 2020-2021 Annual Report noted that 40% of trainees in Q-STEP’s Heavy Equipment Operator program were female, and 41% of trainees in Q-STEP’s Work Readiness program were women (Qikiqtani Inuit Association, 2020-2021). This higher representation of Inuit women in the trainee workforce (38%) than in the overall workforce (28%) indicates that there may be additional barriers to Inuit women either within or beyond pre-employment training that prevents them from being hired at a similar proportion to their participation in training.

According to the 2020 Qikiqtani Labour Market analysis, though women in relevant occupations represented almost half of the Qikiqtani labour force in relevant occupations in 2019, they represent only 14% of the unemployed labour, suggesting a tight labour supply (Mining Industry Human Resources Council (MiHR), 2020). Though there is opportunity to increase female employment at Mary River, the study suggests that the emphasis should be on attracting women into occupations that are relevant to mining, especially as women are relatively absent from production occupations, which is Baffinland’s most in-demand occupational category.

NOC Codes and Skill Levels

The National Occupation Classification (NOC) is Canada’s national system for describing occupations by assigning them to broad occupational categories (e.g. based on the type or field of work) and skill level. The skill level attribute takes into account the combined education, training and experience requirements typically required to do the job, as well as the tasks and responsibilities typically associated with that occupation (Government of Canada, 2022).

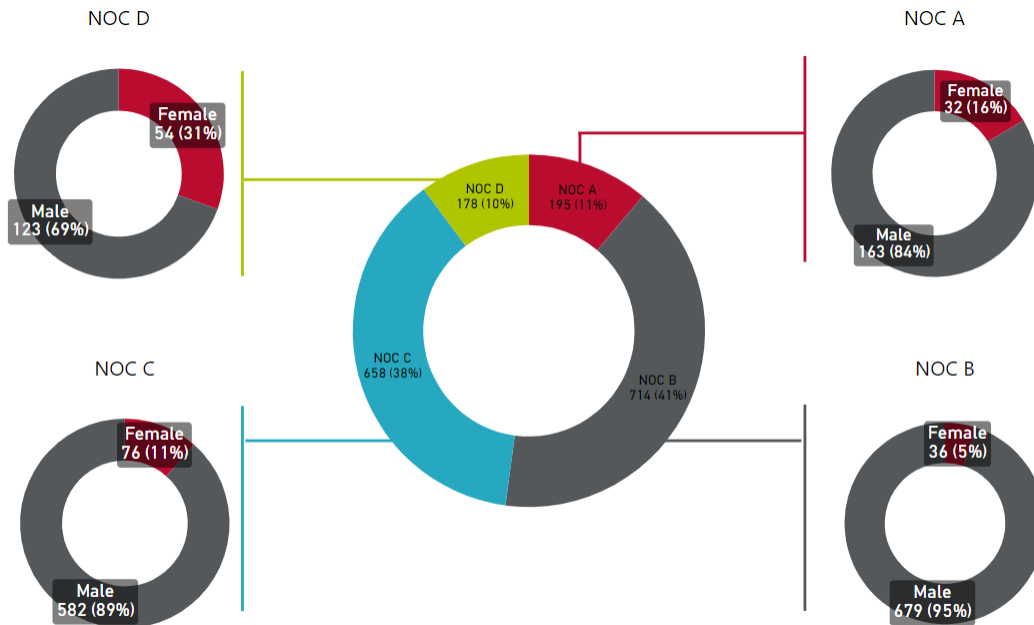
Baffinland uses NOC to guide its classification of jobs required at the Mary River Project. As such, each worker can be described as holding a position of a certain NOC or skill level. Used broadly, this can provide some understanding in the type and proportion of work being done by the workforce at the site. It is important to note that the NOC and skill level is associated with the occupation, as opposed to the worker. It is possible for workers to have qualifications and skills beyond what is required to do the job.

The NOC system is continually updated. This report uses the 2016 version of the NOC system. On November 16, 2022, the Government of Canada launched the 2021 version of the NOC system; this new system will be adopted by Baffinland effective April 1, 2023 and will be used in future reports. Baffinland typically refers to occupations by their Skill Level, according to the following system:

- Skill Level / NOC D: labour jobs, usually requiring on-the-job training.
- Skill Level / NOC C: intermediate jobs, usually requiring high school and/or job-specific training.
- Skill Level / NOC B: technical jobs or skilled trades, usually requiring a college diploma or apprenticeship training.
- Skill Level / NOC A: professional or management jobs, usually requiring a degree from a university and/or a high level of responsibility.

Figure 7 shows the breakdown of Inuit and non-Inuit Baffinland employee and contractor FTEs in 2022, by skill level and gender.

Figure 7. Baffinland and contractor employment (FTEs) by skill level and gender (2022)



Source: (Baffinland, 2022)

In 2022, most female workers occupied NOC Skill Level C positions with 76 FTEs, representing 11% of that workforce skill level, and NOC Skill Level D positions with 54 FTEs, representing 31% of that workforce skill level. NOC Skill Level A had the lowest number of female workers, at 32 FTEs, while NOC Skill Level B had the lowest proportion of female workforce at 5%.

Though Baffinland Inuit female employees and contractor Inuit female employees make up a similar proportion of the total workforce (2.4% and 1.4%, respectively), there is a notable difference in the type of work done by female Inuit workers employed by Baffinland and those employed by contractors, as shown in Table 5. The majority (63%) of Inuit women employed directly by Baffinland are in NOC Skill Level C, with an additional 18% in NOC Skill Level B. Comparatively, the majority of Inuit women employed by contractors (approximately 72%) are in NOC Skill Level D, with only 8% of Inuit women employed by Baffinland working at this level. Though the number of Inuit women FTEs employed by contractors in NOC Skill Level B remained the same from 2021 to 2022 (6 FTEs), their proportion within total Inuit women FTEs employed by contractors increased from 20% in 2021 to 24% in 2022, surpassing Baffinland’s employment of Inuit women in this level. While only 12% of Inuit women employed by Baffinland worked at NOC Skill Level A, contractors employed no Inuit women at this level.

Table 5: Female Inuit FTEs and percentage by skill level (2022)

NOC Classification	Baffinland		Contractor		Total	
	Female Inuit FTEs	% of total	Female Inuit FTEs	% of total	Female Inuit FTEs	% of total
NOC A	5	12%	0	0%	5	8%
NOC B	7	17%	1	4%	8	12%
NOC C	26	62%	6	25%	32	49%
NOC D	3	8%	17	71%	20	31%
Total	42	100%	24	100%	65	100%

Source: (Baffinland, 2022) | Note: values may not add up due to rounding

Access to adequate childcare is frequently cited as an issue for some individuals in Nunavut and can act as a barrier to employment for women in general, and particularly in relation to rotational work (Pauktuutit, Czyzewski, Tester, Aaruaq, & Blangy, 2014; Paukuutit). At least one reason for Inuit female voluntary termination in 2022 is attributed to a lack of childcare. Comments on the lack of childcare in LSA communities are regularly made heard by Project stakeholders and can be found in previous SEMRs (Aglu Consulting; Stratos Inc.).

The number and proportion of total female FTEs working at the Project has stayed relatively steady over time, as has the proportion of Inuit and non-Inuit female FTEs within this total. To further increase Inuit female employment and retention at the Project, Baffinland collaboratively developed goals, priorities, and measures with the QIA in the Inuit Human Resources Strategy and through the 2018 renegotiation of the IIBA. Article 7.17 of the IIBA, for instance, requires Baffinland to implement human resource policies that ensure equal access to employment for Inuit men and women, and Article 11.5 highlights affirmative steps to take for attracting female employees.

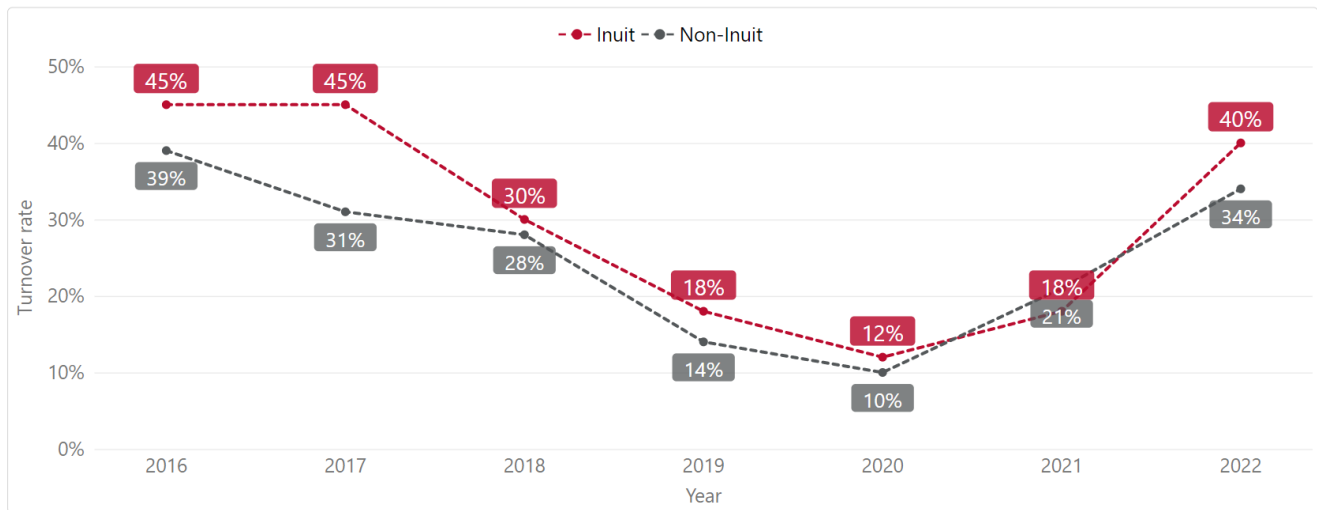
1.3 Employee turnover

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

Figure 8 and Figure 9 present Baffinland employee turnover rate and departures since 2015. Employee turnover rates for 2013-2015 are not provided due to differences in how employee numbers and departures were previously calculated by

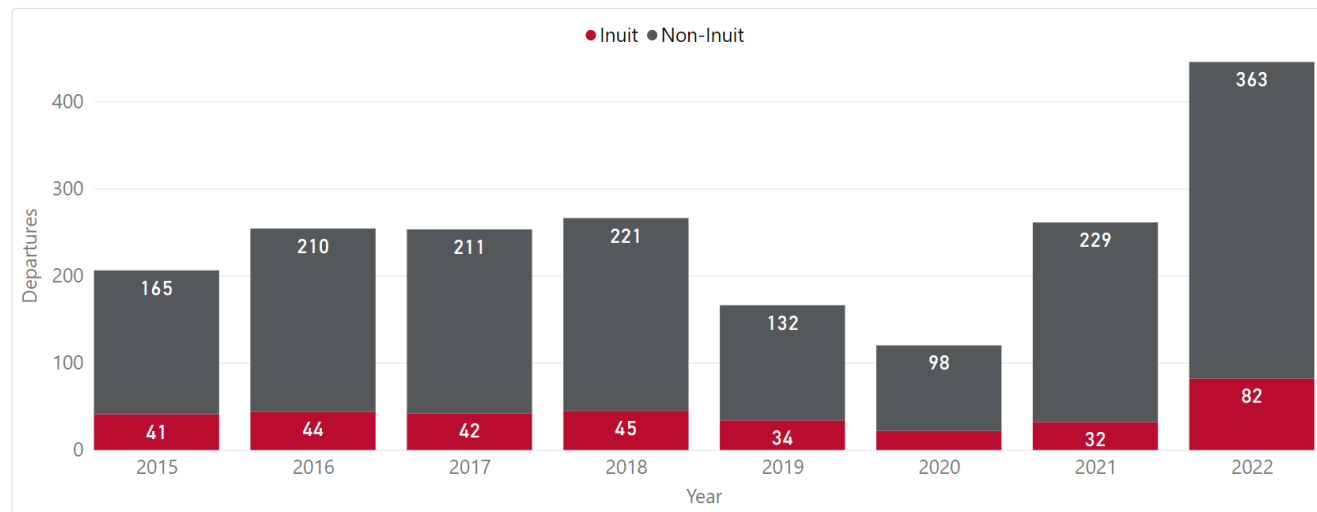
Baffinland. Turnover rate is calculated by dividing the total number of departures in a calendar year by the average headcount over the same period.

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



Source: (Baffinland, 2022)

Figure 9. Baffinland employee departures (Inuit and non-Inuit, headcount)



Source: (Baffinland, 2022)

The turnover rate for both Inuit and non-Inuit declined steadily from 2017 to 2020. In 2020, Inuit and non-Inuit turnover rates reached 12% and 10% respectively. This low turnover rate can be at least partly attributed to Inuit employees being placed on standby and remaining off site for much of 2020 due to COVID-19.

Since the low turnover seen in 2020, however, turnover rates for both Inuit and non-Inuit have increased. In 2022, turnover for Inuit and non-Inuit increased significantly to 40% and 34% respectively, representing a 22% increase for Inuit and a 13% increase for non-Inuit compared to 2021. Operational uncertainty and COVID-19-related factors contributed to employee voluntary resignations for both Inuit and non-Inuit in 2022 (see **Impacts on the Workforce** in Section 1.1). Voluntary resignations for both Inuit and non-Inuit increased during the latter half of the year when operational uncertainty was amplified, with many employees resigning due to organizational concerns and finding another job. For non-Inuit, Baffinland’s COVID-19 requirements, including vaccination and masking, were also cited as reasons for many resignations in 2022.

Other reasons Inuit employees cited for resigning in 2022 included, family reasons (including wanting to spend more time at home) and issues related to rotation length. Very few (4%) Inuit resignations took place in early 2022 (January-March), likely due to the fact that they were demobilized with pay during this period. Baffinland continues to monitor employee turnover causes and outcomes and has committed to working to reduce turnover and increasing Inuit employment as the Project advances.

Prior to 2020, the improved turnover was attributed to potential drivers such competitive compensation, as well as Baffinland IIBA initiatives and the Inuit Human Resources Strategy that included:

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

In 2018, Baffinland began tracking the rehiring of Inuit at the Project. A rehire is an employee who departed the Project workforce voluntarily or involuntarily and was rehired as an employee of Baffinland. This data does not include rehiring that may have been carried out by contractors. In 2022, 7 Inuit were rehired by Baffinland, compared to 12 in 2021, 18 in 2019, and 22 in 2018. For someone to be rehired, there must be a position open. The smaller numbers of rehires in 2020 (0) and 2021 (12) is attributed to COVID-19, as Nunavummiut employees were not able to work at the Project sites until mid-way through 2021. The smaller number of rehires in 2022 is attributed to demobilization of the workforce from December 2021 to early March 2022, and the impacts of operational uncertainty. The majority of Inuit rehires in 2022 (5 Inuit) took place in Q2.



2 · Education and Training

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

FEIS Predictions

“Positive residual effects on life skills amongst youth and adults are anticipated to arise from the Project through access to industrial work in a context that is supported through pre-employment preparation and on-the-job training.” (Baffinland Iron Mines Corporation, 2012, p. 43)

“The Project will have significant beneficial residual effects on education and skills across the LSA. Some potential that individuals may drop out of school or forego further education in order to pursue work at the Project is recognized. However, the overall effect of the Project will be to increase the value of education and thereby the “opportunity cost” of dropping out of school.” (Baffinland Iron Mines Corporation, 2012, p. 43)

Key Findings

- The Project supported school-based initiatives in 2022 through its ongoing donations including laptop donations (50 in 2022), as well as specific IIBA commitments annual scholarship fund (5 recipients in 2022), and contributions to school lunch programs.
- Graduation rates steadily declined in the Qikiqtani region from 2009 to 2014 but have risen quickly since then, although there was a decrease from 2017 to 2018. School attendance rates in the North Baffin LSA region have trended downward since 2014, except for an increase in 2019, with similar trends seen in Iqaluit and the rest of the Qikiqtani. Many factors affect school attendance and graduation rates, significantly including the onset of remote learning and absences due to COVID-19 illness or quarantine protocols over the last several years. Given the wide variety of factors impacting these rates, the data does not suggest a significant effect of the Project.
- In 2022, the average hours of training for Inuit workers have rebounded significantly, to 216 hours per Inuit FTE – a 57% increase from 2021 when training was affected by demobilization due to COVID-19.
- Ten Inuit were promoted in 2022, comparable to the nine promotions seen in 2021. In 2022, Baffinland developed a process, a plan, and the associated documents for Career Development Plans.
- In general, Inuit represent a progressively smaller proportion of the workforce at higher skill level positions, with 8% and 5% of Skill Level A and B positions filled by Inuit, respectively, a slight increase from 2021. Inuit represented 50% of workers in Skill Level D positions, compared to 38% in 2021.

2.1 Investments in school-based initiatives

The Project supported school-based initiatives in 2022 through its ongoing donations program, as well as specific IIBA commitments. These initiatives seek to support educational success and encourage youth to stay in school. Table provides an overview of school-based initiatives supported by Baffinland from 2017 to 2022.

Table 6. Investments in school-based initiatives (2017 – 2022)

Program	Description	2017	2018	2019**	2020	2021	2022
Laptop donations	Laptops donated to secondary school graduates in the North Baffin LSA communities (number of laptops)	63	38	54	60	61	50
Annual scholarship fund	Per Article 8.8 of the IIBA, Baffinland continues to contribute to an annual scholarship fund (\$5,000 per recipient)	(5 recipients) *	\$50,000 (5 recipients) *	\$35,000 (7 recipients)	\$25,000 (5 recipients)	\$25,000 (5 recipients)	\$25,000 (5 recipients)
School Lunch Program	Per Article 7.21 of the IIBA, School Lunch program in the North Baffin LSA	-	-----\$300,000 / year budgeted-----		\$193,343 (3 communities)		\$63,601
School Breakfast Program	Caribou meat donation for the school breakfast program in the Hamlet of Arctic Bay			In-kind			
Nunavut Arctic College donations	Donations to Nunavut Arctic College Programs and graduations		\$25,000	\$5,000	-	-	-

Source: (Baffinland, 2022) | *2017 scholarships funds provided in 2018 due to administrative oversight ** in 2019 laptops were also donated to the communities of Grise Fiord and Resolute Bay

Secondary school graduates in the North Baffin LSA communities have received donated laptops from Baffinland since 2007 as part of a broader incentive program to encourage and motivate youth to complete their high school education and pursue post-secondary education. In 2022, a total of 50 laptops were provided to graduates in the five North Baffin LSA communities.

Baffinland continued contributing to an annual scholarship fund for Nunavut Inuit (with priority given to applicants from the North Baffin LSA communities). Five scholarships totalling \$25,000 were awarded to LSA residents in 2022. Since 2014, Baffinland has cumulatively awarded \$245,000 in scholarships to 49 recipients.

\$300,000 is made available for the North Baffin LSA School Lunch Program annually, as per the IIBA. In 2022, \$63,601.60 was distributed as part of this program to schools in Arctic Bay, Pond Inlet, and Sanirajak. An ongoing challenge to the administration of the School Lunch Program is the solicitation of proposals from LSA communities, which is required to access the funding. Baffinland continues to encourage LSA communities to submit proposals to fulfill this commitment.

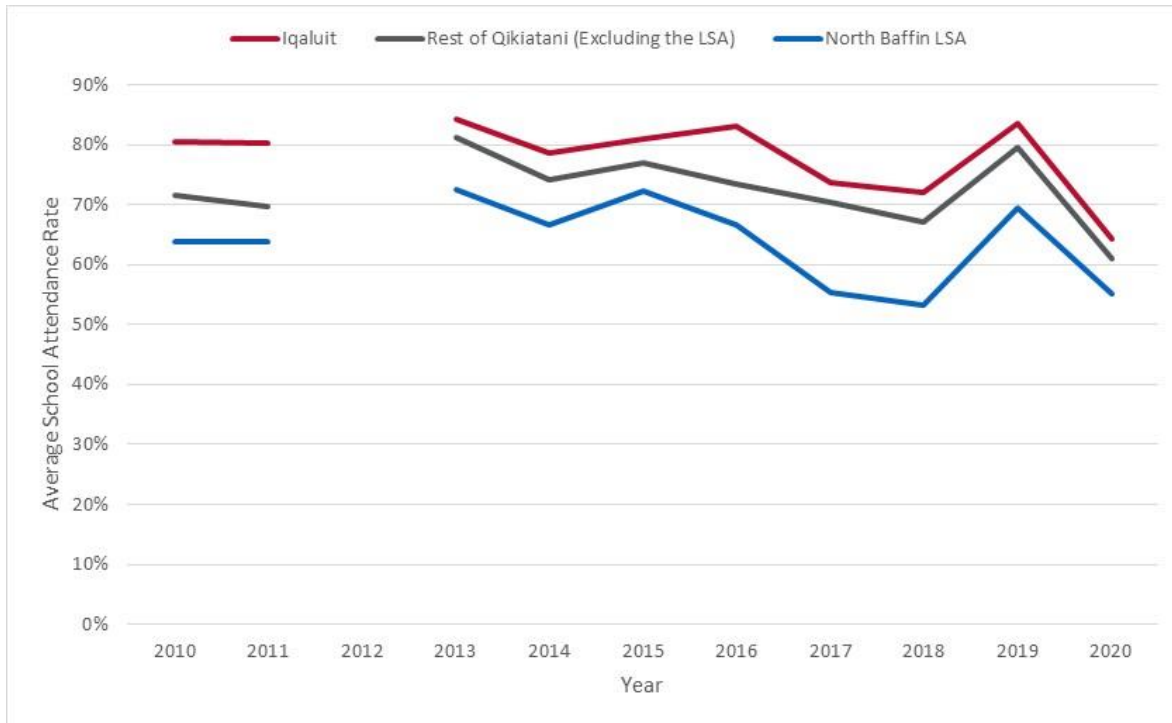
2.2 Secondary school success

Graduating from high school has a large impact on an individual's future employment prospects. The 2020 Qikiqtani Labour Market Analysis reported that adults with at least a high school diploma had a significantly higher labour force participation rate (73%) than those without (50%) (Mining Industry Human Resources Council (MiHR), 2020). Attendance is a strong predictor of future graduation rates.

Estimated school attendance rates for all Qikiqtani schools (including all grades K-12) are provided in Figure 10, based on various Government of Nunavut data sets. North Baffin LSA attendance rates are consistently lower than the rest of the Qikiqtani and Iqaluit. Attendance rates in North Baffin LSA, the rest of Qikiqtani and Iqaluit have trended slightly down since 2014, except for an increase seen in 2019. With the higher levels of Project employment in the North Baffin LSA compared to the rest of Qikiqtani, one may expect a positive effect on attendance rates as the project employment has

positive effects on the community and as students and their families see and experience the employment opportunities that come with a high school diploma. However, it is also recognized that a wide range of factors affect school attendance beyond family income and employment prospects. In general, attendance rates move in the same direction in all areas of Qikiqtani, and the three areas maintain their rate relative to each other over time. School attendance rates increased from 2018 to 2019 in all three regions and decreased in all three from 2019 to 2020.

Figure 10. Estimated Qikiqtani School Attendance Rates



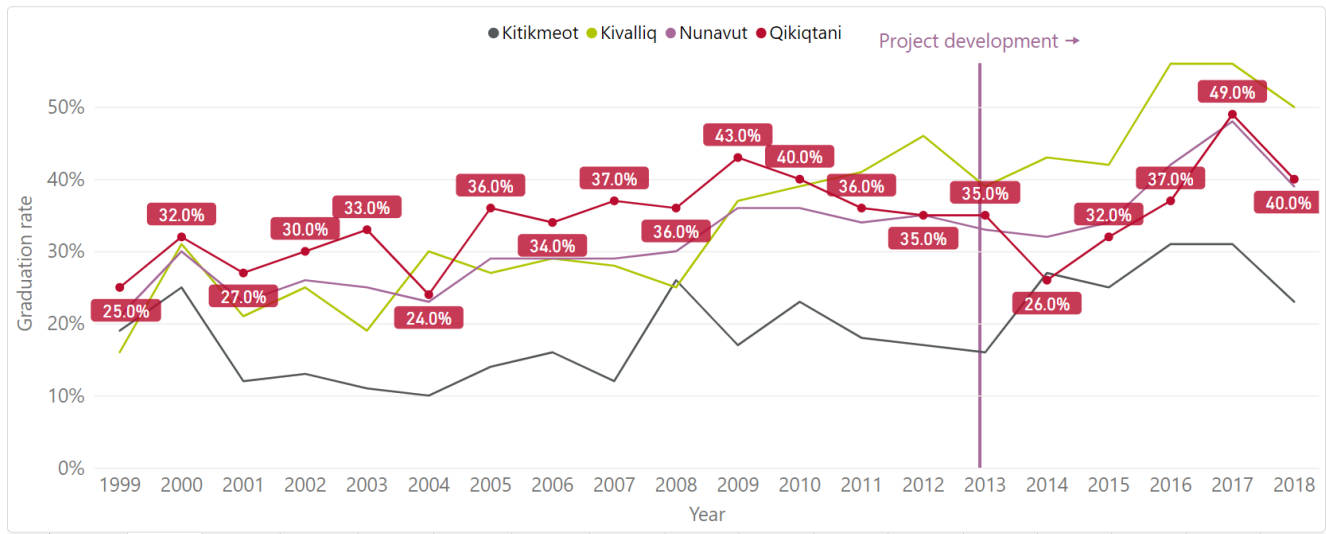
Source: GN Dept of Education Annual Reports, 2010-2012, 2013-2014, 2014-2015, 2015-2016, 2016-2017, 2017-2018. 2018-19, 2019-20, 2020-21. Based on average school attendance rates per region. No disaggregated attendance results were available for 2012-13. Note: values for 2017 going forward have been corrected and updated compared to reported values in previous SEMRs.

The relationship between the Project and attendance rates is further complicated by the onset of distance learning and absence due to COVID-19 illness or quarantine protocols beginning in March 2020 and through the 2019-2020 and 2020-2021 school years. Schools may have seen increased absences due to students contracting COVID-19, caring for family members with COVID-19, additional caregiving responsibilities for vulnerable family members (grocery shopping, helping elders access online services, etc.), or quarantining after encountering someone contagious. Additionally, distance learning had negative impacts on student attendance across Canada, specifically in vulnerable communities. This was due to poor internet connectivity, lack of adequate spaces at home to participate in classes or complete homework, and other social and technological factors (Whitley, Beauchamp, & Brown, 2021). At this time, based on the available data and given the complicating factor of the COVID-19 pandemic, one cannot discern a positive or negative effect of the Project on school attendance in the North Baffin LSA or the Region. During the 2021-22 school year, the GN Department of Education prepared to roll out an Attendance and Registration Toolkit created for the District Education Authorities (DEAs) to support improving low attendance and student registration rates in Nunavut (Government of Nunavut Department of Education, 2021).

The latest high school graduation data available are from 2018. Figure 11 shows three trends in graduation rates in the 21st century in Nunavut. Initially there was a gradual increase in both Qikiqtani Region and Nunavut until around 2009, followed by a six-year, 17% decrease in Qikiqtani graduation rates. It is unclear what caused this decline in graduation rates from around 2009 to 2014. From the low point in 2014, the Qikiqtani graduation rate rose rapidly, up to nearly 50% in 2017. However, the Qikiqtani graduation rate decreased by 9% to a rate of 40% in 2018, slightly higher than the region's graduation rate of 37% in 2016. Reasons for this decrease are not clear, though a similar decrease was seen in the

Kitikmeot and Kivalliq regions during the same time. The Government of Nunavut has instituted several initiatives to increase graduation rates and quality of education over the past several years (Nunavut News, 2020).

Figure 11. Secondary school graduation rate by region



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

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

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

Period	North Baffin LSA		Iqaluit	
	Average graduates	Change from previous period	Average graduates	Change from previous period
2003 - 2007	34	-	32	-
Pre-Development Period (2008 – 2012)	45	+11	42	+10
Post-Development Period (2013 – 2020)	46	+1	43	+1

Source: (Nunavut Bureau of Statistics (NBS), 2018), GN Dept of Education Annual Reports 2013-14, 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-2020

At present, it is difficult to determine whether Baffinland is having any direct effect on graduation rates in the Region due to the many factors that influence graduation rates. A 2018 Inuit Statistical Profile by Inuit Tapiriit Kanatami reports that some of the factors resulting in low graduation rates for Inuit (compared to non-Indigenous Canadians) include the intergenerational impacts of residential schools, students often having to learn in a second language, insufficient numbers of Inuit teachers, and curriculums that are disconnected from Inuit culture (Inuit Tapiriit Kanatami, 2018). While Qikiqtani saw an approximately 5% increase in graduation rates following Project development, this is similar to increases in the other Regions. Kitikmeot also experienced a similar decline in graduation rates from 2009-2013. The fact that graduation rate trends in different Regions tend to follow similar paths would indicate that territory-wide factors are having the greatest effect.

A comparable is available in the Agnico Kivalliq Projects, which includes three mines operating in the Kivalliq region. The Meliadine mine FEIS predicted a positive impact on educational achievement, however, Agnico Eagle has not been able to report any conclusive effects of the mine since construction began in 2017. No specific predictions were made regarding the Meadowbank and Whale Tail mines, although the 2021 Agnico Kivalliq Projects Socio-Economic Monitoring Program

Report notes that the graduation rate in the Kivalliq region has fluctuated, but otherwise experienced an overall upward trend, since the opening of the Meadowbank mine in 2007 (Aglu Consulting and Training Inc. and Stratos, 2022).

Encouraging educational attainment in the North Baffin LSA

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

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

A 2021 study exploring the determinants of secondary school and post-secondary education success for Nunavut students found that a multi-faceted support system consisting of teachers, family members, and the community as a whole is important to secondary school success (Sallaffie, 2021). The study also indicated that financial support from government programs was not sufficient and that this was a barrier to completing post-secondary programs. Baffinland's initiatives to encourage educational attainment include ones that involve the larger community (e.g. youth forums) and that augment financial support for students (e.g. laptop donations, scholarships).

The EIS predicted the Project would provide incentives related to school attendance and success in the LSA, including the potential for employment with the Project, access to scholarships, and laptop donations (Baffinland Iron Mines Corporation, 2012, pp. 35-36). As a significant employer in Qikiqtani, Baffinland may be having a positive direct or indirect effect on youth's perception of future employment potential and subsequent willingness to stay in school. Baffinland employment may also contribute to role-modelling behaviour in communities.

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

Residual effect	Incentives Related to School Attendance and Success
Summary	The EIS predicted the Project would have a positive effect on education and skills development across the LSA by providing incentives related to school attendance and success (Baffinland Iron Mines Corporation, 2012, p. 43). While there is some potential that individuals may drop out of school or forego further education to work at the Project, the overall effect of the Project will be to increase the value of education and thereby the ‘opportunity cost’ of dropping out of school.
Existing mitigation	<ul style="list-style-type: none"> • The establishment of a minimum age (i.e. 18) for Baffinland employment • Priority hiring for Inuit • Investments in school-based initiatives (e.g. laptop donations, scholarships, school lunch programs) • Inuit Internship Program • Summer student employment • Measures included in the IIBA to enhance Inuit employment, training, and skills development at the Project
Monitoring results	Through the provision of jobs and training opportunities and through contributions to food programs, scholarships, and educational tools (laptops), Baffinland continues to offer incentives and supports for students. In the 2022 Inuit Employee Survey, three people reported having dropped out of an academic program to start work with Baffinland. While higher educational attainment generally increases opportunities to obtain jobs at higher skill levels (i.e. skilled, professional, management), Baffinland provides extensive training and upskilling opportunities. Based on available government attendance and graduation data, the effect of the Project on these indicators is unclear.

2.3 Recruitment and career support

Baffinland and QIA finalized the IHRS in 2017, required through provisions under the IIBA (Article 7.12, 2018). The IHRS includes goals and initiatives to increase Inuit employment at the Project over time. The IHRS contains eight strategic directions that will assist Baffinland with meeting its Inuit employment objectives:

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

To support recruitment, Baffinland posts jobs in communities and online, holds employment and training information sessions in LSA communities to communicate and promote opportunities, and delivers pre-employment medicals in communities. Recruitment efforts also include resume-sharing between Baffinland and contractors. For additional support in recruitment, Baffinland established an Inuit recruitment specialist position in 2019, which is intended to complement efforts of the Baffinland Community Liaison Officers (BCLOs). Baffinland’s Inuit Success Team supports recruitment efforts through delivery of the Work Ready training on-site, as well as working with current and prospective Inuit employees, students and interns on career progression, and engaging with contractors to improve Inuit employment. Table 8 includes further detail and 2022 updates for these initiatives.

Table 8: List of additional recruitment and career support initiatives and resources

Initiative	Description	2022 update
Employment and Training Information Sessions	Employment and Training Information Sessions provide community members an opportunity to meet with Baffinland and Contractor staff, to learn about the mine site, camp life and Baffinland’s core company values. The sessions also introduce a number of different roles available at the mine site, the training program offerings, and learn how the recruitment and hiring process works. The sessions support development of basic employment skills relevant to employment with Baffinland and other employers and industries. These sessions as required as per Article 8.12 of the IIBA.	In 2022, one employment and training information session was held from November 21 st – 26 th in each LSA community.
Inuit Recruitment Specialist	A recruitment specialist position was established in 2019. Based in Iqaluit, the specialist communicates with applicants to support recruitment efforts.	As of November 2021, the recruitment specialist position in Iqaluit was vacant. An additional Inuit recruitment intern, based in Pond Inlet, was hired in October 2021 and continued in this position during 2022.
Baffinland Community Liaison Officer (BCLO)	There is one BCLO in every LSA community. BCLOs assist with recruitment initiatives, and often are a source for community members to access computers and technology when required.	The BCLOs remained in place during 2022.
Inuit Success Team and Career Development Plans	Established in 2019, the Inuit Success Team delivers Work Ready training on-site and in the North Baffin communities and works with operations leaders and Inuit employees to enhance career success, retention, and advancement. Activities include one-on-one contact and discussions and follow up with all Inuit employees; contractor engagement to replicate Baffinland’s approach to Inuit employee engagement and career progression; career guidance and progression mentorship with students and interns; and, engaging students and interns who are often exploring career possibilities and are seeking guidance and mentorship.	In 2022, Baffinland developed a process, a plan and the associated documents for Career Development Plans. A Career Development Plan is a plan established between an Inuk employee and their department focusing on the individual’s career aspirations and interest, whether it’s skills development, career advancement, change in career, etc. Baffinland will implement Career Development Plans for all Inuit employees in 2023 in a systematic approach.
Workplace Literacy	Two representatives of the Nunavut Literacy Council were on site for a week in January 2020 in the first of three site visits to complete a workplace literacy needs study. Representatives met with key departmental management and created an advisory committee. A second visit was planned for March 2020 but was postponed due to COVID-19.	Workplace literacy needs study remained on hold in 2022. It is scheduled to continue in 2023.

2.4 Workforce training

Table 9 presents the number of Inuit participants over time in six programs offered by Baffinland.

Table 9. Inuit involvement in advancement programs (2015 – 2022)

Program	2015	2016	2017	2018	2019	2020	2021	2022
Community-based Work Ready Program Graduates	-	-	-	59	99	54	62	81
On-Site Work Ready Program Graduates	-	-	-	-	16	10	-	29
Pre-trades program graduates / entrance exams passed	-	-	-	9	8	-	10/7	9/6
Active apprenticeships (average)	4	1	1	9	16	16	12	13
Summer students hired	-	-	-	4	7	-	2	-
Inuit internship program participants	-	-	-	-	8	8	2	2

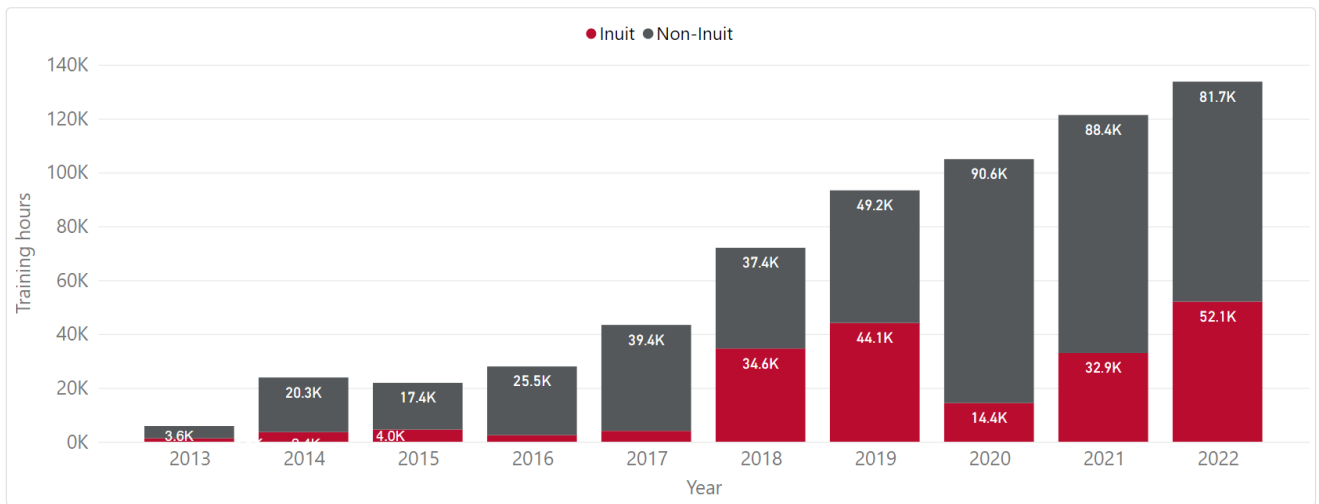
Source: (Baffinland, 2022)

In 2022, some training programs continued to be impacted by COVID-19 and the demobilization of Nunavummiut during Q4 2022, although work done by Baffinland and QIA Q-STEP teams over the last two years meant that training was able to continue in the communities. In 2022, operational uncertainties related to the proposed Phase 2 project and the extension of the 6.0 million tonnes permit resulted in additional impacts to some programs. A summary of the status of program delivery in 2022 is as follows:

- In 2022, the 40-hour community-based Work Ready Program continued to rebound to pre-pandemic participation numbers. The program was offered both in-person and virtually, with a total of 22 sessions delivered in 2022 across the LSA communities.
- The On-Site Work Ready Program did not operate during 2021 and into early 2022 due to COVID-19 and the demobilization of Nunavummiut from Mary River site. The On-Site program resumed in Q1 2022. Five (5) sessions were delivered in 2022. In 2023, the Program will change from being offered as a five-day course with job shadowing to a three-week on-site training program.
- In 2022, the Pre-Trades Training took place in two communities: Igloolik and Clyde River. The training is offered in partnership with QIA and Nunavut Arctic College.
- The summer student program did not run in 2022 due to permitting delays and operational uncertainty. This was part of a larger trend, as the majority of Baffinland’s hiring efforts were put on hold throughout the year due to the issuance of termination notices.
- In 2022, the Inuit internship program experienced significant delays due to operational uncertainties. As a result, recruitment for Inuit interns was postponed until Q4, during which two interns were hired. Baffinland also hired two Inuit interns in October 2021. One intern worked from October 2021 to June 2022, and the other intern completed HEO training and currently works on site as an HEO Trainee. Baffinland plans to initiate engagement and socialize the internship program with educational institutes in summer 2023.

Figure 12 below shows the total number of training hours completed by Baffinland and contractor workers, broken down by Inuit and non-Inuit. In 2022, Baffinland and contractor workers completed over 133,000 hours of training, with almost 40% of the training hours being completed by Inuit. This continues an upward trend starting in 2018, notwithstanding COVID-19 and Nunavummiut demobilization impacts to training delivery during 2020 and 2021.

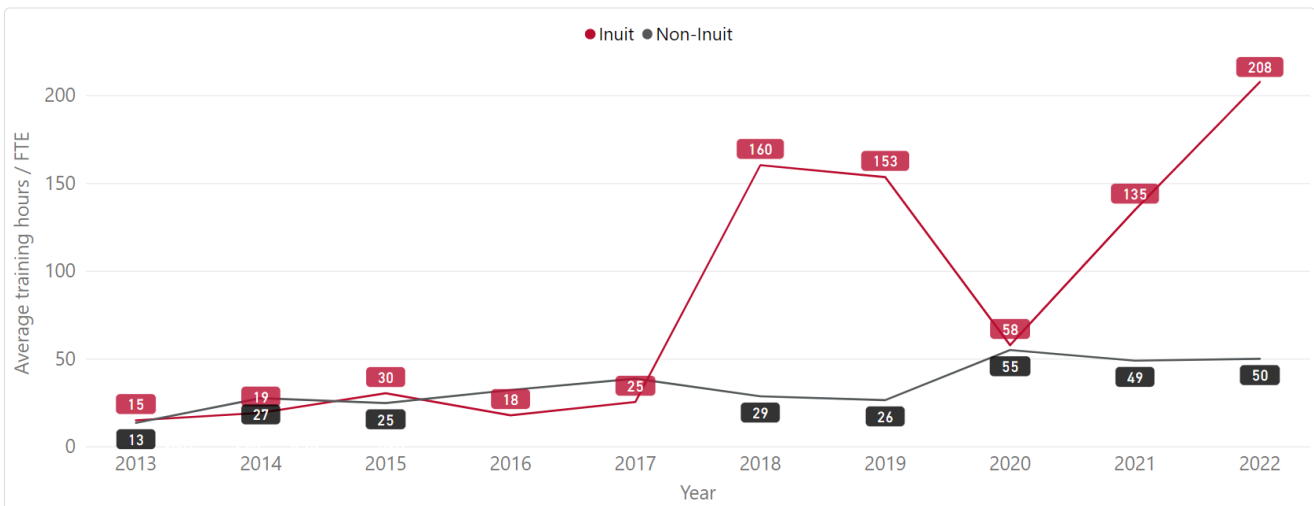
Figure 12. Baffinland and contractor training hours by Inuit status (2013-2022)



Source: (Baffinland, 2022)

Figure 13 shows the average number of training hours per FTE. In 2021 and 2022, the average hours of training for Inuit workers rebounded from the disruption of training programs in 2020 due to COVID-19. The average hours of training per Inuit FTE in 2022 was 208 hours – a 54% increase from 2021. This is mainly attributed to an overall increase in training delivery for Inuit employees, as unspent 2021 training budgets from 2020 and 2021 (part of IIBA commitments) were spent in 2022 to compensate for decreased training during those years. The increase in average hours of training for Inuit workers in 2021 and 2022 compared to 2020 is mainly due to resuming the on-site Work Ready program and increasing delivery of Heavy Equipment Operator (HEO) training. Another factor is that Nunavummiut were demobilized for less time in 2022 than 2021.

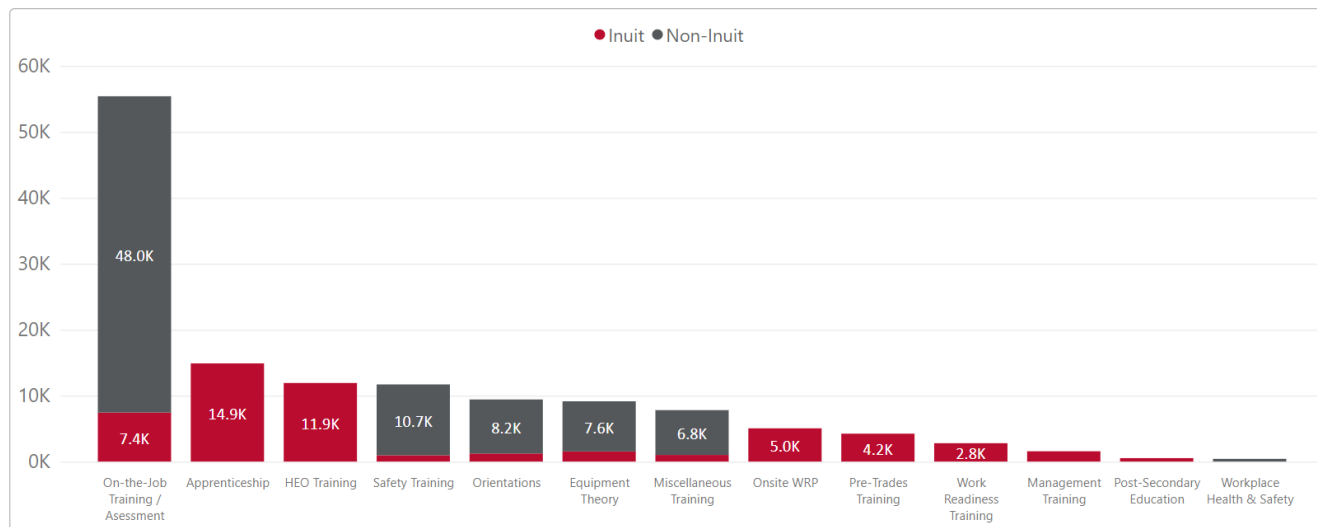
Figure 13. Baffinland and contractor average training hours / FTE by Inuit training (2013-2022)



Source: (Baffinland, 2022)

Figure 14 shows the types and hours of training provided to Inuit and non-Inuit employees and contractors, which includes pre-employment, mandatory and job-specific training.

Figure 14: Types and hours of training provided (2022)



Source: (Baffinland, 2022) | note: 1k signifies 1,000 hours | On-site WRP is On-site Work Readiness Program

Table 10 below lists the main groupings of training programs offered by Baffinland to support training and upskilling for workers. Depending on the program, eligible participants may include prospective employees (Nunavut community members who are not yet employed by Baffinland or one of its contractors), Baffinland employees, and/or contractor employees. Some training programs are only offered to Inuit community members or workers.

Table 10. List of Training Initiatives

Name of Initiative	Description	2022 results
In Community Work Ready Program	Five-day training program in LSA communities and Ottawa, with the following areas: Self Awareness, Introduction to Mining, Essential Skills for the Workplace, Money Management, and Preparing for Fly-In, Fly-Out. The program was first developed in 2017 in partnership with the Mining Industry Human Resources Council (MIHR) and is continually revised based on participant feedback. In 2021, improvements made to the program included more focus on essential job skills (e.g. resume writing and interview skills), and enhanced inclusion and emphasis on traditional knowledge and skills.	85 graduates in 2022, up from 62 in 2021.
Onsite Work Readiness Program (WRP)	In 2019, Baffinland expanded the Work Readiness Program to include an on-site component of training. The program provided participants from LSA communities the opportunity to spend seven days at site, including job shadowing five entry level positions at the mine with both Baffinland and contractors. In 2022 the on-site WRP underwent modification. As the purpose of the WRP is to prepare participants for working at the mine, they now follow the same working schedule as workers at site (i.e. 21 day rotation) to get the full work experience. During this rotation, participants are introduced to the site and the program, complete site orientation training, and job shadow in 3 different departments. The participants spend 5 days in a given department, where they are job shadowing various roles and familiarizing themselves with the activities within the department. The objective of the program is to find a good fit for the participant and the department.	The On-Site Work Ready Program was not available on-site from Q3 2020 to Q4 2022 due to COVID-19. The program had 29 participants in 2022, compared to 10 in 2020 when it was last available.
Heavy Equipment Operator (HEO) training	Baffinland, the QIA and Employment and Service Development Canada continued to support the Q-STEP Heavy Equipment Operator Program in Morrisburg, Ontario.	59 participants in 2022, with 44 graduates.

Name of Initiative	Description	2022 results
	The Heavy Equipment Operator (HEO) program, which takes place over the course of 6 weeks, provides the essentials of safety, equipment characteristics, operating techniques, transportation and pre-operational inspections that apply to heavy equipment. Candidates are trained on haul trucks, loaders, and skid steers. Graduate Trainees are offered employment as trainees. Normal annual intake to the training program is 36 trainees.	
Pre-Trades Program	Baffinland started a Pre-Trades Program in partnership with QIA and Nunavut Arctic College to support the Apprenticeship Program and prepare trades assistants for the Trades Entrance Exam by gaining a foundation in the physical sciences and improving their English and Math skills. Candidates who have successfully completed their six-month term and subsequent Trades Entrance Exam are offered full-time, permanent apprenticeship positions with Baffinland.	This program, which was originally offered at site, was offered in the communities of Igloolik and Clyde River in 2022. Of the 13 participants who finished the pre-trades training, 9 graduated the pre-trades program going on to challenge the Trades Entrance Exams. 6 participants passed their Trades Entrance Exam in 2022.
Apprenticeship	Participants of the Apprenticeship Program, initially launched in 2017, join Baffinland as trades assistants for six months and participate in job shadowing activities to learn about the trade and Baffinland's operations.	An average of 13 active apprenticeships in 2022.
Summer students	Baffinland makes summer employment opportunities available to Inuit students as per IIBA Article 7.19.	No summer students were hired in 2022.
Internships	Per IIBA Article 7.20, Baffinland developed and operated an Inuit Internship Program related to the disciplines of: Finance, Information Technology, Procurement, Organizational Effectiveness, Sustainable Development, and Human Resources. This program will operate for a minimum of ten years and will offer a minimum of four internship positions per year.	2 internships in 2022, the same number as 2021, but a decrease of 6 compared to 2020.

Source: (Baffinland, 2022)

Other standard training programs include:

- Orientation;
- equipment operation knowledge;
- on the job training;
- safety training;
- cultural awareness training;
- Worker's Safety and Compensation Commission (WSCC) certification; and,
- Leadership training and coaching for success.

Baffinland also works in several partnerships to facilitate the provision of training to current and prospective Project workers. Baffinland and the Qikiqtani Inuit Association (QIA) as well as the government of Nunavut, Kakivak Association and the Government of Canada have partnered in the \$19 million Qikiqtani Skills and Training for Employment Partnership (Q-STEP) training program, the objective of which is to provide Inuit with skills and qualifications to meet the employment needs of the Mary River Project as well as other employment opportunities in the region. Training under the Q-STEP program includes work readiness programs as well as targeted training programs directed at apprenticeships, skills development, and formal certification in heavy equipment operation.

The Q-STEP Charter from Employment and Service Development Canada was scheduled to end on March 31st, 2021. Due to COVID-19, it was extended until March 31st, 2022, and the Q-STEP teams were authorized to expend the remaining funds. In a joint proposal, the Q-STEP team members at Baffinland and QIA secured additional funding from Kakivak

Association to ensure that the Q-STEP program would continue. The funding for this will expire on March 31, 2023 and includes community-based work-ready training, on-site work-ready training, heavy equipment operators training, and Adult Basic Education and Pathway to Adult Secondary School programs. The Q-STEP team continues to seek additional third-party funding to support the continuation of apprenticeship training at Baffinland.

Baffinland has engaged Nunavut Arctic College on Adult Basic Education, and the Pathway to Adult Secondary School Diploma (PASS) program. Nunavut Arctic College will work with Baffinland to make targeted Adult Basic Education available to a minimum of 5 participants per community per rotation. The ABE program comprises of three levels: Level I (basic literacy and numeracy), Level II (transitional skills, similar to grades 7-9) and Level III (equivalent to grades 10-12). This training, which is a hybrid of community and distance-learning, is designed to meet the needs identified by the participants and could include preparing participants to progress to the PASS program. The Pathway to Adult Secondary School Diploma Program is designed for participants that want to achieve their high school diploma. Nunavut Arctic College will work with Baffinland to make this available to all employees as well as community members. The training is tailored to each individual and their aspirations and can be short (i.e. one semester) or longer (i.e. multiple years), depending on the candidate. Baffinland has been advertising Adult Basic Education and the Pathway to Adult Secondary School programs since mid-December 2020, through 2021. At the end of 2021, Baffinland received interest and registered 4 PASS candidates.

It is likely that the training initiatives delivered by Baffinland, both pre-employment and during employment, have resulted in a greater amount of formal training received by the broader LSA labour force. Baffinland and contractor Inuit employees also receive ‘informal’ training and skills development opportunities through working with co-workers, job shadowing, and the process of everyday work experience.

While there are a number of training opportunities available, there is evidence that additional training is desired from Inuit employees, as recorded through responses to the Inuit Employee Survey in 2022. Table 11 provides an overview of suggested additional trainings supported by survey respondents. Baffinland continually works to increase, improve, and expand training in many of these areas.

Table 11. Suggested additional trainings from Inuit Employee Survey (2022)

Education or Training Program	Number of Responses
Financial management	17
Literacy and numeracy	5
Training to prepare for a different job at the mine	30
Traditional skills	21
Digital skills (i.e., Word Processing, Excel Spreadsheets, etc.)	6
Other	9

Source: (Baffinland (survey), 2022)

Residual effect	Improved Life Skills Among Young Adults
Summary	The EIS predicted positive effects on life skills development among young adults in the LSA would arise from the Project. This would occur primarily through access to industrial work supported by pre-employment preparation and on-the-job training (Baffinland Iron Mines Corporation, 2012, p. 43).
Existing mitigation	<ul style="list-style-type: none"> • Pre-employment training (e.g. community-based Work Ready Program, on-site Work Ready Program) • Educational programming (e.g. adult basic education, PASS, Pre-Trades program) • On-the-job formal and informal training (e.g. Apprenticeship program, job shadowing) • Creation of a supportive work environment • A no drugs/no alcohol policy on site • Inuit Internship Program • Summer student employment • Community Counsellor Program, access to on-site Cultural Advisors, and an increase in delivery of Inuit cultural programming on site
Monitoring results	<p>Life skills are developed through training and employment, both of which have been made more accessible in significantly larger quantities since the development of the mine. Work Ready and Pre-employment training programs both include content on general life skills (basic financial literacy, personal and career reflection, and planning) and have been delivered to adults, including young adults, in the LSA.</p> <p>2022 data include 110 graduates from the Work Ready Program, 232 Inuit FTEs, and 52,055 hours of training completed by Inuit employees.</p> <p>Since Project development, there have been 607 graduates of Baffinland pre-employment training programs, 2,610,315 hours have been worked by LSA residents, and 194,044 hours of training have been provided to Inuit employees.</p> <p>Beyond the training participation and employment numbers, there is some evidence that life skills are being developed through training programs and employment. There has been a total of 78 promotions of Inuit employees since 2014.</p> <p>Taken together, these data indicate that training and other supports for employment and advancement are having a positive effect through increased hiring, retention and promotion of Inuit. Young adults are among those who have participated and benefitted from training, but an age-based breakdown is not currently available. This will be required to reach a more definitive conclusion about the predicted residual effect.</p>

⁷ The cumulative hours of training provided to Inuit was reported in error as 150,000 hours in the 2020 report.

Residual effect	Opportunities to Gain Skills
Summary	The EIS predicted the Project would have a positive effect on education and skills development by providing opportunities for training and skills acquisition among LSA residents (Baffinland Iron Mines Corporation, 2012, p. 38).
Existing mitigation	<ul style="list-style-type: none"> • Provision of various training programs • Upgrading and career development opportunities • Career counselling to employees • Measures included in the IIBA to enhance Inuit employment, training, and skills development at the Project • Commitment to contribute \$10 million toward the Baffinland Inuit Training Centre
Monitoring results	<p>In 2022, Baffinland continued providing training and skills development opportunities to Inuit. This included 53,085 hours of training for Inuit in dozens of training programs. 13 Inuit apprentices were also employed by Baffinland, and 2 participants in the Inuit internship program.</p> <p>A total of over 190,000 hours of training have been provided to Inuit since Project development.</p> <p>The extensive training initiatives delivered by Baffinland have likely resulted in a greater amount of training received by the broader LSA workforce compared to what they might have undertaken in its absence. The tangible results of this training are evident through the increasing number of LSA Inuit employed with the mine and the promotions of Inuit employees.</p>

2.5 Employee education and pre-Mary River employment status

Baffinland regularly administers a voluntary Inuit Employee Survey that informs the Socio-Economic Monitoring Report, included in this section. Baffinland administered the most recent survey over October and November 2022.

Inuit Employee Survey

From October 17th to November 28th, 2022, the Inuit Employee survey was administered at the Mary River mine site and at Milne Port. In contrast with the 2020 survey, in 2022 the survey was not administered in-community in 2022. The following describes the methodology used in administering the survey:

- On site, a month and a half long administration period (over October and November 2022) was used in order to accommodate Inuit employee shift changes and ensure that all Inuit workers had the opportunity to take the survey. However, due to vacation, medical, or other reasons, it is unlikely that all Inuit employees were on-site during this period.
- The survey was administered through the Baffinland Human Resources and Labour Relations department, and respondents had the option of having a member of the site-based Human Resources and Labour Relations Team (e.g. cultural advisor, members of Inuit Success Team, HR representative) support them in filling out the survey (e.g., by reading the questions and explaining the options).
- Surveys were offered in-paper format and could be completed in English or Inuktitut.
- Participation in the survey was voluntary and respondents were able to skip any questions they did not wish to answer. Respondents were advised prior to the survey that their responses would remain confidential, and their names would not be used publicly by Baffinland, however, Baffinland could use survey information in public reports and/or presentations.
- During administration of the survey, the team mistakenly distributed seven paper surveys from the 2020 survey period. These paper surveys included most of the same questions as the 2022 survey but were missing three questions introduced in 2022 to capture language and change in housing situation. As a result, the number of respondents for these questions are fewer than for other questions.

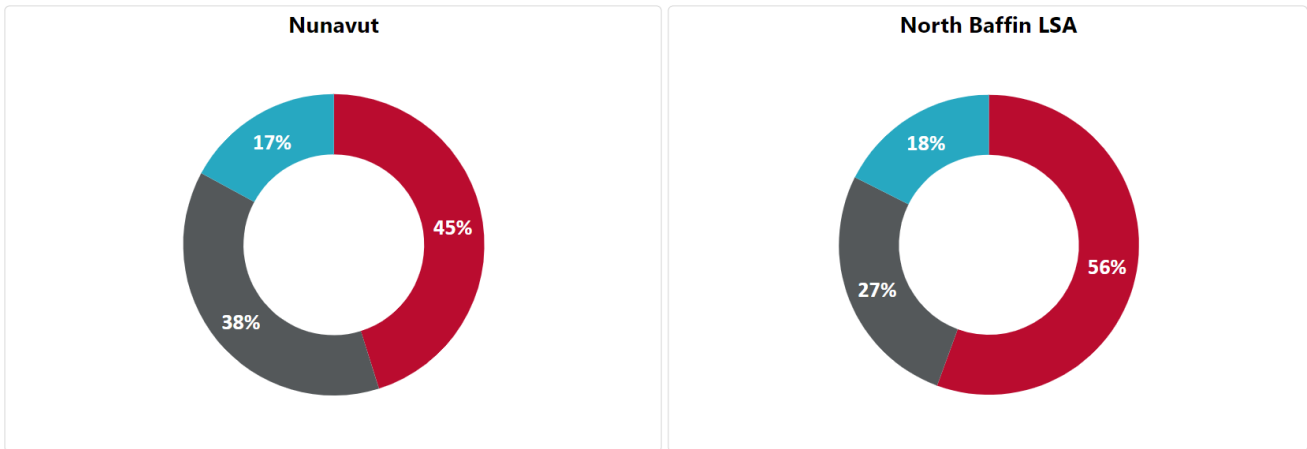
The 2022 Inuit Employee survey resulted in 55 surveys completed, compared to 82 in 2020.

Education Level of Inuit Employees

Figure 15 presents results of the 2021 Census on the highest level of education obtained by Nunavut and North Baffin LSA residents. Figure 16 presents survey results on the highest level of education obtained by Baffinland and contractor Inuit employee survey respondents.

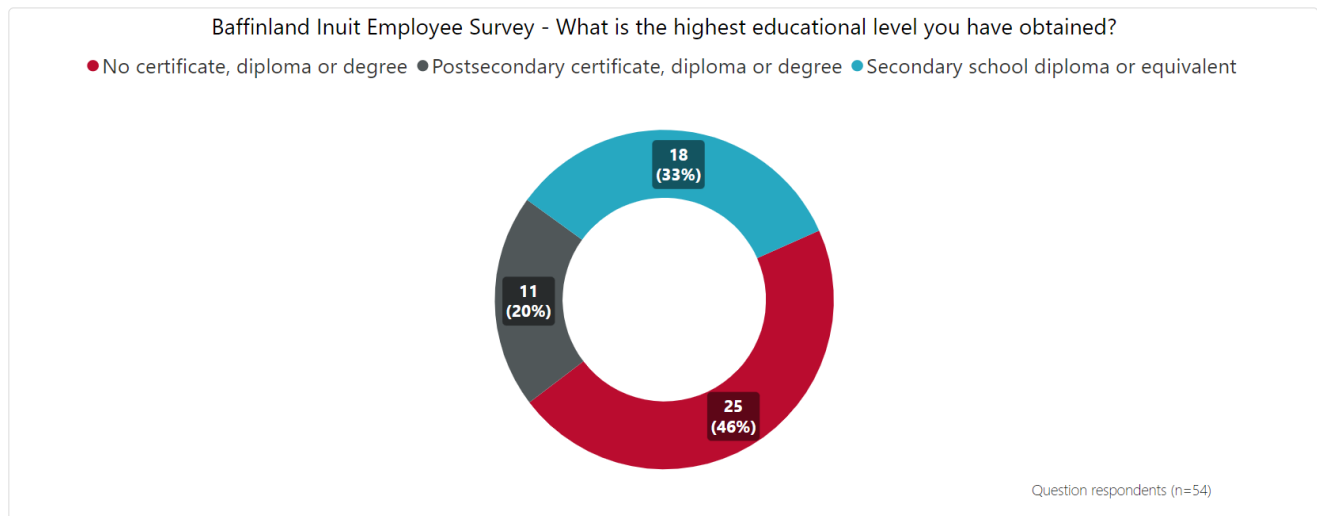
Figure 15. Educational attainment in the North Baffin LSA

● No certificate, diploma or degree ● Postsecondary certificate, diploma, or degree ● Secondary school diploma or equivalent



Source: (Statistics Canada, 2021). | Note: Education attainment for the age group between 25 and 64 years old

Figure 16. Educational attainment by the Inuit workforce (2022)



Source: (Baffinland (survey), 2022)

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

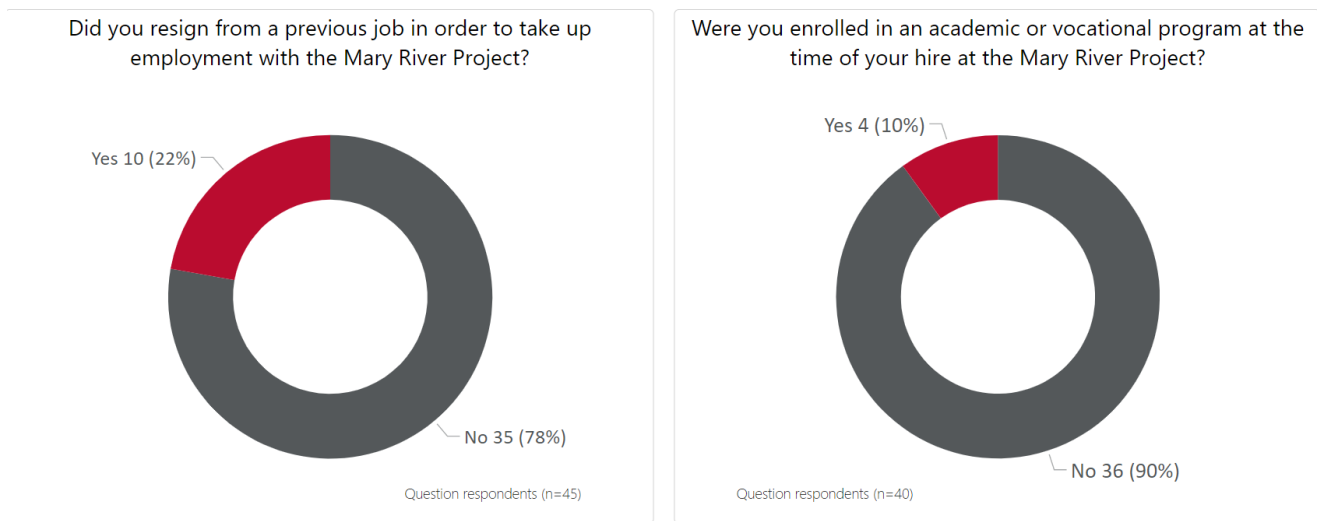
- A smaller proportion of Baffinland Inuit survey respondents have post-secondary education compared to Nunavut and the North Baffin LSA.
- A greater proportion of Baffinland Inuit survey respondents tend to have only a secondary school diploma (33%) compared to both the broader North Baffin LSA (18%) and Nunavut (17%) populations.
- The proportion of Inuit survey respondents that do not have any certificate, diploma, or degree (46%) is nearly the same as the Nunavut population (45%) but significantly lower than the North Baffin LSA population (56%).

These results do not represent the entire Inuit workforce, as the survey did not include all Inuit employees. However, the results align with the skill levels of Baffinland Inuit workers (see Section 2.7). Taken together, these results are in alignment with the Project’s higher proportion of Inuit working in Skill Level C roles (roles that may require secondary school graduates) and Skill Level D roles (roles that would not necessarily require a certificate, diploma, or degree), as opposed to workers in Skill Levels B and A (roles that may require higher levels of education).

Pre-Employment Activities of Inuit Employees

Figure 17 summarizes survey results relating to the employment and academic status of Baffinland and contractor Inuit respondents prior to their employment at Mary River. 22% of Inuit survey respondents reported having resigned from a previous job to join Baffinland.

Figure 17. Inuit employee academic and employment status pre-Mary River employment



Source: (Baffinland (survey), 2022)

Ten Inuit survey respondents indicated that they left a previous job to join Baffinland or one of its contractors. There is some evidence that Project employment is pulling from Nunavut and government organizations, including one respondent who specified the Hamlet as their previous employer. However, these results would need to be balanced with the number of Inuit who leave jobs at Baffinland to rejoin other Nunavut organizations, potentially including territorial, regional or hamlet government or services. Without tracking the flow of employees in both directions – data which is not currently available – it is not possible to determine the nature of the Project’s effect on the Inuit turnover at other Nunavut organizations.

Most respondents indicated that they did not leave an academic or vocational program to obtain employment at the Mary River Project. For those who responded they were enrolled in a schooling prior to their time of hire and left their programs for the job, three of the four respondents confirmed they discontinued their education because they were hired at the mine. This is an increase from previous surveys (up from one respondent in the 2020 survey).

In 2022, Baffinland’s Human Resources team began tracking whether new applicants were employed and/or enrolled in an education program at the time of their application. In 2022, six Inuit employees hired by Baffinland indicated they

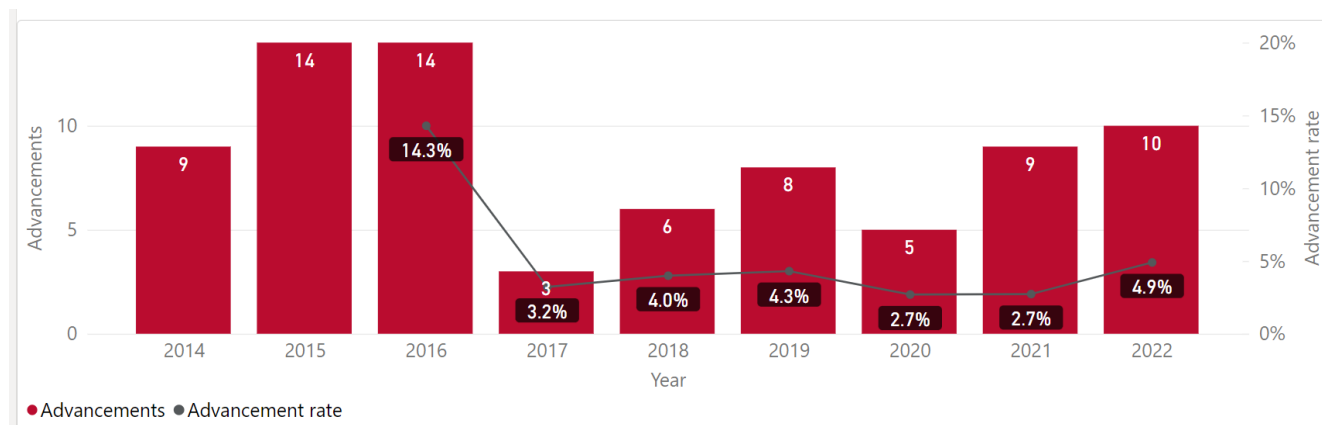
were currently employed at the time they applied to work with the company, and two Inuit employees hired by Baffinland indicated they were currently enrolled in an education program⁸.

2.6 Employee advancement

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

Figure 18 presents Baffinland Inuit employee promotions by year, including the number of promotions and promotion rate (% of total number of Inuit employees). There have been 78 promotions of Inuit employees since 2014.

Figure 18. Baffinland Inuit employee advancements: number and rate (% of Baffinland Inuit employees receiving a promotion)



Source: (Baffinland, 2022) | Note: advancement rate is calculated using headcount

Following a relatively high number and rate of promotions from 2014 to 2016 (>14% in 2016), the promotion rate in the last years five has ranged from 2.7% to 4.9% based on 5 to 10 promotions per year. With the exception of 2020 and 2021, during which Nunavummiut were demobilized for much of both years, there has been a slight increase in the number and rates of promotions between 2017 and 2022.

In 2019, Baffinland struck the **Career Path Working Group** with QIA, tasked with creating career path plans for each Inuit employee. In 2022, Baffinland developed a process, plan, and associated documents for Career Development Plans. A Career Development Plan is a plan established between an Inuk employee and their department focusing on the individual’s career aspirations and interest, whether it’s skills development, career advancement, change in career, etc. Baffinland plans to implement Career Development Plans for all Inuit employees in 2023, which may provide additional insight into potential barriers to employment.

Additionally, the 2022 Inuit Employee Survey asked several questions related to employee advancement and interest in training. The Survey found that 19% of surveyed Inuit employees were interested in additional education or training programs in financial management, 7% were interested in digital skills (including word processing, Excel spreadsheets, etc.), and 34% were interested in training to prepare for a different job at the mine. These responses indicate interest in improving professional and management skills, as well as interest in general advancement into different positions at the mine. Two respondents noted challenges in obtaining training and advancement as Inuit, including the statements “most

⁸ There may be discrepancies between the two methods of monitoring pre-employment activities of Inuit employees. Baffinland’s Human Resources team tracks pre-employment activities of applicants to Baffinland only. The Inuit employee survey is open to all workers at Mary River project, which includes Baffinland employees as well as contractors. Additionally, the Inuit employee survey does not specify when the individual resigned.

departments do not seem to want training Inuit people” and “unfortunately I see southerners prioritized in advancement in careers even if training has been available, i.e., equipment apprenticeships”.

Residual effect	New Career Paths
Summary	The EIS predicted the Project would have a positive effect on the ability of LSA residents to progress in their jobs and careers. This effect would occur because of new career paths introduced to the region, from entry-level through step-by-step advancement to higher-level jobs (Baffinland Iron Mines Corporation, 2012, p. 81).
Existing mitigation	<ul style="list-style-type: none"> • Management commitments and Company policies related to Inuit employment and retention, including commitments made in the IIBA • Training-to-employment programs such as Baffinland’s Apprenticeship Program, Morrisburg HEO Training Program, Inuit Internship Program, and Work Ready Program • Career support and advancement initiatives, including career path development plans for every Inuk employee and career paths for each Baffinland department • A ‘Lines of Progression Policy’ and Career Path Working Group • Creation of a supportive work environment (e.g. EFAP, Cultural Advisors, Human Resource Advisors – Inuit Relations, introduction of Inuit Success team, on-site cultural initiatives)
Monitoring results	<p>In general, the Project introduces new jobs and associated career paths to the region and current Inuit employees occupy positions in all four skill level categories, though fewer proportionally in higher skill categories (i.e. Skill Levels A and B).</p> <p>The 78 promotions of Inuit workers since 2014 (including 10 in 2022) represent a positive effect of the Project with respect to career progress. Considering the expansion of the overall North Baffin LSA workforce as a result of the Project and the limited number of other career opportunities in the Region, it is assumed this extent of career advancement would not have occurred in the absence of the Project. 82 Inuit workers departed the Project in 2022 for multiple reasons. The specific impacts on their career paths (e.g. employment elsewhere building on Baffinland experience, unemployment) are unknown and would need to be compared to alternatives in the region.</p>

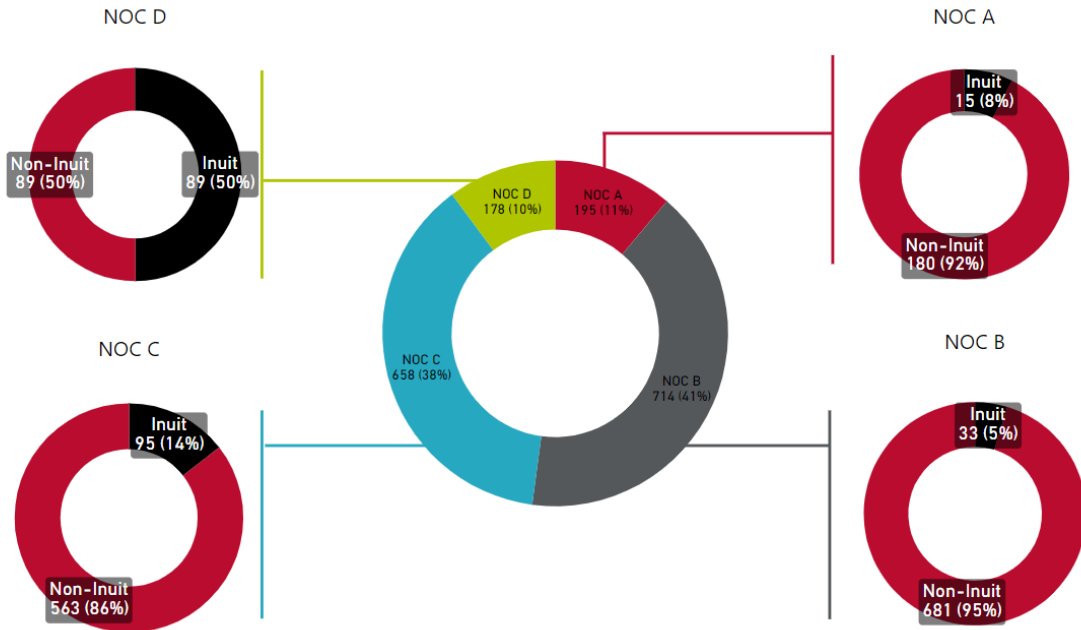
2.7 Inuit employment by skill level

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

Figure 19 below shows the overall distribution in 2022 of Baffinland and contractor FTEs across the four skill levels (central circle figure) as well as the proportion of Inuit and non-Inuit within each skill level (surrounding circle figures). The skill levels are based on the National Occupational Classification (NOC) system, which defines five main skill levels (Government of Canada, n.d.). Baffinland typically refers to occupations by their Skill Level, according to the following system:

- Skill Level D / NOC D: labour jobs, usually requiring on-the-job training.
- Skill Level C / NOC C: intermediate jobs, usually requiring high school and/or job-specific training.
- Skill Level B / NOC B: technical jobs or skilled trades, usually requiring a college diploma or apprenticeship training.
- Skill Level A / NOC A: professional or management jobs, usually requiring a degree from a university and/or a high level of responsibility.

Figure 19. Baffinland and contractor Inuit employment (FTEs) by skill level (2022)



Source: (Baffinland, 2022)

Inuit are most represented at Skill Levels D and C, with 184 FTEs combined or 79% of the Inuit workforce.

In general, as skill levels increase, Inuit represent a smaller proportion of the overall workforce. In 2022, Inuit represented 50% of FTEs at the unskilled level, with 89 Inuit FTEs. At the semi-skilled level, Inuit represented 14% of the workforce, with 95 FTEs. Comparatively, Inuit represent just 5% of the workforce at the skilled level, and 8% of the workforce at the management and professional level.

According to the most recent Labour Market Analysis, as of 2019, Baffinland’s share of the Qikiqtani region labour force was 10%. Under Baffinland employment projections, the labour market is expected to tighten over the next three years (Mining Industry Human Resources Council (MiHR), 2020).

Labour Market Analysis

An updated Qikiqtani Labour Market Analysis (QLMA) was released in 2020. The purpose of the QLMA is to “to provide an objective and independent analysis of the availability of Inuit labour for the Mary River Mine project and to identify the labour market challenges and opportunities that may affect that availability”. The 2020 QLMA included a skills and capabilities analysis, to further understand labour force skill level distribution.

When examining the labour force – those who are employed, unemployed, and those who are ‘hidden’ (potential labour market participants who did not report to be looking for work) – the QLMA came to the following key findings:

- There is a tightness in the labour market for Skill Level C (semi-skilled) labour. While these types of jobs are most in demand at Mary River, there are fewer with this skill level in the labour force compared to other skill levels.
- Occupations classified as *Production Occupations* are most in demand at Mary River. Over half of the unemployed labour force is categorized as in this category. However, beyond the unemployed, there is a tight labour market and demand exceeds supply.
- Skill Level B (skilled) represents a larger share of the overall labour force, though a large proportion of people in this skill category are already employed. However, 65% of those in the 20- to 24-year-old age category are found in this skill level, suggesting that Baffinland may benefit if able to retain their employees in these occupations.
- There is a skills mismatch between what is available in the labour force, and what is in-demand at Mary River, suggesting a need for mining stakeholders and workforce planners to support aligning labour supply skill-sets with those that are most in-demand at Mary River.

The QLMA can help us understand Baffinland’s current Inuit employment levels, notwithstanding the role of other factors, and can help inform decisions about Inuit employment goals, training, and recruitment strategies.



3 · Contracting and Business Opportunities

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

FEIS Prediction

“The Project will have a significant positive effect on the level of opportunities available for local businesses to pursue. These opportunities will be available over the relatively long-time horizon of the Project, and many will be available on a continuous basis. These are considered to be important attributes of the Project’s impact on business opportunities as they should support the developmental context seen in the LSA.” (Baffinland Iron Mines Corporation, 2012, p. 168)

Key Findings

- \$24,082,687 in wages were paid to Baffinland and contractor Inuit employees in 2022, up over 11% from 2021. The average pay for Baffinland and contractor Inuit FTEs in 2022 increased 18% from last year, to \$103,805.
- In 2022, the total value of contracts awarded to Inuit Firms decreased to \$162.2M, from \$220.2M in 2021, involving 26 individual Inuit firms. The percentage of total contracts awarded to Inuit Firms also decreased in 2022 to 43%, from 57% in 2021.
- In 2022, a total of 196 active Inuit Firms were registered in the LSA, an increase of 10 Inuit Firms from 2021. Of the 196, 28% (55) of these firms were based in the North Baffin LSA communities and 72% (141) were based in Iqaluit. Since 2013, the number of active Inuit Firms registered in the North Baffin LSA communities has increased by 90%, while the number of active Inuit Firms registered in Iqaluit has increased by 68%.

3.1 Inuit employee payroll

Payroll expenditures to LSA employees are a leading indicator of positive effects on household income. The figures below provide an overview of payroll expenditures for Baffinland and contractor employees:

- Figure 20 shows Baffinland and contractor Inuit payroll by year;
- Figure 21 shows 2022 Baffinland Inuit and non-Inuit payroll; and,
- Figure 22 breaks down 2022 Inuit payroll by community.

As shown in Figure 20, Baffinland and contractor Inuit employee income totalled \$24,082,687 in 2022. Of this, over \$14 million went to Inuit employees based in the North Baffin LSA and over \$4 million to Inuit employees in Iqaluit. It is reasonable to expect that some of this new income is available for residents to spend on consumer goods and services, but it is recognized that employees and their families will save or spend in different ways, including spending with local businesses (e.g., food stores) or with external businesses (e.g., online shopping). Compared to 2021, Inuit payroll increased over 11%, which can be partially attributed to a review of the competitiveness of Baffinland’s wages, which resulted in a wage adjustment in October 2022. Based on these new wages, employees also received backpay up to January 1st, 2022. The increase can also be partially attributed to Nunavummiut being demobilized for less time in 2022 compared to 2021 and the impact of standby wages (as standby wages, representing 75% of normal employee salaries, were used during demobilization in 2021, however Baffinland Nunavummiut employees received full pay in 2022 during demobilization) and the increased hours worked by Inuit in 2022 (505,605 in 2022, compared to 493,131 in 2021).

The \$17,401,800 paid to Inuit employees (not counting contractor Inuit pay) shown in Figure 21, represents approximately 12.4% of the direct employee payroll, up from 10.7% in 2021. This increase is partially explained by

Nunavut Inuit workers being put on standby pay for part of 2021 due to the COVID-19 pandemic, and their positions being backfilled by temporary non-Nunavummiut contractors.

Figure 22 shows Inuit worker payroll in 2022 by LSA community. The difference in payroll between communities is due to the number of employees from each community and the income earned by each individual.

Figure 20. Baffinland and contractor Inuit payroll (2017 - 2022)*

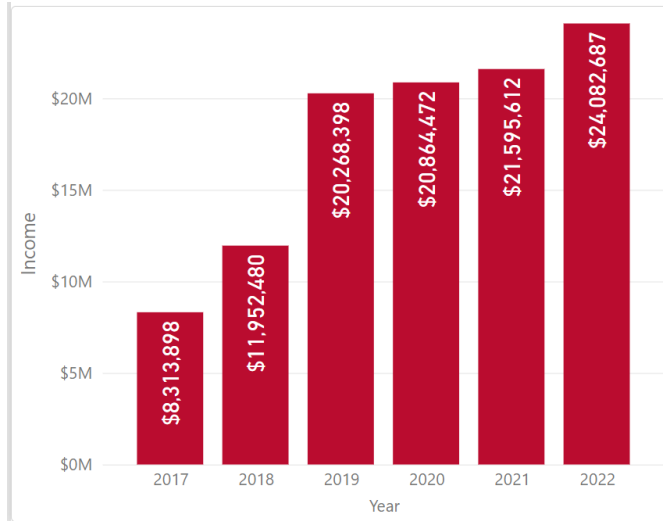
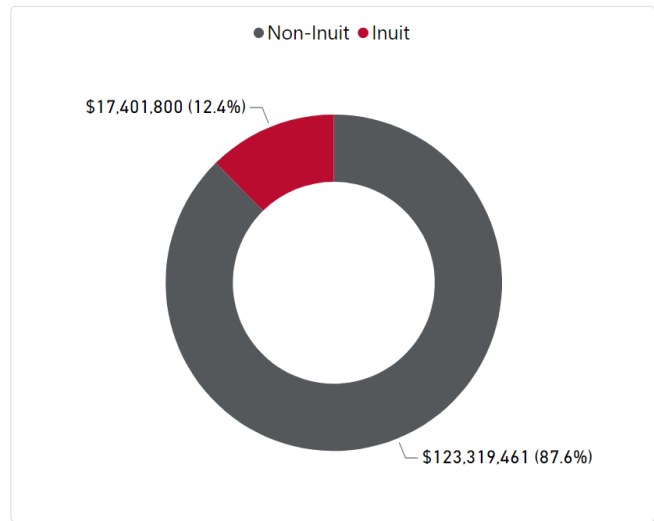
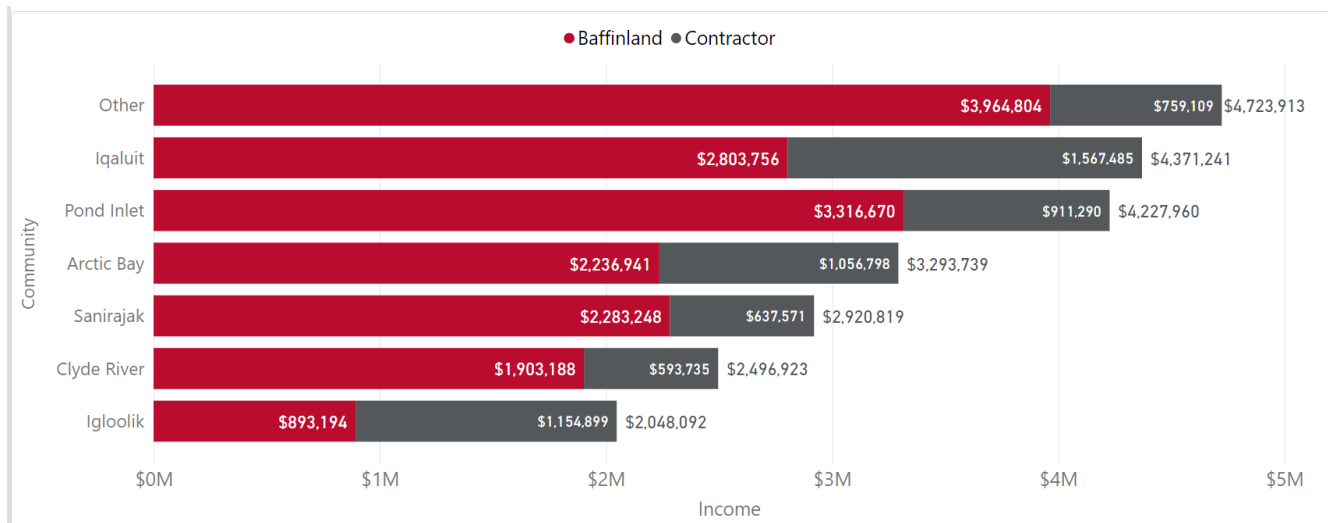


Figure 21. Baffinland payroll, Inuit and non-Inuit (2022)*



Source: (Baffinland, 2022) | *Note that the 2019 increase is in part due to the inclusion of contractor income, which was not included in previous years

Figure 22. Baffinland and contractor Inuit payroll by community (2022)



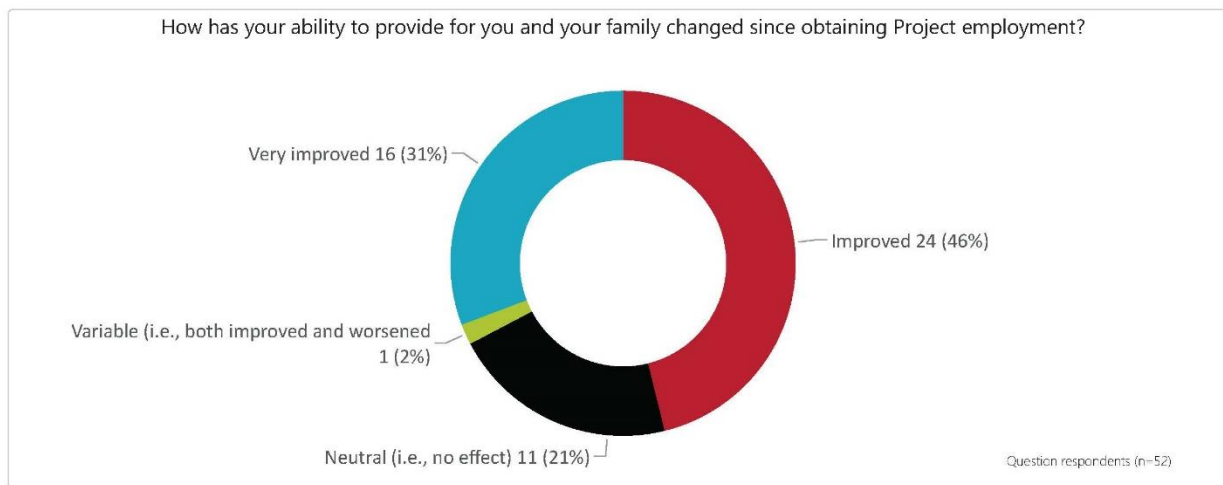
Source: (Baffinland, 2022)

The average pay for Baffinland and contractor Inuit FTEs in 2022 was \$103,805. This is calculated by dividing the total Inuit payroll by the total number of Inuit FTEs. This represents a substantial increase of over 17% from 2021, where the average pay was \$88,145. For comparison, between 2020 and 2021, average pay increased by 5%. The increase in 2022 is mainly attributed to the remobilization of Nunavummiut employees, who had been on standby pay for much of 2021, as well as an overall market adjustment in salary for all employees in 2022 impacting overall Inuit employee payroll.

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

some of those factors there appear to be positive indications. Since 2014, 78 Inuit have received promotions. Many of these represent promotions from Skill Level D positions to Skill Level C positions. It is likely that the opportunities for these promotions and associated increases in pay would not have existed in the general Qikiqtani labour market. Based on the results of the 2022 Inuit Employee Survey, there is also strong positive feedback from Project Inuit employees on their ability to provide for themselves and their families since obtaining employment. 31% of Inuit report that their ability to provide for themselves and their family has been “very improved” and 46% say their ability has “improved”. While the percentage of Inuit who responded “improved” remained stable in the two years since the 2020 survey, the number of “very improved” responses has nearly doubled.

Figure 23. Perceptions on change in employees’ ability to provide for themselves and their families since obtaining employment



Source: (Baffinland (survey), 2022)

Residual effect	Expanded Markets for Consumer Goods and Services
Summary	The EIS predicted the Project would expand the market for consumer (i.e. non-Project related) goods and services across the LSA. This would result in a positive effect (Baffinland Iron Mines Corporation, 2012, p. 166).
Existing mitigation	Company commitments related to Inuit employment and contracting (e.g. in the IIBA) support the development of an expanded market for consumer goods and services in the LSA due to increased purchasing power of LSA residents from Baffinland employment, contractor employment, and induced indirect employment.
Monitoring results	<p>The Project continued to expand the market for consumer goods and services across the LSA in 2022. Over \$19.0 million was spent on LSA Inuit Baffinland and contractor employee payrolls in 2022. In addition, the \$162.2 million in contracts awarded to Inuit Firms would likely have created demand in business-to-business goods and services.</p> <p>These contributions to the Nunavut economy represent a positive effect, providing LSA residents with greater capacity to purchase local goods and services. Increased spending may also stimulate business growth (e.g. existing businesses may expand to meet increased consumer demand or new businesses may emerge, wealth generated through employment may increase an individual’s ability to start a new business). However, it is recognized that many goods and services are purchased from businesses outside of the LSA and the territory, and that it may take time for local businesses to be created, and to respond and grow.</p>

3.2 Value of Contracting with Inuit Firms

Figure 24 shows the value of contracts awarded to Inuit Firms⁹ since 2015. Since Project development, a total of \$1.68 billion worth of contracts has been awarded to Inuit Firms.

Figure 24. Contract commitments to Inuit firms



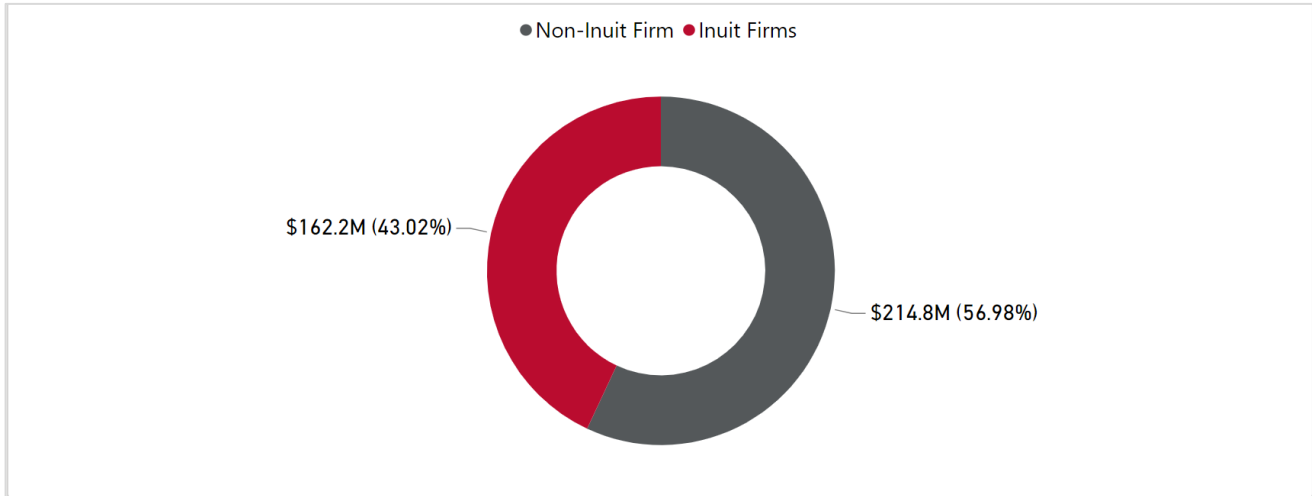
Source: (Baffinland, 2022) | Note: 2021 SEMR reported data in above Figure as expenditures instead of commitments; contract commitments are the value of contracts awarded.

In 2022, the total value of contracts awarded to Inuit firms was \$162.2M, a decrease from \$220.2M in 2021. Actual contract expenditure with Inuit firms in 2022 was \$213.8M, down slightly from \$253.3M of expenditure in 2022.

Figure 25 shows the proportion of 2022 contracting going to Inuit and non-Inuit firms. Total value of contracts awarded in 2022 was \$377M, a slight decrease from 2021 at \$385.3M.

⁹ As noted by (NTI, 2022), 'Inuit Firm' means an entity which complies with the legal requirements to carry on business in the Nunavut Settlement Area, and which is a limited company with at least 51% of the company's voting shares beneficially owned by Inuit, or a cooperative controlled by Inuit, or an Inuk sole proprietorship or partnership.

Figure 25. Contract commitments to Inuit and non-Inuit Firms in 2022



Source: (Baffinland, 2022)

As seen in Figure 25, the percentage of contract value awarded to Inuit firms also decreased in 2022, at 43% of the total value of contracts awarded compared to 57% in 2021. Similarly, the percentage of actual contract expenditure with Inuit firms in 2022 was at 38%, a decrease from 43% in 2021. In 2022, Baffinland had 26 contracts with Inuit firms, and 53 contracts with non-Inuit firms.

The value of overall and Inuit contracting changes greatly from year to year due to the nature of mine development with large projects being carried out for one to two years at a time. Impacts on contract commitments and expenditure due to COVID-19 and the reduction of non-essential contract work in 2020 was largely resolved in 2021, which saw an increase in contract activity and values paid to Inuit Firms. In 2022, the value of contracts awarded to Inuit Firms decreased when compared to 2021 values; however, 2022 values are larger than those awarded in 2020. Table 12 provides descriptions and 2022 results of Baffinland initiatives to promote Inuit Firm participation.

Table 12. List of initiatives to promote Inuit Firm participation

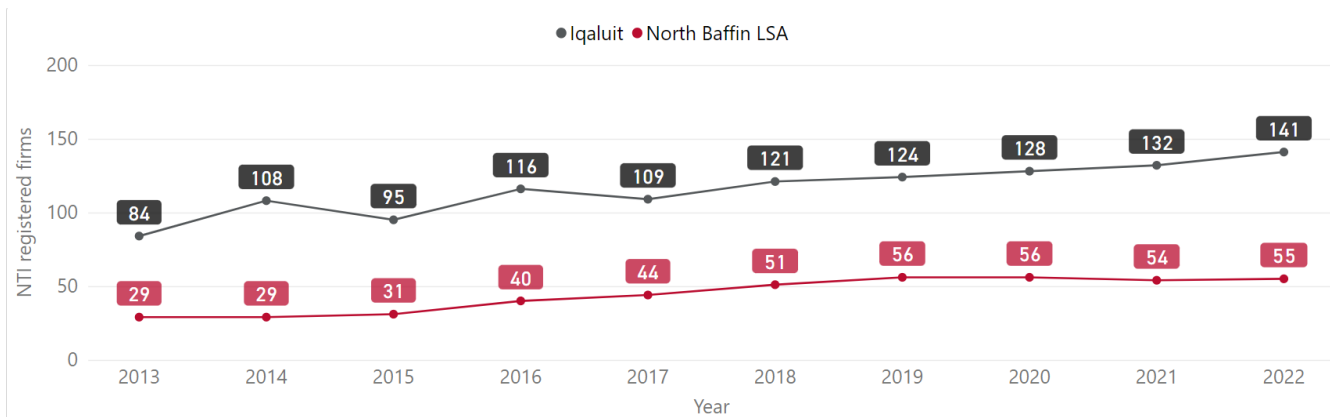
Name of initiative	Description	2022 results
Contractor Information Sessions (CIS)	To support Inuit Firms in accessing contracting opportunities at the Project, Baffinland will hold Contractor Information Sessions (CIS). Baffinland will publish virtual introductory presentation for Inuit Firms on how to participate in Baffinland’s bidding process. Inuit Firms then have an option of scheduling one-on-one discussions with Baffinland, QIA, and/or Kakivak to obtain more information regarding potential contracting opportunities, business development opportunities and funding, and to seek clarification on any questions they may have, including how to increase chances of contract award.	In 2022, Baffinland developed virtual CIS materials for posting on a public portal. Baffinland completed drafting of social media posts to advertise the virtual CIS and began to investigate the availability of accommodations and facilities for the 2022-2023 in-person CIS. In addition, Baffinland has developed a number of business development workshops for Inuit Firms that will be delivered in 2023. These workshops include: 1) a bid simulation workshop which will guide participants through the typical contracting process at Baffinland and provide participants with guidance on how to pre-qualify and bid on contracts, and 2) a workshop target at Inuit youth and women entrepreneurs seeking to establish a business in the North Baffin communities.
Business Capacity and Start-Up Fund	Since 2013, as required by the IIBA, Baffinland contributes \$250,000 - \$275,000 annually to the Business Capacity and Start-up Fund, which is administered by QIA’s subsidiary	In 2022, Baffinland contributed \$275,000 to the fund. To date, Baffinland has contributed \$1.85M to the fund.

Name of initiative	Description	2022 results
	Kakivak Association, and is designed to support Inuit business start-up and capacity development.	
IIBA Procurement and Contracting Policies	As part of the IIBA, Baffinland implements policies and processes to maximize contracting and subcontracting opportunities for qualified Inuit Firms for the Mary River Project. This includes, but is not limited to, establishing a prequalification list, allowing direct negotiation processes with Inuit Firms, issuing Advanced Contract Notifications (ACNs), applying Inuit criteria in the bid evaluation, and following the regional contracting benefits process for contracts less than \$1M whereby Baffinland solicits proposals only from pre-qualified Inuit Firms.	The total value of contracts awarded to Inuit Firms was \$162.2M in 2022.

3.3 Registered Inuit firms

Nunavut Tunngavik Inc. (NTI) maintains an Inuit Firm Registry database for Nunavut. This database provides the name of each registered Inuit Firm, describes each firm’s area of business operations, and location where the firm is based. The number of registered Inuit Firms in the LSA since 2013 is presented in Figure 26.

Figure 26. Registered Inuit firms in Iqaluit and the North Baffin LSA



Source: (NTI, 2022)

In 2022, a total of 196 active Inuit Firms were registered in the LSA, an increase of 10 Inuit Firms from 2021. Of the 196, 28% (55) of these firms were based in the North Baffin LSA communities and 72% (141) were based in Iqaluit. Since 2013, the number of active Inuit Firms registered in the North Baffin LSA communities has increased by 26, while the number of active Inuit Firms registered in Iqaluit has increased by 57. Growth in the number of firms generally indicates positive change as it suggests more business diversity, more Inuit business owners, and more capacity to respond to contract opportunities aimed at Inuit firms. The growth in the number of firms in both Iqaluit and the North Baffin LSA is consistent with the Project’s ongoing and significant contract commitments to Inuit firms, Inuit Content Requirements, and other initiatives to create opportunities for Inuit firms. However, it is recognized that the growth in the number of firms is driven by a range of factors, including opportunities created by other sectors (e.g. government contracts, especially in Iqaluit). Furthermore, this data does not show the growth in individual firms, which is another indication of positive effects for Inuit firms quite aside from the number of firms.

Residual effect	Expanded Markets for Business Services to the Project
Summary	The EIS predicted the Project would have a positive effect on creating market opportunities for businesses in the LSA and RSA to supply goods and services to the Project (Baffinland Iron Mines Corporation, 2012, p. 168).
Existing mitigation	<p>Implementation of several Inuit contracting policies, and the development of the IPCS. These have been designed to give Inuit firms preferential treatment and assistance in the contract bidding process.</p> <p>Baffinland’s IIBA with the QIA includes several provisions related to Inuit contracting. In addition, a Business Capacity and Start-Up Fund has been created to assist Inuit Firms. Baffinland contributes \$250,000 - \$275,000 annually to the fund, which assists with locating start-up capital and financing, management development, ongoing business management, financial management, contracts and procurement, and human resources management. This fund is managed by the QIA.</p>
Monitoring results	<p>Since Project development, a total of \$1.68 billion worth of contracts have been awarded to Inuit Firms. \$162 million in contracts were awarded to Inuit Firms in 2022.</p> <p>This contracting data confirms the Project has had a positive effect on creating market opportunities for businesses in the LSA and RSA to supply goods and services to the Project.</p>



4 · Population and Migration

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

FEIS Prediction

“Residual effects arising from in-migration and out-migration are expected to arise due to the Project. At the anticipated levels, however, these effects are not expected to be sufficient to cause adverse effects on demographic stability of the affected communities. Therefore, these residual effects are assessed to be not significant.” (Baffinland Iron Mines Corporation, 2012, p. 22)

Key Findings

- The average annual population growth rates over the post-development period were 2.1% for North Baffin LSA communities, 1.7% for Iqaluit, and 1.6% for Nunavut – all higher than the Canadian average growth rate of 1.1%. As the average annual population growth rates in LSA community populations for the pre-development and post-development periods are similar, the rate of growth does not appear to have been affected by the Project.
- Twenty-four workers have migrated out of the North Baffin LSA since 2015.

4.1 Population and migration

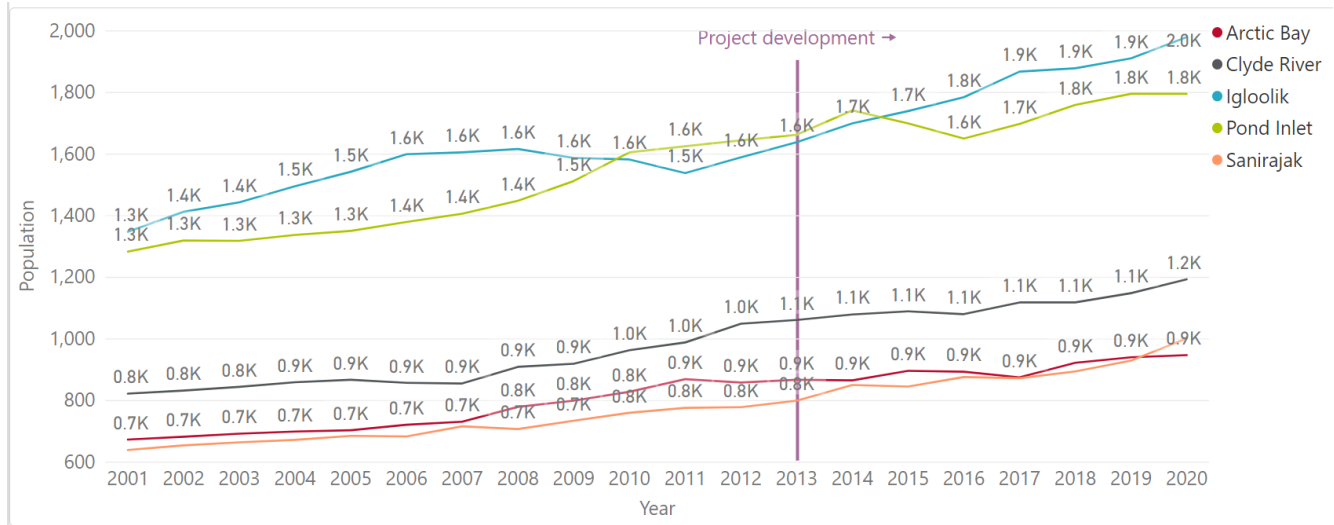
Outdated Data! This section relies on annual data from public institutions. Some of these data have not been updated in over 2 years. The lack of recent or updated data limits the ability to monitor impacts, to compare impacts to predictions, and to identify the need for mitigation. As such, the analysis presented in parts of this section is limited and unchanged from previous years.

The North Baffin LSA communities, Iqaluit, and Nunavut have all shown positive population growth since Project development. From 2013 to 2020, the North Baffin LSA communities grew from a population of 6,022 to 6,910 (a 14.7% increase). Over the same time, Iqaluit’s population increased 11.8% from a population of 7,409 to 8,284, while Nunavut’s overall population increased 11.4% from 35,337 to 39,353 (Figure 27 shows the most recent LSA community populations).

The average annual growth rates over the post-development period were 2.1% for the North Baffin LSA communities, 1.7% for Iqaluit, and 1.6% for Nunavut. These rates are all higher than the Canadian average growth rate of 1.2% over the 2013-2020 period (Statistics Canada). However, Figure 27 shows that population growth trends in LSA community populations for the pre-development and post-development periods are similar. Furthermore, population growth was occurring throughout Nunavut prior to Project development and continues to occur at high rates across the territory. As such, it is unlikely that the Project has been a major influence on these trends.

Data from the most recent national census in 2021 show the overall population of Qikiqtani was 19,355, an increase of 1.9% from 2016. Steady growth has also occurred in the North Baffin LSA, as illustrated in Figure 27, without an apparent significant change in the rate of growth post-Project development.

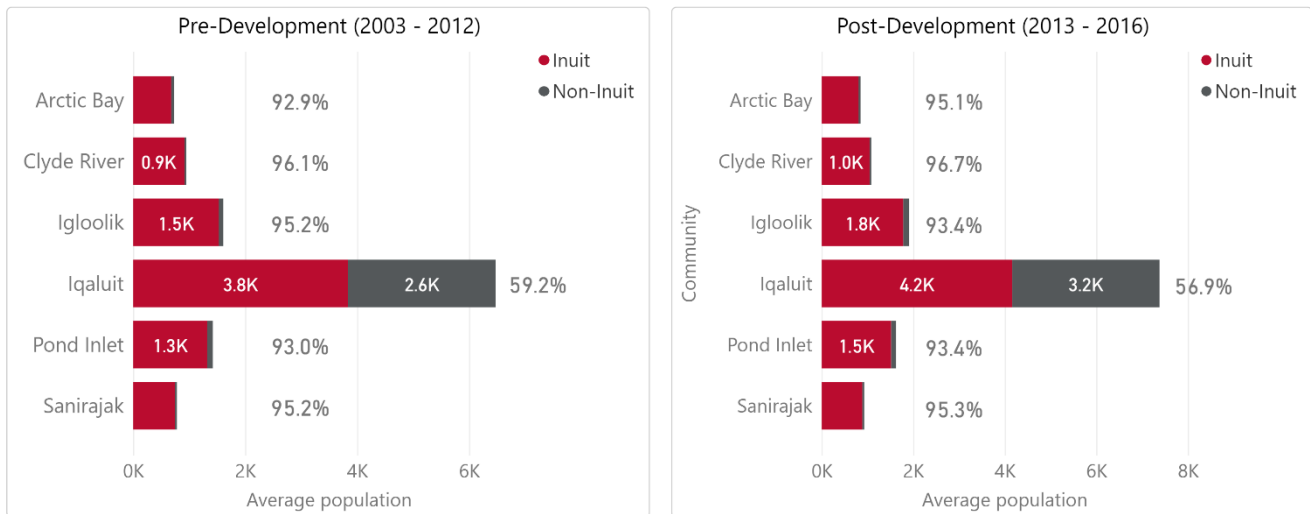
Figure 27. North Baffin community populations, pre- and post-development



Source: (Nunavut Bureau of Statistics (NBS), 2021) | 2001 to 2020 NBS; 2021 Statistics Canada

Figure 28 compares the average Inuit and non-Inuit population in LSA communities pre- and post-development and shows the average Inuit percentage of the population for that period. Aside from a shift from Arctic Bay to Igloolik, which may be attributable to a minor migration or data counting error in 2017, the most notable change is an increase in the proportion of non-Inuit in Iqaluit. As of Q3 2022, there were no non-Inuit Project employees based in Iqaluit; therefore, it is unlikely that Baffinland has been a driver of non-Inuit in-migration to the capital.

Figure 28. Average Inuit and non-Inuit LSA community population, pre- and post-development



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

4.2 Project-induced migration

Outdated Data! This section relies on annual data from public institutions. Some of these data have not been updated in over 2 years. The lack of recent or updated data limits the ability to monitor impacts, to compare impacts to predictions, and to identify the need for mitigation. As such, the analysis presented in parts of this section is limited and unchanged from previous years.

Both in-migration and out-migration can have potential negative demographic impacts. In-migration, especially when it is unanticipated or unplanned for, can lead to undue stress on communities, such as pressure on infrastructure, services, and housing. Out-migration can have a negative demographic effect, when considering the “brain drain” of losing trained workers and the departure of accompanying family members. While the 143 Inuit working at Mary River and based in North Baffin represent a small fraction of the overall Inuit population of the Region, it is possible that even low levels of out-migration (to other regions of Nunavut, or to other provinces or territories) over time could have a negative demographic impact.

In combination with the population data in section 4.1, migration data for Baffinland and contractor employees provides insight into migration trends in the North Baffin LSA.

Monitoring Migration

Within this report, migration is described three ways:

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

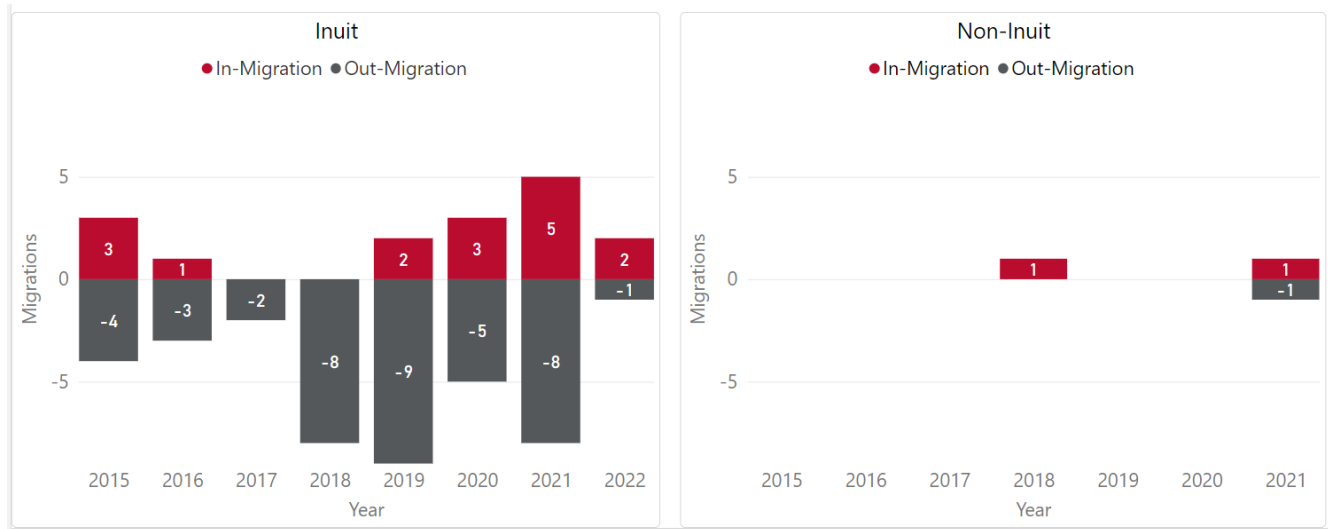
Prior to 2021, data was provided by Baffinland Community Liaison Officers (BCLOs) who were asked to report on the number of Baffinland and contractor employees they knew who had moved into or out of each of their communities during the previous year. Inuit or non-Inuit status was also recorded as well as the locations where those individuals had moved to and from, if known. Family members that may have migrated with employees were not accounted for. When the origin/destination community of a migrant was unknown, it was conservatively assumed they were migrating to/from outside the North Baffin LSA.

Starting in 2021, data for migration of Baffinland employees was collected by Baffinland’s Human Resources department, who track change of address requests. BCLO data is still used to track contractor migration, and for comparative purposes.

Figure 29 below shows the migration of North Baffin LSA Baffinland and contractor employees. While only a small number of Project workers move in or out of the North Baffin LSA every year, 40 workers (cumulatively) have out-migrated since 2015, with several having moved to Iqaluit. Comparatively, 16 workers have in-migrated during the same time frame. This amounts to a net change of 24 workers who have out-migrated from the North Baffin LSA since 2015.

Migration intentions shared in the 2022 Inuit Employee Survey responses suggest a similar trend to the past several years of movement, with 5 respondents expressing an intention to move from one community to another in the next year. Of the 5 respondents who expressed an intention to move in the next year, two indicated moving out of the North Baffin LSA, and one indicated moving back to a Nunavut community outside of the North Baffin LSA from Ottawa. Other respondents did not provide further details. Reasons for declared migration intentions included to be closer to friends and family, better access to housing and other services, and cost of living.

Figure 29. Known LSA migration of Baffinland and contractor employees (Inuit and non-Inuit) *



Source: (Baffinland, 2022) | *Note: See text box ‘Monitoring Migration’. Migration data collected prior to 2015 is not presented due to concerns with accuracy.

Nunavut migration has been variable with a substantial out-migration trend from 2004 through 2008, and another out-migration trend from 2012 through 2018 (Nunavut Bureau of Statistics (NBS), 2020). Compared to the pre-development period average, fewer people overall migrated out of Nunavut in the post-development period. While a decreasing post-development trend has occurred, net migration estimates for the territory are not specific enough to determine Project-related influences. Data on births and deaths indicate that there were on average four live births for every death in Nunavut prior to 2020 (Nunavut Bureau of Statistics, 2020) (Nunavut Bureau of Statistics (NBS), 2021). The ratio of birth-to-death strongly suggests that the population has been increasing through natural growth, both in the LSA and in Nunavut, however, this trend may have changed since data was last available.

Figure 30, below, shows that Nunavut net migration has been negative for the past number of years for which data is available. In other words, more people were moving out of Nunavut than moving into Nunavut in the few years before 2020.

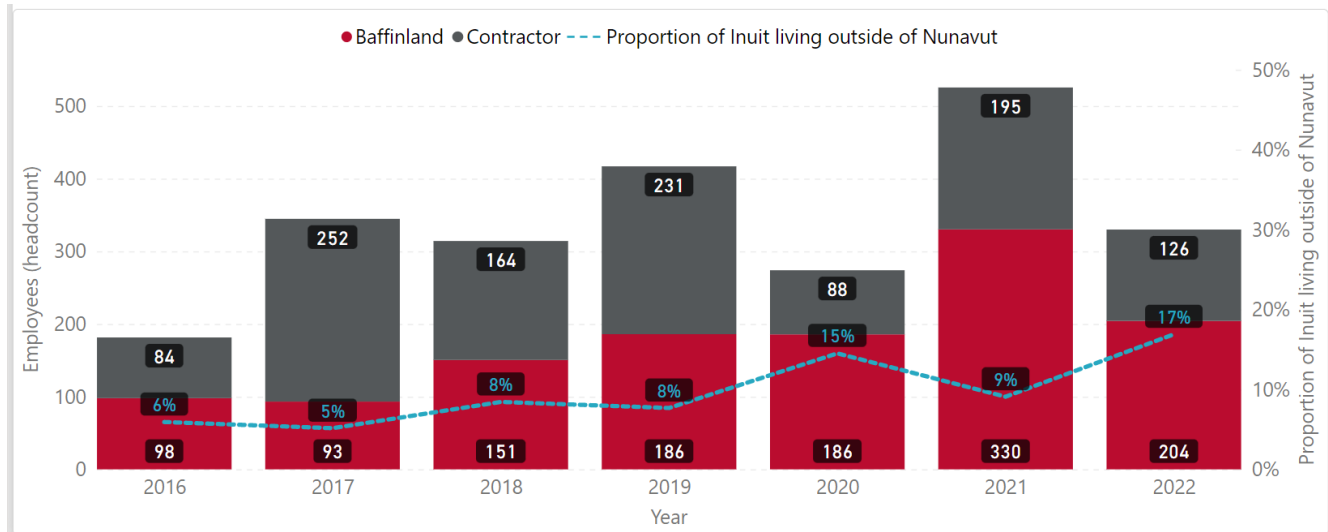
Figure 30. Annual Nunavut net-migration (2004 – 2019)



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

Figure 31, below, shows the percentage of Inuit workers living outside Nunavut. The increase in the proportion of Inuit workers living outside of Nunavut from 2019 to 2020 and 2021 may be due to the COVID-19 pandemic and Government of Nunavut controls on travel, as Baffinland and contractors could only engage new employees (including Inuit) for on-site work who are based outside of Nunavut.

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



Source: (Baffinland, 2022) | Note: Based on average headcount

Residual effect	In-Migration of Non-Inuit Baffinland Employees to the North Baffin LSA
Summary	The EIS predicted some in-migration of non-Inuit employees hired to work at the Project in the North Baffin LSA (i.e. <5% change in the non- Inuit baseline population) (Baffinland Iron Mines Corporation, 2012, p. 16). In 2012 (the year before Project construction commenced), 5% of the North Baffin non-Inuit population would have equaled approximately 28 individuals.
Existing mitigation	Designation of Iqaluit as a “point of hire” and an additional southern location as a transportation hub, with no-cost transportation provided to Project employees from these locations to the mine site
Monitoring results	Baffinland data, including Human Resources data and Baffinland Community Liaison Officer (BCLO) survey, indicates a net of one non-Inuit employee/contractor having in-migrated to the North Baffin LSA since 2015. This is not a significant effect.

Residual effect	Out-Migration of Inuit Residents from the North Baffin LSA
Summary	The EIS predicted some out-migration of Inuit residents from the North Baffin LSA could occur (i.e. 1% to <5% of the total population) (Baffinland Iron Mines Corporation, 2012, p. 16). In 2012 (the year before Project construction commenced), 5% of the total North Baffin LSA population would have equaled approximately 306 individuals.
Existing mitigation	Designation of all North Baffin LSA communities as 'points of hire', with no-cost transportation provided to Project employees from these points of hire to the mine site.
Monitoring results	<p>Baffinland data, including Human Resources data and BCLO survey, indicates a net negative migration (i.e., out-migration) of 24 Inuit workers from the North Baffin LSA since 2015, accounting for 0.4% of 2012 North Baffin LSA population. This is significantly lower than the lower end of the out-migration estimate from the EIS.</p> <p>While a small number of Project workers have moved out of the North Baffin LSA, the effect has been smaller than predicted. It is also unknown whether out-migration from the North Baffin LSA might have been any different if the Project was not there.</p>



5 · Human Health and Wellbeing

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

FEIS Predictions

“Positive residual effects of the Project on human health and well-being are anticipated to significantly improve the well-being of most children of parents working at the Project. The potential that some children may experience an overall decline in well-being is acknowledged, and is assessed to be not significant, based on low magnitude and infrequent occurrence.” (Baffinland Iron Mines Corporation, 2012, p. 148)

“During an early period of transition, the potential for negative residual effects on substance abuse to be experienced is acknowledged but assessed to be not significant due to its short duration and moderate magnitude. Over the medium term and extending beyond Project termination, an overall positive residual effect on substance abuse is anticipated. This is assessed to be not significant based on the moderate magnitude and a moderate level of uncertainty related to its occurrence.” (Baffinland Iron Mines Corporation, 2012, p. 148)

“Negative residual effects arising from the absence of workers from the community are recognized to occur, although not at a high enough magnitude for significant effects on community social stability and are therefore assessed to be not significant.” (Baffinland Iron Mines Corporation, 2012, p. 148)

Key Findings

- Most respondents (77%) to the 2022 Inuit Employee Survey (Project Inuit employees) provided positive feedback on their ability to provide for themselves and their families since obtaining employment: 31% stated that their ability to provide has been *very improved* and 46% stated their ability has *improved*.
- Self-reported worker and family health and well-being has also improved: 14% of 2022 Inuit survey respondents said that their well-being had been *very improved* and 36% that it had *improved* since starting work at the Project. Only 4% of respondents reported a negative impact on wellbeing.
- The portions of the population (i.e. tax filers) with employment income and receiving social assistance in the North Baffin LSA have largely stayed the same during the post-development period up until 2017, the last year for which data are available. Considering the significant population growth during that time, this indicates that the job market has grown in line with population growth. Trends are similar across Nunavut and, as such, Project effects are difficult to discern or may not be significant.
- While there appears to be a positive correlation between the Project and the increase in available crime rate metrics in the North Baffin LSA post-development, a similar trend can be seen throughout the Qikiqtani. Often, given the multiple factors affecting crime and the reporting of violations, additional information and data may be required to better discern the effects of the Project on these indicators.
 - Impaired driving violations have increased in the North Baffin LSA during the post-development period. The average annual driving violations per 1,000 people in the North Baffin LSA, Iqaluit and Nunavut have increased from pre- to post-development. Compared to a 22% increase for Iqaluit and 40% increase for Nunavut, the average annual impaired driving violations in North Baffin increased by 75%, however similar increases can be observed across the Qikiqtani.
 - North Baffin LSA, Iqaluit, and Nunavut have all seen rapid decreases in drug violations during the post-development period of between 40-50%.

- Average crime rates have increased by approximately 32% in the North Baffin LSA between the pre-development and post-development periods, with a similar trend observed across the Qikiqtani. Nunavut also experienced a modest increase (5%) between the same periods, whereas Iqaluit’s average annual crime rate decreased during this time.
- The average number of youths charged has declined in the LSA since Project development. However, decreasing trends in the LSA were also evident in the pre-development period, and a comparable trend has been observed across Nunavut.

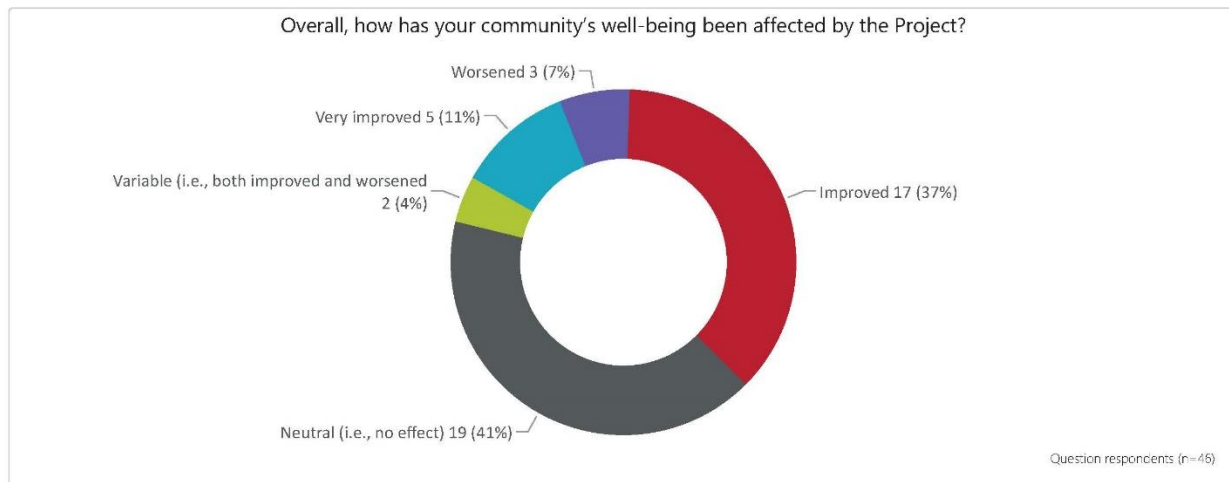
5.1 Employee and community health and wellbeing

The health and wellbeing of North Baffin Inuit working at the Project, their families, and of others in their communities is based on many factors and their interactions. Measuring the impacts of the Project on health and wellbeing is therefore challenging. This section presents a variety of indicators for discussion, including the perspectives of Inuit employees who responded to wellbeing-related questions in the Inuit Employee Survey, which was most recently administered by Baffinland over October and November 2022. This section also draws on available community-level data that provide proxy indicators of health and wellbeing (i.e. indirect indicators of health and well-being).

As shown in Figure 32, most respondents to the 2022 Inuit Employee Survey stated that that the Project has had a *neutral* (41%), *improved* (37%), or *very improved* (11%) impact on their communities’ well-being, with one respondent noting the positive benefits of both improved income and opportunities to work with a geographically diverse workforce. To determine broader community-level perceptions of the Project’s impact on well-being, a community survey would need to be conducted.

Inuit Employee Perceptions on Health and Wellbeing

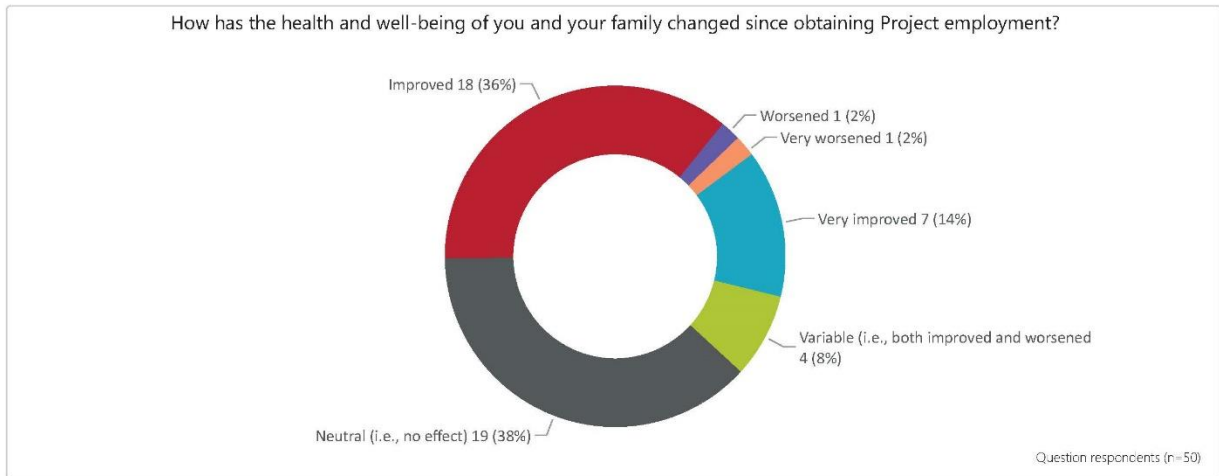
Figure 32. Perceived impact of project on community (2022)



Source: (Baffinland (survey), 2022)

Baffinland does not have access to data on Inuit workers’ families’ wellbeing, making it difficult to draw conclusions on Project impacts on family wellbeing. However, as seen in Figure 33, there are positive indications from the survey, where 50% of respondents said that worker and family wellbeing had been *improved* or *very improved* since starting work at the Project. Only two respondents (4%) reported a negative impact on wellbeing, and four respondents (8%) reported a variable impact on their wellbeing (i.e., both improved and worsened).

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



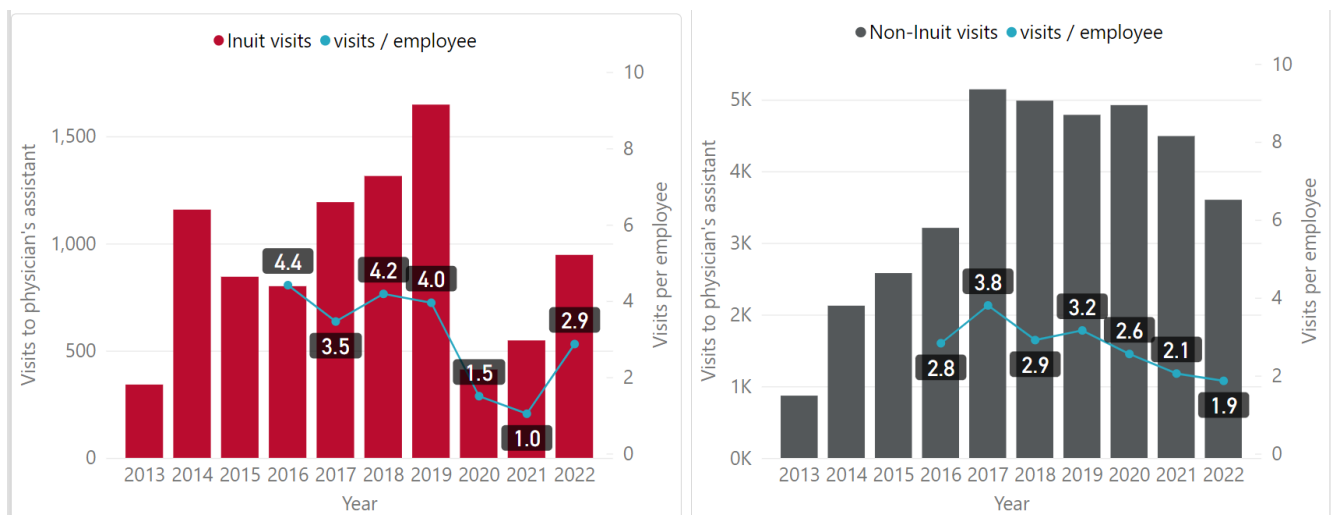
Source: (Baffinland (survey), 2022)

Inuit Employee Mental and Physical Health

Visits to the Project site physician’s assistant provide some insight into Inuit employee mental and physical health. A trip to the physician’s assistant could be an indicator of either positive (e.g. provision of health services that may have been less available in the community), negative (e.g. onset of Project-related negative health condition), or neutral effects (e.g. provision of health services that would have otherwise been accessed in the community). It is possible that increased Inuit worker visits to the Project physician’s assistant may reduce demands placed on community health. Improving access to health care would be a positive impact, but it would be difficult to quantify the extent.

Figure 34 displays the number of recorded visits to the Project site physician’s assistant since 2013, for both Inuit and non-Inuit employees (Baffinland and contractors).

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



Source: (Baffinland, 2022) | Note: visits per employee is calculated using headcounts

Figure 34 shows a predictable drop in visits to the site physician in 2020 and 2021. This is a result of Nunavummiut residents being demobilized from site due to the COVID-19 pandemic. In 2022, the number of visits rebounded to an average of 2.9 visits per employee for Inuit. While the number of recorded visits in 2022 has not returned to pre-

pandemic levels, this may be partially due to demobilization early in the year. For non-Inuit employees, the number of visits per employee has steadily decreased each year since 2019.

Without data on the prevalence (proportion of people) and incidence (number of new cases) of specific indicators of Inuit health status such as non-communicable and communicable diseases and mental health, and any changes over time compared to the general comparable population, it is not possible to draw quantitative conclusions on Project effects on Inuit worker health.

Baffinland’s Employee and Family Assistance Plan

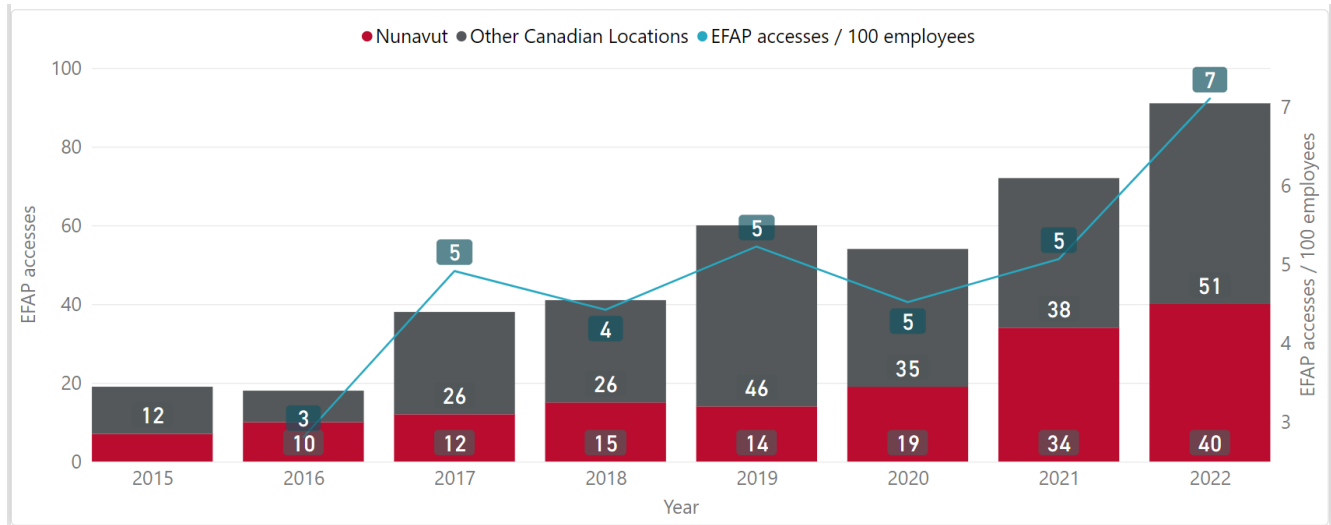
Members of the SEMWG previously requested that data on the number of times Baffinland’s Employee and Family Assistance Plan (EFAP) is accessed be included in Baffinland’s socio-economic monitoring program. Baffinland implemented its EFAP in 2015 to provide its employees and their families with access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

Figure 35 shows the total number of times that Baffinland’s Employee and Family Assistance Plan was accessed – both from Nunavut and elsewhere – since the start of the program in 2015. Following several years where EFAP usage was relatively consistent at approximately 5 accesses per 100 employees, in 2022, EFAP usage increased to approximately 7 accesses per 100 employees.

The usage of EFAP by Nunavut-based employees continued to increase in 2022, with 40 EFAP accesses, an increase of 6 from 2021. For non-Nunavut based employees, EFAP access also increased from 38 accesses in 2021, to 51 accesses in 2022. It is possible that increased promotion of the program for Baffinland’s employees and their families, coupled with the ongoing impacts of the COVID-19 pandemic and operational uncertainty, influenced increased use of the service during 2022. Similar to the number of visits to the site’s physician assistant, increased EFAP usage does not necessarily indicate negative effects. The majority of EFAP counselling service usage was conducted over the phone or through video. 63% of the 86 counseling cases in 2022 were classified as “psychological” support, with other issues including marital, work, family, addiction, and trauma.

On-site Cultural Advisors are available for all of Baffinland and contractor Inuit employees. In 2022, Baffinland hired two on-site mental health counsellors whose services are available to all employees. Usage of these resources is not tracked.

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



Source: (Baffinland, 2022)

At the 2019 Annual Project Review Forum, it was recommended that Baffinland undertake a review of its corrective action policy (particularly regarding intoxication), and work to enhance awareness of the EFAP and the Community Counsellor Program (for alcohol and addictions). In 2022, Baffinland hired two on-site mental health counsellors who work with employees and provide counselling services. There are no longer plans to start an alcohol and narcotic anonymous site-based program as these counsellors are able to meet one-on-one with employees for counselling support.

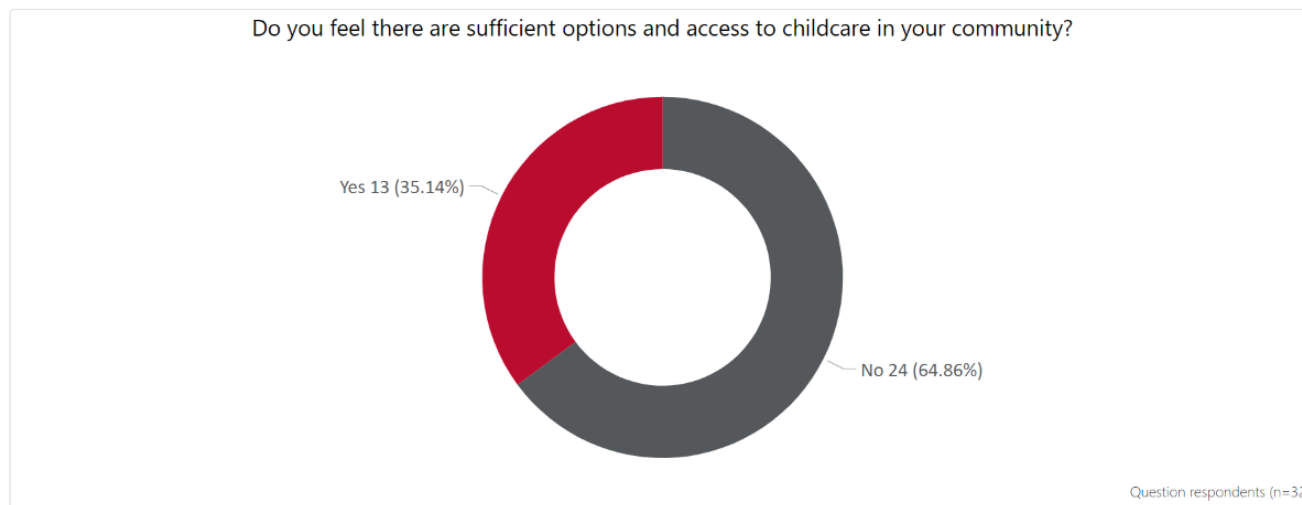
Per Article 11.7 of the IIBA, a Community Counsellor Program has been established by Baffinland in the North Baffin LSA communities. In June 2019, Baffinland commenced funding a 3-year agreement with the Ilisaqsvik Society to hire qualified Inuit counsellors to work within Arctic Bay, Clyde River, Igloolik, Sanirajak, and Pond Inlet. This partnership enables Ilisaqsvik to increase the availability of culturally and linguistically relevant counselling services in Nunavut while also increasing the number of trained Inuit counsellors who are able to provide counselling services in Inuktitut. With the restrictions due to COVID-19, the Ilisaqsvik Society adjusted their programming to include virtual services, as well as in-community services where public health advice allowed.

Child Care

An increase in childcare can have a positive impact on women’s participation in the labour force (Rogers, 2016). In the 2022 Inuit Employee survey, when respondents were asked whether they use childcare services (formal and informal) in their community so that they can go to work, 8 respondents (16%) answered yes, with all but 1 of these respondents living in one of the North Baffin LSA.

As seen in Figure 36, when asked if they feel there are sufficient and affordable options and access to childcare in their community, a majority of respondents (65%) answered that there was not, compared to 44% of respondents in 2020. When reviewing responses of Nunavut-based respondents, 24 (89%) reported feeling there were not sufficient and affordable options and access to childcare in their community. This suggests childcare accessibility for Inuit employees may be more limited in Nunavut compared to other geographic locations.

Figure 36. Perceptions on access to childcare



Source: (Baffinland (survey), 2022)

In the 2020 Qikiqtani Labour Market Analysis, which included an Inuit Labour Force Barriers Analysis, a key barrier identified related to a weak social infrastructure, including lack of affordable childcare and housing (Mining Industry Human Resources Council (MiHR), 2020). Baffinland’s 2022 community engagement records have shown community members had questions or concerns related to childcare and childcare support, and 2022 Inuit turnover exit interviews included reasons related to family, although no childcare-specific reasons were reported.

Inuit Employee Housing Status

As shown in Table 13, Inuit employee survey results over the last several years suggest that most Inuit workers live in public housing, with only a fraction owning their own home. From 2020 to 2022, there was also a decrease in the percentage of respondents who are considering purchasing a home (from 44% in 2020 to 25% in 2022). The change in level of interest in home ownership in both survey years is significant; however, given the smaller sample size and the potential impact of the COVID-19 pandemic and operational uncertainty, it is difficult to draw conclusions related to changing interest in home ownership.

Table 13: Inuit Employee Survey responses on housing¹⁰

Percentage of respondents that...	2018	2020	2022
Live in public housing	61%	55%	49%
Own their own home	4%	6%	7%
Are considering purchasing a home	31%	44%	25%

Source: (Baffinland (survey), 2022)

A 2021 study undertaken by the Nunavut Housing Corporation to explore public understanding of rent-scales used in public housing and possible disincentives to work showed that the rent-scale is generally not well understood, by both tenants and Local Housing Authority (LHA) staff (NVision Insight Group Inc., 2021). Among other recommendations, the

¹⁰ Due to a survey administration error, no data was collected on housing status in 2019. No survey was conducted in 2021 due to COVID-19 and logistical constraints.

report suggested that rent-scale training and education for tenants and LHA staff, as well as a public communications strategy, could combat misinformation and perceptions of penalization for working.

Home ownership can have positive financial and social effects, but there are significant barriers that are well-illustrated by the survey responses to the question: “If you have not purchased your own home, please explain why?” Twenty-two percent (22%) said they did not know how to go about buying a home, a significant decrease from the rate of 67% in 2020. Many respondents had financial concerns, with 29% believing they did not have enough saved for a down payment, 8% believing that mortgage payments would be too high, and 17% believing that maintenance costs would be prohibitive. The majority of respondents (75%) were not aware of the Nunavut Down Payment Assistance Program offered by the Nunavut Housing Corporation.

There is potential for Baffinland to play a role in helping Inuit workers better understand the implications of employment on public housing rent, as well as the process and costs in purchasing a home.

Residual effect	Absence from the Community During Work Rotations
Summary	The EIS predicted the absence of workers from communities during their work rotations may lead to some negative effects on community processes (e.g. local coaching, politics, and social organizations) in the LSA. However, it was also predicted that organizations and activities would be able to adapt and carry on their functions in light of these effects (Baffinland Iron Mines Corporation, 2012, p. 141).
Existing mitigation	<ul style="list-style-type: none"> • A three week in/three week out rotation that allows employees to spend considerable time in their home communities. • Contributions to the INPK Fund which provides up to \$1.1 million/year for community wellness-focused projects in the North Baffin LSA. • Pre-employment training that reviews strategies for successful rotational work with prospective employees, so they can come better prepared to deal with challenges that may arise. • Consideration of alternative rotation schedules that are better aligned with familial and community activities.
Monitoring results	The potential for some negative effects on community processes to arise as a result of workers being absent during their work rotations is acknowledged. However, the Project’s overall effect remains unclear. This is because appropriate community-level indicator data are currently unavailable for this topic. Relevant mitigation is in place and there is no direct evidence to suggest mitigation measures need to be modified at this time. This topic will continue to be monitored for emerging trends through the QSEMC process and community engagement conducted for the Project.

5.2 Income and social assistance

Outdated Data! This section relies on annual data from public institutions. Some of these data have not been updated in over 2 years. The lack of recent or updated data limits the ability to monitor impacts, to compare impacts to predictions, and to identify the need for mitigation. As such, the analysis presented in parts of this section is limited and unchanged from previous years.

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

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

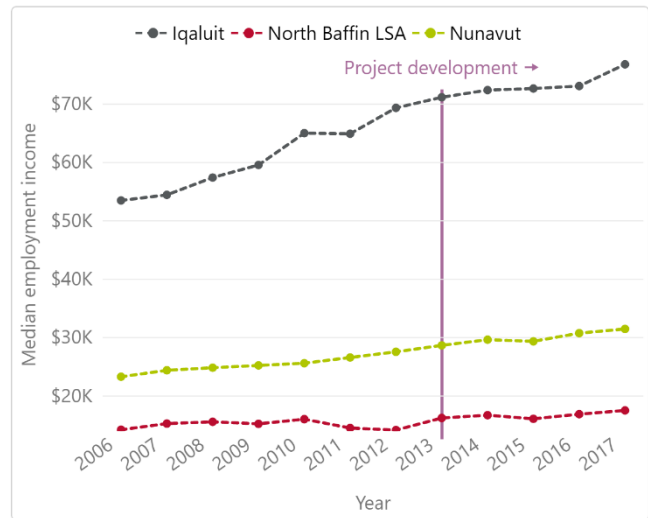
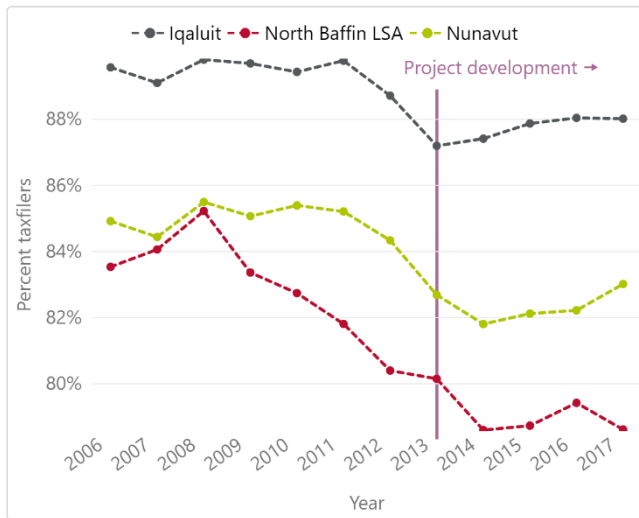
Compared to pre-development period averages, there has been a decrease in the proportion of tax filers with employment income by 4% in the North Baffin LSA, 1% in Iqaluit, and 4% in Nunavut in the post-development period.

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

There continues to be a gradual but steady growth in median employment income, to which the Project likely contributes (Figure 38). The EIS predicted that the Project could improve household income in the LSA over time (Baffinland Iron Mines Corporation, 2012, pp. 142-143). These indicators will continue to be monitored for emerging trends.

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

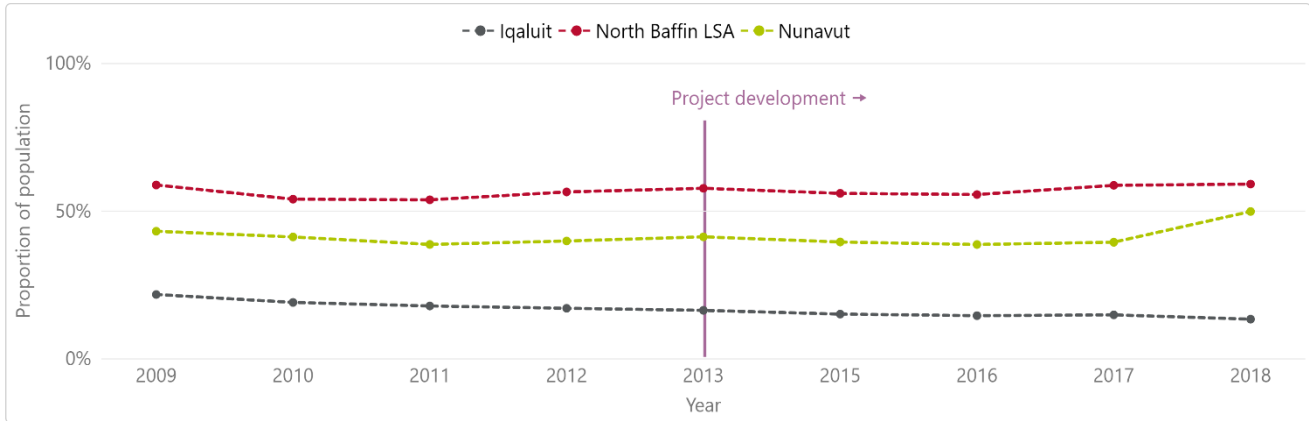
Figure 38. Median employment income (2006 – 2017)



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

Figure 39 displays the proportion of the population in Iqaluit, the North Baffin LSA, and Nunavut receiving social assistance. 2018 was the most recent year data for which the percentage of social assistance recipients was available (Nunavut Bureau of Statistics (NBS), 2019e) (no data are available for 2014). The percentage of the population receiving social assistance can provide insights into household financial performance. To date, social assistance levels in the North Baffin LSA have been higher than in Nunavut overall, and levels in Iqaluit have been lower. This has not changed with Project development. The data does not indicate a significant difference between pre-development and post-development social assistance levels in the North Baffin LSA (55.7% vs. 57.4%). Aside from the Nunavut social assistance level increasing significantly in 2018 (from 39% to 50%), the pre- and post-development trends in social assistance levels in all three areas have remained the same (relatively constant in Nunavut and North Baffin LSA, gradual decline in Iqaluit).

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



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

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

Residual effect	Household Income and Food Security
Summary	The EIS predicted the Project would have a positive effect on increased household income and food security (particularly as they apply to well-being of children) in the LSA (Baffinland Iron Mines Corporation, 2012, p. 130).
Existing mitigation	<ul style="list-style-type: none"> • Meaningful employment and incomes • Work readiness training • Financial literacy training • Assistance provided to hunters accessing the Project Area • Contributions to the INPK Fund which provides up to \$1.1 million/year for community wellness-focused projects in the North Baffin LSA • School Lunch Programs • Baffinland Sponsorship and Donation Fund • Other contributions and initiatives related to food security in the LSA (as described in Section 10.2)
Monitoring results	<p>77% of 2022 Inuit Employee Survey respondents reported an improved or very improved ability to provide for themselves and their families, up from 67% in 2020.</p> <p>Nearly \$15 million was paid to 143 Inuit FTEs in the North Baffin LSA in 2022 by Baffinland and contractors, with an average salary of nearly \$105,000 in 2022. Considering the large number and high proportion of NOC Skill Level C and NOC Skill Level D compared to the rest of the Qikiqtani workforce, it is clear that the Project has significantly expanded the labour market, particularly for those skill levels.</p> <p>An improved ability to provide for their families is apparently having a positive impact, as 50% of Survey respondents reported improved or very improved health and well-being in their families (38% reported a neutral impact).</p> <p>Finally, while there have not been highly significant changes to the portion of households receiving social assistance, there are positive indications: the rate of families on welfare has not increased nearly as fast as the population growth rate. This supports the finding that the job market has expanded more rapidly than the population. However, these data are outdated and further conclusions require updated data.</p>

5.3 Infractions and criminal violations

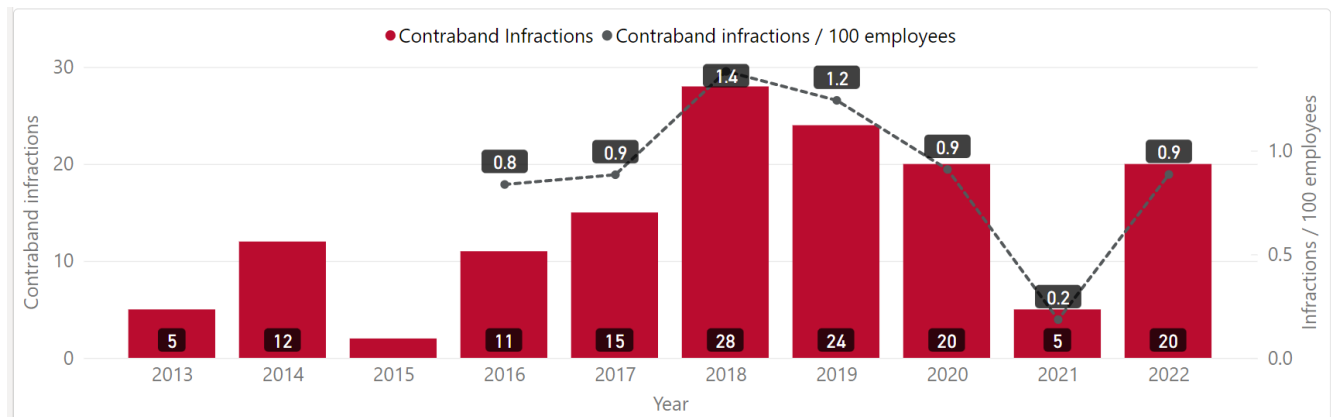
Outdated Data! This section relies on annual data from public institutions. Some of these data have not been updated in over 2 years. The lack of recent or updated data limits the ability to monitor impacts, to compare impacts to predictions, and to identify the need for mitigation. As such, the analysis presented in parts of this section is limited and unchanged from previous years.

Drug and Alcohol Contraband Infractions

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

Figure 40 depicts the number of drug and alcohol related contraband infractions at Project sites, including confiscated drugs, alcohol, or related paraphernalia. In 2022, 20 drug and alcohol-related contraband infractions occurred at Project sites among Baffinland and contractor employees – an increase of 15 infractions from 2021 and returning to the same level as in 2020. This topic will continue to be monitored for emerging trends.

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



Source: (Baffinland, 2022)

Although contraband infractions significantly decreased in 2021, they rebounded in 2022 to the same level as in 2020 (20 infraction). The number of contraband infractions per 100 employees similarly increased in 2022 back to the same level as in 2020 (0.9 infractions per 100 employees). Without more disaggregated data, it not possible to measure the effects the Project has had in increasing the availability of alcohol and illegal drugs in the North Baffin LSA, though the QSEMC has suggested continuing to monitor impacts related to the aforementioned developments (Qiktiqtaaluk Socio-Economic Monitoring Committee Meeting, 2019).

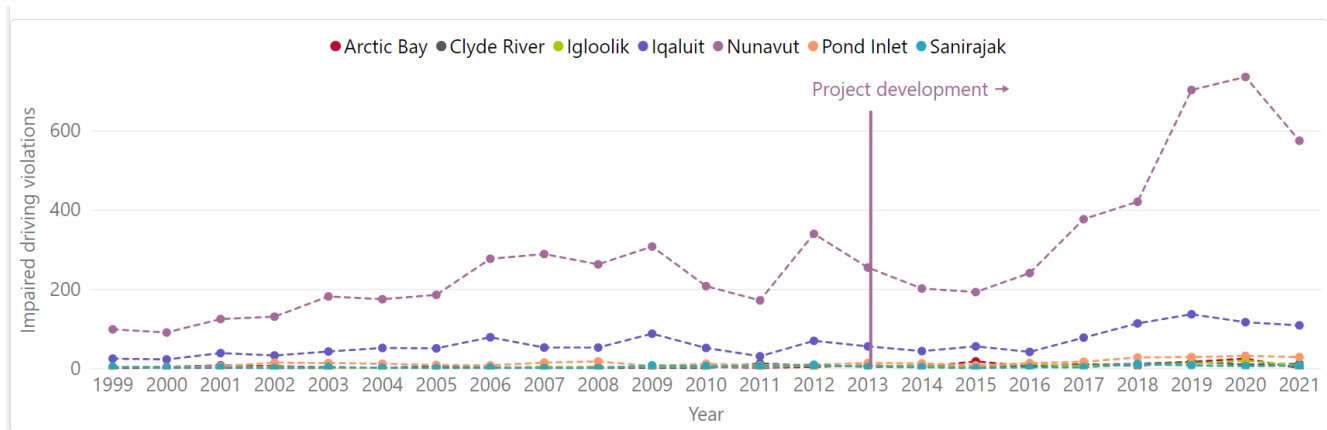
During the post-development period, there were two noteworthy developments in the LSA related to drugs and alcohol. The first is the 2017 opening of the the territory’s first beer and wine store in Iqaluit, which was done as part of the Government of Nunavut’s decision to try a ‘harm reduction approach’ in addressing alcohol behaviours by making low-alcohol content beverages more accessible (Government of Nunavut, Department of Finance, 2020). The second is the legalization of cannabis in Canada and subsequently Nunavut in mid-2018 (Government of Nunavut, Department of Finance, n.d.), which also increased access to legal cannabis. Nunavut’s first retail cannabis location opened in 2021, with a second store seeking government approval to open in Iqaluit as of late 2022 (Venn, 2022).

Residual effect	Transport of Substances Through Project Site
Summary	The EIS predicted the Project could increase availability of substances such as alcohol and illegal drugs in the North Baffin LSA due to their possible transportation through Project sites, resulting in a negative effect (Baffinland Iron Mines Corporation, 2012, p. 134).
Existing mitigation	<ul style="list-style-type: none"> • Zero tolerance policy for alcohol/ drugs on site • Baggage searches for all Baffinland and contractor employees arriving at site • Increased screening and security procedures implemented in 2019
Monitoring results	Relevant mitigation measures continue to be in place. There was an increase in contraband infractions in 2022, accompanied by an increase in the rate of infractions per 100 employees.

Impaired Driving Violations

The number of impaired driving violations in the LSA may provide insight into whether rates of alcohol abuse are changing. Impaired driving violations within Nunavut communities are shown in Figure 41. Impaired driving violations within Nunavut and communities (total numbers) and (number per 1,000 people).

Figure 41. Impaired driving violations within Nunavut and communities



Source: (Statistics Canada, 2022; Nunavut Bureau of Statistics (NBS), 2018d) | Note: Nunavut Bureau of Statistics 1999-2018, Statistics Canada 2019-2021

The number of impaired driving violations within Nunavut and communities has generally increased over most of the post-development period for Nunavut, Iqaluit and the North Baffin LSA. In Iqaluit, the number of impaired driving violations began a downward trend starting in 2019. Nunavut-wide data shows a large increase from 2015 to 2020 (with 735 impaired driving violations in 2020), followed by a decline to 574 violations in 2021 (Statistics Canada, 2022). While infractions Nunavut-wide decreased in 2021, the number of infractions is still nearly triple those in 2014.

The average annual driving violations per 1,000 people in the North Baffin LSA, Iqaluit and Nunavut have increased from pre- to post-development, however average annual impaired driving violations in North Baffin increased by 75%, compared to a 22% increase for Iqaluit and 40% increase for Nunavut.

Table 14: Average annual impaired driving violations per 1,000 people

	North Baffin LSA	Iqaluit	Nunavut
2001-2007	3	8	6
Pre-development (2008-2012)	4	8	8
Post-development (2013-2021)	8	10	11

Source: (Statistics Canada, 2022; Nunavut Bureau of Statistics (NBS), 2018d) | Note: numbers have been rounded; Iqaluit average impaired driving violations for each time period have been corrected compared to what was reported in the 2021 Socio-Economic Monitoring Report.

In the North Baffin LSA, the community of Arctic Bay has the highest change in average rate of impaired driving violations, almost tripling from pre- to post-development periods. Other North Baffin communities have also experienced increases in the average rate of impaired driving violations in the post-development period, with increases between approximately 75% and 85% compared to the pre-development average. Sanirajak is the only community in the North Baffin LSA to have experienced a decrease in the rate of impaired driving violations between the pre-development and post-development periods.

The Project may be having negative effects on alcohol-related violations such as impaired driving, as increased disposable income along with other possible factors such as personal, family and workplace stress and the rotation schedule may lead to more drinking and driving. In a 2021 community engagement session, one community member expressed concern about increased disposable income leading to alcohol use (Baffinland, 2021). However, increases can be observed across the Qikiqtani; average annual impaired driving violations have increased between the pre-development and post-development periods by 58% for non-North Baffin Qikiqtani communities¹¹, compared to 75% for North Baffin LSA communities.

The opening of beer and wine stores in Iqaluit (which became permanent in June 2020) and Rankin Inlet (which opened in December 2021) has significantly increased access to alcohol across Nunavut (McKay, 2022). When comparing four-year time period averages pre-store opening and post-store opening (2014-2017 and 2017-2021), both the North Baffin LSA and non-North Baffin Qikiqtani communities saw increases in impaired driving violations (88% and 155%, respectively). As with many of the broader socio-economic indicators, it is difficult to discern the effects of the Project from other regional and territorial factors and trends, including changes in restrictions and access to alcohol, effects of COVID, changes in law enforcement, as well as community-specific factors.

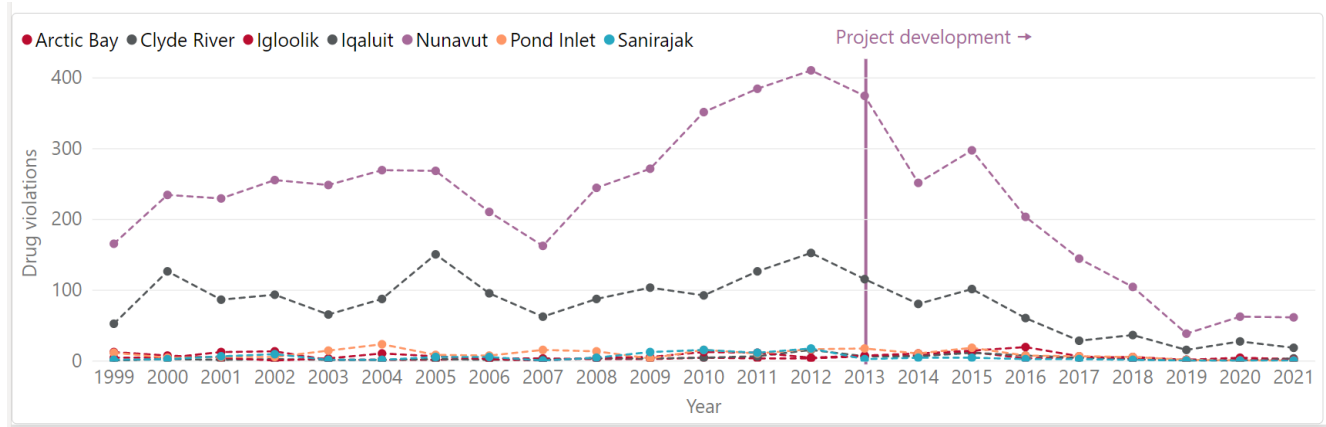
While the rate of impaired driving violations in the North Baffin LSA remains lower than the Iqaluit and Nunavut averages, due to significant increase in the post-development period, this topic will be closely monitored by Baffinland and the QSEMC, including the RCMP.

Drug Violations

The number of drug violations in the LSA may provide insight into whether rates of drug abuse are changing, recognizing that violation rates also reflect the level of enforcement. Figure 42 (total drug violations) and Table 15 (average annual drug violations per 1,000 people) shows the number of drug violations processed by local law enforcement within Nunavut and the communities. 2021 was the most recent year for which data on the number of drug violations was available (Statistics Canada, 2022).

¹¹ Not including Iqaluit

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



Source: (Nunavut Bureau of Statistics (NBS), 2018d; Statistics Canada, 2022) | Note: Nunavut Bureau of Statistics 1999-2018, Statistics Canada 2019-2021; Drug violations in above figure include those related to possession, trafficking, production and/or distribution of cannabis until the Nunavut Cannabis Act was passed on June 13, 2018.

All three areas (North Baffin LSA, Iqaluit, Nunavut) have followed a similar pattern when looking at the three time periods – increase from 2001-2007 to the pre-development period, and then a decrease during the post-development period. North Baffin LSA, Iqaluit, and Nunavut have all seen rapid decreases in drug violations during the post-development period of between 40-50%. Drug violations increased slightly in Nunavut and Iqaluit from 2019 to 2021, however, these increased numbers still represent a large decrease from the beginning of the post-development period.

Table 15: Average annual drug violations per 1,000 people

	North Baffin LSA	Iqaluit	Nunavut
2001-2007	5	16	8
Pre-development (2008-2012)	7	20	10
Post-development (2013-2021)	4	10	5

Source: (Nunavut Bureau of Statistics (NBS), 2018d; Statistics Canada, 2022) | Note: Numbers are rounded. North Baffin LSA pre-development (2008-2012) corrected compared to 2021 SEMR.; Drug violations in above table include those related to possession, trafficking, production and/or distribution of cannabis until the Nunavut Cannabis Act was passed on June 13, 2018.

The data do not currently suggest negative Project effects, as the average number of drug violations and annual drug violations per 1000 people has declined in the LSA since Project development and the trends are generally similar across all areas. However, like other criminal violations, there are multiple factors and the legalization of cannabis in 2018 may also be contributing to a decrease in drug violations.

The average number of drug violations discussed in this report, including in Figure 42, include those related to possession, trafficking, production and/or distribution of cannabis until the Nunavut Cannabis Act was passed on June 13, 2018.

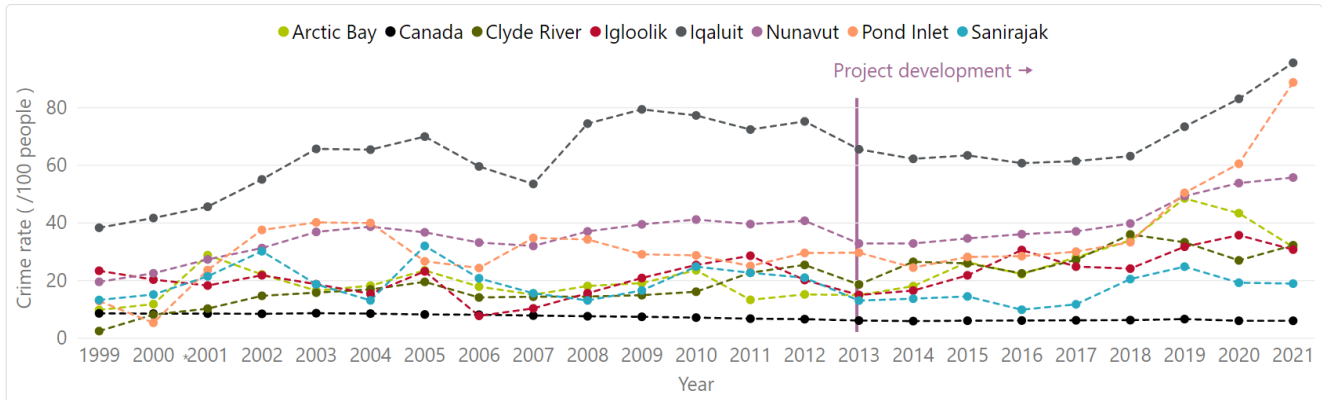
Residual effect	Affordability of Substances Attitudes Toward Substances and Addictions
Summary	The EIS predicted increased income from employment at the Project could increase the ability of LSA residents to afford substances such as alcohol and illegal drugs. However, the EIS also predicted the Project could improve attitudes toward substances and addictions in the LSA (i.e. by providing positive incentives for individuals to reduce substance abuse) (Baffinland Iron Mines Corporation, 2012, p. 135). The overall effect of the Project on substance abuse was expected to be determined by the balance between these two effects. The EIS predicted a negative outcome may be noticeable during a transitional period of adaptation. Over the medium-term and extending beyond Project termination, an overall positive effect was anticipated (Baffinland Iron Mines Corporation, 2012, p. 138).
Existing mitigation	<ul style="list-style-type: none"> • Zero tolerance policy for alcohol/ drugs on site • Baggage searches for all Baffinland and contractor employees arriving at site • Counselling and support resources (e.g. EFAP for permanent employees and their dependents, on-site Cultural Advisors, on-site mental health counsellors, Community Counsellor Program in the North Baffin LSA) • Contributions to the INPK Fund which provides up to \$1.1 million/year for community wellness-focused projects in the North Baffin LSA • Increased screening and security procedures implemented in 2019
Monitoring results	<p>While the average number of impaired driving violations has slowly increased in the North Baffin LSA (even after controlling for population growth) through the pre-development and post-development period, it is still lower than Iqaluit's and Nunavut's. While it is possible the Project may be a contributing factor, current trends could also be a continuation of pre-development trends or the result of other factors.</p> <p>Drug violations, on the other hand, have shown a downward turn during the post-development period in the North Baffin LSA after an increase in the pre-development period. These trends mirror Iqaluit and Nunavut-wide trends, which are seeing promising, steep declines in the past few years. Due to the rise during the pre-development period and the alignment with territory-wide trends, it is difficult to say if the Project is having a significant impact on drug use, though a negative effect is currently not apparent.</p>

Crime Rate

The crime rate within Nunavut and the communities is represented in Figure 43 and Table 16 (violations per 1,000 people)¹². Pre- and post-development trends have typically seen North Baffin LSA crime rates lower than Iqaluit's rate, and generally lower than the Nunavut average, though Pond Inlet crime rates met or exceeded the Nunavut crime rate in 2019 and 2020.

¹² Project Certificate Term and Condition No. 154 states other indicators should be monitored "as deemed appropriate". Members of the SEMWG previously requested that community crime rate data be included in Baffinland's socio-economic monitoring program.

Figure 43. Crime rate within Nunavut and communities



Source: (Statistics Canada, 2022; Nunavut Bureau of Statistics (NBS), 2018c) | *Data for crime was not available in June 2000 for Clyde River, or in June or December 2000 for Pond Inlet. Data from 1999 was copied over for these months and, as such, 2000 should not be compared to other years. | 1999 to 2018 crime rate is directly from Nunavut Bureau of Statistics 1999-2018; 2019-2021 crime rate is calculated using violations from Statistics Canada and population data from Nunavut Bureau of Statistics |

As seen in Table 16, average crime rates have increased by approximately 32% in the North Baffin LSA between the pre-development and post-development periods. Nunavut also experienced a modest increase (5%) between the same periods, whereas Iqaluit’s average annual crime rate decreased during this time. From 2018 to 2020, crime rates noticeably increased in Nunavut, Iqaluit, and most North Baffin LSA communities.

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

	North Baffin LSA	Iqaluit	Nunavut
2001-2007	217	592	336
Pre-development (2008-2012)	223	759	395
Post-development (2013-2021)	294	697	415

Source: (Nunavut Bureau of Statistics (NBS), 2018c) | Note: Numbers are rounded. Average annual crime rate has been corrected for 2001-2007 and pre-development periods for North Baffin LSA and Iqaluit compared to what was reported in the 2021 Socio-Economic Monitoring Report.

Similar to impaired driving violations data, in the North Baffin LSA, the community of Arctic Bay has the highest change in average crime rate, with a 67% increase between pre-development and post-development periods. Other North Baffin communities have also experienced increases in the average crime rate in the post-development period, with increases between approximately 18% and 50% compared to the pre-development average. Sanirajak is the only exception to have experienced a decrease in average crime rate between the pre-development and post-development periods.

While there appears to be a positive correlation between the Project and the increase in the available crime rate metrics in the North Baffin LSA post-development, a similar trend can be seen throughout the Qikiqtani. A similar increase in crime rates can be seen between the pre- and post-development periods for both North Baffin LSA communities and non-North Baffin Qikiqtani¹³ communities (32% and 35% increases, respectively). Similar to impaired driving rates, a Project-related negative effect is difficult to discern from other factors, including effects of increased access to alcohol, effects of COVID, changes in law enforcement, and community-specific factors. It is noted that community crime rates in several North Baffin LSA communities show annual fluctuations and changing trends within the pre- and post-development periods. While the crime rate in the North Baffin LSA remains lower than the Iqaluit and Nunavut averages, due to the

¹³ Excluding Iqaluit

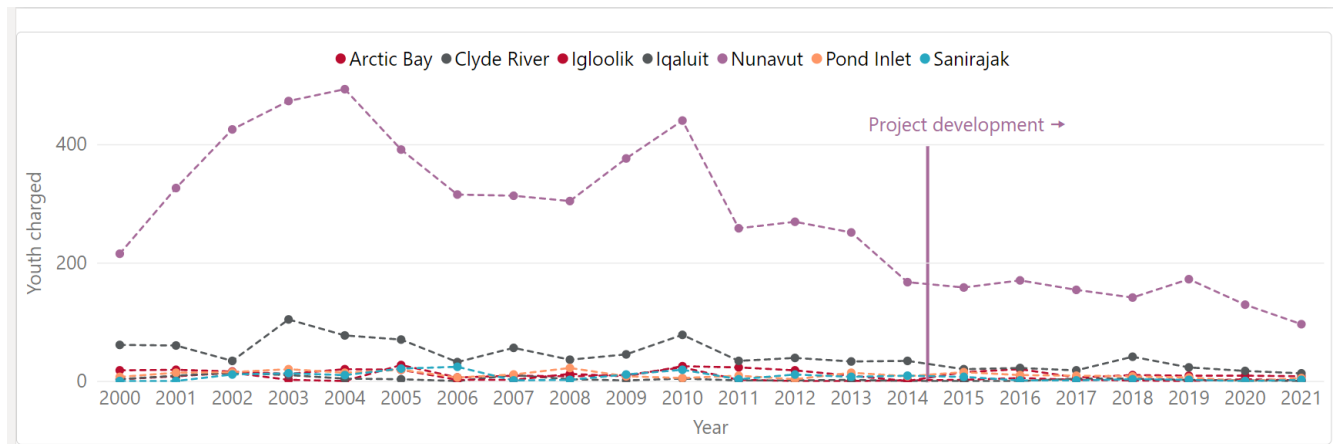
increase in the post-development period, this topic will be closely monitored by Baffinland and the QSEMC, including the RCMP.

Youth Arrests

The number and rate of youths being charged may be an indirect indicator of youth well-being and parenting in the LSA communities, recognizing that it is also a reflection of the level of enforcement. Figure 44 shows the number of youths charged by local law enforcement within Nunavut and the LSA.

There has been a drop in youth arrests over the past two decades in all geographic areas examined, with this trend particularly noticeable at the territory level. Decreasing trends in the LSA were evident in the pre-development period as well as the post-development period and comparable trends are observed across Nunavut. This suggests longer-term and/or broad-scale factors may be driving these trends, rather than the Project. Youth charges in Nunavut can be influenced by several factors, including social service and programming availability, substance abuse, and generational trauma (particularly related to residential schools) (Hwang, 2017) (Government of Nunavut, 2017).

Figure 44. Youth charged by local law enforcement within Nunavut and communities



Source: (Statistics Canada, 2021)

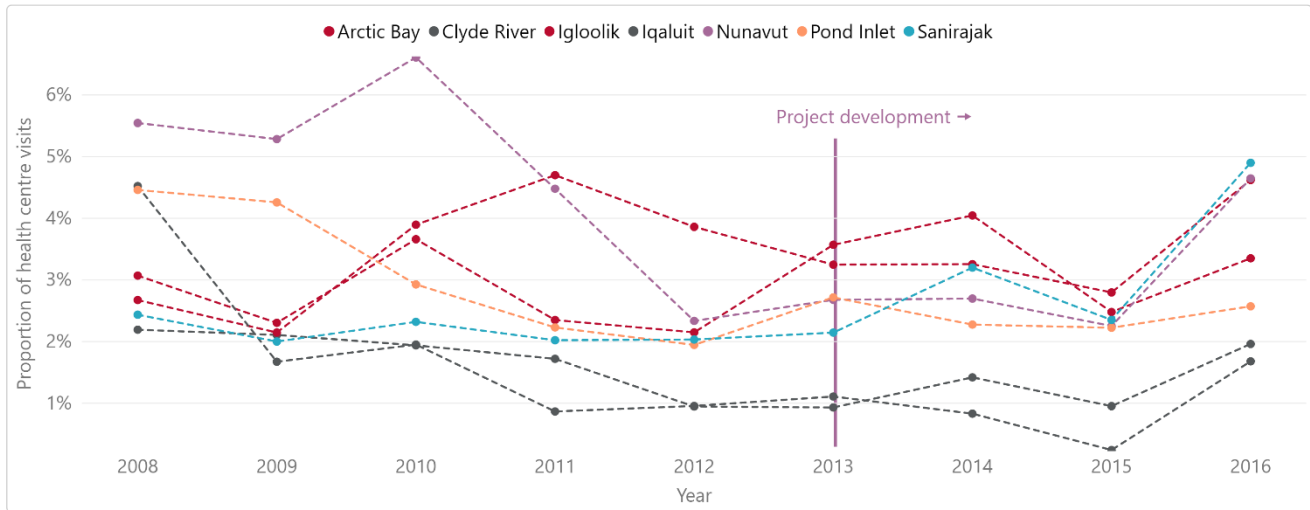
Residual effect	Changes in Parenting
Summary	The EIS predicted the Project would have a positive effect on parenting (particularly as it applies to well-being of children) in the LSA communities (e.g. due to increased parental confidence and financial independence gained through employment, and improved mental well-being from having a job and income) (Baffinland Iron Mines Corporation, 2012, p. 131). The EIS also predicted the Project could have some negative effects on parenting (Baffinland Iron Mines Corporation, 2012, p. 132).
Existing mitigation	<ul style="list-style-type: none"> • A predictable rotational schedule • Meaningful employment and incomes • Work readiness training • Counselling and support resources (e.g. EFAP for permanent employees and their dependents, on-site Cultural Advisors, on-site mental health counsellors, Community Counsellor Program in the North Baffin) • Contributions to the INPK Fund which provides up to \$1.1 million/year for community wellness-focused projects in the North Baffin LSA • Baffinland Sponsorship and Donation Fund
Monitoring results	<p>There are several indicators that can be used as proxies for improved parenting, including school attendance and graduation rates, and youth charges (or arrests).</p> <p>As discussed in Section 2.2, there does not appear to have been significant Project influence on either attendance or graduation, although graduation rates in Qikiqtani have risen significantly in the post-development period.</p> <p>Youth charges have declined in the post-development period. However, similar to graduation rates, these trends are consistent with a Nunavut-wide trend, so it is difficult to determine a distinct Project-related impact.</p>

5.4 Public health

Outdated Data! This section relies on annual data from public institutions. Some of these data have not been updated in over 2 years. The lack of recent or updated data limits the ability to monitor impacts, to compare impacts to predictions, and to identify the need for mitigation. As such, the analysis presented in parts of this section is limited and unchanged from previous years.

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

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



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

Community Health Centre Visits Related to Infectious Disease

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

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



6 · Community Infrastructure & Public Services

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

FEIS Prediction

“The Project may lead to some residual adverse effects on the ability of hamlets to recruit and retain workers as the level of competition for these workers increases through Project hiring. However, these effects are not considered to be significant, based on their short-term duration as Project-initiated training leads to improved levels of skill and experience in the labour force. As training and experience increases, this labour force capacity development effect will lead to significant positive outcomes on hamlet abilities to recruit workers.” (Baffinland Iron Mines Corporation, 2012, p. 167)

Key Findings

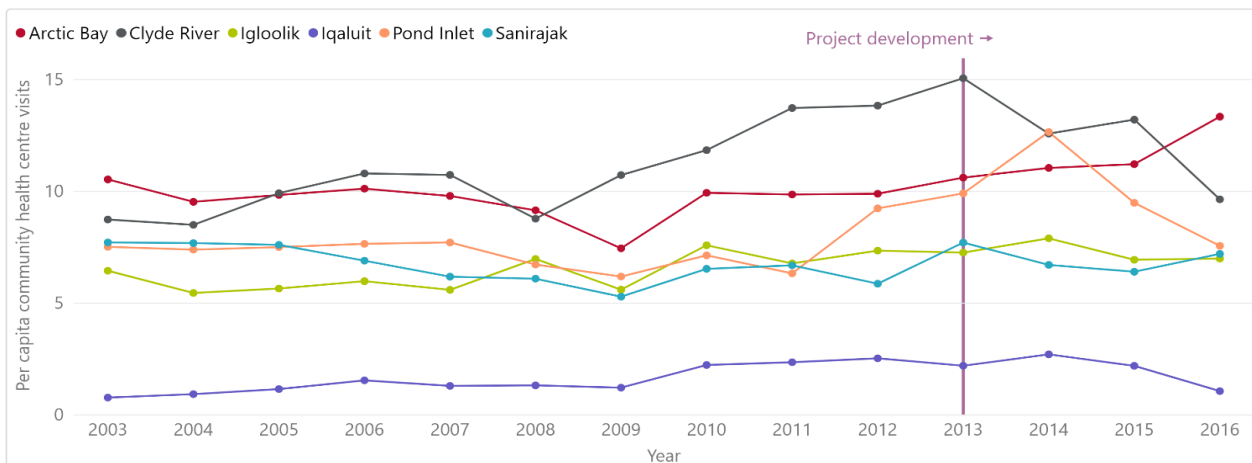
- It does not appear that the Project has had a significant effect on the number of clinic visits in the North Baffin LSA communities. While clinic visits increased in the pre-development and post-development periods, they also increased in Iqaluit. However, the last available data is from 2016. As such, analysis on this topic is limited.
- Baffinland’s utilization of community infrastructure in 2022, particularly airports, increased slightly compared to 2021, though remained significantly lower than pre-pandemic years.

6.1 Use of community health centres

Outdated Data! This section relies on annual data from public institutions. Some of these data have not been updated in over 2 years. The lack of recent or updated data limits the ability to monitor impacts, to compare impacts to predictions, and to identify the need for mitigation. As such, the analysis presented in parts of this section is limited and unchanged from previous years.

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

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



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

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

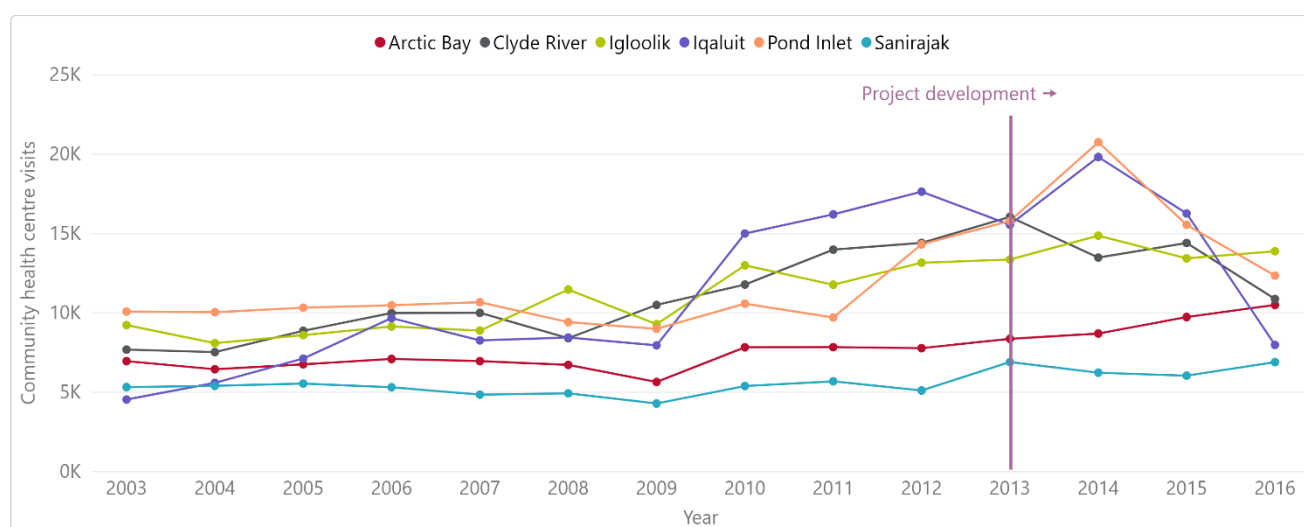
Table 17. Health centre visits per capita in the North Baffin LSA and Iqaluit averaged over selected time periods

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

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

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

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



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

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

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

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

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

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

Between 2010 and 2016, within both the pre-development and the post-development period, there were significant changes in per capita health centre visits in the communities of Pond Inlet, Clyde River, and Arctic Bay. Despite these fluctuations, per capita visits in 2016 in all North Baffin LSA communities, except Arctic Bay, were similar to historical levels (2009 and earlier). Based on this observation and given the lack of data for more recent years (when Inuit employment grew significantly), the project is not considered to have had a significant effect on the use of public health services and infrastructure in the LSA.

Health-related evacuations from the Project sites also result in admissions to Nunavut health facilities (health centers or Iqaluit hospital). Table 19 outlines 2022 health-related evacuations, including the number, type, and location of the evacuation. An air evacuation is a ‘medevac’ (air ambulance) service, whereas a charter is organized directly through Baffinland.

Table 19. Health related evacuations and charters from Baffinland project sites (2022)

Site	Evacuation type	Number
Milne Port	Air evacuation to the Iqaluit Regional Hospital	0
	Charter to the Iqaluit Regional Hospital	6
	Charter to other Nunavut health centre	2
	Charter to other out-of-territory facility	2
Mary River	Air evacuation to the Iqaluit Regional Hospital	6
	Charter to the Iqaluit Regional Hospital	12
	Charter to other Nunavut health centre	6
	Charter to other out-of-territory facility	0

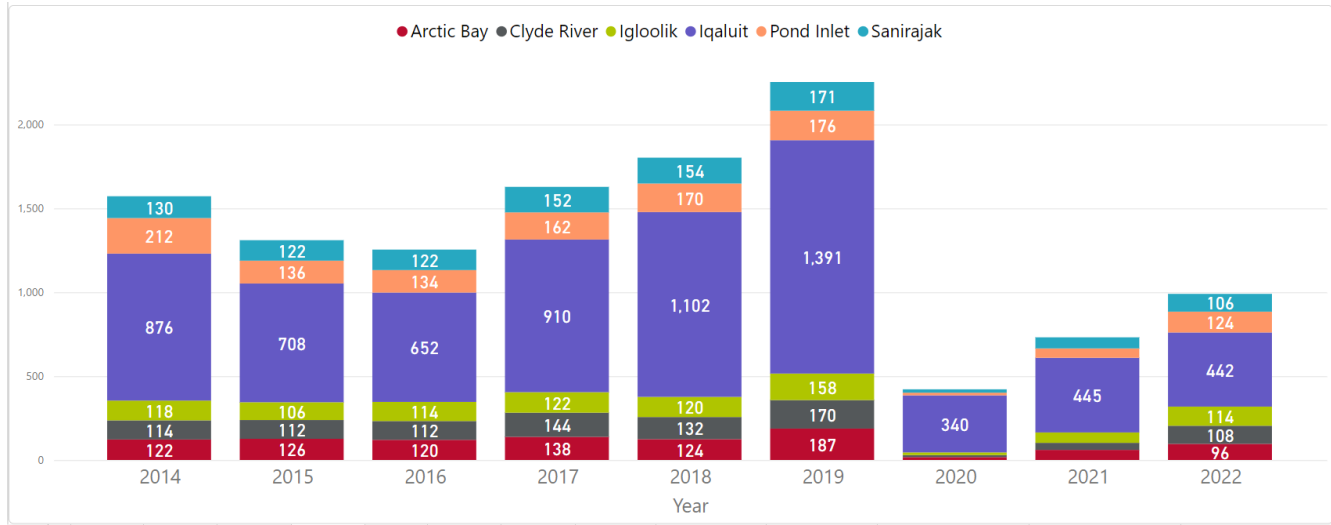
Source: (Baffinland, 2022)

In 2022, there were 34 health-related evacuation by aircraft, 24 of which were to the Iqaluit Regional Hospital and 8 to other Nunavut health centres, with the remainder were to out-of-territory facilities. Most of these evacuations (32) involve aircraft chartered by Baffinland, and the remainder (6) involve medevac aircraft (air ambulance) coordinated by the Government of Nunavut.

6.2 Baffinland use of LSA community infrastructure

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

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



Source: (Baffinland, 2022) | Note: The flights for health-related evacuations (see section 6.1) are included in the aircraft movements shown.

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

Baffinland’s utilization of community infrastructure, particularly airports, dropped significantly in 2020 due to the impacts of COVID-19. In 2022, a slow upward trend continued, with 990 Project aircraft movements at LSA community airports, up from 731 and 421 movements in 2020 and 2021, respectively. However, total aircraft movements remain significantly lower than pre-pandemic levels. The change in schedule to a three-week-in/three-week-out rotation, as well as travel restrictions resulting from public health orders, were contributing factors influencing Baffinland’s utilization of community infrastructure in 2022, particularly airports.

Project-related aircraft movements add some incremental pressure on LSA community airport facilities. However, even in 2018, LSA community airports regularly accommodated various non-Project passenger, cargo, and other aircraft, and project-related aircraft movements at LSA community airports represented a small portion (8.4%) of this total¹⁴.

Table 20 lists some of the meetings and events held in LSA communities in 2022 related to the Mary River Project.

¹⁴ In 2018 (the most recent year for which data is available), there were a total of 26,699 aircraft movements in the LSA. This includes 7,540 aircraft movements at the North Baffin LSA airports (Statistics Canada, 2020) and 19,159 aircraft movements at the Iqaluit airport (Statistics Canada, 2020).

Table 20. In-person meetings and events held in LSA communities (2022)

Month	In-person meeting or event
March	<ul style="list-style-type: none"> • Meetings in Clyde River on Phase 2 (multiple) • Community radio show in Clyde River on Phase 2 • Interviews in Sanirajak of prospective employees • Meetings in Sanirajak on Phase 2 (multiple) • Public radio shows (2) in Sanirajak on Phase 2
April	<ul style="list-style-type: none"> • Public radio show in Pond Inlet on Phase 2 • Public television and call-in show with the Inuit Broadcasting Corporation in Iqaluit on Phase 2
May	<ul style="list-style-type: none"> • Meeting in Pond Inlet with Mittimatalik Hunters and Trappers Organization on Phase 2 and Production Increase Proposal Renewal (PIPR)
July	<ul style="list-style-type: none"> • Meeting in Arctic Bay with Ikajutit Hunters and Trappers Association on PIPR • Meetings (2) with Elders in Arctic Bay • Community radio show in Pond Inlet on 2022 shipping season update • Meeting in Igloolik with Igloolik Hamlet Council and HTO in Igloolik on PIPR • Meeting in Sanirajak with Sanirajak Hamlet Council and Hall Beach HTO on PIPR • Public meeting with Ikajutit Hunters and Trappers Association (HTA) in Arctic Bay on proposed PIPR
November	<ul style="list-style-type: none"> • Community radio show in Pond Inlet on Baffinland updates
December	<ul style="list-style-type: none"> • Meeting in Iqaluit with Government of Nunavut Minister of Environment, and Economic Development and Transportation in Iqaluit on Sustaining Operations Protocol (SOP) • Public radio shows (2) in Pond Inlet and Arctic Bay on SOP • Meeting in Arctic Bay with Hamlet of Arctic Bay Ikajutit HTO on SOP • Meeting in Clyde River with Municipality of Clyde River Nangmoutaq HTO on SOP • Public radio show in Clyde River with the Municipality of Clyde River and Nangmoutaq HTO on SOP

Note: This table captures the in-person meetings or meetings held in LSA communities in 2022.

Like in previous years, Baffinland has continued to use some LSA community infrastructure to support ongoing Project development. This included full-time rental of five offices for BCLOs in the North Baffin communities of Arctic Bay, Clyde River, Sanirajak, Igloolik, and Pond Inlet, and one office for Baffinland’s Community Strategic Development and Northern Affairs team in Iqaluit. This also included short-term use of meeting rooms and other local services for meetings and events held in various LSA communities. Additional details on stakeholder and community meetings and events Baffinland has participated in may be found in the Company’s Annual Reports to the NIRB as well as in above. Baffinland’s rental of office spaces in the LSA is generally limited to small facilities (i.e. to support individual BCLOs and Northern Affairs staff), and the use of local meeting rooms and accommodations is often intermittent and short-term in nature. The use of these spaces is a positive contribution of the Project to local economies (e.g. through payments of rental fees, catering, and purchase of related goods and services).

Residual effect	Competition for Skilled Workers
Summary	The EIS predicted the Project could negatively affect the ability of Hamlets to maintain their staff in the short-term, due to increased competition for skilled workers created because of the Project (Baffinland Iron Mines Corporation, 2012, p. 152).
Existing mitigation	Provision of ongoing skills training to local residents, combined with work experience generated by the Project. These measures are expected to increase the pool of skilled workers in the local labour force in the medium- to long-term and negate any short- term, negative Project effects.
Monitoring results	2022 Inuit Employee Survey results continue to indicate the Project may be having some negative effect by increasing the competition for workers in local communities. 10 Inuit survey respondents indicated that they left a previous job to join Baffinland or one of its contractors. Out of the 9 responses that listed the previous employer, 1 respondent specified the Hamlet was their previous employer. This effect will continue to be monitored to determine if the project has a sustained negative effect on Hamlet staff retention. Direct engagement with Hamlet government could support monitoring of this effect.

Residual effect	Labour Force Capacity
Summary	The EIS predicted the Project could positively affect the ability of Hamlets to maintain their staff in the medium- to long-term, due to increased labour force capacity created because of the Project (Baffinland Iron Mines Corporation, 2012, p. 152).
Existing mitigation	Provision of ongoing skills training to local residents, combined with work experience generated by the Project. Together, these are expected to increase the overall pool of skilled workers in the local labour force from which hamlets (and other local and regional organizations) can draw.
Monitoring results	Currently no data is collected on whether and how Hamlets are benefitting from any labour force capacity created by the project. Reasons Inuit employees cited for resigning in previous years included accepting positions closer to home, although this was not reported in 2022. Therefore, it is anticipated that community-based employers, such as Hamlet governments, will continue to have opportunities to hire former Project employees.



7 · Cultural Resources

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

FEIS Prediction

“The Project will not result in significant adverse effects on archaeological sites. Appropriate procedures including excavation and flagging will be undertaken prior to development to limit the effect of the Project on cultural resources in the area.” (Baffinland Iron Mines Corporation, 2012, p. 244)

Monitoring related to this VSEC has been conducted through the Archaeology Status Update Report. No residual effects were identified in the EIS. The Archeology Status Update Report is submitted to the Government of Nunavut annually. This report outlines archeological work completed in the previous year, any work proposed in the coming year, and any changes to the status of identified archeological sites. No work related to archeological sites was conducted in 2022. No status changes were made to any identified sites in 2022. Baffinland is planning to conduct archaeological studies in 2023.



8 · Resource and Land Use

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

FEIS Prediction

“The Project will not have a significant effect on harvesting within the land use study area as a result of Project development. Although potential exists for wildlife to avoid areas of intensive Project interaction, the amount of country food harvested per level of effort is not anticipated to change meaningfully.” (Baffinland Iron Mines Corporation, 2012, p. 244)

“Baffinland acknowledges that shipping, port activities and rail line operations related to the Project may potentially affect Inuit travel. However, these effects of the Project will not result in significant adverse effects on travel and camps. Individuals' ability to travel and camp throughout the land use study area will not be meaningfully altered—the negative effects are only evident at points of Project interaction including Milne Inlet, Milne Inlet Tote Road, Mine Site, Railway, and Steensby Port.” (Baffinland Iron Mines Corporation, 2012, p. 244)

Key Findings

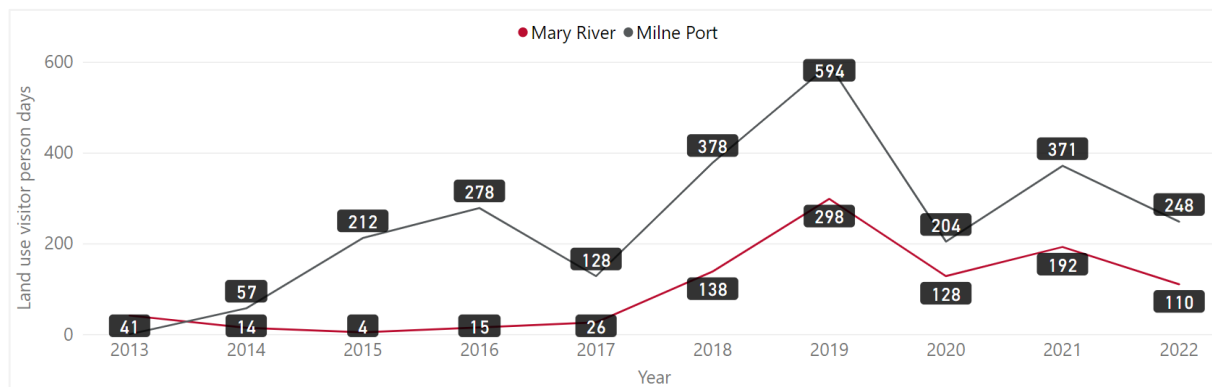
- In 2022, a total of 358 land use visitor person-days were recorded at Project sites, an 36% decrease from 2021, and comparable to 2020 levels.
- The QIA reported that 19 claims were paid from the Wildlife Compensation Fund in 2022, totaling \$99,824.
- Project employment appears to largely have a neutral or positive effect on Inuit employees' ability to participate in harvesting and other land-based activities: 38% of Inuit Employee Survey respondents reported an *improved* or *very improved* ability to participate, 58% reported a neutral effect (i.e. no effect).

8.1 Recorded land use visitor person-days at project sites

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

Figure 49 below displays the number of recorded land use visitor person-days at Project sites since 2013.

Figure 49. Recorded land use visitor person-days at project sites



Source: (Baffinland, 2022) | Note: 2021 recorded land use visitor person-days have been corrected since reported in the 2021 SEMR.

Baffinland maintains a Hunter and Visitor Access Log to track land use parties that pass through or use Project areas, which requires hunters to check in with security. In 2022, a total of 358 land use visitor person-days were recorded at Project sites, a 36% decrease from 2021 and comparable to 2020 levels. It is difficult to draw conclusions when comparing to 2020 and 2021 due to restrictions around COVID-19 and impacts on access log data. In 2022, Baffinland continued providing support to land users upon request and when possible, such as providing food and drink, vehicle maintenance and supplies (e.g. gas, oil), medications and escort and transportation support.

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

Table 21. Number of groups of land-use visitors to project sites by size and month (2022)

Group size	Jan	Feb	Mar	Apr	May	Aug	Sep	Nov	Dec	Unknown
1-person group	1		3			1				1
2-person group	5	1	3	1	1	7			5	
3-person group			4		1	5	10		2	
4-person group	1		5	5		2				
5-person group	6					3			1	
6-person group			1	1				5	3	
7-person group				1	2	1				
9-person group						1				
13-person group				1		1				
15-person group					1					
N/A / Unknown						1				
Totals	13	1	16	9	5	22	10	5	11	1

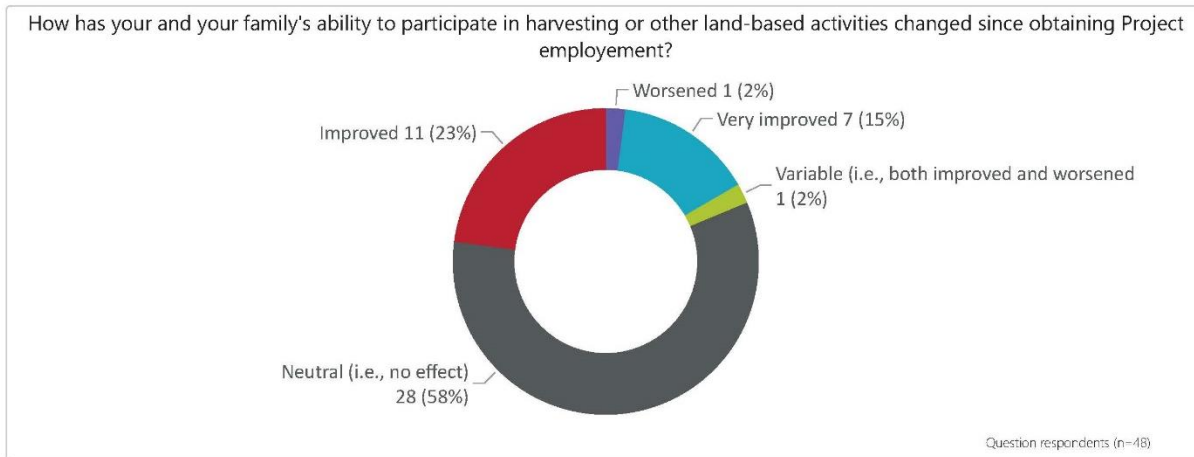
Source: (Baffinland, 2022)

In addition to land use for recreational or harvesting purposes, Baffinland recorded visits for the purposes of dust sampling by QIA, as well as search and rescue teams. These land use records are not included in Figure 49 and Table 21.

Based on the results of the 2022 Inuit Employee Survey, approximately 38% of respondents reported their and their family's ability to participate in harvesting or other land-based activities has *improved* or *very improved* since obtaining project employment. Most respondents (58%) reported that obtaining Project employment has had no effect (*neutral*) on their and their family's ability to participate in harvesting or other land-based activities, and 4% reported that it has

worsened or had a *variable* effect (both improved and worsened). Overall, the response to this survey question indicates a neutral or positive effect of project employment on the ability to participate in harvesting and other land-based activities.

Figure 50. Survey responses to the question "How has you and your family's ability to participate in harvesting or other land-based activities changed since obtaining Project employment?"



Source: (Baffinland (survey), 2022)

8.2 Wildlife compensation fund claims

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

The number of annual WCF claims provides insight into land use and harvesting issues which may be arising because of the Project. In 2022, there were 20 claims submitted to QIA, 19 of which were approved, totalling \$99,824 disbursed from the Fund during the QIA Fiscal Year 2021-22. This represents an increase in both total claims and funds disbursed compared to 2021 (4 claims and \$8,191 disbursed). Baffinland's community engagement records note that applying to the WCF can be time consuming and challenging to have the application approved.

Residual effect	Caribou Harvesting Marine Mammal Harvesting Fish Harvesting
Summary	<p>The EIS predicted the Project could have a negative effect on caribou harvesting. Negligible effects on marine mammal and fish harvesting were also predicted (Baffinland Iron Mines Corporation, 2012, p. 211).</p> <p>*While not all these effects were considered residual effects in Project EIS documents, they are included here for completeness.</p>
Monitoring results	<p>Potential effects continue to be tracked through Baffinland's environmental monitoring programs. Terrestrial and marine monitoring are reviewed bi-annually by the Terrestrial Environment Working Group (TEWG) and Marine Environment Working Group (MEWG). Please see Baffinland's Annual Reports to the NIRB for detailed monitoring information and coverage on these topics.</p> <p>Additional discussion relevant to Project harvesting interactions and food security is provided in Section 10.1 of the Socio-Economic Monitoring Report, which acknowledges that some stakeholder concerns have been expressed about Project effects on harvesting. Several mitigation measures are in place (e.g. Wildlife Compensation Fund, Harvesters Enabling Program) and Baffinland continues to make contributions to components of food security through initiatives commensurate with its role as a regional mineral developer (see Table 26). This includes providing LSA residents with income for the purchase of food, support for participation in harvesting activities, and other related initiatives. Inuit employee harvesting is also permitted at the Project (subject to certain restrictions).</p>

Residual effect	Safe travel Around Eclipse Sound and Pond Inlet Safe Travel Through Milne Port Emissions and Noise Disruption at Camps Sensory Disturbances and Safety Along Milne Inlet Tote Road Detour Around Mine Site for Safety and Travel Difficulty and Safety Relating to Railway Crossing Detour Around Steensby Port HTO Cabin Closures Restriction of Camping Locations Around Steensby Port
Summary	The EIS predicted the Project could have some negative effects on Inuit travel and camping. These include effects on safe travel around Eclipse Sound and Pond Inlet, safe travel through Milne Port, emissions and noise disruption at camps, sensory disturbances and safety along the Milne Inlet Tote Road, detouring around the Mine Site for safety and travel, difficulty and safety relating to railway crossing, detour around Steensby Port, HTO cabin closures, and restriction of camping locations around Steensby Port (Baffinland Iron Mines Corporation, 2012, p. 219).
Existing mitigation	<p>Shipping-related mitigation developed and/or proposed by Baffinland includes:</p> <ul style="list-style-type: none"> • Provision of community public safety awareness campaigns (e.g. informing the community of vessel movements, tracking the route and timing of passage, periodic public meetings and information sessions) • Establishing a detour around Steensby Port, and providing food, shelter, and fuel to detouring travellers. In addition, other mitigation measures have been identified for Steensby Port that will be implemented once that component of the Project is constructed. <p>Road and rail-related mitigation developed and/or proposed by Baffinland includes:</p> <ul style="list-style-type: none"> • Development of a Roads Management Plan (e.g. establishing speed control and signage, ensuring truck operator vigilance, reporting of non-Project individuals) • Public education • The addition of railway crossing locations <p>Mine site-related mitigation developed by Baffinland includes:</p> <ul style="list-style-type: none"> • Various public safety mechanisms (e.g. establishing signage and access barriers, restrictions on entering industrial sites) • A Hunter and Visitor Site Access Procedure, which describes how land users can safely access Project facilities at Milne Port and the Mine Site. It further describes Baffinland’s policy prohibiting the public from unescorted travel on the Tote Road. Baffinland will instead transport land users and their equipment on the Tote Road in order to prevent land user-Tote Road traffic interactions. <p>Community compensation and support:</p> <ul style="list-style-type: none"> • \$750,000 to a Wildlife Compensation Fund (administered by the QIA under the terms of the IIBA) to address the potential for wildlife-related impacts from the Project. • Harvesters Enabling Program in Pond Inlet through the amended IIBA, whereby Baffinland will contribute \$400,000/year for 10 years for a gas program to allow for more accessible travel for Inuit in the area.
Monitoring results	Monitoring data suggest Inuit land use activities coexist to some degree with the Project, as local land users have continued to access Project sites since construction began. There has been a substantial increase in visitor person-days since 2014 with the exception of 2020 and 2021. Visitor person-days resumed an increasing trend in 2022 (with 358 visits) after declining in 2020 and 2021. Additional monitoring beyond Project land access is required to fully assess effects. Various mitigation measures have been established by Baffinland to address effects on Inuit travel, camps, and harvesting.



9 · Cultural Well-Being

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

FEIS Prediction

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

It is acknowledged, however, that culture has many facets. Different perspectives on industrial development and its effects on culture have been heard during community engagement. Some individuals have deep concerns about the effect of on-going economic development and expansion of the wage economy on Inuit culture. What may be a positive cultural effect for some—access to a job that enables one to provide for family and relatives—may be a negative cultural effect for someone else. For these reasons, Project effects on culture are considered to be diverse in their direction — neither positive nor negative. No significant impact is assessed.” (Baffinland Iron Mines Corporation, 2012, p. 228)

Note to readers

Given the FEIS prediction of “no significant impact is assessed,” there are no dedicated indicators related to cultural well-being in the current SEMP. In the absence of formal indicators, this section summarizes observations related to cultural well-being from recent engagement activities and studies related to the Project, as well as Baffinland initiatives, events, and programming aimed at supporting and celebrating Inuit culture and promoting cross cultural awareness.

The 2021 Socio-Economic Monitoring Report summarized key topics and perspectives on effects on Inuit culture from the proposed Phase 2 consultations.

Observations and perspectives on changes to Inuit culture are regularly expressed by community members, both in relation to the Project and more generally. A community member from Clyde River remarked that local diet has changed over the recent decades, and that the newer generation seems to prefer store-bought food (Baffinland, 2022). One Elder from Arctic Bay expressed the opinion that mine employment is now one of the only means to support family and oneself, now that the fur industry is gone and employment opportunities in the communities are few (Baffinland, 2022).

In 2021, the QIA published the Tusaqtavut study for the communities of Arctic Bay and Clyde River to identify current and potential interactions between the proposed Phase 2 Project and Valued Components relating to Inuit knowledge and use. The study, which was also done for the other North Baffin LSA communities in 2019, looked at impacts on Inuit cultural continuity, described by participants of the study as “revolving around the ability to transmit the rich body of knowledge Inuit have developed to understand their world and survive within it” (Qikiqtani Inuit Association (QIA), 2021). The following Project impacts on cultural continuity were identified:

- Reduced access to soapstone collection in the Project area, impacting ability to practice the artform and earn income;
- Decreased knowledge and cultural transmission to and retention of the younger generation as part of transition to the wage economy, impacting overall continuity of Inuit knowledge and Inuit Quajimajatuqangit;
- Impacted ‘sense of place’, and feelings of tension with the Inuit role of environmental stewards;

- Social changes due to increased alcohol consumption, potentially linked with increased disposable income or stress.

In 2019, Baffinland introduced the Inuit Cultural Engagement (ICE) Workshop for all Baffinland and contractor employees working at the Mary River site, run by the Inuit Success Team. The purpose of the program is to create awareness and understanding of Inuit customs, history and traditions. Unfortunately, due to COVID-19, the ICE workshops were not delivered in 2020 and 2021. ICE workshops resumed in 2022, with sessions held at Mary River and Milne Port in July 2022. Overall, 195 workers attended ICE training in 2022.

Since 2020, Baffinland has continued to run cultural events and programming to support cross-cultural awareness amongst all workers and to provide opportunities for Inuit workers to participate in Inuit cultural activities while at work. With the easing of COVID-19 restrictions, Baffinland was able to increase programming in 2022, including the events and programming listed in Table 22 below:

Table 22. Mary River on-site Cultural Events and Programming

Month	Cultural Events and Programming
February	<ul style="list-style-type: none"> • Bannock making course • Qulliq lighting and History of the Qulliq presentation • Kamikallak making
March	<ul style="list-style-type: none"> • Country food cooking • Sealskin and leather valentines crafts
May	<ul style="list-style-type: none"> • Parka making • Ulu making • Emergency snow shelters • Mothers Day sealskin and leather crafts • Country food cooking and Bannock making • Caribou meat cooking course • Bannock making course
June	<ul style="list-style-type: none"> • Qalipaaq making • Seal skin ball making • Country food and bannock making • Apron making (akuq style) • Aboriginal Peoples Day events – qulliq lighting, traditional games of aksaqquq (seal humerous) game, sealskin balls juggling, throat singing
September	<ul style="list-style-type: none"> • Country food cooking • Seal skin & leather card holder crafting • Making seal flipper (Inugaaq) bone game • Kamikallak making
October	<ul style="list-style-type: none"> • Seal skin mitts making • Inuktitut class for beginners • Parka making • Qulliq lighting presentation of its uses and history • Country food cooking • Pattern making seal skin mitts
November	<ul style="list-style-type: none"> • Inuit constellations Star Lore and Legends • Akuq style apron making • Parka making
December	<ul style="list-style-type: none"> • Parka making • Amauti making • Seal skin mitt making • Qulliq lighting presentation of its uses and history • Inuktitut class • Seal skin and leather Christmas crafting • Traditional games of Inugaaq, iglukisaaq and juggling with sealskin balls

Baffinland continues to maintain country food kitchens at the main camps where country food can be prepared and shared. Inuit employees can bring their own country food to store and eat in the country kitchen, where equipment

required to prepare traditional meals is provided. In addition to country food on site, Baffinland has a country food exchange program to facilitate sharing of country food among the five North Baffin LSA communities.



10 · Economic Development and Self-Reliance

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

FEIS Prediction

“The overall direction of the effects of the Project on the Economic Development and Self-Reliance VSEC are assessed, with a high level of confidence, to be positive. Direct and indirect economic expansion associated with the Project will create new opportunities for employment and business across the RSA, and particularly within the LSA. The Project will enhance labour force capacity and may increase Inuit business capacity. The assessment of Project interactions on land and land use dimensions of this VSEC suggest that these effects will be multi-dimensional. No significant adverse effects on the underlying VECs are assessed. The integrated analysis of the combined effects of the Project does not lead to an assessment of adverse effects on harvesting. Considering the Project’s interactions with these multiple dimensions related to Economic Development and Self-Reliance, the residual effects of the Project are assessed to be positive and significant.” (Baffinland Iron Mines Corporation, 2012, p. 240)

Note to readers

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

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

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

Key Findings

- Data from the 2012 and 2017 Aboriginal Peoples Surveys indicate that an increasing proportion of Inuit households are experiencing some level of food insecurity. In the North Baffin LSA, just over half of survey respondents (56%) reported that they cut the size of or skipped meals entirely over the last year because there was not enough money for food (up from 37% in 2012), while just under half of respondents (45%) said that they went hungry because they could not afford food (up from 35% in 2012).
- For the North Baffin LSA, the 2012 and 2017 Aboriginal Peoples Surveys indicated a decline in the number of respondents who report they have hunted, fished, trapped or gathered wild plants over the past year, including 10% decreases in hunting, fishing and trapping activity over this five-year period (from 66.7% to 56.4%) and a 7% decrease in respondents who had gathered wild plants in the previous year (from 38% to just under 31%).
- These results stand in contrast to the positive impacts of Project employment on family wellbeing. In the 2022 Inuit Employee Survey, 77% of respondents reported an improved or very improved ability to provide for themselves and their family.

10.1 Investments in community and wellness initiatives

Baffinland contributes to a variety of LSA-based community and wellness initiatives, in addition to other contributions to education and school-based initiatives outlined in Section 2. In 2022, Baffinland provided over \$1.1 million towards various social, recreational, educational, and cultural initiatives in North Baffin and Iqaluit. The following list outlines a selection of Baffinland's donations, sponsorships, and IIBA commitments provided in 2022:

- \$480,294 in community benefits distributed through the Arctic Co-ops in the North Baffin LSA. For instance, \$134,106 contributed to Kangiqtugaapik Food Bank in Clyde River (freight and food bank supply), where over \$22,000 went to community initiatives such as the Elders' Centre and the Iisagsivik Society community barbeque event.
- \$57,000 donated to the Recreation and Parks Association of Nunavut summer and winter camp program.
- Nearly \$24,000 in round-trip flights for hockey players from Pond Inlet and Arctic Bay participating in the Qamutik Cup hockey tournament in Igloodik.
- \$8,000 in funds towards the purchase of fish for sled dogs participating in Nunavut Quest.
- \$2,000 towards the Iqaluit Iqalliqitiitijitt (Cod Derby).
- \$5,172 to the Nasivvik Land Trip Program run by Nasivvik High School in Pond Inlet.
- \$472,383 towards the Harvester's Enabling Program in Pond Inlet, which was established through the IIBA, to support a gas program to enhance Inuit travel in the area.
- \$25,000 towards Christmas-related events in the 5 North Baffin communities.
- In-kind Logistical and/or monetary support for specific events, initiatives, and infrastructure, such as:
 - The transportation of heating fuel and Jet A fuel to Clyde River.
 - The transportation of Jet A fuel to the Hall Beach HTA to support the installation of 3 repeater stations by helicopter.
 - The flying in of 2 Caterpillar Technicians to Clyde River to fix heavy equipment; and,
 - The purchase of gift cards for the Quluq School in Clyde River as part of a mental health project.

10.2 Project harvesting Interactions and food security

Outdated Data! This section relies on annual data from public institutions. Some of these data have not been updated in over 2 years. The lack of recent or updated data limits the ability to monitor impacts, to compare impacts to predictions, and to identify the need for mitigation. As such, the analysis presented in parts of this section is limited and unchanged from previous years.

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

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

surveys which are conducted only every 5 years, with the last survey conducted in 2017. The 2022 Indigenous Peoples Survey is being conducted in 2022 and 2023.

Food Insecurity

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

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

These results are in contrast to positive impacts reported by many respondents to the 2022 Inuit Employee Survey where 77% of respondents reported an *improved* or *very improved* ability to provide for themselves and their family. On the question on whether health and well-being has changed since gaining Project employment, one survey respondent left a comment that “*I am now more able to provide what my children need (better food) because I make more money.*” The above results suggests that Baffinland employees may be able to provide for their families while food insecurity may remain a reality for the broader community.

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

Survey Question	Nunavut			Iqaluit			North Baffin LSA		
	2012	Δ	2017	2012	Δ	2017	2012	Δ	2017
In the past 12 months, since last [month of interview], did [you/you and other household members] ever cut the size of your meals or skip meals because there wasn’t enough money for food?	33.7%	↑	42.5%	19.4%	↑	26.9%	37.0%	↑	56.4%
In the past 12 months, did you [personally] ever eat less than you felt you should because there wasn’t enough money to buy food?	34.1%	↑	41.5%	20.9%	↑	28.4%	38.3%	↑	51.3%
In the past 12 months, were you [personally] ever hungry but didn’t eat because you couldn’t afford enough food?	28.0%	↑	33.2%	16.4%	↑	23.9%	34.6%	↑	44.9%

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

Harvesting

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

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

Survey Question	Nunavut			Iqaluit			North Baffin LSA		
	2012	Δ	2017	2012	Δ	2017	2012	Δ	2017
In the last year, did you hunt, fish or trap? If so, did you do this...	65.5%	↓	64.6%	54.0%	↑	64.2%	66.7%	↓	56.4%

For pleasure or leisure?	52.8%	↑	64.5%	72.4%	↓	62.8%	46.7%	↑	77.8%
For your own use or your family's use?	76.0%	↑	91.5%	69.0%	↑	86.0%	73.3%	↑	93.3%
To share with others in the community?	44.8%	↑	64.5%	27.6%	↑	44.2%	40.0%	↑	80.0%

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

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

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

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

As described in Section 8.1, the number of land use visitor person-days recorded at both Mary River and Milne Port decreased in 2022. While Baffinland maintains a log to track land use parties in the Project areas, the purpose of land use is not recorded or provided in each case. However, a common reason for visit identified in the log includes hunting and caribou hunting.

Also described in Section 8.1, in the 2022 Inuit Employee survey, when asked “How has your and your family's ability to participate in harvesting or other land-based activities changed since obtaining Project employment”, most respondents (58%) reported that obtaining Project employment has had no effect (*neutral*) on their and their family's ability to participate in harvesting or other land-based activities, with 38% of respondents reporting that their and their family's ability to participate in harvesting or other land-based activities has *improved* or *very improved* since obtaining project employment.

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

Concerns have also been expressed elsewhere about declining rates of country food consumption and the lack of food security in Nunavut, generally. Additional comments (not necessarily all related to the Project) on country food and/or food security were recorded in 2022 engagement meetings with Baffinland, for example:

“Local diet has changed over the past few decades – the new generation prefers processed foods that are normally available in stores.” [Clyde River community member] (Baffinland, 2022)

In the QIA's 2021 Tusaqtavut report, participants confirmed the importance of country food to cultural, physical, emotional, and mental health. Participants in the study raised several concerns related to direct impacts of the Project on food security, such as reduced availability of country food due to needing to travel further for a successful harvest, and associated increased costs, and contaminant concerns. Participants also noted indirect impacts to Inuit food sovereignty resulting from the transition to a cash- and wage-economy, which changes the social landscape of food sharing and trade. Concerns that decreasing availability of country food mean that Inuit are relying more on store-bought food, which participants felt had impacts on their personal health (Qikiqtani Inuit Association (QIA), 2021).

The Nunavut Food Security Coalition (2014) has outlined four components of food security (i.e. availability, accessibility, quality, and use) and factors affecting each component (Table 26). Baffinland has acknowledged it can play a role in each of these food security components. However, the Nunavut Food Security Coalition (2014) also highlights food security

components “are influenced by many complex factors” and notes “this critical and complex issue is larger than the mandate of any one organization. A collaborative approach is essential.”

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

Table 26: Food security components and Baffinland’s role

Components of Food Security	Factors Affecting Each Component (1)	Baffinland’s Role (2)
Availability	<ul style="list-style-type: none"> • Family size • Human population size • Grocery supplies • Wildlife stocks • Distribution of wildlife • Environmental conditions 	<ul style="list-style-type: none"> • Providing employees with ample and healthy food choices while on site • Avoidance/minimization of adverse effects on the biophysical/socio-economic environment and on terrestrial/freshwater/marine resources utilized by LSA residents (verified through annual monitoring)
Accessibility	<ul style="list-style-type: none"> • Cost of food • Income levels • Gambling and substance abuse • Transportation effectiveness • Strength of sharing networks • Access to hunting grounds • Climate change 	<ul style="list-style-type: none"> • Providing LSA residents with meaningful incomes through employment that enables the purchase of food and support the participation in harvesting activities • Direct and indirect contributions to community well-being initiatives (e.g. INPK Fund, school lunch program, supporting country food supply chain, seasonal country food exchange program, community food bank donations, community feasts, and indirect contributions to the QIA Legacy Fund and QIA Benefits Fund) • Employee support through the EFAP, on-site Cultural Advisors and mental health counsellors, and the Community Counsellors Program • Avoidance/minimization of adverse effects on the biophysical/socio-economic environment and on terrestrial/freshwater/marine resources utilized by LSA residents (verified through annual monitoring) • Permitting Inuit employee harvesting during leisure hours (subject to certain restrictions) • Permitting Inuit non-employees to access Project sites and participate in harvesting activities (subject to certain restrictions) • Establishment of a Wildlife Compensation Fund to address potential impacts (\$750,000 in compensation has been set aside for Inuit harvesters for incidents of loss or damage relating to wildlife due to the Project) • Establishment of the Harvesters Enabling Program in Pond Inlet (\$400,000/year for 10 years, to provide gas to support local travel and harvesting activities)
Quality	<ul style="list-style-type: none"> • Nutritional knowledge • Health of store-bought food • Wildlife health • Food spoilage • Environmental contaminants 	<ul style="list-style-type: none"> • Providing employees with ample and healthy food choices while on site • Establishment of country food kitchens at the Mary River and Milne Port sites • Avoidance/minimization of adverse effects on the biophysical/socio-economic environment and on terrestrial/freshwater/marine resources utilized by LSA residents (verified through annual monitoring)
Use	<ul style="list-style-type: none"> • Traditional knowledge • Food preparation skills • Budgeting skills • Literacy rates • Language barriers 	<ul style="list-style-type: none"> • Completion of a comprehensive Inuit Qaujimagatuqangit study (on several topics, including harvesting), the results of which are publicly available • Establishment of country food kitchens at the Mary River and Milne Port sites • Organizing events on site that support country food as an important element of Inuit culture, such as Country Food Nights and country food cooking classes • Commitment to offer financial management training and support to employees • Commitment to offer literacy and numeracy training to employees • Support for the use of Inuktitut at Project sites

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

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



11 · Benefits, Royalty, and Taxation

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

FEIS Prediction

“The flow of revenues generated by the Project to the Government of Nunavut is assessed to be significant relative to the GN’s own-source revenues.” (Baffinland Iron Mines Corporation, 2012, p. 245)

Key Findings

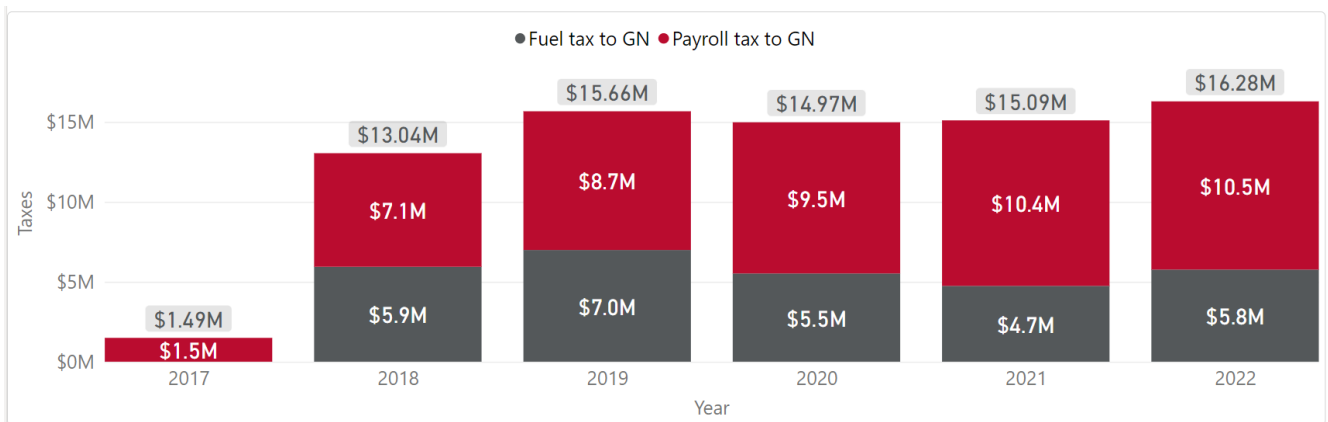
- Baffinland paid a total of \$40,040,845 in federal and provincial/territorial income tax.
- A fuel Excise Tax of more than \$2.6 million was paid to the Federal government.
- The value of tax payments made by Baffinland to the Government of Nunavut increased in 2022 to approximately \$16.3 million.
- In 2022, Baffinland paid a total IIBA royalty to QIA in the amount of \$6,378,689, and a commercial lease payment of \$3,463,126.

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

The Project’s effect on revenues flowing to the territorial government is largely established by the value of its payroll as well as the assessment of corporate tax payments by Baffinland. In 2022, Baffinland paid a total of approximately \$16.3 million in taxes to the Government of Nunavut: \$10.5 million in employee payroll tax and \$5.8 million in fuel tax. This represents a moderate increase from 2021, and the largest amount of taxes paid to the Government of Nunavut by Baffinland in one year since 2017.

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

Figure 51. Baffinland taxes paid to the Government of Nunavut



(Baffinland, 2022) | Note that the 2018 Payroll tax figure was incorrectly reported as \$5.1 million but revised in this report after an administration error was corrected.

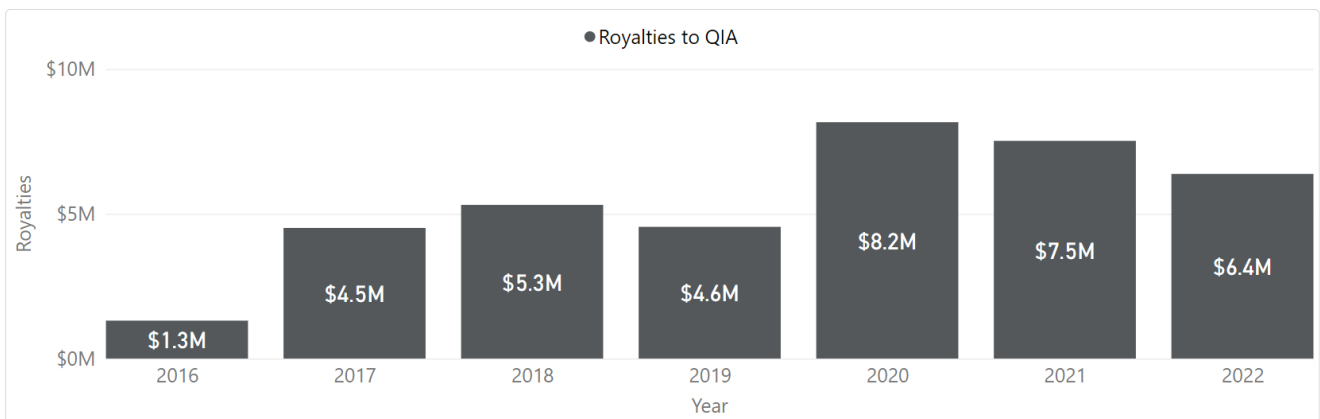
In addition to taxes paid to the Government of Nunavut, in 2022 Baffinland paid a total of \$40,040,845 in federal and provincial/territorial income tax and a fuel Excise Tax of more than \$2.6M to the federal government.

Residual effect	Project Revenues Flowing to the Territorial Government
Summary	The EIS predicted the Project would have a beneficial effect on revenues (e.g. through taxes) flowing to the territorial government (Baffinland Iron Mines Corporation, 2012, p. 232). No specific mitigation measures were developed to support this prediction.
Monitoring results	The Project paid \$16.3 million in taxes to the Government of Nunavut in 2022. This is consistent with the EIS prediction of positive effects from the Project occurring on revenues flowing to the territorial government.

11.2 Royalty Payments to QIA

In addition to taxes paid to the government of Nunavut, in 2022 Baffinland paid a total IIBA royalty to QIA of \$6,378,689. Figure 52 provides an overview of total royalties paid by Baffinland to QIA from 2016 to 2022.

Figure 52: Royalty payments to QIA



(Baffinland, 2022) |

Additional payments Baffinland made to the QIA in 2022 include:

- \$3,486,295.70 for land leases and fees payments¹⁵. Baffinland also provided QIA with over \$7 million for the Pond Inlet Training Centre.
- A total of \$12,168,500 has been paid to the QIA for the Pond Inlet Training Centre, \$7,013,298.76 of which was paid to the QIA in the 2022 year.

¹⁵ 2022 land leases and fees payment transferred December 29, 2021.



12 · Governance and Leadership

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

FEIS Prediction

“The Project is considered to fit well with the strategic priorities identified for both the RSA as well as for the communities of the North Baffin LSA. An effective governance regime will be in place with the signing of an IIBA and, through partnership with the Q-SEMC, Baffinland will contribute to socio-economic monitoring of importance to the region’s leadership. Therefore, the Project is considered to have a positive and significant impact on the Government and Leadership VSEC.” (Baffinland Iron Mines Corporation, 2012, p. 245)

12.1 Governance and Leadership Monitoring Data and Analysis

Data indicators for monitoring the Governance and Leadership VSEC have not been developed. However, the Project continues to provide socio-economic monitoring data of importance to the region’s leadership, including through the provision of 2022 data included herein on demographic change, direct and indirect economic contributions, barriers to employment for women, Project harvesting interactions and food security, and potential indirect Project effects such as substance abuse, gambling, rates of domestic violence, and education rates, among others. Baffinland also continues to engage the QSEMC and SEMWG on its socio-economic monitoring program.

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

Concluding Remarks

Summary

Report Summary

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

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

Cumulative Economic Effects Summary

The Project continues to make positive contributions to Nunavut's economy. 232 Inuit FTEs were employed by the Project in 2022, earning \$24,082,687. \$162.2 million was awarded to Inuit Firms in 2021. A total of \$1.68 billion has been awarded to Inuit Firms since Project development.

Mining remains an important contributor to the Nunavut economy. Nunavut's real gross domestic product (GDP) for all industries in 2021 (the latest year for which data is available) was \$3,454 million¹⁶ (Statistics Canada, 2021). Of this amount, 'metal ore mining' was responsible for contributing \$1,186 million (or 34%). Mining may also make economic contributions to supporting industries such as 'construction' (\$313 million contribution to the Nunavut economy in 2021), 'transportation and warehousing' (\$53 million contribution to the Nunavut economy in 2021), and 'accommodation and food services' (\$21 million contribution to the Nunavut economy in 2021), among others.

No negative regional or cumulative socio-economic effects directly associated with the Project were identified in 2022, although several indicators will continue to be closely monitored and discussed with the QSEMC, including crime rates and impaired driving violations. As such, no additional socio-economic mitigation measures have been proposed to manage negative effects.

Adaptive Management

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

The COVID-19 pandemic continued to impact the Mary River Project, with Baffinland implementing various measures to ensure a safe workplace and to protect Nunavut communities. Most notably, the decision made to return Nunavummiut employees to their home communities from the end of December 2021 to March 2022 in accordance with Government of

¹⁶ Chained (2012) dollars; current dollars for 2022 is not available.

Nunavut recommendations. While these employees continued to receive pay and some training and skills development was transitioned to be delivered in the communities, certain benefits of employment, such as on-the-job training, skills development and advancement are likely to have been negatively impacted in that period.

Similarly, the operational uncertainty that escalated in the spring of 2022 and continued throughout 2022 had impact on the workforce. Although Baffinland was able to secure permits to continue 6 million tonnes production until the end of 2022 and did not layoff any Baffinland workers, the various developments including the issuance of layoff notices likely influenced worker morale, created concerns about job security and challenges in the recruitment and retainment of staff.

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Appendix A. Compliance Assessment

Table 27: Compliance Assessment Table

#	Description	Status	Concordance	Summary
129	The Proponent is strongly encouraged to engage in the work of the QSEMC along with other agencies and affected communities, and it should endeavour to identify areas of mutual interest and priorities for inclusion into a collaborative monitoring framework that includes socio-economic monitoring priorities related to the Project, communities, and the North Baffin region as a whole.	In-Compliance	Section Socio-Economic Monitoring (pg. 2), Section Socio-Economic Monitoring Indicators (pg. 109), and Appendix B. Socio-Economic Monitoring Indicators	Baffinland continues to engage with the QSEMC and participates in the SEMWG, whose members include Baffinland, the GN, the Government of Canada, and QIA.
130	The Proponent should consider establishing and coordinating with smaller socio-economic working groups to meet Project specific monitoring requirements throughout the life of the Project.	In-Compliance	Section Socio-Economic Monitoring (pg. 2), Appendix B. Socio-Economic Monitoring Indicators (pg. 109).	Baffinland continues to engage with the QSEMC and SEMWG on socio-economic monitoring for the Project. In addition, Baffinland regularly engages other committees which operate under provisions of the IIBA on various socio-economic topics.
131	The QSEMC is encouraged to engage in the monitoring of demographic changes including the movement of people into and out of the North Baffin communities and the territory as a whole. This information may be used in conjunction with monitoring data obtained by the Proponent from recent hires and/or outgoing employees in order to assess the potential effect the Project has on migration.	In-Compliance	Section 4 (pg. 43); Appendix D. 2022 Inuit Employee Survey Report	Baffinland has provided demographic change information in the Socio-Economic Monitoring Report.
133	The Proponent is encouraged to work with the QSEMC and in collaboration with the GN's Department of Health and Social Services, the NHC and other relevant stakeholders, design and implement a voluntary survey to be completed by its employees on an annual basis in order to identify changes of address, housing status (i.e. public/social, privately owned/rented, government, etc.), and migration intentions while respecting confidentiality of all persons involved. The survey should be designed in collaboration with the GN's Department of Health and Social Services, the NHC and other relevant stakeholders. Non-confidential results of the survey are to be reported to the GN and the NIRB.	In-Compliance	Throughout report; Appendix D. 2022 Inuit Employee Survey Report	Baffinland has implemented an Inuit Employee Survey, which collects information related to employee and contractor changes of address, housing status, and migration intentions. The survey was not delivered in October/November 2022. Survey results are presented where relevant throughout the report.
134	The Proponent shall include with its annual reporting to the NIRB a summation of employee origin information as follows: a. The number of Inuit and non-Inuit employees hired from each of the North Baffin communities, specifying the number from each, b. The number of Inuit and non-Inuit	In-Compliance	Table 3 (pg. 11); Appendix C. Headcount data	Baffinland has presented employee and contractor origin information in the Socio-Economic Monitoring Report.




#	Description	Status	Concordance	Summary
	<p>employees hired from each of the Kitikmeot and Kivalliq Regions, specifying the number from each,</p> <p>c. The number of Inuit and non-Inuit employees hired from a southern location or other province/territory outside of Nunavut, specifying the locations and the number from each, and</p> <p>d. The number of non-Canadian foreign employees hired, specifying the locations and number from each foreign point of hire.</p>			
140	The Proponent is encouraged to survey Nunavummiut employees as they are hired and specifically note the level of education obtained and whether the incoming employee resigned from a previous job placement or educational institution in order to take up employment with the Project.	In-compliance	Section 2.5 (pg. 36)	Baffinland has implemented an Inuit Employee Survey, which collects information related to current education levels of employees, and their employment and education status prior to taking up employment with the Project.
145	The Proponent is encouraged to work with the GN and the QSEMC to monitor the barriers to employment for women, specifically with respect to childcare availability and costs.	In-compliance	Section 1.2 (pg.17) Section 5.1 (pg. 57)	Baffinland has presented information on hours worked by female Baffinland and contractor employees on the Project in the Socio-Economic Monitoring Report as well as responses to several survey questions relating to childcare.
148	The Proponent is encouraged to undertake collaborative monitoring in conjunction with the Qikiqtaaluk Socio-Economic Monitoring Committee's monitoring program which addresses Project harvesting interactions and food security, and which includes broad indicators of dietary habits.	In-compliance	Section 8 · (pg. 81), Section 10 · (pg. 90)	Baffinland has presented some information on Project harvesting interactions and food security in the Socio-Economic Monitoring Report. Baffinland has also presented related information on household income and food security, and on land user-Project interactions in this report.
154	The Proponent shall work with the GN and the QSEMC to monitor potential indirect effects of the Project, including indicators such as the prevalence of substance abuse, gambling issues, family violence, marital problems, rates of sexually transmitted infections and other communicable diseases, rates of teenage pregnancy, high school completion rates, and others as deemed appropriate.	In-compliance	Section 5.1 (pg. 57), Section 5.3 (pg. 65), Section 5.4 (pg. 72)	Baffinland has presented information (where available) relating to this requirement in this report.
158	The Proponent is encouraged to work with the GN and other parties as deemed relevant in order to develop a Human Health Working Group which addresses and establishes monitoring functions relating to pressures upon existing services and costs to the health and	In-compliance	Section 5.1 (pg. 57), Section 5.3 (pg. 65), Section 6.1 (pg. 74)	Baffinland continues to engage the QSEMC and SEMWG on its socio-economic monitoring program; the GN actively participates in both these





#	Description	Status	Concordance	Summary
	social services provided by the GN as such may be impacted by Project-related in-migration of employees, to both the North Baffin region in general, and to the City of Iqaluit in particular.			groups.
159	The Proponent is encouraged to work with the GN to develop an effects monitoring program that captures increased Project-related pressures to community infrastructure in the Local Study Area communities, and to airport infrastructure in all point-of-hire communities and in Iqaluit.	In-compliance	Section Socio-Economic Monitoring (pg. 3), Section 6.1 (pg. 74), Section 6.2 (pg. 76)	Baffinland continues to engage the QSEMC and SEMWG on its socio-economic monitoring program; the GN actively participates in both these groups.
168	The specific socioeconomic variables as set out in Section 8 of the Board's Report, including data regarding population movement into and out of the North Baffin communities and Nunavut as a whole, barriers to employment for women, Project harvesting interactions and food security, and indirect Project effects such as substance abuse, gambling, rates of domestic violence, and education rates that are relevant to the Project, be included in the monitoring program adopted by the QSEMC.	In-compliance	Section Introduction (pg. 1), Section 2.2 (pg. 24), Section 1.2 (pg. 17) Section 5.1 (pg. 57), and Section 10.2 (pg. 90); Appendix B. Socio-Economic Monitoring Indicators	Baffinland has presented information (where available) on demographic change, barriers to employment for women, Project harvesting interactions and food security, and potential indirect Project effects such as substance abuse, gambling, rates of domestic violence, and education rates in the Socio-Economic Monitoring Report.
169	The Proponent provide an annual monitoring summary to the NIRB on the monitoring data related to the regional and cumulative economic effects (positive and negative) associated with the Project and any proposed mitigation measures being considered necessary to mitigate the negative effects identified.	In-compliance	Section: Cumulative Economic Effects Summary (pg. 98)	Baffinland has provided a summary of regional and cumulative economic effects in the Socio-Economic Monitoring Report.





Appendix B. Socio-Economic Monitoring Indicators

The left-hand column of Table 28 denotes whether topics and indicators are in relation to residual effects (RE) or Project Certificate Terms and Conditions (T&C). The table also includes linked concordance (Concord.) to where data and discussion on the appropriate indicators is included throughout the report. Currently the organization of the SEMP and SEMR are not in perfect alignment. This table is intended to allow readers to easily find the relevant information based on the currently approved SEMP. Baffinland is working to update the SEMP in 2022 and will ensure greater alignment with it and the SEMR in future years.

Table 28: Socio-economic monitoring plan

Topic	Indicators	Concord.	Source
 1 · Population demographics			
RE	In-migration of non-Inuit Baffinland employees into the North Baffin LSA	<ul style="list-style-type: none"> Known in-migrations of non-Inuit Baffinland and contractor employees In-migration of non-Inuit to the North Baffin LSA 	4.2 (p. 52) BIMC Limited
RE	Out-migration of Inuit residents from the North Baffin LSA	<ul style="list-style-type: none"> Known out-migrations of Inuit Baffinland and contractor employees Out-migration of Inuit from the North Baffin LSA 	4.2 (p. 52) BIMC Limited
T&C	Demographic Change	<ul style="list-style-type: none"> Population estimates Nunavut net migration 	4.1(p. 50) NBS NBS
T&C	Employee changes of address, housing status, and migration intentions	Employee and contractor changes of address, housing status, and migration intentions	4.2 (p. 52) BIMC Survey
T&C	Employee origin	Employee and contractor origin	Appendix B 1.1 (p. 9) BIMC
 2 · Education and Training			
RE	Improved life skills among young adults	<ul style="list-style-type: none"> Participation in pre-employment training LSA employment and on-the-job training 	2.3 – 2.7 (pg. 28 - 40) BIMC
RE	Incentives related to school attendance and success	<ul style="list-style-type: none"> Number of secondary school graduates Secondary school graduation rate Investments in school-based initiatives 	2.1 – 2.2 (pg. 23 - 24) NBS** NBS BIMC
RE	Opportunities to gain skills	<ul style="list-style-type: none"> Hours of training completed by Baffinland and contractor Inuit employees Types of training provided to Baffinland and contractor Inuit employees Apprenticeships and other opportunities 	2.3 – 2.7 (pg. 28 - 40) BIMC BIMC BIMC
T&C	Employee education and pre-employment status	Employee education and pre-employment status	2.5 (p. 36) BIMC
 3 · Employment and Livelihood			
RE	Creation of jobs in the LSA	Hours of Project labour performed	1.1 (p. 9) BIMC
RE	Employment of LSA residents	Project hours worked by LSA Baffinland and contractor employees	Appendix B 1.1 (p. 9) BIMC
RE	New career paths	<ul style="list-style-type: none"> LSA employment Inuit employee promotions Inuit employee turnover 	1.1 (p. 9) 2.6 (p. 39) 1.3 (p. 20) BIMC BIMC BIMC
T&C		Hours worked by Baffinland and contractor female employees	BIMC

Topic	Indicators	Concord.	Source
Barriers to employment for women, specifically relating to childcare availability and costs	<i>Topic will continue to be tracked through the QSEMC process and community engagement conducted for the Project.</i>		
 4 · 3 · Contracting and Business Opportunities			
RE Expanded market for business services to the Project	· Value of contracting with Inuit Firms	3.2 (p.46)	BIMC
RE Expanded market for consumer goods and services	· LSA Inuit employee payroll amounts	3.2 (p.46)	BIMC
	· Number of registered Inuit Firms in the LSA	3.3 (p. 48)	NTI
 5 · Human Health and Wellbeing			
RE Changes in parenting	· Number of youth charged	5.3 (p. 65)	StatsCan
RE Household income and food security	· Proportion of tax filers with employment income and median employment income	5.1 (p. 57)	NBS
	· Percentage of population receiving social assistance	5.1 (p. 57)	NBS
RE Transport of substances through Project site	· Number of drug and alcohol related contraband infractions at Project sites	5.3 (p. 65)	BIMC
RE Affordability of substances	· Number of impaired driving violations	5.3 (p. 65)	NBS*
RE Attitudes toward substances and addictions	· Number of drug violations	5.3 (p. 65)	NBS*
RE Absence from the community during work rotation	<i>Topic will continue to be tracked through the QSEMC process and community engagement conducted for the Project.</i>		
T&C Prevalence of substance abuse	<i>Monitoring already conducted through other 'human health and well-being' indicators.</i>		
T&C Prevalence of gambling issues	<i>Topics will continue to be tracked through the QSEMC process and community engagement conducted for the Project.</i>		
Prevalence of family violence			
Prevalence of marital problems			
Rates of teenage pregnancy			
T&C Rates of sexually transmitted infections and other communicable diseases	· Percent of health centre visits related to infectious diseases	5.4 (p.72)	NBS
High school completion rates	<i>Monitoring already conducted through other 'education and training' indicators.</i>		
Other	· Crime rate	5.3 (p. 65)	NBS*
	· Number of times Baffinland's EFAP is accessed	5.1 (p. 57)	BIMC
 6 · Community Infrastructure & Public Services			
RE Competition for skilled workers	· Number of Baffinland and contractor employees who left positions in their community	2.4 (p. 29) 1.3 (p. 20)	BIMC Survey
Labour force capacity	· Training and experience generated by the Project		BIMC
	· Inuit employee turnover		
T&C Pressures on existing health and social services provided by the GN that may be impacted by Project-related immigration of employees	· Number of health centre visits (total and per capita)	6.1 (p. 74)	NBS
	· Number of visits to Project physician assistant	6.1 (p. 74)	BIMC
Project-related pressures on community infrastructure	· Baffinland use of LSA and Iqaluit community infrastructure	6.2 (p. 76)	BIMC
	· Number of Project aircraft movements at LSA and Iqaluit community airports	6.2 (p. 76)	BIMC
 7 · Cultural Resources			
N/A N/A	<i>Monitoring already conducted through Archaeology Status Update Reports</i>		

Topic	Indicators	Concord.	Source
 8 · Resource and Land Use			
RE	Caribou harvesting Marine mammal harvesting Fish harvesting	<i>Potential effects will continue to be tracked through Baffinland's environmental monitoring programs. Terrestrial and marine monitoring are reviewed bi-annually by the Terrestrial Environment Working Group (TEWG) and Marine Environment Working Group (MEWG). While not all these effects were considered residual effects in Project EIS documents, they are included here for completeness.</i>	
RE	Safe travel around Eclipse Sound and Pond Inlet Safe travel through Milne Port Emissions and noise disruption at camps Sensory disturbances and safety along Milne Inlet Tote Road Detour around mine site for safety and travel Difficulty and safety relating to railway crossing Detour around Steensby Port HTO cabin closures Restriction of camping locations around Steensby Port	Number of recorded land use visitor person-days at Project sites Number of wildlife compensation fund claims	8.1 (p. 81) BIMC QIA
 9 · Cultural Well-Being			
N/A	N/A	<i>No monitoring required. No residual effects identified in the EIS.</i>	
 10 · Economic Development and Self-Reliance			
RE	N/A	<i>As noted in the EIS, an integrated assessment of other VECs/VSECs was conducted for the Economic Development and Self-Reliance VSEC. No new residual effects specific to this VSEC were identified. Relevant monitoring of residual effects is conducted through other VECs/VSECs.</i>	
T&C	Project harvesting interactions and food security, which includes broad indicators of dietary habits	<i>Topic will continue to be tracked through the QSEMC process, community engagement conducted for the Project, and related information</i>	
 11 · Benefits, Royalty, and Taxation			
RE	Project revenues flowing to the territorial government	Payroll and corporate taxes paid by Baffinland to the territorial government	11.1 (p. 95) BIMC
 12 · Governance and Leadership			
N/A	N/A	<i>No monitoring required. No residual effects identified in the EIS.</i>	

Note: where data is significantly outdated, other data sources may be used (*StatsCan, **Government of Nunavut Dept of Education)

Appendix C. Headcount data

The detailed composition of Mary River’s workforce (headcount) 2022 is presented below.

Table 29. Baffinland and Contractor Employment (Headcount) by Origin and Ethnicity (2022)

	Baffinland		Contractor		Total	
	Inuit	Non-Inuit	Inuit	Non-Inuit	Inuit	Non-Inuit
Arctic Bay	27	1	20	0	47	1
Clyde River	23	0	12	0	35	0
Sanirajak	26	0	12	0	38	0
Igloolik	11	0	22	0	33	0
Iqaluit	28	1	27	0	55	1
Pond Inlet	43	0	19	0	61	0
Other Qikiqtani communities	5	0	0	0	5	0
Kivalliq communities	0	0	0	0	0	0
Unknown	0	0	1	29	1	30
Other Canadian	41	1073	14	825	55	1898
2022 Total	204	1076	126	854	330	1930

Source: (Baffinland, 2022)

Appendix D. 2022 Inuit Employee Survey Report



Mary River Inuit Employee Survey Report

2022

DATE OF SUBMISSION

April 19, 2023

SUBMITTED TO

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Introduction

Baffinland Iron Mines Corporation (Baffinland) is a Canadian mining company with headquarters in Oakville, Ontario, and in Iqaluit, Nunavut, as well as offices in five North Baffin communities. In 2015, Baffinland began operations of the Mary River Mine site located in the Baffin Island, Nunavut. Mary River Mine is responsible for producing high-grade iron ore for direct shipping to global markets.

Over the years, Baffinland has implemented a range of engagement mechanisms with rightsholders and stakeholders in order to understand their perspectives on the Project and enhance opportunities for the communities to benefit from the mine. One of these engagement mechanisms is the administration of an annual Inuit Employee Survey.

The Inuit Employee Survey has been undertaken by Baffinland since 2017¹, as part of Term and Condition 133 & 140 of Project Certificate No.005 issued by Nunavut Impact Review Board (NIRB). Under these conditions, Baffinland has committed to implement an annual voluntary survey to collect employee and contractor changes of address, housing status, and migration intention, as well as information related to education and employment, from Project employees, to better understand the possible impacts on communities during the Project's operations.

Project Certificate Condition No. 133

The Proponent is encouraged to work with the Qikiqtaaluk Socio-Economic Monitoring Committee and in collaboration with the Government of Nunavut's Department of Health and Social Services, the Nunavut Housing Corporation and other relevant stakeholders, design and implement a voluntary survey to be completed by its employees on an annual basis in order to identify changes of address, housing status (i.e. public/social, privately owned/rented, government, etc.), and migration intentions while respecting confidentiality of all persons involved. The survey should be designed in collaboration with the Government of Nunavut's Department of Health and Social Services, the Nunavut Housing Corporation and other relevant stakeholders. Nonconfidential results of the survey are to be reported to the Government of Nunavut and the NIRB.

Project Certificate Condition No. 140

The Proponent is encouraged to survey Nunavummiut employees as they are hired and specifically note the level of education obtained and whether the incoming employee resigned from a previous job placement or educational institution in order to take up employment with the Project.

Overarching objectives of the annual Inuit Employment Survey include:

- Collect employment, education, and housing information from Project employees.

¹ Survey has been administered in 2017, 2018, 2019, 2020, and 2022.

- Collect Inuit employee perspectives on other topics, such as childcare and the impacts of the Mary River Project and Baffinland on participation in traditional activities and individual and community well-being, to support the Mary River Socio-Economic Monitoring Program (SEMP).
- Support Baffinland to understand key changes, impacts and benefits of the Mary River Project on Project employees in order to support adaptive management.

The Inuit Employee Survey results are included in the Project Socio-Economic Monitoring Reports (SEMR).

The focus of the Survey is on Inuit Baffinland employees and contractors working at the Project (Inuit Project employees). While the Survey continues to benefit from refinements identified by Baffinland and other parties involved in socio-economic monitoring each year, most survey questions remain consistent over time to allow for year-over-year trend analysis. New topics and questions are included only where necessary, as the goal is to maintain the survey at a manageable length to encourage participation and discourage respondent drop-off while completing the survey.

Annual administration of the survey also allows Baffinland to monitor changes in the lives of employees and contractors and understand key areas of improvement. Survey results are an important source of feedback to Baffinland on matters that affect its employees.

To date, five Inuit Employee Surveys have been administered. In 2021, demobilization coupled with strict public health measures imposed in Nunavut communities limited Baffinland's ability to administer the Inuit Employee Survey.

Methodology

Survey Development

Project Certificate Term and Condition No. 133 encourages Baffinland to work with the Government of Nunavut (GN) in survey design. To meet this requirement, Baffinland provides the survey to the Mary River Socio-Economic Monitoring Working Group (SEMWG), which includes representatives from the Government of Nunavut (GN), Qikiqtani Inuit Association (QIA) and the Government of Canada (GoC), for review and comment on an annual basis.

Research ethics protocols integrated into the survey methodology included:

- Communicating with the Nunavut Research Institute to confirm a Scientific Research Licence is not required for the employee survey;
- Use of informed consent, voluntary participation, and participant confidentiality measures;
- Making the survey available in both English and Inuktitut;
- Providing assistance to survey respondents when requested; and,

- Making survey content and results available for public review through the NIRB annual reporting process.

The 2022 survey included 25 main questions. A copy of the survey is provided in [Appendix A – 2022 Inuit Employee Survey](#)). The questions are organized in five sections:

1. General
2. Housing
3. Education and work experience
4. Baffinland in your community
5. Childcare

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

Survey Administration

The survey was administered by the Baffinland team at the Mary River project site during November 2022. The survey was administered as follows:

- **Eligibility:** the survey was only made available to Inuit employees and contractors at the Mary River Project.
- **Location:** The survey was made available at multiple locations at the Mary River mine site and at Milne Port. No in-community surveys were administered in 2022.
- **Timing:** To maximize participation, the survey was administered from October 17th to November 28th, 2022. This ensured that all employees on a regular schedule (3 weeks in/3 weeks out) would be on site and have opportunity to complete the survey during the administration period.
- **Format:** The survey was available in a paper format, in both English and Inuktitut.
- **Awareness:** Baffinland encouraged Inuit employees to participate in the survey through various means, including:
 - Circulating an internal e-mail announcement to site-based employees about the survey. This announcement provided a description of the purpose of the survey, how results would be used, and contact and availability information for survey administrators.
 - The posting of posters at various locations at the mine site and at Milne Port. These posters outlined the purpose of the survey, where the survey could be picked up/dropped off, and who to contact for assistance. Posters were also posted on the on-site televisions at both the mine site and Milne Port.

- The development and use of an announcement which was delivered at department daily toolbox meetings.
- **Administration:** The survey was administered through the site-based Human Resources and Labour Relations department, which included the cultural advisors, the Inuit Success Team, and Human Resources representatives. Survey administrators were provided with instructions on their duties, especially as they related to confidentiality and survey data management.
- **Administration Process and Confidentiality:** Prior to beginning the survey, the respondents were informed of the objective of the survey. Participation in the survey was completely voluntary and there were no negative consequences for those who decided not to participate. For respondents who chose to participate, they had the option of completing the survey on their own or with the assistance of a survey administrator (see below). Surveys could be completed in either English or Inuktitut, and respondents were free to skip any questions they did not wish to answer. Respondents were informed their responses would remain confidential and their names would not be used publicly by Baffinland. However, it was noted the survey information they provided could be used by Baffinland in public reports and/or presentations.
- **Support:** Respondents were provided with the option of having a member of the site-base Human Resources and Labour Relations Team (e.g. cultural advisor, members of Inuit Success Team, HR representative) to support them in filling out the survey, for example, by reading the questions and explaining the options.

Limitations

In 2022, the Inuit Employee survey had the following specific limitations:

- **Access to Inuit workers:** Although the survey was administered over the course of a month and a half to accommodate the rotational schedule, due to vacation, medical or other reasons, it's unlikely that all Inuit workers would have been on site during the period of survey administration. The survey was only available to take in paper format, meaning it was not available for Inuit workers to take if they were not on-site.
- **Administration Process:** During administration of the 2022 Inuit Employee Survey, the team mistakenly distributed seven paper surveys from the 2020 survey period. These paper surveys included most of the same questions as the 2022 survey but were missing three questions introduced in 2022 to capture information on a) Language (question 7), and b) Change in housing situation (Question 10a and 10b). As a result, the number of respondents for question 7, 10a and 10b are fewer than for other questions.

Data Analysis

In total, 55 surveys were completed. Applying the same methodology as used in the 2020 Inuit Employee Survey Report², based on the number of Inuit Project employees on staff in Q3 2022, the survey response rate was 18%. This compares to the 32.5% response rate achieved in 2020.

Surveys were collected in paper format, scanned, and answers were compiled into Microsoft Excel. Quantitative results, by question, were then prepared. In the charts and figures presented in this report, the number of respondents is provided ('n='). The number of respondents for each question will vary. This is partially due to the limitation described in the section above regarding the use of the 2020 survey version. Additionally, respondents were able to skip questions they did not want to answer. Due to the fact that the total number of respondents for each question may vary slightly, care should be taken in assuming the number of respondents based on percentages provided in this report unless the number of respondents is specifically stated.

In some cases, respondents completed questions not applicable to their situations – as an example, in a two-part question, if the first question required the respondent to answer 'yes' to answer the second question, some respondents who answered 'no' to the first question would have proceeded to answer the second question regardless. In this case, their response for the second question was not recorded in the survey results; however, qualitative comments have been included to collect their perspectives on the topic.

² Jason Prno Consulting Services. (2020). 2020 Mary River Project Inuit Employee Survey Report. Oakville: Baffinland Iron Mines Corporation.

2022 Inuit Employee Survey Results

General

Highlights

- In total, there were 55 survey respondents to the 2022 Inuit Employee Survey.
- All 55 respondents (100%) identified as Inuit and confirmed enrollment under the Nunavut Agreement.
- Of the survey respondents, 30 identified as male (55%) and 25 identified as female (45%).
- The majority of respondents were between 30 and 49 years old (52%), with 13 respondents indicating they were under 30 years old (24%) and 13 respondents indicating they were over 50 years old (24%).
- The majority of respondents identified as direct Baffinland employees (79%), with the rest identifying as indirect (contractor) employees (21%). All but one (1) respondent identified as a full-time employee.
- Over half of the respondents (58%) have worked for their current employer for over 3 years. 17 respondents (31%) indicated they have worked for their current employer for less than 1 year.
- When asked what language they speak, almost all (94%) indicated they speak both Inuktitut and English. 2 respondents (4%) indicated they were unilingual Inuktitut speakers, and 1 respondent (2%) did not indicate they spoke Inuktitut. Overall, 40 respondents (74%) reside in Nunavut communities, with 63% residing in North Baffin communities, including Igloodik (15%), Pond Inlet (15%), Arctic Bay (13%), Clyde River (13%), and Sanirajak (7%). 4 respondents (7%) reported living in Iqaluit. 14 respondents (26%) reported living outside of Nunavut, with 9 respondents (17% of total sample) living in Ottawa, Ontario.
- Compared with the 2020 Inuit Employee Survey Results: Compared with the previous survey conducted in 2020, there were fewer survey respondents (55 in 2022, down from 82 in 2020). Other notable changes included:
 - The proportion of female respondents in the 2022 survey was higher (45% compared to 32% in 2020).
 - The proportion of respondents who have worked more than 3 years for their current employer was higher (58% compared to 31% in 2020).
 - The proportion of respondents residing out-of-territory was higher (25% compared to 17% in 2020).

Results

Specific statistics for each question are provided below.

Figure i: Question 1 - Gender

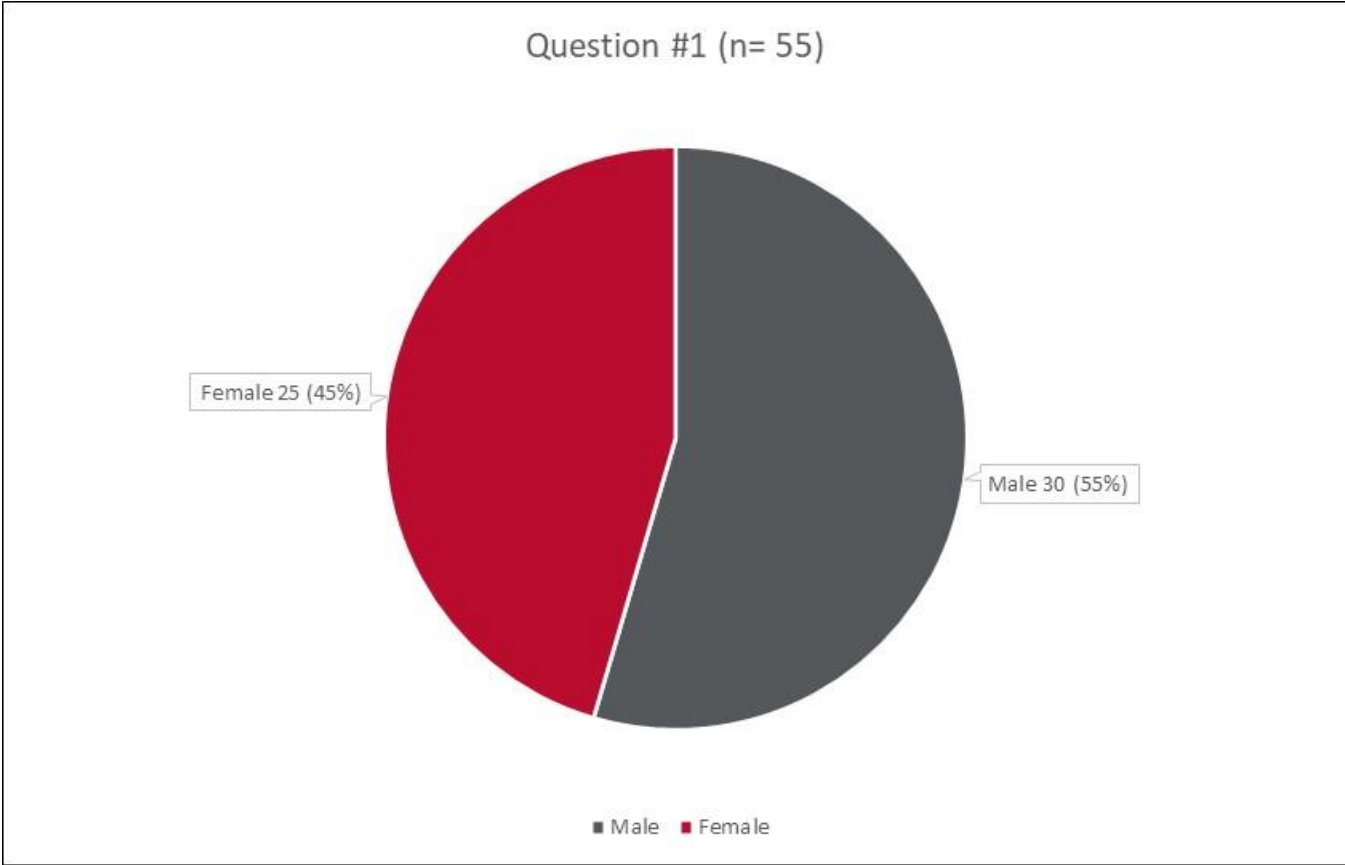


Figure ii: Question 2A - How do you identify?

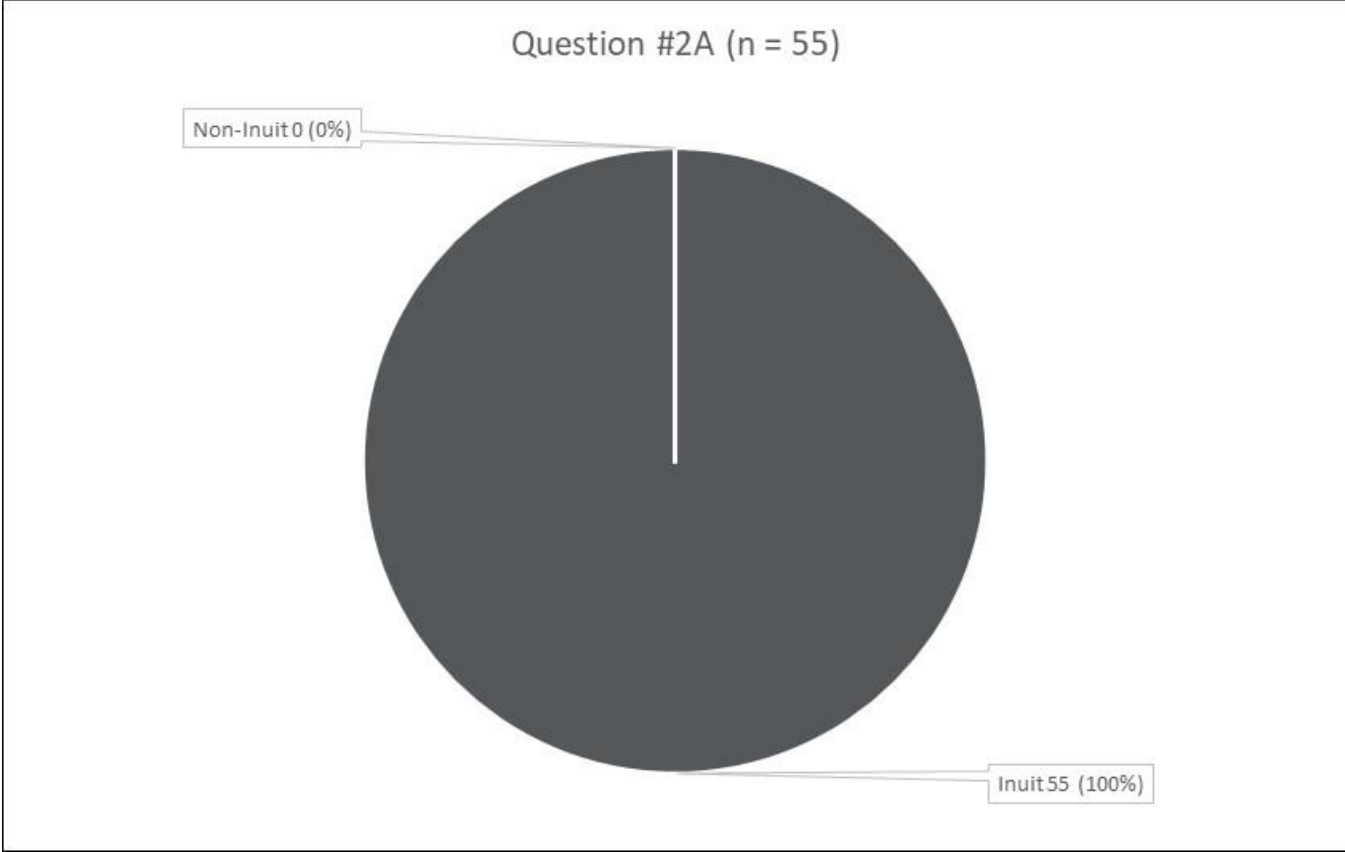


Figure iii: Question 2B - If you Identify as Inuit, are you enrolled under the Nunavut Agreement?

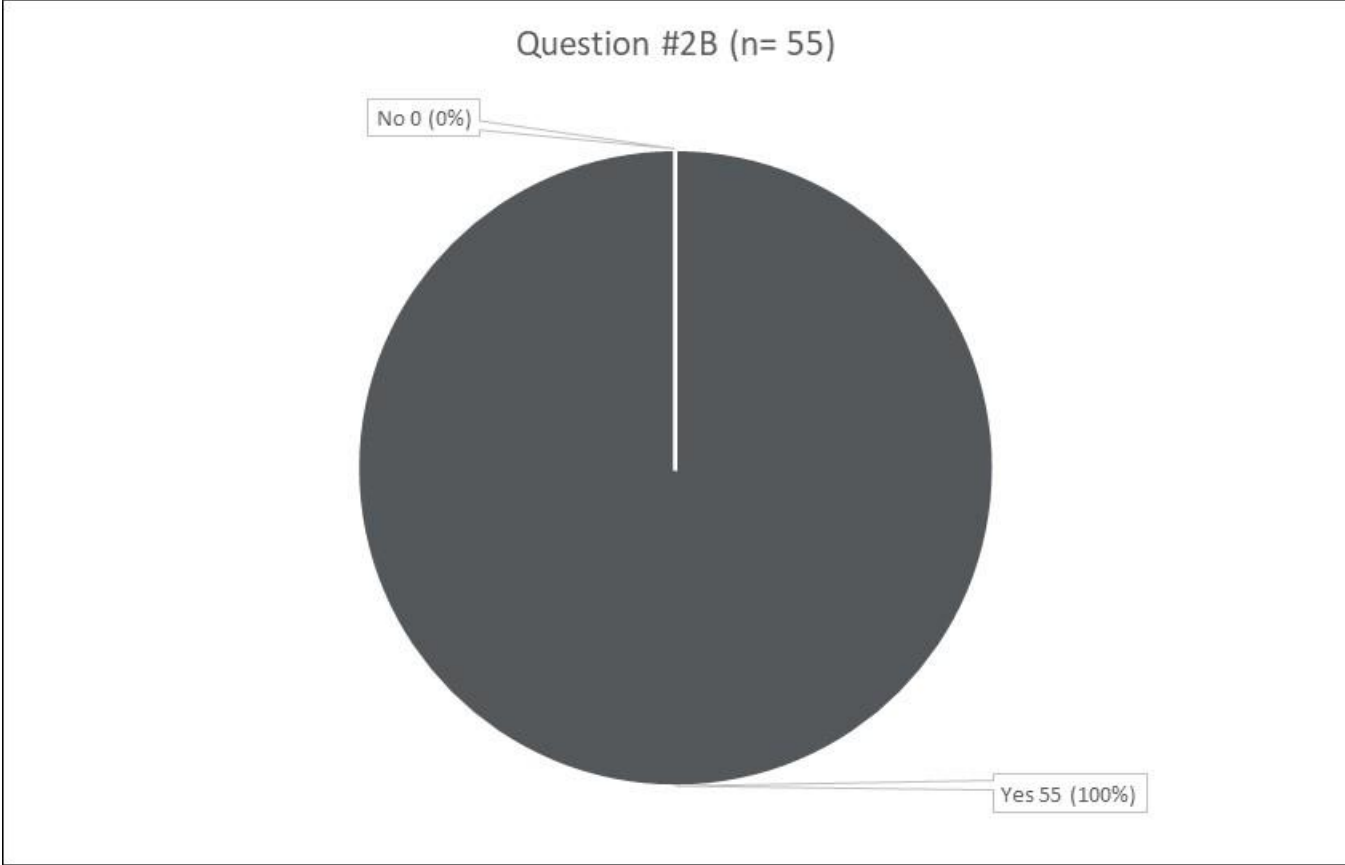


Figure iv: Question 3 - Please indicate your age.

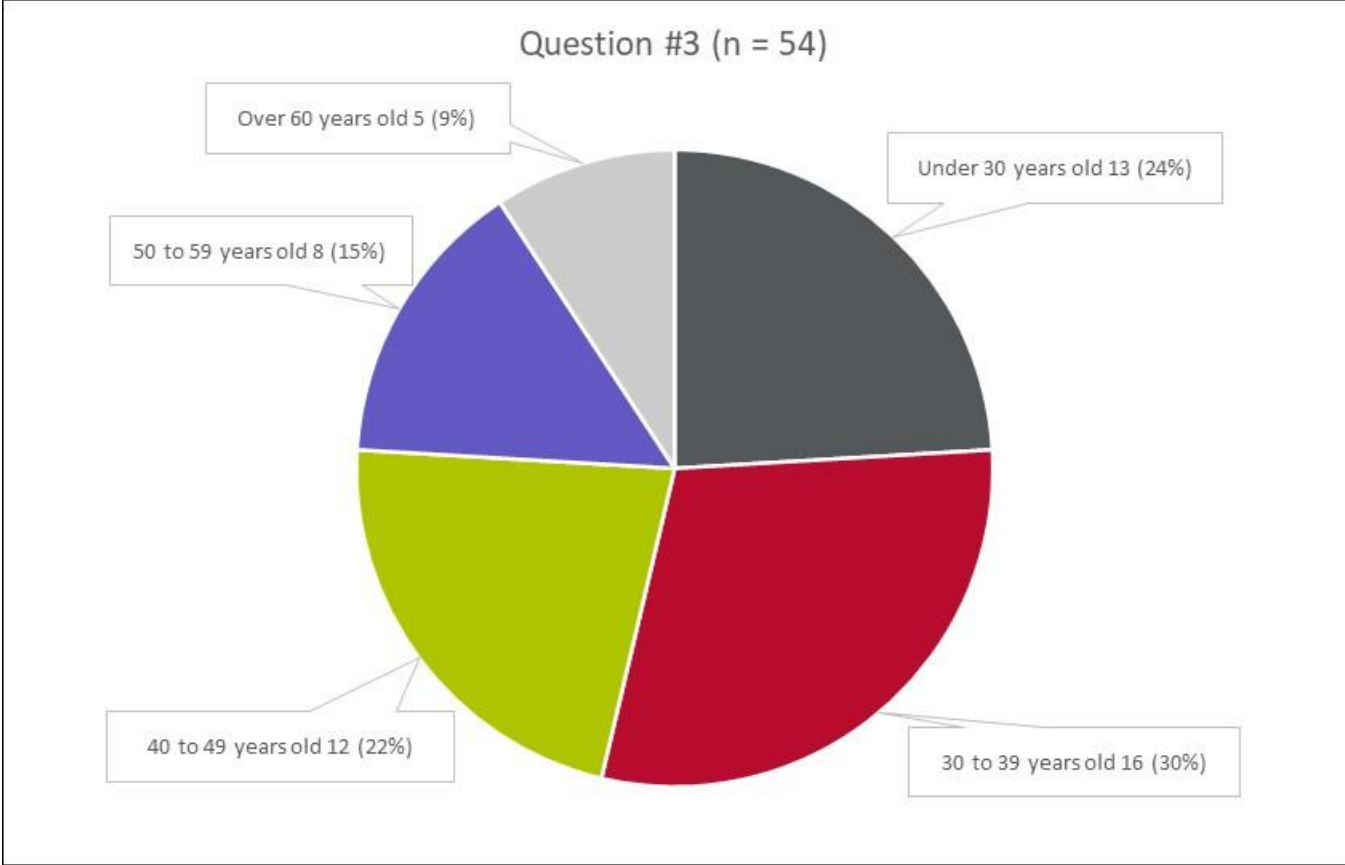


Figure v: Question 4 - Who do you work for?

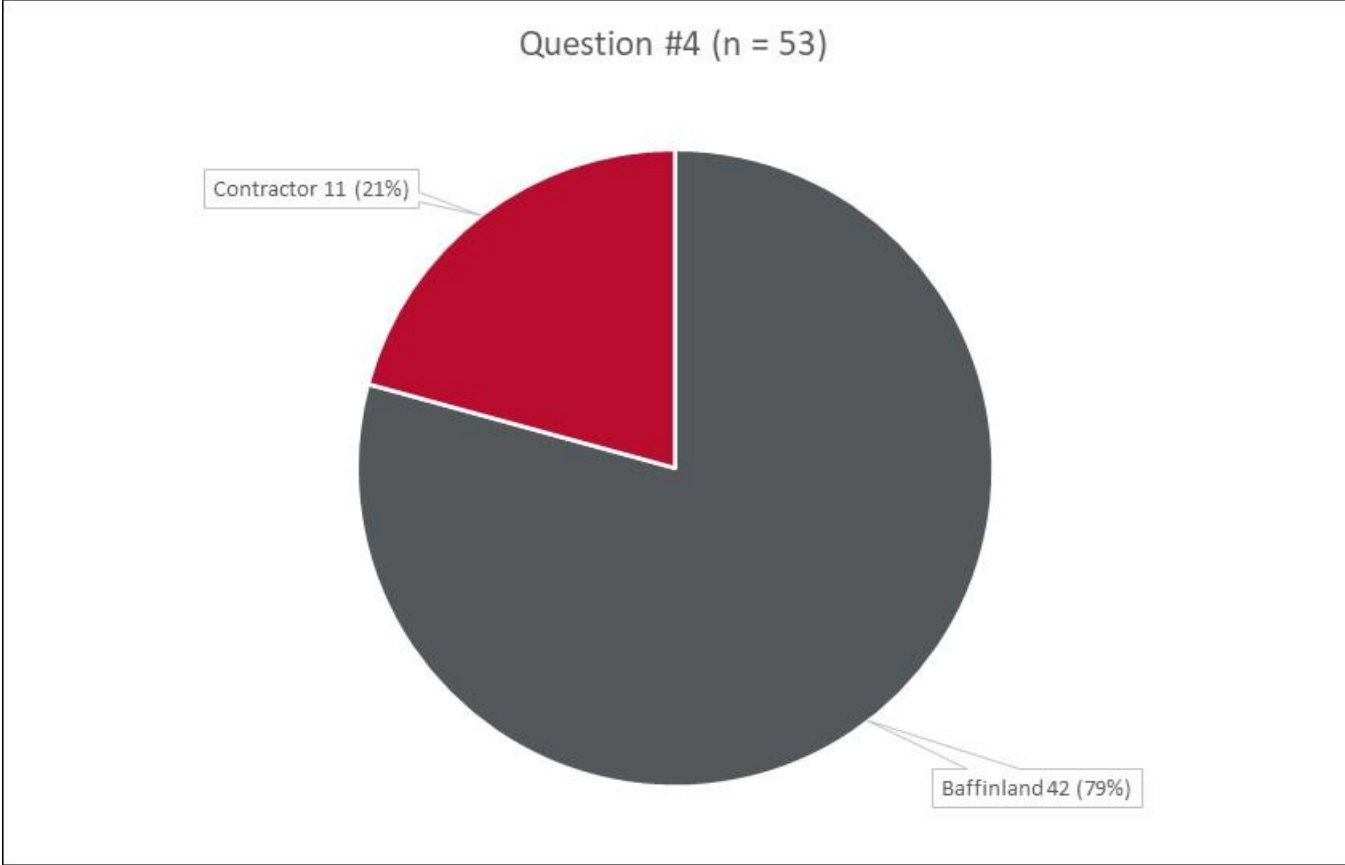


Figure vi: Question 5 - Do you work Full Time or Seasonal?

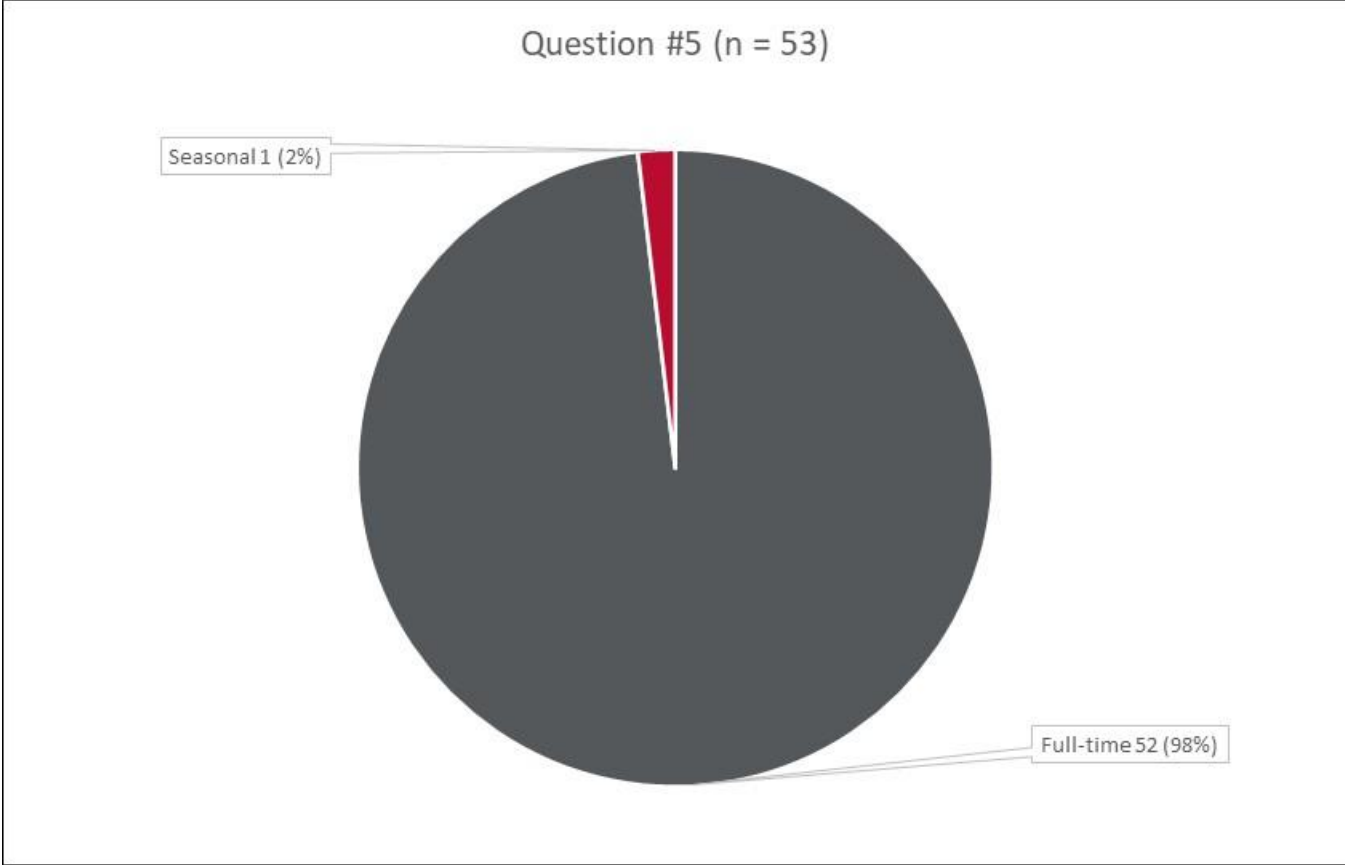


Figure vii: Question 6 - How long have you worked for your current employer (Baffinland or Contractor)?

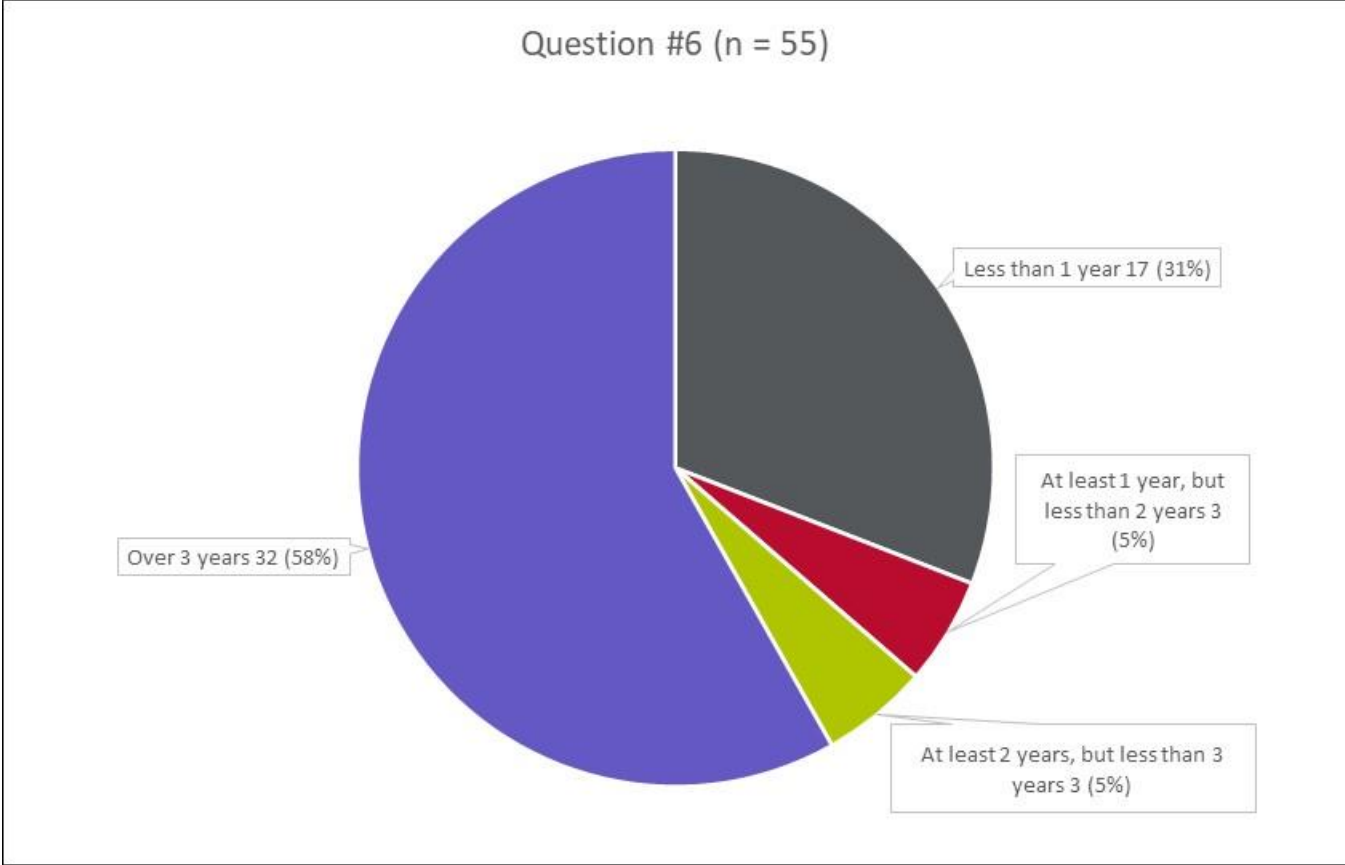
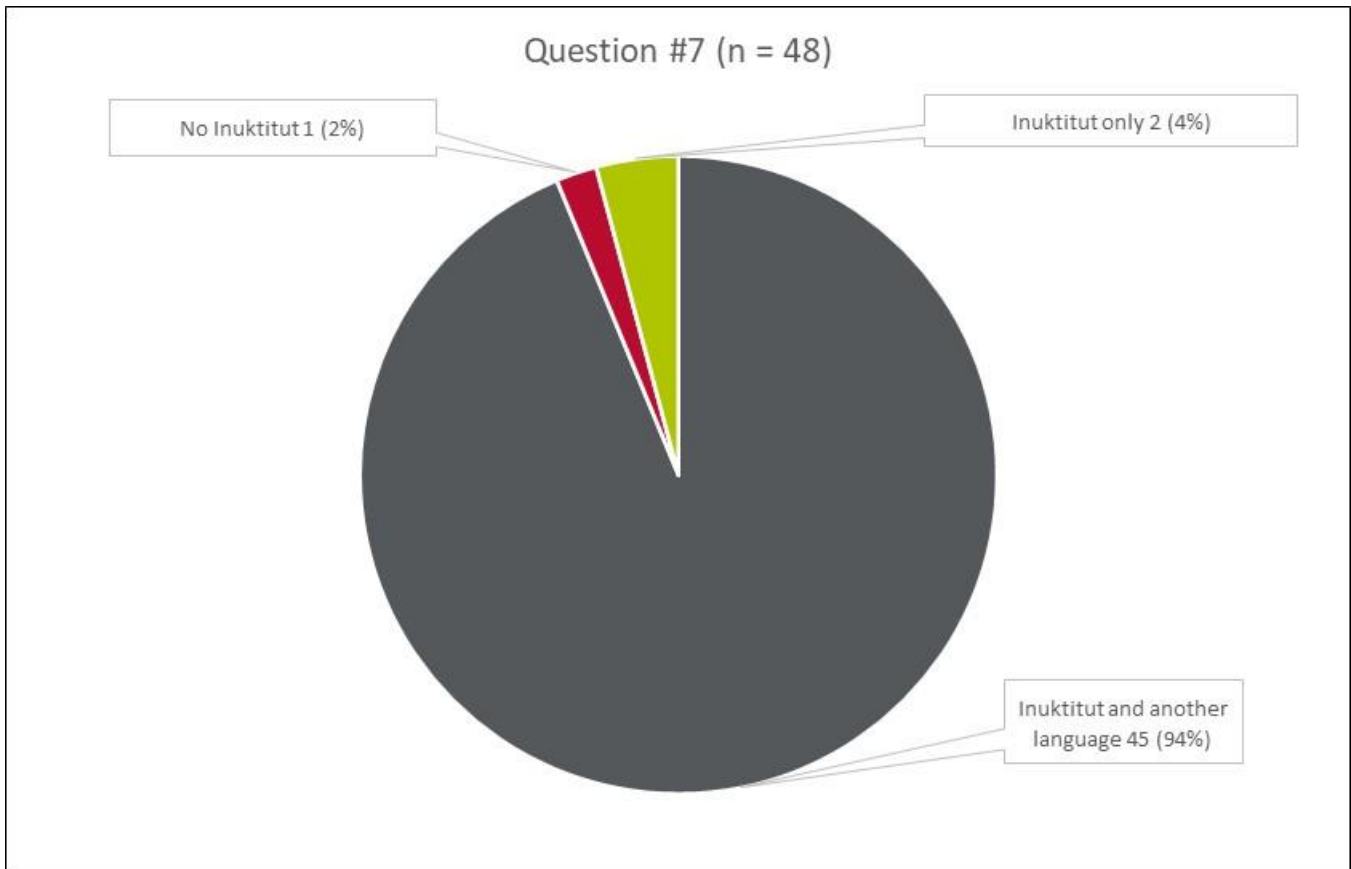


Figure viii: Question 7 - What language do you speak?



Note: Overall, 47 respondents indicated that they speak Inuktitut, of which 20 respondents specified speaking a particular dialect (Baffin dialect, Igloodik Amittuq, Amittuqniut, Northern Baffin, South Baffin Dialect - Kinngait, Clyde River, Sanirajak, Arctic Bay Dialect, High Arctic Dialect, Pond Inlet, and Iqaluit). 46 respondents reported speaking English. Only 3 respondents reported speaking French. In addition, 1 survey respondent noted speaking only Inuktitut.

This question was not asked in 7 surveys due to an error (see **Limitations** section); as such, the number of respondents for this question is fewer than the number of surveys completed.

Housing

Highlights

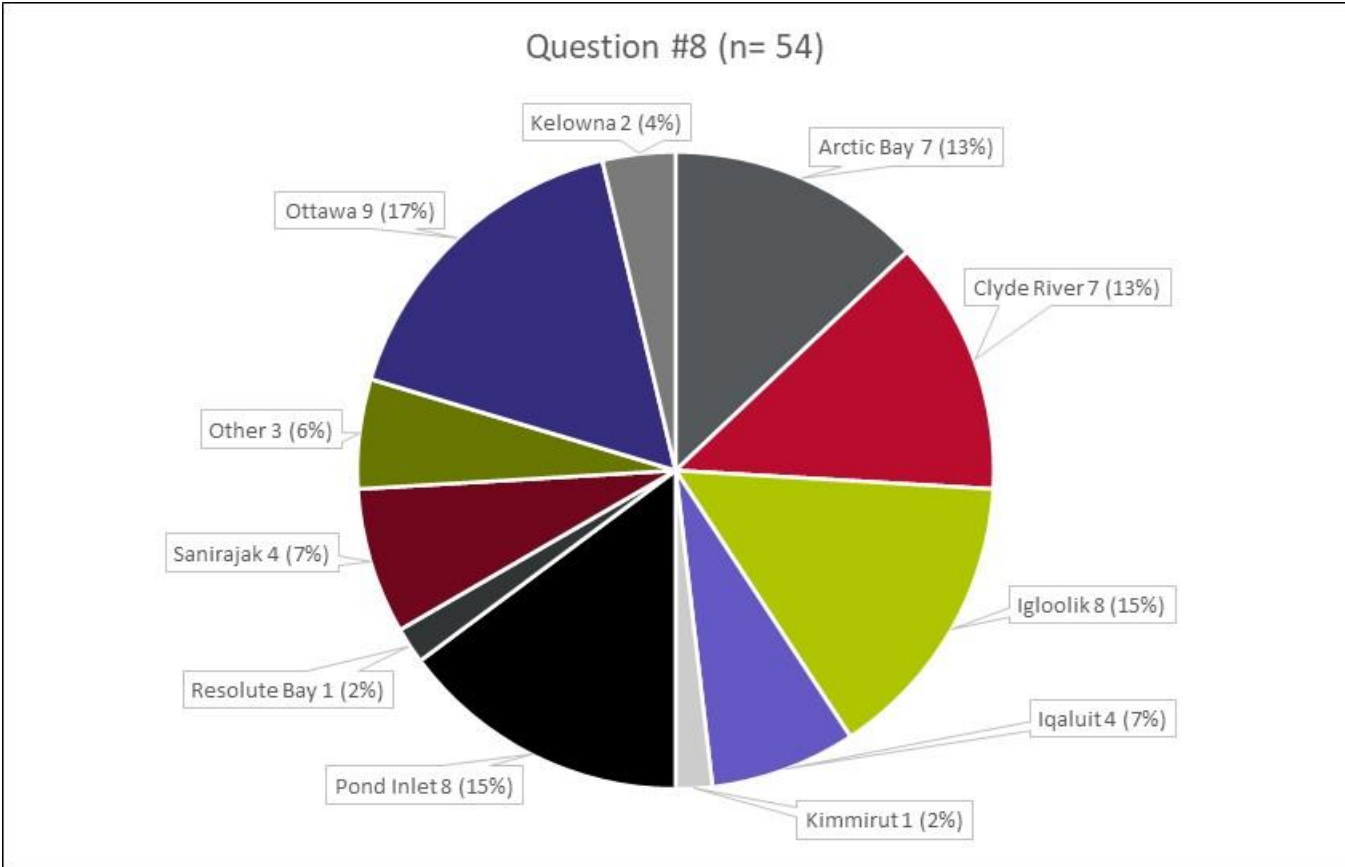
Survey highlights for this section include:

- Many survey respondents (49%) currently live in public housing or otherwise rent from a private company or individual (18%). Only 4 respondents (7%) reported living in a house they owned, with 3 of those respondents reporting that they currently resided in Nunavut communities.
- The majority (83%) of respondents' housing situations have not changed since obtaining Baffinland employment. 2 respondents (5) purchased a home since obtaining employment, with both indicating their belief that the change was made possible through Project employment.
- When asked if they have ever considered purchasing a home in their community, most respondents (64%) answered no and 13 respondents (25%) answered yes. For those who have not considered purchasing a home, the reasons varied, including the inability to save money for purchasing a home (19%), expenses associated with maintenance (17%), and the high costs associated with mortgage payments (8%). Many respondents (75%) were not aware of the Nunavut Down Payment Assistance Program offered by the Nunavut Housing Corporation.
- The majority of respondents (80%) have not moved in the last 12 months. Only 5 respondents (9%) reported moving from one community to a different community in the last year. Of these 5 respondents:
 - 2 respondents provided additional details on the nature of their move, with 1 respondent having moved within Qikiqtani (i.e. remaining in Nunavut) and the other respondent moving from a Qikiqtani community to Ontario (i.e. out-migration). The other 3 respondents reported they are currently residing outside of Nunavut, however they did not provide more detail.
 - 3 respondents provided additional details on the reason for their move, which included to be closer to friends and family and housing availability.
- The majority of survey respondents (76%) do not plan on moving in the next 12 months. Only 5 respondents (10%) indicated they are planning to move from one community to another, with 1 respondent planning to move back to the Qikiqtani from outside of the territory (i.e. in-migration), and 2 respondents planning to move from the Qikiqtani to outside the territory (i.e. out-migration). Reasons provided for the planned move include better housing, being closer to friends and family, cost of living, and better access to services.
- Compared with the 2020 Inuit Employee Survey Results: 2022 results were relatively similar to 2020 results. A notable change was the proportion of respondents who indicated they would consider purchasing a new home, which decreased compared to 2020, from 43% to 25%.

Results

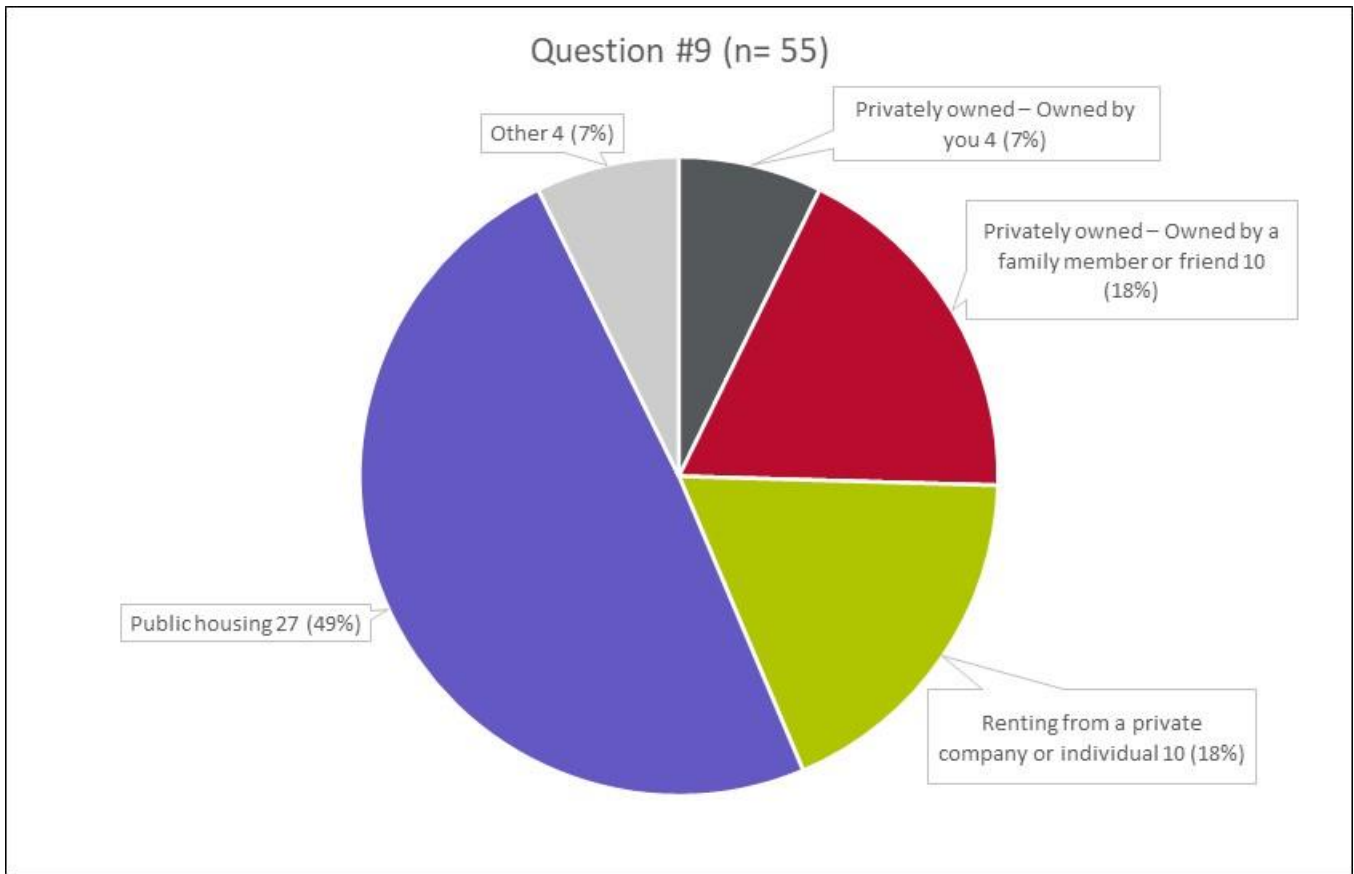
Specific statistics for each question are provided below.

Figure ix: Question 8 - What is your current community of residence?



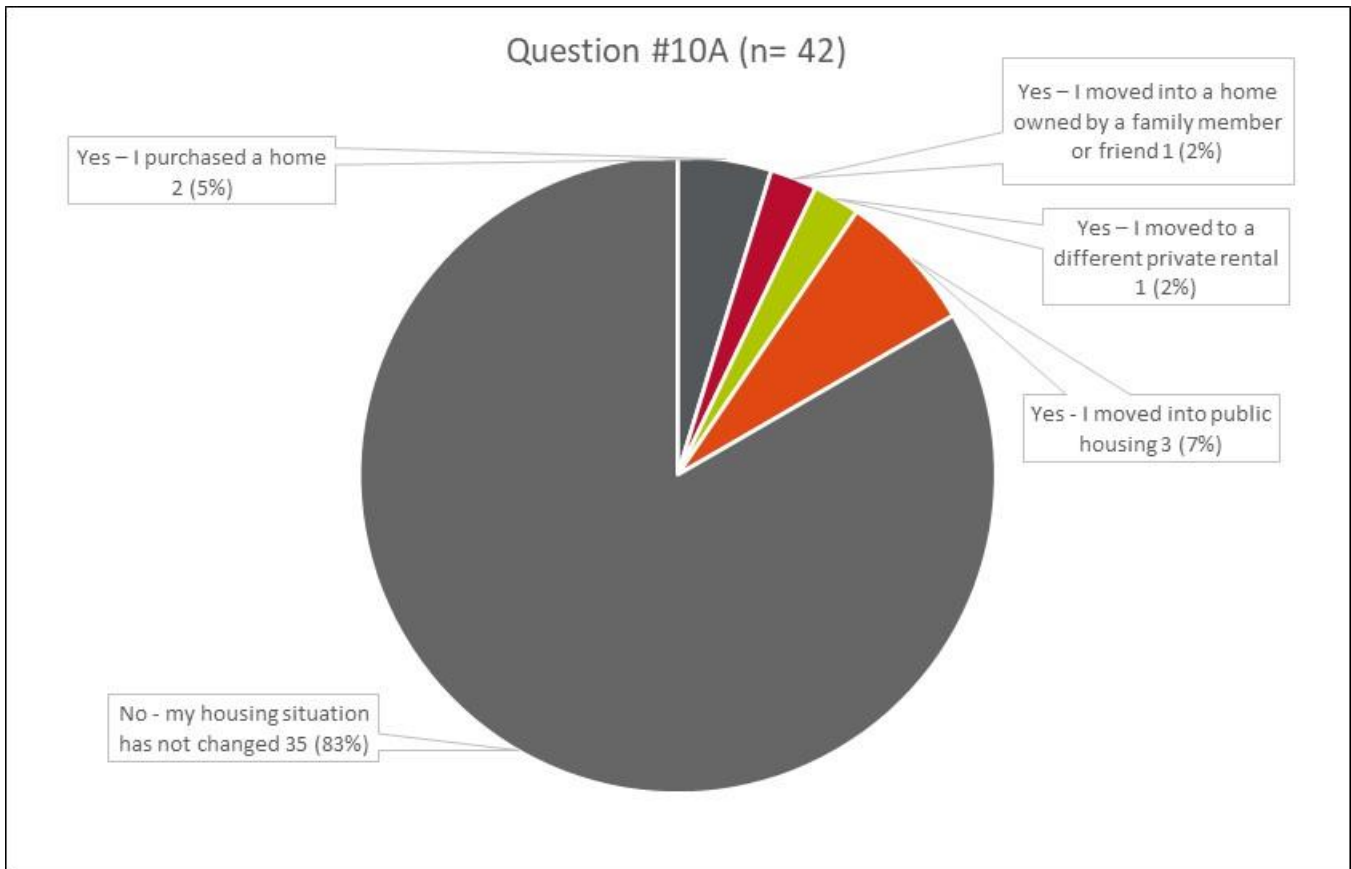
Note: In 'Other', responses included "Ontario" (n=1), Fort McPherson, Nunavut (n=1), and Gatineau, Quebec (n=1).

Figure x: Question 9 - What type of housing do you currently live in?



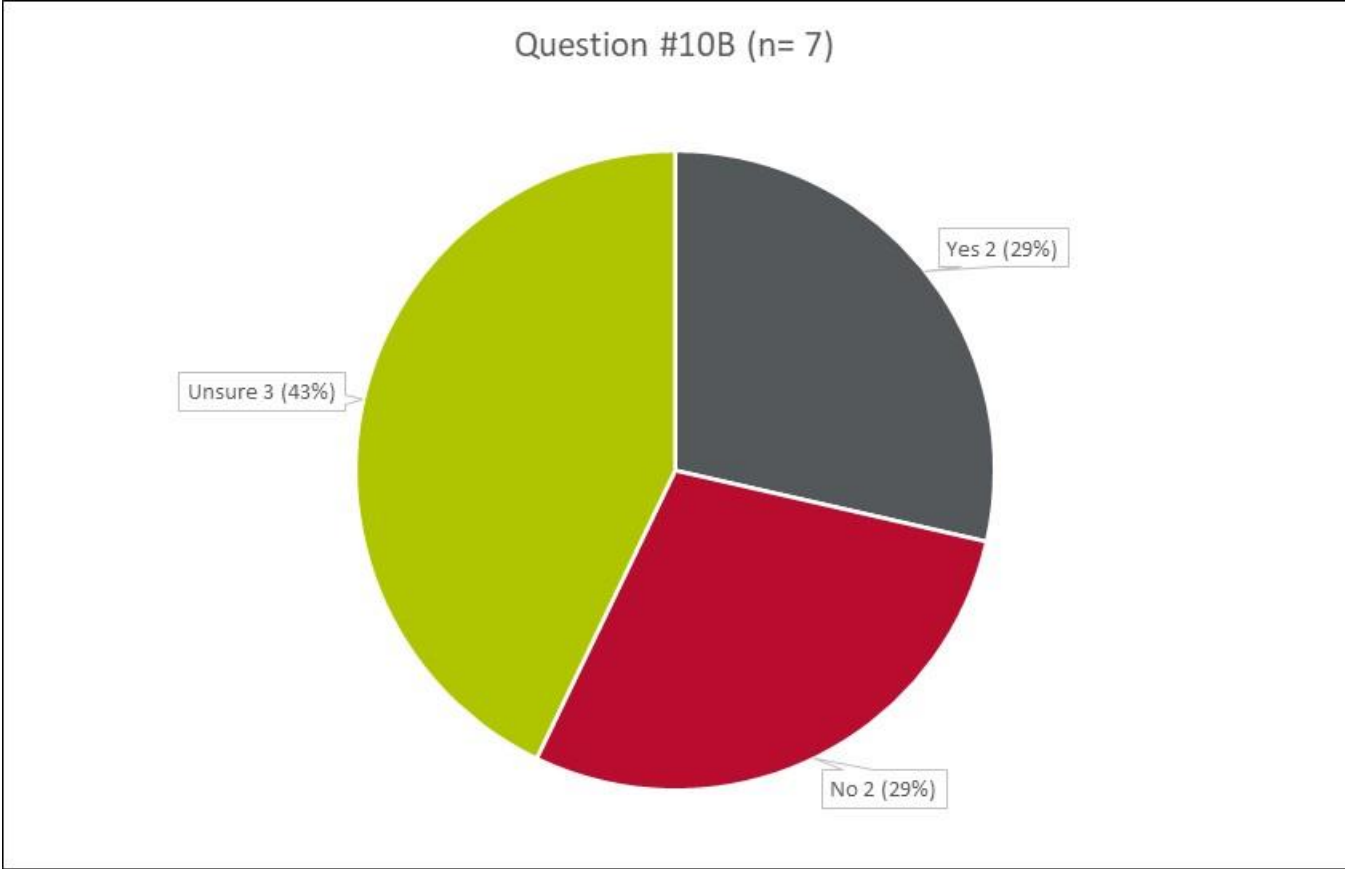
Note: For the 'Other' category, 4 respondents reported homelessness, stating they are living in a cabin, trailer or "surf-couching."

Figure xi: Question 10A - Has your housing situation changed since obtaining Baffinland employment?



Note: This question was not asked in 7 surveys due to an error in application as described in the **Limitations** section.

Figure xii: Question 10B - If 'Yes', was this change made possible through Project (Mary River) employment?



Note: This question was not asked in 7 surveys due to an error in application as described in the **Limitations** section. In addition, the answers from respondents who replied “no” in Question #10A were not included in the above results.

Figure xiii: Question 11 - Have you ever considered purchasing a home in your community?

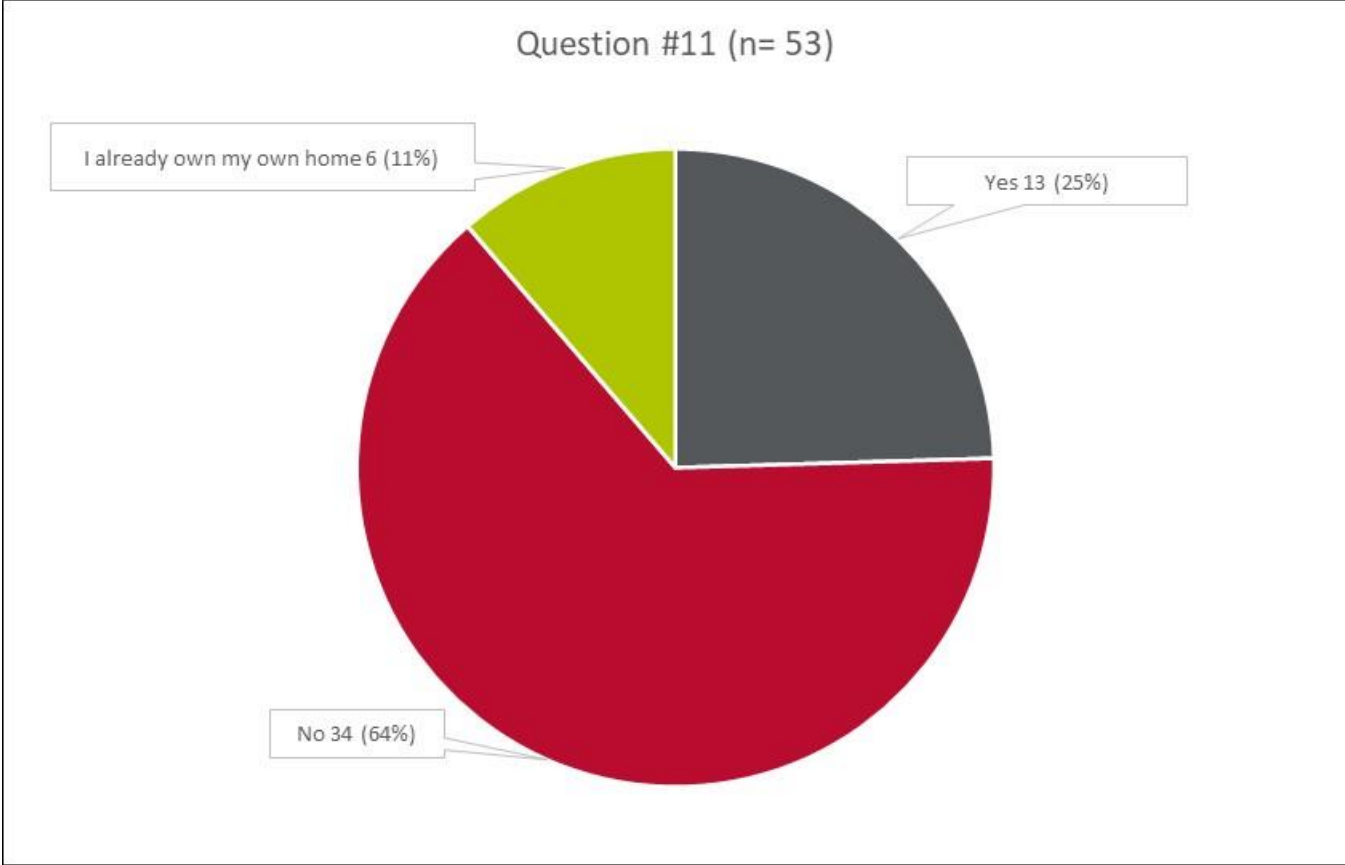


Figure xiv: Question 12 - Are you aware of the Nunavut Down Payment Assistance Program offered by the Nunavut Housing Corporation?

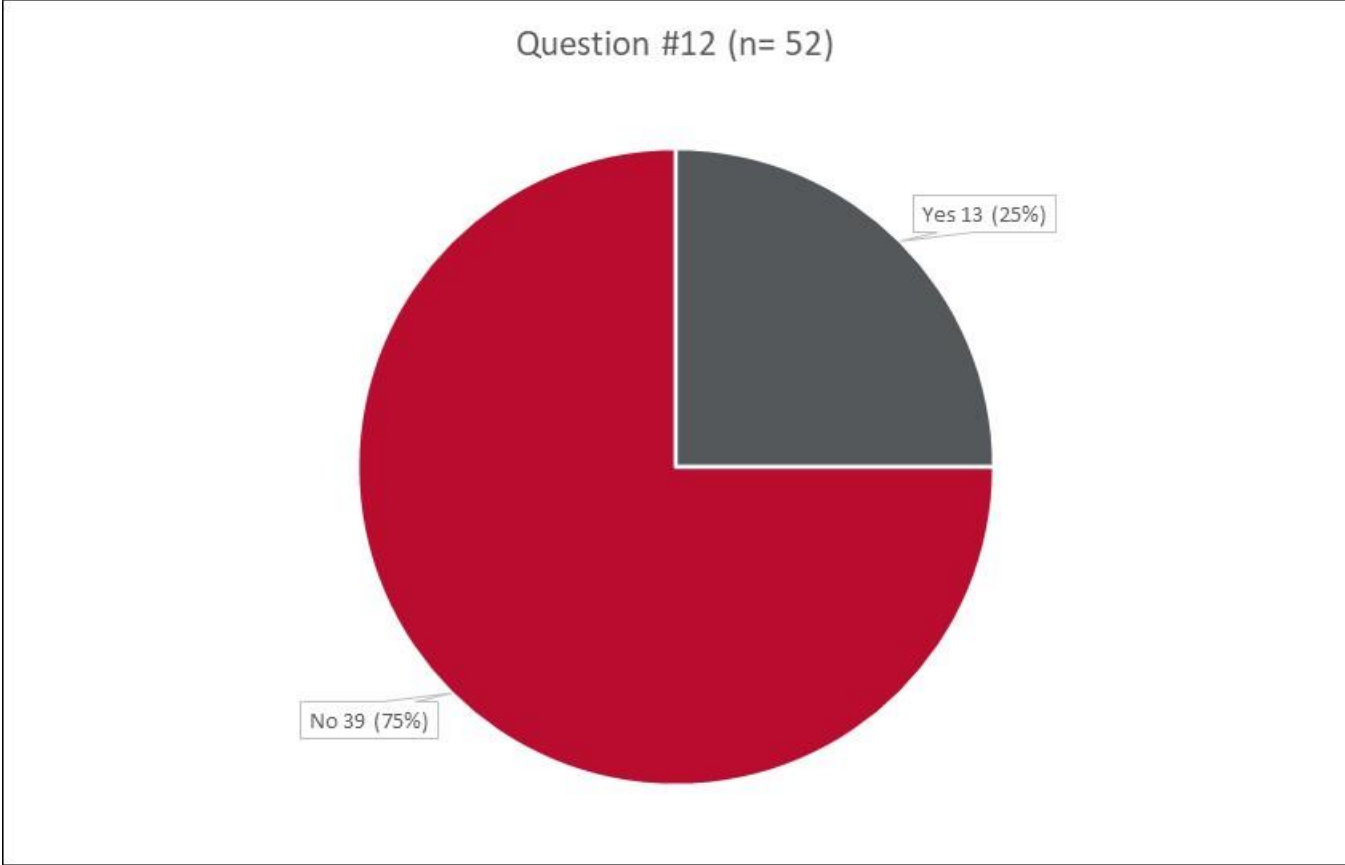
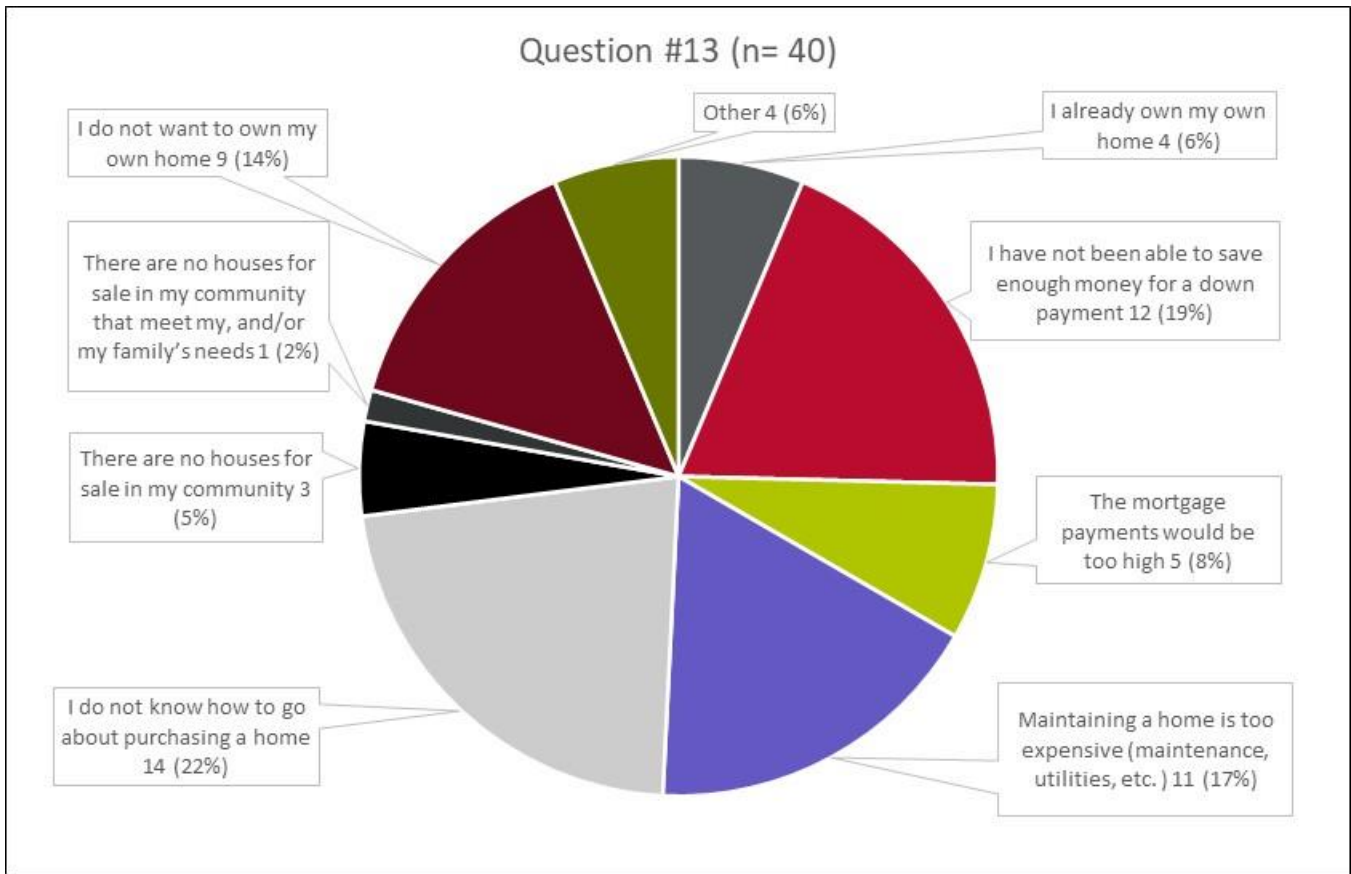


Figure xv: Question 13 - If you have NOT purchased your own home, please explain why?



Note: Some respondents provided comments to this question, including those who indicated already owning a house in Question 11. Comments:

- “Houses are 750k in Iqaluit”
- “Moved away from Nunavut due to cost of living, owning a home in Nunavut is too expensive.”
- “Renting a townhouse in Ottawa but own a home in Kinngait”
- “I would love to own a home.”
- “I am looking, but the market is pretty fuzzy”
- “I am living in Ottawa. I do not know”

Figure xvi: Question 14A - In the past 12 months, have you moved from one residence to another residence?

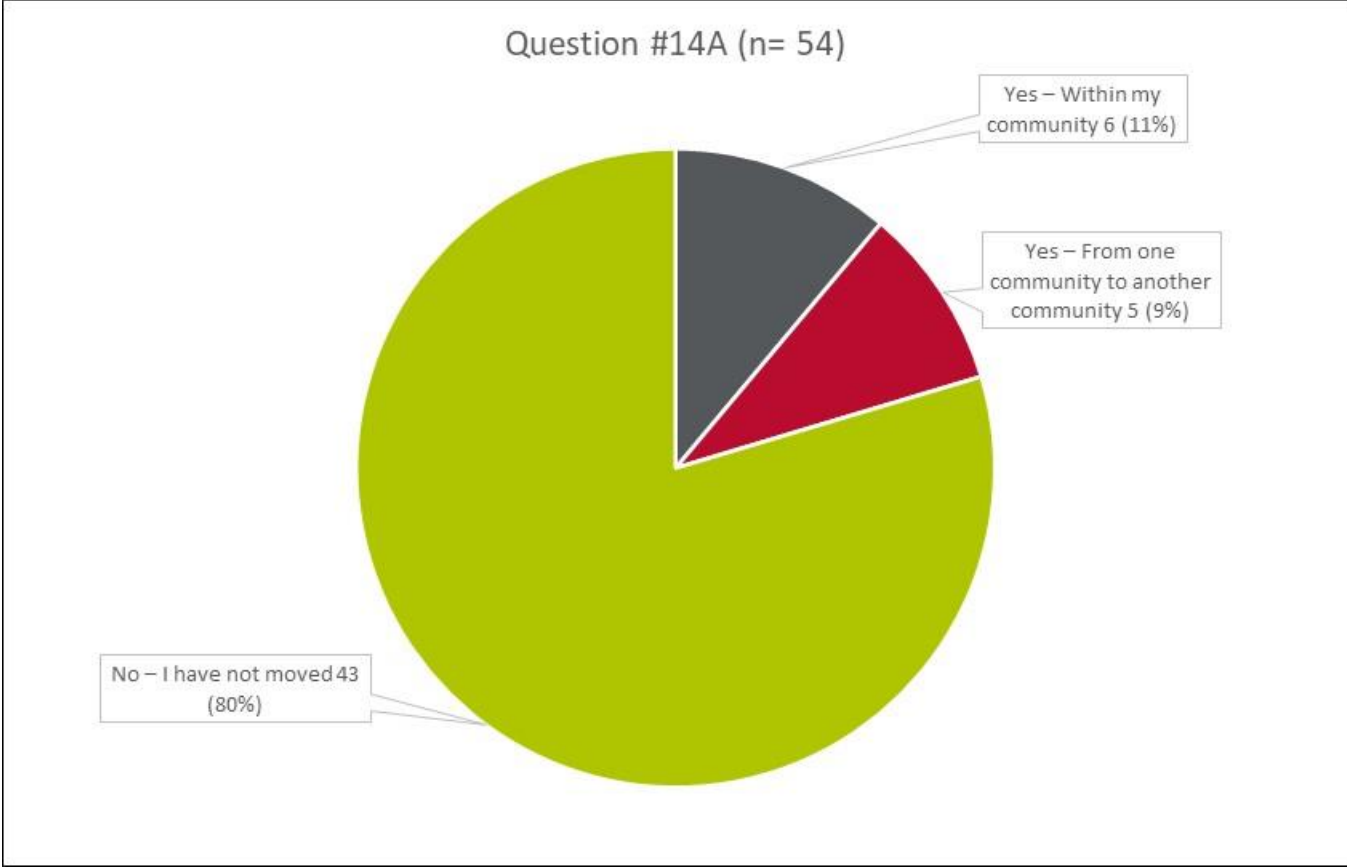
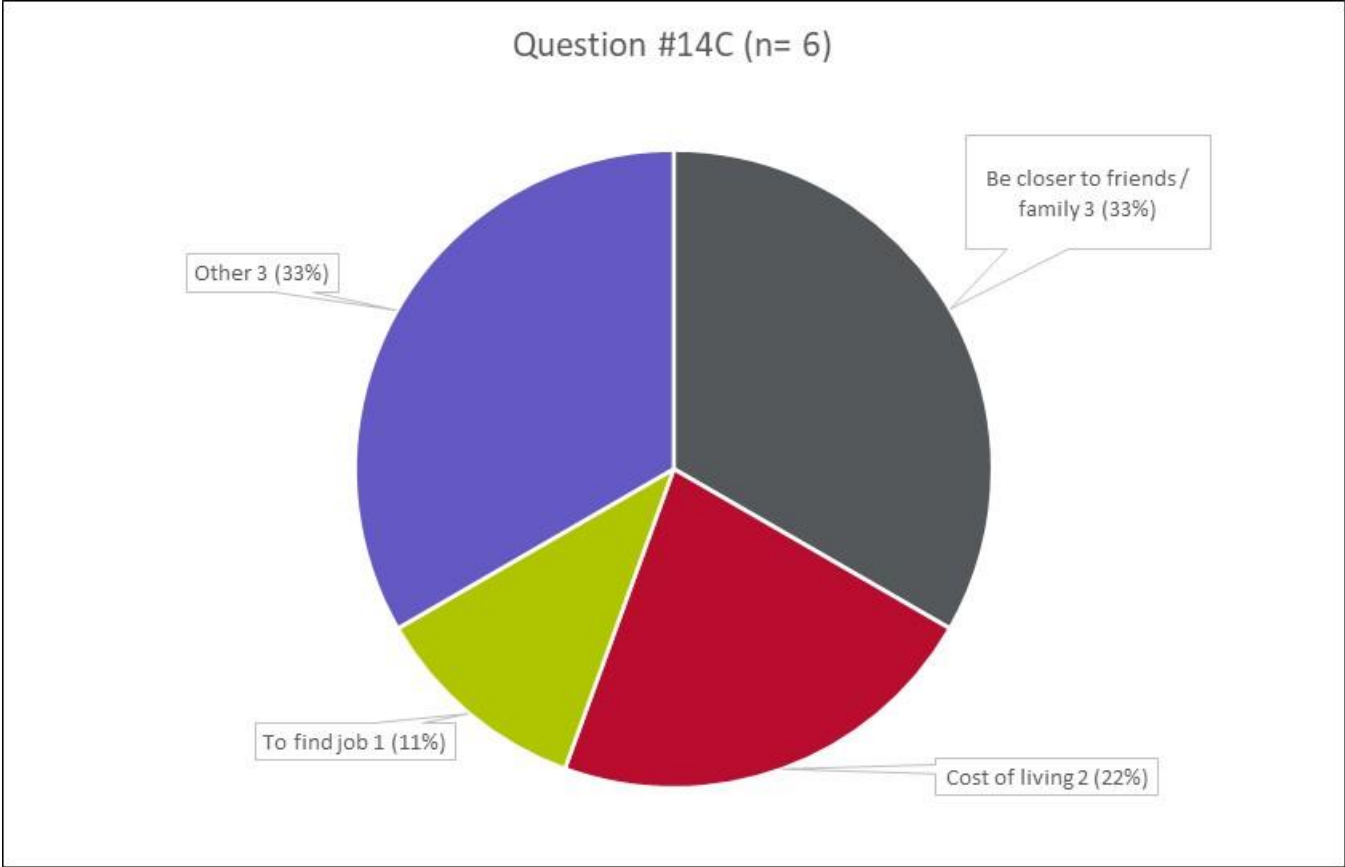


Figure xvii: Question 14B - If you answered 'Yes - From one community to another community', specify which community you moved from?

- Responses included:
- “Stayed in Ottawa for three years”
 - “Iqaluit to Arctic Bay then to Pond Inlet”
 - “Pond Inlet to Fort McPherson”
 - “Pond Inlet to Resolute Bay”,
 - “Clyde River”

A follow-up question was included to understand reasons from moving to another community.

Figure xviii: Question 14C - If you answered, 'Yes – From one community to another community', why did you decide to move from one community to another?



Note: For the 'Other' category, respondents included the following answers:

- "In 2020 when we were sent home, our pay was cut in half, so I move to Ottawa to set back to work and set a full pay check - Stayed in Ottawa"
- "Only place to rent an apartment" (respondent reported living outside of Nunavut)
- "I couldn't stay at the Government of Nunavut staff housing" (respondent who moved between communities in Nunavut)

Figure xix: Question 15A - Do you plan on moving from one residence to another residence in the next 12 months?

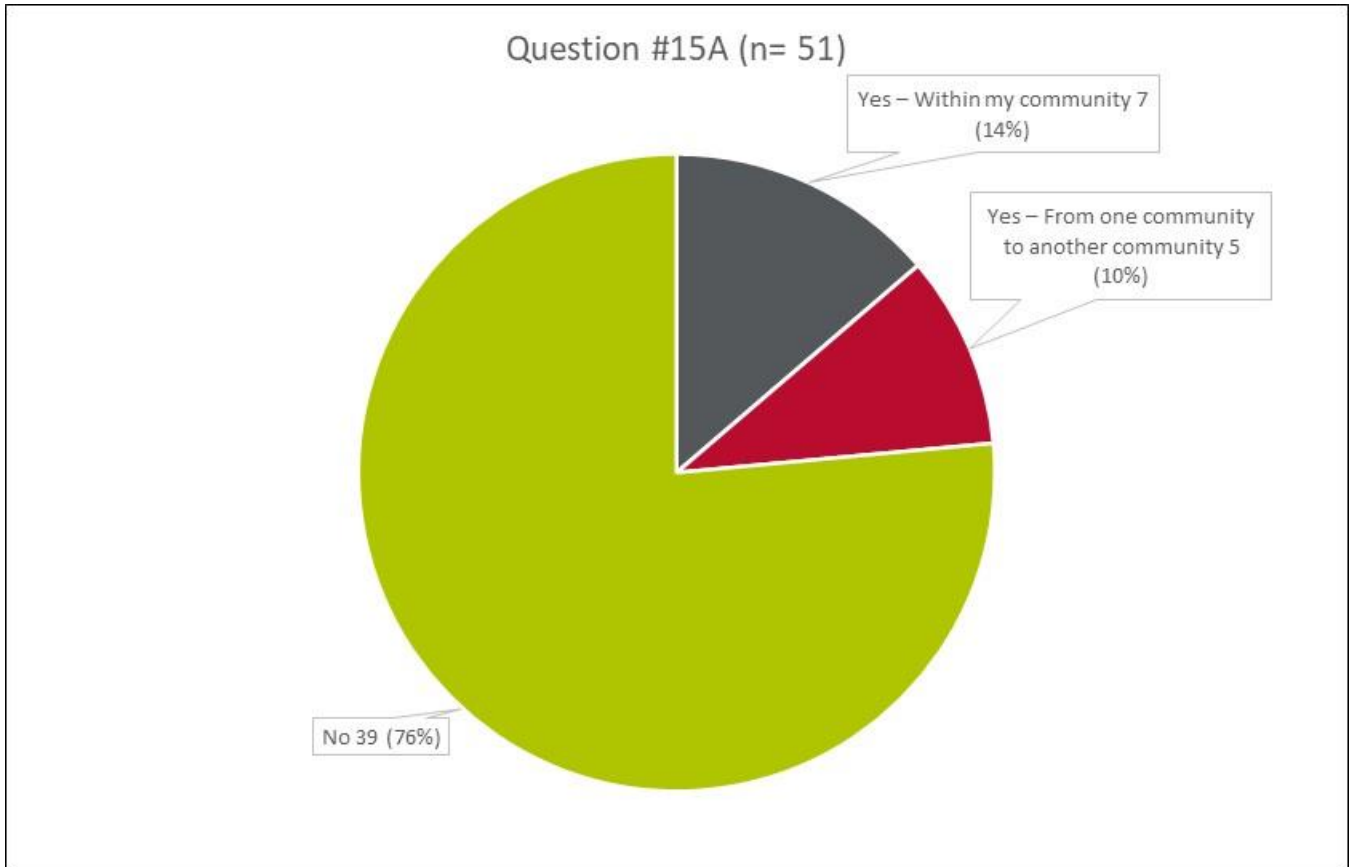
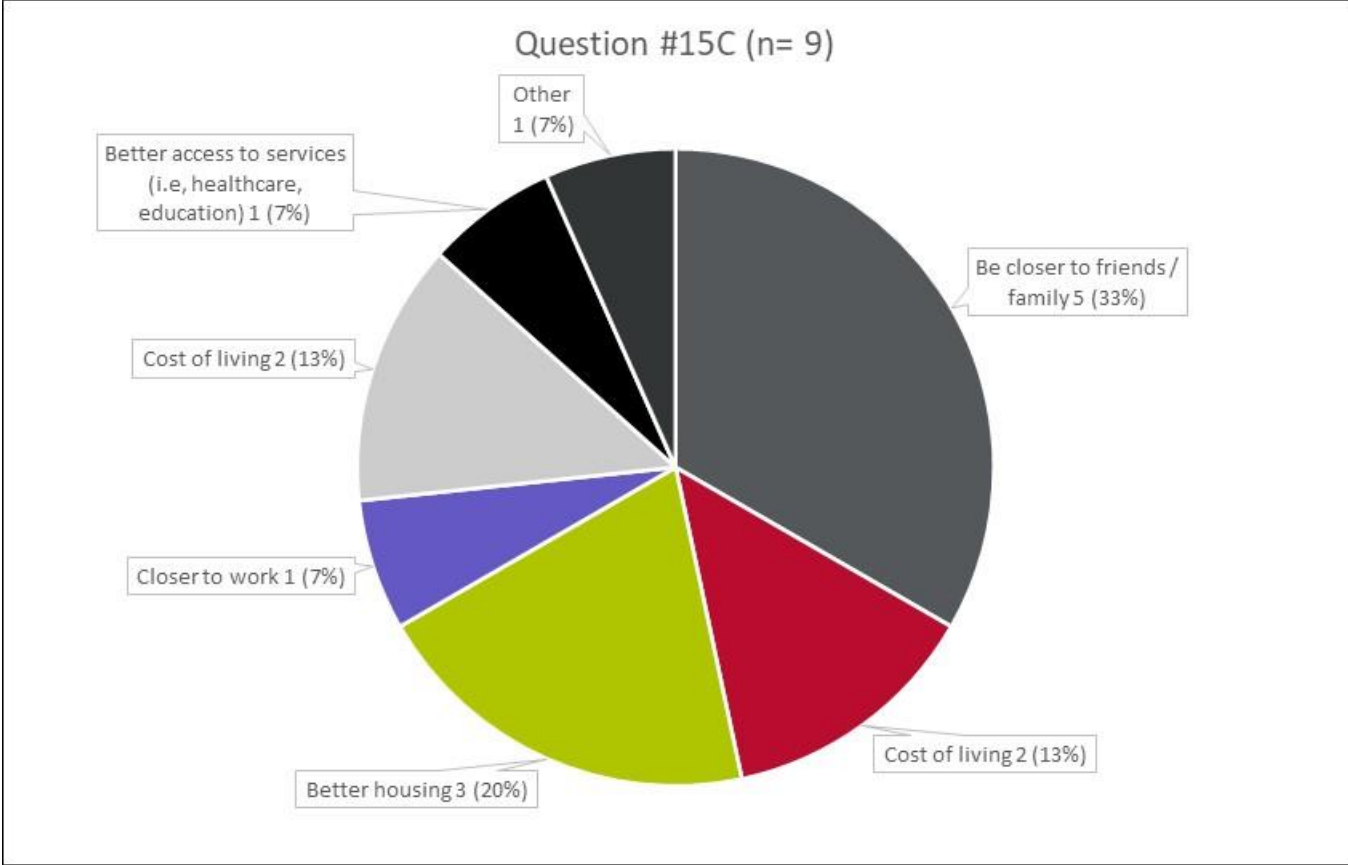


Figure xx: Question 15B - If you answered 'Yes - From one community to another community', specify which community you planning on moving to?

Responses included:

- "Near Montreal" (respondent reported living in Nunavut)
- "I applied for a bigger house since our current house is too small for my family."
- "I am planning to move back to Kinngait from Ottawa"
- "McPherson to Ottawa or close to this city"
- "Inuvik, Northern West Territories"
- "I am still thinking about it."
- "Within Ottawa"

Figure xxi: Question 15C - If you answered, 'Yes – From one community to another community', why are you planning to move from one community to another?



Note: Respondents could select more than option.

Education and Work Experience

Highlights

Survey highlights for this section include:

- 18 respondents (33%) indicated the highest education level they have obtained was a high school diploma or equivalent, with almost half of respondents (46%) answering that they have less than high school. 11 respondents (21%) have some level of post-secondary education, including a college or university certificate or diploma, or apprenticeship or trades certificate or diploma.
- When asked about additional education or training programs for mine employees they would be interested in, the most popular answers were training to prepare for a different job at the mine site, traditional skills, and financial management.
- 4 respondents indicated they were enrolled in an academic or vocational program at the time of their hire at the Mary River Project, with only 1 of these respondents having started work with their current employer within the last year. This respondent indicated that they suspended or discontinued their participation in the heavy equipment operator program in Morrisburg because of hiring.
- When asked if the individual resigned from a previous job to take up employment with the Mary River Project, 35 respondents (78%) answered no. Of the remaining 10 respondents (22%) who indicated they resigned from a previous job, most (7) resigned from a full-time job, versus a casual job (3). Previous employers varied, and included private companies, government, non-government organizations and the hamlet.
- Compared with the 2020 Inuit Employee Survey Results: the 2022 results were similar to the previous year's results.

Results

Specific statistics are provided for each question below.

Figure xxii: Question 16 - What is the highest education level you have obtained?

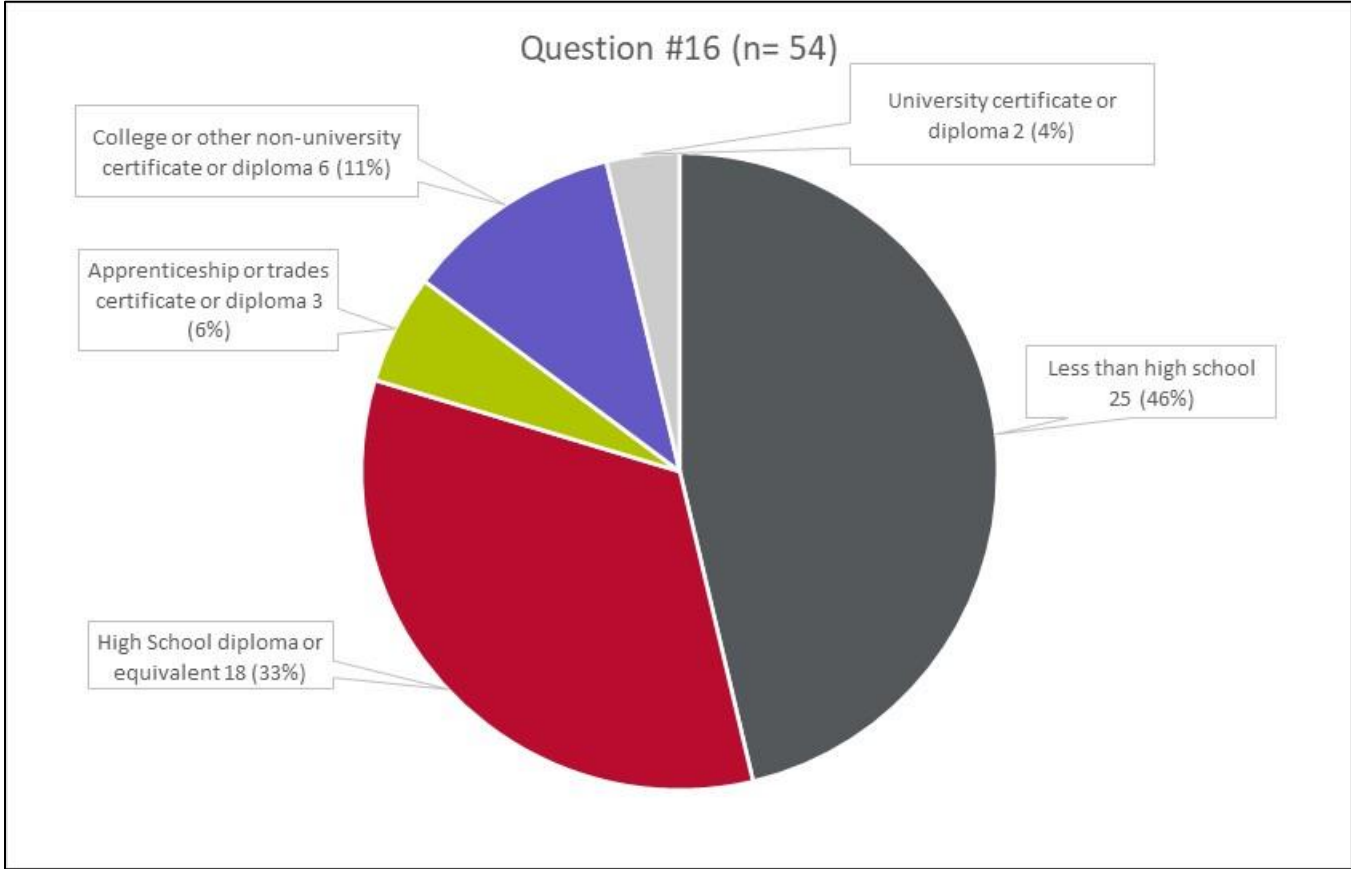
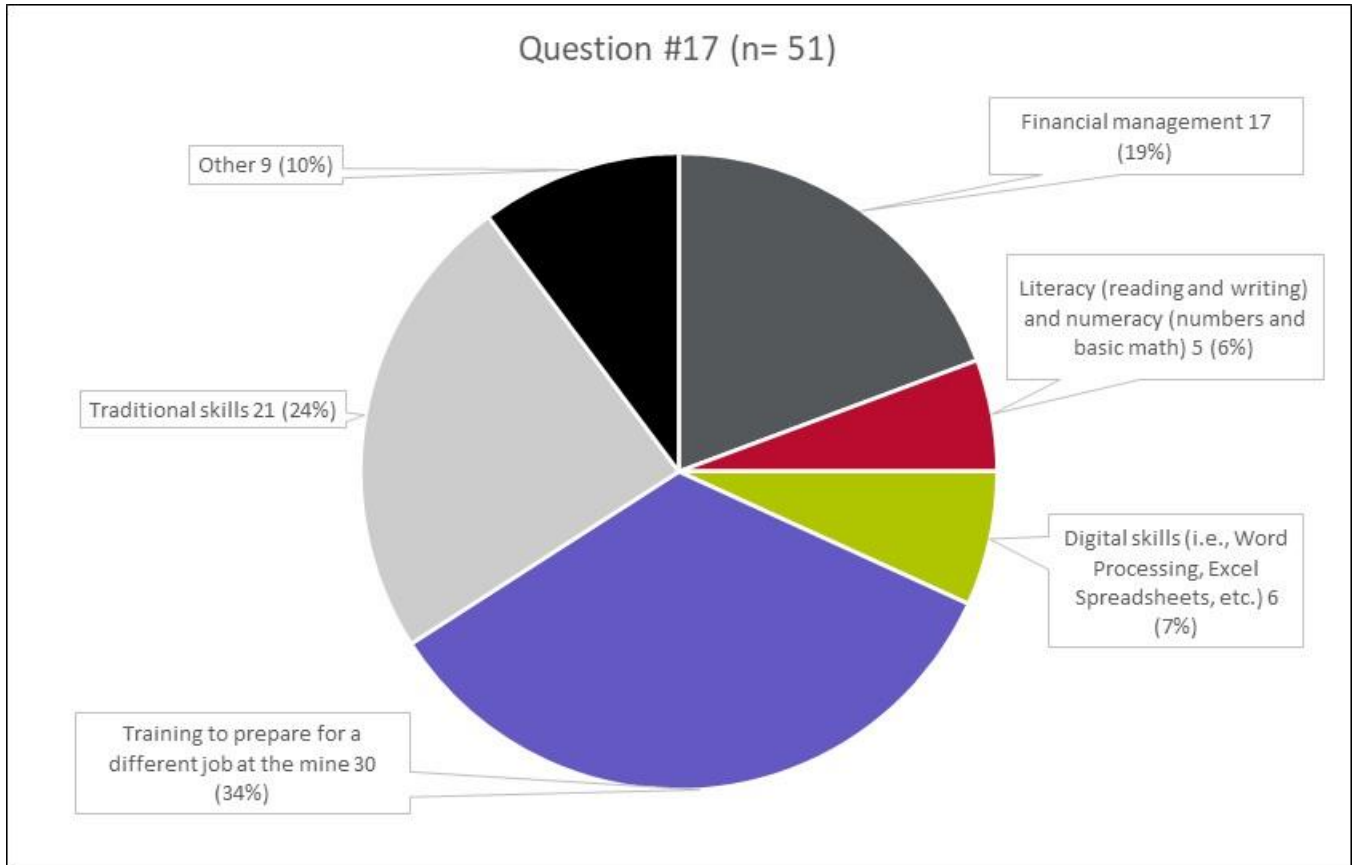


Figure xxiii: Question 17 - If Baffinland or other agencies were to offer additional education or training programs for mine employees, what kind of programs would you be interested in?



Note: Respondents could select more than one option for this question. There were 88 responses in total, with the greatest interest in training to prepare for a different job at the mine and traditional skills. Other training opportunities not included in the survey but mentioned by respondents included:

- Office management and HR management
- Operator and Heavy equipment operator

In Question 17, two respondents noted challenges towards training of Inuit. Statements included:

- “Most departments do not seem to want training Inuit people”
- “Unfortunately I see southerners prioritized in advancement in careers even if training has been available, i.e., equipment apprenticeships.”

Figure xxiv: Question 18A - Were you enrolled in an academic or vocational program at the time of your hire at the Mary River Project?

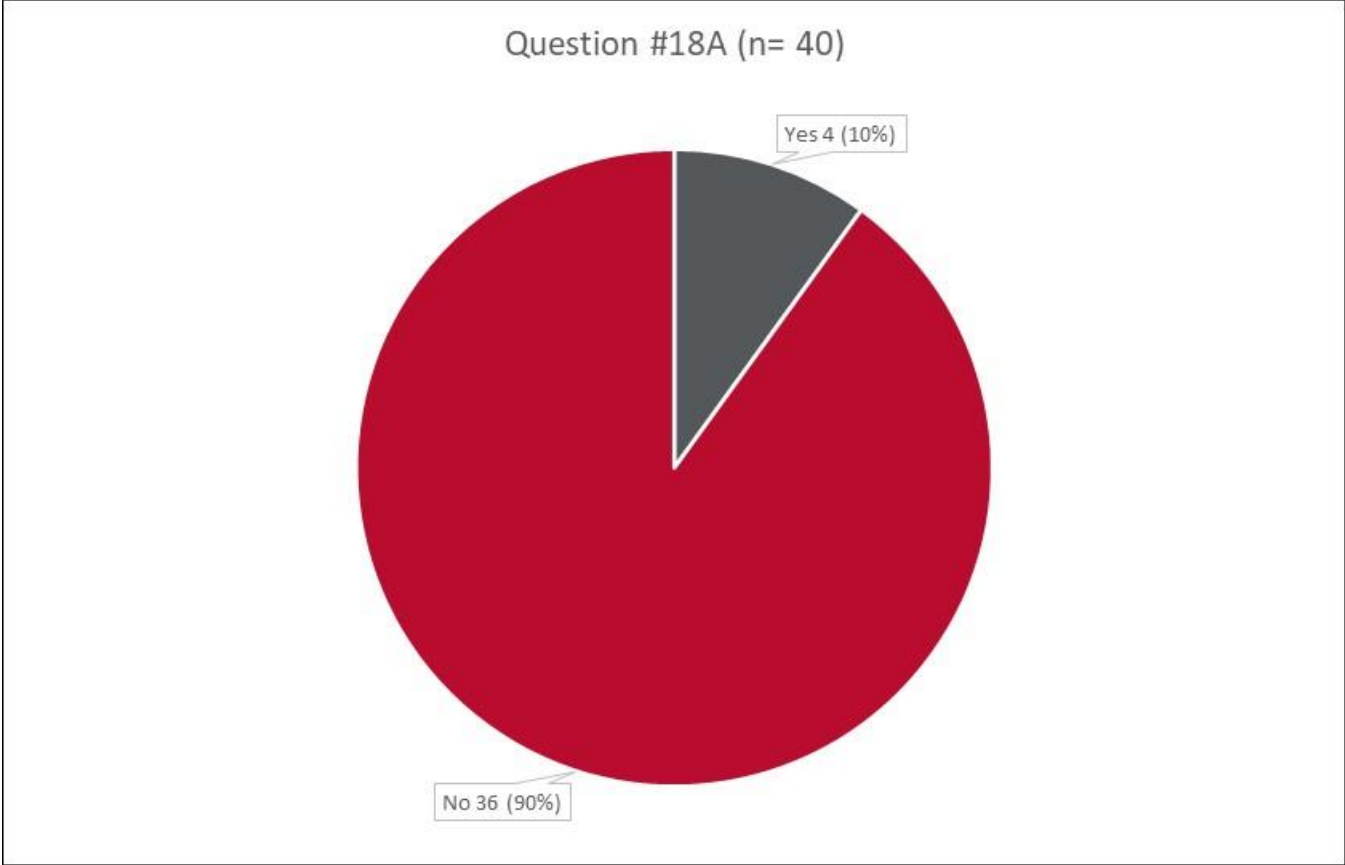


Figure xxv: Question 18B - If 'Yes', what program were you enrolled in and where were you enrolled?

- Responses included:
- "Qil to Bim"
 - "Heo Training"
 - "Heavy equipment operator in Morrisbug"

Figure xxvi: Question 18C - If you answered 'Yes', did you suspend or discontinue your education because you were hired to work at the Mary River Project?

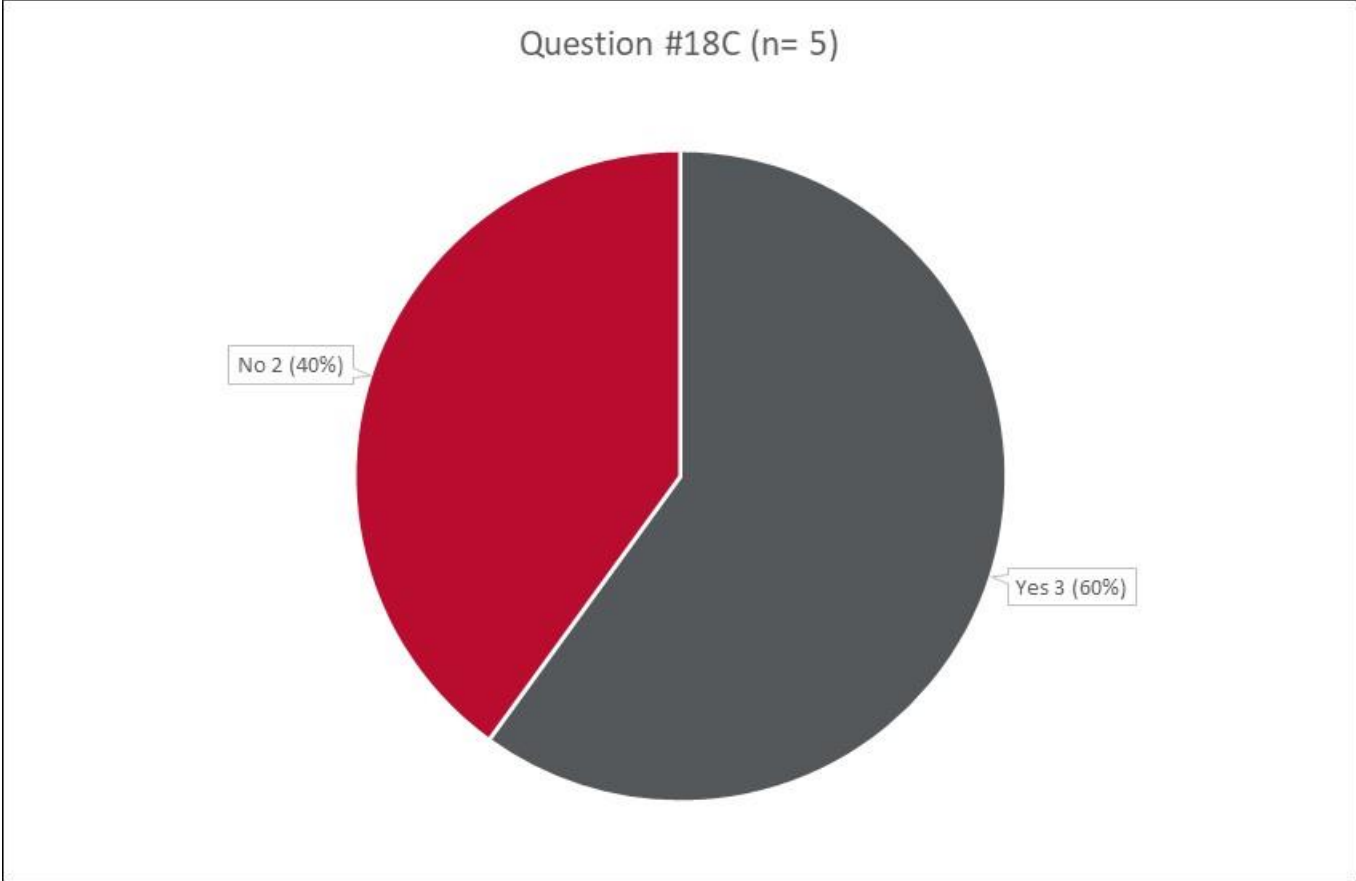


Figure xxvii: Question 19A - Did you resign from a previous job in order to take up employment with the Mary River Project?

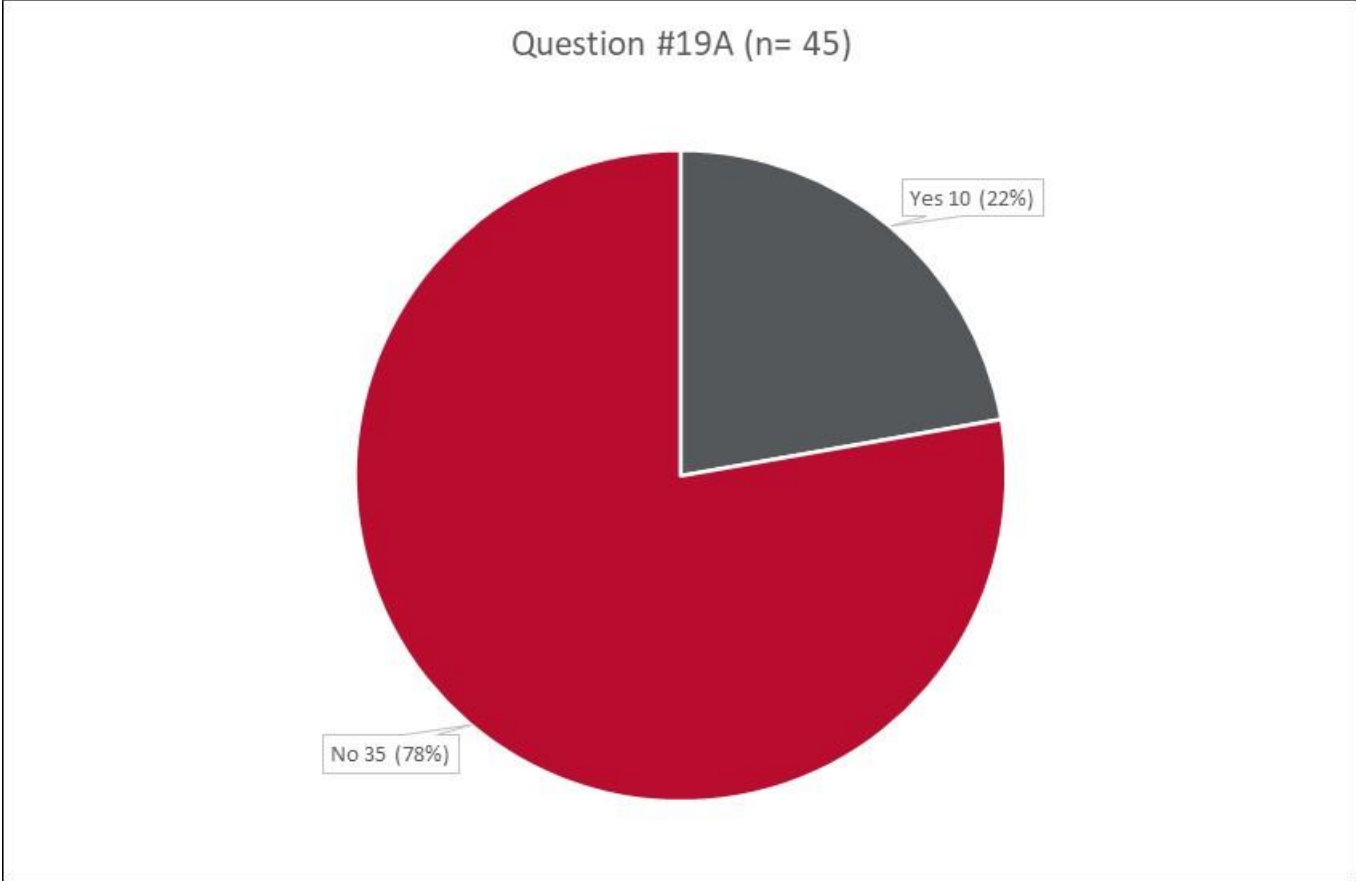


Figure xxviii: Question 19B - If 'Yes', what was your previous employment status?

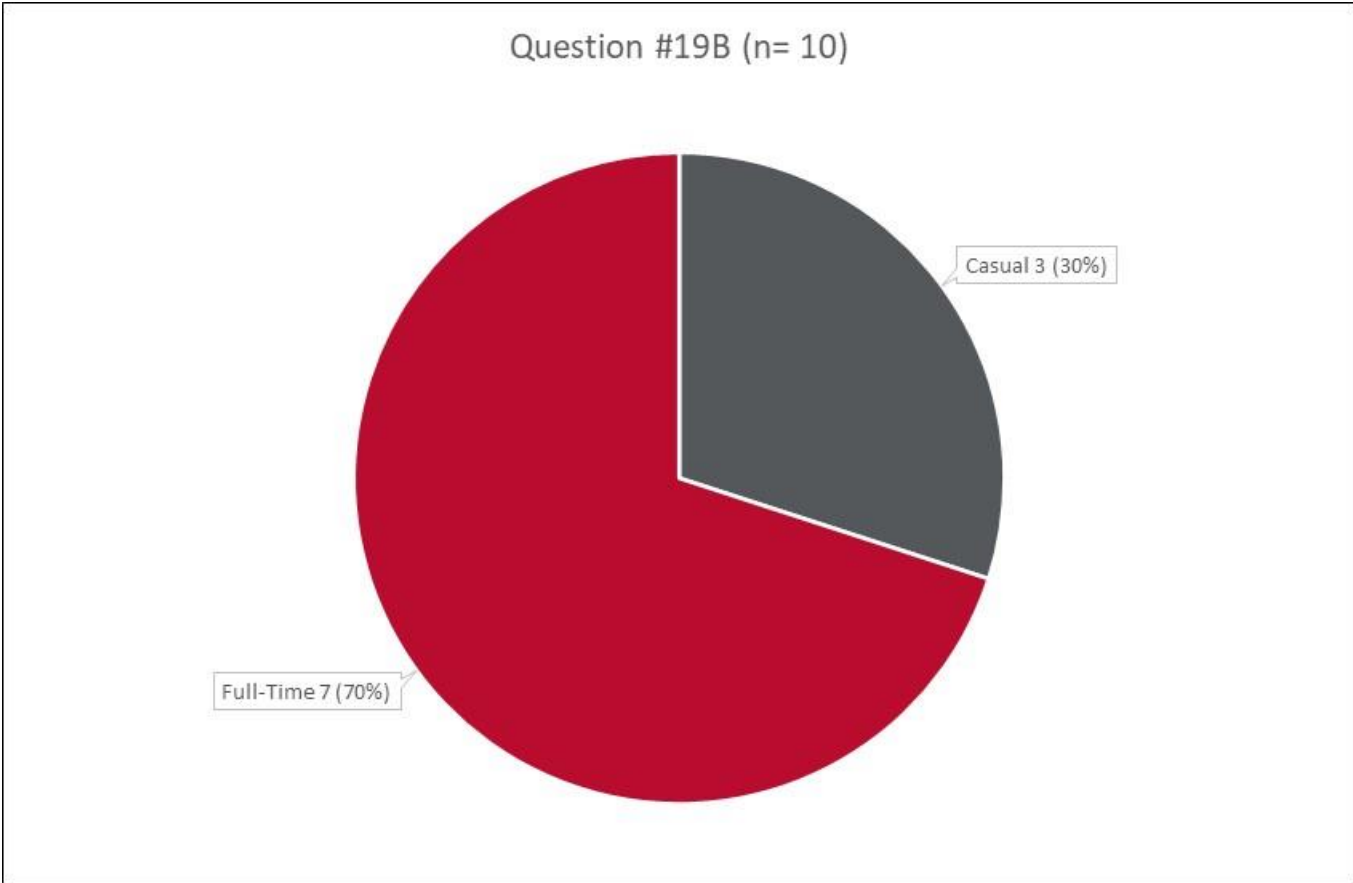


Figure xxix: Question 19C - If 'Yes', what was your previous job title and who was your employer?

Responses included:

- "Qil Housekeeping to Bim Site Service (surface worker)"
- "Tenant Relation Officer and water truck helper"
- "Fuel truck driver"
- "Bookkeeping and assistant management"
- "Janitor at Hamlet"
- "Cashier"
- "Ottawa Health Services Network Incorporate"
- "Project Coordinator at Pauktuutit Inuit women of Canada"
- "Program Officer with Culture and Heritage Department – Government of Nunavut"

Baffinland in your Community

Survey highlights for this section include:

- 40 respondents (77%) indicated their ability to provide for themselves and their family has improved or very much improved since obtaining Project employment. 11 respondents (22%) reported no effect, and 2 respondents (2) said it was variable. No respondents indicated that their ability to provide for themselves or their family has worsened.
- When asked how the health and well-being of themselves and their family has changed since obtaining Project employment, half of respondents (50%) reported it had improved or very much improved. 19 respondents (28%) reported no effect. 2 respondents (4%) indicated it had worsened or very much worsened.
- More than half of respondents (60%) reported that there has been no effect on their or their family's ability to participate in harvesting or other land-based activities since obtaining Project employment. 18 respondents (38%) reported that their ability to participate in land-based activities has improved or very much improved, with 1 respondent (2%) saying it has worsened.
- Almost half of respondents (48%) reported that their community's well-being had been improved or very improved by the Project. Most other respondents (41%) reported that there was no effect, with 3 respondents (7%) reporting it has worsened.
- Compared with the 2020 Inuit Employee Survey Results: comparing to the previous year's survey, notable changes in this year's survey included:
 - The proportion of respondents who indicated their ability to provide has improved or very much improved was higher (77% compared to 67% in 2020).
 - The proportion of respondents who indicated their ability to participate in land-based activities since obtaining Project employment has improved or very much improved was less (38% compared to 44% in 2020).
 - The proportion of respondents who reported that their community's well-being has improved or very much improved was higher (48% compared to 32% in 2020).

Results

Specific statistics are provided for each question below.

Figure xxx: Question 20A - How has your ability to provide for you and your family changed since obtaining Project employment?

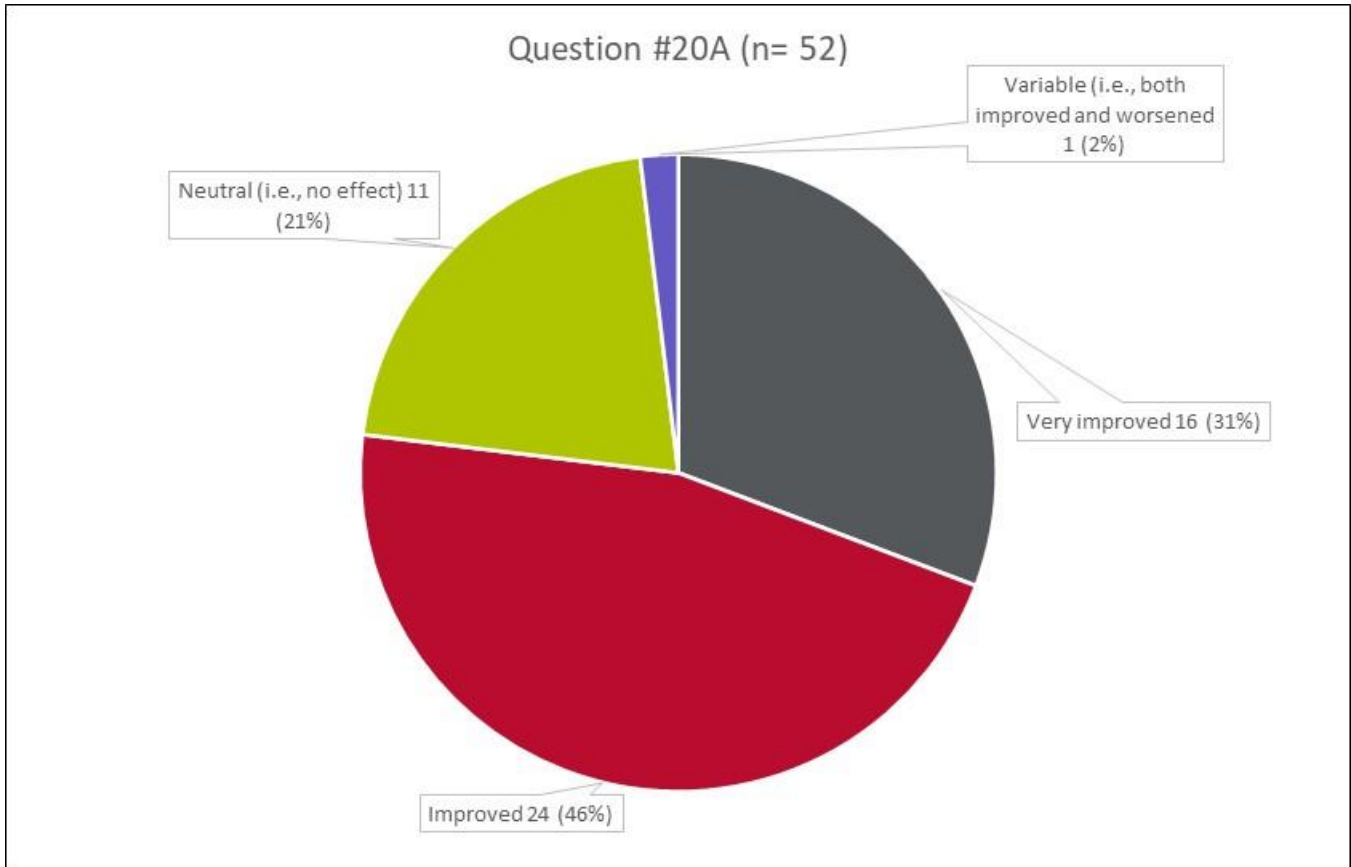


Figure xxxi: Question 20B: Do you have any comments, suggestions or concerns you would like to share [related to Question 20A]?

Responses included:

- “I do not know how to thank Baffinland.”
- “I want to be trained for heavy equipment.”
- “Even though live in Ottawa, I continue to send 500 dollars to my family when I receive every paycheck because they don't have income and it's hard to find a job.”
- “I am still waiting for a home for me.”
- “I wish they train more Inuit to different equipment and stop treating Inuit people as underdog.”
- “Income is much better than the income support I was accustomed to receiving in the past year.”
- “It would be really nice to have a home in my hometown”

Figure xxxii: Question 21A - How has the health and well-being of you and your family changed since obtaining Project employment?

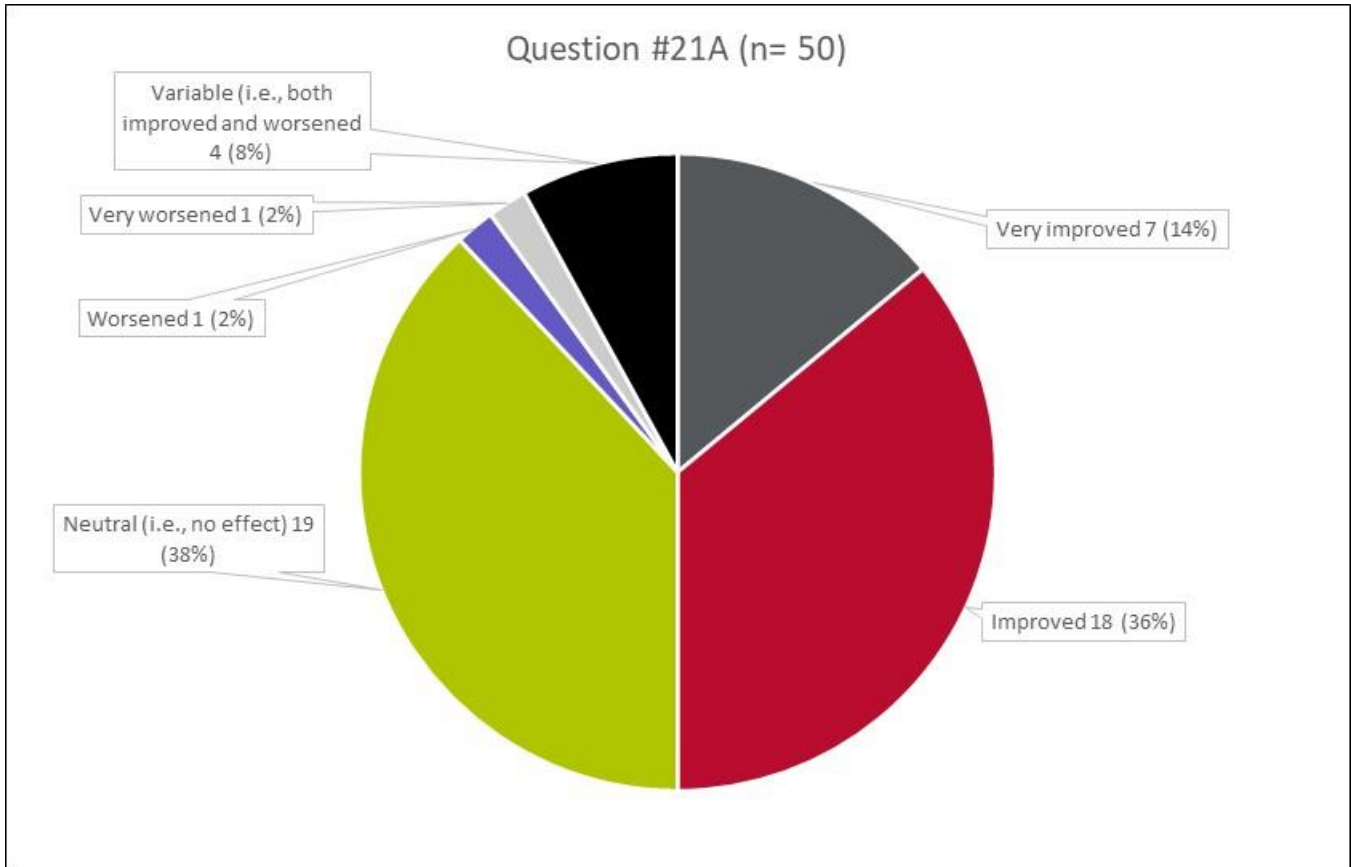


Figure xxxiii: Question 21B - Do you have any comments, suggestions or concerns you would like to share [related to Question 21A]?

Responses included:

- “Long time employees should be recognized more.”
- “I think some ways my health and wellbeing along with my friends and family improved by having to realize how much I have I do for them. And I think it's worsened for the same reason.”
- “To help other co-workers to teach them in our own language if the person does not understand verbally.”
- “As a single parent, I am now more able to provide what my children need (better food) because I make more money.”
- “I need more sleep.”
- “My body constantly has to adapt to home/site diet, environment, and atmosphere.”

Figure xxxiv: Question 22A - How has you and your family’s ability to participate in harvesting or other land-based activities changed since obtaining Project employment?

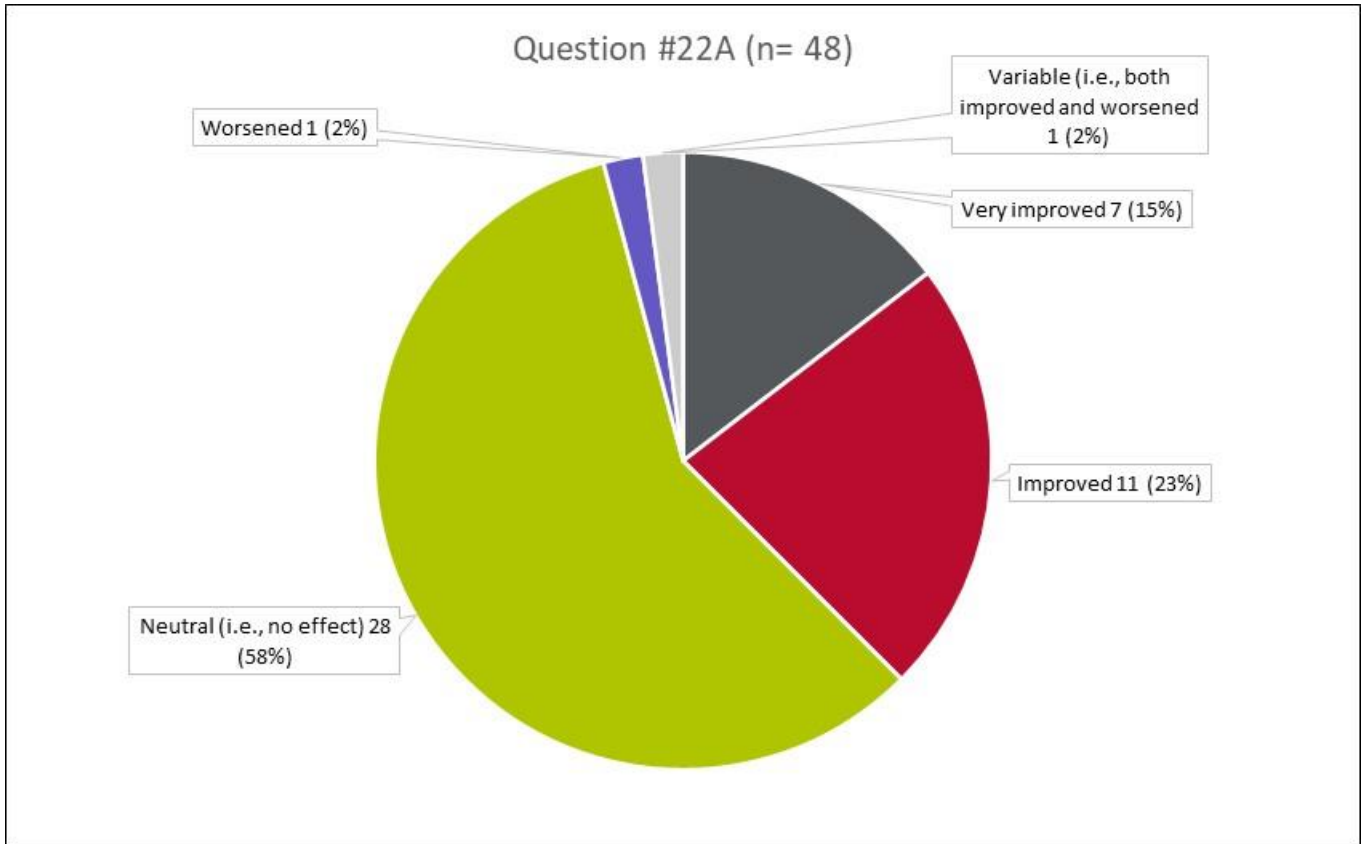


Figure xxxv: Question 22B - Do you have any comments, suggestions or concerns you would like to share [related to Question 22A]?

Responses included:

- “No support with country food”
- “I'd love to be able to pick flora and roots while here in the summer”

Figure xxxvi: Question 23A - Overall, how has your community's well-being been affected by the Project?

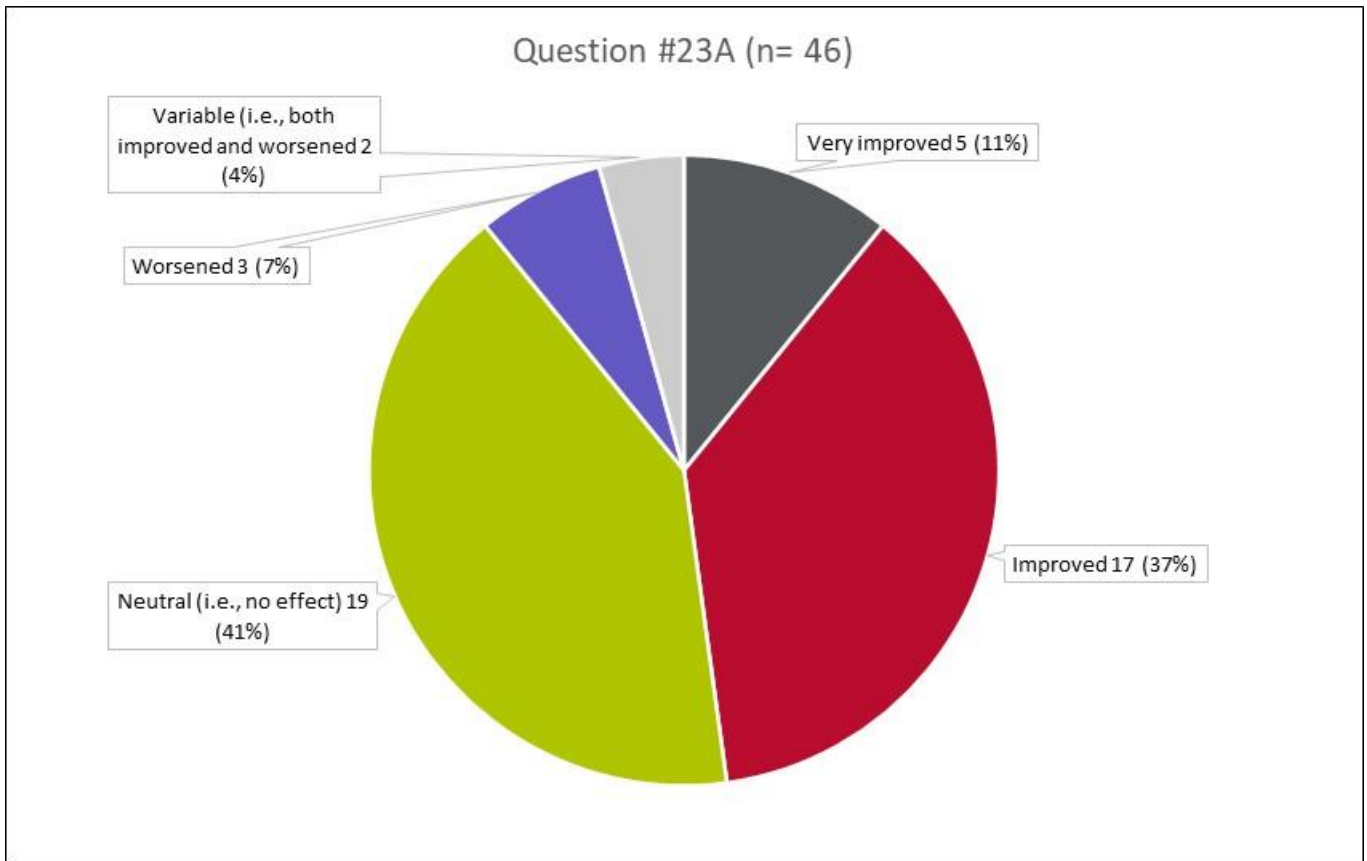


Figure xxxvii: Question 23B - Do you have any comments, suggestions or concerns you would like to share [related to Question 23A]?

Responses included:

- “People who work for the project are more adept to coming back for work because of better pay and change of scenery and to meet people from all places.”
- “There are more people working at the mine now”
- “It would be nice to do outdoors cooking or making tea with heather at Baffinland.”
- “Communities should have presentation of how/where to access funding that is supposed to be allocated to north Baffin communities, for example presentation on their quarterly HR tour”

One respondent noted that they did not understand the question.

Childcare

Highlights

Survey highlights for this section include:

- When asked whether they use childcare services (formal and informal) in their community so that they can go to work, the majority (84%) reported that they did not. 8 respondents (16%) answered yes, with all but 1 of these respondents living in one of Baffinland's affected communities. All of those who reported using childcare services to be able to go to work used unlicensed childcare.
- When asked if they feel there are sufficient and affordable options and access to childcare in their community, a majority of respondents (65%) answered that there was not. 27 respondents to this question reported residing in a Nunavut community – of these respondents, 24 (89%) reported feeling there was not sufficient and affordable options and assess to childcare in their community.
- Compared with the 2020 Inuit Employee Survey Results: comparing to the previous year's survey, notable changes in this year's survey included:
 - The proportion of respondents who used unlicensed childcare so that they could go to work was higher (100% compared to 75% in 2020).
 - The proportion of Nunavut-based respondents who felt there were sufficient and affordable options and access to childcare in their community was lower (11% compared to 44% in 2020).

Results

Specific statistics are provided for each question below.

13 ᓄᑲᖅᑲᓄᑦ ᑲᓄᑦᑲᓄᑦ ᐃᖅᑲᓄᑦ, ᑲᓄᑦᑲᓄᑦ ᖅᑲᓄᐃᓄᑦ ᓄᑲᖅᑲᓄᑦ ᑲᓄᑦᑲᓄᑦ?
(ᓄᑲᖅᑲᓄᑦ ᐃᑲᖅᑲᓄᑦ):

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- ᐃᓄᑦᑲᓄᑦ ᑲᓄᑦᑲᓄᑦ ᑲᓄᑦᑲᓄᑦ
- ᑲᓄᑦᑲᓄᑦ ᑲᓄᑦᑲᓄᑦ ᑲᓄᑦᑲᓄᑦ (ᑲᓄᑦᑲᓄᑦ ᑲᓄᑦᑲᓄᑦ, ᑲᓄᑦᑲᓄᑦ, ᑲᓄᑦᑲᓄᑦ.)
- ᐃᓄᑦᑲᓄᑦ ᑲᓄᑦᑲᓄᑦ
- ᐃᓄᑦᑲᓄᑦ ᑲᓄᑦᑲᓄᑦ ᓄᑲᖅᑲᓄᑦ ᓄᑲᖅᑲᓄᑦ, ᐃᓄᑦᑲᓄᑦ ᑲᓄᑦᑲᓄᑦ ᑲᓄᑦᑲᓄᑦ
- ᐃᓄᑦᑲᓄᑦ ᓄᑲᖅᑲᓄᑦ ᓄᑲᖅᑲᓄᑦ
- ᐃᓄᑦᑲᓄᑦ ᓄᑲᖅᑲᓄᑦ ᓄᑲᖅᑲᓄᑦ ᓄᑲᖅᑲᓄᑦ ᓄᑲᖅᑲᓄᑦ, ᐃᓄᑦᑲᓄᑦ ᓄᑲᖅᑲᓄᑦ
- ᑲᓄᑦᑲᓄᑦ ᐃᓄᑦᑲᓄᑦ
- ᑲᓄᑦᑲᓄᑦ

ᑲᓄᑦᑲᓄᑦ, ᑲᓄᑦᑲᓄᑦ ᓄᑲᖅᑲᓄᑦ:

14 A) ᑲᓄᑦᑲᓄᑦ 12 ᑲᓄᑦᑲᓄᑦ, ᓄᑲᖅᑲᓄᑦ ᓄᑲᖅᑲᓄᑦ ᑲᓄᑦᑲᓄᑦ?

- ᐃᓄᑦᑲᓄᑦ - ᓄᑲᖅᑲᓄᑦ
- ᐃᓄᑦᑲᓄᑦ - ᓄᑲᖅᑲᓄᑦ ᑲᓄᑦᑲᓄᑦ
- ᑲᓄᑦᑲᓄᑦ - ᓄᑲᖅᑲᓄᑦ

B) ᑲᓄᑦᑲᓄᑦ, ᑲᓄᑦᑲᓄᑦ ᓄᑲᖅᑲᓄᑦ, ᓄᑲᖅᑲᓄᑦ ᓄᑲᖅᑲᓄᑦ ᓄᑲᖅᑲᓄᑦ?

ᐃᑦᓄᓄᐃᖃᑲᑦᑎᓄᑦ ᐃᖃᑲᓄᐃᖃᑲᑦᑎᓄᑦ

16 ᖃᓄᑎᑦ ᖃᑯᑦᑎᑦᑎᑦ ᐃᑦᓄᓄᐃᖃᑲᑦᑎᓄᑦ? (ᐃᑕᑯᑦᑎᓄᑦ ᓄᑯᐃᖃᑲᑦᑎᓄᑦ)

- ᑯᓂᓂᑦ ᖃᑯᑦᑎᓄᓄᖃᓄᑦ ᐃᑦᓄᓄᐃᖃᑲᑦᑎᓄᑦ
- ᖃᑯᑦᑎᓄᓄᖃᓄᑦ ᐃᑦᓄᓄᐃᖃᑲᑦᑎᓄᑦ ᐃᑦᓄᓄᐃᖃᑲᑦᑎᓄᑦ ᓄᑕᑯᐃᑯᓄᑦ
- ᐃᖃᑲᓄᐃᖃᑲᑦ ᐃᑦᓄᓄᐃᖃᑲᑦ ᑭᑯᑦᑎᓄᓄᑦ ᓄᑯᓄᑦ ᐃᑦᓄᓄᐃᖃᑲᑦᑎᓄᑦ
- ᑯᑕᑯᖃᑲᑦᑎᓄᑦ ᐃᑯᐃᑯᓄᑦ ᑯᑕᑯᖃᑲᑦᑎᓄᑦ ᐃᑦᓄᓄᐃᖃᑲᑦᑎᓄᑦ ᐃᑦᓄᓄᐃᖃᑲᑦᑎᓄᑦ
- ᑯᑕᑯᖃᑲᑦᑎᓄᑦ ᐃᑦᓄᓄᐃᖃᑲᑦᑎᓄᑦ ᐃᑦᓄᓄᐃᖃᑲᑦᑎᓄᑦ ᓄᑯᓄᑦ

17 ᑕᑦᓄᑦᑎᓄᑦ ᐃᑦᓄᓄᐃᖃᑲᑦᑎᓄᑦ ᐃᑯᓄᓄᑦ ᑯᑕᑯᖃᑲᑦᑎᓄᑦ ᐃᑯᐃᓄᓄᑦᑎᓄᓄᐃᖃᑲᑦᑎᓄᑦ ᐃᑦᓄᓄᐃᖃᑲᑦᑎᓄᑦ ᐃᑦᓄᓄᐃᖃᑲᑦᑎᓄᑦ ᐃᑦᓄᓄᐃᖃᑲᑦᑎᓄᑦ, ᖃᓄᐃᑯᓄᑦ ᐃᑦᓄᓄᐃᖃᑲᑦᑎᓄᑦ ᐃᑦᓄᓄᐃᖃᑲᑦᑎᓄᑦ? (ᐃᑯᑎᑦᑎᑦ ᓄᑯᐃᖃᑲᑦᑎᓄᑦ)

- ᑯᓄᐃᖃᑲᑦᑎᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ
- ᐃᖃᑲᑦᑎᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ (ᐃᑯᑕᑯᑦᑎᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ)
- ᖃᑯᑦᑎᓄᓄᖃᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ (ᑯᑦᑎᓄᑦ ᓄᑯᑕᑯᑦᑎᓄᑦ, ᐃᑯᑕᑯᑦᑎᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ)
- ᐃᑯᑕᑯᑦᑎᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ ᐃᖃᑲᓄᐃᖃᑲᑦᑎᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ
- ᐃᑯᑕᑯᑦᑎᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ
- ᐃᑯᑕᑯᑦᑎᓄᑦ

ᐃᑯᑕᑯᑦᑎᓄᑦ, ᑯᑕᑯᑦᑎᓄᑦ ᓄᑯᐃᖃᑲᑦᑎᓄᑦ:

ᐃᑯᑕᑯᑦᑎᓄᑦ 18 ᐃᑯᑕᑯᑦᑎᓄᑦ 19-ᑯᑦᑎᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ ᐃᖃᑲᓄᐃᖃᑲᑦᑎᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ (ᑯᑦᑎᓄᑦ 2022-ᑦ)

18 A) ᐃᑦᓄᓄᐃᖃᑲᑦᑎᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ ᐃᖃᑲᓄᐃᖃᑲᑦᑎᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ?

- ᐃ
- ᐃᑯᑕᑯᑦᑎᓄᑦ

B) 'ᐃᑯᑕᑯᑦᑎᓄᑦ', ᖃᓄᐃᑯᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ ᐃᑯᑕᑯᑦᑎᓄᑦ?

MARY RIVER PROJECT 2022 INUIT EMPLOYEE SURVEY

Overview

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

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

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

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

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

Thank you for your participation!

GENERAL

1 Gender

- Male
- Female
- Other

2 A) How do you identify?

- Inuit
- Non-Inuit

B) If you identify as Inuit, are you enrolled under the Nunavut Agreement?

- Yes
- No

3 Please indicate your age

- Under 30 years old
- 30 to 39 years old
- 40 to 49 years old
- 50 to 59 years old
- Over 60 years old

4 Who do you work for?

- Baffinland
- Contractor

5 Do you work

- Full-time
- Seasonal

6 How long have you worked for your current employer (Baffinland or Contractor)?

- Less than 1 year
- At least 1 year, but less than 2 years
- At least 2 years, but less than 3 years
- Over 3 years

7 What language do you speak? (Select all that apply)

- English
- French
- Inuktitut

If Inuktitut, which dialect(s) do you speak? _____

HOUSING

8 What is your current community of residence?

- | | |
|--------------------------------------|---------------------------------------|
| <input type="checkbox"/> Arctic Bay | <input type="checkbox"/> Pangnirtung |
| <input type="checkbox"/> Clyde River | <input type="checkbox"/> Pond Inlet |
| <input type="checkbox"/> Grise Fiord | <input type="checkbox"/> Qikiqtarjuaq |
| <input type="checkbox"/> Igloolik | <input type="checkbox"/> Resolute Bay |
| <input type="checkbox"/> Iqaluit | <input type="checkbox"/> Sanikiluaq |
| <input type="checkbox"/> Kimmirut | <input type="checkbox"/> Sanirajak |
| <input type="checkbox"/> Kinngait | <input type="checkbox"/> Other: _____ |

9 What type of housing do you currently live in?

- Privately owned – Owned by you
- Privately owned – Owned by a family member or friend
- Renting from a private company or individual
- Public housing
- Government of Nunavut staff housing
- Other staff housing

Other: _____

10 A) Has your housing situation changed since obtaining Baffinland employment?

- Yes – I purchased a home
- Yes – I moved into a home owned by a family member or friend
- Yes – I moved to a different private rental
- Yes - I moved into public housing
- Yes - I moved into Government of Nunavut staff housing
- Yes – I moved into other staff housing
- No - my housing situation has not changed

B) If you answered 'Yes', was this change made possible through Project (Mary River) employment?

- Yes
- No
- Unsure

11 Have you ever considered purchasing a home in your community?

- Yes
- No
- I already own my own home

12 Are you aware of the Nunavut Down Payment Assistance Program offered by the Nunavut Housing Corporation?

- Yes
- No

13 If you have NOT purchased your own home, could you please explain why? (Select all that apply)

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

If other, please specify reason:

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

- Yes – Within my community
- Yes – From one community to another community
- No – I have not moved

B) If you answered 'Yes – From one community to another community', specify which community you moved FROM?

C) If you answered, 'Yes – From one community to another community', why did you decide to move from one community to another? (Select all that apply)

- | | |
|--|---|
| <input type="checkbox"/> Be closer to friends / family | <input type="checkbox"/> Cost of living |
| <input type="checkbox"/> Better housing | <input type="checkbox"/> Closer to work |
| <input type="checkbox"/> Cost of living | <input type="checkbox"/> To find job |
| <input type="checkbox"/> Better access to services
(i.e, healthcare, education) | <input type="checkbox"/> Other |

If other, please specify reason:

15 A) Do you plan on moving from one residence to another residence in the next 12 months?

- Yes – Within my community
- Yes – From one community to another community
- No

B) If you answered 'Yes – From one community to another community', specify which community you planning on moving TO?

C) If you answered, 'Yes – From one community to another community', why are you planning to move from one community to another? (Select all that apply)

- | | |
|--|---|
| <input type="checkbox"/> Be closer to friends / family | <input type="checkbox"/> Cost of living |
| <input type="checkbox"/> Better housing | <input type="checkbox"/> Closer to work |
| <input type="checkbox"/> Cost of living | <input type="checkbox"/> To find job |
| <input type="checkbox"/> Better access to services
(i.e, healthcare, education) | <input type="checkbox"/> Other |

If other, please specify reason:

EDUCATION AND WORK EXPERIENCE

16 What is the HIGHEST education level you have obtained? (Only check one box)

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

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

- Financial management
- Literacy (reading and writing) and numeracy (numbers and basic math)
- Digital skills (i.e., Word Processing, Excel Spreadsheets, etc.)
- Training to prepare for a different job at the mine
- Traditional skills
- Other

If other, please specify:

Please complete questions 18 and 19 ONLY IF you were hired to work at the Mary River Project in the last year (i.e., 2022).

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

- Yes
- No

B) If you answered 'Yes', WHAT program were you enrolled in and WHERE were you enrolled?

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

- Yes
- No

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

- Yes
- No

B) If you answered 'Yes', what was your previous employment status? (Only check one box)

- Casual
- Part-Time
- Full-Time

C) If you answered 'Yes', what was your previous job title and who was your employer?

BAFFINLAND IN YOUR COMMUNITY

20 A) How has your ability to provide for you and your family changed since obtaining Project employment? (Only check one box)

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

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

21 A) How has the health and well-being of you and your family changed since obtaining Project employment? (Only check one box)

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

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

22 A) How has you and your family's ability to participate in harvesting or other land-based activities changed since obtaining Project employment? (Only check one box)

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

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

23 A) Overall, how has your community's well-being been affected by the Project? (Only check one box)

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

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

CHILDCARE

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

- Yes
- No

B) If you answered 'Yes', do you use licensed or unlicensed childcare services currently?

- Licensed childcare
- Unlicensed childcare

25 Do you feel there are sufficient and affordable options and access to childcare in your community?

- Yes
- No

Thank you for your participation!

Please return this survey to a site-based survey administrator.

Figure xxxviii: Question 24A - Do you currently use childcare services in your community so that you can go to work? This includes formal childcare that you pay for (e.g. licensed daycare) and informal childcare provided by others (e.g. unlicensed childcare provided by family or friends, babysitters).

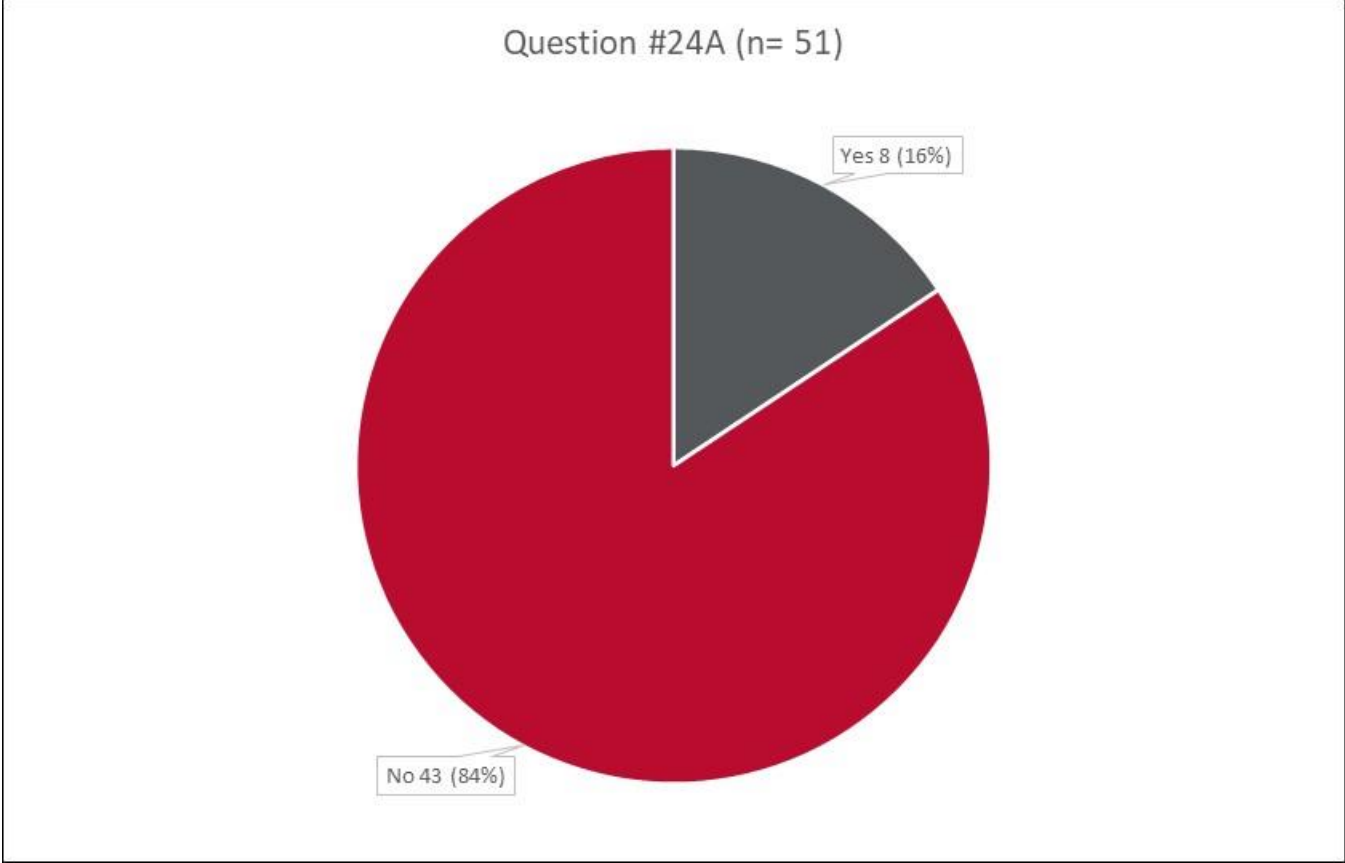


Figure xxxix: Question 24B - If you answered 'Yes', do you use licensed or unlicensed childcare services currently?

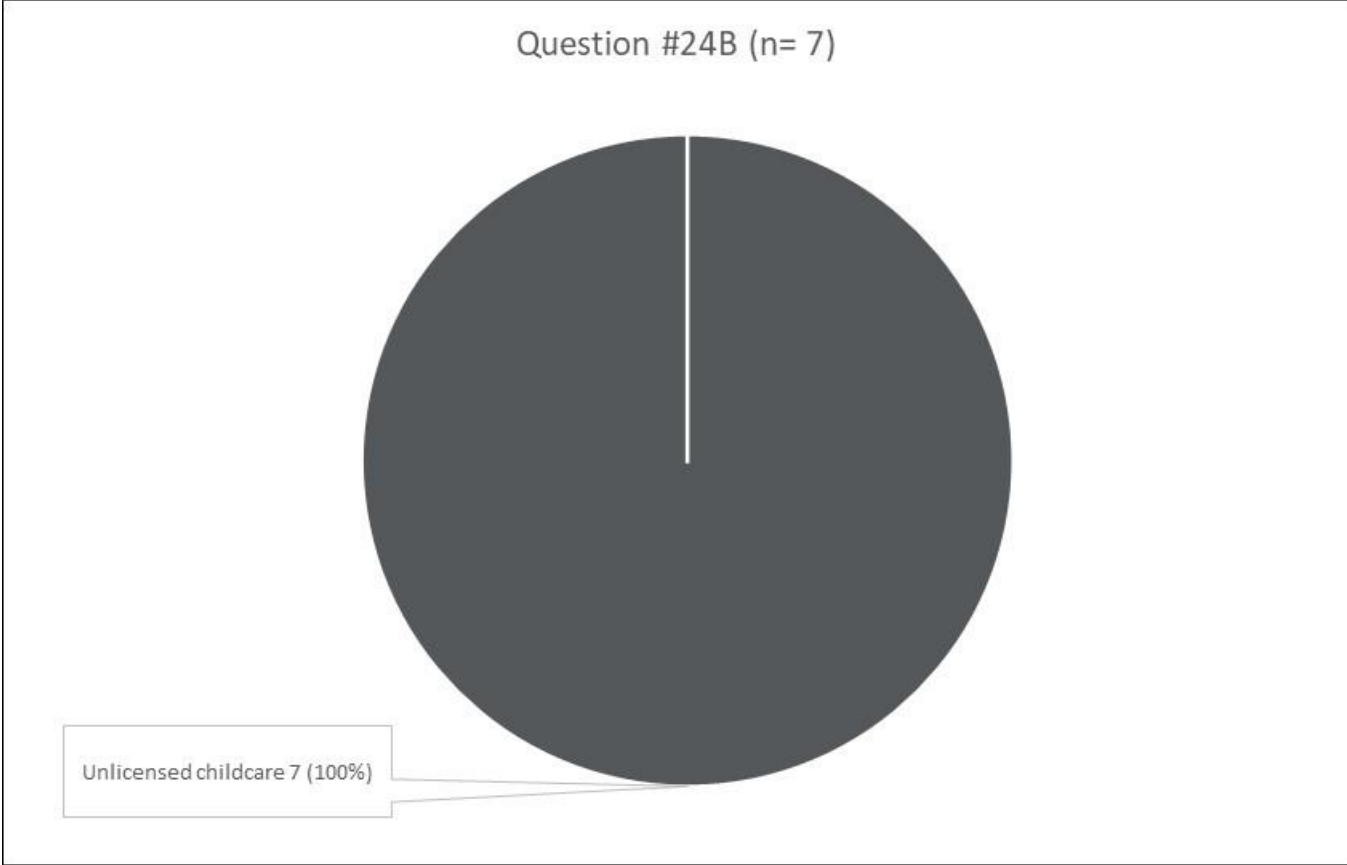
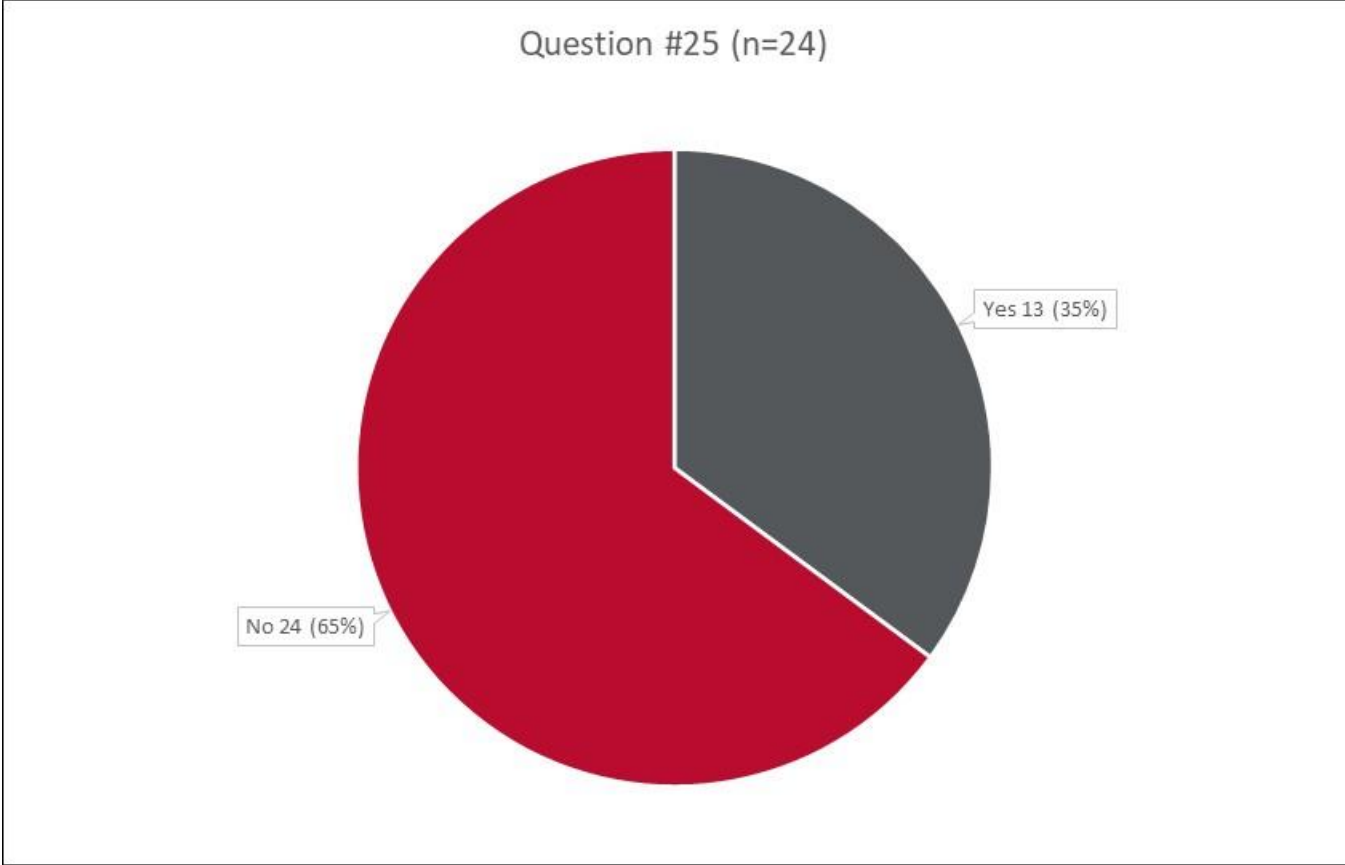


Figure xl: Question 25 - Do you feel there are sufficient and affordable options and access to childcare in your community?



Conclusion and Recommendations

Summary

Under the terms of its NIRB Project Certificate, Baffinland has committed to conduct an annual Inuit Employee Survey. The 2022 Inuit Employee Survey collected general, employment and education, housing information from Inuit Project workers, as well as perspectives on topics such as childcare and the role of the Project and Baffinland in their communities.

The 2022 Inuit Employee Survey included two new questions (#7 and #10) to capture information on language proficiency (English, French, and Inuktitut) and housing situation. The 2022 Inuit Employee Survey had fewer survey respondents compared to the last survey conducted in 2020. Compared to the 2020 survey, there was an increase in proportion of female respondents, people who have been working over 3 years in the Project, and residents reporting living outside of Nunavut.

Overall, results for general information, employment and education, housing information are similar compared to previous survey results from 2020. A highlight observed in this year's results include the significant proportional decrease of respondents who would consider purchasing a home in their communities (43% in 2020 to 25% in 2022). This year, there was an increase in the proportion of respondents who felt their lives improved or very improved with respect to the ability to provide for families, ability to participate in land-based activities, and improved community well-being. With respect to childcare, noticeable changes include the proportional increase of respondents who used unlicensed childcare and proportional decrease of respondents who believed that their communities had sufficient and affordable childcare options.

The survey results will assist with Project monitoring and management and provide valuable feedback to Baffinland on matters relevant to Inuit employees.

Reporting and Next Steps

In addition to the presentation of survey results in this report, results will be included in Baffinland's Annual Report to the NIRB. Other public reporting of survey results may also occur. Opportunities for interested parties to comment on this survey are offered through the NIRB Annual Report process and the regional socio-economic monitoring program.

Baffinland will complete its next Inuit Employee Survey in 2023. Relevant parties will be engaged in the planning and conduct of that survey

Appendix A – 2022 Inuit Employee Survey

Tool Box Meeting / Site Announcement

Mary River Project
2022 Inuit Employee Survey
- Site Announcement -

Under the terms of its Project Certificate from the Nunavut Impact Review Board (NIRB), Baffinland is required to conduct an annual Inuit Employee Survey. This year's survey will collect employment, education and housing information, as well as Inuit perspectives on topics such as childcare and the role of the Mary River Project and Baffinland in their communities. **The survey will be administered between October 17 and November 28, 2022 at both the Mine Site and at Milne Port.**

While participation is completely voluntary, Baffinland encourages all Inuit employees and contractors to complete a survey. The survey will help us with Project monitoring and management, and will provide valuable feedback to Baffinland on matters affecting Inuit employees.

You can choose to complete this survey on your own or with the assistance of Baffinland staff, and may complete the survey in either English or Inuktitut. If you choose to complete this survey, your responses will remain confidential and your name will not be used. However, the information you provide will be used by Baffinland for reporting purposes.

The survey takes about 10 minutes to fill out. Inuit employees and contractors can visit locations listed below to pick up a survey. Inuit employees and contractors may also be approached individually by a Baffinland staff member to complete a survey. Once complete, please contact a Baffinland cultural advisor, a member from the Inuit Success Team, or an HR representative to schedule a time to drop off your survey. Thank you for your assistance.

Surveys can be obtained from the following location:

- **Mine Site**
 - **Location:** Saillivik Country Kitchen
- **Milne Port**
 - **Locations:**
 - Port Site Complex Country Kitchen
 - 380 Camp Housing Desk

Please contact Krista Johnson (Krista.Johnson@baffinland.com), a Baffinland cultural advisor, a member of the Inuit Success Team, or an HR representative if you have any questions.



Survey Administrator Contact List

Contact Name	Extension(s)	Location(s)
October 17 – November 2		
Jeannie Mannapik	6155	Mine Site
Reesie Churchill	4082 (Port) 6019 (Mine)	Port: Oct 17 – 19; Oct 28 – 31 Mine Site: Oct 20 – 27; Oct 31 – Nov 2
Phillip Uvilluk	6179	Mine Site
November 2 – November 23		
Hannah Oolayou	6019 (Mine) 4082 (Port)	Mine Site: Nov 2-4; Nov 8-11; Nov 15-18; Nov 22-23 Port: Nov 5 – 7; Nov 12 – 14; Nov 19 – 21
Joanasie Monteith	6179	Mine Site
November 24 – November 28		
Jeannie Mannapik	6155	Mine Site
Reesie Churchill	6019 (Mine) 4082 (Port)	Mine Site: Nov 24 – 25 Port: Nov 26 – 28

****Submit your completed survey to one of the survey administrators listed above****

Frequently Asked Questions (FAQ)

Mary River Project 2022 Inuit Employee Survey Frequently Asked Questions (FAQs)

1. Why is this survey being administered?

Under the terms of the Project Certificate issued by the Nunavut Impact Review Board, Baffinland Iron Mines has been asked to administer a voluntary survey to collect employment, education, and housing information from Inuit Baffinland employees and contractors.

2. If I complete this survey, will result remain confidential?

Yes! Baffinland is committed to the highest standards in protecting and safeguarding your right to privacy while taking part in the survey. If you choose to complete this survey, your responses will remain confidential and your name will not be used. However, the information you provide may be used by Baffinland publicly (e.g. for reporting purposes).

3. When and where is this survey taking place?

The survey is taking place from October 17, 2022 to November 28, 2022.

You can pick up a survey from one of the following locations:

- Mine Site – Saillivik Country Kitchen
- Port – Port Site Complex Country Kitchen
- Port – 380 Camp Housing Desk

4. Who do I submit my completed survey to?

Once you complete a survey, please drop it off to a cultural advisor, a member of the Inuit Success Team, or an HR representative who is on shift. Please refer to the survey Contact List to identify who you can contact to schedule a drop off time when you are at site.

5. Who do I contact if I have questions about the survey?

Please contact a Baffinland cultural advisor, a member of the Inuit Success Team, or an HR representative if you have any questions. Please refer to the Contact List and Schedule.

6. Can the survey be accessed on mobile platforms such as tablets or smartphones?

The survey will be conducted using hard copy questionnaires.

7. What will be done with the results?

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

8. Do I have to answer all questions?

You may skip any questions you do not want to answer.

