





**Baffinland Iron Mines LP  
Mary River Expansion Stage 3  
Definitive Study Report  
Section 13 – Human Resources**

						
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## **13. Human Resources**

### **13.1 Project Team Resourcing and Support**

The purpose of this section is to outline the review criteria and detailed process to be completed to hire the correct person profile according to the project needs identified on the Project Staffing Plan, and/or approved Organizational Chart.

### **13.2 Human Resources Objectives**

1. Compensation – plan to remain market competitive through industry benchmarking and a positive employee relations environment by effective management of compensation, benefits and incentive programs, as well as employee relations strategies.
2. To attract, hire and promote individuals which we expect will make the most contribution to its success and become its best leaders.
3. To select people who demonstrate required skills for positions and meet its expectations for leadership and company values.
4. To involve key stakeholders in the recruitment process to ensure appropriate selection decisions.
5. To apply consistent standards in its employment practices and to comply with employment standards and legislation.
6. To provide oversight and governance within Projects to HR standards, systems and processes.
7. To oversee recruitment of Project personnel.
8. To increase Inuit content in the Project – support Sustainable Development department with training and community work ready programs, tours, recruitment campaigns and partnership with the Baffinland Community Liaison Officers in each community.

### **13.3 Operations Resourcing and Recruitment Guidelines**

1. The project organization chart and the work force planning study are generated by the Projects team and Human Resources.
2. Project Functional leads will provide brief information on job requirements for each position indicated in the organization design.
3. The Recruitment team will validate the Job Description and write a Job Requisition, which must include the following documents at a minimum:
  - i) Position description.
  - ii) Grade salary bands.

- iii) Expected starting salary.
- iv) Hiring manager sign-off.
- 4. The Recruiter uploads the information obtained from the job description into the Recruitment Tool (ICIMS) routing it for approval.
- 5. The Recruiter meets the Hiring Manager to establish roles, expectations, recruitment strategy and timings.
- 6. Recruitment:
  - i) For internal recruitment, job postings should be on Baffinland Website.
  - ii) For external recruitment, recruiters will use Baffinland Website and depending on the characteristics and position level, will also use a different source and strategy.
- 7. If needed, depending on the recruitment strategy and the difficulty on identifying specific technical resource, the Recruiter could contact a Recruitment Vendor who will present a list of candidates.
- 8. The Recruiter must track Key Performance Indicators (i.e. Hiring process time spent, number of vacancies filled, cost for hiring, recruitment methodology, etc.).

## **13.4 Candidate Selection**

- 1. All the information provided by external or internal job postings, including vendor lists, are reviewed and ranked according to the indicated criteria.
- 2. Selection process starts with the screening process, initial interview (i.e. phone), which is set to validate that the information provided is pertinent and fulfill the job requirements. The screening must include additional testing to ensure candidate is suitable to the position (i.e. recommended recruitment testing have to be set by job level in the Project).
- 3. The Recruiter will present a short list of candidates to the functional lead and/or requiring function to be interviewed by the pertinent functional team.
- 4. The functional team to interview must have interviewers at least one level up of the position required and the sign off on the decision made from the functional leader.
- 5. The Recruiter should meet with the Functional Leader and discuss the decision made, testing outcomes have to be discussed and a confidential report must be issue for the candidate or new employee personal file.
- 6. To the selected identified candidate, an Offer Letter will be sent.
- 7. Candidate will review and indicate decision, and if in agreement, the Offer letter will be signed confirming acceptance.

8. If first candidate selected rejects offer, the next best candidates continue the process and an offer is extended to the second-best candidate.
9. Offer will be subject to successful medical evaluation.

### 13.5 Labour Cost Projections

Baffinland compensation will be determined based on salary bands by position and benchmarking review for the organization.

The labour costs below are average cost for OPEX estimate, inclusive of site uplifts and allowances.

All labour costs are by employee type (\$,000 per employee).

**Table 13-1: Labour Cost by Employee Type**

Employee Type	Offsite	Milne	Mary River
Labour Contractor (@\$95/hr)	208	208	208
Operator	0	118	118
Maintainer	0	141	141
Supervisor	109	145	145
Technical/Engineer	108	158	158
Superintendent/Manager	157	188	203
Executive	373	457	457