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Inuit Women's Business Council

Final
Report
2021



Gender-Based Analysis of Inuit Women-Owned Businesses



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PAUKTUUTIT
INUIT WOMEN OF CANADA





Table of Contents

EXECUTIVE SUMMARY	1
INTRODUCTION	4
CONTEXT	6
Characteristics	6
Challenges	7
Supports and Resources	8
METHODOLOGY	9
Sample group	10
Execution	11
Limitations	12
RESULTS AND ANALYSIS	13
Business Profiles	13
Years of Operation	13
Ownership	13
Business Registration	14
Employees	14
Service Area	15
Language	16
Contribution to Household Income	16
Other Businesses	16
Business Success	17
Measures of Business Success	17
Plans for the Future	17
Control	18
Impact of COVID-19	19
Time Travel	20
Business Practices	20
General	20
Business Features	21
Business Strategy	21
Business Documents	22

Business Practice Assessment	22
Inuit Women in Business	24
Opportunities for Success	24
Influence of Culture and Gender	25
Perceptions of Culture and Gender	26
Challenges and Opportunities	28
Support and Resources	29
Programs and Organizational Support	29
Economic Development Officers	30
Financial Support	31
Inuit Women in Business Network	31
Desired Support	31
Final Thoughts	32
Economic Development Officers and Service Providers	33
Services and Supports – General	33
Services and Supports – Inuit Women Business Owners	34
Perceptions of Culture and Gender	35
Service Gaps	36
Challenges and Opportunities	36
Final Thoughts	39
DISCUSSION AND RECOMMENDATIONS	40
Inuit women in business are generous and thoughtful	40
Inuit women are engaged in a wide variety of businesses	40
Inuit culture and values are at the core of success	41
Gender roles are an important factor in business	41
COVID-19 has had a significant and mixed impact on Inuit women-owned businesses	42
There are training and capacity development needs	42
There are limited community supports specific to Inuit women business owners	42
There is a desire for networking and relationships	43
More research is needed	43



CONCLUSION	44
Summary of Recommendations	44
REFERENCES	45
APPENDIX A: INTERVIEW GUIDES	47

LIST OF FIGURES

Figure 1: Years of operation	13
Figure 2: Ownership	13
Figure 3: Employees - Gender	14
Figure 4: Employees - Ethnicity	15
Figure 5: Service area	15
Figure 6: Languages used in business	16
Figure 7: Business contribution to household income	16
Figure 8: Measures of business success	17
Figure 9: Future business plans	18
Figure 10: Perception of control	19
Figure 11: Impact of COVID-19	19
Figure 12: General questions	20
Figure 13: Business strategies	21
Figure 14: Average score per business practice area for all IWBOs interviewed	23
Figure 15: Business opportunities as an Inuk	24
Figure 16: Business opportunities as a woman	24
Figure 17: Influence of Inuit culture, traditions, IQ	25
Figure 18: Influence of being a woman on business	25
Figure 19: Perceptions of culture and gender (1)	26
Figure 20: Perceptions of culture and gender (2)	26
Figure 21: Unique challenges as an Inuk woman	28
Figure 22: Unique opportunities as an Inuk woman	29
Figure 23: Contacting EDOs	30
Figure 24: Awareness of financial support	31
Figure 25: Service Providers with list of Inuit-owned businesses	35
Figure 26: Service Providers with list of Inuit women-owned businesses	35
Figure 27: EDO and Service Provider perceptions of culture and gender (1)	35

Figure 28: EDO and Service Provider perceptions of culture and gender (2)	36
Figure 29: Influence of Inuit culture and traditions	37
Figure 30: Unique challenges faced by Inuit women in business	38
Figure 31: Impact of COVID-19	38

LIST OF TABLES

Table 1: Description of interview guides	10
Table 2: Breakdown of respondents by group and geography	11
Table 3: Business registration	14
Table 4: Desired business growth	18
Table 5: Business features	21
Table 6: Business documents	22
Table 7: Business activity completion	22
Table 8: Business practice assessment	23
Table 9: Programs and supports accessed	29
Table 10: Support received from EDOs	30
Table 11: Desired support and resources	31
Table 12: EDO and Service Provider client base and service area	33
Table 13: EDO and Service Provider supports and services	34
Table 14: Challenges to Inuit women in starting or running a business	37



Executive Summary

There are over 65,000 Inuit in Canada, with 51 Inuit communities across the Arctic and an estimated 30% of Inuit living in urban centres. Inuit are among the fastest growing populations in Canada and this rapid growth is expected to continue.

Inuit in Canada experience lower economic participation levels in the labour market than the national average; Inuit women in particular face numerous challenges and barriers in starting and maintaining businesses. Pauktuutit Inuit Women of Canada (Pauktuutit) has recognized the need to develop programs and services targeted to support Inuit women – especially those offered by the Inuit Women in Business Network (IWBN) – and advocate on their behalf. In order to do so, a greater understanding of gendered needs, challenges and gaps across the Inuit Nunangat and South is required. This study is a first step in a larger project intended to inform Pauktuutit's future economic development activities by consulting Inuit women directly. The long-term objectives of the project are:

1. To establish the needs and priorities for Inuit women's economic development;
2. To help close service gaps; and

3. To strengthen the capacity of Inuit businesswomen within the entrepreneurship ecosystem.

ARKTIS Piusitippaa Inc. was retained to conduct an in-depth consultation process with Inuit women business owners and relevant stakeholders, such as regional economic development organizations and other federal, provincial and regional governmental and non-governmental service providers, and to perform a Gender-Based Analysis Plus (GBA+) of the results arising from these interviews.

The results of this study are based on qualitative and quantitative survey data from interviews conducted with 30 Inuit Women Business Owners (IWBOs) and 15 Economic Development Officers (EDOs) and other Service Providers in Inuit Nunangat and southern urban centres during March and April, 2021.



Using a combination of closed and open-ended questions, the interviews helped create business profiles, and explored themes including how success is defined, how best practices are incorporated into business operations, the influence of gender and culture on business, challenges and opportunities, and access to support and resources.

While not surprising, one of the main observations was that **Inuit women in business are generous and thoughtful**, both giving of their time and highly supportive of the work Pauktuutit is doing to advocate and develop resources for Inuit women in business. This was also true of EDOs and Service Providers.

Findings of the study also make clear that **Inuit women are engaged in a wide variety of businesses**. We spoke with Inuit women business owners in a wide variety of industries, from artistry to retail to hospitality to the mining sector. Some businesses evolved from hobbies, while others grew out of previous employment-related experiences, and still others out of people seeing opportunities based on needs or service gaps in their communities. While most businesses were small, they were important contributors to household income and overall socioeconomic well-being.

Results show that **Inuit culture and values are at the core of success**. In exploring how Inuit women in business define success, it was clear that Inuit culture and values are elevated above more western notions of success such as profits. We heard several women clearly tying Inuit Qaujimajatuqangit and Inuit Societal Values to their approach to business, and a strong sense of pride in being able to share and strengthen culture through their products and services.

The interviews conducted with Inuit Women Business Owners (IWBOs) suggest that **gender roles are an important factor in business**.

We heard directly from many IWBOs about both limiting and enabling impacts of traditional gender roles on business, and it stood out that the women we spoke to did not consider gender roles negatively, or describe their responsibilities as being in conflict in the context of their individual experience. From a broader perspective, a number of women, EDOs and Service Providers did see some favouritism for men in the business community, though they were nearly unanimous that Inuit women-owned businesses can be just as successful as any other business.

While not a focal point of this study, we found that **COVID-19 has had a significant and mixed impact on Inuit women-owned businesses**. While some of the women we spoke to found opportunity in the midst of these impacts, some were more negatively impacted - two to the point of considering closing their business.

The study identified that **there are training and capacity development needs** for Inuit Women Business Owners. The most frequently mentioned need is financial support. This includes start-up or expansion capital, access to business grants and loans, and also business and financial planning. Other needs include capacity building in a variety of business best practices such as accounting, bookkeeping, and marketing and communications.

It became evident over the course of conducting interviews that **there are limited community supports specific to Inuit women business owners**. While many northern communities have an EDO (especially in Nunavut and the Northwest Territories), and while there are organizations with Service Providers to offer support, this model is not mirrored in the southern urban setting. In addition, the support and resources that are available in most cases are not unique or targeted specifically to Inuit women business owners or aspiring entrepreneurs.



Our findings clearly indicate that **there is a desire for networking and relationships**. Many of the women we spoke with indicated that they have relationships with other Inuit women in business, while others mentioned feeling isolated. Many also highlighted the importance of these relationships and of mentorship opportunities in fostering a strong business community. An important finding was the relative lack of awareness of the IWBN, and a high level of interest in learning more about it and potentially becoming members and accessing supports such as workshops and networking events.

Finally, findings from this study indicate that **more research is needed** in the area of Inuit women in business, including community-based engagement and research that focuses more specifically on aspiring Inuit women entrepreneurs. Research on a scale that allows for more regional comparisons would also help Pauktuutit in strengthening the understanding of the Inuit women business community.

This study, and the GBA+ that it enabled, has led to a number of recommendations for Pauktuutit. Specifically, ARKTIS recommends that Pauktuutit:

1. Share the results of this study directly with the interviewees at the earliest opportunity.
2. Build upon the communications log to develop a stronger understanding of the number of IWBOs in Canada and the industries in which they operate.
3. Consider adding a workshop module to the IWBN's offerings, possibly in partnership with regional EDOs and Service Providers, that gives a step-by-step description of the processes required to set up a business in each region of Inuit Nunangat and in the cities of southern Canada where there are Inuit communities.
4. Consider adding a workshop module to the IWBN's offerings to address small business growth in a step-by-step format.
5. Continue to listen to Inuit women business owners through engagements such as the current study, and to serve as both a conduit and amplifier for their voices.
6. Continue in its efforts to support a feminist response and recovery to COVID-19, and ensure they extend to the intermediate and longer term.
7. Consider assembling a package of existing resource materials for direct distribution to all participants of this study.
8. Partner with EDOs, Service Providers and other stakeholders in the development of workshop materials and other resources specific to the identified needs of Inuit women in business.
9. Reach out through the IWBN to the participants of this study who are not already members to provide information and membership opportunities.
10. Offer networking opportunities to study participants in the short-term via teleconferencing.
11. Undertake a series of community-based GBA+ engagements with IWBOs and aspiring Inuit women entrepreneurs, and the individuals who provide them with business supports.





Introduction

There are over 65,000 Inuit in Canada, with 51 Inuit communities across the Arctic and an estimated 30% of Inuit living in urban centres. Inuit are among the fastest growing populations in Canada and this rapid growth is expected to continue (Arriagada & Bleakney, 2019).

Inuit in Canada experience lower economic participation levels in the labour market than the national average. In 2016, Statistics Canada reported a national unemployment rate of 7.7%, compared to 16% for Inuit living in Inuit Nunangat. Inuit women have a slightly higher probability of being employed or self-employed than Inuit men (Statistics Canada, 2016; Arriagada & Bleakney, 2019).

In order for Pauktuutit Inuit Women of Canada (Pauktuutit) to develop programs and services targeted to support Inuit women – especially those offered by the Inuit Women in Business Network (IWBN) – and advocate on their behalf, a greater understanding of gendered needs, challenges and gaps across the Inuit Nunangat and South is required. This study is a first step in a larger project intended to inform Pauktuutit's future economic development activities by consulting Inuit women directly.

The long-term objectives of this project are:

1. To establish the needs and priorities for Inuit women's economic development;
2. To help close service gaps; and
3. To strengthen the capacity of Inuit businesswomen within the entrepreneurship ecosystem.

The scope of this study falls within the first objective – to establish the needs and priorities for Inuit women's economic development. As such, ARKTIS Piusitippaa Inc. (ARKTIS) on behalf of Pauktuutit undertook an in-depth consultation process with Inuit Women Business Owners (IWBOs), local Economic Development Officers (EDOs) and other federal, provincial and regional governmental and non-governmental Service Providers. This report presents a Gender-Based Analysis Plus (GBA+) of the results arising from these interviews – an understanding cultivated from the experiences of the many proud and thriving Inuit women entrepreneurs.

GBA+ is intended to consider all identity factors; in other words it requires taking an intersectional approach.



Intersectionality involves looking at things together, for example, viewing race and gender together, as opposed to viewing them in isolation (Simpson, 2009). Although the word intersectionality, coined by African American scholar Kimberlé Crenshaw (Crenshaw, 2016), is a recent term, the “concept is not new to Indigenous peoples; it’s the way we have always thought” (Clark, 2012). Intersectionality-informed frameworks appreciate and describe the complexity of people’s lives (Hunting & Hankivsky, 2020). This is important because “something unique is produced at the intersection point of different types of discrimination” (Symington, 2004). Similarly, the definition of entrepreneurship and the activities included are important factors when considering Inuit women-owned businesses, because Indigenous women tend to be self-employed and Indigenous women-owned businesses tend to be smaller enterprises (Jakobsh & Boskov, 2020).

Complementing intersectionality is a strength-based approach, which focuses on individuals’ strengths (personal strengths and social and community networks) (Social Care Institute for Excellence, n.d.). Shirley Tagalik states that “strength-based approaches are at the heart of Inuit Qaujimajatuqangit [...] Every individual is recognized for strengths he/she possesses, and each family or community group is also recognized for the contributions they make to enhancing the common good. When an area of strength in an individual is noticed, it becomes a natural building block for personal development. From the IQ perspective, there are also specific cultural processes that support a capacity building approach based on enhancing strengths” (Tagalik, 2010).

Complementing GBA+, ARKTIS has applied a strength-based approach in developing the methodology for this study, in designing the research tools and in performing analyses and interpreting results. Ultimately, this information will be used by Pauktuutit to help further empower these women and build on their success.





Context

Literature on Inuit businesses was collected as a preliminary examination of characteristics of Inuit-owned businesses and the challenges they may face to being successful, and were used to inform interview guides and analysis. Due to the limited literature available on Inuit specifically, there was a reliance on studies and reports which focused on Indigenous women entrepreneurs in Canada and elsewhere.

Characteristics

There are almost 23,000 Indigenous women entrepreneurs in Canada (Indigenous Women Entrepreneurship Working Group & National Aboriginal Capital Corporations Association, 2020). In a national survey of Indigenous women entrepreneurs, it was found the majority were between the ages of 40-60, and typically owned 100% of their business. Their businesses were structured primarily as sole proprietorships, operated full-time and were in operation for 1-5 years. In the same study, Indigenous women entrepreneurs expressed that they are primarily motivated by greater freedom and flexibility along with economic independence while pursuing a passion to create a product(s) or service(s).

Indigenous women-owned businesses skew towards service industries (62%), although the proportion operating in the primary sectors (12%) such as mining and agriculture, and secondary sectors (22%) such as manufacturing and wholesale and retail trade, has increased over time (Canadian Council for Aboriginal Business & Women Entrepreneurship Knowledge Hub, 2020).

In the 2020 Ontario Aboriginal Business Survey, the Canadian Council for Aboriginal Business (CCAB) surveyed a representative sample of 200 First Nations, Métis and Inuit businesses conducted prior to the COVID-19 pandemic (Canadian Council for Aboriginal Business, 2020). The following key statistics on Indigenous firms were found:

- 60% of businesses focus on business-to-business supply
- 40% export outside of Canada
- 63% consider their business to be very or extremely successful
- 26% of Indigenous businesses have bid on a contract with the Government of Ontario or the Government of Canada



Indigenous businesses may be compared or categorized based on their level of urbanization, as “the localization of Indigenous communities determines the degree of external cultural impact on Indigenous values, entrepreneurial behaviour and outcomes.” Croce et al. (2017) propose Indigenous entrepreneurship models existing on a spectrum of urbanization from remote, rural to urban (Croce, 2017). For Inuit within Canada, this model may be more appropriately reduced to businesses operating in Inuit Nunangat versus urbanized Inuit businesses operating in the South.

Challenges

In Pauktuutit’s Strategy to Engage Women in Economic Participation, the following challenges for Inuit women in starting, maintaining and growing a business were identified:

1. Inuit women do not recognize entrepreneurship as an option.
2. Many Inuit women do not have financial management skills, or the requisite literacy and numeracy skills.
3. Businesses owned by Inuit women are impacted by the high cost of doing business across Inuit Nunangat.
4. Inuit women are lacking appropriate support and mentorship even when they are eager and willing to learn and grow in their career field.
5. The absence of available and affordable childcare is a barrier to female entrepreneurship, as the cost of childcare can often be more than people’s income.
6. Programs and services are available, but many people do not know what programs are available and where and how to access them.
7. Overcrowding and poor housing conditions impede Inuit women’s abilities to pursue employment and training opportunities.
8. Family violence, substance abuse and mental health issues undermine attempts to start and run a business.
9. Lack of confidence and fear of failure hold women back from becoming entrepreneurs.

10. Geographical isolation limits the business opportunities that exist.
11. Limited internet connectivity impedes the ability of Inuit women to start businesses.

For Indigenous women entrepreneurs across Canada and Australia, accessing financing, balancing family and business, poor cash flow and a need to improve basic business practices have been identified as significant challenges (Morrison, Collins, & Krivokapic-skoko, 2014; Indigenous Women Entrepreneurship Working Group & National Aboriginal Corporations Association, 2020; Canadian Council for Aboriginal Business, 2020; Canadian Council for Aboriginal Business & Women Entrepreneurship Knowledge Hub, 2020).

Women entrepreneurs in developing countries – who may experience similar challenges to Inuit women entrepreneurs – do not benefit from credit, loans and grants the same way that men do (Bernhardt, Field, Pande, & Rigol, 2019; Financial, Initiative, & Action, 2009; Innovations for Poverty Action, 2013). For example, in a study in Uganda, men who received loans and small business management training greatly increased their profits by 58% while women-owned businesses experienced no increase in profits from loans, grants, training or any combination (Innovations for Poverty Action, 2013). There are three possible explanations for this:

1. Female entrepreneurial success may be limited by demand for, rather than supply of, credit with poor women lacking high-return means of expanding their businesses (Field, Jayachandran, & Pande, 2010; Karlan & Valdivia, 2011).
2. Norms governing women’s roles in society may limit women’s perceptions about what is achievable with their businesses (Field et al., 2010; Karlan & Valdivia, 2011).
3. Female entrepreneurs’ financial resources (i.e., credit and grants) may be redirected to their husbands’ business due to low bargaining power in marriage.



The cultural, political, and socioeconomic contexts of Inuit women have many striking dissimilarities with women in developing countries and the above findings cannot be applied directly to Inuit women in Canada. However, studies such as these from a developing countries context can point to possible areas of research.

Supports and Resources

Much of the source literature on supports and services in the Indigenous context within Canada is based on self-identified needs and an indication of what supports and services were accessed by Indigenous women entrepreneurs. There are limited evaluations of which interventions create impact and improve outcomes for Indigenous women-owned businesses. As such, we examined studies for women-owned businesses across many different countries and contexts, improving the likelihood it would be relevant to Inuit women-owned businesses.

Across several previous studies on supports and services for Indigenous women entrepreneurs living and operating in Canada, there were some important themes which emerged (Indigenous Women Entrepreneurship Working Group & National Aboriginal Corporations Association, 2020; Canadian Council for Aboriginal Business & Women Entrepreneurship Knowledge Hub, 2020; Canadian Council for Aboriginal Business, 2020):

1. Grants or contribution funding is the top financial support which helps Indigenous women entrepreneurs. Workshops on how to finance a business were shown to be the most popular financial workshops available to Inuit women entrepreneurs while record keeping and bookkeeping has been found to be the most popular business workshop.

2. It is important to ensure equitable, flexible and accessible funding options for Indigenous women-owned businesses.
3. Basic services, infrastructure and broadband internet in Indigenous communities are required so that Indigenous women have the resources they need to run and grow their businesses.
4. Childcare is a popular service that Indigenous women entrepreneurs frequently access.

Outside of Canada, a pertinent study conducted across seven countries (Bangladesh, Chile, Ghana, Kenya, Mexico, Nigeria, and Sri Lanka) including a sample of over 20,000 small firms found that variation in business practices explains much of the variation in outcomes for businesses in developing countries (i.e., sales, profits, labour productivity and total factor productivity) in microenterprises (McKenzie & Woodruff, Business Practices in Small Firms in Developing Countries, 2015). The business practices measured were: (1) marketing, (2) buying and stock keeping, (3) record keeping, and (4) financial planning. One standard deviation improvement in these business practices was associated with a statistically significant increase in business outcomes (i.e., 35 percent increase in labour productivity and a 22 percent increase in total factor productivity).¹ This tends to suggest that focusing supports and services in these areas could improve westernized measures of business success for Inuit women entrepreneurs.

The literature review provided an overall research context for the current project, helped inform the development of interview guides for each of our target groups as described in the next section, and contributed to the analytic framework within which the results were analyzed from a GBA+ perspective.

¹ It should be noted that a significant portion of literature tests the effectiveness of training programs which aim to improve management of small enterprises. The literature generally shows insignificant effects of training on firm outcomes. However, McKenzie and Woodruff assert this is because of the quality and effect of the training programs on business practices and conclude that more intensive business practices that adequately improve those within their developed index are needed, as the data strongly demonstrates.



Methodology

This research study was intended as an in-depth consultation process, where Pauktuutit could understand the needs and priorities for Inuit women-owned businesses both directly from the experiences of IWBOs, and from the agencies that offer services within communities and also at the regional, provincial/territorial and national levels.

As such, interview guides were drafted for each respective group (i.e., IWBOs, EDOs, and Service Providers). A mixed-methods approach was employed including both quantitative and qualitative components using open and closed-ended questions with the goal of increasing the rigor, relevance and influence of the research findings. Characteristics of each of the interview guides are shown in Table 1. Methods and instruments employed were designed to efficiently and effectively obtain desired information while being compatible with Inuit Qaujimajatuqangit.

Sensitive topics, such as gender inequality, were measured in this study. The comfort and dignity of respondents was prioritized when developing questions. For example, female respondents, such as Inuit women entrepreneurs, were interviewed by a female enumerator, in line with industry best practices (Karlan & Zinman, 2007).



Table 1: Description of interview guides.

Interview Guide	Description
Inuit Women Business Owners	40 questions covering the following topics: <ul style="list-style-type: none"> • Profiling the business • Understanding business success • Use of standard business practices • The opportunities as well as challenges and barriers Inuit women may face • Inuit women's familiarity with and access to supports and services Participants required between 1 to 1.5 hours to complete the interview.
Economic Development Officers (EDOs)	18 questions covering the following topics: <ul style="list-style-type: none"> • Services and supports offered within their jurisdiction to all clients. • Services and supports targeted to or having a high uptake by Inuit women business owners. • The opportunities as well as challenges and barriers Inuit women may face. Participants required less than an hour to complete the interview.
Service Providers (federal, provincial / territorial, or local)	22 questions covering the following topics: <ul style="list-style-type: none"> • Services and supports offered within their jurisdiction to all clients. • Services and supports targeted to or having a high uptake by Inuit women business owners. • The opportunities as well as challenges and barriers Inuit women may face. Participants required less than an hour to complete the interview.

Informed consent was requested from all participants before starting the interviews, and enumerators were instructed to terminate the interview if informed consent was not given or withdrawn. Participants were assured that if consent was withdrawn any information provided would be destroyed.

Participants were also informed that Pauktuutit would take appropriate measures to de-identify any information provided, and also that the information provided may be used by Pauktuutit in papers, presentations or articles, on websites or social media, and to inform future programs, policies and research efforts. Finally, participants were told that any information shared will be kept secure and will be destroyed when no longer needed.

Sample group

A stakeholder list of Inuit women-owned businesses, EDOs and Service Providers was compiled. Participants were recruited across Inuit Nunangat, including the Inuvialuit Settlement Region, Nunatsiavut, Nunavik and Nunavut, and in known Inuit urban centres in Canada.

The list of Inuit women-owned businesses was compiled using the IWBNI list as a first resource, as well as regional business lists (e.g., Nunavut Tunngavik Incorporated (NTI) business registry), and were also identified through interviews with study participants and conversations with representatives from Inuit associations and organizations.



For the regional business lists, it was assumed a firm was at minimum partially owned by an Inuit woman if a woman's name was listed as a primary contact.

Execution

Interviews were solicited via email and, where contact information allowed, by telephone. A small number of interviewees were initially contacted via social media (i.e., Facebook and Etsy). Up to three attempts were made to book an interview with targeted participants.

A total of 238 stakeholders were identified and contacted, resulting in 45 interviews conducted between March 25 and April 27, 2021, a response rate of 19%. Interviews were conducted in English by telephone or videoconference, where possible. Interviewees were informed that interviews could be conducted in Inuktitut, though none requested to do so. Interviews were conducted by telephone or videoconference, and ranged from 45 minutes to 1.5 hours in length. In addition, to help ensure a positive response rate, respondents were provided an opportunity to complete a questionnaire independently; 27 participants were sent a questionnaire, and 20 returned them completed.

Table 2: Breakdown of respondents by group and geography

Group	Inuvialuit Settlement Region	Nunatsiavut	Nunavik	Nunavut	Southern	Total
Inuit women-owned businesses	1	8	0	11	10	30
Economic Development Officers (EDOs)	2	0	0	3	0	5
Federal, provincial, territorial or local Service Providers	0	1	1	4	4	10
TOTAL	3	9	1	18	14	45



Limitations

The interviews were conducted during the COVID-19 pandemic, meaning that in-person interviews were not possible. This can have limitations on the interviewer's ability to interpret questions based on body language. Further, those with limited internet connection or regular access to other means of communication may have been excluded from the study.

An objective of the research design was to secure geographic representation across Inuit Nunangat and southern urban centres. As shown in Table 2, while interviews were conducted with participants in all regions, we did not secure the desired level of representation in some, particularly Nunavik, despite extensive and repeated outreach. This limited the ability of the research team to compare across geographies; rather, more broad comparisons between Inuit Nunangat and southern Canada were made.

Some questionnaires were not administered by the research team, as respondents were given the option to complete the questionnaire themselves. Given the interviews were delivered in these two different formats, there are different biases that may have been introduced for each. For example, social desirability bias can occur in an enumerator and respondent format but may not be as prevalent with written responses where the respondent may not be as concerned the opinion of others. Conversely, written responses were at times not as detailed and thorough as those collected through interviews. However, within the study these two formats did not receive separate treatment for simplicity and given the size of the sample group.





Results & Analysis



Business Profiles

The first set of questions was asked exclusively to IWBOs and focused on establishing broad business profiles of participating businesses. Owners of a variety of types of businesses participated in the project.

We spoke with artisans and musicians, bookkeepers and innkeepers, caterers, charter service providers and retailers. There were no apparent differences in the types of businesses in Inuit Nunangat compared to those in the south.

Years of Operation

In terms of the age of the businesses whose owners took part in the study, nearly two-thirds had been in operation for four years or longer, as shown in Figure 1. It may not be surprising in the context of COVID-19 that just two businesses were less than 1 year old; one of these is in the telecommunications industry while the other is an independent clothing and jewelry business that operates in addition to the owner's full-time job.

Ownership

25 out of the 31 women who were interviewed indicated that they are the sole owners of the business, while 5 revealed that their businesses are jointly owned with family members. As shown in Figure 2, 18 businesses were classified as sole proprietorships, while 9 were corporations and just one was not considered a formal business. Likewise, most of the businesses would be considered micro-enterprises using Industry Canada's classification; just one business reported having more than 5 employees (Industry Canada, 2020).

Figure 1: Years of operation

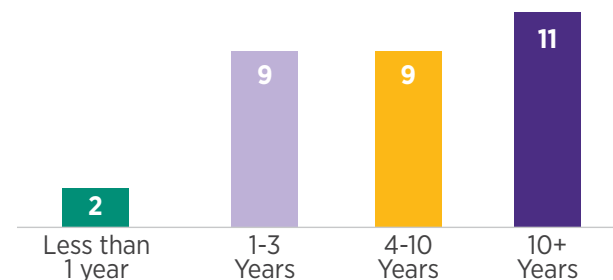
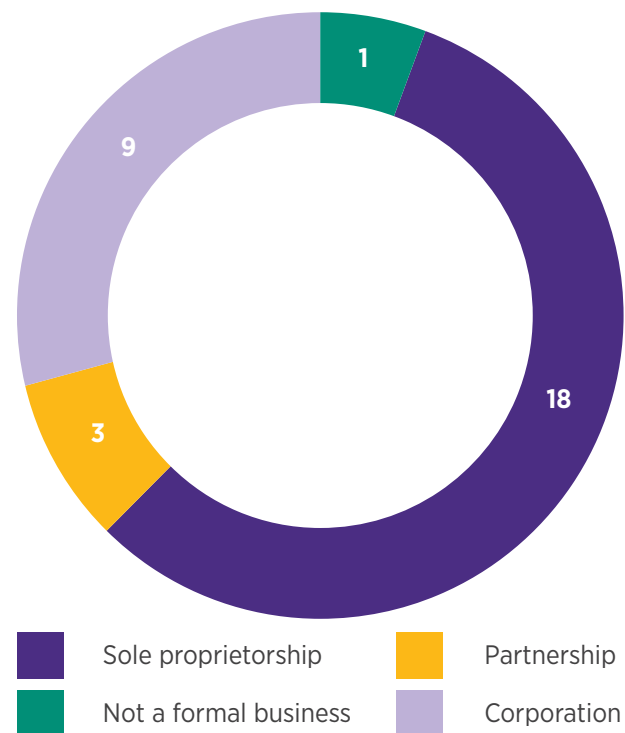


Figure 2: Ownership





Business Registration

Respondents were asked to select from a list the organizations or entities to which their businesses were registered; responses are provided in Table 3. Naturally, the responses tended to be specific to the region in which the businesses are located. For example, businesses in Nunavut were more likely to have registered with NTI than businesses located in the south (45.0% vs 27.3%). Further, just three participants indicated that they were not registered with any of the listed options.

That noted, of the national registries (Canadian Council of Aboriginal Businesses; Indigenous Business Directory; #BeTheDrum) the relatively low level of registration suggests that there may be a lack of awareness about these organizations or appreciation of the benefits that may be available to those who do register. During the interviews many interviewees indicated not being familiar with these organizations.

Employees

Participants who indicated they had employees were asked about the proportion of those employees who identify as female as opposed to male or gender non- binary, and about the proportion of the employees who are Inuk and non-Inuk. As shown in Figure 3, 6 of the 9 IWBOs with employees who provided responses indicated employing an equal or greater number of women than men, and none reported having employees who identify as gender non-binary.

Figure 3: Employees - Gender

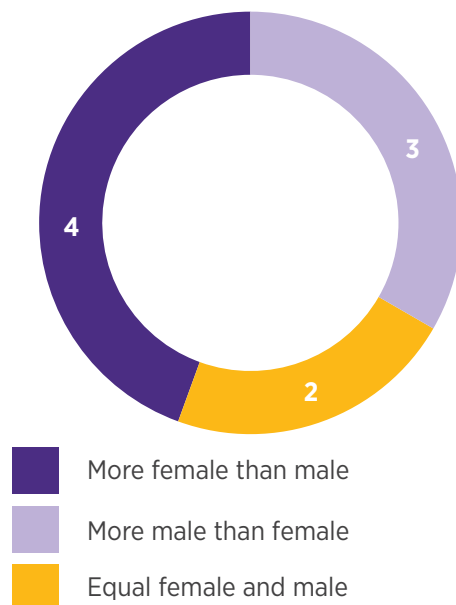


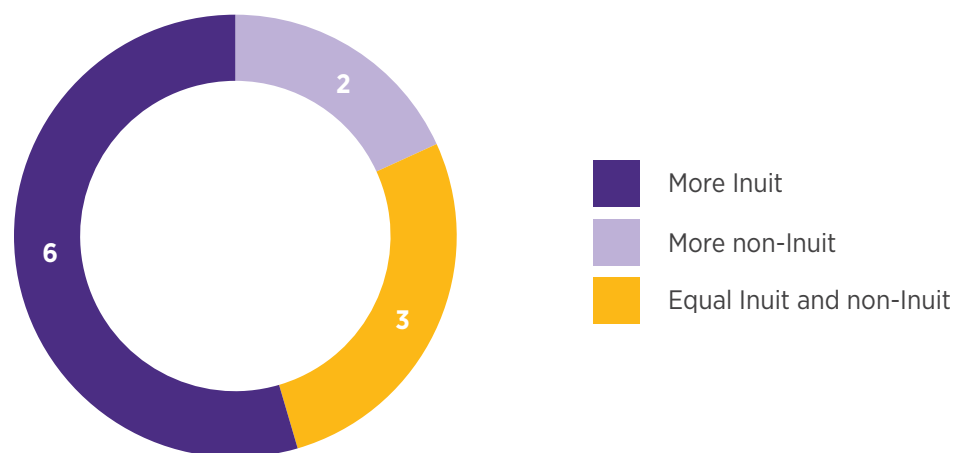
Table 3: Business registration

Organization	Number registered
Nunavut Tunngavik Incorporated	12
Canadian Council of Aboriginal Businesses	4
Indigenous Business Directory (Government of Canada)	9
Nunatsiavut Business Directory	7
Nunavik Inuit Enterprises Directory	0
Inuvialuit Business List	1
Nunavummi Nangminiqagtunik Ikajuuti (NNI) Business Search	10
#BeTheDrum Indigenous Women's Business Directory	0
Other:	6
Workers Safety and Compensation Commission	2
City of Iqaluit	1
Hansard Association	1
Qikiqtani Inuit Association	1
Chamber of Commerce	1
Pass the Feather	1
Government of Canada	1
Indigenous Women Circle	1



Similarly, as shown in Figure 4, 9 of 11 businesses reported having similar numbers of Inuk and non-Inuk employees, or more Inuk than non-Inuk employees. While the sample size is fairly small, this does suggest that small Inuit businesses are positive contributors to Inuit employment in various industries, and that Inuit women look to other Inuit in their communities to fill their staffing needs. Some respondents indicated a preference for training and hiring Inuit employees, with one business owner having developed training programs in partnership with the territorial government for young Inuit interested in her trade, and another business owner, in partnership with her male spouse, was in the process of developing a training program for heavy machinery operation with the Regional Inuit Association.

Figure 4: Employees - Ethnicity

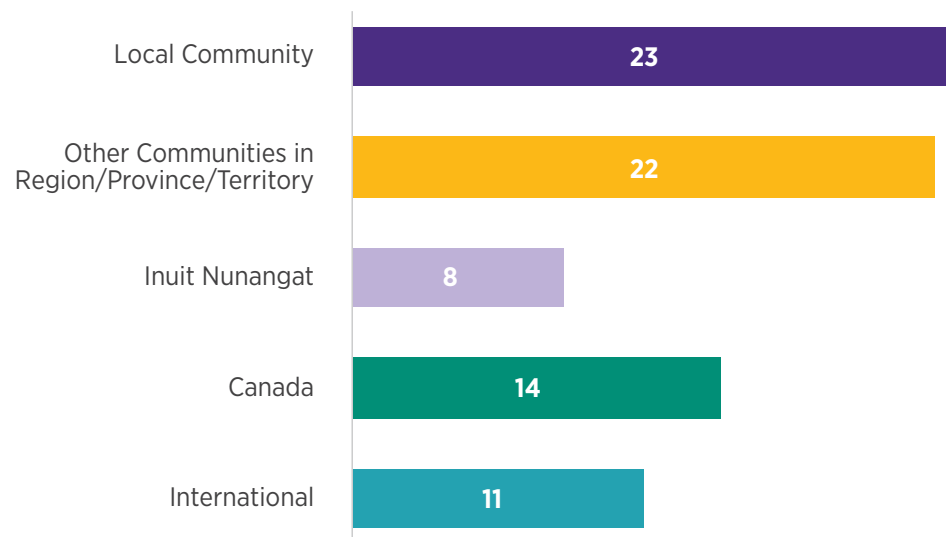


Service Area

Many of the IWBOs interviewed served a relatively broad geographical area, as illustrated in Figure 5. There were just five businesses which indicated only serving their local community; 4 of these were in located in Inuit Nunangat. More than two-thirds reported having customers in other communities within their region, province or territory, while more than one-third reported having international customers.

This strongly suggests that Inuit women business owners have considerable geographical reach, and that demand for products and services offered by Inuit women-owned businesses extends beyond local boundaries.

Figure 5: Service area



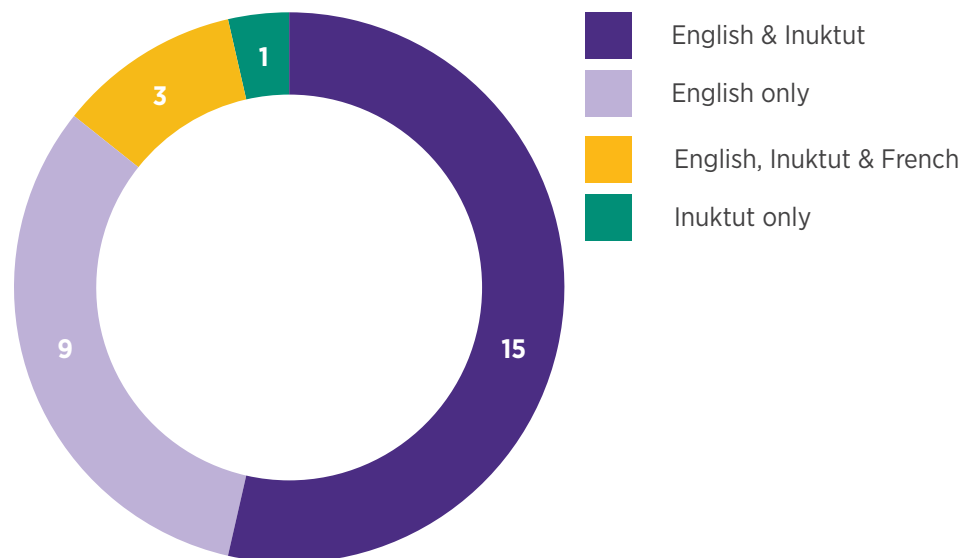
Language

A substantial number of the women interviewed for this project indicated that they conduct business in multiple languages. 15 of the 28 IWBOs who provided a response indicated that they do business in both Inuktitut and English, while 9 only do business in English, and 3 others use Inuktitut, English and French when doing business. One business owner told us that she only does business in Inuktitut. Another said that she highly prioritizes Inuktitut over English for greeting customers and for things like signage, in respect of Elders and culture in general, though she will still serve people in English. Interestingly, 6 of the 10 southern businesses that provided responses reported using Inuktitut to conduct business, while 4 indicated that they only use English.



Conversely, 7 of the 13 business owners who provided responses told us that they only conduct business in English. This suggests that in many cases Inuit clientele prefer to be able to do business in Inuktitut, but also that the preferred language is more closely related to the nature of the business than to its geographical location. Indeed, the business owners who indicated using only English tended to run businesses less closely associated with Inuit culture and more likely to have non-Inuit clientele regardless of their location.

Figure 6: Languages used in business

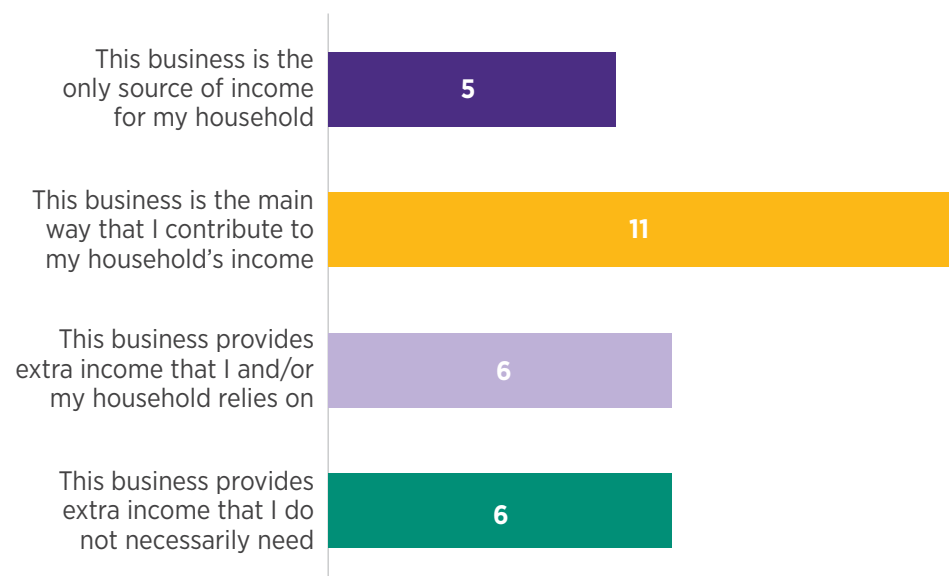


Contribution to Household Income

Most of the women interviewed for this project indicated that their business revenue was an important source of income for their households. Five women noted that their business was the sole source of income for their household, while 11 said that their business revenue was the main way that they contribute financially to their household, and six others said that their household relies on the income generated by their business.

Six women said that their business provides income that they do not necessarily rely on, while one responded that the question was not applicable, likely due to being shuttered as a result of COVID-19.

Figure 7: Business contribution to household income



Other Businesses

Respondents were also asked if there were any other businesses owned by them or other members of their households. From a GBA+ perspective, it was thought that households with more than one business may have gendered equity imbalances, or possibly even exploitative situations as described in the reviewed literature. However, among the sample of women interviewed, while seven indicated that there were other businesses owned by household members, there was only one respondent who has a spouse with a separately owned business, and no indication over the course of the interviews that gender-based inequity was being experienced from a business operations perspective.

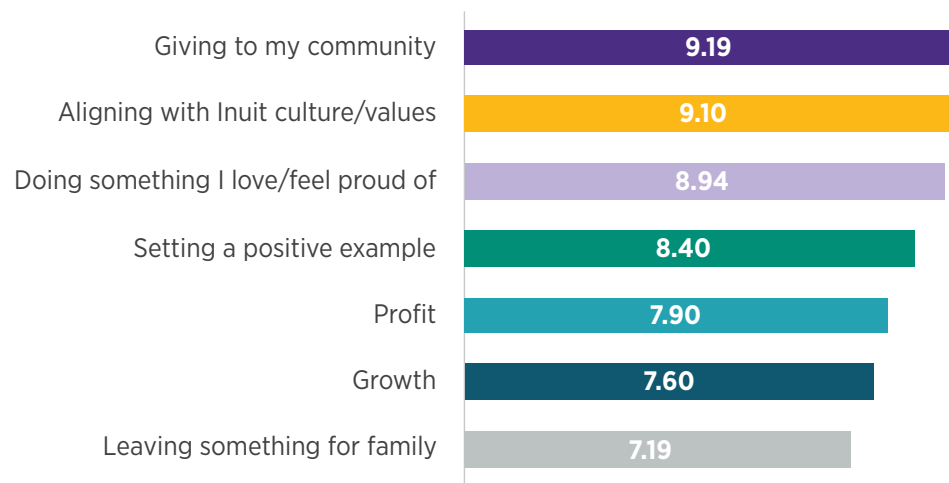


Business Success

Measures of Business Success

Exploring how IWBOs define success in business was an important part of this project. The women we interviewed were asked to rate a number of measures of success on a scale from 1 to 10. As shown in Figure 8, participants were more likely to assign high ratings to factors associated with community, Inuit culture, or personal fulfillment, while factors typically associated with success in the western paradigm such as profits and growth were less important.

Figure 8: Measures of business success



In conducting the interviews, the women we spoke with seemed almost universally driven by a desire to give to their community and to each other, and to reflect, support and strengthen Inuit culture. The motivation for starting and maintaining businesses was in many cases expressed in terms reflecting kindness and generosity, evidently grounded in maligait; this sentiment was expressed by IWBOs across the country.

IWBOs in Inuit Nunangat tended to give lower average ratings for the measures of success than those in the south, with the exception of Growth and Doing something I love/feel proud of. However, this finding should be interpreted with caution due to the different and relatively small sample sizes. The women we interviewed also gave high ratings to the success of their businesses based on their personal definition of success. The average personal success rating of the 30 participants who provided responses was 8.4 out of 10. Interestingly, IWBOs in Inuit Nunangat gave higher ratings on average (8.5) than their southern counterparts (7.9).

“We have experienced growth over the last few years and had a plan in place to slowly expand... I feel like we’re almost where we want to be. Even with COVID and lockdown, we were creative in the ways we could serve the community and keep our business going. I know we’re very lucky where we are. We are going in the right direction and we always have plans and ideas and reaching out to others to work with us and expand, when we can. This is probably the best we’ve been since I’ve opened the business. We have a lot of opportunity.”

- Inuk woman business owner, Nunavut

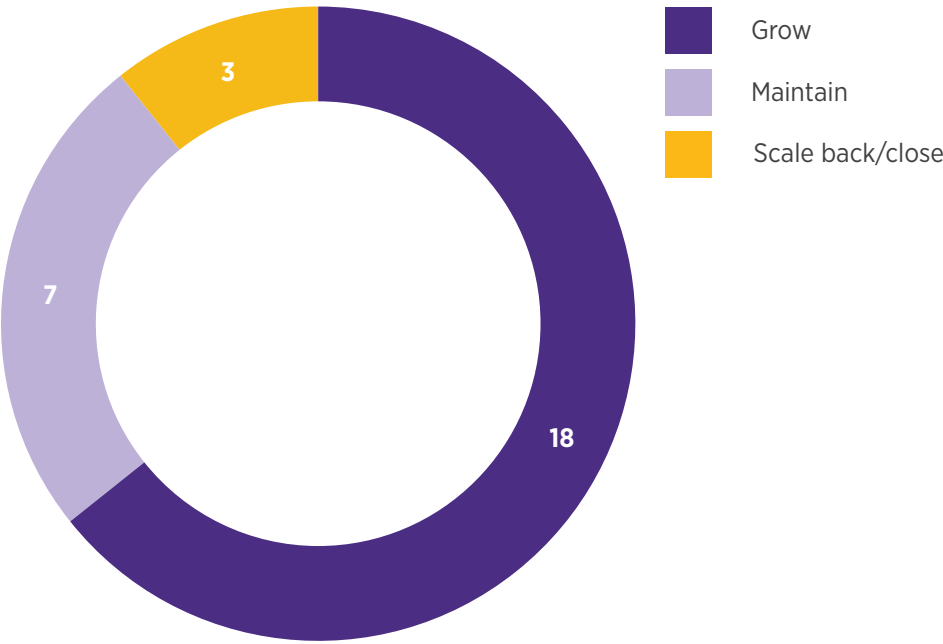
Plans for the Future

During the interviews, we asked IWBOs to tell us if they had plans to grow over the next two years, if they would rather maintain their current level of business, or if they planned to scale back or close down.



As shown in Figure 9, and while ranked relatively low as a measure of business success, nearly two-thirds of the IWBOs indicated that they plan to grow their business in the next two years. IWBOs in the south who provided responses were more likely to report plans to grow (80.0%) than IWBOs in Inuit Nunangat (55.5%).

Figure 9: Future business plans



When asked the ways in which they would like to see their businesses grow (Table 4), introducing new products or services, and generating more revenue were most commonly cited by IWBOs. There were no significant differences in the responses given by participants in Inuit Nunangat compared to those in the south. Of the three IWBOs that indicated wanting to scale back or close their business, two cited the impacts of COVID-19 as a factor, while the other was simply looking to retire.

Table 4: Desired business growth

Type of Business Growth	Count
Introduce new products/services	12
Generate more revenue	11
Reach new customers	9
Hire staff	6
Improve products/services	5
Open another location	5
Recapture lost business	2

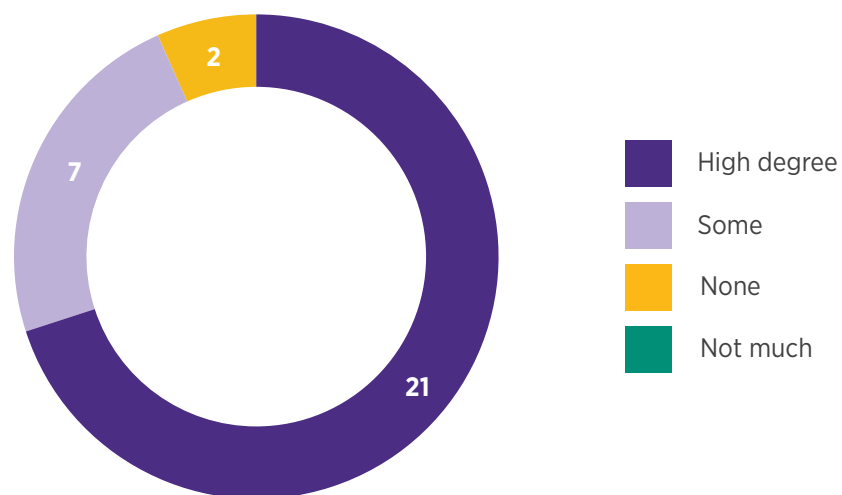
Control

We asked the women who we interviewed to tell us, outside of major events such as pandemics, how much control they feel that they have over their business. This was the first question that started to probe into perceptions that may be influenced to a degree by issues of gender inequality. Evidence in the literature strongly suggests that women face greater objective powerlessness than men. Women experience more economic dependency, restricted opportunities for employment, unfairness in the division of household labour and childcare responsibilities; these factors naturally shape perceptions of powerlessness and control (Ross & Mirowski, 2002). It was therefore important to establish a baseline among the interviewees early in the interview on this important and subjective dimension.



As shown in Figure 10, the majority of IWBOs told us that they have a high degree of control over the success of their business, while just two indicated that they have no control at all. For these women, factors critical to their operations but external to their business were mentioned in other responses, such as the cost of doing business in Nunavut and COVID-19 travel restrictions. However, there was nothing indicative in the responses given by these two IWBOs to other questions in the interview that allowed us to isolate any circumstances impacting their perception of control from a gender equality standpoint.

Figure 10: Perception of control



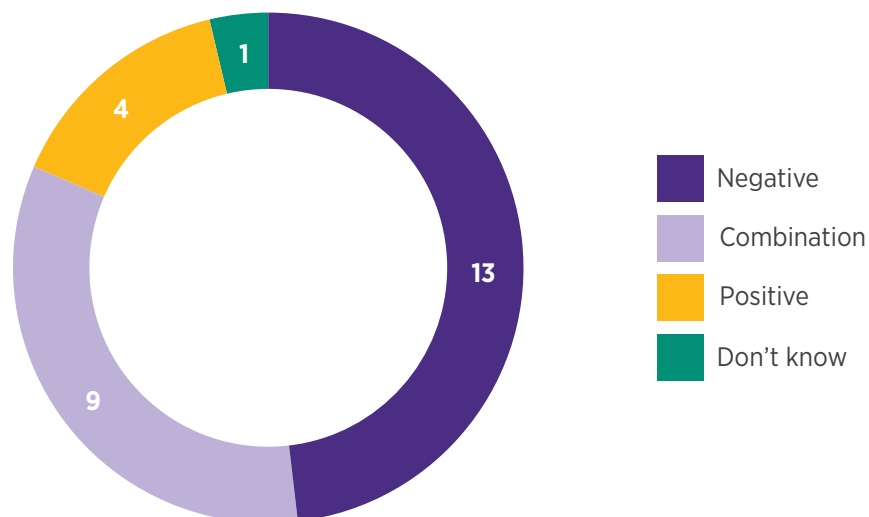
There was a difference in perception of control based on geography; 81.8% of southern IWBOs reported having a high degree of control over their business success, compared to 63.2% of IWBOs in Inuit Nunangat. This is an interesting finding given the slightly lower self-assessed success rating of southern IWBOs, suggesting that the relationship between control and success is complex. There may be a link between the perception of control among this group of IWBOs and the relatively high assessment of business success reported.

While not definitive because of sample size considerations, IWBOs who expressed a high degree of control of their business success also tended to rate the success of their business higher (8.62) than those who indicated having some control (7.67) or no control (7.00).

Impact of COVID-19

While not the focus of the current project, it was important to ask IWBOs at least at a high level about the impact of the COVID-19 pandemic on their business. Indeed, of the 29 women who provided responses, 27 indicated that COVID-19 had impacted their business. As shown in Figure 11, more than half of IWBOs indicated that COVID-19 had a combination of positive and negative impacts, while one-third indicated that the impacts were strictly negative and just 14.8% stated that the impacts had been positive. The nature of the business naturally influenced the response to these questions, though some women did focus on the opportunities presented by the pandemic to spend more time with family, pivot to online or remote working, and deal with increased demand for certain products. 22 IWBOs acknowledged that COVID-19 is likely to continue to impact their business into the future, while 3 said that it would not.

Figure 11: Impact of COVID-19





Time Travel

As the final question in this section, IWBOs were asked what advice, skills or supports they would recommend to their younger selves to achieve greater or quicker business success if given the opportunity to travel back in time. A range of responses were received, with many preaching increased training, with bookkeeping emerging as an area of focus for a number of participants.

“I still feel like I could use some assistance with administration and understanding bookkeeping, what I need to register. I have office administration background, but my receipts and sales are in an envelope. I need to get it organized. I will have to go back and input all this information. I needed to know more about how to do shipping properly, all my accounting. I need to know more too about what I can count as business expenses and how to do taxes, like what is claimable e.g., cell phones and cell phone usage..”

- Inuk woman business owner, Ontario

Business Practices

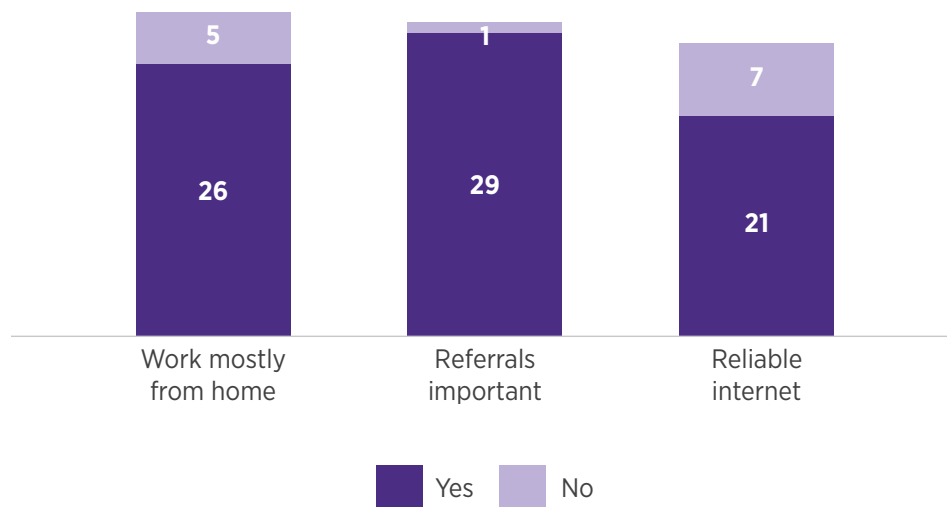
The next set of questions for IWBOs was designed to explore whether and to what extent they employ a number of standard business best practices, and to begin to identify associated challenges or capacity gaps being experienced by the women we interviewed.

General

To initiate the discussion on business practices, IWBOs were asked whether their business was run mostly from home, whether word of mouth or referrals were important to the business, and whether they have reliable internet access. These questions were designed to help minimize social desirability bias in subsequent questions, and to potentially provide useful categorizations for analysis.

As shown in Figure 12, most IWBOs we interviewed work primarily from home; it is not certain to what extent responses were impacted by COVID-19, though they are not surprising given the proportion of sole proprietorships and given the nature of the businesses and relative lack of need for physical storefronts. Nearly all of the women we spoke with indicated that referrals and word of mouth are important to their business. A small but significant number indicated that they do not have reliable internet; six of the seven businesses are located in Iqaluit, the other is in Nain.

Figure 12: General questions





Business Features

IWBOs were asked to indicate whether or not they have a number of items in place that are typically associated with fully established businesses. As shown in Table 5, many of the IWBOs reported having Canada Revenue Agency accounts as well as business bank accounts, while several have business plans in place and have an online presence. More than half of IWBOs indicated having liability insurance and having registered with a Worker's Compensation agency. Conversely, just eight women reported having operational policies or procedures in place, which may not be surprising given the number of sole proprietorships and businesses with few or no employees.

Table 5: Business features

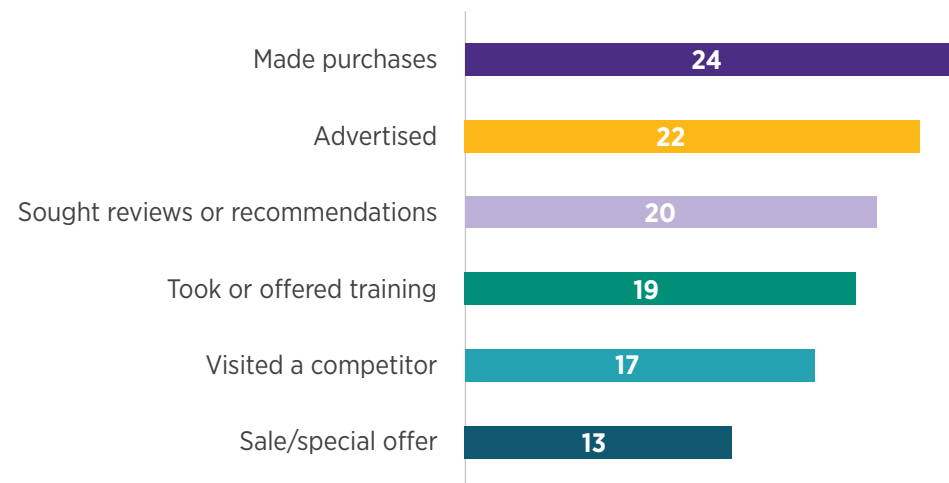
Business feature	Count
Canada Revenue Agency account	27
Business bank account	24
Business plan	20
Online presence	20
Liability insurance	19
Worker's Compensation registration	17
Operational policies/procedures	8

These results suggest that the women we interviewed were making significant efforts to put in place the arrangements and features that characterize established and successful businesses. Future research might explore this more deeply to assess whether certain small businesses prioritizing some of these features are strategically or economically prudent investments.

Business Strategy

IWBOs were asked to indicate from a list of common business strategies which they had employed in the past two years. As shown in Figure 13, many of the women we interviewed indicated having executed various business strategies, such as making purchases for the business other than inventory, advertising or seeking feedback or recommendations about products or services that the business should offer from customers. Fewer reported visiting competitors' businesses or websites to see what products they provide and/or what prices they charge or trying to attract customers with a sale or special offer.

Figure 13: Business strategies



Answers were similar between IWBOs in Inuit Nunangat when compared with those in the south, with the exception of training (70.0% vs. 45.4%). We also asked interviewees if they could think of any barriers or challenges that prevented them from practicing any of these strategies. Responses varied, but often included topics such as a lack of time, access to training, location, and cost of supplies. Other women told us that these were not priorities as they are satisfied with their current level of business.



Overall, while not all of these strategies would be universally relevant to IWBOs, these results suggest that some may benefit from information or mentorship regarding the advantages of practicing certain business strategies, particularly given how many women expressed a desire to grow their businesses over the next two years.

Business Documents

IWBOs were asked about the types of documentation and records that they keep as part of their standard business practices. As Table 6 shows, with the exception of annual sales or revenue targets, a substantial number of IWBOs that we interviewed utilize standard or best business practices in terms of documents and records.

Table 6: Business documents

Business Record	Count
Record every purchase and sale	28
Keep written or digital business records	27
Understand which products and services generate the most profit	25
Track sales on monthly, quarterly, or annual bases	23
Understand the business' cash flow at any given time	23
Keep a written budget for known business expenses	19
Have annual sales or revenue targets	10

We also asked our interviewees about how they complete standard bookkeeping and administration tasks, either manually, through the use of software, or by retaining professional services. Results are provided in Table 7 and show that software is most commonly used for many of these tasks, while some still perform them manually.

There were no noticeable differences between those IWBOs who perform tasks manually rather than by utilizing software or professional services in terms of geography, type of business, years of operation or number of employees.

Table 7: Business activity completion

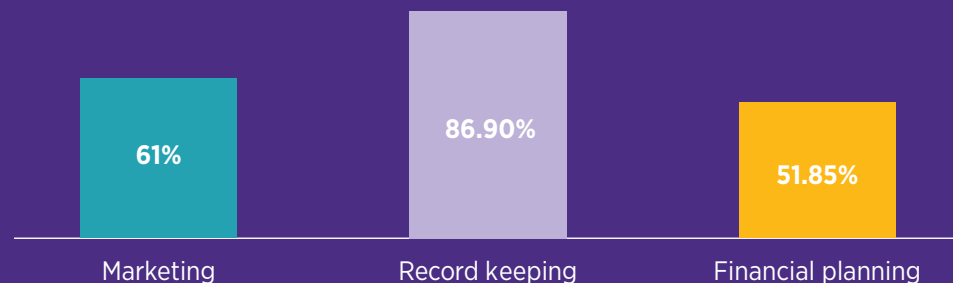
Activity	Manual	Software	Prof. Service	Not Applicable
Inventory	10	13	2	4
Accounting/ Financial Statements	3	18	6	2
Payroll	3	13	2	11
Invoicing	4	23	0	3
File management	6	22	0	1
Tax preparation	3	9	17	1

Business Practice Assessment

In the interview guides, we intentionally included many of the business practices included in the McKenzie and Woodruff study (described in the Context section) that were broadly applicable to an Inuit context; similar to McKenzie & Woodruff we assigned a score for each business based on the number of practices implemented. These scores were then averaged for each business practice area (i.e., marketing, record keeping and financial planning). Since these practices are closely correlated with business productivity, this exercise yielded a more objective sense of business performance and, more importantly, areas of support and services where Pauktuutit could direct efforts to effectively build on IWBOs' success. As shown in Figure 14, marketing and financial planning were found to be areas where IWBO business practices could be improved while IWBOs were shown to be widely practicing proper record keeping.



Figure 14. Average score per business practice area for all IWBOs interviewed



It should be noted that these scores are based on self-reported business practices, and do not necessarily capture the effectiveness of those practices that are in place. However, when considered together with plans for growth, perceptions of success, and with the supports that IWBOs are seeking from EDOs and Service Providers, they are a useful way to inform a discussion about building capacity in areas closely associated with positive business outcomes.

Table 8: Business practice assessment

Business Practices		All IWBOs	IWBOs with growth plans
Marketing	Visited a competitor's business or website to see what products they provide and/or what prices they charge	58.6%	61.1%
	Attracted customers with a sale or special offer	44.8%	55.6%
	Advertised goods or services in any way	72.4%	83.3%
	Asked for or received reviews, feedback or recommendations about products or services that the business should offer from customers	65.5%	72.2%
	An online presence such as a website or Facebook page	65.5%	83.3%
Record Keeping	Keep written or digital business records	89.7%	88.9%
	Record every purchase and sale	93.1%	94.4%
	Understand which products and services generate the most profit	82.8%	94.4%
	Track sales on monthly, quarterly, or annual bases	75.9%	83.3%
Financial Planning	Understand the business' cash flow at any given time	75.9%	77.8%
	Keep a written budget for known business expenses	34.5%	27.8%
	Have annual sales or revenue targets	62.1%	72.2%

Table 8 shows that IWBOs who indicate plans to grow their business in the next two years score higher on nearly every indicator, with the notable exception of keeping a written budget. The results may also reflect the relatively low prioritization of profits as a defining dimension of success.



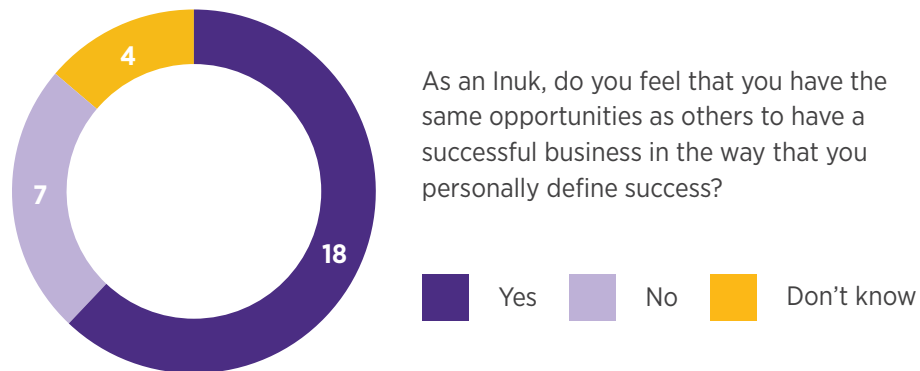
Inuit Women in Business

The next set of questions asked about IWBOs' experiences and perspectives as both Inuit and as women in business.

Opportunities for Success

IWBOs were asked if they feel that as an Inuk they have the same opportunities as others to have success in business, in the way that they define success. As shown in Figure 15, well over half of the women who provided responses (58.1%) felt that this was the case, while slightly less than one-quarter felt it was not. Of the seven who do not feel that as Inuit they have the same opportunities, four were from Inuit Nunangat while three were from the South.

Figure 15: Business opportunities as an Inuk

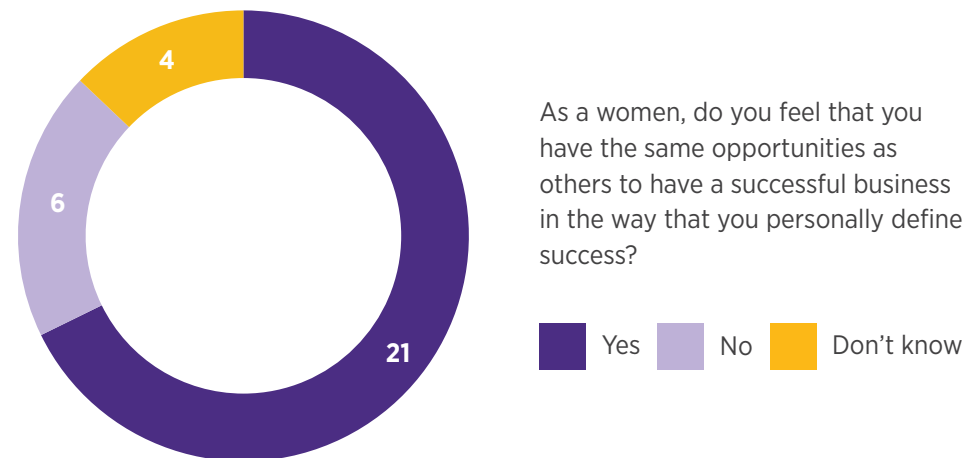


"Yes, because there are a lot of resources to help Inuit with their businesses, and the community is generally eager to support Inuit businesses."

"There were people who helped me knowing my cultural background and there are people who made it difficult knowing my culture."

IWBOs were also asked if they feel that as a woman they have the same opportunities as others to have success in business, in the way that they define success. Shown in Figure 16, slightly more IWBOs identified having the same opportunities as a woman than others as compared to being an Inuk. There were 16 IWBOs who felt that as both Inuit and women that they have similar opportunities for success as others, while there were three who felt that as both they do not. Three others felt that as women they have the same opportunities for success but as Inuit they do not. While there is no doubt a complex intersectionality between gender and cultural identities, these were notable findings that may be more or less pronounced with a larger sample.

Figure 16: Business opportunities as a woman



"Sometimes you have to work a little harder to prove that you are as good as the boys."

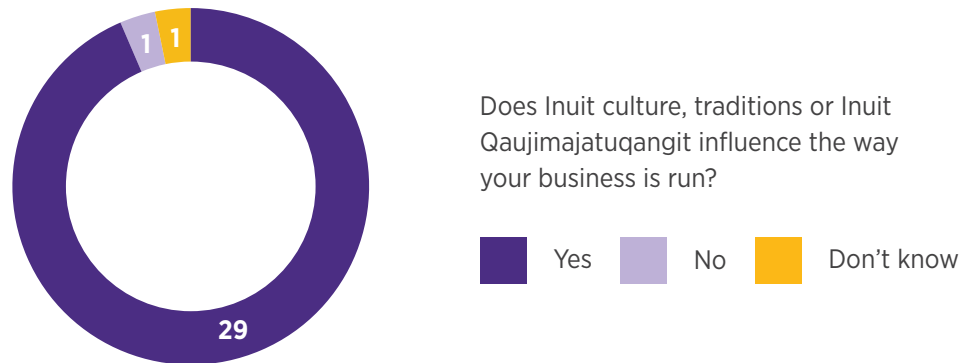
"More than before, after the IWBNI, I felt more confident to share my learned and experienced knowledge with others. Prior to that I felt quite isolated because we lacked a network."



Influence of Culture and Gender

We asked IWBOs to tell us whether Inuit culture, traditions or Inuit Qaujimajatuqangit influences the way in which their businesses are run. As shown in Figure 17, the response was overwhelmingly affirmative. When asked to elaborate, the women we spoke with provided a breadth of insight. While obviously some products and services are culturally specific by design, we heard a great deal of pride in incorporating IQ and culture into everyday business practices and customer/supplier interactions. One IWBO mentioned considering the perspectives, contributions and needs of Elders in how products are made and priced and in her prioritization of Inuktitut over English throughout her store, while another pointed to IQ as being woven into each part of her life including her business. It is clear that Inuit identity is a significant and important factor in shaping how IWBOs approach business.

Figure 17: Influence of Inuit culture, traditions, IQ



"I try to involve the 9 IQ principles...as much as possible. So Tunnganarniq is a top priority. We speak Inuktitut the majority of the time. When it comes to Elders, we try to make them feel comfortable by providing stools and opening the door for them, when we need to."

IWBOs were similarly asked if being a woman influences the way that their business is run. As illustrated by Figure 18, fewer participants suggested that being a woman influences their businesses compared to being Inuk. This was similar to the previous questions about opportunities for success, and further suggests that Inuk identity may be considered more directly or immediately influential in terms of business practices than gender. That noted, five of the seven women who indicated that being a woman does not influence the way their business is run were from southern locations, which may suggest a geographical distinction between those who live in Northern or predominantly Inuit communities versus southern urban centres.

Figure 18: Influence of being a woman on business



"Being a woman plus an Inuk, I'm still shy, but it's forcing me to open up to people."

"My focus has always been I'm in control of my business and not the other way around."

"I have 5 children to work around and a household to maintain. I am always adjusting so neither the business nor my family loses out."



Perceptions of Culture and Gender

IWBOs were asked to indicate whether they agree, disagree or are unsure about a series of statements that were designed to examine thoughts and perceptions about how their gender and culture intersect with their roles as business owners. As presented in Figure 19 and Figure 20, the results provided a good deal of insight into how the women we interviewed understand or consider this intersectionality.

Figure 19: Perceptions of culture and gender (1)

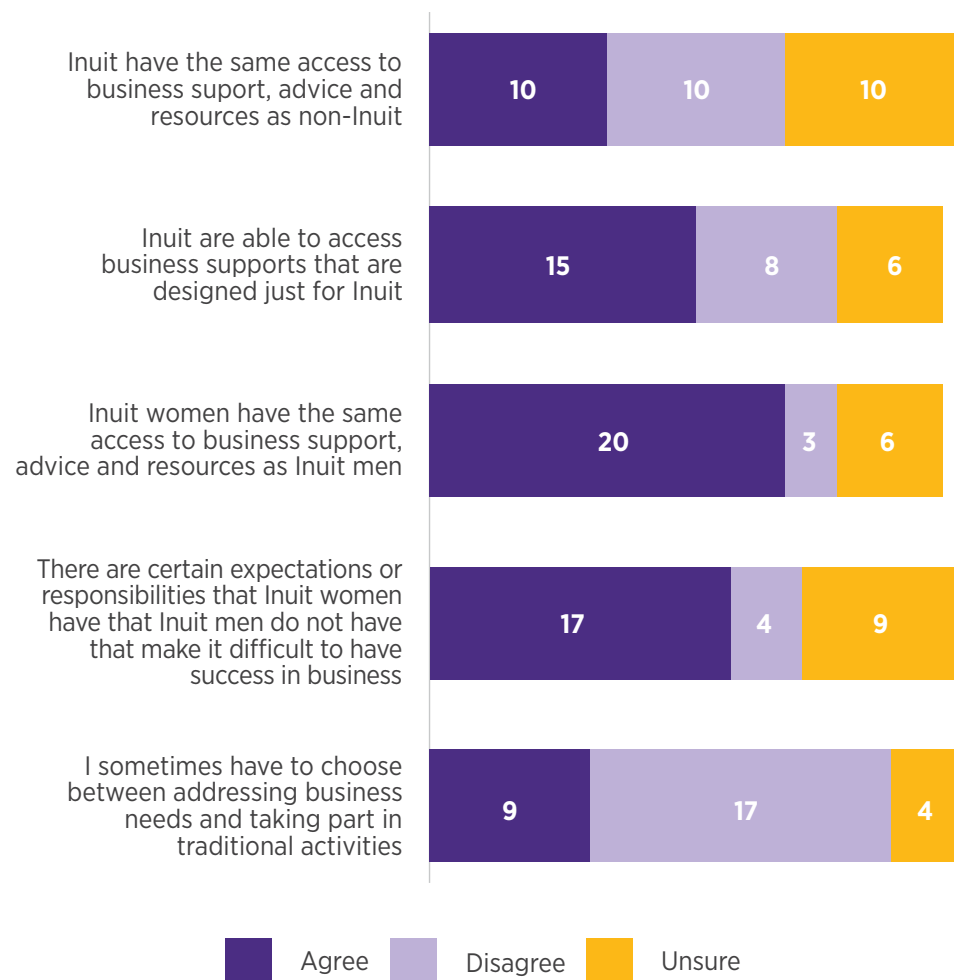
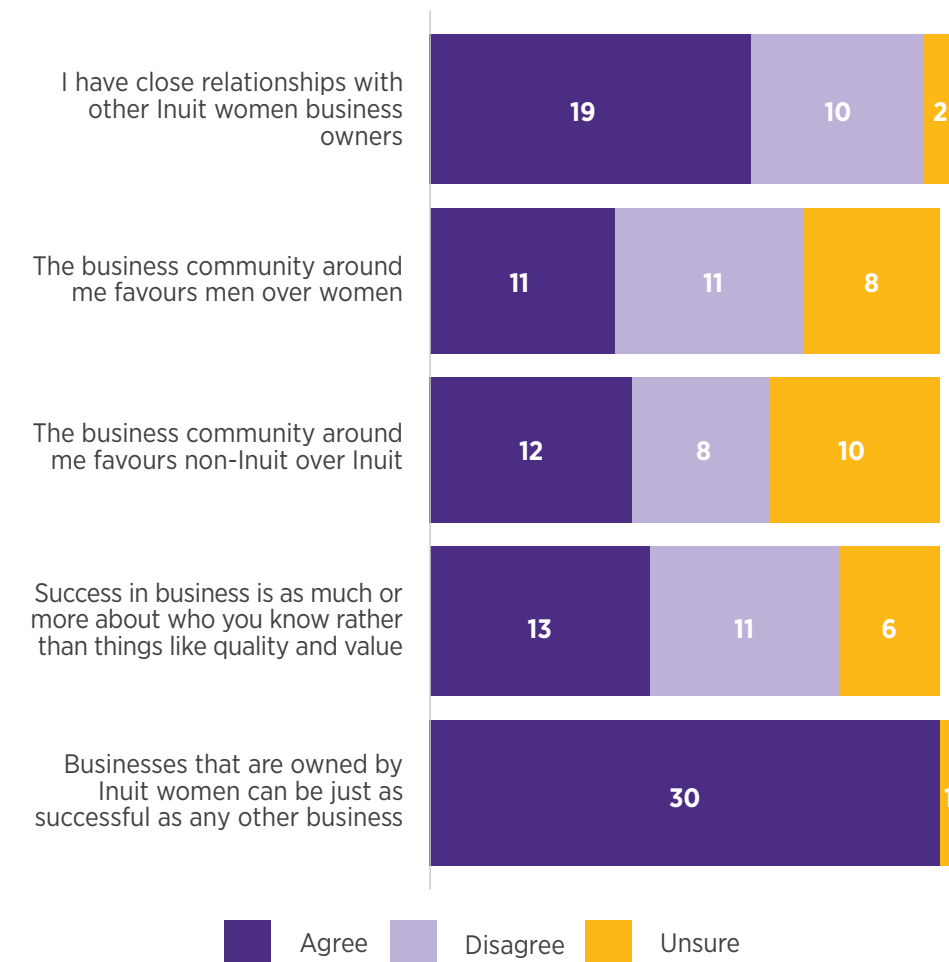


Figure 20: Perceptions of culture and gender (2)





Our sample group was evenly split on the question of whether or not Inuit have the same access to business support, advice and resources as non-Inuit. However, the responses were not entirely straightforward. Anecdotally, more than one of the IWBOs that we interviewed disagreed with the statement as written but felt that Inuit have more rather than less access than other business owners. There was a moderate geographical distinction, where IWBOs in Inuit Nunangat (35.0%) were more likely than those in the south (27.3%) to agree with this statement. A significant number of women were unsure how they felt about this statement, suggesting that actively considering the experiences of Inuit relative to non-Inuit is not given primacy for many IWBOs.

Slightly more than half of the IWBOs who provided responses agreed that Inuit are able to access business supports that are designed just for Inuit. There were no substantive geographical distinctions observed for this statement. However, IWBOs in Inuit Nunangat were more likely to agree that Inuit women have the same access to business support, advice, and resources as Inuit men (70.0%) than those in the south (54.5%).

More than half of the IWBOs that we interviewed agreed that there are certain expectations that Inuit women have that Inuit men do not have that make it difficult to have success in business. In line with other questions about the influence of culture and gender, IWBOs in Inuit Nunangat were again more likely to agree with this statement (65.0%) than those in the south (36.4%), who were more likely to be unsure about the statement (54.5% vs. 15.0%).

A majority of IWBOs disagreed with the statement about having to choose between addressing business needs and taking part in traditional activities. While there was a slight tendency for women from Inuit Nunangat to agree with the statement (35.5%) than women in the south (18.2%), this makes sense given the nature of many of the businesses, and it is also aligned with responses to other questions and to open-ended comments about the importance of Inuit culture in how businesses are run,

and how IQ is interwoven into business practices. It is possible that for many IWBOs, this is by design rather than a choice that they face, either because the business is a reflection or an extension of traditional activities, or because of the importance of Inuit identity in shaping a decision-making framework.

More than six in 10 IWBOs we spoke with agreed that they have close relationships with other IWBOs; notably, this was more often indicated by participants in the south (81.8%) than those in Inuit Nunangat (50.0%). This may suggest that having a connection to other Inuit through a business network is valued and sought after by those living in larger urban centres with fewer and more dispersed Inuit residents.





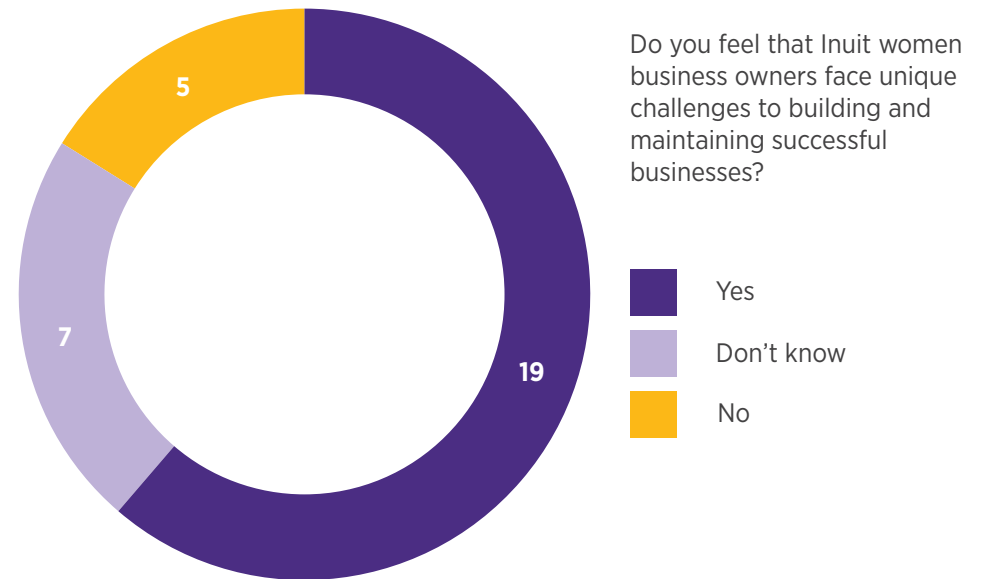
Statements that explored concepts such as favouritism or nepotism in the business community received mixed responses from the IWBOs that we interviewed. There were similar levels of agreement and disagreement the business community favours men over women, or favours Inuit over non-Inuit, and that success is as much or more about who you know rather than things like quality and value. However, there were some geographical differences that are noteworthy. IWBOs in Inuit Nunangat were more likely than those in the south to agree that the business community favours men over women (40.0% vs. 27.3%). Conversely, IWBOs in the south were more likely to agree that the business community favours non-Inuit over Inuit (36.4% vs. 20.0%), and that who you know is as much or more important than quality or value (54.5% vs. 35.0%). This makes sense in that in the Northern communities most of the small businesses (like those in our sample) would be Inuit-owned, making favouritism on account of culture less prevalent – or at least less visible – whereas in the south the opposite may be the case.

An affirmative finding was that nearly all of the IWBOs interviewed agreed that Inuit women-owned businesses can be just as successful as any other business. This sentiment was strong throughout the interviews; many women tied their prospects for success to personal factors such as hard work, patience and skill acquisition. This is also consistent with the perception of having a high degree of control over the success of their businesses expressed by many IWBOs.

Challenges and Opportunities

The final two questions in this section asked participants whether they feel that IWBOs face unique opportunities and unique challenges in building and maintaining successful businesses. As shown in Figure 21, 61.3% felt that there are unique challenges; comments included themes of childcare and family obligations, the high cost of doing business in the North, and the need for networks and support. Challenges were more often identified by Inuit women in Inuit Nunangat (70.0%) compared to those in the south (45.4%).

Figure 21: Unique challenges as an Inuk woman



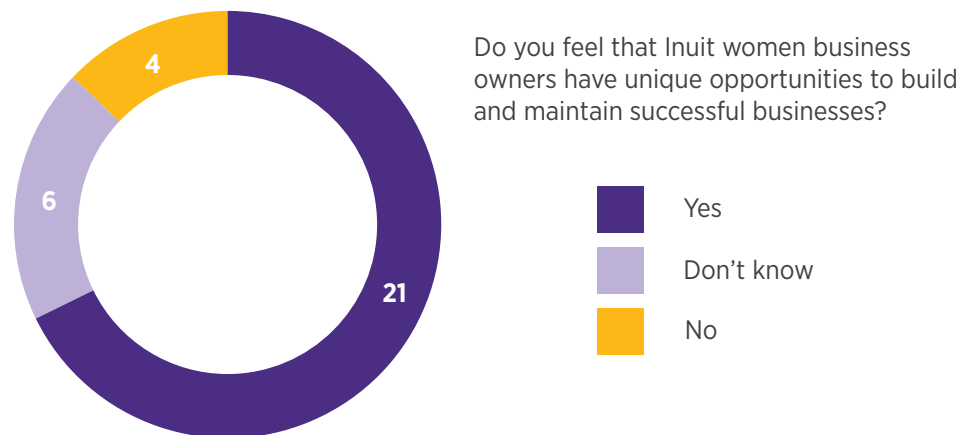
“Women have different challenges than men – childcare, home life. Although I’m lucky, my husband has been cooking lunch and dinner for me and he has been supportive.”

“Inuit are expected to operate like a southern business when the environment up here is so different. Different mentality.”

Similarly, as illustrated by Figure 22, more than two-thirds of interviewees felt that IWBOs have unique opportunities for success. This was more often the case for women in the south (81.8%) than in Inuit Nunangat (60.0%).



Figure 22: Unique opportunities as an Inuk woman



“Looking at the virtual business nowadays with Inuit women who can live solely off their jewellery making and selling online. Using their talents and their culture in a modern world.”

“Well there are a lot of people interested in Inuit art, culture, creations. I’ve seen a lot of Inuit women businesses do amazing.”

Overall, these results suggest a unique confluence of both challenges and opportunities are being encountered by IWBOs, and are being experienced differently in the North and the south.

Support and Resources

The final set of questions focused on IWBO awareness and access to available supports and resources, and on what types of support are most desired.

Programs and Organizational Support

IWBOs were asked to indicate whether they have ever received support from a list of programs and organizations known to provide resources to Inuit businesses. As shown in Table 9, uptake of these programs is generally quite low. This is partially explained by geography – IWBOs generally access programs that serve their region – though it is noteworthy that nearly half of the women we interviewed had not accessed even one of the programs or services. This may represent a service gap that could benefit from further examination or action.

Table 9: Programs and supports accessed

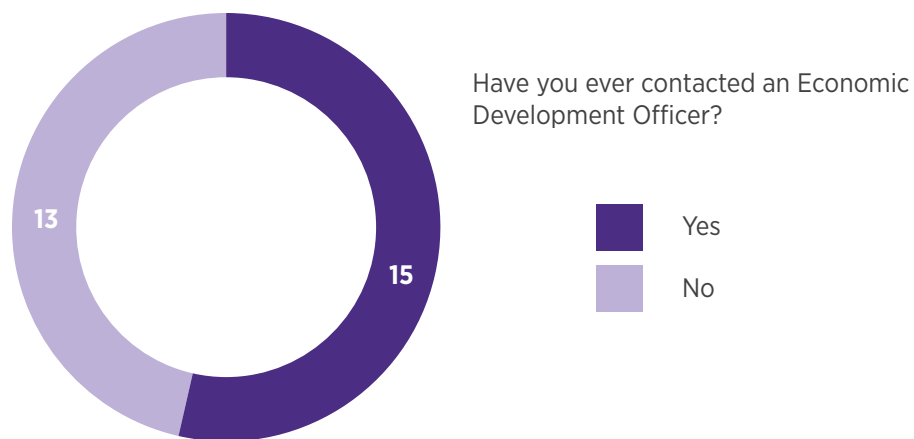
Support/Resource	Count
COVID-19 Economic Response Plan	6
Kakivak Association	6
Nunatsiavut Government	6
Provincial or Territorial Government	6
Qikiqtani Inuit Association	2
Canadian Business Resilience Program	1
Canadian Council of Aboriginal Businesses	1
Canadian Northern Development Agency (CanNor)	1
Kivalliq Inuit Association	1
Business Credit Availability Program	0
Inuit Tapiriit Kanatami	0
Inuvialuit Regional Corporation	0
Kativik Regional Government	0
Kitikmeot Inuit Association	0
National Aboriginal Capital Corporation Association	0
None	15



Economic Development Officers

IWBOs were asked if they had ever contacted an Economic Development Officer or someone in an equivalent position. As shown in Figure 23, just over half of the women who provided responses had done so. Perhaps not surprisingly, all of these IWBOs were in Inuit Nunangat, putting their contact rate at 75%. While it is possible that some IWBOs in the south did not understand what an equivalent position would be, this would be mitigated by the fact that most or all these women originally hail from Inuit Nunangat and would likely be familiar with the term. It is also possible that there is a service gap in southern urban centres, characterized by a lack of personnel who offer the same suite of services that EDOs provide.

Figure 23: Contacting EDOs



As detailed in Table 10, of the IWBOs that reporting having contacted an EDO, the most common services accessed were information about available programs and funding, as business planning support.

Table 10: Support received from EDOs

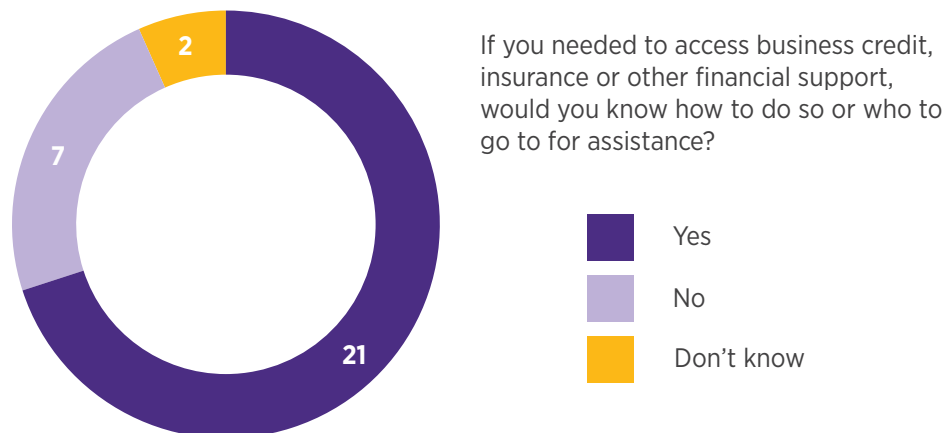
EDO Support	Count
Information about available programs and funding for businesses	11
Business planning or feasibility studies	7
Marketing or communications planning	4
Assist business owners in identifying and overcoming challenges	3
Information about best business practices (e.g. accounting)	3
Identifying training needs and directing business owners to appropriate agencies	3
Financial counselling	2
Information on legislation related to business	2
Other	2
Coordination of funding from third parties	1
Provide training directly	1



Financial Support

IWBOs were asked if they would know how to access business credit, insurance or other financial support if they needed it. As shown in Figure 24, about two-thirds indicated that they would. Of the seven IWBOs who told us they would not know how to access these types of supports, five were in the south while two were in Inuit Nunangat. This may also point to a service gap for IWBOs located in the south who could benefit from greater awareness of how to access financial support resources.

Figure 24: Awareness of financial support



Inuit Women in Business Network

IWBOs were asked if they had heard of the IWBNI, if they are members of the IWBNI, and of not, would they be interested in learning more and possibly becoming a member. 15 women that we interviewed were aware of the IWBNI, while another 15 were not aware. 7 IWBOs were already members of the IWBNI, and 22 of the women whose businesses were not a part of the IWBNI expressed an interest in learning more or possibly becoming members. This is a directly and immediately actionable result; when results are shared with participating IWBOs, they can be put in touch with the appropriate contact person with the IWBNI and provided an opportunity to join.

Desired Supports

IWBOs were provided with a list of different resources and supports, and asked by interviewers to indicate which ones their businesses could benefit from, and also to rank their top three desired supports. As shown in Table 11, financial support was the most frequently indicated, and was also most often ranked in the top three desired supports. Other supports often indicated were business and financial planning, marketing, specific training, creating an online presence and record keeping. Three interviewees specifically mentioned wanting training in QuickBooks or a similar software.

Table 11: Desired support and resources

Support	Count	Top 3	Inuit Nunangat	South
Financial Support	17	9	45.0%	72.7%
Business or financial planning	15	5	40.0%	63.6%
Marketing	15	6	40.0%	63.6%
Training	15	8	45.0%	54.5%
A more visible online presence	14	5	45.0%	45.5%
Record keeping	14	8	45.0%	45.5%
Office tools or supplies	13	4	30.0%	63.6%
Improved communications with customers/suppliers	11	1	40.0%	27.3%
Mental or physical health supports	10	2	30.0%	36.4%
A more visible community presence	9	0	20.0%	45.5%
Purchasing and inventory	9	2	25.0%	36.4%
Help recruiting staff	7	3	30.0%	9.1%



There are some interesting geographical differences in the responses to this question. In general, IWBOs in the south more often indicated benefiting from the list of supports and services, with a few exceptions, including communications with customers/suppliers and recruiting staff. Further, IWBOs in the south were more likely to indicate needing financial support, business or financial planning, marketing, office tools and supplies, and a more visible community presence.

These results suggest that additional structural barriers may be actively preventing IWBOs from accessing funding from organizations beyond a lack of knowledge of how to access them. Some IWBOs and EDOs expressed concerns about accessing credit or other financial support due to the IWBO's lack of business history, language barriers and high reporting standards of organizations, including Canadian Northern Economic Development Agency (CanNor) and Kakivak Association. These results may therefore also be useful for Pauktuutit in strategic resource allocation decisions in respect of advocacy, support provided and the activities of the IWB.

Final Thoughts

To close the interview, IWBOs were offered an opportunity to provide any additional thoughts emerging from the conversation about being an Inuk woman in business. The thoughts offered were wide-ranging; some were more individually focused, while others served as advice to other aspiring businesswomen, or for Pauktuutit itself. Among the quotes that stood out are the following:

“As an Inuk woman in a community where nepotism takes place and there are not enough employment to grab, I support and encourage all Inuit women out there to take a chance and to take risk, give it a try, make mistakes, keep making mistakes, learn from your mistakes and keep trying. You don’t need to succeed the first year, the second year, maybe you can succeed in 10 years. Take it one step at a time, and start from the bottom. Make the first baby step, you don’t need to do everything all at once. If you can have a goal where you want to reach or what you want to do, add a target. Make your best shot and don’t forget your background, where you come from, what your family did. And how successful they were without money, paper, electronic, airplanes, pop, spaghetti. They only relied on marine and land mammals. Today we live in a materialistic world, we have all the resources. Give it a try and hope for the best, and do your best, and increase more women into the small business world. I support you women.”

“It was nice to have this opportunity to have a voice. I appreciate what you are doing.”

“Pauktuutit should create a detailed flow chart and check list for women starting a business about the full process of starting up a business as an Inuk. This would be a mock ‘setting up business in Nunavut’ scenario; that kind of how-to guide from Pauktuutit would be very helpful.”

“At the beginning of the interview my heart filled up because I am celebrating my Indigenous way of life, and a part of our culture is sharing. I’m sharing my way of life and I’m also sharing who we are and I’m also empowering who we are. And I don’t think you can get any better than that -- bringing pride to our culture.”



Economic Development Officers and Service Providers

An objective of this project was also to interview Economic Development Officers and representatives of local, provincial/territorial and national organizations that provide business development support and have IWBOs among their clientele. As noted, these groups were among the most difficult to locate and secure interviews from. Further, while the objective was to ask each group a standard set of questions, there were a few questions unique to each group based on expectations of how their service delivery would differ. Given the relatively small sample sizes for each group individually (6 EDOs; 9 Service Providers), it was determined that combining them in analysis while examining between-group differences would help to maximize interpretive power. It should also be noted that by coincidence we interviewed nearly equal numbers of women (8) and men (7).



Services and Supports – General

The first set of questions provided the interviewees an opportunity to describe the types of services that they or their organizations provide to the Inuit business community in general. Here it was assumed that EDOs would have primarily Inuit clientele, while the Service Provider group would be more likely to serve a more diverse client base. It was also assumed that whereas EDOs in Inuit Nunangat would serve a single community, Service Providers may have larger service areas, which may then impact how they interact with IWBOs. The Service Provider group was therefore asked to indicate their client base and describe the size of their service area; results are presented in Table 12:

Table 12: EDO and Service Provider client base and service area

Client base	Count
Inuit businesses exclusively	0
Indigenous businesses (including Inuit)	5
Indigenous and non-Indigenous businesses	5
Service Area	Count
One community	0
One region	3
Province/Territory	6
National	1



As seen, none of the Service Providers served exclusively Inuit businesses, nor were their service areas limited to a single community, thereby confirming the survey design assumptions.

Both EDOs and Service Providers were read a list of supports and services and were asked to indicate which they provide to Inuit businesses. As shown in Table 13, the most commonly provided services include providing information about available programs and funding, assisting with business planning, and helping business owners identify and overcome challenges. This aligns very well with the services that IWBOs most often indicated receiving from EDOs or Service Providers *(see Table 9).

Table 13: EDO and Service Provider supports and services

Support/service	Count
Providing information about available programs and funding for businesses	15
Assisting with business planning or feasibility studies	12
Assisting business owners in identifying and overcoming challenges	12
Marketing or communications planning	11
Providing information about best business practices (e.g., accounting)	11
Coordinating funding from third parties	10
Financial counselling	8
Identifying training needs and directing business owners to appropriate agencies	8
Providing information on legislation related to business	7
Offering training directly	6

Many of the EDOs and Service Providers who we spoke with indicated that they provide support that is tailored to the individual needs of their clients, as opposed to having a “one size fits all” or static support menu.

EDOs were asked the types of programs they utilize to support Inuit businesses; all reported using Territorial programs, such as Micro Business (SEED) from the Government of the Northwest Territories, and support offered through Regional Inuit Associations and their development corporations (e.g., Kakivak Association). This makes sense, as these organizations often help to coordinate and disburse funding from federal/territorial departments.

Service Providers were asked to estimate what percentage of the Indigenous businesses that they serve are Inuit owned. Five indicated that Inuit-owned businesses make up more than 50% of their clientele, while another three told us that Inuit businesses make up less than 10% of their client base, and two said the question was not applicable. Only one Service Provider noted that the services offered to Inuit businesses are different from other Indigenous clients or non-Indigenous clients.

Services and Support – Inuit Women Business Owners

Similarly, when asked specifically about Inuit women-owned businesses, nearly all Service Providers indicated that the types of services that they provide IWBOs are similar to other clients. Two made mention of SEED funding as a popular program they help Inuit women to access, while most others suggested that there are not specific programs that are used more frequently than others to support IWBOs.

When asked about the percentage of support provided to IWBOs in comparison to Inuit businesses owned by men, and non-Inuit businesses owned by women and by men, respondents had difficulty providing numerical estimates.



That noted, most admitted that IWBOs make up a small or even miniscule proportion of their clientele, with the exception of two organizations in Nunavut, which indicated a 50/50 split between Inuit businesses owned by women and men.

EDOs and Service Providers were asked whether their offices keep a list of Inuit-owned businesses, and whether this list indicates whether the businesses are owned by women. As shown in Figure 25 and Figure 26, most of the organizations do maintain a list of Inuit-owned businesses, though less than half have a list that identifies Inuit women-owned businesses. This may reflect, as indicated by some people we interviewed, that organizations simply do not provide a separate suite of services unique to IWBOs.

Figure 25: Service Providers with list of Inuit-owned businesses

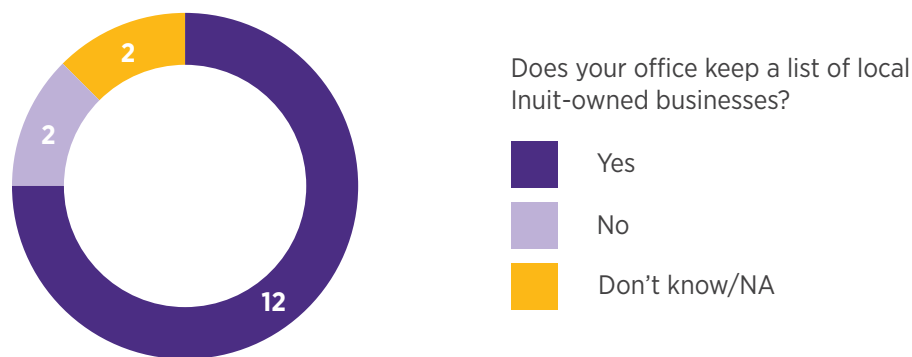
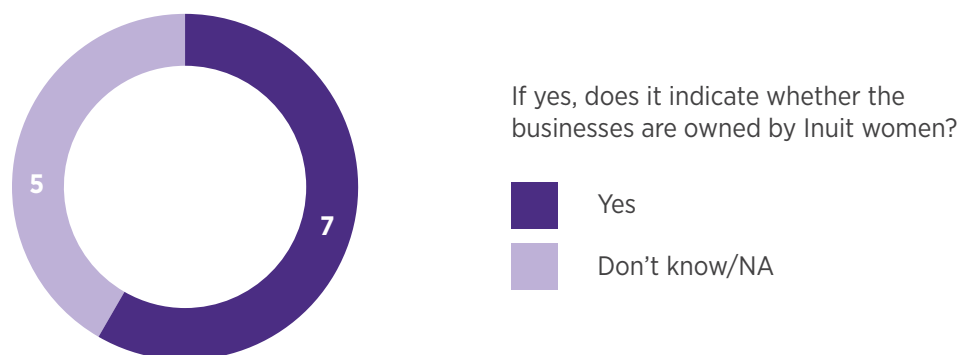


Figure 26: Service Providers with list of Inuit women-owned businesses



As the final question in this section, EDOs and Service Providers were asked if there are any supports or services that they wish they could offer Inuit-owned businesses but are not able to. Just five indicated that there are, including supporting childcare, offering more of what is currently available, as well as additional training and networking opportunities.

Perceptions of Culture and Gender

In the final set of questions, EDOs and Service Providers were asked a number of the same questions that IWBOs were asked, to provide opportunities for additional context or validation of their responses, and also to identify any areas of divergence which may indicate service gaps.

Like IWBOs, EDOs and Service Providers were asked whether they agreed, disagreed or were unsure about a number of statements related to perception of gender and cultures. Results are shown in Figure 27 and Figure 28.

Figure 27: EDO and Service Provider perceptions of culture and gender (1)

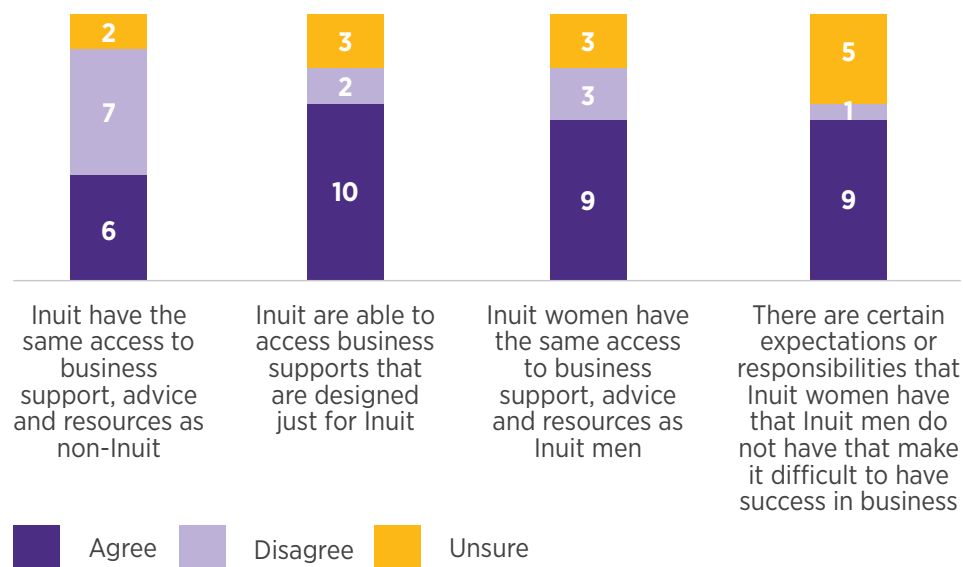




Figure 28: EDO and Service Provider perceptions of culture and gender (2)



Just under half of the EDOs and Service Providers that we interviewed agreed that Inuit have the same access to business supports and services as non-Inuit, while a majority indicated that Inuit are able to access business supports that are just for Inuit. This was similar between EDOs and Service Providers, and generally aligned with what we heard from IWBOs. Similarly, most felt as though Inuit women have access to the same supports and services as Inuit men, which is consistent with responses to questions about service provision and client base.

EDOs and Service Providers were less likely than IWBOs to agree and more likely to be unsure of the statement regarding expectations or responsibilities that Inuit women have that men do not have that make it difficult to have success in business. This was not attributable to the gender composition of the people we interviewed (two male interviewees were unsure vs. three females). It may simply reflect a lack of comfort in speaking on behalf of IWBOs.

EDOs and Service Providers were less likely than IWBOs to agree that the business community favours men over women or non-Inuit over Inuit, and they agreed/disagreed at similar levels that success in business is about who you know rather than things like quality and value. There were some differences between groups; EDOs were more likely to disagree with these statements than Service Providers, which is interesting given their proportionally greater contact with IWBOs.

Finally, and similar to the IWBOs that we interviewed, EDOs and Service Providers were nearly unanimous in agreeing that businesses owned by Inuit women can be just as successful as any other business.

Service Gaps

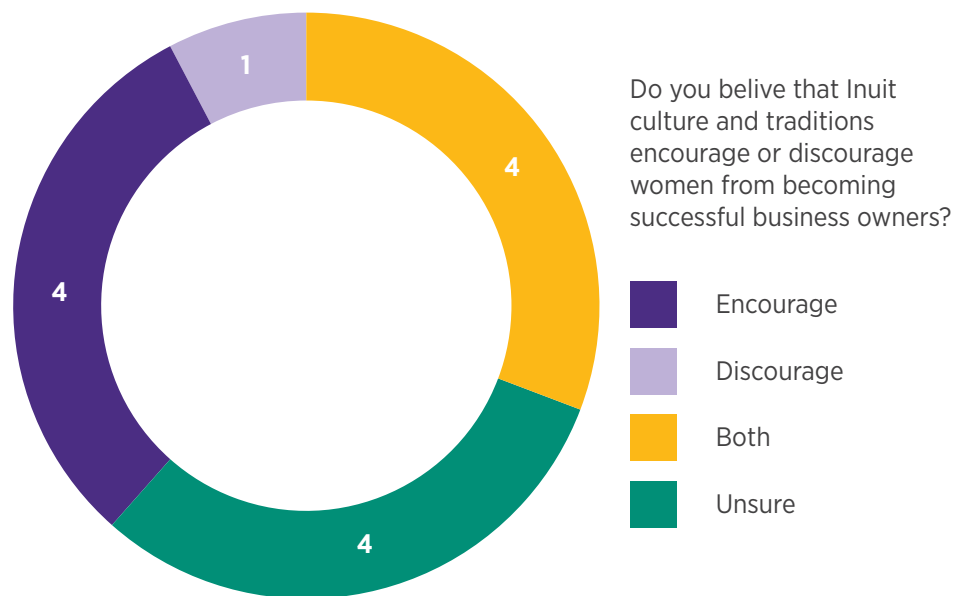
EDOs were asked if they felt there are any service gaps in their community that could be addressed by Inuit women entrepreneurs. All five said yes and offered ideas such as helping strengthen the supply chain for materials that could be used for traditional crafts, as well as offering training and workshops for aspiring businesswomen.

Challenges and Opportunities

EDOs and Service Providers were asked whether they believe Inuit culture encourages or discourages women from becoming successful business owners, or both encourages and discourages them in different ways. As shown in Figure 29, while just one interviewee felt that Inuit culture may discourage Inuit women from success in business, four thought it provided encouragement, and another four thought it offered both encouragement and discouragement. Gender roles and linking traditional activities to business opportunities were commonly offered as explanations for their assessments.



Figure 29: Influence of Inuit culture and traditions



“We’re a matriarchal society. So before colonization came, the women took care of things at home while men away hunting --- so now 150 years, we’re still in charge of home and idea is “take care of things”. I think this is true still, they still take care of home, house, everything.”

Participants were asked to indicate from a list what they felt represent challenges to Inuit women in starting or running businesses. Results are presented in Table 14, and similar to other responses from IWBOs, suggest that family obligations are an important factor associated with business success, while traditional activities are not seen as interfering with success.

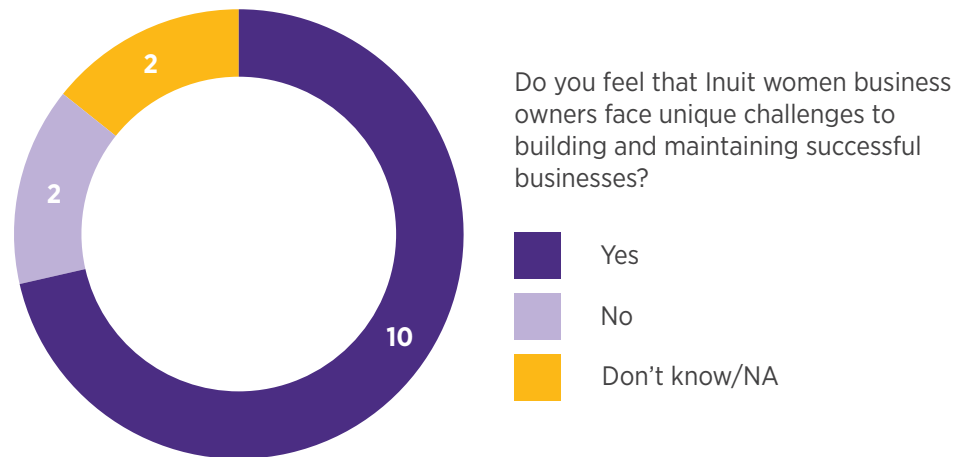
Table 14: Challenges to Inuit women in starting or running a business

Challenge	Count
Family obligations	12
Internet connectivity	12
High cost of doing business in Inuit Nunangat	11
Business-related skills	10
Awareness of available supports and services	9
Mentorship Opportunities	8
Access to financing	7
Recruiting and hiring employees	7
Support from the Inuit business community	4
Traditional cultural activities	3

When asked if Inuit women face unique challenges to building and maintaining successful businesses, many EDOs and Service Providers said yes, and again commonly referenced gender roles and by extension family obligations as the types of challenges faced.



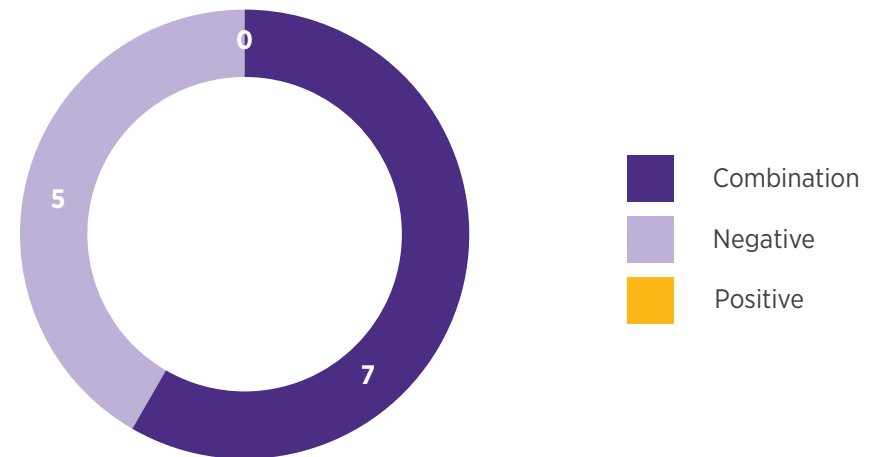
Figure 30: Unique challenges faced by Inuit women in business



“Yes, most women have children that they put first prioritize; women with families find it harder to go forward in a business idea. Lack of workshops to encourage is another obstacle, workshops on how to become an entrepreneur, how to manage finances, what are the requirements for a business owner and how to market products...”

EDOs and Service Providers were asked about the impacts of COVID-19 on businesses in the areas they service, and of the 12 who provided responses, there was a split between seeing the impacts as purely negative and seeing a combination of positive and negative impacts. However, for the most part the interviewees did not identify any impacts from COVID-19 that were unique to Inuit women-owned businesses relative to any other business.

Figure 31: Impact of COVID-19



EDOs and Service Providers were also asked whether they are aware of the IWB, and whether they have ever told any Inuit women clients about it. Eight of our interviewees indicated being aware of the IWB; of these; five indicated having told clients about it. This suggests that there could be an opportunity for Pauktuutit to generate awareness through outreach with EDOs and Service Providers across the country.





Final Thoughts

To close the interview, EDOs and Service Providers were offered an opportunity to provide any additional thoughts emerging from the conversation about working with Inuit women in business. Among the quotes that stood out are the following:

“It’s the same question: how do you take the positives of southern culture and meld it with the values and competencies of traditional culture? We don’t want Inuit women to become so good at business at the cost of their traditional values.”

“Given the opportunity, they are as successful as any other business. There are several examples of this in the territory. If more of them were to develop a business, the likelihood of them being successful, it would not depend upon whether it was Inuit owned, managed or just a really good business idea. There isn’t an impediment for successful Inuit women-owned businesses.”

“I think about the workshops etc., for Inuit women in business, if it’s online there should be ability to work with a partner to ensure they have internet access-- they may not have Zoom, but may be Microsoft Teams. Having internet access for these remote training programs, and even providing childcare services at home, post-COVID, so they can find childcare when they’re taking these workshops.”





Discussion & Recommendations

This study provided an excellent opportunity to engage directly with IWBOs and with individuals from organizations that provide them with support and resources. There are a number of key takeaways from these conversations that may help Pauktuutit achieve a greater understanding of the unique priorities, needs and challenges faced by Inuit women across Canada, and drive strategies to help reduce barriers, to help close service gaps and to strengthen the capacity of Inuit businesswomen in the entrepreneurship ecosystem.

Inuit women in business are generous and thoughtful

One of the main takeaways for the research team was just how giving the women we interviewed were with their time, and how much they wanted to contribute and support Pauktuutit's efforts to advocate and develop resources for Inuit women in business. Whereas it was anticipated from internal testing that the interviews would take approximately 30 minutes, many of the conversations lasted well over an hour, with the women patiently and graciously providing thoughtful responses and personal anecdotes. This was also true of the EDOs and Service Providers, both male and female, Inuk and non-Inuk. While in

our experience this was not unexpected, it is always both remarkable and worthy of mention.

To that end, we strongly recommend that the results of this study be shared directly with the interviewees, and before too much time has elapsed. This will give participants an opportunity to see their words and perspectives reflected in the findings and analysis. We also strongly recommend future communications with participants once Pauktuutit has determined how the results will be used to improve or introduce service offerings and advocacy efforts.

Inuit women are engaged in a wide variety of businesses

We spoke with IWBOs in a wide variety of industries, from artistry to retail to hospitality to the mining sector. Some businesses evolved from hobbies, while others grew out of previous employment-related experiences. While most businesses were small, they were important contributors to household income and overall socioeconomic well-being.

The communications log created to support this project may serve as a foundation for the development of an inventory of Inuit women-owned businesses across Canada.



We recommend that Pauktuutit consider building upon it, perhaps in coordination with the IWB as well as EDOs and Service Providers who maintain local lists, to build a deeper understanding of the number of IWBOs and the industries in which they operate.

Inuit culture and values are at the core of success

In exploring how Inuit women in business define success, it was clear that Inuit culture and values are elevated above more western notions of success such as profits. We heard several women clearly tying Inuit Societal Values to their approach to business, and a strong sense of pride in being able to share and strengthen culture through their products and services.

The women we spoke to gave high self-assessment ratings to their own success and indicated that their success is in their control. That noted, many of the women we spoke to want to expand and grow their businesses, and to be in a position financially and structurally to do so. Taking the step from a sole proprietorship to a more complex business structure with employees and/or physical infrastructure requires knowledge and resources, some of which may vary in the northern or remote context when compared to an urban setting. There appears to be a lack of resources specific to transforming from a micro-enterprise to a Small or Medium Enterprise that is applicable in the Inuit women context. While many of the topics may be covered through the resources that are made available through the IWB website, we recommend that Pauktuutit consider adding a workshop module to address business growth in a step-by-step format.

Gender roles are an important factor in business

We heard directly from many IWBOs about both limiting and enabling impacts of traditional gender roles on business. Inuit women are still expected to be the primary caregivers of children, and to support spouses in their own aspirations.

However, many of the IWBOs are run in partnership with male spouses, and the interviewer was consistently struck by the strength of those partnerships as reflected in our conversations. In addition, the very presence of strong and successful Inuit women in business is evidence that the traditional female role definition may be evolving.

Moreover, it stood out that the women we spoke to did not consider gender roles negatively, or describe their responsibilities as being in conflict in the context of their individual experience. This makes sense in that the group of women we spoke with assessed themselves as both successful and in control of their success. Moreover, for those businesses directly tied to Inuit culture, success may be partially attributable to skills acquired in a traditional gendered context.

From a broader perspective, a number of women, EDOs and service providers did see some favouritism for men in the business community, though they were nearly unanimous that Inuit women owned businesses can be just as successful as any other business. The IWBOs who saw favouritism for men were largely working in non-traditional sectors (mining, telecommunications) and/or in managerial roles. Yet this was not the case across the board either, as one woman with a highly successful business supporting the mining sector stated that she did not think there was favouritism towards men.

Ultimately, the pace and direction of Inuit gender role evolution will be driven by strong women who will also decide when and how to actively resist, decry or push back against real or perceived inequity. For some women interviewed, this requires supporting the men and boys in their lives to live their own best lives within an overall context of strengthening Inuit culture. We recommend that Pauktuutit continue to listen to Inuit women business owners through engagements such as the current study, and to serve as both a conduit and amplifier for their voices.



COVID-19 has had a significant and mixed impact on Inuit women-owned businesses

The impacts of the COVID-19 pandemic on IWBOs was not a focal point of this study, but the research team felt obligated to include it as an area of study due to its pervasive impact on all areas of life over the past 15 months. While some of the women we spoke to found opportunity in the midst of these impacts, some were more negatively impacted--for two, to the point of considering closing their business. In light of these findings, we recommend that Pauktuutit continue in its efforts to support a feminist response and recovery to COVID-19, and ensure they extend to the intermediate and longer term. Development of affordable, culturally appropriate and high-quality childcare options is necessarily a part of a feminist response and recovery.

There are training and capacity development needs

This study allowed Inuit women to identify the resource and capacity development needs that they individually have; this information could be especially useful for Pauktuutit. As noted, the most frequently mentioned need is financial support. This includes start-up or expansion capital, access to business grants and loans, and also business and financial planning. Other needs include capacity building in a variety of business best practices such as accounting, bookkeeping, and marketing and communications. There are resources available, such as those offered through the IWBNI, though these findings suggest that additional efforts may be needed to make IWBOs, as well as EDOs and Service Providers, aware of their easy accessibility. To this end, we recommend that Pauktuutit consider assembling a package of existing resource materials for direct distribution to all participants of this study. We further recommend that Pauktuutit consider developing a workshop series and/or resource materials specific to accounting software (e.g., QuickBooks), as this was a specific training desire that was mentioned by multiple participants.

A future support that Pauktuutit could consider developing – independently or in partnership with regional EDOs and Service Providers – is a step-by-step description of the processes required to set up a business. One interviewee suggested this as she was taken aback by the complexity of registering her business in Nunavut.

There are limited community supports specific to Inuit women business owners

It became evident over the course of conducting interviews that there is a lack of support and resources specific to Inuit women in business. While many northern communities have an EDO (especially in Nunavut), and while there are organizations with Service Providers to offer support, this model is not mirrored in the southern urban setting. In addition, the support and resources that are available in most cases are not unique or targeted specifically to Inuit women business owners or aspiring entrepreneurs. The findings of this study suggest that there may be some barriers to women in meeting their needs relative to support and resources. We therefore recommend that Pauktuutit consider partnering with EDOs, Service Providers and other stakeholders in the development of workshop materials and other resources specific to Inuit women in business, based on the needs they have identified, to enable them to provide better and more focused in-community support.

This recommendation hinges in large part on Pauktuutit's vision for how engagement with Inuit women in business should be managed at an organizational level. This study suggests that there is both an appetite and an opportunity for Pauktuutit, through the IWBNI, to be more directly involved in delivering training and support to Inuit women in business and aspiring entrepreneurs. From an advocacy standpoint, this study highlights the importance of directing resources and financial support to helping Inuit women start and maintain businesses, and to programming that helps to address the gendered and cultural realities of being an Inuk woman in business.



There is a desire for networking and relationships

Many of the women we spoke with indicated that they have relationships with other Inuit women in business, while others mentioned feeling isolated (especially in the south). Many also highlighted the importance of these relationships and of mentorship opportunities in fostering a strong business community. An important finding was the relative lack of awareness of the IWBN, and the high level of interest IWBOs have in learning more about it and potentially becoming members. As noted, this is an immediately actionable item for Pauktuutit. We strongly recommend that Pauktuutit reach out through the IWBN to the participants of this study who are not already members to provide information and membership opportunities.² As an example, this could take the form of a virtual Town Hall, where Pauktuutit could facilitate introductions and networking opportunities.

More research is needed

Findings from this study also suggest that additional research is needed in the area of Inuit women in business. Due to COVID-19 travel restrictions, community-based research was not possible. As a result, sampling methodology was limited to online and telephone efforts, and snowball sampling was more challenging. Having community-based engagement (e.g., focus groups, workshops), particularly in regions that were under-represented in this study, may help to bolster the findings described in this report.

In addition, this study did not engage aspiring Inuit entrepreneurs, focusing instead on already-established businesses.

Community-based engagement would allow the current findings to be expanded upon to gain the perspective of Inuit women who may be exploring business opportunities and may be facing unique barriers that our participants have not, or have faced barriers and were able to overcome them.

This would help develop a more comprehensive and holistic view of the Inuit women business community. This could also allow Pauktuutit to strengthen its community presence and relationships with business owners, EDOs and Service Providers. As such, we recommend that Pauktuutit consider, as a potential next phase of research, a series of community-based GBA+-informed engagements with IWBOs and aspiring Inuit women entrepreneurs, and the individuals who provide them with business supports.



2 | A list of these individuals is being provided under separate cover, disaggregated from other response data.



Conclusion

ARKTIS is grateful for the opportunity to partner with Pauktuutit in completing this GBA+ of Inuit women in business. The findings of this study should help Pauktuutit in understanding the needs and priorities of Inuit women in business, to close the service gaps identified in the analysis, and by advancing the recommendations presented herein, ultimately strengthen the capacity of Inuit businesswomen across Canada.

Summary of Recommendations

We recommend that Pauktuutit:

1. Share the results of this study directly with the interviewees at the earliest opportunity.
2. Build upon the communications log to develop a stronger understanding of the number of IWBOs in Canada and the industries in which they operate.
3. Consider adding a workshop module to the IWBNI's offerings, possibly in partnership with regional EDOs and Service Providers, which gives a step-by-step description of the processes required to set up a business in each region of Inuit Nunangat and in the cities of southern Canada where there are Inuit communities.
4. Consider adding a workshop module to the IWBNI's offerings to address small business growth in a step-by-step format.
5. Continue to listen to Inuit women business owners through engagements such as the current study, and to serve as both a conduit and amplifier for their voices.
6. Continue in its efforts to support a feminist response and recovery to COVID-19, and ensure they extend to the intermediate and longer term.
7. Consider assembling a package of existing resource materials for direct distribution to all participants of this study.
8. Partner with EDOs, Service Providers and other stakeholders in the development of workshop materials and other resources specific to the identified needs of Inuit women in business.
9. Reach out through the IWBNI to the participants of this study who are not already members to provide information and membership opportunities.
10. Offer networking opportunities to study participants in the short-term via teleconferencing.
11. Undertake a series of community-based GBA+ engagements with IWBOs and aspiring Inuit women entrepreneurs, and the individuals who provide them with business supports.



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Appendix A: Interview Guides

GBA+ Inuit Women in Business Interview Guide:

Inuit Women-Owned Businesses



GBA+ Inuit Women in Business

Interview Guide: Inuit Women-Owned Businesses

Introduction

Thank you for agreeing to complete this questionnaire. As you are aware, Pauktuutit Inuit Women of Canada is seeking to engage Inuit women business owners to gather your perspectives and experiences, with the ultimate goal of improving the services and supports that Pauktuutit offers, and to help focus Pauktuutit's research and advocacy efforts. The information and insights that you provide will be useful in helping Pauktuutit understand your needs and priorities and to effectively represent your interests as the national voice of Inuit women.

Once we have completed all the interviews and analyzed the results, we will follow up with you to share what we have learned.

This interview will take approximately 30-40 minutes; please answer each question honestly and with as much detail as possible. That noted, you are free to withdraw at any time, and you do not need to answer any questions you do not want to.

For participating in this interview, you will receive \$50.00 as an honorarium, via e-transfer or by mail if you prefer. You will receive this even if you do not finish the entire interview.

If you have questions during the interview process, please do not hesitate to contact Katherine Mackenzie Oliver at mackenzie@arktissolutions.com

Informed Consent

Pauktuutit Inuit Women of Canada requires your consent to participate in this interview. By providing consent you understand that the interview may be recorded, and notes will be taken. None of the information you provide will be used to identify you or your business/organization. Your words or answers may be directly quoted but will not be attributed to you. Your information will be kept secure by Pauktuutit and will be destroyed when it is no longer needed. The information you provide may be used by Pauktuutit in papers, presentations or articles, on their website and/or social media, and to inform future programs, policies and research efforts. You may withdraw your consent at any time; if you choose to withdraw consent, any information you have provided will be destroyed immediately. Do you agree to participate in this project?

☐ Yes ☐ No

Date _____, 2021.

Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – Inuit Owned Businesses



A. Business Profile

The first set of questions provides an opportunity for you to describe your business, what goods or services you provide, and where you operate. There are 13 questions in this section.

[A1] Business Name: _____

[A2] Location (Physical): _____

[A3] To begin, could you tell us a little about your business?

[A4] How long has your business been operating? Please check one.

- | | |
|---|--|
| <input type="checkbox"/> Less than one year | <input type="checkbox"/> Don't Know/Not Applicable |
| <input type="checkbox"/> 1-3 years | <input type="checkbox"/> Refused |
| <input type="checkbox"/> 3-10 years | |
| <input type="checkbox"/> More than 10 years | |

[A5-a] Are you the sole owner of the business? Please check one.

- | | |
|------------------------------|--|
| <input type="checkbox"/> Yes | <input type="checkbox"/> Don't Know/Not Applicable |
| <input type="checkbox"/> No | <input type="checkbox"/> Refused |



Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – Inuit Owned Businesses



[A5-b] If No, who else has an ownership stake in the business?

[A6] Is your business registered with any of the following groups? Check all that apply.

- | | |
|---|--|
| <input type="checkbox"/> Nunavut Tunngavik Incorporated | <input type="checkbox"/> Don't Know/Not Applicable |
| <input type="checkbox"/> Canadian Council of Aboriginal Businesses | <input type="checkbox"/> Refused |
| <input type="checkbox"/> Indigenous Business Directory (Government of Canada) | |
| <input type="checkbox"/> Nunatsiavut Business Directory | |
| <input type="checkbox"/> Nunavik Inuit Enterprises Directory | |
| <input type="checkbox"/> Inuvialuit Business List | |
| <input type="checkbox"/> Nunavummi Nangminiaqtunik Ikajuuti (NNI) Business Search | |
| <input type="checkbox"/> #BeTheDrum Indigenous Women's Business Directory | |
| <input type="checkbox"/> Other: _____ | |

[A7] Is [Business Name] a:

- | | |
|--|--|
| <input type="checkbox"/> Sole proprietorship (skip to A10) | <input type="checkbox"/> Not a formal or registered business |
| <input type="checkbox"/> Partnership | <input type="checkbox"/> Don't Know/Not Applicable |
| <input type="checkbox"/> Corporation | <input type="checkbox"/> Refused |

[A8] Under normal circumstances (e.g., prior to COVID-19), which of the following best describes the size of the business? Please check one.

- | | |
|---|--|
| <input type="checkbox"/> Just the owner (0 employees) | <input type="checkbox"/> 11-25 employees |
| <input type="checkbox"/> 1-5 employees | <input type="checkbox"/> Over 25 employees |
| <input type="checkbox"/> 6-10 employees | |

[A9-a] Which statement best describes your employees? Please check one.

- | | |
|--|--|
| <input type="checkbox"/> All Inuit | <input type="checkbox"/> Don't Know/Not applicable |
| <input type="checkbox"/> More Inuit than Non-Inuit | <input type="checkbox"/> Refused |
| <input type="checkbox"/> About equal Inuit and Non-Inuit | |
| <input type="checkbox"/> More Non-Inuit than Inuit | |
| <input type="checkbox"/> All Non-Inuit (except for me) | |

Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – Inuit Owned Businesses



[A9-b] Do any of your employees identify as gender non-binary? Please check one.

Non-binary refers to any individual who does not gender identify as female or male.

- | | |
|------------------------------|--|
| <input type="checkbox"/> Yes | <input type="checkbox"/> Don't know/Not applicable |
| <input type="checkbox"/> No | <input type="checkbox"/> Refused |

[9-c] When it comes to gender, which statement best describes your employees? Please check one.

- | | |
|---|--|
| <input type="checkbox"/> All women | <input type="checkbox"/> Don't Know/Not applicable |
| <input type="checkbox"/> More women than men/non-binary | <input type="checkbox"/> Refused |
| <input type="checkbox"/> About equal women and men/non-binary | |
| <input type="checkbox"/> More men/non-binary than women | |
| <input type="checkbox"/> All men/non-binary (except for me) | |

[A10] Could you please tell me in which of the following markets has [Business Name] provided goods or services in the past two years? Check all that apply.

- | |
|---|
| <input type="checkbox"/> Local Community |
| <input type="checkbox"/> Other communities in the Region/Province |
| <input type="checkbox"/> Across Inuit Nunangat |
| <input type="checkbox"/> Across Canada |
| <input type="checkbox"/> International |

[A11] What languages do you conduct business in? Check all that apply.

- | |
|---------------------------------------|
| <input type="checkbox"/> Inuktitut |
| <input type="checkbox"/> English |
| <input type="checkbox"/> French |
| <input type="checkbox"/> Other: _____ |

[A12] Please indicate which one of the following statements best describes your situation:

- | |
|---|
| <input type="checkbox"/> This business is the only source of income for my household |
| <input type="checkbox"/> This business is the main way that I contribute to my household's income |
| <input type="checkbox"/> This business provides extra income that I and/or my household relies on |
| <input type="checkbox"/> This business provides extra income that I do not necessarily need |



Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – Inuit Owned Businesses



[A13-a] Are there any other businesses owned by you or someone in your household?

- ☐ Yes ☐ Don't know/Not applicable
☐ No ☐ Refused

[A13-b] If yes, could you tell me who owns the business?

Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – Inuit Owned Businesses



B. Business Success

This next set of questions explore your perspectives on the success of your business, and how you define success. There are 8 questions in this section.

[B1] On a scale of 1 to 10, where 1 means “not at all important” and 10 means “very important”, please rate each of the following ways that you personally define success for your business.

Measure of Success	1	2	3	4	5	6	7	8	9	10
Profits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Growth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Having something to leave for my family	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Being able to do something I love/feel proud of	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Setting a positive example for others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Being part of or giving to my community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Aligning with Inuit culture and values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

[B2-a] Again using a scale from 1 to 10, where 1 is “Not at all successful” and 10 is “Very Successful”, how successful would you say your business has been over the last two years?

- 1 2 3 4 5 6 7 8 9 10
☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

[B2-b] Can you explain why you gave this rating?

[B3] Which of the following statements best describes your plans for your business in the next 2 years? Please check one.

- ☐ I would like my business to grow ☐ Don't know/Not applicable
☐ I want to maintain my current level of business ☐ Refused
☐ I am looking to scale back or close down my business



Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – Inuit Owned Businesses



[B4-a] If you are looking for your business to grow, can you indicate in which ways?

Check all that apply.

- | | |
|---|--|
| <input type="checkbox"/> Generate more revenue | <input type="checkbox"/> Don't know/Not applicable |
| <input type="checkbox"/> Reach new customers | <input type="checkbox"/> Refused |
| <input type="checkbox"/> Generate repeat business | |
| <input type="checkbox"/> Recapture lost business | |
| <input type="checkbox"/> Hire staff | |
| <input type="checkbox"/> Introduce new products/services | |
| <input type="checkbox"/> Improve existing products/services | |
| <input type="checkbox"/> Open another location | |
| <input type="checkbox"/> Other _____ | |

[B4-b] If you are looking to scale back your business, can you indicate in which ways?

Check all that apply.

- | | |
|---|--|
| <input type="checkbox"/> Work fewer hours | <input type="checkbox"/> Don't know/Not applicable |
| <input type="checkbox"/> Reduce inventory or offer fewer services | <input type="checkbox"/> Refused |
| <input type="checkbox"/> Reduce staff | |
| <input type="checkbox"/> Close one or more locations | |
| <input type="checkbox"/> Other _____ | |

[B5] Outside of major events such as pandemics, how much control do you feel that you have over the success of your business? Please check one.

- | | |
|---|--|
| <input type="checkbox"/> A high degree of control | <input type="checkbox"/> Don't know/Not applicable |
| <input type="checkbox"/> Some control | <input type="checkbox"/> Refused |
| <input type="checkbox"/> Not much control | |
| <input type="checkbox"/> No control at all | |

[B6-a] Has COVID-19 affected your business this past year? Please check one.

- | | |
|------------------------------|--|
| <input type="checkbox"/> Yes | <input type="checkbox"/> Don't know/Not applicable |
| <input type="checkbox"/> No | <input type="checkbox"/> Refused |

[B6-b] If yes, were the impacts positive, negative, or a combination of positive and negative? Please check one.

- | | |
|--------------------------------------|--|
| <input type="checkbox"/> Positive | <input type="checkbox"/> Don't know/Not applicable |
| <input type="checkbox"/> Negative | <input type="checkbox"/> Refused |
| <input type="checkbox"/> Combination | |

Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – Inuit Owned Businesses



[B6-c] Could you explain how these impacts were positive and/or negative?

[B7] Do you expect COVID-19 to continue to impact your business in the future? Please check one.

- | | |
|------------------------------|--|
| <input type="checkbox"/> Yes | <input type="checkbox"/> Don't know/Not applicable |
| <input type="checkbox"/> No | <input type="checkbox"/> Refused |

[B8] If you could travel back in time to when your business was first starting, what advice, skills or support would you want to have to reach greater and/or quicker success?



Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – Inuit Owned Businesses



C. Business Practices

This next set of questions relate to the business practices that you may or may not have in place. There are 5 questions in this section.

[C1] Please answer Yes or No to the following:

- My business is run mostly from home ☐ Yes ☐ No
Referrals and word of mouth are important to my business ☐ Yes ☐ No
I have reliable internet access ☐ Yes ☐ No

[C2] Please indicate which of the following your business has in place: (check all that apply)

- ☐ Business plan
☐ A business bank account
☐ Liability insurance
☐ Worker's Compensation registration
☐ A Canada Revenue Agency account
☐ Operational policies and procedures
☐ An online presence such as a website or Facebook page

[C3-a] Please answer Yes or No to the following statements:

In the past two years, have you:

- Visited a competitor's business or website to see what products they provide and/or what prices they charge? ☐ Yes ☐ No
Attracted customers with a sale or special offer? ☐ Yes ☐ No
Advertised your goods or services in any way? ☐ Yes ☐ No
Asked for or received reviews, feedback or recommendations about products or services that the business should offer from customers? ☐ Yes ☐ No
Invested in your business by purchasing equipment or supplies, other than inventory? ☐ Yes ☐ No
Taken training courses and/or offered training to employees? ☐ Yes ☐ No

Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – Inuit Owned Businesses



[C3-b] Can you think of any barriers or challenges that prevented you from doing any of the above?

[C4] Please indicate whether you do the following as part of your standard business practices. Check all that apply.

- ☐ Keep written or digital business records
☐ Record every purchase and sale
☐ Understand which products or services generate the most profit
☐ Track sales on monthly, quarterly or annual basis
☐ Understand your business' cash flow at any given time
☐ Have annual sales or revenue targets
☐ Keep a written budget for known business expenses, such as rent, utilities, equipment, transportation, advertising and other indirect costs.

[C5] Please describe how your business completes the following bookkeeping and administrative activities. Place a check in the box that applies for each activity.

Activity	Manual	Software	Prof. Service	Not Applicable	Don't Know
Inventory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting/Financial Statements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Payroll	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Invoicing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
File management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tax preparation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – Inuit Owned Businesses



D. Inuit Women in Business

The next set of questions ask about your experiences and perspective as both an Inuk and a woman in business. If there are other aspects of your identity that influence how you understand or relate to certain questions, please let us know. Examples may include 2SLGBTQIA, trauma survivor, parent/grandparent, community experiences, etc. There are 7 questions in this section.

[D1-a] As an Inuk, do you feel that you have the same opportunity as others to have a successful business in the way or ways that you personally define success?

- ☐ Yes ☐ Don't know/Not applicable
☐ No ☐ Refused

[D1-b] Why or why not?

[D2-a] Does Inuit culture, traditions or Inuit Qaujimajatuqangit influence the way your business is run?

- ☐ Yes ☐ Don't know/Not applicable
☐ No ☐ Refused

[D2-b] If yes, in what ways?

[D3-a] As a woman, do you feel that you have the same opportunity as others to have a successful business in the way that you personally define success?

- ☐ Yes ☐ Don't know/Not applicable
☐ No ☐ Refused

Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – Inuit Owned Businesses



[D3-b] Why or why not?

[D4-a] Does being a woman influence the way your business is run?

- ☐ Yes ☐ Don't know/Not applicable
☐ No ☐ Refused

[D4-b] In what ways?



Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – Inuit Owned Businesses



[D5] Please indicate whether you agree or disagree with the following statements, or if you are unsure.

Inuit have the same access to business support, advice and resources as Non-Inuit ☐ Agree ☐ Disagree ☐ Unsure

Inuit are able to access business supports that are designed just for Inuit ☐ Agree ☐ Disagree ☐ Unsure

Inuit women have the same access to business support, advice and resources as Inuit men ☐ Agree ☐ Disagree ☐ Unsure

There are certain expectations or responsibilities that Inuit women have that Inuit men do not have and that make it difficult to have success in business ☐ Agree ☐ Disagree ☐ Unsure

I sometimes have to choose between addressing business needs and taking part in traditional activities ☐ Agree ☐ Disagree ☐ Unsure

I have close relationships with other Inuit women business owners ☐ Agree ☐ Disagree ☐ Unsure

The business community around me favours men over women ☐ Agree ☐ Disagree ☐ Unsure

The business community around me favours Non-Inuit over Inuit ☐ Agree ☐ Disagree ☐ Unsure

Success in business is as much or more about who you know rather than things like quality and value ☐ Agree ☐ Disagree ☐ Unsure

Businesses that are owned by Inuit Women can be just as successful as any other business ☐ Agree ☐ Disagree ☐ Unsure

Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – Inuit Owned Businesses



[D6-a] Do you feel that Inuit women business owners face unique challenges to building and maintaining successful businesses?

☐ Yes ☐ Don't know/Not applicable
☐ No ☐ Refused

[D6-b] If yes, what types of challenges?

[D7-a] Do you feel that Inuit women business owners have unique opportunities to build and maintain successful businesses?

☐ Yes ☐ Don't know/Not applicable
☐ No ☐ Refused

[D7-b] If yes, what types of opportunities?



Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – Inuit Owned Businesses



E. Support and Resources

This final set of questions focus on the support and resources that are available to your business, and whether you have accessed them. There are 7 questions in this last section.

[E1] Has your business ever received support from any of the following programs or organizations? Check all that apply.

- ☐ Business Credit Availability Program
- ☐ Canadian Business Resilience Program
- ☐ Canadian Council of Aboriginal Businesses
- ☐ Canadian Northern Development Agency (CanNor)
- ☐ COVID-19 Economic Response Plan (includes all federal benefits)
- ☐ Inuit Tapiriit Kanatami
- ☐ Inuvialuit Regional Corporation
- ☐ Kakivak Association
- ☐ Kativik Regional Government
- ☐ Kitikmeot Inuit Association
- ☐ Kivalliq Inuit Association
- ☐ National Aboriginal Capital Corporation Association
- ☐ Nunatsiavut Government
- ☐ Provincial or Territorial Government
- ☐ Qikiqtani Inuit Association
- ☐ None
- ☐ Don't Know/Not Applicable
- ☐ Other _____

[E2-a] Have you ever contacted a local Economic Development Officer (or equivalent)?

- ☐ Yes
- ☐ Don't know/Not applicable
- ☐ No
- ☐ Refused

Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – Inuit Owned Businesses



[E2-b] If yes, what types of information or support were they able to provide you?

Check all that apply.

- ☐ Information about available programs and funding for businesses
- ☐ Business planning or feasibility studies
- ☐ Marketing or communications planning
- ☐ Assist business owners in identifying and overcoming challenges
- ☐ Coordination of funding from third parties
- ☐ Financial counselling
- ☐ Information about best business practices (e.g. accounting)
- ☐ Information on legislation related to business
- ☐ Identifying training needs and directing business owners to appropriate agencies
- ☐ Provide training directly
- ☐ Other: _____

[E3] If you needed to access business credit, insurance or other financial support, would you know how to do so or who to go to for assistance?

- ☐ Yes
- ☐ Don't know/Not applicable
- ☐ No
- ☐ Refused

[E4-a] Are you aware of Pauktuutit's Inuit Women in Business Network?

- ☐ Yes
- ☐ Don't know/Not applicable
- ☐ No
- ☐ Refused

[E4-b] Are you a member of the Inuit Women in Business Network?

- ☐ Yes
- ☐ Don't know/Not applicable
- ☐ No
- ☐ Refused

[E4-c] If no, are you interested in learning more about the Inuit Women in Business Network, including possibly becoming a member?

- ☐ Yes
- ☐ Don't know/Not applicable
- ☐ No
- ☐ Refused



Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – Inuit Owned Businesses



[E5] Of the following, what types of support or resources could your business benefit from to be successful in 2021 and beyond? Check all that apply.

- ☐ Improved communications with customers and/or suppliers
- ☐ Help recruiting staff
- ☐ A more visible online presence
- ☐ A more visible community presence
- ☐ Office tools or supplies
- ☐ Business or financial planning
- ☐ Purchasing and inventory
- ☐ Marketing
- ☐ Record keeping
- ☐ Mental or physical health supports
- ☐ Financial support
- ☐ Training
- ☐ Other: _____

**[E6] Of the previous list, what are the top needs of your business?
List up to three.**

1. _____
2. _____
3. _____

[E7] Do you have any other thoughts that you would like to share about being an Inuk woman in business?

Closing

Thank you for taking the time to complete this questionnaire. As mentioned at the start of our conversation, we are available to answer any questions you have about this project, and we will be in touch with you in the near future to share our results.



GBA+ Inuit Women in Business

Interview Guide: Economic Development Officers – Inuit Nunangat

Introduction

Thank you for agreeing to take part in this interview. As you are aware, Pauktuutit Inuit Women of Canada is seeking to engage Economic Development Officers that provide support services to Inuit women business owners to gather your perspectives and experiences, with the ultimate goal of improving the services and supports Pauktuutit offers, and to help focus Pauktuutit's research and advocacy efforts. The information and insights that you provide will be extremely useful in helping Pauktuutit understand Inuit women's needs and priorities and represent their interests as the national voice of Inuit women.

This interview will take approximately 20 minutes, and we ask that you answer each question honestly and with as much detail as possible. That noted, you are free to withdraw at any time, and you do not need to answer any questions that make you uncomfortable.

Once we have completed all of the interviews and analyzed the results, we will follow up with you to share what we have learned.

If you have questions during the interview process, please do not hesitate to ask them.

Before we begin the interview, we must get your consent to collect and use the information you provide. I will read a short statement and will then ask you to confirm that you consent to the interview.

Informed Consent

Pauktuutit Inuit Women of Canada requires your consent to participate in this interview. By providing consent you understand that the interview may be recorded, and notes will be taken. None of the information you provide will be used to identify you or your business/organization. Your words or answers may be directly quoted but will not be attributed to you. Your information will be kept secure by Pauktuutit and will be destroyed when it is no longer needed. The information you provide may be used by Pauktuutit in papers, presentations or articles, on our website and/or social media, and to inform future programs, policies and research efforts. You may withdraw your consent at any time; if you choose to withdraw consent, any information you have provided will be destroyed immediately. Do you agree to participate in this project?

☐ Yes ☐ No

Date _____, 2021.

[If consent is not obtained, interview is terminated immediately].



Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – EDOs (Inuit Nunangat)



A. Services and Supports - General

The first set of questions provides an opportunity for you to describe the types of services that you provide to the Inuit business community in general. There are 4 questions in this section.

[A1] Please indicate whether you provide any of the following support and services to Inuit businesses in your service area (check all that apply)

- ☐ Providing information about available programs and funding for businesses
- ☐ Assisting with business planning or feasibility studies
- ☐ Marketing or communications planning
- ☐ Assisting business owners in identifying and overcoming challenges
- ☐ Coordinating funding from third parties
- ☐ Financial counselling
- ☐ Providing information about best business practices (e.g., accounting)
- ☐ Providing information on legislation related to business
- ☐ Identifying training needs and directing business owners to appropriate agencies
- ☐ Offering training directly
- ☐ Other: _____

[A2] Of the options just listed, which would you say are the most common services that you provide to Inuit businesses?

Please list up to five.

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____

Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – EDOs (Inuit Nunangat)



[A3] Which types of programs do you use to provide support to Inuit businesses? (check all that apply)

- ☐ Federal programs (e.g., CanNor, ESDC)
- ☐ Provincial/Territorial Programs
- ☐ Regional Inuit organizations
- ☐ Local Programs
- ☐ National Programs (e.g., CCAB, NACCA)
- ☐ Academic Institutions
- ☐ Other Indigenous specific programs: _____

[A4] What are some of the programs you use most often with your clients? Please list up to five

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____



Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – EDOs (Inuit Nunangat)



B. Services and Support – Inuit Women Owned Businesses

This next set of questions focuses specifically on businesses owned by Inuit women, and how they interact with Economic Development Officers. There are 5 questions in this section.

[B1-a] Thinking now about businesses owned by Inuit Women, would you say the types of services you provide are similar to other clients, or are there some services that Inuit women business owners seek more or less frequently?

- ☐ Yes, I provide similar services to Inuit women clients
- ☐ No, the services that I provide to Inuit women clients tend to be different than other clients.
- ☐ Don't know/Not applicable
- ☐ Refused

[B1-b] Can you describe further?

[B2-a] Are there certain programs that you use to support Inuit women owned businesses more frequently than other programs?

- ☐ Yes ☐ Don't know/Not applicable
- ☐ No ☐ Refused

[B2-b] If yes, can you describe further?

Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – EDOs (Inuit Nunangat)



[B3-a] Could you provide an estimate of the percentage of support that you provide to each of the following groups?

The total should equal 100%

Market	% of Support
Inuit businesses – women owned	
Inuit businesses – men owned	
Non-Inuit businesses – women owned	
Non-Inuit businesses – men owned	

[B3-c] What do you think can explain this breakdown?

Interviewer prompts can include relative number of Inuit women businesses, the kinds of businesses that are owned by Inuit women, the amount and nature of support sought, etc.

[B4-a] Does your office keep a list of local Inuit owned businesses?

- ☐ Yes ☐ Don't know/Not applicable
- ☐ No ☐ Refused

[B4-b] If yes, does it indicate whether the businesses are owned by Inuit women?

- ☐ Yes ☐ Don't know/Not applicable
- ☐ No ☐ Refused

[B5-a] Are there any supports or services that you wish you could provide to Inuit women-owned business but are not able to?

- ☐ Yes ☐ Don't know/Not applicable
- ☐ No ☐ Refused



Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – EDOs (Inuit Nunangat)



[B5-b] Can you explain your response?

Interviewer prompts can include things like programs no longer offered, not within mandate, etc.

Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – EDOs (Inuit Nunangat)



C. Opportunities and Challenges

This final set of questions is about the opportunities and challenges that Inuit women owned businesses may face. These may be unique to all businesses, or specific to Inuit women owned business, and we would appreciate as much detail in your responses as possible. There are 9 questions in this section.

[C1] Please indicate whether you agree or disagree with the following statements, or if you are unsure.

- Inuit have the same access to business support, advice and resources as Non-Inuit

☐ Agree ☐ Disagree ☐ Unsure
- Inuit are able to access business supports that are designed just for Inuit

☐ Agree ☐ Disagree ☐ Unsure
- Inuit Women have the same access to business support, advice and resources as Inuit men

☐ Agree ☐ Disagree ☐ Unsure
- There are certain expectations or responsibilities that Inuit women have that Inuit men do not have and that make it difficult to have success in business

☐ Agree ☐ Disagree ☐ Unsure
- The Inuit business community favours men over women

☐ Agree ☐ Disagree ☐ Unsure
- The business community favours Non Inuit over Inuit

☐ Agree ☐ Disagree ☐ Unsure
- Success in business is as much or more about who you know rather than things like quality and value

☐ Agree ☐ Disagree ☐ Unsure
- Businesses that are owned by Inuit Women can be just as successful as any other business

☐ Agree ☐ Disagree ☐ Unsure



Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – EDOs (Inuit Nunangat)



[C2-a] Can you tell me if you think that there are any goods or service gaps in your community that could be addressed by Inuit women entrepreneurs?

- ☐ Yes ☐ Don't know/Not applicable
☐ No ☐ Refused

[C2-b] If yes, what areas?

[C3-a] Do you believe that Inuit culture and traditions encourage or discourage women from becoming successful business owners?

- ☐ Encourage ☐ Discourage ☐ Both ☐ Neither ☐ Unsure ☐ Refused

[C3-b] In what ways?

[C4] Please indicate which of the following represent challenges to Inuit women in starting or running businesses in your community. (check all that apply)

- ☐ Awareness of available supports and services
☐ Access to financing
☐ Family obligations
☐ Traditional cultural activities
☐ Support from the Inuit business community
☐ High cost of doing business in Inuit Nunangat
☐ Mentorship opportunities
☐ Business-related skills (e.g., management, financial literacy, etc.).
☐ Internet connectivity
☐ Recruiting and hiring employees
☐ Other: _____

Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – EDOs (Inuit Nunangat)



[C5-a] Do you feel that Inuit women business owners face unique challenges to building and maintaining successful businesses, aside from those mentioned?

- ☐ Yes ☐ Don't know/Not applicable
☐ No ☐ Refused

[C5-b] If yes, what types of challenges?

[C6-a] Would you say that COVID-19 has impacted Inuit businesses in your community this past year?

- ☐ Yes ☐ Don't know/Not applicable
☐ No ☐ Refused

[C6-b] If yes, were the impacts positive, negative, or a combination of positive and negative?

- ☐ Positive
☐ Negative
☐ Combination

[B6-c] Could you explain how these impacts were positive and/or negative?

[C7-a] Do you think that Inuit women owned businesses have experienced any unique impacts of COVID-19, or have been impacted differently from other businesses?

- ☐ Yes ☐ Don't know/Not applicable
☐ No ☐ Refused



Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – EDOs (Inuit Nunangat)



[C7b] Can you provide any additional detail?

[C8-a] Are you aware of Pauktuutit’s Inuit Women in Business Network?

- ☐ Yes
- ☐ Don't know/Not applicable
- ☐ No
- ☐ Refused

[C8-b] If yes, have you ever told any Inuit women clients about the Inuit Women in Business Network?

- ☐ Yes
- ☐ Don't know/Not applicable
- ☐ No
- ☐ Refused

[C9] Do you have any other thoughts that you would like to share about working Inuit woman in business?

Closing

Thank you for taking the time to talk to us today. As mentioned at the start of our conversation, we are available to answer any questions you have about this project, and we will be in touch with you in the near future to share our results.



GBA+ Inuit Women in Business

Interview Guide: Federal/Territorial/Local Representatives

Introduction

Thank you for agreeing to take part in this interview. As you are aware, Pauktuutit Inuit Women of Canada is seeking to engage organizations whose mandates include providing economic development support to Inuit women business owners to gather your perspectives and experiences, with the ultimate goal of improving the services and supports that we offer, and to help focus our research and advocacy efforts. The information and insights that you provide will be extremely useful in helping Pauktuutit understand Inuit women’s needs and priorities and represent their interests as the national voice of Inuit women.

This interview will take approximately 20-30 minutes, and we ask that you answer each question honestly and with as much detail as possible. That noted, you are free to withdraw at any time, and you do not need to answer any questions that make you uncomfortable.

For participating in this interview, you will receive a \$50.00 Visa gift card. You will receive this even if you do not finish the entire interview. Once we have completed all of the interviews and analyzed the results, we will follow up with you to share what we have learned.

If you have any questions during the interview process, please do not hesitate to ask them.

Before we begin the interview, we must get your consent to collect and use the information you provide. I will read a short statement and will then ask you to confirm that you consent to the interview.

Informed Consent

Pauktuutit Inuit Women of Canada requires your consent to participate in this interview. By providing consent, you understand that the interview may be recorded and notes will be taken. None of the information you provide will be used to identify you or your business/organization. Your words or answers may be directly quoted, but will not be attributed to you. Your information will be kept secure by Pauktuutit and will be destroyed when it is no longer needed. The information you provide may be used by Pauktuutit in papers, presentations or articles, on our website and/or social media, and to inform future programs, policies and research efforts. You may withdraw your consent at any time; if you choose to withdraw consent, any information you have provided will be destroyed immediately. Do you agree to participate in this project?

☐ Yes ☐ No

Date_____, 2021

[If consent is not obtained, interview is terminated immediately].



Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – Federal/Territorial/Local Representatives



A. Services and Supports - General

The first set of questions provides an opportunity for you to describe the types of services that you provide to the Inuit business community in general. There are 6 questions in this section.

[A1] Please indicate the group that best describes your client base.

- ☐ Inuit businesses exclusively
- ☐ Indigenous businesses (including Inuit)
- ☐ Indigenous and Non-Indigenous businesses

[A2] Can you please indicate the relative size of your service area?

- ☐ One community _____
- ☐ One region _____
- ☐ Province/Territory _____
- ☐ National _____

[A3] Please indicate whether you offer any of the following supports and services to Inuit businesses. (check all that apply)

- ☐ Providing information about available programs and funding for businesses
- ☐ Assisting with Business planning or feasibility studies
- ☐ Marketing or communications planning
- ☐ Assisting business owners in identifying and overcoming challenges
- ☐ Coordinating funding from third parties
- ☐ Financial counselling
- ☐ Providing information about best business practices (e.g. accounting)
- ☐ Providing information on legislation related to business
- ☐ Identifying training needs and directing business owners to appropriate agencies
- ☐ Offering training directly
- ☐ Other: _____

Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – Federal/Territorial/Local Representatives



[A4] Of the options just listed, which would you say are the most common services that you provide to Inuit businesses?

Please list up to five.

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____

[A5] Which types of programs do you use to provide support to Inuit businesses? (Check all that apply)

- ☐ Federal programs (e.g., CanNor, ESDC)
- ☐ Provincial/Territorial Programs
- ☐ Regional Inuit organizations
- ☐ Local Programs
- ☐ National Programs (e.g., CCAB, NACCA)
- ☐ Academic Institutions
- ☐ Other Indigenous specific programs: _____

[A6] What are some of the programs you use most often with your clients? Please list up to five

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____



Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – Federal/Territorial/Local Representatives



[A7] Approximately what percentage of Indigenous businesses that you support are Inuit owned businesses?

- ☐ Less than 10% ☐ Don't know/Not applicable
☐ 10-25% ☐ Refused
☐ 26% to 50%
☐ More than 50%

[A8-a] Are the services that you provide or the programs that you use with Inuit clients different from other Indigenous clients?

- ☐ Yes ☐ Don't know/Not applicable
☐ No ☐ Refused

[A8-b] If yes, in what ways?

Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – Federal/Territorial/Local Representatives



B. Services and Support – Inuit Women Owned Businesses

This next set of questions focuses specifically on businesses owned by Inuit women, and how they interact with your organization. There are 5 questions in this section.

[B1-a] Thinking now about businesses owned by Inuit Women, would you say the types of services you provide are similar to other clients, or are there some services that Inuit women business owners seek more or less frequently?

- ☐ Yes, I provide similar services to Inuit women clients
☐ No, the services that I provide to Inuit women clients tend to be different than other clients.
☐ Don't know/Not applicable
☐ Refused

[B1-b] Can you describe further?

[B2-a] Are there certain programs that you use to support Inuit women owned businesses more frequently than other programs?

- ☐ Yes ☐ Don't know/Not applicable
☐ No ☐ Refused

[B2-b] If yes, can you describe further?



Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – Federal/Territorial/Local Representatives



[B3-a] Could you provide an estimate of the percentage of support that you provide to each of the following groups?

The total should equal 100%

Market	% of Business
Inuit businesses – women owned	
Inuit businesses – men owned	
Non-Inuit businesses – women owned	
Non-Inuit businesses – men owned	

[B3-b] What do you think can explain this breakdown?

Interviewer prompts can include relative number of Inuit women businesses, the kinds of businesses that are owned by Inuit women, the amount and nature of support sought, etc.

[B4-a] Does your office keep a list of businesses that you have supported?

- ☐ Yes ☐ Don't know/Not applicable
☐ No ☐ Refused

[B4-b] If yes, does it indicate whether the businesses are owned by Inuit women?

- ☐ Yes ☐ Don't know/Not applicable
☐ No ☐ Refused

[B5-a] Are there any supports or services that you wish you could provide to Inuit women-owned business but are not able to?

- ☐ Yes ☐ Don't know/Not applicable
☐ No ☐ Refused

[B5-b] Can you explain your response?

Interviewer prompts can include things like programs no longer offered, not within mandate, etc.

Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – Federal/Territorial/Local Representatives



C. Opportunities and Challenges

This final set of questions is about the opportunities and challenges that Inuit women owned businesses may face. These may be unique to all businesses, or specific to Inuit women owned business, and we would appreciate as much detail in your responses as possible. There are 9 questions in this section.

[C1] Please indicate whether you agree or disagree with the following statements, or if you are unsure.

Inuit have the same access to business support, advice and resources as Non-Inuit ☐ Agree ☐ Disagree ☐ Unsure

Inuit are able to access business supports that are designed just for Inuit ☐ Agree ☐ Disagree ☐ Unsure

Inuit Women have the same access to business support, advice and resources as Inuit men ☐ Agree ☐ Disagree ☐ Unsure

There are certain expectations or responsibilities that Inuit women have that Inuit men do not have and that make it difficult to have success in business ☐ Agree ☐ Disagree ☐ Unsure

The Inuit business community favours men over women ☐ Agree ☐ Disagree ☐ Unsure

The business community I belong to favours Non Inuit over Inuit ☐ Agree ☐ Disagree ☐ Unsure

Success in business is as much or more about who you know rather than things like quality and value ☐ Agree ☐ Disagree ☐ Unsure

Businesses that are owned by Inuit Women can be just as successful as any other business ☐ Agree ☐ Disagree ☐ Unsure



Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – Federal/Territorial/Local Representatives



[C2-a] Can you tell me if you think that there are any goods or service gaps in your service area that could be addressed by Inuit women entrepreneurs?

- ☐ Yes ☐ Don't know/Not applicable
☐ No ☐ Refused

[C2-b] If yes, what areas?

[C3-a] Do you believe that Inuit culture and traditions encourage or discourage women from becoming successful business owners?

- ☐ Encourage ☐ Discourage ☐ Both ☐ Neither ☐ Unsure ☐ Refused

[C3-b] In what ways?

[C4] Please indicate which of the following represent challenges to Inuit women in starting or running businesses in your community. Check all that apply.

- ☐ Awareness of available supports and services
☐ Access to financing
☐ Family obligations
☐ Traditional cultural activities
☐ Support from the Inuit business community
☐ High cost of doing business in Inuit Nunangat
☐ Mentorship opportunities
☐ Business-related skills (e.g. management, financial literacy, etc.).
☐ Internet connectivity
☐ Recruiting and hiring employees
☐ Other: _____

Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – Federal/Territorial/Local Representatives



[C5-a] Do you feel that Inuit women business owners face unique challenges to building and maintaining successful businesses?

- ☐ Yes ☐ Don't know/Not applicable
☐ No ☐ Refused

[C5-b] If yes, what types of challenges?

[C6-a] Would you say that COVID-19 has impacted Inuit businesses in your service area this past year?

- ☐ Yes ☐ Don't know/Not applicable
☐ No ☐ Refused

[C6-b] If yes, were the impacts positive, negative, or a combination of positive and negative?

- ☐ Positive
☐ Negative
☐ Combination

[C7-a] Do you think that Inuit women owned businesses have experienced any unique impacts of COVID-19, or have been impacted differently from other businesses?

- ☐ Yes ☐ Don't know/Not applicable
☐ No ☐ Refused

[C7b] Can you provide any additional detail?



Pauktuutit Inuit Women of Canada
GBA+ Inuit Women in Business
Interview Guide – Federal/Territorial/Local Representatives



[C8-a] Are you aware of Pauktuutit's Inuit Women in Business Network?

- ☐ Yes ☐ Don't know/Not applicable
☐ No ☐ Refused

[C8-b] If yes, have you ever told any Inuit women clients about the Inuit Women in Business Network?

- ☐ Yes ☐ Don't know/Not applicable
☐ No ☐ Refused

[C9] Do you have any other thoughts that you would like to share about working Inuit woman in business?

Closing

Thank you for taking the time to talk to us today. As mentioned at the start of our conversation, we are available to answer any questions you have about this project, and we will be in touch with you in the near future to share our results.



Gender-Based Analysis of Inuit Women-Owned Businesses



www.pauktuutit.ca