



ΔοΔϙ ϙϙαΔϙ  
αϙΓσϙβϙϙϙϙ

Inuit Women In Business Network

# Procurement Process and Training Development Project



ϙϙϙϙϙ  
ΔοΔϙ ϙϙαΔϙ βαϙΓ

PAUKTUUTIT

INUIT WOMEN OF CANADA



“Inuit businesses often have a great focus on the community and local needs and strong idea of what needs to be in place to meet those needs. ...”



# Table of Contents

Executive Summary . . . . .	1	Results and Analysis . . . . .	21	Needs of Inuit Businesses in Procurement . . . . .	33
Introduction . . . . .	5	Inuit Business Owners . . . . .	22	Differences between Inuit and Non-Inuit Businesses . . . . .	34
Context . . . . .	7	Role of Inuit Women in the Business . . . . .	23	Challenges for Inuit Women in Business . . . . .	34
What do we Know about Inuit Women in Business? . . . . .	8	Contract History and Current Participation in the Procurement Process . . . . .	24	Ideal Supports for Inuit Businesses . . . . .	35
The Inuit Business Environment . . . . .	8	Awareness of Contracting Opportunities . . . . .	24	Procurement Specialists . . . . .	36
Characteristics of Inuit businesses . . . . .	9	Experience with Procurement Process Elements . . . . .	25	Benefits of Working with Inuit Firms . . . . .	36
What are Some Challenges Facing Inuit women in Business? . . . . .	11	Finding Contracting Opportunities . . . . .	26	Discussion and Recommendations . . . . .	38
What Resources and Supports are Available to Inuit women in Business? . . . . .	12	Proof of Inuit Ownership . . . . .	26	Inuit women play many important roles in businesses, in addition to or other than as owners . . . . .	39
Legal and Policy Approaches . . . . .	12	Interest in Contracting Opportunities . . . . .	27	Inuit businesses vary in term of awareness, experience, interest and access to contracting opportunities and procurement processes . . . . .	40
Programs and Services . . . . .	13	Challenges and Barriers Related to the Procurement Process . . . . .	27	Inuit businesswomen face unique challenges and barriers to successfully accessing and pursuing contracting opportunities . . . . .	40
Other Supports . . . . .	14	Business Supports and Resources . . . . .	29		
Why Does it Matter? . . . . .	14	Sought After Supports . . . . .	30		
Methodology . . . . .	17	Support and Service Providers . . . . .	31		
Design . . . . .	18	Supports Offered to Inuit Businesswomen . . . . .	32		
Sampling . . . . .	19				
Execution . . . . .	19				





Table of Contents continued

There are supports and resources available, yet there may be gaps in awareness and accessibility. . . .	41	Appendix A: Links and Resources For Inuit Women In Business. . . . .	52	Figure 11: General level of experience with procurement . . .	26
We recommend other Inuit and Indigenous supporting organizations form partnerships with Pauktuutit to bridge IWBs and sought-after supports. Inuit businesswomen could benefit from formal business education. . . . .	41	Procurement Policies . . . . .	53	Figure 12: Sources of procurement opportunities . . . . .	26
Inuit businesswomen want one-on-one support in addition to training. . . . .	42	Business Registries . . . . .	53	Figure 13: Experience proving Inuit ownership . . . . .	27
Inuit businesswomen would benefit from additional networking opportunities. . . . .	42	Training Programs . . . . .	53	Figure 14: Interest in contracting . . . . .	27
All efforts may be bolstered by government support. . . . .	43	Development and Networking. . .	54	Figure 15: Challenges and barriers facing Inuit businesses . . .	28
More data and insights are needed. . . . .	43	Figures		Figure 16: Supports and resources accessed by Inuit businesses . . . . .	29
Conclusion. . . . .	45	Figure 1: Some challenges facing Inuit women in business . . .	11	Figure 17: Supports and resources desired by Inuit businesses . . . . .	30
Summary of Recommendations .	46	Figure 2: Pauktuutit resources . . .	14	Figure 18: Services offered to Inuit businesses. . . . .	32
References. . . . .	48	Figure 3: TRC business and reconciliation . . . . .	15	Figure 19: Service Provider legal obligations . . . . .	32
		Figure 4: Surveys and interviews completed . . . . .	22	Figure 20: Service Providers perspective on common challenges facing Inuit businesses . . . . .	33
		Figure 5: Inuit business locations. . .	22		
		Figure 6: Role of Inuit Women in Business. . . . .	23		
		Figure 7: Contracting experience . . . . .	24		
		Figure 8: Current involvement in procurement . . . . .	24		
		Figure 9: Contracting opportunity awareness. . . . .	25		
		Figure 10: Procurement process experience level. . . . .	25		







# Executive Summary



# Executive Summary

**Pauktuutit Inuit Women of Canada (Pauktuutit) is the national representative organization in Canada that aims to foster greater awareness of the needs of Inuit women, advocate for equality and social improvements, and encourage Inuit women's full participation in the community, regional and national life of Canada.**

Currently, Pauktuutit is undertaking a multi-year project to develop a comprehensive profile of Inuit businesswomen in Canada. The project aims to understand their unique needs and challenges, identify gaps in services, and enhance the resources available through the organization's IWBN. The project's long-term objectives include establishing the needs and priorities for Inuit women's economic development, closing service gaps, and strengthening the capacity of Inuit businesswomen within the entrepreneurship ecosystem.

Previous phases of the project involved an in-depth Gender-Based Analysis Plus (GBA+) of Inuit women in business, which included literature reviews and consultations with various stakeholders. The findings highlighted the participants' desire for training, capacity building, networking, individual support opportunities, and the need for additional research.

Building on the earlier research, the current project focuses specifically on the experiences of Inuit businesswomen accessing contracting opportunities. By examining topics such as awareness and access to contracts, business goals, navigating procurement processes, capacity/resource gaps, and available resources, Pauktuutit aims to better understand how to support and assist Inuit women in a way that respects their unique perspectives.

The available data on Inuit women in business is limited, with little national-level representative data specific to Inuit women or generally to Indigenous women in business. Existing information often combines data from several Indigenous groups, making it difficult to draw meaningful conclusions about Inuit women in business. Still, Pauktuutit continues to advocate for Inuit women and build its knowledge base through previous and ongoing work.

The number of Inuit businesses, particularly those owned by Inuit women, remains uncertain due to data gaps and varying definitions of Indigenous business ownership. However, available data suggests Inuit women may be underrepresented in official statistics, and the actual number of Inuit women involved in business activities may well be higher.

Inuit businesswomen face several challenges and obstacles in pursuing their entrepreneurial goals. These challenges include operational realities of business ownership, historical and cultural contexts, limited access to government contracts, complexities in procurement processes, and a lack of distinctions-based support and resources. The definition and recognition of Indigenous businesses also pose challenges, as criteria may vary across organizations, potentially hindering opportunities for Inuit women.





To address these challenges, various resources and supports are being developed, including legal and policy approaches, programs and services, and networking and advocacy initiatives. These initiatives aim to improve equity, build capacity, and enhance the participation of Indigenous businesses, including Inuit women-owned businesses, in procurement opportunities.

The methodology for the project focused on building upon the previous Gender-Based Analysis of Inuit Women-Owned

Businesses study while explicitly examining the experiences of Inuit women with procurement processes. The consultation process was expanded to include agencies and organizations supporting Inuit businesswomen in accessing contracts and those involved in issuing and evaluating bid proposals.

We conducted an in-depth consultation process with Inuit women who:

- own or have leadership roles in business,
- representatives from organizations that provide support (e.g., training, resources) to Inuit businesses, and
- procurement specialist from organizations that accept bids and award contracts to Inuit businesses.

Pauktuutit reached out to approximately 750 potential participants via email and phone, and the online surveys remained open for four weeks. Incentives, such as entry into prize draws and Visa Gift Cards, were provided to encourage participation.

The results of this study are based on qualitative and quantitative survey data from 55 participants, and 20 follow-up interviews. The discussions and interviews conducted led to several key findings and recommendations:

1. Inuit women hold a variety of important roles in businesses, beyond ownership. Recognizing this, future engagement and support programs should target Inuit women in business as a broad group, regardless of their ownership status.
2. Inuit businesses have different levels of awareness, experience, and interest in contracting opportunities. Businesses interested in pursuing contracts should receive focused attention and targeted resources from governmental, regional and local business services.
3. Inuit businesswomen face unique challenges, including the complexity of procurement processes and the time investment required. Pauktuutit should provide training resources and individual support services to address these challenges.
4. Although there are existing supports and resources available, there may be gaps in awareness and accessibility. Pauktuutit should expand information on its website, collaborate with partner organizations to keep information up to date, and establish partnerships to bridge gaps in accessing resources.
5. Inuit businesswomen would benefit from formal business education on topics such as money management and record-keeping. Public education institutions should offer classes in basic business and finance skills, while post-secondary institutions should provide low-cost open courses.



6. In addition to training, Inuit businesswomen desire one-on-one support in completing proposals. Pauktuutit and other organizations should develop support programs to assist individual Inuit businesswomen in navigating procurement processes.
7. Networking opportunities are valuable for information sharing, relationship building, and supporting a community. Pauktuutit should strengthen the IWBN and explore the possibility of hosting an Inuit Women in Business conference.
8. Government support, including funding and empowerment of Inuit organizations and women in business, is crucial. Government organizations should offer funding specifically for Inuit women in business and collaborate with Pauktuutit to implement procurement strategies.
9. More data and insights are required to better understand Inuit businesswomen. Pauktuutit should share the study results with participants and organizations involved, build relationships with procurement specialists, and advocate for gender-specific data collection to assess the participation rates of Inuit women-owned businesses.

The findings of this study will inform the development and dissemination of resources for Inuit business owners in the next phase of the project. The aim is to provide tangible and sustainable value to Inuit women, empowering them to pursue their business goals confidently.







# Introduction



# Introduction

**Pauktuutit Inuit Women of Canada (Pauktuutit) is the national representative organization in Canada that aims to foster greater awareness of the needs of Inuit women, advocate for equality and social improvements, and encourage Inuit women's full participation in the community, regional and national life of Canada. Pauktuutit's own research describes a vibrant and growing community of Inuit women in business, with unique experiences, challenges and needs. Giving voice to these women is a core part of the organization's mandate. One of the key ways Pauktuutit does this is through the IWBN that provides a forum for information and resource exchange, and support and mentorship to assist Inuit businesswomen at any stage of business development to meet their short and long term goals.**

Pauktuutit is currently undertaking a multi-year project to develop a detailed profile of Inuit businesswomen in Canada, with the core objectives of understanding their unique needs and challenges, and further development of the supports and resources available through the IWBN.

The long-term outcomes of this project include:

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.

An earlier phase of the project involved an in-depth Gender-Based Analysis Plus (GBA+) of Inuit women in business, and included a detailed literature review as well as an extensive consultation process with Inuit women business owners, local Economic Development Officers (EDOs) and other federal, provincial and regional governmental and non-governmental Service Providers.<sup>1</sup> Among key findings of this phase was clear desire among participants for training, capacity building, networking and individual support opportunities, and the need for additional research.

Building on this earlier findings, the current initiative focuses specifically on the experiences of Inuit businesswomen seeking out and accessing contracting opportunities with other organizations to provide goods and/or services. By exploring topics such as awareness of and access to contracting opportunities, business goals, navigating procurement processes, capacity/resource gaps and challenges, and by examining existing available resources, Pauktuutit seeks to gain a deeper understanding of how to support and assist Inuit women in a manner that acknowledges and respects their unique perspectives.

1. See [Gender-Based Analysis of Inuit Women-Owned Businesses Final Report 2021](#)





# Context



## Context

**In the design and execution of this project, it was important to situate it within the broader intersectional context where Inuit businesswomen live, work and learn. This includes examining the Inuit business environment, challenges and opportunities Inuit women have in business, and current policies and resources that support Inuit women in achieving their business goals.**

### What do we Know about Inuit Women in Business?

At the national level, there is little representative data. A review of available literature confirms data specific to Inuit women in business, and more broadly, Indigenous women in business is rare. In addition, while general trends across existing information sources are consistent, the statistics are less so. One reason may be that much of the available information is not distinctions-based. It is pan-Indigenous and includes Inuit, First Nations and Métis data. This is partly due to the cost and complexity of data collection in Inuit Nunangat relative to population size and/or number of businesses.

Another related factor is that sampling methodologies and analyses often rely on existing datasets or from surveys that do not benefit from a standard definition of Indigenous business ownership, and/or do not distinguish or identify ownership by gender. Some Inuit women will be registered owners of incorporated companies, some part of joint ventures with other non-Indigenous entities, others sole proprietors who report being self-employed, and others may work in the informal economy and not be captured in datasets such as the Census. If what constitutes an Inuit or Indigenous business is not consistent, and if ownership status and gender is not captured, it remains difficult to draw meaningful conclusions about Inuit women in business.

The current state of available information means that data sources and methodologies need to be carefully understood before statistics are reproduced, and specific percentages and proportions need to be interpreted cautiously. Importantly, there may not yet be a definitive, fulsome and representative account of the experience of Inuit women in business.

Despite these limitations, Pauktuutit continues to advocate for Inuit women and their experiences, and we continue to build our knowledge base, through our previous and ongoing work. While we acknowledge the current state of available information is not complete or rigorous, it remains worthwhile to explore the general context within which Inuit women may come to understand and experience procurement opportunities.

### The Inuit Business Environment

According to Statistics Canada, as of 2021 over 70,000 Inuit live in Canada, with most living in 51 Inuit communities across the Arctic and an estimated 31% living in urban





centres (Statistics Canada, 2022). Inuit remain among the fastest growing groups in Canada, and this rapid growth is expected to continue (Arriagada & Bleakney, 2019).

When it comes to businesses owned or operated by Inuit women, relatively little is known on a national scale. Statistics Canada has acknowledged gaps in available data that preclude a definitive estimate of the number of Inuit businesses. However, one recent publication, which utilized an imputation method that combined existing datasets, estimated 37,000 businesses were Indigenous owned in 2018, with 600 of those being Inuit-owned (Statistics Canada, 2022). This contrasts with a 2020 Canadian Council of Aboriginal Business (CCAB) publication reporting more than 60,000 Indigenous businesses. This report references 2016 Census data that identifies 49,369 self-employed Indigenous people, of which 40% are women, and 3% of these are Inuit women (~600) (Jakobsh & Boskov, *Breaking Barriers: A decade of Indigenous women's entrepreneurship in Canada*, 2020). Another Statistics Canada release identified approximately 2,000 businesses in Inuit communities but does not distinguish Inuit ownership (Statistics Canada, 2019). The examination of the main business registries in the four Inuit Regions shows 831 businesses meet their respective region's criteria; this is not distinguished by gender and includes Inuit as well as non-Inuit joint ventures<sup>2</sup>.

It is estimated that there are 23,000 Indigenous women entrepreneurs in Canada, though it is not clear what proportion of these are Inuit, or whether and to what extent they might be captured in other measures (Indigenous Women Entrepreneurship Working Group & National

---

2. [Inuvialuit Business List](#); [Nunavut Inuit Firm Registry](#); [Kativik Regional Government Business Directory](#); [Nunatsiavut Business Directory](#)

Aboriginal Corporations Association, 2020). Pauktuutit's own Inuit Women in Business Network currently has over 100 members, though it is not designed to represent an estimate of businesses owned by Inuit women.

It appears as though the available data provides an incomplete account of the number of businesses owned by Inuit women, and underestimates the number of Inuit women who own or are involved in operating businesses in Canada.

## Characteristics of Inuit businesses

As with the number of businesses owned or operated by Inuit women (or by Inuit in general), there is little data available, and what does exist tends not to be distinctions-based. This could lead to a presumption that differences between Indigenous groups are not statistically significant or practically meaningful. However, the lived reality of Indigenous Canadians varies between and within distinct groups and includes historical, geographical, political, and cultural contexts where they reside. While data or literature that groups all Indigenous Peoples together should be read cautiously, it forms the bulk of available information and is contextually more appropriate for the current project than non-Indigenous or otherwise aggregated Canadian data.

According to a 2022 Statistics Canada report examining data from 2018, the number of Indigenous businesses grew at a steady rate between 2005 and 2018, with a small number of annual declines attributable to the oil price shock in Alberta in 2014. Between 2005 and 2018, the number of businesses owned by Indigenous women grew more rapidly than Indigenous men-owned businesses, increasing from 22.1% in 2005 to 24.7% in 2018.



Surveys with Indigenous women-owned businesses conducted by CCAB in 2010, 2015 and 2019 reveal several characteristics of Indigenous women-owned businesses. Approximately two in five (40%) of self-employed Indigenous workers are women, compared to 36% of non-Indigenous women in Canada. Indigenous businesswomen are also more likely to be sole-proprietors than their Indigenous male counterparts (60% vs. 48%) and are more likely to operate without employees (55% vs. 42%).<sup>3</sup>

Notably, the proportion of Indigenous women-owned businesses with employees nearly doubled between 2010 and 2019 (from 23% to 42%). CCAB also finds 9% of Indigenous-women owned businesses have annual revenues of \$1 million or more, compared to 18% of Indigenous men-owned businesses.

Indigenous women-owned businesses tend to be concentrated in service industries (62%), though the proportion in the primary sectors (12%) such as mining and agriculture, and secondary sectors (22%) such as manufacturing and wholesale/retail trade are increasing. In fact, there is greater diversity in Indigenous women-owned businesses than non-Indigenous owned businesses, which are even more concentrated in-service industries (75%). In addition, Indigenous women-owned businesses are more likely than Indigenous men-owned businesses to demonstrate innovation by introducing new products or services (47% vs. 41%) and new processes (34% vs. 31%).

3. This contrasts with Statistics Canada data which finds that like non-Indigenous businesses (66.6%), most Indigenous businesses (67.8%) do not have employees (Statistics Canada, 2022).

Finally, this study found nearly three-quarters (73%) of Indigenous women business owners report using either traditional knowledge (TK) or traditional cultural expressions (TCE) in their businesses, compared to 55% among Indigenous men-owned businesses (55%) (Jakobsh & Boskov, 2020).

Indigenous women-owned businesses often produce arts and crafts, storytelling, clothing, jewellery, and non-medicinal products. Indigenous women entrepreneurs are typically between 40-60 years of age and tend to own 100% of their business. These businesses are structured primarily as sole proprietorships that operate full-time, and many are relatively new (i.e., in operation for 1-5 years). Indigenous women entrepreneurs are primarily motivated by greater freedom and flexibility along with economic independence while pursuing a passion to create a product(s) or service(s) (Jakobsh & Boskov, *Breaking Barriers: A decade of Indigenous women's entrepreneurship in Canada*, 2020). These entrepreneurs create jobs for their community, share skills with community members, and act as role models and leaders in their communities (Bobiwashi, 2020).

Pauktuutit's *Gender-Based Analysis Plus (GBA+) of Inuit Women in Business* research project, which included interviews with Inuit businesswomen, economic development officers and service providers<sup>4</sup>, produced results that align with the limited available data sources.

4. This study included interviews with 31 Inuit women business owners from across Inuit Nunangat and southern urban centres. It was a non-representative sample, and findings should not be generalized to all Inuit women-owned businesses.





The women we interviewed ran businesses across a variety of sectors, working as artisans and musicians, bookkeepers and innkeepers, caterers, charter service providers and retailers. Most were sole owners of their businesses, and the majority were classified as sole proprietors without additional employees.

The CCAB's 2020 Ontario Aboriginal Business Survey, while limited to a representative sample of 200 First Nations, Métis and Inuit businesses in Ontario, found a number of other characteristics of Indigenous firms. For example, 60% of the firms surveyed focus on business-to-business supply, and 40% export outside of Canada. 63% consider their businesses very or extremely successful, despite only 26% of Indigenous businesses reported having bid on a contract with the Government of Ontario or the Government of Canada.

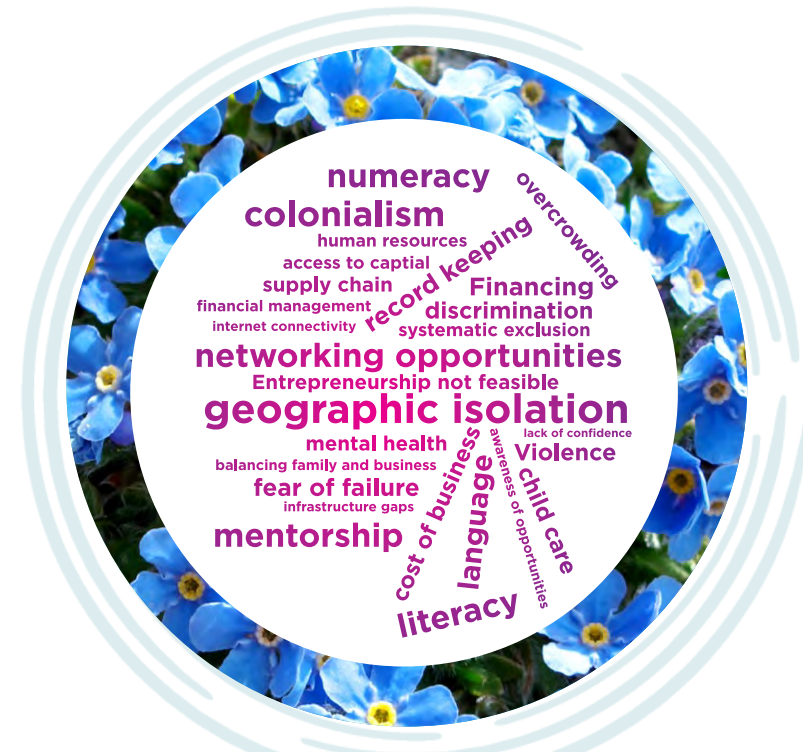


Figure 1: Some challenges facing Inuit women in business

## What are Some Challenges Facing Inuit Women in Business?

Inuit businesswomen and aspiring entrepreneurs face numerous, substantial, interrelated, and intersectional challenges and obstacles to achieving their business goals. Some relate to the operational realities of business ownership, while others echo the unique historical and cultural context that has shaped the Inuit experience since colonialism began- a reflection of intergenerational trauma and the resilience that it demands (Pauktuutit & Comack, 2020).

As illustrated in **Figure 1**, Inuit women may face multiple intersecting and interrelated challenges in starting, maintaining, and growing a business. (Morrison, Collins, & Krivokapic-skoko, 2014; Indigenous Women Entrepreneurship Working Group & National Aboriginal Corporations Association, 2020; Canadian Council for Aboriginal Business, 2020; Jakobsh & Boskov, Breaking Barriers: A decade of Indigenous women's entrepreneurship in Canada, 2020; Standing Committee of Indigenous and Northern Affairs, 2022).

In terms of accessing government contracts, Indigenous business owners expressed feeling as though their products and services are not suitable to government supply chains.



Other challenges noted include the size of the government projects, the complexity of the procurement process, and lack of experience with such processes (Canadian Council for Aboriginal Business, 2020). Further, the distribution of available supports and resources is often not distinctions-based, nor does it apply a gender-based lens to understand and address the specific challenges faced by Inuit women (Women’s Entrepreneurship Knowledge Hub, 2023).

Inuit-owned businesses may also face challenges related to issues surrounding the definition of what constitutes an Indigenous business. Defining a business as Indigenous tends to rely on metrics related to majority ownership, certification, and credentials, and/or capacity. Evidence suggests there may be multiple definitions of Indigenous businesses used by different organizations; and, businesses contrived to misuse the label of Indigenous are barring opportunities for legitimate Indigenous businesses. This issue, known as “race-shifting” or “Indigenous cladding,” or more colloquially as “potato companies” can reduce the availability or attractiveness of contracting opportunities for Inuit businesswomen (National Aboriginal Capital Corporations Association, 2021).

## What Resources and Supports are Available to Inuit women in Business?

That Indigenous and women-owned businesses face challenges to achieving their business goals, including accessing contracts through procurement opportunities, is increasingly being recognized and met with resources and supports aimed at improving equity and building capacity.

These include legal and policy approaches, programs and services, and networking and advocacy.

### Legal and Policy Approaches

Some of the more visible approaches to improving the participation of Indigenous businesses in procurement opportunities are in the policy arena. At the federal level, the [Procurement Strategy for Indigenous Businesses](#) is the flagship Government of Canada policy that strives to ensure 5% of the total value of government contracts in a given year are awarded to businesses managed and led by Indigenous Peoples via mandatory set-asides and related processes each federal department must follow. In addition, the [Inuit business and federal procurement directive](#) focuses specifically on the creation and growth of Inuit businesses in Nunavut through dedicated funding to Indigenous Services Canada.

A number of provinces and territories assert similar procurement policies or laws that prioritize Indigenous procurement; these are listed in **Appendix A**. It is worth noting that, and unsurprisingly, Nunavut’s *Nunavummi Nangminiqagtunik Ikajuuti Policy* is the only one exclusive to Inuit. In addition, several municipalities also have Indigenous procurement policies. These tend to vary, with some following a value percentage model<sup>5</sup> and others folding Indigenous procurement into broader sustainability or social procurement initiatives<sup>6</sup>.

5. See City of Regina’s [Indigenous Procurement Policy](#), for example.

6. Social procurement encourages supporting bids from organizations that generate positive social outcomes, such as increasing the diversity of suppliers and improving representation from Indigenous businesses. See the City of Vancouver’s commitment to supporting [Social, Indigenous and diverse businesses](#).





Provisions that support Inuit businesses to access procurement opportunities are commonly found in *Inuit Impact and Benefit Agreements* (IIBAs) between industry and/or governments and Inuit representative organizations. These include unbundling larger contracts to match Inuit businesses' capacity, mandatory set-asides, and bid adjustments for Inuit firms. They may also include business capacity development initiatives and training<sup>7</sup>.

## Programs and Services

There are several types of programs and services available to help Inuit businesswomen and aspiring entrepreneurs. These include business registries, training and capacity building, financial supports, and networking and community building initiatives.

### Business Registries

Business registries are lists Inuit businesswomen can join and are accessed by government and industry vendors to support procurement policy compliance or *Inuit Impact and Benefit Agreement* (IIBA) implementation. These registries are administered by governments, Inuit representative organizations, and industry or not-for-profit organizations. Some are free while others maintain a paid membership model. Some are geographically limited and others are national in scope. Some are tied to specific sectors or projects, others are all-encompassing. Some are specific to Inuit, others are pan-Indigenous. There are registries for women in business, and for Indigenous women in business,

7. See for example the IIBAs between the Qikiqtani Inuit Association and Baffinland Iron Mines Corporation for the [Mary River Project](#), and between Agnico Eagle Mines and the Kivalliq Inuit Association for the [Whale Tail](#) and [Meliadine](#) projects.

though it appears there are no registries specific to Inuit women. A list of known Indigenous business registries is provided in **Appendix A**.

### Training and Capacity Building

There are several training and capacity building supports Inuit women may access to help them start, grow or improve businesses, and/or access procurement opportunities. The Government of Canada provides access to online resources, as do other government agencies and Indigenous organizations. Pauktuutit has a number of training modules available for current and aspiring Inuit businesswomen, covering range of topics illustrated in **Figure 2**. Many IIBAs also contain provisions for training and development related to the nature of the agreements and indicate employee roles dedicated specifically to working with Inuit businesses. Many regional Indigenous and Inuit organizations, municipalities and other not-for-profit organizations also offer supports and resources Inuit women can access to develop skills, build capacity and navigate procurement processes. In addition to online resources, many organizations provide individual supports, and some offer regular or special workshops specific to procurement processes. Finally, many communities in Inuit Nunangat have local resources, such as Economic Development Officers (EDOs) who may work directly with Inuit women business owners to provide support and capacity building around accessing procurement opportunities. **Appendix A** provides a list of many of the programs and services available to Inuit women.

### Financial Supports

Financial supports are available to Indigenous businesses, including access to startup capital, business loans, and grants. Federally, Indigenous Services Canada provides



access to capital through the [Aboriginal Entrepreneurship Program](#), which is run through the National Aboriginal Capital Corporations Association and distributed by a network of 59 [Aboriginal Financial Institutions](#) across Canada. The Business Development Bank of Canada provides loans through the [Aboriginal Business Development Fund](#). Provincial and territorial governments offer supports for Indigenous and/or Inuit businesses as well. In particular, the Government of Nunavut administers or helps to facilitate a number of [business support programs](#) for Inuit businesses. Many other Indigenous and Inuit organizations offer a broad range of financial supports, including loans and grants that may be general or targeted as part of a specific funding initiative.

Pauktuutit offers several supports and resources to Inuit businesswomen, as illustrated in **Figure 2**. Inuit women in business and aspiring entrepreneurs can benefit from networking with other Inuit women, share resources, lessons learned and business strategies, and build capacity and confidence to grow their businesses, including accessing contracts through procurement opportunities.

Of note, Pauktuutit offers the [Inuit Women in Business Network](#), which is the only network we are aware of specifically for Inuit businesswomen, offering support, mentorship and other resources at no cost.

### Other Supports

There are other networks for women and Indigenous women that also offer a range of supports. (see **Appendix A**). In addition, there are a number of groups that have formed on social media, some based on location or type of business.

### Why Does it Matter?

A thriving and supportive business environment for Inuit women is important for many reasons.

### For Inuit women, families and communities

Inuit women who experience successes in business monumentally impact their families and their communities. Inuit culture has transformed rapidly over the past several decades, and traditional gender roles have evolved as participation in the formal economy has become increasingly important for achieving and maintaining economic self-sufficiency. As cultural and community leaders, Inuit women’s success is directly linked to the prosperity and well-being of families and communities. Inuit women succeeding in business generate wealth for families and communities, and serve as visible and tangible evidence of the possibilities for future generations of Inuit women entrepreneurs.

### Pauktuutit Resources

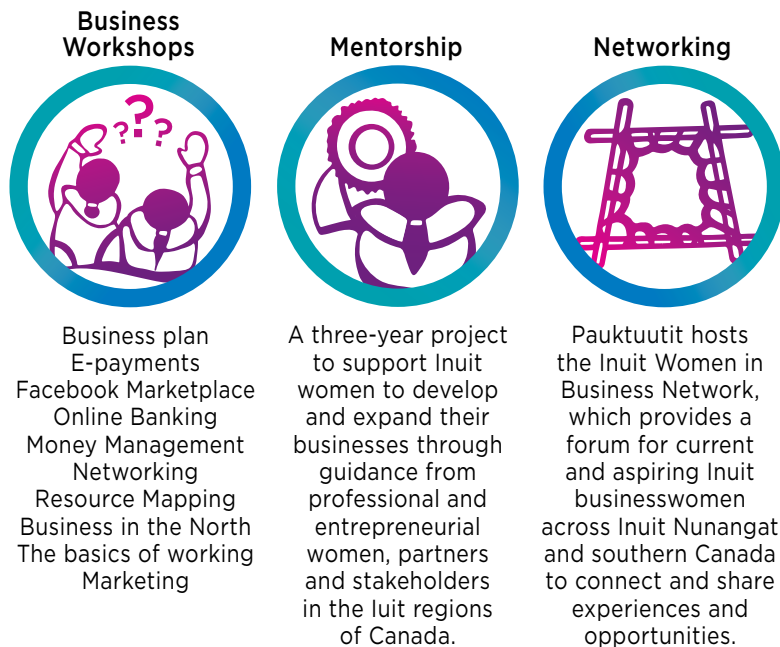


Figure 2: Pauktuutit resources





### For the Canadian Economy

Inuit women-owned businesses contribute to the Canadian economy and have the potential to accelerate substantial economic growth in the future, driving innovation, employment growth and advancing equity and social development. Research from the National Aboriginal Economic Development Board suggests if Indigenous Peoples had the same access to economic opportunities as the average Canadian, over \$27 billion would be added to Canada's gross domestic product (GDP) (NEIDB, 2019).

Yet, despite this evidence, Indigenous businesses remain underrepresented in federal supply chains. The Procurement Strategy for Indigenous Businesses (PSIB) has been in place for more than 20 years, and Indigenous businesses have accounted for less than one percent of the value of federal contracts (Fasken, 2022). It is clear that an investment in Indigenous businesses, including those owned by Inuit women, is an investment in Canada.

### For Reconciliation

As described in this and many other reports, the legacy of colonialism continues to impact Inuit as it has for generations. The persistent effects are still being experienced in families and communities across Inuit Nunangat and southern Canada. The recently renewed recognition of Indigenous rights through the Truth and Reconciliation Commission (TRC) has resulted in actionable steps that can be taken to support healing and improve relationships between Indigenous and non-Indigenous peoples through the 94 'Calls to Action'. Specifically, the TRC calls on corporate Canada to actively engage in reconciliation, as illustrated in **Figure 3**. Growing and nurturing the Inuit women business community through financial resources, capacity building and networking opportunities are a few steps that may be taken to advance reconciliation in the short and longer term.

**“We call upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a reconciliation framework and to apply its principles, norms and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources. This would include, but not be limited to, the following:**

- i. Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous peoples before proceeding with economic development projects.**
- ii. Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects.**
- iii. Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills based training in intercultural competency, conflict resolution, human rights, and anti-racism.”**

- Truth and Reconciliation Call to Action #92

Figure 3: TRC business and reconciliation



An exploration of the context within which Inuit businesswomen and aspiring entrepreneurs operate reveals important insights into the number of Inuit-owned businesses, characteristics of the business environment, the challenges Inuit women face, and the supports available to them. The lack of distinctions-based and gendered information indicates that additional work is necessary to better understand the unique and intersectional experiences of Inuit women. This work is fundamental to ensuring Inuit women in business have a voice, are encouraged and given space to actively contribute to the development of targeted supports and resources to help meet their business goals. In terms of the experience of Inuit women with procurement processes, what little is known is anecdotal. It is this gap in data and information our current study begins to address.



# Methodology





# Methodology

**The methodology for this project was designed to build upon the Gender-Based Analysis of Inuit Women-Owned Businesses study, by including an in-depth consultation process whereby Pauktuutit could build upon prior engagement while focusing more specifically on the experiences of Inuit women with procurement processes. We also identified the need to broaden the consultation to include agencies and organizations that support Inuit businesswomen accessing contracts through procurement opportunities, as well as organizations that issue and evaluate bid proposals.**

## Design

A survey was created for each three target group. As with the previous study, a mixed-methods approach was used that included quantitative and qualitative components

and used open and closed-ended questions with the goal of obtaining the most detailed and useful information.

Characteristics of each of the interview guides are shown in **Table 1**. There were three groups engaged as part of this project:

1. **Inuit business owners:** Owners/operators of businesses who meet one or more definitions of an Inuit business as outlined in the study.
2. **Service providers:** Representatives of agencies or organizations that support Inuit businesses accessing contracting opportunities and/or navigating procurement processes.
3. **Procurement specialists:** Individuals with companies that may contract with Inuit firms.

For the *Gender-Based Analysis of Inuit Women-Owned Businesses*, the interviews were conducted exclusively by telephone or videoconference. Many interviews lasted one hour or longer, which is considered long in terms of respondent burden. For this study, a different design approach was taken. For each group, a short online questionnaire was created using the Survey Monkey platform. Each respondent to the online survey was asked if they would be willing to take part in a follow-up interview to explore their responses in greater detail. It was presumed a more focused base survey with supplementary interviews would help maximize the response rate and still provide Pauktuutit with the depth of information that live discussions can help furnish.



**Table 1: Description of interview guides**

Interview Guide	Description
Businesses Owners	<p><b>18 questions covering the following topics:</b></p> <ul style="list-style-type: none"> <li>• Profiling the business</li> <li>• Experience with procurement processes</li> <li>• Challenges, priorities and opportunities for contracting.</li> </ul>
Service Providers	<p><b>14 questions covering the following topics:</b></p> <ul style="list-style-type: none"> <li>• Services and supports offered within their jurisdiction to Inuit</li> <li>• Contracting supports</li> <li>• Experience with Inuit firms</li> <li>• Challenges that Inuit businesses face in accessing contracting opportunities.</li> </ul>
Procurement Specialists	<p><b>16 questions covering the following topics:</b></p> <ul style="list-style-type: none"> <li>• Types of contracts and legal requirements</li> <li>• Experience with Inuit firms</li> <li>• Advantages/challenges contracting with Inuit businesses</li> <li>• The opportunities as well as challenges and barriers Inuit women may face.</li> </ul>

## Sampling

An important finding from the *Gender-Based Analysis of Inuit Women-Owned Businesses* study is that Inuit women may be heavily involved in the ownership and operation of a business even if they are not listed as an owner on a business registry. Many Inuit businesses are considered

“family affairs” according to some interview participants in this earlier study. With that in mind, we did not want to limit the scope of respondents to those with a woman listed as an owner or representative, but rather wanted to include women filling instrumental roles in business regardless of ownership. As a result, the engagement list used for the *Gender-Based Analysis of Inuit Women-Owned Businesses* was expanded to include all Inuit-owned businesses that could be identified, and introductory text was used that encouraged only those with Inuit women as owners or operators to consider participating.

To prepare the engagement list, business listings from the registries of each region in Inuit Nunangat were consulted, as well as Pauktuutit’s Inuit Women in Business Network, the federal Indigenous Business Directory, CCAB’s member list, and various online keyword searches. The Service Providers and Procurement Specialists were identified through existing contacts, online searches, word of mouth and snowball sampling.

## Execution

Pauktuutit reached out to nearly 750 potential participants via e-mail, and in select instances by telephone. The online surveys were open for a period of four weeks, with interviews being conducted concurrently as respondents indicated a willingness to participate.

Pauktuutit employed an incentive model for the Inuit businesses, where prospective respondents were informed that by completing the survey they would be entered into



a draw to win one of ten \$50 Visa Gift Cards. Those who agreed to a follow-up interview would receive a \$50 Visa Gift Card in addition to their entry into the draws.

Interviews were conducted in English by telephone, or videoconference where possible, and ranged from 30 to 45 minutes in length. Interviewees were informed that interviews could be conducted in Inuktitut, though none requested to do so.

Informed consent was secured 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 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 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 informed any information shared would be kept secure and would be destroyed when no longer needed.







# Results and Analysis



# Results and Analysis

A total of 55 online surveys were completed, including 41 by Inuit business owners, 11 by Service Providers, and 3 by Procurement Specialists. In addition, 20 follow-up interviews were conducted with survey participants, including 14 with business owners, 5 with service providers and one with a procurement specialist, as illustrated in Figure 4. These interviews provided invaluable context and insight from the various distinct yet intersecting perspectives.



Figure 4: Surveys and interviews completed

## Inuit Business Owners

Of the 41 Inuit business owners who completed surveys, almost half were located in Nunavut, while nearly a quarter were in each of Nunatsiavut and Southern Canada (Figure 5). About half of the respondents (21) indicated their businesses only serve the region where they are located, while the others report doing business in multiple regions, with some indicating a national or even global reach.

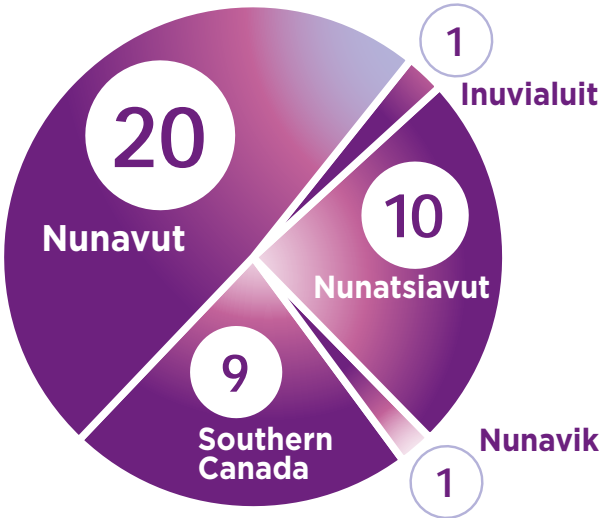


Figure 5: Inuit business locations





### Role of Inuit Women in the Business

While the sample population for the survey was expanded to include businesses possibly owned by Inuit men solely or together with Inuit women, it is important to understand the role the latter play in the operation of the business.

As shown in **Figure 6**, when asked to indicate the role Inuit women play in the business, 34 respondents reported

an Inuit woman is either the sole or joint owner of the enterprise, and another 9 reported Inuit women hold senior leadership positions. These numbers highlight the broad range of roles Inuit women are assuming in their businesses. In some cases, Inuit women are assuming multiple responsibilities or single-handedly managing the daily operations of their ventures.

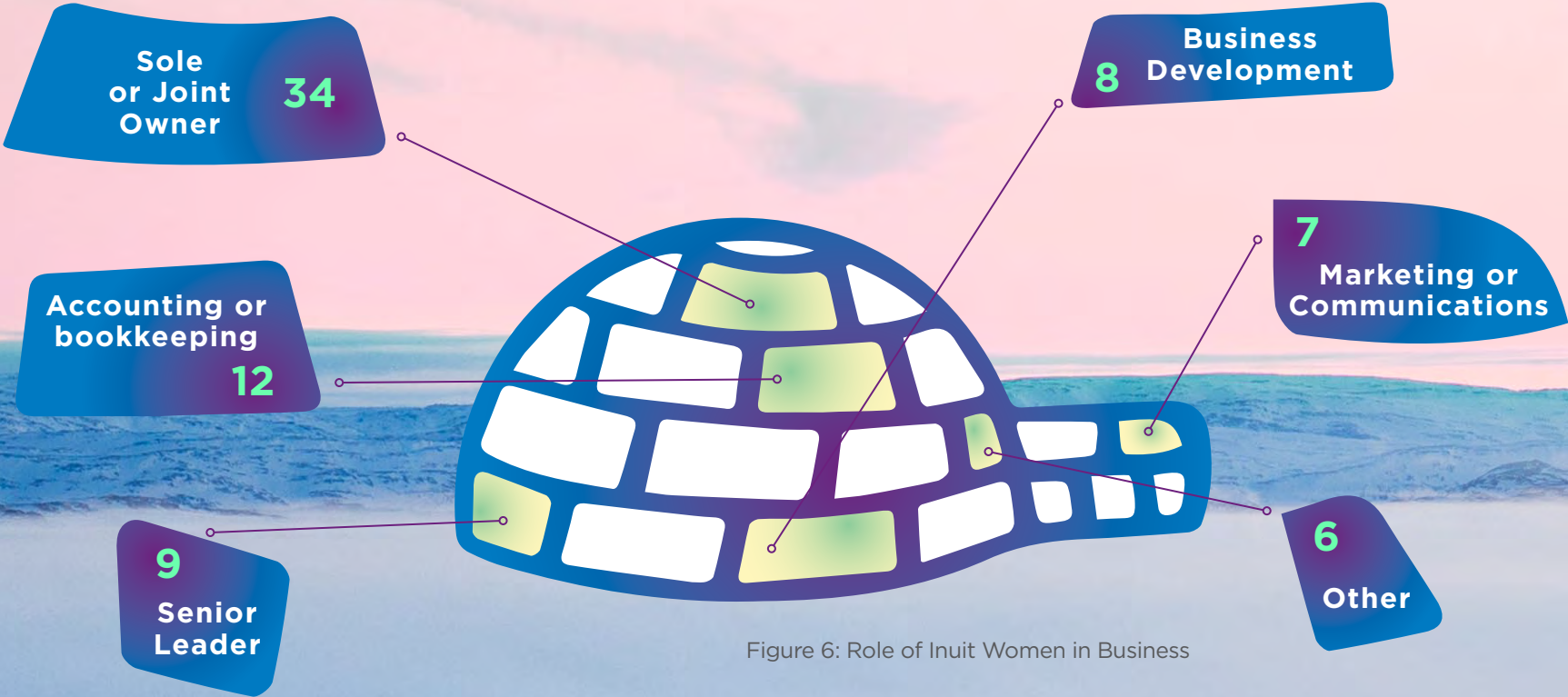


Figure 6: Role of Inuit Women in Business





### Contract History and Current Participation in the Procurement Process

In the survey, business representatives were asked about the business' current and past experience contracting with other organizations to provide goods or services, as well as the current participation by the respondent in the procurement process. As shown in **Figure 7**, more than half of businesses surveyed had both past and current experience with business contracts. Of the 39 businesses surveyed, 26 had past contract experience and 22 held current contracts, while 14 were currently participating in the procurement process.

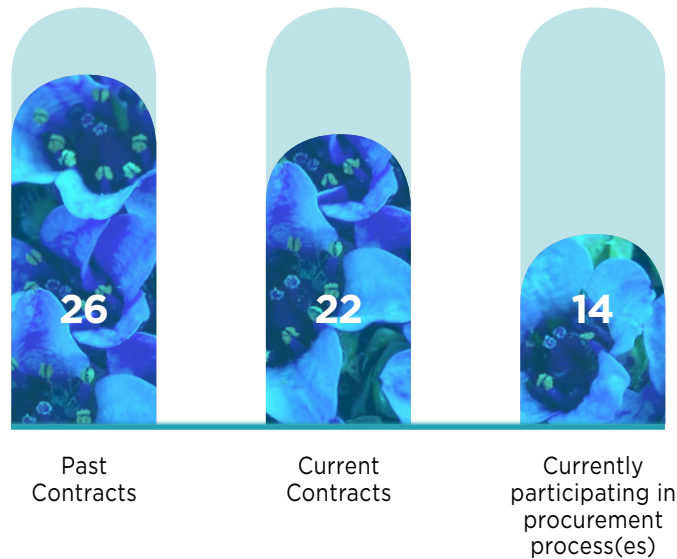


Figure 7: Contracting experience

Of those businesses currently participating in the procurement process, 10 reported having secured a successful contract, four said they are involved in one or more proposals and five had recently submitted and

were under review (**Figure 8**). Of those not currently participating in the procurement process, two were unsure and one declined to comment.

Interestingly, nearly a quarter of businesses surveyed had no experience with the procurement process, past or present. Of those, all but one was represented by a respondent not currently involved in the procurement process.



Figure 8: Current involvement in procurement

On the other hand, over 80% of businesses with past contract experience had current contracts. This suggests companies with experience securing contracts know how to navigate the system and can pursue more opportunities. That noted, there are no indicators among the responses that a lack of experience with procurement processes correlates to a lack of interest or effort to access contracting opportunities.

### Awareness of Contracting Opportunities

Being aware of available contracting opportunities relevant to the business is critical for determining whether they are worth pursuing, and more broadly related to business development objectives. Survey respondents were asked



about their level of awareness of contracting opportunities for the goods/services their business provides. As shown in **Figure 9**, most respondents (28) reported having some awareness about contracting opportunities for the goods and services their business provides. Notably, just half of those were currently involved in the procurement process.



Figure 9: Contracting opportunity awareness

Nine businesses reported that they are not aware of any contracting opportunities, while two said there are not any opportunities available. Interestingly, of these 11 respondents, seven reported that their business is actively seeking contracting opportunities and three specifically expressed interest in understanding what contracting opportunities may be available. This suggests that awareness of contracting opportunities is a challenge for some Inuit business owners.

### Experience with Procurement Process Elements

When asked about the level of experience the business has with various components of the procurement process, approximately six in 10 survey respondents had some or

a great deal of experience looking for contracting opportunities, completing and submitting proposals, developing work plans and budgets, entering into service agreements, and meeting reporting requirements of a contract (**Figure 10**).



Figure 10: Procurement process experience level

Further analysis suggests while businesses with contracting experience are familiar with the process, many without experience are either unaware of the process or have not been successful navigating it. Additionally, 15 out of 26 businesses with past contracts had some experience in all categories outlined in **Figure 10** further highlighting the importance of familiarity with the entire procurement process.

Viewed this way, it appears as though there may be one group of respondents that have a relatively high level of experience across each procurement component asked about, while another group has relatively little experience.



However, when examined more closely, it seems that there are three similarly sized groups of businesses, one each with relatively low, moderate and relatively high levels of experience across procurement process components (Figure 11). It is also important to note that there is no consistency at the individual business level in terms of experience with procurement processes. For example, some businesses indicated a similar level of experience across all five components, while others were higher on some than others, indicating a high level of variability across Inuit businesses regarding the level and nature of experience with procurement processes.

Procurement process experience

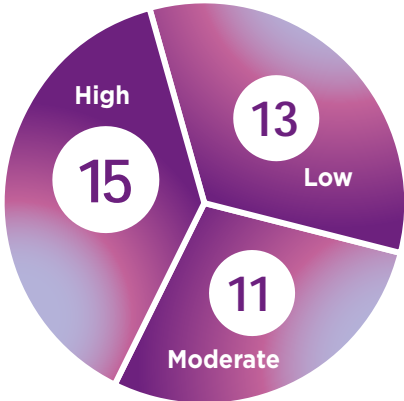


Figure 11: General level of experience with procurement

Finding Contracting Opportunities

Survey respondents were asked where they look to find contracting opportunities through procurement and were provided a list of common sources to refer to during the interview. As illustrated in Figure 12, Inuit or other Indigenous organizations were the most common source

sought for procurement opportunities, followed by the private sector and government. Notably, 22 respondents did not select any of the available options or provide additional details. This group did not stand out from the larger sample in terms of experience or awareness, which suggests there may be numerous common factors associated with how Inuit businesswomen seek contracting opportunities.

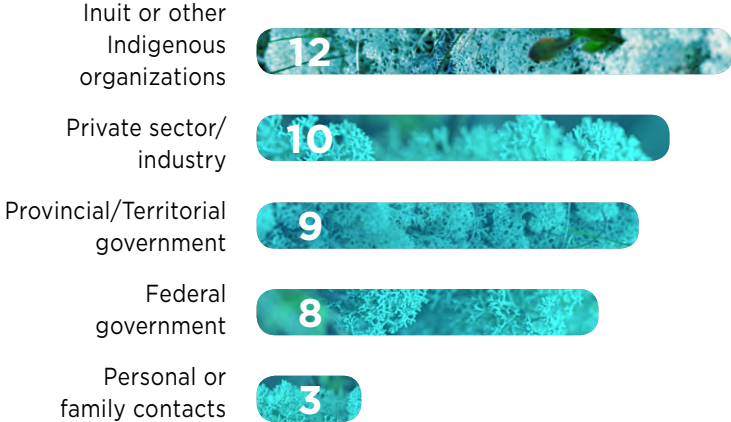


Figure 12: Sources of procurement opportunities

In terms of how Inuit businesses find out about specific contracting opportunities, many survey respondents reported being contacted directly by organizations seeking goods or services, while others indicated searching online and through social media, through distribution lists, and from Inuit or Indigenous organizations.

Proof of Inuit Ownership

Some procurement contract opportunities include certain preference criteria for Inuit-owned businesses, through mechanisms like cost adjustments or additional points for Inuit ownership or labour components, for example.





As seen in **Figure 13**, the majority of respondents surveyed were familiar with providing evidence of Inuit ownership. and Those that did not tended to have less experience with contracting, lower awareness of contracting opportunities or interest in securing contracts. Just two respondents indicated proving Inuit ownership was not applicable to their business. Given one in four respondents were not familiar with requirements for documenting Inuit ownership to access benefits for Inuit or Indigenous firms suggests a substantial proportion of Inuit businesswomen might benefit from education and support resources in this area.

Experience proving Inuit ownership

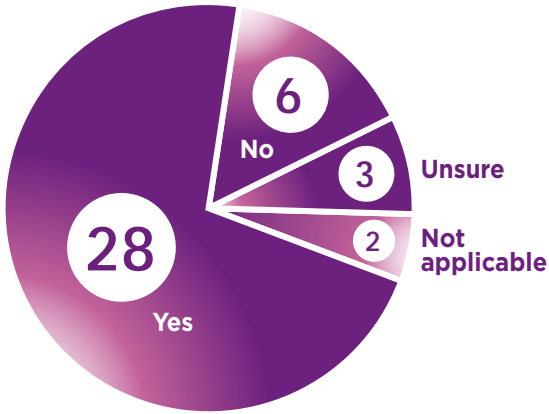


Figure 13: Experience proving Inuit ownership

Interest in Contracting Opportunities

Respondents were asked about the status of the business relating to contracting opportunities. As illustrated in **Figure 14**, most respondents indicated interest in expanding or renewing existing contracts, or in pursuing new contracting opportunities. Nearly one in five respondents indicated satisfaction with the currently level of contracting, while three stated contracting is not part of their business

model. This finding suggests there may be significant interest among Inuit businesswomen to secure business stability and/or growth through the pursuit of contracting opportunities.

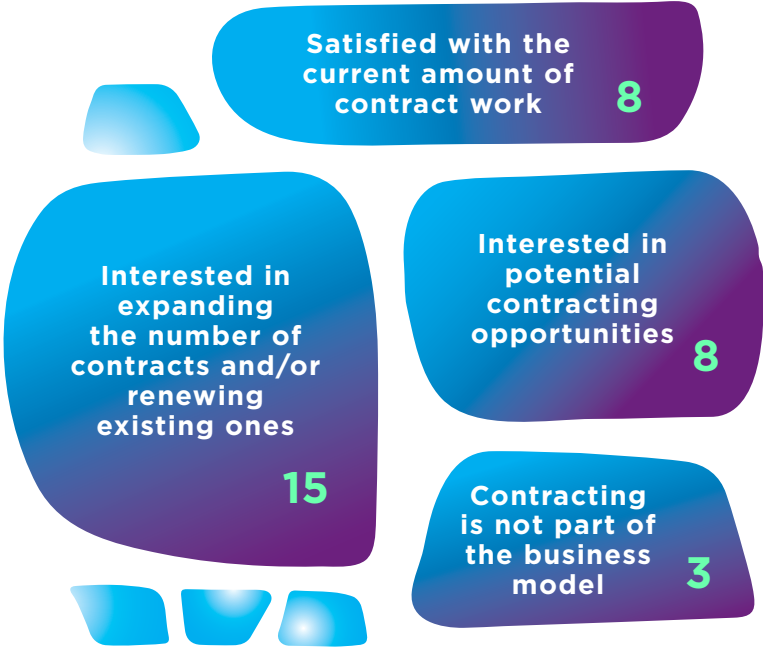


Figure 14: Interest in contracting

Challenges and Barriers Related to the Procurement Process

Survey respondents were next asked about challenges and barriers the business has faced navigating the procurement process. The results, illustrated in **Figure 15**, clearly demonstrate the complexity of proposal guidelines and the time it takes to complete proposals are the most common barriers related to procurement, experienced by approximately one in four survey respondents. These challenges may discourage Inuit women from participating



in procurement processes, or from seeking contracting opportunities for their businesses. This may be reflected in other survey responses from this group. For example, of 16 respondents who reported process complexity as a barrier, 10 were not currently looking for contracts and seven had relatively little experience with procurement processes. Similarly, of the 14 who reported time and resources as a barrier, nine were not actively pursuing opportunities and six had relatively little experience with procurement processes. Notably, a number of the businesses that selected either of these barriers are interested in understanding what procurement contract opportunities are available or are interested in expanding their contracts.

**Challenges and barriers facing Inuit businesses**



Figure 15: Challenges and barriers facing Inuit businesses

**“I’ve been aware of several instances of Inuit women being used predominantly by white men to be the face of the business!”**

**“I’m competing for a contract that’s all going to be done by non-Inuit, there’s not transparency and no real accountability, no ability for Inuit-to-Inuit business development.”**

A smaller proportion of respondents reported experiencing barriers related to insufficient support, lacking confidence or feeling unqualified, or difficulty meeting eligibility criteria, and one respondent experienced either language barriers or outright discrimination. One respondent said being outside Inuit Nunangat precluded her business from certain opportunities, while another echoed earlier survey responses and expressed a lack of awareness about opportunities. The cost of delivering retail goods in remote areas, specifically in Labrador, posed a problem for another business. Lastly, one female business owner, who works in a male-dominated industry, said that she is not taken seriously.

Follow-up interviews provided greater insight into some of the barriers and challenges facing Inuit women in business. For example, an issue raised by a number of interviewees was regarding businesses being run outside of Inuit Nunangat., It appears that due to jurisdictional requirements associated with Nunavummi Nangminiqaqtunik Ikajuuti (NNI), businesses



owned by Nunavummiut and located outside of Nunavut are not able to take advantage of that procurement resources provided by the secretariat.

Another issue for businesses located in Inuit Nunangat was difficulty retaining employees, often due to social issues such as poverty and addiction, or a lack of housing. Some interviewees also noted challenges related to accessing education, literacy, and language. Other challenges noted are related to finances; multiple interviewees mentioned not being able to access funds for business activities, and/or that their business income is unstable and does not provide benefits (such as health insurance or retirement savings).

Multiple interviewees also addressed the phenomenon of “fake Inuit businesses”; those that may list an Inuit owner for the purposes of securing procurement benefits, where operational decisions are made by non-Inuit partners and profits accrue primarily to non-Inuit. The women who mentioned this said not only do Inuit businesses lose contracts this way, it also interferes with Inuit-to-Inuit business collaboration and relationship building.

Other social issues cited in interviews include gendered expectations or obligations, where domestic labour expected of women prevents them from having time to run their business or deal with procurement processes. There was also mention of lateral violence within the community, where Inuit business owners are reluctant to help and support each other due to competition and perceived scarcity. A number of interviewees also mentioned politics being a challenge, in terms of difficulty navigating bureaucracy, the “who you know” nature of awarding contracts, and conflicting interests between various organizations.

Together, the survey and interview results describe a contracting landscape characterized by an array of potential barriers and challenges for Inuit businesswomen. Some of these challenges are inherent to common procurement processes, others reflect business capacity needs, and

others appear more structural or systemic. It is important service providers and support agencies—including Pauktuutit—recognize commonalities among the barriers and challenges Inuit women face in business, and respect and create space for them to articulate and receive support for the specific or common issues they may be facing.

### Business Supports and Resources

Survey respondents were asked about the various supports their business has received in the past. As shown in **Figure 16**, the most accessed resources were support from an Inuit or Indigenous organization (14), and business development grants and loans.



Figure 16: Supports and resources accessed by Inuit businesses





“There should be more human connection, with other people, if we’re doing procurement and I have an issue, I want to talk to a human.”

Resources more specific to procurement, such as help prequalifying for contracts, training in procurement processes, or information related to contracts or business opportunities were accessed much less frequently. In fact, 14 survey respondents indicated they had not accessed any of the listed resources; this group tended to have relatively low levels of experience and awareness with respect to contracting, but at least half were interested in maintaining or expanding the volume of contracts their business has. This suggests there may be gaps in awareness of the supports and resources available to Inuit businesswomen, or other barriers preventing them from accessing available supports.

### Sought After Supports

Finally, survey respondents were asked about resources and supports that might help their business achieve their contracting related business objective to navigate the procurement process and secure contracts. As illustrated in **Figure 17**, near half of the survey respondents indicated they would benefit from training in procurement processes as well as more networking opportunities with other Inuit women in business. Survey respondents indicated a strong desire to receive one-on-one support completing applications and registering as an Inuit business on provincial, territorial and national business registries.

### Supports and resources desired

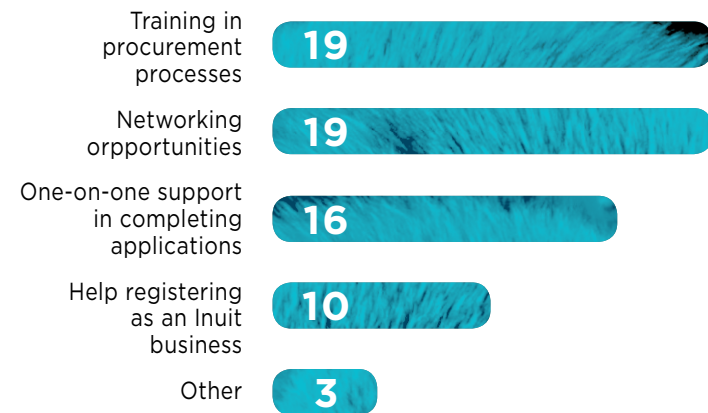


Figure 17: Supports and resources desired by Inuit businesses

These responses reflect the barriers respondents face, including the complexity of procurement processes, the time that it takes to prepare proposals, and a perceived lack of support to answer questions.

Overall, from the survey responses and follow-up interviews, the picture that emerges is multifaceted. The Inuit business environment is characterized by a wide variation in experiences, awareness and interest of the business owners with respect to contracting opportunities and procurement processes in general. Not surprisingly, business goals are very specific to individual businesses, and shaped by the experiences of their owners and what they believe is possible and worthwhile. That noted, Inuit businesswomen face common barriers to achieving their business goals associated with contracting. There is a clear desire for additional supports and resources to explore available opportunities and make informed choices about how and where to invest time and effort toward pursuing those goals.



**“It is all about empowerment. There is so much work to be had, that will be driven by Inuit women, for not just the government but for the communities.... Look at the team they are Inuit women and look at the work they are doing and the results of it. Empowerment in these communities is about seeing the success of Inuit and wanting to follow that. There is such an Inuit economic leakage, and the money does not stay in their communities and there is an opportunity for it to stay in and build up.”**

**“There should be a conference for Inuit business owners, and ONLY Inuit women in business to discuss the complexity of operating a business and also find ways of bidding on procurement together. This will also bring together our unique challenges and help identify solutions, including fair and equitable access to funding, grants and business support for Inuit, by Inuit not southern organizations or governments who do not understand business in the North with Inuit.”**

## Support and Service Providers

It was important to gain the perspective of those who provide supports and resources to Inuit businesswomen for this project. 11 representatives from such agencies completed the online survey, and 5 agreed to participate in a follow-up interview. These individuals represented various government organizations, including several economic development specialists, and NGOs dedicated to supporting indigenous and Inuit communities.

**As an Indigenous person I could be gatekeeping, I’m asking myself am I taking the project because it interests me or is it for the benefit of the community.... So you need to take into account the mental health and wellbeing component. How am I allowing the government to introduce more harms to the Inuit community...? What’s going to be left for the community? Mentorship and coaching are needed, by people who are healthy! Not so much that they are successful, we can’t define success as an Indigenous person, but how do they navigate that, what kind of defense mechanisms do they use, how do they maintain and balance of those things?”**

### Supports Offered to Inuit Businesswomen

Service providers were asked what types of supports and services their organization offers to Inuit businesses. As shown in **Figure 18**, the majority of the service providers surveyed offer business start-up support, as well as general capacity building support and help completing proposals. This is significant since, as noted, over half of the Inuit businesses surveyed desire one-on-one support with applications.



Figure 18: Services offered to Inuit businesses

Over half of the service providers offer procurement process training and help with Inuit ownership documentation. These are also the same subject matters where Inuit businesses indicated wanting support. Lastly, six service providers reported offering awareness or access to tenders or RFPs and only one said they do not provide any of the above supports. One reported their organization has grants and contributions for all the stated services, and additional services for which businesses may require funding.

It is worthwhile to note none of the service providers reported offering networking opportunities, which was requested by 19 Inuit business survey respondents. However, while the relatively small number of surveys completed limits our ability to draw conclusions, it appears that supports and services Inuit businesswomen desire are largely available from agencies such as those we surveyed and interviewed. This may point to location, quantity, or communications as factors, in addition to other barriers, that limit Inuit businesswomen’s awareness and use of available supports.

Service providers were also asked if their organization is involved in or bound by legal agreements with provisions designed to benefit Inuit or Indigenous businesses such as legislation, policies or contractual obligations like those in Inuit Impact and Benefit Agreements. As shown in **Figure 19**, responses were split. Five service providers indicated they are bound by existing obligations, including the Entrepreneurship and Business Development (EBD)

Service provider legal obligations

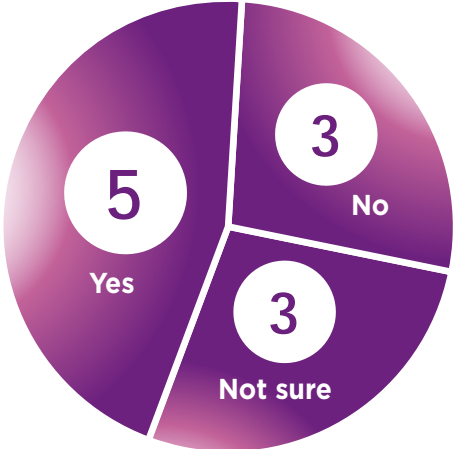


Figure 19: Service Provider legal obligations





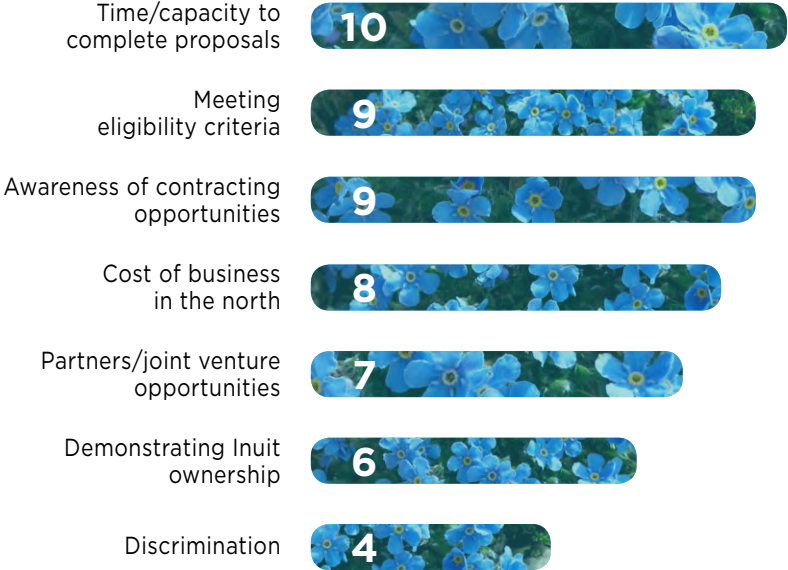
Fund, Government of Canada procurement rules and policies, CanNor funding for Indigenous projects, and other contractual obligations.

Needs of Inuit Businesses in Procurement

Service providers were asked what the needs of Inuit businesses are related to pursuing contracting opportunities or navigating procurement processes. Their responses, shown in Figure 20, suggest a significant level of need reflective of what we heard from Inuit business owners. Almost all, ten, expressed businesses require time and capacity to complete proposals (Figure 17). This is reflective of experiences of business owners, 14 of whom said time

and resource requirements were a barrier to participation in the process, and 16 replied the complexity of proposal guidelines or associated requirements is the largest barrier.

Nine of the service providers indicated that meeting eligibility criteria and having awareness of contracting opportunities are issues for Inuit businesses. In contrast, five Inuit business owners reported needing help meeting eligibility criteria. Similarly, many Inuit business representatives indicated being somewhat aware of available contracting opportunities.



**“Inuit businesses often have a great focus on the community and local needs and strong idea of what needs to be in place to meet those needs. [They have] very good knowledge of the community and the North. Deficiencies that I have seen are around business flow, project management, and financial literacy, tracking and reporting support. [...] It will take not only a Whole of Government and Community Based Organization approach, but core infrastructure development to fully realize the Economic Development potential in Nunavut.”**

Figure 20: Service Providers perspective on common challenges facing Inuit businesses



In the follow-up interviews, the need for education, training, and workshops is a topic that emerged. From the perspective of the service providers interviewed, many Inuit business owners may lack the formal education, general knowledge, awareness, experience or skills necessary for entrepreneurship and running a business. These include things like money management, paperwork, and record keeping. There were also calls for social supports such as relationship building as a foundation for other supports, business counselling, mental health resources, and community programs for urban Inuit. Finally, some service providers spoke of a need for better outreach programs to help young women discover opportunities that exist in their communities, where unmet community needs may lead to business opportunities.

In general, it seems that there is an understanding between service providers and Inuit women-owned businesses (IWBs) around what supports are needed. There is still room for improvement and communication about existing and desired needs, supports, and services IWBs may not be aware of or may not have access to.

### Differences between Inuit and Non-Inuit Businesses

Service providers were asked if there are any notable differences between Inuit businesses and other businesses, and specifically if there are any areas where Inuit businesses tend to be relatively strong or deficient when compared to non-Inuit businesses. Responses were again split; six service providers suggested there are significant differences, noting general business capacity and specific business-related skills as examples. One interviewee noted that success for Inuit businesses was seen at the community level. Some places

have less business activity in general so there are also fewer successful Inuit businesses. Another indicated that there are many opportunities for Inuit along with many qualifications and requirements that need to be met in order to excel or advance, which often becomes a barrier.

### Challenges for Inuit Women in Business

Service providers were asked if Inuit businesswomen face specific challenges related to accessing contracting opportunities or navigating procurement processes. Six respondents said yes. When asked to elaborate on the specific challenges, they included a lack of access to internet or computers, language barriers including linguistic and bureaucratic language of competitions, lack of experience with the procurement process, lack of capacity due to small company size, discrimination, sexism, and a lack of opportunities.

Four respondents specifically mentioned a need for better education and training, both in general and related to business and procurement. One made note Inuit women prioritize family over business demands, which is likely related to gendered expectations of women's responsibility in the household. Another expressed a concern about non-Inuit women "taking up space" in Inuit organizations, possibly inferring Inuit are better positioned to serve and support Inuit.

Several interesting anecdotal comments about gender emerged from the interviews. While one interviewee said Inuit men and women are affected the same way, four others noted positive and negative differences. One service provider said historically there have been more Inuit men represented in business and entrepreneurship, but in recent times more so. Another said currently there are more



Inuit women entrepreneurs than men. In husband-and-wife partnerships, one noted the woman will take a leadership role because Inuit men tend to be shy. Gender can play a role in a more traditional sense: as one interviewee pointed out, women will be held back by domestic labour and obligations, whereas men can “really go for it” when they are pursuing a business opportunity. Gender also may determine the types of businesses that are chosen, with Inuit women tending toward “feminine businesses” such as crafts and sewing, and men being drawn to “masculine” roles such as hunting. Lastly, one service provider said they had seen Inuit women be very successful in the procurement process.

### Ideal Supports for Inuit Businesses

Service providers were asked to suggest the types of supports they would like to see their agencies provide to Inuit business related to accessing procurement contract opportunities that they do not currently provide if they had unlimited time, money and staff. More training specific to procurement processes was among the common suggestions, including pre-application support, navigating the application process for grants and contributions, one-on-one support for completing applications, meeting reporting requirements, the importance of the timelines, and project management processes. One service provider

**“Inuit by tradition work in groups. So, develop a schooling that results in a coop situation. This would take a lot of training, but if they all hang out and sew together. Coops are designed for that communal doing stuff, sharing knowledge and getting business out of that. There is such a gap of understanding on business and start up, we all face challenge of lack**

**of understanding about money. So, design a program, whereby the same group of people work together for a common goal, in addition to sewing - understanding finances and profit scenarios, recognizing that they make nice products and then ways to market them (Facebook, then make a website, etc.). For example, on Monday lets sew and talk or learn about X,**

**on Wednesday lets sew and talk or learn about Y, etc.”**

**“So, my magic wand would be patience, put more emphasis on capacity development, like training, the necessary entrepreneur skills to ensure people are set up for access. As opposed to checking off boxes to meet program requirements, because that doesn’t ensure success.”**





mentioned support groups for Inuit women wanting to start a business, which falls in line with IWB requests for networking opportunities. There was also concern for Inuit women in distress who require better mental health support systems and counselling. Lastly, one respondent felt that Inuit women need to be encouraged and supported to start new businesses.

## Procurement Specialists

The third group that Pauktuutit deemed important to include in this study included individuals who work in procurement at companies or agencies that receive and evaluate bids and award contracts to Inuit businesses. By working with businesses owned by Inuit women, procurement specialists provided a unique perspective that could inform the development of supports and resources and encourage a dialogue about how contracting opportunities and benefits are implemented.

Three procurement specialists participated in this survey, and one agreed to be interviewed. Despite the low number, their responses and insights still provided useful context in understanding the procurement landscape as it applies to Inuit businesses and may help guide future engagement efforts.

Each organization represented is required to contract with Indigenous firms or to evaluate Indigenous bids. Awarding preference points, through an Indigenous-specific procurement process is required along with following regulations.

Two of the procurement specialists reported “often” receiving bids from Inuit service providers, the third

“sometimes.” All three procurement specialists said there are no differences between Inuit and non-Inuit firms in terms of how contracts are awarded, administered and managed. In an interview, one procurement specialist described the process as gender neutral, neither discriminating against women nor providing special procedures for dealing with applications by Inuit women business owners. That noted, data is not collected by respondent organizations related to contracts awarded to individuals identifying as men vs women. They also commented the bid grading process can be difficult to navigate, particularly in terms of preference points, and suggested implementation of associated programs for training and assistance.

Each of the three organizations represented engage with Inuit businesses or other organizations for sole source contracts, to encourage them to bid, and to help Inuit businesses access contracting opportunities. One organization continually engages and meets with Inuit business owners to introduce new opportunities, to offer periodic training and support, and yearly updates on the procurement process. Another solicits Inuit businesses first for contracts in Inuit Nunangat. The third advertises all opportunities online.

## Benefits of Working with Inuit Firms

Survey respondents listed many advantages when contracting with Inuit businesses. All identified that promoting or celebrating Inuit culture, advancing corporate social responsibility, and having an accessible local workforce are advantages. Two of the three procurement specialists included quality of goods and services and meeting legal obligations as advantages. Given the high cost of operating a business in Inuit



Nunangat, the use of preference points is designed to improve the chances for Inuit firms. Cost efficiency was not listed as an advantage of contracting with Inuit businesses.

When asked to rank the proposals from Inuit firms against bids from non-Inuit businesses, they were similar. Cost competitiveness was rated below average by two of the three procurement specialists. Two of three procurement specialists considered each of eligibility criteria, timelines, level of detail, and experience and expertise to be like those of non-Inuit firm, with the remaining respondent ranking those categories below average for Inuit firms.

In one interview, a procurement specialist echoed comments from many business owners about the proposal writing process being difficult and cumbersome to work through; however, maintained the system is effective once one learns to navigate it.

A comment made about “fake” Inuit businesses, echoed concerns raised by some Inuit business owners about the risk posed by an Inuk serving in the role of CEO so the company can compete for contracts and access the advantages designed specifically for bids by Inuit firms.

Other times, tenders are posted that do not receive bids. The specialist suggested seminars about filling out tender forms, legal aspects of government tenders, along with outreach to encourage Inuit business owners to bid on available tenders.



# Discussion and Recommendations





## Discussion and Recommendations

**Pauktuutit engaged directly with Inuit business owners, as well as representatives from organizations that provide supports and resources to help business owners access contracting opportunities and navigate procurement processes, and companies and agencies awarding contracts to Inuit businesses. The surveys that were completed and the interviews that were conducted considered the context within which Inuit women live, learn and do business. This led to a number of key takeaways and recommendations that may help Pauktuutit continue to strengthen the supports that are offered to Inuit businesswomen, and to build and nurture a vibrant Inuit business community.**

Similar to other studies involving engaging Inuit women, we were impressed and grateful for their generosity and eagerness to help Pauktuutit by sharing their experiences and perspectives. Our conversations were candid, and while acknowledging and making space to discuss challenges and barriers, were positive.

**Inuit women play many important roles in businesses, in addition to or other than as owners.**

As previously noted, Pauktuutit employed a more inclusive definition of Inuit businesswomen for this study than those previously used, one not limited to ownership roles.

In recognition Inuit women may operate in various significant operational roles in addition to or other than owners, we reached out to broader group of Inuit owned businesses and asked them to describe the role Inuit women play. We asked surveys be completed by Inuit women, and overall this happened.

The survey and interview responses served to validate the notion that Inuit businesses are often family affairs, and Inuit women fill a wide range of roles within those businesses, including leadership, managerial, operational and administrative. Inuit women are involved in driving business growth, and seeking out and pursuing contracting opportunities.

For this reason, maintaining a focus on Inuit women business owners could unnecessarily exclude many businesses from being able to participate and lend their perspectives to a broader understanding of the needs and preferences of Inuit firms, which in turn is used to help identify and develop supports and resources responsive to them. Supports and resources designed using a GBA+ approach intended to empower Inuit women to help Inuit businesses access contracting opportunities and navigate procurement processes need not be limited to business owners.

---

**We recommend** that future research and engagement by Pauktuutit, and any business-related supports and resources offered by Pauktuutit, target Inuit women in business as a broad group, inclusive of employees and business owners.

---

## Inuit businesses vary in term of awareness, experience, interest and access to contracting opportunities and procurement processes.

The people we spoke with varied considerably to the extent in which contracting and procurement factor into their business models. As we did not try to create a sample group based on criteria that may make a business more or less likely to be involved in and/or have knowledge of contracting, this is not a surprising finding. As expected, there is a small group of Inuit businesswomen who have little interest in contracting as part of their business model, and who would likely not seek out supports and resources in this area. There is also a group of Inuit businesswomen who have incorporated contracting into their business model, are aware of procurement opportunities, and are experienced pursuing them. Others are interested in maintaining or increasing their exposure to contracting opportunities and growing their businesses through contracting, yet are limited in terms of awareness or experience.

---

**We recommend** future studies about Inuit women in business and procurement employ varied methodology to further examine these groups and their specific needs.

---



---

**We recommend** businesses that expressed interest in increasing their exposure or growing their business through contracting be granted focused attention and targeted supports and resources.

---

## Inuit businesswomen face unique challenges and barriers to successfully accessing and pursuing contracting opportunities.

The Inuit we spoke with pointed to two central challenges when accessing contracting opportunities and navigating the procurement process:

1. The sheer complexity of procurement requirements and guidelines for completing proposals, and
2. A related challenge is the investment of time is required to pursue contract opportunities. This was echoed by service providers, suggesting that the complexity of the process may prevent some Inuit businesses from demonstrating how they meet contract eligibility criteria.

Many small business owners are incredibly busy with operations and may have difficulty assessing contracting opportunities to determine if they are worth pursuing. Where the process seems overly complex or burdensome, and where there may be a perceived lack of available support, some Inuit women may forego opportunities to meet their business objectives.

If the procurement processes are better understood and individual supports are more available and accessible, more Inuit businesswomen may access contracting opportunities.

---

**We recommend** Pauktuutit considers ways to support Inuit women in addressing challenges related to the complexity and time constraints of the procurement process by developing training resources and individual support services.

---



### There are supports and resources available, yet there may be gaps in awareness and accessibility.

There is a wide range of supports and services Inuit businesswomen may access to build capacity, skills and confidence to identify and pursue contracting opportunities, and to utilize provisions and benefits targeted toward Inuit businesses. In fact, many Inuit businesses access these benefits through existing service providers and have a high degree of awareness of available resources, and who can help.

However, there is likely a sizable number of Inuit businesswomen who do not have convenient access to supports and resources or are not aware of what is available or how to access it. Pauktuutit's website contains a substantial amount of information and training materials that may be accessed at no cost. That said, it is not a clearinghouse for all available resources, nor designed to be "live" or continuously updated.

---

**We recommend** that Pauktuutit consider expanding information available on its website and dedicating human resources to partner with organizations to maintain current information and contacts.

---

These efforts can be bolstered through the support of other Inuit and Indigenous organizations. While many resources are available to Inuit and Indigenous women in business, not every organization provides all needed services. There are jurisdictional issues regulating who may access services, and the path to access the resources being sought is often complex.

### We recommend other Inuit and Indigenous supporting organizations form partnerships with Pauktuutit to bridge IWBs and sought-after supports. Inuit businesswomen could benefit from formal business education.

Both IWBs and service providers noted education, literacy, and language may be a challenge for Inuit business owners. Specifically, many could benefit from formal education around small business topics such as money management, record keeping, and paperwork. This issue may be addressed by public education and in academic settings.

---

**We recommend** that public education institutions offer classes in basic business and finance skills such as money management, as well as support for literacy and second languages.

---



---

**We recommend** post-secondary academic institutions offer low or no-cost open courses second-language courses and support.

---



---

**Where these** programs already exist, we recommend public and post-secondary institutions conduct outreach initiatives to better engage Inuit women and girls.

---





### Inuit businesswomen want one-on-one support in addition to training.

Just as Inuit businesses are varied and unique, so too are their owners' specific needs related to contracting opportunities and procurement processes. Training that can help Inuit businesswomen understand procurement processes, and is constructed and delivered in a way that is responsive to their perspectives could be invaluable, both by helping them determine which opportunities are worth pursuing, and to optimize the investment of time and resources that are necessary to do so. There are many training materials available from government agencies, not-for-profit organizations and other institutions; some specific to Indigenous Peoples, others are targeted to a broader audience, and very limited training materials designed specifically for Inuit businesswomen.

Pauktuutit offers business training modules covering a range of topics that are available and designed for Inuit women, yet several topics are not covered.

---

**We recommend** that Pauktuutit develop a more robust curriculum or training materials covering each of the major topics associated with contracting.

---



---

**We further** recommend new training materials be tested with the organizations who participated in this study, and they be compensated at market value for contributing to material development.

---

Several Inuit mentioned one-on-one support for completing proposals as a necessary resource. In practice, this might entail an intake process where business capacity needs could be assessed, either in general or against a particular contracting opportunity, after which assistance is provided compiling documentation and completing proposals. Some organizations offer this type of assistance, though the extent to which they are available to all Inuit businesswomen is presumed to be low.

---

**We recommend** that Pauktuutit and other Inuit and Indigenous organizations create support programs to aid individual Inuit businesswomen in building skills and capacity to navigate procurement processes and complete proposals. Such a program should be developed with the objective of building capacity so Inuit businesswomen are able to pursue contracts independently and confidently in the future.

---

### Inuit businesswomen would benefit from additional networking opportunities.

Some Inuit women we spoke with saw networking as a potential opportunity to share information and resources, build relationships, and offer help and kinship within a supportive community. Pauktuutit's Inuit Women in Business Network (IWBN) offers this to a certain extent, though there may be justification to expand this service by ensuring it is actively managed and acts as a central hub for communication, information exchange and the dissemination of training and support.



---

**We recommend** that Pauktuutit explore ways to bolster the IWBN through dedicated human resources, outreach and regular communications with members.

---

One interviewee suggested that Pauktuutit host a conference or seminar for Inuit businesswomen to explore issues, challenges and opportunities for business growth and development. This would allow Inuit women to collectively build a foundation of shared knowledge and experience, and support capacity development across Inuit Nunangat and southern Canada.

---

The IWBN could serve as such a forum, and **we recommend** Pauktuutit consider the possibility of an Inuit Women in Business conference hosted by the IWBN in the future.

---



---

**We further recommend** Indigenous and Inuit organizations facilitate opportunities for networking.

---

### All efforts may be bolstered by government support.

Government organizations can offer further support by funding and empowering Inuit organizations and Inuit women in business, who are already doing on-the-groundwork. The PSIB is a vehicle that may be used to encourage higher procurement participation rates by Inuit women in business.

---

**We recommend** funding is offered specifically for Inuit women in business.

---



---

**We recommend** government organizations work directly with Pauktuutit to effectively implement the PSIB and boost participation of Inuit women.

---

### More data and insights are needed.

This study builds upon previous work that Pauktuutit completed employing a GBA+ lens engaging Inuit businesswomen. It adds to a growing knowledge base, relationships and contacts across the country. By expanding this scope through regular outreach, using the IWBN as a vehicle, Pauktuutit may more effectively direct resources and advocacy efforts on behalf of Inuit businesswomen. This outreach could be bundled with additional information about subsequent phases of the study with an invitation to join the IWBN.

---

**We recommend** Pauktuutit share the results of this study directly with those who completed the surveys and with each organization contacted and invited to participate.

---

Through this study we hoped to engage with a larger number of procurement specialists and recognize the remaining knowledge gap. Those who evaluate proposals and make decisions to award contracts to Inuit businesses, in accordance with their obligations and their corporate objectives, need be engaged.



---

**We recommend** Pauktuutit continues to build relationships with procurement **specialists in government and industry to understand their processes, needs and priorities more fully.**

---



---

**We recommend** procurement specialists identify creative opportunities to work with Inuit women in business, by offering training and support at all phases of the procurement process.

---

Finally, a review of publicly available data on Inuit business ownership reveals gaps with respect to the total number of Inuit women-owned businesses, their location and industry characteristics. Such information would provide additional

distinctions-based insights that could inform engagement efforts, and support evidence-based decision-making and resource allocation.

There are also gaps in information collected by procurement organizations. No gender-specific data is collected, and no way to intersect the data to determine participation rates of Inuit women. There is support available to bolster Inuit participation in procurement; however, the requirements relating specifically to procurement bids are pan-Indigenous.

---

**We recommend** government procurement agencies collect gender-specific data to assess the participation of women-owned businesses in procurement to facilitate data analysis about the participation of Inuit women-owned businesses.

This will enhance Pauktuutit's ability to advocate for research methodologies and data collection strategies that can lead to further understanding of Inuit businesswomen.

---





# Conclusion



## Conclusion

**The findings of this study will be used in the next phase of this project, which will involve the development and dissemination of supports and resources for Inuit businessowners designed specifically to help address the needs explored in the literature and described by our respondents and interviewees. We hope outcomes of this work will provide Inuit women with tangible, positive and lasting value, and they will be encouraged, confident and capable to pursue their business goals.**

## Summary of Recommendations

We recommend that:

1. Future engagement conducted by Pauktuutit, and any business-related supports and resources offered by Pauktuutit target Inuit women in business as a broad group, whether they own the businesses or not.
2. Any future study looking at Inuit women in business and procurement use varied methodology to further examine these groups and their specific needs.
3. Businesses that expressed interest in increasing their exposure or growing their business through contracting be granted focused attention and targeted supports and resources.
4. Pauktuutit considers ways to support Inuit women in addressing challenges related to procurement process complexity and time consumption, though training resources and individual support services.
5. Pauktuutit considers expanding the information available on its website and dedicating human resources to work with partner organizations to help keep information and contacts up to date.
6. Other Inuit and Indigenous supporting organizations form partnerships with Pauktuutit to form a bridge between IWBs and sought-after supports.
7. Public education institutions offer classes in basic business and finance skills such as money management, as well as support for literacy and second languages.
8. Post-secondary academic institutions offer low or no-cost open courses on topics such as small business, money and finance, and record keeping in addition to second-language courses and support.
9. Public and post-secondary institutions conduct outreach initiatives to better engage Inuit women and girls where these programs exist.
10. Pauktuutit considers developing a more robust curriculum or training materials that covers each of the major topics associated with contracting.



11. New training materials be tested with organizations who participated in this study, and that they be fairly compensated for contributing to their development.
12. Pauktuutit and other Inuit and Indigenous organizations consider creating support programs to aid individual Inuit businesswomen in building the skills and capacity to navigate procurement processes and complete proposals.
13. Pauktuutit consider the possibility of an Inuit Women in Business conference hosted by the IWBN in the future.
14. Indigenous and Inuit organizations facilitate opportunities for networking.
15. Government funding is offered specifically for Inuit women in business.
16. Government organizations work directly with Pauktuutit to effectively implement the PSIB and boost participation of Inuit women.
17. Pauktuutit share the results of this study directly with those who completed the surveys, and additionally, with each organization that was contacted and invited to participate. Pauktuutit continue to build relationships with Procurement Specialists in government and industry to understand their processes, needs and priorities more fully.
18. Procurement specialists identify creative opportunities to work with Inuit women in business, including offering training and support at all phases of the procurement process.
19. Government procurement agencies collect gender-specific data to assess the participation of women-owned businesses in procurement to facilitate data analysis about the participation of Inuit women-owned businesses.
20. Pauktuutit continue to advocate for research methodologies and data collection strategies that can lead to a further understanding of Inuit businesswomen.





# References



## References

- Arriagada, P., & Bleakney, A. (2019). *Inuit Participation in the wage and land-based economies in Inuit Nunangat*. Statistics Canada.
- Bobiwashi, H. (2020). *Indigenous Women Entrepreneurs: Valuable Investments in Their Businesses, Families, and Communities*. National Aboriginal Capital Corporations Association. Retrieved from <https://nacca.ca/wp-content/uploads/2020/07/NACCA-IWE-Summary-Report.pdf>
- Burch, P., & Heinrich, C. (2016). *Mixed Methods for Policy Research and Program Evaluation*. SAGE Publications, Inc. doi: <https://dx-doi-org.proxy.library.brocku.ca/10.4135/9781483398259.n1>
- Canadian Council for Aboriginal Business. (2020). *Promise and Prosperity*.
- Clark, N. (2012). *Perseverance, determination and resistance: an indigenous intersectional-based policy analysis of violence in the lives of indigenous girls*. Retrieved November 4, 2020, from University of British Columbia Learning Circle: [https://learningcircle.ubc.ca/files/2013/10/7\\_Indigenous-Girls\\_Clark-2012.pdf](https://learningcircle.ubc.ca/files/2013/10/7_Indigenous-Girls_Clark-2012.pdf)
- Clark, N. (2016a). Red Intersectionality and Violence-informed Witnessing Praxis With Indigenous Girls. *Girlhood Studies*, 9(2), 46-64. <https://www.berghahnjournals.com/view/journals/girlhood-studies/9/2/ghs090205.xml>
- Clark, N. (2016b). Shock and Awe: Trauma as the New Colonial Frontier. *Humanities*, 5(14). <https://www.mdpi.com/2076-0787/5/1/14>
- Crenshaw, K. (2016, October). The urgency of intersectionality. Retrieved October 30, 2020, from [https://www.ted.com/talks/kimberle\\_crenshaw\\_the\\_urgency\\_of\\_intersectionality?language=en](https://www.ted.com/talks/kimberle_crenshaw_the_urgency_of_intersectionality?language=en)
- de Mel, S., McKenzie, D., & Woodruff, C. (2007). *Measuring Microenterprise Profits : Don't Ask How the Sausage is Made. Policy Research Working Paper; No. 4229*. Washington, D.C.: World Bank. Retrieved from <https://openknowledge.worldbank.org/handle/10986/7075>
- Fasken. (2022). Failure to Launch? The Federal Procurement Strategy for Indigenous Business Struggles to Get off the Ground, 25 Years After Its Inception. Retrieved from <https://www.fasken.com/en/knowledge/2022/09/the-federal-procurement-strategy-for-indigenous-business-struggles-to-get-off-the-ground>
- Hankivsky, O., Grace, D., Hunting, G., Giesbrecht, M., Fridkin, A., Rudrum, S., . . . Clark, N. (2014). An intersectionality-based policy analysis framework: critical reflections on a methodology for advancing equity. *International Journal for Equity in Health* volume, 13(119). doi: <https://doi.org/10.1186/s12939-014-0119-x>
- Hunting, G., & Hankivsky, O. (2020, April). Cautioning against the co-optation of intersectionality in gender mainstreaming. *Journal of International Development*, 32(3), 430-436. doi: <https://doi-org.proxy.library.brocku.ca/10.1002/jid.3462>



- Iarossi, G. (2006). *The power of survey design: a user's guide for managing surveys, interpreting results, and influencing respondents*. Washington D.C.: World Bank.
- Indigenous Women Entrepreneurship Working Group & National Aboriginal Corporations Association. (2020). *Indigenous Women Entrepreneurs In Canada: Summary of National Findings Survey*.
- Industry Canada. (2020). Key Small Business Statistics - 2020. Ottawa, Ontario, Canada. Retrieved from [https://www.ic.gc.ca/eic/site/O61.nsf/eng/h\\_03126.html](https://www.ic.gc.ca/eic/site/O61.nsf/eng/h_03126.html)
- Inuit Tapiriit Kanatami. (2018). Retrieved from Inuit Statistical Profile: <https://www.itk.ca/wp-content/uploads/2018/08/20191125-Inuit-Statistical-Profile-revised-1.pdf>
- Inuit Tapiriit Kanatami. (2018). *Inuit Statistical Profile 2018*. Retrieved January 21, 2021, from <https://www.itk.ca/wp-content/uploads/2018/08/20191125-Inuit-Statistical-Profile-revised-1.pdf>
- Jakobsh, K., & Boskov, S. (2020). *Breaking Barriers: A decade of Indigenous women's entrepreneurship in Canada*. Canadian Council for Aboriginal Business & Women Entrepreneurship Knowledge Hub.
- Jakobsh, K., & Boskov, S. (2020). *Breaking Barriers: A decade of Indigenous Women's Entrepreneurship in Canada*. Canadian Council for Aboriginal Business. Retrieved January 21, 2021, from <https://wekh.ca/research/breaking-barriers-indigenous-women-entrepreneurs/>
- Karetak, J., Tester, F., & Tagalik, S. (2017). *Inuit Qaujijamajatuqangit: What Inuit Have Always Known to Be True*. Halifax, NS & Winnipeg, MB: Fernwood Publishing.
- Karlan, D., & Zinman, J. (2007). *Lying about borrowing*. Innovations for Poverty Action.
- McKenzie, D., & Woodruff, C. (2015). Business Practices in Small Firms in Developing Countries. *Policy Research Working Paper*.
- McKenzie, D., & Woodruff, C. (2015). *Business Practices in Small Firms in Developing Countries. Policy Research Working Paper; No. 7405*. Washington, D.C.: World Bank. Retrieved from <https://openknowledge.worldbank.org/handle/10986/22662>
- Monture-Angus, P. (1995). *Thunder in my Soul: A Mohawk Woman Speaks*. Halifax: Fernwood Publishing.
- Morrison, M., Collins, J., & Krivokapic-skoko, A. (2014). *Determine the Factors Influencing Indigenous Businesses Across Remote, Regional and Urban Australia*. Australian Reserach Council and Indigenous Business Australia.
- National Aboriginal Capital Corporations Association. (2021). *Defining Indigenous Businesses in Canada*. Retrieved from [http://www.naedb-cndea.com/wp-content/uploads/2022/07/5.-Defining-Indigenous-Businesses-Report\\_FINAL-English.pdf](http://www.naedb-cndea.com/wp-content/uploads/2022/07/5.-Defining-Indigenous-Businesses-Report_FINAL-English.pdf)
- NEIDB. (2019). *The Indigenous Economimc Progress Report*. The National Indigenous Economic Development Board, Gatineau.





- Pauktuutit & Comack. (2020). *Strategy to Engage Inuit Women in Economic Participation*. Ottawa: Pauktuutit Inuit Women of Canada.
- Ross, C., & Mirowski, J. (2002). Age and the Gender Gap in the Sense of Personal Control. *Social Psychology Quarterly*, 65(2), 125-145.
- Simpson, J. (2009). *Everyone Belongs: A Toolkit for Applying Intersectionality*. Canadian Research Institute for the Advancement of Women. Retrieved from <https://www.criaw-icref.ca/en/product/everyone-belongs--a-toolkit-for-applying-intersectionality>
- Social Care Institute for Excellence. (n.d.). *Strengths-based approach*. Retrieved January 13, 2021, from <https://www.scie.org.uk/strengths-based-approaches>
- Standing Committee of Indigenous and Northern Affairs. (2022). *Barriers to Economic Development in Indigenous Communities*. Retrieved from <https://www.ourcommons.ca/Content/Committee/441/INAN/Reports/RP11714230/inanrp02/inanrp02-e.pdf>
- Statistics Canada. (2016). *2016 Census of Population Catalogue no. 98-400-X2016286*.
- Statistics Canada. (2019). *A Profile of Businesses in Indigenous Communities in Canada*. Retrieved from <https://www150.statcan.gc.ca/n1/pub/18-001-x/18-001-x2019002-eng.htm>
- Statistics Canada. (2022). *Identifying Indigenous Business Owners and Indigenous-Owned Businesses*. Retrieved from <https://www150.statcan.gc.ca/n1/en/pub/11-633-x/11-633-x2022008-eng.pdf?st=HSRj4FLz>
- Statistics Canada. (2022, September 21). *Indigenous population continues to grow and is much younger than the non-Indigenous population, although the pace of growth has slowed*. Retrieved from <https://www150.statcan.gc.ca/n1/en/daily-quotidien/220921/dq220921a-eng.pdf?st=46Jo3EgO>
- Symington, A. (2004, August). *Association for Women's Rights in Development*. Retrieved from [https://www.awid.org/sites/default/files/atoms/files/intersectionality\\_a\\_tool\\_for\\_gender\\_and\\_economic\\_justice.pdf](https://www.awid.org/sites/default/files/atoms/files/intersectionality_a_tool_for_gender_and_economic_justice.pdf)
- Tagalik, S. (2010). *Inuit Qaujimaqatugangit: The role of Indigenous knowledge in supporting wellness in Inuit communities in Nunavut*. Retrieved November 2, 2020, from National Collaborating Centre for Aboriginal Health: <https://www.ccsa-nccah.ca/docs/health/FS-InuitQaujimaqatugangitWellnessNunavut-Tagalik-EN.pdf>
- The Indigenous Business COVID Response Taskforce. (2020). *COVID-19 Indigenous Business Survey*. Canadian Council for Aboriginal Business.
- Women Entrepreneurship Knowledge Hub. (2020). *The State of Women's Entrepreneurship in Canada*. Toronto: Diversity Institute, Ryerson University.
- Women's Entrepreneurship Knowledge Hub. (2023). *The State of Women's Entrepreneurship in Canada*. Retrieved from <https://wekh.ca/wp-content/uploads/2023/03/The-State-of-Womens-Entrepreneurship-in-Canada-2023-Research-Preview.pdf>



# Appendix A: Links and Resources for Inuit Women in Business





## Appendix A: Links and Resources for Inuit Women In Business

### Procurement Policies

The following is a non-exhaustive list of provincial and territorial level procurement policies that target or provide benefits to Indigenous businesses:

[Northwest Territories](#)

[Nunavut](#)

[British Columbia](#)

[Saskatchewan](#)

[Manitoba](#)

[Ontario](#)

[Québec](#)

[Nova Scotia](#)

[Yukon](#)

### Business Registries

Inuit-owned businesses can register with numerous organizations that may help provide access to procurement opportunities as well as networking and other resources. Some can be accessed at zero cost, while others operate

on a membership model. Some are limited to certain geographical regions. The following is a sample of some of the business registries that Inuit businesswomen can join:

[Indigenous Business Directory](#)

[Canadian Council for Aboriginal Business](#)

[Government of Nunavut](#)

[Nunavut Tunngavik Incorporated](#)

[Inuvialuit Business List](#)

[Nunatsiavut Business Directory](#)

[Kativik Business Directory](#)

[Native Women's Association of Canada #BeTheDrum](#)

[Women's Business Directory](#)

[Canadian Aboriginal and Minority Supplier Council](#)

[Centre for Women in Business Member Directory](#)

### Training Programs

Several organizations offer training programs or materials that may be of use to Inuit women in business. These are in addition to Pauktuutit's own resources, and include but are not limited to the following:

[Indigenous Women's Entrepreneurship Program](#) (NAACA)

[Business Development Bank of Canada](#)

[Futurepreneur](#)

[Keepers of the Circle](#)

[PARO Centre for Women's Enterprise](#)





## Development and Networking

Inuit women in business are also able to access networking opportunities, either nationally or in their region, to share information and resources, and to receive support from other Indigenous women. In addition to Pauktuutit's Inuit Women in Business Network, a selection of other networks that can be accessed include:

[Women Entrepreneurship Knowledge Hub](#)

[womeninbiznetwork](#)

[Indigenous Innovation Initiative](#)

[Idea Connector Network Indigenous Entrepreneurship](#)

[Indigenous LIFT Collective](#)

[Resources for Indigenous Entrepreneurs in Canada](#)

[Indigenous Women's Business Network](#)





