

SUPPORTING INDIGENOUS RECONCILIATION IN THE WORKPLACE:

Employer-driven
initiatives



Employment and
Social Development Canada

Emploi et
Développement social Canada

Canada

Supporting Indigenous Reconciliation in the Workplace: Employer-driven Initiatives

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Background

As part of their obligations under the *Employment Equity Act*, employers are encouraged to implement activities that foster Indigenous relationships and reconciliation with an intent to increase representation of Indigenous employees in their workplaces.

The objective of this document is to provide valuable insights and best practices that can guide employers in their efforts to inspire positive change and reconciliation in the workplace using the employer-driven initiatives.

Common approaches

Some common approaches to Indigenous reconciliation cited by employers are listed below; followed by a section on employer-driven strategies, initiatives, and actions.

Framework and strategy: Developing a framework and strategy that guides the organization's activities and initiatives that foster Indigenous reconciliation.

Responsible committee or team: Forming a responsible committee or team that ensures the organization achieves the desired outcomes.

Indigenous employee resource groups: Involving Indigenous employees and forming various committees of Indigenous and non-Indigenous employees, such as Indigenous Employee Resource Groups and Talking Circles. These groups provide valuable insight, advice and assist in steering employer initiatives and strategies.

Internal support for Indigenous employees: Providing support for Indigenous employees such as mentorship programs, individual development plans, career development resources, or specific training to assist Indigenous employees with their careers.

Internal training programs and resources for staff: Developing internal training programs and resources for all employees including mandatory online training, or in-person training to educate and provide foundational knowledge to employees relating to Indigenous history, culture, and reconciliation. Often, employers have also developed training specific to those in leadership positions.

Stretch numerical representational goals: Setting stretch numerical goals for increasing the representation of Indigenous employees that include Board and executive positions.

Indigenous recruitment strategies: Developing specific Indigenous recruitment strategies to increase Indigenous hiring such as having an Indigenous recruitment page on an employer's website or having specialized internal teams, or individuals, responsible for Indigenous recruitment. In addition, many employers engage in outreach to post-secondary institutions and Indigenous training organizations to seek Indigenous candidates for employment. Employers

also arrange for summer practicums or job placement opportunities for Indigenous students. Some employers have agreements in place to hire Indigenous employees from local Indigenous communities, or outreach to various Indigenous employment centres operated by local Indigenous communities.

Partnerships with Indigenous organizations: Partnering with Indigenous organizations as well as local Indigenous communities, businesses, and educational or training institutions are approaches identified by several employers.

Partnerships with Indigenous suppliers: Partnering with Indigenous suppliers is a growing trend. Some employers have developed policies and practices related to procurement and supplier diversity as part of a general sustainability approach. Several employers have developed in-house expertise that focuses on the promotion and inclusion of Indigenous suppliers in their supply chain. Some employers have developed approved lists of Indigenous suppliers or committed to a percentage of total procured goods and services from Indigenous suppliers.

Support for Indigenous communities: Providing support to local Indigenous communities takes many forms including offering scholarships, bursaries, or paid training programs. This may also include supporting local Indigenous initiatives or providing financial support in challenging circumstances such as community emergencies.

Indigenous leave: Allowing leave, either paid or unpaid, for Indigenous employees to participate in traditional practices.

Indigenous celebrations: Promoting participation in Indigenous celebrations. This is typically honoring National Truth and Reconciliation Day with company communications along with activities and events that encourage employees to reflect and learn about Indigenous peoples.

Land acknowledgements: Ensuring that appropriate land acknowledgements are performed at the beginning of corporate training sessions and at all employee celebrations or events.

Employer-driven initiatives

Transportation sector

Air Canada

Air Canada has demonstrated commitment to reconciliation by reaching out to Community members, Elders and to Indigenous employees and by supporting their Indigenous Employee Resource Group (ERG). The Indigenous Employee Resource Group provides a safe space to engage in an open dialogue to identify key action items towards reconciliation.

Indigenous Peoples' History Month, National Indigenous Peoples Day and National Day for Truth and Reconciliation

- Annual commemorations of Indigenous Peoples' History Month, National Indigenous Peoples Day and National Day for Truth and Reconciliation through collaborations with Air Canada's DEI team and the Indigenous Employee Resource Group. Each year efforts are made to find ways to meaningfully commemorate these important dates through learnings for our employees and customers
- As a result, over the last 3 years videos were produced, showcasing the experiences of Indigenous employees to raise awareness among employees and members of the public. The videos are shared on the company's internal and external social media and on the onboard In-flight entertainment system on all flights:
 - the first one introduced an employee who shared her moving story about growing up on a Saskatchewan reserve and her family's history with residential schools. The employee explained that it was important for her and her son to raise awareness and educate people about the history and the impact it still has in the life of First Nations, Inuit and Métis in Canada. The video was published with subtitles in Plains Cree
 - the second video features 3 members of the Indigenous Employee Resource Group which we follow as they visit Spotted Lake, a sacred site west of Osoyoos in the Eastern Similkameen Valley, B.C. and share some of their thoughts on what truth and reconciliation means
 - the third video showcases a Service Director who celebrates her heritage and discusses the importance of displaying her traditional name as she travels the world
- Over the last few years Air Canada also held events hosted by Indigenous traditional dancers, drummers, loop dancers, community members and Elders and 60's scoop survivor. The ceremonies included smudging ceremonies and sharing Bannock
- Air Canada featured the film *Bones of Crows* on our inflight entertainment system. Bringing awareness to our passengers of the history of the Residential School system in Canada
- *Bones of Crows* director Marie Clements was interviewed by 2 of our Indigenous employees, this was recorded and is also available on our inflight entertainment system

- Raising awareness within our workforce is also a critical part of the reconciliation. Employees are encouraged to take a moment and learn about Indigenous history and culture through the eLearning modules available on the Air Canada learning platform:
 - Indigenous Peoples in Canada and their Connection to the Land
 - Developing Meaningful Land Acknowledgements
- On the internal web page, the Diversity, Equity and Inclusion team dedicate a section where employees can find a list of references, books, webinars, movies and a frequently asked questions document which gives more context into the history of residential schools, and their legacy
- Annually, around September 30, Air Canada distributes Every Child Matters buttons to employees to mark National Day of Truth and Reconciliation
- Air Canada's own Every Child Matters pin. Developed in house June of 2024 by 2 Indigenous members of our staff. The pin is being worn by our frontline staff
- On September 24, 2024, Air Canada raised its own National Truth and Reconciliation Flag to accompany the newly developed pin. The flag was flown for a period of 1 week to mark the National Day for Truth and Reconciliation
- On National Indigenous Peoples Day, at HQ in Montreal, an event was hosted by an Indigenous 60's scoop survivor and included traditional Indigenous dances

Acknowledgement of the traditional and ancestral territories

- Acknowledging the traditional and ancestral lands of Indigenous peoples Air Canada flies over in their safety videos seen by all Air Canada customers
- Unveiling an Indigenous commitment plaque at Air Canada's headquarters
- Unveiling of a Montreal land acknowledgement at Air Canada's downtown Montreal office. The plaque was developed with Kahnawake community members and Elders from the Haudenosaunee External Relations Committee, who were in attendance for the unveiling. This is part of Air Canada's efforts to honour our commitment to supporting Indigenous inclusion and raising awareness about Indigenous culture. The unveiling was attended by several members of the leadership team, members of the Indigenous ERG and employees
- To show its engagement toward its employees and members of the First Nations, Inuit and Métis in Canada, the organization opened the meeting with a land acknowledgement, paying tribute to the Indigenous lands over which Air Canada flies at its Annual General Meeting (AGM) with its investors and shareholders

Policies and processes

- Working with First Peoples Group to develop in house training program for our management and frontline staff on sensitivity training and best practices when working with our Indigenous passengers

- Air Canada implemented a Sacred Items Policy, guiding and creating awareness to better equip our staff to addressing the needs of Indigenous passengers and ensuring proper and respectful procedures when handling any Sacred Items they may be traveling with
- This policy was presented to the Assembly of First Nations and was well received

Supporting the next generation

Over the last eight 8 years Air Canada contributed to the Indspire Building Brighter Futures Bursaries and scholarship program. The program targets Indigenous students enrolled in post-secondary aviation and aerospace engineering programs who wish to become commercial pilots or follow other career paths in fields related to the commercial airline industry. Over the last 8 years, Air Canada has awarded scholarships to 64 Indigenous students

Trans Mountain

Trans Mountain key efforts to reconciliation include engaging with more than 140 Indigenous communities, establishing an environmental stewardship program, developing relevant training courses, and sponsoring community programming. In 2022, Trans Mountain participated in reconciliation by:

- launching Indigenous Cultural Awareness training, a 45-minute e-learning module, mandatory for all contractors and employees
- acknowledging Indigenous events, including weekly articles shared with employees during National Indigenous Awareness month to expand their knowledge of Indigenous peoples as well as hosting virtual sessions with Indigenous speakers, providing guidance, and promoting reconciliation
- ensuring environmental stewardship with the Indigenous Monitoring Program. These positions held by Indigenous contractors are advisory resources to the Environmental team, incorporating traditional knowledge into operations and minimizing impacts to traditional land use sites and heritage resources. Indigenous Monitors had the opportunity to develop experience and transferable skills related to environmental inspection and monitoring
- conducting a full-scale Emergency Response exercise simulating a pipeline spill, engaging and including local Indigenous groups in the exercise. Trans Mountain funded training for 15 Indigenous members to be deployed in the event of a spill response emergency
- adopting its first Land Acknowledgement Policy, providing a training module for employees and contractors to understand and implement the policy
- adding Pathways to Indigenous Reconciliation to the corporate scorecard as a key performance measure
- establishing a multi-disciplinary Indigenous Reconciliation Taskforce, with participation from 11 employees from various departments

- launching a Project Management Certificate for Indigenous Women in partnership with Mount Royal University. The participating women have access to Trans Mountain mentors to support their learning and career development
- launching an Indigenous Operator Trainee Program with extensive recruitment activities, including advertising in 183 Indigenous communities. Operator positions were filled in Burnaby and Edmonton
- sponsoring the Outland Youth Employment Program, a comprehensive employment program that hires Indigenous youth from BC communities
- developing a Marine Outreach Plan, in response to feedback from Indigenous groups expressing concern about potential impacts on shared waterways with the anticipated increase in project-related vessel traffic. The Plan is updated annually, ensuring Indigenous outreach
- increasing overall Indigenous Representation within our workforce
- working with Indigenous Career Centres and participating in over 30 career events with Indigenous communities

Vancouver Fraser Port Authority

The Vancouver Fraser Port Authority signed relationship agreements with the Musqueam Indian Band on November 5, 2021, and with the Tsawwassen First Nation on October 2, 2021. The agreements uphold treaty rights, protect Tsawwassen and Musqueam lands, and advance the shared goals of environmental stewardship. These agreements also include commitments on procurement contracts, educational scholarships, environmental projects, and other community initiatives.

- Hiring individuals from each Nation - Tsawwassen and Musqueam - to assist with implementing the agreements
- Launching the Harbour Patrol Deck Hand program with Musqueam and awarding multiple scholarships to Musqueam members
- Hosting a series of lunch and learns to continue to learn about Indigenous people and their experiences and to acknowledge days of celebration
- Providing all employees with buttons of Every Child Matters with translation in the traditional languages of the Musqueam and the Squamish
- Recognizing Truth and Reconciliation Day, by giving all Port Authority employees the opportunity to order Orange shirts designed by an Indigenous artist and sold by an Indigenous-owned company. Employees were also invited to hear from a member of the Indian Residential School Survivor Society. The Port Authority also provided tickets to all employees to attend the 'That Which Sustains Us' exhibit which was curated with the Musqueam, Squamish and Tsleil-Waututh Nations
- Collaboratively re-envisioned with Indigenous Nations the annual Canada Day and Canada Place event, now named Canada Together. The theme was "weaving together the fabric of a nation." The event welcomed over 200,000 attendees in 2022

- Ensuring a solid understanding of the Indigenous people’s history, by having departments within the organization participate in half-day Reconciliation Canada workshops
- Developing in-house resources for employees, by the Indigenous Relations teams, which include a Reconciliation Resource guide, an Indigenous Book Club, a de-colonized map for the port community listing the local nations in their First Nation language, land acknowledgement guidelines, and land acknowledgement in email signatures
- Supporting many Indigenous related programs and non-profit organizations through their community investment program. This includes Mothers Matter Centre which is a program for urban Indigenous peoples in East Vancouver; Wish Drop-in society which provides one-to-one support for Indigenous women, the Talking Stick Festival, Musqueam Canoe Races and Bloom Group which provides Indigenous peer support workers. Further organizations supported include Vancouver Museum Society, Urban Native Youth Association, Indspire – Building Brighter Futures, Fraser River Discover Centre, Squamish First Nation – Day of Healing - among many other organizations

Banking sector

Canadian Imperial Bank of Commerce (CIBC)

CIBC has committed to reconciliation by forming a Reconciliation Action Committee, responsible for stewarding their Reconciliation Framework, and announced new commitments to further support economic prosperity for Indigenous peoples. They also introduced initiatives focused on fostering a workplace inclusive of Indigenous values and advancing reconciliation.

Inclusion at Work

Implementing a talent goal that at least 2% of external hires are Indigenous peoples, with the support from Indspire and Our Children's Medicine's HigherMe platform.

- Targeting that at least 2% of Board-approved executive roles in Canada will be held by Indigenous peoples by 2025
- Growing their Indigenous Employee Circle to provide support and career development resources for Indigenous team members
- Creating tip sheets and other resources to support leaders with conversations about systemic, anti-Indigenous racism, the impacts of the residential school system, and reconciliation
- Hosting reconciliation-focused small group discussions led by an expert facilitator with over 80 people leaders and Indigenous team members to equip leaders to lean into a conversation about reconciliation and promote belonging of Indigenous team members and clients
- Creating a forum called 'Talking Circles' for Indigenous team members to gather and support one another in their healing journeys

- Converting the leave for Indigenous employees to participate in traditional practices from unpaid to paid, helping promote belonging and retention. Indigenous employees can take up to 5 paid days per calendar year to engage in traditional practices
- Launching the 4 Seasons of Reconciliation as ‘required’ e-Learning in partnership with First Nations University of Canada and Reconciliation Education.
- Opening a Legacy Space at the new global headquarters in Toronto. This room was created in consultation with Indigenous employees and used frequently by members of the Indigenous Employee Circle to host meetings and small events
- Introducing new initiatives focused on fostering a workplace inclusive of Indigenous values and advancing reconciliation. For example, the Indigenous Employee Circle held 6 ‘Talking Circle’ meetings facilitated by an Elder, to support Indigenous employees affected by the lasting impacts of the residential school system
- Launching a mentorship program, initiated by the Indigenous Employee Circle, intended to foster talent from the Indigenous community across the organization

Inclusive Banking

Delivering financial education sessions to support capacity building and financial fluency of Indigenous leaders and youth across Canada.

- Providing tailored financial services to Indigenous clients and communities through a dedicated Indigenous Markets Team
- Launching a national webinar series to meet the specific financial needs of Chiefs, Senior Council band members, and the broader community
- Adding 9 Indigenous languages to the CIBC master list of languages spoken or signed for by Financial Advisors, Business Advisors, and Mobile Mortgage Advisors
- Continuing to focus on ways to improve the Indigenous Housing Loan Program, in consultation with First Nations leadership
- Establishing a new partnership with the First Nations Major Projects Coalition to help advance sustainable business opportunities for First Nations in Canada
- Revising the CIBC Indigenous banking target in 2022 that commits to grow their Indigenous commercial banking and wealth management businesses by 26% over 3 years (2022– 2024)

Making a difference in the community

- Contributing nearly \$4.1 million to community organizations, scholarships, and bursaries, in 2022, supporting the next generation of Indigenous leaders. In 2021, CIBC contributed nearly \$3.3 million
- Committing more than \$1.5 million in funding annually to organizations supporting Indigenous communities, including scholarships
- Partnering with the Canadian Council for Aboriginal Business and Canadian Aboriginal Minority Supplier Council to connect with Indigenous suppliers

- Delivering, through Connected North, 250 science, technology, engineering, and mathematics sessions supporting nearly 5,000 interactions to Indigenous youth across Canada through the support of the CIBC STEM fund
- Becoming a founding partner of the Indigenous Prosperity Centre. This new initiative launched by South Island Prosperity Partnership aims to create inclusive economic growth for Indigenous peoples in Southern Vancouver Island

DH Corporation (Finastra)

DH Corporation has introduced initiatives focused on fostering a workplace inclusive of Indigenous values and advancing reconciliation.

- Partnering with TWCC Contact Centre Services Ltd., a 100% Indigenous-owned company, to host a Truth and Reconciliation panel discussion in 2023 where their Canadian Indigenous colleagues and an Elder shared how TWCC was developed, how Canadian history has impacted them as community, family, and individual, and how DH Corporation and employees could continue to support Canadian Indigenous communities
- Acknowledging their Indigenous colleagues within Canada and globally, the Culture@Finastra inclusion network honors Indigenous Heritage Month with employee sessions for Indigenous colleagues to share their stories about life within and outside the workplace

EQ Bank / Equitable Bank (EQB)

EQ Bank's inclusion touchstone is that 'people of lived experience must lead the work!'. As such, EQB utilizes an intentionally-empowered Employee Resource Group (ERG) model, where each group is comprised entirely of people of lived experience (e.g. the Proud ERG is made up of 2S/ LGBTQ+ people only, the Black Collective is Black employees solely, etc.).

As is the case with every Employee Resource Group there, the Indigenous ERG members build and prioritize their own 3-year plans, then work with their self-chosen Executive Sponsor – intentionally **not** of lived experience – to help actualize on those priorities, which are both internally focused and externally aka community focused.

A few examples include:

- during each Indigenous land acknowledgement, every non-Indigenous senior leader is asked to personalize their own commitment in the moment: "As part of my commitment to Reconciliation, I am currently...". This challenge ensures that the company's land acknowledgement is always in motion – an ongoing action that requires constant consideration and evolution
- introducing what EQ Bank calls the "Selfie ID", to make it easier to open an online (non-branch) bank account. Their solution was engineered to accept the photo recognition of Status cards for First Nations peoples

Other sector

AtkinsRéalis

Indigenous Relations are integral to AtkinsRéalis' long term strategic plan. In 2021, AtkinsRéalis Engineering Services Canada, the biggest division in Canada, made Indigenous Relations one of their 5 National priorities and part of the 5 National strategies driven by the CEO and their leadership team.

- Implementing mandatory Indigenous Cultural Awareness Training for the Canadian employees
- Creating and developing a ReconcilAction plan, launched in 2023, with target objectives and established future strategic goals for the company
- Promoting a grassroots First Nations professional with grassroots lived experience to the corporate level to work in the Corporate Division of AtkinsRéalis with the Executive Leadership team, in 2022
- Providing opportunities for Executive Committee involvement as Executive Sponsors for Indigenous Relations and showcasing Executive leadership in action
- Creating new First Nations Limited Partnerships with Indigenous Community Engagement (ICE) under the name Indigenous E3 and Shwe Miikan, these new partnerships, are a reconciliation-rooted approach to advance Indigenous socio-development and close the infrastructure gap in Canada. Indigenous E3 (IE3) and Shwe Miikan works to identify and deliver projects that support Indigenous advancement and long-term prosperity
- Launching an Indigenous Circle Employee Resource Group in 2022– currently have 85 employee members
- Launching an Indigenous Success Scholarship Program in 2022: Five \$5,000 scholarships are awarded each year to Indigenous students via Indspire Education Canada
- Creating an Indigenous Supplier Network Procurement database; today with over 3000 Indigenous businesses across Canada. An in-house sustainable procurement team of experts are responsible for the promotion & inclusion of Indigenous suppliers in their supply chain
- Encouraging and supporting all Canadian employees to get involved in National Indigenous Month and Day, Truth and Reconciliation Day, World Indigenous Peoples Day along with other commemorative dates, and involvement in sponsored events
- Ensuring the recruitment team has an Indigenous Recruitment and Retention Advisors
- Developing partnerships with University Indigenous Access programs – programs that support Indigenous students to obtain degrees in programs such as in engineering, business, and social sciences
- Utilizing various recruitment strategies for Indigenous peoples: relation-based networking, AtkinsRéalis's global website job-board, a Campus Recruitment Team, Recruitment Advisors, referrals, and posting jobs online through job-boards such as NationTalk

- Developing an Indigenous Persons Talent Pool Information Management System (IMS). The centralized IMS pool is a customized tracking tool that captures information voluntarily shared and disclosed to staff from interested employment seekers. This allows the Recruitment Team to facilitate and make sound referrals to internal hiring managers and business units, also ensuring that recruitment efforts are fair for Indigenous people
- Achieving Bronze Certification in PAIR – Partnership Accreditation in Indigenous Relations from the Canadian Council of Indigenous Business in September 2024

Bruce Power

In 2015, Bruce Power launched a formal Indigenous Employment Program with a focus on increasing the number of Indigenous people employed directly and indirectly at Bruce Power. They have also been awarded and maintain a Gold certification in the Partnership Accreditation in Indigenous Relations (PAIR) program by the Canadian Council of Indigenous Business.

- Partnering with leaders of the local Indigenous communities
- Launching the Career Launch Program - assisting Indigenous people with obtaining the educational requirements necessary for positions at Bruce Power by offering full tuition sponsorship, including a 4-month paid work placement
- Establishing a Development/Summer Student Program aims to introduce youth to careers in nuclear industry and remove employment barriers by offering education and training opportunities within the sector
- Partnering with the Power Workers Union since 2016 to create an Indigenous Internship Program. Since inception, 39 Indigenous people participated in the program. This program provides corporate benefits to participants
- Hosting an annual Career Expo - 35 to 40 Bruce Power suppliers participate and engage with local Indigenous peoples
- Supporting Training to Employment Pathways (STTEP) – In 2022, Bruce Power partnered with the Aboriginal Apprenticeship Board of Ontario, Métis Nation of Ontario (Region 7), and Huronia Area Aboriginal Management Board to launch a forum to discuss employment and training opportunities with Bruce Power suppliers and unions
- Partnering in a Pre-Apprentice Millwright Program - a collaboration with the Millwright Regional Council of Ontario and Huronia Area Aboriginal Management Board. This program offers students 6 weeks training and job placement in the nuclear industry
- Employing the Huronia Area Aboriginal Management Board Skills Ready Program — Bruce Power was integral in the development of the unique 3-year partnership that gives participants exposure to business with a 6-week job shadow placement, once participants complete their 15-week training program offered through Georgian College
- Participating in the Métis Nation Ontario's Employment in Energy Project- Bruce Power participated in a 4-year partnership that gives participants exposure to the business and employment opportunities for an 8-week job shadow placement upon completion of a 1-year Georgian College program

- Developed leadership training program (Walking together) in guidance with local Indigenous community to incorporate the history of the territory and generational impacts to employment with intercultural experiences imbedded in programming
- Creating a Training, Education, Employment and Business Opportunities Working Group — collaborating with local Indigenous communities and leaders identifying and addressing barriers to employment and generating solutions to address gaps, challenges, and build capacity
- Sponsoring Skills Ontario - Bruce Power supports and participates in Skills Ontario programs with the goal of supporting youth, including Indigenous youth, in gaining valuable insights in skilled trades
- Indigenous Relations Supplier Network — In 2020, collaborated with suppliers to develop processes aimed at enhancing Indigenous education and training, resulting in an increase in employment placements for Indigenous individuals working indirectly for Bruce Power
- Expanding the Cultural Awareness computer-based training course for all employees
- Launching an Indigenous Leadership Development Program to provide growth opportunities to Indigenous employees

Ricoh Canada Inc.

Ricoh Canada Inc. is a member of the Canadian Council of Indigenous Businesses (CCIB) and has been implementing policy and programming to help advance efforts of reconciliation.

- Discussing monthly projects related to their strategy through a vibrant Progressive Indigenous Relations committee
- Creating and implementing an Indigenous Relations Policy, requiring new hires to complete the Progressive Indigenous Relations training, and offering Indigenous Awareness training
- Engaging in appropriate land acknowledgement at every large group meeting and providing each office with a land acknowledgement plaque
- Sponsoring Soaring for the past 5 years - an Indigenous youth empowerment gathering. Students learn about career and post-secondary education options by participating in career workshops and meeting Canada's top employers
- Hosting employee webinars for learning and sharing with Indigenous community members and Indigenous customers. Invite Indigenous leaders and cultural trainers to share their knowledge with staff
- Supporting Indigenous programs and initiatives through their Corporate Social Responsibility activities

S.i. Systems

S.i. Systems has committed to reconciliation with Indigenous peoples through 2 key partnerships: Tato Recruiting Inc. and Indspire.

Economic reconciliation driver: partnership with Tato Recruiting Inc.

- Partnering with Tato Recruiting, a 100% Indigenous-owned organization that is recognized by the Canadian Council for Indigenous Business (CCIB). Part of Tato's mission is to give back a portion of revenues to the Indigenous communities in which they serve. This will be made possible by focusing on staffing solutions such as recruitment, payroll services and statement of work projects alongside S.i. Systems
- Supporting the launch of Tato Recruiting with executive mentorship, enterprise level networking and sophisticated infrastructure, S.i. Systems has built an avenue to provide Indigenous peoples and groups access to jobs, training, education, and economic opportunities in meaningful and material ways
- Resulting partnership achievements: S.i. Systems together with Tato Recruiting has managed greater than \$135 million in contracts since 2021, helping thousands of consultants find meaningful work

Community impact program: partnership with Indspire

Partnering with Indspire, an Indigenous national charity that invests in the education of Indigenous people, S.i. Systems & Tato have awarded over \$69,000 in bursaries through the S.i. Systems Indigenous Student Bursary to 8 students between 2022-2024. That donation was matched 1:1 by the Government of Canada, resulting in 8 more awarded bursaries valued at over \$6,000 each. This Bursary Program is ongoing in 2024/25, and S.i. Systems and Tato have pledged another \$30,000 for the upcoming school year.

Other community impacts include:

- monetary donations to Indigenous Friendship Centres across Canada, Indigenous Friends Association, Temiskaming Thunder Basketball Team.
- IT equipment donations to Ottawa and Toronto area Indigenous Friendship Centres.

CAE Inc

Three essential components of CAE Inc.'s reconciliation efforts include offering required training, supporting Indigenous leadership, and providing donations and scholarships.

- Launching a mandatory Indigenous Awareness training program, in 2022, in partnership with Reconciliation Education and First Nations University of Canada to all people leaders in Canada, Indigenous Employee Resource Group members, Human Resources, and the Executive Management Committee. In the upcoming year we will be extending the training to all CAE employees in Canada
- Implemented an Indigenous Advisory Board with Indigenous leaders from industry and the Montreal community to help guide their efforts to support Indigenous communities and attract Indigenous talent. We hold 2 Indigenous Advisory Board meetings a year, one in person and one virtual

- Providing 30 CAE scholarships to Indigenous students through Indspire, 3 pilot training scholarships and a donation to the First Nations Technical Institute Flight following a fire
- Donating 50 used laptops to TechFeather Program aimed at helping educate Indigenous youth
- Supporting a yearly Diversity Supplier Forum – a supplier diversity stream within the DE&I office promotes collaboration with Indigenous owned businesses and brings awareness to the importance of working with diverse suppliers through the Forum
- CAE Indigenous Relations Policy
- Employee Resource Group for Indigenous peoples and allies called FIRE
- CAE land acknowledgement for our various sites in Canada
- Indigenous Relations Statement signed by CEO
- PAIR Certification Committed level 1 (currently working on committed level 2 submission)
- Various activities throughout the year to highlight National Indigenous Peoples Day, National Day for Truth and Reconciliation, Red Dress Campaign, Moose Hide Campaign, National Indigenous History Month, Worlds Indigenous Peoples Day, and Indigenous Veterans Day- activities include panel discussions, participation in Pow Wows, participation in National Day for Truth and Reconciliation Day march
- Hosted 20 Indigenous youth from the Kahnawake STEAM camp to talk about different STEM and aerospace roles, and have them tour our facilities and have a Simulator ride
- Hosted the Kahnawake Economic Development and participated in many events to build ties with Indigenous communities and Indigenous-owned businesses
- Hired an Indigenous Relations Specialist
- Created an Indigenous Relations Committee that cover the following pillars: Leadership, Community relationships and skills development, people (employment), and economic empowerment (business development)- this committee is led by different stream leads and governed by members of our Executive Management Committee