



# Indigenous Relations Roadmap

BWXT Commercial Operations



*We respectfully acknowledge that the land where BWXT operates in Ontario is the traditional territory of First Nations, including the Mississauga Anishinaabeg, Chippewa, Saugeen Ojibway, Algonquins, Neutral, and Haudenosaunee Peoples.*

*As well, we respectfully acknowledge that the land where BWXT operates in British Columbia is the unceded traditional territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səilwətał (Tseil-Waututh) Nations.*

*We offer our gratitude to the First Nations, Inuit and Métis peoples for being stewards and caretakers of these lands and waters in perpetuity, and we are grateful for the time and teachings shared with us.*



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BWXT aspires to be a trusted partner to Indigenous Peoples, Communities, Nations, and Businesses and to be a leader in advancing Indigenous Truth and Reconciliation through our business efforts in Canada.

BWXT joined the **Canadian Council for Indigenous Business** in 2017 and is committed to building and sustaining positive relationships with Indigenous communities where BWXT operates in Canada. BWXT is participating in the Partnership Accreditation in Indigenous Relations (PAIR) certification program.

Today, BWXT is PAIR-Committed – that means we are committed to the continual improvement in Indigenous Relations, and our intention is to undergo external verification of our performance in the future.

## Status:

- Development of submission of Phase 3 Report to CCIB.
- Application for Certification by April 2026.
- Ongoing engagement and metrics tracking.
- Ongoing Indigenous Relations Committee meetings.



CANADIAN COUNCIL FOR  
**INDIGENOUS  
BUSINESS**



**PAIR COMMITTED**  
PARTNERSHIP ACCREDITATION  
IN INDIGENOUS RELATIONS

# BWXT Indigenous Relations Roadmap



In 2024, BWXT partnered with [Creative Fire](#), a 100% Indigenous-owned consulting, strategy, communications and creative agency, to develop an **Indigenous Relations Roadmap** for its operations in Canada.

The Roadmap is designed to be an internal guide for leadership to align our business efforts in support of Indigenous Truth and Reconciliation and to lay the foundation for future Indigenous Relations work. It contains seven (7) themes, each with their own objectives, recommended actions, metrics of progress, timelines, and accountable owners.

**This document provides an overview of our Indigenous Relations Roadmap, the first step in building a stronger foundation for advancing Truth and Reconciliation.**



## Notes:

- Indigenous Peoples includes First Nations, Métis, and Inuit as the three distinct and federally recognized groups. Other terms, including “Aboriginal” and “Indian”, have been included in this document to reflect the exact language used in legislation, landmark reports, and other critical events and context.
- Indigenous Peoples, Communities, Nations, and Businesses are herein referred to as “Indigenous groups”.
- An “Indigenous Relations Roadmap” is different from a “Reconciliation Action Plan”. The Indigenous Relations Roadmap is an internal document for BWXT to attain a foundational level of understanding of Indigenous groups and set BWXT up for success in pursuing public-facing commitments – in the form of a Reconciliation Action Plan – with strong infrastructure and governance to conducting Indigenous Relations work.



In collaboration with BWXT, Creative Fire developed the Indigenous Relations Roadmap in four phases, executed sequentially and designed to gather various sources of information and align them into a single foundation for BWXT to build upon.

- **Phase 1: Learning where BWXT is today**

Creative Fire conducted a current state assessment and gap analysis based on over 180+ internal documents, including land acknowledgments, draft agreements, policies, programs, workshop notes, meeting minutes, marketing materials, supplier lists and procurement materials, targets and metrics, sustainability reports, submissions, and other relevant documents.

- **Phase 2: Learning where BWXT is going**

On behalf of BWXT, Creative Fire engaged with a variety of groups to gather firsthand perspectives and inputs to inform how BWXT can advance Indigenous Relations in its business operations. This includes engaging directly with Indigenous Communities and Nations to understand what Indigenous Relations means to them and their communities; engaging with Indigenous employees at BWXT as Rights Holders to understand how BWXT supports Indigenous employees' careers and development; and engaging with over twenty (20) stakeholders across seven (7) of BWXT' Commercial Operations' 's departments to share their thoughts on how to advance Indigenous Relations and metrics of progress to report on.

- **Phase 3: Learning who might come along with BWXT**

Creative Fire prepared an introductory educational resource, the Community Mapping and Stakeholder Report, for BWXT to use to learn about the Indigenous Communities and Nations around BWXT's ten (10) sites in Canada. The Community Mapping and Stakeholder Report also includes high-level information on the Treaties and agreements that pertain to the identified Indigenous Communities and Nations, along with best practices on how to conduct meaningful, impactful, and respectful engagement with Indigenous groups.

- **Phase 4: Learning how BWXT gets there**

Through detailed consultation with BWXT, Creative Fire developed the Indigenous Relations Roadmap to align, structure, and guide BWXT leadership based on various sources of information, insights, perspectives, and ideas from stakeholders and Rights Holders inside and outside of BWXT. The themes, purpose, objectives, metrics of progress, and timelines are designed to foster ownership and accountability of Indigenous Relations for BWXT.





# Seven Strategic Themes

# Indigenous Truth and Reconciliation



Understanding Indigenous Truth and Reconciliation is a vital first step to future Indigenous Relations work. It is critical to foster meaningful relationships between BWXT and Indigenous groups, to support both cultural competency and structural competency, and to ensure that Indigenous Relations is a fundamental aspect of BWXT's business operations. By developing and strengthening Indigenous awareness and education strategies, BWXT can play an active role in bridging the knowledge gaps in its people, processes, technologies, and data, and build more respectful partnerships with Indigenous groups.

Creative Fire learned through the engagement sessions that many participants felt uneducated or uninformed about Indigenous Peoples, cultures, traditions, and languages. Participants shared that most of their learning on Indigenous Truth and Reconciliation comes from the workplace through Indigenous cultural awareness training, events, or experience working directly with Indigenous groups. It is critical that BWXT continues to provide opportunities for employees, suppliers, vendors, contractors, and partners to continue their educational journeys, especially opportunities that are interactive and require active participation (i.e. site visits, pow wows, cultural events on traditional territories, etc.). Creative Fire also heard the value in having educational resources from Indigenous creators available to BWXT employees (i.e. books, articles, films, etc.) and having a standing forum for BWXT employees to discuss these media among each other to facilitate collective learning and education.

## Objectives:

- Reinforce the “why” of Indigenous Truth and Reconciliation.
- Facilitate learning for employees, partners, and communities on Indigenous Truth and Reconciliation.
- Empower employees to apply their learning and knowledge in professional and personal settings.





BWXT requires visible leadership and strong governance in its policies, processes, procedures, data, and organizational culture to embed Indigenous Relations into its business operations and to ensure that Indigenous Relations has the oversight to remain meaningful, relevant, and impactful. Having visible leadership and strong governance will provide BWXT employees with clear information and messaging related to Indigenous Relations and Indigenous Truth and Reconciliation to enhance their awareness and understanding, foster ownership and accountability, and align them toward common strategic goals. All departments must prioritize Indigenous Relations as a cross-functional priority.

Participants in engagement sessions shared that they felt inspired to see BWXT's executive leadership team participating in community events and vocally reflecting on their individual learnings. Creative Fire also heard that customers and partners expect BWXT to be strongly committed to Indigenous Relations and act in a socially responsible manner to the Indigenous groups that BWXT interacts with. Participants shared that having strong messaging and alignment at the executive leadership team level would reduce confusion or uncertainty about BWXT's support for Indigenous Relations. Finally, Creative Fire heard that employees should feel empowered to include Indigenous Relations into their annual goals, and directly link achieving metrics of progress with rewards and compensation.

## **Objectives:**

- Position BWXT as a culturally and structurally competent organization to encourage business with Indigenous groups.
- Provide visibility into Indigenous Relations activities at all levels of BWXT.



BWXT places significant importance on Community Relations and it recognizes that its sites are situated on treaty lands and traditional territories of many Indigenous Communities and Nations in Ontario and British Columbia. BWXT is dedicated to the communities where employees live, work, and play, and BWXT strives to be an organization that supports Indigenous Communities and Nations with both financial and non-financial support, when and where invited.

Creative Fire heard directly from participants in engagement sessions that they felt community engagement (i.e. hearing personal stories, attending events within traditional territories, and site visits with Indigenous groups) was highly impactful, and many expressed a strong desire to see more opportunities to engage directly with Indigenous groups for both work and their own learning and understanding. Participants also shared their personal experiences in community, understanding the importance that is placed on benefits that span financial, social, and environmental benefits to generate wealth and prosperity and take care of their communities and the environment for future generations.

## **Objectives:**

- Position BWXT as a community partner that understands community needs, priorities, and interests.
- Develop long term relationships that supersede individual people or projects into relationships between BWXT and Indigenous Communities and Nations.



Creative Fire recommends that BWXT assess how it conducts honest, open, and transparent communications to both employees and Indigenous groups to foster trust and accountability. Having strong communication is essential to ensuring that all stakeholders understand the significance and goals of Indigenous Relations at BWXT and feel unified in ownership and accountability across the organization. This holistic approach to communication promotes cultural and structural competency, aligns actions, and supports building genuine, respectful relationships.

Stakeholders expressed a desire to have Indigenous Relations communicated from the top-down, with BWXT's leadership championing Indigenous Relations across the organization. They shared that Indigenous Relations messaging needs to be clear on the reciprocal benefits for both BWXT and Indigenous groups. Stakeholders shared the importance of developing an Indigenous Relations communications strategy, aiming to understand the channels and methods of communication that work best for Indigenous groups and BWXT employees. In addition, stakeholders identified the Grandfather Teachings of humility, honesty, wisdom, truth, and respect as being critical when communicating. During one Rights Holders engagement session, some of the Rights Holders identified a lack of open, honest, and transparent communication as a major barrier to building trust with BWXT, including information on BWXT's business operations, sites, environmental protection processes, adherence to safety protocols and regulations, and partnering with responsible and ethical business partners.

## **Objectives:**

- Provide consistent internal messaging that details the importance of Indigenous Relations and the benefits to Indigenous groups and BWXT.
- Provide transparent external communications to build trust and accountability with Indigenous groups.





BWXT strives to enhance Indigenous inclusion in its workforce and provide impactful career opportunities per the Truth and Reconciliation Commission's Call to Action #92. This includes a strong focus on youth engagement; supporting skills development in vocational and academic fields; and providing accurate and truthful information on careers and opportunities within the nuclear power and nuclear medicine industries. These initiatives collectively aim to value and introduce Indigenous perspectives into business operations at BWXT. In addition, BWXT aims to support its existing Indigenous talent by providing platforms and empowering Indigenous perspectives on business operations, partnerships, and environmental assessments, as well as providing supports such as an Indigenous Employee Network or Employee Resource Group and traditional or non-Western career and leadership supports.

While participating in events like Bruce Power's Indigenous Relations Supplier Network (IRSN) and Ontario Power Generation's (OPG) Indigenous Opportunities Network (ION), stakeholders identified actions to improve BWXT's Indigenous talent acquisition, retention, and advancement processes.

## **Objectives:**

- Increase nuclear literacy and opportunities in the nuclear industry as a fulfilling and impactful career choice.
- Support Indigenous talent through their skills development journeys, starting with youth and providing support to them through education, training programs, and job market navigation to enhance their career prospects.

# Economic Development, Equity, and Partnerships



BWXT strives to enhance Indigenous inclusion in its workforce and provide impactful career opportunities per the Truth and Reconciliation BWXT aims to support building wealth and well-being through economic development, equity, and partnerships with Indigenous groups. This includes setting and expanding annual Indigenous procurement targets, identifying potential partners in Indigenous businesses, prioritizing Indigenous businesses through procurement processes, and standardizing targets across all BWXT sites.

Beyond identifying contract and partnership opportunities with existing Indigenous businesses, feedback from stakeholders and Rights Holders noted the importance of supporting Indigenous groups in starting up new businesses and removing barriers for smaller firms that may struggle with handling the complex administrative or logistical processes. Like passthrough contract requirements of BWXT from partners, Creative Fire heard from stakeholders and Rights Holders that BWXT should hold their general and sub-contractors accountable to BWXT's standards of Indigenous Relations for their business operations.

## Objectives:

- Identify and remove barriers to participation in BWXT's supply chain.
- Strengthen BWXT's supply chain with qualified Indigenous service providers and partners.
- Demonstrate financial Reconciliation through capacity building, meaningful contracts, business opportunities.
- Support new business generation to be owned by Indigenous groups.



BWXT acknowledges the deep connection that Indigenous Communities, and Nations have with their traditional lands and resources. Respecting and integrating Indigenous knowledge and practices in processes and environmental management fosters trust and collaboration and ensures sustainable development that honours Treaties and Aboriginal land rights to preserve the environment for future generations. Prioritising environmental stewardship not only supports ecological balance, but also strengthens relationships with Indigenous Communities and Nations by aligning BWXT's practices to its values and priorities, reinforcing a shared responsibility for protecting the land.

During one Rights Holders engagement session, some of the Rights Holders expressed concerns about the lack of transparency in how BWXT is ensuring that nuclear materials or medicines are being transported in a safe and responsible manner across traditional territories, and what BWXT is doing to ensure that high- and low-level waste is being managed in an environmentally responsible way. These Rights Holders shared a traditional teaching about the importance that they place on looking seven generations to the future and being able to ensure that the land, community, and economic wealth can sustain the generations to come.

Creative Fire believes that BWXT can improve the way it approaches sustainability and Environmental, Social, and Governance (ESG) reporting by integrating Indigenous Ways of Knowing and Traditional Ecological Knowledge from Indigenous Communities and Nations into BWXT's environmental processes.

## **Objectives:**

- Value Traditional Indigenous Knowledge on the environment, ecosystems, and maintaining a healthy balance.
- Integrate Indigenous perspectives and priorities into materiality assessment, sustainability strategy, and ESG reporting.





Next Steps on our Journey



# Next Steps on Our Journey



- An **Indigenous Relations Roadmap Oversight Committee** will be established in fall 2024.

With John MacQuarrie, President of BWXT Commercial Operations, as its executive sponsor, the committee will be tasked with the following:

- Approving potential actions to meet themed objectives
  - Determining timelines for completion
  - Tracking progress, and
  - Reporting on progress on a regular basis.
- The Indigenous Relations Roadmap Oversight Committee will share an update with approved actions, metrics of progress, timelines, and accountable owners in early 2025.







# Executive Acknowledgement





*“Thank you to everyone, both internal and external to BWXT, who contributed to the development of our Indigenous Relations Roadmap and shared their perspectives, knowledge, and experiences. Your insights and feedback have been invaluable in shaping our path forward. Together, we can build a future that honours and respects the histories and contributions of Indigenous Peoples. I look forward to taking the next steps on this meaningful journey with you.”*

John MacQuarrie  
President of BWXT Commercial Operations

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# Helpful Resources



Description	Hyperlink
BWXT's Indigenous Relations Policy	<a href="#">Link</a>
BWXT's Commitment Statement	<a href="#">Link</a>
BWXT's Core Values	<a href="#">Link</a>
The final report from the Truth and Reconciliation Commission that details the 94 Calls to Action for Truth and Reconciliation	<a href="#">Link</a>
The principles of learning from the Truth and Reconciliation Commission	<a href="#">Link</a>





**Cultural Competency** – a measure of an organization’s ability to recognize and value diverse worldviews and cultures within their organization’s people, processes, data, and technologies.

**Indigenous Reconciliation** – an ongoing process of establishing and maintaining respectful relationships. A critical part of this process involves repairing damaged trust by making apologies, providing individual and collective reparations, and following through with concrete actions that demonstrate real societal change. Establishing respectful relationships also requires the revitalization of Indigenous law and legal traditions. It is important that all Canadians understand how traditional First Nations, Inuit, and Métis approaches to resolving conflict, repairing harm, and restoring relationships can inform the reconciliation process. Source: [Truth and Reconciliation Commission’s Final Report](#)

**Indigenous Truth** – Indigenous Truth is not limited to a definition in the Truth and Reconciliation Commission of Canada (TRC)’s Final Report; truth is a complex concept that includes aspects such as factual truths to build an accurate record of historical and present actions and events, and personal truths of the lived experiences of Indigenous groups.

**Indigenous Ways of Knowing** – a useful term that recognizes the beautiful complexity and diversity of Indigenous ways of learning and teaching. Many people continue to generalize Indigenous experience and lived realities. The intent of the phrase "Indigenous Ways of Knowing" is to help educate people about the vast variety of knowledge that exists across diverse Indigenous communities. It also signals that, as Indigenous Peoples, we don't just learn from human interaction and relationships. All elements of creation can teach us, from the plant and animal nations, to the "objects" that many people consider to be inanimate. Source: [Queen’s University, Office of Indigenous Initiatives](#).

**Rights Holder** – a term of definition for Indigenous Peoples that recognizes their inherent Aboriginal, treaty, land, water, harvesting, gathering, and hunting rights.

**Structural Competency** – a term that extends cultural competency’s definition to include additional foundational aspects of Indigenous Truth and Reconciliation, such as historical and personal truths of Indigenous Peoples and the impacts of colonialism, oppression, and systemic discrimination and racism have had and continue to have on Indigenous Peoples in Canada. These foundational aspects are integrated into the infrastructure of an organization beyond people and culture into policies, processes, procedures, data, and technologies.





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