



SAFE SITES, STRONG COMMUNITIES

An Industry Guide to Community Commitment

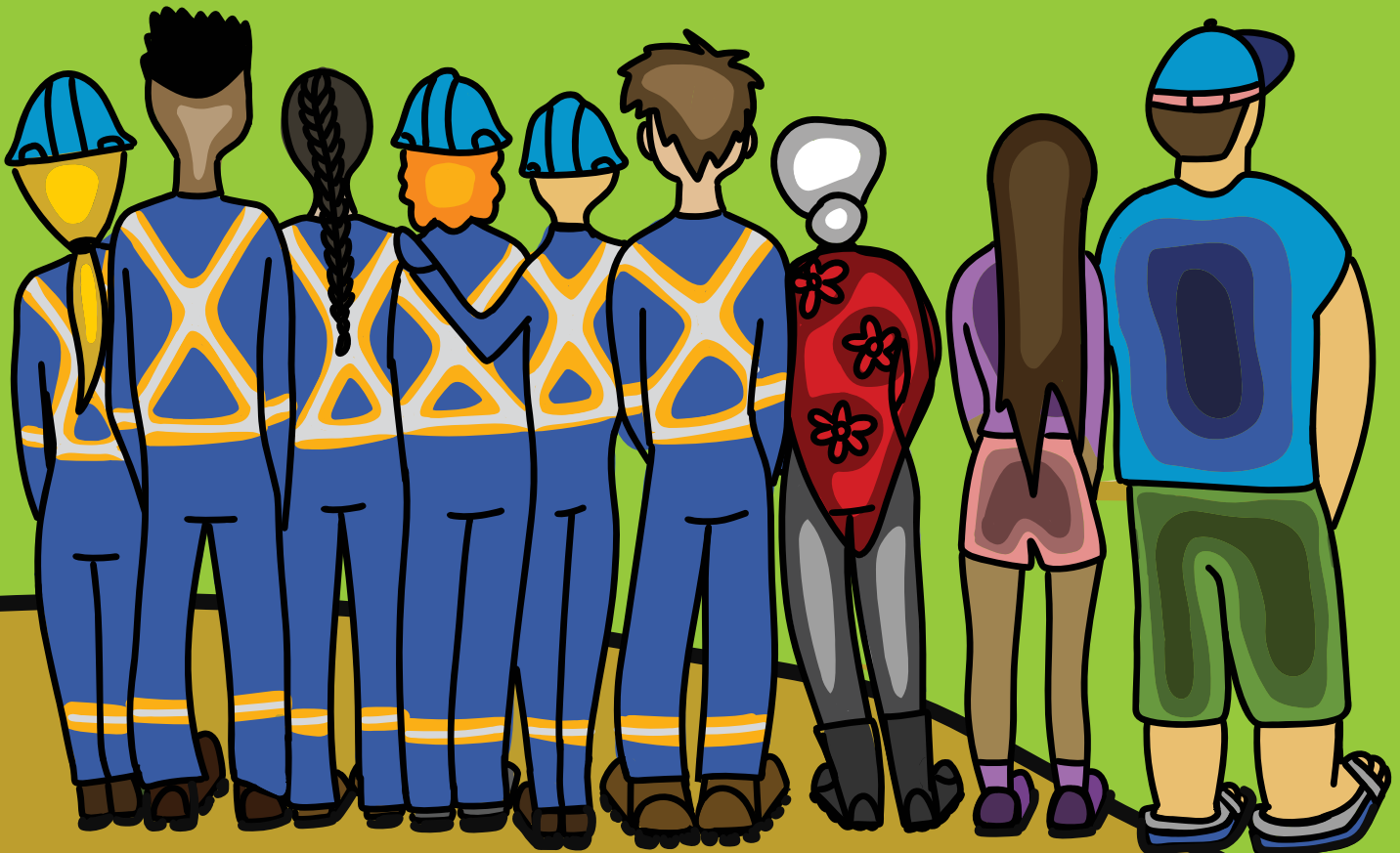




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Foreward

Enserva exists to grow Canada's energy industry and, in doing so, to support our standard of living, fairness among communities, and the prosperity of all Canadians. The energy services and manufacturing sector play an important role in powering communities and driving economic growth across the country. As this work continues, we also recognize the responsibility to advance reconciliation with Indigenous Peoples, whose traditional territories and rights intersect with our operations.

For Enserva, reconciliation means engaging with Indigenous communities to create meaningful opportunities for participation in energy development, fostering safe and inclusive workplaces, supporting skills development and business partnerships, and respecting Indigenous knowledge and values in how we work. By embedding reconciliation into daily decisions and long-term strategies, we aim to contribute to a more equitable and sustainable energy future for all.

Our industry has made significant progress in improving physical safety standards and records over time, and this work is ongoing. Yet without psychological safety, even the most physically safe workplaces can leave workers at risk.

This publication, *Safe Sites, Strong Communities*, is a call to action for the resource development sectors and remote workforce lodgings to come together to build a culture where physical, psychological, and cultural safety are seen as shared respon-



Gurpreet Lail,
President and CEO of Enserva

sibilities. It also affirms Enserva's commitment to building respectful, transparent, and mutually beneficial relationships with Indigenous communities. Guided by the *Truth and Reconciliation Commission's Calls to Action*, the *National Inquiry into Missing and Murdered Indigenous Women and Girls' Calls to Justice*, the *United Nations Declaration on the Rights of Indigenous Peoples*, and Indigenous voices, this work reflects reconciliation in action.

This work and effort would not have been possible with our remote workforce lodgings members. These members were the catalyst for this important initiative. They have worked extremely hard and have shown leadership and commitment to this initiative. Thank you all for the leading the way.

Founding Members of the Remote Workforce Lodging Council



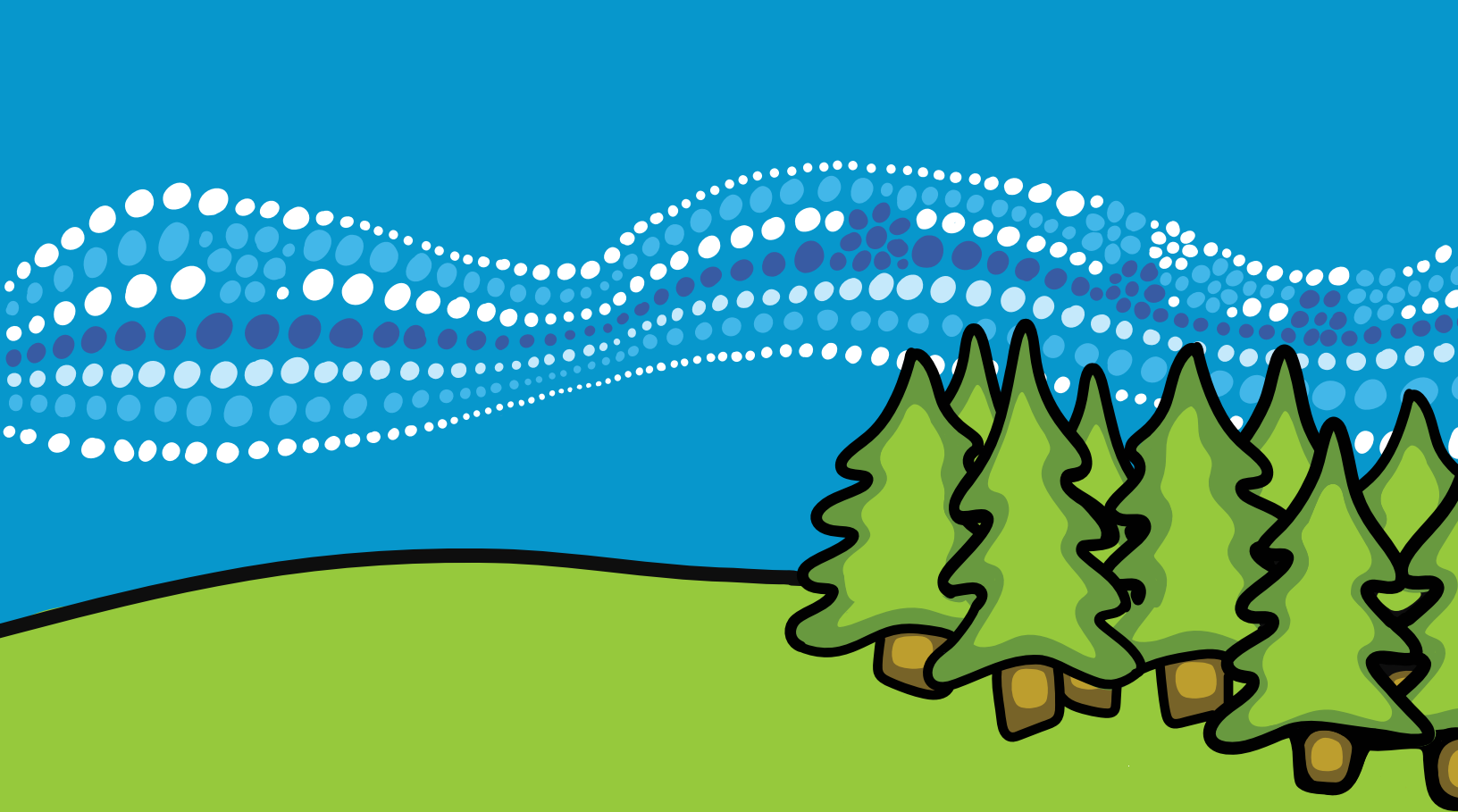
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Land Acknowledgement

Enserva is headquartered on Treaty 7 territory in Calgary, Alberta. In the spirit of building relationships, acknowledging truth and better honouring Treaty, we recognize that we gather and work on the traditional territories of the Blackfoot Confederacy (the Siksika, the Kainai, the Piikani), the Tsuut'ina, and the Îyâxe Nakoda Nations, as well as Métis Nation (Region 3).

Our members, their operations, and the work of the association occurs throughout Canada. Enserva remains committed to playing our part in moving toward reconciliation.

From the Indigenous Artist

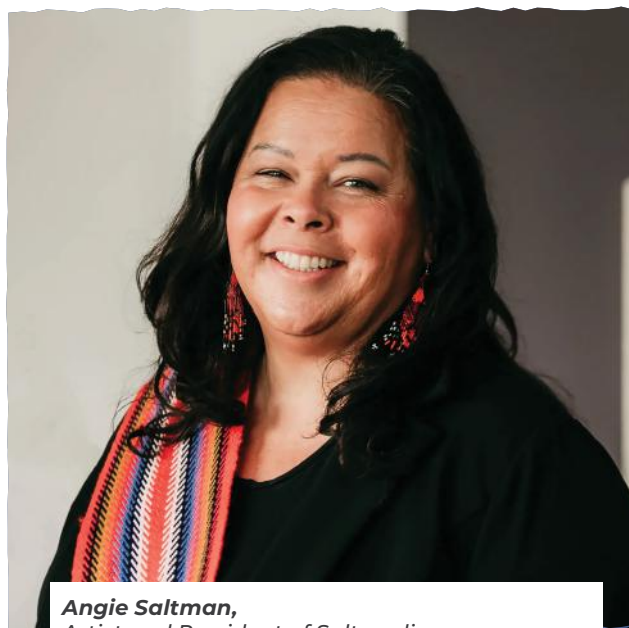
Hi there! I'm Angie Saltman, an Anishinaabe, Red River Métis and a member of the Métis Nation of Alberta. My matriarchal ancestral roots are from Pinaymootang First Nation, where my grandmother was born. I'm a proud woman, mother, wife, artist, scholar, and entrepreneur.

I'm grateful for the work Enserva is doing in this workbook, and proud to be part of it.

About the art: The cover page illustration's purpose is to reflect the Indigenous view on industry and remote work camps. I've worked in the oil patches of AB and BC and brought that lived experience into this illustration.

The goal was to soften the sharp edges, symbolizing the softening of industry, and to smooth the sharp edges to balance the ruggedness of resource extraction. It doesn't have to be so harsh to get the work done. The detailed dot work symbolizes change and our shared unity, reminding us to always treat others with dignity and respect. I only used the art styles from the Indigenous cultures I belong to.

I also had the privilege of my firm, Saltmedia, getting hired to consult and add feedback on the Indigenous worldview in this resource. I bring a lifetime of lived experience as an Indigenous person, and 20 years of leadership and business experience. As a scholar, I'm most proud of earning my Master of Business Administration, with a specialization in Indigenous Business Leadership. As an Information Design Expert, I'm grateful to Enserva for



Angie Saltman,
Artist and President of Saltmedia

hiring Saltmedia to collaborate on this project and practice reconciliation through action. Thank you. I love sharing expertise on Indigenous worldviews with non-Indigenous firms.

I strongly believe in the power of working together and embracing diverse views, perspectives, and lived experiences. By doing so, we can create honest and safe spaces for learning and accepting different ways of being, taking the best of all views to serve as a conduit for powerful change.

About This Document

Safe Sites, Strong Communities has been developed to provide the resource development industries and workforce lodgings guidance on building worksites that promote physical, psychological, and cultural safety. It outlines an introduction to and foundational policies, protocols, and practices across three strategic commitments to:

1. Create worksites that are physically, psychologically, and culturally safe.
2. Facilitate authentic community engagement.
3. Contribute to the economic security of all as a foundation for empowerment and safety.

This guide to community commitment includes a section on the unique considerations for workforce lodgings that are an essential part of resource development, providing our workers with a home away from home.

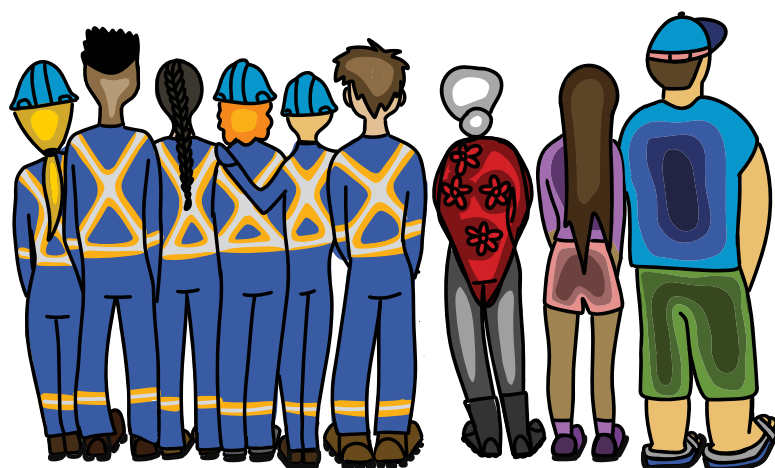
Finally, this resource compiles several wise practices, tools and resources to support the implementation of the three strategic commitments.

Users can use the buttons at the side of each page to navigate between sections.

Given the practical nature of the information in *Safe Sites, Strong Communities*, human resources and Indigenous Relations professionals are likely to find it most beneficial for their daily work. However, we encourage everyone to take the learnings and tools provided and use them to enhance their worksite culture and foster meaningful relationships with Indigenous communities and employees.

While it may not be feasible to incorporate all aspects at once, we encourage companies to start by building on existing strengths and commitments and addressing gaps that are most likely to benefit from additional attention.

Safe Sites, Strong Communities is a “living document” that will evolve as we learn and grow. Enserva looks forward to developing a [Community of Practice](#) and inviting others to share best and wise practices, thereby enhancing the resource development industries’ knowledge and capacity to create worksites that are safe for all.



Our Story

With the support of Enserva, workforce lodging companies convened an Executive Council and Steering Committee to gain a deeper understanding of concerns about the potential impact of workforce lodgings on nearby communities, which were raised in *Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG)*, the *Truth and Reconciliation Commission's Calls to Action*, and *Indigenous Communities and Industrial Camps: Promoting Healthy Communities in Settings of Industry Change* reports.

The aim of the Workforce Lodgings Executive Council and Steering Committee was to gather honest feedback on what industry can do to ensure workforce lodgings operate safely.

A journey of listening to and learning from Indigenous elders, leaders, women, and organizations led to the development of the *Remote Workforce Lodgings Industry - Community Commitment Toolkit*.

The Toolkit outlined actions that owners/operators of workforce lodgings could take to enhance their capacity to adopt more thoughtful practices and incorporate reconciliation into the development and management of physically, psychologically, and culturally safe workforce lodgings. Key learnings, along with the tools, resources, and wise practices compiled for the initial Toolkit, have been included in this guide.



Safe Workforce Lodgings are a Shared Responsibility

Over time, however, it has become clear that the success of the workforce lodging companies is limited without the active support of resource development companies that use their lodgings to house their workers. Workforce lodgings culture is a shared responsibility—operators provide safe, supportive living environments, and companies that use lodgings for their workers need to reinforce respectful behaviour and well-being. Collectively they can foster positive community.

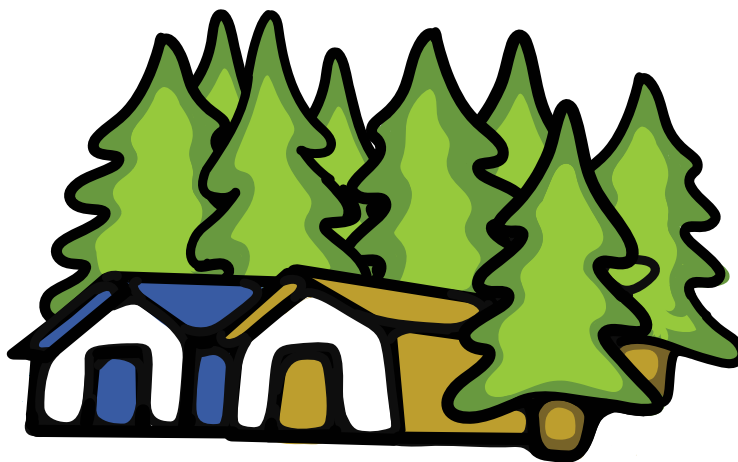
Resource development worksites involve workers from various companies collaborating to complete complex tasks safely and efficiently. Workforce lodgings are similar in that residents and guests come from different companies and work sites, with the additional challenge of creating a “home away from home” environment that accommodates a broad range of cultural and gender diversity.

Achieving meaningful change and positively influencing the psychological and cultural safety of workers requires collaboration and coordinated efforts among all resource development employers, employees, industry associations, and communities. Workers and the communities they engage with

need to trust that expectations concerning the creation of inclusive and respectful worksites, including workforce lodgings, are consistent across all companies. Just as industry has universal efforts to embed physical safety into its values, attitudes, and behaviours, ensuring psychological and cultural safety is also a shared responsibility and an essential part of daily operations.

When physical safety systems and a psychological safety culture work together, the result is a workforce that is alert, engaged, and committed to protecting one another. In resource development, where even the smallest oversight can have serious consequences, the combination of collaboration and psychological safety is not optional—it’s essential. Leaders set the tone by role modelling expected behaviours.

Enserra acknowledges that our effort to improve psychological and cultural safety across workforce lodgings and resource development worksites does not conclude with the release of this guidebook. We remain dedicated to continuous listening and learning so we can better support our members and industry in advancing Indigenous reconciliation.



Three Strategic Commitments

Safe Sites, Strong Communities outlines actions and supporting policies, programs, and wise practices the industry can take to progress three overlapping strategic

commitments to enhance physical, psychological, and cultural safety at worksites, workforce lodgings, and within communities.



The Strategic Commitments

1. Create worksites that are physically, psychologically, and culturally safe.
2. Facilitate authentic community engagement.
3. Contribute to the economic security of all as a foundation for empowerment and safety.

The strategic commitments were developed with input from Indigenous individuals and groups and informed by important work that came before us, including:

- ▶ Truth and Reconciliation Commission's Call to Action #92
- ▶ Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls Calls for Justice

Core Operating Principles

Realizing meaningful change requires the industry and organizations to go beyond simply identifying what needs to be done; it also needs to focus on how change is implemented. The following core operating principles guide the effective and meaningful achievement of the strategic commitments.

As a key purpose of this resource is to support meaningful Indigenous reconciliation, careful consideration has been

taken to incorporate Indigenous knowledge systems and practices to integrate the strategic commitments into day-to-day actions.

We offer the following as an introduction to Indigenous knowledge systems and ways of doing to strengthen sustainability, innovation, and relationships. Using these knowledge systems demonstrate a willingness to learn how to create more authentic connections.

Two-Eyed Seeing

Combines Indigenous and Western knowledge systems to achieve more blended and culturally informed solutions, decision-making, and mutual accountability. Better outcomes are possible for everyone, every time, because the relationship is built on respect and reciprocity.

Using two-eyed seeing signals that Indigenous protocols, governance, cultures and ways of knowing are respected. Mutual respect and value are the foundation for building trusting and lasting relationships.

When Indigenous ways of doing are integrated and cultural expression is enabled, worksites, workforce lodgings, and communities become safer, not only for Indigenous people but for everyone.

“Two-Eyed Seeing” or “Etuaptmumk” in Mi’kmaw

“Learning to see with one eye the strengths of Indigenous knowledge and ways of knowing, and with the other eye the strengths of western knowledges and ways of knowing, and to learn to use both eyes together.”

Learn More

Introduced by Mi’kmaw Elder Albert Marshall from Eskasoni First Nation

Respect “nothing about us; without us”

Reflects the principle of self-determination. The Right to Self-Determination is outlined in Article 3 of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), which states that Indigenous peoples have the right to freely pursue their economic, social, and cultural development.

Decisions that affect Indigenous peoples must be made with their full involvement and leadership. “Nothing about us; without us” is a call to move beyond consultation toward true partnership, ensuring Indigenous voices, rights, and knowledge guide paths forward.

Servant Leadership

Leadership within Indigenous communities is about serving others first and is therefore referred to as “servant leadership”. The role of Indigenous leaders is to empower, support, and elevate their people. Success is measured by the growth, well-being, and performance of the community as a whole.

and focuses on directing and controlling to achieve goals. Success is measured by efficiency, productivity, and profitability.

Recognizing the differences in approaches to leadership helps avoid misunderstandings, support reconciliation, and strengthen relationships and partnerships.

By comparison, traditional Western leadership is rooted in hierarchy and authority,

Leadership Comparison

Dimension	Traditional Western Leadership	Servant Leadership from Indigenous Worldviews
Source of Authority	Title, position, hierarchy	Earned enough through wisdom, lived experience, and community recognition
Role of Leader	Director, controller, strategist	Steward, knowledge keeper, protector of people and land
Decision-Making	Centralized, leader driven	Consensus-based, inclusive of Elders, community, and environment
Time Horizon	Short-term (quarterly/annual results)	Seven generations principle (intergenerational responsibility)
Measures of Success	Efficiency, productivity, profit	Balance, harmony, sustainability of relationships (people, land, spirit)
Relationship to Community	Protects organizational interests	Serves the collective—people, land, and ancestors

Seven Generation Principle

Indigenous knowledge systems often emphasize interconnectedness, sustainability, and long-term thinking. The Seven Generation Principle emphasizes making deci-

sions with consideration for their impact on the next seven generations—roughly 140 to 150 years into the future.

Key Elements

Long-term responsibility

Decisions—whether environmental, political, social, or economic—benefit current needs and safeguard the well-being of future generations.

Interconnectedness

Recognizes the deep connection between people, the land, water, air, animals, and the spiritual world, and that harming one part of the system affects the whole.

Stewardship

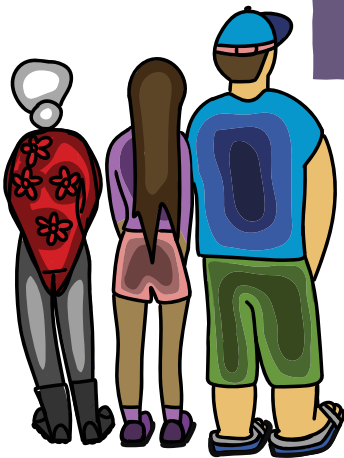
Mindset of caretaking, rather than ownership or domination, especially in relation to the natural world.

Cultural continuity

Supports the preservation and transmission of cultural knowledge, language, and practices so that future generations remain grounded in their identity.

Community over individualism

Prioritizes collective well-being over short-term personal or corporate gain.



Indigenous Wise Practices

Safe Sites, Strong Communities includes Indigenous wise practices as an alternative to “best practices”. Best practices are one-size-fits-all solutions, while wise practices respect local knowledge and culture. They allow individual communities to define success for themselves.

Wise practices recognize that what works well in one Indigenous community may not be appropriate or effective in another due to differences in culture, governance, geography, and experience. Instead, they are effective *because* they were grounded in local traditions, governance systems, and realities.

Dr. John Borrows, Anishinaabe, Faculty of Law, University of Victoria, has been a key figure in developing the idea of Indigenous-centred “wise practices” to reflect:

- ▶ Practices are wise if they fit the local community's culture, values, and circumstances.
- ▶ Accountability is tied to relationships, responsibilities, and reciprocity.
- ▶ Adaptability in that what is “wise” in one setting may differ elsewhere.

Key elements of Indigenous wise practices:

Locally defined and controlled

Solutions come from within the community.

Culturally grounded

Practices reflect and reinforce traditional knowledge, values, and governance.

Sustainable and empowering

Designed to build long-term capacity and community ownership.

Responsive to specific challenges

Flexible to adapt to local political, economic, and environmental conditions.

Remote Workforce Lodgings Are a Unique Component of Natural Resource Development

When this work was initiated, Enserva's workforce lodging members had a vision in mind:

Remote workforce lodgings are valued partners in the economic and social fabric of communities.

Workforce Lodgings Matter to Canada's Resource Development

Workforce lodgings play a vital role in helping Canada access and develop its natural resources, such as oil, gas, minerals, and forests, which are often found in remote parts of the country. They provide safe, temporary housing for workers, making it possible to build and operate projects far from towns and cities.

By housing workers close to the job site, workforce lodgings reduce and mitigate risks associated with long, daily commutes. They keep projects running efficiently. They also ensure workers have access to comfortable sleeping arrangements, meals, medical care, and recreational spaces that are essential for well-being.

Workforce lodgings also help manage costs and reduce pressure on housing in nearby communities. They support jobs not just in resource industries, but also in services such as construction, catering, housekeeping, maintenance, and the transportation of goods. In many cases, they offer opportunities for local and Indigenous businesses to get involved.

When done right, workforce lodgings are a practical solution that helps power Canada's economy while respecting the land and the people who live on it.

Unique Environments

Workforce lodgings are micro-communities—part worksite, part living space. Unlike traditional job sites, workforce lodging operators carry responsibility for not only work performance, but also living conditions, community culture, and the overall well-being of their employees, as well as the employees of their customers, both of whom may be experiencing extended stays away from family and community.

Lodging management is complex. Workforce lodging companies must prioritize the well-being and mental health of both workers and guests, ensuring that supports are in place to combat stress, loneliness, and burnout. Security, diversity, and inclusion also require attention, as lodgings bring together people from various companies and cultural, gender, and racial backgrounds. This diversity can be enriching but also requires careful management to avoid conflict or exclusion.

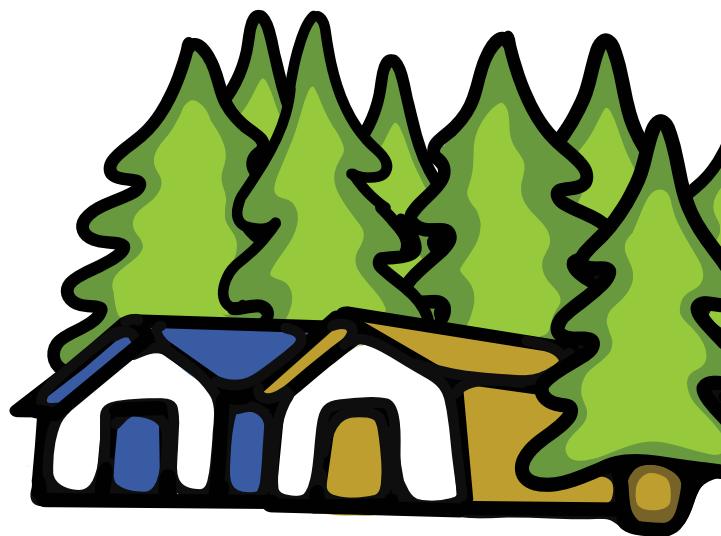
Workforce Lodging Culture is a Shared Responsibility Between Operators and Users

Ultimately, workforce lodgings are homes away from home. Those that are viewed as safe create healthy and sustainable environments for workers. They can foster strong morale, attract and retain workers, and enhance productivity. Poorly managed sites can lead to high turnover, negative media attention, strained relationships with Indigenous and local communities, and damage to social license.

The culture of workforce lodgings is a shared responsibility between the operators and the companies that use them. Both play a role in shaping the day-to-day environment workers experience. Operators manage the physical space, services, and amenities that directly affect quality of life, including food, recreation, sleeping quarters, wellness services, and cultural programming. Companies that send their employees to stay in workforce lodgings influence culture through their workplace

policies and expectations around behaviour and well-being.

Workers don't separate "camp life" from "work like". Their experience is continuous. If a company ignores issues like inclusivity, mental health, or respectful conduct, those problems spill into the lodging environment, regardless of how well the operator runs the facility.



Physical Conditions to Enhance Workforce Lodging's Safety

Ensuring a workforce lodging environment is physically, psychologically, and culturally safe involves designing infrastructure and layout that consider internal and external factors that can prevent, or at least minimize, safety incidents.

Provincial Occupational Health & Safety (OHS) Acts require employers to develop and implement plans, policies, and procedures for preventing violence and harassment.¹

There are several resources available to assist employers with the development of violence and harassment prevention policies and procedures, including the training of staff in:

- ▶ The recognition of violence and harassment,
- ▶ The policies, procedures, and workforce arrangements in place to eliminate or control the hazards of violence and harassment,
- ▶ The appropriate response to violence and harassment, including how and where to obtain assistance, and
- ▶ Procedures for reporting, investigating, and documenting incidents of violence and harassment.

Some of these resources can be found under the Wise Practices, Tools & Resources tab.

In addition, Part II of the Canada Labour Code requires the health and safety committee/representative to carry out monthly inspections in the workplace in whole or in part. The following checklist offers workforce lodging owners and operators a tool that can be incorporated into activities that fulfill regular OHS and labour code requirements to:

- ▶ Assess the physical conditions in and around the facility for potential violence or harassment risks, and
- ▶ Identify measures to prevent violence against remote workforce lodging employees and clients.

The assessment and mitigation of potential risk of violence and harassment for lodging employees and guests/clients needs to be proactive and regular² with an opportunity for employees or guests/clients to report potential hazards on an ongoing basis.

- ▶ **Proactively** walk through the facility with health & safety committee, female, and Indigenous employees on a regular basis to identify potential hazards and gather input into how to make it safer.
- ▶ **Ongoing** - a way for employees to report a potential hazard. *i.e. form; submit a photo; app*

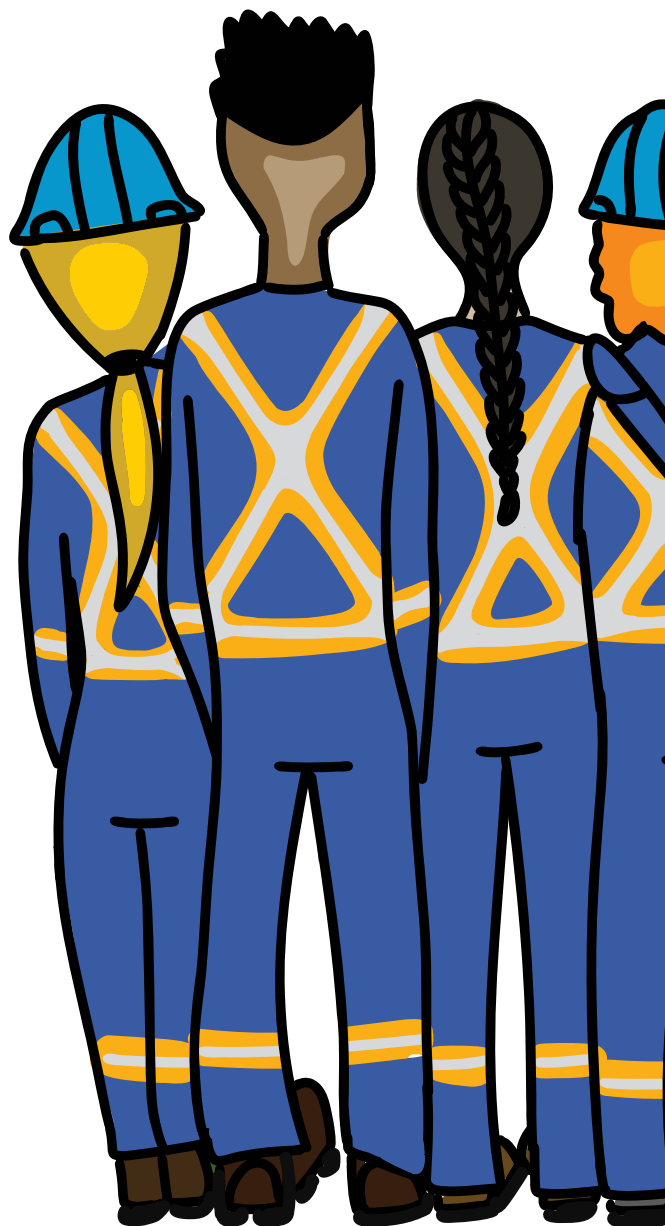
1. For example, Alberta's Occupational Health and Safety Code, Part 27 Sections 389 – 392.

2. Part II of the *Canada Labour Code* requires the health and safety committee/representative to carry out monthly inspections in the workplace in whole or in part.

If an incident occurs³:

The Canada Labour Code acknowledges that incident investigations and reporting play a key role in preventing recurrence. Conducting a detailed hazard assessment of a specific incident, including an analysis of contributing factors such as the location, personnel involved, availability and use of mitigation and control measures, and institutional response and outcomes, is important.

Furthermore, the Code dictates that federally regulated employers must submit three annual reports to the Labour Program: Employers Annual Hazardous Occurrence Report, Employer Annual Harassment and Violence Occurrence Report and the Work Place Committee Report. Non-federally regulated industries are governed by the employment standards for your province or territory of work.



³. As per Part II of the *Canada Labour Code*, in the event that a hazard is identified, and the committee/representative is not authorized to remove it, recommendations must be forwarded to the employer. The employer is required to provide a written response to the committee/representative within 30 days on how the issue will be resolved.

Workforce Lodgings Physical Environment Safety Checklist

Section	Item	Satisfactory	Needs Improvement	Immediate Attention	N/A	Specific Action Required	Deadline for Addressing
Building Perimeter	Are parking lot entrances and exits clearly marked?						
	Is site access monitored (guardhouse, gate)?						
	Is there a check-in procedure?						
	Is the site enclosed/fenced?						
	Is the lot well-lit?						
	Is the area heavily travelled by the public?						
	Are there high-risk businesses nearby that could result in unwanted visitors? (bars, liquor stores, etc.)						
	Are there buildings isolated from the main building?						
	Are entrances well-lit?						
	Is building entry controlled by key or access card?						
	Are smoking areas in high-traffic, well-lit areas?						
	Are security cameras present and visible?						

Checklist continued on following pages

Workforce Lodgings Physical Environment Safety Checklist (continued)

Section	Item	Satisfactory	Needs Improvement	Immediate Attention	N/A	Specific Action Required	Deadline for Addressing
Building Perimeter (continued)	Are emergency exits clearly marked?						
	Are emergency exits alarmed?						
	Is foliage trimmed to eliminate blind spots?						
	Is staff parking separate from visitor/client parking?						
	Can employees or guests request an escort to their vehicle from security to enhance their sense of well-being?						
Security Systems	Is there 24-hour on-site security?						
	Is there a security system?						
	Is the system tested regularly?						
	Is there signage stating the site is monitored by on-site security and/or security systems?						
	Does security utilize local radios?						
	Is camera coverage free of blind spots?						

Checklist continued on following pages

Workforce Lodgings Physical Environment Safety Checklist (continued)

Section	Item	Satisfactory	Needs Improvement	Immediate Attention	N/A	Specific Action Required	Deadline for Addressing
Reception Area	Is the reception area visible and easily accessible?						
	Is reception staffed at all times?						
	Is building access controlled by key or card?						
	Does reception ever work alone?						
	Is there a way to identify visitors? (sign in)						
	Can visitors enter the building only when someone is present at reception to let them in?						
	Are security cameras present?						
	Are there emergency buttons present?						
	Is the area well-lit?						
	Does reception have a designated radio?						
Washrooms	Do employees, clients/ guests and the public use the same washrooms?						
	Is there key or card access to the washrooms?						

Checklist continued on following pages

Workforce Lodgings Physical Environment Safety Checklist (continued)

Section	Item	Satisfactory	Needs Improvement	Immediate Attention	N/A	Specific Action Required	Deadline for Addressing
Washrooms (continued)	Are washrooms well lit?						
	Can the lights be turned off?						
	Are washrooms individual stalls?						
	Are emergency/panic buttons present?						
	Is there safe syringe disposal?						
On-site Facilities (gym, recreational rooms, dining hall, etc.)	Do the rooms have good visibility from other areas?						
	Is there more than one entrance?						
	Is furniture arranged to allow for a quick exit?						
	Are phones easily accessible?						
	Are there emergency buttons present?						
	Are security cameras present?						
	Are the rooms well lit?						

Checklist continued on following pages

Workforce Lodgings Physical Environment Safety Checklist (continued)

Section	Item	Satisfactory	Needs Improvement	Immediate Attention	N/A	Specific Action Required	Deadline for Addressing
On-site Facilities (gym, recreational rooms, dining hall, etc.) (continued)	Is there safe syringe disposal?						
	Is kitchen access controlled by key or card?						
	Are there designated women-only times in the gym?						
Rooms	Do rooms have private ensuite washrooms?						
	Do the windows lock?						
	Are windows in good repair?						
	Do windows allow for emergency exit?						
	Do doors lock?						
	Are doors and locks in good repair?						
	Is there a phone with direct calling to reception?						
	Is there a peep hole or means of seeing who is outside the door?						

Checklist continued on following pages

Workforce Lodgings Physical Environment Safety Checklist (continued)

Section	Item	Satisfactory	Needs Improvement	Immediate Attention	N/A	Specific Action Required	Deadline for Addressing
Rooms (continued)	Is there an emergency contact list posted in a visible place or places? (i.e.: near the phone; in the washroom)						
	Is there a secure, separate wing for women?						
General Considerations	Is there a strong cellphone signal or wifi available?						
	Is there a medical facility and staff on site?						
	Are medical staff trained to deal with sexual assaults including proper medical examinations?						
	Are there AEDs present in visible and accessible areas?						
	Is there an orientation for guests upon arrival that includes signing a code of conduct and review of violence/harassment policies?						
	Is there an orientation for staff that includes signing a code of conduct and review of violence/harassment prevention policies?						

Checklist continued on following pages

Workforce Lodgings Physical Environment Safety Checklist (continued)

Section	Item	Satisfactory	Needs Improvement	Immediate Attention	N/A	Specific Action Required	Deadline for Addressing
General Considerations (continued)	Are employee code of conduct and violence/harassment prevention policies reviewed annually or more often if an incident occurs?						
	Are there resources identifying security contacts and wellness supports for guests?						
	Are there mental health support workers on site?						
	Are there Indigenous support workers on site?						
	Are clients/guests from at-risk/vulnerable groups lodged in areas that are more easily monitored by security?						
	Does the company use a employee buddy system or a lone worker app to enhance physical and psychological well-being?						

Checklist continued on following pages

Workforce Lodgings Physical Environment Safety Checklist (continued)

Section	Item	Satisfactory	Needs Improvement	Immediate Attention	N/A	Specific Action Required	Deadline for Addressing
Hallways & Stairwells	Are there emergency buttons to call for help?						
	Are they well lit?						
	Can lights be turned off in the hallway/stairwell?						
	Are emergency exits clearly marked?						
	Are emergency exits alarmed?						
	Are dead-end hallways clearly marked as such?						
	Are they actively monitored with cameras and security?						
	Is there more than one exit from the stairwell?						
	Could someone hide at the bottom of the stairwell?						
Local Transit	Is transportation offered to staff to and from the local community?						
	Is an identification system in place for staff?						
	Do drivers ever work alone?						

Checklist continued on following pages

Workforce Lodgings Physical Environment Safety Checklist (continued)

Section	Item	Satisfactory	Needs Improvement	Immediate Attention	N/A	Specific Action Required	Deadline for Addressing
Local Transit	Is there an attendance/check-in system in place?						
	Are strict routes planned and adhered to?						
	Are only authorized passengers allowed?						
Employee Vulnerabilities	Do employees ever work alone?						
	Do employees carry radios?						
	Do employees carry personal panic buttons?						
	Are there resources identifying wellness supports available?						
	Are staff-only areas access controlled by key or card?						
	Is there ongoing emergency and safety training for staff?						
	Is there an emergency contact list posted?						
	Are there lockers for staff use?						
	Does the staff change frequently?						

Physical, Psychological, and Cultural Wellness of Employees and Guests

Workers who stay in workforce lodgings exist in a unique working and living environment. Their workdays are generally long, physically demanding, and maybe stressful. When not on shift and staying at a lodging, they are distanced from friends and family, hobbies, personal wellness outlets, and often any social interactions outside of their colleagues. This type of isolation may have damaging effects on a person's mental and social well-being, and may lead to destructive behaviours, including alcohol abuse and drug use.

It is essential for a worker's well-being that lodging operators create an environment

that not only discourages potentially harmful behaviours but also promotes healthy habits and offers resources to help manage challenges related to remote work. Providing support to develop a healthy routine while working remotely fosters a positive environment for all guests and staff of the workforce lodging, thereby encouraging a safe and supportive work culture.

Engaging Indigenous people in the development of policies, practices, and programs aimed at enhancing physical, psychological, and cultural safety is an imperative. Some activities must be Indigenous led. This is a foundation to "nothing about us; without us".

Important Terms to Understand:

Term	Definition	Examples
Cultural appreciation	Respectfully learning about, engaging with, and valuing another culture with acknowledgment, permission, and credit.	Purchasing and wearing beaded earrings from an Indigenous artist, rather than buying a dreamcatcher from Walmart.
Cultural exchange	Mutual sharing between cultures where both sides consent and benefit.	Communities sharing food traditions in a way that honours origins and stories.
Cultural appropriation	Elements of a culture are borrowed, copied, or used by people outside of that culture without understanding, respect, or permission.	Non-Indigenous person wearing a traditional Indigenous headdress, and corporations using Indigenous art without providing credit or benefiting the artist.
Cultural extraction	Systematic taking of knowledge, practices, or cultural resources for outside gain, usually without consent or benefit to the source community.	Researchers collecting traditional medicinal knowledge from Indigenous communities and patenting it, and fashion brands copying Indigenous designs to sell clothing.

Fostering a Safe and Inclusive Work Culture Checklist

Fostering a safe and inclusive work culture	Key considerations	Has action been taken?
Visibly respect and value Indigenous culture.	Develop an authentic local land acknowledgement to enhance awareness of Indigenous presence and land rights, and is honoured and said by non-Indigenous people.	
	Acknowledge Indigenous commemorative and awareness days and the significance of Indigenous Awareness Month, National Indigenous Peoples Day, National Day for Truth and Reconciliation, Red Dress Day, etc.	
	Opening ceremony of the workforce lodging to include Indigenous ceremony.	
	Provide local, Indigenous-led traditional healing ceremonies and other cultural relevant services and activities to all remote lodgings workers and guests as a way for cross-cultural learning.	
	Provide cultural programming and recreational activities that educate all workers more about nearby Indigenous communities nearby and build respect for each other.	
	Prioritize the importance of understanding Indigenous culture and engage in co-sponsorship opportunities with nearby Indigenous communities.	
	Find champions within the organization who willingly and openly adopt these practices and learn from them.	
Accommodations for cultural practices.	Provide safe spaces for Indigenous workers to engage in cultural practices. (smudging, prayer, meditation, etc.) e.g. Look at air quality control systems and consider smoke detection protocols to allow smudging.	

Checklist continued on following pages

Fostering a Safe and Inclusive Work Culture Checklist (continued)

Fostering a safe and inclusive work culture	Key considerations	Has action been taken?
Accommodations for cultural practices (continued)	Provide traditional foods for meals offered in the workforce lodging.	
	Use talking or healing circles.	
	Dress-code accommodations.	
Create safe space for Indigenous women and others that feel vulnerable to talk about personal safety.	Provide a platform to openly discuss experiences, challenges, and concerns related to safety in the workplace. e.g. Open discussion also allows for validation and empowerment, allowing their feelings and experiences to be acknowledged by their peers.	
	On-site and/or online Indigenous mental health support staff.	
On-site amenities that enhance physical and mental well-being.	Mental wellness support groups, services, and programs to help mitigate social problems.	
	Organized and individual recreational activities (indoor and outdoor).	
	Quiet spaces: library, TV room/theatre, etc.	
	Healthy living programs, such as fitness and nutrition, physical and mental health supports, and life coaching programs.	
	Access to high-speed Internet to facilitate communication with family and friends.	

Checklist continued on following pages

Fostering a Safe and Inclusive Work Culture Checklist (continued)

Fostering a safe and inclusive work culture	Key considerations	Has action been taken?
Workplace training and education.	Education and training to understand the regional and community context the workforce lodging is situated on and/or the company is working in.	
	Educate on the importance of traditional foods to Indigenous communities and indicate off-limit areas for hunting, fishing, and food gathering.	
	Implement programs that educate on the practice of culture and ceremony in workforce lodgings to promote tolerance and respect.	
Financial planning and management.	Offer Indigenous led workshops to enhance financial skills such as budgeting, saving, and investing, which also incorporate cultural values like respect, responsibility, reciprocity, and relationships. Due to the lasting impacts of colonialism, systemic racism, residential schools, and other forms of suppression, some Indigenous people have been denied equitable access to financial opportunities and education.	
Training and resources for recognizing and preventing human trafficking.	Train staff and guests to recognize potential signs and indicators of human trafficking can help to identify victims. Concerns have been raised that increased economic development in an area increases the risk of human trafficking. Workers are a valuable resource for identifying human trafficking because they are often mobile and in remote areas, giving them visibility into activities that others, such as law enforcement, may not see.	

Authentic Community Engagement for Workforce Lodgings

Co-creating Siting and Operational Plans

Research into wise practices recommends conducting a thorough review of social, cultural, economic, and environmental impacts, including gender-based analysis, to inform the use, siting, and operational plans for workforce lodgings near Indigenous and non-Indigenous communities.

While solutions to concerns and mitigation of perceived risks need to be co-created with the community, it is wise for lodging owners and operators to be aware and prepared to discuss the following:

- ▶ Transportation plans:
 - ▷ To and from the community to the workforce lodge.
 - ▷ To and from the workforce lodge to the worksite.
 - ▷ Personal vehicle use and parking.
- ▶ Potential use and pressure on local services and infrastructure.
 - ▷ If local services are required, identify opportunities to implement strategies that minimize impact, such as the use of high-efficiency appliances and low-flow fixtures (toilets, sinks, showers) and waste management and recycling programs.
- ▶ How to optimize local procurement of goods and services.
- ▶ How the workforce lodging's culture will be developed and enforced by policies, procedures, and programs.
- ▶ Steps to ensure the workforce lodging does not negatively affect traditional economic activities.
- ▶ How grievances will be responded to.
- ▶ Gaining an understanding of potential barriers to hiring locals and ways to address them.
- ▶ Concerns regarding lodging residents' conduct and the potential security risk, increased drug and alcohol use and associated activity, crime including theft, sexual harassment and assault, and increased demand for sex trafficking and sex work.
- ▶ Policies on drugs and alcohol.
- ▶ Physical setup of the workforce lodge to ensure safety, and outline what programs and services are available for staff and clients/guests.
- ▶ The need to design a monitoring framework to monitor compliance with all environmental, social, cultural, economic, and employment benefits.
- ▶ Supervision of the performance of all staff, contractors, and subcontractors.
- ▶ Potential uses of the workforce lodging beyond decommissioning and remediation, including the possibility of the community reusing some of the infrastructure.

It is recognized that for lodging owner to address some of these items, input and collaboration from a project proponent/operator may be required.

Leadership must be visible in promoting a healthy relationship between the workforce lodging and the community.

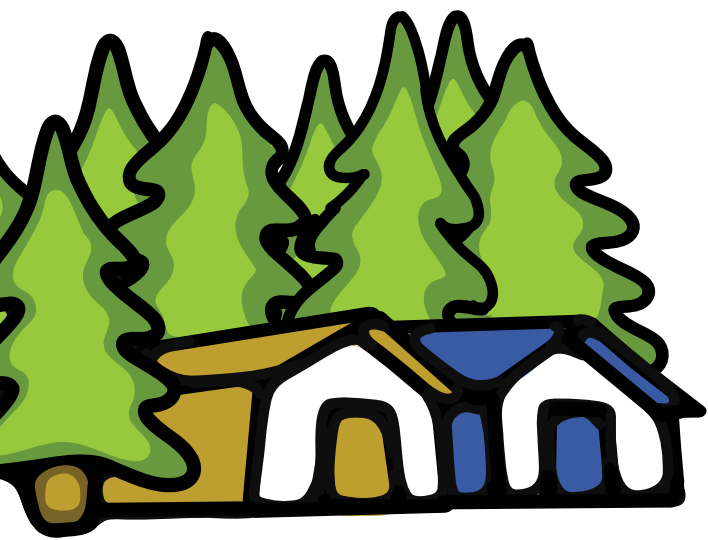
Workforce Lodgings Can Contribute to Economic Security

The concept of economy is often very different for Indigenous peoples than for non-Indigenous peoples. Indigenous peoples tend to take a much more holistic view of the economy. Traditional Indigenous economies are based on relationships with the land, water, air, wildlife, and vegetation, which satisfy not only sustenance and wealth needs but also serve as sources of psychological well-being and identity. This may be even more true for Indigenous women.

The potential for economic benefits for Indigenous communities associated with resource-related development, including the use of workforce lodgings, is well documented. The challenge is that without deliberate and meaningful measures, those who are already under-represented in participating in economic activities and receiving socio-economic benefits risk becoming even more marginalized.

The low participation in employment and other economic opportunities, along with the lack of adequate services, supports, and housing issues that many Indigenous communities face, can lead to extreme economic insecurity for vulnerable Indigenous women and other groups. This, combined with the rising cost of living that often accompanies resource development, may force them into unsafe situations, such as sex work, in order to make ends meet.

Enhancing socio-economic conditions for Indigenous people, and Indigenous women in-particular, creates powerful generational impacts. As they often anchor families and communities, their economic security improves stability for multiple generations—supporting Elders, raising aspirations for youth, and strengthening cultural continuity. Investing in the wellness of Indigenous women will interrupt cycles of poverty and trauma while creating opportunity and resilience for future generations.



Growing Indigenous Business Opportunities & Employment

Workforce lodgings provide significant opportunities to improve the socio-economic conditions of Indigenous communities by increasing their employment and procurement of goods and services. To maximize the opportunities, it may be necessary to address systemic and structural barriers with practical solutions.

In addition to the practices outlined in Strategic Commitment #3 in this guide, specific solutions for workforce lodgings are outlined in the following tables.

Solutions to Indigenous Business Procurement for Workforce Lodgings

Barriers	Solution	Has action been taken?
Short mobilization windows often leave Indigenous vendors out of the bidding process.	Pre-qualify vendors to facilitate rapid-award opportunities. Standing supplier pools help to ensure Indigenous suppliers are ready to participate when opportunities arise.	
Insurance and bonding requirements can create hurdles for smaller Indigenous firms.	Break contracts into right-sized scopes and offering owner-sponsored bonding facilities or guarantees to help level the playing field.	
Joint ventures that are on “paper” only and offer little real value to the community.	Partnership agreements that include requirements for Indigenous management roles, transparent profit-sharing arrangements, and quarterly joint performance reviews create partnerships with genuine accountability and shared value.	
Preference for providers that can provide broad range of services.	Identify service scopes that align with local businesses and set aside for Indigenous companies. This may include: catering, housekeeping, waste management, security, transport, maintenance, etc..	

Enhancing Indigenous Worker Attraction and Retention

Barriers	Solutions	Has action been taken?
Employment	Set Indigenous hiring targets by job family (hospitality, maintenance, admin, leadership).	
	Launch train-to-hire cohorts with guaranteed positions.	
	Provide supports to take on rotational work assignments (travel, childcare subsidies).	
	Map career ladders (entry roles → supervisory → camp management) and engage in regular career development discussions with Indigenous employees.	
Training & Supports	Host pre-employment bootcamps in community. (safety tickets, food handling, WHMIS).	
	Paid onboarding.	
	Establish mentorship and/or buddy systems with Indigenous peers.	
	Ensure access to cultural and wellness services and programming on site.	
Culture & Governance	Co-create a Workforce Lodging Culture Charter with local communities.	
	Provide cultural spaces (smudge-friendly, signage in local languages, traditional food events).	
	Acknowledge Indigenous days of significance to honour and celebrate the history, culture, and contributions of Indigenous people.	
	Indigenize HR policies.	
	Establish Indigenous-inclusive incident reporting and review process.	
	Form Indigenous Employee Resource Group.	
Measuring Success	Track % Indigenous hires, retention, promotions.	
	Report Indigenous vendor spend and active contracts.	
	Monitor cultural safety survey scores and incident resolution times.	
	Share quarterly results with Nations and workforce.	

Commitment 1: Create Worksites that are Physically, Psychologically, and Culturally Safe

Creating an environment that is physically, psychologically, and culturally safe for all workers, regardless of gender, is multi-dimensional and includes elements of:

- ▶ Individual employee commitment to a respectful and inclusive workplace culture
- ▶ Organizational culture, including:
 - ▷ Zero-tolerance policies
 - ▷ Support mechanisms to ensure policies are adhered to by the workforce
 - ▷ Programs that build cultural and gender understanding and inclusivity
 - ▷ Build the capacity of leaders to follow their own policies to create trust and reciprocity
- ▶ Personal supports, including programming to support the health and wellness of employees as a means of preventing destructive behaviour.

The Wise Practices, Tools & Resources section shares additional information companies may find useful for implementing practices and programs.



What is Psychological and Cultural Safety?

Psychological safety is generally defined as a workplace condition where individuals feel safe to be themselves without fear of negative consequences to their self-image, status, or career. It means employees

feel comfortable speaking up with ideas, questions, concerns, or mistakes, and trust that they will be treated with respect and fairness.

Canadian Regulatory Context

Psychological safety is formally embedded in the workplace through initiatives such as the [National Standard of Canada for Psychological Health and Safety in the Workplace](#). It is recognized as a foundational element of both occupational health and safety, as well as effective team performance.

Psychological safety is especially critical in resource development industries, where physical safety, regulatory compliance,

and operational excellence rely heavily on transparent dialogue, early hazard reporting, and shared responsibility. It requires a workplace environment—whether in the field, on-site, in the office, or in workforce lodgings—where workers at all levels feel safe to speak up, raise concerns, share ideas, and report mistakes without fear of reprisal, ridicule, or negative career impact. It supports open communication, mutual respect, and trust, even in high-risk, high-pressure environments.

Key Elements of Psychological Safety at Resource Development Worksites:

- ▶ Proactive reporting of safety and environmental risks.
- ▶ Constructive dialogue across crews, leadership, and contractors.
- ▶ Inclusive participation from Indigenous and local community members.
- ▶ Support for mental health in remote and rotational work settings.
- ▶ Improved retention and performance across diverse and multigenerational teams.

Closely tied to psychological safety is cultural safety, where people of all backgrounds feel genuinely safe, respected, and valued. In the workplace, it means employees feel they can bring their whole and authentic selves to work without fear of judgment or harm.

They are not subjected to discrimination, stereotypes, or marginalization based on their ethnicity, culture, language, religion, gender, or lived experience. All perspectives are welcomed, and cultural identities are affirmed as strengths.



In practice, cultural safety involves:

- ▶ Employers and employees continually reflect on their own biases and power dynamics.
- ▶ Valuing different ways of knowing, speaking, and working.
- ▶ Ensuring policies, recruitment, training, and leadership practices remove systemic barriers and promote fairness.
- ▶ Everyone in the workplace contributes to upholding cultural safety, not just those from under-represented groups.



Indigenous Medicine Wheel

Psychological safety for Indigenous peoples in resource development workplaces means creating and sustaining an environment where Indigenous workers, partners, and community members feel respected, heard, and have the freedom to:

- ▶ Express identity, culture, and values without being judged or marginalized.
- ▶ Raise concerns or perspectives—including those related to land, environment, and community—without fear of dismissal or reprisal.
- ▶ Speak up about racism or microaggressions and be confident that the organization will respond appropriately.
- ▶ Contribute to decision-making in ways that honour Indigenous knowledge systems and ways of knowing.

The **Medicine Wheel** is a conceptual framework used by many Indigenous peoples to represent the interconnectedness of life. It embodies principles of balance, harmony, and holistic well-being—including the mental, emotional, physical, and spiritual aspects of life. Companies can use it as a guide to design psychologically safe workplaces that address the person as a whole.



Employee Code of Conduct

Maintaining an inclusive and safe environment is essential in conducting business in today's climate. Canadian workplace laws stipulate that harassment and discrimination in any form are unacceptable in the workplace. Yet, it occurs every day. The risk is amplified in resource development industries, given that worksites and workforce lodgings are made up of a mix of employees, contractors, and lodgings residents, and that they often operate close to Indigenous communities.

Many companies use an Employee Code of Conduct to confirm an individual employee's commitment to a respectful and inclusive workplace culture. It is a critical tool for shaping organizational culture, aligning employee behaviour with the organization's values, and supporting the overall success of the organization. This is especially true in work environments where employees not only work together

but also live together in company-provided workforce accommodations.

The Code of Conduct must clearly indicate that adherence to the Employee Code of Conduct is expected and will be enforced in all work environments, including travel to and from work, on all worksites, while staying in company-provided accommodations, including workforce lodgings, and during visits to nearby communities while on shift/rotation. It also needs to outline expectations that employees take action and report behaviour that contravenes the Employee Code of Conduct.

Workforce lodging owner/operators need to engage with their client companies to ensure support in upholding expectations regarding the standard of behaviour expected while staying in their lodgings, as well as in nearby communities.

Outcomes of Effectively Implementing an Employee Code of Conduct:

- ▶ Establishing an ethical framework and outlining expectations regarding behaviours at work and within nearby communities.
- ▶ Providing employee guidance and support.
- ▶ Ensuring a positive and safe work environment.
- ▶ Promoting consistency and fairness.
- ▶ Demonstrating commitment to environment, social, and governance (ESG) goals.
- ▶ Ensuring legal and regulatory compliance, and mitigating risks.
- ▶ Protecting the company's reputation.
- ▶ Clarifying disciplinary actions that non-compliance may lead to.

Guidelines for an Effective Employee Code of Conduct

The following outlines foundational components to consider for an Employee Code of Conduct.

Foundational Component	Key Considerations
Values	Clearly list key values the company adheres to and expects the same of its employees. Inclusion of this information allows the company to hold its employees accountable for their behaviour in all work-related situations. ▶ Integrity ▶ Health & Safety ▶ Teamwork ▶ Individual Worth ▶ Guests ▶ Excellence ▶ People ▶ Accountability ▶ Respectful and Inclusive Workplace
Compliance with Laws, Rules, and Regulations	Obey the law in letter and spirit.
	Employees are expected to have resources for local, Provincial, and Federal law.
	Respect for nearby Indigenous traditional lands and resources.
Cultural Inclusion	Ensuring that persons of all cultures and ethnicities are and feel included, respected, and protected in their work environment is in the company's best interest. Clearly outline: ▶ Diversity of the company's workforce is an asset. ▶ The company is firmly committed to providing an equal and inclusive environment for both employees. ▶ Discrimination, cultural harassment, or prejudice actions will not be tolerated. ▶ Any discrimination, cultural harassment, or prejudice actions witnessed by an employee should be reported immediately.

List continued on following pages

Guidelines for an Effective Employee Code of Conduct (continued)

Foundational Component	Key Considerations
Sexual Harassment, Workplace Harassment, Discrimination & Violence	An imperative to a safe and respectful workplace, and for preventing incidents, protecting employee well-being, promoting diversity and inclusion, and upholding the organization's reputation. It is also important to review the consequences for non-compliance to ensure employees understand the company's commitment to a safe work environment. ▶ Any sexual harassment, workplace harassment, acts of discrimination, or acts of violence will not be tolerated. ▶ Any sexual harassment, workplace harassment, acts of discrimination, or acts of violence witnessed by an employee should be reported immediately. ▶ Any sexual harassment, workplace harassment, acts of discrimination, or acts of violence reported to a supervisor should be addressed swiftly, by taking any or all the following actions: I. Documentation of the incident II. Verbal reprimand III. Written reprimand IV. Termination of employee(s) V. Removal of guest(s) from premises VI. Local police authorities contacted
Health and Safety	Employees have the right to a safe and healthy workspace, in all aspects including physical, mental, cultural, gender and emotional. Outline the company's commitment to health and safety, and an employee's rights and responsibilities to work in and maintain a safe work environment. ▶ The company is firmly committed to providing all employees and guests with a safe and healthy environment. ▶ Employees also have a responsibility for maintaining a safe and healthy workplace by: ▷ Following safety and health rules and practices. ▷ Reporting incidents, accidents, injuries, unsafe equipment, and unsafe practices or conditions to a supervisor.

List continued on following pages

Guidelines for an Effective Employee Code of Conduct (continued)

Foundational Component	Key Considerations
Health and Safety (continued)	▶ Report fit for work, free from the influence of drugs or alcohol. ▶ Employees also have the right to work with co-workers that are fit for work.
Confidentiality	Maintaining the privacy of sensitive information about the company, employees, and customers is integral to the safety of everyone. Access to private information can lead to inappropriate actions if in the wrong hands, such as bullying, discrimination, harassment, or acts of violence. This section of the code of conduct should outline what confidentiality looks like, what a breach of confidentiality is, and the steps to take in those cases. ▶ Employees must maintain the confidentiality of confidential information entrusted to them by the company and/or persons with whom the company does business, including, but not limited to, guests, other employees, vendors, sponsors, investors, and business partners. ▶ If an employee has access to confidential information, they are not permitted to use or share that information for any purpose except the conduct of business.
Personal Conduct Outside the Workplace	In the realm of resource development where industrial activities may be essentially engrained in the community, it is imperative that everyone conduct themselves appropriately outside of the worksite and/or workforce lodging. Addressing how an employee should represent the company while not on duty minimizes the damage that can be done by inappropriate behaviour fosters a healthier relationship between the company and the community.

List continued on following pages

Guidelines for an Effective Employee Code of Conduct (continued)

Foundational Component	Key Considerations
Personal Conduct Outside the Workplace (continued)	Employees need to understand: ▶ They are a representative of the company outside the workplace and conduct themselves accordingly. ▶ Their social media activities can have an impact on the organization, especially activities pertaining to the company, and should avoid posts or comments that may be offensive, discriminatory, defamatory, or otherwise damaging to the company's interest. ▶ That engaging in criminal activities, unethical behaviour, or behaviour that could harm their ability to perform their job effectively or damage the company and/or company's image can and will be met with disciplinary actions, up to and including termination and legal action.
Environmental Compliance	Environmental compliance is vital in today's social climate and is a large part of a company's ESG efforts. As resource development operations and workforce lodgings are often situated in Indigenous communities, where the health of the land and nature are of the utmost importance, committing to maintaining the environment is vital to a healthy relationship with the community. Reflect the company's commitment to environmental responsibility and how it will hold employees to the same standard. ▶ The company is committed to minimizing and, if possible, eliminating the use of substances or materials that may cause environmental damage. ▶ The company is committed to reducing waste generation in any way possible. ▶ Employees have a responsibility, within reason, to utilize recycling bins, waste as little disposable product as possible, and ensure as little energy or power is used as possible. ▶ Respect for traditional use of land in and around the work site and workforce lodgings and no hunting, fishing, or gathering policies by employees will be enforced.

List continued on following pages

Guidelines for an Effective Employee Code of Conduct (continued)

Foundational Component	Key Considerations
Community Engagement	Building and maintaining a healthy and co-beneficial relationship between resource development companies, workforce lodgings, and the community is extremely important to the operation's success, the company's reputation, and the community's betterment. Emphasize the organization's commitment to making a positive impact on the community and encourage employees to contribute positively to the nearby community(ies). ▶ The company is committed to having a positive and constructive relationship with the community operations is adjacent to. Inclusion of personal conduct outside the workplace clause. ▶ The company acknowledges the potential effect the business can have on the surrounding community and is committed to avoiding any negative impacts. ▶ Employees should recognize their role in the community as employees and/or members and commit to contributing positively and constructively both on and off duty.
Anti-Bribery / Anti-Corruption Laws	Including an anti-bribery section is essential for legal compliance, upholding ethical standards, protecting the organization's reputation, mitigating risks, and fostering a culture of integrity. Difference between gift-giving and bribery. Intent is the key differentiating factor. Give-giving is done openly, without expecting anything in return. It is used to show appreciation, respect, or building a relationship, and often part of Indigenous ceremony. Bribery is done secretly, and with the intention of influencing someone's decision or behaviour, or the receive special treatment.

List continued on following pages

Guidelines for an Effective Employee Code of Conduct (continued)

Foundational Component	Key Considerations
Anti-Bribery / Anti-Corruption Laws (continued)	It is important to proactively mitigate any situation where monetary compensation, a gift or special privilege could lead to inappropriate or unethical behaviour. ▶ Employees are prohibited from participating in acts that could be considered “bribery” and/or improper payments. ▶ “Bribery” refers to directly or indirectly offering, promising, giving, OR receiving any financial or other advantage or anything of value to any person to influence them to behave improperly or reward them for behaving improperly, in connection with company business or employment activities. ▶ Avoid situations that might be, or might be perceived to be, offering or receiving compensation for improper behaviour. ▶ Employees should report any situations or interactions that involve bribery, whether accepted or not, including those involving other staff, guests, or officials. ▶ Gifts may form the basis of an offence when these courtesies compromise the recipient’s ability to make fair and objective business decisions.
Conflicts of Interest	Resource operations, including workforce lodgings, are often situated in or by small, tight-knit communities. There is great value placed on relationships. Having the potential of several pre-existing relationships, positive or negative, can disrupt an employee’s ability to make objective and fair decisions. Both Western and Indigenous views of potential conflict of interest can be addressed by transparency, accountability, and balance. Including this section in a code of conduct promotes fair decision-making and a culture of integrity and mitigates legal and reputational risks. A ‘conflict of interest’ exists when an employee’s private interests interfere in any way with the interests of the company. It is generally defined as a business activity or relationship with another company or individual that may result in questionable business ethics or a compromise in an employee’s ability to make fair and objective business decisions.

List continued on following pages

Guidelines for an Effective Employee Code of Conduct (continued)

Foundational Component	Key Considerations
Protection and Proper Use of Company Assets	This section is essential for safeguarding resources, including currency, physical property, data, as well as people. Inclusion helps to ensure safety and security for company property, and all persons involved in the business. ▶ Employees should protect the company's assets and ensure their efficient use. ▶ Employees have a responsibility to care for and protect property, data, other personnel, and guests. ▶ Theft and waste will not be tolerated.
Use of Electronic Systems	As online and virtual communication are key to maintaining family and social connections while working away from home, a clause that sets expectations for responsible and ethical use of technology, ensuring the protection of sensitive information, maintaining productivity, and mitigating potential risks associated with electronic systems is important. This section should review data security, confidentiality, compliance with policies and laws, productivity, professionalism, prevention of misconduct, and risk management. ▶ Employees must only access electronic systems, documents, or messages using their assigned username and password. ▶ Personal use is permitted to help maintain family and social connections while working and living away from home. ▶ Improper personal use, whether using company or personal devices, is prohibited, including but not limited to: I. Use that puts the business' electronic systems at risk such as downloading non-business-related applications II. Viewing sexually explicit content III. Engaging in illegal or unethical activity ▶ Electronic documents and messages sent, received, created, or modified by employees on a company electronic system is company property.

List continued on following pages

Guidelines for an Effective Employee Code of Conduct (continued)

Foundational Component	Key Considerations
Reporting Illegal or Unethical Behaviour	Employees need to clearly understand the steps they need to take to report illegal or unethical behaviour and have confidence in how their reports will be handled: ▶ Clear reporting channels: This section should specify who to report to, different options available for reporting. This may include a supervisor, manager, Human Resources department, or an anonymous hotline. ▶ Confidentiality and non-retaliation: This should assure employees their reports will be handled confidentially, and they will be protected from retaliation regardless of who or what the complaint is regarding. ▶ Detailed reporting procedures: This should outline specific steps employees should follow when filing a report against illegal or unethical behaviours. This should include a clear description of the information that should be included, and how the documentation should be filed. ▶ Timely response and investigation: This should communicate the company's commitment to prompt and thorough investigation of concerns, and the timeline an employee can expect for acknowledgement and updates as appropriate. ▶ Follow-up and resolution: This should outline the level of communication the employee can expect regarding investigations and actions taken because of the investigations. It should be emphasized that the confidentiality of all parties is considered, including actions taken towards disciplinary action, remediation, and ongoing monitoring. ▶ Escalated and external reporting options: In addition to internal reporting channels, employees should be made aware of additional options, including senior management, regulatory authorities, or law enforcement agencies in cases where internal reporting is not sufficient or has not led to appropriate resolution.

List continued on following pages

Guidelines for an Effective Employee Code of Conduct (continued)

Foundational Component	Key Considerations
Disciplinary Actions	Clearly outline the disciplinary process and actions for any violations of the employee code of conduct to emphasize the company's commitment to upholding the policies and conveys the seriousness of an employee's responsibilities. It should be noted that these actions should be consistent with applicable laws and the severity of the misconduct. 1. Verbal warning 2. Written warning 3. Performance Improvement Plan (PIP) 4. Training and counselling 5. Loss of Privileges 6. Suspension 7. Financial penalties 8. Probationary period 9. Demotion 10. Termination 11. Legal actions

Zero Tolerance is An Imperative

Maintaining a worksite that respects the dignity and well-being of every employee, guest of a workforce lodge, and member of a community is of the utmost importance. A Zero Tolerance Policy underscores an unwavering commitment to upholding the highest standards of conduct and ethics within an organiza-

tion. Any violations of this policy should be met with swift and appropriate action, up to and including disciplinary measures, and ultimately result in immediate termination of employment under extreme circumstances.

Indigenizing Worksite Policies

Most companies are familiar with the foundational human resource, health & safety, and labour policies required to create a safe work environment; some are required by federal or provincial law.

The following link compiles federal policies and requirements by province: [HR Insider: Canada's Guide to HR Compliance & Management](#).

Indigenizing HR Policies and the Workplace Requires:

- ▶ Clarity on the business case for creating a diverse and inclusive organization for all.
 - ▷ How does a physically, psychologically, culturally and gender-safe environment enhance the organization?
 - ▷ Are leaders championing the development of a diverse, inclusive and safe organization for all?
- ▶ Awareness of where Western approaches and policies may overlap, and where they may diverge from Indigenous approaches and teachings and learn how to balance the two.
- ▶ Establish protocols and honoraria guidelines for engaging with Indigenous Elders and Knowledge Keepers.
- ▶ A review of policies to eliminate unintended barriers to Indigenous employees and ensure policies explicitly include Indigenous cultures and employees.
 - ▷ Bereavement policies and family leave.
 - ▷ Flexible schedules for and recognition of cultural holidays.
- ▶ Acknowledge that some Indigenous employees require time off for community or traditional practices such as hunting and fishing.
- ▶ Culturally sensitive Employee Assistance Programs (EAP)
 - ▷ Include the use of Indigenous Elders as a part of Employee Assistance Programs.
- ▶ Respect the need for Indigenous workers to practice their traditions and ceremonies in the workplace to ensure those practices are carried on for future generations.
- ▶ Understanding that Indigenous spiritual practices are not like an organized religion. Different nations or communities may have different practices.
- ▶ Keep in mind that companies and their operations interact with a variety of Nations and communities. The more informed you are about various practices as an employer, the better equipped you will be to respond to the needs of Indigenous employees appropriately.

Policies Are Not Enough

In addition to having policies in place, there is a need to implement procedures and programs that build buy-in, support participation, and develop capacity to realize a respectful, inclusive, safe, and equitable workplace.

Clear and specific support mechanisms play a crucial role in helping non-Indigenous and Indigenous employees navigate and adhere to organizational policies designed to create a respectful, inclusive and safe work environment. Intentional programming and training provide guidance and direction to ensure all policies are followed to the best of an employee's abilities. Capacity-building, including skills and a positive mindset, will help provide leaders and employees with the proper tools to understand the policies and expectations and make well-informed, ethical decisions.

Support mechanisms can encourage consistency, reduce the risk of policy violations, address ambiguity, and foster a healthier and safer workplace, especially for those part of vulnerable communities. The more support mechanisms that are easily accessible by staff, the more informed and cohesive an organization's workforce will be.

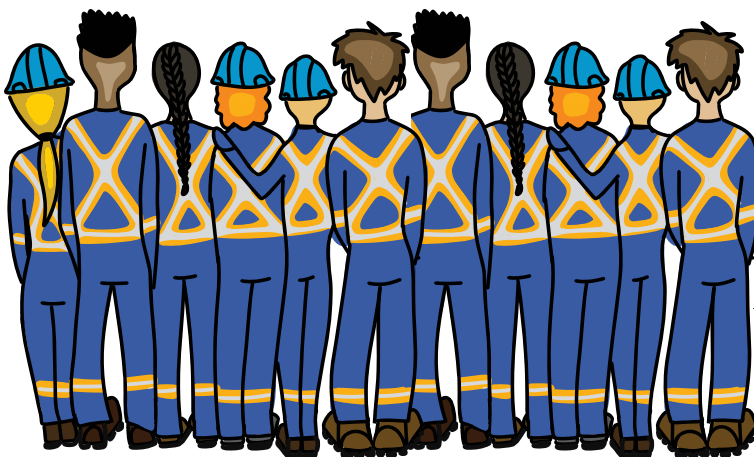
The following outlines some key support mechanisms and capacity-building activities companies can undertake to create a work site that is physically, psychologically, and culturally safe.

The Wise Practices, Tools & Resources section shares additional information companies may find useful for implementing practices and programs.

Employee Resource Groups

The main goal of Employee Resource Groups (sometimes called Employee Resource Networks) is to provide support, mentoring, and networking opportuni-

ties for their members while fostering understanding and appreciation of diverse cultures and experiences across the organization.



Benefits of Establishing an Employee Resource Group include:

- ▶ Fosters a sense of belonging and social connections by offering a safe and supportive space for employees to connect with others who share their experiences and identities.
- ▶ A platform for sharing experiences and promoting understanding of various cultures, backgrounds, and perspectives within the organization.
- ▶ A resource for advocating for a more responsive and inclusive workplace culture. An Employee Resource Group can serve as a powerful voice for change within the organization, advocating for policies and practices that promote diversity, equity, and inclusion.
- ▶ Can assist with the recruitment and retention of under-represented talent groups.
- ▶ Provides a forum for employees to make recommendations and influence school policy.
- ▶ Professional development and leadership opportunities through employee involvement with the network. Planning, organizing, and implementing activities are management skills that can be demonstrated through membership activities.
- ▶ Can serve as a valuable source of feedback for organizational leaders as they work to create more inclusive policies and practices.

Examples of Employer Resource Groups:

- ▶ Indigenous Employee Resource Group
- ▶ Black Employee Resource Group
- ▶ Parent and Caregiver Group
- ▶ Young Employees Group
- ▶ 2SLGBTQI+ Employee Group
- ▶ Women's Resource Group
- ▶ Neurodiverse Employee Group

A key consideration for resource development companies is to find ways for employees to engage in Employee Resource Groups while working in the field and/or on rotational assignments. Some suggestions include:

- ▶ Offer hybrid/virtual meetings (video, dial-in, recordings).
- ▶ Provide asynchronous options (Teams, Slack, Yammer, WhatsApp).
- ▶ Rotate meeting times to cover different shifts.
- ▶ Count Employee Resource Group time as part of paid work hours.
- ▶ Appoint Employee Resource Group “champions” or liaisons in field locations.
- ▶ Provide space/tech in workforce lodgings and/or remote worksites for Employee Resource Group activities.
- ▶ Share Employee Resource Group updates via mobile-friendly channels (texts, newsletters, short videos).
- ▶ Encourage supervisors to support and normalize participation.
- ▶ Highlight contributions and stories from field employees.
- ▶ Involve field voices in Employee Resource Group planning and decision-making.
- ▶ Support reliable connectivity (Wi-Fi, hotspots, or devices).
- ▶ Keep platforms simple and low-bandwidth friendly.

Allyship in the Workplace

Allyship is one of the most powerful drivers of building a truly diverse and inclusive work site culture. While diversity brings together people with different backgrounds, perspectives, and identities, inclusion ensures they feel valued, heard, and supported. Allyship bridges the two—it moves people from passive support to active participation in creating equitable workplaces.

When employees see active allyship, it signals that diversity and inclusion are core to the organization’s culture, not a side initiative. It fosters psychological safety, encourages people to bring their authentic

selves to work, and leads to higher engagement and collaboration.

Being an ally means using one’s privilege, voice, and influence to advocate for colleagues from underrepresented or marginalized groups. This can look like amplifying others’ ideas in meetings, challenging biased comments, mentoring or sponsoring employees from diverse backgrounds, or supporting systemic changes in policies and practices. These actions build trust and demonstrate that inclusion is everyone’s responsibility, not just the job of those who are underrepresented. Allies inspire others to act as change agents.

Allyship for Indigenous employees is essential to fostering a safe workplace environment physically, psychologically, and culturally, as well as supporting Indigenous reconciliation. Being an Indigenous ally requires non-Indigenous people to recognize the privilege that settler cultures have and often take for granted. An ally works to disrupt oppressive spaces by educating others on colonialism, realities and histories that have had generational impacts on Indigenous people.

Effective allyship also means shifting from a mindset of “helping” to one of “partnering.” Allies don’t speak for Indigenous people or coworkers; they help create the conditions where Indigenous coworkers, employees, leaders, and businesses can be heard and succeed on their own terms. This includes advocating for fair opportunities and being open to Indigenous knowledge systems that can enrich workplace culture and business practices.

While Indigenous leaders may recognize that it may be only a small percentage of men who are responsible for the epidemic of sexual violence against Indigenous women in or near industrial project worksites and camps, they also recognize that failure to address the sexist and racist culture that tolerates such violence likely perpetuates the situation. To address the root causes of sexual violence against Indigenous women and girls, men must be educated and trained not to be “bystanders”.

NWAC Indigenous Women and Impact Assessment Roundtable

Unconscious Bias Training

Categorizing information in our brains is universal. With so much information and stimuli coming our way, the brain’s instinct is to sort it quickly and efficiently. These shortcuts are helpful when making important decisions, such as what might be dangerous or even little things like what breakfast cereal to buy. But when our brains use shortcuts to categorize people based on surface traits, it’s called unconscious bias. These biases, when unexamined, can lead to stereotyping and discrimination and ultimately harm productivity, morale, and retention at work.

Unconscious bias training seeks to raise awareness of the mental shortcuts that can lead to stereotyping and discrimination and have a negative impact on interactions with fellow workers. Importantly, training needs to equip an organization and its employees with strategies for addressing the use of these mental shortcuts, which can lead to snap judgments and decisions, and hinder the development of an inclusive and safe workplace for all.

Cultural Awareness & Cultural Competency Training

These two concepts are closely related and involve acknowledging, understanding, and navigating cultural differences. However, they differ in the extent to which individuals develop the capacity to engage with and respect cultural diversity.

Cultural awareness

refers to a level of knowledge and recognition of cultural differences, involving a conscious acknowledgment of different cultural norms, values, beliefs, and practices. It involves being open-minded and receptive to learning about other cultures, and is an important step in developing cultural competency.

Cultural competency

extends beyond knowledge and awareness; it is the ability to effectively and appropriately interact with individuals and communities from diverse cultural backgrounds. It involves developing skills and behaviours necessary for engaging and communicating with diverse cultures, allowing an individual to adapt their communication style, decision-making, and problem-solving approaches depending on the culture being engaged with.

Mentorship & Sponsorship Programs

A sponsorship program and a mentorship program are two distinct tools that organizations can implement to support employee development and career advancement. While both involve guidance and support, they differ in their scope, objectives, and the level of involvement.

Mentorship is a relationship where a mentor shares their learned experience,

knowledge, and offers guidance to a mentee. Contrary to widespread assumptions, a mentor does not have to hold rank over the person they are guiding; rather, it can be a peer-to-peer relationship between two individuals with varying levels of experience in the workforce. There are also group mentorship programs, offering the same knowledge sharing and learning experience.

Sponsorship

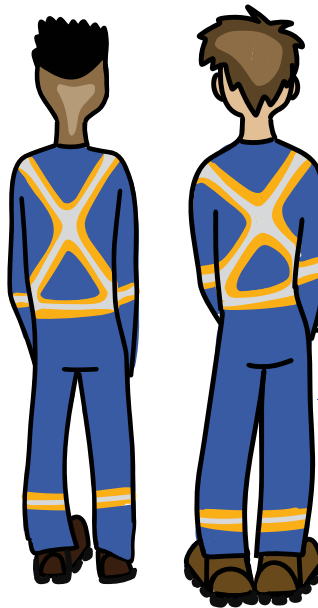
often stems from a successful mentorship. As a mentee builds their merit and displays evidence of growth and development, a mentor can advocate for their mentee and may be willing to campaign for their career advancement. In this case, the mentor becomes a sponsor, advocating for their mentee-turned-protégé's work and giving confidence in their work when they may not be present. Since the sponsor is putting their reputation on the line for the protégé, they must have confidence and trust in the person they are supporting, making a strong mentorship a key foundation of their relationship.

Buddy Systems

A buddy system is a cooperative arrangement in which individuals team up and assume responsibility for one another's welfare.

The buddy system was initiated in the military, where soldiers provided support to a fellow soldier in conflict situations and throughout their other duties.

At work, buddying involves sharing knowledge and having a genuine interest in how your partner is performing and feeling. Buddy systems are distinct from mentoring or sponsorship systems, where one party is often higher in the company hierarchy than the other. Buddying involves peers doing the same or similar work. The outcome should be that both parties are more effective in their job roles and that they feel more secure, valued and content. Buddy systems are a key strategy to enhance the security and safety of the workforce.



There is no formal protocol for how a buddy system works, but the following topics provide an effective guide:

Sharing of planned activities and locations

each buddy should know what activities their partner is doing, when they are doing it and where they are.

Safety measures for both buddies

the paired-up team should review the safety measures in place for each other for each of the activities they undertake. The fact that both parties are involved in the review results in a more secure approach to their work.

Schedule check-ins with each other

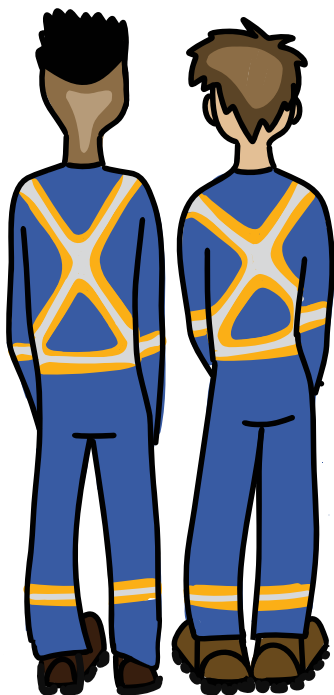
the pair should set up times when they report on where they are and what they are doing, even if it is only a brief confirmation that they are safe.

Reporting on progress of tasks

by keeping each other up to date with how their work is progressing and on the completion of tasks, both parties can be kept in the picture about their combined efforts.

Reporting emergencies

dealing effectively with emergencies is one of the core benefits of a buddy system. If one party has had an accident or is in danger, the buddy system should have an agreed way of reporting the situation to the core team or command network.



Benefits of a Buddy System:

- ▶ The primary concern for working environments where there is an element of risk is ensuring the workforce is safe and secure. The support of a buddy can be critical in reporting danger or rescuing a fellow worker from a threatening situation.
- ▶ New employees at any level in an organization stand to benefit hugely from a buddy system, as they learn the ropes from a more experienced (but not senior) member of staff. Buddying is a proven approach to successful onboarding.
- ▶ Buddy systems can counteract a sense of isolation and provide participants with both emotional and practical support. Communication between peers is likely to be more beneficial from a mental well-being perspective than talking to management. Both workers can be honest and open without fear of creating an unfavourable impression, which could damage their future prospects.
- ▶ Learning from a coworker can be a highly effective way to learn and acquire job skills.

Potential drawbacks of buddy systems if not designed and managed well:

- ▶ If buddies are not trained or prepared, the quality of support can vary widely.
- ▶ Buddies might unintentionally pass along outdated, inaccurate, or non-compliant practices if the company does not communicate and/or train on updated practices and procedures.
- ▶ New employees might feel pressured to conform rather than bring fresh perspectives.
- ▶ If the buddy relationship blurs into friendship or oversharing, professional boundaries can become unclear.
- ▶ New hires might hesitate to raise concerns about their buddy (or about work in general) for fear of damaging the relationship.
- ▶ Being a buddy can feel like extra work if the program doesn't provide recognition, and potentially workload adjustments, for those taking on new employees just learning the job.
- ▶ Poor matching (e.g., very different personalities or work styles) can leave both sides frustrated.

Talking Circles to Build Relationships in the Workplace

When people feel disconnected from one another, they have more incentive to behave inappropriately because they are less concerned about the consequences of their behaviour.

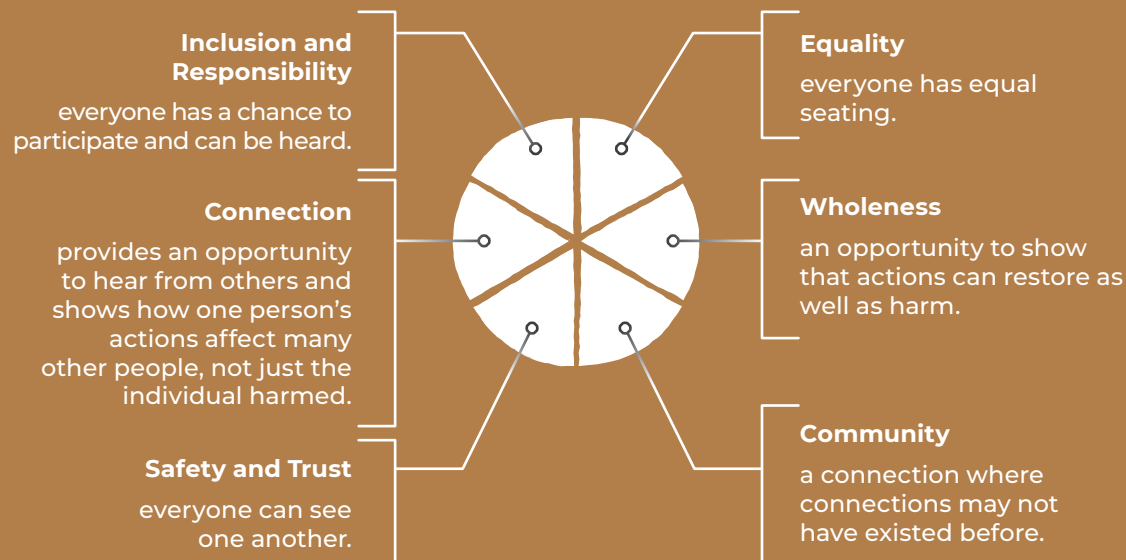
To demonstrate that we are all part of creation, equal to one another, and equally vulnerable, we use circles where we sit side by side to share our perspectives, thoughts, and emotions. Each participant can feel that they will be heard and respected within the circle.

Circles are used to build community, foster connections, facilitate greater understanding of one another, and increase

relationships between people. Circles are used to hold people accountable as well as facilitate decision-making in a way that encourages people to be responsible for their behaviour and the outcomes of decisions. Circles are also used to deepen support between people and provide a forum for nurturing one another.

Circles are used to build and maintain relationships. They are meant to be collaborative and engaging, encouraging input and opinions, and deepening people's understanding of one another. When relationships are built on trust ahead of time, it is easier to repair harm when conflict arises.

The circle is a powerful symbol. The nature of the circle itself, as well as what occurs in the circle, helps achieve the goal of building relationships. The circle creates:



Connected people can work together to repair harm, restore dignity, and feel whole again. It empowers the person who did harm to see that they can have a positive effect on others.

Circle Protocol

- ▶ Engage participants by letting them set the rules for the circle at the beginning of the conversation. Many people are accustomed to the circle format and will have a general idea about how to respond. You can ask, “What are some rules that we can use to ensure our circle is respectful and inclusive?” When participants feel engaged in setting rules and norms for participation, they will be more likely to assist in enforcing them.
- ▶ Participation is voluntary! A person may decide to ‘pass’ rather than answer.
- ▶ You may start with an individual who volunteers to answer first. After responding, they can decide whether the circle will flow left or right.
- ▶ Using a talking piece is important. Choose an item that is significant to the group, like an eagle feather or stone, to appropriately pass around the circle.
- ▶ You may start the circle with a smudge if that is appropriate for the group and if you or another participant feels confident in leading one. If it feels forced, then don’t worry about it. Make sure people feel comfortable.

The Role of the Facilitator

- ▶ Your job is to facilitate a welcoming, supportive, engaging environment where people feel comfortable sharing.
- ▶ You do not want participants to talk to you directly, so avoid making too much eye contact. You can smile at individuals and look away when they talk to you, to encourage speakers to direct their attention to others within the circle.
- ▶ Acknowledge all participants equally. If you give supportive feedback to one participant, give it to all. It is appropriate to say ‘thank you’ to participants after they have finished speaking, but try not to engage in discussions with them.
- ▶ As a facilitator, it is good practice to come back to anyone who ‘passed’ to ask if they have found an answer after everyone has finished speaking.

Commitment 2: Facilitate Authentic Community Engagement

Establishing and maintaining positive relationships with communities that a resource development company and/or a workforce lodge is situated near is essential to the operation's success and a company's reputation. Engaging with the community in meaningful, respectful, and collaborative ways will ensure positive and mutually beneficial relationships for the lifespan of the operation. It requires an in-depth understanding of the communities' values, needs, goals, expectations, capacity for engagement, and current well-being.

Indigenous communities vary from one another, all with their own unique histo-

ries, struggles, strengths, and abilities to engage and negotiate. Establishing a relationship early and assessing a community's financial, social, and environmental circumstances will establish a baseline for negotiations and is the first step towards a positive and mutually beneficial relationship for the lifespan and legacy of an operation or a workforce lodge.

The Wise Practices, Tools & Resources section shares additional information companies may find useful for facilitating authentic community engagement.



Indigenous Economic Development

Foundational to facilitating authentic engagement with Indigenous communities is understanding that an Indigenous definition of economic development is very different from Western views. Indigenous economic development is rooted in balance, relationships, and sustainability. Western approaches focus mainly on growth, profit, and resource extraction.

At its core, Indigenous economic development means creating opportunities

that strengthen community well-being, protect the land and waters, and uphold cultural values. It is not just about jobs or revenue, but about supporting self-determination, enabling future generations to thrive, and ensuring that economic activities align with cultural, social, and environmental responsibilities. Elders and Knowledge Keepers with ancestral wisdom are integral to understanding a community's values and responsibilities.

Indigenous economic development is about more than financial deals and jobs. In addition to creating prosperity, development must:

Respect the land and environment

Strengthen culture and language

Build community capacity and sovereignty

Benefit present and future generations

Furthermore, economic development priorities will differ from one Nation to another. Wise practices indicate that economic development needs to be locally driven, culturally grounded, and self-determined approaches to build sustainable economies and create meaningful employment.

Relationship Before Partnership

Establishing a trusting relationship before proposing a partnership is a core principle for working with Indigenous communities, and it reflects a fundamental difference in approach compared to mainstream busi-

ness or project development. "Relationship before partnership" means centering people, trust, and respect before projects, profits, or paperwork.

Practical Guide: *Relationships Before Partnerships*

1. Start with Presence, Not Proposals

- ▶ **Show up before you need something.** Attend community events, cultural gatherings, and open meetings without bringing an agenda.
- ▶ **Be visible and approachable.** Demonstrate that your interest extends beyond business or project outcomes.
- ▶ **Trust before transaction.** Focus on trust, respect, and reciprocity to signal that you value the people and their community, not on contracts or formal agreements.

2. Listen Before You Speak

- ▶ **Schedule listening sessions** with Elders, leadership, youth, and community members.
- ▶ **Acknowledge their perspectives** without trying to “solve” or redirect the conversation.
- ▶ **Document what you hear** and reflect on it to ensure understanding.

3. Respect Protocols and Governance

- ▶ **Learn about the community's** decision-making structures and leadership processes (elected, hereditary, Elders' councils, etc.).
- ▶ **Follow cultural protocols** such as offering tobacco, gifts, or opening prayers when appropriate and guided by community members.
- ▶ **Understand that timelines** for decisions may not align with corporate schedules.

4. Invest in the Relationship

- ▶ **Consistency matters:** Visit regularly, even when no project is on the table.
- ▶ **Build capacity:** Support education, training, or community-led initiatives that are priorities for them.
- ▶ **Create reciprocity:** Ask how your organization can support community needs before discussing how the community can support you.

5. Practice Transparency and Accountability

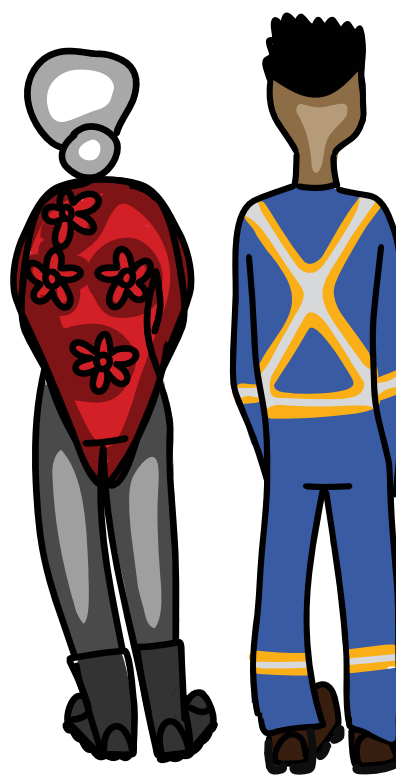
- ▶ **Share information openly**, early, and in plain language.
- ▶ **Acknowledge uncertainties and limitations**—avoid overpromising.
- ▶ **Be accountable** by reporting back on all commitments, even small ones.

6. Think Long-Term

- ▶ **Relationships are ongoing**; partnerships are time-bound.
- ▶ **Stay engaged** before, during, and after projects.
- ▶ **Celebrate successes together** and remain present when challenges arise.

7. Shift the Power Dynamic

- ▶ **Approach conversations as equals**, not as a company “seeking approval.”
- ▶ **Co-create opportunities** rather than presenting pre-determined solutions.
- ▶ **Empower Indigenous voices** in decision-making, ensuring their priorities shape the direction of the partnership.



Impact Benefit Agreements (IBA)

Summarized from [First Nations LNG Alliance: Benefits Agreements: A Wayfinding Guide](#)

Once a trusting relationship has been established between a resource development company, or workforce lodge, and an Indigenous community, they may begin negotiating an IBA. The negotiation process and resulting IBA are going to be a reflection of the unique needs of each Indigenous community.

IBA agreements are legally binding contracts between the company and the community that define immediate and long-term success for both parties. They

are designed to ensure that Indigenous peoples receive tangible social, economic, and cultural benefits from projects or ongoing operations taking place on their lands, while also outlining measures to reduce or mitigate adverse impacts. They acknowledge the needs and interests of each side and specify the steps to implement and monitor the project. An IBA should be adaptable and flexible, designed to allow modifications if issues arise as the project progresses.

They should be structured as follows:

I. Pre-negotiation

The community and company relationship is established, the community's capacity to negotiate and benefit is assessed and supported if necessary, and goals, needs, and expectations for both parties are identified.

II. Negotiation

Both monetary and non-monetary benefits are decided, best practices are established, environmental and traditional land impacts are acknowledged with protections placed, and governance is clearly laid out.

III. Implementation

Benefits and adverse impacts are managed, the IBAs performance is monitored, and the IBA is adjusted as needed.

IV. Conclusion

The project finishes, the IBAs performance through the lifecycle is evaluated for future agreements, and a positive legacy of the IBA is ensured.

Key Considerations for Establishing an Effective IBA

Consideration	Implementation
Community Interactions	▶ Establish a relationship with the community and assess their needs, goals, and capacities prior to IBA negotiations. ▶ Have a comprehensive understanding of the community's values and culture. ▶ Be familiar with the cultural calendars of the communities with which they will engage because seasonal and festive events can have significant effects on community members' availability to participate in engagement processes. ▶ Appoint community representatives and a negotiating team. ▶ Hold public community meetings and panels prior to and throughout the project's lifecycle. ▶ Monitor the community's perceptions and well-being. ▶ Establish direct lines of communication between the company and the community.
Ensuring Long-Term Benefits and Minimizing Negative Impacts	▶ Identify the long-term impacts of the resource development and/or workforce lodging after project completion. ▶ Work with local community services to ensure that corporate investment is aligned with local needs and priorities. ▶ Establish specific programs and resources that will be left for the community, such as employment support, education and training programs, and infrastructure. ▶ Pay particular attention to the specific needs of Indigenous women and girls. ▶ Conduct environmental impact assessment and take appropriate measures to mitigate negative impacts during and after project completion.
Ensuring Economic and Non-financial Benefits	▶ Promote the establishment and development of Indigenous businesses in support of the project and community. ▶ Prioritize community-employment through all aspects of the project, including construction and operation of the project or workforce lodging. ▶ Establish and ensure economic compensation through royalties, profit shares, fixed cash amounts linked to key milestones, equity interest, etc.

Key Considerations for Establishing an Effective IBA

Consideration	Implementation
Minimize Negative Impact	▶ Ensure the IBA is iterative and flexible to allow for adjustments based on the community's needs. ▶ Support environmental laws and regulations with supplemental provisions, advised by the community. ▶ Identify and minimize potentially negative social and cultural impacts of the project or workforce lodging.
Support Gender Equality	▶ Identify the critical issues in the community for social inclusion, outlining women's strategic and practical needs. ▶ Establish women's capacity for negotiation and effective engagement. ▶ Appoint gender champions at a corporate and project level. ▶ Ensure IBA and company policies have gender-specific provisions and goals.
Collect Relevant and Impactful Data, Information, and Knowledge	▶ Establish with the community what content of data is relevant to their interests and priorities. ▶ Allow for the community to dictate the content of data collected about them, and who can access the information. ▶ Acknowledge that First Nations are not a homogeneous group, and each unique community must have sovereignty of the data collection.
Indigenous Mental Wellness	▶ Engage with community members early, and in an inclusive and culturally respectful manner. ▶ Be mindful of community history, needs, and goals when conducting engagement. ▶ Establish a baseline for measurement and assessment of community well-being. ▶ Conduct community-driven mitigation strategies and programs such as psychiatric therapy, cultural and spiritual development, and company training for cultural competency and sensitivity.

Emerging Indigenous Priorities

While IBAs continue to be an important tool in Indigenous relations, they are only one element within a broader, evolving framework of priorities for Indigenous communities. There is an increased focus on systemic, rights-based mechanisms where Indigenous communities are part-

ners, rights-holders, and leaders—not just beneficiaries. Indigenous leaders are looking for opportunities that help to progress Indigenous self-determination, economic reconciliation, ownership in resource development and energy projects, and holistic community development.

Cultural-Gender Sensitivity During the Engagement Process

Summarized from [Native Women's Association of Canada: Impact Assessment Report](#)

When engaging in consultations or negotiations with Indigenous peoples, industry must ensure Indigenous women are provided with opportunities to meaningfully participate in expressing their concerns and perspectives and be assured their contributions will be responded to and heard. A culturally relevant gender perspective must be applied. This involves understanding Indigenous women's special connection with the land and culturally significant sites to accurately identify potential negative impacts of resource development industries and workforce lodgings on Indigenous women and, by extension, the children.

Simultaneously, it is essential to explore the opportunities to improve Indigenous women's socio-economic conditions. This includes consulting with Indigenous

women to identify barriers to access to employment and career advancement, as well as potential measures to address those barriers and facilitate greater participation in the workforce. Efforts to put these measures into practice must be sincere and intentional.

Patience is required. Indigenous women participating in consultation and engagement sessions may refrain from speaking for an extended period. Indigenous women primarily put the needs of the community first. Therefore, they may first sit and listen to the information being presented and take time to reflect on the impact to the community before offering responses. It is important not to confuse a participant's reservation to provide immediate thoughts and opinions as a form of passive consent.

Honorarium and Compensation Principles and Guidelines

Indigenous Knowledge Keepers, Elders, community leaders, and cultural practitioners, as well as the community as a whole, must be compensated fairly, transparently, and culturally appropriate for their time, knowledge, and contributions. As a general practice, ask about local

protocols before initiating engagement. Some Nations may have specific ways of showing respect, such as offering tobacco, cloth, or other traditional items, in addition to financial compensation.

Principles

Respect and reciprocity:

compensation recognizes the expertise, lived experience, and cultural authority of Indigenous Knowledge Keepers.

Equity:

compensation should reflect the value of contributions on par with other professional services.

Transparency:

expectations around compensation must be discussed openly and confirmed in writing in advance.

Cultural appropriateness:

offerings may include both monetary honoraria and traditional gifts, according to community protocol.

Guidelines for Compensating Indigenous Knowledge Keepers

Informal Requests:

for a short meeting, prayer, opening/closing remarks, or brief guidance, it is respectful to offer an honorarium, gift, or other form of culturally appropriate recognition, depending on the local Nation's protocols.

Expenses related to travel, accommodation, etc., for the Knowledge Keeper and their support person(s) must also be covered in addition to honoraria.

Engagement in Community or Shared Spaces:

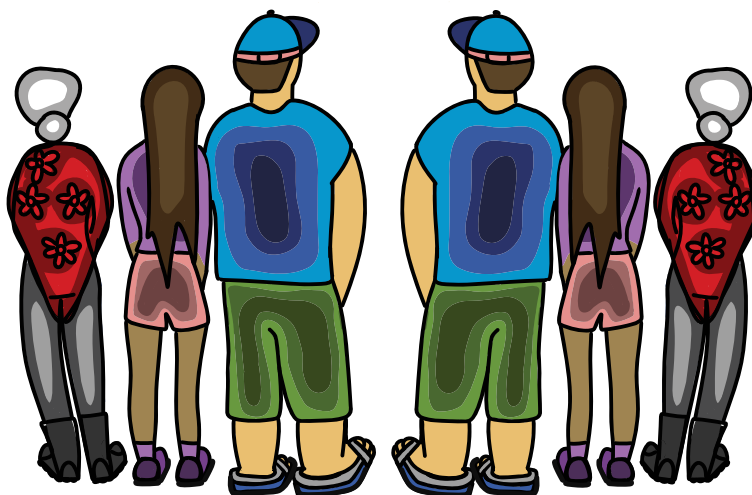
when Knowledge Keepers are already present and sharing knowledge openly, honoraria are likely most appropriate depending on the Nation's protocols. Additionally, support in the form of sponsorship, donations, or contributions of resources to the hosting community is often expected.

Research/Engagement for Business Objectives:

financial compensation is the standard practice and is negotiated before the engagement.

Formal Engagements:

financial compensation when invited to speak, teach, guide ceremonies, or advise organizations, as you would pay any consultant, educator, or subject-matter expert.



Commitment 3: Contribute to the Economic Security of All as a Foundation for Empowerment and Safety

Most Indigenous leaders and communities see a clear and urgent need for economic development. Short-term economic benefits must be balanced with the preservation of traditional economic practices that are tied to spiritual connections to the land and cultural customs. Protecting the environment is valued more than financial profit. This is often referred to as the “Seventh Generation Principle.” It refers to the belief that decisions being made today about development must contribute to the sustainability of seven generations in the future.

The concept of economy often differs significantly for Indigenous peoples compared to non-Indigenous peoples. Indigenous communities tend to adopt a more holistic understanding of the

economy. Traditional Indigenous economies revolve around relationships with the environment, which meet not only subsistence and wealth needs but also contribute to psychological well-being and identity. This may be especially true for Indigenous women.

The low participation in employment and other economic opportunities, along with the lack of adequate services, supports, and housing issues that many Indigenous communities face, can lead to extreme economic insecurity for vulnerable Indigenous women and other groups. This, combined with the rising cost of living that often accompanies resource development, may force them into unsafe situations, such as sex work, to make ends meet.

Indigenous peoples have faced centuries of colonialism and systemic racism. Settler-imposed laws, policies, and institutions sought to control, assimilate, and dispossess of Indigenous communities, including the residential school system, forced relocation, and the banning of cultural practices. These actions led to loss of land, language, and cultural identity, as well as intergenerational trauma, ongoing social and economic inequities, and systemic discrimination. Despite the potential economic benefits of resource development, including workforce lodgings, for Indigenous communities, without intentional and meaningful measures, those who are already under-represented in receiving the socio-economic benefits due to a history of racism and colonialism are at risk of becoming more marginalized.

Enhancing socio-economic conditions for Indigenous people, and Indigenous women in particular, creates powerful

generational impacts. As they often anchor families and communities, their economic security improves stability for multiple generations—supporting Elders, raising aspirations for youth, and strengthening cultural continuity. Investing in the wellness of Indigenous women will interrupt cycles of poverty and trauma while creating opportunity and resilience for future generations.

Truth and Reconciliation Calls to Action #92 specifically calls on businesses to ensure that Indigenous Peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Indigenous communities gain long-term sustainable benefits from economic development projects.

Procuring Indigenous Businesses and Services

Resource development and workforce lodging companies have a history of forming partnerships with Indigenous bands and economic development groups, as well as sourcing local goods and services aimed at boosting local

economies. Perhaps less prominent are companies that undertake specific measures to ensure Indigenous women-led businesses are developed and able to respond to product and service sourcing opportunities.

While a Western approach to procurements may be built on transparency, competition, value-based, and fairness, it is not always best suited for successfully engaging Indigenous businesses and services. The following identifies some best practices for procuring Indigenous businesses and services with a focus on including Indigenous women:

- ▶ Establish a dedicated project office to support Indigenous procurement, including procurement staff who have received training on unconscious bias and cultural competency.
 - ▷ Understand the barriers Indigenous businesses face.
 - ▷ Recognize that the level of “business literacy” as defined by Western businesses (proposal-writing skills, marketing, etc.) may not reflect an Indigenous business’s capacity to deliver goods or services.
 - ▷ Understand the value that Indigenous culture and knowledge may bring to the delivery of products or services.
- ▶ Work with the local communities to establish an Indigenous business directory.
 - ▷ Use a broad definition of an “Indigenous business”.
 - ▷ Identify those businesses that are led by Indigenous women.
 - ▷ Consider the inclusion of non-band member, Indigenous businesses.
- ▶ Understand the unique qualities of Indigenous procurement and “Indigenize” procurement processes:
 - ▷ Holistic and collaborative process.
 - ▷ Indigenous culture, protocols, and values are a key piece.
 - ▷ The first priority of a partnership is stewardship; the second is economic development.
 - ▷ Create space for Indigenous worldviews that explicitly aim to support Indigenous self-determination and economic inclusion as a measure of “business and reconciliation”.
 - ▷ Set aside contracts that are withheld from competitive bids and either procured as a sole-source agreement or as an “Indigenous-only” competition.
- ▶ Implement activities that build the capacity of Indigenous businesses to respond to product and service sourcing opportunities:
 - ▷ Procurement boot camps, industry-supported business incubator facilities, and mentoring programs.
- ▶ Contract negotiations are collaborative, ensuring the business’s capacity to negotiate.

- ▶ Financial advances and timely payment to Indigenous suppliers have many benefits:
 - ▷ Strengthens buyer-supplier relationship.
 - ▷ Provides the supplier with capital to effectively ramp up the business if needed.
 - ▷ Improves supply chain stability.
- ▶ Ensure contracts are meaningful, measurable, and equitable for all parties.
 - ▷ Establish achievable, well-understood, and measurable performance indicators.

Supporting Indigenous Women-Led Businesses & Entrepreneurship

- ▶ Establish a directory of Indigenous women-led businesses.
 - ▷ Include Indigenous women who have the skills and ability to offer products and services, even if they are not a formal “business”.
 - ▷ Recognize the value of the cultural and traditional knowledge Indigenous women bring to the work.
- ▶ Host workshops specifically designed to address the needs of Indigenous women entrepreneurs and/or those looking to become entrepreneurs.
- ▶ Practices that are more likely to attract interest from Indigenous women-led businesses include:
 - ▷ Streamlined application process
 - ▷ Smaller contracts
 - ▷ Prompt payment of contract invoices
- ▶ Offer micro-grants or small repayable loans to support Indigenous women in obtaining the resources they need to operate their business:
 - ▷ Cellphones, laptops, etc.
 - ▷ Supplies
- ▶ Connect Indigenous women entrepreneurs and business owners with resources and supports available for Indigenous women businesses and entrepreneurs, including funding programs, training, networking and mentoring.

Attraction and Retention of Indigenous Employees

Employment opportunities are a primary benefit associated with resource development and workforce lodgings. Resource development offers a broad range of employment opportunities. Workforce lodgings provide employment opportunities for Indigenous people who may not meet the qualifications for construction or operational jobs. Many of the workforce lodging's career opportunities can be obtained with few entry-level qualifications and/or can be quickly trained.

Indigenous people report that their employment has given them financial independence and greater autonomy, improved family relationships, and an overall enhanced quality of life. Regardless of their entry point into employment, many Indigenous employees are interested in opportunities for training, advancement, and leadership roles. Their motivation for progressing their careers may not be financial, but rather an opportunity to contribute to their family and community well-being.

Employers can enhance their attraction and retention of Indigenous employees by developing career pathways that clearly outline skills and knowledge expectations, as well as options for progression as a leader/manager, technical specialist, or cross-functional team member. Indigenous employees may also look for career development opportunities align with their cultural values and allow them to integrate Indigenous knowledge systems. When employers support Indigenous people in advancing their careers, they can help break down systemic barriers that have restricted Indigenous participation in employment.

For resource development companies and workforce lodgings owners and operators to leverage employment as a path to economic security for Indigenous women and vulnerable peoples, there is a need to address the barriers they face, including:

Rotational work arrangements are a challenge for primary caregivers.

Lack of on-site and affordable childcare.

Concerns about sexual harassment and assault, racist discrimination, and a male-dominated environment.

Lack of understanding of the types of employment available to them and how they can qualify for the work.

Enhancing Employment Opportunities for Indigenous Women

- ▶ Ensure those who are making hiring decisions have been trained to be culturally competent and aware of unconscious bias.
- ▶ Host employment information sessions and hiring fairs specifically for Indigenous women.
- ▶ Ensure recruitment materials feature Indigenous workers.
- ▶ Designate positions for Indigenous women.
- ▶ Rethink job qualifications. Focus on ability and recognize the equivalencies of Indigenous women's lived experiences that may not be reflected in education and employment experiences.
- ▶ Create an equitable, diverse and inclusive work environment. (*as outlined in Commitment #1: Create Worksites that are Physically, Psychologically, and Culturally Safe*)
 - ▷ Develop, communicate, and enforce clear workplace policies for discrimination, sexual assault and harassment.
- ▶ Investigate and implement steps such as flexible schedules and providing childcare support to make employment more accessible to primary childcare providers and single parents.
- ▶ Strengthen women's employment participation across all occupations, including those that are traditionally male-dominated, such as trades and operators, through partnerships with local colleges and other training programs.
 - ▷ Bring the training to the community.
- ▶ Prepare Indigenous women for what it is like to live and work in resource development, including working and/or living in workforce lodgings.
 - ▷ Some of the challenges identified for those who do become employed are a lack of financial literacy, access to a bank and a lack of knowledge about workers' rights.
- ▶ Establish formal mentoring programs to connect women to managerial and leadership roles.
- ▶ Establish relationships with Indigenous women employees and ask them why they stay with the company to learn about what is important to them.
- ▶ Conduct exit interviews with Indigenous women employees who leave to learn if something could have been done better and prevent turnover.

Wise Practices, Tools & Resources

The following is an initial list of wise practices, tools, and resources compiled to support the implementation of *Safe Sites, Strong Communities*. As a living document, Enserva expects this list to be expanded and updated over time.

Creating a Workplace that is Physically, Psychologically, and Culturally Safe

Allyship

- ▶ [Indigenous Allyship Toolkit](#)
- ▶ [10 Ways to be an Ally to Indigenous People](#)
- ▶ [Indigenous Allyship: An Overview](#)
- ▶ [Lean In](#)

Samples Employee Codes of Conduct

- ▶ [Resources for Employers - Employee Code of Conduct](#)
- ▶ [Pine Cliff Energy Ltd. Code of Conduct](#)
- ▶ [TC Energy - Contractor Code of Business Ethics \(COBE\) Policy](#)
- ▶ [Excelerate Energy – Code of Conduct and Ethics](#)
- ▶ [HRH Group of Hotels](#)
- ▶ [Ramada Plaza by Wyndham - Prince George](#)
- ▶ [Four Seasons Hotels & Resorts](#)

Employee Resource Groups

- ▶ [Effective employee resource groups are key to inclusion at work. Here's how to get them right.](#)
- ▶ [Best Practices For Employee Resource Groups: Success Strategies](#)

Mentorship and Sponsorship

- ▶ [What's the Difference Between a Mentor and a Sponsor?](#)
- ▶ [Mentors and Sponsors Make the Difference](#)

Unconscious Bias & Cultural Competence

- ▶ [Harvard Business Review: Unconscious Bias Training That Works](#)
- ▶ [Cultural Competence in the Workplace: What Leaders Need to Know](#)

Violence and Harassment Prevention

- ▶ [WorkSafe NB: Violence and Harassment Prevention Guide](#)
- ▶ [Canadian Consulting Engineers - Safe Parking Lot Lighting](#)



Creating Inclusive Workplace Environments for Indigenous Workers

- ▶ [Why are territorial acknowledgements important?](#)
- ▶ [Land Acknowledgements: From Recitation, To Real](#)
- ▶ [Indigenous Works: Seven-Stage Inclusion Continuum](#)
- ▶ [Guide to Developing Indigenous Inclusion Policies](#)
- ▶ [Indigenous Corporate Training Inc.](#)
 - ▷ [Indigenous Training Awareness Checklist](#)
 - ▷ [6 Steps to Create an Inclusive Environment for Indigenous Workers](#)
- ▶ [Cultivating Safe Spaces](#)

TC Energy/Coastal GasLink Community Workforce Accommodation Advisor (CWAA) Program

TC Energy/Coastal GasLink employs members from neighbouring Indigenous communities at its project-based workforce lodgings to lead programming that promotes inclusion and fosters a deeper understanding of the rich cultures and traditions of Indigenous communities. Learn more [here](#).

Engaging and Learning from Elders

- ▶ [First Peoples Cultural Council: Working with Elders](#)

Indigenous Honorarium* Payment Guidelines:

- ▶ [University of Victoria](#)
- ▶ [Columbia](#)
- ▶ [University of Northern British](#)
- ▶ [Queen's University](#)

Note: honoraria is a payment given as a token rather than a formal salary or fee. Expenses related to travel, accommodation for the Knowledge Keeper and their support person(s) also must be covered. As outlined earlier in this document, there are many occasions when full financial compensation for Indigenous Knowledge Keepers is required.

Policies

[G'minoomaadozimin: We Are Living Well Employee Resource Toolkit](#)

Designed to address the growing need for education, training, and skills for First Nations employers to create healthier and safer workplaces. Sample policies include:

- ▶ Our Respectful Community Code of Conduct
- ▶ Workplace Wellness Policy
- ▶ Cultural Safety Policy
- ▶ Psychological Safety Policy
- ▶ Domestic Violence Policy
- ▶ Workplace Harassment and Violence Prevention Policy
- ▶ Accommodation Policy

Deloitte Revamps the Organization's Policies & Procedures to Acknowledge and Celebrate Indigenous Cultures in the Workplace

As part of the organization's ongoing commitment to empowering Indigenous Peoples and communities, policy changes include:

- ▶ The introduction of five cultural days for First Nations, Inuit, and Métis Peoples, which will be an opportunity for Indigenous employees to engage in cultural and traditional practices that may fall within typical work hours.
- ▶ Coverage for Indigenous health expenses, such as traditional medicines, elders, and healers, through our benefits provider.
- ▶ Updated bereavement guidelines to accommodate cultural practices.
- ▶ Paid bereavement days were increased from three to 10,
- ▶ Relationship limits for eligibility removed, and
- ▶ Requirements for the days to be taken consecutively were eliminated.

While this benefit now applies to all people at Deloitte, this was a strong recommendation from Indigenous Peoples at the firm.

Smudging & Use of Ceremonial Smoke in the Workplace:

- ▶ Indigenous Corporate Training Inc.: [A Definition of Smudging](#)
- ▶ [University of Alberta Affirming and Acknowledging Indigenous Ceremonial Practices](#)
- ▶ [McMaster University Smudging Protocol for the Burning of Traditional and Sacred Medicines](#)

Human Trafficking

- ▶ [notinmycity.ca](#)
- ▶ [Truckers Against Trafficking – Energy Program](#)
- ▶ [Women Trucking Federation of Canada - Survivor-led Human Trafficking Detection Training - for Professional Drivers](#)

Facilitating Authentic Engagement

- ▶ Indigenous Corporate Training Inc.
 - ▷ [A Brief Definition of Decolonization and Indigenization](#)
 - ▷ [Guide Book to Indigenous Protocol](#)
 - ▷ [What is the Seven Generation Principle?](#)
- ▶ [It's Our Time: The AFN Education Toolkit](#)
- ▶ [Native Land Digital](#)
- ▶ [WhoseLand](#)
 - ▷ A web-based app that uses GIS technology to assist users in identifying Indigenous Nations, territories, and Indigenous communities across Canada. These maps are fluid and ever-changing and should be used as an educational tool to create dialogue around reconciliation.
- ▶ [Wise Practices: Exploring Indigenous Economic Justice and Self-Determination](#) by John Borrow with Ryan Beaton, Robert Hamilton, Brent Mainprize, Joshua Nichols
- ▶ Yellowhead Tribal College and the University of Alberta's Faculty of Extension Indigenous Programs: [Indigenous Community Industry Relations \(ICIR\) Certificate and Indigenous Community Engagement \(ICE\) Citation](#)
- ▶ [Protocols for Engaging with Indigenous Peoples & Communities](#)
- ▶ [Indigenous Peoples Atlas of Canada](#)
- ▶ [First Nations Major Projects Coalition: Tools & Resources](#)
- ▶ [Gender-based Analysis Plus \(GBA Plus\)](#)

Creating Economic Security Through Procurement and Employment

- ▶ [National Indigenous Economic Strategy](#)

Procurement

- ▶ Canadian Council for Indigenous Business: [Directory of Certified Indigenous Businesses \(Members\)](#)
- ▶ [National Aboriginal Capital Corporations Association – Indigenous Procurement Working Group](#)
- ▶ [Local Procurement Checklist to Support Indigenous Procurement in Mining](#)
- ▶ Canadian Council for Indigenous Business: [Reviewing Regional Indigenous Procurement: Barriers and Wise Practices](#)
- ▶ [Indigenizing procurement policies must move beyond token gestures](#)

Building Indigenous Women Businesses & Entrepreneurship

- ▶ [National Aboriginal Capital Corporations Association – Indigenous Women Entrepreneurs](#)
- ▶ [Resources for Indigenous Women Entrepreneurs](#)
- ▶ [Breaking Barriers: A Decade of Indigenous Women's Entrepreneurship in Canada](#)
- ▶ [Indigenous Women Entrepreneurs in Canada: Summary of Literature Review](#)

Inclusive Attraction & Retention

- ▶ Indigenous Corporate Training Inc.:
 - ▶ [Community Engagement for Indigenous Recruitment](#)
 - ▶ [11 Community Outreach Tips for Indigenous Recruitment](#)
 - ▶ [The Role of the Indigenous Employment Coordinator](#)
- ▶ [Indigenous Works](#): Community of Practice
- ▶ Women Building Futures: [Indigenous Services](#)

Promising Practices: Training for Resource Development Industries

[LNG Canada's Your Place Training and Employment Program for Women](#)

Partnership between LNG Canada and its prime contractor, JGC Fluor. This workforce development program is designed to attract and train women for employment in construction trades for the LNG Canada project. Graduates were offered entry-level positions with the project. Training was held at Kitimat Valley Education Society to increase accessibility for First Nations and women across B.C. and provided first-hand experience with the realities of a rotational work assignment, including living in company-provided workforce lodgings. Personal protective equipment was provided.

[LNG Canada's Power Engineer Program](#)

A collaboration between LNG Canada, Coast Mountain College and BCIT to train local students for power engineering roles. The program aligned with LNG Canada's desire to hire locally and to reflect the community in which they would be operating. As a result, nine of the students were women and nine were Indigenous. The program began with a free readiness program that provided students with the foundational knowledge and the foundational soft skills needed to be successful in the intensive 4thclass power engineering training program and career. 18 of the 19 students from the readiness program moved into the 4thclass training and then into employment with LNG Canada.

[B.C. Centre of Training Excellence in Mining \(CTEM\)'s Underground Mining Training Project](#)

A collaboration between CTEM, mining companies and post-secondary institutions to train unemployed or underemployed persons¹⁰ for jobs in underground mines. Key features of the program include Indigenous liaison support; wrap-around supports for students; paid work-integrated learning; onboarding by company's HR rep; cultural activities; and cultural awareness training available for all company employees who receive a certificate of recognition. Also, funding from federal and provincial governments played a key role in the success of this training program, which allowed participants to gain skills and certifications which are transferable to other sectors.

