



Reconciliation Action Plan



photo: Mahikan Studio

About the Artist

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Executive Summary

For close to two decades, Electricity Human Resources Canada (EHRC) has been dedicated to increasing awareness of employment opportunities for Indigenous people in the electricity industry and supporting initiatives to employ Indigenous talent. This work involves identifying and addressing barriers to access, designing and piloting solutions, and exploring potential partnerships and communication pathways between the industry and Indigenous communities.

We recognize that the history of relations between electricity employers and Indigenous nations has not always been positive, highlighting the ongoing need to build trust and foster lasting partnerships.

At the same time, there is a growing alignment of values between the electricity industry and Indigenous nations. Canada is at a critical point in the transition to a

net-zero carbon future and a safer world. The electricity industry will be central to any plans for broader electrification and decarbonization of the Canadian economy. As an industry, the long-term stability of Canada's clean electricity supply and the transition to sustainable, clean energy generation must honour the environmental stewardship practiced by Indigenous Peoples since time



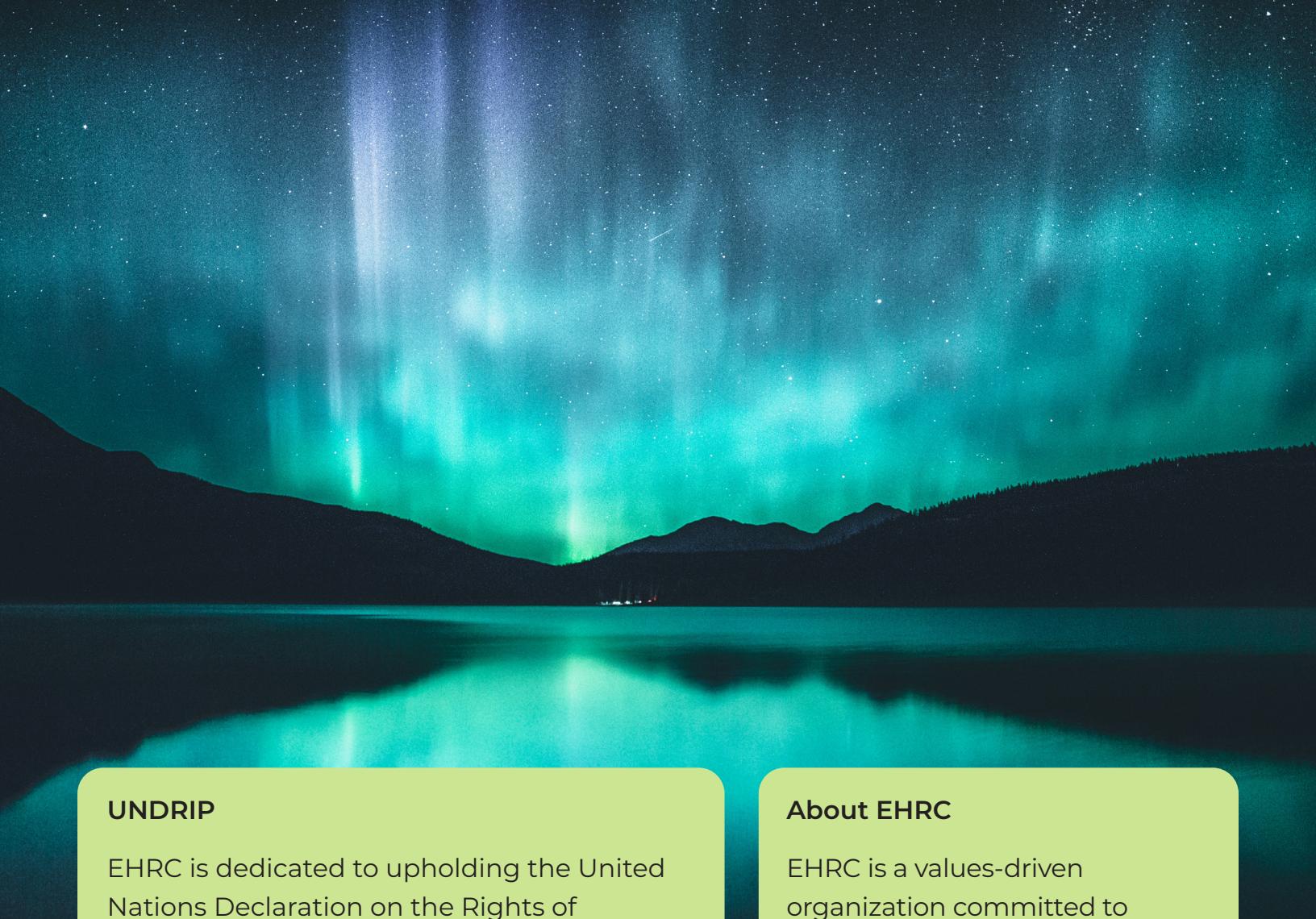
immemorial. Indigenous Peoples must lead, participate in and have ownership of energy projects, ensuring economic and social benefits for their communities.

The development of EHRC's Reconciliation Action Plan represents our organization's commitment to deepening our understanding of the experiences endured by Indigenous Peoples and communities while encouraging healing through respectful dialogue and understanding. A central principle for Indigenous individuals, communities and businesses is the cultural emphasis on building strong, holistic relationships. These relationships are meaningful, dynamic and rooted in respect, longevity, integrity and collaboration—values we share at EHRC.

We recognize that Indigenous communities have historically shouldered the impacts of development without reaping its benefits and, in many cases, have been harmed by it.

As a non-profit organization whose mission is to strengthen the Canadian electricity workforce to be safety-focused, innovative and inclusive, our reconciliation journey follows two paths: supporting our team and organization in its reconciliation process, while promoting and advancing efforts within the industry.

At EHRC, our journey involves profound learning, growth and respectful partnerships. By embracing these values, we strive to significantly contribute to recognizing, respecting and integrating Indigenous rights, cultures and histories. This commitment is not just an obligation; it is a profound honour and a defining aspect of our identity as a responsible, empathetic and community-focused organization.



UNDRIIP

EHRC is dedicated to upholding the United Nations Declaration on the Rights of Indigenous Peoples. In line with Action 92 of the Truth and Reconciliation Commission of Canada's Calls to Action, we commit to:

1. Fostering respectful relationships and ensuring meaningful consultation with Indigenous Peoples.
2. Educating our partners and staff about the history of Indigenous Peoples.
3. Promoting equitable access to job, education and training opportunities, enabling Indigenous communities to achieve long-term sustainable benefits from employment in this industry.

About EHRC

EHRC is a values-driven organization committed to improving the electricity industry, the growth of Canada's economy and the stability of the nation's power grid.

EHRC is leading the industry in building a world-class electricity workforce, one that is safety-focused, highly skilled and inclusive. We forge partnerships that enable the electricity industry to continuously adapt and inspire our future workforce to build a low-carbon economy.

Board and Executive Leadership Commitment

EHRC's dedication to embracing and integrating Indigenous values and cultures goes beyond a formal pledge—it is a deeply personal and essential aspect of our leadership and organizational principles.

We express our heartfelt respect and reverence to the Anishinabe Algonquin Nation, on whose land our head office is located, as well as to the First Nations, Inuit and Métis Peoples across Turtle Island. Their rich histories, traditions and profound connection to their ancestral lands form the foundation on which our communities thrive. We pledge to honour the Indigenous Peoples in the spirit of partnership and respect.



Our Commitments

Cultural Respect

We commit to fostering an inclusive workforce. We advocate for the inclusion of Indigenous Peoples and prioritize organization-wide understanding and appreciation of Indigenous history and culture.

Land Acknowledgment

We commit to acknowledging the historical significance of the care Indigenous Peoples have for the land. Recognizing our role as a national leader in diversity, equity and inclusion, we strive to set an example for best practices and provide leadership to others in their journey toward reconciliation.

Partnerships of Substance

We commit to partnership development grounded in respect, equity, transparency, integrity, reciprocity, cultural sensitivity, sustainability, accountability, empowerment and collaboration—essential elements fostering trust in enduring, meaningful relationships.

Inclusivity and Representation

We commit to valuing diversity and respecting Indigenous Peoples and communities as integral to our core values. We ensure true inclusivity by incorporating Indigenous perspectives into governance, policy and decision-making, fostering a safe and equal opportunity environment for all Indigenous employees.



Environmental Responsibility

We commit to engaging respectfully with Indigenous communities across Turtle Island to support skills development, training and employment. Our focus on reducing carbon emissions in the electricity industry aligns with our mandate to build a diverse workforce that will support Canada's transition toward a sustainable energy future and assist Indigenous communities as they work to achieve their economic and environmental objectives.

Education

We commit to continuous learning and appreciation for Indigenous values and history, recognizing the ongoing need for education within our organization and the broader industry. Our staff, industry and newcomers must possess the knowledge and skills to effectively collaborate with Indigenous communities, including supporting newcomers to Canada in understanding and embracing Indigenous values.

Economic Empowerment

We commit to building capacity and fostering collaboration between employers and Indigenous communities, supporting their involvement as essential workforce stakeholders in the electricity industry and as equal partners in projects across the country.

Ongoing Engagement

We commit to the vital work of building and nurturing relationships with Indigenous communities. Recognizing the diversity of perspectives, needs and opportunities, we prioritize active listening and responsive action to ensure trust and collaboration within our organization and across the industry.

Transparent Accountability

We commit to accountability by defining success metrics, transparent reporting to both our staff and the public, and actively incorporating feedback from Indigenous communities. Our dedication drives us to take meaningful actions for continuous improvement based on this feedback. We strive to support, educate and challenge our industry to do the same.

Vision for Reconciliation

Our commitment to reconciliation is rooted in the firm belief that fostering diversity is essential to cultivating a workplace culture characterized by unity and inclusivity. We envision a future where employees from diverse cultural backgrounds, races and ethnicities converge within our organization and industry, forming a unified community marked by mutual respect and an appreciation for differences. Our dedication extends beyond conventional workplace diversity initiatives; we aspire to actively embrace diversity, weaving a vibrant tapestry of perspectives. EHRC serves as a steward in many areas, and we have set clear goals and actions for both our internal team and the national industry.

Through ongoing open dialogue, community engagement programs and the promotion of shared values, we build a workplace community emphasizing collaboration and understanding. Recognizing historical injustices, promoting empathy and advocating for positive change within our organizational culture and that of our members, we strive to lead in establishing an inclusive and supportive workplace and industry.

We view reconciliation as an ongoing journey towards collective success, equality and social responsibility, aiming to be at the forefront of creating an environment and industry that values these principles.





Our Goals

In our commitment to nurturing an inclusive and culturally aware workplace, we have established a comprehensive set of goals to drive positive transformation both within our organization and the industry itself.

We pledge to advance cultural awareness training for all employees, recognizing the pivotal role education plays in fostering understanding and respect. Concurrently, we have developed a robust three-year action plan, strategically outlining steps and milestones to guide us on our journey toward reconciliation.

To connect with the roots of our diverse society, we are actively engaging with Indigenous communities, seeking partnerships founded on mutual respect and collaboration, and acting as a facilitator between communities and employers. By engaging communities of interest, EHRC aims to continually reassess its goals and initiatives to stay aligned with the evolving corporate landscape and the diverse

perspectives of Indigenous Peoples, recognizing the distinct views of First Nations, Inuit and Métis communities.

Moreover, our commitment extends to cultivating an environment that embraces diversity at its core, valuing the distinctive perspectives everyone brings to the table. In our pursuit of excellence, our goal is not only to meet but to surpass industry standards, positioning ourselves as recognized leaders in reconciliation efforts within our industry. We also aim to serve as a convener, uniting diverse perspectives from all those committed to advancing economic empowerment and fostering respect for Indigenous Peoples and their communities.

Through these collective endeavours, we aim to foster a workplace culture that not only embodies the principles of reconciliation but actively contributes to broader societal goals of unity, understanding and equity.



Reconciliation Roadmap

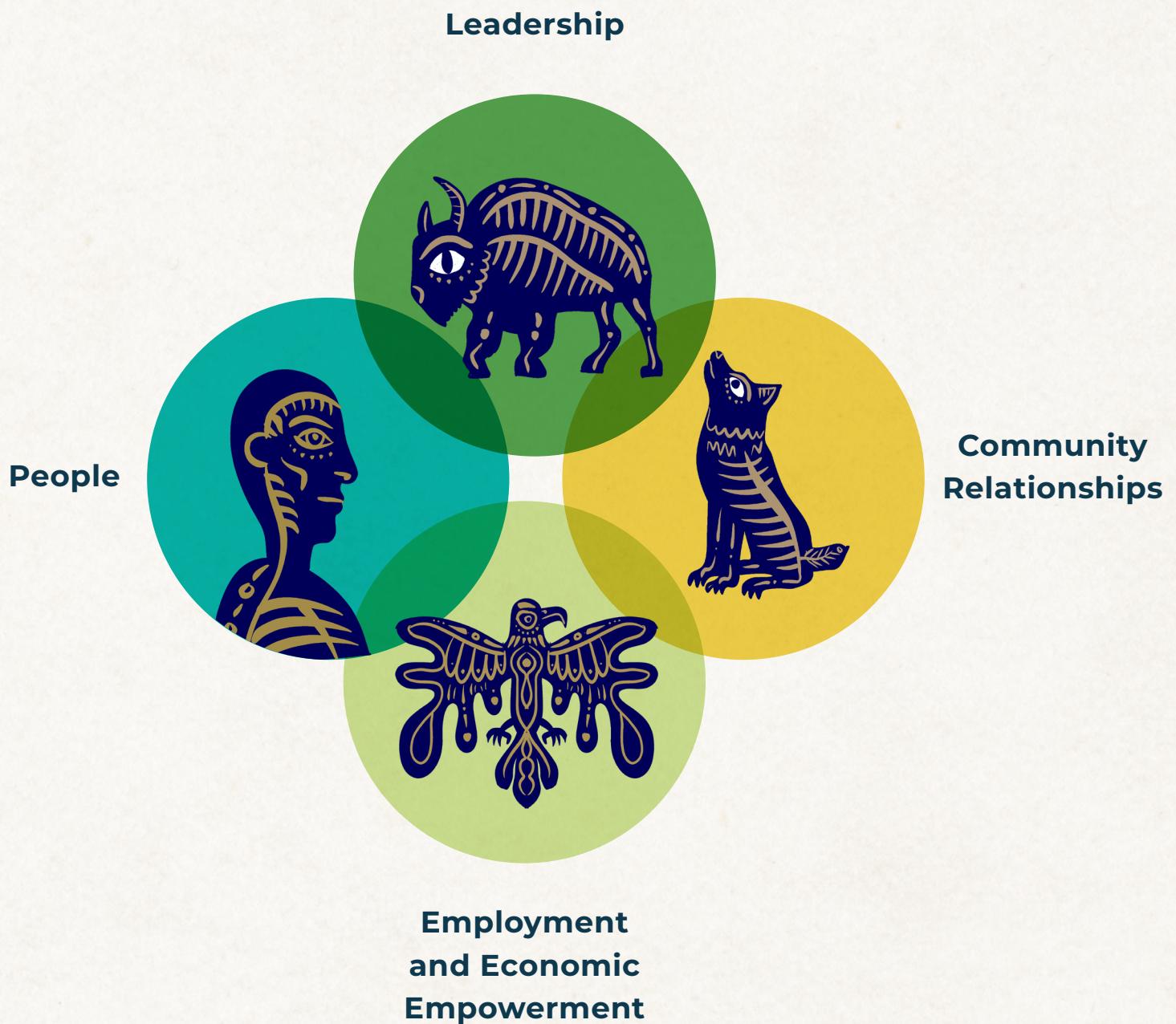
EHRC is dedicated to establishing authentic and enduring partnerships with Indigenous communities built upon trust, respect and open communication. Our goals include creating employment linkages of Indigenous people to the electricity industry, improving the economic situation for Indigenous people through industry employment, and fostering a more representative, respectful and inclusive electricity industry workforce.

To achieve our objectives, it is essential we follow a roadmap marked by continuous learning, adaptation and active community engagement. In pursuit of this goal, EHRC collaborated with Barrington Consulting Group and Balsam Inc. to undertake a comprehensive assessment of the current state of our reconciliation journey and perform a gap analysis. This included key informative interviews with Indigenous industry partners. The findings from this assessment served as a foundation for developing this Reconciliation Action Plan and establishing a timeline for deliverables.

Based on feasibility and impact, EHRC has identified four key pillars to support a comprehensive approach to reconciliation and guide both internal and external initiatives, identified in this three-year Reconciliation Action Plan:

- **Leadership**
- **Community Relationships**
- **Education and Economic Empowerment**
- **People**

4 PILLARS TO RECONCILIATION





Leadership Knowledge Sharing and Advocacy

As EHRC leads in cultivating a world-class electricity workforce, our board and executive leadership team is dedicated to refining our internal policies to enhance our reconciliation journey. Simultaneously, we will use our platform for advocacy, informing and guiding industry partners.

We will share EHRC's and the industry's learnings, along with related resources such as tools and best practices, with Indigenous nations and the industry to foster informed decision-making and create the foundation for collaborative, trusting relationships. Additionally, we will track accountability by setting metrics and targets to measure progress on our commitments.

TYPE	COMMITMENT	ACTION	TIMELINE
Internal	Leadership Representation	Designate a specific seat on the board of directors for Indigenous representation.	Spring 2025
		Provide annual Indigenous cultural awareness training for board and leadership team.	Fall 2025
		Establish operational team responsible for delivering EHRC's Reconciliation Action Plan strategy, actions and results.	Spring 2025
Internal	Build awareness and education across EHRC.	Require all EHRC staff to undertake professional education about Indigenous culture and history as part of their onboarding and training materials. Workshops will be updated on an ongoing basis.	Annually, Fall
		Use the National Day for Truth and Reconciliation as a reflection day. The method and specifics will be created as part of this action.	Annually, Fall
External	Facilitate knowledge sharing to establish long-term, consistent and trusting relationships between industry employers and Indigenous communities.	Develop and share Indigenous focused research and resources to support knowledge and best practices across the industry.	Spring 2025 & Ongoing
		Develop Practical resources and tools to support employers through their own internal processes and RAP development (i.e., clearinghouse).	Spring 2026
		Share goals, metrics and progress on Indigenous activities internally and externally on regular basis.	Fall 2025, 2026 & 2027
External	Highlight the current state of Indigenous workforce participation and provide actionable steps to connect Indigenous peoples with job opportunities.	Continue conducting evidence-based research on Indigenous participation in the industry through ongoing Indigenous Labour Market Information (LMI). This research should address systemic barriers, training, recruitment, retention, education and occupational data and other relevant areas to support increased workforce participation in the sector.	Spring 2025 & Ongoing
		Address consultation models and commitments in all proposals to incorporate Indigenous objectives and ensure objectives proponents are working towards the TRC recommendations.	Spring 2025 & Ongoing

Pillar 2



Employment and Economic Empowerment

EHRC is dedicated to advancing economic reconciliation with Indigenous communities and the industry through meaningful employment-related initiatives with measurable impact on workers, Indigenous nations, communities and employers.

We propose a path forward that supports Indigenous people in pursuing training and job opportunities in the industry. Additionally, we encourage employers to implement recruitment, retention, procurement and partnership policies that support the Indigenous cultural experience.



TYPE	COMMITMENT	ACTION	TIMELINE
Internal	Establish EHRC policy to ensure Indigenous businesses are given opportunity to bid on all work.	Establish agreements with Indigenous Vendors of Record.	Summer 2025
Internal and External	Expand capacity building initiatives to drive economic growth within Indigenous nations, communities and businesses.	Explore and develop opportunities for Indigenous people to access educational or employment opportunities via projects and programs.	Annually, Fall
External	Build job readiness for Indigenous employment through targeted training and skills development initiatives.	Work directly with the industry to grow Indigenous skilled talent and increase the representation of Indigenous workers in the industry.	Winter 2025 & Annually, Fall
		Provide 5-10 free tickets to all EHRC events to support networking and learning opportunities.	Spring 2025 & Ongoing
External	Build a strong educational foundation and a diverse pipeline of graduates for the electricity sector in skilled trades and STEAM disciplines.	Conduct up to three Bright Futures Indigenous Youth Camps per year.	Annually, Fall
		Facilitate introductions between employers and job-ready Indigenous youth (i.e., jobs forum).	Fall 2026



Community Relationships

EHRC recognizes that the path to Indigenous reconciliation requires ongoing engagement, dialogue, collaboration and, most importantly, listening. We are committed to continuing the conversation with communities of interest, seeking input on relevant issues and establishing trust. Creating long-lasting, mutually beneficial partnerships is a priority for EHRC, and we intend to nurture these relationships with consistent communication, transparency and respect.



TYPE	COMMITMENT	ACTION	TIMELINE
Internal & External	Build meaningful relationships with Indigenous organizations, communities and employers to increase participation in the electricity industry.	Proactively engage with Indigenous communities through Indigenous LMI initiatives and encourage them to advise EHRC of local community needs to support ongoing collaboration.	Fall 2025 & Ongoing
		Support members and industry partners to build relationships, programs and initiatives that contribute directly to communities.	Winter 2025
		Attend and sponsor Indigenous-led conferences and cultural events, while ensuring Indigenous voices are heard at our annual Agents of Change event.	Annually
Internal & External	Seek feedback on Indigenous engagement and communications to address gaps.	Following our initial engagement process in the Indigenous LMI project, assess preferred frequency and method for ongoing communication and dialogue with communities to share goals and progress on Indigenous activities.	Winter 2025
Internal & External	Create opportunities for relationship building between Indigenous nations, communities and industry.	Share success stories of joint EHRC, industry and/or Indigenous community initiatives across communication channels highlighting successful initiatives and partnerships.	Annually, Fall
		Provide opportunities for Indigenous communities to utilize EHRC office space at no cost.	Spring 2025 & Ongoing
Internal	Support long term engagement with Indigenous communities by establishing consistent touchpoints.	Develop protocols for EHRC and employers to employ when engaging with Indigenous communities.	Fall 2025
		Assign an EHRC member to a community to develop professional relationships.	Summer 2026

Pillar 4



People

EHRC is committed to creating an engaged and inclusive workforce that reflects the broad diversity of Indigenous communities and people across our organization and the entire industry.

TYPE	COMMITMENT	ACTION	TIMELINE
Internal	Include onboarding and continuous education on engaging with Indigenous communities.	Create and implement policies and protocols to engage with Indigenous communities, particularly at the regional level.	Summer 2025
		Establish a formal relationship with an Elder who can advise EHRC on reconciliation efforts.	Winter 2025
Internal	Provide education opportunities for student and young professionals.	Offer co-op or internship opportunities for Indigenous youth, on flexible timelines.	Summer 2026
External	Provide access to Indigenous leaders to collaborate with industry partners and EHRC on policy or program issues.	Explore possibility of discounted membership for Indigenous organizations.	Spring 2026
		Invite Indigenous leaders to EHRC regional roundtables and events.	Annually
External	Develop programs to enhance professional skills for Indigenous youth.	Create mentorship opportunities for Indigenous youth to build business, finance, technical and entrepreneurial skills.	Spring 2027
		Provide free access to EHRC's Professional Skills Training program for Indigenous youth.	Fall 2025



Governance and Accountability

At the core of EHRC's commitment to reconciliation is a strong focus on robust leadership and unwavering responsibility. Recognizing the pivotal role of a transparent governance framework in executing our action plan, we have implemented key components to ensure that there is accountability for the implementation, evaluation and ongoing evolution of the plan.

Implementation Working Group

This group, comprised of subject matter experts and rightsholders, is tasked with executing all planned reconciliation actions. They will lead the practical application of our strategies, ensuring alignment with overarching goals and will consist of EHRC staff, board members, members and external advisors.

Comprehensive Action Plan

We have crafted a detailed internal action plan outlining the “who, what, where and when” of our initiatives. This plan, with delineated responsibilities and timelines, provides clarity of purpose and direction for all team members involved.



Key Performance Indicators (KPIs)

Central to our approach is the establishment of clear, measurable KPIs and targets. These metrics will guide us, offering regular checkpoints to assess progress and ensure alignment with our action plan.

Data Collection and Reporting

Transparency is paramount. We will initiate the collection of baseline data across the four pillars to establish a clear starting point. Regular monitoring and performance reporting mechanisms, with periodic assessments, will highlight accomplishments and areas needing attention.

Policies and Procedures

To maintain consistency and adherence to our commitments, we are formulating precise policies and procedures tailored for each pillar. These guidelines will serve as the foundation, standardizing our approach across all operations and engagements.

EHRC's governance and accountability strategy is comprehensive. By ensuring clear leadership, defined roles, regular monitoring and a commitment to transparent reporting, we aim to advance purposefully, with clarity and accountability, adhering to the highest standards in our reconciliation journey.



Conclusion

This Reconciliation Action Plan marks a significant milestone in our journey toward fostering meaningful relationships and inclusivity, contributing to the broader process of reconciliation. Over the next three years, EHRC will actively engage in actions aimed at acknowledging historical injustices, promoting Indigenous cultural awareness and building sustainable partnerships.

We recognize that the journey toward reconciliation is ongoing. It requires ongoing commitment, continuous learning and a steadfast dedication to integrating Indigenous perspectives into our organization and industry culture. As we move forward, the commitment to the Reconciliation Action Plan remains steadfast. We will continue to refine and expand our initiatives, ensuring that the principles of respect, understanding and collaboration guide our actions. By working hand in hand with Indigenous communities, we aim to create an inclusive and equitable workplace while contributing to the broader goals of reconciliation in the electricity sector.

In the spirit of continuous improvement, we will regularly evaluate and adapt our strategies, remaining open to feedback from Indigenous partners, employees

and rightsholders. The Reconciliation Action Plan serves not as a conclusion but as a foundation for sustained efforts in the pursuit of reconciliation, respect and a shared future. Together, we aspire to contribute positively to the Indigenous communities we engage with, fostering a legacy of mutual understanding, cooperation and growth.

At EHRC, our path involves profound learning, development and respectful partnerships. By embracing these values, we strive to significantly contribute to recognizing, respecting and integrating Indigenous rights, cultures and histories. This commitment is not just an obligation but a profound honour and a defining aspect of our identity as a responsible, empathetic and community-driven organization.



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