

# Reconciliation Action Plan



Energy Inc.

**“With this process, we show our commitment to furthering reconciliation in Canada and we hope that through leading by example, that other consultants and companies will be encouraged to follow suit.”**

Grant Campbell, JLR Indigenous Market Leader

**“It has been an amazing journey we have been on over the last year as we move closer to the realization of a new school for the community of Sagamok. J.L. Richards has truly taken a cutting-edge approach including the community, parents, staff and students along the way. We really appreciate having the opportunity to be a part of the developmental phase and have input into the design. It will certainly be a community school in every sense of the word.”**

Sagamok First Nation Director of Education





## Message from the President and Chief Executive Officer

I am pleased to share that JLR has developed our Reconciliation Action Plan (RAP), a significant step in our commitment to reconciliation.

Reconciliation is essential for our future as Canadians, and a crucial step towards healing and ensuring we do not repeat the mistakes of the past. To do this, education is the foundation of this journey. JLR's first in-person training session profoundly impacted us, revealing the deep-seated suppression and systemic barriers our Indigenous neighbours have faced and continue to endure. This has been transformative for me and the entire leadership team at JLR. We are committed to dedicating time and effort to our RAP and to set meaningful goals.

Internally, we are focused on improving our processes to better support our Indigenous staff members. We are also providing training and educational resources to foster a deeper understanding among all employees. Externally, we are building meaningful relationships with Indigenous peoples and communities, actively listening, and implementing inclusive procurement policies to support Indigenous-owned businesses.

Reconciliation is a long-term process, and our goals will evolve as we progress. Our RAP is intended to be a living document. It will guide us on our journey towards reconciliation.

**Saverio Parrotta**  
President and Chief Executive Officer



## Introduction

Reconciliation may not have been something corporations within Canada had previously considered, but it is an important part of doing business respectfully in Canada. It is important to remember that the purpose of the Reconciliation Action Plan (RAP) is to convey J.L. Richards & Associates Limited's (JLR) intentions as a company and to take meaningful steps towards reconciliation in support of Indigenous, Métis, and Inuit peoples across Turtle Island\*. Implementing actions supporting this plan will take time, and this document should be seen as a guide to help JLR towards a bespoke journey towards reconciliation.

The intent of this document is to document JLR's commitments towards reconciliation, and through leading by example, to encourage others to do the same.

\*Turtle Island is term used by Indigenous peoples to refer to the continent of North America, based on oral histories of a turtle that holds the world.

## Land Acknowledgement

The intent of a land acknowledgement is to bring awareness to the history that Indigenous peoples have experienced in this country, and specific to the area one is speaking from. By giving these acknowledgements, one should encourage others to seek more understanding and be respectful regarding the peoples who were here before.

We acknowledge that the land on which we live and work, is the traditional territory of many Nations, including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee, and the Wendat peoples. It is now home to many diverse First Nations, Inuit, and Métis peoples. We also recognize that Ontario is covered by Treaties 2, 3, 5, 9 and the Williams Treaties, and that the land is still the subject of ongoing claims by Indigenous peoples.

We recognize the enduring presence and contributions of all First Nations, Inuit, and Métis peoples. We are grateful to be able to live and work on this land and commit ourselves to the responsibilities of reconciliation and the ongoing process of building meaningful relationships with Indigenous communities.



## Vision Statement

With respect to JLR's work with Indigenous communities, the company's vision is to advance reconciliation with Indigenous peoples and communities across Turtle Island through the following commitments:

- Meaningful engagement and empowerment of Indigenous peoples and communities.
- Building respectful relationships with Indigenous peoples and communities based on mutual trust and free, prior, and informed consent.
- Enhancing equitable access for Indigenous peoples to employment, mentorship, and training opportunities in engineering, architecture, and planning.
- Incorporating Indigenous worldviews and "ways of knowing" respectfully into the way we conduct our work with Indigenous communities.
- Education of JLR staff and management on the history of Indigenous peoples in Canada.
- To create a working environment within JLR that is welcoming to all.

## TRC Calls To Action

The Truth and Reconciliation Commission of Canada (TRC) issued 94 Calls to Action in 2015 as part of its final report on the history and legacy of the residential school system, which aimed to assimilate Indigenous children and had devastating, long-lasting impacts on Indigenous communities. These Calls to Action are recommendations directed at all levels of government, educational

and religious institutions, and various sectors of society to redress the legacy of residential schools and advance the process of Canadian reconciliation.

Overall, the 94 Calls to Action aim to foster a transformative change in Canadian society by acknowledging past injustices, recognizing Indigenous rights, and building a more inclusive and equitable future.

### Call to Action 92

Call to Action 92 calls upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) framework for reconciliation wherever their activities involve Indigenous peoples or lands/resources. The three main areas of focus within this call to action are outlined as follows:

1. Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous peoples before proceeding with economic development projects.

2. Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects.

3. Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the UNDRIP, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and antiracism.





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## Our Goals

Development of the initiatives comprised within this plan was a rigorous process. Ultimately, there were eight goals which emerged, four of which are internal focused and four external focused. Each of these goals will be supported by a series of evolving objectives designed to guide JLR's journey towards reconciliation. Each goal is summarized below.

### Internal Focused Goals

#### Goal 1: Resources for Indigenous Staff

Recognizing and adapting our support systems to suit the unique culture and needs of our Indigenous staff, sets all our employees up to enjoy successful careers at JLR. When we all feel supported we can achieve great things together.

#### Goal 2: Education and Training for All Staff

Educating our staff about the history of Indigenous peoples allows us to act in a considerate way and support from a position of understanding, both through the work we do as well as outside of work.

#### Goal 3: Responsible Business Practices

It is important to JLR to ensure we are actioning the goals outlined in this plan across all areas of our business, creating a cohesive approach to reconciliation.

#### Goal 4: Monitoring and Evaluation

JLR is committed to monitoring our progress on the goals we have set and update our goals when it is appropriate to do so.

### External Focused Goals

#### Goal 5: Youth Outreach

Supporting Indigenous youth in pursuit of technical careers is an initiative we see as a fundamental building block to developing capacity and autonomy within the Indigenous diaspora.

#### Goal 6: Community Relations

Developing meaningful relationships with Indigenous communities is fundamental to developing trust and furthering reconciliation. This goal outlines how we plan to approach relationship development with Indigenous communities.

#### Goal 7: Indigenous Economic Support

With the historic barriers to Indigenous businesses, JLR looks to take opportunities to support and engage with Indigenous-owned service providers and encourage others to do the same.

#### Goal 8: External Knowledge and Awareness

JLR will share and promote our plan to help to normalize efforts of reconciliation and encourage our peers to join us on this journey.

1 PowWow Ground Upgrades, Wikwemikong First Nation, ON

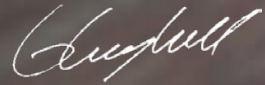
2 Pubic Consultation at Sagamok First Nation, ON

3 Biidaaban Kinooaagegamik, Sagamok Anishnawbek First Nation, ON

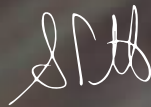
## In Closing

It has been an involved journey to get to the point that JLR adopts its first RAP and by doing so reaffirming its commitment to making changes and taking steps as an organization towards Reconciliation. As good Canadians/corporate citizens, JLR has a responsibility to promote meaningful consultation based on respectful relationships, promoting educational and employment opportunities for Indigenous staff, and to provide all staff with education regarding the Indigenous history across this country. This plan outlines how JLR plans to address these responsibilities and how it will influence other companies to do the same.

With this plan we continue our journey towards Reconciliation.



Grant Campbell  
Indigenous Market Lead



Saverio Parrotta  
President and CEO



Biidaaban Kinoomaagegamik, Sagamok Anishnawbek First Nation, ON