

Indigenous Relations Policy Framework

Purpose

The purpose of this Indigenous Relations Policy is to establish a clear and consistent approach to how Commissionaires Northern Alberta, Northwest Territories and Nunavut Division (CNAD) engages with Indigenous Peoples. It reflects our commitment to building respectful, collaborative and enduring relationships that contribute to shared prosperity and reconciliation.

We acknowledge the history, unique rights, cultures, perspectives and contributions of First Nations, Inuit and Métis Peoples across the territories in which we operate. As a security, public safety and administrative services organization with a long-standing connection to Canada's military heritage, we recognize the importance of upholding values of integrity, service and trust in our relationships – including those with Indigenous Nations, communities, businesses and individuals. This policy supports that trust by ensuring our approach to Indigenous relations is authentic, principled, responsive and actionable.

This policy is grounded in the expectations of the Canadian Council for Indigenous Business (CCIB), whose standards emphasize leadership, employment, business development and community relationships. These pillars guide our commitments and inform how we design, implement and evaluate our actions over time.

We acknowledge that the path toward reconciliation is ongoing and that this policy must evolve with our relationships, our learning and our responsibilities. This document serves as a living foundation for Indigenous relations at CNAD – one that supports both our organizational values and the broader national goal of advancing reconciliation through respect, partnership and action.

Scope

This policy applies to all employees of CNAD. Contractors and service providers are encouraged to align with the principles and commitments outlined in this policy. CNAD values the role of all individuals and organizations working on its behalf and expects respectful and culturally competent engagement with Indigenous Peoples. This includes honouring constitutionally protected Indigenous rights and contributing to respectful and positive Indigenous relations within the areas where we operate.

Guiding Principles

Respect for Indigenous Rights – We recognize and respect the constitutionally protected and legal rights of Indigenous Peoples in Canada. This includes acknowledging and honoring the historical and ongoing significance of treaties, traditional territories and Indigenous governance structures.

Mutual Trust and Transparency – We are committed to meaningful consultation. We understand that trust is earned through consistent actions, respectful engagement and a willingness to listen and learn.

Recognition of Diversity – We acknowledge and respect the distinct cultures, histories, languages and identities of First Nations, Métis and Inuit Peoples. Our engagement recognizes that there is no one-size-fits-all approach and that each Nation holds unique values, interests and priorities.

Commitment to Reconciliation – We are committed to reconciliation through meaningful relationships, informed action and long-term partnerships.

Fairness and Respect – We aim to create opportunities for Indigenous Peoples within our workforce, supply chain and community engagement activities. We are respectful of all people and cultures and continue to create spaces where Indigenous perspectives are valued and reflected in decisions.

Continuous Learning – We commit to ongoing education, reflection and improvement, recognizing that reconciliation is an evolving journey, not a fixed destination.

Key Commitments

Leadership and Governance – Demonstrate organizational leadership in Indigenous relations

- Integrating Indigenous engagement into strategic planning and governance
- Establishing internal oversight (i.e., committees, working groups, accountability system)
- Ensuring senior leaders model respectful engagement and accountability
- Communicating commitment transparently to staff, stakeholders and partners

Indigenous Employment – Strive to create attractive and respectful pathways to employment for Indigenous Peoples

- Recruiting Indigenous candidates through culturally appropriate methods that recognize and reduce barriers

- Supporting training, mentorships and leadership development opportunities
- Fostering a safe, respectful and inclusive workplace
- Tracking and reviewing employment data to inform progress and practices

Community Relationships – Foster strong, meaningful and sustained relationships with Indigenous communities

- Identifying and maintaining connections with Communities of Interest
- Engaging in open, consistent and culturally respectful communication
- Supporting community-led initiatives and events through financial or in-kind contributions
- Participating in local or regional opportunities for collaboration, dialogue and learning

Indigenous Business Development – Support the growth and success of Indigenous businesses

- Creating equitable access to procurement and contracting opportunities
- Hosting or participating in supplier information sessions and networking events
- Building long-term partnerships based on mutual benefit and respect

Cultural Awareness and Internal Education

CNAD is committed to enhancing cultural awareness and competency across the organization. This includes:

- All staff to participate in foundational Indigenous awareness training
- Enhanced learning opportunities for executives, managers and frontline supervisors
- Encouraging staff to participate in Indigenous cultural events where appropriate
- Creating internal resources to support respectful engagement and understanding

Accountability and Continuous Improvement

Ensure CNAD commitments are tracked, measured and continuously improved by:

- Setting realistic and measurable goals for employment, procurement and community investment
- Reviewing and updating this policy to reflect emerging practices and feedback
- Encouraging feedback from Indigenous partners and communities on how we can improve