



Indigenous Relations Roadmap

BWXT Commercial Operations

JUNE 2025 UPDATE

Land Acknowledgement

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

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

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

BWXT Indigenous Relations Roadmap

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

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

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



Notes:

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

Foundational Milestones





Seven Strategic Themes

Indigenous Truth and Reconciliation

Overview:

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

Objectives:

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

Action:

- Enhance cultural awareness among BWXT's employees.



Governance and Leadership

Overview:

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

Objectives:

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

Actions:

- Establish the Indigenous Relations Roadmap Oversight Committee (IRROC).
- Introduce Indigenous targets into performance metrics.
- Acknowledge Indigenous Peoples for their histories, cultures and contributions.
- Enhance governance and leadership with Indigenous perspectives.



Indigenous Community Relations

Overview:

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

Objectives:

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

Actions:

- Identify Indigenous Communities and Nations of interest.
- Develop land acknowledgments for all sites.
- Expand support to enhance and formalize Indigenous engagement.
- Establish relationships with identified Indigenous Communities and Nations of interest.
- Develop long-term relationship agreements (LTRAs) with identified Indigenous Communities and Nations of interest.



External and Internal Communications

Overview:

Having honest, open, and transparent communication with employees and Indigenous groups is essential to ensuring that all stakeholders understand the significance and goals of Indigenous Relations at BWXT and feel unified in ownership and accountability across the organization. This holistic approach to communication promotes cultural and structural competency, aligns actions, and supports building genuine, respectful relationships.

Objectives:

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

Actions:

- Develop an Indigenous Relations communications strategy.
- Continue to pursue PAIR certification with CCIB.
- At the completion of BWXT's Indigenous Relations Roadmap, develop a Reconciliation Action Plan (RAP).



Training and Employment

Overview:

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

Objectives:

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

Actions:

- Enhance career development and promote management and leadership diversity.
- Continue to explore opportunities to increase Indigenous representation at all levels of BWXT.
- Continue to participate in job fairs and establish relationships with employment and training centres in local Indigenous Communities and Nations.
- Continue to support scholarships for Indigenous talent.



Economic Development, Equity, and Partnerships

Overview:

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

Objectives:

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

Actions:

- Identify and remove barriers to participation and provide opportunities for Indigenous businesses.
- Establish equity or partnership models to advance Indigenous participation in BWXT's supply chain.
- Support capacity-building and long-term economic development initiatives for Indigenous groups.



Environmental Stewardship

Overview:

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

Objectives:

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

Actions:

- Analyse existing environmental processes to be more inclusive and valuing of Indigenous Knowledge.
- Provide learning opportunities to employees on Indigenous Knowledge related to the environment and land-based learnings.
- Establish and implement formal engagement processes.
- Pilot processes that include Indigenous Knowledge.



June 2025 Highlights

- Company portal continuously updated with learning resources for employees.
- More comprehensive cultural awareness training launched and available for all Canada employees.
- Internal campaigns launched for National Day of Awareness for Missing and Murdered Indigenous Women, Girls, and Two-Spirit People (MMIWG2S), Moosehide Campaign Day, National Indigenous History Month and National Indigenous Peoples Day. Social media posts shared.
- Indigenous Relations Roadmap Oversight Committee established with ongoing touchpoint meetings.
- Communities and Nations of interest identified.
- Job posting for a dedicated Indigenous Relations role in progress.
- Land acknowledgements for all sites in progress.
- Ongoing meetings and tours with First Nation communities, capacity funding provided.
- Supporting and promoting community Pow Wow events.
- Achieved Phase 3 through the Canadian Council for Indigenous Business (CCIB) Partnership Accreditation in Indigenous Relations (PAIR) program.



Helpful Resources

Links & Glossary

Links:

[BWXT's Indigenous Relations Policy](#)

[BWXT's Commitment Statement](#)

[BWXT's Core Values](#)

[The final report from the Truth and Reconciliation Commission that details the 94 Calls to Action for Truth and Reconciliation](#)

[The principles of learning from the Truth and Reconciliation Commission](#)

Glossary:

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

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

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

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

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

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



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