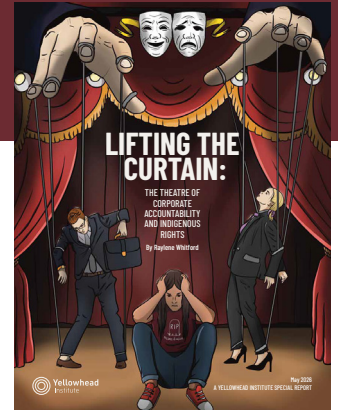


The Canada Company Reconciliation Action Framework 2026: “Building Relationships for a Shared Future”

Drawn from the Yellowhead Special Report, *Lifting the Curtain: The Theatre of Corporate Accountability and Indigenous Rights*, this resource explains the often misleading narratives found in corporate disclosures, demonstrating how companies use these narratives of reconciliation to project accountability, while simultaneously undermining Indigenous jurisdiction.



A MESSAGE FROM PRESIDENT & CEO, JOE SCHMOE

The past several years have reinforced the importance of connection, resilience, and partnership. Across territories where The Canada Company (TCC) operates, Indigenous communities continue to demonstrate **leadership, strength, vision¹...** and resistance, in shaping a sustainable future for generations to come. TCC is proud to support.

At TCC, reconciliation is not a destination – it’s an ongoing journey of **listening, learning, and collaboration²**. For decades, our company has worked alongside Indigenous communities across Canada, supporting economic reconciliation, community investment, cultural awareness, and long(ish)-term relationship building. These relationships remain foundational to how we operate as a leading Canadian institution.

We recognize that reconciliation requires action. It requires industry to create opportunities, deepen understanding, support resilient communities, and to publish reconciliation reports on a near semi-annual basis. So, our work is ongoing. And we **know we do not have all the answers³**. That is why we remain committed to listening carefully to Indigenous voices and strengthening our relationships through transparency, engagement, and mutual respect.

Together, we believe we can help build a stronger future for all Canadians.

Joe Shmoe



President & CEO
The Canada Company

¹ This language sounds collaborative, but lacks clarity. It does not mean that Indigenous communities have authority, consent, or any real decision-making control.

² This language is aspirational and grounded in vague pretensions of humility and benevolence.

³ Implies that Indigenous-Industry relations are complex, confusing, and uncertain. It aims to create a space of impunity where corporate Canada can operate freely in the absence of “answers” (which Indigenous people have already offered but are ignored).



Land Acknowledgement

*TCC acknowledges that our office is located on the traditional territory of **many**⁴ Nations, including the Mississaugas of the Credit, The Anishinaabe, the Chippewa, the Haudenosaunee, Six Nations, Mohawk, Metis, Wendat and Huron peoples. Toronto is covered by Treaty 13 and remains home to many diverse First Nations, Inuit, and Metis communities. **We are thankful**⁵ to be able to live, work, and generate revenue from the vibrant city, and remain committed to values of continued dialogue.*

⁴ This land acknowledgement lacks material accountability – it does not recognize ongoing land dispossession nor the role of the corporation in ongoing colonization and displacement.

⁵ In the spirit of inclusivity, companies strive to include any and all, even if the gesture is wildly inaccurate and actually undermines Indigenous law.



The Canada Company

Reconciliation Action Plan

OUR VISION FOR RECONCILIATION

At TCC, we believe that reconciliation means building respectful, enduring, and mutually beneficial relationships with Indigenous communities across our footprint.

Therefore, we are committed to:

- **Advancing economic opportunities for Indigenous Peoples⁶**
- Supporting indigenous businesses and entrepreneurs
- Increasing Indigenous representation throughout our workforce
- Strengthening cultural awareness across our organization
- Incorporating indigenous perspectives in project planning and environmental stewardship

We recognize Indigenous groups as important stakeholders in the future of sustainable development in Canada. Our approach is grounded in respect, engagement, collaboration, and shared prosperity. As one of **industry's leading supporters⁷** of reconciliation initiatives in Canada, we believe in the power of collaboration while helping to deliver the resources and infrastructure Canadians rely on every day.

⁶ This statement reframes reconciliation as primarily an economic endeavour – often through a charitable lens.

⁷ Here, the corporation self-declares as an industry leader. However, no evaluation, metrics, or Indigenous-led accountability processes exist as accountability mechanisms.



The Canada Company

Reconciliation Action Plan

GOALS for 2026: PUTTING OUR PLANS INTO ACTION

Indigenous Procurement

We will continue expanding opportunities for Indigenous-owned businesses through contracting and supplier partnerships across our operations by **increasing Indigenous procurement spending**⁸. In 2025 alone, we were able to support Indigenous business by purchasing over 3,000 stress balls for our office Christmas party from an Indigenous supplier in Northern Ontario.

Workforce Development

We will build pathways for **Indigenous employment**⁹ in the mining sector through mentorship programs, scholarships, internships, and transition programs. This year, you'll find our outreach booth beside the Canadian Armed Forces at the Toronto Career Expo.

Cultural Awareness & Education

We will implement mandatory reconciliation and cultural awareness training for employees and contractors across the company, aiming for a 100% completion of **annual training modules**¹⁰. Further, we will provide opportunities for employees to celebrate Orange Shirt Day, MMIWG events, and Indigenous Peoples Day.

⁸ Clear targets are hard to find in corporate reporting. On procurement, so too, are explanations for who companies are procuring from – an important point considering the recent evidence that many procurement contracts frequently go to fraudulent Indigenous businesses.

⁹ The real value of Indigenous participation is labour.

¹⁰ A key accomplishment noted in many corporate disclosures is learning for non-Indigenous employees. Though with limited explanation of how this impacts company operations.



The Canada Company

Reconciliation Action Plan

Indigenous Advisory Circle¹¹

We will continue exploring opportunities for Indigenous leadership voices to help guide our reconciliation efforts and strengthen relationships across our operations by hosting quarterly advisory meetings with Indigenous community representatives.

Community Investment

We will support Indigenous-led initiatives focused on youth, education, cultural revitalization, health, and community resilience through a 10 million dollar investment into Indigenous programming through **our Community Futures Program.**¹²

INVESTING IN STRONG COMMUNITIES

The Community Futures Program^{TM 2} allows TCC to support initiatives identified by Indigenous communities as priorities for long(ish)-term wellbeing and resilience. In 2025, TCC:

- Supported more than 200 Indigenous economic reconciliation initiatives
- Awarded scholarships to Indigenous organizations focused on skills training and workforce development

ABOUT THE CANADA COMPANY

For over 70 years, The Canada Company has delivered energy, infrastructure, and resource development projects across Canada and North America.

Guided by our Company ValuesTM of safety, responsibility, collaboration, and integrity, we remain committed to supporting communities, advancing sustainability, and helping build Canada's economic future.

At TCC, reconciliation is part of our long term-term commitment to **responsible development**¹³ and meaningful partnerships.

¹¹Advisory bodies often lack decision-making authority, tend to be ad hoc, and focused on awards, recognizing certain dates, and performative inclusion of culture in the workplace.

¹²Here, corporate philanthropy is presented as evidence of reconciliation, but is really a model of restitution that funnels resources to programs designed and dictated by the company and its own interests.

¹³ This passage speaks to the "public" interest, framing development as inevitable and mutually beneficial and conveys that operations are compatible with reconciliation, even as it may override Indigenous jurisdiction.