



Reconciliation Action Plan



A message from our President and CEO, Denis Thivierge



We firmly believe that all corporate citizens, and each and everyone of us need to take an extra step to make a difference. We are proud to present this Reconciliation Action Plan, which will guide our actions going forward to ensure we achieve our goal to continue to collaborate with Indigenous peoples across Canada.

At CIMA+, we acknowledge the history, diversity of Indigenous Peoples, and their contribution to Canada. We are constantly learning how to do our part to better collaborate to be more inclusive of Indigenous Peoples.

In December 2021, as part of our ESG (Environment, Social, Governance) strategy, we launched this major project of developing a Reconciliation Action Plan. We firmly believe that this plan will allow us to challenge our existing approach and determine how we can continue to do more in terms of understanding and supporting Indigenous communities.

Over the years, we have partnered with various Indigenous Nations across Canada to successfully deliver numerous projects for the creation and maintenance of sustainable communities.

We strive to build strong, respectful, and trusting relationships based on truth with Indigenous partners who have generously shared their knowledge and wisdom with us. We have learned a lot by working with them to achieve common goals.

By implementing a Reconciliation Action Plan, we aim at driving change by building on relationships, respect, and opportunities.



About CIMA+

Founded in 1990 through the merger of three Québec engineering firms with over 30 years of experience, CIMA+ has become one of the largest private consulting engineering firms in Canada, with more than 30 offices from coast to coast.

Goals for Reconciliation

As an organization and as individuals committed to Reconciliation, we recognize the legal and constitutional rights held by Indigenous Peoples. Our ultimate goal at CIMA+ is to foster a better understanding of, and respect for, Indigenous Peoples and communities.

We want this for every person that works with us, including our employees, partners and suppliers. The implementation of our first RAP will help us achieve the following:

1.

Create a safe, ethically-driven workplace that honours the history of Indigenous People to celebrate their culture and traditions.

2.

Advance economic Reconciliation through entrepreneurship in partnership with Indigenous businesses and communities.

3.

Integrate principles of Reconciliation across CIMA+ to establish engagement from all employees to advance Reconciliation.

4.

Create innovative training, partnership, and career development programs to build and strengthen relationships with Indigenous Peoples.

5.

Deliver on our commitment to corporate citizenship by being more inclusive of Indigenous peoples in our projects, processes, and policies.

Our RAP Commitments that will help us achieve these goals are organized into five pillars: Governance, Leadership, & Reporting; People, Employment & Education; Community Relationships & Partnerships; Economic Engagement; Sustainability & Environment.



Governance, leadership & reporting

Action	Details	Target/Goal	Timeline	Owners
Establish RAP Working Group	<p>Establish a working group responsible for overseeing CIMA+'s RAP commitments and implementation of strategies. CIMA+'s RAP WG will be responsible for delivering on RAP commitments throughout the company. The RAP WG will include the following leaders:</p> <ul style="list-style-type: none"> • RAP-WG Chair (National Indigenous Relations role) • Regional Champions (one per region) • HR/ED&I representative • Sustainability Group (CES) representative • Communications representative • Indigenous employee representative 	RAP WG established	2023 – Q2	Strategy Group
Create Internal Leadership Role for Indigenous Relations Champion	Create and hire a National Indigenous Relations Manager or Director role to lead or support Indigenous activities (i.e., projects, outreach).	National Indigenous Relations Manager or Director hired	2023 – Q4	RAP Working Group & HR Group
Build Key Performance Indicators (KPIs) for RAP Efforts/Alignment	Establish KPIs for CIMA+ leaders and employees that tie directly to CIMA+'s RAP efforts and leadership performance.	RAP KPIs established (FY 2022 & 2023)	2023 – Q4	RAP Working Group
Update CIMA+ Indigenous Policy and Share Widely Across the Organization	Update the CIMA+ Indigenous Policy language to include sub-policies that mandate specific RAP activities.	Updated CIMA+ Indigenous policy	2023 – Q3	HR Group
Standardize Approach to Traditional Land Acknowledgements	Develop Traditional Land Acknowledgments for all CIMA+ offices and geographies, as well as creating an employee resource document to understand and emphasize the importance of Land Acknowledgments.	Traditional Land Acknowledgments and employee resource document finalized	2023 – Q4	Marketing Group/ED&I Group
Continue Updating RAP Targets and Commitments	Report on RAP target commitments every two years. Reviewing and refreshing RAP goals and actions.	RAP update report	2025 – Q1	RAP Working Group

People, employment & education

Action	Details	Target/Goal	Timeline	Owners
Communicate Indigenous Cultural Events or Announcements	<p>Communicate existing opportunities and accompanying resources for CIMA+ employees to participate in Indigenous cultural celebration events to advance meaningful and ongoing learning opportunities for Indigenous and non-Indigenous staff. Highlight Indigenous events or important cultural announcements such as:</p> <ul style="list-style-type: none"> • National Indigenous Peoples Day • National day for Truth and Reconciliation • TRC recommendations and the National Inquiry into Missing and Murdered Indigenous Women • Other Indigenous Community events specific to local regions 	All events and announcements are promoted through internal communication channels	2023 – Q3	Marketing Group
Raise Awareness & Encourage Participation	<p>Use communication platforms to promote Indigenous Reconciliation activities and resources, including:</p> <ul style="list-style-type: none"> • Indigenous-hosted town hall • President tours • Webpage on company intranet dedicated to Indigenous relations and RAP target updates • Microsoft Teams Site 	Biannual updates, announcements & events	2023 – Q1	Marketing Group
Establish Internal Indigenous Relations Champions	Determine Indigenous relations advocates within CIMA+ as champions for Reconciliation efforts.	Indigenous Relations champions established	2023 – Q4	RAP Working Group
Deliver Cultural Awareness Training Opportunities	<p>Identify, develop and deliver Indigenous cultural awareness training, and require participation for the following through CAMPUS CIMA+:</p> <ul style="list-style-type: none"> • Executive Committee – Mandatory full day training • All employees –Mandatory online training, retaken every 2 years • New employees –Mandatory onboard training to be included online 	All-staff participate in training	2023 – Q4	HR Group/ ED&I Group

People, employment & education continued...

Action	Details	Target/Goal	Timeline	Owners
Establish Indigenous Employment & Recruiting Strategies	Create a recruiting and hiring strategy that leads to 1% Indigenous employment, including attending career fairs within Indigenous communities and institutions. Continue to re-evaluate hiring targets every year to increase Indigenous representation.	Indigenous hiring strategy created	2027 – Q1	HR Group/ ED&I Group
Create Indigenous Employee Network Circle	Ensure the employee self-identification process allows safe disclosure of Indigenous identity for the purpose of creating an Indigenous employee network circle.	Indigenous employee network circle created	2024 – Q1	HR Group/ ED&I Group
Adapt Management Training Program	Adapt existing leadership development training program to increase representation of Indigenous management-level employees.	Indigenous management training program created	2024 – Q2	HR Group/ ED&I Group

Community relationships & partnerships

Action	Details	Target/Goal	Timeline	Owners
Continue Engaging With Indigenous Communities	Attend community events i.e., BBQ's, open house, cultural events open to the public hosted by Indigenous communities local to CIMA+ operations to build relationships and build Indigenous talent & partner networks.	Include upcoming events in internal news updated and encourage attendance	2023 – Q4	RAP Working Group
Establish Scholarship/ Internship Programs for Indigenous Youth	Establish multi-year investment scholarship programs to support the education of Indigenous youth in STEM.	Multi-year scholarship program committed	2023 – Q4	HR Group
Sponsor Event Promoting Indigenous Inclusion in Sustainable Engineering	Sponsor sustainable engineering and building design with Indigenous inclusion webinar to learn and integrate Indigenous perspectives on sustainable development.	Webinar sponsored and hosted by CIMA+	2024 – Q2	RAP Working Group/ CES Group/ Marketing Group
Establish In-Kind Volunteer Support	Establish opportunities for CIMA+ employees to participate as volunteers for an Indigenous community, Indigenous organizations, Habitat for Humanity on reserve buildings.	Spend 100hrs/ yr volunteering to Indigenous groups	2023 – Q3	CES Group/ RAP Working Group
Build Capacity in Indigenous Communities	Identify community infrastructure projects where there is opportunity to train and mentor local community members on project management and engineering best practices, building capacity in Indigenous communities to participate or lead in future infrastructure projects on their Land.	Review active and backlog project list to identify opportunities	2022 – Q4	RAP Working Group

Economic engagement

Action	Details	Target/Goal	Timeline	Owners
Update Supplier Diversity Code of Conduct	Review CIMA+'s Supplier Diversity Code of Conduct and include Indigenous anti-harassment and anti-racism language.	Supplier diversity revised	2023 – Q3	Finance Group/HR Group
Create a Database on Indigenous Suppliers	Develop a tracking mechanism to collect information on CIMA+'s Indigenous suppliers and contact for future supplier opportunities via the existence of a supplier diversity policy.	Database established	2024 – Q1	Finance Group
Identify Opportunities to Attract New Indigenous Suppliers	Identify CIMA+'s current Indigenous suppliers and conduct feedback sessions to improve experiences and identify ways to attract new Indigenous suppliers. Prioritize Indigenous suppliers or suppliers who commit to Indigenous engagement/Reconciliation in purchasing decision making processes.	Feedback survey released & CIMA+ purchasing processes updated	2024 - Q2	RAP Working Group/ Finance Group
Build New JV Partners With Indigenous Businesses	Develop a strategy that identifies opportunities to include Indigenous businesses in supporting the needs and vision of existing CIMA+ clients.	Create 1 new JV partnership	2024 – Q3	RAP Working Group/ Relevant Sector VP's

Sustainability & environment

Action	Details	Target/Goal	Timeline	Owners
Include Indigenous perspectives in carbon reduction strategy	Complete a scan of local Indigenous-led environmental initiatives that CIMA+ could partner on or financially support	Completed nature-based climate solution project	2024 – Q4	CES Group/ RAP Working Group
Include Indigenous perspectives in waste reduction strategy	Engage Indigenous communities to ensure waste is managed in a way that does not negatively affect resources necessary for food, water, recreation, or ceremonial use (e.g. Create a post on Nation Talk as a call for engagement to review the strategy and relevant policies).	Completed/ updated waste reduction strategy	2024 – Q4	CES Group/ RAP Working Group
Include Indigenous perspectives in climate change vulnerability assessments	Engage Indigenous communities when conducting climate change vulnerability evaluations, in order to account for the disproportionate negative effects of climate change on Indigenous, especially remote, communities.	Updated climate vulnerability assessment protocol	2024 – Q4	CES Group/ RAP Working Group
Ensure land excavation activities are culturally appropriate and considerate	Ensure any artifacts discovered during excavation projects are returned to the proper Indigenous communities.	Updated field protocols/ Indigenous Policy	2023 – Q3	Field Work Employees

Whapmagoostui Cree First Nation

Climate change resilience and partnership with the community

Located at the mouth of the Great Whale River and Hudson Bay, the Cree First Nation of Whapmagoostui are on the front lines when it comes to encountering extreme weather phenomena related to climate change, which are more pronounced in northern regions.

This isolated community of approximately 980 people has been experiencing increasingly frequent episodes of heavy rains in the fall and spring (combined with snow melt). The resulting significant accumulations of runoff water in certain sectors interfere with pedestrian and vehicular mobility, accelerate the deterioration of gravel roads, and damage foundations that are already under severe stress from freeze and thaw cycles. The Cree Nation Government wanted to develop a master drainage plan for the Whapmagoostui community to resolve its storm water management problems. It retained the services of CIMA+ to carry out this work and to propose a comprehensive and customized solution that is well suited to the extreme conditions to which the site is exposed, and that would allow the work to be carried out by the members of the Cree Nation. The design that was retained combines traditional drainage techniques with the use of HDPE pipes to minimize weight and facilitate handling, considering the available workforce and equipment. This reduces both the cost and the carbon footprint associated with the transportation of materials and equipment. Components such as manhole covers and catch basins were selected based on their ruggedness and durability in a severe northern environment. The quantities of all materials were carefully calculated to prevent accumulation of surpluses in the already overburdened dry deposits in the northern region. Climate change was considered in calculating the materials requirements.

The success of this partnership between the CIMA+ team and the Whapmagoostui Cree First Nation is due to the exchange of engineering knowledge and wisdom with this founding people.



Social and Economic Benefits

The project was carried out by a **team of Cree workers** using the equipment on hand. **The production capacity of the Cree team was maximized through continuous support and close guidance by engineering and supervisory teams from CIMA+.** The individual phases were planned to be functional upon completion. The professional staff charged with supervising the construction had to be capable of imparting knowledge related to the installation of components specific to construction of the infrastructure assets. The synergy that developed quickly between the CIMA+ employees and the Cree members of the team was essential to the success of the project. There are long-term social and economic benefits associated with this project. The earnings generated using locally available equipment were reinvested into the purchase of new, higher-performance equipment. The trained workers were able to take part in other projects that were carried out in parallel by contractors seeking local workers. In addition, the project represented an opportunity for the First Nation Cree of Whapmagoostui to demonstrate their ability to carry out works of this kind. In short, the project promoted a local and independent economy that enhanced the quality of life for the entire population within the community. The success of this partnership between the CIMA+ team and the Whapmagoostui Cree First Nation is due to the exchange of engineering knowledge and wisdom with this founding people.





Engineering for **people**

At CIMA+, we strongly believe that engineering exists to improve and advance the lives around us, within our own company and our communities.



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