



Case study



# Indigenous Business Initiative



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Amec Foster Wheeler’s Environment & Infrastructure business introduced the Indigenous Business Initiative (IBI) in 2012, to expand our business through enhanced working relationships with Indigenous groups in Canada. There is a significant Indigenous population in Canada, consisting of First Nations, Métis and Inuit peoples. Indigenous People represent approximately 5% of the total Canadian population and are the fastest-growing segment of Canada’s population. Indigenous People have rights and title that are protected under the Canadian Constitution Act, 1982.

As a company that works where Indigenous People live and have rights, building respectful relationships with affected Indigenous communities and integrating Indigenous People and communities into our project delivery is essential. There are significant business opportunities for Amec Foster Wheeler to work directly for Indigenous groups and for proponents of projects in or near Indigenous communities. The federal government also issues significant set aside projects requiring Indigenous involvement, providing further opportunities for collaboration.

Amec Foster Wheeler has a long history of working for and with Indigenous groups across Canada, and recognises the importance of growing existing relationships, understanding Indigenous concerns throughout our operations, and providing opportunities for

Indigenous participation in projects. Our aim is to become the premier firm in Canada working for and with Indigenous People.

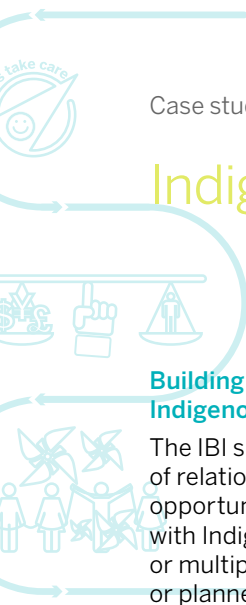
Through the IBI we:

- Seek opportunities to work for and with Indigenous communities and businesses and explore mutually beneficial partnership opportunities.
- Increase the diversity of our staff by increasing the number of Indigenous employees with appropriate technical skills.
- Increase the awareness of Indigenous history, culture, rights and current issues by providing cultural awareness training and knowledge sharing.

Amec Foster Wheeler is committed to achieving sustainability through balancing economic growth, social responsibility and environmental protection. The IBI enhances our

competitive position by building a brand based on our ability to deliver project results where Indigenous communities are involved and/or are the client. The IBI will provide the necessary strategic support and guidance to Amec Foster Wheeler staff, proposals and projects that involve Indigenous People or where clients are Indigenous organisations.

By building awareness and experience at the staff level we create an environment that exemplifies our corporate values and ultimately creates a place where Indigenous People want to work or with whom Indigenous businesses will partner. This, combined with genuine relationship building efforts, can place Amec Foster Wheeler as a company that Indigenous groups or organisations can see working together with and provide proponents with informed strategic guidance.



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## Building relationships with Indigenous groups and businesses

The IBI supports the development of relationships that offer strategic opportunities, such as relationships with Indigenous groups where large or multiple projects are occurring or planned. For example, recently a relationship has been formed with the Mississaugas of the New Credit First Nation. This First Nation would be involved in every project that contemplates or undertakes physical work on the lands or in the waters within their traditional territory. This relationship has established a better understanding of this First Nation's expectations, provided insights for ongoing and future projects, and has resulted in direct projects and strategic support with municipal clients.

The IBI supports the development of relationships with Indigenous businesses that offer strategic opportunities to partner and/or support project commitments. Amec Foster Wheeler continues to develop relationships with over 60 Indigenous businesses across Canada to support our projects. These relationships have resulted in the company securing sub-contracts with Indigenous businesses for a variety of support activities such as clearing and grubbing.

## Cultural awareness training and knowledge sharing

Cultural awareness training and knowledge sharing are critical to the success of the IBI. In 2013 and 2014, Indigenous Cultural Awareness training was delivered to Amec Foster Wheeler staff in lunch and learn sessions. Further training will be delivered based on identified need and changing requirements. To support this, the IBI will be issuing a survey to help us understand the gaps in cultural awareness and needs amongst our senior staff.

Amec Foster Wheeler staff continue to attend events to meet Indigenous representatives, clients and partners and increase our exposure in the market. We recognise that as Indigenous communities build capacity so too do our clients and our teams, as such we strive to learn more about Indigenous history, culture, rights and current issues.

Our involvement and membership in key organisations continues. We are a member of the following organisations:



- Canadian Council for Aboriginal Business (CCAB), an organisation focused on driving business opportunities and advancing corporate social responsibility for the Indigenous community.

## Indigenous Works

- Indigenous Works (formerly the Aboriginal Human Resource Council's Leadership Circle), an organisation whose mandate is to improve the inclusion and engagement of Indigenous People in the Canadian economy.

## Employing Indigenous People

Through our relationship with the Indigenous Works, Amec Foster Wheeler is demonstrating our commitment to Indigenous inclusion in the workplace. Currently, Amec Foster Wheeler has 53 employees who have voluntarily self-identified as Indigenous. This is up from 29 employees in 2014. Efforts will continue to engage key individuals

at universities, Indigenous organisations and local community groups to develop relationships and promote Amec Foster Wheeler as an employer of choice for Indigenous job seekers.

## Working directly for and with Indigenous groups

Amec Foster Wheeler continues to work directly for Indigenous groups and organisations, delivering projects with funding from the Federal Government on reserve land and also assisting numerous clients in meeting their Indigenous engagement requirements and participation goals, particularly for major resource or power projects. In 2015, work with Indigenous clients accounted for almost \$2.0 M in revenue. In addition, work related to Indigenous engagement provided an additional \$2.7 M in revenue.

Amec Foster Wheeler's ability to offer services related to Indigenous engagement is an important component of our complete service offering that helps to differentiate our company in the market place. The adequacy of Indigenous community consultation by our clients and Amec Foster Wheeler is increasingly under scrutiny. Many project proponents expect Indigenous participation at all project phases and this participation itself is evolving from basic consultation regarding priorities, concerns and employment to shared visions of the project, active participation in regulatory processes, and economic development opportunities including shared ownership of investments. At the same time, Indigenous communities are having increasing expectations about their level of participation in development and regulatory processes and the weight that their voice carries in government decisions.