



ANNUAL REPORT 2022/23

**NURTURING A GROWING
COMMUNITY OF PRACTICE FOR
INDIGENOUS INCLUSION
IN THE CANADIAN ECONOMY**

July 12, 2023

 **Indigenous Works**

TABLE OF CONTENTS

Executive Highlights	3
Leadership Circle For Indigenous Inclusion Membership	4
Indigenous Works Expanded Consulting Services	5
Growing an Indigenous Banking and Financial Sector	6
Luminary	7
Speaking Engagements and Promotional Activities	10
DreamMakers Summit	11
National Indigenous Economic Strategy	12
Other Achievements	13
Concluding Commentary	13
Board Members	14
Staff Members	15



EXECUTIVE HIGHLIGHTS

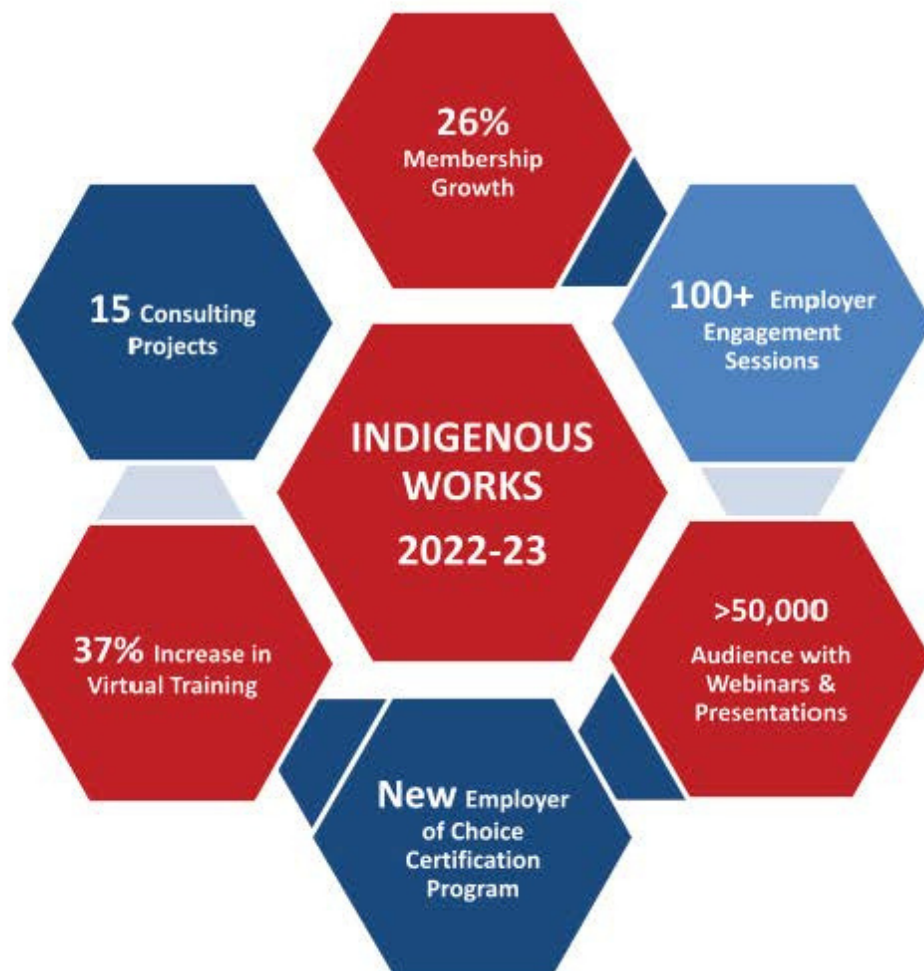
- Indigenous Works (IW) achieved significant gains in many of its business lines this year. Fiscal 2022-2023 achieved strong financial success and impacts working with Indigenous organizations, businesses, and government. Improved services and value for the Leadership Circle for Indigenous Inclusion membership with a 120% increase in attendance at our monthly webinar series, training and presentations reaching more than 50,000 people.
- Launched the first DreamMakers Summit in partnership with the Canadian Center for Diversity and Inclusion (CCDI) designed for employers who are joint members of both organizations seeking to advance their Indigenous employment, engagement and inclusion strategies.
- Achieved new strides in consulting and advisory services shaping organizational strategy and policy for Indigenous employment and workplace Inclusion.
- Following the completion of the 2021 Strategy for Luminary Indigenous Innovation in 2022, we initiated Indigenous Innovation Forums with the Bob Gaglardi School of Business and Economics - Thompson Rivers University, Rowe School of Business - Dalhousie University and Edwards School of Business - University of Saskatchewan. From this collaboration, we developed an innovative concept to 'Build an Indigenous Seaweed Industry for Canada.'
- Completed the Luminary Dialogue on First Nations On-Reserve Housing and Infrastructure.
- In partnership with the Canadian Human Rights Commission completed a two-year project 'Innovation in Indigenous Employment and Workplace Inclusion Strategies in the Canadian Banking and Financial Sector' with over 100 banking and financial services participating.
- Completed its two-year project 'Current Profile and Innovation Plan for the Indigenous Agriculture and Agri-Food Sector'; this project uncovered the potential to generate new employment and business opportunities in Canada.
- We participated and collaborated in the development of the first National Indigenous Economic Strategy (NIES) the first of its kind created by Indigenous organizations and leaders.
- Several new design elements for Indigenous Works including a new website and resources and the implementation of the "Employer Partner Community" to replace the old Leadership Circle membership structure.

This was a successful year for Indigenous Works with new opportunities to further grow our reach and provide a foundation for engaging more employers in our shared mandate to increase Indigenous engagement in the economy.

LEADERSHIP CIRCLE FOR INDIGENOUS INCLUSION UPDATE

Improved support for IW Membership program results in growth & positive reviews

- Hired Nicole Huska as the new National Director of Member Relations.
- Hired Terra Kerani MacPhail as the new Director of Sales, Marketing and Partnerships.
- Started to create an exclusive Member Portal on a new website.
- Partnership with Canadian Centre for Diversity and Inclusion (CCDI), extended reach, training and memberships.
- Partnerships with provincial human resource associations, ie. HRP, CPHR AB, SK, BC/Yukon, NS.
- Increased audience and participation in monthly information webinars.
- Increased usage of job board facilities.
- Increased Leadership Circle membership by 26% to ninety-six 96 members.



MEMBER TESTIMONIAL

“An important and first step towards reconciliation is addressing our collective knowledge gap on the histories of First Nations, Inuit, and Métis peoples in Canada. From learning more about Project Surname in the north to the Supreme Court of Canada’s historic Tsilhqot’in Nation land claim ruling in B.C. to the significance of land acknowledgements, this insightful webinar showed us how to form full partnerships, mutual respect, and mutual recognition with Indigenous communities where we live and work.”

Matilda Miranda, Manager, Sustainability and Diversity, Equity, and Inclusion, and D&I Council Chair, Holt Renfrew Canada

INDIGENOUS WORKS EXPANDED CONSULTING SERVICES

More than thirty clients and employer partners worked with Indigenous Works to develop employment and inclusion policies and strategies. Some examples include:

- Natural Resources Canada
- Procter and Gamble
- Newmont Gold
- Hydro One
- Shaw
- Anishinabek Employment and Training Services
- Canadian Broadcasting Corporation (CBC)
- Travel Alberta
- Canadian Energy and Pipelines Association (CEPA) Foundation

Indigenous Works conducted its largest-ever workplace inclusion baseline assessment survey and comprehensive report with CBC, interviewing 89 people in 12 sessions held across the country.

Newmont Gold commissioned both an Indigenous employment strategy and a review of its Indigenous procurement systems.

Hydro One contracted Indigenous Works to complete an Indigenous employment systems review and strategy.

GROWING INDIGENOUS EMPLOYMENT IN THE BANKING AND FINANCIAL SECTOR

This project by Indigenous Works began with the Canadian Human Rights Commission's (CHRC's) 2020 Horizontal Audit of the banking and financial sector. The audit identified barriers to increasing the representation of Indigenous peoples in this sector's labour force and examined how technology can be used to develop innovative tools for Indigenous employers and job/career seekers. Indigenous Works facilitated dialogues and research in this project. Three dialogues were held as part of a series 'Banking on the Future - A Discussion About Indigenous Employment in the Banking and Financial Sector'. Indigenous Works also reached out to post-secondary researchers to explore areas of research in the Indigenous employment and human resource area.

In the dialogues, we analyzed and received feedback on the key issues which are contributing to the status of Indigenous employment in the banking and financial sector. Indigenous Works proposed that a centralized and dedicated virtual platform could be built to facilitate connections between the demand and supply sides of the banking and financial sector labour market. Our report explores the features of this platform which could act as a resource for employers and Indigenous career candidates.

CHRC TESTIMONIAL

"The Canadian Human Rights Commission was proud to collaborate with Indigenous Works to facilitate this research study. We believe this research will advance a clearer understanding of the kinds of employment barriers that Indigenous peoples encounter across Canada's banking and financial sector. We hope that this work will help inform systemic change so that Canada's banks and financial institutions can foster, recruit and retain talented and diverse Indigenous employees."

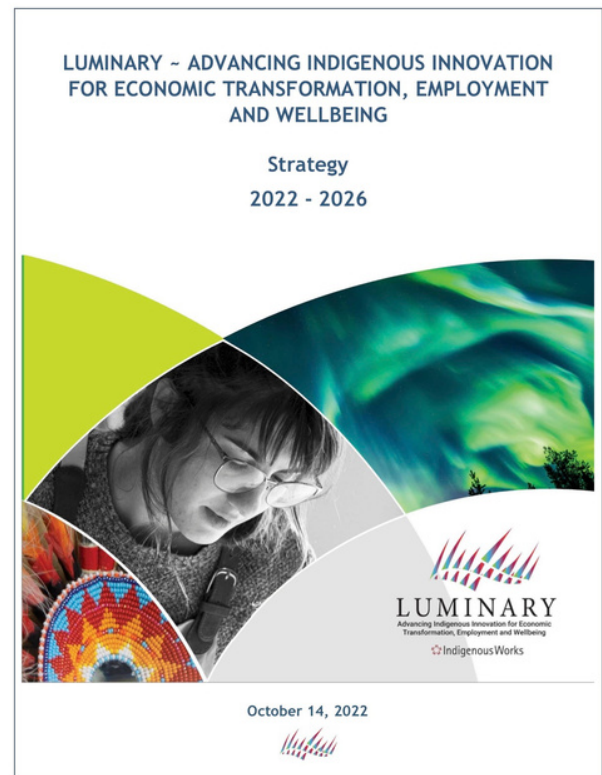
Susan Butchart, Manager - Policy,
Canadian Human Rights Commission



LUMINARY - INDIGENOUS INNOVATION STRATEGY

Luminary is the name that Indigenous Works has given its six-year initiative to design and implement an Indigenous Innovation Strategy and Plan leading to economic transformation, employment, and well-being. Luminary is developing strategies to advance Indigenous-led research collaborations and innovations.

- 150+ partners engaged in the Luminary Dialogue, launched in March 2021. Eight discussion themes created the building blocks of an enhanced Indigenous research and innovation ecosystem. In 2022 we initiated some project work with funding support from INTACT and Kocihta.
- Following the completion of the 2021 Strategy for Luminary Indigenous Innovation in 2022, we initiated Indigenous Innovation Forums with the Bob Gaglardi School of Business and Economics - Thompson Rivers University, Rowe School of Business - Dalhousie University and Edwards School of Business - University of Saskatchewan. From this collaboration, we developed an innovative concept to 'Build an Indigenous Seaweed Industry for Canada.'
- Research continued with the University of Regina and The Toronto Metropolitan University (formerly Ryerson) conducting first-ever national sharing circles with Indigenous graduate students to identify pathways to careers in research.
- Luminary was one of thirty-five applicants that were successful in developing a Letter of Intent to Innovation, Science and Economic Development Canada's (ISED) Strategic Science Fund. We were one of 35 organizations invited to the full application stage and we are the only Indigenous organization selected. The successful applications will be notified in the latter part of 2023 with funding commencing in 2024.

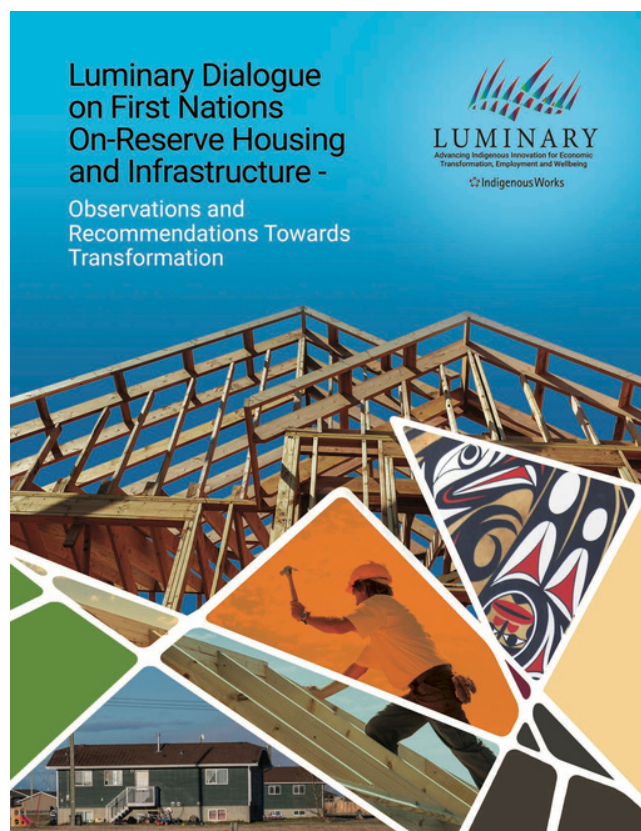


LUMINARY DIALOGUE ON FIRST NATIONS ON-RESERVE HOUSING AND INFRASTRUCTURE

This collection of papers commissioned and prepared by Indigenous Works' Luminary team and First Nations partner organizations is intended to inform and further stimulate discussion about the need for policy and program transformations that support and enable the transfer of authority and responsibility for on-reserve housing and infrastructure from the Government of Canada to First Nations.

The collection includes foundational papers that inform on policy design and scope and subject matter papers focused primarily on innovative ways of growing the sustainable capital needed to support the design and construction of future generations of housing and infrastructure on-reserve and the essential capacities to manage this new responsibility.

This Luminary Summary Paper compiles observations and recommendations that identify the policy and program innovations and transformations that will be needed as First Nations and government seek to implement the details of the Housing and Infrastructure Reform Agenda and transfer. The summary and companion papers demonstrate the value of convening partners and perspectives to develop a differentiated approach to the subject matter themes selected. The papers examine the extraordinary potential to unlock many new opportunities for First Nations in their goals toward nation-building, economic development, and well-being and to secure adequate housing and infrastructure to meet the future needs of communities and a growing population. The ideas explored in this collection of papers share many parallel and compatible views with those expressed in the 2022 National Indigenous Economic Strategy.



A CURRENT PROFILE AND INNOVATION PLAN FOR THE INDIGENOUS AGRICULTURE AND AGRI-FOOD SECTOR

Indigenous Works recently completed a two-year project on Indigenous opportunities in the Agriculture and Agrifood sector.

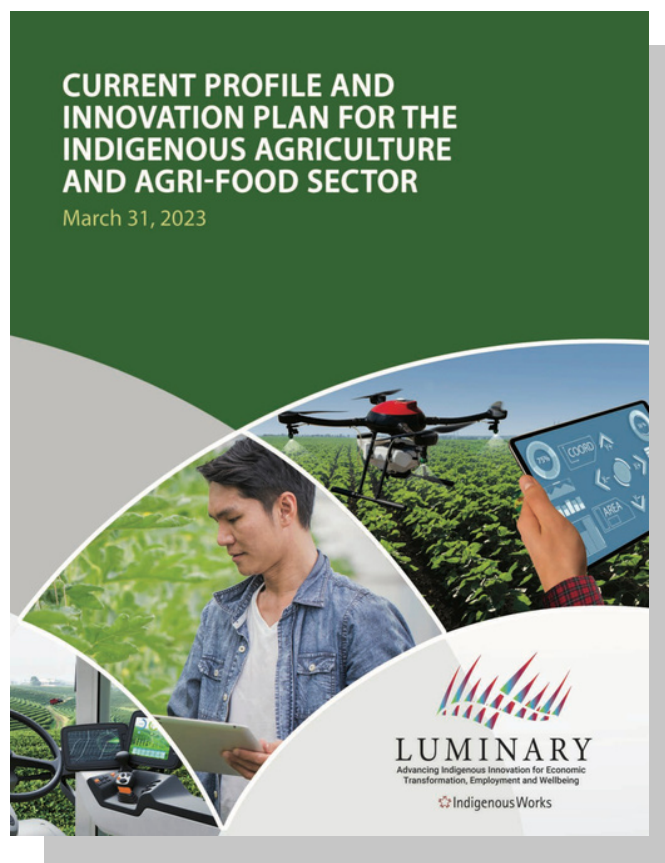
Luminary works with its 150+ partners to close the research gap between Indigenous business and community economic priorities and post-secondary research institutions. This project in the agriculture and agri-food sector was the first by Luminary to focus on a specific sector of the Indigenous economy.

Fifteen recommendations are provided in the report. There are two kinds of recommendations, the first focuses on general development initiatives which will benefit the agriculture and agri-food sector. The second set of recommendations focuses on ways of increasing Indigenous-led research and commercial innovation partnerships.

TESTIMONIAL

“Farm Credit Corporation was pleased to be a partner in this important Indigenous agriculture project. We understand and support the enormous potential that the Indigenous Agri-food sector can generate in terms of jobs, economic growth and innovation for Canada.”

Shaun Soonias, Director of Indigenous Relations, Farm Credit Corporation of Canada (FCC)



SPEAKING ENGAGEMENTS AND PROMOTIONAL ACTIVITIES

Keynote addresses and Speaking engagements

IW conducted over 50 keynote addresses, speaking engagements, presentations and training events. Here are some examples:

- Canadian Society of Association Executives (CSAE) Keynote address
- Canadian Professional Human Resource Association BC and CPHR-SK keynote addresses
- Japan Chamber of Commerce – Indigenous Panel presentation
- BAYER: Fireside Chat with Alok Kanti, President at Bayer, and Kelly Lendsay
- World Indigenous Research and Education Conference: Luminary presentation
- Irving Oil Global Employee Presentation
- Desautels Business School, McGill University
- Indigenous Agribusiness Conference

Presentations, Training and Special Events

- Understanding Indigenous Inclusion and Workplace Engagement Strategies, Corrections Services Canada
- Indigenous Engagement and Partnership Approaches: Canadian Professional Human Resource Association Provincial Presidents and National Body
- Decreasing Barriers to STEM: Innovation, Science & Economic Development (ISED)
- “Indigenous Engagement Strategies”, International Foundation for Employee Benefit Program, San Juan Puerto Rico
- Toronto Chamber Economic Development Conference: “The Talent Pursuit”, Toronto
- “Indigenous Innovation and Business Schools”, The Business Schools Deans of Canada of Conference, Calgary AB

TRAINING TESTIMONIAL

“It was a wonderful session. Indigenous Works (Kelly) went above and beyond all. We have had tremendous feedback and now we can reach over a thousand employees this May and September with a fresh message and approach to Indigenous workplace inclusion.”

Erin Laverdure, Administrative Officer, National Employment Equity Diversity Committee (EEDC), Correctional Service Canada

Presentations, Training and Special Events continued

- “The Indigenous Advantage”, Canadian Council of Small Business Conference
- “The Indigenous Innovation Advantage” Canadian Institutes and Colleges, Quebec City
- Association Search Executives of Canada, “Fireside Chat”
- Indigenous Institutes Consortium: “Labour Markets and Innovation”, Ottawa ON
- Sprott School of Business: Panelist on Education Excellence, Ottawa ON
- LEDOR: C-Suite and Board – ESG and Indigenous Engagement
- Marriott Hotels Staff Training, “Indigenous 101 and Employer Engagement”, Ottawa
- EMCO National Training Session: “Understanding Decolonization and Indigenous Engagement Today
- Cargill: National Keynote Address: Indigenous Advantage
- RBC National Forum: Indigenous Panel
- Dalhousie University, “Luminary Indigenous Innovation”, Halifax NS
- Atlantic Schools Business Conference, Halifax NS
- International Foundation for Employee Benefits Keynote Address, Ottawa ON
- Canadian Hotel Food Association National Conference, Workshop, Vancouver BC
- Forestry Product Association of Canada: Indigenous Engagement Strategies

DREAMMAKERS SUMMIT 2022

In partnership with Canadian Centre for Diversity and Inclusion (CCDI) presented a half day session to members of both Indigenous Works and CCDI. This new collaboration between the two diversity and inclusion organizations has created a new level of awareness amongst CCDI Employer Partners about Indigenous inclusion strategies. We developed five case studies and showcased both employers and Indigenous employees. The DreamMakers Summit as great success and will continue in December 2023.

CCDI TESTIMONIAL

“Canadian Centre for Diversity and Inclusion (CCDI) is very pleased to be in a strategic partnership with Indigenous Works to address the Indigenous challenges and opportunities in the DEI space. Together in 2022, we launched the DreamMakers Council comprised of organizations that are employer partners of CCDI and IW. Our first virtual DreamMakers Summit was an amazing event; with over 40 organizations represented. We addressed the most pressing challenges facing DEI and HR leaders in their efforts to grow their Indigenous workplace inclusion knowledge, strategies and systems in an increasingly complex labour market eco-system.”

Anne-Marie Pham, Executive Director, Canadian Centre for Diversity and Inclusion

INDIGENOUS ECONOMIC DEVELOPMENT STRATEGY LAUNCHED IN JUNE 2022

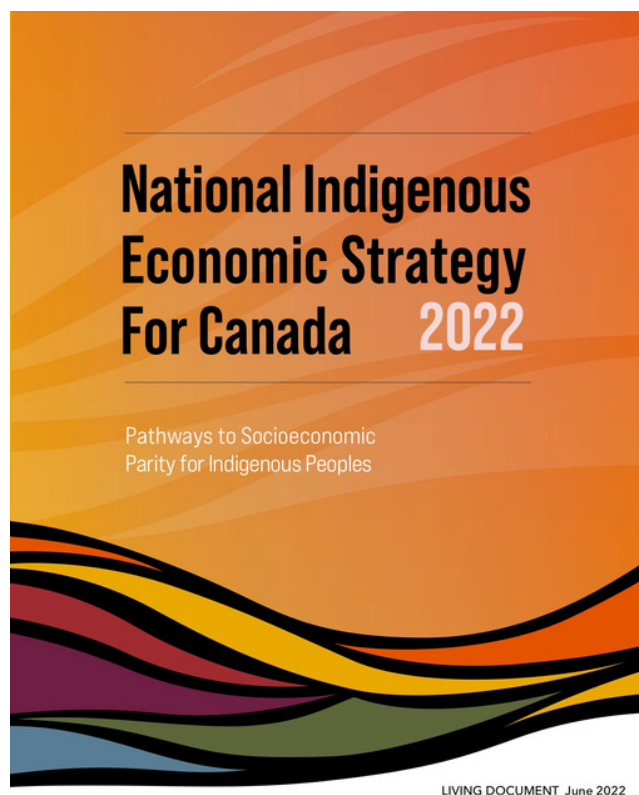
Indigenous Works was one of five national Indigenous organizations that participated with the National Indigenous Economic Development Board in the development of a new National Indigenous Economic Strategy which was developed in 2021/22 and released in June 2022.

- The strategy includes 107 Calls to Economic Prosperity, which is intended to help guide the country to a more prosperous and equitable future.
- In 2020 the Organization for Economic Co-operation and Development (OECD), a group with 38 member countries, released a report stating Canada should have an Indigenous strategy.
- IW President and CEO attended 38 meetings along with 7 other national Indigenous leaders to co-develop the strategy, providing input and expertise on the four pathways which define the strategy: People, Lands, Infrastructure, and Finance. The NIES was affirmed with over Indigenous organizations. Visit niestrategy.ca for more information and to download the report in English, French or Inuktitut.

NIES TESTIMONIAL

“This is an opportunity for governments and the business sector to truly advance reconciliation, in a tangible way. Reconciliation will be achievable when we embrace and foster a new era of Indigenous economic inclusion and wealth creation. This strategy shows a way to that goal, that not only benefits Indigenous peoples, but all Canadians.”

Dawn Madhabee Leach,
Chair - National Indigenous Economic
Development Board



OTHER ACHIEVEMENTS DURING 2022/23

- Continued excellence in finance and administration
- Effective board of directors' performance and governance
- Strong financial stewardship and orderly financial audit
- Annual ISO re-certification approved
- Continued promotion and social media presence:

1. LinkedIn: 40,715 reach
2. Facebook: 8,000 followers
3. Twitter: 975 followers
4. YouTube: 3,220 views

CONCLUDING COMMENTARY

In 2022, Indigenous Works had a number of new achievements, experienced growth and established a number of foundational programs. We are starting 2023 with a renewed strategic focus on building a community of practice for Indigenous Inclusion helping Employer Partners (EPs) design their knowledge capital, strategies and competencies to become employers of choice. IW's Employer of Choice will provide EPs with a roadmap. Our new website includes an exclusive portal for EPs to garner and share resources, ideas and strategies.

As we look ahead into 2024, we will be celebrating our 25th Anniversary. Indigenous Works since its incorporation in 1999. We are inviting everyone to join us Oct 6-8, 2024 in Nanaimo BC for the *Inclusion Works* National Conference and Anniversary celebration.

We will leverage the developmental work completed by Luminary this year while continuing to expand our employment and inclusion services. There are new strategic relationships emerging among our 150 Luminary Charter Partners and in particular the Business Schools in Canada. Partnerships have been developed with Indigenous coastal organizations, research institutions, and others to develop innovative opportunities for seaweed and related product growth.

BOARD MEMBERS

During Fiscal 2021-2022 the following served on Indigenous Works' Board of Directors.

- Pat Baxter (Co-chair), Consultant
- Stephen Lindley (Co-chair), Consultant
- Andrea Allen, Director of Indigenous Relations, New Brunswick Power*
- Ken Bell, Vice President, Strategic Planning, Syncrude
- Carolann Brewer, Commissioner, BC Utilities Commission
- Trevor Gladue, Director, Indigenous Strategic Initiatives, Civeo
- Trevor Ives, CEO, Peter Ballantyne Group of Companies
- Jonathan Davey, National Director Aboriginal Financial Services, Scotiabank
- Kelly Lendsay, President & CEO, Indigenous Works
- Shaun Soonias, Director, Indigenous Relations, Farm Credit Canada
- Grant Simons, President, RBC Automotive Finance, RBC Financial Group*

*Andrea Allen, Director of Indigenous Relations, at New Brunswick Power was succeeded by Jesse Perley, Director and Senior Specialist, First Nations Affairs at New Brunswick Power in February 2022.

*Commencing 2022/23 Shawn MacDonald succeeds Grant Simons. Shawn is responsible for leading RBC's commercial and small business team across the Manitoba, Saskatchewan, and Northwestern Ontario Region.

STAFF MEMBERS

Subash Biswal, CPA, CGA – Chief Financial and Business Development Officer

Craig Hall, MBA – Chief Operating Officer

Kelly Lendsay, MBA, ICD.D – President and CEO

Nicole Huska – National Director Member Relations

Terra Kerani MacPhail – Director of Sales, Marketing and Partnerships


Adam Poitras – Web and IT Manager

Paula Sawyer – Administration Coordinator

Rudy Rehn – Project Accountant

TRAINING AND CONSULTING ASSOCIATES

Indigenous Works has a cohort of six specialized professionals from across Canada engaged in the delivery of IW's training and consulting services.



**INDIGENOUS WORKS
#2-2510 JASPER AVENUE,
SASKATOON, SASKATCHEWAN
S7J 2K2**

**INDIGENOUSWORKS.CA
306.956.5360**