

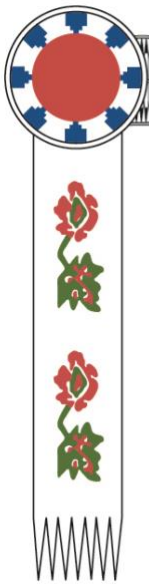
Resource Development Sector Barriers and Opportunities

**Summary of the Findings of the Corporate
Environmental Scan, Literature Review and Survey**



Prepared by: The Native Women's Association of Canada

February 2015



Native Women's Association of Canada

The Native Women's Association of Canada (NWAC) is founded on the collective goal to enhance, promote, and foster the social, economic, cultural and political well-being of First Nations, Métis, and Inuit women within First Nation, Métis, and Inuit Canadian societies. As a national organization representing Aboriginal women since 1974, NWAC's mandate is to achieve equality for all Aboriginal women in Canada.

The Native Women's Association of Canada would like to acknowledge contributions from the resource development company representatives that responded to the Barriers and Opportunities in the Resource Development Sector (BORDS) Survey.

The Native Women's Association of Canada would also like to acknowledge contributions from Aboriginal Affairs and Northern Development Canada (AANDC) for this project.

Canada

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Introduction

According to the federal government's Action Plan, the energy, mining and forestry industries provide over \$30 billion a year in revenue to governments. About 950,000 Canadians currently work in natural resource sectors. Another 850,000 in every province and territory work in industries that service the sector. In total the sector represents ten (10) percent of all jobs in Canada.

Natural resources jobs are in every part of Canada from coast to coast to coast — in rural communities, in the North and in Aboriginal communities. Today, more than 30,000 Aboriginal people work in energy, mining, and forestry jobs throughout Canada. It is the leading private sector employer of Aboriginal people.

The Canadian Chamber of Commerce has reported that by the year 2020, Canada will be short one million workers in natural resources. The Native Women's Association of Canada (NWAC) believes that Aboriginal women can play integral roles in this industry by filling the growing need for skilled workers in the sector. For this to happen, employers in the industry must be made aware that with proper training and environments that are supportive, Aboriginal women can fill these labour shortages. In addition, Aboriginal women need to be made of aware of these non-traditional employment opportunities so that they can become active participants in this sector.

To ensure that Aboriginal women are considered for these economic opportunities, NWAC has acted as a lead facilitator in this engagement process by initiating a project entitled, **The Barriers and Opportunities in the Resource Development Sector (BORDS)**.

Background

In September of 2014, NWAC received funding from the department of Aboriginal Affairs and Northern Development Canada (AANDC). The purpose of this project was to identify barriers and opportunities in the resource development sector by conducting:

- An environmental scan and literature review of the Aboriginal activities of companies in the resource development sector;
- An online survey of Aboriginal women's perceptions of the barriers and opportunities in the sector; and

"In 2013, natural resource exports totalled \$235 billion. There are also hundreds of major resource projects currently underway or planned over the next ten years, worth approximately \$675 billion in investment."

- Energy and Mines Minister
Conference, August 2014

- An online survey of resource development companies' perceptions of the barriers and opportunities in doing business with Aboriginal people and the employment of Aboriginal women in jobs associated with the industry.

It was anticipated that these documents would form the foundation for an informal engagement session to be held with Aboriginal women and resource sector corporate leaders. The intent of this engagement session would open the dialogue on how the socio-economic well-being of Aboriginal women can be improved by projects within the resource development sector.

The following environmental scan and survey was conducted for the purpose of the BORDS project. The intent of this environmental scan and survey was to determine and identify:

- Barriers resource development companies are experiencing in doing business or hiring Aboriginal peoples with a focus on women;
- Opportunities in the resource development sector for employing or improving the well-being of Aboriginal women and their communities;
- Companies involved in resource development projects;
- What has been done to help Aboriginal women participate in these projects;
- The impacts of resource development on Aboriginal women; and
- The types of training that will ensure Aboriginal women's participation in these projects.

The ultimate goal of this project is to develop programs and policies that will ensure Aboriginal women's participation in major resource development projects. In addition, it is anticipated that the project will assist NWAC in developing partnerships with resource development companies to:

- Build a bridge to link Aboriginal women to these employment opportunities;
- Ensure the safety and security of Aboriginal women and their children;
- Dispel the stereotypes and myths associated with these economic development projects; and
- Work with resource development companies to alleviate or eliminate the barriers associated with the employment of Aboriginal women.

By supporting Aboriginal community and business participation in resource development projects, NWAC seeks to enhance the economic well-being of Aboriginal women. To supplement this environmental scan, NWAC has developed two surveys. The first survey was directed at Aboriginal women, and the second survey was geared toward resource development companies. The results of the corporate survey will be rolled into this report. The results of the Aboriginal women's survey will be included in another report and will be used to identify how Aboriginal women view the barriers and opportunities within the sector.

It is anticipated that the information gathered through the research will guide NWAC and the resource sector leadership in the next phase of the BORDS project, namely the discussion. This report covers the methodology and findings of the environmental scan and the corporate survey.

Methodology

The first step utilized in determining the barriers and opportunities in the resource development sector was to establish which companies are actively engaging with Aboriginal communities, and in what manner. For this environmental scan, the term *resource development sector* referred to organizations, corporations, and projects operating in the oil and natural gas, mining, forestry, and energy sectors. These companies included Canadian-owned and Crown Corporations, as well as organizations originating from outside the country.

To round out this scan, a literature review was also conducted. The purpose of this literature review was to assist in identifying the barriers and economic opportunities which are experienced by the corporate sector. It was also completed to ensure that the online surveys were developed to compliment the research.

In order to determine which companies were active in resource development projects in Canada, the researcher began compiling lists from the Ministry of Natural Resources Canada (NRC) website and various resource development association websites. The NRC site also provided a map of all project sites from every province, which was valuable in the process of identifying companies. By utilizing the websites and documents, the researcher reviewed the policies, agreements, mandates, and initiatives of over eighty-five (85) resource development companies. The associations referenced for their membership lists included:

- Forest Products Association of Canada (<http://www.fpac.ca/index.php/en/>)
- Canadian Hydropower Association (<https://canadahydro.ca/>)
- The Mining Association of Canada (<http://mining.ca/>)
- Natural Resources Canada (http://www2.nrcan.gc.ca/mms/map-carte/MiningProjects_cartovista-eng.html)
- The Canadian Association of Petroleum Producers (<http://www.capp.ca/Pages/default.aspx>)

The information garnered from the resource development associations proved to be extremely beneficial, as extensive lists of all corporations operating in Canada were available through them. Many of the corporations listed their mandates online, and these sections were evaluated for sections on Aboriginal partnerships and relations, training programs, community agreements, impact benefit agreements (IBA) and scholarships and bursaries.

At this point in the research, it became evident that it was necessary to segment the lists and develop a subjective rating scale. This subjective rating scale was developed to divide the resource

development companies according to their level of involvement with Aboriginal communities or organizations as indicated on their websites. After reviewing each company, they were then assigned an interest level rating based on the degree of their involvement with Aboriginal communities. The levels of involvement were then placed into categories of primary, secondary, and tertiary, where:

- The **Primary Interest Level** was assigned to companies that demonstrated a very high level of engagement. These companies had enthusiastic Aboriginal partnership mandates, which included corporate Aboriginal leadership, education programs, and community development initiatives. Most importantly, these organizations had pre-employment training programs specifically for Aboriginal people or women.
- The **Secondary Interest Level** was given to companies that demonstrated a moderate degree of engagement. These included companies that had both Aboriginal relations policies and programs, such as partnerships with Aboriginal businesses, scholarships, or workshops and career fairs. These companies lacked corporate Aboriginal representation or specific training/employment programs.
- The **Tertiary Interest Level** had a very small degree of involvement with Aboriginal communities. Their mandate may have included a section on responsibility towards the environment and Aboriginal people, but lacked specific initiatives beyond land agreements, Impact Benefit Agreements (IBAs), and the government-mandated duty to consult. They may have had programs and policies geared towards Aboriginal people, but not to the extent of the criteria assigned to secondary interest level companies.

To cite the information that was evaluated, company links were compiled in a list on the environmental scan and can be found in Appendix A. Each company's Aboriginal relations, initiatives, programs and policies have been made available through these links as justification for their interest levels. Companies that had no policies listed on their websites relating to Aboriginal people were not assigned interest levels.

Once all companies had been assigned interest levels, conclusions were drawn from the environmental scan and connected to the potential role Aboriginal women can play in the resource development sector. To further round out this research, an internet search was performed on the subject of Aboriginal women in resource development and the labour market. This internet research was conducted through Google Scholar and Google. Keywords such as:

- Aboriginal women in mining;
- Native women in natural resources;
- Aboriginal women and economic development in the resource sector;
- Aboriginal labour market and the resource development sector;
- Barriers and opportunities experienced by resource development companies;
- Barriers preventing Aboriginal women from participating in the resource development sector; and

- Opportunities for Aboriginal women in the resource development sector.

These keyword searches provided documents which could be utilized in the study and further clarify the barriers and opportunities the resource development sector companies were experiencing in the employment or conducting of business with Aboriginal communities.

The keyword searches provided sources in the form of online articles, research reports, and roundtable summaries. These documents were then used in conjunction with information gathered from resource development company websites to further explore the barriers and opportunities to Aboriginal employment and participation in the resource development sector. From there, recommendations as to how a bridge can be built to link Aboriginal women and employment, business, and training opportunities in the industry were made. All of the sources used were then compiled in a bibliography, which supplemented the research done on current resource development sector programs and policies. The bibliography can be found in Appendix B.

To further expand the information collected, an online survey was developed using the research from the literature and website review. The information gathered from each review was used to guide the creation of questions based on the barriers and opportunities revealed. This survey link was distributed to various resource development companies through a number of pathways. Social media outlets such as Facebook and Twitter were used to circulate the survey, as well as business-oriented networking sites like LinkedIn. In addition, when NWAC representatives attended the Canadian Aboriginal Minerals Association's (CAMA) 2014 conference, business cards with the questionnaire link were given to resource development company delegates. A copy of this survey can be found in Appendix C.

Challenges and Limitations

During the internet environmental scan, a few challenges arose throughout the process of identifying and evaluating websites and sources. Firstly, due to the wide number of companies with multiple subsidiaries and partnerships, it became difficult to discern their level of overall involvement. Many parent corporation websites did not incorporate information on their Aboriginal programs and policies, and these details were only available through their subsidiary websites. This limitation was worsened because many of the parent corporations did not list their subsidiaries or other industries in which they operated on their website, making it difficult to make connections back to the original stakeholders. Furthermore, many companies engaged in partnerships with another company to develop a project. For example, the Diavik Diamond Mine is operated by Diavik Diamond Mines Inc., a subsidiary of Rio Tinto, in partnership with Dominion Diamond Corporation. With so many different names running one project, it was difficult to navigate the involvement of each company.

Secondly, many partnerships, contracts, and Impact Benefit Agreements (IBAs) are kept confidential and not available to the public. An IBA is a formal contract between a company and an Aboriginal community that outlines the responsibilities, commitments, and shared benefits of an operation or project. They provide important information relevant to this research on the nature of the relationship between each party. Unfortunately, these transactions between resource development companies and Aboriginal groups may occur behind the scenes and go unreported.

Additionally, not all companies disclosed their programs and policies through their website, and information was only available upon closer review of documents or studies published by other organizations. This made it challenging to make connections between holding companies (companies that own other companies) and their branched operations, and thus interfered with the process of assessing Aboriginal engagement and later assigning interest levels. Without access to this information, we are limited in the conclusions that we can draw about the resource development company's involvement with Aboriginal communities and the associated barriers to participation.

Another methodological limitation was gauging Aboriginal involvement when researching companies of varying sizes. Companies in the resource development sector came in many sizes, ranges and scopes. There were some projects only employing twenty individuals, while others may involve hundreds of workers in many locations, thus impacts vary. It became challenging to compare companies of dramatically different sizes when assigning interest levels.

The dissemination of the survey presented another challenge when the time came to reach out to resource development companies. With the advent of Canada's new Anti-Spam Legislation in July 2014, the channels through which the survey was able to be deployed became restricted to social media, word-of-mouth, and NWAC advertising at conferences. This bill limits all businesses and organizations, including not-for-profit organizations, from sending e-mails regarding their products unless their members or customers have explicitly consented. Because the **Barriers and Opportunities in the Resource Development Sector** survey could be considered a product created by NWAC, the researcher was barred from simply sending an e-mail to company employees.

Summary of Findings and Results

Environmental Scan

Using the internet to identify companies in the resource sector proved to be difficult since many of the corporations have inter-related companies operating as subsidiaries. Many of the major corporations also operated companies in a broad spectrum of resource development initiatives, and there are numerous smaller/junior companies operating within Canada. In addition, in the forestry industry there are many small Aboriginal companies which are operating in Canada.

Of the eighty-five (85) companies evaluated in the environmental scan, only twenty (20) or 25% claimed that Aboriginal engagement was a priority beyond the government-mandated duty to consult. For the purpose of this project, *Aboriginal engagement* is defined as meaningful actions or intentions involving Aboriginal communities or people, such as:

- Business contracts;
- Employment and training programs;
- Partnerships and agreements;
- Wage subsidies;
- Donations;
- Bursaries and scholarships; and
- Aboriginal corporate representation.

On closer examination of these companies, it was revealed that only eleven (11) received the primary interest level based on their active level of engagement with Aboriginal people. Five (5) companies were given a secondary interest level rating based on their advertised initiatives, and the remaining nine (9) were classified as tertiary interest levels due to their smaller-scale Aboriginal programs.

It is important to note that many of the primary level corporations were Crown corporations associated with their respective provincial governments, such as BC Hydro, Manitoba Hydro, Sask Power, and other Canadian-owned or Crown organizations. Many corporations owned multiple projects in varying industries in the resource development sector, as discussed in the challenges and limitations section of this report. Many of these corporations operated under more than one name due to company management acquiring other projects, but opting to keep the existing company name intact. In these cases, additional research was conducted in order to avoid potential overlap. This website review also revealed a number of companies that were owned and operated by Aboriginal groups, such as;

- Iisaak Forest Resources Ltd.;
- Khowutzun Forest Services; and
- NorSask Forest Products.

Other primary companies which boasted high numbers of Aboriginal employment:

- Imperial Oil demonstrated Aboriginal employment by providing \$140 million in contracts related to their projects to local businesses.
- Syncrude Canada Ltd, owned by Imperial Oil, demonstrated around 9% of their workforce self-identifying as First Nations, Métis, or Inuit.

- Manitoba Hydro reported an Aboriginal employment equity goal of 16% of their workforce, with 6% holding management positions.
- Both Syncrude Canada Ltd and BC Hydro received gold level accreditation from the Canadian Council of Aboriginal Business (CCAB) for their engagement with Aboriginal communities surrounding their projects.
- Diavik Diamond Mine, a project owned by Rio Tinto in partnership with Dominion Diamond Corporation, employed 997 people of whom 485 are northerners. Of the northerners, 171 are northern Aboriginal. Their total, overall Aboriginal employment is 236 people.
- The Aboriginal workforce at NorSask has increased to approximately 57% of total employees in 2011 from 22% of total employees in 2010.

The eleven (11) primary companies also included:

- Glencore (Xstrata Coal);
- ACTO Electric, and
- Alberta Pacific Forest Industries.

All primary companies had numerous meaningful partnerships with Aboriginal communities and post-secondary institutions in order to provide full scholarships, bursaries, and training programs to Aboriginal students seeking to work in resource development. However, it should be noted that most primary companies did not provide specific dates when claiming to have funded Aboriginal contracts, which suggests that the listed numbers represent an overall figure.

All secondary companies had many similar qualities to the primary companies; however, all displayed a lack of specific efforts to employ Aboriginal people within their workforces. The six (6) secondary companies were:

- Shell Canada;
- Husky Energy;
- Pelly Construction;
- Conifex Timber;
- De Beers Canada, and
- Mountain Province Diamonds.

The companies helped to spur economic growth in the surrounding communities. They did so by creating partnerships with other organizations that had an Aboriginal workforce, were located on reserves, or other Aboriginal communities in the surrounding districts. Some noteworthy interactions included:

- Shell Canada spent over \$1 billion in Aboriginal contracts.
- Husky Energy spent \$20 million in contracts and materials purchased from Aboriginal business owners.
- Both Husky Energy and Shell Canada had strong Aboriginal education initiatives in the form of scholarships, however these awards did not provide full tuition coverage and only applied to certain post-secondary institutions.
- Conifex Timber Inc. and Pelly Construction both employed Aboriginal people in their projects, but to a much lesser degree than the primary companies.
- Pelly Construction created strategic partnerships with other companies, thus employing even more people from surrounding areas.
- De Beers celebrated Aboriginal Day, in addition to having IBAs with nine First Nations communities, and sponsorship of numerous events run by Aboriginal communities in their project's area.

The tertiary companies had much smaller Aboriginal initiatives compared to other interest levels and included the following companies:

- Canadian Zinc;
- Cameco Corporation;
- Procon Group, and
- Resolute Forestry Products.

These companies demonstrated involvement in their surrounding communities through less direct engagements, such as:

- Donations to libraries;
- Donations to community centres;
- Aboriginal youth culture camps;
- Expanded dialogues with Aboriginal communities with populations under 1,500; and
- Memorandums of Understanding (MOUs) with select reserves in the area.

Literature Review

Aboriginal businesses, both privately- and community-owned, are prominent in the renewable and non-renewable resource sectors.

--Federal Framework for Aboriginal Economic Development 2014

The literature review uncovered numerous documents and articles that revealed the barriers that resource development companies experience in doing business with or employing Aboriginal people. It should be noted that some of these documents were dated and did not accurately reflect the changes in the current economic climate. In an attempt to overcome this problem, efforts were made to review articles and reports which were written after 2005.

In a report written in 2014 by the Federal government, entitled, **Federal Framework for Aboriginal Economic Development**, it was stated that more than 600 projects worth over \$650 billion are anticipated in the next decade. The potential this holds for Aboriginal people in Canada is immense: jobs, education/skills training, infrastructure, income assistance reform, community well-being, and self-sufficiency. Many Aboriginal communities that want to invest in resource development; however, have had to face a complicated maze of rules and complex reviews which have resulted in delays and unnecessary duplication and lengthy timelines. This can discourage potential new investors and undermine the economic viability of major projects. The report went on to further describe the need to develop partnerships with all federal and provincial government, resource development corporations and Aboriginal communities.

Aboriginal peoples' involvement in the Voisey's Bay project extends beyond direct employment at the mine. Approximately 80 per cent of Vale's spending on services for the operation (air transportation, security and camp services) is with Aboriginal joint ventures.

--Canadian Chamber of Commerce

In 2013 the Canadian Chamber of Commerce (CCC) published a report entitled, **Opportunity Found: Improving the Participation of Aboriginal Peoples in Canada's Workforce Report**. This report revealed that the lack of skilled and educated workers was one of the barriers that resource development companies faced when employing Aboriginal people. This point was also cited in numerous other research papers and reports.

As an example of ways to overcome this barrier, the CCC referenced a project in Voisey Bay wherein resource development companies pre-emptively trained over 1,000 Innu and Inuit through the Joint Education and Training Authority (JETA) program in order to create a ready-made workforce for when the mine opened in 2005. The successes of this project suggested that Aboriginal people, including Aboriginal women, needed only to receive proper training and education in order to overcome the many barriers that prevented them from participating in and benefiting from the resource development

sector. This demonstrated that employing Aboriginal people in resource development projects can be a mutually beneficial process that spurs economic growth for both parties.

This publication also communicated that, for some organizations, funding new businesses or contracts to aid their operations is too expensive. Likewise, research showed that many Aboriginal communities have limited access to capital in order to participate in major projects. This created yet another barrier to Aboriginal employment in the resource development sector. As a solution to this, the CCC suggested that the federal government offer tax credits and other incentives to make it more attractive for companies to invest in Aboriginal businesses in remote areas. With more involvement and financial assistance from the government, resource development companies would be able to overcome the challenge of funding new Aboriginal businesses.

The literature review also exposed legislative barriers as yet another challenge for Aboriginal involvement in resource development opportunities. In a 2012 report written by Canada's Public Policy Forum, entitled, **Aboriginal Participation in Major Resource Development Projects: Community Readiness**, concern was expressed regarding the limitations on Aboriginal business perpetuated by the Indian Act. This report, as well as numerous others, maintained that the Indian Act often stifled economic growth and entrepreneurship, and that this issue was especially problematic on reserve lands. The duty to consult outlined in the Indian Act was also identified as restrictive to corporations who wanted to bring their projects to Aboriginal communities. It was suggested that revising the restrictive aspects of the Indian Act would allow Aboriginal communities to increase their control over their lands and facilitate business with resource development companies. Coupled with the Indian Act issues, some of the literature such as the Fraser Institute identified legislative provincial policies as exacerbating the situation even further.

The MacDonald-Laurier Institute identified conflicts with traditional Aboriginal values as additional challenges to participation in their report, **New Beginnings: How Canada's Natural Resource Wealth Could Re-shape Relations with Aboriginal People**, published in 2013. Canadian resource development projects, because of their impact on the environment, often conflicted with traditional Aboriginal values and resulted in protests and complaints from neighbouring groups. This paper stated that numerous court cases against development projects began with Aboriginal disagreement born out of the concern for the environment. The poor understanding of traditional Aboriginal values further prevented resource development companies from employing Aboriginal people because many legal issues have, in the past, arisen from complaints from Aboriginal people.

InfoNorth identified transportation infrastructure as another barrier in their article, **Industry Perspectives on Barriers, Hurdles, and Irritants Preventing Development of Frontier Energy in Canada's Arctic Islands**, which was published in 2006. This publication indicated that a lack of proper roads, unfavourable climate, and long distances to and from project sites in Aboriginal communities were cited by many large resource development companies as major impediments, and these reports were echoed by several other sources found throughout the literature review. The issues involving lack

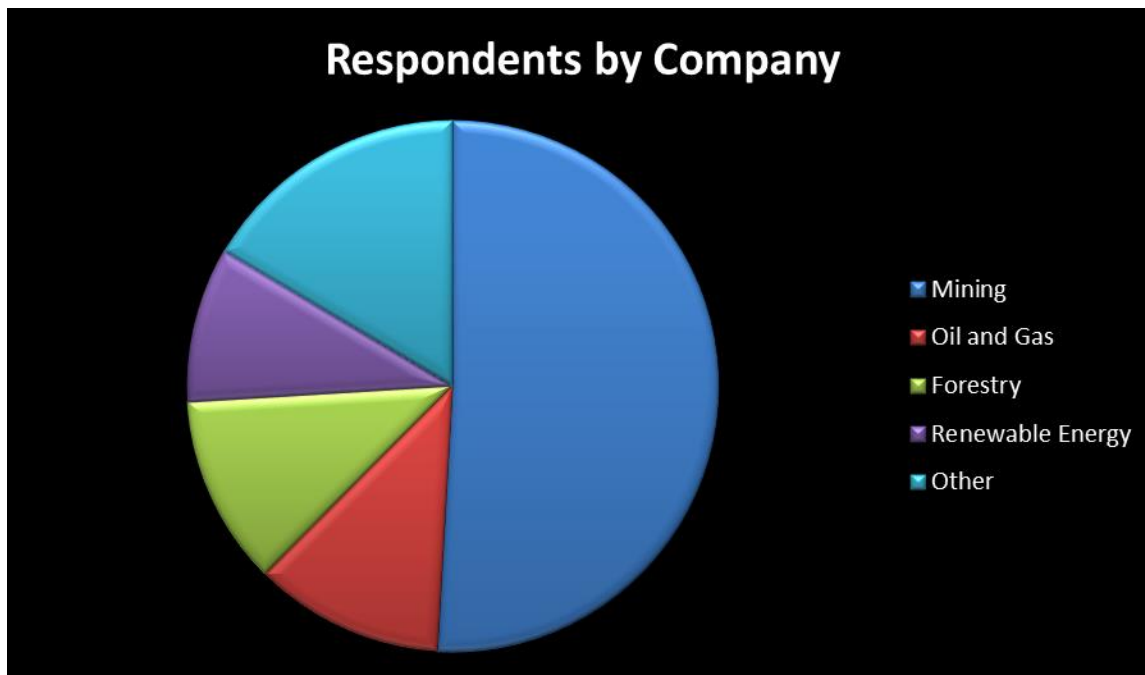
of infrastructure were especially prevalent in northern and remote areas, where the transportation of resources in harsh conditions was discouraging to companies. Without a means of accessing project sites efficiently and safely, resource development sites are hesitant to bring business to Aboriginal communities.

Resource Development Corporate Survey Findings

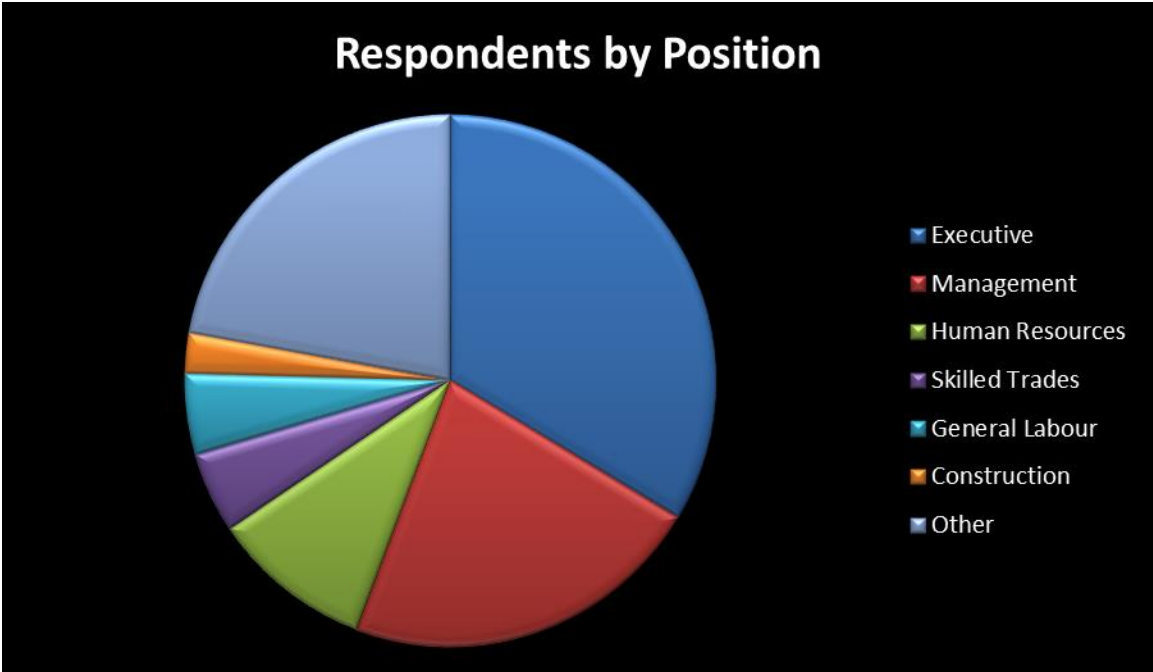
In an effort to complement the environmental scan and literature review, an online survey was developed to capture the perceptions of the corporate sector with regards to the barriers and opportunities in the resource development sector as it relates to Aboriginal women.

Launched in November 2014 at the Canadian Aboriginal Minerals Conference (CAMA), the online survey ran until January 31st, 2015. There were a total of forty (40) individuals who responded to the survey however there were only thirty-four (34) individuals who completed the survey.

When asked to identify the type of company they represented, the majority of the respondents were involved with mining (65%), followed by oil and gas (15%) and forestry (15%). The higher number of mining respondents may be related to the launch at CAMA and the tweeting of the survey through the Mining Industry Human Resources' (MiHR) social network.

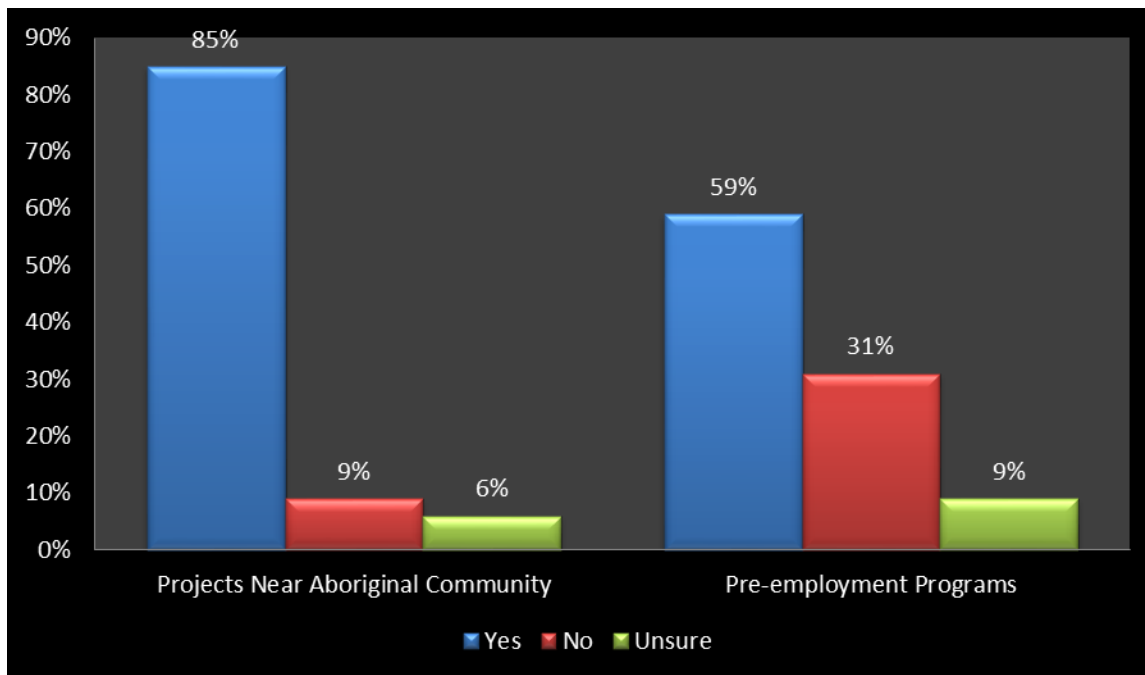


The majority of respondents were in executive positions (41%), followed by management (27%) and human resources (12%). For the 27% who marked “other”, the positions were from areas such as: security, safety officer, sustainable development and business development.



Nearly 66% of the respondents worked in companies with fewer than 50 employees. A further 15% of the respondents worked in companies with over 150 employees and 13% worked in companies with 51 to 100 employees. Nearly 50% of the respondents indicated that their companies had been in business anywhere from 5 to 10 years. There was however a significant number of respondents (30%) whose companies were over 16 years with some indicating that their companies were over a hundred years old.

When asked if their company had any projects near an Aboriginal community, the vast majority (85%) answered in the affirmative. Nearly 72% were considering projects near Aboriginal communities.



When the survey asked about whether the company had any pre-employment programs that can assist Aboriginal women in entering employment opportunities in the resource sector, close to 60% of the respondents said yes. When asked what types of programs their company offers, the top answers were:

- ✓ Apprenticeship
- ✓ Pre-employment
- ✓ Job-shadowing
- ✓ Internship
- ✓ Career Counselling

Other programs which were identified in the 'Other' category include the following:

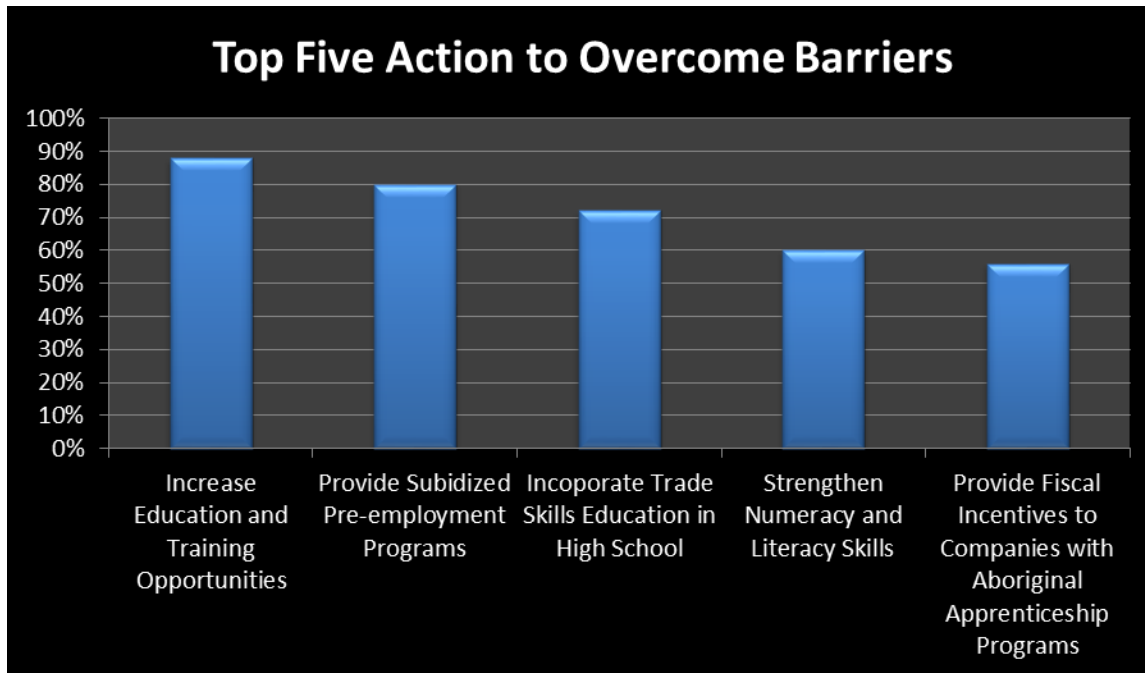
- ✓ Social/mental/addiction counselling
- ✓ Scholarships
- ✓ Essential skills-Industry connections and mentorship
- ✓ Partnerships with external organizations that provide pre-employment to industry
- ✓ K-12 education in the Aboriginal communities

- ✓ Work with Aboriginal Partners to train for specific projects in their area. Open to men and women.

The next part of the survey asked the respondents to rate a series of statements according to a scale of 1 to 5, with 1 being the least amount of agreement and 5 being the highest amount of agreement. As the following chart indicates, the majority of respondents agreed that partnering and working with Aboriginal people is important. There were a significant proportion of the respondents who believed that resource development companies can assist Aboriginal communities in expanding economically.

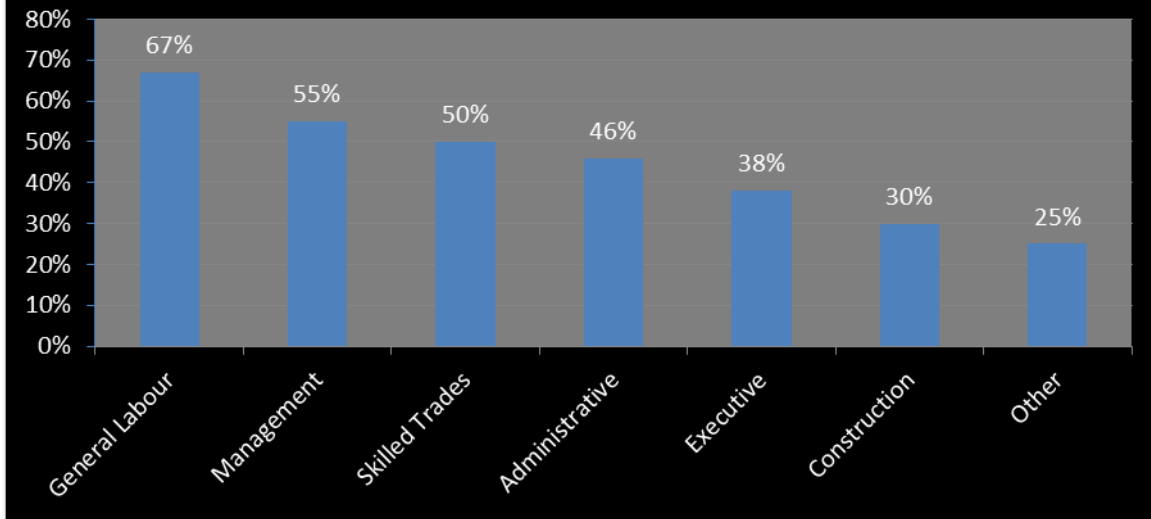
Opportunities	Rating					
	Strongly Disagree		Neutral		Strongly Agree	
	1	2	3	4	5	N/A
Aboriginal people have the potential to play an important role in resource development projects.			4%	12%	85%	
Partnerships with Aboriginal communities can improve a resource development company's reputation.		4%		19%	77%	
Hiring Aboriginal women can help diversify the workforce in resource development jobs.			27%	73%		
With training, Aboriginal women can help fill employment gaps in the industry.			12%	15%	73%	
Working with Aboriginal communities can help resource development companies gain access to new project sites.		4%	8%	28%	60%	
Resource development companies can provide Aboriginal communities with opportunities to expand economically.			12%	8%	80%	
Employing Aboriginal people helps to strengthen relationships with Aboriginal communities and resource development companies.		4%	4%	20%	72%	
Resource development projects help the growth of surrounding businesses.			4%	15%	80%	
Employing Aboriginal people in resource development can help increase stewardship of the land.	4%		8%	24%	54%	
Resource development companies partnering with Aboriginal communities can help the objectives of each party be aligned.			8%	20%	72%	
Partnering with Aboriginal communities can increase communication between both parties.		4%		24%	72%	
Partnering with Aboriginal communities can help both sides share their expertise.		4%		24%	72%	

When asked what the top five actions that are needed to overcome barriers encountered by their company when employing Aboriginal people, 88% of the respondents stated ‘increase education and training opportunities for Aboriginal women’; followed closely by ‘provide government subsidized pre-employment training programs for Aboriginal women (80%); incorporate trade skills education in high schools (72%); strengthen numeracy and literacy programs for Aboriginal women (60%) and provide fiscal incentives to companies that offer Aboriginal apprenticeship programs (56%).’



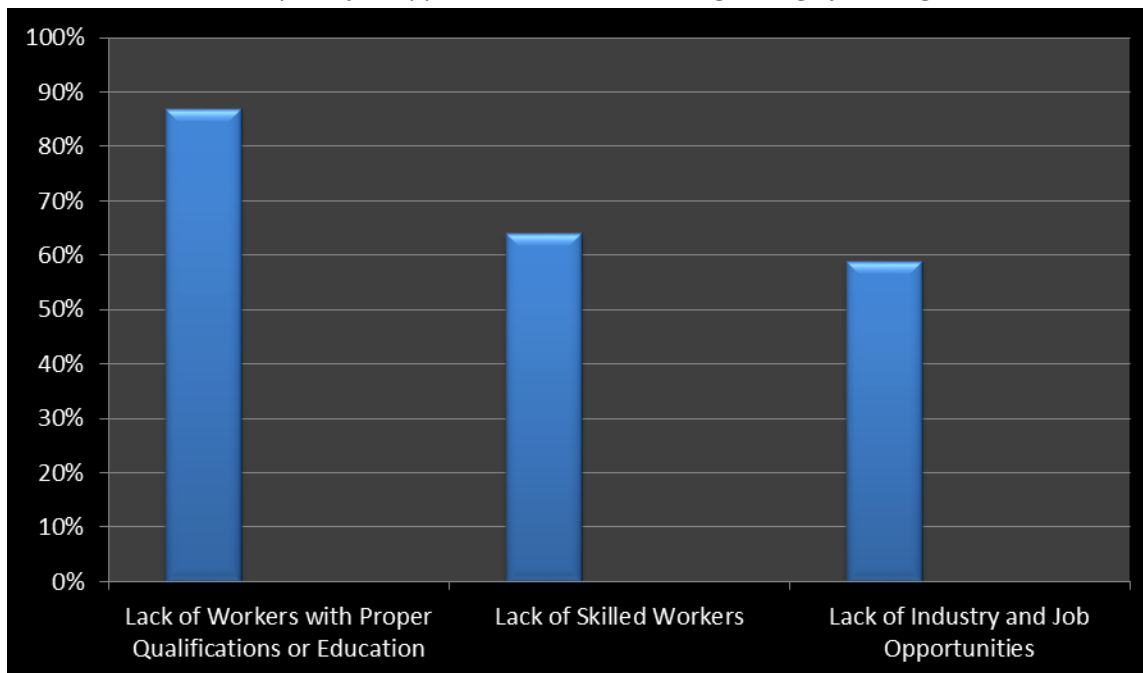
Close to 90% of the respondents employ Aboriginal people in their companies and the most common level of employment for Aboriginal people is general labour (67%), followed by management (55%), skilled trades (50%), administrative (46%), executive (38%) and construction (30%).

Common Level of Employment for Aboriginal People



When asked to identify the top three challenges when employing Aboriginal people, the following were identified by respondents:

- ✓ Lack of workers with proper qualifications or education (87%)
- ✓ Lack of skilled workers (64%)
- ✓ Lack of industry and job opportunities, or not having enough jobs to go around (59%)



Other challenges that were identified by the respondents were:

- ✓ High absenteeism (23%)
- ✓ Companies unaware of the potential benefits of hiring Aboriginal women (14%)
- ✓ Lack of knowledge on Aboriginal values within the company (14%)

Three challenges as a generalization:
-lack of driver licenses
-lack of those wanting to work in the fields we provide
-lack of finding the training dollars to get those interested and willing qualified.
 --Survey Respondent

The next part of the survey asked the respondents to rate a series of statements according to scale of 1 to 5, with 1 being the least amount of agreement and 5 being the highest. In statements dealing directly with the employment of Aboriginal women, there were a significant number of respondents who chose to be neutral in their answer. This could mean that they are unaware of Aboriginal women’s skills sets and capacity because they are not employees in the particular company.

Barriers	Rating					
	Strongly Disagree		Neutral		Strongly Agree	
	1	2	3	4	5	N/A
Aboriginal women lack the literacy and numeracy skills to work in resource development jobs.	9%	32%	36%	23%		
Resource companies do not have an understanding of Aboriginal cultures.	9%	23%	36%	18%	14%	
Aboriginal communities lack the required infrastructure (roads, water supply, telecommunication, etc.) to facilitate successful resource development.		18%	23%	32%	27%	
It is too expensive to develop pre-employment programs to train Aboriginal women.	18%	41%	32%	9%		
Aboriginal women are frequently absent from work.	32%	32%	23%	9%		5%
Training Aboriginal women for resource development jobs takes up too much time and money.	46%	36%	14%			5%
Aboriginal communities have a hard time providing skilled workers.		14%	18%	41%	27%	
Resource development projects are hindered by regulatory aspects of legislation like band membership codes.	14%	5%	52%	19%		10%

When asked once again to provide the three challenges in employing Aboriginal people in their company, respondents provided a multitude of answers. One of the common themes dealt with lower education and skill levels. In addition, some of the respondents indicated:

- ✓ Distance to job creates a hindrance in retention;
- ✓ Not enough jobs to go around;

- ✓ Creating work while waiting for permits;
- ✓ Individuals not showing up for work/high absenteeism;
- ✓ Logistic challenges when hiring and employing people from remote sites (i.e.) extra travel, health services, etc.;
- ✓ Cultural differences; and
- ✓ Lack of HR engagement systems.

When asked once again to provide the three benefits of employing Aboriginal people in their company, respondents provided a multitude of answers. One of the common themes dealt with the strengthening of partnerships and the economic benefits which flow from the diversification of a workforce. Many also cited that hiring Aboriginal people not only improves the company's understanding and awareness of the local communities, but it also demonstrates the company's commitment to the community.

Aboriginal people represent a massive untapped resource to Canadian employers however until a national engagement strategy can be established, both people and companies will continue to struggle.

--Survey Respondent

On the final open ended question asking the survey respondents if they had any comments, there was a variety of comments, however, the underlying theme was that there was much that has been done but there is much room for improvement on all sides of the equation.

Conclusions and Recommendations

The environmental scan and literature review was the starting point for this research and through it the following conclusions can be drawn:

- The resource development sector is complex and information on company websites may not be a complete indicator of what is actually happening in the real world.
- There are a multitude of programs which are targeting Aboriginal communities at a variety of levels but there are very little directed exclusively at Aboriginal women.
- There are companies which are doing more than the duty to consult and are looking to ensure the participation of Aboriginal communities.
- Owing to the confidentiality of Impact Benefit Agreements (IBP), there may be programs, but we were unable to find out the components of these agreements through an internet search.
- The lack of skilled workers in the Aboriginal labour pool is a hurdle impeding Aboriginal people from participating in the industry.
- Legislative impediments for both Aboriginal people and resource development companies create barriers in developing economic partnerships.

- Cultural values regarding the environment and land also created impediments for resource sector companies.

These points were further substantiated in the analysis of the online corporate survey. Many of the company representatives identified the lack of skilled workers with proper qualifications or education as a top challenge when employing Aboriginal people. In addition, although many of the companies had pre-employment programs, none of these were directly marketed or designed Aboriginal women. In addition, many were unaware of any skills enhancement or upgrading programs available for Aboriginal people.

Despite the growing demand for skilled workers in the industry, unless Aboriginal women are seen as viable options and provided with the skills training necessary, they will continue to be overlooked for the jobs. In addition, Aboriginal women's needs for safety and security in their communities and job sites will be overlooked. In order for the gap to be closed the following recommendations, NWAC needs to:

- Work with resource development companies, sector councils and industry associations to increase their awareness of Aboriginal women;
- Heighten the visibility of the Aboriginal Skills and Employment Training Strategy (ASETS) programming as a vehicle to ensure that Aboriginal women can get the necessary training to fill non-traditional jobs in the sector;
- Identify the current programming that is providing skills training for Aboriginal women in the sector and work with resource development companies to match Aboriginal women to jobs identified in the sector;
- Segment the market and conduct further studies on the specific sectors within the category of resource development to further define not only the needs of the industry, but the needs of Aboriginal women to be successfully employed in this industry;
- Identify companies that are successfully employing Aboriginal women and showcase their best practices so that other companies can utilize these techniques; and
- Improve Aboriginal women's awareness of the opportunities the industry can offer them in career choices.

Appendix A—Environmental Scan

Project	Type	Location	Interest Level
Syracude Canada Ltd	Oil and Mining	Fort McMurray, Alberta	Primary
Imperial Oil	Oil and Gas	Calgary, Alberta	Primary
Husky Energy	Oil	Calgary, Alberta	Secondary
Shell Canada	Oil		Secondary
Canadian Zinc Corporation	Mining (Zinc)	Prairie Creek, NWT	Tertiary
Pelly Construction	Mine Construction	Yukon	Secondary
BHP Billiton	Mining (Copper, potash, petroleum)	Australia, with projects in Saskatchewan	Tertiary
Cameco Corporation	Mining (uranium)	Saskatoon, Saskatchewan	Tertiary
Procon Group	Mining	Various locations around Canada	Tertiary
Alberta Pacific Forest Industries	Forestry	Edmonton, Alberta	Primary
Canfor Pulp	Forestry	Prince George, BC	Tertiary
Conifex Timber Inc.	Forestry	Vancouver, BC	Secondary
Millar Western Forest Products	Forestry	Vancouver, BC	Tertiary
Resolute Forest Products	Forestry	Montreal, Quebec	Tertiary
ATCO Electric	Hydro/Electric	Calgary, Alberta	Primary
Manitoba Hydro	Hydro/Electric	Winnipeg, Manitoba	Primary
Hydro Quebec	Hydro/Electric	Montreal, Quebec	Tertiary
BC Hydro	Hydro/Electric	Vancouver, BC	Primary
Ontario Power Generation	Hydro/Electric	Toronto, Ontario	Tertiary
Dominion Diamond Corporation	Mining		Primary
Glencore (Xstrata Coal)	Mining	BC	Primary
Mountain Province Diamonds	Mining	NWT	Secondary
Iisaak Forest Resources Ltd	Forestry		Primary
Khowutzun Forest Services	Forestry		Primary
NorSask Forest Products	Forestry	Meadow Lake, Saskatchewan	Primary
De Beers	Mining	NWT & Northern Ontario	Secondary

Website Source

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Appendix B – Survey

NWAC Barriers and Opportunities in the Resource Development Sector (BORDS) Corporation Questionnaire

Employment in the resource development sector makes up 10 percent of all jobs in Canada. At the Native Women’s Association of Canada (NWAC), we believe that Aboriginal women can be integral players in this sector. By connecting Aboriginal women with employment opportunities with resource development companies, we can improve their socioeconomic well-being.

The following series of questions have been designed to assist us in understanding the barriers and opportunities that resource development companies encounter when establishing key positions for Aboriginal women. Your feedback is sincerely appreciated, and will assist NWAC in developing programs and policies to ensure Aboriginal women benefit from partnerships developed in conjunction with resource development companies operating in Canada.

In this survey, “Aboriginal” will refer to the First Nations, Métis, and Inuit populations of Canada. “Community” will refer to reserves, Inuit hamlets, Métis settlements, collections of urban Aboriginal people, and any other form of Aboriginal social and geographical units.

All responses and personal information will be kept confidential and used only for the purpose of this survey.

Part One

Before we begin this questionnaire, we need to collect some information about your company. This information will be used to help us understand the perspectives of different resource development corporations. Please note that any information you provide will be used solely for this study.

Place an X in the box that best reflects your answer to the following questions.

1. Please indicate the type of resource your company is involved with. (Check all that apply)

	Mining
	Oil and Gas
	Forestry
	Electricity
	Renewable energy
	Other (Please specify)
	None of the above

2. Please indicate the nature of your role in the company. (Check all that apply)

	Administrative
	Human Resources
	Skilled trades
	General Labour
	Management
	Construction
	Executive
	Other (Please specify)

3. Please indicate the size of your business or company.

	1 to 10 employees
	11 to 25 employees
	26 to 50 employees
	51 to 100 employees
	Over 100 employees
	Over 150 employees
	Over 200 employees
	Other (Please specify)

4. Please indicate the length of time your company has been in operation.

	Under 1 year
	1 to 2 years
	3 to 5 years
	5 to 10 years
	11 to 15 years
	16 to 20 years
	21 to 25 years
	Other (Please Specify)

5. Does your company have projects near an Aboriginal community? (Please check one response)

	Yes
	No
	Unsure

6. Does your company have plans to establish projects near an Aboriginal community in the future? (Please check one response)

	Yes
	No
	Maybe
	Unsure

7. Does your company have any pre-employment programs that can assist Aboriginal women in entering into employment opportunities in the resource development sector? (Please check one response)

	Yes
	No
	Don't Know

8. If yes, what type of program does your company offer? (Check all that apply)

	Apprenticeship
	Job-shadowing
	Workshops
	Job-start subsidies
	Internship
	Pre-employment
	Career counselling
	Vocational guidance
	Time management
	Other—

Part Two

1. For the following questions, please select the rating which best reflects your response to the following items. Rate these items on a 1 to 5 scale where:

1 = **Strongly disagree**, or the lowest, most negative impression

2 = **Disagree**

3 = **Neither agree or disagree (Neutral)**

4 = **Agree**

5 = **Strongly agree**, or the highest, most positive impression

N/A = Choose N/A if the item is not appropriate or not applicable to you.

Opportunities	Rating					
	Strongly Disagree		Neutral		Strongly Agree	
	1	2	3	4	5	N/A
Aboriginal people have the potential to play an important role in resource development projects.						
Partnerships with Aboriginal communities can improve a resource development company's reputation.						
Hiring Aboriginal women can help diversify the workforce in resource development jobs.						
With training, Aboriginal women can help fill employment gaps in the industry.						
Working with Aboriginal communities can help resource development companies gain access to new project sites.						
Resource development companies can provide Aboriginal communities with opportunities to expand economically.						
Employing Aboriginal people helps to strengthen relationships with Aboriginal communities and resource development companies.						
Resource development projects help the growth of surrounding businesses.						
Employing Aboriginal people in resource development can help increase stewardship of the land.						
Resource development companies partnering with Aboriginal communities can						

help the objectives of each party be aligned.						
Partnering with Aboriginal communities can increase communication between both parties.						
Partnering with Aboriginal communities can help both sides share their expertise.						

Please answer the following questions as instructed.

2. What are the top five actions needed to overcome barriers encountered by your company when employing Aboriginal people? (Please select 5)

	Develop solutions to the impacts of the <i>Indian Act</i> .
	Strengthen numeracy and literacy programs for Aboriginal women.
	Implement tax incentives to encourage partnerships with Aboriginal communities.
	Increase education and training opportunities for Aboriginal women.
	Improve infrastructure (roads, water supply, etc.) in Aboriginal communities.
	Incorporate trade skills education in high schools.
	Provide government subsidized pre-employment training programs for Aboriginal women.
	Provide fiscal incentives to companies that offer Aboriginal apprenticeship programs.
	Provide corporations with Aboriginal awareness workshops.
	Other –

3. Does your company currently employ Aboriginal people?

	Yes
	No
	Unsure

4. If yes, at what level does your company employ Aboriginal people? (Check all that apply)

	Administrative
	Human Resources
	Skilled trades

	General Labour
	Management
	Construction
	Executive
	Other (Please specify)

Part Three

1. What are the top three challenges for your company when employing Aboriginal people?
(Please select only 3)

	High absenteeism.
	Lack of skilled workers.
	High costs associated with relocating workers living away from projects.
	Lack of workers with proper qualifications or education.
	No fiscal incentive to hire Aboriginal women.
	Lack of industry and job opportunities, or not having enough jobs to go around.
	Companies unaware of the potential benefits of hiring Aboriginal women.
	Lack of knowledge on Aboriginal values within the company.
	Conflicts with traditional Aboriginal values.
	Other—Please specify

2. For the following questions, please select the rating which best reflects your response to the following items. Rate these items on a 1 to 5 scale where:

1 = **Strongly disagree**, or the lowest, most negative impression

2 = **Disagree**

3 = **Neither agree or disagree (Neutral)**

4 = **Agree**

5 = **Strongly agree**, or the highest, most positive impression

N/A = Choose N/A if the item is not appropriate or not applicable to you.

Barriers	Rating					
	Strongly Disagree		Neutral		Strongly Agree	
	1	2	3	4	5	N/A
Aboriginal women lack the literacy and numeracy skills to work in resource development jobs.						
Resource companies do not have an understanding of Aboriginal cultures.						
Aboriginal communities lack the required infrastructure (roads, water supply, telecommunication, etc.) to facilitate successful resource development.						
It is too expensive to develop pre-employment programs to train Aboriginal women.						
Aboriginal women are frequently absent from work.						
Training Aboriginal women for resource development jobs takes up too much time and money.						
Aboriginal communities have a hard time providing skilled workers.						
Resource development projects are hindered by regulatory aspects of legislation like band membership codes.						

3. What are the top three challenges to employing Aboriginal people in your company? (Please provide 3 challenges)

4. What are the top three benefits of employing Aboriginal people in your company? (Please provide 3 benefits)

5. Do you have any other comments you would like to make?

6a. Would you like to be notified about our roundtable and engagement session in February 2015 with Aboriginal women leaders?

	Yes
	No

6b. Would you like to receive emails about the Native Women's Associations of Canada's other economic development projects?

	Yes
	No

6c. If yes, please provide us with your contact information.

Name:	
Phone Number	
Email Address	

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