



Exploring Indigenous procurement in Canada

Work in Progress

Claudia Rebolledo^{a*}, Jorge Humberto Mejia^b and Philippe Maltais^a

^a*Department of Logistics and Operations Management, HEC Montréal, Montreal, Canada;* ^b*Department of Entrepreneurship and Innovation, HEC Montréal, Montreal, Canada*

*corresponding author: Claudia Rebolledo, claudia.rebolledo@hec.ca, 3000 Chemin de la Cote-Sainte-Catherine, Montreal, QC H3T 2A7, Canada.

Abstract

Indigenous procurement involves purchasing goods and services from Indigenous-owned businesses to promote their economic development and integration into the mainstream economy. Indigenous procurement remains largely unexplored in the academic literature. There is a need to understand the specificities of Indigenous procurement and its potential to contribute to the much-needed economic development of Indigenous communities. In this work in progress paper, we present the results of an exploratory case study of indigenous procurement practices in the Canadian electric utilities sector. We discuss the various theoretical and methodological issues of research on this topic and present a research agenda for further investigation.

Keywords: Indigenous procurement, Canada, exploratory case study

Introduction

In Canada, the term Indigenous peoples (or Aboriginal peoples) refers to the original inhabitants of the land that is now Canada. In 2021, Indigenous people accounted for 5% of the total population in Canada (Statistics Canada, 2022). Private companies in the natural resources sector and public agencies at the federal, provincial, and municipal levels, have shown a willingness and interest in sourcing from Indigenous businesses. However, reality is catching up with all these organizations and the percentage of purchases made from Indigenous businesses in Canada is still very low.

Indigenous procurement may be seen as part of organizations' efforts to put in place strategies and programs aimed at increasing procurement from diverse suppliers. Research on supplier diversity is in its infancy (Blount and Li, 2021; Sordi, Tate and Huang, 2022) and the issue of Indigenous procurement remains largely unexplored in the academic literature (Canadian Council for Aboriginal Business, 2021; Miguel and Tonelli, 2023). Furthermore, advocates of Indigenous procurement in Canada warns against simply seeing it as an exercise in supplier diversity and allege that it must be understood as an act of economic reconciliation, i.e., the journey to include Indigenous peoples as meaningful participants in the Canadian economy. There is a need to understand the specificities of Indigenous procurement and its potential to contribute to the much-needed economic development of Indigenous communities. From a theoretically point of view, there is a call for theory building in socially responsible sourcing (Zorzini, Hendry and Huq, 2015), particularly in supplier diversity (Kabra, Srivastava and Ghosh, 2023), integrating neglected perspectives and approaches (Silva, Fritz, Seuring and Matos, 2023). In this working paper, we present the preliminary results of research on the challenges of Indigenous procurement in Canada and on the strategies

to overcome them. To do that, we conducted an exploratory case study of Indigenous procurement practices in the Canadian electric utilities sector. The comparison of the Indigenous procurement practices of companies in this sector showed a broad spectrum of commitment and achievement. We could identify several common challenges and facilitators and grasped the complexity and the potential benefits of increased Indigenous procurement. We discuss the various theoretical and methodological issues of research on this topic.

Literature Review

The objective of supplier diversity initiatives is to redirect purchasing and supply management actions to encompass a diverse pool of suppliers and access groups not traditionally included in the supply chain such as minority-owned, women-owned, and economically disadvantaged businesses, including Indigenous enterprises (Adobor and McMullen, 2007; Sordi et al., 2022; Miguel and Tonelli, 2023). Supplier diversity strategies are expected to contribute to the economic empowerment of these businesses and eventually promote broader societal growth (Adobor and McMullen, 2014; Denny-Smith, Williams and Loosemore, 2020). A diverse supplier base contributes to the buyer organization's social responsibility goals, encourages the development of local communities, may respond to customers, employees, public or governmental demands, facilitates access to innovations, and increases the number of potential suppliers (Worthington, Ram, Boyal and Shah, 2009; Bateman, Barrington and Date, 2020). Several barriers to supplier diversity have been identified in the literature such as the organizational culture, the difficulty of finding qualified suppliers, the lack of visibility of contractual opportunities, and the complexity of the procurement procedures (Whitfield and Landeros, 2006; Porter, 2019; Blount and Li, 2021). To overcome these barriers and to increase the societal outcomes of their supplier diversity initiatives, buying

companies may rely on third parties to identify, connect, select, and develop targeted suppliers (Adobor and McMulle 2014; León Bravo, Jaramillo Villacrés and Silva, 2022; Miguel and Tonelli, 2023).

Indigenous procurement

Indigenous procurement involves purchasing goods and services from Indigenous-owned businesses to promote their economic development and integration into the mainstream economy (Denny-Smith et al., 2023). Government and private sector organizations can play a crucial role in promoting Indigenous procurement by implementing policies and initiatives that specifically target Indigenous-owned businesses. These policies include setting targets for awarding contracts to Indigenous businesses, encouraging supplier diversity, providing training and capacity-building programs, and collaborating with Indigenous organizations to better understand their needs and challenges (Chikweche, Garlin, Khan and Lwin, 2023). Business development between Indigenous and non-Indigenous businesses can be mutually beneficial. For non-Indigenous businesses, Indigenous suppliers may provide services at the locations where contracts are to be performed and contribute to improving their relations with local communities. Indigenous procurement is an essential component of companies' commitments to the prosperity of Indigenous communities (Canadian Council for Aboriginal Business, 2021). On the Indigenous side, contracts with non-Indigenous businesses may promote job creation, Indigenous entrepreneurship, and ultimately improved community living conditions (National Aboriginal Economic Development Board, 2016). Despite their potential benefits, Indigenous procurement policies may inadvertently create unintended negative impacts if Indigenous ways of being, knowing and doing are not accounted for in implementation and evaluation (Denny-Smith et al., 2023).

Indigenous peoples in Canada

In Canada, the Indigenous population is notably large when compared to other countries with a similar colonial background. As per the 2021 census, Canada was home to 1.8 million Indigenous individuals. This number is significantly higher than the Aboriginal population in Australia, which stood at 812,728 in 2021, and the Maori population in New Zealand, reported at 775,836 in 2018. In terms of overall population percentages, Indigenous people represented 5.0% in Canada, which is higher than Australia's 3.2% but less than New Zealand's 16.5% (Statistics Canada, 2022). Embedded within the vast territory of Canada, Indigenous communities punctuate every province and territory of Canada (Figure 1). The Constitution Act of 1982, articulated in its Section 35, validates the rights of Canada's Indigenous peoples, which envelop First Nations, Inuit, and Métis populations (Table 1).

Figure 1. Map of Indigenous identity and location in Canada

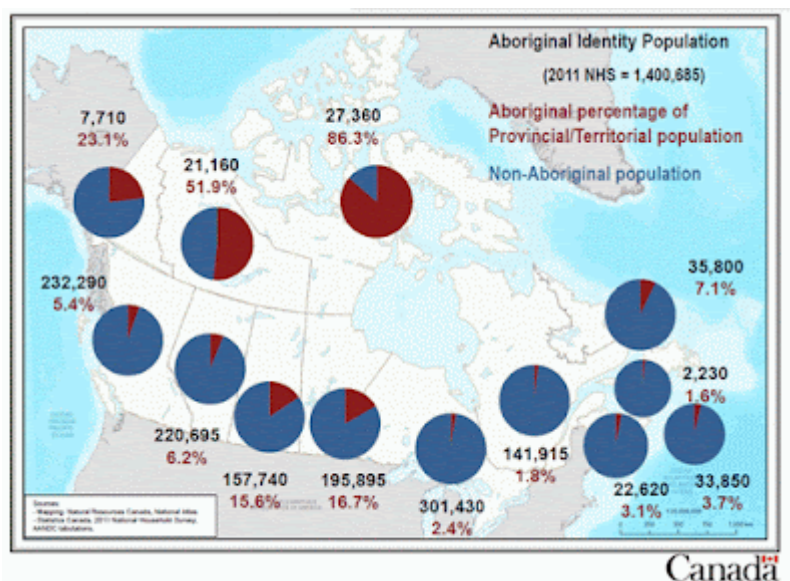


Table 1. Indigenous Population in Canada

Identity	Number of Communities	Population
First Nations	630	1,048,405
Métis	8	624,420
Inuit	53	70,545

Source: Statistics Canada, 2022

The demographic profile of the Indigenous population in Canada exhibits distinct characteristics when contrasted with the non-Indigenous population. Predominantly younger and situated in rural locales, the Indigenous population experienced a substantial growth of 18.9% between 2011 and 2016, followed by an additional 9.4% increase from 2016 to 2021 (Statistics Canada, 2022). In comparison, the non-Indigenous population expanded by merely 4.2% and 5.3% during these corresponding time frames. Such pronounced growth in the Indigenous demographic can be attributed partially to an uptick in self-identification practices and comparatively higher fertility rates (Chernoff and Cheung, 2023). The available data suggest that Indigenous Peoples face large and persistent economic disparities relative to non-Indigenous people in Canada, despite some improvement over the past decade. Significant gaps remain in average income levels, employment rates, housing and infrastructure conditions, and educational attainment (Sawchuk, 2020). Furthermore, economic conditions vary widely across and within Indigenous communities (Chernoff and Cheung, 2023).

Indigenous businesses in Canada

A business is considered Indigenous owned if more than 50% of its shares are owned by Indigenous people (Statistics Canada, 2022). Owners, directors, and voting members of cooperatives within these businesses must present solid proof of their Indigenous heritage. However, it is crucial to note that these criteria may not cover the intricate challenges faced by those impacted by historical legislation, necessitating an independent, Indigenous-managed certification body to tackle these unique identity

issues. The responsibility of providing proof lies with the claimants themselves. Fraudulent misrepresentation of Indigenous identity is endemic in Canada, which presents significant barriers for businesses that are authentically Indigenous (Madahbee Leach, Delorme, Lendsay et al., 2021).

The Indigenous business landscape has evolved from a concentration in service-oriented roles to more technical and managerial positions, showcasing a trend toward economic empowerment and diversification. The Canadian Council for Aboriginal Business indicates a positive trajectory, with many Indigenous businesses thriving and showing potential for future expansion, highlighting the competitive edge these enterprises bring to their sectors. Collectively, these initiatives and developments signify a larger narrative of economic self-reliance and diversification within Indigenous communities.

Recent policy initiatives have prioritized supporting Indigenous people's entrepreneurship and economic development (National Indigenous Economic Strategy, 2022). National and regional efforts have been strengthened to promote indigenous procurement, social innovation, and social finance, aiming to enhance business opportunities and regional economic health. These endeavours are seen as potential pathways from poverty to prosperity, providing opportunities for wealth generation and reinvestment into the community (Anderson, Dana and Dana, 2006). While several measures suggest economic outcomes have improved for Indigenous Peoples in Canada in recent decades, institutional settings and gaps in infrastructure and financing continue to hinder their economic progress (Chernoff and Cheung, 2023). The growing role of Indigenous-owned businesses has been recognized as a significant driver of economic equity and development within Indigenous communities.

Indigenous businesses in Canada are different from non-indigenous businesses. The persistent barriers of development encountered by Indigenous business in Canada result in fewer and smaller qualified suppliers. Indigenous businesses often lack some of the specific competencies and the scale required to offer the products and services needed by organizations willing to buy from them. But indigenous businesses also differ on the deep and lasting connection to place, relational accountability, reciprocity and long-term, community-centric decision-making (Hilton, 2021). In contrast to Western-style capitalism, some indigenous economies display elements of egalitarian, sharing and communal activity (Dana, 2015). Indigenous spiritual and other cultural values, particularly their attachment to the land, shape their understanding of business and economic systems and processes (Long, 2022). These characteristics necessitate procurement policies that consider the holistic impact on Indigenous communities and their sustainability, rather than focusing solely on immediate economic gains. It is also important to consider that there is a rich heterogeneity among indigenous peoples; their respective values are far from identical and even within one indigenous people, there can be significant differences (Dana, 2015).

Methodology

To explore the challenges of Indigenous procurement in Canada and on the strategies to overcome them, we conducted qualitative exploratory research on the Canadian electric utilities sector. This sector was chosen because of its importance for the Canadian economy and for the economic reconciliation with Indigenous peoples. The generation, transmission, and distribution of electricity in Canada fall primarily under provincial jurisdiction. Historically, electricity has been provided mainly by vertically integrated electric utilities that were often provincially owned corporations with monopoly rights (Government of Canada, 2020). Despite total energy use declining in Canada,

electricity demand is expected to considerable grow in the next decades, much of it from new areas such as electric vehicles and hydrogen production (Canada Energy Regulator, 2023). To meet increasing demand, Canadian producers need to increase their generation capacity. Across Canada's vast landscape, modelling suggests that renewable energy potential based on current technology can supply much more than what is needed for current energy demand with 100% renewable energy. All this renewable energy potential in Canada resides on Indigenous traditional lands. Although renewable energy has not been inherently positive for Indigenous peoples, Indigenous communities in Canada have been participating in renewable energy production, which presents a potential pathway to reconciliation, climate change mitigation and a just energy transition (Hoicka, Savic and Campney, 2021).

The empirical research had two stages. It started with a participant observation and interviews in one company of the targeted sector. Semi-directed interviews were realized with purchasing advisers promoting and guiding Indigenous procurement, with advisers of the unity in charge of the relationships with Indigenous peoples and with managers responsible for interconnection projects of Indigenous communities. One of the coauthors also participated in seven meetings about the implementation of the Indigenous purchasing strategy, the preparation of a meeting with an Indigenous corporation and the meeting with this corporation. Along with these meetings, we got access to internal public and private documents relative to the Indigenous purchasing strategy and the relationships with Indigenous peoples. Afterwards, we contacted cinq other Canadian companies of the targeted sector to benchmark their practices on Indigenous procurement. Four of them accepted to participate. We conducted interviews with one or more employees in these companies and consulted public data on their procurement strategies. All the relevant information exchanged during the interviews and meetings was transcript and analyzed

to elaborate a case study per company and then to compare the five cases. The resulting benchmarking and recommendations were presented to the purchasing advisors of the first company, their comments helped to improve our comprehension of the results and their managerial implications.

Results

Because of confidentiality reasons, we cannot present the results of the intra-case analysis. The intra-case analysis along with the literature review allowed us to identify seven key features characterizing Indigenous procurement in this sector: top-management support, organizational culture, strategy to increase Indigenous procurement, supplier development, nonindigenous supplier management, community development and supportive third-party organizations. Appendix 1 summarizes the cross-case analysis of the five cases for these seven features. Each company is presented using a fictional name. To further preserve the anonymity of participant companies, we removed all identifying information.

Discussion

The comparison of the indigenous procurement practices of companies in this sector shows a broad spectrum of commitment and achievement. Four of the five explored companies are firmly engaged in increasing Indigenous procurement. However, the primary objective of these companies seems not to buy more from Indigenous business but to contribute to the development of Indigenous communities. In that sense, Indigenous procurement practices are framed by more comprehensive strategies oriented to keep harmonious relationships with Indigenous communities. This is certainly related to the crucial importance of Indigenous relationships for companies in this sector. Furthermore,

these business practices are strongly encouraged by the reconciliation initiatives promoted by the Government of Canada (Long, 2022) and supported by the civil society all over the country.

Despite explicit and sometimes bold targets, the companies in our study have until now deployed few actions to directly promote Indigenous procurement. We have identified three: training and coaching programs to facilitate access to tenders, training programs to increase awareness of Indigenous issues among employees, and the development of a list of Indigenous suppliers. There are also very few measures of the results achieved. Some of the companies studied do not simply know how much they buy from Indigenous businesses.

The studied organizations have put in place several actions oriented to directly improve the economic conditions of Indigenous communities (infrastructure, employment, education), to minimize the harmful impacts of their projects and to encourage their suppliers to do so. As reported in previous studies on supplier diversity (León Bravo et al., 2022; Miguel and Tonelli, 2023), we have found a willingness to work with third-party organizations that guide and promote interactions with Indigenous peoples.

The respondents have highlighted several challenges for an increasing reliance on Indigenous suppliers, most of them similar to those found for other diverse suppliers (identification, attraction, capacity). The role of cultural differences, which has not been reported very often in the literature, seems critical (Fritz and Silva, 2018). Organizational values and objectives of buying firms are not always compatible with indigenous values and perspectives. Despite the common efforts deployed in recent years, mistrust and misunderstanding still cloud relationships between Indigenous and non-indigenous business in Canada.

The differences in the level of commitment and practices deployed in the five companies may be explained by provincial characteristics such as the number and size of Indigenous communities and the history of their relationships with the non-indigenous population.

Conclusion

These are very preliminary results, that nonetheless have allowed us to realize the complexity and the challenges, but also the importance, of doing research on Indigenous procurement in Canada.

The next step in our agenda is to study Indigenous procurement in other sectors and organizations such as the mining and the government. Indigenous relationships in these sectors are very important and they offer a suitable field to investigate the extent and the particularities of their Indigenous procurement practices. We intend to compare these practices to those of organizations in the same sectors in other developed countries with a similar history (Australia, New Zealand, and the US). We also plan to study organizations supporting or facilitating commercial exchanges between Indigenous and non-indigenous businesses. These organizations understand well both cultures and may offer a balanced perspective. Finally, we acknowledge that it is essential to study the point of view of the Indigenous businesses. Capturing their perspectives will be challenging. Ethical standards and considerations of doing research involving Indigenous peoples are evolving rapidly and it is difficult for non-indigenous researchers to approach and obtain the permission from appropriate Indigenous representatives. Overall, ethical research with Indigenous communities strives to protect the collective rights and interests of a community as an additional layer to individual-level protections (Hayward, Sjoblom, Sinclair and Cidro, 2021). Because traditional research approaches have not generally reflected Indigenous world views, and the research has not necessarily benefited

Indigenous peoples or communities, there is often apprehension among Indigenous communities toward research carried out by non-indigenous researchers (Kilian, Fellows, Giroux et al., 2019). It is then essential to establish research partnerships with Indigenous scholars or managers.

References

- Adobor, H., McMullen, R., 2007. Supplier diversity and supply chain management: A strategic approach. *Business Horizons* 50(3), 219–229.
- Adobor, H., McMullen, R., 2014. Strategic purchasing and supplier partnerships- The role of a third-party organization. *Journal of Purchasing and Supply Management* 20(4), 263–272.
- Anderson, R.B., Dana, L.P., Dana, T.E., 2006. Indigenous land rights, entrepreneurship, and economic development in Canada: “Opting-in” to the global economy. *Journal of World Business* 41(1), 45–55.
- Bateman, A., Barrington, A., Date, K., 2020. Why You Need a Supplier-Diversity Program. *Harvard Business Review Digital Articles*, 2–6.
- Blount, I., Li, M., 2021. How buyers’ attitudes toward supplier diversity affect their expenditures with ethnic minority business. *Journal of Purchasing and Supply Management* 57 (3), 3–24.
- Canada Energy Regulator, 2023. Canada’s Energy Future 2023: Energy Supply and Demand Projections to 2050. <https://www.cer-rec.gc.ca/en/data-analysis/canada-energy-future/2023/canada-energy-futures-2023.pdf>
- Canadian Council for Aboriginal Business, 2021. Reaching 5% and Beyond: A Roadmap to Increasing Federal Procurement from Indigenous Businesses in Canada.
- Chernoff, A., Cheung, C., 2023. An overview of the indigenous economy in Canada. Staff discussion paper. Bank of Canada. <https://doi.org/10.34989/SDP-2023-25>

- Chikweche, T., Garlin, F., Khan, A., Lwin, M., 2023. Conceptual Framework for an Integrated One-Stop Portal to Support Indigenous Small Business Enterprises. In: Adapa, S., McKeown, T., Lazaris, M., Jurado, T. (eds) *Small and Medium-sized Enterprises, and Business Uncertainty*. Palgrave Studies in Global Entrepreneurship. Palgrave Macmillan, Singapore.
- Dana, L.P. 2015. Indigenous entrepreneurship: an emerging field of research. *International Journal of Business and Globalisation* 14(2), 156-168.
- Denny-Smith, G., Williams, M., Loosemore, M., 2020. Assessing the impact of social procurement policies for Indigenous people. *Construction management and economics* 38(12), 1139–1157.
- Fritz, M.M., Silva, M.E., 2018. Exploring supply chain sustainability research in Latin America. *International Journal of Physical Distribution & Logistics Management* 48(8), 818-841.
- Government of Canada, 2020. About electricity. <https://natural-resources.canada.ca/our-natural-resources/energy-sources-distribution/electricity-infrastructure/about-electricity/7359#structure>.
- Hayward, A., Sjoblom, E., Sinclair, S., Cidro, J., 2021. A New Era of Indigenous Research: Community-based Indigenous Research Ethics Protocols in Canada. *Journal of Empirical Research on Human Research Ethic* 16(4), 403–417.
- Hilton, C.A., 2021. *Indigenomics: Taking a seat at the economic table*. New Society Publishers.
- Hoicka, C.E., Savic K., Campney, A., 2021. Reconciliation through renewable energy? A survey of Indigenous communities, involvement, and peoples in Canada. *Energy Research & Social Science* 74.

- Kabra, G., Srivastava, S.K., Ghosh, V., 2023. Mapping the field of sustainable procurement: A bibliometric analysis. *Benchmarking* 30(10), 4370–4396.
- Kilian, A., Fellows, T.K., Giroux, R., Pennington, J., Kuper, A., Whitehead, CR, Richardson, L., 2019. Exploring the approaches of non-Indigenous researchers to Indigenous research: a qualitative study. *CMAJ Open* 7(3), E504-E509.
- León Bravo, V., Jaramillo Villacrés, M., Silva, M.E., 2022. Analysing competing logics toward sustainable supplier management. *Supply Chain Management: An International Journal* 27(7), 49–63.
- Long, B. S., 2022. CSR and reconciliation with indigenous peoples in Canada. *Critical Perspectives on International Business* 18(1), 15–30.
- Madahbee Leach, D. Delorme, M., Lendsay, K., Sutter, S. Metatawabin, S. Bukk, T., LaBillois, V., 2021. Defining Indigenous Businesses in Canada. The National Indigenous Economic Development Board. http://www.naedb-cndea.com/wp-content/uploads/2022/07/5.-Defining-Indigenous-Businesses-Report_FINAL-English.pdf
- Miguel, P.L.S., Tonelli, M.J., 2023. Supplier diversity for socially responsible purchasing: An empirical investigation in Brazil. *International Journal of Physical Distribution & Logistics Management* 53(1), 93–114.
- National Aboriginal Economic Development Board, 2016. Reconciliation: Growing Canada's Economy by \$27.7B. Retrieved from http://www.naedb-cndea.com/reports/naedb_report_reconciliation_27_7_billion.pdf.
- National Indigenous Economic Strategy, 2022 NIES_English_FullStrategy_2.pdf
- Porter, K., 2019. *Implementing supplier diversity: driver of entrepreneurship*. Palgrave Macmillan: Cham, Switzerland.

- Sawchuk, J., 2020. Social Conditions of Indigenous Peoples in Canada. In *The Canadian Encyclopedia*. Retrieved from <https://www.thecanadianencyclopedia.ca/en/article/native-people-social-conditions>
- Silva, M.E., Fritz, M.M., Seuring, S., Matos, S., 2023. Guest editorial: The social sustainability of global supply chains—a critical perspective on current practices and its transformative potential. *International Journal of Physical Distribution & Logistics Management* 53(1), 1–12.
- Sordi, A., Tate, W.L., Huang, F., 2022. Going beyond supplier diversity to economic inclusion: where are we now and where do we go from here? *Journal of Purchasing and Supply Management* 28(2).
- Statistics Canada, 2022. Characteristics of Indigenous-owned businesses. Retrieved from <https://doi.org/10.25318/36280001202201200004-ENG>.
- Whitfield, G., Landeros, R., 2006. Supplier diversity effectiveness: does organizational culture really matter. *Journal of Supply Chain Management* 42(4), 16–28.
- Worthington, I., Ram, M., Boyal, H., Shah, M., 2008. Researching the drivers of socially responsible purchasing: a cross-national study of supplier diversity initiatives. *Journal of Business Ethics* 79(3), 319–331
- Zorzini, M., Hendry, L.C., Huq, F.A., Stevenson, M., 2015. Socially responsible sourcing: reviewing the literature and its use of theory. *International Journal of Operations and Production Management* 35(1), 60–109.

Appendix 1. Comparison of companies

Feature	Hydro1	Hydro2	Hydro3	Hydro4	Hydro5
Top-manag. support	Strong. Formal policies Specialized team	Strong. Formal policies. Specialized team	Strong. Formal policies. Specialized team	Strong. Formal policies Specialized team.	Moderate. Non-formal policies. Special team.
Organizational culture	Training programs for employees. Some internal resistance.	Strong awareness. Training programs for employees and suppliers	Strong awareness. Training programs for employees	Strong awareness. Some internal resistance. Training programs for employees	Training programs for employees
Strategy to increase Indigenous procurement	Formal strategy. Clear and bold spending target. Development of a list of Indigenous suppliers	Formal strategy. Clear spending target. List of Indigenous suppliers maintained by their representatives.	Formal strategy. Clear spending target. List of Indigenous suppliers	Formal strategy. Clear and bold spending target. Development of a list of Indigenous suppliers	Non-formal strategy Non-spending target
Supplier development	Training and coaching programs for Indig. Businesses	Training and coaching programs for Indig. businesses in person	Training programs No coaching	Training and coaching programs for Indigenous businesses	Training sessions offered upon request
Nonindigenous supplier management	Contractual clauses for non-indigenous suppliers to favour Indigenous economic benefits, including Indigen. employability targets.	Strongly encourages suppliers to have Indigenous employability targets.	Strongly encourages suppliers to have Indigenous employability targets.	Strongly encourages suppliers to have Indigenous employability targets.	Encourages suppliers to have Indigenous employability targets.
Community development	Beneficial agreements with communities. Mitigation measures on projects. Projects to provide access to clean energy. Creation of joint committees to promote the welfare of communities. Equal employment opportunity programs.	Beneficial agreements with communities. Mitigation measures on projects. Infrastructure programs to improve living conditions. Loans/bursaries programs to help Indigenous students pursue academic training. Program for Indigenous young graduates to take on management positions.	Beneficial agreements with communities. Mitigation measures on projects. Infrastructure programs to improve living conditions. Funding programs for education, environmental and other community initiatives.	Beneficial agreements with communities Mitigation measures on projects. Financial support to Indigenous students through ONGs. In major projects all suppliers must engage on measures to directly improve the living conditions of the communities.	Energy infrastructure programs to improve the living conditions of indigenous communities.
Support of third-party organizations	Certification on progressive Indigenous relations (silver level). Work closely with an indigenous corporation that represents the interest of several communities.	Certification on progressive Indigenous relations (gold level). Work with an ONG to recruit more Indigenous employees at all levels of the organization	Certification on progressive Indigenous relations (gold level).	Certification on progressive Indigenous relations (gold level). Work with an ONG to develop energy projects with Indigenous communities.	No certification or plans to obtain it. Work with an ONG to recruit more Indigenous employees at all levels of the organization.

