

The Canadian Mining Story

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Indigenous Partnerships



The Mining Association
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Strengthening Indigenous Participation in Mining

The mining industry is committed to building strong, progressive relationships with First Nations, Inuit and Métis peoples across Canada through engagement, collaboration and the development of mutually-beneficial partnerships.

This is exemplified by the industry's track record of early and ongoing engagement, its commitment to continuous improvement of environmental and social performance and its history of constructive collaboration with decision-makers, Indigenous organizations and non-governmental organizations to advance public policy. As a result of its efforts, the mining industry has become the largest private-sector industrial employer, on a proportional basis, of Indigenous peoples in Canada and a trusted partner of Indigenous businesses.

The Mining Association of Canada (MAC), whose members include the vast majority of Canada's leading mining companies, is committed to contributing to the meaningful implementation of the Truth and Reconciliation Commission's (TRC) Calls to Action. As 2025 marks the 10th anniversary of their publication, MAC and its members continue to take steps in response to Call to Action 92, directed at corporate Canada, and have supported the implementation of other Calls to Action in various ways over the past decade.

Notable action to the response of Call to Action 92 has come by way of implementation of MAC's [Towards Sustainable Mining \(TSM\)](#) program, a globally recognized sustainability program that supports mining companies in managing key environmental and social risks. The [TSM Indigenous and Community Relationships Protocol](#) was developed to support mining companies in responding to all three aspects of Call to Action 92, including meaningful engagement, facilitating equitable opportunities for Indigenous Peoples and enhancing the mining sector's awareness of the history and legacy of residential schools. In developing the criteria for this protocol, MAC looked to the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) as well as the advice of

the [TSM Community of Interest Advisory Panel](#), which includes representation from Indigenous communities, for guidance.

The protocol, which is designed to facilitate strong relationship building through collaborative engagement and decision-making processes, incorporates measurable criteria reflecting the TRC's call to the corporate sector. The protocol sets a standard for what is considered good practice in TSM that includes aiming to achieve free, prior and informed consent (FPIC) before proceeding with development where impacts to rights may occur. It builds on the mining sector's leadership in prioritizing Indigenous employment, business partnerships and support for education and skills-training initiatives and includes specific criteria focused on company-community collaboration, including ensuring Indigenous peoples have equitable access to opportunities with companies in question. Additionally, the protocol includes criteria that aims to ensure that management and staff are provided with education and awareness training on the history, traditions, and rights of Indigenous peoples. MAC members must evaluate, publicly report and independently verify their performance against these new criteria at each of their Canadian mine sites.

Across the country, there are examples of partnerships between mining companies and communities that are advancing reconciliation and contributing to implementation of the TRC's Calls to Action and UNDRIP. The following are just a sample.



Case Study: Agnico Eagle's Reconciliation Action Plan with Indigenous Peoples

Agnico Eagle's [Reconciliation Action Plan with Indigenous Peoples \(RAP\)](#) is a central pillar of the company's commitment to building respectful, collaborative relationships with Indigenous Peoples.

Guided by frameworks and principles such as the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), as well as an extensive engagement process with more than 250 contributors - community members, academics, internal collaborators and Indigenous organizations – the RAP reflects Agnico Eagle's broader values of social, economic, and environmental responsibility in the communities where it operates.

As a global mining company, Agnico Eagle engages with diverse Indigenous communities, each with distinct histories, languages, and cultural practices. Recognizing this diversity, the company tailors its engagement strategies to local contexts, ensuring that Indigenous-led processes are respected and that barriers to meaningful participation are reduced.

The RAP is organised around seven interconnected pillars, that formalizes and strengthens Agnico Eagle's long-standing efforts to support Indigenous Peoples. These pillars provide a comprehensive framework for action while remaining flexible to adapt to the evolving needs of Indigenous communities. While various initiatives have existed across the Company's operations for years, the RAP – the first of its kind developed by a Canadian mining company –

integrates these into a unified, strategic framework that promotes consistency, accountability, and adaptability across the organization.

At the heart of the RAP is a commitment to effective dialogue, engagement, and partnership. Agnico Eagle emphasizes the importance of seeking to obtain FPIC when proposing new or significantly modified projects, ensuring that Indigenous voices are central to decision-making processes.

To ensure accessibility and inclusivity, Agnico Eagle has made the RAP available in multiple languages, including English ([Canada](#) and [Australia](#)), [French](#), and [Inuktitut](#). A quick guide version is also offered in [Spanish](#), [Finnish](#), [Inuinnaqtun](#), [Cree](#), and [Anishinaabe](#), reflecting the company's commitment to cultural respect and language preservation.

Enterprise-wide implementation of the RAP is ongoing, with actions designed to remain meaningful and responsive to those directly affected. For example, Agnico Eagle has updated its Indigenous Peoples Engagement Policy to better align with reconciliation frameworks and established an Indigenous Advisory Committee to provide ongoing guidance and oversight—ensuring Indigenous perspectives are continuously integrated into the company's global practices.

The RAP serves as both a roadmap and a reflection of the company's dedication to fostering enduring, equitable relationships with Indigenous peoples.



Case Study: Suncor's Journey of Reconciliation at a Glance

Over the past five decades, Suncor has cultivated relationships with Indigenous communities, recognizing that trust and respect are foundational to meaningful collaboration and business success. In 2021, it launched its “Journey of Reconciliation,” a commitment to ongoing learning, transformation and partnership. Through this journey, Suncor continues to deepen its understanding of Indigenous rights, cultures, histories, and lived experiences to foster mutual respect.

The Journey of Reconciliation is lived through honest reflection, inclusive dialogue, and a willingness to shift organizational mindsets and behaviours. Suncor weaves data with storytelling to capture the impact of its efforts, acknowledging that reconciliation requires hard work, humility, and continuous evolution. Guided by four key focus areas, and through collaboration with Indigenous communities, partners, and employees, Suncor remains committed to moving forward together in a respectful and meaningful way.

Valuing Indigenous worldviews

Valuing Indigenous worldviews involves more than education—it requires actively listening to Indigenous perspectives and thoughtfully integrating their knowledge where appropriate. Suncor is committed to deepening its understanding of Indigenous rights, cultures and histories through ongoing training and experiential learning, continually refining its programs to stay relevant. Guided by the Indigenous belief in the interconnectedness of all things, Suncor seeks to reflect this worldview in its work by engaging in meaningful consultation, collaborating on environmental initiatives, and participating in advisory groups with Indigenous Elders, youth and community members. These efforts help Suncor embrace new approaches inspired by Indigenous ways of knowing and being.

Partnering with Indigenous businesses and communities

Suncor believes that strong partnerships begin with honest, respectful relationship-building and a commitment to understanding the unique priorities of each community. This leadership is demonstrated by long-term agreements with several First Nations and Métis communities, and three equity partnerships with First Nation and Métis communities in the Regional Municipality of Wood Buffalo in Alberta, and with First Nations in the James Bay region of Quebec. These partnerships provide significant revenues—tens of millions of dollars annually—for communities, as seen in projects like the East Tank Farm and Northern Courier Pipeline and reflect a shared commitment to economic reconciliation and prosperity.

Through its Indigenous Business Participation Strategy, Suncor actively sources goods and services from Indigenous businesses, recognizing the value of local talent and the positive impact of reinvestment in communities. In 2024, Suncor spent \$3.1 billion on Indigenous procurement. Rather than focusing on spending goals, Suncor integrates engagement with Indigenous suppliers as a standard business practice, emphasizing employment and community outcomes. This approach extends to its Petro-Canada™ operations, where retail stations and wholesale arrangements with Indigenous communities not only provide essential services but also serve as hubs for connection and community engagement.

Strengthening Indigenous workforce and inclusions

Suncor is committed to increasing Indigenous participation in Canada's workforce by fostering an inclusive, equitable environment where Indigenous employees feel valued and supported. In 2024, Suncor had more than 1,000 Indigenous employees, representing 6.7% of its total workforce. Through strategic partnerships, programs, and community engagement, the company works to attract, employ, and retain Indigenous talent, enriching its workplace with diverse perspectives and new ways of thinking.

Key initiatives include the Indigenous Employee Mentorship program, which offers career coaching and reciprocal learning opportunities, and Journeys, Suncor's Indigenous employee network. Journeys plays a vital role in building a sense of belonging and cultural pride through events like sharing circles, medicine harvests, and Indigenous Awareness Week, deepening connections between Indigenous and non-Indigenous employees and advancing reconciliation within the company.

Partnering with Indigenous youth

Suncor is committed to building meaningful relationships with Indigenous youth by supporting their leadership development and creating opportunities for mutual learning. Through initiatives like the Indigenous Youth Advisory Council (IYAC), young leaders collaborate with Suncor teams—including senior leadership—to share insights and advise on issues impacting Indigenous communities.

The IYAC Mentorship Program, launched in 2021, fosters two-way mentorship that strengthens personal connections and deepens understanding across cultures.

To help bridge gaps in access to work experience, Suncor's [Indigenous Student Program](#) offers post-secondary students practical opportunities across its Canadian operations. Since its inception in 2015, the program has grown from a small cohort at Suncor's Base Plant in Northern Alberta to placements spanning from Burnaby, B.C. to St. John's, Newfoundland. In addition, the company offers an Indigenous Youth Internship Program in partnership with CAREERS. The paid work experience opportunities support Alberta Indigenous Youth in grades 10-12 as they explore careers of interest and complete value-added work. These experiences not only empower Indigenous students to build meaningful careers but also enrich Suncor with fresh perspectives and innovative thinking.



Case Study: Career Opportunities for Nunavut Youth: B2Gold Partners with the Redfish Arts Society

B2Gold has partnered with [Redfish Arts Society](#) to bring a popular welding arts program to youth in Cambridge Bay, Nunavut, helping to open doors to careers in the region's expanding mineral development sector and beyond. This collaboration enhances training opportunities and empowers Inuit youth with valuable skills and pathways to further education and employment.

Growing local employment through partnerships

This partnership reflects B2Gold's global commitment to socio-economic development, now extended to Nunavut following its 2023 acquisition of Sabina Gold & Silver and the Back River Gold District. Through collaboration with the Redfish Arts Society, B2Gold aims to create meaningful opportunities for the Kitikmeot community, supporting workforce growth and community engagement as part of its broader vision for inclusive and sustainable development in the region.

Supporting a hub for Inuit culture in Nunavut

The welding arts program operates out of the Red Fish Arts Studio, a vibrant community hub in Cambridge Bay that was transformed from a former processing plant with support from [CanNor](#), the Government of Nunavut, and the local municipality. The studio fosters artistic growth, promotes Inuit culture, and serves as a base for community groups. As students progress through the program, they gain hands-on experience through industry placements at B2Gold's Back River Project, with the aim of replicating past successes where all participants secured employment through mentorship and training.



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