



INDIGENOUS STATEMENT OF PRINCIPLES



At Graham, we develop strong sustainable business relationships with the Indigenous communities affiliated with our projects and partnerships. These relationships reflect Graham's own values and respect the heritage and culture of the Indigenous communities.

Graham establishes these relationships through joint ventures, partnerships and strategic alliances with the Indigenous communities and their associated businesses. By planning and building for long-term success for all parties, Graham strives to create an environment that will generate positive effects for the communities through training, employment, and the development of a sustainable economic capacity in these communities.

We understand that the relationship with an Indigenous Community is measured by our actions, effort invested, respect we show, and the integrity of the team. As such, our Indigenous Mandate is guided by the following eight Principles:

TRUST

It is Graham's intent to act in a manner that will foster trust with the Indigenous community in order to build successful relationships. When Graham engages more than one Indigenous community in any area, either where there may be overlapping traditional territories or where a Graham interest intersects with more than one Indigenous community, Graham will negotiate individually and in good faith with each community.

RESPECT

Graham will develop a genuine understanding of the Indigenous community it partners with. We will endeavour to learn the history, culture, traditions, and governing structure of the communities in which we operate. Graham will approach and address Indigenous groups as orders of government. Graham understands that Indigenous Peoples are not stakeholders in the land and have constitutionally protected rights.

TRANSPARENCY

Graham will seek to be fully transparent in its dealings with Indigenous communities. This transparency will commence from the initial contact with the community and extend through all communications, representations, intentions, and on any issues that may arise.

COMMITMENT

Graham fully appreciates that it will take significant effort over a long period of time to build a successful and mutually beneficial business relationship with an Indigenous community. Graham is committed to provide the necessary investment in time and resources to achieve this. Graham understands that the relationship with an Indigenous community is a unique relationship, and will therefore assign a Senior Executive Sponsor to each Indigenous partner in order to steward the success of the relationship.

COMMUNITY ENGAGEMENT

In entering into a relationship with an Indigenous community, Graham understands that we will be involved in that community. This engagement may include attendance at cultural and celebratory events and also the support of community legacy projects. It may extend to the encouragement and support of education and training goals, employment of community members, and assistance in building sustainable economic capacity.

INTEGRITY AND UNDERSTANDING

Graham understands that decisions made by Indigenous communities are often community-based and therefore it will take time for the community to properly assess, consider, and come to agreement on a suitable path forward. It is Graham's intent to follow the Indigenous community's protocols and provide the proper consultation in order to lead to consent to work together, as long as these ideals remain within the boundaries of the appropriate legal and contractual frameworks.

INDIGENOUS LIAISON

Graham will assign trained, capable, and experienced individuals to lead the building of relationships with each Indigenous community. All staff interacting with the Indigenous community or their associated businesses will have formal Indigenous cultural competency training and will be fully versed on the relationship agreements.

FINANCIAL CONSIDERATIONS

Graham understands that some Indigenous groups may require financial support to cover legal fees and expenses incurred during the establishment of a formal relationship and also to accomplish common goals. Graham is governed by the *Graham Code of Business Ethics & Conduct* and as such, we do not make payments to individuals or Indigenous groups as a fee to enter into our agreements or opportunities.



Andy Trewick
President and Chief Executive Officer
Graham

THREE
NATIONS



GRAHAM