

Indigenous Relations Policy

Crucial to our corporate social responsibility is our focus on Indigenous relationships in the communities we live in and work. We are committed to developing sustainable, long-term, effective, and mutually beneficial relationships within the Indigenous communities in the areas we serve. We believe that consultation and community engagement will build consensus and enable us to work collaboratively within our communities.

The purpose of this policy is to guide our employees in pursuing and developing long-term, mutually beneficial relationships with Indigenous Groups in support of our business and corporate social responsibility objectives.

At CMA:

- We respect the diversity of individual cultures.
- We will consult in situations where our work could have an impact on the environment or cultural heritage.
- We will conduct meaningful engagement and work collaboratively to establish mutual objectives.
- We respect Indigenous Treaty Rights
- We will provide leadership, business development and community engagement opportunities.

Respect for culture and heritage is integral to the way CMA conducts business. We recognize that protecting culture and heritage is important to the communities in which we operate and, therefore, it is important to us. We support our Indigenous Partners in activities to protect and perpetuate their cultural heritage. We foster inclusive engagement through an active exchange of information, listening to concerns and suggestions and developing an agreed way forward together. We are committed to working with Indigenous Peoples and our business partners to support strong, vibrant Indigenous communities.

Compliance

Employees must comply with all aspects of this policy. Employees are responsible for promptly reporting suspected or actual violation of this policy, applicable law, or any other concern through available channels so that it can be appropriately investigated, addressed, and handled. Employees who fail to comply or knowingly permit employees under their supervision not to comply may be subject to appropriate corrective disciplinary action in accordance with the company's policies and processes.

Indigenous Relations Strategy

We believe early and meaningful engagement with all interested persons affected by or interested in our projects is an integral component of our Indigenous Relations Policy. We have identified an implementation framework to support our policy to provide sustainable benefits for the Indigenous communities in the areas we serve. Our implementation framework continues to evolve based on practical experience, the scope of our operations and the different requirements and interests of the Indigenous communities in the areas we serve.

Leadership

We believe that our leadership sets the tone at the top. Our senior management team is accountable for ensuring our policies are effectively implemented. However, all employees are responsible for the application of our policy. As part of our decision-making processes, our leadership is committed to identifying and addressing Indigenous-related opportunities and risks across all relevant business functions. We will ensure that our policies, processes, and practices continue to uphold our corporate social responsibilities, including our Indigenous relations policy. Our leadership will set performance measurement and evaluation criteria to track and evaluate the outcomes of our policy. Examples of targets under discussion include training and education metrics such as the number of participants trained or dollars invested, employment/contracting/business development metrics such as the number of dollars involved, and the number of individuals hired.

Employment

Whenever possible, Indigenous employee inclusion is a focus and priority. At CMA, we support training initiatives and foster a safe and healthy work environment that is diverse and inclusive and respects people's dignity, ideals, and beliefs. We will provide cultural awareness training and strongly encourage all our employees to support and participate in Indigenous community events. As part of our long-term human resources strategy, we will incorporate the recruitment and retention of Indigenous employees.

Community Relations and Investments

We believe community engagement and corporate social responsibility is the foundation for building meaningful relationships. As such, direct consultation and engagement is fundamental to our ability to ensure our plans address issues of importance to our communities. Where possible, we work together with the impacted First Nations and Indigenous groups to address concerns, mitigate risks, and expand the social, environmental, and economic benefits of all our activities. We will establish community-specific agreements that enable the trust required to build and maintain long-term relationships. Our community investments will align to ensure they are responsive to our Indigenous communities' concerns and interests, taking into account specific needs and cultural norms.

Business Development

We will support Indigenous business and entrepreneurial ventures' growth and capacity through the provision of services to our operations. We will embed expectations for Indigenous inclusion in our Supply Chain Management strategies and programs. We will work to clearly understand the communities' goals and align our initiatives to facilitate mutually beneficial outcomes. We support Indigenous peoples' long-term economic interests and are committed to providing equal opportunity and mentorship through employment and contracting opportunities.