Discover the benefits of workplace inclusion through our enterprise-wide benchmarking and advisory system

Our team has the expertise to guide you through a personalized three-stage Workplace Inclusion System, directed by our Inclusion Continuum—that will help you build the organizational competencies needed to achieve inclusion excellence—leading to more successful Indigenous engagements and relationships.

Through our advisory system, which is supported by various products and services, we will help you to enhance your partnership value, brand value, and capacity to access the potential of Canada’s fastest growing, youngest, and most under-leveraged asset—Indigenous people. To learn more about our Workplace Inclusion System see pages 2-3.

ADVISORY PRODUCTS & SERVICES
indigenousworks.ca/catalogue

A full suite of products and services to support your inclusion strategies

From recruitment to training and more, we have solutions that will meet your needs. Our advisory products and services are available to help you fulfill your workplace inclusion strategies, as part of your enterprise-wide plan developed in partnership with our inclusion experts, or you may purchase them a la carte.

Prices are presented for the Leadership Circle (LC) & for the public.

Last Revision Date: July 18, 2018
We have four diagnostic tools available to help you understand your organization’s current position on the Inclusion Continuum—our seven-stage workplace model used to depict the organizational competencies your company needs to achieve successful Indigenous engagements and relationships.

1 - Baseline Discovery & Summary - A one-hour interview session guided by 23 key questions—to gain an introductory understanding of your workplace competencies and approach to building Indigenous engagements. The summary includes recommendations that will help identify and prioritize areas where you need to focus your inclusion efforts.

2 - Barometer Review + Report - A series of customized interviews (minimum of 15) are conducted with a selection of lead and front-line managers, to help reveal a deeper understanding of your workplace inclusion pressure points and the effectiveness of your strategies. The report identifies and makes recommendations of how and where improvements to your workplace inclusion practices should be made to achieve greater success in Indigenous engagements and relationships.

Nine Inclusion Indicators - Our inclusion indicators, designed to review your organizational workplace inclusion competencies, will help you build more effective partnerships with Indigenous people, businesses and communities, and climb our Inclusion Continuum.

Gain strategic insights with our nine inclusion indicators, the architecture which our diagnostics are built upon, and a tool to help you discover your strengths and opportunities.
3 - Performance Assessment & Action Plan - An in-depth 150+ question survey is conducted with an enterprise-wide selection of up to 1000 managers and staff, to compare workplace inclusion performance and competencies across divisions and regions. The action plan presents an analysis of the survey findings, a company-wide workplace inclusion score, and strategic recommendations to help you improve performance and increase Indigenous engagements and relationships.

4 - Systems Analysis + Advanced Report - A comprehensive analysis of a specific enterprise system (i.e., human resources, procurement, communications, corporate social responsibility, leadership)—reviewing internal processes and external industry-wide practices to compare and validate standards. The advanced report will identify gaps within the system and make recommendations of where and how to achieve superior Indigenous workplace inclusion performance.

Our experts will use their skills, knowledge and experience to uncover what is stalling your inclusion efforts. Examples include:

• An organization-wide Indigenous inclusion policy with accountability framework that sets out clear expectations for key staff.
• A corporate social responsibility plan that brands and positions your organization as an employer and company-of-choice for Indigenous employees, businesses and communities.
• A communications plan to help you implement inclusion strategies with staff, contractors and subsidiary companies.
• A branding or recruitment plan/campaign that helps you target and attract Indigenous talent.
• Procurement strategies and templates that help you build partnerships with Indigenous suppliers.

Customized comprehensive strategic plan

We will work closely with your team and work units to develop implementation plans that result in improved organizational competencies (i.e., Indigenous recruitment, retention and advancement, self-identification, branding, or adjust procurement practices that encourage Indigenous businesses to respond to bids). All our operational practices include the tracking, metric and reporting requirements you need.

Customizable Proposals
### TRAINING | Online - Inclusion Classroom

Six online courses that address training needs for your entire organization—from front line workers to board room directors—delivered direct to individual workstations in a cost-effective manner when it’s convenient for your staff. The *Inclusion Classroom’s* comprehensive and interactive learning is relevant to staff working in: leadership, human resources, procurement, marketing/communications, and corporate social responsibility (CSR).

<table>
<thead>
<tr>
<th>Training Course</th>
<th>Duration</th>
<th>Description</th>
<th>LC Price</th>
<th>Public Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Fundamentals of Indigenous Inclusion</td>
<td>75-90 mins</td>
<td>The ‘why’ of inclusion and closing the socio-economic gap, and benchmarking your progress - core competencies in Indigenous workplace inclusion will be enhanced.</td>
<td>$51</td>
<td>$60</td>
</tr>
<tr>
<td>2 - Strategies for Indigenous Recruitment, Retention and Advancement</td>
<td>45-60 mins</td>
<td>Articulates elements of Indigenous recruitment, retention and advancement challenges and explores how to capitalize on the benefits of each.</td>
<td>$51</td>
<td>$60</td>
</tr>
<tr>
<td>3 - Indigenous Partnerships 101: Getting Started</td>
<td>45-60 mins</td>
<td>The ‘how-to’ of nurturing productive and mutually beneficial partnerships with Indigenous people, businesses and communities.</td>
<td>$51</td>
<td>$60</td>
</tr>
<tr>
<td>4 - 16 Dimensions of an Aboriginal Retention Strategy: Successful Practices for Canadian Companies</td>
<td>45-60 mins</td>
<td>Ensure that your investments targeted recruitment efforts pay off with effective Indigenous employee retention strategies.</td>
<td>$51</td>
<td>$60</td>
</tr>
<tr>
<td>5 - Aboriginal Self-Identification: Successful Practices for Canadian Companies</td>
<td>45-60 mins</td>
<td>Learn the components of an effective self-identification process.</td>
<td>$38</td>
<td>$45</td>
</tr>
<tr>
<td>6 - Leveraging CSR for the Inclusion Advantage: Successful Practices for Canadian Companies</td>
<td>30-45 mins</td>
<td>Demonstrates the power that targeted CSR initiatives and committed social purpose leadership can contribute to and accelerate your enterprise-wide Indigenous workplace inclusion objectives.</td>
<td>$38</td>
<td>$45</td>
</tr>
</tbody>
</table>

#### Core Classroom Package
- Courses 1-3 - The essential inclusion curriculum, including: fundamentals; retention, recruitment and advancement; and partnerships (package value of $180).

#### Workplace Inclusion Mastery Certificate (+ Resources) Package
- Courses 1-6 + additional resources series — Managers looking to grow their workplace inclusion competencies to better prepare them for the design and implementation of inclusion strategies will benefit from this six course certification. We also include the ‘mastering inclusion five CD series (a $99 value with over 250 pages of rich text containing more tools, models and strategies). Each user who completes the six-course curriculum of the Inclusion Classroom Suite, will receive a customized mastery certificate (total package value, $429).
TRAINING | Online - Procurement

Introduction to Successful Aboriginal Procurement - Improve your supply chain practices and enhance your Indigenous partner relations. Developed with the expertise of a national partner group, this learning platform is designed to help procurement managers and supply chain specialists better use and develop effective tools and strategies to find and hire Indigenous businesses. Course includes video modules, resource documents, a learning journal, competency checks, and a skills survey. Completion time: 3-4 hours.

<table>
<thead>
<tr>
<th></th>
<th>LC Price</th>
<th>Public Price</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$230</td>
<td>$423</td>
</tr>
</tbody>
</table>

TRAINING | Instructor-Led

Customize your training - we will work with you to create an instructor-led training that best suits your needs within the following enterprise-wide systems: leadership, human resources, procurement, marketing/communications, and corporate social responsibility. Training topics can be customized with industry specific data and case studies, and branded to reflect your current or planned training program, and corporate taglines or themes. Examples of training topics include:

- Indigenous History: Why It’s Important to Learn and Understand
- Cross Cultural Competencies - What Your Employees and Leaders Need to Know
- Developing your Partnership Skills with Indigenous Organizations and Communities
- What You Need to Know About Indigenous Employees and Self-Identification
- Contemporary Indigenous Living - Understanding Current Social, Economic and Political Indicators
- Board Training: Indigenous Strategies for Directors

All trainings are customized and priced based on scope and complexity.

TRAINING | Instructor-Led - Career Development

Guiding Circles Step 1 & 2 - A two-day, train-the-trainer career development workshop - A workshop designed to help facilitators guide individuals through a holistic approach to understand inherent elements of themselves that they can associate to their career choice and ultimately their career path. Over 1,000 practitioners have learned how the workshops combine a traditional Indigenous world-view with contemporary career development concepts to help people achieve career satisfaction — a key step to engaging the Indigenous workforce in your workplace. Workshops include 10 booklets and a certificate.

<table>
<thead>
<tr>
<th></th>
<th>LC Price</th>
<th>Public Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>INDIVIDUAL:</td>
<td>$795</td>
<td>$895</td>
</tr>
<tr>
<td>Guiding Circles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Step 1:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Understanding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yourself</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| INDIVIDUAL:      | $795     | $895         |
| Guiding Circles  |          |              |
| Step 2:          |          |              |
| Finding New      |          |              |
| Possibilities    |          |              |

GROUP: Guiding Circles Step 1 or Step 2:  

Call for Quote
<table>
<thead>
<tr>
<th>Product Description</th>
<th>LC Price</th>
<th>Public Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Handbook on Aboriginal Retention</td>
<td>$30</td>
<td>$35</td>
</tr>
<tr>
<td>Mastering Aboriginal Inclusion Self-Study Modules on CD</td>
<td>$79</td>
<td>$99</td>
</tr>
<tr>
<td>Mastering Aboriginal Inclusion in Mining Self-Study Modules</td>
<td>$79</td>
<td>$99</td>
</tr>
<tr>
<td>Guiding Circles Step 1: Understanding Yourself</td>
<td>$7.50</td>
<td>$7.50</td>
</tr>
<tr>
<td>Guiding Circles Step 2: Finding New Possibilities</td>
<td>$7.50</td>
<td>$7.50</td>
</tr>
</tbody>
</table>

Handbook on Aboriginal Retention - Learn about 16 dimensions of Indigenous retention through this 24 page handbook that will help you better understand how to increase Indigenous workplace retention. Available in soft cover print.

Mastering Aboriginal Inclusion Self-Study Modules on CD - A one-of-a-kind resource featuring the council’s collected intelligence, researched from the successes and challenges of Canada’s top Indigenous employers. Available only in a CD format.

Mastering Aboriginal Inclusion in Mining Self-Study Modules - This module series was developed by the council in partnership with the Mining Industry Human Resources Council and an alliance of more than 20 companies, labour organizations and industry associations in the mining sector. These modules are specifically designed to help mining employers discover their individual business case for inclusion and learn proven tools and tricks for recruiting, retaining and advancing Indigenous workers. Available only in a printed five module boxed set while supplies last.

Navigation Guide: Major Projects — Aboriginal Partnerships - This document will help you gain insight about the key stages in the life cycle of a partnership between Indigenous communities and businesses/developers to advance major development projects in sectors such as mining, oil and gas, renewable energy and hydroelectric.

Guiding Circles Step 1: Understanding Yourself - This publication leads individuals through a career self-assessment, helping Guiding Circles facilitators engage with them in a meaningful discussion about career paths. With the help of this workbook and a career practitioner or teacher, individuals identify and tell specific life stories in a positive, focused, self-reflective way, connecting their personal discoveries to the world of school and work.

Guiding Circles Step 2: Finding New Possibilities - This publication helps Guiding Circles facilitators use what they discovered in Guiding Circles Step 1: Understanding Yourself self-assessment, to explore career alternatives and effective career decisions. With the help of this workbook and a career practitioner or teacher, many possible career options are generated and the career circle explored as a ‘match’ for an individual’s career ideas.
The Indigenous labour force is one of the fastest growing in Canada. The Inclusion Network job site offers a growing database of resumes from Indigenous people across Canada. Registered employers, educators and employment centres can post jobs onto the job site or search the resume database and reach the fast growing Indigenous labour force.

Choose the job pack that best fits your recruitment needs.

<table>
<thead>
<tr>
<th>Package</th>
<th>30 Days</th>
<th>60 Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Couple</td>
<td>$345</td>
<td>$645</td>
</tr>
<tr>
<td>A Few</td>
<td>$395</td>
<td>$745</td>
</tr>
<tr>
<td>A Few More</td>
<td>$445</td>
<td>$845</td>
</tr>
<tr>
<td>As Many as Possible</td>
<td>$495</td>
<td>$945</td>
</tr>
</tbody>
</table>

* Leadership Circle members receive 20% discount from package prices quoted

Please select the package that best describes the number of Indigenous people you are trying to reach:

A Couple

A Few

A Few More

As Many as Possible

CORPORATE SOCIAL RESPONSIBILITY | Kochita

Our charity, Kochita, can help your team advance to the upper stages of the Inclusion Continuum by investing dollars and resources into the development of Indigenous youth (35 & under) by creating good will among Indigenous employees, companies and communities. Emerging evidence indicates that CSR strategies can have significant impact on employee morale, loyalty, productivity, retention and the recruitment of top employees.

Aligning a CSR initiative to help Indigenous youth stay in school and transition well into the workforce within their career-of-choice will help your organization accelerate the benefit of your Indigenous workplace inclusion strategies. Reach out to Kochita and learn more about the partnering, sponsorship and volunteer opportunities available. Learn more at kochita.ca. National charity #846394922RR0001.
PARTNERSHIP RESEARCH

Indigenous Works' new survey of 511 medium and large businesses concludes that 85% of corporate Canada are 'disengaged' and have no credible plans to work with Indigenous people, businesses and organizations. Find out more.

Contact us at: contactus@indigenousworks.ca for a copy of 'An Assessment of Corporate Engagement with Indigenous Communities’ Summary Report

PARTNERSHIP INTERSECTIONS

WHAT DOES INTERSECTION MEAN? - Intersections is about a philosophy of working together. Indigenous Works sees the opportunities in the Indigenous landscape as a series of intersections. Bringing people, ideas and organizations together is what we are all about.

WHAT DOES THE PARTNERSHIP RESEARCH TELL US? - Indigenous Works' new survey of 511 medium & large businesses concludes that 85% of corporate Canada are 'disengaged' & have no credible plans to work with Indigenous people, businesses & organizations.

A New Strategy: Indigenous Works has carved out a strategy to respond to these challenges & opportunities. 'Creating Partnership Intersections' seeks to remedy the issues & improve the partnership index score.

SEVEN STAGE PARTNERSHIP MODEL - Indigenous Works' model shows the seven stages to achieving authentic, high functioning Indigenous/non-Indigenous partnerships.

Our model and learning tools will help you build successful partnerships.
Inclusion Works - is our annual signature event, running since 2009, produced and hosted by Indigenous Works—to bring together thought leaders with like-minded business and Indigenous community leaders—to promote and empower Indigenous workplace inclusion. At Inclusion Works you will gain insight into successful inclusion workplace strategies and make partnership connections that will deliver greater value to your Indigenous inclusion practices (photos from Inclusion Works below).

Join us at Inclusion Works ’19 in Beautiful Fredericton, NB - June 2019

Honouring Indigenous inclusion excellence

First award platform in Canada designed to spotlight the exemplary work of companies and individuals in the area of Indigenous workplace inclusion excellence, as they climb the seven-stage Inclusion Continuum.

@ Inclusion Works ’19 (more information to follow)

indigenousworks.ca/awards

Award nominees must be current Leadership Circle members to be eligible
INDIGENOUS WORKPLACE INCLUSION WORKSHEET

Use this worksheet to help you assess your organization’s workplace inclusion strategies and practices. The information provided will be kept confidential, and will only be reviewed by our advisory services team.

In which one of the following workplace systems are you having difficulty advancing inclusion? Choose all that apply, and feel free to add other areas not covered.

- Recruitment, retention & advancement
- Leadership & corporate social responsibility
- Procurement & partnership engagements
- Branding & communications

After reviewing the seven-stages of the Inclusion Continuum estimate which stage your organization, or a specific system of your organization, is in at this time.

INCLUSION CONTINUUM

1. INDIFFERENCE
   - Inclusion is not on the radar

2. INTIMIDATION
   - Inclusion as forced compliance

3. IMAGE
   - Inclusion as public relations

4. INITIATION
   - Inclusion as a business imperative

5. INCUBATION
   - Inclusion nurtured as a core competency

6. INTEGRATION
   - Inclusion as a catalyst for growth

7. INCLUSION
   - Inclusion as a cultural norm

List the primary/key stakeholders involved in the management and decision making processes with regard to your organization’s workplace inclusion strategies and implementation.
INCLUSION PRODUCT SELECTIONS

Use this checklist to help you select the products and services which are the best fit for your workplace inclusion needs.

- Advisory/Consulting Services
- Baseline Discovery & Summary
- Barometer Review & Report
- Performance Assessment & Action Plan
- Systems Analysis & Advanced Report

- Recruitment
  - Customized recruitment campaign
  - Job site postings
  - Recruitment fair

- Training
  - In-person - Instructor-led Training
  - Online Training

- Resources
- Corporate Social Responsibility
- Inclusion Works / Workplace Inclusion Leadership Awards
- Advertising

NOTES

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
Indigenous vs. Aboriginal - “Aboriginal people” refers to the first inhabitants of Canada, & includes First Nations, Inuit, & Métis peoples as defined by Section 35 of the Canadian Constitution. Indigenous is a term used to encompass a variety of Aboriginal groups & is most frequently used in an international, transnational, or global context. Our new brand strategy is adopting the term Indigenous to encompass our work in Canada & abroad.

The Inclusion Continuum is a seven stage roadmap of the organizational competencies which companies develop for successful Indigenous engagements and relationships.

1 - Indifference
Inclusion is not on the radar

Stage 1 - Indifference
- Denial forms the basis of workplace diversity
- Here, employee morale is never a priority
- Here, discrimination and harassment go unchallenged (under human rights legislation, such companies are disappearing)

2 - Intimidation
Inclusion as forced compliance

Stage 2 - Intimidation
- This company acts wholly from fear
- The minimal legal requirement is the high bar
- All important actions are reactive rather than proactive
- Legal obligation becomes the surest guide to Indigenous inclusion

3 - Image
Inclusion as public relations

Stage 3 - Image
- This company prizes HR - so long as it serves public relations
- What value exists in Indigenous employees - how can they be showcased?
- Wholly reactive, but to the carrot rather than the stick
- External perceptions become the surest guide to Indigenous inclusion

4 - Initiation
Inclusion as a business imperative

Stage 4 - Initiation
- A change agent has been roused by the values of inclusion
- That person presents other managers with a business case for inclusion
- A nucleus of manager demand drives execs. to move the effort forward

5 - Incubation
Inclusion nurtured as a core competency

Stage 5 - Incubation
- The highest executives commit to the path of inclusion
- Inclusion is regarded as a ‘core competency’, necessary for org. growth
- The business case for inclusion is translated into policies and practices
- The company organizes training & initiatives to grow an inclusive culture

6 - Integration
Inclusion as a catalyst for growth

Stage 6 - Integration
- The company’s goals are permanently integrated with its inclusion goals
- Employees have high morale and show a high degree of engagement
- Long-term strategies drive internal and external Indigenous relations
- The organization vigorously promotes inclusion to other organizations

7 - Inclusion
Inclusion is fully embraced as the cultural norm

Stage 7 - Inclusion
- This highly productive workplace is dedicated to continuous improvement
- The corporate culture is one of unflagging commitment to inclusion
- This is the company of choice for the very best Indigenous talent
- The company is exemplary for its inclusion, and others strive to model it

*Indigenous vs. Aboriginal - “Aboriginal people” refers to the first inhabitants of Canada, & includes First Nations, Inuit, & Métis peoples as defined by Section 35 of the Canadian Constitution. Indigenous is a term used to encompass a variety of Aboriginal groups & is most frequently used in an international, transnational, or global context. Our new brand strategy is adopting the term Indigenous to encompass our work in Canada & abroad.