

Matcon Aboriginal Engagement Policy

Matcon is committed to working in collaboration and partnership with the Aboriginal people where we operate. Matcon strives to develop long-term, trusted, respectful and mutually beneficial relationships that support the economic and social wellbeing of the Aboriginal Nations and their members.

Matcon recognizes and respects the cultural and historical connections Aboriginal people have to their land, desire to ensure they benefit from responsible and sustainable development opportunities, and commitment to the protection of the land for current and future generations.

This Aboriginal Engagement Policy will guide Matcon's conduct, practices and relationship building with the Aboriginal people we work with across our North American operations, including Canada's First Nations, Métis and Inuit Peoples and the United States of America's Native Americans.

This commitment and respect is interwoven into the fabric of Matcon's corporate culture, embraced at the executive level and applied across the organization to all employees and contractors. *It is reflected in Matcon's growth strategy and is a key pillar in our commitment to corporate responsibility.*

Matcon's commitment to Aboriginal engagement is applied across five key areas:

Respect and Recognition

- Acknowledge and respect Aboriginal rights and title to their traditional territory and seek to understand traditional land use and knowledge.
- Approach Aboriginal communities at the early-concept of a project to understand socio-cultural priorities and sensitivities.
- Acknowledge and respect historical and ongoing Aboriginal connection to culture including traditions, language and ceremony.
- Engage in meaningful, respectful, open and honest discussions in good faith.
- Consider traditional knowledge when undertaking project work and ensure procedures to address cultural finds are applied and handled respectfully under the guidelines of the Aboriginal Nation.
- Ensure our employees and contractors receive Aboriginal cultural awareness training as part of respectful workplace training and on-boarding orientation.
- Ensure our suppliers and contractors are aware of Matcon's Aboriginal Engagement Policy and procedures and encourage them to apply the same.

Employment, training and skills development

- Provide training and employment opportunities within Matcon, including development of on-the-job training and apprenticeship opportunities.
- Contribute to training programs, provide equipment and participate in local career development initiatives.
- Provide coaching support to assist members in overcoming employment barriers.

- Provide internships and summer employment to post secondary students.
- Provide long-term, meaningful employment and career opportunities to members.
- Develop performance measurement metrics to evaluate the success of Matcon's commitments to employment, training and contracting opportunities.

Social Investment

- Contribute to community development, social programs and initiatives, including health, culture, language, youth, elders and other community needs.
- Involve and promote Aboriginal groups in the recruitment of workers and procurement of goods and services where and when practical.
- Support social investments in environmental programs and academic scholarships for youth and young adults.

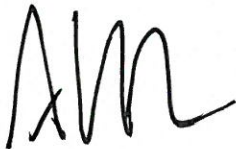
Environmental protection

- Conduct our operations to minimize potential impacts on the environment and in compliance with all relevant environmental legislation, and apply best practices and prevention practices.
- Support and encourage Aboriginal involvement in environmental activities throughout all stages of a project from inception to reclamation.
- Contribute to Aboriginal-led environmental governance, protection and enhancement programs and priorities.

Economic development

- Approach Aboriginal communities or their business corporations at the onset of a project to learn about their socio-economic priorities, business and contracting capacities, with *intention to enter into an agreement with the Nations or their business corporations.*
- Work in collaboration with the Nations or their business corporation to pursue business development and project procurement opportunities.
- Share our knowledge and provide guidance to the Nations, business corporations, small businesses and member-owned businesses to help build capacity.
- Contribute to the financial health of the Nations by entering into revenue-sharing agreements.
- Procure services, supplies, and products from Nation-owned businesses and pursue sub-contract opportunities from Nation business partners and member-owned businesses wherever possible.

As principals, we commit to ensuring this policy is successfully communicated, understood, embraced and implemented by all Matcon employees and contractors, and our suppliers are aware of and undertake measures or activities to support the policy.



Adam Heath
Principal



Stephen Jungaro
Principal