



BUILDING HARMONY IN CANADA



Oil & Gas | Power Delivery
Renewable Energy

MARKETS SERVED

Sewer & Water | Transportation
Heavy Civil Construction

Michels Canada was formed in 2006, seven years after our sister company, Michels Corporation, began serving customers in Canada. Combined, Michels is one of the largest and most diversified utility and transportation contractors in North America. Individually, Michels Canada is a leader in building reliable and safe oil and gas facilities that are completed harmoniously and with minimal disruptions to Indigenous People and the Certificate of Possession holders, businesses and the environment.



GUIDING PRINCIPLES

Michels Canada's operations are steered by our Core Values to implement meaningful and innovating solutions that exceed industry standards while reducing our disturbance footprint.

Our partnerships with Indigenous Peoples (First Nation and Metis) contribute greatly to our social and well-being as an underground utility contractor. We provide opportunities for all Indigenous and non-Indigenous people to work together to set a positive stage for the current and future workforce. We are committed to improving and expanding our partnerships with the Indigenous Peoples of Canada.



OUR PROCESS

Michels Canada will implement a strategy that is based on the importance of developing good relations with surrounding Indigenous by recognizing them as valued members of our community and to supporting their active participation in the industry. Michels Canada is honoured to participate in setting the stage in a positive way for the future.

Michels Canada's record for innovation and ability to handle complex challenges is matched by a strong commitment to quality and safety. Aligning these philosophies is what drives Michels Canada to constantly finding new ways to bring added value to our clients across Canada, with a true representative workforce.

WORKING *Together*

Michels Canada has identified four areas in which the Industry, Federal/Provincial Government and Non-Government Organizations can begin discussions of how we can effectively work together to achieve our common goals.

1 Assisting effected Indigenous communities in Development Capacity within the project scope

- Hosting and providing information sessions at community level and community school levels
- Recognizing educational achievements at community level through one-time bursaries, gifts, etc.
- Participating in career fairs, capacity training events, field trips to the project site, etc.

Providing training opportunities to affected Indigenous communities

2 Indigenous Training Program offered by Michels Canada

- Apprenticing opportunities
- Summer student employment opportunities when available
- Facilitating job readiness
- Facilitating camp awareness



RELATIONS AND OPPORTUNITIES

Michels Canada's Indigenous Policy supports ongoing relationships and business opportunities which allows us to set the stage for a positive future. From the earliest possible engagement phase through the end of construction and beyond, we treat all Indigenous communities near our operations fairly and with the utmost respect. We believe this is the key to building mutually beneficial relationships founded on trust and respect. Michels Canada also recognizes the significant role Indigenous peoples play as caretakers of Mother Earth and we respect her gifts of water, air and fire. We welcome opportunities to embrace their demonstrations of how effective land use and rights, and economic initiatives can be both profitable and sustainable for future generations.



Michels Canada is committed to **DEVELOPING AND ENHANCING** current partnerships within affected Indigenous communities that serve to **PROMOTE AND EDUCATE** Indigenous peoples on the benefits of careers in the construction sector.

3 Ensuring Indigenous workforce participation

- Participating in career/job fairs within the effected Indigenous communities
- Highlighting Indigenous contractors participation through local media newspaper, flyers, community bulletin boards, etc.
- Working with the Community Employment Manager, Economic Development Manager and/or Joint-Venture Director to ensure lines of communication remain clear, and employment and contractor opportunities are current

4 Improving individual and effected community well-being of Indigenous

- Providing a culturally aware camp setting to encourage identification of individual challenges while working away from home
- Promoting safe communities by illustrating and or communicating the Emergency Services available at the camp location
- Participating in social or fundraising events of community interests
- Ensuring camp social services are culturally appropriate
- Participating in promoting sports, culture and recreation by sponsorships, gifts and prizes.

WE BELIEVE THAT COOPERATION LEADS TO PARTNERSHIP; PARTNERSHIP LEADS TO INNOVATION; AND INNOVATION LEADS TO OPPORTUNITIES FOR EVERYONE INVOLVED.

OUR MISSION

To be the foremost provider of innovative construction solutions and value for our clients in their mission to serve the growing utility and infrastructure requirements of their customers around the world.

OUR VISION

To exceed our customers' expectations by continually setting the global standard for quality, safety and environmental stewardship in utility and infrastructure construction.

WHAT WE BELIEVE

As a privately owned company, the commitment to these core values starts with the Michels Canada family and runs through the organization.

OUR CORE VALUES

We take pride in our reputation for quality work performed safely and with care for our environment.

We have sustainable and profitable operations driven by our ability to execute swift decisions.

Our people are dedicated, innovative and hardworking.

Our actions are characterized by integrity, trust and respect.

We are committed to teamwork.

PRINCIPLES TO GUIDE ORGANIZATIONAL ACTION

- Fairness and equity
- Partnerships among Aboriginal organizations, Federal/Provincial government, Non-Government Organizations, Unions and Trans Canada Pipelines
- Practical, meaningful and sustainable responses to address needs to foster self-reliance
- Flexible administrative arrangements that retain accountability to Michels Canada and Indigenous peoples (partners)
- Respect for Indigenous Peoples' culture and rights, as recognized in the Constitution Act, 1982
- Respect for Indigenous Peoples' culture and rights, as recognized in the Truth and Reconciliation Report of Indigenous Peoples