



CANADIAN COUNCIL FOR
INDIGENOUS
BUSINESS



**STRIVING FOR
SUCCESS: A REVIEW
OF INDIGENOUS
PROCUREMENT
TARGETS**



About the Report

Striving for Success: A Review of Indigenous Procurement Targets is the fourth report of a multi-report collaboration with Indigenous Services Canada (ISC) focused on Indigenous procurement.

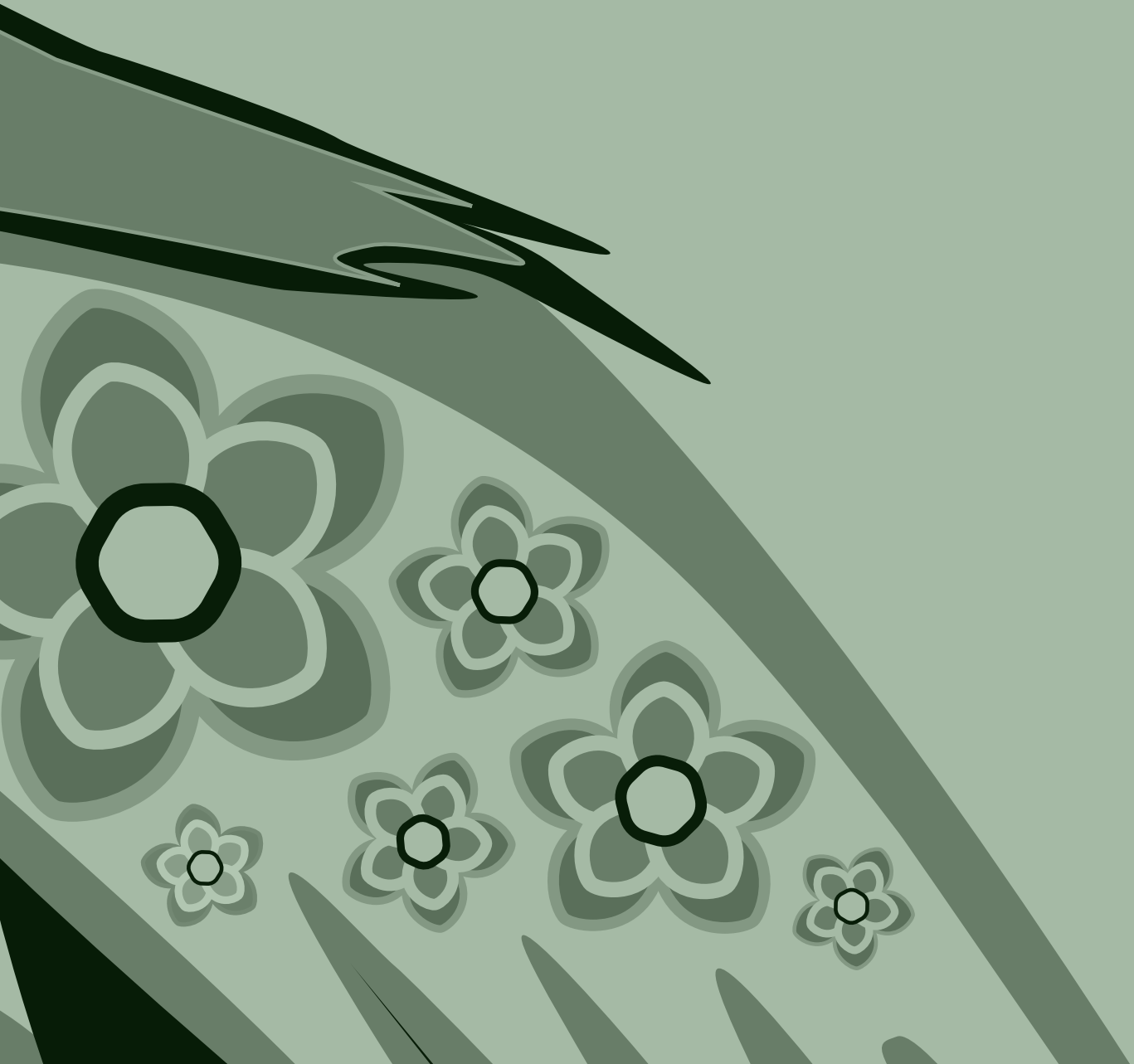
About the Design

The cover and additional report graphics were designed by Jolene Arcand, CCIB Associate, Marketing and Communications. The artwork in this report was designed using a modern take on the traditional Indigenous woodland art style.

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ABSTRACT /
EXECUTIVE
SUMMARY



About CCIB

Canadian Council for Indigenous Business (CCIB) is committed to the full participation of Indigenous Peoples in Canada's economy. As a national, non-partisan association, CCIB has a mission to promote, strengthen, and enhance a prosperous Indigenous economy through the fostering of business relationships, opportunities, and awareness. CCIB offers knowledge, resources, and programs to its members to foster economic opportunities for Indigenous Peoples and businesses across Canada.

For more information about CCIB, please click the following link: [Home Page - CCIB \(ccib.ca\)](https://www.ccib.ca).

CCIB conducts research to support and exceed the Government of Canada's 5 per cent Indigenous procurement target. Our research covers a wide range of Indigenous economic issues, including trade and export, procurement, women's entrepreneurship, digital adoption, and industry-specific areas such as mining, marine, and aerospace.

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Objective

This project aimed to answer the question: How are major organizations across sectors and governments incorporating Indigenous procurement targets into their operations?

This research highlights current procurement policies and targets across sectors and industries, providing a foundation for future improvements in Indigenous inclusion and economic participation.

Project Summary

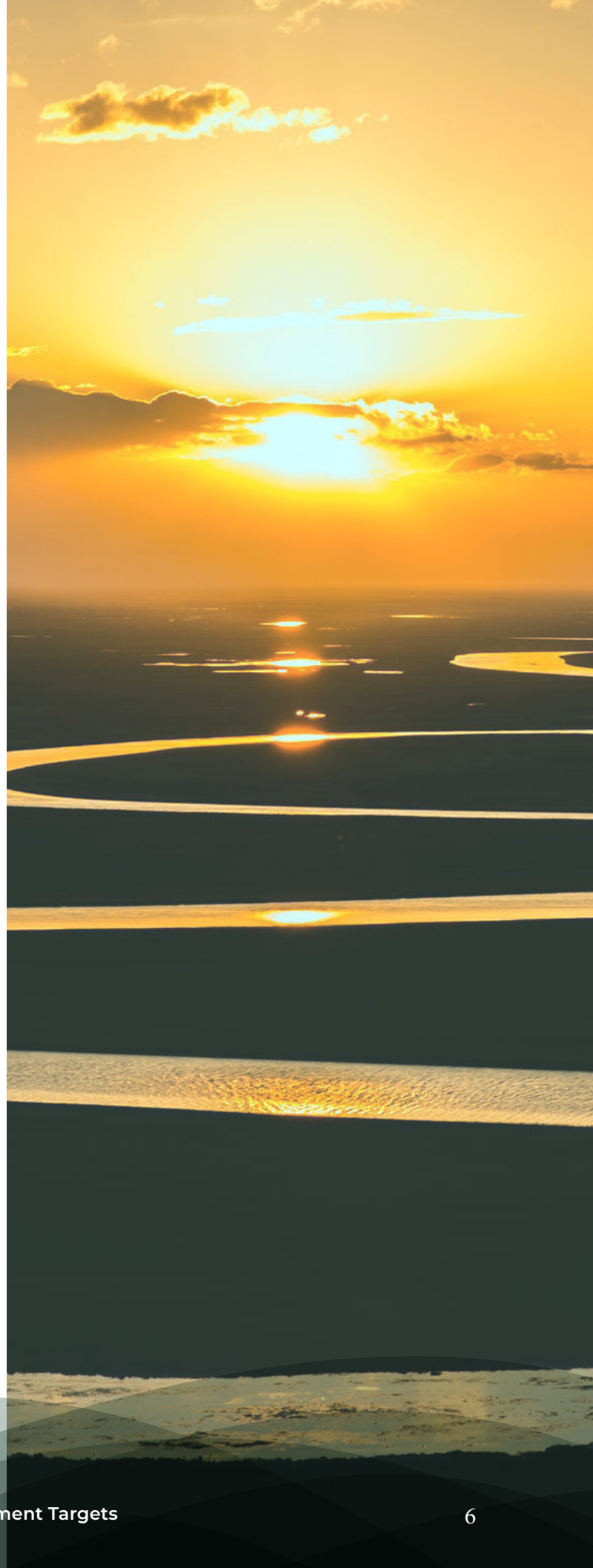
At the outset of this research we collected documents that included procurement targets from an array of government departments, Crown corporations, and private companies. The documents we analyzed included:

- Procurement policies
- Procurement strategies
- Indigenous reconciliation action plans (IRAPs)
- Web pages and other documents

We then analyzed the documents searching for key criteria relating to procurement targets, including but not limited to deadlines for reaching the targets, definitions of Indigenous businesses, and methods of finding Indigenous businesses.

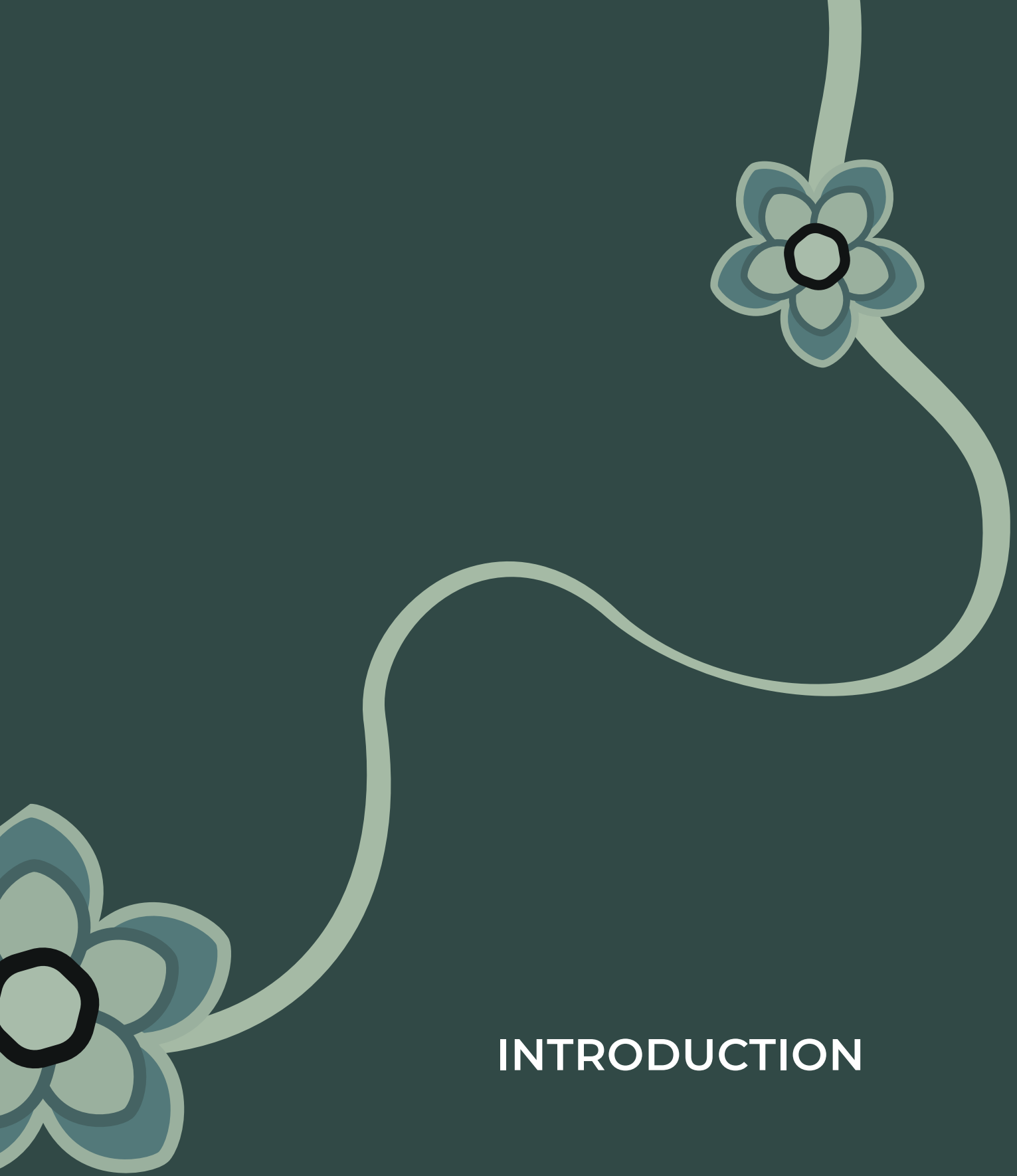
In this report, we summarize current practices regarding procurement targets in the government and private sectors and discuss trends and outliers.

The project is intended to set the scene for a follow-up research project exploring practices in more depth.



Key Findings

- The number of companies and governments with detailed procurement targets and policies is currently limited. Many organizations have published statements or commitments to Indigenous procurement but do not include specific goals or methods to reach them.
- Governments and private companies often use a percentage of their overall spend or number of contracts as procurement targets.
- Some governments also included set-asides for Indigenous businesses as part of their strategy.
- Government policies typically included a definition of Indigenous business, usually based on 50 per cent or 51 per cent Indigenous ownership. Few private companies included a definition in their policies.
- Governments often use their own Indigenous business directory to source Indigenous businesses for their supply chain.
- Private companies leverage corporate memberships with organizations like Canadian Council for Indigenous Business (CCIB), Canadian Aboriginal and Minority Supplier Council (CAMSC), and Northeastern Alberta Aboriginal Business Association (NAABA) to connect with Indigenous businesses.
- Community engagement and direct outreach were also included in some procurement strategies.



INTRODUCTION

Introduction

As the Indigenous economy has grown in recent years, procurement has become an increasingly important part of the conversation and strategy around economic reconciliation. In August 2021, the Government of Canada introduced a mandated 5 per cent Indigenous procurement target to be met by federal departments and agencies by 2024. This target aligns with several other federal-level initiatives from the United States and Australia. Similarly, some Canadian provinces, municipalities, and private companies have also begun to adopt Indigenous procurement targets.

The National Indigenous Economic Strategy (NIES) underlines the importance of procurement targets and reporting. The procurement targets can help to answer the following NIES Calls to Action:

- 97. Create active strategies for all public servants on Indigenous procurement.**
- 98. Link government procurement targets to departmental and personal performance measures.**
- 99. All levels of government and corporate Canada are mandated to publicly report on Indigenous procurement.**
- 100. Build a national database of verified Indigenous businesses for utilization by all levels of government and by industry to procure goods and services.**
- 101. Securities Commissions mandate publicly traded corporations to report on Indigenous employment and contracting.**

As part of CCIB's research on Indigenous procurement, we have scanned procurement targets publicized by both government and private organizations. The purpose of the research was to understand the existing targets and policies, as well as some of the common practices included to help facilitate increased Indigenous procurement.

Our report focuses on the following themes, which tie into previous CCIB research and the NIES Calls to Action: procurement targets, transparency, methods of sourcing Indigenous vendors, and definitions for Indigenous businesses.

Our primary criterion for inclusion in data collection and analysis was whether a company or government had published a specific procurement target. We conducted a search for documented procurement targets across governments, Crown corporations, and industries. Our initial search covered over 100 organizations that were found using CCIB's membership, reference lists of Canada's largest companies, and a web search of keywords related to procurement policies and targets.



The search for Indigenous procurement targets and policies revealed that Indigenous procurement initiatives are still a work in progress. Some organizations have stated publicly that they are developing Indigenous procurement targets, policies, and related initiatives. Others have issued statements, policies, or other initiatives relating to Indigenous reconciliation, but few have specified procurement targets online. Many had no mention of Indigenous reconciliation or related policies. It is also worth considering that some companies may have internal Indigenous procurement targets or policies that are unavailable online.

The varying degrees of progress greatly reduced the number of policies we included in the report to the list below. In light of these limitations, we do not consider the list of documents in this report to be comprehensive. However, the study provides a useful overview of some of the procurement targets that are in use today and can help lay the groundwork for future research.

Governments

- Government of Canada: Directive on the Management of Procurement (2024)¹
- United States Department of the Interior: Acquisition Regulations; Buy Indian Act; Procedures for Contracting (2022)²
- Australian Government - National Indigenous Australian Agency: Indigenous Procurement Policy (2020)³
- Government of Yukon: Volume 2: Highways and Public Works Policies: Procurement Policy (2023)⁴
- City of Regina: Indigenous Procurement Policy (2023)⁵

Crown corporations

- OPG: Inaugural Reconciliation Action Plan (2021)⁶

Private companies:

- Bouchier Group: Leadership Statement Indigenous Relations (n.d.)⁷
- Cenovus Energy: Indigenous reconciliation (2025)⁸
- CN: Indigenous Reconciliation Action Plan (2024)⁹
- Deloitte: Expanding Horizons: Deloitte's Renewed Reconciliation Action Plan (2024)¹⁰
- Mosaic Forestry Management: Indigenous Relations Policy (2025)¹¹
- Telus: Indigenous Reconciliation and Connectivity Report (2021)¹²
- Hydro One: Indigenous Procurement (n.d.)¹³

¹ "Directive on the Management of Procurement."

² "Acquisition Regulations; Buy Indian Act; Procedures for Contracting."

³ "Indigenous Procurement Policy," December 2020.

⁴ "Government of Yukon Policy 2.6: Procurement Policy."

⁵ "Regina Indigenous Procurement Policy."

⁶ "OPG Reconciliation Action Plan."

⁷ "Leadership Statement."

⁸ "Indigenous Reconciliation."

⁹ "2025-2027 Indigenous Reconciliation Action Plan."

¹⁰ "Expanding Horizons - Deloitte's Renewed Reconciliation Action Plan."

¹¹ "Mosaic Canada."

¹² "Indigenous Reconciliation and Connectivity Report, 2024 Edition."

¹³ "Indigenous Procurement."

Methodology

This project aimed to answer the questions:

- How are major organizations across sectors and governments incorporating Indigenous procurement targets into their operations?
- What guidelines do their policies include regarding targets, timelines, transparency, sourcing vendors, and definitions of Indigenous businesses?

To answer these questions, we searched for documents detailing procurement targets within governments, Crown corporations, and private companies in various industries. This search encompassed over 100 organizations and was based on CCIB's member directories and a list of Canada's largest companies.¹⁴

Additionally, we conducted a web search using keywords associated with procurement policies and targets. While our collection of documents is not comprehensive, it offers a snapshot of the publicly accessible policies currently in use.

Several considerations were made regarding the types of policies and documents we included in the analysis. Our main criteria were that the document had to be publicly accessible and include a specific target for procurement. This could include goals such as a percentage of procurement value, a dollar amount spent, a number of new contracts, or other targets. Our second consideration was the type of document. We initially intended to include only mandatory procurement policies, but we found that there were too few available, so we expanded our search to include Indigenous Reconciliation Action Plans, Indigenous relations sections on company websites, and other types of documents. This was intended to broaden

the array of companies and organizations included in the analysis.

Based on CCIB's previous work on procurement and current topics of discussion in the Indigenous business community, we identified several key elements of the procurement documents that we wanted to compare. These related to the following:

- **Procurement targets**
 - Percentage
 - Dollar value
 - Number of contracts
- **Transparency**
 - Timelines or deadlines for reaching targets
 - Reporting requirements
- **Sourcing Indigenous vendors**
 - Direct outreach
 - Use of an Indigenous business database
 - Corporate memberships
 - Subcontractor criteria
- **Definitions**
 - Indigenous business definitions and criteria
 - Joint Venture or business partnership definitions and criteria

We created a table with sections for the above items and collected excerpts from each policy for every corresponding category. This table formed the basis for our analysis.

¹⁴ "Largest Canadian Companies by Market Capitalization."



FINDINGS

Government Sector Policies

Overview of Government Procurement Policies

Our scan included seven policies from the government sector, spanning federal governments (Canada, USA, and Australia), territorial governments (Yukon), municipal governments (Regina), and one Crown corporation (OPG). While not an exhaustive list, the policies highlighted in the report are some of the available examples of policies with Indigenous procurement targets.

To include a diverse range of policies, we included the US Department of the Interior's Buy Indian Act due to the detailed nature of their policy, despite not having a specific target for Indigenous procurement. Instead of targets, they consider every purchase by the Department of Indian Affairs to be a set-aside for Indigenous Economic Enterprises (IEEs).

The government policies we found tend to be more in-depth than the available private sector documents. However, we noted that few policies were available at the municipal and provincial level; Yukon

was the only province or territory with an Indigenous procurement policy that included procurement targets. Other provincial governments have developed initiatives or guidelines to increase Indigenous engagement and procurement but have not published any targets during our data collection period. A similar situation was observed for municipal governments, although a full evaluation of municipal government policies in Canada was not feasible at this time.

Although it was showing promising signs of success, we opted not to include New Zealand's Māori Procurement Policy. Their procurement plan is no longer in effect as it was recently repealed by a new government in 2024.¹⁵

¹⁵ Guenzler, "NZ Right-Wing Coalition Rolls Back Māori Rights, Sparking Treaty Debate."

Summary of Government Procurement Targets

Key findings from the government policies we analyzed include:

- Most policies include a percentage target of total value or number of contracts with Indigenous businesses.
- Policies typically include a date or timeline to reach the target.
- Definitions of Indigenous businesses typically include a threshold of 50 per cent or 51 percent ownership. Most of the policies in Canada align with the 51 per cent threshold that the federal policy uses, except Regina, which has a 50 per cent threshold.
 - Some have additional criteria for management of the business operations and distribution of earnings.

Most policies also include definitions for joint ventures (JVs), typically aligned with their original threshold. Most policies mandate or encourage their suppliers to procure from or otherwise engage with Indigenous businesses and communities. The table below summarizes some of the government procurement targets included in the policies we analyzed.

| Summary Table of Government Procurement Targets | | | | |
|---|---|---|---|--|
| Document | Total Dollar Value | Percentage | Total Number of Contracts Awarded | Timeline to Meet Target |
| Government of Canada: Directive on the Management of Procurement (2024) | NA | Mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses ("5% target") annually | NA | Fiscal year-end of 2024–25. |
| Australian Government - National Indigenous Australian Agency: Indigenous Procurement Policy (2020) | NA | The equivalent of 3% of the number and value of eligible procurements are awarded to Indigenous enterprises each financial year | NA | From 1 July 2019, a series of progressively increasing value targets apply, up to a maximum value in 2027–28 |
| Government of Yukon: VOLUME 2: HIGHWAYS AND PUBLIC WORKS POLICIES: PROCUREMENT POLICY (2023) | NA | 15% or higher of all government procurements, measured by number and value, to Yukon First Nations businesses | NA | A progressive approach to achieving targets will be adopted involving annual targets |
| City of Regina: Indigenous Procurement Policy (2023) | | Minimum 20% of the total value of the city's procurement contracts be held by Indigenous Vendors | NA | NA |
| OPG: Inaugural Reconciliation Action Plan (2021) | Reach \$1 billion in economic impact through Indigenous procurement and ongoing equity partnership revenues | NA | 30 purchase orders issued to new Indigenous vendors | 2031 |

Procurement targets were our main criteria for inclusion in this project. Typically, the targets were a percentage that ranged from 3 per cent to 20 per cent of procurement. This was further specified as a value or the number of contracts. Canada and Regina have a value target, while Australia and Yukon also have targets for the percentage of contracts. OPG’s IRAP is the only document we found that includes a target for the dollar amount towards Indigenous businesses and the number of contracts or purchase orders with Indigenous businesses.

During our web search for procurement policies, we noted several statements and reconciliation action plans that included commitments to develop procurement targets. This indicates that more organizations will adopt procurement targets in the coming years.

Definitions of Indigenous Businesses

| Document | Definition (excerpt) |
|--|---|
| Government of Canada: Procurement Strategy for Indigenous Business compliance audit information ¹⁶ | “The Indigenous ownership criterion requires that an Indigenous person or Indigenous firm has at least 51% ownership and control of the business.” |
| United States Department of the Interior: Acquisition Regulations; Buy Indian Act; Procedures for Contracting (2022) | “The combined Indian or Federally Recognized Indian Tribe ownership of the enterprise shall constitute not less than 51 percent.” |
| Australian Government - National Indigenous Australian Agency: Indigenous Procurement Policy (2020) | “The enterprise must be a least 50 per cent Indigenous owned.” |
| Government of Yukon: VOLUME 2: HIGHWAYS AND PUBLIC WORKS POLICIES: PROCUREMENT POLICY (2023) | “A corporation with at least 51% of the corporation’s voting shares owned by a Yukon First Nation Person or an organization described in (qq)(ii)(a) or (qq)(ii)(b).” |
| City of Regina: Indigenous Procurement Policy (2023) | “A limited, non-profit, or professional corporation with at least 50% of its shares beneficially owned by Indigenous persons.” |

Most government policies we analyzed included a definition of an Indigenous business with criteria including a percentage of ownership. This varied between 50 per cent ownership (Australia and Regina) and 51 per cent ownership (Canada, United States, and Yukon).

Some policies included additional details to their Indigenous spend. For example, the US Buy Indian Act requires that “the Indigenous businesses or tribes receive at least 51 per cent of the earnings from the contract”and the management and operations

of the business “must be controlled by one or more individuals who are Indians.”

The Yukon Government’s policy is linked to existing agreements with First Nations in the territory. It states the government’s commitment to “ensuring Procurement processes are undertaken in accordance with the provisions of Yukon First Nation Final Agreements.” The policy takes a local approach and pertains only to Yukon First Nations businesses, rather than Indigenous businesses or First Nation businesses in general.

¹⁶ Canada’s directive on Indigenous procurement does not include a definition of Indigenous businesses, but a 51% ownership definition is used in its Procurement Strategy for Indigenous Business, as shown here.

Criteria for Joint Ventures and Subcontracting

Four of the government policies apply similar rules for joint ventures and partnerships. Interestingly, at times, the percentage of ownership differs. The Australian and US policies stay consistent: Australia requires 50 per cent ownership for JVs, and the United States requires 51 per cent, just like their criteria for Indigenous businesses. Yukon requires 51 per cent ownership for businesses but 50 per cent for JVs. Regina requires 50 percent ownership for businesses but 51 per cent “beneficial interest” in a JV.

Several policies include methods to encourage or require Indigenous subcontracting:

- Canada—the 5 per cent target includes the value of subcontracting to Indigenous businesses. Departments are to develop policies that encourage subcontracting from Indigenous businesses.
- Hydro One requires suppliers to procure from Indigenous businesses for most major projects.

- Australia allows subcontracts to apply to departments’ procurement spend. The policy also encourages multi-year contracts and counts them towards the target for each year the Indigenous businesses receive revenue.
- The United States restricts subcontracting from non-Indigenous businesses—50 per cent for supplies and services, up to 75 per cent for special trade contractors and 85 per cent for general construction.

Beyond targets and requirements for subcontracting, some policies encourage suppliers in other ways. For example, during the bidding phase, the City of Regina evaluates bids on “positive considerations for Indigenous content” as well as training measures and supports for Indigenous Peoples.

The Government of Yukon also evaluates suppliers’ commitment and experience working with Yukon First Nations or training and development plans. They may also consider whether a project has an Indigenous heritage component or a focus on reconciliation.

Private Sector Policies, IRAPs, and Statements

Overview of Private Sector Policies

We collected documents from seven private companies across several industries. The companies included Bouchier Group, Cenovus, CN, Deloitte, Mosaic Forestry Management, Telus, and Hydro One. To collect procurement targets, we reviewed a list of CCIB members and a list of the top companies in Canada. We also conducted a web search of related search terms.

Our search found a range of document types, including statements, Indigenous relations policies, Indigenous procurement policies, and Indigenous Reconciliation Action Plans. While we had originally intended to include only detailed, mandatory policies for this report, our search revealed that few such policies were available. We expanded the inclusion criteria to ensure we had enough documents for a thorough comparison.

While we found several Indigenous procurement policies in the government sector, the private companies tended to publish more general statements. For example, in addition to procurement, the IRAPs covered topics like employment and inclusion. This meant the private company documents tended to be less detailed than government procurement policies. This was particularly noticeable with Indigenous business definitions—every government policy included a definition, but few private sector documents had a definition.



Summary of Private Sector Procurement Targets

We found that a percentage target is the most common target for the companies that have published targets. Most companies targeted a percentage of the total procurement spend (Bouchier, Deloitte, and Mosaic), while others aimed for a percent increase (CN and Telus). In addition to a percentage target, CN also had a value target of \$55 million—Cenovus was the only company that solely had a value target of \$1.2 billion.

All the private companies, except for Bouchier Group, had a timeline or deadline associated with their targets.

We noted in our scan for documents that many organizations have committed to developing procurement targets, so it is likely that public procurement targets will increase in the coming years.

The table below summarizes the procurement targets published by private companies.

| Summary Table of Government Procurement Targets | | | | |
|--|--------------------|--|---------------------|-------------|
| Document | Total Dollar Value | Percentage | Number of Contracts | Timeline |
| Bouchier Group: Leadership Statement Indigenous Relations (n.d.) | NA | 15% of overall company expenditures | NA | NA |
| Cenovus Energy: Indigenous reconciliation (2025) | \$1.2 billion | NA | NA | 2019 - 2025 |
| CN: Indigenous Reconciliation Action Plan (2024) | \$55 million | 40% increase of annual Indigenous spend | NA | 2024 |
| Deloitte: Expanding Horizons: Deloitte's Renewed Reconciliation Action Plan (2024) | NA | Minimum of 5% spend | NA | 2026 |
| Mosaic Forestry Management: Indigenous Relations Policy (2025) | NA | 15% of our procurement activity | NA | 2025 |
| Telus: Indigenous Reconciliation and Connectivity Report (2021) | NA | Increase spend with Indigenous owned businesses by 10% | NA | 2023 |
| Hydro One: Indigenous Procurement (n.d.) | NA | Hydro One has committed to increasing Indigenous procurement spend to 5% of the company's purchases of materials and services by 2026. | NA | 2026 |

Sourcing Vendors

We wanted to understand how private companies are sourcing their Indigenous vendors. We looked for two methods: an Indigenous business registry and direct outreach to Indigenous communities.

Although we broadly searched primarily Canadian companies, every document we found that included a procurement target was either a CCIB Patron member, Supply Change Champion, or a PAIR member. This means they can access CCIB's procurement marketplace to connect with Certified Indigenous Businesses.

Several documents also mentioned memberships with other Indigenous and diverse procurement organizations, which may have additional business registries:

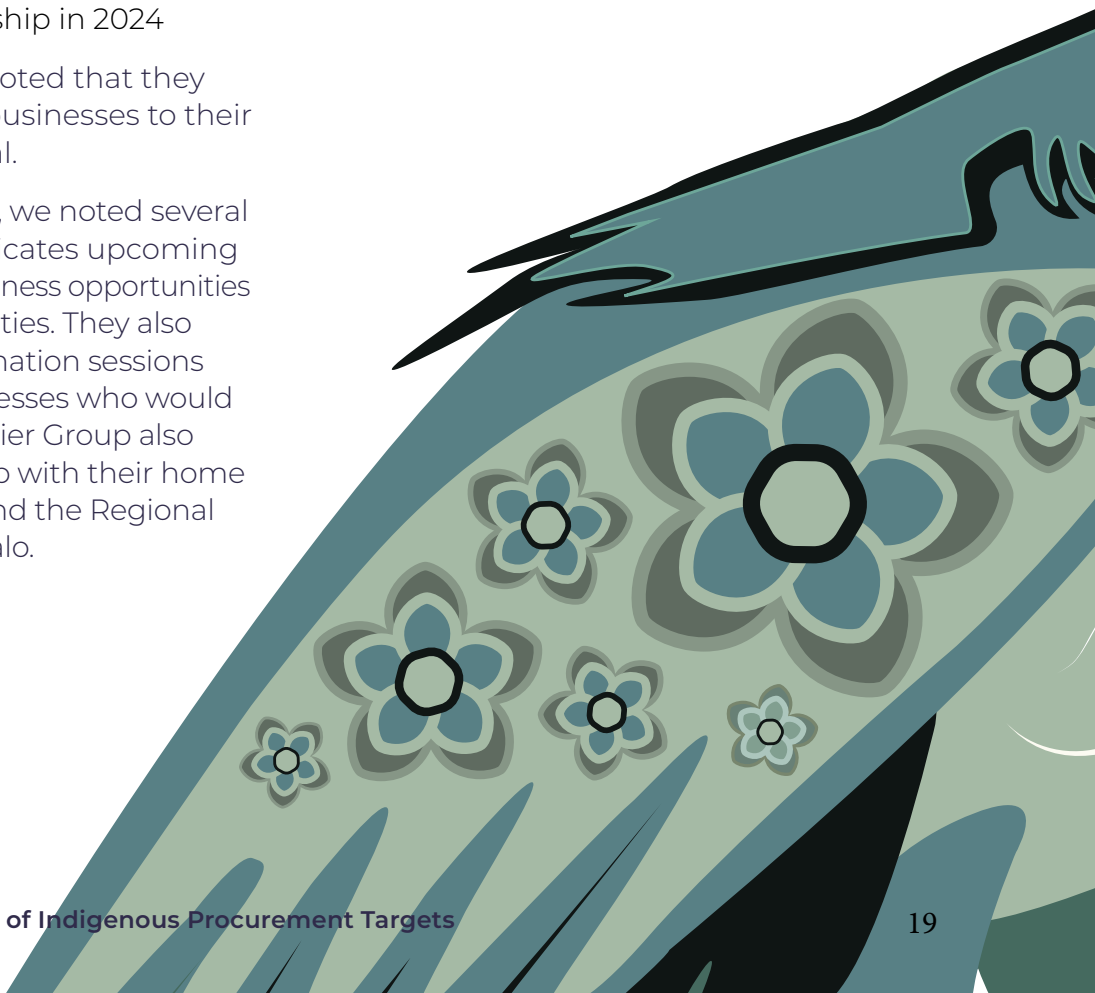
- Bouchier: Northeastern Alberta Aboriginal Business Association (NAABA)
- Deloitte was considering membership with CAMSC in 2021, but did not mention a membership in 2024

Deloitte's renewed IRAP noted that they have onboarded over 60 businesses to their Indigenous Supplier Portal.

When it came to outreach, we noted several approaches. CN communicates upcoming projects and associated business opportunities with Indigenous communities. They also conduct two annual information sessions to guide Indigenous businesses who would like to supply to CN. Bouchier Group also emphasized its relationship with their home community, Fort McKay, and the Regional Municipality of Wood Buffalo.

Subcontracting or Vendor Criteria

Two of the documents we found included criteria for their subcontractors. For example, CN's RFPs in Canada include an Indigenous Engagement Questionnaire, and they work with their vendors to make commitments to procure from Indigenous businesses. Deloitte's IRAP aims to develop and implement subcontracting requirements and include subcontracting in its 5 percent target. They also conduct information sessions with procurement professionals from Deloitte, their clients, and communities to expand opportunities for Indigenous procurement.



Other Approaches to Reconciliation

Some of the policies outlined additional methods to support Indigenous communities and businesses and contribute to reconciliation initiatives.

Bouchier Group also employs a community engagement policy that designates 1 per cent of profit to Indigenous communities and organizations and other initiatives. They also make in-kind donations and have created a volunteer program for their employees.

Cenovus has created an Indigenous Internship Field Program, which provides on-site experience to potential Indigenous job candidates. The program includes “mentorship, academic support, as well as on-the-job training, development, and networking opportunities.”¹⁷ With its Indigenous Housing Initiative, Cenovus has also committed \$50 million to building homes in six First Nation communities near its Foster Creek and Christina Lake oil sands projects.¹⁹

Deloitte’s renewed IRAP includes other pillars for reconciliation, such as inclusion, education, and employment. For example, in their education pillar, they noted that they have provided funding for 130 Indigenous post-secondary students through contributions to Indspire,¹⁹ and they are working together with PLATO (an Indigenous-led tech company) to support their Indigenous apprenticeship program.²⁰

Beyond procurement, Mosaic Forestry Products will ensure that 15 percent of its new hires are Indigenous by 2025. They also have a grant program that provides funding to partner with local Indigenous

communities and other initiatives related to food and water security, research, and conservation. Some of the funded programs involved partnering with First Nations to develop STEM and skilled trades training programs.

CN’s IRAP includes procurement under the pillar of economic reconciliation, but it also has pillars including cultural awareness and employee engagement; people and employment; community engagement and relationships; and environmental stewardship, safety, and sustainability. One goal under economic reconciliation is to “Review the land taxation applicable to CN with provincial governments to negotiate agreements that direct tax revenue to the Indigenous communities adjacent to CN’s right-of-way.” They are also working on an inventory and feasibility study of lands that can be returned to Indigenous communities and have developed a protocol for doing so. In addition, they are developing a community investment strategy to support Indigenous organizations, events, and programs.

Telus’s IRAP pillars include connectivity, enabling social outcomes, cultural responsiveness and partnerships, and economic reconciliation. In 2021, Telus set a goal of providing broadband connectivity to 20 Indigenous lands; in 2024, they expanded their broadband networks to cover 60 Indigenous lands.²¹ Telus has also partnered with Quebec First Nations Women’s Space on a program called Mobility for Good, which provides free smartphones and plans to Indigenous women at risk of violence.²²

¹⁷ “Developing Talent through Our Indigenous Internship Field Program.”

¹⁸ “Indigenous Housing Initiative.”

¹⁹ “Expanding Horizons - Deloitte’s Renewed Reconciliation Action Plan.”

²⁰ Rushton, “PLATO Launches Ottawa-Gatineau Indigenous Training Program, Announces New Strategic Relationship with DIGITAL, Canada’s Global Innovation Cluster.”

²¹ “Indigenous Reconciliation and Connectivity Report, 2024 Edition.”

²² “Mobility for Good for Indigenous Women at Risk”; “Indigenous Reconciliation and Connectivity Report, 2024 Edition.”

CONCLUSION



Conclusion

Current Status of Indigenous Procurement Policies

Canada's private and government sectors have begun to step up and incorporate Indigenous procurement into their operations. As we have seen in this review of procurement targets, targets currently range from 3 per cent to 20 per cent. Governments have adopted detailed definitions for Indigenous businesses and partnerships, although it is not common for companies to do so in their policies. Similarly, governments are typically required to report on their progress, while companies are not (but they tend to provide updates on their targets, whether it is a publicized requirement or not). Many organizations with Indigenous procurement targets use corporate memberships or Indigenous Business Registries to connect with Indigenous suppliers.

Progress Behind the Scenes

Progress is also being made behind the scenes. Several companies, like Scotiabank, have announced plans to develop procurement policies and targets.²³ Bruce Power has introduced an Indigenous procurement policy and is “committed to working with local Indigenous communities to define objectives and targets” for contracting and procurement.²⁴ CBRE has also set a goal to establish a procurement target and take other measures to increase Indigenous participation in its supply chain.²⁵ Others have produced statements or commitments to improving their relationships with Indigenous communities.

Some companies have internal policies or targets and are reporting progress online. One example is SaskPower, whose annual report has included Indigenous procurement reporting since their 2018–19 year.²⁶ Most recently, they reported 15.5 per cent Indigenous procurement, exceeding their 2022–23 target of 10 per cent, and their long-term target of 15 per cent.²⁷ Civeo has reported \$298 million in Indigenous procurement spend since 2017.²⁸ Teck has an Indigenous Peoples policy that aims to increase its Indigenous procurement and employment.²⁹ Its Indigenous procurement spend was \$388 million (4 per cent) in 2023.³⁰

²³ “Scotiabank Truth & Reconciliation Action Plan.”

²⁴ “Indigenous Procurement Policy.”

²⁵ “The CBRE GWS Canada Reconciliation Action Plan.”

²⁶ <https://www.saskpower.com/-/media/saskpower/about-us/reports/past-reports/report-annualreport-2018-19.pdf>

²⁷ <https://www.saskpower.com/-/media/saskpower/about-us/reports/past-reports/report-annualreport-2022-23.pdf>

²⁸ <https://civeo.com/wp-content/uploads/2024/04/2023-Indigenous-Annual-Report-1.pdf>

²⁹ <https://www.teck.com/media/Indigenous-Peoples-Policy.pdf>

³⁰ <https://www.teck.com/media/Sustainability-Report-Relationships-With-Indigenous-Peoples.pdf>

Importance of Procurement Targets

Many government and private organizations are working toward economic reconciliation by increasing Indigenous procurement. The importance of transparency and accountability in this process cannot be overstated; developing and publicizing procurement policies and targets helps ensure that commitments are kept. The organizations in this report are examples of how specific commitments can be implemented, although they are not an exhaustive list or the only approach. However, they include steps toward meeting the NIES calls to action around economic opportunity, including procurement targets, processes, and reporting.

Public procurement policies and targets can demonstrate to the Indigenous business community that the intent to build relationships is not only well thought out but baked into organizational processes and performance measures. CCIB has released recommendations for embedding Indigenous businesses into supply chains, conducting meaningful engagement with Indigenous businesses, and tracking Indigenous procurement spend. With these recommendations and the examples discussed in this report, companies and governments can improve their relationships with Indigenous businesses and begin working towards economic reconciliation.



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