



CANADIAN COUNCIL FOR INDIGENOUS BUSINESS

2025 Annual Report

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About CCIB

CCIB's mission is to promote, strengthen and enhance a prosperous Indigenous economy through the fostering of business relationships, opportunities and awareness for all our members.

A Message from the Co-Chairs

In 2025, Canadian Council for Indigenous Business (CCIB) continued to advance Indigenous economic participation during a year defined by action, resilience and impact. In a challenging economic climate, CCIB remained committed to supporting Indigenous businesses while strengthening the systems and relationships that enable long-term growth.

CCIB's membership growth and retention reflected this strength, demonstrating the tangible value CCIB provides Indigenous entrepreneurs and corporate partners while serving as a trusted voice for Indigenous business across Canada. Throughout the year, CCIB supported the expansion of Indigenous procurement opportunities, advanced tools that connect Indigenous businesses to corporate buyers, and reinforced accountability through the continued growth of the Partnership Accreditation in Indigenous Relations (PAIR) program.

Direct economic support was also provided through the Indigenous Women Entrepreneurship Fund (IWEF) and the Young Indigenous Business Grant (YIBG), which made financial resources available to Indigenous entrepreneurs to help scale their businesses.

CCIB maintained a strong national presence, and through forums, awards dinners, and networking events, CCIB created space for collaboration, shared learning and recognition of excellence across Indigenous business.

This momentum was driven by an engaged Board of Directors, which maintained a close working relationship throughout the year with CCIB leadership, staff, and its members. The Board continues to advocate for systemic change, supporting CCIB's public policy work and meetings with government ministers and officials, and proudly representing CCIB at diverse speaking engagements across the country to elevate the voice of the Indigenous economy.

As co-chairs, we are proud of the progress achieved and are confident in the organization's direction. Behind every achievement in 2025 was a dedicated team, a board deeply committed to CCIB's mission, and a community of members, partners and sponsors who believe in the power of Indigenous business. CCIB is well-positioned to continue building opportunities and advancing economic reconciliation.

We extend our sincere thanks to the Board of Directors, staff, members and partners for their ongoing commitment and support throughout 2025.



CCIB 2025 Board of Directors



Desiree Norwegian
Co-Chair,
Atunda Inc. AECON

A handwritten signature of Desiree Norwegian in black ink.



Michael S. Jacobs
Co-Chair,
Cambium Indigenous
Professional Services

A handwritten signature of Michael S. Jacobs in black ink.

Pamela Zabarylo
Treasurer, KPMG LLP

Annie Korver
Rise Consulting Ltd

Barbara McKenzie
BM McKenzie Group

Dylan MacLennan
L'nu Energy Inc

Fiona Kirkpatrick Parsons
Kirkpatrick Parsons Consulting

Jeff Provost
MCW Group of Companies

Johanne Senecal
Canadian Association of Petroleum Producers

Jon Davey
Scotiabank

Kallie Wood
National Circle for Indigenous Agriculture
and Food

Lisa Isaac
Owl Insight HR

Linda Hartford
CIBC

Mark Brajer
K'omoks Economic Development Corporation

Mark Shadeed
Bank of Montréal

Mathieu Boucher
Hydro Québec

Michael Hungerford
Seven Generations Capital o/a Hungerford
Properties

Paul Gruner
Tlichio Investment Corporation & Group of
Companies

Robert Brant
McCarthy Tetrault LLP

Rory Richards
NUQO Modular

Sarah Midanik
The Gord Downie & Chanie Wenjack Fund

A Message from the President & CEO

Looking back on 2025, numbers or milestones are not what come to mind first. Instead, I think about responsibility. It was a year that required organizations to remain grounded and focused on their mission and mandate, while responding to constant change.

By the end of 2025, CCIB had 2,600 members nationwide, with no decline in new Indigenous business memberships. In a challenging economic climate, that consistency matters. It is a reflection of the trust Indigenous entrepreneurs and corporate partners place in CCIB. In 2025, CCIB continued to invest in its people and operations so we could respond to the growing needs of members and partners across the country. We welcomed 16 new colleagues during the year, bringing our team to 57 employees working across the country. This strengthened our ability to deliver high-quality work consistently and to show up when members needed us most.

How we lead is just as important as how we grow. CCIB continued to integrate Indigenous procurement into its own operations, achieving a 17.2 per cent Indigenous spend. By holding ourselves to the same standards we encourage in others, we stay accountable and grounded in the values that guide our work.

Indigenous procurement remained a priority throughout the year, and real impact comes from accessible systems, trusted frameworks, and relationships built over time. In 2025, CCIB continued to move this work forward. The Supply Change team spent much of the year refining, expanding and reimagining the Indigenous Procurement Marketplace, and the relaunch provided 1,722 Certified Indigenous Businesses and 161 corporate buyers with new tools and capacity to connect on contracts and opportunities. Meanwhile, the Partnership Accreditation in Indigenous Relations (PAIR) program continued to grow, with 300 companies participating in a rigorous, third-party audited framework that helps move progress from commitment to action.

Research and public policy also shaped our work this year. CCIB released six major research reports, including the A Way Forward series developed in collaboration with the Ontario Chamber of Commerce. These reports offered practical recommendations to advance economic reconciliation. Alongside this work, CCIB's public policy team focused on addressing cross-border and retail barriers through five policy briefs, helping ensure Indigenous business interests were represented.

Supporting Indigenous entrepreneurs extends beyond policy and systems. It also means ensuring business owners have access to resources that can make a real difference. Through grants and Tools for Indigenous Business programming, CCIB continued to place capital and practical support directly into the hands of Indigenous entrepreneurs. Initiatives such as the Indigenous Women Entrepreneurship Fund, the Young Indigenous Business Grant, and our partnership with Google on AI Prompting Essentials were designed to build skills, confidence and capacity in ways that respond to member needs.

Visibility was another important focus in 2025. CCIB's Buy Indigenous to Buy Canadian campaign resonated across the country, delivering a clear message: Indigenous businesses are essential to the Canadian economy. As trade and tariff challenges emerged, CCIB worked quickly to share timely information and resources to help members navigate the uncertainty.

Connection remains at the heart of CCIB. Nearly 2,000 people came together through our in-person events across Canada. These gatherings are about more than attendance. They create space for learning, collaboration and recognition. They offer opportunities to exchange knowledge and celebrate success together.

Throughout the year, CCIB's voice also reached further than before. Through media engagement, speaking opportunities and digital platforms, Indigenous business perspectives contributed to national conversations about Canada's economic future.

None of this work happens alone. The progress of 2025 reflects the dedication of CCIB's staff, the leadership and oversight of the Board of Directors, and the continued engagement of members, partners and sponsors. I am grateful for the trust placed in CCIB and for the collaboration that makes this work possible.

We are proud that CCIB ended the 2025 fiscal year in a position of operational strength. In a year when shifting federal funding and tightening corporate budgets forced others to scale back, CCIB increased program funding and deferred contributions to secure critical financing to support future programming. This stability speaks to CCIB's values and organizational capacity, ensuring we enter our next chapter with the secure foundation needed to respond to new opportunities, expand our team, continue bringing members' voices to Ottawa, and amplify our support for Indigenous economic prosperity.

As we look ahead, our focus remains clear. CCIB will continue to support Indigenous businesses, strengthen economic participation, and contribute to an economy that is more inclusive, resilient and prepared for the future. The work ahead matters, and we are committed to approaching it with care and purpose.

Chi Miigwetch,



Tabatha Bull



CCIB Values

CCIB's approach and strategic direction are values-based on the following Seven Grandfather Teachings:

Wisdom
(Nebagamon)



Embrace Strategic Thinking and Lifelong Learning

We value informed decision-making based on knowledge and experience. We encourage continuous learning, innovative approaches, and leveraging the wisdom of our team members to drive success.

Respect
(Mnaadendmowin)



Honour Diversity and Collaboration

We celebrate the unique perspectives and talents of our team members, Indigenous businesses and partners. We believe in the power of collaboration, treating everyone with respect, and valuing their contributions.

Humility
(Dbadendiziwin)



Demonstrate Humble Accountability and Continuous Improvement

We humbly acknowledge our strengths and weaknesses, always seeking opportunities for growth and improvement. We are accountable for our actions, learn from our mistakes, and embrace feedback.

Love
(Zaagidwin)



Cultivate a Supportive and Inclusive Culture

We foster a workplace and environment where compassion and respect for one another are paramount. We build strong, diverse teams that support each other's growth, well-being, and professional development.

Bravery
(Aakwa'ode'ewin)



Encourage Innovation and Courageous Leadership

We embrace change and encourage our team to take calculated risks, push boundaries, and lead with courage.

Truth
(Debwewin)



Pursue Authenticity and Ethical Practices

We are committed to truthfulness in our business practices, programs, and services. We adhere to ethical standards, embrace sustainable practices, and align our actions with our core values.

Honesty
(Gwayakwaadiziwin)



Practice Transparency and Trustworthiness

We maintain an environment of open communication and honesty. We uphold the highest ethical standards, take responsibility for our actions, and build trust with communities and CCIB's members.

MEMBERSHIP

The Power of Engagement and Connection

Membership is the heartbeat of CCIB's work. By building meaningful relationships between Indigenous and non-Indigenous businesses and communities, CCIB is helping to shape a more equitable and sustainable economy across Canada, and 2025 showed just how much that momentum is growing.

Become a member

CCIB is a national, non-partisan, member-based organization whose membership comprises both Indigenous and non-Indigenous companies operating in Canada, ranging from entrepreneurs with fewer than 20 employees to organizations with more than 10,000 employees. Whatever the size, every member plays a role in building a stronger Indigenous economy.

TO LEARN MORE ABOUT THE BENEFITS OF BECOMING A CCIB MEMBER VISIT WWW.CCIB.CA AND JOIN TODAY.

Achievements and Milestones

In 2025, membership grew to 2,600+ total members as CCIB welcomed 600+ new members with a 74% retention rate from 2024.

Membership Categories and Membership Breakdown as of Dec. 31, 2025

CIB | 1,574

Certified Indigenous Business Member
20 employees or less

CIB+ | 142

Certified Indigenous Business Member Plus
21 employees or more and/or
Indigenous community-owned
Economic Development Corporations

SBEM | 205

Small Business Enterprise Member
20 employees or less, or Non-Profit
Corporations/Charities

BM | 587

Business Member
21 to 2,499 employees

BM+ | 45

Business Member Plus
2,500 – 4,999 employees

PM | 20

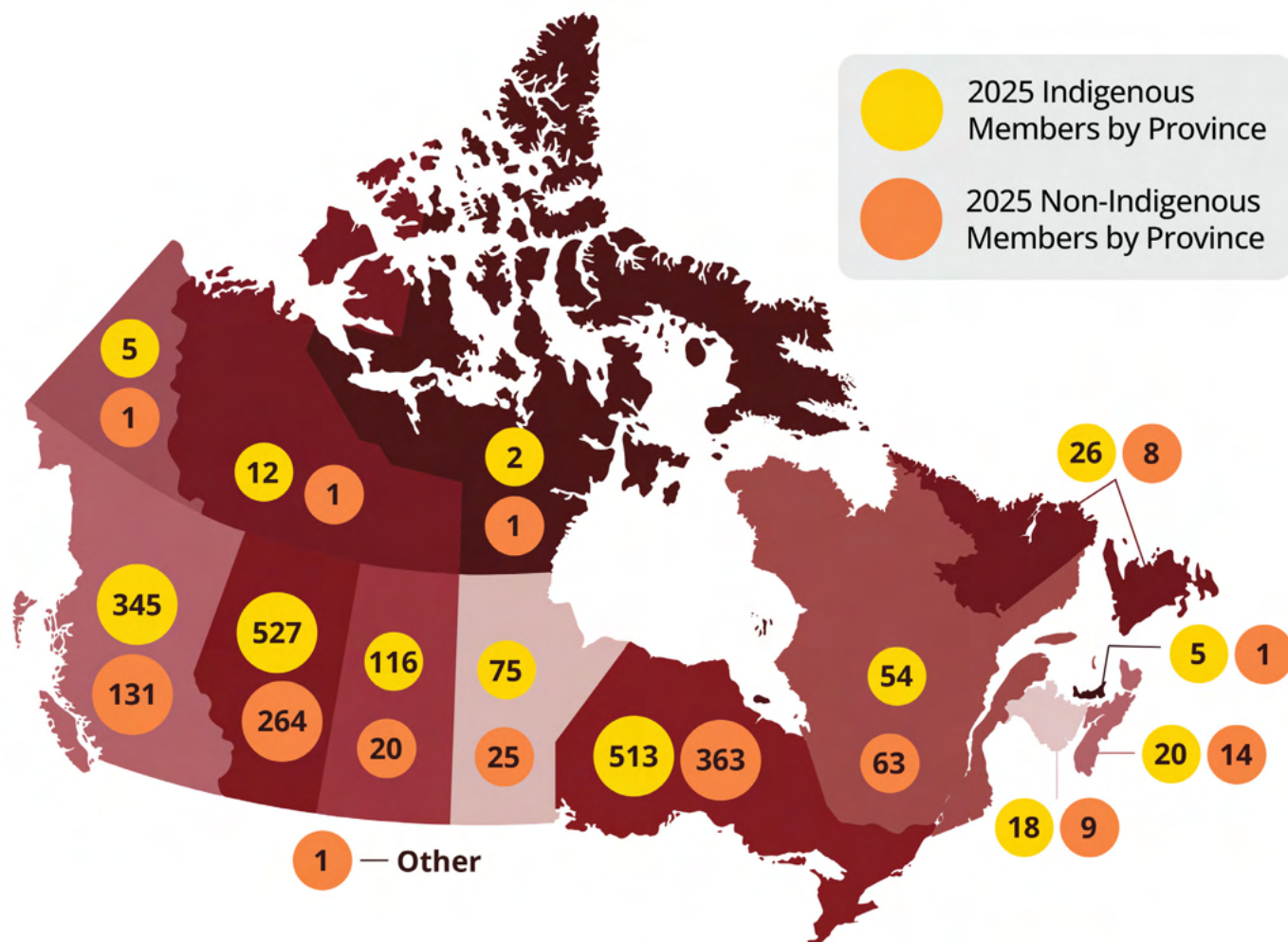
Partner Member
5,000 – 9,999 employees

PM+ | 25

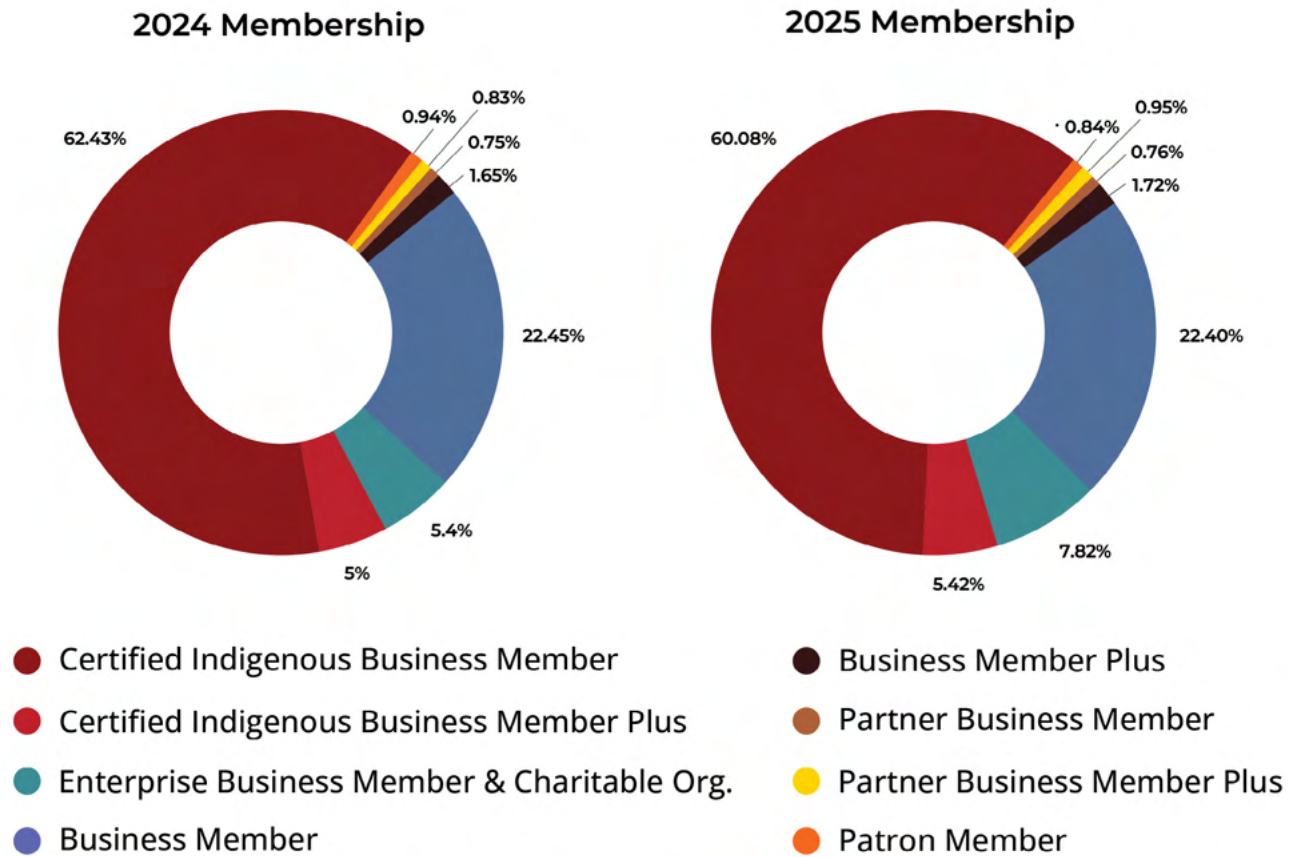
Partner Member Plus
More than 10,000 employees

PATRON | 22

Patron Member
Unlimited

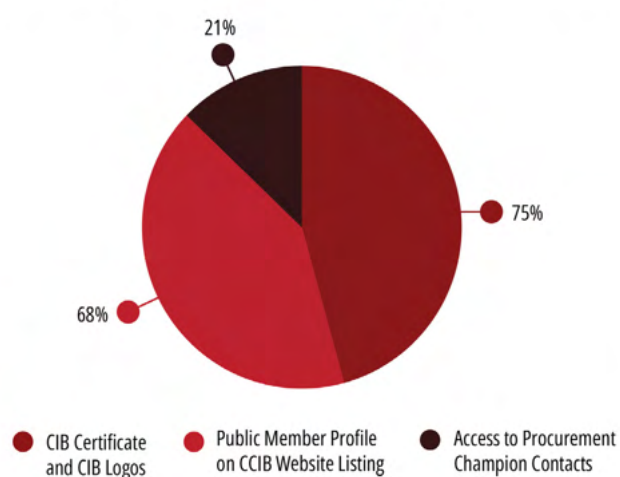


Membership Comparison (2025 vs 2024)

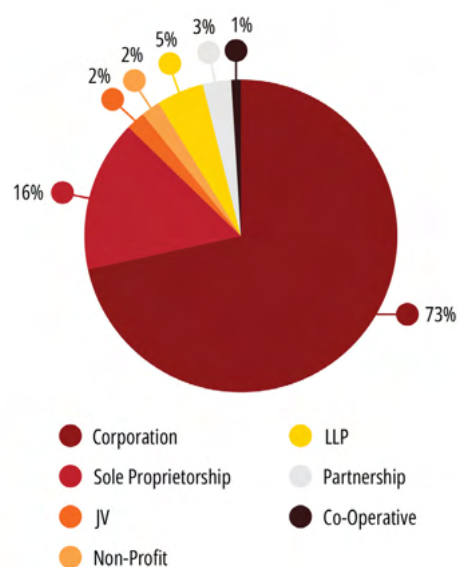


Members Talk Back: Survey information

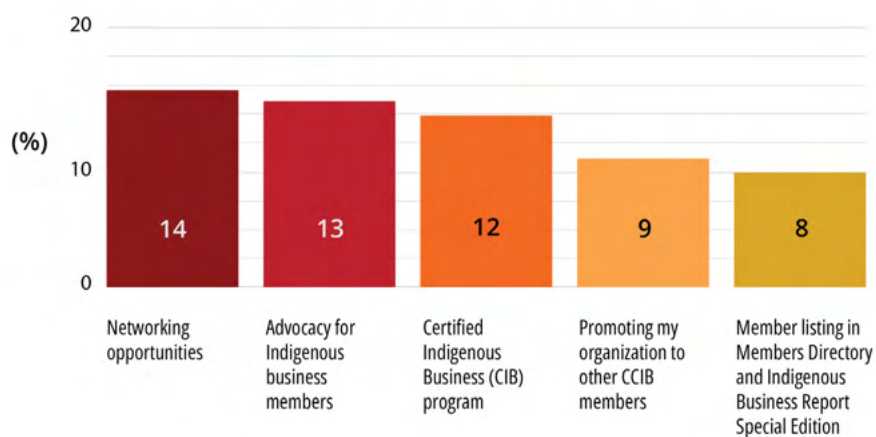
Percentage of Members Utilizing Key CIB Resources



2025 Membership Ownership Structure Composition



Primary Drivers for CCIB Membership



2025 Patron Members

CCIB is proud to recognize the following Patron Members for their exceptional commitment to advancing Indigenous economic growth:



EVENTS & AWARDS

Gathering to Grow

CCIB's in-person events are where the work of reconciliation happens in real time. From national business forums and award celebrations to networking events, procurement gatherings, and trade shows, these events bring Indigenous and non-Indigenous business leaders together to learn, celebrate achievements, forge lasting connections, and advance economic reconciliation across Canada.

CCIB Events

In 2025, CCIB hosted three major business forums and awards dinners in Halifax, Toronto, and Vancouver as part of its ongoing efforts to foster economic growth, build long-lasting relationships, and support Indigenous businesses across Canada.

In addition to these flagship events, the Indigenous Relations Forum & PAIR Awards were hosted in Vancouver and Indigenous procurement events were brought to Toronto in March and Winnipeg in November. Tools for Indigenous Business Networking Events were also hosted across the country.

East Coast Business Forum & Awards Dinner

Halifax Convention Centre, Halifax | April 7 to 8, 2025

Business Forum

Hosted by Victoria LaBillois and opened by Elder Marilyn Francis, the forum got off to a lively start with an opening song performed by Jeff Ward. The Networking Lounge and Event App kept the energy going and connections flowing between sessions. Twenty-five panelists shared practical strategies for driving Indigenous business success.



Indigenous Artisans Marketplace

30 vendors and artisans



Awards Dinner

Hosted by Jeff Ward, the evening was opened by Elder Marilyn Francis and was followed by a performance by Alan Syliboy & The Thundermakers. CCIB was proud to present two awards at this event:

Indigenous Business A W A R D



Young Indigenous
Entrepreneurship
Award:
Keenan Beavis



Indigenous Business A W A R D



Lifetime Achievement
Award:
Michael J. McDonald



Sponsors:

LEAD SPONSOR



AWARD SPONSORS



INDIGENOUS ARTISANS MARKETPLACE SPONSOR



SESSION SPONSORS



OPENING RECEPTION SPONSOR



COFFEE CONNECTION SPONSOR



COMMUNITY SPONSORS



It was wonderful to make so many meaningful connections and witness the energy this past week in beautiful (and later snowy) Kijipuktuk (Halifax)! It's inspiring to hear from Indigenous businesses and leaders, as well as corporate partners who are committed to collaborating for economic reconciliation. Looking forward to continuing the conversations!

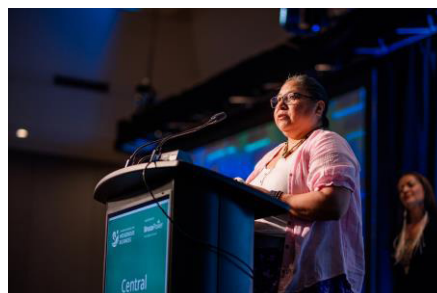
Vanessa Dreckmann, Tipi Horse
Certified Indigenous Business

Central Business Forum & Indigenous Women in Leadership Award Dinner

The Westin Harbour Castle, Toronto | June 4-5, 2025

Business Forum

Hosted by Cheri Maracle, the forum was opened by Elder Amy Desjarlais and with a Territory Welcome by Chief Claire Sault. The opening performance was by Deanne Hupfield. The networking lounge, wellness area, and event app gave attendees meaningful opportunities to connect and share insights throughout the day. Twenty-six panelists provided actionable insights throughout the program.



Indigenous Artisans Marketplace

30 vendors and artisans



Awards Dinner

Hosted by Jennifer Podemski, the dinner was a powerful celebration of culture and community. Elder Amy Desjarlais opened the dinner, and a Territory welcome was provided by Chief Claire Sault, followed by an opening performance by the Manitou Mkwa Singers. Lacey Hill performed during the dinner, and a keynote address was delivered by Waneek Horn-Miller. CCIB was honoured to present:

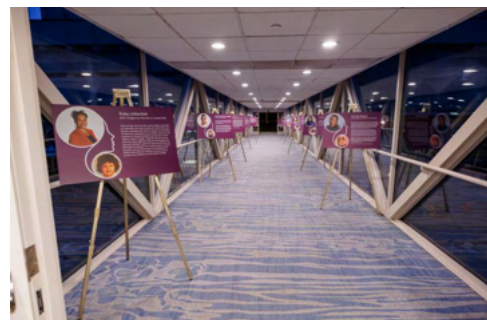
Indigenous Business A W A R D



INDIGENOUS
WOMEN
IN LEADERSHIP

Indigenous Women in
Leadership Award:

Ruby Littlechild



EVENTS & AWARDS 20

Sponsors:

FORUM LEAD SPONSOR



IWIL AWARD SPONSOR



IWIL AWARD DINNER SPONSOR



IWIL AWARD DINNER
KEYNOTE SPEAKER



MAINSTAGE PANEL SPONSOR



RED CARPET PHOTO SPONSOR



INDIGENOUS MARKETPLACE
SPONSOR



NETWORKING LOUNGE SPONSOR



SESSION SPONSORS



COFFEE CONNECTION
SPONSOR



PAY-IT-FORWARD
SPONSOR



COMMUNITY SPONSORS



I always leave these gatherings energized by the depth of conversation, the powerful storytelling, and the immense talent that continues to shape the future of Indigenous business in this country. It's hard to believe I've been attending CCIB events for 11 years now. Over that time, I've had the privilege of forming relationships that have profoundly influenced my path; friends, mentors, and supporters who continue to walk alongside me in this work.

Jordan Baptiste, Creative Fire

Certified Indigenous Business | Indigenous Procurement Champion

West Coast Business Forum & Awards Dinner

The Hyatt Regency, Vancouver | October 8–9, 2025

Business Forum

Hosted by Tchadas Leo and opened by Elder Sam George, the forum set an inspiring tone from the start, followed by an opening performance by the Chout Spirit Dance Group. Nineteen panelists and one keynote speaker were featured.



Indigenous Artisans Marketplace

30 vendors and artisans



Awards Dinner

Hosted by Geena Jackson, the West Coast dinner was a wonderful close to a remarkable year of events. The evening was opened by Elder Sam George followed by a performance by Tsatsu Staqayu (Coastal Wolfpack), with Spiritual Warriors performing throughout the evening. CCIB was proud to celebrate some incredible achievements, presenting:

Indigenous Business A W A R D



EXCELLENCE IN
INDIGENOUS
RELATIONS

Excellence in Indigenous
Relations Award:

Arthur Cunningham

Indigenous Business A W A R D



INDIGENOUS
BUSINESS
OF THE YEAR

Indigenous Business
of the Year Award:

Bouchier Group



EVENTS & AWARDS

23

Sponsors:



Wrapped up an inspiring week at the Canadian Council for Indigenous Business's West Coast Business Forum in Vancouver. What a vibrant forum dedicated to learning, sharing, and supporting Indigenous businesses across the country. I'm incredibly proud that iA Financial Group (Industrial Alliance) was the sponsor of the Indigenous Marketplace. This initiative offered a vital opportunity for Indigenous artists and businesses from across Canada to attend and showcase their incredible work. Seeing that impact firsthand was truly rewarding.

Rose-Marie Trudel, iA Financial Group

Partnership Accreditation in Indigenous Relations, Committed-Level

2025 PAIR Event

The Indigenous Relations Forum and PAIR Awards were hosted at The Hyatt Regency, Vancouver, on October 8. The event honoured businesses that successfully completed certifications or re-certifications in the PAIR program, with 33 awards presented to an audience of over 400 attendees. The event, which has now become a stand-alone event due to the incredible growth of the program, also featured a keynote as well as roundtable discussions, which were very well received with requests for the session to be a recurring feature of future PAIR events.

What a special evening! The PAIR Awards hosted by the Canadian Council for Indigenous Business was a celebration of the incredible partnerships driving progress and reconciliation across Canada. I'm proud of the work happening at FCC to deepen relationships with Indigenous communities, built on respect, collaboration, and shared growth. Reconciliation is not a milestone, but a continuous journey. I'm grateful to all those who are helping move it forward every day.

Justine Hendricks, Farm Credit Canada

Partnership Accreditation in Indigenous Relations, Silver-Level
Indigenous Procurement Champion

2025 Procurement Events

The Indigenous Procurement events continued to bring the Supply Change™ mission to life in two cities: The Sheraton Toronto Airport Hotel & Conference Centre on March 27, and The Fort Garry Hotel, Winnipeg, on November 26. Both events featured tradeshow components and main-stage sessions that connected buyers and suppliers in meaningful, practical ways.

Having a wonderful day at the CCIB Indigenous Supply Change Procurement Event in Winnipeg. It was energizing to be in a room filled with so many leaders, entrepreneurs, and partners committed to advancing Indigenous-led economic opportunities.

I truly appreciated reconnecting with familiar faces and building new relationships with people who are doing such important work across the country. Events like this remind me of the strength of our networks, the impact of collaboration, and the momentum that continues to grow in Indigenous procurement.

Tanya Helton Rexton, Aramark

Partnership Accreditation in Indigenous Relations, Gold-Level
Indigenous Procurement Champion

TIB Networking Events 2025

TIB hosted a series of six networking events across Canada, bringing together Indigenous entrepreneurs, business professionals, and sponsors to build connections, share knowledge and spark new opportunities.

The series began in Ottawa in February with ***Insights from the Frontlines: A Candid Discussion with Industry Experts***. Perspectives were shared by Sylvie Ouellette of Versatil and Deb Pimentel of IBM, followed by a Fireside Chat with Leo Hurtubise of LaFlesche, moderated by Tracy Morningstar of CCIB. The events then moved east to Halifax in April with a focus on ***Empowering Indigenous Innovation: Tech Companies Driving Economic Reconciliation through Meaningful Partnerships and Capacity-Building***. Presentations were delivered by Keith McIntosh of PLATO and Michael Hebert of Turtle Island Technology Solutions.

In May, the series continued west to Edmonton with ***Powering Possibility Through Partnership***. The discussion included Jayne Behm of River Cree Resort & Casino and Jesse Yuen of ATB Financial. The events then returned east to Montreal in June for ***Land and Legacy: Unlocking Real Estate for Indigenous Business Success***, with insights shared by Benoit Loyer of Panorama and Nadir André of JFK Law.

Following a summer pause, events resumed in Vancouver in October with ***Fireside Chat with Indigenous Women Business Leaders***. Participants included Sandra Fossella of Musqueam Capital Corporation and Caroline Jean Falstead of EMB Management. The final event of the year took place in Winnipeg in November and focused on ***Building Bridges: The Intersection of Indigenous Relations and Business Innovation***, with speakers Jeff Provost of the MCW Group of Companies and Ben Anderson of Swank Business Solutions.

In addition to the national networking series, TIB hosted an in-person Lunch & Learn at George Brown College focused on ***Unlocking Opportunities Through IP***. The session was led by CCIB's Cody Lewis and Meika Ellis, Lawyer at Smart & Biggar, who presented findings from the latest Indigenous IP research and offered one-on-one consultation opportunities.

Each event was made possible through the support of corporate partners from across the country. Lead sponsors in 2025 included ADC, ATB Financial, BDC, Pomerleau, PwC, TD and Versatil. Contributing sponsors included ADGA Groupe ADGA Consultants Inc., Borea, CBS, FortisBC, Forbes Bros. Ltd., Graham Management Services LP, Hydro Québec, LearnSphere/SavoirSphere and MediaEdge Digital.

PARTNERSHIP ACCREDITATION IN INDIGENOUS RELATIONS (PAIR)

Measuring Progress

PAIR certification remains Canada's premier benchmark for corporate accountability, driven by a rigorous third-party verification process that ensures Indigenous relations are backed by measurable results rather than just intent. By anchoring its framework in independent auditing and transparent reporting, the program provides organizations with a validated competitive edge and a verified reputation for leadership in economic reconciliation. In 2025, the program reached new heights, reinforcing its role as the definitive standard for organizations committed to data-driven progress and genuine, documented economic impact.



2025 Program Highlights

New organizations that joined PAIR in 2025:

54

Total PAIR companies (end of year):

300

Highlights

We would like to thank the following **PAIR Verifiers** for their contribution to the PAIR program:

Ellen Perry
Claire Marshall
Sandi Morrisseau
David Flood
Isabelle Allen
Steve Francis

Cole Rheaume
Debra Donovan
John Hill
Derek Sagima
Tom Browne

We would also like to thank the **PAIR Jury** for their contribution to the PAIR program:

Michael Fox
Victor Pelletier
Dylan Whiteduck
Brittney Sault
Colleen Nolan

Bren Littlelight
Mary Ann Morin
Tracey Menge
Karyn Lewis

Find PAIR Facilitators available [HERE](#).

Find PAIR Cultural Trainers available [HERE](#).

For more information, contact the
PAIR Team at pair@ccib.ca

2025 PAIR Certifying Companies



PAIR BRONZE
PARTNERSHIP ACCREDITATION
IN INDIGENOUS RELATIONS

Bronze-Level

AECOM
Alithya Digital Technology Corporation
B&B Contracting Group
Babcock Canada Inc.
Black & McDonald PGR
CBRE Limited
Defence Construction Canada
E.S. Fox Limited
EllisDon
GE Vernova Hitachi Nuclear Energy
Graham Industrial Services LP
Humanity Financial Management Inc.
Interfor Ontario
Kinectrics Inc.
MIDWEST
Pitbull Energy Services Inc.
SITE Resource Group Limited Partnership
Sun Life
Universal Rail Systems Inc.
Vancity



PAIR SILVER
PARTNERSHIP ACCREDITATION
IN INDIGENOUS RELATIONS

Silver-Level

EPCOR Utilities Inc.
FCC – Farm Credit Canada
Forbes Bros Ltd.
Gestion ADC
Imperial Oil Ltd. – Upstream
Procon Mining & Tunneling Ltd.
REMCAN Projects LP
Rise Consulting
Strad Inc.
TELUS



PAIR GOLD
PARTNERSHIP ACCREDITATION
IN INDIGENOUS RELATIONS

Gold-Level

ATCO Frontec Ltd.
Deloitte Canada
Pathways Executive Search

TOOLS FOR INDIGENOUS BUSINESS (TIB)

Resources in Action

TIB puts real resources in the hands of Indigenous entrepreneurs, from practical business tools and training to networks that open doors and spark new opportunities.



TIB Tools and Services

In 2025, TIB expanded its offering with five new tools and services through the online portal, adding to an already robust suite of financial and business service tools, workshops, and courses available at no cost or at a discount. To learn more, visit www.ccib.ca/tib/.

Featured Additions in 2025

Owl Insight Human Resources (formerly Lisa Isaac HR Professional Services) Professional Tools

Operational support for all people-related activities for Indigenous and non-Indigenous small and medium-sized organizations across Canada, with a focus on inclusivity, sustainability, and capacity building.

Topics include:

- How to develop workplace policies
- Why job analysis and job documentation are important
- Navigating an employee termination



Elmnt FM Indigenous business spotlight

An on-air feature highlighting Certified Indigenous Businesses with 10-second spotlights airing once per hour, every hour, for a three-week duration.



Canadian Intellectual Property Office (CIPO) Tools

Resource toolkits designed to help businesses protect their intellectual property. Features a dedicated directory of funding, services, and specialized resources tailored to support Indigenous entrepreneurs.



Influence Mentoring Society Services

Mentoring opportunities pairing experienced professionals with Indigenous post-secondary students. Mentors gain leadership development, fresh perspectives from the next generation, and access to free, monthly, Indigenous-led professional development workshops.



University of Waterloo Co-operative and Experiential Education

Access to skilled student talent to support operations, marketing, technology, and research.

Features include:

- Dedicated one-on-one account management to streamline hiring
- Funding guidance to access grants and programs like SWPP, covering up to 70% of student salaries



Webinars hosted by TIB:

Shielding Innovation: Your IP Roadmap

Hosted in partnership with the Canadian Intellectual Property Office (CIPO), a special operating agency of Innovation, Science and Economic Development Canada, this webinar gave attendees a practical introduction to the CIPO and a clear overview of the most common types of intellectual property, including trademarks, patents, copyright, and industrial design. The session attracted 25 registrants.



Grants Administered in 2025 :

Indigenous Women Entrepreneurship Fund (IWEF)

The response to the IWEF grant was tremendous. CCIB received 222 applications, and eight recipients each received \$2,500 along with a one-year CCIB membership, providing both financial support and a direct connection to the CCIB community.



Young Indigenous Business Grant (YIBG)

Presented by lead sponsor Loblaw Companies Limited, the YIBG supports Indigenous entrepreneurs under the age of 35. Interest in the program was strong with 136 applications. Eighteen successful applicants each received \$2,500 and a one-year CCIB membership, announced during an exciting live draw.



CCIB & EY Indigenous Entrepreneur Pitch Competition 2025/2026

The 2025 EY/CCIB Pitch Competition was a standout moment for Indigenous entrepreneurship, honouring the innovation, leadership, and community impact of participants. Finalists demonstrated storytelling and presentation skills, illustrating how a compelling pitch can drive business.

Virtual Pitch Competition: April 9, 2026

Pitch Perfect Excellence Award

This award honours the business or entrepreneur who delivers the most compelling, clear, and persuasive pitch. It recognizes outstanding communication skills, creativity, and the ability to convey a business idea's value proposition, market potential, and impact within a limited time.

Social Impact and Sustainability Leadership Award

This award recognizes businesses that demonstrate outstanding commitment to creating sustainable products while making a meaningful positive impact on their communities.

Schulich Mini-MBA for Indigenous Leaders

In 2025, Schulich ExecEd and CCIB successfully launched the inaugural cohort of the Schulich Mini-MBA for Indigenous Leaders. Designed to empower Indigenous professionals, the curriculum integrated industry expertise with academic research and insights from esteemed guest speakers, including Chief Ted Williams.

A highlight of the program was the Capstone project, where ten participants applied their knowledge to real-world business challenges and presented solutions to a panel of senior leaders. Thanks to the generous support of Scotiabank, Barry and Laurie Green, WSP, and Munsee Delaware Nation, these graduates earned a Mini-MBA certificate and digital credential, gaining the skills necessary to lead their teams to new heights.



SUPPLY CHANGE™

Marketplace Milestones

Supply Change™ creates real procurement opportunities for Certified Indigenous Businesses (CIBs) and connects corporate buyers with Indigenous suppliers, helping Indigenous businesses have equitable access to opportunities to participate in Canadian procurement.



2025 was a year of progress for Supply Change™. The program invested in initiatives to strengthen accountability and improve the collection and use of Indigenous procurement data, enabling clearer targets, better guidance, and more informed outcomes, while expanding meaningful connections between CIBs and corporate and government buyers across Canada.

Building on the foundation of previous years, Supply Change™ reinforced Champion requirements and brought greater clarity to expectations for Indigenous spend tracking and reporting. The Advocate pathway continued to make a real difference for organizations earlier in their journey by providing tools, guidance, and recognition while building internal capacity toward Champion status.

Supply Change™ also extended its national and regional reach in 2025, delivering multiple Indigenous procurement events and roundtables that brought CIBs, corporate buyers, and government representatives together in the same room, where relationships and real opportunities are built.

December 2025 brought an exciting milestone with the successful launch of the next-generation Supply Change™ Marketplace, a purpose-built platform designed to better connect CIBs with Champions and Advocates, improve supplier visibility, and streamline Indigenous procurement opportunities across Canada. The evolved Marketplace features an interactive map, integrated Supply Change news and resources, and the ability for all users to download customized Indigenous supplier lists.

Metrics and Quick Facts



Indigenous Procurement Events 2025

Toronto, Ontario | Mar. 27

Attendees: 233

Tradeshow Booths: 22

Winnipeg, Manitoba | Nov. 26

Attendees: 203

Tradeshow Booths: 19

The tradeshow was magnificent. There were people in the building that could actually benefit from our services, and we had meaningful conversations that are already manifesting as opportunities. The networking event the night before was great as well. Overall, it was a great event.

— Certified Indigenous Business Exhibitor

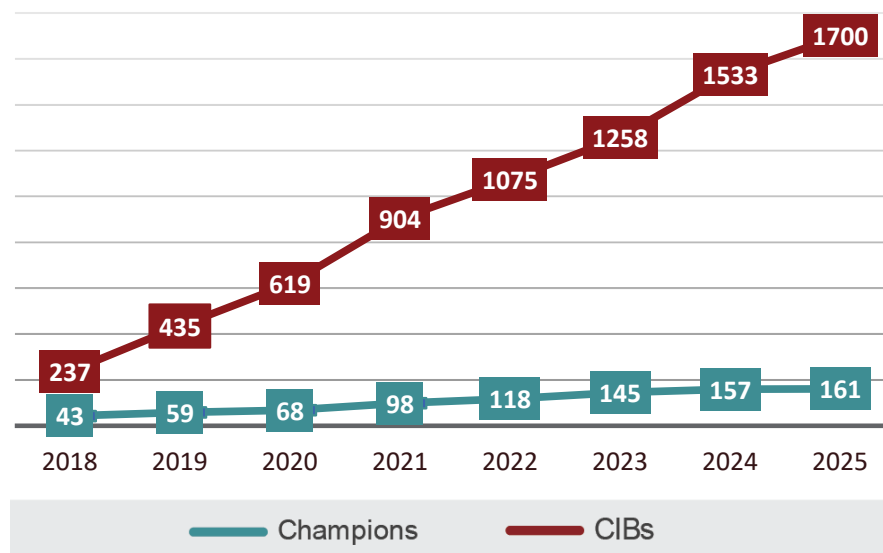
Indigenous Procurement Roundtables 2025

Grande Prairie - 14 CIBs

Winnipeg - 12 CIBs

Ottawa - 15 CIBs

Annual Marketplace Growth



[Marketplace Sizzle Reel](#)



Indigenous
Procurement
CHAMPION

Champions set the standard for others, demonstrating that commitment to Indigenous procurement involves measurable actions and lasting impact by reporting their Indigenous procurement spend to Supply Change™.

Aecon

Allteck

ALSTAR

aramark

ARCADIS

ATB

ATCO

AtkinsRéalis

babcock™

Bell

BGIS

**BIRD
CANADA**

bird

**BLACK DIAMOND
GROUP**

BMO

BOUCHIER

**Brock
University**

Bruce Power

cahill

**CALIAN®
Group Ltd.**

**CANADA
POST POSTES
CANADA**



CBRE

civeo

**DECCA CONSULTING®
A leading IT Company**

Deloitte.



EPCOR

RESEARCH & PUBLIC POLICY

At CCIB, research is an impetus for change. CCIB's research supports Indigenous entrepreneurship and community development by generating insights that inform real policy change and program development, which enhances Indigenous prosperity and strengthens the Canadian economy.

Research: Data for Action

The research portfolio saw remarkable growth in 2025, with 17 active projects underway and a robust pipeline of future initiatives. Six major research reports were released during the year, delivering insights on priority issues affecting Indigenous businesses and economies. An additional eight reports are in development and scheduled for release in 2026, positioning CCIB for continued leadership in evidence-based advocacy.

Getting research into the right hands was just as important as producing it. Coordinated editorial, translation, design, and publishing efforts ensured that reports were accessible and professional. Engagement with CCIB research continued to rise, with publication page views increasing by more than 17% year over year. Research activities generated \$1.09 million in revenue, supporting CCIB's mission while informing future opportunities for growth.

A Way Forward Series

One of the defining research achievements of 2025 was the four-part A Way Forward series, developed in partnership with the Ontario Chamber of Commerce. Each installment highlighted actionable ways that businesses in Ontario can advance reconciliation. The landmark series is already serving as a roadmap for other regions, and CCIB's PAIR program provides additional guidance for businesses outside Ontario.

Defence Industry Research

In a significant first, CCIB released its inaugural defence industry-specific research report focused on procurement. The timing is deliberate in aligning with Canada's commitments to growing the economy

and increasing defence spending. A follow-up report is already planned for 2026, and the work is helping to position CCIB's public policy and advocacy activities in this emerging sector.

Indigenous Leadership in Governance

Advancing Indigenous talent and leadership was one of the most exciting highlights of the year. CCIB launched a new partnership with Pathways Executive Search to explore Indigenous leadership in governance roles, supported by sponsors Sun Life, CAPP, and Black & McDonald. This initiative marked CCIB's first sponsored research project and a meaningful milestone that reflects growing confidence from partners in CCIB's research leadership and impact.

Ongoing Multi-Year Research

Beyond new initiatives, CCIB made strong progress on several important multi-year projects, including:

- Indigenous participation in the forestry sector, with second report released in 2025 and more forthcoming
- Understanding the gaps and tools needed to strengthen Indigenous business financial literacy
- Protecting intellectual property as an Indigenous business, primarily through partnerships in the ElevateIP program
- National Engagement and Thought Leadership

Key Findings

Procurement:

- Indigenous businesses face unclear requirements, limited feedback mechanisms, and barriers to building long-term industry relationships.
- Mentorship, supplier development, and culturally informed procurement practices remain critical to supporting long-term participation in supply chains.

Trade & Export:

- Indigenous exporters face barriers related to infrastructure, financing, tariffs, and cross-border compliance requirements, while 65% identified stronger Indigenous trade partnerships and 45% identified lower tariffs as key supports needed.
- Indigenous-led trade initiatives demonstrate strong potential for economic growth, supply chain resilience, and cross-border collaboration.

Leadership:

- Organizations with Indigenous representation in leadership and decision-making roles are approximately 27% more likely to outperform their peers.
- Indigenous women and caregivers face added barriers to workforce participation and advancement, reinforcing the need for flexible work and culturally informed policies.
- Early engagement, co-development, and relationship-based approaches ensure Indigenous perspectives are meaningfully integrated into economic and policy decisions.

Training, Skills & Education:

- The forestry sector projects more than 30,000 job openings over the next decade, creating significant opportunities for Indigenous workforce participation.
- There's a need for culturally grounded training that integrates Indigenous Knowledge, mentorship, simulator-based learning, and community-based development initiatives.
- Businesses are increasingly investing in Indigenous-focused recruitment pathways, leadership development, remote work opportunities, and culturally informed practices.

Business Reconciliation & Economic Growth:

- Businesses recognize Indigenous economic participation as an opportunity for long-term growth, workforce development, and supply chain resilience.
- 73% of Canada's resource and energy projects intersect with Indigenous communities, representing nearly \$98 billion in potential opportunities over the next decade.
- Closing the Indigenous infrastructure gap could generate approximately \$635 billion in economic output and nearly 2.4 million jobs over seven years.

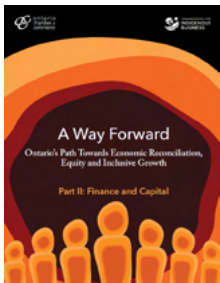
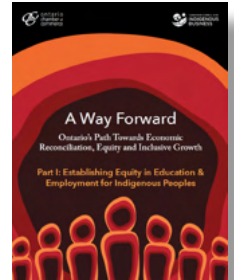
I would protest anyone saying that there is not enough talent, because that is just not true. My opinion is that decision-makers have a hard time seeing a non-traditional corporate background as relevant to their environment. So, my job is usually about building an understanding and building a bridge between the formal colonial mindset and systems to something less formal.

— Laurie Sterritt, Founder and Managing Partner, Pathways Executive Search

Published Research Reports

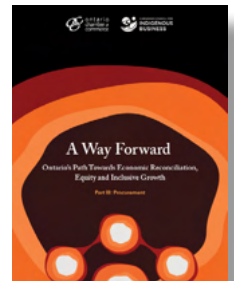
The following reports were released in 2025:

A Way Forward: Ontario's Path Towards Economic Reconciliation, Equity and Inclusive Growth Part I: Establishing Equity in Education & Employment for Indigenous Peoples



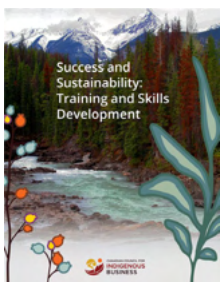
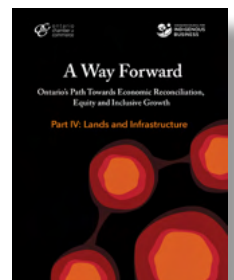
A Way Forward: Ontario's Path Towards Economic Reconciliation, Equity and Inclusive Growth Part II: Indigenous Finance and Capital

A Way Forward: Ontario's Path Towards Economic Reconciliation, Equity and Inclusive Growth Part III: Procurement



Partnerships in Procurement: Understanding Indigenous Business Engagement in Canada's Defence Industry

A Way Forward: Ontario's Path Towards Economic Reconciliation, Equity and Inclusive Growth Part IV: Lands and Infrastructure



Success and Sustainability: Training and Skills Development

Public Policy: Leading the Conversation

CCIB's public policy work had real impact in 2025. Through a strong and influential agenda grounded in research, advocacy, and strategic engagement with governments and institutions, CCIB delivered practical, solutions-oriented insights designed to expand market access, remove structural barriers, and strengthen Indigenous participation across Canada's economy.

Federal Procurement Advocacy

CCIB remained an active and persistent voice with federal, provincial, and select municipal partners on Indigenous procurement. The focus in 2025 was on practical, workable approaches to achieving the federal target of directing at least five per cent of procurement spending to Indigenous businesses. CCIB brought critical insights to the table on the diversity, capacities, and structures of Indigenous businesses, supporting more effective procurement practices and challenging narrowly defined ownership models that exclude scalable Indigenous enterprises.

Indigenous Economic Council (IEC)

CCIB deepened its collaboration with national Indigenous organizations through the **Indigenous Economic Council**, working to advance economic opportunities across the country. The IEC held several input-gathering meetings across Canada to ensure that regional perspectives were at the centre of its work.

Senate Testimony

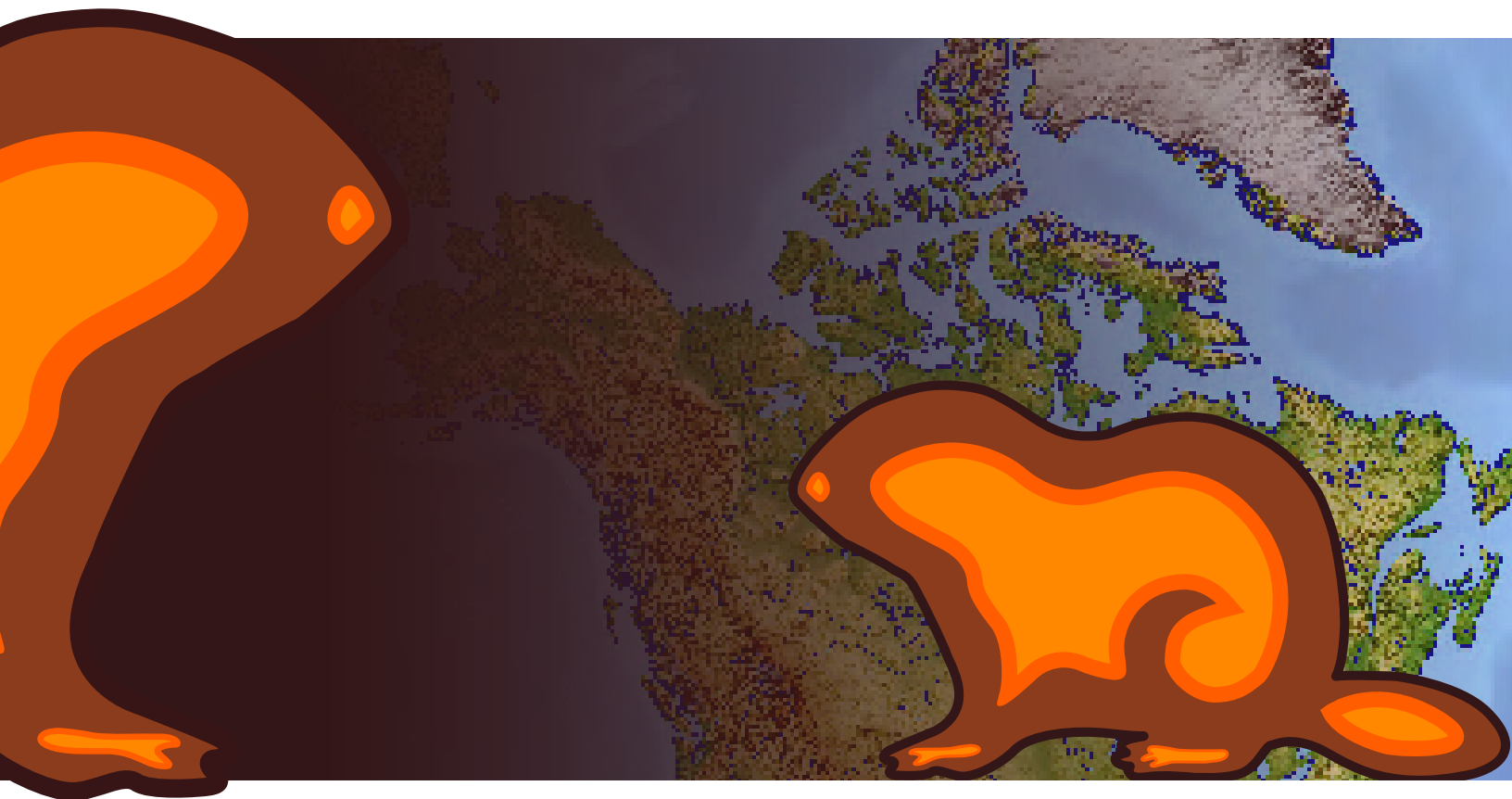
CCIB played a key advocacy role before the Standing Senate Committee on Transport and Communications, and it was one of the year's most direct opportunities to influence federal policy. Drawing on CCIB research and programs, testimony highlighted the disproportionate impacts of rail and marine labour disruptions on Indigenous businesses and remote communities. CCIB called for the integration of an Indigenous economic lens into maintenance-of-activities legislation and emphasized the importance of tripartite dialogue among governments, unions, and Indigenous representatives.

Day on the Hill

CCIB's Day on the Hill brought productive, high-level conversations with elected officials and senior public servants on Indigenous procurement and economic inclusion. The response was encouraging, and departments demonstrated strong alignment with CCIB's priorities, including interest in exceeding procurement targets, strengthening early engagement, addressing bid-bonding and subcontracting barriers, and advancing capacity-building initiatives, particularly in northern and remote regions.

International Engagement

- CCIB hosted a roundtable for Indigenous businesses interested in the Indo-Pacific region, sponsored by Global Affairs Canada, and advanced Indigenous business interests within Canada's trade frameworks through active participation in the development of an Indigenous chapter for a trade agreement with Ecuador.
- CCIB welcomed an Ecuadorian delegation to its offices and supported a trade mission to Ecuador.
- CCIB contributed to the Government of Canada's Indigenous Trade committee and participated in preparations ahead of the 2026 CUSMA renegotiations.
- President & CEO Tabatha Bull spoke at the Canadian Indigenous Investment Summit in London, UK, as well as Les Rencontres Économiques in France.
- President & CEO Tabatha Bull was appointed to the Prime Minister's Council on Canada-U.S. Relations, ensuring Indigenous business priorities are directly represented at the highest levels of binational policy and trade strategy.



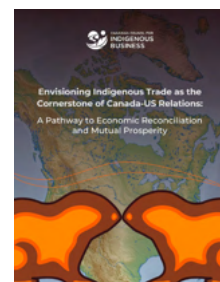
Published Public Policy Projects

Think Growth: Increasing Access to Grocery Shelf Space: the 10,000 SKU Challenge



Indigenous Foreign Trade Zones in Canada

Envisioning Indigenous Trade as the Cornerstone of Canada-US Relations: A Pathway to Economic Reconciliation and Mutual Prosperity



Defence Policy Brief: Indigenous Businesses and Canada's Defence Procurement

FAQ for Indigenous Exporters Shipping to the U.S.



Research and Public Policy events:

Indo-Pacific Roundtable:
February 6, 2025

IP Roundtable on WIPO Treaty:
March 12, 2025

Indigenous Participation
with IPON (IP in Ontario):
March 24, 2025

MARKETING & COMMUNICATIONS

Voice and Visibility

Through the Indigenous Business Report, e-newsletter, social media, and media interviews, CCIB continued to raise and amplify the voice of the Indigenous economy, fostering connections between members and elevating awareness of Indigenous business across Canada. In 2025, that reach grew in meaningful ways. CCIB launched the Buy Indigenous to Buy Canadian campaign, highlighting the important contributions of Indigenous-owned businesses to the Canadian economy. Additionally, the new Tariff Support page became a vital resource, helping Indigenous exporters navigate trade complexities. These initiatives brought value to CCIB members, strengthening their success during a year of uncertainty.

Indigenous Business Report

In 2025, CCIB published four issues of the Indigenous Business Report magazine — each one a vibrant showcase of Indigenous business life in Canada, covering topics including:

- Health & Wellness
- The Natural Resources Sector, including the Indigenous Business Directory and CCIB Member Directory
- A spotlight on young Indigenous talent and the 2025 Indigenous Business Holiday Gift Guide
- Indigenous Business Trailblazers

Available in both print and digital formats, the magazine remains a key platform for showcasing Indigenous businesses.



E-news & Opportunities

Circulation of CCIB's bi-weekly e-newsletter grew to over 14,000 subscribers, including members, Indigenous businesses, and other stakeholders, providing valuable awareness and engagement to CCIB's initiatives. Members were offered one complimentary member profile/advertorial and a discount on advertising packages to promote their business. The e-newsletter continues to foster business relationships and opportunities for members, amplifying CCIB's mission to promote, strengthen and enhance a prosperous Indigenous economy.



BiWeekly Newsletter

Getting the Word Out

CCIB increased its media presence in 2025, securing over 6,000 media hits from interviews, articles, and mentions, resulting in an advertising value equivalency of over \$32 million. Social media engagement across Facebook, Instagram, and LinkedIn also drove continued brand awareness and website traffic for CCIB's various initiatives.



Facebook - # of followers

8,210 Jan. 2025  12,512 Dec. 2025  52.4% Increase in followers



LinkedIn - # of followers

31,531 Jan. 2025  36,838 Dec. 2025  16.38% Increase in followers

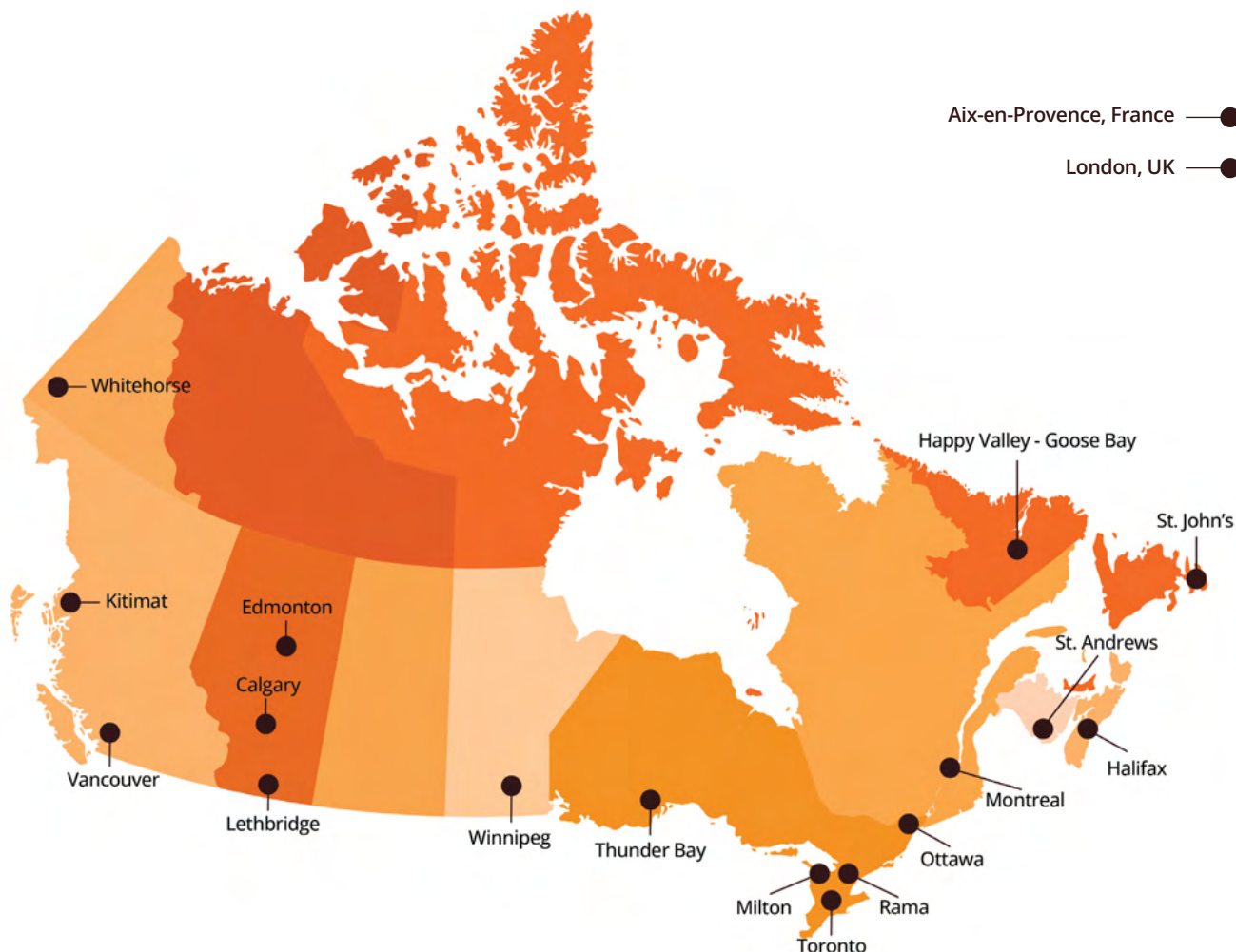


Instagram - # of followers

2,860 Jan. 2025  3,689 Dec. 2025  28.67% Increase in followers

Speaking Engagements

In 2025, CCIB continued to broaden its outreach and connect with diverse audiences in Canada by engaging in 60 in-person events across over two dozen cities across the country. See below for highlights from 2025's speaking engagements.



Number of Speaking Engagements

60

Number of Speakers

9

Number of Cities Where We Spoke

20



CANADIAN COUNCIL FOR
INDIGENOUS
BUSINESS

FINANCIAL SUMMARY

Financial Overview

In 2025, the Canadian Council for Indigenous Business continued to maintain a strong financial foundation while advancing its mission to promote, strengthen, and enhance a prosperous Indigenous economy through fostering business relationships, opportunities, and awareness for all members.

Compared to 2024, overall revenue and expenses were lower, reflecting a return to more characteristic operating levels following CCIB's 40th anniversary year.

Membership and program funding remained important sources of support and reflect the continued engagement of Indigenous businesses, corporate partners, and supporters committed to advancing Indigenous prosperity and economic reconciliation. Membership revenue remained stable and diversified across categories, reinforcing the strength of CCIB's network and a shared commitment to creating opportunities, strengthening relationships, and supporting Indigenous business growth.

Throughout the year, investments continued in programs, research, partnerships, and member services that support Indigenous business success, strengthen economic participation, and create lasting impact for Indigenous businesses across Canada.

CCIB ended the year in a strong financial position, with healthy cash reserves, stable net assets, and continued capacity to support future programming and member services. Through responsible stewardship and a continued focus on long-term sustainability, CCIB remains well positioned to advance opportunity, strengthen relationships, and support a thriving Indigenous economy for generations to come.

Report of the Independent Auditor On The Summary Financial Statements

To the Members of
Canadian Council for Indigenous Business
Conseil canadien pour l'entreprise autochtone

Opinion

The accompanying summary financial statements, which comprise the summary statement of financial position as at December 31, 2025 and the summary statement of operations and changes in net assets for the year then ended, are derived from the audited financial statements of Canadian Council for Indigenous Business/Conseil canadien pour l'entreprise autochtone (the "Council") for the year ended December 31, 2025. We expressed an unmodified audit opinion in our report dated May 15, 2026.

In our opinion, the summary financial statements are a fair summary of the audited financial statements in accordance with Note 1.

Summary Financial Statements

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements of the Council.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of the summary financial statements in accordance with Note 1.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, *Engagements to Report on Summary Financial Statements*.

Segal GCSE LLP

Toronto, Canada
May 15, 2026

Segal GCSE LLP
Chartered Professional Accountants
Licensed Public Accountants

FINANCIAL SUMMARY 52

Summary Statement of Financial Position

As at December 31

2025

2024

Assets

Current

Cash and cash equivalents	\$ 4,278,378	\$ 4,208,711
Accounts receivable	417,903	539,226
Government remittances recoverable	200,648	283,699
Prepaid and deferred expenses	<u>234,271</u>	<u>240,422</u>
	5,131,200	5,272,058

Property and equipment

1,866

3,466

Intangible assets

43,598

56,788

\$ 5,176,664

\$ 5,332,312

Liabilities

Current

Accounts payable and accrued liabilities	\$ 385,308	\$ 532,660
Deferred revenue	1,259,470	1,350,531
Deferred contributions	<u>1,312,524</u>	<u>973,524</u>
	2,957,302	2,856,715

Net assets

2,219,362

2,475,597

\$ 5,176,664

\$ 5,332,312

FINANCIAL SUMMARY 53

Summary Statement of Operations and Changes in Net Assets

For the Year Ended December 31

2025

2024

Revenue

Membership fees	\$ 3,154,326	\$ 3,077,314
Program funding	2,056,675	1,743,331
Fundraising events	1,150,650	2,156,953
Research projects	1,088,904	1,332,152
Canada Digital Adoption Program	234,117	1,357,944
Other income	117,847	94,750
Donations	54,167	20,638
Interest Income	110,409	192,587
	<u>7,967,095</u>	<u>9,975,669</u>

Expenses

Canada Digital Adoption Program	234,117	1,357,944
Other Programs	1,633,635	1,312,962
Research projects	1,088,904	1,332,152
Other Expenses	5,266,674	5,750,280
	<u>8,223,330</u>	<u>9,753,338</u>

Deficiency of revenue over expenses for the year	(256,235)	222,331
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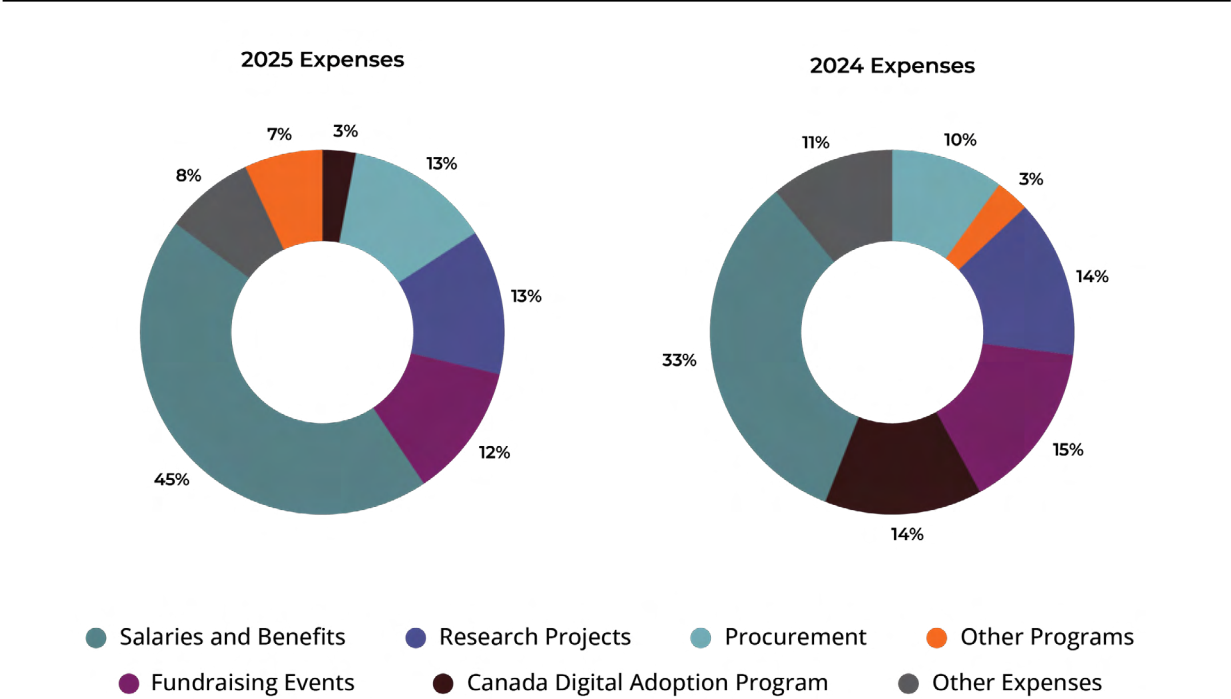
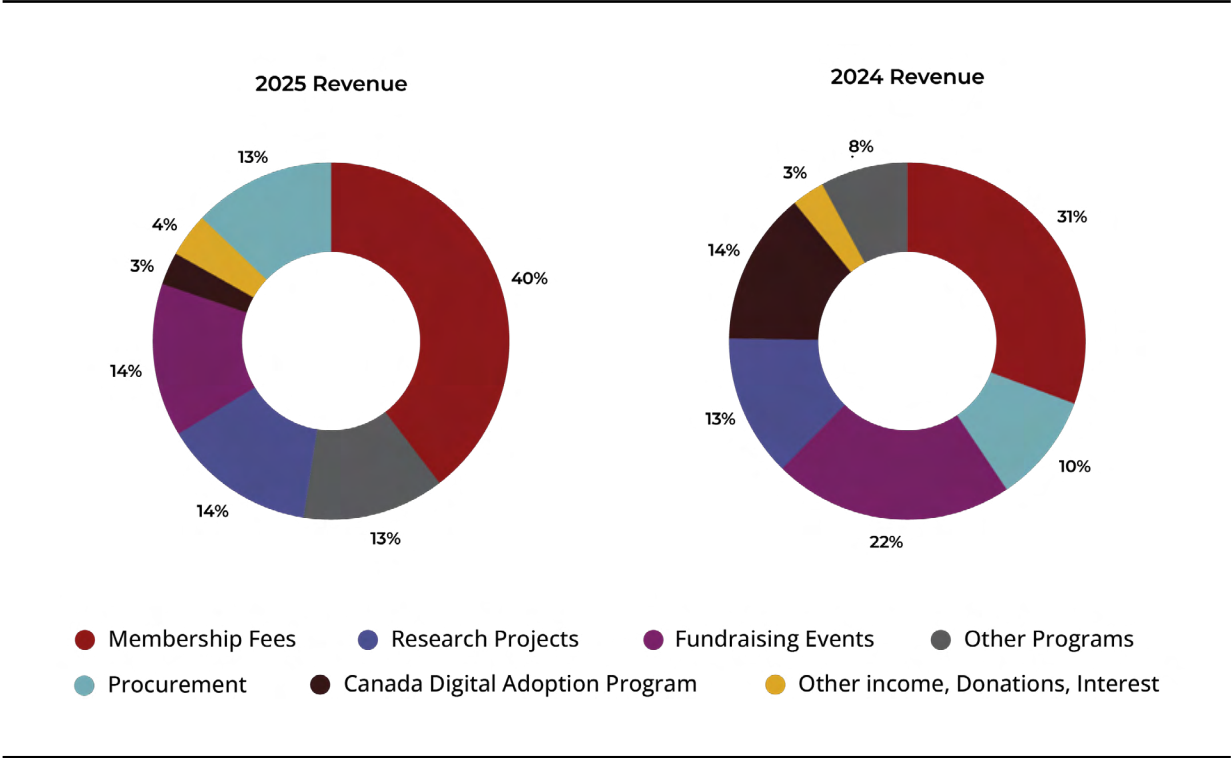
Net assets – beginning of year	<u>2,475,597</u>	<u>2,253,266</u>
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Net assets – end of year	<u>\$ 2,219,362</u>	<u>\$ 2,475,597</u>
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Note 1: The summary statement of financial position and summary statement of operations and changes in net assets is presented in accordance with Management's internal summary template of the audited financial statements. The internal summary template only shows the total expenses and the overall change in net assets, and no further details are presented. No note disclosures are provided.

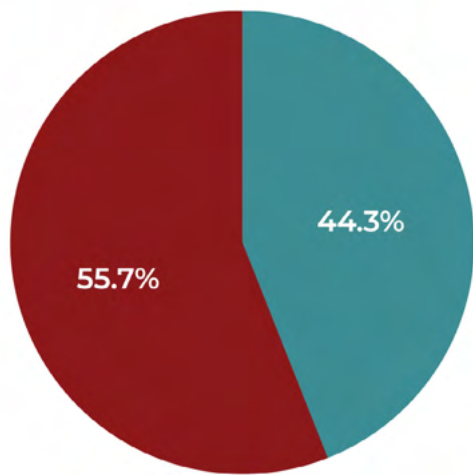
Key Financial Statistics

Revenue and Expense Comparison (2025 vs 2024)



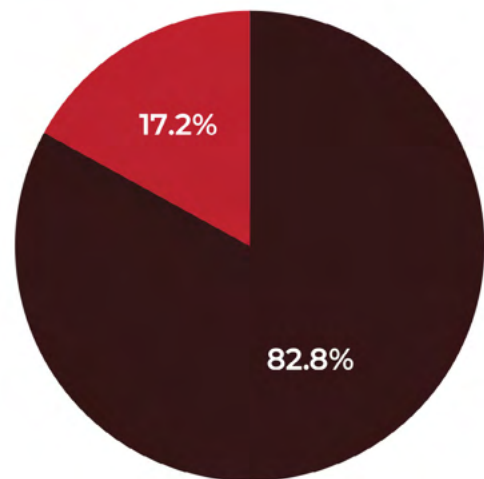
FINANCIAL SUMMARY 55

2025 Certified Indigenous Business Spend out of Indigenous Spend



- Other Indigenous Spend
- Certified Indigenous Spend

2025 Total Indigenous Spend



- Non-Indigenous Spend
- Indigenous Spend



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www.ccib.ca