

TOROMONT



Indigenous Engagement Report 2021

Indigenous engagement is important to Toromont. As a supplier of heavy equipment, parts and service, we serve customers operating in or near Indigenous communities, particularly in relation to construction, infrastructure, power and mining projects. With the oversight of our Board of Directors and under the leadership of our senior management, we work to provide support and build sustainable, mutually beneficial and collaborative relationships with Indigenous communities in a variety of ways, by:

- Creating, facilitating and actively promoting career awareness, employment, training and apprenticeship programs.
- Fostering and advancing mutually beneficial business partnerships and procurement opportunities with Indigenous organizations.
- Enabling understanding and respect of Indigenous culture within our organization and with our business partners.
- Understanding how our business may impact and positively contribute to Indigenous communities.

RECRUITING, EMPLOYMENT AND DEVELOPMENT

Toromont is committed to enabling and promoting Indigenous employment, training and development in our industry and our workforce. We collaborate and engage with Indigenous communities, business partners and customers to make meaningful

contributions to advance workforce representation, as well as the professional and vocational success of Indigenous people.

Our goal is to employ and advance Indigenous persons, as well as other federally recognized underrepresented groups in alignment with national representation. Under the oversight of the ESG Committee of our Board of Directors, we measure our progress by quantitative as well as qualitative means. We seek to identify and understand challenges and obstacles which limit progress and identify long-term solutions to address these issues. We have not identified specific targets by timelines, as we feel that our current approach provides an appropriate balance to attract and retain well-qualified and talented people for the long-term success of both our organization and our stakeholders. As a participant in the Federal Contractor Program for employment equity, we also engage in regular federal reviews and audits to externally validate our progress and achievements.

Areas of Focus to Promote Indigenous Employment and Advancement

Below are key components of Toromont's strategy to make progress on our Indigenous employment and advancement goals:

- Develop and deliver local community site-based, "on the job" training through positions such as parts technicians and shop helpers.
- Equipment Technician Apprenticeship program, which we offer across our locations, including in Iqaluit or Rankin Inlet, and in collaboration with customers where possible.
- Attend local education, training and job fair events to promote awareness of opportunities at Toromont and within our industry.
- Two **THINK BIG** Apprenticeship scholarships are earmarked each year to qualified Indigenous candidates.
- Provide equipment and resources, including machine simulators, to assist local community-based training in the operation of heavy equipment.
- Promote awareness of employment and relocation opportunities across our organization and beyond the local community.

Examples of External Liaisons and Collaborations:

- Toromont supports Indigenous women in training and skills development, including through participation and collaboration with *Keepers of the Circle*, an Indigenous Hub operated by the Temiskaming Native Women's Support Group in Northeastern Ontario. As a member of this committee, we help shape Indigenous hiring policy and retention strategies for Northeastern Ontario and collaborate with local community members to identify potential candidates to fill specific positions.
- Toromont is a participant in customer employment programs, including Baffinland Mine's "Get Ready for Work Program". The program provides training and

education to prepare young people to enter the workforce. We actively seek opportunities to provide employment to graduates of the program.

- Toromont collaborates with its joint venture partners (described in more detail below) to advance our employment and advancement goals, including to seek out awareness and education opportunities, as well apprentice and employment candidates.

Examples of Recruitment Initiatives:

- Toromont regularly participates at career fairs that are focused on supporting Indigenous communities including Taykwa Tagamou Nation, Wahgoshig First Nation, Moose Factory, Moosonee, Iqaluit, Rankin Inlet, and others.
- Toromont has preferential Indigenous hiring policies in many of our local community operations.
- Toromont works with its joint venture partners to help identify and recruit Indigenous candidates.
- Toromont shares with various Indigenous community liaison officers all job postings across our operations that might be of interest to Indigenous applicants. Relevant career postings are translated into local dialects and distributed through local channels.
- Toromont has assigned a specific resource within our enterprise recruiting team that works through all avenues of research to locate and employ Indigenous candidates.
- We have designated Indigenous Relations Champions throughout our operations who offer their time and mentorship to provide outreach, support and valuable insights to Indigenous people who are exploring education and employment options.

Training and Development

- Toromont maintains a comprehensive heavy equipment apprenticeship program and actively promotes apprenticeship opportunities within or near the local Indigenous communities in which we operate. For example, we promote apprenticeships at our Northern Ontario, Iqaluit and Rankin Inlet branches and collaborate with our customers to provide dual-sponsored apprenticeships where feasible.
- Creation of jobs and experience opportunities to provide on-the-job training to help provide exposure and develop qualifications and skills.
- Formal leadership development program. This program accelerates leadership development over a two-year period for development of senior leaders across our enterprise.
- We post all job opportunities internally and promote internal applications for positions.

AWARENESS, INCLUSION AND EDUCATION

Under our Diversity Policy, which is approved by our Board of Directors, we acknowledge that diversity enables greater organizational leadership, strength and performance and is an important component in the recruitment, retention and development of Toromont's current and future potential leaders. Indigenous people are explicitly recognized under our Diversity Policy.

Under Toromont's Code of Conduct, which provides the framework for the conduct of every representative of Toromont, we recognize the rights of Indigenous people under our laws, including Human Rights laws.

We provide regular reports to our ESG Committee of the Board of Directors on the goals, objectives and progress of our diversity initiatives, including Indigenous matters.

As part of Toromont's "Stronger Together" Diversity Program we recognize key Indigenous events including:

- National Day for Truth and Reconciliation
- National Indigenous History Month
- National Indigenous Peoples Day

We specifically honour these occasions across our organization, providing awareness, education and other resources for further information and learning.

PROCUREMENT AND SUPPLIER INITIATIVES

We actively seek opportunities to engage with Indigenous organizations and businesses for the supply of goods and services in communities where we operate. For example:

- For local operations, we purchase personal protective equipment and other regular consumables from qualified Indigenous firms as available.
- Travel arrangements are made with Canadian North member airlines and lodging with Inns North for employees and subcontractors, on a priority basis.
- We prioritize our Iqaluit and Rankin Inlet branches as the "first call" for all Nunavut-based parts sales and services.
- We track Indigenous procurement spending on a localized basis in order to measure community impact.

COMMUNITIES AND BUSINESS PARTNERSHIPS

Toromont has a long history of collaborating and joining with Indigenous organizations to create and sustain mutually beneficial business relationships. Toromont has entered into numerous joint ventures and is represented in these joint ventures by senior leaders of

the company. These joint ventures seek business opportunities, as well as facilitate local business skills development, community support and investment. For example:

Toromont Arctic Limited

- Toromont is a member of Toromont Arctic, a joint venture with three Inuit organizations to develop long-term business opportunities in Nunavut. Toromont Arctic serves numerous municipal, power, road and other infrastructure projects, as well as mine sites in the region. To support this joint venture, Toromont serves local mines directly, as well as two branches in Rankin Inlet and Iqaluit.

Innu-Inuit Toromont GP Inc.

- Toromont is a member of the Innu-Inuit Limited Partnership with two local Innu and Inuit organizations. This partnership pursues and serves business opportunities in the Voisey's Bay mine area, as well as other locations in Labrador.

Northeastern Ontario Joint Venture

- Toromont is a member of a joint venture with a Moose Cree First Nation organization. This organization primarily serves mines the Abitibi-Greenstone Belt of Northeastern Ontario.

Consultation

When pursuing significant business opportunities that may impact local Indigenous communities, Toromont has actively engaged with local representatives to seek their input relating to the project.