



Indigenous Contracting Initiative

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Indigenous Inclusion Plan (IIP)

1. Purpose and Commitment

NorthRiver Midstream Inc. (**NorthRiver**) is committed to building sustainable and mutually beneficial relationships with Indigenous communities located near our operating areas, as described in NorthRiver's Indigenous Relations Principles (**IRP**). In parallel with the IRP, NorthRiver's Indigenous Contracting Initiative (**ICI**) guides us as we build and strengthen our relationships with Indigenous communities. We look forward to working with and supporting Contractors who make meaningful Indigenous engagement and inclusion a priority.

NorthRiver's commitment is to collaborate with Indigenous communities to identify opportunities to build capacity, including by participating in business opportunities through NorthRiver's Supply Chain process.

This ICI details requirements that apply to all parties (**Contractors**) engaged in performing work or providing services for or on behalf of NorthRiver or a NorthRiver affiliate (**Work**).

NorthRiver expects Contractors to be familiar with this ICI and to meet its requirements when they are engaged in work for or on behalf of NorthRiver. Contractors who understand and align their actions with NorthRiver's requirement to achieving greater levels of Indigenous engagement and inclusion have a greater likelihood of receiving consideration for contracting opportunities with NorthRiver.

2. Contractor Procedure

Contractors bidding on Work are required to comply with the steps contained in the following procedure.

Prior to Bid Submission

- (a) Prequalification – Prime contractors and sub-contractors are expected to follow the prequalification requirements of NorthRiver. This process includes safety pre-screening conducted by ISNetworld.
- (b) Contractors will prepare and submit as part of their bid package an Indigenous Inclusion Plan (**IIP**) to demonstrate they have considered reasonable ways to achieve positive Indigenous socio-economic outcomes such as subcontracting opportunities, training/employment, and/or community investment. The IIP must be prepared using the IIP Tool, which can be downloaded at the following link:

[IIP Tool](#)

NorthRiver expects its Contractors and their subcontractors to demonstrate creativity and leadership in creating IIPs. Proposals submitted for Work without an IIP may not be considered for approval by NorthRiver.

- (c) For all Work where the Contractor will approach the market (e.g. subcontract) to secure services:
 - (i) the Contractor shall solicit proposals from Indigenous communities and associated businesses identified in NorthRiver's Indigenous Database and as further outlined or specified by NorthRiver in the applicable Request for Proposal/Information or other documents outlining the Work. If the Contractor determines that an Indigenous community and/or associated business is not identified in the Indigenous Database but should be, the Contractor is encouraged to contact NorthRiver. The Indigenous Database is available through the NorthRiver web-based portal and can be accessed by the following link:

[Indigenous Database](#)
 - (ii) Contractors must communicate to the Indigenous community or business that NorthRiver is considering retaining the Contractor to provide the Work as result of Contractors' connection to that Indigenous community;
 - (iii) The Contractor may, provided there is no impact to the Work schedule, work to resolve any deficiencies related to proposals received from the Indigenous communities and associated businesses (as further defined in (i) above; and
 - (iv) to ensure bid competitiveness, or if the Contractor is unable to receive a competitive proposal by way of the process described in (i) and (iii) above then the Contractor, acting reasonably, may seek proposals from non-Indigenous businesses within their supplier network.

- (d) Contractors must communicate their obligations in the ICI to their subcontractors and shall ensure that all subcontractors comply with its requirements.

Prior to the Commencement of Work

- (e) Contractors, at the request of NorthRiver, will be required to submit an updated IIP within 15 business days of being awarded a contract to perform or provide Work. Upon

submission, the IIP will form part of the Contract. NorthRiver External Affairs and Supply Chain Management is available to work with Contractors in the finalization of their IIP.

Reporting during Performance of Work

- (f) Contractors must track their IIP engagement as they perform their Work. This information must be gathered and submitted to NorthRiver External Affairs, as determined by NorthRiver and the Contractor must use the Reporting Tool in the following link:

[Reporting Tool](#)

3. Evaluation Criteria

NorthRiver External Affairs and Supply Chain Management will use the IIP submitted by the Contractor as part of their evaluation criteria and in the award of any contract for Work. NorthRiver will use the IIP reporting information to confirm the Contractors obligations under the ICI and the awarded contract(s).

4. Requirements of Contractors

NorthRiver will be flexible in the application of the requirements set forth in this ICI. The ICI will not apply to certain out of scope Work, which may include and not limited to the following:

- (a) contracts that may be sole-source, single-source or direct awarded by NorthRiver to Indigenous businesses;
- (b) certain contracts for professional services, such as engineering, procurement and construction contracts, or contracts with specific OEM requirements; and
- (c) contracts awarded in emergency situations.

It is anticipated that Contractors bidding on other Work will be required to comply with the steps contained in the procedures set forth in Section 2 – *Contractor Process*.

If you are uncertain about these requirements, please contact NorthRiver using the contact information set forth under Section 5 - *Guidance and Support*.

5. Guidance and Support

Contractors are expected to have or to build and use their existing relationships with Indigenous communities outlined in the applicable documents specifying the Work, and the businesses related to those communities.

Contractors without those existing relationships with or knowledge of Indigenous communities may also contact one of the NorthRiver representatives below for assistance.

Contractors may direct any inquiries regarding this ICI to NorthRiver External Affairs or Supply Chain Management at:

External Affairs
Email: icireporting@nrm.ca

Supply Chain Management
Email: scm@nrm.ca

Indigenous Inclusion Plan (IIP)

The IIP shall contain, at a minimum, the following information:

1. Description of the Contractor's ownership structure; Indigenous, Joint Venture Partnership, Local or other; including any working relationships or agreements with Indigenous or local communities
2. Description of any business relationship(s) with Indigenous communities near NorthRiver's operating area and as specified in documents outlining the Work, including detailed information about what specific work, services or materials will be secured by the Contractor in the performance of the Work. Verification of such relationships may be required/requested.
3. For all services that are not self-performed by the Contractor, provide detailed information about the Indigenous businesses the Contractor intends to utilize as subcontractors, including what specific work, services or materials will be secured.
4. Where an Indigenous business was not considered but could have been, reasons why that decision was made (e.g. history of non-performance, negative relationship).
5. Where an Indigenous business was considered, but was not selected to perform work, reasons why that decision was made (e.g. pre-qualification issue, competitiveness).
6. A record of communications, whether successful or not, with Indigenous businesses for the purpose of allowing NorthRiver a reasonable opportunity to audit Contractor's compliance with its obligations in this ICI.
7. An estimate of the total number and overall percentage of the Contractor workforce that is or will be Indigenous as part of the Contractor's total workforce for the project.
8. Identification of the single point of contact within the Contractor's organization responsible for Indigenous engagement, including resolution of any execution issues that may arise.
9. Unionized Contractors should provide details of the Indigenous workforce available at the union hall they intend to draw from and provide details of specific collaborative steps that will be undertaken to increase Indigenous workforce at pertinent union halls.
10. Any initiative to achieve training, employment and/or community investment.
11. A plan for reporting to its subcontractors, and to NorthRiver's Supply Chain Management Department, the status of accounts payable to subcontractors on a regular basis.

The IIP will form part of the Contractor's submission prior to the award. Within 15 business days of being awarded a contract to perform or provide Work, the Contractor shall prepare and submit a final IIP to NorthRiver's Supply Chain Management Department. In addition, the final IIP will become part of the contract for the Work and must be provided prior to the commencement of Work. NorthRiver's Supply Chain Management Department will actively monitor and measure compliance with the IIP during execution of the Work.