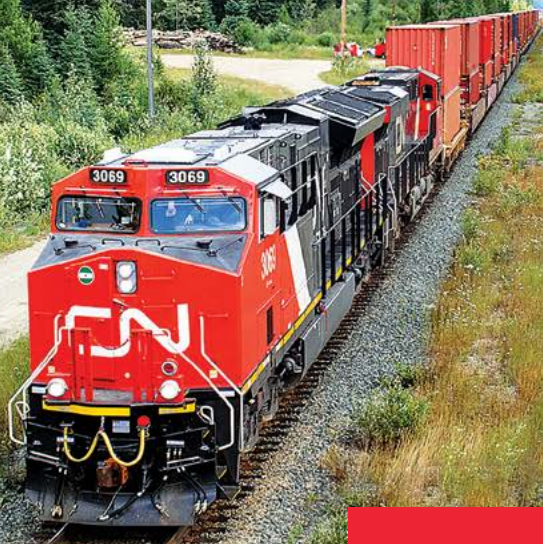




2025-2027

# Indigenous Reconciliation

Action Plan





# Acknowledgement

At CN, we respectfully acknowledge that our railway was built and continues to operate across many traditional territories and treaty areas of Indigenous Peoples throughout Canada and the United States.

In Canada, CN's network operates within or adjacent to more than 220 reserve lands of nearly 130 First Nations and Métis communities. We are grateful for the privilege of working and residing on these lands. We recognize and honour their original people who have served and continue to serve as the traditional stewards of the land and the water that runs through it.

As noted in Canada's Truth and Reconciliation Commission's final report: "[...] reconciliation is about establishing and maintaining a mutually respectful relationship between Aboriginal and non-Aboriginal Peoples in this country. For that to happen, there must be awareness of the past, acknowledgement of the harm that has been inflicted, atonement for the causes, and action to change behaviour." We recognize the importance of the United Nations Declaration on the Rights of Indigenous Peoples and its guiding principles within the context of existing Canadian and U.S. law.

CN acknowledges the past and present-day injustices that Indigenous Peoples have faced and continue to face. We acknowledge the complex history of railways and the role they played as instruments of colonial policies. We also acknowledge the intergenerational economic, cultural, and social effects that these policies have had on Indigenous communities. The construction and operation of the railways in Canada have affected the land and its original people, their cultures, traditions, and ways of life.

These realities inspire and ground our commitment to reconciliation. CN is committed to engaging and fostering strong, respectful, and mutually beneficial relationships with local Indigenous Peoples and to improving our understanding of their unique cultures.



Cover: Jasper, Alberta  
Above: Coteau-du-Lac, Quebec

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# Expression of Gratitude

First and foremost, we wish to extend our deepest gratitude to the Indigenous communities and organizations who have participated in this process and accepted to meet with our team to discuss our draft Indigenous Reconciliation Action Plan (IRAP). Your invaluable insights and feedback have been crucial in shaping this document to reflect and address the needs of the community more accurately. Your contribution is essential to guide our ongoing development and ensure our efforts are aligned with the community's priorities and values.

This IRAP represents a significant milestone for CN as it is our first endeavour of this kind. We acknowledge that there is much for us to learn and understand, and we are committed to continuously evolving and improving our approach.

We recognize the importance of open dialogue and ongoing feedback as we advance with further development of the IRAP. We look forward to continuing this collaborative relationship and sharing further progress with you in the future. We wish to thank all the communities once again for your time, effort, and dedication to this important work. Your involvement is deeply appreciated, and we reaffirm our commitment to continuing to build meaningful and respectful relationships.



A handwritten signature in black ink, appearing to read 'M. Allaire'.

**Mélanie Allaire**  
Head of Indigenous Relations



From left to right: Gary Rousseau, Vanessa James, Karla Graf, Brie Ferguson, Steven Santelli, Mélanie Allaire, Theresa Nelson, Lauréanne Fontaine, Jennifer Jérôme and Daniel Gagné

# About Our Indigenous Partners



**Mokwateh**

Mokwateh is an Indigenous-owned boutique consultancy focused on fostering collaboration between governments, corporations, and Indigenous Nations. Our team of expert consultants and advisors is dedicated to building sustainable partnerships and innovations within the Indigenous economy. Specializing in strategic consulting, research, Indigenous engagement, communications, project support, and thought leadership, we offer tailored solutions designed for lasting impact.

We work with organizations across Canada to develop customized Indigenous Reconciliation Action Plans (IRAPs) and are proud of our collaboration with CN. Recognizing CN's size, influence, and longstanding presence, we saw the potential for a meaningful IRAP that could drive substantial impact. By engaging leaders and teams across CN, we encouraged ambitious yet achievable goals. We appreciate CN's commitment to reconciliation and their public pledges in this regard.

Our team looks forward to continuing our partnership with CN as they strengthen their relationships with Indigenous Peoples across Canada.

[www.mokwateh.com](http://www.mokwateh.com)

## **VINCENT DESIGN INC.**

Vincent Design Inc. is a proudly Indigenous-led design and marketing firm based in Winnipeg, MB. With a focus on innovation, creativity, and community, we create impactful design solutions that honour the values and traditions of Indigenous cultures. Our services span custom app development, website design, and comprehensive branding strategies, all aimed at enhancing user experience and supporting reconciliation efforts. By partnering with organizations like CN Rail, we are committed to building meaningful collaborations that drive positive change and amplify Indigenous voices across Canada.

Our partnership with CN Rail began with the development of their Indigenous Reconciliation Action Plan. We were entrusted with creating the report's motif and pillar illustrations, followed by the overall layout design. The entire process was a collaborative effort, with both teams working closely together every step of the way. We were honoured to be a part of this project and work with CN on their commitment to reconciliation, respect, and partnerships with Indigenous communities.

We look forward to continuing this journey, fostering more collaborations that inspire change, and moving forward with reconciliation efforts at the heart of everything we do.

[vincentdesign.ca](http://vincentdesign.ca)

# A Message from CN Executives

It is with a profound sense of responsibility and commitment that we present CN's first Indigenous Reconciliation Action Plan (IRAP). This landmark document is the result of our earnest efforts to recognize, acknowledge, and address the impacts of our railway operations on Indigenous communities. The IRAP is intended to help us chart a path toward genuine reconciliation and collaboration.

Since 2023, CN has made significant strides in strengthening our relationships with Indigenous Peoples. We are proud to highlight the establishment of a dedicated Indigenous Relations team, comprising 10 highly skilled and passionate individuals with diverse expertise and experience. This team represents our unwavering dedication to fostering respectful and sustainable engagements with Indigenous communities.

In December 2023, we took a crucial step forward by publishing a formal acknowledgment of the historical role railways played in colonial policies. This document is a candid reflection of our understanding of the historical and ongoing challenges faced by Indigenous communities due to railway operations. It underscores our commitment to transparency and accountability as we work to mitigate these impacts.

March 2024 marked another significant milestone with the adoption of CN's first Indigenous Relations Policy. This policy serves as a foundational framework that guides our actions, decisions, and interactions with Indigenous Peoples. It embodies our pledge to uphold the principles of respect, collaboration, and mutual benefit in five different areas of focus (see p. 10).

Today, we are incredibly proud to introduce CN's first IRAP with a focus in Canada, for now. This plan is a testament to our dedication to reconciliation and to building a future where CN and Indigenous communities can thrive together. It outlines actionable steps, measurable goals, and a clear vision for ongoing engagement and partnership.

We extend our heartfelt gratitude to the Indigenous leaders, communities, and partners who have generously shared their wisdom, insights, and guidance throughout this journey. Your contributions have been invaluable, and we are committed to continuing this dialogue with humility and respect.

As we move forward, we invite all members of the CN family, as well as our stakeholders, to join us in this vital journey of reconciliation. Together, we can create a legacy of understanding, collaboration, and shared prosperity.



**Tracy Robinson**  
President  
Chief Executive Officer



**Olivier Chouc**  
Senior Vice-President  
Chief Legal Officer

# CN's Reconciliation Journey

Every year, CN helps power the economy by safely transporting over 300 million tons of natural resources, manufactured products, and finished goods across North America. Its nearly 20,000-mile rail network and associated transportation services create vital links between Canada's Eastern and Western coasts, the U.S. Midwest, and the Gulf of Mexico.

CN is focused on sustainable growth with the aim of making a meaningful difference for our people, our customers and the many communities where we operate. This extensive network intersects with more than 220 reserve lands linked to nearly 130 First Nations and some Métis communities in Canada, as well as 7 tribal reservations in the United States. With such a significant footprint, CN has a deep and complex history with Indigenous communities, both past and present.

Before its privatization in 1995, CN was a Canadian Crown corporation, and its network was wholly within Canada. As a result, CN's relations with Indigenous communities were managed by the federal government. With privatization came a cultural shift, as CN began to recognize and embrace its social responsibilities. The journey toward reconciliation and sustainable, mutually beneficial relationships with Indigenous communities is still a work in progress. CN is committed to accountability in its current actions and future objectives. The introduction of the Indigenous Reconciliation Action Plan (IRAP) marks a significant step in that direction.

CN's Indigenous relations journey has been marked by various milestones, challenges and achievements, reflecting CN's evolution from its beginnings as a Crown corporation to its current efforts and future aspirations.

## ● 1919 to 1995

- All relationships involving Indigenous communities are handled by the Government of Canada.

## ● 1995

- CN is privatized, and all relationships involving Indigenous communities are now managed internally.
- Evolution in company culture to acknowledge its social responsibilities begins.

## ● 1998

- CN starts to consider issues between CN and Indigenous Peoples for the first time and consider the need to establish respectful relationships with them.

## ● 2011

- CN celebrates National Indigenous Peoples Day for the first time.
- Opening of the CN Indigenous Resource Centre at the University of Winnipeg.

## ● 2012

- CN becomes a major sponsor of Pulling Together Canoe Journey in British Columbia and is the only company to participate. This partnership remains in place for several years.

## ● 2013

- CN's Indigenous Vision and Strategy is adopted by its executives and officially launched.



## 2014

- With the support of Amik, an Indigenous company based in Winnipeg, CN develops its Indigenous Cultural Awareness Training (CAT), which includes practical approaches to Indigenous community engagement.

## 2015

- First CAT session is delivered in January.
- CN enrolls in the Canadian Council for Indigenous Business (CCIB) Partnership Accreditation in Indigenous Relations (PAIR).
- CN becomes a CCIB Patron member.

## 2016

- CN becomes the first transportation company to be PAIR Committed.
- CN signs a three-year partnership with the Assembly of First Nations.

## 2017

- CN is recognized for excellence in Indigenous relations and is awarded the Alberta Business Award of Distinction in the Indigenous Relations – Best Practices category by the Alberta Chambers of Commerce.
- CN is a major sponsor of the Mississaugas of the Credit First Nation, host nation of the 2017 North American Indigenous Games.
- More than 1,150 employees have taken the CAT, 70% of which are unionized employees and newly hired employees.

## 2018

- CN becomes PAIR Bronze Certified.
- CN's CAT receives the Innovatio Award from Thompson Reuters in the Diversity category.

## 2021

- CN announces the creation of an Indigenous Advisory Council (IAC) to advise the Board and the Chief Executive Officer (CEO).

## 2022

- Change in leadership with the appointment of new CEO, Tracy Robinson, who represents a turning point for Indigenous relations within CN.

## 2023

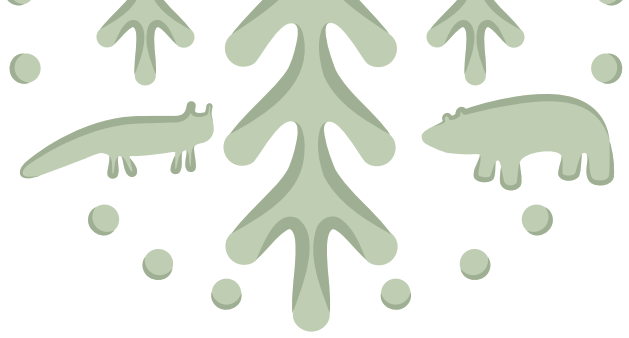
- CN rebuilds its internal capacity regarding Indigenous relations by hiring a new team.
- CN releases a formal acknowledgement of the historical role railways played as instruments of colonial policies. CN also recognizes the intergenerational economic, cultural, and social effects that these policies have had on Indigenous communities.
- CN accepts the resignations of the members of the IAC.

## 2024

- 80% of CN's active workforce in Canada has taken the CAT.
- CN's Indigenous Relations team is now composed of 10 employees—of which 50% are Indigenous—including five regional managers in Canada.
- CN releases a new Indigenous Policy in support of its commitment to reconciliation.
- CN launches its first Indigenous Reconciliation Action Plan for 2025-2027.







# Overview

## CN's Indigenous Reconciliation Action Plan Vision

CN's IRAP is driven by a commitment to building respectful, sustainable and mutually beneficial relationships with all Indigenous Peoples, while ensuring service to our customers. Ultimately, the overarching goal is to be recognized for the strength of these relationships by Indigenous communities, as well as key stakeholders, including customers and governments. This IRAP provides a pathway to achieving this vision in meaningful and authentic ways.

## Methodology

CN committed to drafting a three-year IRAP in 2023 to be published by the end of 2024. As a precursor, CN developed and adopted its first Indigenous Relations Policy in March 2024, outlining the five pillars the future IRAP would cover (see p. 10). The identification of the pillars was guided by comments and insight received from Indigenous communities since the adoption of CN Indigenous Vision in 2013.

The IRAP commitments and actions outlined in this document were shaped by the insights, priorities, and feedback received from Indigenous communities and CN employees that engage with these communities. This major project was supported by Mokwateh, an Indigenous-owned bridge-building consultancy known for its innovative approach and deep connection to their cultural heritage. Mokwateh's expertise and commitment not only aligned with CN's vision but also promised to enrich the project with authentic, culturally resonant elements.

In February 2024, five working groups were created to align with the priorities of each of the identified pillars. Led by two executive sponsors, each group included members from various levels and functions across CN who convened bi-weekly for several months to explore opportunities to advance reconciliation,

establish commitments, and outline action items for their respective pillar. This hands-on approach fostered commitment and accountability among the CN teams that will be tasked with IRAP implementation. In total, the team members invested over 540 hours in these working sessions.

In June, the Indigenous Relations team met with an Indigenous-owned design agency, Vincent Design, that would later become CN's partner in developing the concept design for the IRAP. Their unique perspective would be instrumental in shaping both the conceptual framework and layout of the IRAP, setting the stage for a successful and collaborative partnership.

At the end of June 2024, CN shared its progress with interested communities. Invitations were extended to all Indigenous communities that CN operates within, adjacent to or near to, seeking open and transparent dialogue, as well as comments and feedback regarding the IRAP's commitments.

CN's Indigenous Relations team conducted both in-person and virtual meetings with communities to obtain feedback on how CN can enhance its alignment with community expectations. CN meticulously reviewed and analyzed all feedback received, resulting in a revised draft of the IRAP.

Finally, CN shared the edits and suggestions from the Indigenous communities with the CN working groups and presented to the CN Board of Directors. This important exercise represents a first for CN.

While the commitments and actions outlined in this document are ambitious, CN recognizes that it is an initial step and that improvements will be made. Annual updates will be provided on the plan's progress and all comments, feedback, and suggestions continue to be warmly welcomed to support CN's ongoing work to advance reconciliation.



# The Five Pillars

This IRAP is structured around five pillars and encompasses a total of 16 commitments. These pillars were chosen based on extensive engagement, relationship-building, and feedback from the Indigenous communities with which CN collaborates. The pillars were formalized in CN's Indigenous Relations Policy released in March 2024.



## **Cultural Awareness and Employee Engagement:**

Reconciliation starts by acknowledging Canada's colonial history

and learning about its ongoing impacts on Indigenous people today. CN is committed to consistently offering valuable Cultural Awareness Training to our employees, equipping them with the knowledge and tools to engage respectfully with Indigenous communities. We will increase opportunities for our employees to engage with and be exposed to Indigenous cultures. Additionally, we will actively celebrate Indigenous art and cultures and incorporate it into CN's meetings, events, and environments.



## **People and Employment:**

Making CN a safe and vibrant workplace for Indigenous employees is a top priority. Tailored

strategies and programs will be developed to attract and retain Indigenous talent, as well as provide robust support for their career advancement within CN.



## **Economic Reconciliation:**

Investing in the Indigenous economy is another vital aspect of reconciliation for CN.

We aim to increase CN's annual spend with Indigenous vendors by 40% over the 2024 base year to at least \$55 million by 2027. This commitment involves fostering relationships with Indigenous suppliers, encouraging Indigenous companies to join CN's supply chain, and collaborating with our non-Indigenous suppliers to increase their use of Indigenous subcontractors. The company will also explore with governments the potential for redirecting land taxation payments to communities.



## **Community Engagement and Relationship:**

CN engages proactively with communities along its network every day. To further

strengthen its engagement with Indigenous communities, CN will pursue several initiatives. In this three-year IRAP, CN will establish an inventory of lands to be potentially returned to First Nations communities. We will engage with the Government of Canada to find ways to improve the efficiency of the return process. We will also update our Indigenous Relations webpage to enhance communication and establish another process for receiving and addressing grievances. Additionally, we plan to expand, strengthen, and diversify our Community Investment Program to better support and collaborate with Indigenous communities.



## **Environmental Stewardship, Safety and Sustainability:**

At CN, safety is a core value that extends to people, communities, suppliers, and customers alike. We are committed to collaborating closely with Indigenous communities to safeguard their physical well-being and to mitigate environmental and climate risks.

These pillars encompass CN's key focus areas for advancing reconciliation over the next three years.





### **PILLAR 1 | Cultural Awareness and Employee Engagement**

Pillar 1 is represented as a group of people coming together, encircling an element that could represent a fire or drum—a cultural symbol that reflects a heartbeat. Seven figures are shown to reflect the sacred number of seven—seven generations, grandfather teachings, etc. The main colour for this pillar is the CN red.



### **PILLAR 2 | People and Employment**

The People and Employment pillar is represented by four individuals grouped together with two on the end with bows, reflecting a cultural and historical approach to working together. Four people are shown as four is a sacred number—four seasons, four directions, the mental, spiritual, physical and emotional, etc. The main colour for this pillar is the grey from the CN Indigenous Relations logo.



### **PILLAR 3 | Economic Reconciliation**

Pillar 3 is represented by the flowers of each province or territory in which CN's rail lines operate. In addition to the eight provincial flowers, the tobacco flower is incorporated for its cultural significance as the first medicine. The flowers are represented in full bloom to portray wealth and abundance. The main colour for this pillar is the yellow from the CN Indigenous Relations logo.



### **PILLAR 4 | Community Engagement and Relationships**

The Community Engagement and Relationships pillar is represented by a group of people travelling in a canoe, making the connection of travel along culturally historic lines—rivers and lakes. Four people are shown as four is a sacred number—four seasons, four directions, the mental, spiritual, physical and emotional, etc. The main colour for this pillar is the dark teal from the CN Indigenous Relations logo.



### **PILLAR 5 | Environmental Stewardship, Safety and Sustainability**

Pillar 5 is reflected in the design through some of the most adaptable plants and animals found in Canada—the spruce tree, crow, fox and bear. The main colour for this pillar is the forest green from the CN palette.



**PILLAR 1**

# **Cultural Awareness and Employee Engagement**

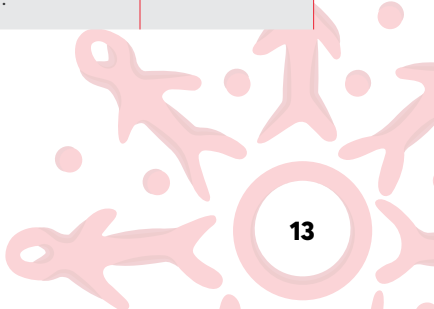


**COMMITMENT 1 | Enhance existing Cultural Awareness Training to ensure effective cultural sensitivity training is delivered across all organizational levels.**

#	Action Item	Target	Timeline
1	Determine the needs for departmental and regional Cultural Awareness Training.	Comprehensive strategy for Cultural Awareness Training completed.	2025
2	Enhance the National Cultural Awareness Training curriculum.	New National Cultural Awareness Training curriculum completed.	2025
3	Roll out the new National Cultural Awareness Training curriculum.	New National Cultural Awareness Training program successfully implemented at CN.	2026
4	Develop departmental and regional Cultural Awareness Training modules.	Additional Cultural Awareness Training curricula for specific departments and regions developed.	2026
5	Execute a phased rollout of the departmental and regional modules.	Cultural Awareness Training programs for specific departments and regions successfully implemented at CN.	2027

**COMMITMENT 2 | Develop an annual, company-wide Indigenous Communication Strategy to effectively share Indigenous cultural information with employees.**

#	Action Item	Target	Timeline
1	Develop and implement an Indigenous Cultural Awareness Communication Strategy.	Finalize the communication plan.	2025
2	Implement a mechanism for employees to provide feedback on the Indigenous Communication Strategy.	Track the metrics; annually review the results.	2026
3	Promote Indigenous events sponsored by CN to employees.	Attendance of CN employees at 90% of events sponsored, where attendance is permitted.	2026



**COMMITMENT 3 | Meaningfully integrate Indigenous cultural elements throughout CN’s workspaces and activities to raise awareness and respect for Indigenous cultures.**

#	Action Item	Target	Timeline
1	Develop land acknowledgements for all CN locations and make them accessible to employees.	Land acknowledgements are accessible to employees at all CN locations.	2025
2	Review and revise Indigenous Relations Intranet site.	Updated Intranet site launched.	2026
3	Integrate Indigenous guest speakers into company events.	Successful organization of two events per year featuring Indigenous speakers.	2025 and annually thereafter
4	Incorporate visual Indigenous elements (e.g., land acknowledgements, artwork) at buildings/office spaces using regional Indigenous artists.	Incorporate visual Indigenous elements into one company building or office space per year.	2025 and annually thereafter

**CN Enhances Cultural Awareness Training with New Initiatives**

CN has made significant strides in deepening its employees’ understanding and respect for Indigenous cultures through its ongoing Cultural Awareness Training (CAT) program. Since developing its CAT in 2014, CN has demonstrated a steadfast commitment to cultural education. Collaborating with Amik, an Indigenous consulting firm from Winnipeg, CN officially launched the CAT program in 2015. The original in-person program transitioned to an eLearning format in early 2017, making it accessible to all employees.

The CAT covers a broad spectrum of topics related to Indigenous history and contemporary issues. The program delves into critical subjects such as the legacy of residential schools, the Sixties Scoop, treaties, land claims, and the reserve system. It aims to provide employees with a comprehensive understanding of

Indigenous cultures, political and social communities, and best practices for fostering respectful and positive relationships with Indigenous Peoples across Canada. Additionally, the CAT highlights CN’s Indigenous Vision and Strategy, encouraging employees to support these aspirations in their daily roles.

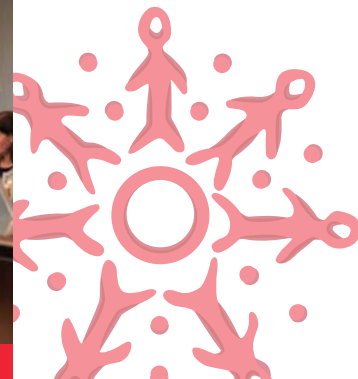
Building on this foundation, CN is now advancing its efforts by delivering in-person CAT sessions specifically designed for Board members and senior executives. The sessions were delivered by Holly Fortier, a member of Fort McKay First Nation and a consultant with Nisto Consulting, in April for the Board and in July for executives. This represents the first formal CAT for these high-level groups at CN.

The sessions offered a detailed exploration of various topics, including pre-contact Indigenous societies, the impact of colonization and the Indian Act, proper terminology, Indian Reserves, treaties, and industry relations with Indigenous groups. The training also covered essential aspects such as cultural differences, best practices for engaging with Indigenous Peoples and communities, and strategies for building respectful and mutually beneficial relationships.

"For me, the most captivating aspect was delving into the rich tapestry of each community's history across Canada. Exploring their unique living conditions and traditions revealed profound insights into their diverse experiences and a deeper understanding of their realities. Hearing firsthand from Holly's grandmother—a resilient survivor of residential schools and those harrowing times—added a powerful and emotionally personal dimension to the narrative," reflects Buck Rogers, VP Petroleum and Chemicals, Sales and Marketing at CN.

Reflecting on her experience, Holly Fortier expressed her enthusiasm about working with CN, stating: "I have been honoured to deliver Cultural Awareness Trainings to CN for the last year. CN builds meaningful and respectful relationships with the Indigenous Peoples from the traditional territories on which their business operates. They hired me to help them in these efforts. Additionally, CN is an equal opportunity employer and contributes to Indigenous organizations in their community through sponsorship and donations. It is such a privilege to know and be a consultant for such a progressive and reputable company. The participants have been very curious and kind, and the leaders in the workshops leave me with the confidence that CN is moving forward in the right direction."

Holly's remarks underscore CN's dedication to enhancing its relationships with Indigenous communities and fostering an inclusive workplace. By continually updating and expanding its CAT, CN aims to break the cycle of misunderstandings and build a safe, respectful environment for all employees.



“

The participants have been very curious and kind, and the leaders in the workshops leave me with the confidence that CN is moving forward in the right direction.”

- Holly Fortier

Member of Fort McKay First Nation  
Consultant with Nisto Consulting

PILLAR 2

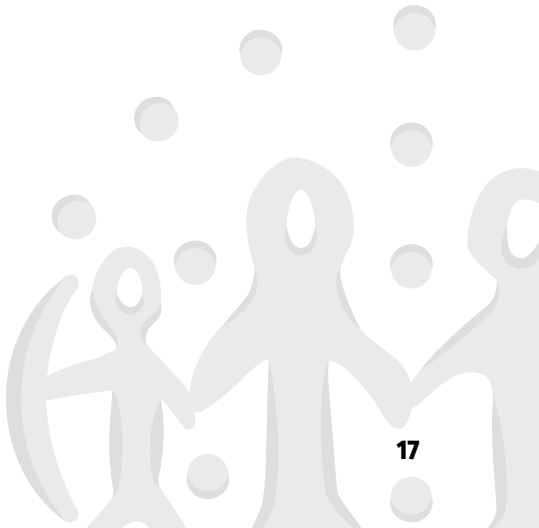
# People and Employment





**COMMITMENT 1 | Develop a multi-year company-wide strategy to attract, retain, and advance Indigenous employees.**

#	Action Item	Target	Timeline
1	Develop a multi-year, company-wide Indigenous Employment Strategy informed by the findings of a comprehensive data review.	Finalize the strategy and have it endorsed by CN's Leadership Team.	2025
2	Train CN's People Leaders and HR staff to ensure they understand and support the implementation of the Indigenous Employment Strategy.	Offer training to 100% of CN's People Leaders and Recruitment Specialists.	2026
3	Train and equip CN's Talent Acquisition Team with best practices to support Indigenous applicants through CN's hiring processes.	Provide training to 100% of CN's Talent Acquisition Team.	2026
4	Review progress on the Indigenous Employment Strategy.	Exceed labour market availability for Indigenous employee representation across CN.	2025 and annually thereafter



**COMMITMENT 2 | Support the attraction and hiring of Indigenous talent at CN through Indigenous-specific recruitment.**

#	Action Item	Target	Timeline
1	Develop and identify priority areas for recruitment of Indigenous talent.	Increase number of Indigenous hires in priority roles.	2025
2	Develop an Indigenous HR Recruitment Specialist role to support Indigenous talent through the application process.	Establish an Indigenous HR Recruitment Specialist role.	2025
3	Work in partnership with Indigenous partners, organizations and communities to identify and address employment barriers for Indigenous talent.	Define a plan to address and mitigate identified barriers in the recruitment process. Track success rate by partnership.	2025 with annual tracking thereafter
4	Enhance CN's Internship Program to specifically attract Indigenous graduates and students.	Increase Indigenous representation in the Internship Program to 5%, followed by annual 10% increases.	2026 with annual tracking thereafter



Jasper, Alberta

**COMMITMENT 3 | Increase the training and retention of Indigenous employees by providing opportunities for career development at CN.**

#	Action Item	Target	Timeline
1	Identify and implement enhancements to the onboarding experience for Indigenous employees.	Track Indigenous employee satisfaction with the onboarding process; review annually to identify improvements.	2025 and annually thereafter
2	Investigate Indigenous employee retention and attrition factors. Develop strategies to increase retention through analysis of data and annual stay interviews.	Annual reduction in the attrition of Indigenous employees.	2025 and annually thereafter
3	Empower the development of Indigenous employees through sponsorship, mentorship and other career development opportunities aligned with CN's talent framework.	Monitor the growth and progression of Indigenous employees as per CN's Diversity and Inclusion Plan.	2025 and annually thereafter



## A New Era in Recruitment and Education: CN Selects ORIGIN to Create Virtual Reality Experiences and Support Engagement

In a groundbreaking step toward transforming recruitment and education, CN has teamed up with ORIGIN, a trailblazing Indigenous-owned technology firm based in Thunder Bay, ON, to launch an innovative virtual reality (VR) initiative. Using ORIGIN's cutting-edge platform, ImmersiveLink, this partnership is set to revolutionize how CN engages with potential employees and communities.

Imagine stepping into the bustling world of a CN railyard without physically being there. With ImmersiveLink, that vision becomes a reality. ORIGIN, known for its forward-thinking approach and commitment to connecting people with purposeful careers, has crafted two extraordinary VR experiences to give potential recruits an insider's look at what working for CN really entails.

The first VR experience, "Operations in the Railyard," offers an awe-inspiring virtual tour of a CN yard. Picture yourself navigating through the dynamic environment of the railyard, where you can observe the many roles that keep CN's operations running smoothly. This experience is designed to make the day-to-day operations of the railyard vivid and engaging, providing a tangible sense of the various functions and responsibilities that come with different positions. For anyone curious about the railway industry, this immersive journey will make the prospect of working at CN both exciting and real.

The second VR experience, "Transition from Community to Campus," is crafted to ease the shift from local communities to CN's training campus. This virtual preview allows potential recruits to experience what it's like to move from their home environment to the vibrant life on campus. They'll gain insights into the support available and what to expect as a new learner and employee. This glimpse into the transition process aims to help recruits visualize their path and understand the resources and opportunities that await them.

Through this initiative, CN and ORIGIN are not only highlighting CN's operational excellence but also demonstrating a deep commitment to diversity and inclusion. The collaboration supports CN's goals in the following ways:

- Developing a multi-year strategy to attract, retain, and advance Indigenous employees.
- Enhancing the recruitment of Indigenous talent through targeted efforts.
- Supporting economic reconciliation and providing benefits for Indigenous communities.



Taschereau Yard, Saint-Laurent, Quebec

The VR experiences will be showcased across various platforms—community events, job fairs, career expos, schools, employment organizations, and more. By integrating VR technology, CN aims to present its career opportunities in a captivating and interactive manner. This approach is designed to attract top talent, deepen understanding of CN's roles and campus life, and foster professional growth in a fun and engaging way.

Melissa Hardy-Giles, CEO and owner of ORIGIN, shares her enthusiasm for the collaboration: "Our

vision at ORIGIN aligns with CN's efforts to advance economic reconciliation by enhancing career opportunities for Indigenous Peoples. We are proud to provide innovative solutions for the recruitment of qualified individuals from all backgrounds. We look forward to continuing to work with CN to connect people to meaningful careers at one of North America's iconic companies."

"As we (CN and ORIGIN), embark on this exciting journey together, we are both enhancing our recruitment capabilities and supporting an Indigenous-led business. This partnership promises to open new doors for talent across the country and provides a new approach in how career opportunities are presented and explored," adds Christina Hane, Senior Manager Employer Brand Talent Solution at CN.



Taschereau Yard, Saint-Laurent, Quebec

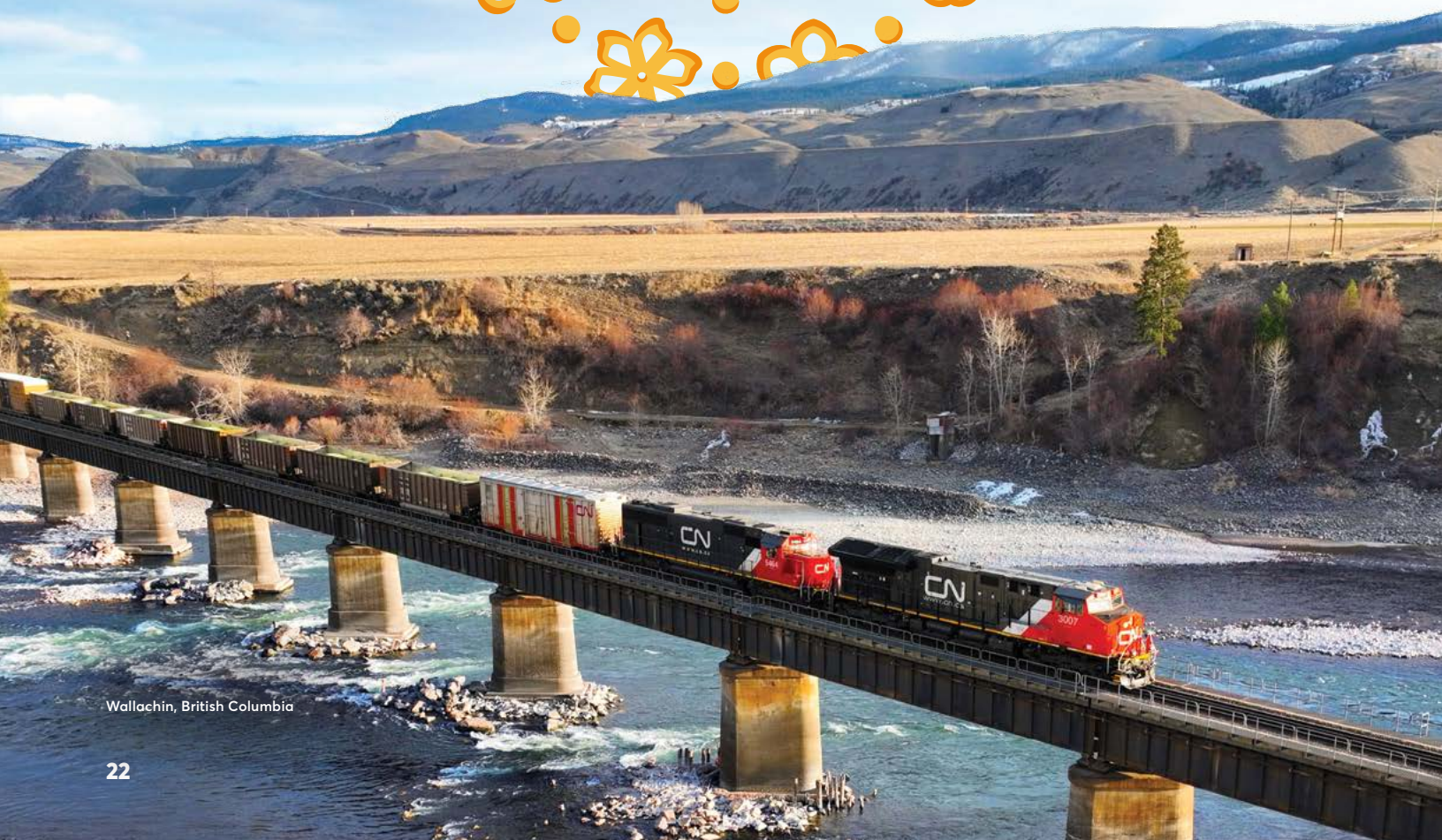
“

**We look forward to continuing to work with CN to connect people to meaningful careers at one of North America's iconic companies”**

**- Melissa Hardy-Giles**  
CEO and Owner of ORIGIN

PILLAR 3

# Economic Reconciliation



**COMMITMENT 1 | Support economic reconciliation and enhance benefits for Indigenous communities.**

#	Action Item	Target	Timeline
1	Increase the participation of Indigenous vendors through targeted procurement of goods and services.	Increase annual Indigenous spend by 40% over the 2024 reference year to over \$55 million.	2027
2	Work with non-Indigenous vendors to make commitments to outsource work to Indigenous companies (e.g., hiring practices, subcontracting, purchasing, and other benefits such as sponsorship and training).	All Canadian requests for proposals (RFPs) include the Indigenous Engagement Questionnaire.	2025
3	Communicate CN's planned projects, including geography and types of business opportunities to Indigenous communities.	Develop and execute a communication plan.	2026
4	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.	Establish a taxation framework to have taxation money paid to Indigenous communities in at least two provinces.	2027



**COMMITMENT 2 | Invest in the growth and development of Indigenous communities or companies to promote sustainable and mutually beneficial opportunities.**

#	Action Item	Target	Timeline
1	Develop and conduct information sessions to provide guidance and education to Indigenous businesses seeking participation in CN's supply chain.	Two information sessions held annually.	2025 and annually thereafter
2	Connect Indigenous and non-Indigenous companies that are seeking partnerships that will strengthen their bids at CN.	Through engagement, establish a list of Indigenous and non-Indigenous companies that are potential partnership candidates and offer an introduction.	2026

**COMMITMENT 3 | Increase awareness of CN's strategy to support Indigenous economic reconciliation.**

#	Action Item	Target	Timeline
1	Communicate expectations related to Indigenous procurement with CN's supplier community.	Indigenous procurement goals and expectations communicated to Tier 1 suppliers.	2025



Kleefeld, Manitoba

**Winter Safety by Choice, Not by Chance**

Safety is a core value at CN. Our ambition is to be the safest railroad in North America with an uncompromising commitment to the health and safety of our employees, contractors, customers, and the communities and environment in which we operate, always. A safe workplace is key in helping us achieve this.

During the winter, snow and ice can impose significant safety risks. Key to eliminating these risks and enabling seamless CN operations, snow removal



services must take place over the winter months. In 2023, three Indigenous suppliers, Wildcard Excavation Inc., Apex Rail Solutions Ltd. and Oakpark Powerline Services Ltd., were engaged for this service in Winnipeg, MB, as part of a request for proposals. These suppliers have met CN's safety requirements and exceeded service level expectations.

"Their response time has been exceptional, and they have organized themselves to be mobile as soon as needed," says Alex Boch, Manager, Engineering, Prairie Division.

Partnering with these suppliers not only creates a safe work environment for CN but also enables us to support the communities in which we operate. "Working with CN has helped our business to expand and grow. It has created numerous job opportunities for local people as well as support our local economy," says Curtis Bachmeier, owner of Wildcard Excavation Inc.

Each of these suppliers has worked with CN in different areas over the years, but 2023 marks the first snow removal contract for each of them. The suppliers took on a scope secondary to the work they have previously provided to CN and over the span of one winter, their combined work represented over 80% of the spend for snow removal services in Winnipeg.



Glenlea, Manitoba

"Apex Rail Solutions Ltd. has been a proud supplier of CN Rail since 2021. CN has been an amazing client with a team that really knows how to treat a customer. We have always felt welcomed and a part of the CN family since the first day we stepped on to the property, and being an Indigenous business with a largely minority team that is very refreshing and important. CN Rail has provided Apex Rail Solutions with an amazing opportunity to not only grow into a nationally recognized organization but the opportunity to build a team that feels like a family. Together, CN Rail and Apex Rail Solutions can accomplish any task and reach any goal! We look forward to many years of working together in this amazing industry!" expresses Al Gagnon, president at Apex Rail Solutions Ltd.

We aim to create opportunities for Indigenous businesses to enable economic reconciliation and form synergies where possible. Part of our goal is to help develop supplier capabilities and support business growth. We look forward to working with our suppliers over the winters to come and are ready to take on the winter weather together.



CN Campus, Winnipeg, Manitoba

“

**CN has been an amazing client with a team that really knows how to treat a customer.”**

**- Al Gagnon**

**President and CEO of Apex Rail Solutions Ltd.**

PILLAR 4

# Community Engagement and Relationships



## COMMITMENT 1 | Identify potentially returnable lands to First Nation communities.

#	Action Item	Target	Timeline
1	Conduct an inventory of land to be potentially returned to Indigenous communities, including station grounds.	Inventory and feasibility study completed.	2025
2	Draft an internal procedure and protocol for reviewing potential land returns.	Document completed.	2025
3	Engage with the Government of Canada to find efficiency improvements to the return process.	At least one efficiency measure found and implemented.	2027

## COMMITMENT 2 | Improve external communications by revising and updating the Indigenous Relations webpage.

#	Action Item	Target	Timeline
1	Design a new user-friendly Indigenous Relations webpage on CN's website to allow communities, companies and organizations to find relevant information easily and to provide specific feedback.	Webpage design approved; development and launch of new page completed.	2026
2	Regularly update the webpage based on community feedback and technological advancements.	Implementation of at least five significant updates or improvements.	2027



**COMMITMENT 3 | Establish a formal process with multiple pathways for Indigenous communities to communicate grievances.**

#	Action Item	Target	Timeline
1	Implement a system for tracking and analyzing the input received.	Regularly review reports detailing the input received and any trends or significant feedback.	2027

**COMMITMENT 4 | Grow, strengthen and diversify CN's Community Investment Program.**

#	Action Item	Target	Timeline
1	Develop an Indigenous community investment strategy to support Indigenous organizations, events, causes, programs, etc.	Complete and implement the strategy	2025
2	Form partnerships with other entities to leverage additional resources and funding.	Establish at least three new partnerships each year.	2025 and annually thereafter

**CN Invests \$30,000 in Cinema 5 Skatepark: A Boost for Community and Culture**

In March 2024, in a notable demonstration of corporate responsibility, CN announced a significant investment of \$30,000 in the Cinema 5 Skatepark in downtown Thunder Bay, ON. This contribution underscores the company's commitment to supporting community-focused initiatives.

CN invests millions of dollars each year in organizations and initiatives that have a direct and meaningful impact on the lives of people living in communities across our transcontinental network. This investment in Cinema 5 Skatepark aims to enhance its role as a dynamic and inclusive space for youth from diverse backgrounds.

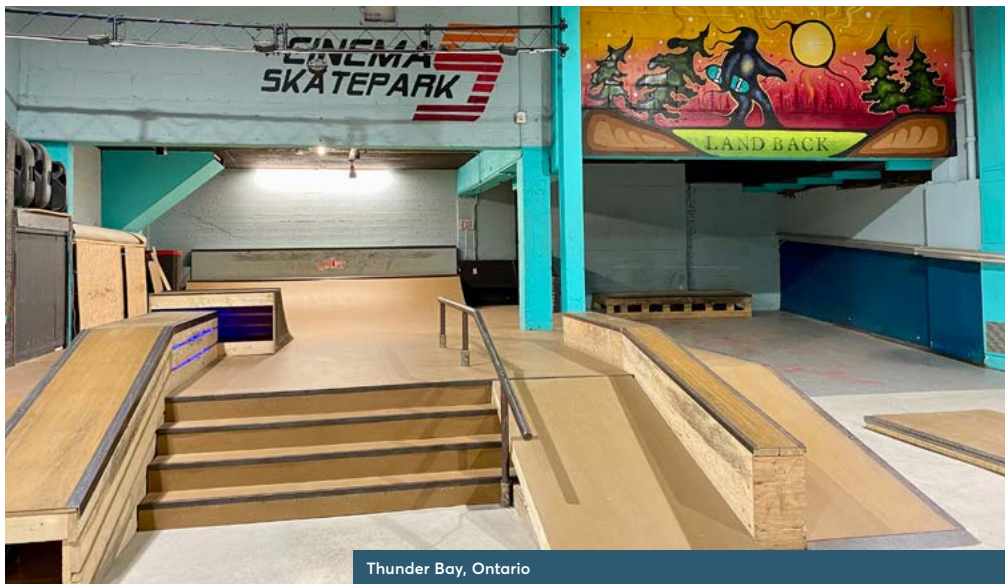
The Cinema 5 Skatepark has long been recognized for its role in fostering unity and cultural diversity. It serves as a gathering place where Indigenous and non-Indigenous youth come together to share their passion for skateboarding and build connections that cross cultural boundaries. Vanessa Bowles, executive director of the skatepark, expressed enthusiasm about the new funding: "We're overjoyed by CN's incredible support. This funding will allow us to expand our programs, reach more young people, and continue to promote diversity, inclusion, and growth within our community. Partners like CN Railway enable us to provide opportunities to youth and families who might otherwise lack access to these valuable experiences."

The \$30,000 investment is not just a financial boost but also a commitment to supporting initiatives that uplift Indigenous youth, celebrate their cultures, and promote inclusivity within the skateboarding community. The park, known for its role in physical activity, creative expression, and social interaction, will now be better positioned to support the mental health and well-being of its visitors. By fostering collaboration and understanding, the skatepark bridges cultural divides and creates an environment where everyone feels they belong.

The partnership between CN and Cinema 5 Skatepark illustrates how corporate support can drive meaningful change. With this new funding, the skatepark is expected

to deepen its impact on the community, contributing to lasting positive effects for future generations.

“At CN, we understand that meaningful relationships with Indigenous communities are vital. We proudly invest in initiatives that uplift Indigenous youth, like the Cinema 5 Skatepark. Supporting this venture goes beyond financial commitment; it reflects our core values. By fostering inclusivity between Indigenous and non-Indigenous youth, we are helping create a safe space in Thunder Bay that encourages collaboration, understanding, and shared opportunities for all,” adds Theresa Nelson, Manager, Indigenous Relations for Ontario at CN.



Thunder Bay, Ontario



**“We’re overjoyed by CN’s incredible support. This funding will allow us to expand our programs, reach more young people, and continue to promote diversity, inclusion, and growth within our community.”**

**- Vanessa Bowles**  
Executive Director of the Skatepark

PILLAR 5

# Environmental Stewardship, Safety and Sustainability



**COMMITMENT 1 | Recognize the importance of the environment to the social, cultural, and economic well-being of Indigenous Peoples and work to protect the environment in which CN operates.**

#	Action Item	Target	Timeline
1	Work with Indigenous communities to identify and protect sites and species of significant historical, spiritual or cultural importance, while protecting the confidential nature of community information, using ArcGIS.	Compile all publicly available environmental datasets. Roll out the program.	2027
2	Increase Indigenous suppliers' involvement in field studies and assessments for development and construction projects.	Identify and invite Indigenous suppliers to bid on RFPs. All Canadian Environmental RFPs to include the Indigenous Engagement Questionnaire.	2025
3	Expand the Annual Spill Response Training, currently done only in British Columbia, to other parts of the country.	One additional training done every year.	2027

**COMMITMENT 2 | Promote railway safety for the communities and increase first responder capacity through education and training.**

#	Action Item	Target	Timeline
1	Offer Emergency Response Training and/or Rail Safety Training to Indigenous first responders and their community partners.	Send communications to every Indigenous community on an annual basis. Participate and/or sponsor 10 Indigenous events and conferences to raise awareness of CN's training sessions.	2025 and annually thereafter



**COMMITMENT 3 | Engage Indigenous Peoples in CN's Sustainability Strategy, providing opportunities for information exchange and feedback.**

#	Action Item	Target	Timeline
1	Integrate the IRAP commitments into CN's sustainability reporting.	Successfully integrate the IRAP commitments.	2025
2	Report on the status of the IRAP commitments	Begin reporting on the IRAP commitments.	2026
3	Facilitate an annual roundtable on CN's material sustainability topics including, but not limited to, decarbonization, climate change and other pressing issues.	One roundtable per year.	2027

**More than Just a Drill: Emergency Preparedness and Collaboration**

On August 20-21, 2024, CN held a two-day Emergency Response Spill Exercise along the Telkwa Subdivision in British Columbia, with scenarios designed to test coordination and partnership among various stakeholders. On the first day, participants responded to a table-top exercise, which was a simulated train derailment involving five tank cars, one of which was leaking diesel fuel. The following day, they participated in an equipment deployment exercise on the Bulkley River where the scenario escalated, with 24 tank cars derailing and a heavy smell of diesel in the air, resulting in a potential spill of 2,640,000 litres (~697,414 gallons).

Over 60 participants, including members from CN's Environment, Dangerous Goods, Engineering, Transportation, Public Affairs, and Indigenous Affairs teams, engaged in the table-top exercise and an operational deployment at the Lunan Road Recreational Park in Smithers. "The main goal was to ensure we are prepared in the event of an incident and that everyone understands their role in the emergency response," said Stella Karnis, Senior

Director of Environment. "We also aimed to build relationships with Indigenous communities and stakeholders in a practice environment, rather than during an actual emergency."

This collaborative effort involved local First Nations, Transport Canada, the Government of British Columbia, local municipalities, and emergency response partners. The planning included close coordination with leaders like Witset Chief Elgin Culter and Rodney Harris from the Gitksan Watershed Authorities, who played a vital role in co-leading operational strategies during the exercise.

The exercise underscored the importance of working together in the initial response phase (0-6 hours after an incident) to manage potential environmental issues effectively. "The river is incredibly important to our culture. It is our way of feeding our people," noted Randi Lee Morgan, Emergency Services Coordinator and Assistant Chief of the Gitwangak Fire Department. "Being part of this exercise will help me train and teach others on my team. Building



relationships is essential for advancing emergency services in our community."

Rodney Harris added, "It's beneficial that CN is conducting this exercise to understand who everyone is and how we can fit together. We can't do it alone; we need different levels of expertise."

Through this proactive approach to emergency response, CN emphasizes its commitment to safety and environmental stewardship as well as fostering strong, collaborative relationships with Indigenous communities and local stakeholders. As a result of these efforts, the region is better equipped to handle potential environmental incidents and protect its natural resources for the future.



Bulkley River, British Columbia



Bulkley River, British Columbia



[www.cn.ca/bulkley-river](http://www.cn.ca/bulkley-river)

“

The river is incredibly important to our culture. It is our way of feeding our people.”

- Randi Lee Morgan

Emergency Services Coordinator and  
Assistant Chief of the Gitwangak Fire Department

# Moving Forward

During the Indigenous Engagement phase of developing this IRAP, CN received rich feedback and ideas from Indigenous communities. While many of their suggestions have been incorporated into this plan, several noteworthy initiatives and activities have been identified for potential inclusion in future iterations of the IRAP.

This important exercise marks a significant milestone for CN. While we recognize that this document is ambitious, it represents a key step in our journey and is fundamentally a work in progress.

As a comprehensive roadmap, this IRAP offers a foundational framework that will be continually refined and improved through the invaluable input of our Indigenous partners, employees and stakeholders, as well as through evolving community needs that will be shared with us.

We believe it is crucial for everyone at CN to take ownership of the IRAP and commit to its execution on a company-wide scale. This collective commitment is vital for driving the success of our initiatives and integrating them into our company culture.

To ensure transparency and accountability, we will provide annual updates on the IRAP's progress. We encourage and welcome comments, feedback, and suggestions, which will be instrumental in driving further advancements. This document is designed to evolve in response to changes, needs, and current events, with the aim of accurately reflecting and addressing the interests of the Indigenous communities and partners.

Change is a gradual process that unfolds over time. Achieving meaningful and lasting transformation requires patience and a thoughtful approach. Significant improvements do not occur overnight but through deliberate, incremental steps. By dedicating the necessary time and effort to execute changes thoughtfully, we will lay the foundation for sustainable success. True progress is measured not only by immediate results but also through enduring impact and continued evolution. This is the aspiration we hold for CN's first Indigenous Reconciliation Action Plan.





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