



RECONCILIATION **ACTION PLAN**

VERSION 2:
SEPTEMBER 2026

Legacy Builders



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Our Purpose

To build a community where everyone feels safe, supported and empowered to create positive change.

Our Mission

To elevate people and communities while driving innovation and sustainability.



Our Vision

We drive change and move humanity forward by positively impacting our families, our communities and the world.

THE PROCESS

Peter Lucas independently developed this Reconciliation Action Plan after completing the Advancing Truth and Reconciliation Through Treaty Implementation (TRTI) program offered by the Office of the Treaty Commissioner (OTC).

The TRTI framework provided the tools and guidance to understand where our organization is on our Reconciliation journey and to identify concrete measures and strategies to advance Truth and Reconciliation within and in relation to our communities.

TRTI is a framework created by the OTC through working with hundreds of partner organizations and listening to thousands of residents in Saskatchewan to build a common vision of successful Reconciliation.

This vision has four overlapping areas of work:

1. Shared understanding of our history,
2. Vibrant cultures and worldviews,
3. Systems that benefit us all, and
4. Authentic relationships.

These four areas of the vision are supported by thousands of indicators and arranged in a Growth Model that outlines a six-step pathway for an organization to walk in their pursuit of Truth, Reconciliation, and Treaty implementation in Saskatchewan. *A visual representation of the OTC Growth Model is provided in Appendix 1.*

The steps are to engage, learn, strengthen, change, implement, and harmonize.

Learn More about **THE PROCESS:**

Appendix 1: *A Growth Model for Truth, Reconciliation and Treaty Implementation*

ACTIVITY SCAN FINDINGS & RECOMMENDATIONS

In addition to conducting an inventory of Peter Lucas' Reconciliation activities, we also considered the lessons we learned while working on the recommendations in Version 1 and the impact we made within the community and our organization.

Our analysis emphasized the need for continued authenticity in our activities, ensuring we are not merely doing things off the cuff but genuinely investing in the intended purpose of each activity.

We have maintained our commitment to building relationships and learning as much as we can. This has given us a foundation to begin reinforcing behavioural shifts and has inspired us to make systematic changes and take meaningful action towards economic reconciliation.

Through the TRTI program we identified recommendations that will allow Peter Lucas to advance our Reconciliation efforts, including:

- capacity changes (how we think),
- behavioural changes (how we act), and
- societal changes (how we live).

The Reconciliation Action Plan will be reviewed annually, with future versions subject to Reconciliation Committee discussion and discretion.



CAPACITY CHANGES: HOW WE THINK

VERSION 1 GOALS

- | | | |
|--|---|---|
| 1
Acknowledge the treaty areas we work in through marketing documents, presentation templates, and employee email signatures. | 2
Research annual or online training for new employees. | 3
Research what other companies do to create healing spaces and evaluate their potential implementation at Peter Lucas. |
| 4
Provide tools and training for anyone to become comfortable making land acknowledgement and having conversations in Indigenous spaces. | 5
Utilize SREDA resources, as well as others, for training and advice as our Reconciliation program develops. | |

LESSONS LEARNED

We chose to focus our initial efforts on Indigenous Awareness training for our leadership team. This included participation in the SREDA Economic Reconciliation Leadership Education Program, which featured tours of Urban Reserves and ample opportunities to ask questions. We have also compiled a list of training resources, which is made accessible to employees online.

Creating a provincial/treaty project map, using tailored land acknowledgements, and including an Indigenous focus throughout the year has created a culture engaged in learning about and participating in an Indigenous way of thinking. To us, this shows that we have a foundation for continuing capacity changes.



VERSION 2 GOALS

1

Provide Indigenous awareness training for all staff on an annual basis.

1A: Develop training document with an annual review and acknowledgement process for all employees.

1B: All leadership staff are trained in Indigenous history, cultural awareness, and Truth & Reconciliation.

MEASUREMENT

10% staff completion

REPORTING FREQUENCY

Quarterly

2

Peter Lucas representatives to attend five (5) community, cultural events or centres per year.

MEASUREMENT

5 events attended

REPORTING FREQUENCY

Monthly

3

Maintain Cultural Awareness Training resources document; available to staff online.

MEASUREMENT

Completed/Not Completed

REPORTING FREQUENCY

Annually

BEHAVIOURAL CHANGES: HOW WE ACT

VERSION 1 GOALS

- | | | | |
|--|---|---|--|
| 1
Create a statement that shows actions/results (using PL-gathered diversity data) towards Reconciliation in proposals/on website. | 2
Communicate community events to employees using ADP. | 3
Formal procurement policy to use women/Indigenous owned businesses. | 4
In addition to website, find other ways to communicate the Reconciliation Action Plan (RAP). |
| 5
Report quarterly on DEI stats. | 6
Prioritize Indigenous engineering students for internships once the PMO and ICEHub are running. | 7
Prioritize Indigenous trades people and show career path advancement with PL. | 8
Set targets proportionate to metrics of Indigenous Engineers/PMs. |
| 9
Conduct review of policies with trauma informed lens. | 10
Create a policy that adapts to multiple ways of knowing and acting in the workplace (include bereavement leave). | | |

LESSONS LEARNED

Acknowledging that we are naturally a relationship-based organization, this year we learned about and focused our efforts on authenticity and capacity building. We will continue to strengthen our network of relationships with Indigenous communities, businesses and people through our involvement in the Reconciliation Action & Accountability Network (RAAN), the Indigenous Manufacturing & Contractors Network (IMCN), and the Kamloops Working Group and by attending events such as the Indigenous Business Gathering.

Through conversations with industry professionals and community partners, it was learned that engineering programming has the third-highest university dropout rate among Indigenous students in Saskatchewan, compared with veterinary medicine and other fields. This statistic explains the lower number of potential employees in the fields of engineering and project management and inspires us to act.

Peter Lucas aims to increase the number of successful Indigenous students by engaging with high school and post-secondary students to discuss pathways and promote potential job opportunities. We also plan to support students entering these programs by providing opportunities to engage in projects and internships, and by offering mentorship. We will also influence topics at the Indigenous Recruiting & Retention Conference, such as policy writing, to ensure that we continue to learn and grow as we become an employer of choice for Indigenous professionals.

VERSION 2 GOALS

1

Engage with the young adult/student body of Indigenous Communities and Educational Institutes with the purpose of promoting Engineering & Project Management as a career option and learning what barriers exist.

MEASUREMENT

4 engagement sessions per year
of positively impacted people

REPORTING FREQUENCY

Quarterly

4

Create processes to allow for baseline data reporting on Indigenous employees and potential candidates, while considering voluntary self-declaration.

MEASUREMENT

Process Completed/Not completed
Indigenous employees
Indigenous candidates in the Bench

REPORTING FREQUENCY

Bi-Annually

2

Actively engage with three working groups or organizations that are focused on reconciliation through employment opportunities and procurement/supply chain opportunities.

MEASUREMENT

3 groups/organizations
of hours engaged
of people positively impacted

REPORTING FREQUENCY

Monthly

5

Discover, plan and commit to supporting SIIT's Advanced Certificate in Project Management.

MEASUREMENT

Complete/Not Complete
engagement hours
of people positively impacted

REPORTING FREQUENCY

Bi-Annually

3

Share our collective knowledge by leading three (3) business development workshops for Indigenous-owned businesses each year.

MEASUREMENT

3 workshops led
of people positively impacted

REPORTING FREQUENCY

Quarterly



SOCIETAL CHANGES: HOW WE LIVE

VERSION 1 GOALS

- | | | |
|---|--|---|
| 1
Create a statement that connects our values to UNDRIP. | 2
Learn how to introduce ourselves workshop. | 3
Have our tagline and an intro translated into Indigenous languages and put on our website and other marketing material. |
| 4
Procure and purchase inclusive stickers for office door. | 5
Connect with an Indigenous partner on an art project or merchandise. | 6
Formalize and record meetings regarding PL's Reconciliation efforts such as monthly team meetings and potential partnership meetings. |
| 7
Have an MOU drafted in preparation of potential partnership meetings. | | |

LESSONS LEARNED

We engaged with a student based business at One Arrow First Nation to create a Land Acknowledgement plaque that now hangs in the Peter Lucas head office.

We continue to share and promote Indigenous-made goods within our staff and clients. While we have not formalized a procurement policy, intentionally looking for opportunities to highlight Indigenous vendors and artists has not only provided economic diversity but has widened our perspective on how to engage with and promote expanding world-views. Our work continues to create partnerships that further meaningful economic reconciliation.

We acknowledge that the Peter Lucas head office is located on Treaty 6 Territory, the traditional lands of the Cree, Saulteaux, Dene, Dakota, Lakota, Nakota, and the homeland of the Métis.

We recognize that our work, our lives and our communities extend beyond these borders, taking place on the traditional and unceded territories of the Indigenous Peoples across what is now known as Canada.

As we live, work, and play in these diverse lands, we honor the deep histories, cultures, and contributions of First Nations, Inuit, and Métis Peoples.

In the spirit of Reconciliation and guided by our mission to elevate people and communities while driving innovation and sustainability.

We are committed to building respectful relationships and shared success across this land we call home.



VERSION 2 GOALS

1

Build relationships with the First Nations, Métis and Inuit in Canada, focusing on Saskatchewan and BC.

MEASUREMENT

meaningful conversations
of positively impacted people

REPORTING FREQUENCY

Quarterly

2

Compile and analyse baseline addressable spend with suppliers and subcontractors to form the foundation of a procurement policy for internal operations and client influence that supports accessibility for Indigenous participation.

MEASUREMENT

Complete/Not Complete

REPORTING FREQUENCY

Quarterly

3

Create a framework and schedule to develop workplace readiness policies.

MEASUREMENT

Complete/Not Complete

REPORTING FREQUENCY

Quarterly

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A Growth Model for Truth, Reconciliation and Treaty Implementation

Where are you in your journey?





