



Ecora Engineering & Resource Group Ltd.

UNDRIP Action Plan

Dated:

September 2021

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September 1, 2021

Ecora Board Members
Ecora Engineering & Resource Group Ltd.
200-2045 Enterprise Way
Kelowna, BC V1Y 9T5

Dear Board Members:

Reference: Ecora's UNDRIP Action Plan

Please accept this as Ecora's UNDRIP Action Plan.

Regards

Ecora Engineering & Resource Group Ltd.

Kelly Sherman, MBA (Finance), RPF
President & CEO

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Approved by:



Kelly Sherman
On Behalf of Ecora Engineering & Resource Group Ltd.,
Ecora Management Services Ltd., Ecora Information
Management Ltd.

14, Sept 2021

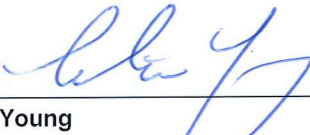
Date



David Myers
On Behalf of Ecora Engineering & Resource Group Ltd.,
Ecora Management Services Ltd., Ecora Information
Management Ltd.

14, Sept 2021

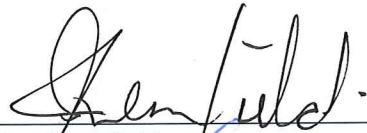
Date



Mike Young
On Behalf of Ecora Engineering & Resource Group Ltd.,
Ecora Management Services Ltd.

14 Sept, 2021

Date



Jay Greenfield
On Behalf of Ecora Engineering & Resource Group Ltd.,
Ecora Information Management Ltd.

14 Sept 2021.

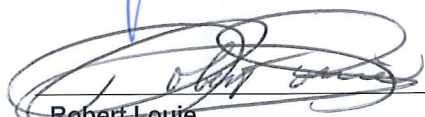
Date



Michael Laws
On Behalf of Ecora Engineering & Resource Group Ltd.

14 Sept 2021

Date



Robert Louie
On Behalf of Ecora Engineering & Resource Group Ltd.

14/Sept/2021

Date



Alberto De Feo
On Behalf of Ecora Engineering & Resource Group Ltd.

14/SEP/2021

Date

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1. Introduction

The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) provides a road map to advance lasting reconciliation with Indigenous peoples. It shows that further steps must be taken to respect, recognize, and protect Indigenous people's human rights and address the wrongs of the past. In 2016, the Government of Canada endorsed UNDRIP, in December 2020, the Government of Canada introduced implementation legislation, and on June 21, 2021, Bill C-15, UNDRIP received Royal Assent.

Ecora prides itself on the great relationships that we have with our Indigenous partners, not only as working relationships but also as personal relationships, growing and fostering from Trust, Honesty, and Transparency. Ecora has had the honor of working with 40+ First Nation communities and is affiliated or partnered with several Indigenous groups and businesses throughout British Columbia. We work closely with each community we partner with to ensure that all values are heard, understood, and incorporated into our work.

Ecora supports the internal and external statement that Ecora recognizes and respects UNDRIP, however in respect and honor of our strong relationships, there is need to go further by developing this UNDRIP Action Plan, supported by internal policies that clearly define Ecora's commitments connected to UNDRIP.

2. Action Plan

Indigenous Awareness

Awareness, listening, and learning is a core action that will benefit everyone. All of Ecora's existing Team members will receive Indigenous awareness training, and all future Team members will receive Indigenous awareness training as part of the onboarding. All training material will also be available externally to facilitate other companies and the public to increase their awareness.

Ecora Brand Warranty

Respecting Indigenous relationships and values is integral for Ecora Team members and partners. If a Team Member or contractor shows via actions or words not to align on respecting Indigenous people, they will be removed from Ecora's circle. Furthermore, if an Ecora client is in clear and deliberate contravention of the spirit of UNDRIP, Ecora will work with the client to make them aware of its principles and if nothing changes Ecora will cease working for the client.

Support Indigenous Partners and Client

There are aspects of UNDRIP that Ecora's Team of professionals are well suited to support our clients and partners. These are related to environmental, economic, social, cultural, and spiritual impact related to land, including supporting conservation, development, and technical support for referral response. For UNDRIP articles 3, 18, 19, 21, 23, 24, 25, 26, 29, 31 & 32, Ecora is keen to actively support Indigenous partners and clients on the road to reconciliation. Ecora's Strategic Plan has evolved, and this is now a Key Trust that drives Ecora's Strategy.

Business Structures and Partnerships

Ecora has several partnerships, corporations, and agreements with Indigenous partners to create mutually beneficial commercial ventures. There is a commitment that the First Nations must win in these partnerships, and their needs are paramount in the relationship. Any perception or actions that can be perceived as tokenism or Indigenous partners being taken advantage of will not be tolerated.

2.1 Indigenous Awareness

Awareness, listening, and learning is a core action that will benefit everyone. All Ecora's existing Team members will receive Indigenous awareness training, and all future Team members will receive Indigenous awareness training as part of the onboarding. All training material will also be available externally to facilitate other companies and the public to increase their awareness. Ecora commits:

- All Ecora Team members will receive Indigenous awareness training
- All new Ecora Team members will receive Indigenous awareness training as part of their onboarding
- An Indigenous advisor will be available to advise Ecora Team members on Indigenous matters
- Indigenous awareness training material will be made available and easily accessible to folks within and external to Ecora. Effort to support and contribute to the public's Indigenous awareness is supported.

2.1.1 Measures of success

- 100% of current Ecora Team members have taken an Indigenous awareness training session
- 100% of Ecora's new Team members go through Indigenous awareness training as part of their onboarding
- Number of calls or internal inquiries about Indigenous matters
- Number of hits on the Indigenous Awareness website page

2.2 Ecora Brand Warranty Commitment

Respecting Indigenous relationships and values is integral for Ecora Team members and partners. If a Team member or contractor shows via actions or words not to align on respecting Indigenous people, they will be removed from Ecora's circle. Furthermore, if an Ecora client is in clear and deliberate contravention of the spirit of UNDRIP, Ecora will work with the client to make them aware of its principles and if nothing changes Ecora will cease working for the client. Ecora will:

- Promote and maintain highest level integrity, professionalism, and accountability related to Indigenous people, Team members, partners, and clients.
- Create a safe place / method of reporting actions or words that go against Ecora's values related to UNDRIP.

2.2.1 Measures of success

- Inclusion of Indigenous focused questions regarding previous experiences in hiring process to identify and weed out candidates not aligned with Ecora's values related to UNDRIP
- Have an Indigenous awareness section in all Team members performance reviews to identify opportunities to improve cultural sensitivity
- Improved awareness of Indigenous matters clearly noticeable throughout the Company

2.3 Support Ecora Partners & Clients

Ecora's Team of professionals are well suited to support a number of expects of UNDRIP on behalf of our clients and partners. These are related to environmental, economic, social, cultural, and spiritual impact related to land, including conservation, development, and technical support for referral response. For UNDRIP articles 3,18, 19, 21, 23, 24, 25, 26, 29, 31 & 32, Ecora is keen to actively support Indigenous partners and clients on the road to reconciliation. Ecora's Strategic Plan has evolved, and this is now a Key Trust that drives Ecora's Strategy.

- Support spiritual, cultural, and community needs through donating time, energy & funds to Ecora's Indigenous partners, clients, and communities
- Facilitate knowledge sharing from elders to the younger generation
- Facilitate knowledge sharing from Indigenous peoples to the public

2.3.1 Measures of success

- Funds donated to support Indigenous partners, clients and communities
- Funds invested to facilitate knowledge sharing

2.4 Business Structures and Partnerships

Ecora has several partnerships, corporations, and agreements with Indigenous partners to create mutually beneficial commercial ventures. There is a commitment that the First Nations must win in these partnerships, and their needs are paramount in the relationship. Any perception or actions that can be perceived as tokenism or Indigenous partners being taken advantage of will not be tolerated.

- Use Ecora's diverse Team of experts to support Indigenous partners, clients and communities in furthering identified UNDRIP articles
- Leverage opportunities for capacity sharing and capacity building

2.4.1 Measures of success

- Funds invested in Ecora's diverse Team of experts to supporting Indigenous partners, clients, and communities
- Total revenue created for Indigenous partners, clients & communities
- % of revenue shared with Indigenous partners, clients & communities