



NUCLEAR WASTE
MANAGEMENT
ORGANIZATION

SOCIÉTÉ DE GESTION
DES DÉCHETS
NUCLÉAIRES

Three-year Reconciliation strategy (2024-26)

DECEMBER 2023



Introduction

The Truth and Reconciliation Commission released its final report in December 2015. This report included call to action 92, which calls upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a Reconciliation framework, and to apply its principles, norms and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources.

On July 18, 2018, the Nuclear Waste Management Organization (NWMO) made a commitment to contribute to Reconciliation by acknowledging historical wrongs in Canada's past and the need to create a better future by addressing the challenges of today.

Education and creating a strong foundation of recognition and respect have been key to the NWMO's journey in Reconciliation. The actions taken over the next few years will be vital for the NWMO to demonstrate the truth behind our commitment to Reconciliation.

The *Reconciliation Policy* (2019) was intended to disrupt the NWMO at its structural core by shifting policies to reflect community values, restructuring governance models, creating more positions for Indigenous leadership, and creating clear accountability structures wherein the voices of affected communities are heard and effect organizational change.

As the NWMO's journey in Reconciliation evolves, it is important that we plan strategically and thoughtfully how we will continue to meet and exceed our commitments to co-creating a better future for all beings of Creation. Four key areas of focus that will help us continue this momentum are learning, action, relationship and healing.

The NWMO Reconciliation strategy for 2024-26 will include the following activities:

2024

- » Develop an Indigenous Knowledge and Reconciliation framework to inform the Centre of Expertise;
- » Work with Human Resources (HR) to assess the effectiveness of incorporating the Indigenous Knowledge and Reconciliation policies into HR practices and procedures;
- » Establish an internal Reconciliation working group that meets quarterly;
- » Develop a work plan for restructuring the composition of the Council of Elders and Youth to reflect the siting decision;
- » Co-create a *Water Statement* implementation plan that incorporates Indigenous Knowledge;
- » Create a tracking matrix to track the implementation and limitations of policy commitments on Indigenous Knowledge and Reconciliation within prioritized work streams such as impact assessment, sustainability, engineering and design, social safety and willingness framework;
- » Expand Reconciliation assessments to include the *Sustainability Statement* and *Water Statement*;
- » Advance Reconciliation learning with our existing external relationships, including those in siting areas;
- » Conduct a 360 review of the implementation of the *Reconciliation Policy* that includes a NWMO best practices inventory; and
- » Work collaboratively on a site selection strategy for the long-term storage of intermediate-level and non-fuel high-level waste that reflects Reconciliation learnings and Indigenous Knowledge.

2025

- » Implement the restructuring of the composition of the Council of Elders and Youth in a manner that reflects the siting decision;
- » Expand the Indigenous relations training program to include learnings on the Missing and Murdered Indigenous Women and Girls (MMIWG) Calls to Justice and how they inform the implementation of the NWMO's mandate;
- » Continue to support the advancement of Reconciliation learning with our existing external relationships, including those in the siting area;
- » Publish a 360 review of the implementation of the *Reconciliation Policy* and incorporate the NWMO's growth and learning into the policy;
- » Co-create a work plan with the Government Relations team to develop national and provincial Reconciliation strategies to ensure government support for the communities involved in the site selection decision;

- » Integrate the *Reconciliation Policy* into the Professional Performance Review process to establish cross-departmental ownership, and include reporting on this integration in the annual Reconciliation report;
- » Co-create and support immersive Indigenous Knowledge learning projects within the siting area; and
- » Work collaboratively on an implementation plan for siting long-term storage for intermediate-level and non-fuel high-level waste that reflects Reconciliation learnings and Indigenous Knowledge.

2026

- » Collaborate with Indigenous communities to establish guidelines on how the agency of Mother Earth should inform the NWMO's work;
- » Expand the Reconciliation Tool Kit to advance our internal Reconciliation learning journey; and
- » Collaboratively create an implementation plan with the Government Relations team to roll out a national and provincial Reconciliation strategy that incorporates the siting decision.

Action and accountability to Reconciliation will be vital to the NWMO's success. To ensure Reconciliation is embedded within our organizational structure and ownership of Reconciliation is shared throughout the organization, the following reporting mechanisms will complement the *Reconciliation Policy* and Reconciliation strategy:

- The creation of an internal Reconciliation working group that meets quarterly;
- The development of annual Reconciliation implementation plans;
- Semi-annual reporting to the Council of Elders and Youth;
- Quarterly reporting to the Board of Directors, Advisory Council and Executive Committee; and
- An annual Reconciliation report, conducted by a third-party reviewer and made publicly available.

The *Reconciliation Policy* is intended to influence decision-making, enhance partnerships and promote reconciliatory action throughout the NWMO. As the NWMO advances in the application of and alignment with Indigenous Knowledge systems, the connection of heart and mind intelligence will become more important to meet the commitments of the Indigenous Knowledge and Reconciliation policies. The NWMO's *Reconciliation Policy* has allowed for substantial progress on short-term outcomes for staff specifically and the organization more generally. The need now is to enable and support the more complex and intricate aspects of Reconciliation as the organization evolves.

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