

REPORTING PERIOD: JANUARY - DECEMBER 2023



Environmental Social, and Governance Report



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West Moberly First Nations

West Moberly First Nations (WMFN) members are descendants of the Saulteau (Anishinaabe), Nehiyaw (Cree), and Mountain Dunne-za people. The Saulteau, Nehiyaw, and Mountain Dunne-za existed in the northeast of what is known today as British Columbia, long before adhering to Treaty 8 in 1914.

Mountain Dunne-Za: The Beaver People

The Dunne-za traditionally lived in small nomadic hunting bands of 25–30 people, convening at specific camping locations during each season. They would hunt bison (in the prairie lands), moose (in the muskeg or forests), and caribou (near the mountains).

Cree: ᓂᐱᔭᑦ_ᐱᕈᑦ_Nêhiyaw-Askiy

Prominent fur traders, the Cree arrived in the area in different periods throughout history. They established a peace treaty with the Dunne-za in the early 1700s. Spirituality and ceremony were integral to their success in war and hunting.

West Moberly First Nations Today

Today, WMFN membership is reflective of all three First Nations. Members were originally combined with the Dunne-za people of Halfway River as a single entity known as the Hudson's Hope Band (established 1914). When the Hudson's Hope Band dissolved in 1977, WMFN became an independent band. WMFN has one reserve, located at the west end of Moberly Lake, roughly halfway between Hudson's Hope and Chetwynd, about 90 kilometres southwest of Fort St. John.





Message from Chief and Council

In integrating Environmental, Social, and Governance (ESG) principles into its operations and partnerships, West Moberly Corporate Alliance recognizes that ESG cannot be fully understood or achieved without incorporating the voices and interests of WMFN. We bring to the table our rich culture, values, and commitment to the stewardship of our lands, waters, animals, and ecosystems. WMCA's engagement with industry and projects comes from a place of deep consideration, guided by the nation that council represents, ensuring that any collaboration or project receives the consent and support of WMFN.

WMFN members have expressed concerns and challenged the benefits of industrial development activities. Decisions in these cases were based on how the projects would adversely impact our treaty rights, and the cumulative impact on our land and water base. Our decisions continue to be informed by and rely on environmental reviews (E), consideration of how a decision will affect the economy and our ability to serve our community (S), and, above all, the preservation of our treaty rights and culture (G).

We stand by the principle that economic opportunities should not come at the expense of our treaty rights or the environment. That is why we prioritize genuine partnerships and collaboration, where projects are not just about consultation but are about planning, building, and operating with us, respecting our voice and our vision for our lands.

As we move forward, let us remember that true sustainability and progress are achieved not only by meeting external standards but also by embracing the wisdom, values, and aspirations of Indigenous communities. We are ready to explore and engage in opportunities that respect this ethos, ensuring that any venture we participate in aligns with our commitment to protecting our culture and fostering a sustainable future for all.

“We are committed to ensuring that our economic prosperity aligns with community values for self-sufficiency and wellbeing.”

Roland Willson

Chief
West Moberly First Nations



Council Core Values



Honesty



Integrity



Respect



Empathy



Prosperity



Results



Connected

Note from the President

As we present the WMCA ESG report, I extend my thanks to WMFN Chief and Council, and to all our partners who have committed their time and effort to contribute vital data and insights. Your efforts have been instrumental in shaping this report, which not only reflects our collective achievements but also demonstrates our commitment to environmental, social, and governance transparency and improvement. I am optimistic as we continue to refine and enhance our ESG program annually.

The energy industry is currently navigating a transformative ESG landscape, marked by an increasing demand for accountability and transparency from both public and private entities, while navigating changes to reporting standards. Within this evolving framework, WMCA has taken proactive steps to support our partners, particularly as Scope 3 GHG emission producers for their clients. This initiative supports their clients' own ESG reports while also increasing accountability to WMFN membership. Our objective is clear: to ensure that our companies and our partners' capabilities to report and manage their ESG impacts are not just for compliance reasons but also to contribute to the larger narrative of sustainable development and community welfare.

This report represents our journey to integrating ESG principles that resonate with Indigenous values and priorities. It is a story that we hope will inspire our clients, partners, and the broader community to recognize the value of such reporting. Our efforts to align ESG reporting with Indigenous leadership and community input sets us on a path toward a more inclusive and equitable industry landscape. It is through this lens that we view our future initiatives, striving to enhance our ESG program in ways that honour WMFN culture, support our partners, and maintain the integrity of the land for generations to come.

Thank you for your support, trust, and partnership.



Robert Diaz

President

West Moberly Corporate Alliance

WMCA at a Glance

Our Mandate

In pursuit of economic development on West Moberly First Nations Territory, WMCA is mandated to:

- ✓ Dedicate ourselves to building economic capacity and self-sufficiency
- ✓ Invest in the long-term sustainability of community businesses
- ✓ Develop business networks throughout the region, with clients and other Indigenous businesses that may align with our portfolio
- ✓ Uphold the values of the Nation we serve
- ✓ Support community entrepreneurs

Mission

The West Moberly Corporate Alliance builds partnerships and makes strategic investments to support a strong, diversified economic base for the West Moberly First Nations. We seek to enhance local economic capacity through careful business planning, skills development, infrastructure development, and engagement with local businesses and members for economic opportunities.

Core Values



Integrity



Respect

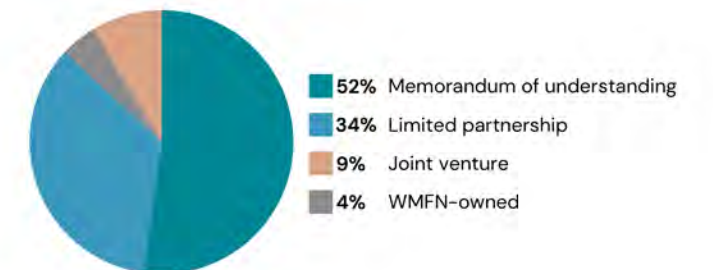


Reliability



Accountability

Partnership Types



Limited Partnership Growth

- 2010 Black Diamond Cygnus LP
- 2012 WestMo PTW Services LP
- 2018 West Moberly Northern Interior Aggregate LP
- 2019 West Moberly DWB LP
- 2022 WM-Swamp Donkey LP
- 2022 West Moberly Industrial Metalwork LP
- 2022 Landsong Heritage Consulting Ltd. (Purchase)
- 2023 Four Sphere Technologies LP
- 2024 Treeline Well Services (In Progress)

Services

- ⌘ Aerial analytics and infrastructure integrity
 - ⌘ Aggregate production and supply
 - ⌘ Bulk fuel supply
 - ⌘ Crane and heavy haul
 - ⌘ Deep foundation and piling
 - ⌘ Electrical and instrumentation
 - ⌘ Electrical transmission, distribution and high-voltage
 - ⌘ Engineering, environmental, and reclamation
 - ⌘ Fabrication
 - ⌘ General contracting
 - ⌘ Helicopter and fixed wing air
- ⌘ Industrial welding
 - ⌘ Land and wellsite reclamation
 - ⌘ Medical, health, and emergency
 - ⌘ Native plants and reclamation
 - ⌘ Pipeline and facilities
 - ⌘ Pipeline hauling
 - ⌘ Pipeline integrity
 - ⌘ Trucking and vac
 - ⌘ Turnaround services
 - ⌘ Wellsite downhole services
 - ⌘ Workforce accommodation, catering, and logistics
 - ⌘ Right of way clearing



- BAILEY HELICOPTERS LTD
— HELI TRANSPORT
- WM-DUTCH ENGINEERING
— ASSET RETIREMENT
- WEST MOBERLY DWB LP
— ENVIRONMENTAL
- SURERUS MURPHY JOINT VENTURE
— MECHANICAL INFRASTRUCTURE
- BLACK DIAMOND CYGNUS
— RENTALS & ACCOMMODATIONS
- WEST MOBERLY INTERNATIONAL SOS
— MEDICAL SERVICES
- WM - SWAMP DONKEY LP
— TRUCKING & LOGISTICS
- FOUR SPHERE TECHNOLOGIES LP
— EMISSIONS CONTROL SERVICES
- TWIN SISTERS NATIVE PLANT NURSERY LTD
— PLANT SUPPLY & RECLAMATION
- WM - MARWEST
— UTILITY SERVICES
- ARCTIC ARROW
— POWERLINE TRANSMISSION & DISTRIBUTION
- WEST MOBERLY INDUSTRIAL METALWORK
— MODULAR, FACILITY & MINING
- PREMAY WMFN JOINT VENTURE
— PIPELINE HAULING
- WEST MO PTW SERVICES LTD
— ELECTRICAL & INSTRUMENTATION
- WM-DUTCH CASING SERVICES
— TUBULAR RUNNING SERVICES
- NORTHERN INDIGENOUS NCSG CRANE & HEAVY HAUL SERVICES LP
— TURNKEY SOLUTIONS
- WEST MOBERLY NIA LP
— AGGREGATE SUPPLY
- WM-AFD PETROLEUM
— FUEL SUPPLY
- WEST MOBERLY RESOLVE
— DECOMMISSIONING & REGULATORY
- WM - S2F GLOBAL RESOURCES INC
— COMMISSIONING & OPERATIONS
- WEST MOBERLY TREELINE
— WELL SERVICE RIGS
- LANDSONG
HERITAGE CONSULTING LTD.
— A WEST MOBERLY OWNED COMPANY

Materiality Assessment



Assessing materiality presents a complex challenge, especially when coordinating with 15 participating partner companies that operate across diverse segments of the energy industry and offer a variety of services. A key objective for us was not only to ensure the relevance of our reporting for the ESG programs of our partners’ clients but also to align our indicators fully with the values and priorities of the WMFN. This delicate balancing act required thoughtful consideration and collaborative dialogue. Through engagement with our partners, alongside consultations with Chief and Council, we have refined our focus from eight to seven key topics deemed most relevant:

- E **Materials used**
- E **Energy used and Scope 1 GHG emissions**
- E **Significant spills**
- S **Employee diversity and Indigenous representation**
- S **Proportion of spending on Indigenous suppliers**
- S **Occupational health and safety**
- G **ESG-related policies and procedures**

Methodology



2022 Pilot Project Lessons Learned

In 2022, WMCA inaugurated its ESG Pilot Project, a strategic initiative aimed at elevating WMFN and our partners as leaders in ESG practices. This initiative seeks to foster public trust and align with the growing demand for comprehensive ESG reporting within the energy sector’s supply chain and contracts.

Diverging from conventional approaches that might represent West Moberly First Nations within a singular corporate ESG metric, our ESG program is designed to encapsulate a wide array of factors that hold significance for both WMFN and local industry. This approach allows for a more detailed and representative portrayal of our collective ESG efforts.



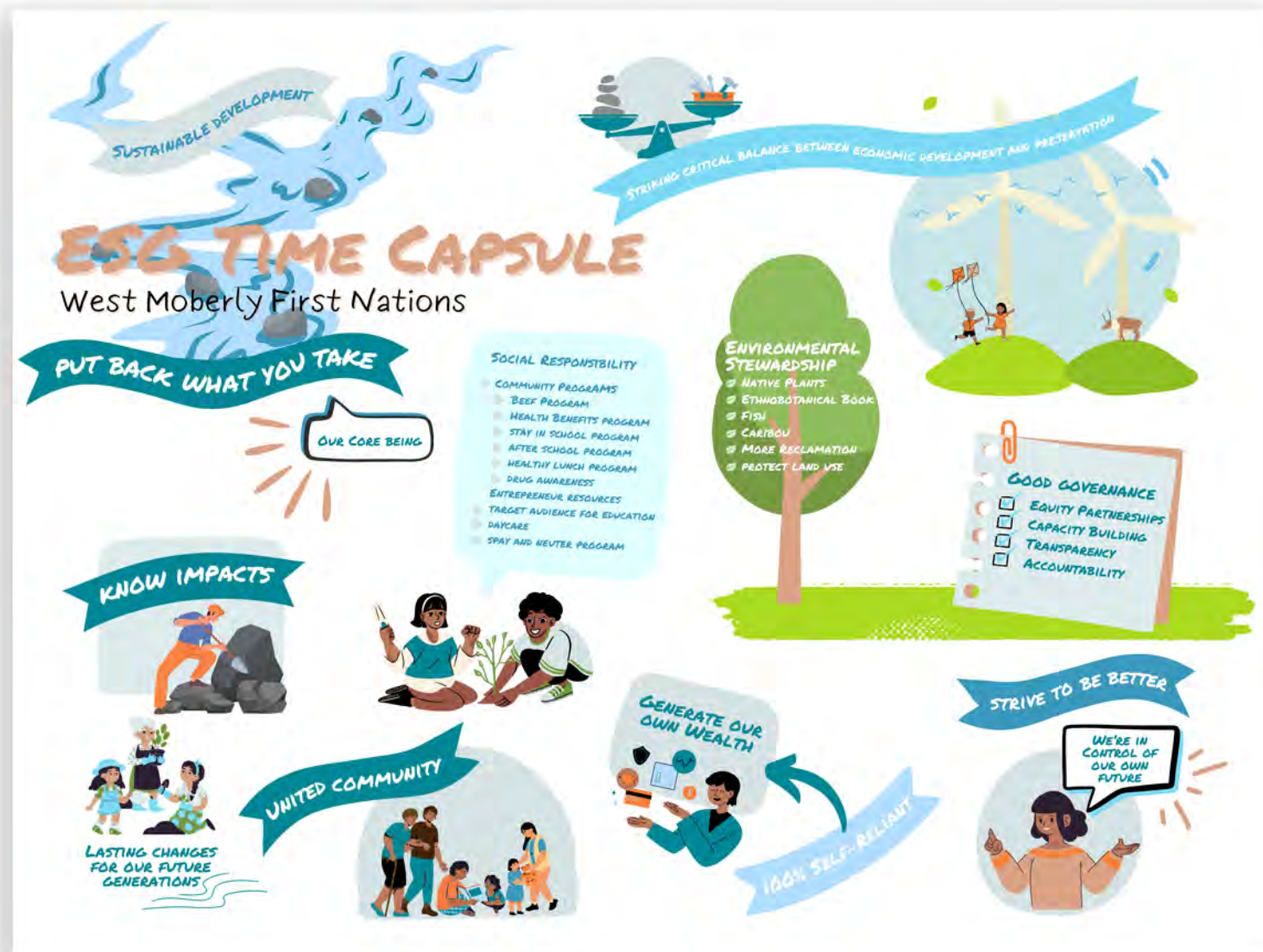
2 Chief and Council Workshop and Feedback Survey

We used the WMFN Comprehensive Community Plan (CPP) to guide our methodology because it captured WMFN priorities. To augment the CPP, we engaged Chief and Council through an in-person ESG workshop and a follow-up survey to ensure a comprehensive understanding of leadership insights.

In the workshop, Chief and Council collectively crafted a time capsule filled with advice and lessons intended for future WMFN leaders and community members. The workshop served as a space for discussions on the ESG pillars, aligning industry standards with the values of WMFN. It was a moment to reflect on what constitutes a successful partnership from the perspective of WMFN, ensuring that WMCA's evaluation of future partnerships aligns with these expectations.

After the workshop, Chief and Council completed a survey to provide an avenue for additional comments that may have arisen.

This dual-engagement approach generated the WMFN/WMCA ESG roadmap.



3 Data Collection

In January 2022, WMCA participating partners signed Memorandum of Understandings (MOU) for their tracking and reporting, naming the data steward and the method/scope of reporting to WMCA. WMCA's ESG tracking system is administered by partner companies according to established specifications based on the Global Reporting Initiative (GRI) reporting guidelines. Following GRI reporting expectations, we ask partners to provide their quantitative data. Participation in the ESG program is voluntary and partners are not required to report on all material not relevant to their operations or scopes of services. All data is disaggregated from companies' overall company totals to reflect work done through the WMCA partnership. Data is then aggregated to understand WMCA's total impact on the territory.

Reporting Limitations

WMCA acknowledges that the data provided in this report is supplied by our partners, over whom we do not exercise control regarding the origination and verification of such data. Our approach to data collection is based on trust and mutual respect, as delineated in the ESG MOU established between WMCA and each participating partner. It is important to note that data reporting by our partners is voluntary, and at this stage partners are not mandated to report on every dataset. Our commitment to transparency and accountability guides our efforts to present this information as accurately as possible, within the constraints of the data received. Additionally, due to the increase in reporting from partners between 2022 and 2023 (from six to 15 partners), WMCA is establishing 2023 as our baseline reporting year.

5 Data Calculations

Partner-supplied GRI data is tabulated in two ways: cumulative and static. Cumulative data (CD) refers to datasets that accumulate or build up over time, as their impact is measured by considering the total amount over the reporting period. Static data (SD) refers to datasets that represent a snapshot in time and do not accumulate over a particular period.

WMCA will transparently document and evaluate progress in ESG performance over time, ensuring a comprehensive understanding of both the measurable impacts and the contextual background of our ESG endeavours.





Setting Goals

As we advance into 2024, WMCA is committed to expanding our own ESG practices and fostering a culture of continuous improvement and collaboration. Our goals for the upcoming year are designed to enhance our ESG framework. Our focused objectives are as follows:

Refine Reporting Mechanisms

We will enhance our reporting mechanisms, making the process more efficient for our partners. We will also be inviting partners to share how they manage the material topics, in line with GRI reporting standards. This will improve transparency and facilitate active monitoring and improvements in ESG practices.

Initiate ESG-Related Workshops

We will conduct workshops led by ESG professionals and WMFN cultural awareness practitioners for our partners, ensuring a mutual understanding and integration of WMFN-specific ESG principles as well as proactively benefiting their organization's ability to report out as Scope 3 GHG producers for clients operating in Treaty 8.

Engage with the Community for Continuous Improvement

Continuing our work with Chief and Council, we will involve the broader WMFN community to refine our approach to material topics and concerns, ensuring that our ESG program continuously reflects the community's values and needs.

Secure Strategic Business Ownership

In 2024, we will be identify strategic business opportunities, aiming for 100% ownership of businesses in addition to our current partner structures. This goal is focused on reinforcing WMFN's sovereignty and control over business ventures, ensuring that economic benefits are maximized and aligned with the community's aspirations.

Expand Our Team

WMCA will begin its search to hire an operations manager based in Fort St. John or Chetwynd. This new addition to our team will be instrumental in enhancing operational efficiency and fostering local engagement, ensuring that WMCA's initiatives are effectively implemented.

Support Community-Owned Businesses in WMCA

In 2023, WMCA created a policy and process for increasing support for WMFN member-owned businesses and entrepreneurs. As we move into 2024, our focus will shift toward the implementation of this process and onboarding WMFN member-owned businesses.

Through these targeted goals, WMCA is dedicated to fostering a sustainable, inclusive, and prosperous future for WMFN and its partners.

Celebrating Success

Employment Protocol

In 2023, WMCA took steps toward enhancing increased employment opportunities by co-developing an employment and training protocol with 13 of our industry partners. This collaboration laid the foundation for an employment and training information-sharing process. A key component of this protocol is the monthly updates on training and employment opportunities provided by WMCA partners to WMFN, which then shares these opportunities with community members.

Building on this success, WMCA is set to expand this initiative into a comprehensive toolkit in 2024, encapsulating best practices for recruiting, hiring, and retention to support the work our partners are doing with the WMFN membership.

Workforce Transition Project

The West Moberly First Nations Workforce Transition Study conducted by WMCA was designed for staff, businesses, and members of WMFN. While the study was initially intended exclusively to assist current WMFN Coastal GasLink employees in identifying pathways to prepare for the post-construction operations and maintenance phase of the Coastal GasLink pipeline project, the scope expanded to address the employment and support needs of all WMFN members in the labour force. The essence of this initiative was to develop a workforce transition toolkit that addresses the shifting landscape of employment opportunities as these large-scale projects transition from construction phases to operations and maintenance. The Workforce Transition project's purpose was multifaceted and included the following components:

Economic Support and Development

To reinforce the economic resilience of the WMFN community, the project provided tools, resources, and strategies to navigate the transition period effectively. This included identifying new employment and

training opportunities within and outside the LNG sector, minimizing the economic impact of project phase transitions on the community.

Skill Enhancement and Education

Recognizing the temporary nature of construction jobs and the potential for skill gaps as projects evolve, the project focused on identifying educational and certification opportunities. It provided resources to enhance the skill set of WMFN members, allowing for integration into other sectors or advanced positions within the LNG industry.

Community Engagement and Empowerment

By involving community members, government entities, and industry partners in the development of the Workforce Transition Toolkit, the project fostered a sense of ownership and empowerment among the WMFN community. This collaborative approach ensures that the toolkit is relevant, comprehensive, and tailored to the community's needs.

West Mo Days

+\$18,000

in cash donations to West Mo Days

+10

services and items donated to West Mo Days

West Mo Days donations included

Pig roast *Marwest Utility Services*

Helicopter rides *Bailey Helicopters*

Treatment centre *International SOS*

Travel coolers *Treeline Well Services*

Fire pits *WM-Industrial Metalworks LP*

Sunday breakfast *West Moberly DWB LP*

Saturday dinner *Black Diamond Cygnus*

Youth golf clinic *Black Diamond Cygnus*

Door prizes *PTW Services LP*



Black Diamond Cygnus

Supporting Our People

West Moberly First Nations Entrepreneurs



- 🌀 Fire watch
- 🌀 Water transfer technician
- 🌀 Water suppression
- 🌀 Equipment rentals



- 🌀 Environmental monitors
- 🌀 Erosion and sediment control
- 🌀 Land surveys
- 🌀 Predator monitor
- 🌀 Indigenous relations
- 🌀 Environmental inspectors/coordinators



- 🌀 Civil Construction
- 🌀 Roadside brushing
- 🌀 Mounding
- 🌀 Trail and road clearing
- 🌀 Road building/ deactivation
- 🌀 Large construction clearing
- 🌀 Right of Way Clearing
- 🌀 Mulching and subsoiling



- 🌀 Hot shot services
- 🌀 Cleanup and reclamation
- 🌀 General labouring
- 🌀 Hand falling, brushing



- 🌀 Drones for reforestation
- 🌀 Capsule afforestation
- 🌀 Construction services
- 🌀 Bridge repair
- 🌀 Indigenous relations
- 🌀 Infrastructure projects in First Nations communities



- 🌀 Indigenous consultation
- 🌀 Cultural awareness training
- 🌀 UNDRIP, FPIC, and DRIPA implementation
- 🌀 Policy, procedure and proposal writing
- 🌀 Indigenous and industry relations

Spotlight

The Journey of Darcy Brown

In the intricate landscape of environmental conservation and monitoring, the story of Darcy Brown, a member of WMFN, stands as a testament to the power of capacity building, dedication, and collaborative growth. Joining WM-DWB LP in mid-November 2020, Darcy brought with him a wealth of experience as an environmental monitor on numerous pipeline projects, carrying a desire to expand his knowledge under the mentorship of DWB's team of environmental professionals.

From mastering water quality testing, wildlife sweeps, and bird nesting surveys to contributing to amphibian and fish salvages, fisher den box installations, and construction environmental monitoring, Darcy's first year laid a solid foundation of diverse environmental skills. His involvement in the Orphan Well project further showcased his adaptability, learning the intricacies of well-site reconstruction while emphasizing the restoration of sites with trees and native plants, in close consultation with Indigenous communities.

Two years into his role, Darcy, along with another West Moberly member, achieved the Online Environmental Monitoring Certificate from the University of Northern British Columbia, complementing it with the BC CESL (Erosion and Sediment Control) designation. His subsequent selection for the Coastal GasLink pipeline project underscored his expertise and adaptability, working on erosion and sediment control measures alongside construction teams.

Darcy's approachability, eagerness to learn, and commitment to excellence have not only made him an important member of DWB but also paved the way for his evolution into an independent pipeline inspector. His journey is a demonstration of professional growth and the enduring impact of mentorship and capacity building within the environmental sector.



Setting our Path for Partnership

Member-Owned Business Criteria

WMCA defines a Member-Owned Business as the following:

- 1 Company self performs all work
- 2 WMFN member owns 100% of the company

New Relationship Disclosures

All prospective partners must show:

- 1 Relationship exclusivity expectations
- 2 Proposed financial structure
- 3 Proposed scope of services
- 4 Indigenous relations policy
- 5 ESG and/or sustainability policy
- 6 Community engagement strategy
- 7 Employment and training program
- 8 Industry memberships
- 9 Safety certifications
- 10 Environmental certificates/policies
- 11 Other First Nation partnerships
- 12 Relevant experience

Black Diamond Cygnus



We have been eager to announce the launch of our Community-Owned Business Streams, an initiative designed to encourage the entrepreneurial spirit in the WMFN community. Understanding the diverse stages of business development among community members, we’ve tailored three unique partnership levels to meet entrepreneurs exactly where they are in their journey.

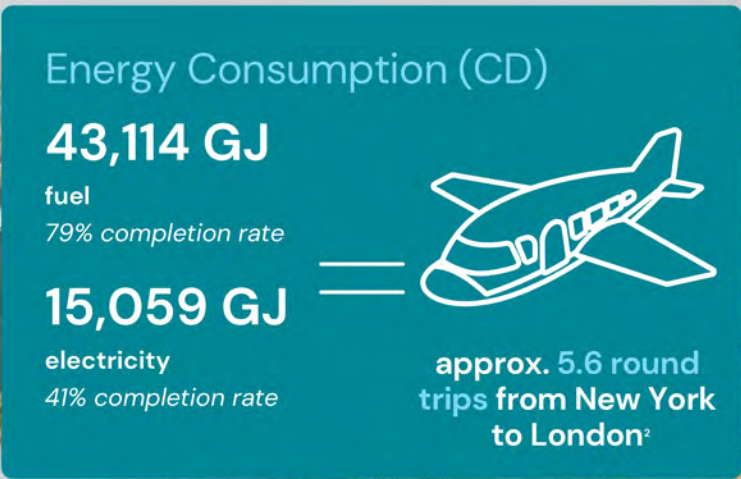
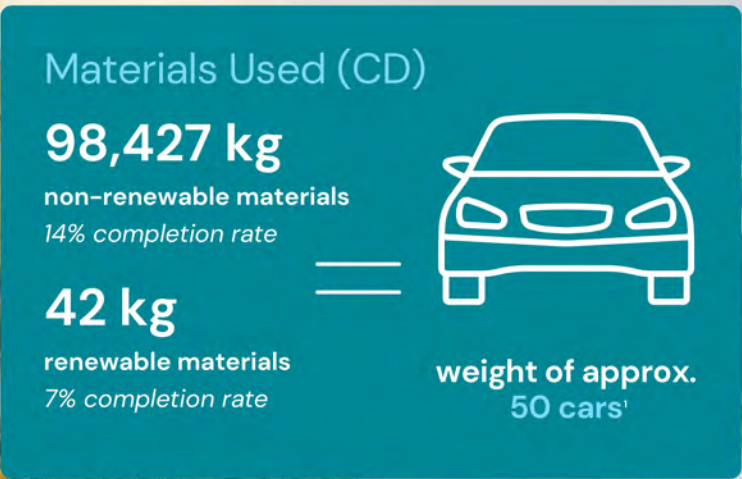
Our objective is to support their growth and capacity, guiding them toward becoming full-fledged partners with WMCA. Through this program, our intent is to foster a vibrant ecosystem of industry partners, community member– and band-owned businesses, driving economic empowerment for individuals and the collective, and ensuring that our collaborative ventures thrive on the principles of inclusivity, support, and mutual success.

WMFN Member Partnership Streams



Collaborator	Associate	<ul style="list-style-type: none"> Business promotion and marketing Invitation to all networking events Letter of recognition
	Collaborator	<ul style="list-style-type: none"> Active effort to collaborate with existing partners with the option for a formal MOU
Partner		<ul style="list-style-type: none"> Quarterly meetings with WMCA Revenue share with WMFN
	Partner	<ul style="list-style-type: none"> Implementation of WMCA’s employment protocol, ESG program, and financial reporting Full transparency and open information sharing on all aspects of business operations

Environment



It is important for companies operating in our territory to understand and implement traditional practices of the Indigenous communities in which they operate. Incorporating West Moberly's traditional environmental practices should be a baseline. Hiring West Moberly members, using our companies, and engaging with our Lands Department are the best ways to learn what those practices are.

– Chief and Council Member

1 Calculations based on data sourced in EPA Automotive Trends Report, 2022.
2 Calculations based on a Boeing 747 using approximately 150,000 litres (5,205 GJ) for a 10 hour flight.
3 Calculations based on data sourced through EPA



From inception to completion, our commitment extends beyond meeting environmental objectives to actively supporting the preservation and stewardship goals of our clients.



Archaeological Interest Preservation

Landsong specializes in heritage resource management, offering archaeological assessments in BC and Alberta to meet regulatory needs while collaborating with Indigenous communities on traditional land use assessments for cultural preservation.



Regulatory Compliance Services

Resolve focuses on environmental sustainability through services like asset retirement and fugitive emissions surveys, alongside regulatory field services and induced seismicity monitoring, to reduce environmental impact.



Asset Retirement

Dutch Group delivers comprehensive asset retirement solutions, from assessment to strategy creation and execution, ensuring environmentally responsible decommissioning of assets and minimizing ecological footprint.



Reclamation

Marwest, West Moberly DWB, and Swamp Donkey excel in start-to-finish reclamation, returning disturbed lands to their original state, through services including environmental management planning, project management, and civil earthworks.



Native Plant Restoration

Twin Sisters Plant Nursery, a sister organization owned by WMFN and Saulteau First Nations, is dedicated to native plant restoration, promoting biodiversity and ecological balance by reintroducing native plant species to reclaimed and disturbed areas.



WM-Treeline Well Services LP

Environmental Initiative

In 2024, we will be working closely with each of our partners to identify and implement at least one environment-related initiative, donation, or program annually that benefits the local community. This targeted approach will grow our collective impact on the environmental front, fostering a stronger, more resilient local community.



Contributing a percentage of revenue is a good start to positively contributing to the social welfare of WMFN, but I believe the best way to help a Nation is to teach them how to feed themselves. By this I mean making room for our people to grow in your company, mentorship for youth summer programs, and programs to do meaningful training and job placement opportunities.

– Chief and Council Member

Social

Employees (SD)

Permanent

632 **118** **1**
Male Female Other
100% completion rate

Contract

80 **90** **0**
Male Female Other
90% completion rate



Occupational Health and Safety (SD)

0.06 **0.00** **0.00**
Injury rate Loss day rate Work-related fatalities
100% completion rate

Suppliers (SD)

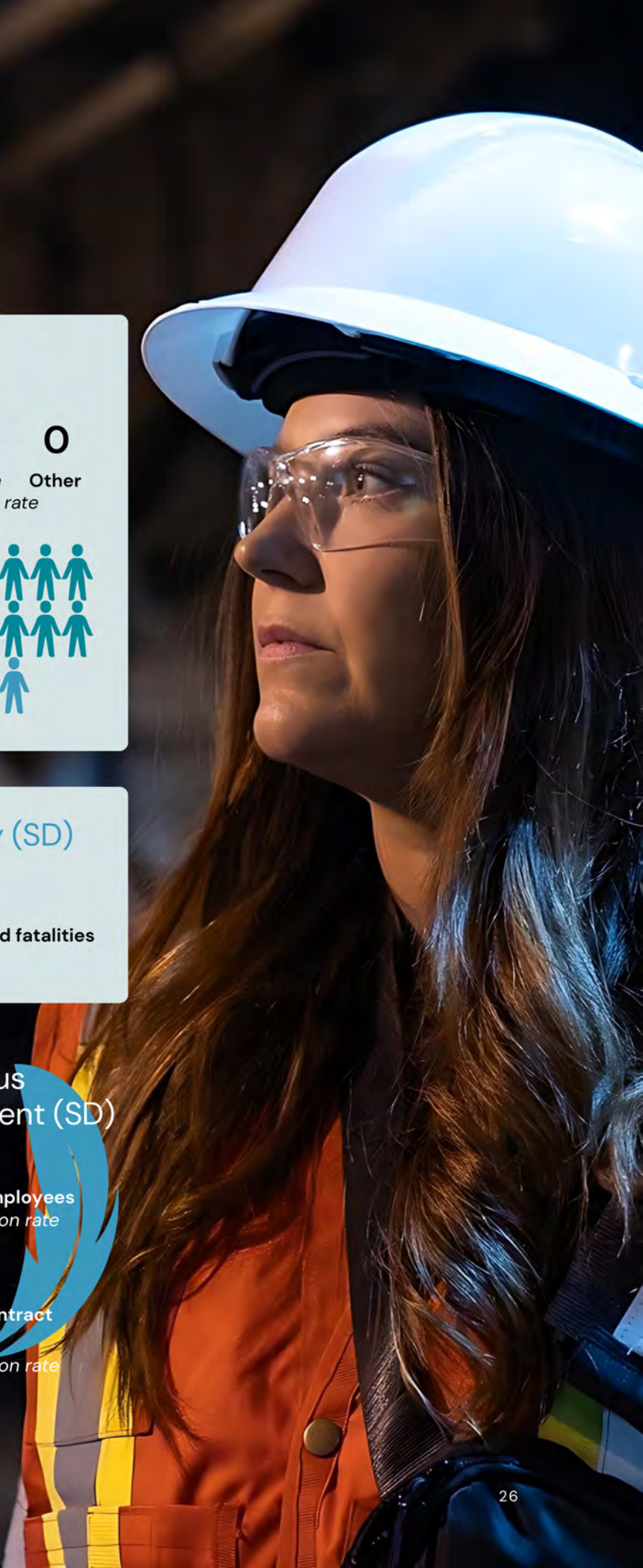
14%
Indigenous procurement
64% completion rate

14
Indigenous suppliers & contract companies
100% completion rate

Indigenous Involvement (SD)

47
Indigenous employees
100% completion rate

15
Indigenous contract employees
100% completion rate



Spotlight

Indigenous Participation and Awareness

An important aspect of the WMCA ESG report is qualitative information held and implemented by WMCA companies. While these initiatives are not WMCA-specific, they showcase our partners' commitment to Indigenous participation and relations overall.



Putting Indigenous Hiring First

As a 100% Indigenous-owned entity, Marwest prioritizes Indigenous hiring and training, embedding these practices in its business model. In 2023, Marwest introduced engagement and reconciliation quarterly reporting under its Indigenous Participation and Progress (IPP) policy, enhancing transparency and accountability in Indigenous employment tracking and setting strategic goals for further engagement.



Advancing Employment Equity

In its second year of ESG reporting, Treeline emphasized fostering an ESG mindset across its workforce. An employee survey gathered ESG insights from employees, leading to the creation of an equitable hiring toolkit aimed at both Indigenous and non-Indigenous local talent. Additionally, Treeline's ESG speaker series began with a cultural awareness session by Josh Littlechild from Ermineskin Cree Nation.



Training in Trades

WM-IMW LP continued to lead in vocational training, partnering with colleges, high schools, and apprenticeship programs to prepare the next generation of welders. Its focus on youth training underscores a commitment to skill development and career readiness in trades, ensuring a skilled workforce for the future.

Jaden McQueen, Tumbler Ridge

Jaden McQueen, in collaboration with the North East Native Advancing Society (NENAS), joined Industrial Metalworks in December 2022 and has swiftly made his mark. Since his start at IMW, Jaden has successfully completed his Level 1 apprenticeship schooling at Northern Lights College, showcasing his dedication and potential in the trades. Way to go, Jaden!



Your Unofficial Healthcare Friend in the Northeast

Over the years operating the Site C medical clinic, International SOS has emerged as the unofficial health-care ally to local Indigenous communities. With a policy of welcoming all, International SOS received "community-minded support" from Fort St. John medical professionals and Northern Health to accommodate the care needs of neighbouring Indigenous community members. International SOS looks forward to exploring other avenues available with West Moberly First Nations to continue to increase the availability of health care for local Indigenous communities.



Setting Tangible Education Goals

PTW Services has committed to enhancing Indigenous and community awareness, successfully conducting training in 75% of its branch locations, including Dawson Creek and Fort St. John in 2023. This initiative is part of PTW's broader goal to integrate Indigenous perspectives and foster a richer understanding among its workforces.



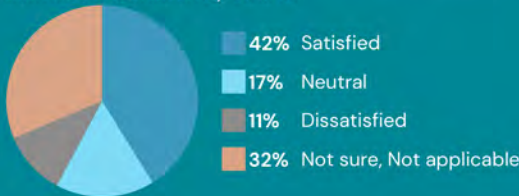
Reconciliation Education

In 2022, in line with the Truth and Reconciliation Commission of Canada's Call to Action 92, Black Diamond Cygnus implemented an Indigenous awareness training program. The training, titled Reconciliation Education, was developed by the First Nations University of Canada and is a virtual three-module course that is mandatory for all Canadian employees at Black Diamond Group. In 2023, 294 employees successfully completed the course.

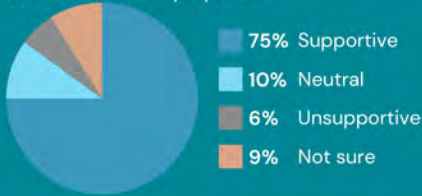
Governance

WMFN Community Feedback*

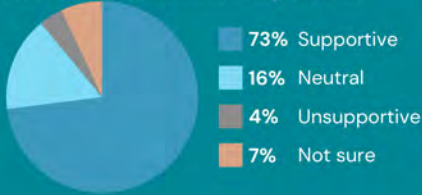
How satisfied are you with the economic development activities undertaken by WMFN?



How supportive are you of WMFN purchasing lands for business/revenue purposes?



How supportive are you of WMFN entering into joint ventures and agreements with other parties to generate revenue and other community benefits?



ESG Related Policies

100% completion rate

% of Partners	Policy
71%	Code of business ethics
50%	Anti-corruption policy
100%	Health and safety policy
79%	Environment policy
50%	Corporate social responsibility policy
50%	Procurement/supply chain policy
64%	Employment equity policy
64%	Diversity policy
57%	Human rights policy
93%	Health and safety training
43%	Whistle-blower hotline
57%	Grievance mechanism
50%	Indigenous relations policy

Defining How We Work Together

In 2024, we are committed to assisting our partners in developing or refining their Indigenous relations policies. Additionally, we will craft a WMCA-specific industry relations policy, outlining our expectations for collaboration with industry partners and establishing clear guidelines for mutual engagement and respect.

WMCA Strategic Goals

	Status	Strategic Goal
SHORT	● Complete	Develop partnerships
	● Complete	Set and prioritize capital growth targets
	● Complete	Establish community information sharing and marketing
	● Complete	Establish strong corporate governance
MEDIUM	🕒 Initiating	Develop WMCA leadership
	🕒 In Progress	build in-house project management capacity
	🔄 Ongoing	Build sustainable enterprises
LONG	🎯 Planning	Develop WMFN-owned companies that perform self-perform work
	🔄 Ongoing	Manage partnerships responsibly
	🎯 Planning	Centralize assets

Governance to me means aligning with our values, transparency, honesty, and a commitment to healing. Grow the business capacity of member companies with the alliance. Learn to collaborate with them and not compete.

– Chief and Council Member

*Survey data retrieved from West Moberly First Nations Comprehensive Community Plan with approval from Chief and Council.

Governance Structure

Within the governance structure of WMCA, a systematic and transparent reporting mechanism ensures that our industry partners maintain close communication with WMCA leadership, who in turn keep Chief and Council informed about various activities and developments.

Joint Venture or Memorandum of Understanding (MOU)–based industry partners engage in quarterly meetings with the WMCA president to discuss partnership progress and roadblocks in the following areas:



Financial performance insights are directly communicated to both WMFN and WMCA to maintain transparency and accountability.

The Limited Partnership Board of Directors convenes in alignment with the Board of Directors’ terms of reference, ensuring governance consistency through quarterly or bi-annual meetings.

To facilitate a seamless flow of information and strategic oversight, monthly meetings are held by Chief and Council, with the WMCA president attending as required to present detailed summaries of WMCA’s activities, project status, and the health of partnerships.

WMCA holds the autonomy to forge new MOUs and joint ventures with third parties. The formation of a limited partnership or decisions regarding equity investments require sign-off from Chief and Council.

In 2023, WMCA developed a policy to better support WMFN member-owned businesses. In 2024, we’ll implement this program and track its success, aiming to more closely integrate these businesses into WMCA.

Our Path Forward

Moving from Partnership to Ownership

Over the past decade, WMCA has cultivated partnerships that have contributed to the community’s development and long-term revenues. These collaborations have been a part of our success, and we remain committed to sustaining and enhancing these connections. However, in a move guided by Chief and Council, we are shifting our focus toward acquiring equity and/or assuming full ownership of business entities in 2024. This pivot aligns with the directives in the Comprehensive Community Plan (CCP) and is a step toward self-reliance and sustainable economic development. By transitioning toward equity ownership and full control of business ventures, WMCA aims to solidify WMFN’s sovereignty over its economic future.



Enhancing Youth Career Mentoring and Education Programs

As part of our alignment with the CCP, WMCA can now announce an initiative set to launch in 2024 to bolster youth career mentoring and education programs. Recognizing the potential and talent among WMFN youth, WMCA is introducing a summer internship program to empower young members through mentorship in business, entrepreneurship, and management within the energy industry. Spearheaded by WMCA President Robert Diaz, this program offers an opportunity for one-on-one mentorship, providing insights into the complexities of running a business and navigating the energy sector’s challenges and opportunities.

Our Next Chapter

As we look ahead, West Moberly Corporate Alliance is ready to forge new pathways in sustainable and inclusive economic development. Embracing the insights and achievements in this report, we are set to embark on initiatives that intertwine Indigenous values with our business practices. Our dedication to nurturing partnerships, enhancing Indigenous participation, and implementing robust ESG frameworks is a step toward a future where economic prosperity is balanced with environmental stewardship and cultural integrity. Guided by this vision, WMCA remains committed to fostering a legacy of meaningful impact and shared success within the West Moberly First Nations community and beyond.

Reporting Table

Metric	Response Rate	Metric
ENVIRONMENTAL		
Weight of non-renewable materials (kg)	14%	98,427.00
Weight of renewable materials (kg)	7%	41.60
Fuel Consumption (GJ)	79%	43,114.02
Electricity Consumption (kWh)	43%	4,183,165.23
Significant Spills (m³)	79%	0.00
Scope 1 GHG Emissions (tCO ₂)	43%	8,479.71
SOCIAL		
Permanent Male	100%	632.70
Permanent Female	100%	119.12
Permanent Other	100%	1.00
Contract Male	90%	80.00
Contract Female	90%	90.00
Contract Other	90%	0.00
Indigenous Permanent Employees	100%	49.50
Indigenous Contract Employees	100%	15.00
Indigenous Contractor Companies	100%	15.00
Proportion of Spending on Indigenous Suppliers	64%	14%
Injury Rate (IR)	100%	0.06
Lost Day Rate (LDR)	100%	0.00
Number of Work-Related Fatalities	100%	0.00
GOVERNANCE		
ESG Related Policies Total (number)		
Code of Business Ethics	100%	10.00
Anti-Corruption Policy	100%	7.00
Health and Safety Policy	100%	14.00
Environment Policy	100%	11.00
CSR Policy	100%	6.00
Procurement/Supply Chain Policy	100%	6.00
Employment Equity Policy	100%	9.00
Diversity Policy	100%	9.00
Human Rights Policy	100%	8.00
HSE Training for all Employees	100%	13.00
Whistle-blower Hotline	100%	6.00
Grievance Mechanism	100%	8.00
Indigenous Relations Policy	100%	7.00

Participating Partners





WEST MOBERLY

CORPORATE ALLIANCE

FORWARD LOOKING STATEMENT

This ESG report includes projections and anticipations based on present beliefs and forecasts. It is important to note that actual results or developments could vary from these projections due to numerous external factors, including legislative changes, market fluctuations, or competitive dynamics, which are outside the WMCA's influence. The company is not committed to modifying or correcting these forward-looking statements unless mandated by legal requirements. Consequently, these statements should be considered with caution, as they involve risks and uncertainties that could cause them to not unfold as predicted.



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