

# Indigenous Reconciliation

Action Plan  
Annual Report 2025





Cover: Brule, AB  
Above: Joliet, IL

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# 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.

In Canada, CN's network operates within or adjacent to more than 220 reserve lands of nearly 130 First Nations and Metis communities.

We are grateful for the privilege of working and residing on these lands and recognize and honour their original people who have served as the traditional stewards of the land and the water that runs through it.

As noted in Canada's Truth and Reconciliation Commission final report: "[...] reconciliation is about establishing and maintaining a mutually respectful relationship between Aboriginal and non-Aboriginal peoples in this country. In order for that to happen, there has to be awareness of the past, acknowledgement of the harm that has been inflicted, atonement for the causes, and action to change behaviour."

CN acknowledges the past and present-day injustices that Indigenous Peoples have faced and continue to face. We also acknowledge the complex history of railways and the role they played as instruments of colonial policies, as well as 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.

That reality inspires and grounds our commitment to reconciliation. Today, we offer this acknowledgment to affirm our commitment to engage and foster strong, respectful, and mutually beneficial relationships and to improve our own understanding of local Indigenous Peoples and their unique cultures.



# Expression of Gratitude

We begin this first annual report with heartfelt gratitude to the Indigenous communities, leaders, and organizations who continue to guide and inspire our reconciliation journey on a daily basis. Your voices, perspectives, and partnership are central to our efforts, and we are thankful for the trust you place in us. Your wisdom and generosity have helped shape our path forward, and we remain committed to walking this path with respect, humility, and accountability.

This report is the result of many hands and hearts working together. We extend our sincere thanks to the CN employees who contributed their time, insights, and dedication to this important work. We also acknowledge Vincent Design for their ongoing creative collaboration and helping us to bring this document to life with care and respect.

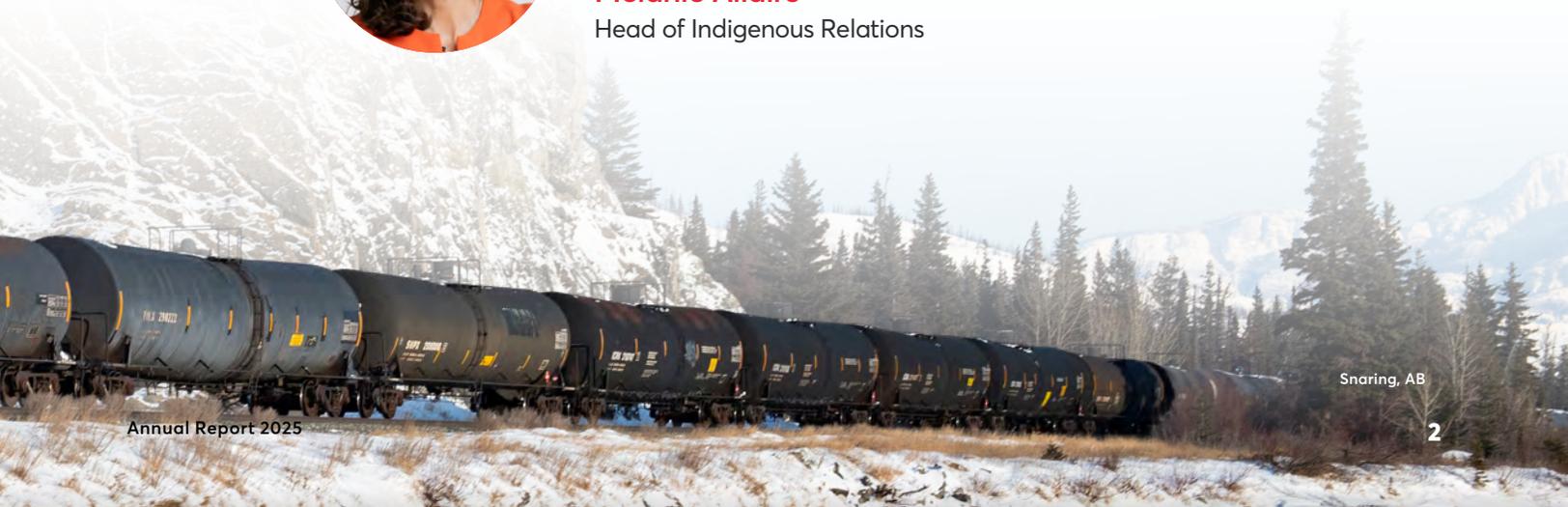
Over the past year, we engaged in meaningful conversations and feedback sessions with Indigenous partners and internal stakeholders. These engagements have been instrumental in shaping our actions and deepening our understanding of what reconciliation means in practice. They remind us that reconciliation is not a destination, but a continuous journey, one that requires listening, learning, and sustained relationship building.

We remain committed to ongoing dialogue and to strengthening the relationships that make this work possible. Thank you for walking this path with us, and for helping us build a future rooted in respect, collaboration, and shared responsibility.



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

**Mélanie Allaire**  
Head of Indigenous Relations



# Message from Our Leadership

As we present CN's first Indigenous Reconciliation Action Plan (IRAP) annual report, we take this moment to reflect on the progress made, the lessons learned, and the relationships strengthened over the past year. This report is more than a summary of actions, it is a testament to the power of collaboration, dialogue, and shared commitment to reconciliation.

We recognize that this work is taking place within a complex and evolving economic environment. Across the country, communities and industries are navigating uncertainty, adapting to change, and seeking new opportunities for growth and resilience. At CN, we understand that reconciliation must be woven into the fabric of our business, through inclusive partnerships, respectful engagement, and sustainable economic participation.

The foundation for this work was laid years ago, beginning around 2013 with CN's Indigenous Vision and Strategy. However, 2023 marked a pivotal shift in our reconciliation journey as we formally acknowledged the historical role railways played in colonial policies and their lasting impacts on Indigenous communities. This public acknowledgement marked a significant step toward accountability. It was followed by the launch of CN's first Indigenous Relations Policy and CN's IRAP, which ensures we keep the momentum.

Our dedicated Indigenous Relations team has been instrumental in advancing this work. The team actively promotes the IRAP within Indigenous communities, provides guidance and support to internal teams, and ensures that the IRAP's principles are embedded in everything CN does. The success of the IRAP does not rest with one team alone, it is shared across the Company. The actions outlined in the plan are owned by departments throughout CN, and we are proud to see strong and growing engagement from across the organization. More and more employees are asking how they can contribute, how their work connects to reconciliation, and how they can be part of this journey.

This growing sense of shared responsibility is exactly what we are striving to instill. Reconciliation is not the work of a few; it is everyone's business. It must live in our culture, our decisions, and our everyday actions to be a part of our DNA. We are proud of what has been accomplished this year, and equally aware that this is just the beginning. We will continue to report transparently on progress and challenges. There is much more to do, and we remain committed to walking this path with humility, openness, and resolve.

We extend our sincere thanks to the Indigenous leaders, organizations, and partners who continue to share their wisdom and guidance. Your contributions are shaping a more inclusive and equitable future for CN and for the communities we serve.



**Tracy Robinson**  
President  
Chief Executive Officer



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





## Our Reconciliation Framework

A year ago, CN launched its IRAP, a bold step forward in our journey toward reconciliation. This plan was built on a strong foundation: our Indigenous Relations Policy and its five pillars, our Indigenous vision, and a clear commitment to meaningful actions and change. These pillars were first introduced in the Indigenous Relations Policy, and they remain the guiding principles that continue to shape our approach and the stepping stones for the actions that follow.

The IRAP is anchored in those five pillars. Each of them represents a key area of focus and ensures that our efforts are comprehensive and impactful. Here is a reminder of what they stand for:

### **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. 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 Relationships:**

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.

Delivering on these commitments requires more than a vision, it calls for discipline, collaboration, and a clear path forward. In 2025, CN built a strong governance framework to turn plans into progress. At the start of the year, kick-off meetings for each

pillar took place to align priorities, set expectations, and assign action owners from dedicated departments. Making these actions an integral part of each owner's mandate has been critical to achieving our goals. From there, momentum has been maintained through monthly meetings and updates in a living, shared document that keeps teams connected and informed. Monthly reports to the Leadership Team provided transparency and reinforced accountability at every level. This structure is more than a process, it is the backbone of our success, embedding reconciliation as an active, measurable, and deeply integrated part of how we work together. This disciplined approach has laid the foundation for the achievements you'll discover in the pages ahead.



## Executive Summary

In 2025, CN reaffirmed its leadership in advancing reconciliation by transforming commitments into measurable actions and laying the groundwork for long-term, sustainable progress. Guided by the IRAP, we translated commitments into tangible initiatives, building strong foundations for future advancement.

The first year of the IRAP was ambitious. Out of the 45 actions from the IRAP, 24 were scheduled for delivery in 2025. Twenty were completely delivered, two have been rescheduled for 2026 and a challenging economic environment and insights gained throughout the year prompted recalibration of two measurable targets. On the other hand, two actions originally planned for 2026 and 2027 were completed ahead of schedule. We believe that the IRAP must be an ever evolving framework to support our commitment to reconciliation. This may mean adjusting based on our lived experience, but it will never mean becoming complacent or stopping to challenge ourselves.

Delivering on the IRAP is only a portion of what CN does relating to reconciliation. Throughout the year,

the CN Indigenous Relations team facilitated over 500 meetings and consultations with Indigenous partners, including eight formal consultation processes on key projects. The team also actively participated in 240+ Indigenous community events and delivered 15+ in-person training sessions on rail safety, spill drills, and emergency response. Community support remained a priority, with 170+ sponsorships and donations to Indigenous communities and organizations, complemented by cross-departmental participation in sponsored events. These efforts underscore CN's belief that reconciliation is built through consistent engagement, collaboration, and shared progress.

Several milestones marked this year's progress. Land acknowledgements were made accessible at all CN locations, and Indigenous guest speakers presented throughout the year to foster cultural understanding. We launched a new Indigenous Relations webpage to improve access to information and create space for feedback from communities and organizations.

Cultural Awareness and Employment Engagement activities achieved strong results, although unforeseen circumstances delayed the addition of visual Indigenous



elements in office spaces. This challenge inspired an expanded vision to potentially create a legacy space at CN's new headquarters. This year reinforced that reconciliation is a journey that demands listening, and nimbleness.

In the People and Employment pillar, CN finalized and endorsed a multi-year Indigenous Employment Strategy and established an Indigenous HR Recruitment Specialist role to better support Indigenous talent. CN's staffing adjustments and a major human resources structural transformation required redefining certain measurable targets and timelines, particularly in hiring and onboarding. Additional resources and time will be committed going forward to ensure success against CN measurable targets.

Economic reconciliation advanced through the integration of the Indigenous Engagement Questionnaire into all Canadian RFPs and the delivery of information sessions to guide Indigenous businesses in accessing CN's supply chain.

One significant achievement under Community

Engagement and Relationships included the completion of an inventory of land that could be returned to Indigenous communities, together with the implementation of an Indigenous community investment strategy.

Environmental stewardship, safety and sustainability initiatives moved forward with purpose. IRAP actions were integrated into CN's sustainability reporting, and we expanded the Annual Spill Response Training beyond British Columbia ahead of schedule, introducing a new session in Ontario at MacMillan Yard—an achievement originally planned for 2027.



# 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	Progress	(Year ended December 31, 2025)
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 region 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	Progress	(Year ended December 31, 2025)
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	◐	



Initial phase



In Progress



Well Underway



Completed



# Pillar 1

## Cultural Awareness and Employee Engagement

(continued)

### Commitment

### 3 | Meaningfully integrate Indigenous cultural elements through CN's workspace and activities to raise awareness and respect for Indigenous cultures.

#	Action Item	Target	Timeline	Progress	(Year ended December 31, 2025)
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		Four events held in 2025.
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.	Original timeline postponed to 2026 and annually thereafter		A major legacy space project has begun at the new HQ in partnership with the Downie and Wenjack Fund.



Initial phase



In Progress



Well Underway



Completed



# Pillar 1

## Cultural Awareness and Employee Engagement Stories

### Indigenous Learning Circles promote understanding

Indigenous learning circles are a collaborative, community-based method for learning and sharing knowledge. They are used to foster dialogue, build community, and preserve and transmit Indigenous knowledge, stories, and traditions through discussion and shared experiences.

In 2025, CN invited all employees across its network to virtual Indigenous Learning Circles to share in the practices and culture of Indigenous Peoples. Each Learning Circle was guided by Theresa Nelson, Indigenous Relations Manager at CN, who was Chief of the Animbiigoo Zaagi'igan Anishinaabek First Nation for 12 years.

### Knowledge shared, new perspectives gained

"Each gathering touched on topics that many people hear of or have questions about, such as smudging, medicine wheels and cultural celebrations like pow-wows," says Theresa. "I explained the significance of these things in our culture, how they are practiced, and some of the differences in Canada and the United States. Discussions takes place in an open and respectful environment where people are encouraged to ask questions and share some of their own experiences. There is a real sense of community and connection as employees grow in their knowledge of Indigenous practices. And the learning is reciprocal as it allows me to foster stronger ties with my colleagues from other departments."

CN Account Manager Dina Martin participated in the Learning Circle about medicine wheels and the sacred role of water teachings.

"It really broadened my understanding about something I never learned in school," says Dina.

"It allowed me to identify my biases and appreciate other people's perspectives. It's important that CN offer these opportunities to employees. I really learned a lot."

**"Indigenous Learning Circles are a safe, respectful and inclusive space to learn about Indigenous ways of knowing, being and learning."**

**- Theresa Nelson**  
CN Indigenous Relations Manager







## Supporting the educational dreams of Métis youth

It is one of the most iconic symbols of the Métis Nation: the brightly coloured, woven sash. In the days of the voyageur, the sash was both an item of clothing and an important tool worn by tradespeople. Doubling as a rope when needed, the sash served as a utility belt, first aid kit, washcloth, towel, and as an emergency bridle and saddle blanket. Its fringed ends could become a sewing kit when the Métis were on the land.

Today, the Métis sash holds deep meaning as an emblem of cultural identity and protocol and represents a rite of passage for members of the Métis community. The Métis Sash Ceremony is at the heart of the Belcourt Brosseau Métis Awards (BBMA), whose goal is to create self-sufficiency for Métis students through access to post-secondary education and skills development and to provide connection to their Métis culture.

**"CN's investment in Indigenous education is more than financial — it's a commitment to the next generation of Métis leaders. Their support helps Métis students turn ambition into action and education into community impact."**

**– Theresa Majeran (Auntie Métis)**  
Communications Manager  
Belcourt Brosseau Métis Awards

**96%**

Of BBMA award recipients successfully complete their funded year.

## A transformative ceremony

CN is the proud sponsor of the "Creating Possibilities" Sash Ceremony and BBMA program, one of the largest non-governmental sources of student funding for Métis students in Canada.

Each year, past and present recipients, their families, the Métis community, and corporate sponsors come together in a powerful cultural celebration of student success. The deeply moving ceremony—where award recipients are wrapped in a Métis sash by an Elder—instills a profound sense of identity and belonging. It serves as a meaningful acknowledgment of their culture and heritage, reinforcing pride in who they are and where they come from.



"The event gave me a deeper appreciation for Métis culture and community, and I was thankful for the opportunity to learn and connect," says Jennifer Darby, Expert, Labor Relations at CN. "It was inspiring to witness the positive impact CN's support is having within the community," she adds.

Jennifer, along with several of her colleagues, were invited to attend the ceremony as part of the Company's commitment in its Indigenous Reconciliation Action Plan to promote CN-sponsored Indigenous events to employees.

# 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	Progress	(Year ended December 31, 2025)
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.	<p><b>Old:</b> Exceed Labor market availability for Indigenous employee representation across CN.</p> <p><b>New:</b> Committed to improving Indigenous representation year over year, aligned with Labor market availability and proportional to changes in overall workforce size.</p>	2026 and annually thereafter		

## Commitment

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

#	Action Item	Target	Timeline	Progress	(Year ended December 31, 2025)
1	Develop and identify priority areas for recruitment of Indigenous talent.	Increase number of Indigenous hires in priority roles.	Original timeline postponed to 2026		
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.	<p><b>Old:</b> Define a plan to address and mitigate identified barriers in the recruitment process. Track success rate by partnership.</p> <p><b>New:</b> Implement the plan to address and mitigate identified barriers in the recruitment process annually.</p>	2025 and annually thereafter		Barriers identified; 2-year mitigation plan underway with initiatives in progress.
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 and annually thereafter		

# Pillar 2

## People and Employment

(continued)

### Commitment

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

#	Action Item	Target	Timeline	Progress	(Year ended December 31, 2025)
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		



Initial phase



In Progress



Well Underway



Completed



# Pillar 2

## People and Employment

### Stories

### CN opens its doors to Indigenous youth

In the summer of 2024 and 2025, 25 Indigenous high school students were presented with a rare opportunity to experience a glimpse of working life at a railroad.

The enthusiastic youths took a full yard tour and learned about various railroading jobs from employees at CN facilities in Quesnell, B.C. and Edmonton, AB. The successful initiative was the collaboration of CN and the Outland Youth Employment Program (OYEP), a national network of land-based education, training and work opportunities for high school aged Indigenous youth.



### Information sharing and connection

For their first introduction to the railroad, students started off the day with a safety briefing and stretching exercises, experiencing some of CN's safety culture, a core value of the company. Meeting with CN Operations and Management teams, they learned about rail operations and the different job opportunities CN offers, from conductors and engineers to track positions, and rode a locomotive around the yard. Later, CN presented a brief overview of its operations, how it powers the North American economy and its Indigenous Reconciliation Action Plan. Throughout the day, students were able to ask questions in a safe and supportive environment. "It was amazing to see how

a big company like CN works and to hear about the different careers, internships and programs that help students gain real experience. CN showed me that there are so many career opportunities out there," says student Taezen Dehenny.

Many departments at CN collaborated to organize a safe and informative day for the students. Robert Wells, Officer, Training and Development at CN, stepped up to help lead the tour. "I remember what it was like to need some direction in life and thought I could share some of my own story with the group and show support," says Robert, who was invited by OYEP to attend its closing ceremonies in Whitecourt, AB. "We connected on many different levels; I learned a lot and was moved by the experience. I hope the students are inspired to consider some great career options at CN for their future."

**"This offered a great opportunity to witness CN operations firsthand and connect with industry professionals who were eager to share their experience and knowledge. We are grateful for CN's continued financial support and commitment to creating meaningful engagement opportunities."**

– Sadie Reid

OYEP Western, Program Manager

**1,110 from 190+ communities**

The number of students who have participated in OYEP since 2000.



Redpass, BC

## A commitment to Indigenous inclusion and growth

Strengthening reconciliation through workforce participation is a cornerstone of our journey towards reconciliation. It takes a clear plan to get us there, with a goal to increase the representation and long-term success of Indigenous people at CN.

This year, the company developed a multi-year Indigenous Employment Strategy to attract, hire and retain Indigenous talent, as well as provide robust support for their career advancement within CN in Canada. The strategy identifies priority areas with specific actions, informed by a comprehensive review of the Indigenous employee life cycle, from Indigenous-specific recruitment to increased training and retention programs designed to foster growth and opportunity.

## Priority areas for success

CN's Indigenous Employment Strategy is built around five key priority areas:

1. Create a culturally safe and engaging workplace. Foster an environment where Indigenous employees feel respected, included and supported.
2. Build inclusive talent policies and practices. Ensure fairness and accessibility across recruitment, onboarding, development and advancement.
3. Partner with Indigenous employees, communities and organizations. Collaborate to remove systemic barriers and co-create opportunities.
4. Raise awareness to drive engagement. Build understanding and commitment across CN to support reconciliation and empower stakeholders to implement the strategy.
5. Measure progress and ensure accountability. Track outcomes, inform decisions and drive continuous improvement.





To bring these priorities to life, the strategy includes specific actions such as enhancing CN's Internship Program to attract Indigenous students and graduates, and enhancing CN's Cultural Awareness Training for all employees with refreshed content that also embeds Indigenous voices through compelling story-telling videos.

CN strives to be an employer of choice for Indigenous job seekers, candidates and employees. Our Indigenous Employment Strategy supports Indigenous peoples in experiencing a barrier-free journey from recruitment through career development, helping them realize a successful career with us.

**“Our commitment to Indigenous reconciliation is not just about opening doors—it’s about creating an environment where Indigenous voices are valued and heard. Through the Indigenous Employment Strategy, we aim to unlock potential, foster innovation, and build a stronger CN together.”**

– **Josée Girard**

CN Senior Vice-President and  
Chief Human Resources Officer



# Pillar 3

## Economic Reconciliation

### Commitment

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



#	Action Item	Target	Timeline	Progress	(Year ended December 31, 2025)
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	Progress	(Year ended December 31, 2025)
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		40 meetings with Indigenous suppliers and 3 events held to share CN's procurement process.
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		



# Pillar 3

## Economic Reconciliation

(continued)

### Commitment

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

#	Action Item	Target	Timeline	Progress	(Year ended December 31, 2025)
1	Communicate expectations related to Indigenous procurement with CN's supplier community.	Indigenous procurement goals and expectations communicated to Tier 1 suppliers.	2025		



Initial phase



In Progress



Well Underway



Completed



# Pillar 3

## Economic Reconciliation Stories

### Solidifying Indigenous inclusion

As part of CN's commitment toward reconciliation in Canada, CN is committed to expanding opportunities for Indigenous businesses by increasing participation in our supply chain, from railway construction and facilities maintenance to any business that can support CN in its operations.

By prioritizing Indigenous-owned suppliers, when all requirements are met and the offer is competitive, CN ensures that economic reconciliation is woven into the foundation of its growth strategy, creating sustainable and mutually beneficial partnerships.

This year, CN took steps to ensure its procurement strategy supports verifiable Indigenous businesses. The company retained the trusted advisory services of Mokwateh, an Indigenous-led consulting firm, to conduct a review of vendors on CN's Indigenous supplier list. The goal was to engage businesses to better understand their ownership structure and how they aligned with traditional ownership definitions.



### A model for the future

The insights gathered from the initiative will help CN more easily verify Indigenous ownership moving forward, ensuring Indigenous procurement efforts are genuinely benefitting Indigenous communities.

"We now have a best practice approach for conducting a meaningful verification of an Indigenous business that is rooted in respect, openness and engagement, empowering CN to advance its Indigenous procurement efforts," says Milud Rahim, Senior Specialist, Sustainable Procurement at CN.

**"As an Indigenous business, Mokwateh deeply values our work with CN to implement your Indigenous Reconciliation Action Plan, a vital piece of which is enhancing a procurement strategy that creates meaningful, verifiable economic benefit for Indigenous suppliers."**

**– Patrick W. Watson**

Director, Economic Development Mokwateh

**At least  
51%**

**Owned, controlled and actively managed by Indigenous people to be considered and Indigenous business by CN.**





## Coming together for economic reconciliation

In April 2025, CN was proud to be a major sponsor of “Valuing Reconciliation in Global Markets”, Canada’s largest Indigenous Economic Conference held in Toronto, ON. The event was hosted by The First Nations Major Projects Coalition (FNMPC), and brought together 1,700 leaders from Indigenous nations, industry, government and the financial sector to focus on Indigenous leadership, investment partnerships and the role of First Nations in shaping Canada’s economic future amid global uncertainty.

A highlight of the conference was a fireside chat featuring CN’s President and CEO, Tracy Robinson, in conversation with FNMPC CEO, Mark Podlasly, during which they discussed CN’s commitment to Indigenous economic reconciliation, one of the five key pillars of CN’s Indigenous Reconciliation Action Plan. Tracy reinforced her belief that reconciliation is the key to unlock value for Indigenous communities and market participants alike and that prosperity will come to those who invest in building stronger relationship with these communities. As Canada seeks to diversify its trading partnerships, companies that recognize and support Indigenous economic participation will be at the forefront of a more inclusive, sustainable, and competitive economy.



## Encouraging Indigenous-led business

Members of CN’s Indigenous Relations and Procurement teams were on site at the CN booth, looking for opportunities to expand the scope of targeted goods and services CN procures from Indigenous-owned businesses. A quick scan of a QR-code allowed interested parties to automatically join CN’s Indigenous supplier database to be considered for upcoming possibilities. “The Conference was an invaluable occasion to share information about CN with prospective suppliers and to explore how we can build stronger partnerships with Indigenous entrepreneurs,” says Grace Miller-Dorrance, Manager, Sustainable Procurement at CN.

**“Indigenous communities have become key partners in advancing more sustainable and inclusive transportation and infrastructure projects. Their insights on environmental stewardship, land management, and community engagement have positively influenced how projects are developed and operated. This collaboration also fosters innovation, builds mutually beneficial relationships, and enhances value for rights-holders and stakeholders alike.”**

**– Tracy Robinson**  
President and CEO, CN



# Pillar 4

## Community Engagement and Relationships

### Commitment

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

#	Action Item	Target	Timeline	Progress	(Year ended December 31, 2025)
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	Progress	(Year ended December 31, 2025)
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		Completed eventhough it was planned for 2026 : <a href="https://cn.ca/indigenous-relations">cn.ca/indigenous-relations</a>
2	Regularly update the webpage based on community feedback and technological advancements.	Implementation of at least five significant updates or improvements.	2027		





# Pillar 4

## Community Engagement and Relationships

(continued)

### Commitment

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

#	Action Item	Target	Timeline	Progress	(Year ended December 31, 2025)
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		



Initial phase



In Progress



Well Underway



Completed



**Commitment**

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

#	Action Item	Target	Timeline	Progress	(Year ended December 31, 2025)
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 an annually thereafter	●	





# Pillar 4

## Community Engagement and Relationships Stories

### Keeping Indigenous communities safe

Fire can ravage a community in short order – especially if it’s in a remote area with few resources. The need for life-saving equipment and emergency response training is especially acute in Indigenous communities where CN is responding with much needed support.

In the past 2 years, we have increased our involvement in keeping communities safe with half a million dollars in financial donations for fire prevention, in-kind donations, as well as first responder training.

Winnipeg-based Steven Santelli, Indigenous Relations Manager, has been central to CN’s partnership efforts with key organizations to make a difference. Steven has been working with Firefighters Without Borders (FWB) Canada and Kidde Canada for donations of used safety equipment and new smoke detectors to communities in need.

### Vital equipment gets a new life

“With CN’s distribution network coverage, resources and contacts, and the fact that the team is always on the road meeting with communities, we can help alleviate the logistical hurdles to help distribute the donations,” says Steven. Steven has also reached out to fire departments across the country to source donated boots, bunker gear and other equipment. Stations have been eager to help give the gear a new, vital life rather than having it end up in a landfill.



Long Plain First Nation, MB.

**“The contribution made by CN has made a significant difference in continuing to mitigate our exposure to structure fires. These devices will save a lot more lives now and into the future and our entire community would like to thank you.”**

**– Wyatt Arcand**

Fire Chief Alexander First Nation, AB

“In our first few weeks, we filled one 40-foot intermodal container full of PPE, boots, hardhats, nozzle hoses and more, that went from Ontario to Northern Saskatchewan.” Rescue and hazmat gear and ropes and a hazmat shower were also delivered to a fire station in Vancouver to help an Indigenous community prepare for the start of the 2025 wildfire season. Working together with a CN supplier, Steven has personally delivered shipments of smoke detectors to nine communities in Alberta, Saskatchewan and Manitoba.

“The collaboration from inside CN and our suppliers who have given generously of their time, money or labour has been fantastic. It is gratifying to be able to uphold CN’s commitment to safety and contribute to protecting communities.”

**2,500**

The number of smoke detectors donated to First Nations communities in 2025.



# 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	Progress	(Year ended December 31, 2025)
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		Completed ahead of 2027: New spill response training held at MacYard, Ontario in Oct 2025 with Indigenous participation.

**Commitment**

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

#	Action Item	Target	Timeline	Progress	(Year ended December 31, 2025)
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	●	



# Pillar 5

## Environmental Stewardship, Safety and Sustainability

(continued)

### Commitment

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

#	Action Item	Target	Timeline	Progress	(Year ended December 31, 2025)
1	Integrate the IRAP commitments into CN's sustainability reporting.	Successfully integrate the IRAP commitments.	2025		IRAP commitments integrated in CN's data supplement, as well as in CN's sustainability report : <ul style="list-style-type: none"> <li>• <a href="#">2024 Data Supplement</a></li> <li>• <a href="#">Delivering Responsibly</a></li> </ul>
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		



Initial phase



In Progress



Well Underway



Completed



# Pillar 5

## Environmental Stewardship, Safety and Sustainability Stories

### More than just a drill

For nearly a decade, CN has been working with First Nations, local governments, emergency responders, and regulators to deliver annual emergency preparedness and spill response exercises in different areas of B.C. These hands-on trainings strengthen relationships and create space for shared learning rooted in transparency and trust.

This year, CN partnered with Ts'il Kaz Koh First Nation (Burns Lake Band), a Wet'suwet'en community and the nearby Lake Babine First Nation located in the heart of northern B.C. The region forms part of some of Canada's largest and most important watersheds, including the Fraser and Skeena systems. These waterways sustain local ecosystems, support families and communities, and connect the traditional territories of many Indigenous nations.

The 2025 exercise brought together CN's environmental and emergency response teams, Ts'il Kaz Koh leadership and Lake Babine guardians, local firefighters and first responders, and provincial and federal regulatory partners. Together, they practiced coordinated response strategies, tested specialized equipment, and reviewed real-world scenarios designed to protect the community's drinking-water wells, lakes, and surrounding river systems.

For the Ts'il Kaz Koh and Lake Babine communities, the opportunity to participate directly in planning and response builds confidence and reinforces their role as stewards of their traditional territory. For CN, it deepens the relationship with a community whose knowledge of the land guides every decision.

**25%**

The percentage increase in spill exercises CN has conducted in the last 4 years.

**"This gathers everybody together; we can brainstorm, we can see how we can work better together, meeting people in person, making great connections."**

**– Rick Dobbs**

Coordinator Capital Infrastructure  
& Major Projects Ts'il Kaz Koh First Nation

### Expanding training and engagement

CN is committed to building on the success of spill response exercises in B.C. by expanding the drills to other parts of the country. This year, the company conducted a second drill in Ontario. The evacuation and fire response simulation of a chemical spill took place at CN's new bulk fuelling terminal in MacMillan



Yard in collaboration with federal and provincial environmental agencies, and emergency response managers from CN. Chief Cheryl Hill of the Six Nations of the Grand River participated virtually in the desktop portion of the simulation, designed to allow participants to connect, share expertise, understand each other's roles and plan collaboratively for the unexpected.

"These drills help us prepare and offset impacts together should an incident ever occur and restore our shared environment." says Aaron Stadnyk, Director, Environment at CN.





## Helping to protect resources on traditional lands

CN recognizes the vital importance of fisheries and aquatic resources to Indigenous communities. We support the long-standing inherent rights of Indigenous communities to protect and sustain fish populations and habitat in their traditional territories.

The Skeena River is the second-longest river in British Columbia. Since ancient times, the Skeena has been an important transportation artery. The river and its basin sustain a wide variety of fish species, which are key food sources for many communities.

In late 2024, CN was approached by the Skeena Fisheries Commission and the Gitksan Watershed Authorities, both of which foster conservation and management of fish and fish habitats, about the potential to complete a fish passage restoration project at Waterfall Creek, to enhance salmon habitat in the Skeena River watershed. The fish passage issue occurred at a stream crossing on an old access road to CN's Bulkley Subdivision in northern B.C. Studies showed that the existing culvert at the crossing was considered to impede fish passage to upstream habitats. Restoration of this site is a step towards improving juvenile habitat availability in an urban stream with complex restoration needs.

## Upholding fisheries resources

Protecting biodiversity is an important part of CN's sustainability objectives. We have a broad range of programs in place to preserve and restore habitat and ecosystems close to our railway tracks, including projects to improve or restore fish passage.

CN Engineering, Environment and Indigenous Relations had meetings with the Skeena Fisheries Commission and their partners who identified a suitable fish passage restoration strategy for the site. Collectively, we determined that removing the culvert was the best course of action. After CN confirmed the acceptability of the plan, we helped the organizations obtain the work permit to conduct work partly on CN property and waived the permit fee. The CN Environment and Indigenous Relations teams each provided \$10,000 in funding towards the project completion, which took place in September 2025

"We were honoured to support the Skeena Fisheries Commission and the Gitksan Watershed Authorities in their critically important efforts to protect the Skeena's fisheries resources, and we look forward to future collaborations," says Karla Graf, Manager, Indigenous Relations, CN Western Region. "Projects like this in the Skeena watershed promote food security and sustain a vital cultural resource for future generations."



# Moving Forward

As we reflect on the first year of the IRAP, we are encouraged by the progress made, yet mindful that reconciliation is a long-term journey that requires humility, listening, and ongoing effort. This inaugural year has provided valuable lessons and insights that will guide us as we strive to deepen relationships and improve our approach.

Looking ahead to 2026, some of our priorities will focus on deepening cultural understanding within CN, strengthening relationships, and creating economic opportunities for Indigenous communities and businesses. Key initiatives include the rollout of a new national cultural awareness training program, complemented by regional and departmental modules to ensure employees can integrate this knowledge into their work and better understand the communities they serve. We will also enhance communication of CN's planned projects, providing

clearer information on geography and business opportunities to support Indigenous participation in our supply chain.

To advance employment and representation, we will enhance CN's internship program to attract Indigenous graduates and students, with a goal of reaching 5% Indigenous representation in 2026. Additionally, we will work on creating a legacy space at CN's new headquarters, a symbol of respect and partnership.

We recognize that reconciliation is not a checklist but a shared commitment that evolves over time. CN will continue to listen, learn, and adapt, working alongside Indigenous communities and partners to ensure our actions lead to meaningful and lasting outcomes. Together, we move forward with humility and determination toward a more inclusive and sustainable future.





Back Cover: Sharing, AB  
Above: Jasper, AB



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