



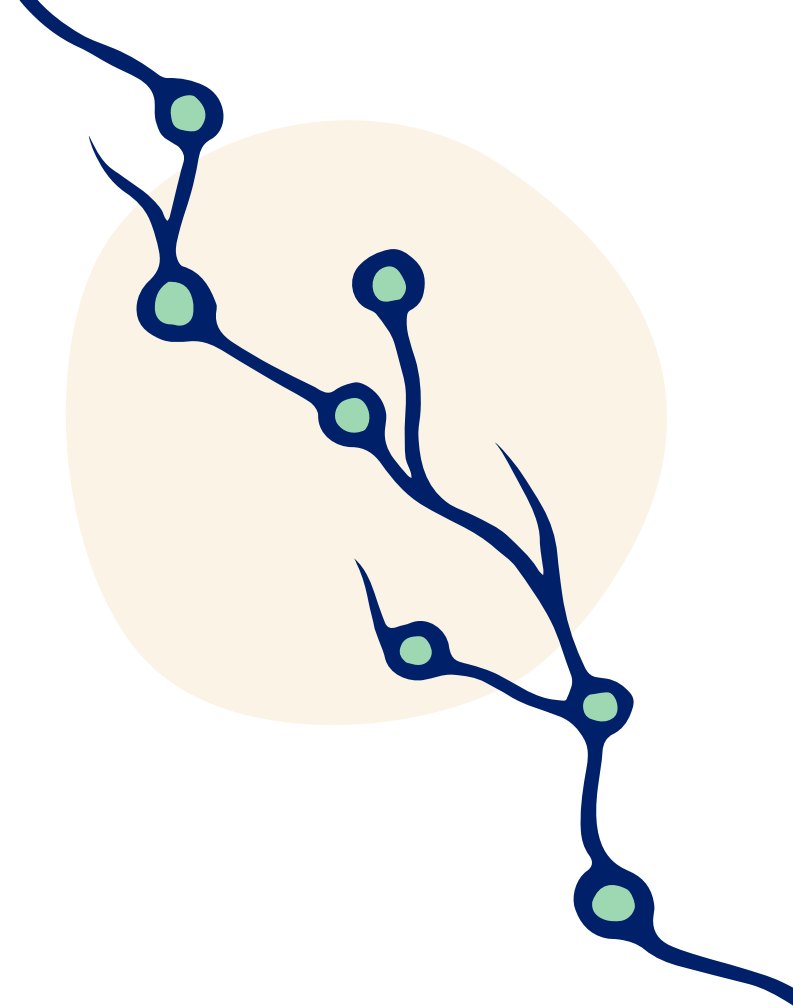
Reconciliation Action Plan

2022 - 2023



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Land Acknowledgement

Much of the work we do at Briteweb in empowering and supporting purpose-led organizations occurs on the traditional lands of many nations including the xwməθkwəy̓əm (Musqueam), Skwxwú7mesh (Squamish), sə́ilwətaʔt̓ (Tsleil-Waututh), Mississaugas of the Credit, the Anishinaabeg, the Haudenosaunee and the Wendat people which are now home to many diverse First Nations, Inuit and Métis peoples.

As a fully remote team, land acknowledgements allow us to engage in ongoing reconciliation by reflecting on individual physical spaces as part of a predominantly virtual shared experience.

We acknowledge reconciliation is work and we are ready to do our part. We also know these efforts are part of ongoing conversations and therefore as we learn, so does our internal review of our approach. We encourage our team, clients, and partners to take time to learn about the lands they are currently on as part of an active effort to centre reconciliation.

Introduction



As a leading social impact agency, part of Briteweb's purpose and mission is founded in a commitment to community and social justice. Part of this path includes being a more inclusive organization and doing our part to rebuild relationships founded on trust with Indigenous communities across Turtle Island.

In establishing our commitments, we need to be deliberate and clear in how we intend to measure our efforts so as to ensure accountability between

now and the end of 2023. This plan is only the start – it will evolve as we continue to learn, adjust and report back on our progress and offer a foundation for ongoing commitment and planning in the future.

We hope others will join us.

A handwritten signature in white ink that reads "Rachel Segal".

Rachel Segal
Managing Director

As we engage in a national and global conversation concerning our historic and present-day relationship with Indigenous Peoples, acknowledging the suffering and lasting damage that colonial and postcolonial policies have caused is our focus. As an agency, we seek to learn from, and reckon with, this relationship in order to create an organization that is more inclusive, trustworthy and more accountable to Indigenous Peoples.

Acknowledging the ongoing and intergenerational trauma suffered is the only way to meaningfully engage with Indigenous Peoples, learn from our shared history, and allow us to define a collaborative future rooted in understanding and mutual respect.



Geoffrey Daniel
Director of Strategy

What we create every day at Briteweb is never just a matter of pixels – it's ultimately about building a more just society. As we seek to live out our values, we must reflect on our own privileges and biases. Like many settlers on Turtle Island, my formation in the field of design has leaned toward Eurocentric aesthetics and colonial approaches to the creative process. With this Reconciliation Action Plan, I commit to nurturing pathways for Indigenous knowledge and creative expressions, and to elevating Indigenous practices of design and communication.

I hope this work might become a stepping stone towards an ever-increasing decolonization of visual culture. It will be a long journey, so let's start moving forward.



Jay Wall
Principal Creative Director

Rhonda di waayu (*My name is Rhonda*) and I am Tshimsian First Nation. My family and I are members of the Metlakatla Band located on our traditional lands in the Pacific Northwest Coast of BC. I have not always had the knowledge to make this introduction. Along with the countless other Indigenous people in Canada, I did not grow up knowing my heritage and culture. My mother was among the Indigenous children taken from their families in the 1960's called the sixties scoop.

I have worked at Briteweb now for over 8 years. I have witnessed the transformation of this organization to ensure inclusiveness for all genders and ethnicities. Today I am honoured to work for a company that is not only a culturally safe place, but has actively participated in supporting my gathering of knowledge and teachings of my people. True commitments to my Indigenous identity journey. In order to have Reconciliation, there needs to be Truth. The acknowledgement of the genocide and

the injustices that happened across Canada to Indigenous peoples is the start of a path forward. The work we are doing within the Reconciliation Action Plan is our commitment to better relationships and improve Indigenous participation with Briteweb teams.

Briteweb has implemented specific Indigenous training and teachings for every person that works in the organization, along with ongoing education opportunities. To be proud of one's workplace, the foundations come from not only the work being done, but the company culture and effort put in for Equity, Diversity & Inclusion. Briteweb is among the top employers that has made this a priority and it shows! T'oyaxsut 'Nuun (*Thank You*) Briteweb.



Rhonda Friesen
Director of Finance


Overview

The principles outlined below will guide systemic improvements, team activities and individual journeys towards reconciliation at Briteweb. Rather than prescribe a linear, top-down approach, we will concentrate on activities that embed reconciliation principles into existing agency activities and ensure accountability in achieving tangible outcomes within each action.

The goal is to make reconciliation a natural part of how Briteweb operates and what Briteweb is.

Our plan covers three tenets of reconciliation:

- 1. Cultural awareness training for staff and contractors**
- 2. Support of Indigenous community development**
- 3. Creating Indigenous employment and educational opportunities**



We recognize that individuals are at different places along the path. We also recognize that their progress can be guided, influenced and supported by how our organization operates, the activities we prioritize and the values we uphold.

Policy Statement




Briteweb recognizes the need for a continuous commitment to reconciliation efforts across our organization to promote, encourage and expand broader and more equitable inclusion, treatment and recognition of Indigenous systems, cultures and perspectives across the creative, communications and technology sectors. The status quo has systematically failed Indigenous professionals across each sector, with barriers to entry and a lack of opportunity for emerging talent to be uplifted through skills development, employment and healing.

Accordingly, we commit to changing the status quo and advancing reconciliation between Indigenous and non-Indigenous people. We will support reconciliation initiatives in creative, technology and communications sectors through our actions - both internal and external - and in our provision of strategic services. We will seek to use our influence to affect positive change towards true reconciliation. We will move beyond sentiments and commit to measurable actions in our plan.

We will work collaboratively with Indigenous Peoples and the communication and technology professions to support the advancement of the Truth and Reconciliation Commission's Calls to Action, which will be informed by the following¹:

¹From the Truth and Reconciliation Commission of Canada Report, [*What We Have Learned: Principles of Truth and Reconciliation*](#)



**“...a process
of healing of
relationships that
requires public truth
sharing, apology, and
commemoration”**

- 1.** The *United Nations Declaration on the Rights of Indigenous Peoples* is the framework for reconciliation at all levels and across all sections of Canadian society.
- 2.** First Nations, Inuit, and Métis Peoples, as the original Peoples of this country and as self-determining Peoples, have Treaty, constitutional, and human rights that must be recognized and respected.
- 3.** Reconciliation is a process of healing of relationships that requires public truth sharing, apology, and commemoration that acknowledges and addresses past harms.
- 4.** Reconciliation requires constructive action on addressing the ongoing legacies of colonialism that have had destructive impacts on Indigenous Peoples’ education, cultures and languages, health, child welfare, the administration of justice, and economic opportunities and prosperity.
- 5.** Reconciliation must create a more equitable and inclusive society by closing the gaps in social, health, and economic outcomes that exist between Indigenous and non-Indigenous Canadians.

6. All Canadians, as Treaty Peoples, share responsibility for establishing and maintaining mutually respectful relationships.
7. The perspectives and understanding of Indigenous Elders and Traditional Knowledge Keepers of the ethics, concepts, and practices of reconciliation are vital to long-term reconciliation.
8. Supporting Indigenous Peoples' cultural revitalization and integrating Indigenous knowledge systems, oral histories, laws, protocols, and connections to the land into the reconciliation process are essential.
9. Reconciliation requires political will, joint leadership, trust building, accountability, and transparency, as well as a substantial investment of resources.
10. Reconciliation requires sustained public education and dialogue, including youth engagement, about the history and legacy of residential schools, Treaties, and Aboriginal rights, as well as the historical and contemporary contributions of Indigenous Peoples to Canadian society.

“Reconciliation requires political will, joint leadership, trust building, accountability, and transparency, as well as a substantial investment of resources.”

Vision

Briteweb's Reconciliation Action Plan represents our individual commitments to creating respectful relationships and meaningful contributions and opportunities for Indigenous Peoples. However, we are only one small part of a much more pervasive responsibility across Canada to redress the legacy of residential schools and advance the process of reconciliation.


In 2015, The Truth and Reconciliation Commission made their [final report](#) on the history and lasting impacts, including pervasive intergenerational trauma, of the residential school system. This was set into motion on the heels of the [UN Declaration on the Rights of Indigenous Peoples](#). It's been six years since the report was released and since then the progress made across the country and within individual industries has not always been consistent. There's never been a more important time to not only acknowledge the country-wide responsibility to consistent progress aligned with the 94 calls to action but to hold ourselves at Briteweb accountable for ensuring that meaningful progress and contributions can be made by our organization.

To date, there has not been a regulating body, national organization or licensing arm that has systematically outlined how to best address reconciliation within the context of creative

design and technology services. In the absence of formal statements or guidelines, it has been even more imperative for us at Briteweb to spend time conducting research and rigorously evaluating where and how we can create the most lasting impact.

In our research, we have consulted the [Design Justice Network](#) and spent significant time analyzing and evaluating how we need to [decolonize our approach to design](#) and arm our entire team with more resources, training and awareness building so that they are prepared to participate actively and meaningfully as we implement specific actions. The primer released by The Future Skills Centre on [Incorporating Indigenous Cultures & Realities into STEM](#) will also be pivotal training material as we extend our actions into development with new programs intended to be planned for in future iterations of this plan.

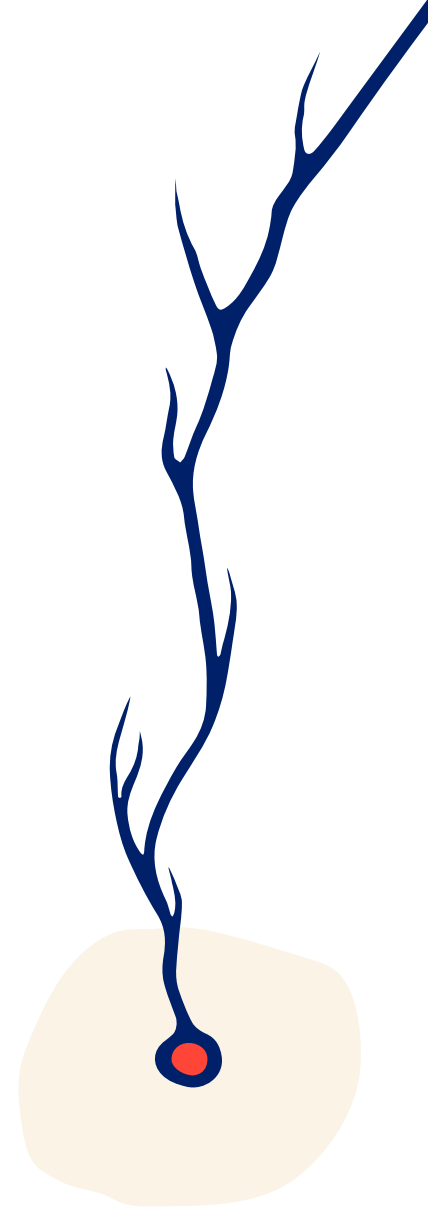
Much of the work we do at Briteweb carries meaning and social impact that can often — and repeatedly — intersect with the lived experiences of our team in different ways. We attract and cultivate a culture of empathy, caring and consider ourselves 'people-first'. And yet the values we hold as intrinsic to who we are and the type of organization we want to be ring hollow if dedicated, measurable attention and action is not taken toward contributing to the broader reckoning within Briteweb and beyond.



“There’s never been a more important time to not only acknowledge the country-wide responsibility to consistent progress aligned with the 94 calls to action, but to hold ourselves at Briteweb accountable for ensuring that meaningful progress and contributions can be made by our organization.”

Where We Are Today

This resulted in a preliminary framework for approaching our reconciliation responsibilities in early 2021. We started with baseline awareness and education across the organization before proceeding further with formalized goals. Future efforts also include a dedicated look at how our systems, processes and approaches to work can be decolonized and adopt Indigenous wise practices to create a more inclusive environment for Indigenous hires and client partnerships.



The five focus areas for this interim period included:



1. Educate

The internal team needs an initial immersion in **intercultural cultural safety** with subsequent learning opportunities prioritized and planned throughout the year.

2. Evaluate

The delivery team needs to spend time considering **specific circumstances or common approaches in our work** that may need to be revisited for a greater degree of inclusion and engagement.



3. Integrate

Once these initial opportunities are documented and areas in the process are noted for improvement, this needs to be codified in both specific steps and **codified wise practices**.

4. Recruit

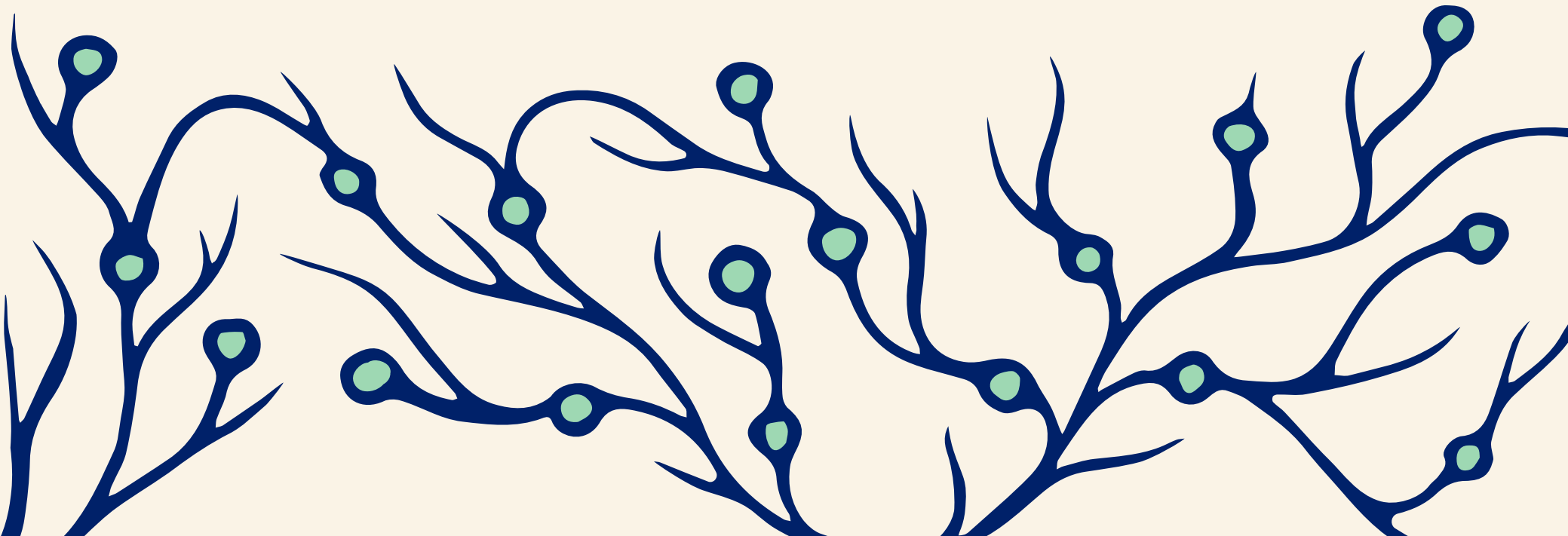
Our team of full-time and contract resources need to be expanded to be more representative of the work we intend to do and the client communities we can effectively serve, creating an **increased opportunity for Indigenous creative and project management voices**.

5. Outreach

As organic opportunities emerge and come to fruition successfully, Briteweb will be in a position to **proactively promote our mission and services** with authenticity.

"This plan is only the start – it will evolve as we continue to learn, adjust and report back on our progress and offer a foundation for ongoing commitment and planning in the future."

– Rachel Segal, Managing Director



Platform

Part of establishing our long-term plan for reconciliation at Briteweb will involve establishing a framework that can serve as a foundation and resource for future iterations of our Reconciliation Action Plan.

March 2022: Collaborator map

Briteweb team (full-time and contract), Indigenous & non-Indigenous clients, interns and partner organizations.

- What experiences do we want them to have as a result of our reconciliation efforts?
- What corresponding personal outcomes exist for each group (e.g. perception change, tangible benefit?)
- How are we uniquely positioned to deliver collaborator experiences and/or meet these expectations?
- How will Briteweb deploy communications, actions, behaviours, initiatives and language to support its reconciliation goals?
- How does this support and relate to Briteweb's company values?
- Who could influence support of our efforts? Partner experts, industry leaders, networks, media and client communities?

June 2022: Experience audit

Determine corresponding personal outcomes for each collaborator group, even if it's a perception change or tangible understanding/benefit.

- What experiences do we want them to have as a result of our reconciliation efforts?



December 2022: Implementation plan

How Briteweb will deploy symbols (communications, resources, documentation, actions, behaviours, initiatives, language) to support our reconciliation goals.

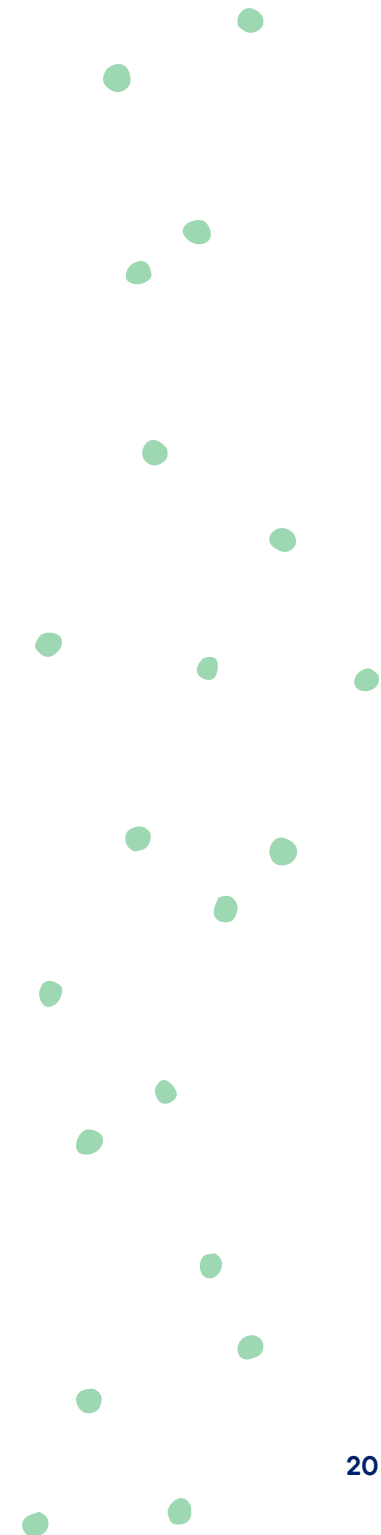
- How are we uniquely positioned to deliver collaborator and partner experiences and/or meet expectations?



Strategy & Activation

Each strategy corresponds to a series of actions, timelines and expected outcomes.

- 1.** Cultural awareness training for staff and contractors
- 2.** Support of Indigenous community development
- 3.** Creating Indigenous employment and educational opportunities



1. Cultural awareness training for staff and contractors

Action	Provide Basic Knowledge of Indigenous Peoples to Full-Time Team	Host Indigenous Lens Session Series
Responsibility	Leadership Team	People & Culture
Timeline	April 2021	June 2021 through November 2021
Goal	Completion of full-day immersion course on Indigenous Awareness and Indigenous Relations.	Invite various Indigenous voices to speak with the Briteweb team, sharing their experiences, perspectives and wise practices.

Action	Introduce the 2022 - 2023 Briteweb Reconciliation Action Plan	Implement Required Indigenous Awareness Training for Onboarding	Provide Quarterly Land Acknowledgement Workshops for Team Members
Responsibility	Leadership Team	Leadership Team	People & Culture
Timeline	November 2021	Ongoing	January 2022 - Ongoing
Goal	Introduce the RAP principles to the Briteweb team at the November 2021 All Hands Meeting.	For new hires joining Briteweb, add required Indigenous Awareness Training materials and modules to support in the initial education efforts as the team expands over time.	Offer guided workshops every quarter for team members interested in adding their own land acknowledgement to their signature to do so in a personalized, informed and meaningful way.

Action	Provide Training on the TRC Report and Calls to Action	Internal Benchmark Survey	Formalize policies and guidance to be constructive active bystanders
Responsibility	Leadership Team	People & Culture	People & Culture
Timeline	February 2022	March 2022	April 2022
Goal	Expand the team's understanding of the TRC Report and Calls to Action.	Benchmark where individuals are at in their reconciliation journey, generate ideas to support meaningful progress, and identify potential resistance or hesitation so we can plan to address it.	To educate and inform our team members at all levels on how they can positively contribute to psychological safety and security of Indigenous team members internally and when engaging with clients.

Action

Provide Additional Training on Negotiation, Recruitment & Retention

Annual Reconciliation Survey

Responsibility

Leadership Team

EDI Working Group

Timeline

September 2022

February 2023

Goal

Expand the understanding of business negotiation and employment recruitment and retention among the leadership team and managers.

Follow-up survey to annually evaluate where individuals are at in their reconciliation journey, generate ideas to support meaningful progress, and identify potential resistance or hesitation so we can plan to address it.



2. Support of Indigenous community development

Action	Prefer Indigenous businesses and suppliers where available	Host Briteweb Retreat 2022 at an Indigenous owned location	Display art by Indigenous artists
Responsibility	Operations, People & Culture	Leadership Team	Operations
Timeline	Ongoing	September 2022	December 2021
Goal	To support Indigenous businesses whenever possible.	To support Indigenous businesses when hosting Briteweb events.	To support Indigenous artists and share Indigenous artwork with members of the Briteweb team and our clients.

3. Creating Indigenous employment and educational opportunities

Action	Take positive actions to recruit and retain Indigenous employees	Provide mentorship for Indigenous graphic designers and design students	Project management apprenticeship program
Responsibility	Leadership Team, People & Culture	Leadership Team	Delivery Leadership
Timeline	Ongoing	Fall 2022 & 2023	Winter 2023
Goal	To increase the number of Indigenous employees and to provide opportunities for Indigenous interns.	To seek out and provide mentorship to Indigenous graphic designers and design students to help them to advance within the practice of graphic design.	To seek out and provide mentorship to Indigenous administrative and early career business professionals looking to specialize in project management and gain experience in the field.

About the designer

Mariah Meawasige is an Anishinaabekwe of Serpent River First Nation, a member of the bear clan, and is of mixed settler ancestry including Polish and Scottish. She was born and raised along the northern shores of Lake Huron but currently resides in Southern Ontario where she runs a small freelance design business, [Makoose](#). Her practice is within the worlds of graphic design and illustration but specializes in identity and story-centered design.

“Reconciliation is a multi-faceted, complex, and cumulative effort. With these initiatives as seeds, the Briteweb community is building toward a culture of reconciliation with a foundation firmly in justice, recognition, and growth. The visuals for Briteweb’s 2022-2023 Reconciliation Action Plan were developed with these commitments in mind and centre on the idea that change cannot take place without actionable steps toward it.”

— **Mariah Meawasige**



