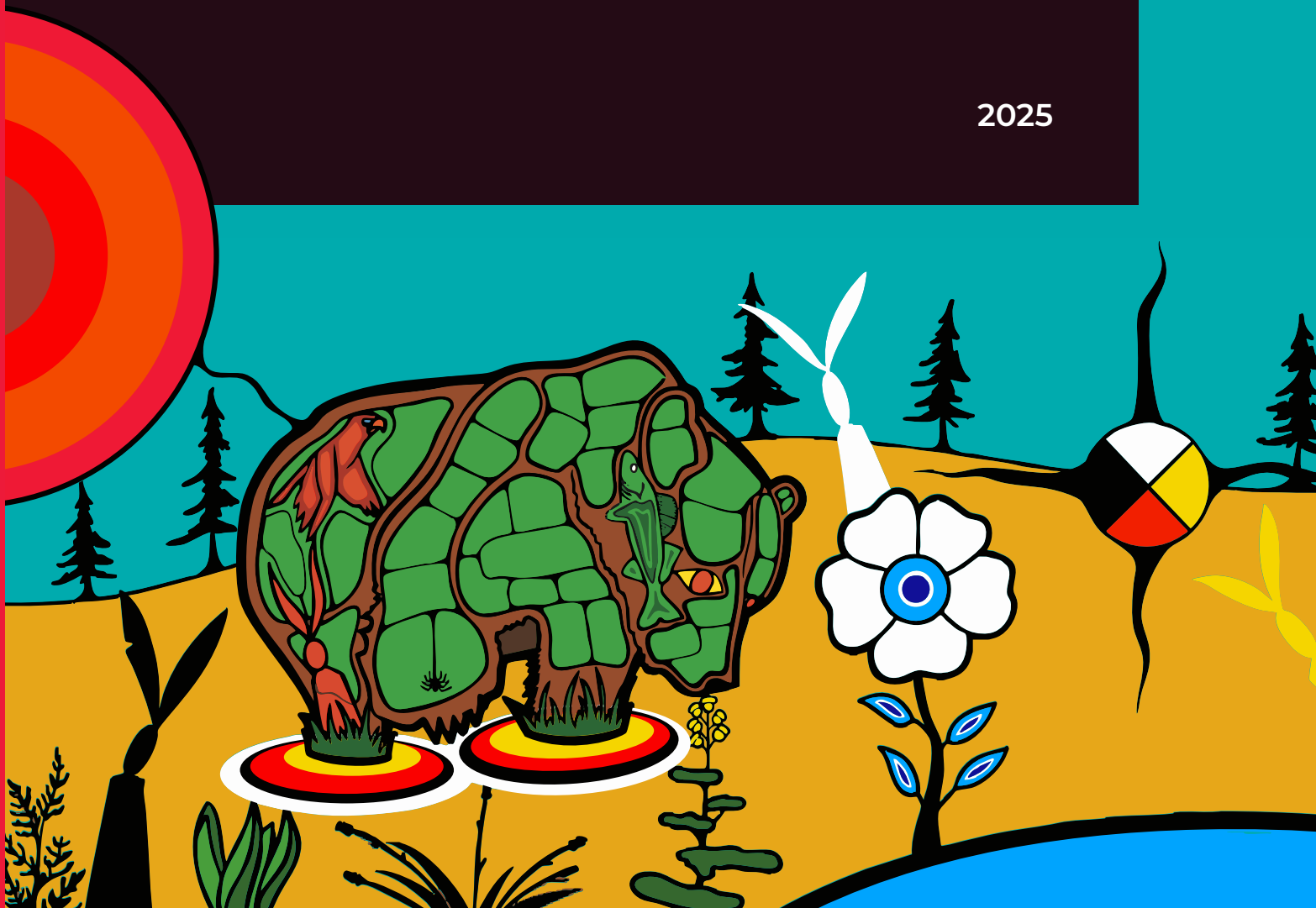


Ontario Teachers' Indigenous Action Plan

2025



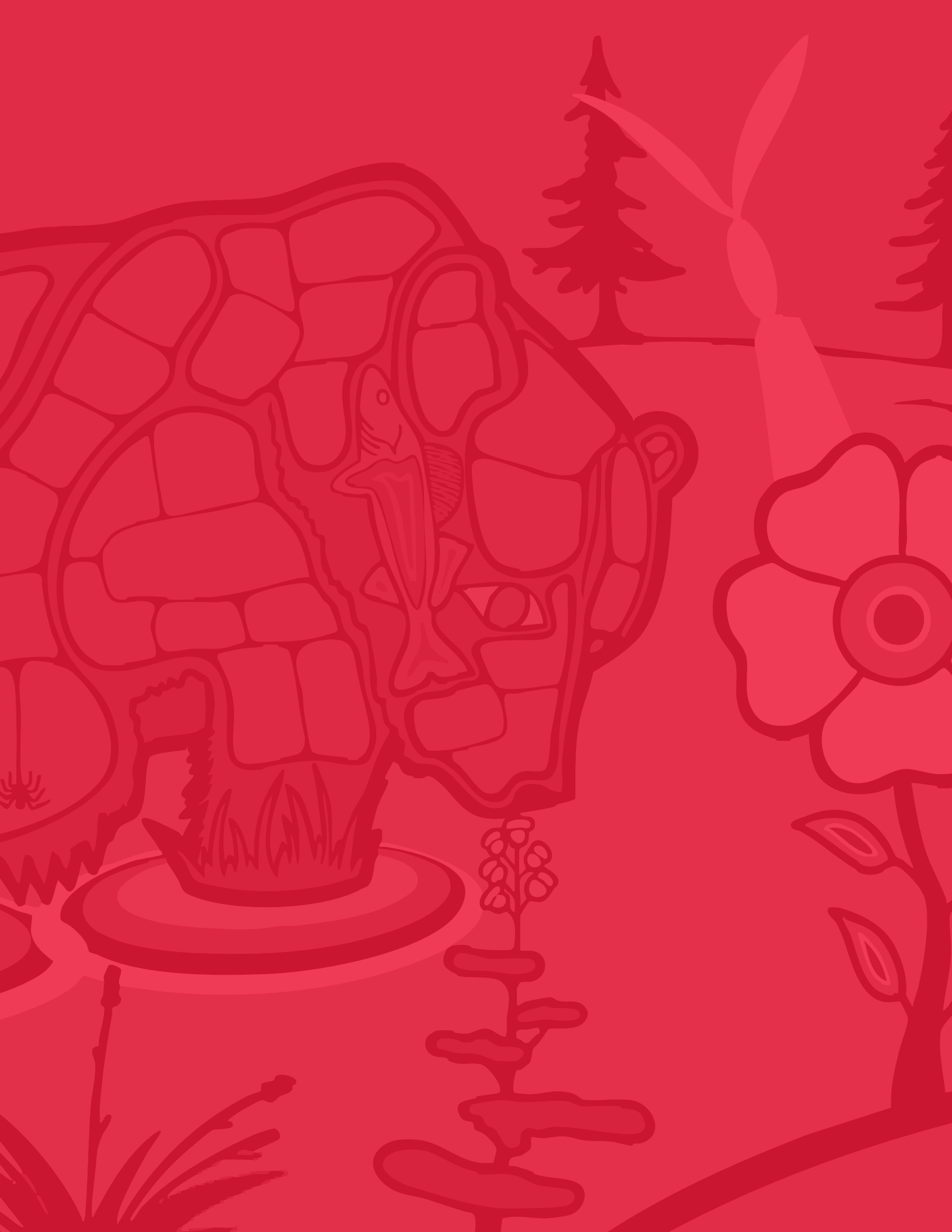


Table of Contents

01

Land
Acknowledgement

02

About the artist
and the art

03

About us

04

A message from our
Executive Sponsor

05

Our path

06

Our pillars

07

Commitments
and stories

08

Our path forward

09

Special thanks

Land Acknowledgement

We acknowledge Indigenous Peoples as the original stewards of the lands on which we operate.

For thousands of years, Turtle Island, what we now also know as North America, has been the traditional territory of many Nations. In particular, our head office is located on Treaty 13 territory in the City of Toronto, which is the traditional territory of many Nations, including the Mississaugas of the Credit, the Anishinaabeg, the Chippewa, the Haudenosaunee, and the Wendat peoples.

We also recognize and honour the lands on which we operate beyond Turtle Island, where we are grateful to live and work, which are still the home to many Indigenous Peoples.

We respect the Treaties that were made on these territories, we acknowledge the harms and mistakes of the past, and we dedicate ourselves to move forward in partnership with Indigenous communities in a spirit of reconciliation and collaboration.



What Land Acknowledgements mean for us

Land Acknowledgements are not just statements. They are a starting point for education, reflection, and meaningful action toward reconciliation. Land Acknowledgments are an important way for individuals and organizations to recognize the traditional territories of Indigenous Peoples and affirm their ongoing presence, rights, and contributions. More specifically, they:



Currently, we provide our employees with a Land Acknowledgement which can be used in meetings and presentations. As part of the commitments outlined in this Action Plan, we will build on this resource and develop a Land Acknowledgement Guide to ensure our people understand Treaty History and the purpose and significance of a Land Acknowledgement. The Land Acknowledgement Guide will also support employees in drafting their own thoughtful and authentic Land Acknowledgement.

Read more on page 17.



RECOGNIZE INDIGENOUS HISTORIES AND RIGHTS

They honour the long-standing relationships Indigenous Peoples have with the land and acknowledge the impacts of colonization.



DEMONSTRATE INTENTIONALITY AND ACCOUNTABILITY

They show a commitment to reconciliation and the responsibility to support Indigenous inclusion, equity, and self-determination.



FOSTER AWARENESS AND DIALOGUE

They encourage us to engage in conversations about Indigenous history, culture, and current realities.



ALIGN WITH TRUTH AND RECONCILIATION EFFORTS

They respond to the Truth and Reconciliation Commission (TRC) Calls to Action, particularly those related to education, business, and reconciliation in the workplace.

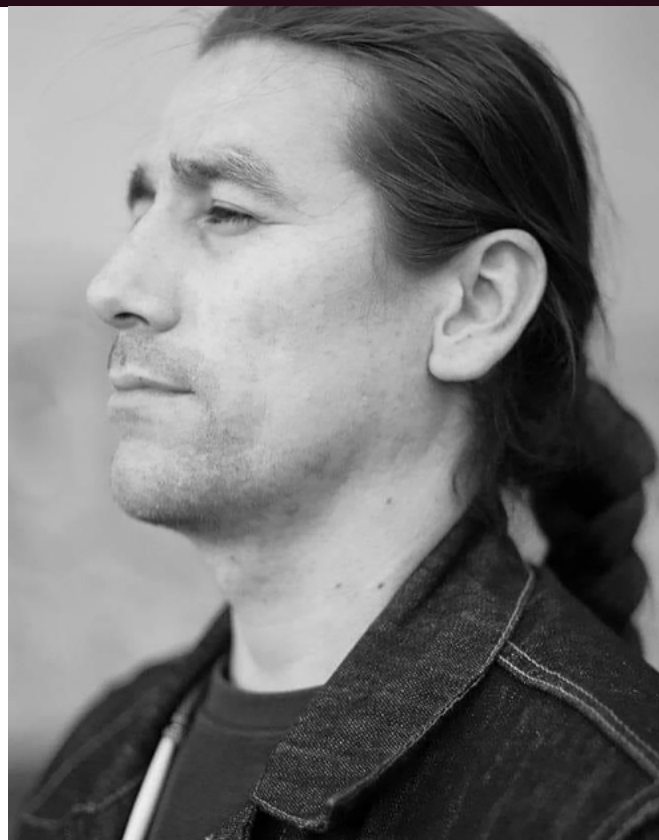
About the artist and the art

Que Rock, who is also known by his Anishinaabe name Manidoo Nemeen or “Spirit Dancing”, is a talented artist and member of Nipissing First Nation and the Mai’ingan-doodem (Wolf Clan).

Currently based in Toronto, Que Rock’s work is influenced by graffiti mixed with the woodland art style and can be seen in many locations across Toronto, including Billy Bishop Airport, Sunnybrook Hospital, and Ontario Teachers’ Toronto office Legacy Space, in partnership with the Gord Downie & Chanie Wenjack Fund.

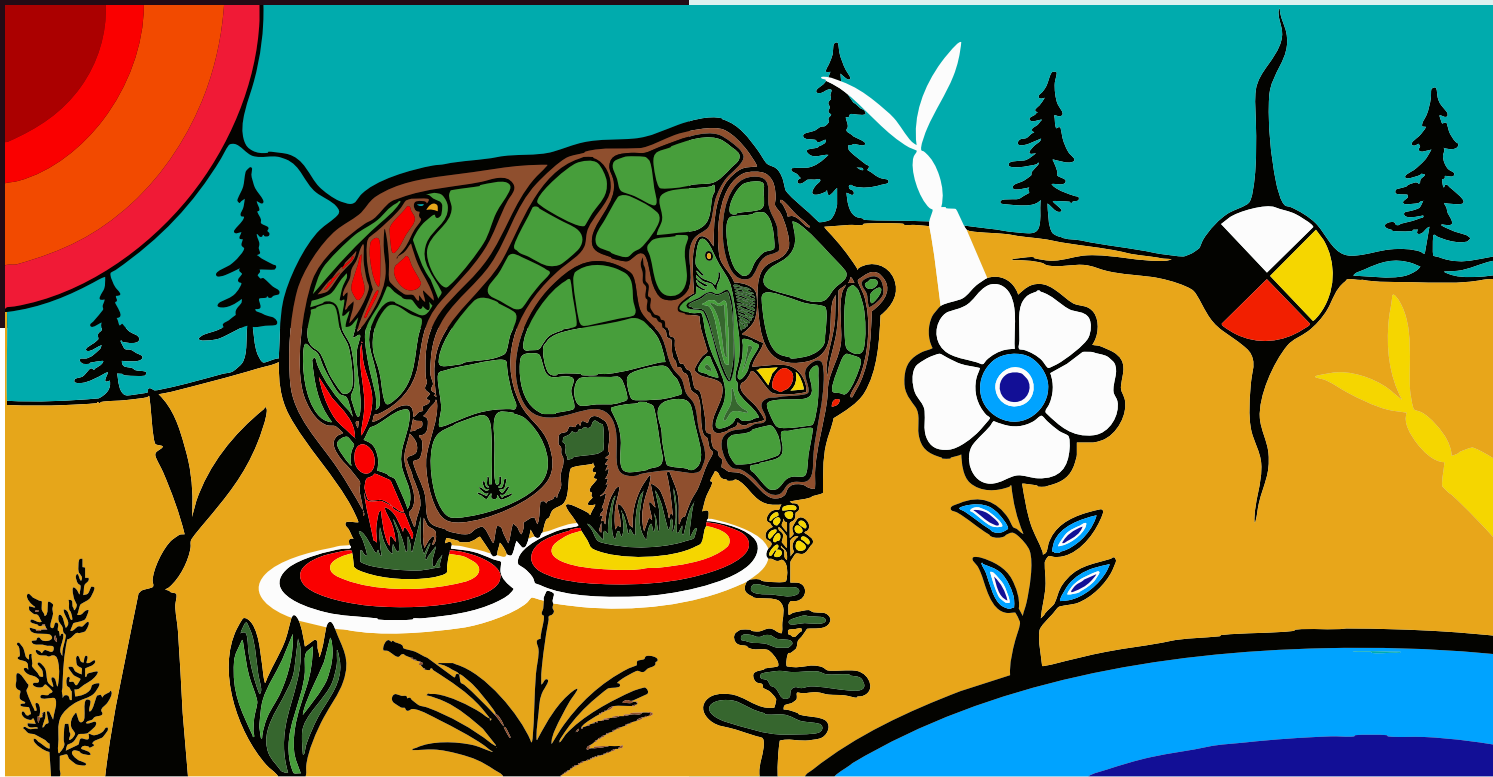
The artwork throughout this document is described by Que Rock as a visual representation of the teaching used in his culture called mino-bimaadiziwin, which translates to “the good life”. Mino-bimaadiziwin describes how we all should strive to live a life that is based on the value system of the Seven Grandfather Teachings.

The artwork is very intentional and based out of sacred geometry, patterns, and numbers. It is layered in Anishinaabe teachings including the medicine wheel, the Creation story, the Six Nations Peace Treaty story, and the Seven Grandfather Teachings.



The medicine wheel is one of the oldest educational tools in Que Rock’s culture and is represented through the circle with the four quadrants. The medicine wheel has over 60,000 layers, and one of the layers represented in this piece by the four sacred medicines includes cedar, sage, sweetgrass, and tobacco.

The Creation Story is represented through the characters that have what look like rabbit ears and represent some of Winona’s (the first Anishinaabe kwe) many children, Nanabozho and Mākwa.



Nanabozho and M̀̀kwa were both human, but M̀̀kwa requested the Creator change him and was given a pelt cloak that would never come off. With that cloak, M̀̀kwa turned into a bear, and is why M̀̀kwa represents the Bear Nation. Of note, the Bear Nation is the only nation that communicates with those represented in the Six Nations Treaty story, including the plant, insect, bird, fish, animal, and human nations, all of which are seen in this artwork.

Depicted inside the bear are stones, which all of the above symbols were originally painted on. Que Rock uses the stones to connect the modern woodland art style with where the original teachings come from.

The Seven Grandfather teachings are a representation of the Anishinaabe value system and reflected through the sun in this piece. Each ring in the sun is a representation of a different value including wisdom, love, respect, humility, honesty, courage and truth.

Ontario Teachers' is grateful to Que Rock for not only sharing his culture through his artwork in both our Legacy Space and our Indigenous Action Plan, but also sharing his experiences, language, and wisdom through our many conversations to develop the artwork.

About us



We are a global, independent investor that invests across a range of sectors to help deliver retirement security for **343,000 working teachers and retired teachers.**

We are committed to making an impact as an investor, owner and employer as we believe this is aligned to creating long-term value. Our Indigenous Action Plan connects to our commitment of pursuing and measuring the impact we can have through our service to members, investment, operational and employee-led community giving activities.

Core to this work is our focus on drawing strength from diversity of background and thought because we believe it improves decision making and leads to better outcomes. At Ontario Teachers', we are committed to building an inclusive workplace where our talent is respected, accepted, and empowered to be themselves and we are committed to applying equity in our processes and programs to promote fair outcomes for every individual.

The spirit of these ambitions is reflected in our efforts to connect with and build stronger relationships with Indigenous Peoples across Turtle Island and around the world.

Our Indigenous Action Plan builds on a strong foundation of education, awareness-raising and relationship building with Indigenous Peoples here at Ontario Teachers' thanks to the passion and commitment of our people and our leadership. We recognize our important role in advancing Indigenous inclusion in Canada and around the world and our Indigenous Action Plan ensures we are meaningfully and intentionally supporting those advancements.



An opportunity to advance Indigenous reconciliation

We believe we have an opportunity as a Canadian pension administrator, investor and employer to play a constructive role in advancing Indigenous reconciliation.

We also acknowledge that in the past we have not done enough as an organization to understand the challenges faced by Indigenous communities. In particular, through our role as the largest single-profession pension plan administrator in Canada, we see an opportunity to do more to ensure that Indigenous employers are

supported with information and access to Ontario Teachers' staff if they wish to become designated employers under the Ontario Teachers' Pension Plan.

As a plan serving schoolteachers, a key tenet of our Indigenous Action Plan is to continue to understand and address issues related to access to information about the Plan and service for Indigenous Plan members, with the goal of improving understanding of the Plan.

In creating this Indigenous Action Plan (IAP), we are seeking to **build meaningful, authentic, and trusted relationships** with Indigenous organizations, businesses and communities, and demonstrate accountability for leveling the playing field for Indigenous Peoples by:



Formalizing our commitment to employee education and awareness across our organization



Improving how we attract and support talent from Indigenous communities



Embedding inclusion efforts across our organizational culture, benefits, policies, and processes



Identifying opportunities to support capacity building for, and demonstrating active allyship with, Indigenous communities

As a pension plan, our focus on long term value aligns with our vision for Indigenous partnerships, ensuring that our efforts today will yield benefits for generations to come.

Our efforts are aligned with the Truth and Reconciliation Commission (TRC) Calls to Action in Canada, and the UN Declaration on the Rights of Indigenous Peoples (UNDRIP) internationally, to ensure that the voices and rights of Indigenous communities are respected and upheld within our organization and beyond.

“Our Indigenous Action Plan formalizes our long-term commitment to Indigenous Inclusion and Truth and Reconciliation — grounded in the Seventh Generation Principle and built on a foundation of education, awareness, and relationship-building — planting a seed of change today that I am proud to see grow for generations to come.”



Michael Cherny,
Director, Sustainable Investing

A message from our Executive Sponsor

Our Indigenous Action Plan is a pivotal step in our ongoing journey towards reconciliation and Indigenous inclusion. At Ontario Teachers', we recognize the importance of fostering meaningful relationships with Indigenous communities.

This is not just a document; it is a commitment to action. It reflects our dedication to advancing respect towards and recognition of the rich diversity of Indigenous cultures and traditions.

Our Indigenous Action Plan outlines our enterprise approach, which builds on our foundational activities already underway. It was developed with extensive collaboration with Indigenous communities, Rights Holders, and other stakeholders.

We understand that reconciliation is a continuous process that requires genuine effort, transparency, and collaboration, and that our commitments represent one step forward on a long path ahead. We are dedicated to delivering on our initial commitments in that spirit of partnership, trust, and learning.

I am grateful to our employees, including our Indigenous Action Plan Steering Committee, and others who provided guidance and feedback, as well as to external contributors and advisors including Creative Fire, the Indigenous Peoples from our partner organizations, as well as Plan members and international advocates for Indigenous rights. Thank you for your engagement and commitment to advancing this important work.

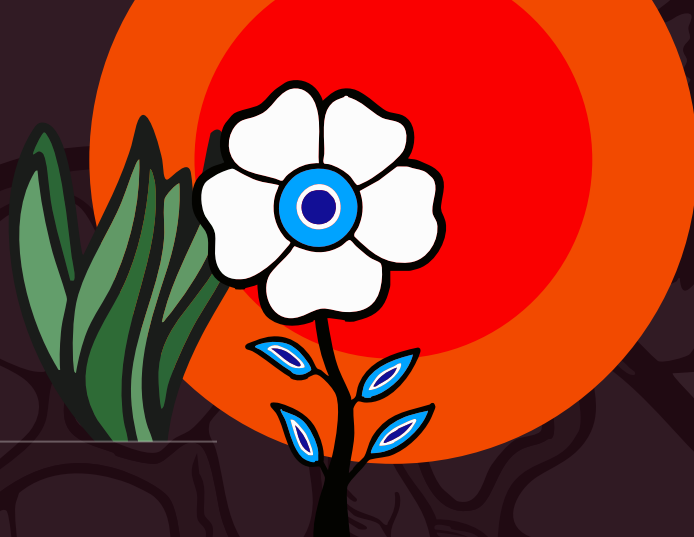
Together, we can create a future that recognizes the past and supports reconciliation with Indigenous Peoples.



Sharon Chilcott

Chief of Staff, CEO Office
Executive Sponsor,
Indigenous Action Plan

Our path



Over the past several years at Ontario Teachers', we have been building a foundation of awareness and education around the true history of Indigenous Peoples, and Truth and Reconciliation, in Canada.

One of the most critical steps in creating our Indigenous Action Plan involved conducting an extensive review of our strengths and gaps in relation to Indigenous inclusion and reconciliation. We partnered with **Creative Fire**, an Indigenous-owned consulting firm, to facilitate and guide the development of the strategy. Our review covered four dimensions: governance, culture, community, and investments.



CREATIVE FIRE

ENGAGING STAKEHOLDERS AND RIGHTS HOLDERS

To gather feedback, perspectives and expectations on our reconciliation journey, we held:

Five engagement sessions with 50 staff members from different teams, levels, and locations within Ontario Teachers'.

Five engagement sessions with external Indigenous participants, such as inclusion partners, plan members, leaders from Indigenous organizations, and international advocates.

We gained feedback and input from these sessions and identified specific opportunities to progress reconciliation as an organization, ensuring that we reflected the diverse voices of internal and external participants in the process.

We also formed a steering committee to oversee and guide the development of our Indigenous Action Plan. The IAP Steering Committee consists of senior leaders from diverse functions across the organization, as well as representatives from Creative Fire. The IAP Steering Committee met regularly to review progress and provide strategic direction, as well as participate in immersive learning on reconciliation.

Our Indigenous Action Plan outlines 17 commitments to Indigenous inclusion, as we work to build stronger relationships between Indigenous and non-Indigenous peoples, and to drive advancements in reconciliation in our capacity as an employer, as a pension administrator, and as an investor.

OUR GUIDING PRINCIPLES



Authentic and approached with humility



Informed by Indigenous communities



Meaningful, impactful and achievable



Forward-looking and a long-term commitment



Transparency through measurable outcomes/progress



Developed with a mindset of empathy and allyship



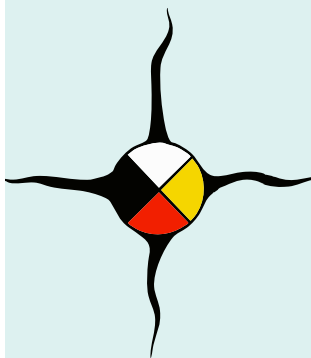
Responding to Calls to Action (Canada) while remaining Globally relevant

Our pillars

Our commitments are categorized into the following four pillars, aligned to existing internal areas of focus to make a positive impact, and in support of our mission to deliver retirement security to our members.

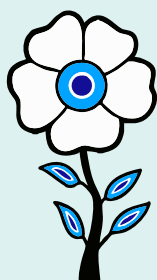
01

**EDUCATION
AND
AWARENESS**



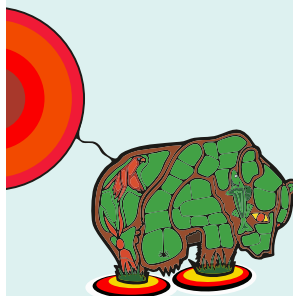
02

**TALENT
ACQUISITION**



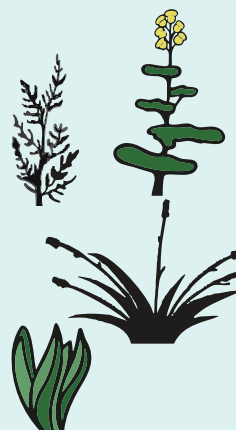
03

**EVERYDAY
INCLUSION**



04

IMPACT



We have outlined additional details and our measures of progress in the pages that follow.

Indigenous Action Plan (IAP) Framework

The framework is aligned with our Global DEI Strategy pillars and Indigenous Inclusion goals.

INDIGENOUS ACTION PLAN

PILLARS	Education and Awareness	Talent Acquisition	Everyday Inclusion	Impact
	Communications	Talent Acquisition Strategies	Indigenous Perspectives	Employee Volunteerism and Giving
	Legacy Space and Learning	Internships and Early Talent Program	Policies and Processes	Global Investor Influence
	Leadership Actions	Experienced Hires	Employee Wellbeing	Member Services
DIMENSIONS			Organization Culture	Supplier Diversity

Education and Awareness



DIMENSION	COMMITMENT	TIMELINE	MEASURE OF PROGRESS
Communications	Develop a Land Acknowledgement (LA) Guide, with the support of and in partnership with Indigenous Peoples, to increase employees' understanding of the purpose and significance of a LA as well as Treaty history and provide a resource that empowers employees to draft their own.	2026	Land Acknowledgement guidance document developed and leveraged by staff (e.g. conducting meetings, presentations, and public reporting), with access/usage tracked.
Communications	Develop and promote an Indigenous style guide to provide as an employee resource when developing content for Indigenous audiences (e.g., members, employees, partners, etc.) to respectfully represent Indigenous perspectives in formal communications (e.g., information guides and emails for members, employers, etc.) through guidance on language, terminology, visual assets, and platforms.	2026	Indigenous style guide developed and leveraged by staff for all audiences (internal and external), Indigenous and non-Indigenous, with access/usage tracked.
Legacy Space and Learning	Update the DEI Education Strategy to develop stronger competency and understanding of the lived experiences of Indigenous Peoples amongst all non-Indigenous OTPP employees, and articulate ongoing learning as an expectation for all current and new employees.	2026	DEI Education Strategy revised to include dedicated efforts for Indigenous cultural awareness training through content libraries and participation tracking, embedding Indigenous examples and learnings into existing training modules and leveraging the Legacy Space as an educational resource for employees.
Leadership Actions	Offer cultural awareness trainings for OTPP Board Members that supports education and engagement activities to deepen knowledge and understanding of Indigenous Relations and Reconciliation opportunities specific to OTPP's operating context as a global investor, plan administrator, and employer.	2026	4 Seasons of Reconciliation training is included in the revamped board orientation program and offered to existing board members.
Leadership Actions	Provide opportunities and support for culturally immersive learning and engagement/relationship building through attendance at Indigenous-led conferences, events facilitated by Indigenous leaders, and events to connect with Indigenous leaders in the financial sector and/or from communities served by OTPP. These initiatives will aim to build relationships across OTPP with Indigenous Peoples and identify where OTPP has an opportunity to support improved outcomes for Indigenous Peoples, members, and employees in the spirit of reciprocity.	2027	Identify opportunities for engagement/relationship building and proactive/intentional engagement in those opportunities.

STORIES

Our Legacy Space

In partnership with the Gord Downie & Chanie Wenjack Fund

Legacy Spaces are designated areas that facilitate conversations and learning about Indigenous history and reconciliation in a safe, welcoming environment.

We are proud to have created a Legacy Space in our downtown Toronto office, in partnership with the Gord Downie & Chanie Wenjack Fund, as part of their Legacy Spaces program. Here, conversations and education about the land we call Canada, and our collective journey towards reconciliation, are encouraged and supported.

By participating in the Legacy Spaces program, we are committed to serving as an ambassador of the Downie Wenjack Fund, and to educating those who come into the Legacy Space about the story of Chanie Wenjack, the residential school system and the true history of Indigenous Peoples in Canada.

Our multi-year partnership with the Gord Downie & Chanie Wenjack Fund began in 2023, and we are grateful for the support, resources, and training opportunities that empower our employees year-round.

“Legacy Spaces are more than physical locations – they are platforms for meaningful dialogue about the true history of Canada and our collective journey toward reconciliation. By dedicating a space within their organization to learn, reflect, and engage with Indigenous histories and perspectives, Ontario Teachers’ Pension Plan is honouring the past and helping to strengthen relationships between Indigenous and non-Indigenous peoples. The work being done by Ontario Teachers’ Pension Plan demonstrates how organizations can actively engage with the Truth and Reconciliation Commission’s Calls to Action and advance reconciliation within our workplaces and communities.”



Sarah Midanik,
President & CEO,
Gord Downie & Chanie
Wenjack Fund

Learn more about [Legacy Spaces Program](#) from the [Gord Downie & Chanie Wenjack Fund](#).



Teachings of the Medicine Wheel

The layers of meaning in our Legacy Space mural

We are fortunate to have a vibrant mural as the focal point of our Legacy Space, created by the talented Anishinaabe artist and educator, Que Rock.

For Que Rock, the mural represents an opportunity to share and pass on Indigenous teachings he acquired as a young member of Nipissing First Nation and the Mai'ingan-doodem (Wolf Clan).

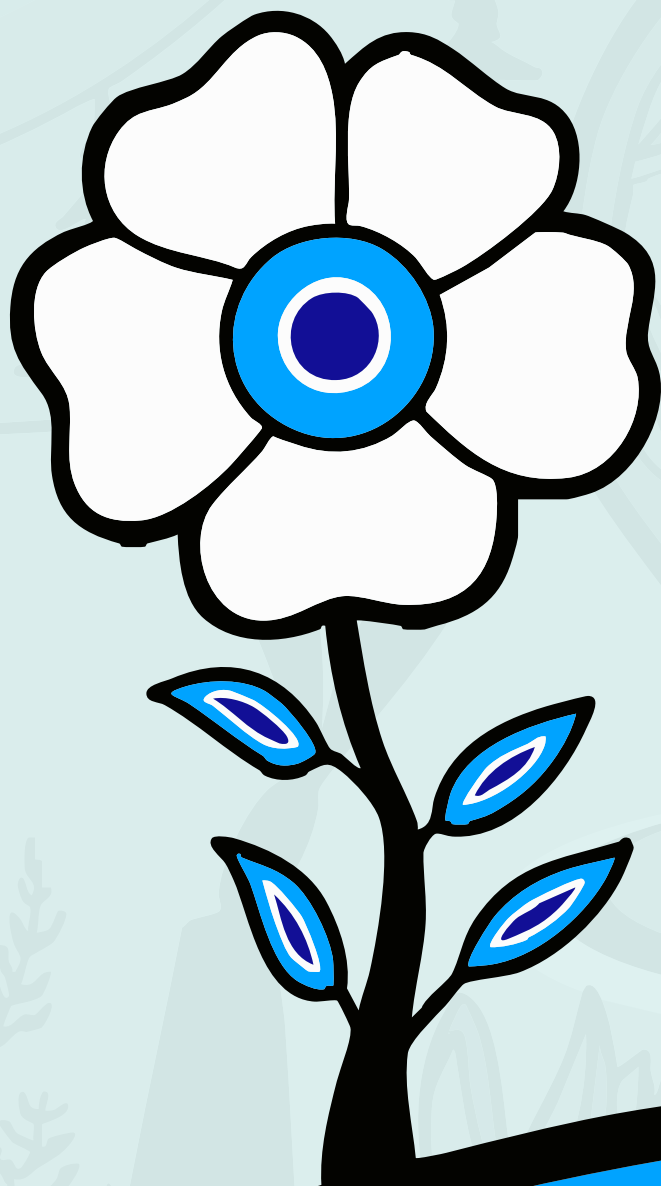
Que Rock describes Indigenous education as being rooted in art and **“observation, through understanding and learning the laws of nature and all the stories that are from our culture.”**

We invite you to learn, reflect, and appreciate the beauty and wisdom of Indigenous art and teachings as Que Rock explains the layers of meaning behind his creation in [this interview](#).

Que Rock: “I wanted to create a learning experience for the viewer. I call this Anishinaabe 101. It’s a great foundation for learning about my culture, but just the tip of the iceberg. Indigenous art is not art that’s meant for interpretation. This is educational. Everything has meaning behind it, whether it’s through sacred geometry, or symbolism.”



Talent Acquisition



Since 2023, Ontario Teachers' has proudly partnered with **Indigenous Link**, an organization dedicated to building meaningful connections with Indigenous Communities and Peoples across Canada. This partnership has enabled us to share our story with Indigenous audiences through a dedicated [Ontario Teachers' career site](#), and to amplify our connection to Indigenous Talent via featured job postings, social media campaigns, and community outreach initiatives.

Through Indigenous Link, we've also delivered training to our Talent Acquisition team to ensure we are following best practices. We are grateful for the knowledge shared, which helps guide us on how to best tell our story.



DIMENSION	COMMITMENT	TIMELINE	MEASURE OF PROGRES
Talent Acquisition Strategies	Conduct a thorough Talent Acquisition strategy review to assess and improve programs, processes, and roles that impact an Indigenous applicant's experience to support greater access to meaningful employment opportunities.	2027	Talent acquisition processes reviewed with opportunities to consider Indigenous perspectives identified and revised accordingly, targeted training delivered to the Talent Acquisition team and hiring managers and a formal feedback mechanism launched for Indigenous candidates.
Internships and Early Talent Program	Enhancing early-talent recruitment efforts through the campus recruitment strategy by creating a strategic focus area committed to working directly with Indigenous associations/ clubs/resource centres of post-secondary institutions or Indigenous-serving institutes, supported by a dedicated job responsibility.	2027	Job responsibility established for early-talent recruitment efforts with Indigenous candidates and partnership(s) established with Indigenous segments of Universities or Indigenous-serving institutes.
Experienced Hires	Enhancing mid-career recruitment efforts for experienced Indigenous professionals through a strategic focus and enhanced understanding of Indigenous inclusive hiring practices, supported by a dedicated job responsibility.	2028	Job responsibility established for experienced hire recruitment efforts with Indigenous candidates and initiatives launched to support Indigenous inclusive hiring practices (ex. partnering with Indigenous recruitment firm).

A focus on education and relationship building

Our efforts to inform Indigenous employers and members about our Plan

Our Records Management & Employer Experience team within our Member Services division focuses on providing excellent service to more than 185 education employers (participating employers, designated private schools or designated organizations).

While public school boards automatically participate in the Ontario Teachers' Pension Plan, Independent and Indigenous schools may seek to be designated by our Plan Sponsors to participate in the Plan. We work with our Plan Sponsors to support Indigenous schools to become either a designated private school or designated organization within the Plan if they wish to do so.

Over the course of many years, our team has focused on identifying its individual and operational biases, and better understanding how those biases may be impacting Indigenous communities.

We've learned from Indigenous employers about the challenges they face that can impact their ability to hire and retain qualified teachers – from limited infrastructure, technology and housing, to the risk of natural disasters.

To help ensure Indigenous employers are informed about the Plan and the benefits for them and their current and future employees, we've taken several steps to listen, learn, and improve our partnerships and relationships with Indigenous employers and communities.

"Personally, I have never felt more connected to our mission than after my visit to an on-reserve Indigenous school. As my team onboarded the Mikinaak Onigaming School into our Plan, I was deeply impacted by how highly Indigenous employers value membership in the Plan as it helps them attract qualified, seasoned teachers into this previously under-served area."



Charley Butler,
Chief Pension Officer

Our efforts in action

Our people have participated in various training sessions, such as 4 Seasons of Reconciliation and Advancing Re(al)conciliation, to learn more about the colonial history of Canada and its impacts on Indigenous Peoples.

We are also intentionally enhancing our inclusive hiring efforts to support Indigenous talent throughout the recruitment process, and are striving to raise awareness and knowledge around the pension plan with Indigenous communities.

We've delivered dedicated training on Indigenous inclusion in the recruitment process through our partner, Indigenous Link, to help support our talent acquisition teams in deepening their understanding of how to engage with Indigenous talent through an equity-based approach.

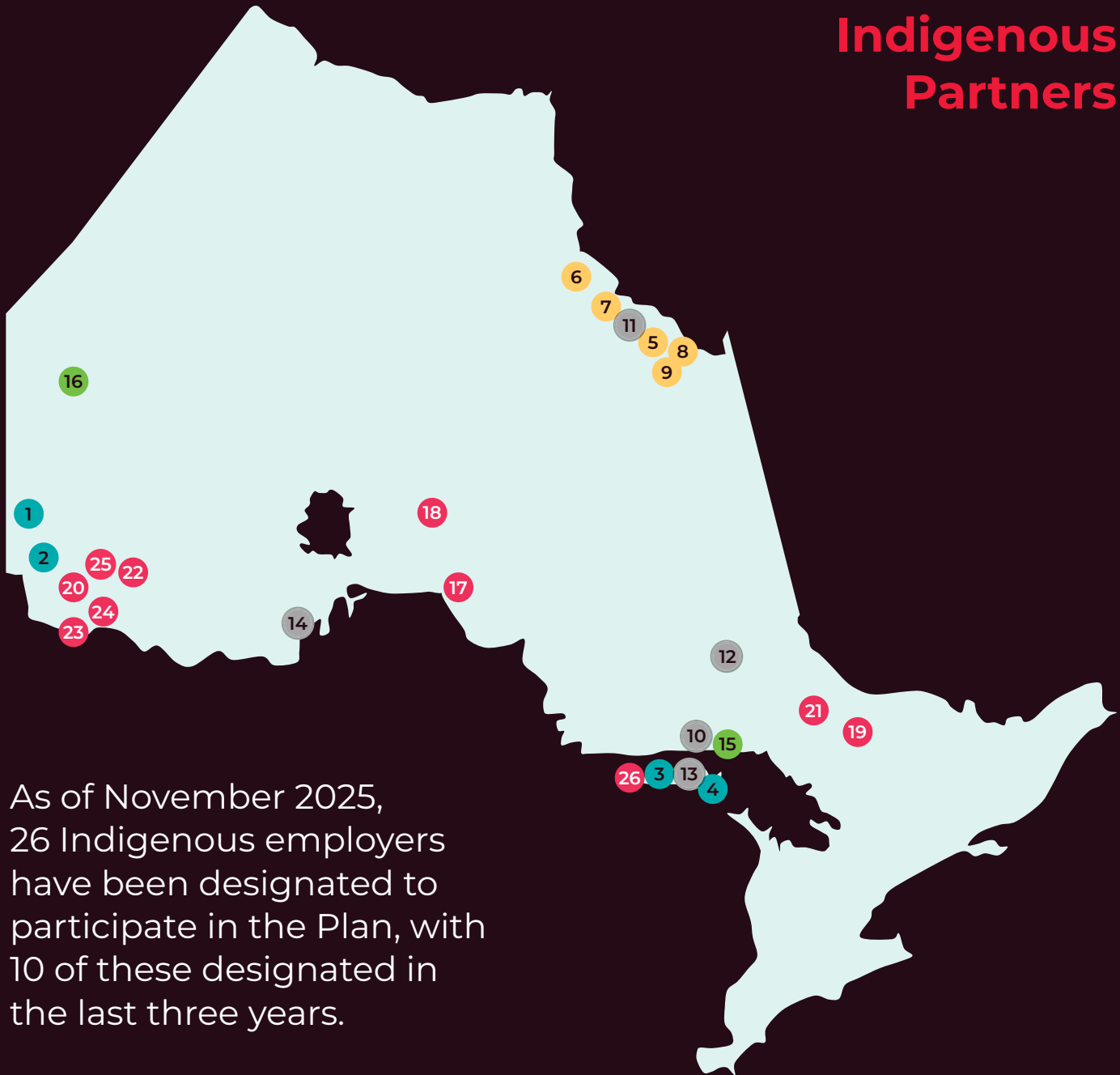
The team has also visited and engaged with Indigenous employers and members across Ontario – from Timmins to Moosonee – and supported local communities with in-person training on administering the pension plan.

As a result, the team has seen an increase in inquiries and designations from Indigenous employers, who see a benefit from joining the Plan and attracting qualified teachers.



Jo Taylor, President & CEO, with Tyler Knowles from our Member Services team recognizing National Day for Truth & Reconciliation at an employee education event.

Indigenous Partners



As of November 2025, 26 Indigenous employers have been designated to participate in the Plan, with 10 of these designated in the last three years.

1980s

- 1 BaiBomBeh Anishinaabe School
- 2 Wabaseemoong Education Authority
- 3 M'Chigeeng First Nation
- 4 Wiikwemkoong Board of Education

1990s

- 5 Mushkegowuk Council
- 6 Attawapiskat First Nation Education Authority
- 7 Hishkoonikun Education Authority
- 8 Moose Cree Education Authority
- 9 Moose Factory Island DSAB

2000s

- 10 Sagamok Anishnawbek
- 11 Mundo Peetabeck Education Authority
- 12 Mattagami First Nation Elementary School
- 13 Kenjgewin Teg Educational Institute
- 14 Keewaytinook Internet High School

2010s

- 15 Shawanosowe School
- 16 Pikangikum Education Authority

2023 - 2025

- 17 Biigtigong Nishnaabeg
- 18 First Nation Long Lake 58
- 19 Kinoomaadziwin Education Body
- 20 Seven Generations Secondary School
- 21 Nipissing Kinoomaagewin
- 22 Lac Seul Education Authority
- 23 Mikinaak Onigaming School
- 24 Migisi Sahgaigan School Board
- 25 Grassy Narrows Education Authority
- 26 St. Joseph's Anishinabek School

“Our partnership with Ontario Teachers’ is instrumental in our ability to retain and recruit our citizens to come home. It enables us to demonstrate first-hand the importance of investing in their future, and securing financial stability for them after they decide to leave the classroom. Ontario Teachers’ partnership is vital in the propagation of our society for the generations to come. I look forward to seeing where this partnership will lead, and to see all the good that will come from it, as our citizens benefit from this great investment.”



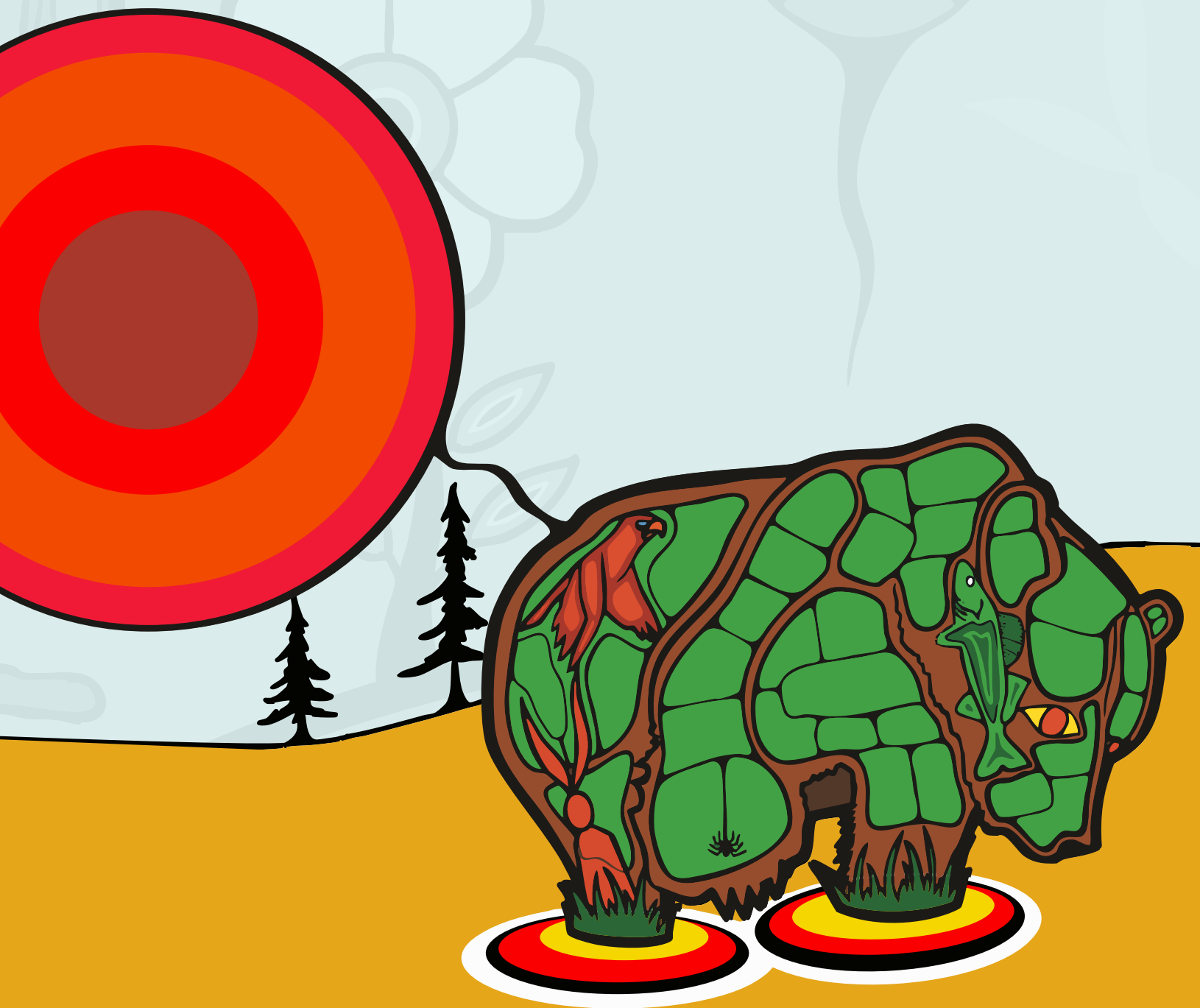
Daniel Stevens,
Director of Education,
Nipissing First Nation

“This year, I had the privilege of announcing to our teaching staff and to our community that our teachers are now enrolled in the Ontario Teachers’ Pension Plan. To me and my community, this is important for teacher retention which, at the end of the day, benefits every single one of our students in Lac Seul.”



Sylvia Davis,
Education Director,
Lac Seul First Nation

Everyday Inclusion



DIMENSION	COMMITMENT	TIMELINE	MEASURE OF PROGRESS
Indigenous Perspectives	Undertake intentional, honest, and regular dialogue with Indigenous Peoples that will guide future IAP initiatives under an iterative process. This will be achieved by creating opportunities for Indigenous members, external partners, and employees to continuously participate in ongoing relationship building activities and meaningful conversations in a centralized, consistent, and coordinated manner.	Ongoing	Conducting outreach to, and fostering relationships with, Indigenous communities including the creation of a feedback system to support collection of insights and sharing of feedback in a centralized, consistent and coordinated manner.
Organization Culture	Activate our Employee Resource Group (ERG) network's ability to celebrate Indigenous culture, support Indigenous employees and raise awareness of events, educational opportunities and sharing of resources and guidance across the organization.	Ongoing	ERGs host 2 events promoting Indigenous cultures and lived experience per year.
Policies and Processes	Review relevant policies to identify opportunities to integrate Indigenous principles and IAP initiatives such as respecting Indigenous Peoples as a segment outside of broader groups supported by DEI initiatives.	Ongoing	Policy review completed with actionable changes to incorporate Indigenous perspectives and IAP initiatives identified.
Employee Wellbeing	Review the support programs and work environment attributes that impact an Indigenous employee's experience to foster a sense of inclusion in alignment with OTPP's commitment to employee well-being.	2026	Wellbeing offerings reviewed with opportunities to update benefits programs and workspaces identified and Indigenous inclusive offerings are introduced.

Advancing Indigenous inclusion through immersive learning

Our visit to First Nations University of Canada

In June 2024, members of our Records Management & Employer Experience team, along with representatives from our IAP Steering Committee travelled to Regina, Saskatchewan for a three-day immersive learning experience at First Nations University of Canada (FNU). The university is located on the atim kê-mihkosit (Red Dog) Urban Reserve, within the Star Blanket Cree Nation and Treaty 4 Territory.

Ontario Teachers' had the opportunity to engage with members of the Indigenous community – including Elders, Knowledge Keepers, and Educators – to listen, learn, and reflect on the lived experiences of Indigenous Peoples in Canada. Through these conversations, we gained deeper insight into the systemic challenges Indigenous People continue to face in relation to employment and economic prosperity, and explored how we, both individually and as an organization, can contribute meaningfully to Indigenous reconciliation.

Our team participated in several powerful experiential learning opportunities, including a smudging ceremony and a traditional Tipi Ceremony, during which Elder Dennis and Elder Roland generously shared stories and teachings rooted in Indigenous worldviews. One of the most impactful moments was the Blanket Exercise, led by Elder Betty, which offered profound exploration of the shared history between Indigenous and non-Indigenous Peoples - from pre-contact, through treaty-making, colonization and ongoing resistance.

Each day concluded with time for reflection and discussion, as the team considered how these learnings could shape tangible actions Ontario Teachers' can take to foster greater Indigenous inclusion.



We are deeply grateful to First Nations University of Canada for their partnership and hospitality. The knowledge shared and the connections made have been instrumental in informing the development of our ongoing commitments to reconciliation.

Learn more about [First Nations University of Canada](#).



**FIRST NATIONS
UNIVERSITY
OF CANADA**



“FNU was a powerful and transformative experience that inspired me to continue my learning journey and take action on Indigenous issues. Having multiple divisions and teams represented from Ontario Teachers’ demonstrates our commitment to leading in the truth and reconciliation space as an organization. We can make a difference by listening to Indigenous voices, respecting their Rights and cultures, and supporting their initiatives and aspirations.”



Tyler Knowles,

Account Management Coordinator,
Records Management &
Employer Experience

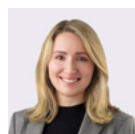
"I feel very lucky to have been through the FNU learning with the amazing Elders, and leaders in the Indigenous community. My personal commitment coming out of the FNU experience has been to do better in educating myself and my teams that deal directly with Indigenous Employers and members. And to quote The Honourable Murray Sinclair 'Education is what got us into this mess and education is key to getting us out of it.'"



Jennifer Atkinson,
Director,
Records Management and
Employer Services



"Being able to visit FNU to learn about Indigenous culture and history directly from Indigenous Peoples was a privilege. There is so much that we haven't been taught. The visit inspired me to continue my Indigenous education journey and to stay humble while doing so. I came away from our trip with profound respect for the resilience and generosity of Indigenous Peoples in Canada, as well as deeper empathy."



Brittany Trumper,
Director,
Global Investment Strategy



"Like many Canadians, I have followed the reporting over the last five years on Residential Schools, and injustices experienced by Indigenous Peoples generally, but my understanding of the challenges dating before, and after Confederation in 1867, was shallow. First Nations University gave me a different perspective on the cultural and economic challenges Indigenous Peoples have faced – and continue to experience. It is clear economic reconciliation will not be a simple journey, but it is one that is moving forward and gaining momentum."



Nick Jago,
Managing Director, Infrastructure &
Natural Resources

Marking National Day for Truth and Reconciliation

Annually on September 30, Ontario Teachers' employees commemorate National Day for Truth and Reconciliation and Orange Shirt Day. To support our individual journeys towards Truth & Reconciliation, our Multicultural@Teachers' Employee Resource Group hosts a variety of events and shared resources to facilitate our learning objectives. Throughout the month, employees also take time to listen to – and celebrate – Indigenous voices and perspectives.

In recent years, we have gathered employees to join a special virtual tour of the former Mohawk Institute Residential School, facilitated by The Woodland Cultural Centre – an institution dedicated to preserving and promoting Indigenous history and culture. Employees spent time reflecting on the painful legacy of Residential Schools, hearing about the 140-year history of the institution and stories from survivors who attended.

We have also been honoured to welcome Indigenous speakers, including Indigenous archaeologist and professor Dr. Paulette Steeves, as well as author of the economic design platform Indigenomics, Carol Anne Hilton, to support the advancement of our collective understanding of Indigenous history and ongoing challenges and opportunities.



"Our virtual tours of the former Mohawk Institute Residential School provided us with a deeper understanding of the realities and impacts of the residential school system in the land we call Canada. I am encouraged to see strong engagement from employees, who approached the tour with an open heart and a willingness to learn, recognizing the importance of reconciliation both within our organization and beyond."



Kathryn Fric,
Chief Risk Officer



Each year, employees in Toronto come together in their orange shirts for Multicultural@Teachers' sponsored events focused on sharing Indigenous resources and information, raising our collective awareness and creating the space for employees to reflect on and share their personal commitments to reconciliation.

Impact



DIMENSION	COMMITMENT	TIMELINE	MEASURE OF PROGRESS
Employee Volunteerism and Giving	Continue to offer Employee Volunteerism and Giving programs for OTPP employees to support Indigenous organizations and communities.	2026	Volunteer and employee giving platform (OTPP Cares) updated with spotlighted opportunities to support Indigenous Peoples.
Member Services	Continue to meaningfully listen to and capture feedback from Indigenous plan members on opportunities to increase the accessibility of the Plan and improve member experience through learning and relationship building.	2026	Establish MS Indigenous Center of Excellence (CoE) to support education & training, proactive engagement, resource & budget allocation and employer visits.
Member Services	Activate internal resources relating to OTPP's allyship capacity, to relay key themes raised by Indigenous schools and communities, informed by the needs of Indigenous groups working with OTPP.	2027	Conducting outreach to, and fostering relationships with, Indigenous employers and members, and launching a feedback system to support collection of insights and themes and identify opportunities to enhance services.
Supplier Diversity	Review procurement purchasing processes, policies, and strategies to encourage the development of underrepresented communities and provide equitable opportunities to Indigenous businesses.	2028	Collecting information (i.e. Indigenous ownership or employment and leadership representation) from existing and prospective vendors and publishing a list of currently engaged Indigenous businesses internally.
Global Investor Influence	Identify opportunities to build relationships with Indigenous organizations, businesses and communities to share investment priorities and objectives, and to identify opportunities for capacity building by sharing the skillsets and knowledge held by employees within the organization.	2030	Outreach and engagement plan developed to respectfully build relationships with relevant Indigenous communities and organizations. Support collaborations and connections with Indigenous groups where appropriate, in a centralized, consistent and coordinated manner.

Making an impact for Indigenous youth

As part of our approach to giving, our annual Make a Mark Days offer volunteerism opportunities for our global colleagues. To date, these activities have benefited a range of partners in Canada, including the United Way and the Native Canadian Centre of Toronto to support Indigenous youth.



Annually, employees in our Toronto office - including members of our Executive Team and Board - volunteer to make a difference for Indigenous children preparing for their first day back at school by packing backpacks.

During these Make a Mark Day events, our partners provide insight and reinforce the need, particularly within Indigenous communities, to provide quality educational supplies for children.

Thanks to our volunteers, we also include hand-made cards with inspirational messages of support in each of the backpacks.



“We cannot thank you enough for your kindness and generosity...A profound Chi Miigwech for supporting our youth and for giving their caregivers one less thing to worry about when they walk through their school doors.”

Malvern Native Child and Family Services of Toronto (NCFST) Community Council

Due to the legal framework applicable to us as a pension plan administrator, we do not contribute corporate funds via grants, scholarships or donations.

Our path forward

As we embark on this journey outlined in our Indigenous Action Plan, we recognize that our commitments represent not just a set of goals, but a roadmap for meaningful change.

This document serves as a commitment to Indigenous Peoples and communities, reflecting our dedication to fostering relationships built on trust, respect, and mutual understanding.

However, we acknowledge that this is merely the beginning; the path ahead is long and requires sustained effort, collaboration, trust, and a willingness to learn and adapt.

Our values will guide us on our path



INCLUSIVE

We are committed ensuring that diverse voices are heard and valued in every step we take.



CURIOUS

We will seek out new perspectives and insights, allowing us to deepen our understanding of Indigenous cultures and histories.



AGILE

As we learn and grow, we are prepared to pivot and adjust our strategies to better serve Indigenous communities and uphold our commitments.



PERFORMANCE-DRIVEN

We set measurable goals that hold us accountable for our progress.



COURAGE

We will engage in difficult conversations, challenge our assumptions, and embrace the hard work necessary to create lasting impact.

Focusing on progress

As a pension plan, our focus on long-term impact aligns with our vision for Indigenous partnerships, ensuring that our efforts today will yield benefits for generations to come.

Over the next five years, we will ensure meaningful progress on our commitments through sound governance, strategic oversight, and continuous dialogue, relying on:



A COMMUNITY OF PRACTICE

Regularly convening commitment owners, members of our IAP Steering Committee, and other leaders, to support the advancement of our efforts.



ONGOING CONVERSATIONS

Revisiting our priorities with our partners and other internal and external stakeholders and Rights Holders.



REGULAR UPDATES

Sharing transparent updates on progress made.



We look forward to the journey ahead, and sharing updates on our progress and learnings as we work towards advancing Indigenous inclusion as an organization.

Special thanks

We are grateful to the individuals and organizations whose invaluable support and insights contributed to the development of our Indigenous Action Plan.

Thank you for helping to shape these commitments, which honour and uplift Indigenous voices and perspectives.

We would like to especially acknowledge the work of our Indigenous Action Plan Steering Committee:

- Adeola Adesola
- Jennifer Atkinson
- Michael Cherny
- Sharon Chilcott
- Michael Coe
- Beth Daniher
- Alyssa Gollinger
- Nick Jago
- Brittany Trumper

“

**All Flourishing
is Mutual** ”

– ROBIN WALL KIMMERER

Contact us



www.otpp.com

[LinkedIn](#)





This report was published in November 2025, and is only current as of that date.
It continues to be made available only for historical information and reference purposes.