



+ Community Engagement
and Social Performance



Meeting people where they are, with the values they hold



A successful project needs to do more than deliver on its intended business purpose. It must wholeheartedly embrace the mantra of leaving the community better equipped to thrive and prosper, ensuring a brighter future for the lives it affects.

With a comprehensive toolkit and applied experiences, we find opportunities between the needs of the project and the capacity of the host community. The result is a roadmap for sustainable socioeconomic growth and development for communities, our clients, and their stakeholders. Ultimately, the goal is to leave a positive legacy in the community—one greater than the project itself.

In doing so, we want our work to be a catalyst for long-term growth and to support decisions that allow our clients to operate and live in our project communities with integrity.

Through our experiences, we understand the connectivity and critical need for alignment and integration between project delivery and social performance, including engagement with communities and Indigenous Peoples.

**Progressive
Aboriginal
RELATIONS**

**BRONZE
LEVEL**

Canadian Council for
Aboriginal Business 

As a credit to the success of Hatch's engagement with and dedication to Canadian Indigenous communities, it became the very first engineering, procurement, contracting and management (EPCM) consulting firm to attain Progressive Aboriginal Relations (PAR) certification with the Canadian Council of Aboriginal Businesses (CCAB), recognizing the mutually beneficial impact of business development with Indigenous-owned businesses. Hatch is certified at the Bronze level.



**RECONCILIATION
AUSTRALIA**

Hatch registered its intention to submit a Reconciliation Action Plan with Reconciliation Australia by December 2022. The plan will guide our commitment as a culturally respectful organization that embraces heritage and connection to Country in project planning and delivery, while actively contributing to meaningful intergenerational positive change with Aboriginal and Torres Strait Islander Peoples of Australia.



Hatch achieved a Level 1 Broad-Based Black Economic Empowerment (B-BBEE) rating from the South African government in recognition of their efforts to advance economic transformation and participation of Black people in the economy. Hatch consistently updates its transformation plan to evolve with the program's requirements and has exceeded the targets in many areas including skills development and management control.

Our integrated multi-disciplinary approach drives smarter, more inclusive development from concept to completion in four community engagement and social performance areas, including:

Social Value and Risk Assessment

- Mapping and assessing stakeholders and associated value, risks, and opportunities – including location studies
- Mapping and assessing community capacity for social value opportunities (e.g., employment, social procurement)
- Social impact assessment and management plans
- Social performance due diligence and audit
- Benchmarking to international best practices including International Finance Corporation (IFC) social performance standards, Equator Principles, United Nations Sustainable Development Goals (UN SDGs), and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)

Stakeholder Enablement Planning and Engagement

- Informed stakeholder engagement plans to mitigate risk, leverage opportunity, and build local capacity

- Intercultural communication plans
- Integration of social criteria into project design
- Cultural, educational, and community-hub activation and placemaking
- Direct community consultation, facilitation, and engagement

Local Benefits Planning

- Workforce and business opportunity studies
- Local content planning
- Social procurement and local business incubation
- Workforce capacity building

Community Placemaking and Engineering Design

- Community-led project planning, design, delivery, and execution
- Comprehensive community plans
- Project management for complex and multi-disciplinary capital project scopes

Creating and delivering inclusive projects is our passion

Temporary Housing Project and Community Development Program, Chippewas of Kettle and Stoney Point First Nation

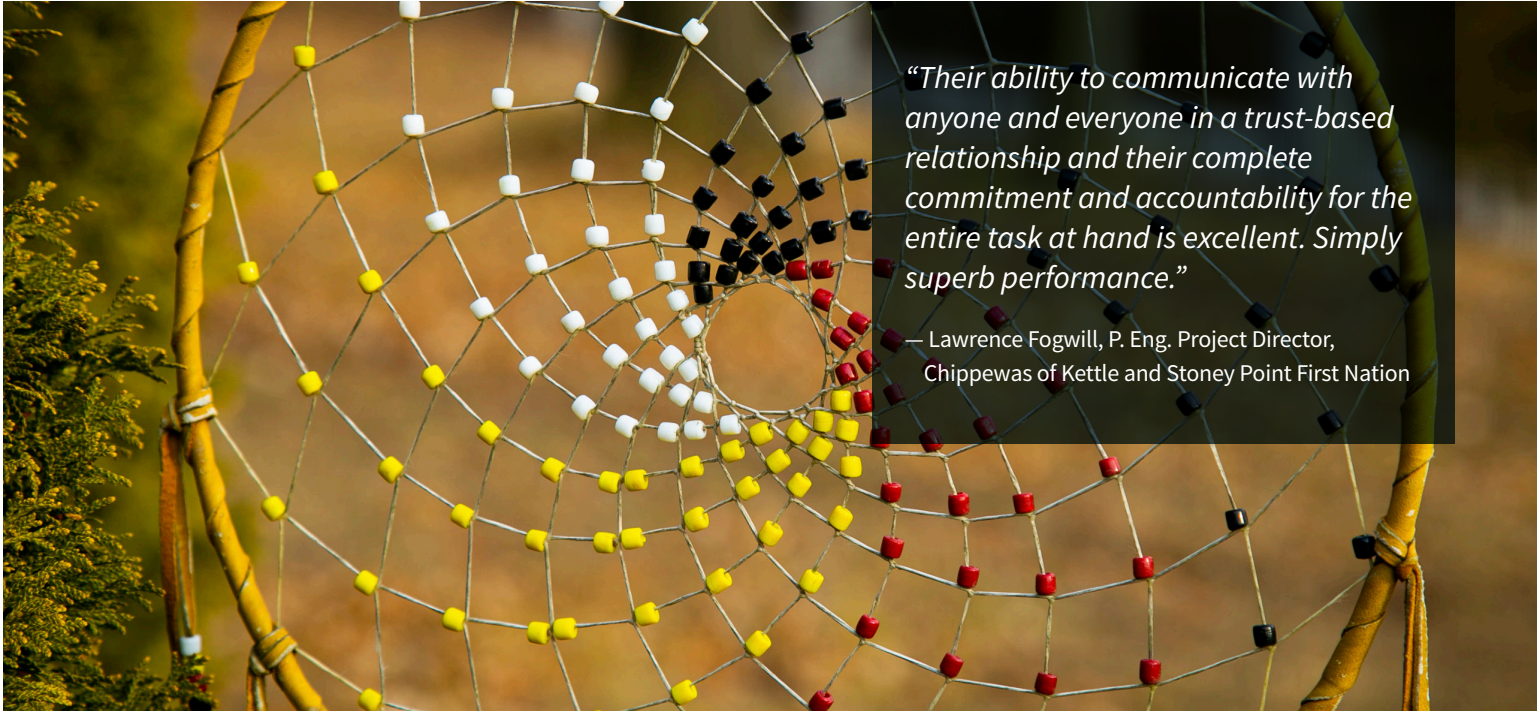
Stoney Point First Nation, Ontario, Canada

Stoney Point First Nation sought to improve unsafe living conditions on its land after it was expropriated and used by the Department of National Defense as a military training facility during the Second World War. The project required the immediate relocation of 19 families to new and livable homes, respectfully addressing the emotional and physical needs of the community and their cultural values.

Hatch tailored its community engagement approach to ensure each member was represented equally throughout the course of

the project. The approach included an enhanced engagement program above regulatory expectations, project management and oversight of the entire development, community resettlement, engineering and project design, ongoing negotiation, and crisis communications management.

Through a community-led approach, Hatch married community engagement with engineering and project delivery to safely relocate the families into safe housing. Hatch continues to work closely with Stoney Point to create a Community Development Program, a holistic approach to building a thriving a permanent community through the implementation of an Infrastructure Feasibility Study and a Comprehensive Community Plan.



“Their ability to communicate with anyone and everyone in a trust-based relationship and their complete commitment and accountability for the entire task at hand is excellent. Simply superb performance.”

— Lawrence Fogwill, P. Eng. Project Director, Chippewas of Kettle and Stoney Point First Nation



Battery Recycling North American Hub, Li-Cycle Corp.

Greece, New York, USA

Hatch is supporting the community engagement needs for Li-Cycle Corp.'s first commercial recycling hub to recover non-renewable battery metals from black mass concentrate in Greece, New York. Li-Cycle's hub and spoke technology recovers 95% of critical materials in lithium-ion batteries and reintroduces the materials back into the supply chain. Due to the unique and new technology Li-Cycle offers, there is an opportunity to increase community awareness and develop a collaborative relationship with surrounding residents and businesses.

Hatch undertook a social risk assessment and gap analysis that informed a stakeholder engagement plan to promote Li-Cycle's sustainability vision throughout all project phases. Currently, Hatch is supporting Li-Cycle's engagement of 300 identified stakeholders through hands-on communication methods including newsletters, postcards, email outreach, and on-the-ground face-to-face engagement. Hatch created training materials to orient employees and contractors about Li-Cycle's community engagement commitments.

Jansen Stage 1 Potash Project, BHP

LeRoy, Saskatchewan, Canada

BHP's Jansen Project is planned to be the largest potash producing mine in the world, providing a rich source of potassium to keep soils fertile and maximize food production. Hatch, in collaboration with their partner Bantrel, is supporting BHP's commitment to deliver a diverse, inclusive, and safe workplace for local and Indigenous Peoples and businesses, and all employees and contractors participating in the project.

Hatch is supporting the development of cost effective, efficient, and responsive local supply chains by determining the capabilities and capacities of local and Indigenous businesses, encouraging joint venture partnerships between communities and contractors, working with local communities to identify and mitigate barriers to participate in employment and contractor opportunities, and monitoring contractor success in meeting or exceeding socioeconomic targets for the project.

Hatch is also providing the internal communications for the entirety of the project, connecting on-site operations with offices located across North America, India, Australia, South Africa, Brazil, Chile, and the United Arab Emirates.



Orbit Master Plan, Town of Innisfil

Innisfil, Ontario, Canada

The Town of Innisfil is undertaking a bold initiative to expand its community, and further develop relationships with local Indigenous communities to incorporate Indigenous knowledge, history and values into its project design and formal planning processes.

Hatch is working closely with the Town of Innisfil to develop and support a new master and secondary plan which requires the close integration of technical planning with meaningful engagement. The goal is to ensure their community vision is built into all aspects of the project. Hatch is developing a comprehensive engagement strategy, social baseline review, the communications materials, coordinating background studies to support the Master Plan (e.g., cultural heritage, archaeology, natural heritage), facilitating all public engagement workshops and focus groups, and facilitating the joint development table between the Town of Innisfil and local Indigenous communities.

Australia-Asia PowerLink, Sun Cable

Northern Territory, Australia; Jakarta, Indonesia; and Singapore

Hatch is supporting the community engagement and social performance needs for the world's largest proposed solar and infrastructure project, the Australia-Asia PowerLink (AAPowerLink). The AUD\$30+ billion AAPowerLink will supply 3.2 gigawatts of renewable electricity from the Northern Territory, Australia to Darwin, Australia, and Singapore.

As a key member of Sun Cable's integrated project development team, Hatch is supporting community and Indigenous engagement for the Environmental Impact Statement in Australia, including communications, benefits planning and administering the commitments in the social impact assessment management plan. Broadly, Hatch is supporting the stakeholder engagement framework and social performance for an International Finance Corporation-standard Environmental and Social Impact Assessment across all three international jurisdictions – Australia, Indonesia, and Singapore.



CEDIR Park Business Planning and Marketing Analysis, Canadian Nuclear Laboratories

Chalk River, Ontario, Canada

Canadian Nuclear Laboratories (CNL) is investigating the development of a Clean Energy Demonstration, Innovation, and Research (CEDIR) park, which would test the technological readiness of low-carbon hybrid energy systems enabled by Small Modular Reactors (SMRs). Hatch supported CNL's business study by developing a stakeholder and Indigenous engagement plan to guide the process during the design and preliminary engineering stages of the CEDIR park development.

Additionally, Hatch undertook a Market Pulse Analysis of 23 local vendors to determine their level of interest in the development of the proposed CEDIR Park. The findings, along with a communications plan and recommendations of next steps, were provided to CNL in a market analysis report.

Kuujjuaq Community Energy Plan, Indigenous Clean Energy

Kuujjuaq, Quebec, Canada

Hatch supported Indigenous Clean Energy (ICE) in developing a Community Energy Plan for Kuujjuaq, Quebec, a rural northern village interested in diversifying their energy source from diesel fuel. Kuujjuaq, ICE and Hatch explored ways to maximize the use of clean energy resources to find affordable, reliable, and sustainable alternatives. Hatch collected valuable insight on Kuujjuaq's identified concerns, needs, and wants for the community's energy and worked collaboratively with government and Hatch energy experts to identify a community-designed solution.

Hatch developed a community energy profile with solar, wind and geothermal engineering teams, engaged with community members to define energy goals, conducted energy assessments, and provided a range of energy alternatives plus a business case for the community to choose its future energy direction. The program involved community consultation and events to foster literacy about clean energy options, collecting community feedback, and creating content to help the community find an innovative solution for their unique needs.

Port of Belledune Master Development Plan, Belledune Port Authority

Belledune, New Brunswick, Canada

The Belledune Port Authority embarked on a master planning process to map out the Port of Belledune's future, establish a roadmap for use of its facilities, and to assess the interconnectivity and capacity of the region in relation to the port.

Hatch developed a stakeholder engagement plan to collect a diverse set of perspectives from the community to be reflected in the master development plan, seeking input from Indigenous groups and stakeholders in the process. Hatch provided stakeholder advisory services throughout the master planning process, mapped critical stakeholders, developed a stakeholder engagement plan, and created a virtual open house platform as an alternative to engagement during the COVID-19 pandemic.

“Advice, counsel, and strong execution support from Hatch kept consultation for our master planning process on track through successive pandemic lockdowns. Hatch’s engaging virtual open house space meant stakeholders were up-to-date and apprised of all master plan activities.”

—Jenna MacDonald, Vice President Marketing, Communications and Government Relations, Port of Belledune.

Pathway to Indigenous Collaboration, Rogers Communications

Canada-wide

Rogers Communications took a progressive step to focus efforts and resources on reconciliation and meaningful engagement with Indigenous communities. To support Rogers with this vision, Hatch was retained to use its rigorous methodology in engagement planning to align Rogers' corporate vision with the values, interests and needs of correlating to Indigenous engagement best practices.

Hatch produced two main deliverables. The first was a gap analysis supported by research on industry best practices, a review of Rogers' key performance indicators, and internal areas of focus and practices related to Indigenous collaboration. The second was a roadmap identifying next steps, timeline, and resources for the recommended inclusion efforts and programs to be implemented.

Tenant Negotiation and Relocation for Ontario Line Expansion, Metrolinx

Toronto, Ontario, Canada

Metrolinx has embarked upon the Ontario Line Project which is the largest single subway expansion in Toronto's history, helping to ease congestion on existing transit lines throughout the city and bring transit to underserved neighbourhoods.

The project requires relocation of commercial and residential tenants, along with property owners. Hatch is supporting Metrolinx with tenant relocation and engagement, providing tenant support, and negotiating compensation arrangement on behalf of the transit authority.

Zimplats Smelter Expansion, Zimplats Harare, Zimbabwe

Zimplats is undertaking significant expansion of their current smelter operations with new technology to abate sulfur oxide and complement their increased production. Businesses conducting work in Zimbabwe are required to operate under the national Indigenization and Economic Empowerment Act. The Hatch team worked alongside the Zimplats operations and technologies teams to collect insights on upcoming workforce needs, making recommendations for upskilling, strategic recruitment, and training considerations to improve community representation.

Going forward, Zimplats will be using these insights to fulfill the national regulatory requirements for Indigenization of operations by completing a workforce capacity assessment, which will include supplier development, upskilling and recruitment, training, and development, and community engagement.



Ontario Pumped Storage Project, TC Energy

Meaford, Ontario, Canada

TC Energy is proposing to develop an energy project that would provide 1000 megawatts of flexible, clean energy to Ontario's electricity system using a process known as pumped storage. The project's zero-emission footprint makes it an environmentally responsible solution for Ontario that will help Canada reduce greenhouse gas emissions. Makwa-Cahill LP, a fully qualified Indigenous construction and fabrication company, is delivering a constructability and fabrication review of the inlet and outlet structures of the project.

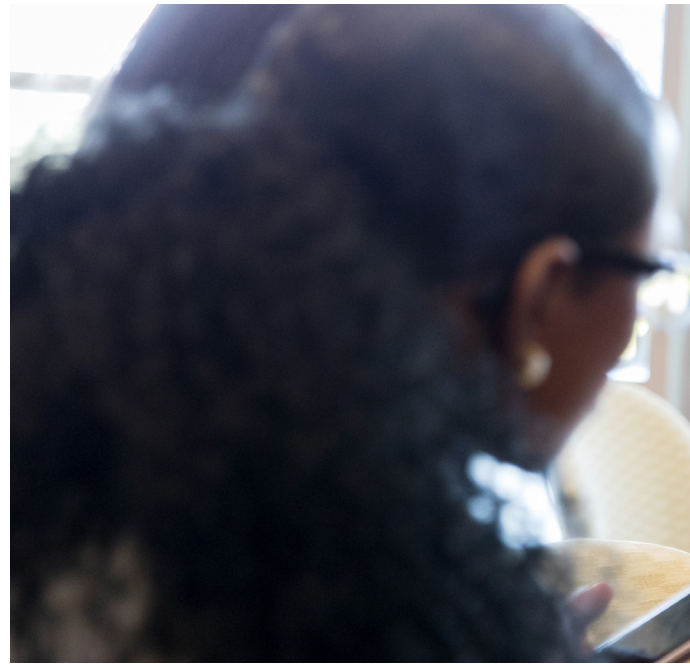
Hatch is facilitating the early contractor involvement discussions. Hatch is also working with Makwa-Cahill to define potential areas of local and Indigenous participation on the project including workforce inclusion, upskilling, supplier development, social procurement, capacity building, and training and development.

Paqtnekek Bayside Travel Centre, Paqtnekek Mi'kmaw Nation

Paqtnekek Mi'kmaw Nation, Nova Scotia, Canada

The Paqtnekek Mi'kmaw Nation built a CAD\$11-million Paqtnekek Bayside Travel Centre and Gas Bar, taking advantage of a new highway interchange that has re-opened access to reserve lands previously severed by a highway built in the 1960s. The new facility features anchor tenants such as Wilsons Fuels (Esso), Husky, Mary Brown's, and Tim Hortons, serving as a central meeting point for residents and travellers.

Hatch was the prime consultant for the project and provided project management, engineering, and construction support over the lifespan of the engagement.



OPG Atura Power, Atura Power

Various, Ontario, Canada

Atura Power is seeking to become a global leader in the production of green hydrogen from water electrolysis, beginning with site selection and understanding of stakeholder and Indigenous communities' interests, concerns, and opportunities for engagement.

Hatch facilitated a stakeholder and Indigenous engagement workshop, developed an engagement framework, and aligned engagement actions with regulatory consultation requirements.

Rook I Uranium Mine, NexGen Energy Ltd.

Athabasca Basin, Saskatchewan, Canada

NextGen Energy Ltd. is developing the Rook I Project, which is the largest development-stage uranium project in Canada. The proposed new underground mine and mill development is in the uranium rich district of the southwestern area of the Athabasca Basin.

Hatch is supporting NexGen as they advance their Indigenous inclusion goals through social procurement and workforce inclusion planning and execution.



Small Modular Reactor Location Siting, SaskPower

Various, Saskatchewan, Canada

Hatch advised SaskPower on its stakeholder engagement strategy for key pre-regulatory phases, including public-facing communications about its small modular reactor (SMR) plan and its objectives. Employing novel approaches to communications, Hatch's goal was to maximize participation of key stakeholders early in project development to ensure successful launch in the province. The project is a key plank in the province's future energy plan to lower emissions to modernize the grid and deliver reliable and cost-effective power in Saskatchewan through one of Canada's first SMRs.

Hatch created a pre-engagement plan that identified methods and approaches that will help SaskPower achieve a favourable outcome in its site selection process and identify communities with the greatest potential and the lowest non-technical risk for an SMR project. The resulting plan will assist SaskPower in navigating the critical stages of the program more effectively.

Fraser Valley Highway 1 Corridor Improvement Program, British Columbia Ministry of Transportation and Infrastructure

Abbotsford, British Columbia, Canada

The British Columbia Ministry of Transportation and Infrastructure Fraser Valley Highway 1 Corridor Improvement Program will improve transportation infrastructure in the Fraser Valley to accommodate the growing region and users of the highway. The program intends to widen 26 kilometers of the Trans-Canada highway to accommodate sustainable transportation. Solutions to safety, capacity, mobility, and reliability challenges along the Trans-Canada Highway are most effective if they are informed by feedback from meaningful and proactive engagement with the stakeholders most impacted by and interested in mobility improvements. Hatch delivered a stakeholder engagement plan to guide the engagement for the program.

Hatch is developing all communication materials and coordinating community engagement activities, which includes engagement with 45 stakeholder and public groups through a variety of activities including technical working groups, open houses, discussion guides and post cards. This engagement will gauge interest in and solicit feedback from community members and stakeholders regarding aspects of the program design and implementation.



About Hatch

Whatever our clients envision, our teams can design and build. With over six decades of business and technical experience in the mining, energy, and infrastructure sectors, we know your business and understand that your challenges are changing rapidly.

We respond quickly with solutions that are smarter, more efficient and innovative. We draw upon our 9,000 staff with experience in over 150 countries to challenge the status quo and create positive change for our clients, our employees, and the communities we serve.

Find out more at [Hatch.com](https://www.hatch.com)