



National Study:

**Advancing Women+
Owned Businesses
in Canada's Nuclear Sector**

SUMMARY REPORT

2025

AMELIA ALLIANCE

SHAPING A SUSTAINABLE TOMORROW

Prepared by AMELIA ALLIANCE
Funded by WOMEN IN NUCLEAR CANADA



WiN
CANADA

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About the National Study

“This initiative builds on WiN Canada’s legacy of advancing women’s careers in nuclear and expands the scope. We’re amplifying women’s impact across the sector: as leaders, technical experts, and now entrepreneurs. Whether employed within the industry or innovating alongside it, we will advance women’s visibility, opportunities, and prosperity in every season of their careers.”

- Aiman Khan, President, Women in Nuclear (WiN) Canada



April 2025 - First of a kind national study launched by Women in Nuclear Canada at the Canadian Nuclear Association Conference.

- LinkedIn promotional campaign - 30 posts over study period generating 15,000+ impressions and 1,500+ engagements (clicks, reactions, comments, shares).; and
- Email outreach campaign to over 300 potential interested parties.

June 2025 - Amelia Alliance opened national survey through September to gather the opinions of women+ owned businesses interested in Canada’s nuclear sector.

- 62 participants contributed to the survey.

June to September 2025 - Amelia Alliance showcased Canadian women+ owned businesses in nuclear with LinkedIn campaign.

- First of a kind, no cost promotion for women+ businesses with existing ties to nuclear sector highlighting their business offerings and their leadership.

July to September 2025 - Amelia Alliance hosted one-on-one interviews and group virtual & in-person listening events to hear first hand from women+.

- Over 40 women+ business owners, procurement leaders in large corporations and leaders of associations met with study authors to share perspectives.

September 2025 - Amelia Alliance attended the Organization of Canadian Nuclear Industries (OCNI) Supplier Day event.

- Study authors met with utility and tier-1 vendor procurement leaders, and met women+ business owners working to make deals in Canada’s nuclear sector.

October 2025 - National Study results shared at WiN Canada Conference



In-person Listening Event in Calgary, AB (August 2025)



Virtual Listening Event (September 2025)



Supporting materials for Listening Events



Celebrating Women+ Owned Businesses in Canada



Tracy Primeau
 Founder & Principal
AGILE BEAR

"I use the Seven Grandfather Teachings to improve the climate and my communities."

Amelia Alliance Summer Spotlight
 Incredible women+ owned businesses making an impact in Canada's energy and infrastructure sectors.

▶▶▶

First in a series of LinkedIn features of women+ owned businesses supporting the nuclear sector (June 2025)



Women Entrepreneurs
 A Missing Link in Canada's Nuclear Growth Story



Scan the QR code to contribute to the WiN-Canada and Amelia Alliance 'Study on Women's Entrepreneurship in Canada's Nuclear Industry'

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Promoting the Survey

Susan Brissette (L) & Jackie Arnold (R) attending the Bruce Power - OPG Supplier Day hosted by OCNI - Looking for new women+ businesses (September 2025)



Why Advancing Women+ Matters

With billions of dollars of investment already committed and more planned, Canada's nuclear sector is uniquely positioned to change this trajectory. Doing so would not only support women and gender diverse (women+) owned businesses, but also strengthen resilient domestic supply chains, enable innovation, and enhance Canada's export competitiveness.

Advancing women+,owned businesses in Canada's nuclear sector ensures both equity and economic resilience at a time of unprecedented industry growth. Women remain significantly underrepresented across the energy workforce, making up only about 25% of jobs and with even lower participation in technical and leadership roles (Pembina Institute, 2024).

In entrepreneurship, just 18% of Canadian small and medium enterprises (SMEs) are majority women-owned, and growth remains constrained by systemic barriers in financing, networks, and access to procurement (WEKH, 2023; WEKH, 2024; CFIB, 2023; The Prosperity Project, 2025). Supplier diversity studies highlight persistent challenges: buyers support inclusion in principle but struggle to identify and engage women-owned firms (Supplier Diversity Canada, 2021), while women suppliers face certification costs (WBE Canada, 2024) and administrative burdens that can act as a "pink tax" on participation.

At the same time, the nuclear sector is entering a once-in-a-generation investment cycle representing tens of billions of dollars in active and planned projects, with the Canadian Nuclear Association projecting further demand for new builds and refurbishments through mid-century to meet clean energy targets (CNA, 2025).

To date, industry diversity efforts have focused primarily on workforce initiatives (WiN Canada, 2023; CNA, 2024a). Yet supply chain resilience is just as critical: embedding women+, Indigenous, and other underrepresented businesses into procurement creates new pathways for innovation, competitiveness, and regional economic growth.

By aligning supplier diversity with nuclear's growth trajectory, Canada can ensure this generational investment delivers not only clean energy, but also a more inclusive and resilient economy.

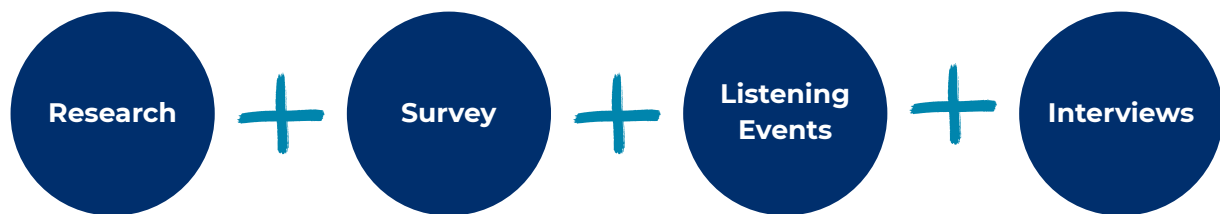
“Less than 1% of global corporate procurement spend flows to women-owned businesses”.

-UN Women, 2022; Vazquez & Sherman, 2013

Methodology

This study employed a mixed-methods design, combining survey data, listening events and one-on-one interviews, key informant interviews, policy dialogue with government officials, industry observation at the Organization of Canadian Nuclear Industries (OCNI) Nuclear Industry Day, and secondary research.

Promotion and outreach were extensive: Amelia Alliance published LinkedIn content reaching over 15,000 impressions, sent approximately 300 personalized emails, engaged partner networks (WiN, Canadian Nuclear Association, Women in Renewable Energy, OCNI, and others), and extended invitations to academic institutions. While academic participation was not realized in this phase, outreach ensured visibility across both nuclear and adjacent sectors.

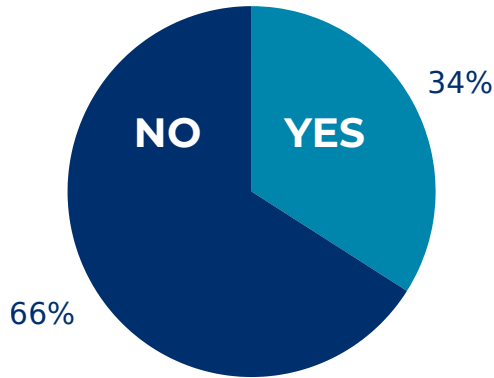


A First-of-its-Kind National Study

Women in Nuclear (WiN) Canada commissioned Amelia Alliance to conduct this national study between May and September 2025. The study explored the participation, barriers, and opportunities for women+ owned businesses in Canada's nuclear sector supply chain.

This national study, commissioned by Women in Nuclear (WiN) Canada and conducted by Amelia Alliance, is the first to examine the participation of women and gender diverse (women+) owned businesses in Canada's nuclear supply chain. The study included an online survey, virtual and in-person listening events, one-on-one interviews, and secondary research - creating the most comprehensive portrait of underrepresented women+ suppliers in this sector to date.

Key Findings: Survey



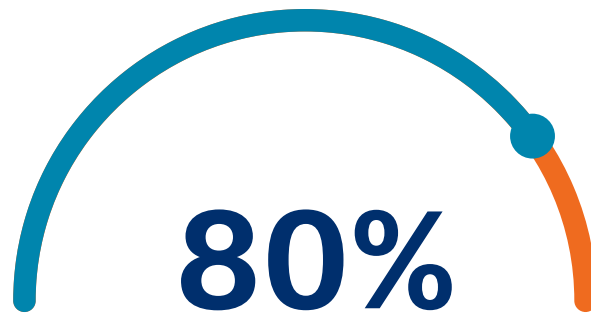
Women+ businesses currently supplying the nuclear sector

One in three respondents (34%) are already supplying the nuclear sector, demonstrating that capability exists today.

Those firms reported that **nuclear accounts for 75–100% of their revenues**, showing that women+ suppliers are already deeply integrated into the sector when access is secured.

Many of the **remaining firms are active in adjacent industries** providing professional services, engineering, environmental sustainability, construction, and manufacturing — **with transferable expertise and certifications that could be deployed within nuclear supply chains, either directly or with some nuclear specific upskilling.**

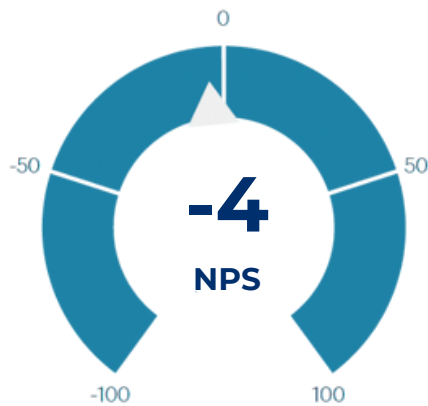
Interest in the sector is strong: more than 80% of respondents support nuclear technologies, recognize the sector’s growth potential, and believe it aligns with their company’s capabilities.



Majority of participants want to engage in nuclear's growth

Net Promoter Score (NPS) shows opportunity for improvement

'How likely is it that you would recommend the Canadian nuclear industry to other women+ owned businesses as a good place to do business?'



Despite this interest in the sector by women+ business owners, the Net Promoter Score (NPS) question **is a warning signal that the sector is not currently perceived as accessible.**

Without change, women+ business owners may not recommend nuclear as a good place to do business.

This could give rise to **reputational issues** for the sector at a time when public and community support is crucial, and Canadian women continue to be less supportive of nuclear than men.

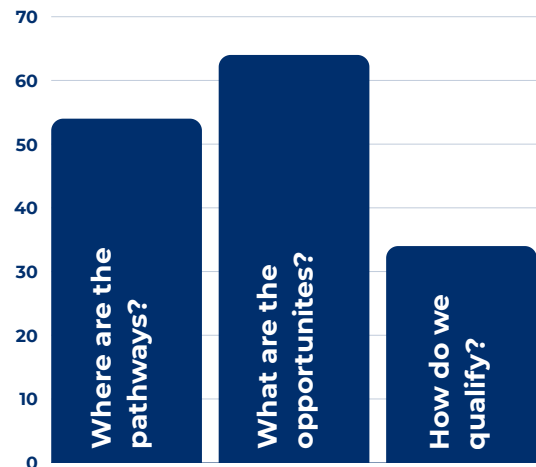
Survey respondents rated the nuclear sector below neutral on whether it values supplier diversity, is open to new suppliers, and provides clear qualification processes. These results represent not only a business challenge but also a reputational risk for an industry seeking broader public support.

"The barrier isn't capability — it's access"

The most common barriers were **limited awareness of procurement pathways (64%), lack of visibility into opportunities (54%), and complex certification requirements (34%).**

These are navigation and access challenges, not capability gaps.

BARRIERS TO SUPPLYING FOR WOMEN+ OWNED BUSINESS



Industry Case Study: SaskPower

SaskPower, Saskatchewan's primary electricity provider and largest Crown Corporation, is one of the first utilities in Canada to embed women-owned businesses into its supplier diversity strategy. Building on an Indigenous procurement program (since 2012), SaskPower expanded in 2020 to include women entrepreneurs.



SaskPower Spotlight

Public Target Exceeded

- Set 1% spend goal with women-owned businesses; consistently doubled it each year.
- \$54M (4.6% of total spend) for 2025.

Supplier Growth

- Initial data scrub: single-digit women-owned suppliers identified.
- Current database: 115 women-owned suppliers, with ~28% engaged in regular contracts.

Tier-2 leverage:

- New model (since Aug 2023) requires prime contractors on most major construction projects to allocate spend to diverse suppliers.
- Impact: \$28M in indirect spend with women-owned businesses across three projects.

Structural change

- Women-owned and Indigenous supplier lists now publicly posted, enabling access for all prime contractors and other government agencies.
- Competitive RFPs provide a 2.5% evaluation credit for certified women-owned businesses.
- Oct 1, 2025, adding local ownership verification pathway through partners at Women Entrepreneurs of Saskatchewan (WESK).



Lessons for Leaders

Start with tracking: “We are already working with women-owned businesses, let’s work with them more.”

Set modest but impactful targets early: 1% commitment drove momentum and accountability.

Cascade requirements: Embedding Tier-2 obligations in contracts multiplied impact.

Support participation: Training on competitive bidding and procurement processes lowers barriers.

SaskPower Supplier Success Stories

Supplier Growth and Job Creation

A newly established civil construction firm, struggling to break into the market, received guidance and early opportunities through SaskPower’s program. In five years, it grew from 3 to 18 employees and increased corporate revenue by 250%, with much of its success linked to SaskPower contracts.

New Capabilities for the Province

Another woman-owned business secured a long-term contract, which provided the stability needed to obtain equity financing. With that backing, she purchased an essential piece of heavy equipment, reintroducing capacity that had not been available in Saskatchewan for over two decades.

Leadership Visibility and Confidence

In a male-occupied industry, one majority-woman-owned firm had historically presented itself under male leadership for credibility with clients. After two years of working within SaskPower’s program, the woman owner stepped into the CEO role herself, citing the environment of real action and support as the “nudge” she needed to lead from the front.

What We Heard from Listening Events



Priority Supports Identified by Women+ Owned Businesses

Women+ business owners are keen to pursue nuclear opportunities. The sector can facilitate their access through key enabling mechanisms. When asked to rank a selection of possible ecosystem and visibility or business and technical growth supports, respondents placed highest value on:

- Business development events tied to real buyer engagement;
- Orientation to navigate procurement processes;
- Advisory services for nuclear certification and/or market entry;
- Financing to offset certification and scaling cost; and
- Peer and mentorship networks to build credibility and positioning.



Call to Action

The survey responses are consistent and clear: women+ business owners do not require encouragement, but rather access.

Simplified procurement processes, accountability for prime contractors, cost offsets for certification, and measurable targets are the changes most likely to enable participation.

The sector has a two- to three-year window to act. By embedding transparency, piloting first contracts, offsetting certification costs, creating navigation supports, and tracking outcomes, nuclear leaders can ensure that Canada's nuclear supply chain is inclusive, competitive, and continues to be seen as a global leader. Canada can lead globally by demonstrating how supplier diversity strengthens both domestic resilience and international competitiveness.

Study participants emphasized access gaps and the need to translate adjacent expertise into nuclear readiness. There is an appetite to actively grow their business in the nuclear sector, but as one listening event participant put it: "Buyers don't know we exist, and we don't know who to talk to."

Supplier Diversity as a Strategic Lever

Expanding participation of women+ suppliers is not only an equity consideration. It is a capacity and competitiveness strategy. Benefits to the nuclear industry include:

- **Cost & Risk** by expanding the made in Canada pipeline of goods and services;
- **Innovation** from small and medium enterprises with expertise in adjacent industries;
- **Export readiness** through a broader, more diverse supplier base; and
- **Reputation** gains that strengthen industry credibility with policymakers and communities.

“We are an untapped resource that can contribute to and help grow a strong nuclear future, if included and able to access opportunities we are currently not being considered for.”

-National Study Participant

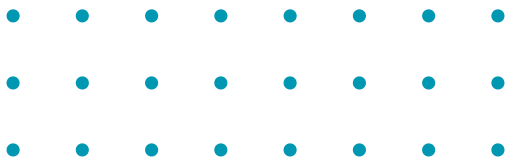
Recommendations



Buyer organizations in the sector (utilities, tier-1 and tier-2 suppliers) are already implementing some activities related to increasing access for underrepresented suppliers. There are lessons to be learned from these experiences which have informed this study. The following recommendations are directed at industry associations, large buyer organizations, and government.

Short-Term (under 1 year)

- **Launch:** Convene conversations to collectively advance recommendations from this study.
- **Enable participation:** Make industry events more accessible and valuable for women+ and other underrepresented owned businesses: reduce registration fees, guarantee supplier showcases/pitch tracks at major conferences; offer consortium booths.
- **Simplify access:** Publish procurement contact lists, renewal calendars, and plain-language process maps.
- **Communicate that it matters:** When communicating about energy, the economy, and strengthening Canadian and provincial supply chains, explicitly acknowledge the importance of women, Indigenous, and other underrepresented small and medium-sized businesses as full participants in economic growth.



Medium-term (1-2 years)

- **Ameliorate access & visibility:** Curate sponsor-intro tracks and pitch sessions at industry events. Launch searchable directories of women+ owned suppliers by region/service.
- **Enable data & transparency:** Enable enterprise resource planning (ERP) fields to track women+ owned suppliers and publish baseline dashboards. Launch a national supplier diversity mapping and reporting initiative to identify current and potential participation of women-owned, Indigenous-owned, and other underrepresented SMEs in Canada's energy, nuclear, and infrastructure supply chains.
- **Tailor procurement practices:** Adopt supplier-diversity scoring in requests for proposal (RFP). Disaggregate large scope into SME-accessible pieces (\$50k-\$200k). Cascade tier-2 obligations to prime contractors.
- **Build capacity:** Pilot proposal bootcamps to develop compliant, competitive bids. Pilot funding supports to offset bidding/certification costs.
- **Implement Fair Commercial Terms:** Pilot fast pay terms for smaller suppliers (≤ 30 days).

“We hold our Tier 1 suppliers accountable, through contracts, scorecards, and engagement, to ensure they source from diverse vendors.”

- Ontario Power Generation

Long-term (2+ years)

- **Report:** Adopt Board level reporting on supplier diversity metrics. Develop harmonized sector-wide supplier diversity dashboards and onboarding kits.
- **Integrate:** Publish cross-sector translation maps (mining/oil & gas \rightarrow nuclear standards). Integrate supplier-diversity certification into federal or provincial business registration.
- **Showcase:** Maintain a public women+ Nuclear Supplier Index. Recognize corporations advancing women+ and other underrepresented suppliers in their procurement practices.
- **Accelerate:** Establish mentorship flywheels (experienced suppliers mentoring new entrants).
- **Fund accelerators for nuclear-relevant skills.** Partner with academic incubators and entrepreneurship hubs to create tailored tracks for women+ owned suppliers - providing access to mentorship, training, and resources specifically adapted to the nuclear sector.

Detailed Recommendations

The evidence from this study confirms that supplier diversity is a strategic lever for Canada's nuclear sector. Women+ owned businesses bring capability, capacity, and transferable expertise from adjacent industries. One in three already supply the nuclear sector today, and many others are positioned to do so. The barrier is not capability but access.

Survey findings show that women+ suppliers face consistent challenges in navigating procurement, gaining visibility, and managing certification costs. At the same time, willingness is strong: more than 80% of women+ entrepreneurs surveyed support nuclear technologies, see growth opportunities, and want to participate. When asked what support would make the greatest difference, they prioritized business development opportunities tied to real buyer engagement, training to navigate procurement, concierge-style advisory services, financing to offset certification costs, and peer or mentorship networks.

Entrepreneurs and support associations repeatedly noted that most corporations don't track whether suppliers are women+ owned because enterprise systems aren't configured to capture that data. Without data, women+ owned, and other underrepresented suppliers remain invisible, and progress cannot be measured.

"Data is the missing piece — if you don't track it, it doesn't exist."

-National Study Participant

With less than 1% of global corporate procurement spend going to women-owned businesses, even small shifts in contract awards would strengthen Canadian supply chains, add innovation, build domestic capacity, and support Canadian export capabilities. The recommendations that follow are designed to treat supplier diversity as a business strategy, not only an equity issue.

Detailed recommendations are presented below, directed at those who have influence, and organized into short (less than 1 year), medium (1 to 2 year), and long (over 2 years) timelines. By design, there are no additional recommendations for women+ owned businesses; the focus is creating a welcoming, accessible and level playing field within the nuclear sector to attract and benefit from the capabilities of underrepresented suppliers.

The recommendations are:

- Directly mapped to survey evidence (e.g., transparency measures respond to 64% citing unclear procurement pathways).
- Strengthened by qualitative insights from listening sessions (e.g., the decisive role of first contracts).
- Aligned with international best practices (e.g., tiered procurement and lotting) and consistent with practical approaches used in Canada and abroad (e.g., supplier discovery days).

Recommendations for Buyers (Utilities, Tier-1, Tier-2)

Timeline	Recommendation	Why it Matters
Short	Publish procurement contact lists, renewal calendars, and plain-language process maps.	Transparency reduces hidden barriers and makes it easier for SMEs to engage.
Medium	Pilot fast-pay terms (≤ 30 days).	Fast payment supports SME cash flow.
Medium	Pilot proposal bootcamps to develop compliant, competitive bids.	Small firms lack bid capacity; bootcamps speed up learning and increase win rates.
Medium	Pilot funding supports to offset bidding/certification costs for SMEs.	High upfront costs (QA, audits, certification, insurance) prevent new entrants from competing.
Medium	Turn on ERP fields to track women+ owned suppliers and publish baseline dashboards.	Without data, progress can't be measured or showcased to regulators and stakeholders.
Medium	Adopt supplier-diversity scoring in RFPs and cascade tier-2 obligations to primes.	Creates consistency and multiplies impact without distorting competition.
Medium	Pilot disaggregating large scope into smaller contracts (\$50k-200k) that could be accessible by new entrants, women+ owned businesses, and micro-consortia.	First contracts unlock credibility. Bundling capabilities helps smaller firms overcome scale concerns and compete for larger scopes.
Long	Adopt Board level reporting on supplier diversity metrics	Increased visibility drives accountability and results.
Long	Institutionalize supplier diversity dashboards and harmonized onboarding kits across utilities.	Standardization lowers entry costs and strengthens Canada's collective credibility with international partners.
Long	Establish mentorship flywheels (experienced women+ suppliers mentoring new entrants).	Sustains knowledge transfer, reduces isolation, and builds long-term SME bench strength.

Recommendations for Canadian Nuclear Industry Associations

Timeline	Recommendation	Why it Matters
Short	Convene conversations to advance recommendations from this study.	Collaboration and alignment create momentum and good practice.
Short	Make industry events more accessible and valuable: reduce registration fees, guarantee supplier showcases/pitch tracks at major conferences; offer consortium booths.	Makes women+ SMEs visible to buyers and lowers cost barriers for participation while advancing business development opportunities.
Medium	Launch searchable directories of women+ owned suppliers by region/service category.	Buyers often say 'we can't find them'; a directory removes this excuse. Ensures regional SMEs gain exposure.
Medium	Host curated sponsor-intro tracks and pitch sessions at industry (CNA/WiN/OCNI) events.	First contracts come through relationships, not cold RFPs. Vouched introductions build credibility and reduce risk.
Long	Partner with academic incubators and entrepreneurship hubs to create tailored tracks for women+ owned suppliers - providing access to mentorship, training, and resources specifically adapted to the nuclear sector.	Canadian universities and colleges host incubators, accelerators, and entrepreneurship programs that can support growth, financing, and innovation. Partnering leverages existing infrastructure.
Long	Publish cross-sector translation maps (mining/oil & gas → nuclear standards).	Builds bridges for adjacent-industry SMEs and expands Canada's nuclear supply base.
Long	Maintain a public Women+ Nuclear Supplier Index with export-ready filters.	Institutionalizes visibility, supports export competitiveness, and attracts foreign buyers.
Long	Recognize corporations advancing women+ and other underrepresented suppliers in their procurement practices.	Sets benchmarks for peers and creates positive incentives that accelerate sector-wide adoption of inclusive procurement.
Long	Fund accelerators for nuclear-relevant skills (AI, advanced manufacturing, project management, etc.).	Strengthens supply chain for nuclear and positions SMEs for export.

Recommendations for Governments (Federal & Provincial)

Timeline	Recommendation	Why it Matters
Short	When communicating about energy, the economy, and strengthening Canadian and provincial supply chains, explicitly acknowledge the importance of women, Indigenous, and other underrepresented small and medium-sized businesses as full participants in economic growth.	A simple acknowledgment costs nothing, but it sets the tone for inclusion and signals that the government is serious about broad-based prosperity. By highlighting their importance at every opportunity, the government validates their role, builds visibility, and helps unlock access to future supply chain opportunities — strengthening competitiveness, resilience, and innovation across Canada’s energy and infrastructure sectors.
Medium	Launch a national supplier diversity mapping and reporting initiative to identify current and potential participation of women-owned, Indigenous-owned, and other underrepresented SMEs in Canada’s energy, nuclear, and infrastructure supply chains.	Without data, Canada cannot track inclusion or demonstrate improvement. Mapping supply chain diversity provides a baseline for policy and procurement decisions, ensuring nuclear and critical infrastructure investments contribute to a more inclusive Canadian economy.
Long	Integrate the option to certify “women-owned” or other underrepresented business status directly through business registration or incorporation processes (e.g., via federal/provincial business registries) to level the playing field for SMEs, and simplify corporate procurement reporting, reducing administrative friction for both buyers and suppliers	Current third-party certification processes create a “pink tax” effect: women suppliers must invest time, costs, and administrative effort to prove their ownership status, while large corporations face no equivalent burden. By embedding ownership status verification into existing government business registration systems, Canada could remove barriers for underrepresented entrepreneurs.

Acknowledgements & About the Parties

This study, prepared by Amelia Alliance, was funded by Women in Nuclear Canada in 2025. Amelia Alliance appreciates their vision and commitment to advancing women+ owned businesses in Canada's nuclear sector.

Statement of Originality and Copyright

This report is the original work of the authors, Jacqueline Arnold and Susan Brissette, and represents an independent contribution to industry knowledge. All ideas, data, and findings presented herein are the results of the authors' research, unless otherwise indicated through citation.

This work is protected by copyright. No part of this report may be copied, reproduced, posted online, or otherwise distributed in any form without the express written consent of the authors.

About Women in Nuclear (WiN) Canada

WiN is a global association of women and men supporting and encouraging women working in the nuclear industry, particularly energy and radiation applications.

WiN Canada was formed in 2004 and has been working to support the objectives of WiN Global by emphasizing and supporting the role that women can and do have in addressing public concerns about nuclear energy and the application of radiation and nuclear technology. WiN Canada also works to provide an opportunity for women to succeed in the industry through initiatives such as mentoring, networking, and other personal development opportunities.

www.womeninnuclear.com

About Amelia Alliance

Amelia Alliance is a social enterprise founded by women. We advance innovative, agile solutions delivered by talented women, gender diverse & underrepresented (women+) owned businesses in energy and other critical infrastructure sectors. Our mission is to connect women+ business owners to big opportunities to scale their business and increase their positive impact on the economy and on the planet.

Globally, women-owned businesses receive less than 1% of corporate procurement spending. 'Women owned' small and medium enterprises are also a growing segment of the Canadian economy. With billions of dollars flowing through corporate supply chains in energy and infrastructure, Amelia Alliance helps bridge the gap by connecting these sectors with innovative, women+ led businesses ready to deliver and offering valuable implementation support for companies ready to unlock value and embrace diversity within their procurement practices. We're building a more inclusive, resilient, and forward-looking economy, one connection at a time.

Amelia comes from the word **ameliorate**, "to make better".

By connecting women+ entrepreneurs to opportunities, we support them to scale their businesses and make a positive impact on the planet, for future generations.

www.AmeliaAlliance.com

We respectfully acknowledge that Amelia Alliance and its co-founders live and work within Saugeen Ojibway Nation Territory, the shared treaty and traditional Territory of the Chippewas of Saugeen First Nation and Chippewas of Nawash Unceded First Nation (Neyaashiinigmiing).

We are committed to advancing reconciliation with Indigenous peoples.

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Client Services:

- Women+ supplier discovery, capacity building, and readiness support;
- Research studies and actionable sector insights;
- Bespoke events, training and program assessment; and
- Strategic consulting

National Study Project Co-Lead & Report Author



Jacqueline Arnold, PCC

Jacqueline (Jackie) Arnold is the Founder of I Heart My Work and Co-Founder of Amelia Alliance. With more than two decades as a Human Resources leader, talent strategist, executive coach, consultant, and entrepreneur, Jackie has dedicated her career to building capacity in people and organizations across infrastructure sectors including broadband and telecommunications, clean energy, municipal government, healthcare, transportation, and nuclear.

At heart, Jackie is a capacity builder. Her approach is inside-out: she helps leaders and teams connect with their values, strengths, and sense of purpose - knowing that clarity within translates to confidence and impact in the workplace. This philosophy has guided her work with modern infrastructure teams, supporting leaders to grow in ways that are authentic, collaborative, and sustainable, even in the face of complexity and change.

Through Amelia Alliance, Jackie and her co-founder Susan Brissette led the first national study on women+ owned businesses in Canada's nuclear sector in partnership with Women in Nuclear Canada.

This landmark project is shifting the conversation on the role of women+ owned businesses in nuclear and other infrastructure sectors. Building on this momentum, Jackie is honoured to join the Women in Nuclear LEAP Executive Coaching Program as a facilitator, guiding women leaders in expanding their influence and impact.

Her work also extends to rural and Indigenous communities, where she has served as Project Manager for the Grand Council Treaty 3 Fibre Broadband Workforce Development initiative, expanding digital enablement and creating pathways to employment. Jackie is a Professional Certified Coach (PCC) with the International Coaching Federation; an Adler Certified Professional Coach and holds certifications with Tilt365. She earned her BA in Sociology from the University of Guelph and completed advanced studies in adult education and human resources at Georgian College.

Outside of work, Jackie is married to her husband Len of 25 years, is a proud mom of four, and enjoys time with her family and their golden retriever, Reggie. Jackie brings the same spirit of curiosity, growth, and care to her home life as she does to her work.

National Study Project Co-Lead & Report Author



Susan Brissette, MBA

Susan Brissette is Founder and Principal Consultant of Wild Matriarch Inc, and Co-Founder of Amelia Alliance. Wild Matriarch is in the business of helping clients to build 'trust and confidence' among their diverse publics.

Susan provides award-winning client services informed by over 25 years in the nuclear industry in the UK and Canada, where she was part of the team that created Bruce Power.

Through Wild Matriarch, the boutique consultancy she founded in 2019, Susan and her team of collaborators provide high reliability organizations with the know-how to assess and improve their culture for safety, engage with diverse publics, and manage their reputation.

Through Amelia Alliance, a social enterprise unlocking visibility and opportunity for women and gender diverse (women+) suppliers to grow in critical infrastructure sectors, Susan and her co-founder Jackie Arnold led the first national study on women+ owned businesses in Canada's nuclear sector in partnership with Women in Nuclear Canada.

This landmark project is shifting the conversation on the role of women+ owned businesses in nuclear and other infrastructure sectors.

Susan founded and was first President of Women in Nuclear (WiN) Canada and, throughout her career, has been advocating for the inclusion of underrepresented groups.

Susan is a member of the Board of Directors of the Organization of Canadian Nuclear Industries (OCNI) where she is Chair of the Governance Committee, past Chair of the Nominations and Elections committee, and current member of the Audit committee and the Strategy committee. She is a member of Concordia University's Women Who LEAD council and an Advisory Panel member of the 2026 SMR Nuclear Canada Summit.

Bilingual in French and English, Susan earned a Bachelor of Commerce (Finance) and a Master of Business Administration from Concordia University in Montréal. She lives on the territory of the Saugeen Ojibway Nation on the shores of Lake Huron.

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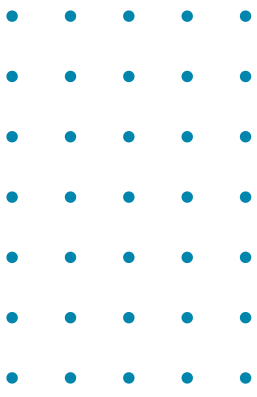
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“Small and medium sized businesses are the engine of the economy. Women+ owned businesses are a vital but underrepresented part of Canada’s nuclear supply chain. If we are going to seize growth opportunities, we don’t have the luxury to leave behind the talent and capacity of women or other underrepresented groups. Imagine the benefits to the nuclear sector if we could boost participation by women+ owned businesses in our supply chain.”

- Jackie Arnold & Susan Brissette,
Co-Founders, Amelia Alliance
Study Authors



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