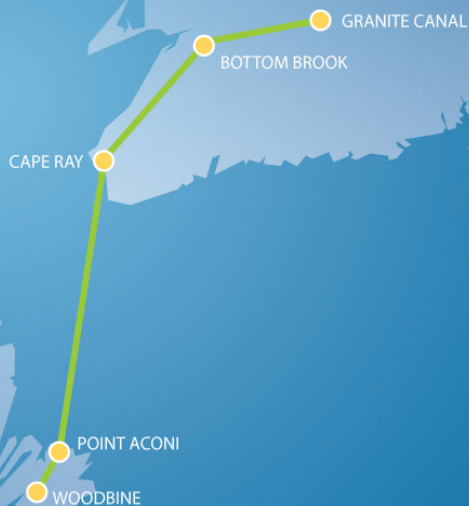




The Maritime Link



Newfoundland and Labrador Diversity Plan



The ENL Diversity Plan was originally written to address requirements as set out by the Government of Newfoundland and Labrador. Therefore, references in the document are specific to Newfoundland and Labrador. However, ENL is committed to diversity initiatives across the project and all initiatives will occur in both NL and NS.

Maritime Link Project Diversity Plan

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Appendices

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List of Acronyms

Acronym	Definition
CAMSC	Canadian Aboriginal and Minority Supplier Council
ENL	Emera Newfoundland & Labrador
IBEW	International Brotherhood of Electrical Workers
NL	Newfoundland & Labrador
NLOWE	Newfoundland & Labrador Association of Women Entrepreneurs
NOC	National Occupational Classification
NS	Nova Scotia
NSPML	NSP Maritime Link Inc.

1. INTRODUCTION

1.1 Background

According to the Newfoundland & Labrador Market Outlook, it is anticipated that total employment in the province will grow by 2.8% from 2011 to 2020, representing approximately 7,700 new jobs in the economy and over 70,000 job openings through anticipated attrition due to retirements and deaths (Department of Human Resources, Labour and Employment, 2011). Many of these job openings will be in skilled trades occupations in which women are significantly under-represented with only about 5% of women working in the skilled industrial trades in Newfoundland & Labrador (Department of Human Resources, Labour and Employment, 2011).

In September 2007, the Government of Newfoundland and Labrador released its Energy Plan, *Focusing Our Energy*, which highlighted the need to remove the barriers that limit the participation of women and members of other under-represented groups in non-traditional occupations associated with major projects (Department of Natural Resources, 2007). To address these issues, the Energy Plan stipulated the requirement that proponents of large projects have formal approved diversity plans with the goal of achieving employment equity and diversity on the projects.

As required, ENL has entered into a Benefits Agreement with the Provinces of Newfoundland & Labrador and Nova Scotia which outlines the overall benefits for the construction of the Maritime Link Transmission Project (“the Project”). This Benefits Agreement will inform all contracts, purchasing, and employment and all contractors and subcontractors will be required to adhere to the terms contained within this Agreement with the objective of providing opportunities and benefits to the people of Newfoundland and Labrador and Nova Scotia during the construction phase of the Project. The Benefits Agreement requires ENL to develop and implement an approved Diversity Plan for the Province of Newfoundland & Labrador.

1.2 Approach to Benefits

ENL’s approach to benefits for Newfoundland & Labrador is driven by Emera Inc.’s overall corporate commitment to providing employment, business and other benefits to the communities where we do business. Emera is also committed to providing these benefits to women and members of under-represented groups including Aboriginal persons, persons with disabilities and visible minorities, which are collectively referred to throughout the Plan as

Designated Groups. ENL equally recognizes, as a regulated utility business, that the cost of electricity to customers is critically important and therefore, we strive to achieve the right balance between facilitating benefit creation and delivering a cost effective energy solution to customers.

Emera's Respectful Workplace Policy states that Emera is committed to providing a work environment that is at all times supportive of the dignity and self-esteem of employees at all levels. To achieve this, we rely on trust, mutual respect, co-operation and understanding among our employees. All employees have the right to work in an atmosphere that promotes equal opportunities and that is free from discrimination, harassment and sexual harassment.

ENL has established the following guiding values to provide direction for benefits-related activities on the Maritime Link Project:

- Ensuring that gender equity, diversity and inclusiveness are inherent to, and followed in all business processes and practices throughout the Maritime Link Project;
- Supporting, where economically feasible for the project, the development of local skills and industrial capability that provides communities where we operate with opportunities to create long-term benefits;
- Collaborating with industry, government, academic and training institutions, community and other stakeholder groups to optimize resulting benefits from the Maritime Link Project;
- Enabling the creation of local benefits while maintaining the highest levels of safety, environmental performance, efficiency and integrity of our operations;
- Providing an open and transparent process for procurement activity related to the Project, including holding supplier information sessions and posting opportunities on the ENL website or via industry links to ensure equal and fair opportunity;
- Selecting contractors and suppliers that are committed to working with ENL to deliver benefits to the people of the Province, and;
- Delivering the Maritime Link Project safely, on time and on budget, to ensure the project delivers value for all of Emera Inc.'s stakeholders including Nova Scotia ratepayers.

2. PROJECT

2.1 Maritime Link Overview

NSP Maritime Link Inc. (operating as Emera Newfoundland and Labrador - ENL), a wholly owned subsidiary of Emera Newfoundland and Labrador Holdings Inc., will construct and operate a new 500 megawatt (+/-200 kV) high voltage direct current and a 230 kV high voltage alternating current transmission line, and associated infrastructure, between Granite Canal, on the island of Newfoundland, and Woodbine, Nova Scotia.

The primary objective of the Maritime Link Project is to provide a direct, safe, reliable and cost-effective connection between the electrical system of Newfoundland and Labrador and the electrical system of Nova Scotia, thereby enabling both provinces to share in the economic opportunities afforded by the increase in renewable energy resulting from Phase I of the Lower Churchill Hydroelectric Generation Project. The objective is to plan, design, build and operate the Maritime Link Project with minimal adverse environmental, economic, social and cultural effects, while improving the environment by reducing greenhouse gas emissions and creating significant economic opportunity for the region.

The Maritime Link Project is unique relative to many other mega projects in Newfoundland & Labrador in that it does not reside in one specific job site, represents only a portion of the overall Lower Churchill Project and is covered by the Memorandum of Understanding extending equal consideration of socio-economic benefits to the two Provinces. Given that the Maritime Link Project will be paid for by the electricity consumers in Nova Scotia, ENL must give careful consideration when embarking on programs and initiatives that will result in socio-economic benefits solely for the Province of Newfoundland and Labrador. The Maritime Link Project will span a total distance of over 300 kilometers on the Island of Newfoundland which results in the Project workforce moving over this distance. As a result, this workforce will be located in different geographic areas across that span making it a unique challenge.

2.2 Employment Requirements

The Maritime Link Project will generate substantial employment and related socio-economic benefits during the Construction phase. While there will be work force requirements during the 50 year life of Operation and Maintenance, this will be minor in comparison to the Construction phase and is not covered under the Benefits Agreement and therefore, not included in this Diversity Plan. Throughout the life of the Project, employment principles,

policies, and procedures will be applied according to the Benefits Agreement and the Memorandum of Understanding between the Governments of Newfoundland & Labrador and Nova Scotia regarding benefits which was signed between the Provinces on November 28, 2011.

An overview of work force requirements for construction is provided below. Information on the general duties and training and experience requirements for the occupations listed in the following sections is provided by Human Resources and Skills Development Canada (HRSDC, 2012). Construction is planned to commence in late 2013/early 2014, with completion forecasted for 2017. Appendix A provides a summary of the estimated construction work force requirements by position and associated National Occupation Classification (NOC) code.

Total employment during the Construction Phase in Newfoundland and Labrador is expected to be approximately 720 person-years. Peak employment months will occur in June 2015 and July 2016, when employment is forecasted to reach an estimated total of 385 persons. It is anticipated that 12 apprentices will be required over the life of the Project (for both provinces).

Construction activities will require a range of occupations primarily in construction trades and labour occupations. These will total approximately 480 person-years, representing 66 percent of total Construction phase employment in the Province and is anticipated to be filled through full-time employment.

The main anticipated positions include:

- Power Line Technicians
- Electricians
- Equipment Operators
- Trades Helpers and Labourers
- Mechanics / Operators
- Welders
- Surveyors
- Arborists
- Communication Installers
- Carpenters
- Technicians (electrical, instrument, mechanical, drafting, geotechnical work)
- Mill Wrights
- Pipe Fitters

2.3 Procurement Requirements

ENL will promote and seek the use of local labour, suppliers, contractors and organizations majority owned by members of designated groups and encourage business development within the Province to the extent that local suppliers can be competitive in areas of cost effectiveness and do not negatively or materially impact business objectives or performance. ENL will collaborate with key stakeholders to develop contracting strategies to be employed.

A wide variety of goods and services will be required during the construction of the Maritime Link Project. A partial list includes, but is not limited to:

- Environmental studies
- Engineering services
- Transportation
- Civil Work
- Surveying
- Land clearing & site preparation
- Design & fabrication of steel towers, conductors
- Design & construction of switchyards, transition compounds, grounding sites
- Horizontal directional drilling
- Installation of subsea cable & overhead transmission
- Construction & management of accommodation facility

3. DIVERSITY

3.1 Diversity Plan Scope

This Diversity Plan is required for the Province of Newfoundland & Labrador and outlines and describes the gender-equity and diversity goals and initiatives that will be implemented throughout the Maritime Link Project and the measures that will be taken through stakeholder consultation and collaboration to ensure that, where possible, there is fair and equal access to benefits arising from the Maritime Link Project. It will address designated groups which include women, visible minorities, Aboriginal persons, and persons with disabilities.

It will also outline the employment and procurement requirements and diversity initiatives including business access initiatives to address the needs of the designated groups. The goal of the Diversity Plan is to work towards improving equity in employment and business access for individuals belonging to designated groups in Newfoundland & Labrador while adhering to the

Maritime Link Project Benefits Agreement and the Memorandum of Understanding between the Governments of Newfoundland & Labrador and Nova Scotia.

3.2 Diversity Commitments

The involvement and support of the ENL senior leadership team plays an integral role in ENL's commitment to the Diversity Plan and ensuring its effective implementation. This commitment will continue to be demonstrated and communicated with all parties involved with the Project including employees, managers, contractors and sub-contractors. This commitment includes:

- Establishing a committee to be led by the Senior Manager, Human Resources and including members of the Senior Management Team, the Construction team and IBEW Local 1620 to ensure the effective communication and implementation of the Plan;
- Developing and delivering presentations to the project management team and contractors highlighting the policies, procedures, targets and compliance requirements;
- Delivering to all employees, contractors and sub-contractors mandatory respectful workplace and gender, diversity and cultural sensitivity training;
- Ensuring that written communication regarding the Plan is included in orientation materials such as employee handbooks and that such information is posted in accessible on-site areas;
- Regularly reviewing internal communications and practices and policies to ensure that diversity inclusive and disability respectful language is used;
- Ensuring that ENL contractors and sub-contractors comply with their diversity responsibilities as outlined in the Diversity Plan and monitor and report on their compliance; and,
- Ensuring that Expressions of Interest and Requests for Proposals clearly state that contractors and sub-contractors must operate in a manner consistent with the Diversity Plan and ENL's diversity principles and policies.

3.3 Employment Targets

The following targets for the employment of women for the construction phase of the project take into account the relatively low employment requirements for the Maritime Link Project compared to other mega-projects and are based on the most recent data regarding participation of women in the occupations needed. These targets have been organized and established using the 2006 Statistics Canada four digit NOC (National Occupation Classification) codes. See Appendix B for detailed NOC Code information.

- Project Team/Management: 35%
- Engineers: 15%
- Construction Management: 5%
- Journey Persons & Apprentices - Equipment Operators Earth Works, Trade Helpers and Labourers: 18%
- Journey Persons & Apprentices – All Others: 10%

Quantitative targets have not been established for members of the other designated groups due to a lack of available statistical information regarding current participation rates. This is likely due to issues regarding opportunities for voluntary self – identification and the willingness of individuals to self-identify.

While not establishing targets, ENL will consider the occupational participation rates of these groups as a portion of the overall population of the Province, Table 1, as a mechanism to gauge our success.

Table 1: Occupational Participation Rates – Persons with Disabilities, Visible Minorities and Aboriginal Persons.

Designated Group	Persons with Disabilities	Visible Minorities	Aboriginal Peoples
Occupational Representation	1-2%	1-3%	2-4%

Source: Human Resources and Skills Development Canada, 2006 Employment Equity Data Report

3.4 Procurement Targets

To promote and encourage the successful involvement of designated groups in the procurement process, supplier sessions have been held throughout the Province to create supplier awareness of the opportunities available to them and to highlight ENL's commitment to gender equity and diversity. ENL will continue to work closely with organizations such as the Newfoundland & Labrador Organization of Women Entrepreneurs (NLOWE) and the Qalipu Development Corporation throughout the Project to collaboratively provide information to their members.

Due to the very limited data available on businesses owned and/or operated by women and members of other designated groups, the establishment of quantitative targets for procurement is not practical. However, ENL is committed to the following:

- Reporting and monitoring the number of contracts awarded to businesses that are majority owned and managed by diverse designated groups throughout the project.
- Reaching out to industry organizations such as NLOWE, Qalipu Development Corporation and others to facilitate and discuss Project opportunities and to encourage them to register with organizations such as WEConnect and CAMSC.
- Gathering information and developing a database of companies owned by members of diverse groups and/or utilizing existing databases to determine what goods and services they supply and assist them in identifying opportunities in the procurement chain.
- Meeting regularly with these groups to identify and communicate where procurement opportunities exist.

3.5 Contractor Responsibilities

Diversity is important to ENL and the Maritime Link Project and all contractors and subcontractors will be required to adhere to the requirements outlined in the Diversity Plan by identifying processes and procedures to comply with the Plan requirements.

Contractors will be provided with information related to their responsibilities in order to partner and comply with ENL on its Diversity Plan, including their responsibility to:

- Identify processes and procedures to comply with ENL targets for designated groups, including employment;

- Provide all employees with the opportunity to voluntarily self-identify their diversity status;
- Have and follow their Respectful Workplace policy, or use ENL Respectful Workplace Policy;
- Ensure job postings invite applications from designated groups;
- Ensure employees complete project orientation training, including respectful workplace and diversity awareness training;
- Investigate any complaints of harassment or discrimination and report complaints to ENL in a timely manner; and
- Report on employment metrics by status (designated group), NOC code, and gender.

4. ACTIONS

4.1 Recruitment and Selection

The recruitment and selection of a diverse workforce will be supported by ENL, contractors and the IBEW Local 1620 through the following actions and hiring priorities:

- Working closely with educational institutions and community groups (see Section 4.4) to provide information on employment opportunities and recruitment requirements;
- Providing internships and Co-op placements to qualified diversity group members;
- Providing a mechanism for voluntary self-identification for members of diverse designated groups;
- Using inclusive language and visually representing designated groups in promotional and public relations material. These groups will also be targeted during recruitment efforts such as career fairs, conferences, etc.;
- Communicating ENL's Respectful Workplace Policy to all employees, labour, and contractors with the expectation that Maritime Link Project participants and employees demonstrate the values of teamwork and inclusion by acting with mutual respect and cooperation;
- Ensuring all workers and supervisors participate in mandatory training in gender and diversity sensitivity, respectful workplace and inclusion;

- Regularly communicating the processes for bringing forward complaints to all employees and which will include investigation timeframe requirements; and,
- Requiring Supervisors to report on and communicate diversity inclusion policies and practices throughout the Project.

4.2 Worksite Policies and Practices

ENL's objective is to provide a work environment that fosters mutual respect and work relationships free of harassment for everyone, including members of designated groups, with an inclusive and culturally sensitive work environment. ENL will also comply with laws concerning discrimination that specifically prohibit discrimination on the basis of certain differences and will recruit, select, train and pay based on merit, experience and other work-related criteria. Acts of discrimination or harassment will not be tolerated. Workplace policies and practices will include:

- The establishment of on-site infrastructure accommodations in line with diversity requirements and values, such as appropriate washroom facilities, female specific living arrangements, appropriate signs, posters, well lit worksites, common areas and parking lots;
- The requirement that contractors have, communicate, and follow a zero tolerance for harassment policy and procedures;
- Ensuring that camp accommodations and buildings provide for disability access, address gender-related issues and culture related differences in the design and operations;
- Conducting an audit annually to identify and if necessary, address behaviors, barriers or issues related to diversity such as disability accessibility and accommodation, gender, race, and visible minority status;
- Ensuring the on-site communication of policies and practices relating to diversity are visible and clearly outline incident reporting. Communications on-site will include images and inclusive language relating to members of diverse groups;
- Ensuring that Occupational Health and Safety initiatives are inclusive and ENL and contractors will take into account inclusiveness requirements such as ensuring safety equipment is appropriate for all workers;

- Where possible, provide flexible working schedules to accommodate work and family and disability-related requirements and schedule at least two females to work together;
- If required, work with the Department of Child, Youth and Family Services to explore childcare requirements and options for workers on the Project.
- Commencement of small scale annual climate surveys to measure workplace experiences regarding gender related issues and workplace accessibility and accommodation.

4.3 Communications

An effective communications strategy to communicate the initiatives, goals and targets of the Diversity Plan will be necessary to ensure effective implementation. A significant component of this communication will involve identifying and collecting feedback from stakeholder groups and in particular, from members of the designated groups.

The communication of the Plan will involve ongoing communication as well as follow up communication with stakeholders and the public to create an awareness of ENL's Diversity Plan and to ensure continuous improvement.

The communications will include:

- Ensuring women and other members of designated groups are visibly represented and inclusive language is utilized in promotional and public relations material. Designated groups will also be targeted during recruitment efforts such as career fairs and conferences.
- Using gender and diverse inclusive language and illustrations in job postings and advertisements and training materials.
- Holding public information sessions targeted at women and designated groups.
- Supporting and participating in initiatives that promote opportunities for women with a focus on those occupations where women are under-represented such as WRDC's Techsploration program and the Office to Advance Women Apprentice's events.
- Establishing communication mechanisms whereby stakeholder groups can receive ongoing information and ask questions and provide feedback regarding diversity initiatives.
- Holding annual stakeholder update sessions to identify success and areas for potential improvement.

- Reporting participation levels and ongoing activities on the ENL website.

4.4 Stakeholder Collaboration and Consultation

ENL has consulted and collaborated with stakeholders including community and advocacy groups, contractors, educational institutions, labour, government departments and agencies, as well as other partners. Recognizing the economic and social issues that result in employment inequities for designated groups, ENL's goal is to ensure that the policies and procedures related to the Maritime Link Project are as equitable as possible and that the benefits associated with the project are accessible to all Newfoundlanders and Labradorians and are in compliance with the Memorandum of Understanding between Newfoundland & Labrador and Nova Scotia.

In this regard, the following were invited to provide input:

- Association for New Canadians
- College of the North Atlantic
- Canadian Centre for Women in Science, Engineering, Trades, and Technology (WinSETT Centre)
- Canadian Coalition of Women in Science, Engineering, Trades & Technology (CCWESTT)
- Coalition of Persons with Disabilities
- Department of Advanced Education and Skills
- Department of Natural Resources
- Engineering Faculty, Memorial University
- International Brotherhood of Electrical Workers
- Multicultural Women's Association of Newfoundland & Labrador
- Nalcor Energy, Lower Churchill Project
- Newfoundland and Labrador Organization of Women Entrepreneurs (NLOWE)
- Office to Advance Women Apprentices (OAWA)
- Provincial Advisory Council on the Status of Women
- Qalipu Mi'kmaq First Nation, Corner Brook
- Women in Resource Development Corporation
- Women's Policy Office, Government of Newfoundland
- Women Interested in Science & Engineering (WISE NL)

ENL is actively building collaborative relationships through the sharing of information and knowledge with community and advocacy groups for under-represented populations to aid in the implementation of the Plan. Recognizing the expertise of these groups, ENL has sought

input and will continue to seek input and feedback from these groups both on an individual basis as well as through focus group sessions, to ensure that opportunities for collaboration on programs and initiatives are explored and that continuous improvement is achievable. Participants have shared their views of barriers that ought to be considered and the measures required to ensure effective strategies that inform, recruit, train and retain individuals in designated groups.

ENL is actively ensuring that all contractors and sub-contractors are aware of and are in compliance with the Plan. This will be done through effective communication and working collaboratively with contractors to meet the Plan's goals and objectives.

ENL will work collaboratively with all stakeholders including educational institutions and government to identify areas where gaps in skills and training exist in relation to the Project's workforce requirements. Please refer to Section 4.8 Community Outreach.

4.5 Collaboration with Labour and Hiring Priorities

Advancement opportunities for members of designated groups in the trades can be affected by the emphasis that unions place on seniority, as most women and members of under-represented groups are new to the sector and to unions, and therefore end up at the "bottom of the seniority list". A significant portion of employment on the Maritime Link Project will be Contractor hired unionized labour. As such, gender and diversity considerations were agreed to, and included in the Collective Agreement with the International Brotherhood of Electrical Workers (IBEW) and Local 1620, who have exclusive bargaining rights in Newfoundland and Labrador for the Maritime Link Project (See Appendix C).

The hiring priority as set out in this Collective Agreement, Article 7, gives NL and NS workers priority for hiring over workers from other Provinces as follows;

Article 7.02 The Parties agree that Union referrals and Contractor name hiring and selection shall give priority to qualified residents of Newfoundland and Labrador and Nova Scotia taking into account the Benefits Strategy and gender equity and diversity objectives as established with the Province.

Article 7.03 To ensure the Parties meet their obligations as per Article 7.02, the Parties agree that all Project partners, including Contractors, the Union and the Association will work proactively and progressively to advance the participation and integration of qualified residents of Newfoundland and Labrador and Nova Scotia, qualified females and other underrepresented groups in the areas of employment,

training and apprenticeship in accordance with the gender equity and diversity objectives as established with the Province.

Article 7.04 After employment priority is given to comply with the obligations contained in Articles 7.02 and 7.03, the Parties are committed to work cooperatively to identify, recruit, refer and hire workers in the following priority:

- a) Qualified Canadian workers who are members of IBEW affiliate locals;
- b) Qualified Canadian workers;
- c) Temporary Foreign Workers being qualified non-Canadian workers that are members of IBEW affiliate locals and who are authorized to enter and work in Canada;
- d) Temporary Foreign Workers being other qualified non-Canadian workers who are authorized to enter and work in Canada.

For the purposes of determining the Provincial residency qualifications, the Collective Agreement defines a “Provincial Resident” as a Canadian or landed immigrant who has, as of the date determined by the Owner or the EPCM agent of the Owner or earlier, his/her Principle Residence in the Province of Newfoundland and Labrador or Nova Scotia. Factors and/or current documents to be examined when determining who is a resident may include property tax assessment, lease agreement, driver’s license, vehicle registration, income tax returns, voter’s list registration or MCP number.

The specific clauses related to the Gender & Diversity Plan can be found in Appendix C and include:

Article 1 - Purpose and Project Culture	Article 14 - Liaison Committee
Article 7 - Hiring Provisions	Article 15 - Shop Stewards
Article 10 - Health & Safety	Article 15 - Shop Stewards
Article 11 - Human Rights	Article 18 - Work Teams
Article 12 - Gender Equity & Diversity	Article 24 - Accommodations
Article 34 - Apprenticeship & Training	

Further to the Clauses outlined in Appendix C, a Memorandum of Agreement was signed on July 26, 2013, with the Maritime Link (ML) Construction Employers Association (the Association) and the IBEW that further outlines Gender & Diversity specific considerations such as:

The Association and IBEW agreed as follows:

1. To support and promote initiatives and plans for employment diversity.
2. To provide full access to employment opportunities for and employment of qualified women and qualified members of underrepresented groups (Aboriginal persons, persons with disabilities and members of visible minorities).
3. To implement proactive programs and practices that contribute to the creation of an inclusive work environment consistent with the policies established for the Project and commitments in the Gender Equity and Diversity Program.
4. To achieve diversity objectives, the Parties have agreed to the same hiring provisions set out in Article 7.08(b) & (c) of the Collective Agreement.
5. The Collective Agreement will not frustrate access to employment for underrepresented groups.

4.6 Monitoring and Reporting

ENL will monitor and report on the Diversity Plan initiatives and targets and will deliver quantitative and qualitative information relating to gender, designated groups and NOC codes (occupations).

In relation to business access, expenditures related to contracts awarded to businesses owned by designated groups will be reported. These results will be reported to the Government of Newfoundland & Labrador on a quarterly basis and will be reviewed by ENL and its contractors annually to identify areas for improvement.

ENL will provide quarterly reports which will provide data relating to the quantitative targets and qualitative initiatives once the Project proceeds through Decision Gate Three and continuing throughout the construction phase of the Project as outlined in the Benefits Agreement. ENL will meet with stakeholders and community groups throughout the project to review progress on established plans and to consult on future efforts or initiatives to further enhance the Plan and allow for continuous improvement.

Reporting Criteria will include quantitative and qualitative information including:

- All project contractors will be required to gather and submit employment data to ENL on a monthly, quarterly and annual basis which will include a breakdown by gender and race, when provided.
- ENL will gather and compile internal employment data by gender and designated group, when provided, in relation to hiring, occupation, training and promotion on a monthly, quarterly, and annual basis.
- ENL will submit the compiled employment data to the Government of Newfoundland & Labrador as required under the Benefits Agreement.

4.7 Business Access

ENL recognizes the importance of encouraging members of designated groups to take advantage of business opportunities related to the Maritime Link Project and in ensuring that they have fair and equal access to such opportunities. By definition, business's owned by individuals of designated groups include those which are at least 51% owned by the individual of the designated group or in the case of a publicly traded company, 51% of stock is owned by members of the designated group.

- ENL will include diversity provisions and criteria in its call for proposals and Maritime Link Project contracts will include an acknowledgement from the successful proponent that they are aware of the existence and importance of their obligations to the Diversity Plan.
- ENL will partner with community organizations and business associations to facilitate information sessions targeted specifically at designated groups.
- ENL will communicate with community organizations and business associations, such as NLOWE, to explain the procurement process and to welcome their participation.
- In recognizing that ENL has overall responsibility for the success of the Diversity Plan during the life of the Maritime Link Project, ENL will work with proponents to identify the components they will be required to meet to adhere to the Diversity Plan requirements.
- Proponents will be asked to identify if the business is owned by a member of a designated group.

4.8 Community Outreach

ENL actively supports and engages in various initiatives that support community and advocacy groups as well as training and educational programs including;

- Partnering with, supporting and participating in programs and presentations for women and other under-represented groups to provide information on opportunities for employment and business access on the Project.
- Participating in school programs and career fairs to provide career opportunity information and highlight the diverse ENL team members and potential mentors.
- Forming a committee consisting of the Qalipu Mi'kmaq First Nations, the IBEW and the Department of Advanced Education and Skills, Government of NL, to develop and deliver Job Readiness Training for Qalipu Mi'kmaq members in Western Newfoundland. This Committee, utilizing statistical data including the Qalipu member database, Ginu, is identifying skilled trades' availability gaps as well as opportunities for employment readiness training.
- Providing scholarships to students of Memorial University's Faculty of Engineering as follows;
 - Graduate student scholarships to recognize and acknowledge the academic excellence of women in engineering who pursue graduate studies. The scholarship will be awarded annually to female graduate students based on academic standing and merit of the research proposal. Three scholarships of \$2,500 will be awarded annually to three students over four years for a total of \$30,000.
 - Undergraduate student scholarships to recognize the financial needs and academic excellence of undergraduate students from under-represented groups (women, visible minorities, persons with disabilities, and Aboriginal persons). This scholarship will be awarded annually to under-represented undergraduate students based on financial need and academic standing. Three scholarships of \$2,500 are awarded annually to three students for four years for a total of \$30,000.

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APPENDIX A
CONSTRUCTION PHASE LABOUR REQUIREMENTS
Based on Decision Gate 2 Estimates

Estimated Construction Phase Work Force Requirements 2013-2017 Maritime Link (FTE) Newfoundland (Based on Decision Gate 2 Estimates)

	NOC Code	2013												2014												2015												2016												2017				
		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D					
Engineering	2130	4	8	9	10	10	9	8	8	9	5	16	17	4	5	5	4	4	5	5	14	14	14	20	11	11	11	26	25	30	25	21	21	21	21	21	21	20	20	20	20	20	19	19	19	19	20	5	4	1	0			
Engineering Surveying and completion checks	2260	0	0	0	0	0	0	0	0	0	1	1	1	1	1	3	4	4	7	9	9	11	7	7	7	9	16	21	24	24	20	14	15	16	15	13	13	13	13	14	14	14	12	12	12	12	3	2	1	0				
Senior Management (President, VP, ...)	0016	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	2	2	2	2	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0			
Project Manager	0212	0	0	0	0	0	0	0	0	0	1	1	1	1	0	1	1	1	1	1	2	2	1	1	1	1	1	2	2	2	2	2	2	2	2	2	1	1	1	1	1	1	1	1	1	1	0	0	0	0				
Procurement / Expedition	1225	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	2	2	3	3	2	2	2	2	2	3	4	4	4	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2	1	1	1	0	
Safety	2263	0	0	0	0	0	0	0	0	0	1	1	1	1	1	2	3	3	3	4	4	5	4	4	4	4	4	5	5	6	6	5	5	5	6	6	6	5	5	5	5	6	6	6	5	5	4	2	2	0	0			
Quality Control	2262	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	2	2	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	1	0	0	0	0		
Finance / Accounting	1111	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	
Legal	4110	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Monthly FTE		18	25	27	33	24	18	15	15	18	8	48	52	45	41	40	69	79	91	125	223	249	258	223	203	213	235	280	302	376	385	316	269	254	269	264	239	249	284	284	340	337	383	358	340	294	142	136	63	0				

APPENDIX B
DIVERSITY TARGETS

Diversity Targets

Category	Positions	NOC Code	PEAK # FTEs	Target (% & peak # of women)	Rationale
Trades Related (A)	Equipment Operator Earth Mover - Excavator, Dozer, Loader Dump truck, Screening equipment etc.	7521	50	18% (28)	Targets for these two NOC codes are higher since women are more likely to be represented on the Maritime Link Project in these roles. Also: there is time for women who are interested in these roles to complete training in advance of the project since the training and experience required is shorter than that of other codes in this category.
	Trades Helpers and Labourers - Grounds Person Truck Driver, Mechanic Helper, Mixer Operator, Utility Person, Traffic Control Person, General Laborer (unskilled)	7612	17		
	Maintenance	7621	91		
	Subtotal		158		
Trades Related (B)	Power Line Technician (Line Person)	7244	44	10% (24)	As of February 2013, Office to Advance Women Apprentices was aware of a total of 40 women Journeypersons in Newfoundland. 32 of these 40 work in the trades that will be represented on Maritime Link. Women represent only 4% of construction trades, even though they represent 50% of the Newfoundland labour force. (http://www.wrdc.nf.ca/wrdc/article4.html) http://www.stats.gov.nl.ca/Statistics/Census2006/PDF/LBR_LF_Occ_Sex_2006.pdf
	Utility Electrician	7242	47		
	Welders	7237	5		
	Crane Operator (Equipment Operator A), Boom Truck Operator (Equipment Operator B)	7371	9		
	Blaster - Compressor Operator, Special services (HDD drillers, other)	7372	10		
	Surveyor	2154	15		
	Arborist (tree cutter)	8421	4		
	Communication Installer	7246	5		
	Carpenter (includes also concrete forms, rebar)	7271	28		

	Technicians (electrical, instrument, Mechanical), Drafting, Geotechnical Work	2230	56		
	Millwrights	7311	11		
	Pipe Fitters	7252	4		
	Iron Workers	7236	3		
	Subtotal		241		
Construction Management	Construction Manager	711	6	5% (3)	The number of women in Construction, particularly in leadership roles is extremely low. In addition, the majority of engineering work resides in the Electrical discipline. ("The State of Women in Construction in Canada", 2010 The Construction Sector Council of Canada.) Women represent less than 7% of Electrical & Electronics Engineers (NOC C033) in Newfoundland (http://www.stats.gov.nl.ca/Statistics/Census2006/PDF/LBR_LF_Occ_Sex_2006.pdf)
	Construction Superintendent	7200	33		
	Engineering Surveying and completion checks	2260	24		
	Subtotal		63		
Engineering	Engineers	2130	30	15%(5)	
Managers & Other Professionals	Sr. Mgt (Pres., VP,	16	4	35% (15)	
	Project Manager	212	4		
	Procurement / Expediting	1225	6		
	Safety	2263	6		
	Quality Control	2262	2		
	Finance / Accounting	1111	8		
	Legal	4110	1		
	Administration	1120	12		
	Subtotal		43		
Total Overall			535	14% (75)	

APPENDIX C
COLLECTIVE AGREEMENT BENEFITS RELATED CLAUSES

Gender & Diversity Plan specific clauses in the Collective Agreement include:

ARTICLE 1 – PURPOSE AND PROJECT CULTURE

1.03 This Agreement will facilitate the participation of qualified residents of Newfoundland and Labrador and Nova Scotia, women and members of other underrepresented groups.

ARTICLE 7 – HIRING PROVISIONS

7.02 The Parties agree that Union referrals and Contractor name hiring and selection shall give priority to qualified residents of Newfoundland and Labrador and Nova Scotia taking into account the Benefits Strategy and gender equity and diversity objectives as established with the Province.

7.03 To ensure the Parties meet their obligations as per Article 7.02, the Parties agree that all Project partners, including Contractors, the Union and the Association will work proactively and progressively to advance the participation and integration of qualified residents of Newfoundland and Labrador and Nova Scotia, qualified females and other underrepresented groups in the areas of employment, training and apprenticeship in accordance with the gender equity and diversity objectives as established with the Province.

7.04 After employment priority is given to comply with the obligations contained in Articles 7.02 and 7.03, the Parties are committed to work cooperatively to identify, recruit, refer and hire workers in the following priority:

- a) Qualified Canadian workers who are members of IBEW affiliate locals;
- b) Qualified Canadian workers;
- c) Temporary Foreign Workers being qualified non-Canadian workers that are members of IBEW affiliate locals and who are authorized to enter and work in Canada;
- d) Temporary Foreign Workers being other qualified non-Canadian workers who are authorized to enter and work in Canada.

7.09 a) The Parties agree that highly qualified supervision is fundamental to the success of the Project, therefore the following will apply:

- i. Forepersons will be selected or name hired after having received multifaceted orientation and training, including but not limited to site and collective agreement orientation, safety, environment, IBEW Code of

Excellence, cultural and gender sensitivity, mentoring and coaching, scheduling and budgeting, respectful workplace, labour relations dispute resolution pursuant to the Agreement, communication skills, productivity, leadership, team building, management of and maintaining schedule, in advance of coming to work so that they have the skills and tools to succeed.

- v. The selection of forepersons must be in alignment with the Benefits Agreement and gender equity and diversity objectives established in consultation with the Province
- b) The Parties agree that it is fundamental to the success of the Project to have highly trained employees, and accordingly agree to the following:
 - i. workers will be selected or name hired by the Contractor and/or referred by the Union from a group of workers that have received pre-employment multifaceted orientation and training including but not limited to, site and collective agreement orientation, safety, environment, IBEW Code of Excellence, cultural and gender sensitivity, respectful workplace, dispute resolution pursuant to the Agreement and productivity, so that such employees have the skills and tools to succeed;

ARTICLE 10 – HEALTH AND SAFETY

10.05 Where the Contractor determines after an employee has been hired that the nature of the work or working conditions so require, employees shall be supplied, at the Contractor's expense, all necessary safety equipment and/or devices to enable the employee to safely perform his/her duties. Employees shall be required to use safety equipment and/or devices in accordance with the intended use. Notwithstanding the foregoing, the Contractor shall provide to each employee upon commencement of employment, the following specific articles for use by the employee in the course of their employment on the Project:

- f) such equipment shall be of reasonable quality, fit and size for the employee.

ARTICLE 11 – HUMAN RIGHTS

11.01 The Parties agree to comply with the Newfoundland and Labrador Human Rights Act.

11.02 The Parties agree that there will be no contravention of this Agreement by a Contractor, Association or Union as a result of the Contractor giving priority to qualified residents of

Newfoundland and Labrador and Nova Scotia and/or taking into account the Benefits Agreement and gender equity and diversity objectives as established with the Province.

ARTICLE 12 – DIVERSITY AND GENDER EQUITY ON THE PROJECT

12.01 The Association, its Contractor members and the Union will promote and support initiatives and plans in support of gender equity programs and diversity programs established with the Province. The Parties to this Agreement recognize and support the principles of diversity in employment and gender equity in the workplace and will work cooperatively to create a respectful and inclusive work culture.

12.02 The Association, its Contractor members and the Union will support the gender equity and diversity programs established with the Province, including but not limited to working together to achieve and sustain participation goals for women and underrepresented groups.

ARTICLE 14 – LIAISON COMMITTEE

14.01 The Association, its Contractors and the Union agree to the following:

- a) Provide strong leadership in both the Association and Union in dealing with all workplace issues and disputes.
- b) Commit to dealing with work related issues or disputes on the Project in a timely and collaborative manner with minimal impact to the working environment.
- c) Administering the grievance and arbitration process in a way that adheres to the above principles and ensures grievances and arbitrations are dealt with in a timely and collaborative manner with minimal impact on the progress of work.

14.02 Both the Association and Union agree to form a Liaison Committee to work collectively to achieve the following:

- a) Promote and maintain a safety first and healthy work environment;
- b) Adhere to Article 14.01 above;
- c) Promote and maintain open and respectful communication in regard to all matters pertaining to the Project or the Agreement;
- d) Maximize productivity to ensure completion on or ahead of schedule;
- e) Foster and maintain proactive and positive industrial relations;

- f) Speedy resolution of disputes or issues arising under the Agreement;

ARTICLE 16 – SHOP STEWARDS

- 16.01 Stewards shall be appointed by the Union Business Manager or his/her representative. Gender equity and diversity shall be considerations in the appointment of stewards. When a scheduled second and/or third shift occurs, stewards for such shift(s) may be appointed. Such appointments shall be confirmed in writing to the Contractor and the Association. Stewards assigned to represent a particular shift will not retain their status if that shift is cancelled.

ARTICLE 18 – WORK TEAMS

- 18.01 The Association, Contractor(s) and the Union agree that the utilization of cross functional Work Teams and a team based approach is essential to the Project success, providing maximum productivity and flexibility for the efficient and effective performance of work completed on time and within budget.
- 18.02 The Association, Contractor(s) and the Union agree that Work Teams will be composed of different worker classifications, with the necessary skills and qualifications required to perform and complete the work assignment(s). The creation of any specific Work Team shall not prohibit or restrict a Contractor from creating a Work Team for the same, or different, type of work with a different composition of classifications or workers.

ARTICLE 24 – ACCOMMODATION

- 24.07 Accommodations will take into account the requirements of a diverse workforce.

ARTICLE 34 – APPRENTICESHIP AND TRAINING

- 34.01 The Association, the Contractors and the Union, in alignment with the Benefits Agreement and the gender equity and diversity obligations established with the Province, agree to work cooperatively to create training, development and apprenticeship opportunities as part of their joint responsibility to maintain a supply of skilled tradespersons for the Project.
- 34.02 The Parties agree to cooperate to the fullest extent with any government instituted Apprenticeship Training Plan including layoff for yearly in-school training where requested by the employee.
- 34.03 The Association, the Contractors and the Union agree, to the extent permitted by Project conditions and law, to maximize placement and utilization of apprentices.

34.04 Gender equity and diversity shall be a consideration when hiring or referring apprentices to the Project as part of the Parties cooperative efforts to achieve, sustain and hopefully surpass participation goals for women and underrepresented groups established with the Province.