



Diversity and Inclusion

Contractor Requirements

Nalcor Energy is committed to creating a safe, respectful workplace where all workers are valued and treated with dignity and respect, and requires all contractors to comply with this commitment. It is expected that all Nalcor Energy contractors and subcontractors will demonstrate a commitment to diversity and inclusion in their employment and contracting processes, ensuring a respectful and inclusive work environment and encouraging the employment of women and other designated groups in occupations in which they are underrepresented. Nalcor specifically expects all contractors to be familiar with our Gender Equity, Diversity & Inclusion strategy and to adhere to our Respectful Workplace Policy and principles. For more information, please visit www.nalcorenergy.com/diversity

The following detailed Diversity & Inclusion contractor requirements apply to projects that have a Women's Employment Plan (or in some cases a Gender Equity and Diversity Plan) requirement as a condition of release from the Environmental Assessment process. Please note that it is mandatory for successful bidders to comply with the diversity and inclusion contractor requirements.

1.0 Contractor Obligations

Nalcor Energy and its subsidiaries are committed to diversity and inclusion in its employment and contracting practices. We are dedicated to fostering a work environment conducive to productivity and effectiveness, and one that enables employees to demonstrate Nalcor Energy's values, with an emphasis on respect, dignity and teamwork in achieving our vision for diversity and inclusion.

As a condition of contract award, the Contractor agrees to comply with and demonstrate Nalcor Energy's diversity and inclusion commitments, as outlined in the Women's Employment Plan (WEP) or Gender Equity and Diversity Plan developed by Nalcor Energy and approved by Government of Newfoundland and Labrador as a condition of release from the Environmental Assessment process. Consistent with Government of Newfoundland and Labrador's requirements, the WEP outlines targets for women's employment on the project, and processes and procedures to achieve Nalcor Energy's diversity and inclusion commitments. Within 30 days following contract award, the Contractor will be required to submit a sub-plan to Nalcor Energy, outlining the processes and initiatives that will be implemented to align with the requirements and commitments outlined in the WEP (or Gender Equity and Diversity Plan, as applicable), including scaling requirements to subcontractors as applicable.

1.1 Diversity and Inclusion Requirements

Nalcor Energy is required to have a Women's Employment Plan for certain projects. As a result, Nalcor Energy will require its contractors to comply with the requirements in the approved WEP.

The Contractor is expected to implement processes and procedures to comply with the following requirements:

a) Targets for employment of women

- The Contractor is expected to comply with and demonstrate best efforts to achieve the targets for women's employment as outlined in the approved Women's Employment Plan for the project by implementing the processes and guidelines outlined in this document.

b) Diversity and Inclusion Management

- In implementing diversity commitments, it is important to ensure an overall environment and culture that promotes diversity and inclusion in all aspects of the project. Effective implementation will require demonstrated senior management support of, and commitment to, diversity and inclusion.
- It is Nalcor Energy's expectation that the Contractor will appoint a manager responsible and accountable for compliance with the WEP requirements and for diversity and inclusion, to ensure that all levels of management, personnel and subcontractors demonstrate diversity and inclusion commitments and compliance with policies and procedures at all times.

c) Recruitment, Selection and Retention

- Ensure all job ads include a section to encourage members of the four designated groups (women, Aboriginal peoples, persons with disabilities and members of visible minorities) to apply for job opportunities. Specifically, a gender equity statement should be included in all recruitment and promotional materials related to the project.
- Identify relevant organizations and stakeholder groups and notify them directly regarding Contractor project recruitment requirements. The Contractor should specifically contact the Office to Advance Women Apprentices (OAWA) when recruiting for skilled trades positions. The OAWA houses a database of qualified female journeypersons and apprentices in a variety of relevant trades. For more information, visit www.womenapprentices.ca. Contact Information: (709) 757-5435.
- Proactively include equitable numbers of qualified women in interview processes.
- Where name hire provisions exist or are negotiated in collective agreements for skilled trades workers, the Contractor should leverage the name hire process to hire qualified women in accordance with the women's employment targets, and also work collaboratively with the union(s) to encourage them to dispatch qualified women.
- Include diversity representation as a consideration in layoffs to ensure that qualified women are not laid off disproportionately to men, in accordance with employment targets for qualified women.
- Monitor diversity-related considerations in exit interviews with personnel to gather feedback and identify potential areas for continuous improvement.

- Cooperate with Nalcor Energy in implementing other initiatives to remove barriers and encourage recruitment and retention of members of designated groups, particularly women and Aboriginal women.

d) Training

- Provide all employees with an orientation and onboarding program that includes awareness and information regarding diversity and inclusion, and respectful work environment policies and procedures. Women in Resource Development Corporation (WRDC) offers a Managing a Diverse Workforce (for managers and supervisors) and Creating a Respectful Workplace training programs (for managers, supervisors and staff). For more information, visit www.wrdc.nf.ca. Contact Information: (709) 738-3713.
- Proactively encourage representation of women in training and development opportunities in accordance with women's employment targets and commitments.

e) Work Environment

- Provide a safe and supportive work environment for women and other members of designated groups.
- Enforcement of a zero tolerance policy regarding harassment on site, including:
 - Implement a Respectful Workplace Policy and associated procedure, for review by Nalcor Energy or adopt Nalcor Energy's policy for the project;
 - Ensure that the policy is posted on safety boards and in common areas throughout the worksite;
 - Include Respectful Workplace Policy and training in the new hire orientation;
 - Implement semi-annual Respectful Workplace Policy refresher tailboard talks;
 - Notify and consult with Nalcor Energy Human Resources Department if project-specific harassment and respectful workplace issues arise to: ensure that expectations are being met in the process to address issues; and once a resolution has been determined, provide a summary report of the issue(s)/complaint(s), process employed in investigating/addressing the issue(s), and result (including result of investigation and disciplinary action taken, if any); and
 - Include respectful workplace requirements and expectations in subcontractor contracts.
- Facilities
 - All facilities will comply with applicable regulatory requirements and best practices, including those related to gender and accessibility (e.g. gender separate accommodations and washroom/change room facilities).
- Equipment
 - Proper-fitting personal protective equipment should be provided to all workers and made available in male and female sizes; and appropriate tools and equipment should be provided to accommodate individual needs where feasible.

f) Collective Agreements

- Where applicable, include diversity considerations in the negotiation of collective agreement(s) and include language to ensure that agreement(s) facilitate the achievement of diversity and inclusion goals, specifically referencing the project's Women's Employment Plan, respectful work environment provisions, and including name hire provisions to facilitate the achievement of diversity objectives.

g) Diversity and Inclusion Contact

- Identify a neutral Diversity and Inclusion contact (preferably a Human Resources, Labour Relations or Safety representative) to be present on the worksite at all times, to whom employees will have confidential access and who will be required and empowered to bring forward diversity-related concerns to Contractor management and Nalcor Energy Human Resources Department, and to work with Nalcor Energy HR to ensure that issues are dealt with in a timely and effective manner.

h) Monitoring and Reporting

- Assign responsibility for diversity and inclusion reporting to a consistent contact within the Contractor organization.
- Monthly employment metric reports must be submitted to Nalcor Energy as outlined in section 2.1, including headcount and person hours by NOC Code and gender.
- Monthly qualitative diversity reports must be submitted to Nalcor Energy as outlined in section 2.2, including efforts and initiatives to align with the commitments outlined in the Women's Employment Plan.

i) Diversity and Inclusion Update Meetings

- Participate in quarterly meetings with the Nalcor Energy HR Specialist - Diversity and Inclusion and other Nalcor Energy management, to discuss diversity reports outlining employment metrics and initiatives, as well as areas for improvement.
- Consult with Nalcor Energy's HR Specialist – Diversity and Inclusion outside of scheduled meetings for questions or support as needed.

j) Communication and Stakeholder Consultation

- Effective internal and external diversity-related communications will be essential in the successful implementation of the diversity commitments and initiatives. This involves communication of commitments and goals both internally and externally to ensure awareness and compliance at all levels.
- Use gender inclusive and neutral language and images in all written and verbal communications with personnel and stakeholders (e.g. journeyman vs. journeyman; line worker vs. lineman).
- Advise organizations representing members of designated groups (e.g. WRDC and OAWA) where to find Project-related employment information (e.g. job advertisements).
- Participate in annual stakeholder engagement sessions upon invitation by Nalcor Energy.

2.0 Monthly Reporting Requirements

2.1 Quantitative Diversity Reporting – Headcount

The Contractor shall provide the number and percentage of women working on the Project scope in Newfoundland and Labrador as a percentage of the total workforce, broken down by National Occupation Code (NOC) for both the project office and project site. The categories and positions identified below are examples for reference. They should be tailored to the project-specific workforce. **This information must reported monthly by the 10th business day following the end of the month.**

Occupations / Job classifications	National Occupation Code (NOC)	Female Representation	Total Employees		Level of Trade*				Comments**
					Journeyman		Apprentice		
					M	F	M	F	
Management Occupations									
Project Manager									
Construction Manager									
Superintendent									
Administrative									
Administrative Assistant									
Document Control									
Business, Finance and Administrative Professionals									
Human Resources Coordinator									
Accountant									
Natural and Applied Sciences Professionals									
Civil Engineer									
Geophysicist									
Technicians and Semi-Professionals									
Geomatics Technician									
Technologist									
Inspector									
Supervisor Skilled Trades									
Field Supervisor									
Construction Supervisor									
Skilled Trades									
Electricians									
Welders									
Manual Workers									
Labourer									
*Number of Journeymen and Apprentices (M/F) should be identified for Skilled Trades					Information Provided By: _____				
**Comments regarding recruitment efforts or challenges as applicable					Date: _____				

2.2 Quantitative Diversity Reporting – Person Hours

The Contractor shall provide the number of person hours for men and women working on the Project scope in Newfoundland and Labrador, broken down by National Occupation Code (NOC) for both the project office and project site. The categories and positions identified below are examples for reference. They should be tailored to the project-specific workforce. **This information must reported monthly by the 10th business day following the end of the month.**

Occupations / Job classifications	National Occupation Code (NOC)	Total Person Hours	
		M	F
Management Occupations			
Construction Manager	0711		
Engineering Manager	0211		
Health and Safety Manager	0112		
Environment Manager	0212		
Administrative			
Administrative Assistant	1221		
Business, Finance and Administrative Professionals			
Cost Control	1111		
Scheduler	1225		
Natural and Applied Sciences Professionals			
Civil Engineer	2131		
Electrical Engineer	2133		
Mechanical Engineer	2141		
Technicians and Semi-Professionals			
Geo Technician	2254		
CAD Technologist/Drafter	2253		
Environment Assessment Lead	2263		
Supervisor Skilled Trades			
Foreperson	7205		
Skilled Trades			
Power Line Technician	7244		
Heavy Duty Equipment Mechanic	7312		
Drill Operator	7372		
Heavy Equipment Operator	7421		
Manual Workers			
Labourers	7611		
*Level of Trade should be identified for Skilled Trades			

2.3 Qualitative Diversity Reporting

For each of the below categories, the Contractor shall provide a monthly update regarding relevant action items (i.e. initiatives and efforts) for the reporting period, noting relevant achievements/success, and planned action items for the next reporting period. The report should also note areas of concern/challenges and actions planned/being taken to address them. **This information must be reported monthly by the 10th business day following the end of the month.**

Qualitative Diversity Report	
Project Name:	
Company Name:	Period:
<p>THIS PERIOD'S ACHIEVEMENTS</p> <ul style="list-style-type: none"> • Diversity Management and Internal Communication <ul style="list-style-type: none"> ➤ e.g. internal diversity-related meetings/messaging, communication with subcontractors, participation in diversity-related meetings internally and with Nalcor Energy, etc. • External Communication and Stakeholder consultation <ul style="list-style-type: none"> ➤ e.g. general diversity-related community outreach and external communication efforts/initiatives, and participation in forums with Nalcor Energy, etc. • Training <ul style="list-style-type: none"> ➤ e.g. efforts to encourage diverse representation in training initiatives/offerings, etc. • Recruitment of Qualified Candidates <ul style="list-style-type: none"> ➤ e.g. efforts to collaborate/communicate with unions and/or organizations in recruiting qualified members of designated groups, attendance at diversity-related recruitment events, etc. • Respectful and Inclusive Work Environment <ul style="list-style-type: none"> ➤ e.g. inclusion of respectful workplace presentation in orientation, tailboard talks, etc. • Monitoring and Reporting <ul style="list-style-type: none"> ➤ e.g. implementation of monitoring and reporting processes, efforts to improve upon processes, etc. • Other <ul style="list-style-type: none"> ➤ e.g. other diversity-related initiatives as applicable 	
<p>MAJOR OBJECTIVES FOR NEXT QUARTER</p> <ul style="list-style-type: none"> • Contractor to outline major objectives for each of the relevant categories listed above 	
<p>AREAS OF CONCERN / CHALLENGES</p> <ul style="list-style-type: none"> • Contractor to outline any diversity-related concerns or challenges 	
<p>ACTIONS BEING TAKEN</p> <ul style="list-style-type: none"> • Contractor to outline any actions being taken to address concerns/challenges 	