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Nain Wind Micro-Grid Project – Women and Gender Diverse Person’s Employment Plan

1.0 Introduction

Natural Forces has partnered with the Nunatsiavut Government on the Nain Wind Micro-Grid Project. Natural Forces, on behalf of the partnership, has developed the Women and Gender Diverse Person’s Employment Plan for the development, construction, and operation of the project.

The Nain Wind Micro-Grid Project is a proposed 2 turbine (3.0-megawatt (MW)) wind power project with a battery storage system and micro-grid controller to integrate with the existing diesel system in Nain. The proposed location of the wind turbines is approximately 2.5 km from the center of Nain. It is the first project of this scale within Nunatsiavut, and it is expected that it will serve as a pilot project for renewable energy development in the region.

Nain has the largest population of the five communities located in Nunatsiavut, with both population and consumer demand growing annually. The wind resource in Nain is strongest and most consistent during the fall and winter months of the year, which is also when energy use is at its highest, making this an excellent location to develop the Project. This Project will help reduce the amount of diesel fuel consumed at the Newfoundland and Labrador Hydro power plant in Nain.

As stated within the Natural Forces Diversity, Equity, and Inclusion Policy, Natural Forces is a diverse, equitable and inclusive workplace committed to a non-discriminatory approach and to provide equal opportunity for employment and advancement to all candidates and employees. Natural Forces respects diversity and values the benefits that a culture of equity and inclusion can bring to its employees. Natural Forces views diversity, equity, and inclusion as integral to the overall mission of the organization through ensuring the well-being of employees and the communities it serves.

A culture of diversity and equity in the workplace ensures that all voices are valued and heard, effectively mitigating group think and improving oversight, decision-making and governance. Natural Forces is committed to fostering an inclusive culture based on merit and free of conscious or unconscious bias.

Natural Forces also seeks to encourage diversity in the greater industry by applying these values to procurement decisions and the selection of partner companies. Efforts shall be made to include companies owned or operated by members of Designated Groups (women, Indigenous peoples, persons with disabilities and members of visible minorities) in the selection process of suppliers, consultants, and subcontractors.

Natural Forces is committed to establishing qualitative and quantitative goals for gender equity to improve employment outcomes for women and gender diverse persons in Newfoundland, Labrador, and Nunatsiavut. Natural Forces has developed this Women and Gender Diverse Person’s Employment Plan to establish a proactive approach toward a workplace environment with policies and practices that help ensure a work environment free from harassment and discrimination.

2.0 Project Timeframes and Workforce Estimate

The project is scheduled to begin in 2026 and will continue through to the end of 2028. At its peak during the construction phase in the summer it is estimated that the Project will employ 45 people directly and indirectly.

Construction Phase:

- Construction of access road
- Construction of Wind Turbine foundations
- Construction of Battery Energy Storage Site & foundations
- Construction of the Routing of the Collector line
- Installation of Wind Turbines
- Installation of Battery Energy Storage containers and project E-house
- Electrical integration of Balance of Plant equipment

The workforce requirements and estimated number of workers required by NOC code for the Construction Phase are outlined in Table 1.

Table 1: Estimated Full-time Contractor-Hired (CH) or Direct Employee (DE) Hires, Construction Phase, by Occupation/NOC

Occupation	NOC	Duration of Work	Number of Employees	CH/DE
Project Management	0016/0211/0711	Up to 3 years	9	DE/CH
Supervisors Skilled Trades	7202/7204/7205/ 7236/7302	Up to 8 months	7	CH
Professionals	2234/2121/2131/ 2133/2253	Up to 2 years	15	CH
Semi- Professionals and Technicians	2231/2241/2243	6 months	6	CH
Skilled Trades	7202/7242/7301/ 7312/7371/7521/ 7282/7372/7511/ 7532	Up to 8 months	30	CH
Manual Workers	7611/7612	4 months	6	CH

Table 2: Employment Targets by Occupational Group – Construction Phase

Occupation (NOC)	FT/PT/Seasonal	# of Employees	Target Female (%)	Direct Hire (DH) or Contractor (CT)	Estimated Timeframe
Project Management	PT/Seasonal	9	50%	DH/CT	3 years
Administration	PT/Seasonal	5	50%	DH/CT	2 years
Supervisors of Skilled Trades	Seasonal	7	15%	CT	4 months
Semi-Professionals, Technicians	PT/Seasonal	6	15%	CT	8 months
Skilled Trades	Seasonal	30	15%	CT	4 months
Manual Workers/Labourers	Seasonal	6	10%	CT	4 months
Apprentices	Seasonal	3	33%	CT	4 months

Operations scope of work:

- 24/7 monitoring of the site via communication infrastructure
- Local operator to provide minor maintenance on the turbine and battery energy storage system
- Local electricians to provide minor maintenance on the turbine and battery energy storage system

Table 3: Estimated Full-time (FT), Contractor-Hired (CH) or Direct Employee (DE) for the Operations Phase by Occupation/NOC

Occupation	NOC	Duration of Work	Number of Employees	CH/DE
Project Management	2241, 0015, 0211, 2133	25 years	2	DE
Supervisors Skilled Trades	7242	25 years	1	CH
Professionals	1111, 0111	25 years	1	DE
Semi-Professionals and Technicians				CH
Skilled Trades	7242, 7311	25 years	1	CH
Manual Workers	7521	25 years	1	CH
Apprentices	7242	25 years	1	CH

Table 4: Employment Targets by Occupational Group – Operations Phase

Occupation (NOC)	FT/PT/Seasonal	# of Employees	Target Female (%)	Direct Hire (DH) or Contractor (CT)	Estimated Timeframe
Project Management	PT	2	50%	DH	25 years
Administration	PT	1	50%	DH	25 years
Supervisors of Skilled Trades	PT	1	15%	CT	25 years
Semi-Professionals, Technicians					
Skilled Trades	PT	1	15%	CT	25 years
Manual Workers/Labourers	PT	1	10%	CT	25 years
Apprentices	PT	1	33%	CT	25 years

3.0 Employment Diversity Commitments and Practices

Natural Forces has developed the following commitments to advance gender equity in employment and smooth the transition of women and gender diverse persons into leadership roles:

- Establish senior executive responsibilities for gender equality, develop capabilities and lines of accountability among senior management;
- Develop and communicate an executive-level vision statement to all staff and contractors, including commitments and goals;
- Communicate policies and practices related to recruitment, orientation, hiring, remuneration, retention, promotion, complaint resolution and termination;
- Establish targets and timeframes to increase the number of women and gender diverse persons in leadership roles and occupations where women and gender diverse persons are under-represented;
- Provide training and other supports to develop an inclusive workplace culture; and
- Implement a monitoring system for gender equity as part of general HR systems and project planning/implementation.

4.0 Recruitment and Employment

Hiring, Recruitment and Advancement

At all times, Natural Forces seeks to maintain a staff comprised of talented and dedicated people with a

diverse mix of experience, skills and backgrounds collectively reflecting the strategic needs of the organization and the nature of the environment in which it operates. When assessing staff composition or identifying suitable candidates for employment, Natural Forces will consider candidates using objective criteria having due regard to the benefits of diversity and the needs of Natural Forces. Diversity includes business experience, education, geography, age, gender, sex, visible minorities, Indigenous people, persons with disabilities, sexual orientation, political views, religious beliefs, and other personal characteristics.

Natural Forces is committed to including the Women and Gender Diverse Person's Employment Plan in tender requests and encourage all bidders through the competitive bidding process to include as much indigenous and women and gender diverse persons content hiring and employment as possible. Bids will be evaluated placing a higher score on those proponents with a greater percentage of indigenous, women and gender diverse person's content hiring and employment included in their plans.

With a view to enhancing staff diversity, Natural Forces has adopted the following practices:

- When recruiting new candidates for employment, search protocols will extend beyond the networks of existing Natural Forces staff and will follow a fair and consistent hiring process that supports diversity, equity and inclusion. All candidates are assessed by a dedicated hiring team, with the same interviewers participating throughout the process and a standardized approach applied across all applicants. This structure helps minimize bias, ensures consistency in how candidates are evaluated and provides each individual with an equal opportunity to demonstrate their qualifications and potential.
- In addition to posting opportunities on traditional job boards, Natural Forces actively share roles through a broad network of community organizations, non-profits, university alumni groups and professional associations. This approach expands our reach to diverse talent pools, helps to remove barriers to access and ensures candidates are aware of and able to pursue opportunities within our organization.
- Any search firm engaged to help identify candidates for appointment to Natural Forces will be specifically directed to include candidates who are members of one or more of the Designated Groups.
- In the event Natural Forces maintains an ongoing list of potential candidates, Natural Forces will ensure that such a list includes candidates who are members of one or more the Designated Groups.

Natural Forces believe promotion of diversity is best served through careful consideration of all the knowledge, experience, skills and backgrounds of each individual candidate considering the needs of Natural Forces without focusing on a single diversity characteristic and accordingly, has not adopted specific diversity goals.

- Internal employment equity processes include:
 - Natural Forces is participating in the Equal by 30 campaign to obtain gender parity across the organization;
 - Natural Forces Diversity, Equity and Inclusion committee is delivering respectful workplace training to all current staff and new staff as they enter the workplace;
 - Natural Forces Diversity, Equity and Inclusion committee developed a hiring process that removes barriers for candidates by choosing language friendly job ads, circulating through

- networks and connections outside a traditional job posting agency, a screening process that targets designated groups;
 - workplace practices that include employee entry surveys, DEI surveys, professional development, internal policies in Respectful Workplace, Diversity, Equity and Inclusion, applying the best practice to enhance our culture that every voice at the table is valued and heard.
- Contractors and subcontractors are to comply with Natural Forces policies which would be monitored through quarterly reporting aligning with Appendix C of the Women and Gender Diverse Person's Employment Plan;
- In the event Natural Forces maintains an ongoing list of potential candidates, Natural Forces will ensure that such a list includes candidates who are members of one or more the Designated Groups.

5.0 Communication

To assist with maximizing opportunities for women and gender diverse person's, Natural Forces is committed to outreach with a range of stakeholder organizations and institutions to improve opportunities for women and gender diverse persons through the following activities:

- Use appropriate language and imagery in all job advertisements and other communications to encourage women and gender diverse persons to apply for all job opportunities. A gender equity and diversity statement will be included in any such promotional materials related to the development of Nain Wind Micro Grid Project.
- Outreach to organizations supporting women in science, trades and technical occupations such as the Office to Advance Women Apprentices (OAWA), Women in Resource Development Corporation (WRDC), Women in Science and Engineering Newfoundland and Labrador (WISE), the NL Department of Immigration Population Growth and Skills (IPGS) and the Office of Women and Gender Equality;
- Work with education and training institutions and relevant industry and stakeholder organizations to provide awareness of job opportunities and the necessary skills required associated with the Nain Wind Micro Grid Project;
- Participate in information sessions at the community level in collaboration with government and non-government stakeholders;
- Provide support for women and gender diverse persons job information workshops;
- Outreach to women business owners and business organizations such as the Newfoundland and Labrador Organization for Women Entrepreneurs (NLOWE) to share information about procurement processes;
- Include statements in tender documents to inform potential contractors of their obligation to comply with the Women and Gender Diverse Person's Employment Plan through the employment and retention of women and gender diverse persons and in reporting the results of such efforts and outcomes with regard to their employment, particularly in non-traditional occupations;
- Incorporate here gender-based analysis gathered from external stakeholders regarding women's employment and procurement into Natural Forces policy and workplace design decisions; and

Develop and maintain a corporate culture and work environment within Natural Forces that facilitates the achievement of the career goals of women and gender diverse person's and provides them with the training and support they need to assist them in meeting their goals and the goals of the company.

6.0 Monitoring

Natural Forces will work closely with its main contractor(s)/sub-contractors to ensure compliance with the Women and Gender Diverse Person's Employment Plan. During the first three months of project start up, biweekly meetings will be held with contractors/subcontractors to clarify and address any issues with implementation of the Women and Gender Diverse Person's Employment Plan.

Natural Forces will submit an annual report to the Minister responsible for the Status of Women and gender diverse person's during the construction phase and the first 2 years of operation. Annual reports will include quantitative and qualitative descriptions of the following:

- The representation (number and percentages) of workers (by gender), location and NOC Code (See Appendix C) according to each occupational group;
- The duration of work (hours) broken down by gender and location;
- An update of qualitative supports/initiatives undertaken to encourage the employment of qualified women and gender diverse persons and to ensure a respectful workplace.

Annually, Natural Forces, or a committee of Natural Forces , will review this policy and assess its effectiveness in promoting a diverse workplace and the progress of Natural Forces in achieving target(s) (if any) set out in this policy.

Appendix A: Employment Tracking Summary

Skilled Crafts and Trades Occupations										
Time Period: From _____ To: _____					Journey person		Apprentice		Total Females	
Total Workers: Male and Female					Female		Female			
Trade	Total	Supervision Name Hire	Name Hire	Union Referral	Name	Union	Name	Union	Total (Number)	Total %
Carpenter										
Electrician										
Heavy Equipment Operator										
....										
Total										
Manual Workers										
Laborer's										
Warehouse Worker										
...										
Total										
Administrative/Sales/Service Occupations										
Clerical Worker										
Security Guard										
....										
Total										
Total (Overall)										
Name Hire Efforts										
Trade	Notes									

Source: Using Balance To Build: Supporting Gender Diversity in Newfoundland and Labrador Construction Trades, 1990-2017

Appendix B: Employment Termination Tracking Report

Skilled Crafts/Trades										
Timeframe: From: _____ To: _____ Date Submitted: _____										
Company Name: _____										
Project: _____										
Contact: _____										
Employee Name	Trade	Journey person or Apprentice	Hire Type	Residency	Designation	Effective Date of Termination	Reason - Termination	Supervisor	Recommended for Rehire	Expected Date for Rehire

Source: Using balance To Build: Supporting Gender Diversity in Newfoundland and Labrador Construction Trades, 1990-2017

Appendix C: Women and Gender Diverse Person's Employment Plan – Quarterly Tracking Report – A, Numbers of Workers

Quarterly Report							
Company Name: _____							
Project Name: _____				Location: _____			
Contact: _____							
Time Period: From _____ To: _____							
Occupations/Job Classification	National Occupational Code (NOC)	Female Representation	Total Employees		Level Of Trade		
		Number (%)	M	F	Journey person Apprentice		
			M	F	M	F	F
Management							
.....							
Administrative							
.....							
Business/Finance Professionals							
...							
Technicians/Semi-Professionals							
....							
Supervisor/Skilled Trades							
....							
Skilled Trades							
....							
Manual Workers							
...							
Natural and Applied Science Professionals							
.....							
Total							

Appendix C: Women Gender Diverse Person's Employment Plan – Quarterly Tracking Report – B, Person Hours

Quarterly Report							
Company Name: _____							
Project Name: _____				Location: _____			
Contact: _____							
Time Period: From _____ To: _____							
Occupations/Job Classification	National Occupational Code (NOC)	Female Representation (Person Hours)	Total Employees		Level Of Trade		
		Person Hours (%)	M	F	M	F	M
Journey person Apprentice							
Management							
.....							
Administrative							
.....							
Business/Finance Professionals							
...							
Technicians/Semi-Professionals							
....							
Supervisor/Skilled Trades							
....							
Skilled Trades							
....							
Manual Workers							
...							
Natural and Applied Science Professionals							
.....							
Total							

