

# ATLANTIC SPACEPORT CORPORATION (NordSpace)

## *Women's Employment Plan*

Atlantic Spaceport Project — Newfoundland and Labrador

May 2026

Report Number: NS-2026-WEP-001-Rev A



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## 1. Introduction

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NordSpace Atlantic Corp is committed to becoming an industry leader that promotes the principles of women's employment, and to providing opportunities for qualified women and members of under-represented groups including Indigenous persons, persons with disabilities, transgender and non-binary individuals and visible minorities, which are collectively referred to throughout the Women's Employment Plan (Plan), as members of designated groups. NordSpace plans to maximize employment of women and members of designated groups during the construction, operation, and decommissioning phases of the Atlantic Spaceport Project (the Project). The involvement and support of NordSpace senior leadership in the women's employment commitments and principles outlined in this Plan will help achieve effective implementation.

NordSpace has established the following commitments and guiding principles to provide direction for the implementation of this Plan:

- Incorporating gender equity, diversity and inclusiveness into business processes and practices for the Project.
- Building a work environment that is free of discrimination, harassment and violence by implementing its employment policies in a fair and equitable manner.
- Selecting contractors and suppliers that are committed to working with NordSpace to deliver benefits to the people of the Province.

To achieve this, NordSpace will establish a Women's Employment Committee comprised of the General Manager, the Human Resources Manager and one or more selected employee(s) chosen based on a defined criterion. The Committee will review barriers to employment and advancement as well as disability-related accommodations and introduce any gaps to the Human Resources department. The Committee will also explore training regarding respectful workplace environment and involve the Health, Safety and Environment department in reviewing accessibility standards.

This Plan describes the women's employment goals and initiatives that will be implemented for the Project to ensure that there is fair and equal access to opportunities and benefits arising from the Project. This Plan provides information on:

- Projected employment and procurement requirements during the construction and operation phases of the Project.
- Gender equity and diversity targets during the Project's construction and operation phases.
- Actions to promote women's employment and meet targets.
- Measures to implement the Plan.

This Plan is a working document that will be updated throughout the life of the Project to reflect any changes in employment or procurement requirements during the various Project phases.

## 2. Project Overview

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NordSpace Atlantic Corp is developing the Atlantic Spaceport Complex (ASX) near the Town of St. Lawrence on the southeast coast of the Burin Peninsula, Newfoundland and Labrador. The Project represents a CA\$15 million, 5-year development and involves the construction, operation, and eventual decommissioning of Canada's first commercial orbital-class spaceport. The Project has been registered with the NL Department of Environment Conservation and Climate Change (NLECCC) pursuant to the NL Environmental Protection Act (2002), and the Environmental Assessment Registration Document was submitted in November 2025 (Strum Consulting, Project #25-11633). The Project was released from further environmental assessment in late December 2025.

The Project consists of three main physical components located on two parcels of Crown Land totalling approximately 60 hectares, within 8 km of the Town of St. Lawrence:

- SLC-01 — Launch Complex at Sauker Head (approx. 37 ha): Two orbital-class launch pads (Pad A and Pad B), vehicle assembly hangars (1,200 m<sup>2</sup> interior), fuel and liquid oxygen storage, water deluge and containment system, and electricity generators. The site is situated on a coastal plateau overlooking the open Atlantic Ocean, enabling safe south-eastward launch trajectories between 136° and 195° true headings over uninhabited oceanic zones.
- Launch Complex Access Road: A 5.5-km gravel access road connecting Sauker Head to Highway 220.
- SLC-02 — Mission Control Centre at Middle Head (approx. 11 ha): Mission and range control operations facility (600 m<sup>2</sup>), visitor and customer centre (future), and three ground station antenna dishes plus radar array providing Telemetry, Tracking and Control (TT&C) capabilities. The site is approximately 3.5 km southeast of St. Lawrence and will be grid-connected for continuous operations.

The Project site was selected based on its exceptional launch azimuth coverage (136°–195° over open ocean), flat coastal plateau terrain, more than 5 km safety buffer from the nearest permanent residence, and strong community support from the Town of St. Lawrence, which formally endorsed the Project in October 2025. NordSpace conducted a public information session in March 2025 (attended by approximately 100 residents) and an Open House in August 2025 (attended by approximately 200 residents). Letters of support have been received from both the Town of St. Lawrence and the St. Lawrence Volunteer Fire Department.

NordSpace's Tundra launch vehicle uses kerosene (RP-1) and liquid oxygen propellants, with compatibility with Sustainable Aviation Fuels — making it one of the most environmentally responsible launch vehicle designs globally. The ASX will support an anticipated launch cadence ramping from 1 test launch in 2025–2026 to 2–3 launches per year in 2027–2030, 6–12 per year in 2030–2035, and up to 16–20 launches per year by 2035 onwards. The Project has an estimated operational lifespan of 50 years (2027 to 2077).

The Project Schedule is as follows:

- Q2 2026: Site preparation and access road and utilities construction commences.
- Q2 2027: Construction of Launch Complex (assembly hangars, Launch Pad A) and Mission Control Centre commences.
- Q3 2028: Site commissioning completed; inaugural orbital launch of NordSpace Tundra vehicle.
- Q3 2028: First commercial customer launch on Pad A.
- 2028–2030: Construction of Pad B for third-party international allied launches.
- 2027–2077: Operational phase (50-year projected lifespan).

Projected employment and procurement requirements for the construction and operation phases of the Project are provided in the following subsections. It should be noted that these projected numbers may be updated as Project planning advances.

## 2.1 Employment Requirements

NordSpace is committed to maximizing local benefits and hiring locally or provincially, where possible. The Project's construction phase is expected to generate significant employment and associated socio-economic benefits for the Burin Peninsula and broader NL region.

The following sub-sections present an overview of the estimated labour force requirements during the construction and operation phases. NordSpace is committed to maximizing local benefits through direct employment, training and by giving assistance and preference to local suppliers.

### 2.1.1 Construction Phase

The construction phase will involve civil and structural work across both sites, including launch pad concrete slabs, launch towers and mounts, vehicle assembly hangars (1,200 m<sup>2</sup> interior), the 5.5-km gravel access road from Sauker Head to Highway 220, fuel and liquid oxygen storage tanks with engineered secondary containment, a 190,000-litre water deluge system, ground station antennae and radar array, the Mission Control Centre modular building at Middle Head, and associated utilities. Construction will proceed in a staged approach: access road and utilities commencing Q2 2026, followed by the Launch Complex and Mission Control Centre in Q2 2027 targeting commissioning in Q3 2028.

The construction phase is expected to generate approximately 20–40 direct construction jobs on the Burin Peninsula per year at peak activity (see Table B1 of the ASX EA Registration Document for NOC codes), in areas including structural steel and tower installation, electrical and utilities, ground systems, equipment operation, civil engineering, road crew, and general labour. Human resource planning for the construction phase is ongoing and NordSpace continues to look at opportunities to develop and implement employment equity, diversity, apprenticeship and training, and entry requirement strategies. NordSpace's contractor evaluation process encourages compliance with this Plan.

In support of this plan, a target of 15% female participation has been established during the construction period, equating to approximately 3–6 women across the 20–40 direct construction jobs anticipated on the Burin Peninsula at peak activity. NordSpace is committed to tracking and reporting on actual female participation levels throughout the construction phase.

**Table 1: NordSpace Current Female Employees**

| Occupation                                        | NOC Code (2021) | Current # Females |
|---------------------------------------------------|-----------------|-------------------|
| VP Engineering                                    | 20010           | 1                 |
| Manager of External Relations                     | 10022           | 1                 |
| Engineer, Guidance Navigation and Control Systems | 21390           | 1                 |
| <b>Total</b>                                      |                 | <b>3</b>          |
| <b>Percentage of Company</b>                      |                 | <b>~13%</b>       |

### 2.1.2 Operation Phase

NordSpace is targeting 50 new full-time positions by 2030 and anticipates up to 200 new positions by 2035. Most positions will be located on the Burin Peninsula at or near the Atlantic Spaceport Complex, with a small number of business development and support positions at a NordSpace office in St. John's. The direct-to-indirect labour ratio associated with this Project is estimated to be approximately 1:3, with the Project expected to induce the creation of over 230 indirect new jobs in NL by growing the local supply chain, diversifying the industrial base, and creating new hospitality and tourism opportunities.

Table 2 provides the detailed full-time employment plan by role, salary range, and year for the first 10 years of ASX operations (2026–2035), as published in the ASX Business Proposal (NordSpace Atlantic Corp, July 2025) and confirmed in the EA Registration Document (Strum Consulting, November 2025). NOC codes are drawn from Appendix B (Table B2) of the EA Registration Document.

**Table 2: Estimated Full-Time Employment at ASX by Role and Year (2026–2035) — Source: EA Registration Document, Appendix B, Table B2**

| Role                                                                      | NOC (2021) | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---------------------------------------------------------------------------|------------|------|------|------|------|------|------|------|------|------|------|
| <b>ENGINEERING (NOC codes from EA Registration, Appendix B, Table B2)</b> |            |      |      |      |      |      |      |      |      |      |      |
| Engineers – Antenna/RF                                                    | 21399      | –    | –    | 1    | 1    | 2    | 2    | 4    | 6    | 7    | 8    |
| Engineers – Civil & Infrastructure                                        | 21300      | 1    | 1    | 1    | 1    | 2    | 2    | 2    | 2    | 2    | 2    |
| Engineers – Electrical                                                    | 21310      | 1    | 1    | 1    | 1    | 3    | 3    | 6    | 10   | 12   | 12   |
| Engineers – Mechanical                                                    | 21301      | 1    | 1    | 1    | 1    | 3    | 3    | 5    | 8    | 10   | 12   |
| Engineers – Software                                                      | 21231      | –    | –    | 1    | 1    | 3    | 3    | 6    | 10   | 12   | 14   |
| Engineers – Systems                                                       | 21310      | –    | –    | 1    | 1    | 2    | 3    | 4    | 4    | 4    | 4    |
| Project Managers – Infrastructure                                         | 21210      | 1    | 1    | 1    | 1    | 2    | 3    | 4    | 4    | 4    | 4    |

|                                            |        |          |          |           |           |           |           |            |            |            |            |
|--------------------------------------------|--------|----------|----------|-----------|-----------|-----------|-----------|------------|------------|------------|------------|
| <b>Total Engineering</b>                   |        | <b>4</b> | <b>4</b> | <b>7</b>  | <b>7</b>  | <b>17</b> | <b>19</b> | <b>31</b>  | <b>44</b>  | <b>51</b>  | <b>56</b>  |
| <b>TECHNICIANS</b>                         |        |          |          |           |           |           |           |            |            |            |            |
| Ground Systems Technicians                 | 22301  | –        | –        | –         | –         | 2         | 6         | 10         | 14         | 20         | 30         |
| Payload Integration Specialists            | 22301  | 3        | 3        | 3         | 3         | 4         | 8         | 10         | 14         | 18         | 24         |
| <b>Total Technicians</b>                   |        | <b>3</b> | <b>3</b> | <b>3</b>  | <b>3</b>  | <b>6</b>  | <b>14</b> | <b>20</b>  | <b>28</b>  | <b>38</b>  | <b>54</b>  |
| <b>OPERATIONS</b>                          |        |          |          |           |           |           |           |            |            |            |            |
| Launch Operation Directors                 | 21390  | –        | –        | –         | 1         | 1         | 2         | 3          | 4          | 6          | 8          |
| Mission & Range Safety Controllers         | 21390  | –        | –        | –         | 1         | 4         | 6         | 9          | 12         | 16         | 16         |
| Security Officers & Emergency Responders   | 64410  | –        | –        | –         | 5         | 5         | 8         | 8          | 8          | 10         | 10         |
| Public Engagement Officers                 | 541820 | –        | –        | –         | –         | 1         | 2         | 2          | 2          | 2          | 2          |
| Environmental Protection Officers          | 541690 | –        | –        | –         | 1         | 1         | 2         | 2          | 2          | 2          | 2          |
| <b>Total Operations</b>                    |        | <b>–</b> | <b>–</b> | <b>–</b>  | <b>8</b>  | <b>12</b> | <b>20</b> | <b>24</b>  | <b>28</b>  | <b>36</b>  | <b>38</b>  |
| <b>BUSINESS &amp; ADMINISTRATION</b>       |        |          |          |           |           |           |           |            |            |            |            |
| Government & Public Affairs Managers       | 10022  | –        | –        | –         | –         | 2         | 2         | 2          | 3          | 3          | 4          |
| Marketing & Communications                 | 10022  | –        | 1        | 1         | 1         | 3         | 3         | 4          | 5          | 6          | 7          |
| Sales & Partnerships                       | 10022  | –        | –        | 1         | 1         | 2         | 3         | 4          | 5          | 6          | 7          |
| Client Project Managers                    | 10022  | –        | –        | –         | –         | 3         | 4         | 6          | 10         | 16         | 20         |
| Finance & Accounting Manager               | 11100  | –        | –        | –         | 1         | 1         | 2         | 2          | 3          | 4          | 4          |
| IT & Data Security                         | 21222  | –        | –        | 1         | 1         | 1         | 2         | 2          | 3          | 3          | 3          |
| Regulatory Operations (CGP, ITAR)          | 11201  | –        | –        | 1         | 1         | 1         | 2         | 2          | 3          | 3          | 3          |
| HR & Talent Recruitment                    | 12101  | 1        | 1        | 1         | 2         | 2         | 3         | 4          | 4          | 4          | 4          |
| <b>Total Business &amp; Admin</b>          |        | <b>1</b> | <b>2</b> | <b>5</b>  | <b>7</b>  | <b>15</b> | <b>21</b> | <b>26</b>  | <b>36</b>  | <b>45</b>  | <b>52</b>  |
| <b>TOTAL NEW FULL-TIME EMPLOYEES IN NL</b> |        | <b>8</b> | <b>9</b> | <b>15</b> | <b>25</b> | <b>50</b> | <b>74</b> | <b>101</b> | <b>136</b> | <b>170</b> | <b>200</b> |

*Note: NOC codes sourced from EA Registration Document, Appendix B, Table B2 (Strum Consulting, Project #25-11633, November 2025). “–” indicates the role is not yet active in that year.*

## 2.2 Procurement Requirements

A wide range of goods and services will be required during the construction and operation phases of the Project. NordSpace will promote the use of local NL suppliers wherever possible and has already engaged several NL-based firms, including Strum Consulting (St. John's) for environmental assessment, civil and geophysical engineering, and C-Core (St. John's) for TT&C ground station infrastructure.

### 2.2.1 Construction Phase

NordSpace will promote the use of local suppliers, contractors and organizations and encourage business development within the Province for businesses majority owned by women and/or members of designated groups. Concrete for the launch pad slabs, hangar foundations, and Mission Control Centre will be sourced from local suppliers and delivered just-in-time. Goods and services required during construction include but are not limited to:

- Environmental assessment, civil and geophysical engineering, and monitoring (Strum Consulting, NL-based, already engaged);
- Ground station antennae and TT&C infrastructure (C-Core, NL-based, already engaged);
- Finance and legal services;
- Transportation, trucking, and logistics;
- Education and training;
- Site clearing, grubbing, gravel road construction (approx. 5.5 km) and earthworks;
- Surveying and geotechnical services; (Edwards and Associates Limited, Marystown, NL-based, already engaged)
- Hotel and hospitality services in St. Lawrence and surrounding communities;
- Concrete supply, structural steel, and fabrication; and
- Construction and project management.

### 2.2.2 Operation Phase

During the operation phase, key operational procurement areas include:

- Kerosene (RP-1) fuel supply and transport (initially trucked to site prior to launches, progressing to regular scheduled deliveries);
- Liquid oxygen (LOX) supply and cryogenic logistics;
- Low-sulphur diesel for the 750 kW site generator;
- Waste management and certified disposal of hazardous materials;
- Education, training, and operational certification services;
- Laboratory and quality assurance services;
- IT, cyber, and telecommunications services;
- Facilities maintenance and security services; and
- Fire suppression and emergency response support (active partnership with the St. Lawrence Volunteer Fire Department).

### 3. Women's Employment Targets

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NordSpace has established targets for women's employment based on the workforce baseline information available. These targets are described for both the construction and operation phases of the Project. The targets established in this Plan are based on the representation of women in various occupations within the Province. Data on occupational participation rates of members of designated groups is also presented to help NordSpace measure the success of implementation of women's employment initiatives throughout the construction and operation phases.

#### 3.1 Data Sources and Limitations

Employment and Social Development Canada (ESDC) publishes the Employment Equity Data Report, which provides occupational representation data for NL using self-reported data from Statistics Canada. The 2021 Census and subsequent National Household Survey (NHS) data are among the key data sources used in the Employment Equity Data Report. The NHS, conducted by Statistics Canada, provides data for representation of women, Indigenous peoples and visible minorities within the provincial workforce population for the various NOC codes that will be represented on the Project during the construction and operation phases.

Estimates for persons with disabilities are derived from the Canadian Survey on Disability (CSD), which is conducted by Statistics Canada. Data for persons with disabilities is only available on a provincial basis and is not available by occupation type.

Limitations in the success of self-reporting procedures found in voluntary surveys administered by Statistics Canada create a challenge for obtaining adequate data on representation of members of designated groups within the workforce. For this reason, quantitative targets have not been established for members of designated groups. However, information on representation of designated groups is still presented in this Plan, and NordSpace will consider occupational participation rates of these designated groups to measure the success of implementation of women's employment initiatives throughout the construction and operation phases of the Project.

#### 3.2 Construction Phase Employment Targets

Gender equity targets have been developed based on recent census data of Statistics Canada (2021). The representation levels of women, Indigenous peoples and visible minorities in the provincial workforce, for all relevant occupational groups, are shown in Appendix A. The gender equity target of 15% female participation has been established during this period, equating to approximately 3–6 women across the 20–40 direct construction jobs anticipated at peak activity. NordSpace's contractor evaluation process encourages compliance with this Plan.

NordSpace is committed to engaging Women in Aerospace Canada, Indigenous Friendship Centres, and Women in Science and Engineering (WISE) to educate individuals on training and job opportunities and to perform recruitment outreach.

While not establishing targets for designated groups, NordSpace will consider the occupational participation rates of Indigenous peoples and visible minorities based on the representation of these groups in each type of occupation on the Project (Appendix A). NordSpace is committed to developing

and implementing programs to support the participation of these groups in its Project, and will consider the occupational participation rates outlined in Table 3 to measure the success of implementation of these programs.

**Table 3: Occupational Participation Rates of Indigenous Peoples, Visible Minorities and Persons with Disabilities During the Construction Phase of the Project**

| Occupational Category     | Indigenous Peoples | Visible Minorities | Persons with Disabilities |
|---------------------------|--------------------|--------------------|---------------------------|
| Construction Management   | 4.7%               | 0%                 | 5.6%                      |
| Skilled Crafts and Trades | 6.3%               | 0.2%               | —                         |

Sources: Appendix A, ESDC Employment Equity Data Report

### 3.3 Operation Phase Employment Targets

The operation phase of the Project will generate, on average, 84 full-time positions across the first five (5) years of operations. This phase of the Project allows the greatest planning opportunity for long-term hiring of women and members of designated groups by NordSpace and its contractors. Gender equity targets have been developed based on the most recent census data of Statistics Canada (2021).

The gender equity target of 20% female participation will be established as a long-term commitment, to be progressively achieved by 2035 once the Project reaches full operational scale. This target is informed by both the operational requirements of the Project and the current state of the Canadian aerospace and space industry workforce, and the representation of women in each occupational category is shown below in Table 4.

**Table 4: Employment Target for Women During Operation Phase of the Project**

| Category                             | Workforce Number | Women's Employment Target (%) |
|--------------------------------------|------------------|-------------------------------|
| Managers                             | 4                | 33%                           |
| Professionals and Semi-Professionals | 29               | 22%                           |
| Skilled Crafts and Trades            | 7                | 13%                           |
| <b>Overall</b>                       | <b>40</b>        | <b>20%</b>                    |

As outlined in Section 3.1, quantitative targets have not been established for members of designated groups, including Indigenous groups, visible minorities and persons with disabilities. While not establishing targets, NordSpace will consider the occupational participation rates of these groups based on their representation in each type of occupation on the Project.

**Table 5: Occupational Participation Rates of Indigenous Peoples, Visible Minorities and Persons with Disabilities during the Operation Phase of the Project**

| Occupational Category                | Indigenous Peoples | Visible Minorities | Persons with Disabilities |
|--------------------------------------|--------------------|--------------------|---------------------------|
| Managers                             | 4.7%               | 0%                 | 5.6%                      |
| Professionals and Semi-Professionals | 4.5%               | 0.7%               | —                         |
| Skilled Crafts and Trades            | 7.5%               | 0.1%               | —                         |

*Source: ESDC Employment Equity Data Report*

### 3.4 Procurement Targets

NordSpace is committed to promoting and encouraging the successful involvement of women and members of designated groups in the procurement process. Due to the limited data available on businesses that are majority owned and/or operated by women and members of designated groups in NL, quantitative targets for procurement have not been established. However, NordSpace is committed to:

- Reporting and monitoring the number of contracts awarded to businesses that are majority owned and/or operated by women or members of designated groups throughout the life of the Project.
- Determining business ownership by members of designated groups through anonymous self-disclosure.
- Engaging with industry organizations representing women and members of designated groups to share information about procurement opportunities and facilitate sharing of information with their members.

### 3.5 Contractor Responsibilities

Gender equity and diversity is important to NordSpace, and contractors are encouraged to adhere to the requirements outlined in this Plan. Contractors will be provided information related to their responsibilities to comply with the Plan requirements, including:

- Identify processes and procedures to comply with NordSpace gender equity targets.
- Follow the NordSpace Workplace Harassment and Discrimination Policy.
- Have employees complete orientation training, which includes respectful workplace, and women's employment awareness training.

## 4. Actions

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The following sections describe actions that NordSpace will implement to promote women's employment on the Project and to meet the targets identified in this Plan.

### 4.1 Recruitment and Retention

NordSpace recognizes the challenges in attracting, recruiting, and retaining a highly skilled workforce in the emerging commercial space sector. NordSpace understands that to be successful it must establish progressive human resources policies, procedures and practices that make it the employer of choice. NordSpace commits to a program of continuous improvement by:

- Reviewing the Plan annually once the Project reaches its operational phase to assess progress and determine how participation rates can increase where appropriate, documenting any updated targets in revised versions of the Plan.
- Engaging with other organizations (both inside and outside of the aerospace and space industry) so that the Project can benefit from "lessons learned" by these organizations.
- Participating in industry conferences and events that focus on gender equity and employment diversity, including Women in Science and Engineering (WISE) and related aerospace forums.

NordSpace will implement the following measures aimed at recruiting women and members of designated groups:

- Job opportunities will be communicated to training institutions in the Province, the Office of Women's Apprenticeship, Women in Resource Development Corporation, and other relevant organizations.
- Job advertisements will clearly state NordSpace's commitment to workplace women's employment.
- Gender-sensitive language will be used in job advertisements and other recruitment resources.
- Respectful workplace, and women's employment awareness training will be required for all employees of NordSpace and its main contractors, particularly those involved in recruitment campaigns. All contractors will be required to work with NordSpace to meet all commitments in this Plan.
- Use diverse hiring panels to minimize bias.
- NordSpace is committed to fair, competency-based selection with diverse panels.
- Take advantage of government programs designed to increase the participation of women and members of designated groups in under-represented occupations.
- Ensure workplace facilities (e.g., washrooms, change rooms, showers, recreational facilities, dining areas) are appropriately designed and available to adequately support women and all employees that are members of designated groups.
- Ensure that a sufficient number of NordSpace senior staff and management are women or members of other designated groups to serve as role models and mentors to more junior staff.
- Conduct exit interviews and incorporate analysis and feedback resulting from these interviews into recruitment and retention plans.

The following measures are focused on retaining employees that are women and members of designated groups within the organization:

- Enforce a zero-tolerance policy with respect to discrimination and harassment.

- Use the Plan to attract and develop employment opportunities for women and members of designated groups, which are tailored for permanent positions.
- Provide work schedules that promote better work/life balance and career path planning that offer the flexibility necessary to attend to family members.
- Offer promotion opportunities to all qualified employees through non-biased job competitions internally.
- Undertake yearly Employment System Reviews by NordSpace human resources staff and the Committee. Document results in annual reports, which are to be used to improve the Plan and update/develop human resources policies and procedures.
- Provide training, mentorship and job-shadowing opportunities to women and members of designated groups.
- Demonstrate senior management's strong commitment to workplace women's employment throughout the operational life of the Project.

With a commitment to hire local, NordSpace will look to find opportunities to increase the economic profile of the Burin Peninsula while adhering to the outline of the Women's Employment Plan (Plan). NordSpace will do so by identifying local candidates through potential partner organizations, providing opportunities for candidates and employees to identify gender, minority status and disability, and providing gender-specific open houses and target-group specific actions as planned by the Plan.

## 4.2 Human Resources Policies and Practices

NordSpace human resources policies and procedures will be developed based on industry-wide best practices. These will be designed to create a corporate culture founded on women's employment. NordSpace's progressive employment systems will promote a workplace that is healthy, safe, respectful, and family-friendly, and one that demonstrates social responsibility by engaging the broader community.

A Workplace Harassment and Discrimination Policy has been developed and implemented. This policy will discourage offensive behaviour and conduct. There will be a zero-tolerance policy for harassment and discrimination. Any individuals engaged in this sort of behaviour will be disciplined with consequences up to and including termination. This policy will also include threatening acts of violence, fighting, and assault.

Upon commencement of employment, all employees will be expected to participate in a workplace orientation program. This program will include respectful workplace, and women's employment awareness training. Relevant human resources policies and procedures will also be clearly communicated to all employees through a Human Resources Handbook that is currently being developed, which will be updated regularly and communicated to employees on an annual basis. Managers will receive training from external organizations with expertise in considerations for women and target groups, so they can correctly identify and deal with situations involving harassment and discrimination.

NordSpace will provide all necessary equipment and tools that workers will need to perform their duties. Personal protective equipment will be gender neutral. An adequate supply of all available sizes will be kept in stock to ensure that each worker has proper fitting equipment.

Internally, communications representatives will include questions on anonymous employee surveys that regard identification of gender and disability. These surveys will include partner organizations for review.

During the development of this Plan, there have already been suggested communications, policy and Human Resource changes that have been implemented to improve gender and target group inclusion. These include:

- Involving Women in Aerospace Canada and Women in Science and Engineering in partnering on female-specific open houses on employment and training opportunities.
- Engaging partners to provide management training regarding managing diversity in the workplace (including respectful language usage, understanding bias, noting and correcting discriminatory behaviours and more).
- Working on providing a feedback model for all employees that includes the ability for target groups to note issues and opportunities.
- Attending diversity-related sessions with partner organizations to ensure language sensitivity and harassment policies are adhered to.
- Agreement of plan to expand the gender identity section on employee forms to include a non-binary option.
- Greater awareness of noting accommodation needs during staff medicals for employee reporting.
- Modification of employee identification policies to ensure accommodations for disabilities can be offered as much as possible.

### 4.3 Training and Career Planning

NordSpace recognizes that regular training and career planning are needed to develop the highly skilled workforce required by the Project, particularly given the specialized nature of aerospace and spaceport operations. Employees need to be equipped with the knowledge, skills and motivation to accomplish short-term and long-term goals within the industry. NordSpace will develop training and career planning initiatives for its workers, especially its female employees and members of designated groups.

NordSpace commits to including females in all initiatives designed to maximize the use of apprentices, and in filling co-op placements and other training opportunities. Mentoring programs will also be used to give young apprentices and early-career aerospace professionals a chance to learn on-the-job from highly skilled journeypersons and experienced engineers. By ensuring an adequate number of women mentors, NordSpace will demonstrate its commitment to gender equity and help attract more women into its workforce.

Encouraging workers to advance in their careers by participating in various training programs is regarded by NordSpace as important. Accordingly, financial support and time off work to attend approved training will be provided.

Training and career planning within NordSpace will be supported by the following initiatives:

- Develop a competency and training system to help identify training needs of employees, with focus on women and workers from designated groups who demonstrate an aptitude for higher-level positions within the organization.
- Where possible, implement direct train-to-hire processes for non-apprentice trade areas.
- Set aside funds to pay for certification for candidates that are women or members of designated groups where representation gaps exist.
- Hold professional development workshops for all employees to encourage skills development and career advancement. NordSpace's Committee will be involved in planning these to ensure that no barriers exist for women and members of designated groups.

- Work with groups such as Women in Aerospace Canada, Women in Science and Engineering (WISE), and Indigenous Friendship Centres to promote training and employment opportunities and conduct sessions related to target groups.
- Offer job sharing and job rotation programs whenever possible within the organization to allow women and members of designated groups to obtain experience in other occupations.
- Ensure that adequate resources are allocated for training and career planning.
- Ensure equitable distribution of training funds for women and members of designated groups.
- Examine innovative ways that employees can network and support career growth and planning for women and members of designated groups.

NordSpace's Human Resources Department will work with the GED Committee to ensure that employee needs are met and are in line with operational requirements. By defining clear company targets and utilizing sound business practices, NordSpace is confident that its training program will produce a highly skilled workforce in which women and members of designated groups are able to advance to positions of leadership.

## 4.4 Communications

Effective internal and external communication is important to build women's employment and ensure effective implementation of the Plan. To achieve this, NordSpace will:

- Communicate women's employment requirements, initiatives and targets to all contractors and partners, such as training institutions.
- Use inclusive language and a representation of women's employment in images used for Project-related communication (e.g., job postings, advertisements, training materials).
- Establish communication mechanisms whereby stakeholder groups can receive ongoing information, ask questions and provide feedback regarding women's employment initiatives.
- Have applicable potential target organizations view communication tools to ensure proper guidelines and accessibility standards are met (non-gendered language, Clear Print guidelines, WCAG 2.0 standards).
- Communicate and ensure understanding of disability-related supports for meetings and public consultations.

## 4.5 Business Access

Businesses owned and operated by women and individuals of designated groups include those that are majority owned (more than 51%) by women and/or individual(s) of a designated group, or in the case of a publicly traded company, 51% of the shares are owned by women and/or members of designated groups. NordSpace recognizes the importance of ensuring that women and members of designated groups have fair and equal access to business opportunities associated with the Project. To achieve this, NordSpace will:

- Include women's employment provisions and criteria in its requests for proposals.
- Engage with community organizations and business associations to facilitate information sessions targeted specifically at women and designated groups.
- Work with contractors to identify their requirements to adhere with the Plan.
- Ask contractors to identify if the business is owned by women or a member of a designated group.

## 4.6 Community Outreach

NordSpace views community outreach as critical for achieving its women's employment targets, and has already demonstrated exceptional commitment through the EA process. Throughout 2025, NordSpace conducted: a public notice posted by the Town Office in January 2025; a public information session in March 2025 at the St. Lawrence Recreation Centre attended by approximately 100 residents from St. Lawrence, Little St. Lawrence, Marystown, and surrounding communities; and an Open House event at Middle Head in August 2025 attended by approximately 200 residents. NordSpace also provides regular project updates via its website, social media, and the St. Lawrence community Facebook page.

Community sentiment in St. Lawrence is overwhelmingly positive toward the NordSpace spaceport project. The Town of St. Lawrence issued a formal letter of support in October 2025 (Mayor Kevin Pittman), and the St. Lawrence Volunteer Fire Department issued a letter of support in October 2025 (Fire Chief Daryl Doyle). NordSpace has established an active partnership with the St. Lawrence Volunteer Fire Department, whose crews provided direct emergency coverage during the demonstration launch activities in August and September 2025.

NordSpace is also engaging with local fishing communities in St. Lawrence and surrounding regions, working directly with the Town Office, Harbour Authority, and fishers to minimize any temporary impact from maritime exclusion zones associated with launch activities. NordSpace's Space Missions Lead, Hubert Fortier, actively volunteers for Launch Canada student rocketry competitions and performs community outreach to Indigenous communities to grow participation in the space industry.

Specifically, NordSpace plans to continue and expand the following community outreach activities:

- Actively encourage firms led by women or members of designated groups to participate in business opportunities with the Project, and to support such businesses towards preferred supplier status.
- Continue hosting information sessions, career fairs, and open houses in St. Lawrence, St. John's, and surrounding communities to raise awareness and attract local talent, particularly from under-represented groups.
- When constructed, use the Visitor Experience Centre at Middle Head (SLC-02) as a destination for school groups and the public, inspiring interest in STEM fields and aerospace careers.
- Advertise job opportunities for women and members of designated groups through guidance counsellors at St. Lawrence Academy and other Burin Peninsula schools, Memorial University, College of the North Atlantic (Burin Campus), and through ESDC, AESL, and other provincial programs.
- Promote organizations such as Women in Aerospace Canada, Indigenous Friendship Centres, and Women in Science and Engineering (WISE).
- Collaborate with the NL Department of Jobs, Growth and Rural Development and regional workforce development committees to identify talent pools and address skills gaps.
- 
- Support Indigenous STEM outreach.
- Maintain a program that disseminates employment information to local and regional communities focusing on the benefits of a diverse workforce.

## 4.7 Monitoring and Reporting

To demonstrate effective implementation of the Plan, regular monitoring and reporting will occur. The Women's Employment Committee, working in collaboration with the HR & Talent Recruitment Manager, will be responsible for this mandate. The Committee will include representatives from NordSpace and associated stakeholders as appropriate. Members will have defined roles including a committee chair accountable for the successful implementation of the Plan and achieving desired results. Authority will be given to the Committee chair to implement programs and training as necessary. The group will meet annually to review the Plan and its implementation, compare employment data with NordSpace's women's employment targets, and review employee comments, suggestions, and complaints relevant to women's employment initiatives. Following the annual Employment Systems Review, the Committee will recommend improvements to the Plan and associated human resources policies and procedures with the view of identifying shortfalls and implementing appropriate mitigation measures.

Monitoring reports will be prepared on an annual basis and will provide data on all aspects of the employment environment for the Project, including qualitative and quantitative data relating to gender, designated groups, and occupations by NOC codes. Monitoring results will be submitted to the NL Government (EXECUTIVE COUNCIL, OFFICE OF WOMEN AND GENDER EQUALITY). NordSpace's Committee will also produce annual Women's Employment Reports on the Project's women's employment performance. The reports will list new initiatives for the upcoming year as well as review all initiatives and strategies involved in the Plan. NordSpace will conduct annual reviews of recruitment, hiring, and retention data to assess the effectiveness of HR strategies and DEI/Indigenous initiatives, and will solicit feedback from employees, community partners, and stakeholders to identify areas for improvement and adjust HR strategies as needed.

## 5. Implementation

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The Plan will be implemented upon approval by the Office of Women and Gender Equality. Upon approval, copies of the Plan will be distributed to NordSpace senior managers and relevant personnel, to its main contractors, and to relevant women's employment stakeholder groups. The Women's Employment Committee will be formed, and the Plan commitments will be reviewed and implemented in a timely manner.

Implementation will proceed in parallel with the Project schedule confirmed in the ASX EA Registration Document (Strum Consulting, November 2025):

- Q4 2025: Plan adopted; Women's Employment Committee formed; HR policies and Workplace Harassment and Discrimination Policy drafted and distributed to all staff; stakeholder engagement commenced; access road and utilities construction begins.
- Q1–Q2 2026: Construction recruitment commences; gender equity targets and this Plan communicated to all contractors; first annual monitoring report issued; Launch Complex and Mission Control Centre construction begins.
- 2026–2027 (Construction Phase): annual monitoring and reporting; annual Employment Systems Review; Plan updated as needed to reflect evolving workforce requirements.
- Q3 2027 (Commissioning): Construction phase targets reviewed; operation phase employment targets activated; first full-year operations Plan review completed.
- Q3 2028 (First Commercial Launch on Pad A): Operation phase employment targets fully in effect; first annual Women's Employment Report published.
- 2029–2030 (Pad B Construction and Expansion): Plan reviewed and updated to reflect expanded workforce associated with construction of Pad B for third-party international allied launches.
- 2031 onwards: Plan reviewed and updated annually throughout the 50-year operational life of the Project (2027–2077), with decommissioning workforce transition planning integrated into the Plan as appropriate.

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## Workforce Population Showing Representation by Employment Equity Occupational Groups for the Construction Phase

**Table A: Workforce Population Showing Representation by Employment Equity Occupational Groups for the Construction Phase of the Project**

| Category                | Occupation                           | NOC (2021) | Total NL Workers | Males # | Males % | Females # | Females % | Indigenous # | Indigenous % | Visible Min # | Visible Min % |
|-------------------------|--------------------------------------|------------|------------------|---------|---------|-----------|-----------|--------------|--------------|---------------|---------------|
| Skilled Crafts & Trades | Electricians - Journey & Apprentices | 72201      | 650              | 625     | 96.2    | 25        | 3.8       | 30           | 4.6          | 0             | 0             |
|                         | Millwrights - Journey & Apprentices  | 72301      | 1180             | 1155    | 97.9    | 0         | 0         | 70           | 5.9          | 0             | 0             |
|                         | Welders - Journey & Apprentices      | 72106      | 1585             | 1534    | 96.8    | 51        | 3.2       | 60           | 3.8          | 0             | 0             |
|                         | Carpenters - Journey & Apprentices   | 72310      | 5935             | 5870    | 98.9    | 65        | 1.1       | 528          | 8.9          | 18            | 0.3           |
|                         | Heavy Equipment Operators            | 73400      | 2840             | 2596    | 91.4    | 241       | 8.5       | 94           | 3.3          | 51            | 1.8           |
|                         | Crane Operators                      | 72500      | 430              | 425     | 98.8    | 0         | 0         | 10           | 2.3          | 0             | 0             |
|                         | Heavy Duty Equipment Technicians     | 73200      | 1100             | 1090    | 99.1    | 0         | 0         | 55           | 5.0          | 0             | 0             |
|                         | Construction Trades Helpers          | 75110      | 4505             | 3906    | 86.7    | 599       | 13.3      | 351          | 7.8          | 0             | 0             |
|                         | Drillers & Blasters                  | 73200      | 80               | 70      | 87.5    | 0         | 0         | 2            | 2.3          | 0             | 0             |
|                         | Commercial & Truck Drivers           | 75100      | 4511             | 4380    | 97.1    | 135       | 3.0       | 266          | 5.9          | 0             | 0             |

|                                                  |                                                  |       |              |              |             |             |            |             |            |           |            |
|--------------------------------------------------|--------------------------------------------------|-------|--------------|--------------|-------------|-------------|------------|-------------|------------|-----------|------------|
|                                                  | Other<br>Trades<br>Helpers                       | 75110 | 315          | 310          | 98.4        | 0           | 0          | 30          | 9.5        | 0         | 0          |
| <b>Total Skilled<br/>Crafts &amp;<br/>Trades</b> |                                                  |       | <b>28766</b> | <b>27356</b> | <b>95.1</b> | <b>1332</b> | <b>4.6</b> | <b>1825</b> | <b>6.3</b> | <b>69</b> | <b>0.2</b> |
| Construction<br>Mgmt                             | Construction<br>Management                       | 07110 | 880          | 810          | 92.0        | 65          | 7.4        | 50          | 5.7        | 0         | 0          |
|                                                  | Construction<br>Inspectors                       | 22640 | 310          | 280          | 90.3        | 30          | 9.7        | 10          | 3.2        | 0         | 0          |
|                                                  | Engineering<br>Inspectors                        | 22620 | 85           | 60           | 70.6        | 25          | 29.4       | 0           | 0          | 0         | 0          |
|                                                  | Construction<br>Supervisors<br>- Electrical      | 72020 | 240          | 225          | 93.8        | 15          | 6.3        | 0           | 0          | 0         | 0          |
|                                                  | Construction<br>Supervisors<br>- Other<br>Trades | 72050 | 270          | 260          | 96.3        | 10          | 3.7        | 30          | 11.1       | 0         | 0          |
|                                                  | Construction<br>Supervisors<br>- Mechanic        | 73010 | 325          | 315          | 96.9        | 10          | 3.1        | 40          | 12.3       | 0         | 0          |
|                                                  | Scheduler                                        | 15230 | 140          | 65           | 46.4        | 75          | 53.6       | 0           | 0          | 0         | 0          |
| <b>Total<br/>Construction<br/>Mgmt</b>           |                                                  |       | <b>2795</b>  | <b>2560</b>  | <b>91.6</b> | <b>230</b>  | <b>8.2</b> | <b>130</b>  | <b>4.7</b> | <b>0</b>  | <b>0</b>   |

## Appendix B

### Workforce Population Showing Representation by Employment Equity Occupational Groups for the Operations Phase

**Table B: Workforce Population Showing Representation by Employment Equity Occupational Groups for the Operations Phase of the Project**

| Category | Occupation                         | NOC (2021) | Total NL Workers | Males # | Males % | Females # | Females % | Indigenous # | Indigenous % | Vis Min # | Vis Min % | Project Req. | Target # | Target % |
|----------|------------------------------------|------------|------------------|---------|---------|-----------|-----------|--------------|--------------|-----------|-----------|--------------|----------|----------|
| Managers | HR & Talent Recruitment — Lead     | 12101      | 580              | 145     | 25.0%   | 435       | 75.0%     | 35           | 6.0%         | 10        | 1.7%      | 1            |          |          |
|          | Finance & Accounting — Lead        | 11100      | 660              | 330     | 50.0%   | 330       | 50.0%     | 45           | 6.8%         | 0         | 0.0%      | 1            |          |          |
|          | IT & Data Security — Lead          | 21222      | 485              | 370     | 76.3%   | 115       | 23.7%     | 15           | 3.1%         | 20        | 4.1%      | 1            |          |          |
|          | Client Project Management — Lead   | 10022      | 1320             | 850     | 64.4%   | 470       | 35.6%     | 75           | 5.7%         | 25        | 1.9%      | 1            |          |          |
|          | Government & Public Affairs — Lead | 10022      | 1320             | 850     | 64.4%   | 470       | 35.6%     | 75           | 5.7%         | 25        | 1.9%      | 1            |          |          |
|          | Marketing & Communications — Lead  | 10022      | 1320             | 850     | 64.4%   | 470       | 35.6%     | 75           | 5.7%         | 25        | 1.9%      | 1            |          |          |
|          | Launch Operations — Director       | 21390      | 210              | 160     | 76.2%   | 50        | 23.8%     | 10           | 4.8%         | 10        | 4.8%      | 1            |          |          |
|          | Engineering – Electrical — Lead    | 21310      | 265              | 225     | 84.9%   | 40        | 15.1%     | 0            | 0.0%         | 0         | 0.0%      | 1            |          |          |
|          | Engineering – Mechanical — Lead    | 21301      | 370              | 325     | 87.8%   | 45        | 12.2%     | 10           | 2.7%         | 15        | 4.1%      | 1            |          |          |
|          | Engineering – Software — Lead      | 21231      | 305              | 240     | 78.7%   | 65        | 21.3%     | 5            | 1.6%         | 20        | 6.6%      | 1            |          |          |

|                                       |                                            |       |             |             |              |             |              |            |             |            |             |           |          |              |
|---------------------------------------|--------------------------------------------|-------|-------------|-------------|--------------|-------------|--------------|------------|-------------|------------|-------------|-----------|----------|--------------|
|                                       | Engineering – Systems — Lead               | 21310 | 265         | 225         | 84.9%        | 40          | 15.1%        | 0          | 0.0%        | 0          | 0.0%        | 1         |          |              |
|                                       | Project Management – Infrastructure — Lead | 21210 | 145         | 85          | 58.6%        | 60          | 41.4%        | 5          | 3.4%        | 10         | 6.9%        | 1         |          |              |
|                                       | <b>Total Managers</b>                      |       | <b>7245</b> | <b>4655</b> | <b>64.3%</b> | <b>2590</b> | <b>35.7%</b> | <b>350</b> | <b>4.8%</b> | <b>160</b> | <b>2.2%</b> | <b>12</b> | <b>4</b> | <b>33.3%</b> |
| <b>Professionals &amp; Semi-Prof.</b> | Engineers – Antenna/RF                     | 21399 | 180         | 155         | 86.1%        | 25          | 13.9%        | 5          | 2.8%        | 10         | 5.6%        | 8         |          |              |
|                                       | Engineers – Civil & Infrastructure         | 21300 | 420         | 355         | 84.5%        | 65          | 15.5%        | 15         | 3.6%        | 20         | 4.8%        | 2         |          |              |
|                                       | Engineers – Electrical                     | 21310 | 265         | 225         | 84.9%        | 40          | 15.1%        | 0          | 0.0%        | 0          | 0.0%        | 11        |          |              |
|                                       | Engineers – Mechanical                     | 21301 | 370         | 325         | 87.8%        | 45          | 12.2%        | 10         | 2.7%        | 15         | 4.1%        | 11        |          |              |
|                                       | Engineers – Software                       | 21231 | 305         | 240         | 78.7%        | 65          | 21.3%        | 5          | 1.6%        | 20         | 6.6%        | 13        |          |              |
|                                       | Engineers – Systems                        | 21310 | 265         | 225         | 84.9%        | 40          | 15.1%        | 0          | 0.0%        | 0          | 0.0%        | 3         |          |              |
|                                       | Project Managers – Infrastructure          | 21210 | 145         | 85          | 58.6%        | 60          | 41.4%        | 5          | 3.4%        | 10         | 6.9%        | 3         |          |              |
|                                       | Launch Operation Directors                 | 21390 | 210         | 160         | 76.2%        | 50          | 23.8%        | 10         | 4.8%        | 10         | 4.8%        | 7         |          |              |
|                                       | Mission & Range Safety Controllers         | 21390 | 210         | 160         | 76.2%        | 50          | 23.8%        | 10         | 4.8%        | 10         | 4.8%        | 16        |          |              |
|                                       | Security Officers & Emergency Responders   | 64410 | 2350        | 720         | 30.6%        | 1630        | 69.4%        | 155        | 6.6%        | 35         | 1.5%        | 10        |          |              |
|                                       | Public Engagement Officers                 | 11202 | 295         | 85          | 28.8%        | 210         | 71.2%        | 20         | 6.8%        | 10         | 3.4%        | 2         |          |              |
|                                       | Environmental Protection Officers          | 21102 | 240         | 145         | 60.4%        | 95          | 39.6%        | 15         | 6.3%        | 10         | 4.2%        | 2         |          |              |

|                                    |                                      |       |              |             |              |             |              |            |             |            |             |            |           |              |
|------------------------------------|--------------------------------------|-------|--------------|-------------|--------------|-------------|--------------|------------|-------------|------------|-------------|------------|-----------|--------------|
|                                    | Government & Public Affairs Managers | 10022 | 1320         | 850         | 64.4%        | 470         | 35.6%        | 75         | 5.7%        | 25         | 1.9%        | 3          |           |              |
|                                    | Marketing & Communications           | 10022 | 1320         | 850         | 64.4%        | 470         | 35.6%        | 75         | 5.7%        | 25         | 1.9%        | 6          |           |              |
|                                    | Sales & Partnerships                 | 10022 | 1320         | 850         | 64.4%        | 470         | 35.6%        | 75         | 5.7%        | 25         | 1.9%        | 7          |           |              |
|                                    | Client Project Managers              | 10022 | 1320         | 850         | 64.4%        | 470         | 35.6%        | 75         | 5.7%        | 25         | 1.9%        | 19         |           |              |
|                                    | Finance & Accounting Manager         | 11100 | 660          | 330         | 50.0%        | 330         | 50.0%        | 45         | 6.8%        | 0          | 0.0%        | 3          |           |              |
|                                    | IT & Data Security                   | 21222 | 485          | 370         | 76.3%        | 115         | 23.7%        | 15         | 3.1%        | 20         | 4.1%        | 2          |           |              |
|                                    | Regulatory Operations (CGP, ITAR)    | 11201 | 210          | 120         | 57.1%        | 90          | 42.9%        | 10         | 4.8%        | 10         | 4.8%        | 3          |           |              |
|                                    | HR & Talent Recruitment              | 12101 | 580          | 145         | 25.0%        | 435         | 75.0%        | 35         | 6.0%        | 10         | 1.7%        | 3          |           |              |
|                                    | <b>Total Professionals</b>           |       | <b>12470</b> | <b>7245</b> | <b>58.1%</b> | <b>5225</b> | <b>41.9%</b> | <b>655</b> | <b>5.3%</b> | <b>290</b> | <b>2.3%</b> | <b>134</b> | <b>29</b> | <b>21.6%</b> |
| <b>Skilled Crafts &amp; Trades</b> | Ground Systems Technicians           | 22301 | 240          | 230         | 95.8%        | 10          | 4.2%         | 0          | 0.0%        | 0          | 0.0%        | 30         |           |              |
|                                    | Payload Integration Specialists      | 22301 | 240          | 230         | 95.8%        | 10          | 4.2%         | 0          | 0.0%        | 0          | 0.0%        | 24         |           |              |
|                                    | <b>Total Skilled Crafts</b>          |       | <b>480</b>   | <b>460</b>  | <b>95.8%</b> | <b>20</b>   | <b>4.2%</b>  | <b>0</b>   | <b>0.0%</b> | <b>0</b>   | <b>0.0%</b> | <b>54</b>  | <b>7</b>  | <b>13.0%</b> |
|                                    | <b>Project Total</b>                 |       |              |             |              |             |              |            |             |            |             | <b>200</b> | <b>40</b> | <b>20.0%</b> |