

Kruger Inc. Corner Brook Pulp and Paper Ltd.

Women's Employment Plan

Version 2

July 2025

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1.0 Introduction

Corner Brook Pulp and Paper is a Kruger Company manufacturing newsprint for national and international markets. We manage approx. 1.4 million hectares of forest land which is used in the production process, mostly as pulpwood and saw logs.

This Women's Employment Plan (WEP) has been prepared as a conditional requirement by the Government of Newfoundland and Labrador. It describes the gender-equity goals and initiatives that Corner Brook Pulp and Paper plans to implement by working collaboratively with our contractors and relevant community stakeholder organizations to help ensure a diverse and inclusive workforce during the various phases of the proposed project.

Currently, active harvesting is an ongoing operation that maintains the Corner Brook Pulp Mill. Also included in this is tree planting, pre-commercial thinning and conventional cutting.

Describe the company's leadership and commitment to gender equality at the Executive level and lines of accountability? We are an equal opportunity employer in all sectors of its operation. We encourage and support the growth of women within our organization in many ways including identifying women for succession roles, and providing equal opportunity in all job competitions. All roles that are posted externally are advertised on our website, and on indeed.ca. For speciality positions we often will post on websites associated with professional organizations such as CPA, as well as alumni groups within CNA and Memorial University.

Corner Brook Pulp and Paper is committed to establishing qualitative and quantitative goals for gender equity in order to improve employment outcomes for women in Newfoundland and Labrador. CBPPL has developed this Women's Employment Plan (WEP) to establish a proactive approach toward a workplace environment with policies and practices that help ensure a work environment free from harassment and discrimination.

1.1 Project Timeframes and Workforce Estimates

The WEP was implemented January 1, 2019 and is considered an ongoing project for the life of the facility. Due to the nature of the project there is no construction phase required.

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

Occupation	NOC	Duration of Work	Number of Employees	CH/DE
Project Management				
Supervisors Skilled Trades	Not Applicable			
Professionals				
Semi-Professionals and Technicians				
Skilled Trades				
Manual Workers				

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

Table 1A: 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					
Administration					
Supervisors of Skilled Trades					
	Not Applicable				
Semi-Professionals, Technicians					
Skilled Trades					
Manual Workers/Labourers					
Apprentices					

Describe the scope of work in the Operations Phase:

Occupation	NOC	Duration of Work	Number of Employees	CH/DE
Project Management				
Supervisors Skilled Trades	82010 Supervisors, logging and forestry	Full time	5	CH
Professionals	21111 Managers in natural resources production and fishing 2122 Forestry professionals	Full time	14	DE
Semi-Professionals and Technicians	22112 Forestry technologists and technicians	Full time		CH, DE
Skilled Trades	73400 83110	Full time	133	CH
Manual Workers	84111 Silviculture and forestry workers	6 months annually for	21	CH

Table 2: Estimated Full-time (FT), Contractor-Hired (CH) or Direct Employee (DE) for the Operations Phase, Occupation//NOC

Table 2A: 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			25%		
Administration			25%		
Supervisors of Skilled Trades					

Semi-Professionals, Technicians					
Skilled Trades	Seasonal		25%	CH	5 years
Manual Workers/Labourers	Seasonal		25%	CH	5 years
Apprentices	n/a				

1.2 Employment Diversity Commitments and Practices

Corner Brook Pulp and Paper has developed the following commitments to advance gender equity in employment and smooth the transition of women 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;
- We conduct Respectful Workplace training on a three year refresher cycle to remind employees of the importance of diversity and inclusion in the workplace.

2.0 Recruitment and Employment

Corner Brook Pulp and Paper commits to the following measures to reduce the barriers to women's participation and improve their employment on this project.

- Describe your pre-employment outreach to the Office to Advance Women Apprentices (OAWA) and Women in Resource Development Corporation (WRDC) to improve recruitment of women;
We have been in contact with the Office to Advance Women Apprentices, however, this project wouldn't involve any apprentice roles.
- Describe internal employment equity processes including:
 - assigned lines of accountability for the Women's Employment Plan;
 - delivery of mandatory Respectful Workplace training for all employees;
 - the review of HR policies and practices for gender bias;
 - workplace accommodation policies and practices, , exit interviews, climate surveys, etc. ;

- Union groups within our organization are inclusive in their practices, including creating gender neutral language in agreements, ensuring parental leave is included in wording to follow language in legislation
- All policies and programs outlined by CBPPL are required to be complied with by all contractors.
- Using the attached Table 3 (Appendix 1), identify targets that are above the National Occupational Classification Code employment figures for the following groups (for more information on NOC Codes for your project's labour force requirements, please go to <http://noc.esdc.gc.ca/English/noc/welcome.aspx?ver=16>):
 - Project Management
 - Administration
 - Supervisors of Skilled Trades
 - Semi-professionals, Technicians and Technologists
 - Skilled Trades
 - Manual Workers
 - Apprentices

3.0 Communication

To assist with maximizing opportunities for women, CBPPL is committed to outreach with a range of stakeholder organizations and institutions to improve opportunities for women through the following activities:

- We use appropriate language and imagery in all job advertisements and other communications to encourage women to apply for all job opportunities. A gender equity and diversity statement is included in any such promotional materials related to the development of this project and all opportunities with CBPPL.
- CBPPL has been in contact with organizations supporting women in science, trades and technical occupations such as the Office to Advance Women Apprentices (OAWA), and intends to expand this outreach in the coming years.
- We have participated in information sessions at the community level in collaboration with government and non-government stakeholders including the College of the North Atlantic to discuss opportunities for them to offer programs that align with the needs of industry.
- Conduct focus groups or other outreach sessions with stakeholders to better understand barriers to female employment with CBPPL.
- Develop and maintain a corporate culture and work environment within CBPPL that facilitates the achievement of the career goals of women and provides them with the training and support they need to assist them in meeting their goals and the goals of the company.
- The WEP is to be distributed with all capital works RFP.

4.0 Monitoring

CBPPL works closely with contractors on a daily basis, and will regularly discuss the progress of the Women's Employment Plan.