



Adult Corrections Facility Replacement, St. John's, NL

Project Number: 0900808

Women's Employment Plan

PCL/Marco, A Joint Venture



September 11, 2025

Revision: R3 – Draft for Approval

TABLE OF CONTENTS

0.1	REVISION HISTORY	2
0.2	APPROVALS	2
0.3	CONTROLLED DISTRIBUTION	3
1.0	GENERAL	3
1.1	PURPOSE OF MANUAL	3
1.2	CONTRACT NUMBER & TITLE.....	3
1.3	PROJECT DESCRIPTION	3
2.0	WOMEN'S EMPLOYMENT BACKGROUND	5
3.0	OBJECTIVES	6
3.1	KEY OBJETIVES	6
3.2	OBJECTIVE ACHIEVEMENT PROTOCOLS	7
3.3	BEST PRACTICES	7
4.0	PROJECTED PARTICIPATION.....	8
4.1	DESIRED PROJECT METRICS.....	8
4.2	QUALIFICATION.....	9
5.0	WORKPLACE POLICIES	9
5.1	ZERO TOLERANCE.....	10
5.2	NON-DISCRIMINATION POLICIES.....	10
6.0	WORKFORCE POLICIES AND PROCEDURES.....	10
6.1	CONSTRUCTION PERIOD INITIATIVES	11
6.3	TRAINING AND DEVELOPMENT STRATEGY	12
6.4	CAREER PLANNING.....	13
6.5	RETENTION	13
7.0	ACCOUNTABILITY	14
7.1	MEASUREABLE ACTIONS	14
7.2	ACCOUNTABILITY	14
8.0	REPORTING AND MONITORING.....	15
8.1	MONITORING.....	15
8.2	REPORTING	15
	Appendix A - Contractor Information for Women's Employment Plans	16
	Appendix B - Guide to Gender Diversity in Employment, Employer's Guide	17

0.1 REVISION HISTORY

The Women's Employment Plan ("WEP") is to be submitted to the Office of Women and Gender Equality for the Government of Newfoundland and Labrador for review and approval in accordance with the Schedule 2, Section 6.23 (l) of the Project Agreement.

Subsection	Revision	Date	Description of Changes	Update	Annual
1.2	3	Sept. 11, 2025	Changed misspelling of "psychological".	3	
4.0	3	Sept. 11, 2025	Removed "Monitoring of" before the sentence starting with "These goals".	3	
6.1	3	Sept. 11, 2025	Added "and gender-diverse persons" to wording.	3	
6.1	3	Sept. 11, 2025	Switched the last two bullet points.	3	
6.2	3	Sept. 11, 2025	Changed "free of" to "that recognizes".	3	
6.2	3	Sept. 11, 2025	Unnecessary bullet point removed.	3	
6.4	3	Sept. 11, 2025	Reworded third bullet point to make more sense.	3	
Appendix A	3	Sept. 11, 2025	Changed "OSW" to "WGE".	3	

0.2 APPROVALS

Date	Role	Action	Company	Title	Name

0.3 CONTROLLED DISTRIBUTION

Listed below are details of parties holding controlled copies (electronic) of the document.

Qty	Company	Title	Name
1	PCL/Marco, A Joint Venture	Design-Builder	Andrew Burford

1.0 GENERAL

1.1 PURPOSE OF MANUAL

The purpose of the Women's Employment Plan as outlined in "Appendix A - Contractor Information for Women's Employment Plans" is:

- To promote equal employment opportunities for all parties on the Adult Corrections Facility Replacement Project
- Outline proactive employment policies, practices and lines of accountability to support the employment of women and gender-diverse persons and help create an inclusive work environment that is harassment and discrimination free.
- PCL/Marco, A Joint Venture does not direct hire; this plan is to encourage all project consultants and subcontractors follow PCL/Marco, A Joint Venture's example and be equal opportunity employers.

The information contained within this document is supplemental to the Project Agreement and in no way supersedes those documents.

References:

<https://www.gov.nl.ca/thewayforward/action/incorporate-womens-employment-plans-in-our-governments-infrastructure-strategy/>

1.2 CONTRACT NUMBER & TITLE

The New Avalon Corrections Partners ("NACP") is Project Co. PCL/Marco, A Joint Venture is the Design Builder. The Project shall be known as the Adult Corrections Facility Replacement Project.

1.3 PROJECT DESCRIPTION

The Adult Corrections Facility Replacement ("ACFR") project involves the development of a new corrections facility to service St. John's Newfoundland. The building design focuses on creating a facility that meets operational needs while adhering to high standards of safety, security, and efficiency. The layout of the building will reflect a systematic approach, incorporating clearly defined zones and user-specific spaces. Resident housing, for instance, will be organized into modules (or units) that facilitate supervision and minimize risk, while maximizing the potential for rehabilitative programming. The design

will also include flexible (multipurpose) spaces that can adapt to changing needs, such as program rooms, educational facilities, and vocational training areas.

The timeline is 50 months of construction, with anticipated completion in fall 2029.



Figure 1 - Exterior Rendering of Main Entrance



Figure 2 - Interior Rendering of Main Lobby

2.0 WOMEN'S EMPLOYMENT BACKGROUND

As identified in Section 1 Overview, the WEP outlines proactive policies, practices, and lines of accountability to help create inclusive work environments free from harassment and discrimination. Through the Project delivery, PCL/Marco, A Joint Venture will ensure that contractors and subcontractors are informed of the requirement for the WEP. PCL/Marco, A Joint Venture will do this by sharing the approved WEP with all parties contracted to the Joint Venture by:

- Posting the WEP with access on our Autodesk Construction Cloud ("ACC") software;
- Notifying all parties of any updates or changes to the WEP throughout the course of the project and;
- Adding contract language to all parties to ensure compliance and adherence to the WEP.

PCL and Marco separately are leaders in the commercial construction industry, not only due to their volume of work and corporate growth but, they both have welcomed women and gender-diverse persons into their organizations to work in what has typically been a male dominated industry. Together delivering this project as a joint venture the organization will continue the inclusive approach to deliver the Project.

PCL/Marco, A Joint Venture select employees and subcontractors based on skill and work ethic; not gender. Contractors are required to make reasonable efforts consistent with prudent and business-like practices, and in compliance with all applicable laws, to carry out the Project in a manner which promotes the goal that all genders work equally.

Subcontractors and consultants are encouraged to make an effort to prevent, reduce or eliminate gender-based employment inequity. This applies to all parties involved in the Adult Corrections Facility Replacement Project.

While PCL/Marco, A Joint Venture understand talent is not gender specific, many subcontractors remain prominently male. PCL/Marco, A Joint Venture will work with subcontractors and encourage them to contact services and groups such as the Office to Advance Women Apprentices, Women in Resource Development Corporation, Women in Science and Engineering Newfoundland and Labrador as well as Provincial Advisory Council on the Status of Women. Throughout the lifecycle of the Project, PCL/Marco, A Joint Venture will stay informed of other services and opportunities that can benefit the WEP and update accordingly.

3.0 OBJECTIVES

3.1 KEY OBJECTIVES

This Women's Employment Plan has been developed based on "Appendix B - Guide to Gender Diversity in Employment, Employer's Guide" from the Atlantic Ministers Responsible for the Status of Women. This guide is available through the Office of Women and Gender Equality for the Government of Newfoundland and Labrador.

The guide outlines the following barriers to the advancement of women and gender-diverse persons that this WEP will seek to address:

- Structural barriers, hiring and promotion systems;
- Workplace culture;
- Ideological conventions and cultural sexism regarding women and gender-diverse persons' work;
- Lack of role models/mentors;
- Insufficient support for career development;
- Negative attitudes and lack of awareness;
- Access issues;
- Familial obligations; and
- Economic disadvantage

This guide outlines the following benefits that gender diversity in the workforce brings to any organization. A well-managed diverse workforce that promotes a flexible and empowering work environment can help organizations:

- Address skills shortage;
- Attract and retain the best employees;
- Reduce costs of employee turnover;

- Enhance organizational performance;
- Improve access to target markets;
- Minimize legal risks;
- Improve customer insight and satisfaction;
- Enhance an organization's reputation;
- Improve the economic advancement of women and gender-diverse persons;
- Engage stakeholders and promote partnerships; and
- Improve creativity, agility and loyalty.

3.2 OBJECTIVE ACHIEVEMENT PROTOCOLS

The WEP for the Adult Corrections Facility Replacement Project includes the following general measures which align with "Appendix A - Contractor Information for Women's Employment Plans".

- Create and maintain a safe, respectful and inclusive workplace through effective policies, communication and training for workers and frontline supervisors;
- Equitable employment opportunities for women and gender-diverse persons on the project, including establishing targets for women and gender-diverse persons in trades occupations and apprenticeships;
- Ensure that appropriate facilities and protective equipment are provided for women and gender-diverse persons onsite and at related project facilities and offices.
- Timely resolution of any incidents or harassment complaints;
- Where collective agreements exist with our subcontractor partners, contractors and unions will work together to utilize provisions such as name-hire to employ and retain trades women and gender-diverse persons;
- Work with organizations qualified to provide assistance with recruiting and supporting tradeswomen and gender-diverse persons; and
- Report quarterly to the Office of Women and Gender Equality ("WGE") and meet annually on the progress of the WEP.

3.3 BEST PRACTICES

The primary goal of the WEP for the ACFR Project is:

"Building and maintaining a skilled and high performing workplace environment that is respectful and accepting of individual differences and experiences resulting in innovation, creativity and competitiveness."

PCL/Marco, a Joint Venture have identified several best practices on which to base the development and implementation of the WEP for the Adult Corrections Facility Replacement Project:

- Leadership commitment from senior management to focus and support all team members on various initiatives.

- Passion from middle managers and directors enable the program by building slowly but steadily within PCL's and Marco's organization.
- Community engagement with key leaders in target groups leads to strong relationships and unexpected benefits and opportunities.
- Create a project team culture of openness to learnings and experiences of others. Adaptive approaches and flexibility are required, as initial concepts may need modification in order to better achieve goals.
- Creating a workplace culture of psychological safety where questions are supported and encouraged. Continuing supporting the conversation about what diversity and inclusion means to employees and their communities.
- Profiling women and gender-diverse employees working in non-traditional occupations in internal and external communication material.

4.0 PROJECTED PARTICIPATION

The WEP sets quantitative goals for the Adult Corrections Facility Replacement Project for participation for women and gender-diverse persons. These goals are based on available data and current Project estimates. These goals will be monitored on a quarterly basis and will be re-evaluated on an annual basis with the Office of Women and Gender Equality.

Using Project estimates to definitively state the representation of diverse groups may be difficult for employees that may not be open about their identity. To encourage employees to be open and comfortable enough to be themselves without fear of judgement, PCL/Marco, a Joint Venture will foster an environment of inclusivity and respect.

4.1 DESIRED PROJECT METRICS

PCL/Marco a Joint Venture will report on the following key metrics through the construction period of the project:

- Percentage of on-site total hours worked for subtrade partners, full-time equivalents ("FTEs") per year, or number of person years over the life of the Project. This information will be solicited in PCL/Marco, A Joint Venture's monthly safety submittals where Subcontractors are obligated to report these hours. To further emphasise the participation; as part of subcontractor meeting agenda, women and gender-diverse persons' employment will be added as a discussion item. In this discussion the number of women and gender-diverse persons onsite will be addressed in conjunction with our safety reporting criteria.
- Percentage of all project hours for PCL/Marco, A Joint Venture and consultant teams, number of hours, FTEs per year, number of person years over the life of the project. To further emphasis the participation; as part of consultant team meeting agenda, women and gender-diverse persons'

employment will be addressed in conjunction with our monthly project reporting criteria.

- Percentage of work-term students (including similar roles, such as summer student, co-op program hires or interns).

The following table is an example of what will be produced to summarize the status of women and gender-diverse persons’ employment.

Occupation	Duration of Work (Months)	# of Employees	Direct Hire or Contract
Project Managers			
Professionals			
Semi-Professionals and Technicians			
Skilled Trades			
Manual Workers			

4.2 QUALIFICATION

PCL/Marco, A Joint Venture do not self-perform trade work; therefore, are not in a position to direct hire any skilled tradespeople. In addition, almost all of the work performed on our projects is carried out by subcontractors. This makes it difficult to predict or even target the number of women and gender-diverse persons that could potentially be hired for any given project. With that in mind, we are certainly interested in seeing more women and gender-diverse persons in the industry to support the efforts of the GNL for increased gender diversity on our project sites. The reporting table will be developed in conjunction with our subcontractor partners who we will work with to encourage participation in the WEP program and foster an overall inclusive environment for all genders.

5.0 WORKPLACE POLICIES

PCL/Marco, A Joint Venture’s human resource policies and procedures support participation, contributions and growth by:

- Providing and requiring safe conditions and practices;
- Acting fairly and with integrity;
- Meeting or exceeding expectations,
- Respecting others and their contribution;
- Supporting diversity;
- Working together;
- Practicing quality communications;
- Pursuing training, development and life-long learning; and
- Continuous improvement.

5.1 ZERO TOLERANCE

PCL and Marco have adopted, for all of its workplaces, a respectful workplace policy that includes a zero tolerance for any harassment.

Communication skills will be covered during orientation and gender sensitive language will be encouraged throughout the organization.

PCL/Marco, A Joint Venture will also work with the governmental bodies and community organizations to ensure a violence free workplace.

PCL and Marco have adopted a zero-tolerance policy for drugs and alcohol at all of its project sites and offices. PCL/Marco, A Joint Venture will ensure that all tools, equipment, and clothing provided will be suitable for use by women, gender-diverse persons, and men, and that the workplace practices will be gender neutral.

5.2 NON-DISCRIMINATION POLICIES

PCL/Marco, A Joint Venture recognize and respects the Canadian Human Rights Act which prohibits employers from discriminating against individuals in hiring, firing, or the terms and conditions of employment because of certain personal characteristics. PCL/Marco, a Joint Venture expect this same commitment from its employees and subcontractors in all business activities.

The PCL/Marco, A Joint Venture code of conduct and ethics requires the following:

- Respect the dignity of all individuals and ensure actions and on site and in the workplace, environment is free from all forms of discrimination including harassment and bullying.
- No labelling, categorizing or treating others as a member of a different class.
- Ensuring all decisions (employment, promotion, assignments) are based on job qualifications (education, training, experience) and merit.
- Consulting with on- and off-site management, if a conflict should arise that is in violation of the laws, customs, beliefs or policies for any individual.
- Reporting of any form of discrimination including hostile environments observed or experienced.

6.0 WORKFORCE POLICIES AND PROCEDURES

PCL/Marco, a Joint Venture recognize that careers in trade skills provide excellent opportunities for women and gender-diverse persons who are seeking employment in non-traditional occupations. It is however important to note and understand that in 2024 there were approximately 2,130 women employed in Newfoundland and Labrador's construction industry accounting for 10.6% of the total construction workforce. Of them 12 percent worked on site, which makes up just 2% of the entire workforce in 2024.¹

¹ Lindsey Cole, "By the Numbers: BuildForce Breaks Down Labour Force Recruitment, Representation," *Daily Commercial News* (ConstructConnect), April 7, 2025.

To ensure that qualified women and gender-diverse persons are afforded the opportunity to capitalize on the construction Period of this Project, The Joint Venture will adopt a number of proactive initiatives in the WEP as described below.

PCL/Marco, A Joint Venture will, as required, work with the Resource Development Council ("RDC") and its member unions, and government and other stakeholders on initiatives aimed at addressing systemic barriers that have resulted in low participation rates by women and gender-diverse persons in the construction industry.

6.1 CONSTRUCTION PERIOD INITIATIVES

PCL/Marco, a Joint Venture have committed to the following initiatives during the construction period of the Adult Corrections Facility Replacement Project to help address some of the systemic barriers that have resulted in low participation rates by women and gender-diverse persons in the construction industry:

- Intend to secure acknowledgement from all successful subcontractors that they are aware of the existence and importance of the WEP for the Project as part of its contracting protocols. This will be achieved through the placement of the following language in all tender documents as well as the final subcontracts signed by the subcontractors.

"Subcontractors are required to actively support the Women's Employment Plan and to provide equal opportunity for employment. Particular emphasis should be applied to the provision of opportunities for employment of women in those occupations and trades where such are underrepresented. Subcontractors are required to submit with their Monthly Safety Submittals; reports identifying total staff hours with a breakout identifying total women and gender-diverse persons work hours."

- Conduct information sessions with stakeholders, such as Quadrangle NL and TechNL, targeted at women and gender-diverse persons regarding the types of jobs and qualifications required for construction phase activities.
- Ensure subcontractors educate those in the workplace about appropriate behaviour and a respectful workplace during the construction period of the ACFR Project.
- Ensure adherence to PCL / Marco's zero-tolerance harassment policy at the ACFR Project Site.
- Work with the Authority, GNL, WGE, other women and gender-diverse persons' organizations, and trade unions to promote awareness of career opportunities for women and gender-diverse persons in the construction industry and to jointly work on initiatives aimed at addressing systemic barriers that have resulted in low participation rates by women and gender-diverse persons in these industries.
- Request that contracts and/or subcontracts related to the execution of the ACFR Project include an acknowledgement from successful bidders that they are aware of the existence and importance of the WEP program for the ACFR Project.
- Request each main subcontractor to provide a plan for compliance with the WEP for the ACFR Project.

6.2 RECRUITMENT AND SELECTION

PCL and Marco's hiring processes provide fair and equitable access to all eligible candidates. Furthermore, all employees must accept the importance and value of gender diversity in establishing a healthy productive workplace. In support of this, the Joint Venture will implement the following initiatives:

- Develop hiring processes that will provide fair access for all candidates.
- Identify candidates who support the value of gender diversity.
- Give equal value to qualifications and work experience regardless of gender.
- Having hiring teams made up of men, women, and gender-diverse persons who support the value of gender diversity.
- Utilize gender sensitive language in advertisements, written and verbal assessment tools and other materials utilized in the hiring process.
- Educate hiring managers in recruitment processes to ensure sound practices that recognizes gender biases.
- Participate in career fairs and school visits. Utilize women and gender-diverse persons employed in non-traditional occupations to support such efforts.
- Provide work term opportunities to women and gender-diverse persons enrolled in cooperative education programs in the science, trades and technology fields.
- Where available, seek funding from federal or provincial sources for apprenticeship programs designed to increase the number of women and gender-diverse apprentices in non-traditional occupations.
- Ensure that individuals involved in the recruitment process are familiar with applicable Human Rights legislation through the dissemination of published educational material.

6.3 TRAINING AND DEVELOPMENT STRATEGY

PCL/Marco, A Joint Venture's training and development strategy is based upon the premise that utilization of the province's human resources and its college and university systems offers an excellent pool of potential employees to serve at the ACFR Project.

PCL/Marco, A Joint Venture's strategy is focused upon selecting the appropriate candidates and then, through formal training and development, enhancing the candidates' knowledge, capacities, and motivation resulting in a first-rate employee team with long-term career aspirations within the company.

PCL/Marco, A Joint Venture recognize that women and gender-diverse persons do not have significant numbers of qualified individuals in non-traditional occupations such as building trades and technology occupations. To help address this reality, PCL/Marco, A Joint Venture will support, where reasonably possible, efforts designed to increase the supply of women and gender-diverse persons who have the skills required to support the ACFR Project.

6.4 CAREER PLANNING

PCL/Marco, A Joint Venture will also support women and gender-diverse persons internally as they express interest to advance in the workplace. Not only will the advancement of women and gender-diverse persons to more responsible and challenging positions provide personal benefits, but it will also serve to place women and gender-diverse persons in positions that can benefit the female and gender-diverse employee population as a whole.

To assist women and gender-diverse persons in career advancement in the workplace the Joint Venture will:

- Assist in career planning.
- Identify potential employees for higher-level positions and advance women and gender-diverse persons within the organization.
- Implement a succession plan in an attempt to identify opportunities to improve gender diversity at all levels in the workplace.
- Encourage employees to improve their knowledge and skills in line with PCL/Marco, A Joint Venture's overall approach to employee development.
- Support development initiatives where those initiatives are aligned with PCL/Marco, A Joint Venture's business needs, including financial support, employment counselling, time to attend training programs, mentoring programs and developmental work assignments.
- Develop a mentoring system for women and gender-diverse persons.
- Establish a career network that provides support to encourage career growth and planning for female and gender-diverse employees.
- Support training costs for women and gender-diverse persons engaging in training to qualify them for career advancement or work in science, trades and technology related occupations.
- Offer personal development courses in the workplace.

6.5 RETENTION

The major challenge for employers and workers is the retention of women and gender-diverse persons in traditionally male- dominated industries and occupations. A key component to improve the situation is the effectiveness of the gender analysis information where women and gender-diverse persons and men working together contribute to policy and workplace conditions decision-making. The PCL/Marco, a Joint Venture gender-diversity process starts with the premise that men, women, and gender-diverse persons must be involved in building a welcoming and productive workplace.

In addition to the recruitment of women and gender-diverse persons, PCL/Marco, A Joint Venture has also initiated policies and practices to retain and promote its existing women and gender-diverse persons work force. These include but are not limited to:

- A zero-tolerance approach to gender-related harassment.
- Provide work schedules that promote better work/life balance and career path planning that offer the flexibility necessary to attend to family responsibilities.
- Reduce sources of unnecessary stress in the workplace such as harassment and work- family conflict.
- An employment equity policy

- Hire qualified women and gender-diverse persons to be developed as leaders and mentors where possible.
- Ensure that the compensation system provides for equal pay for equal work.

By implementing the above policies and practices, PCL/Marco, a Joint Venture believe they are working toward a better, healthier working environment free of any form of harassment and discrimination towards women and gender-diverse persons.

7.0 ACCOUNTABILITY

7.1 MEASUREABLE ACTIONS

A series of strategies and specific initiatives will be implemented to provide a focused and measurable set of actions aimed at achieving the overall target for participation by women and gender-diverse persons during the Adult Corrections Facility Replacement Project.

These initiatives build on the following accountabilities:

- To be accountable to all stakeholders for implementing women and gender-diverse persons' employment initiatives.
- Monitor women and gender-diverse persons' employment by classification and occupational groups.
- Implementing a gender-based analysis for the design and construction period of the ACFR Project.
- Use of gender sensitive language in all internal and external communications.
- Collecting and using gender-disaggregated information to guide initiatives aimed at advancing women and gender-diverse persons' employment in non-traditional occupations.
- Working with GNL, WGE and all relevant stakeholders to make women and gender-diverse persons aware of employment opportunities, particularly in occupations where women and gender-diverse persons are underrepresented.
- Working with GNL, WGE and all relevant stakeholders to adjust and modify the WEP for better outcomes throughout the lifecycle of the project.

7.2 ACCOUNTABILITY

In support of the WEP, PCL/Marco, A Joint Venture will assign accountability for overseeing the implementation of the plan to an existing position within the organization. This accountability will include responsibility for the administration and implementation of the WEP.

All employees, consultants and subcontractors have a role to play in implementing the policies and programs, including those aimed at increasing the overall level of participation by women and gender-diverse persons in non-traditional occupations.

All employees are expected to support these objectives by actively discouraging gender insensitive behavior and language; treating all individuals with respect; and cooperating with managers by participating in activities designed to increase awareness of gender sensitivity. In addition to the responsibilities of all employees, managers will be held accountable to ensure that all staff within their

team are aware of the women and gender-diverse persons' employment objectives and all training activities associated with the objectives; and dealing with issues related to gender sensitivity as appropriate.

8.0 REPORTING AND MONITORING

8.1 MONITORING

PCL/Marco, A Joint Venture have numerous commitments that they are expected to deliver during the design and construction period of the ACFR Project. To ensure they are able to monitor their performance on meeting these commitments, databases will be established.

Reports will be provided including information that allows the Authority and WGE to monitor employment on all major components of the ACFR Project during the design and construction period. PCL/Marco, A Joint Venture will also review the women and gender-diverse persons' employment objectives annually and revise them as needed, with agreement by the Authority and WGE as required. The review process will incorporate input from human resources staff, employee advisory committees, and, where appropriate, external stakeholders.

PCL/Marco, A Joint Venture will implement the following initiatives to monitor the WEP objectives:

- Utilize human resource management systems in the gender analysis process.
- Conduct annual reviews of the WEP.
- Establish internal reporting mechanisms to capture recruitment and hiring data on women and gender-diverse persons (i.e., resumes received, number of women and gender-diverse persons interviewed).
- Monitor PCL/Marco, A Joint Venture, and subcontractor performance.
- Review the status of all strategies identified in the WEP for the ACFR Project.

8.2 REPORTING

During construction, a project management reporting system will be utilized whereby all companies hired to support the ACFR Project will report monthly to PCL/Marco, A Joint Venture.

- PCL/Marco, A Joint Venture will compile information and produce quarterly reports for the Authority, GNL, and WGE.
- Reports will provide extensive data on employment on all facets of the ACFR Project, including a breakdown by gender and job category.
- PCL/Marco, A Joint Venture will continue to use this reporting system to report on the objectives of WEP for the ACFR Project, including those initiatives aimed specifically at supporting the employment of women and gender-diverse persons.
- PCL/Marco, A Joint Venture will report as per the requirements of the Project Agreement, WGE requirements, and the requirements of other defined authorities having jurisdiction including occupational data required by National Occupational Codes.

Appendix A - Contractor Information for Women's Employment Plans

Infrastructure investments bring the people of this province together, support economic development and grow communities and businesses. To ensure that women and gender-diverse persons benefit from opportunities in infrastructure investments, the Government of Newfoundland and Labrador (GNL) requires that contractors establish their role as leaders in gender diversity by developing Women's Employment Plans (WEPs) for the new infrastructure projects.

Women's Employment Plans outline proactive policies, practices, and lines of accountability with the aim to help create inclusive work environments free from harassment and discrimination. Through this RFP process, GNL ensures that contractors and subcontractors are informed of the requirement for WEPs. Main contractors will be required to work with sub-contractors and unions to ensure adherence to the project WEP. Successful bidders are required to develop and submit a WEP to the Office of Women and Gender Equality (WGE) for approval by the Minister Responsible for Women and Gender Equality prior to project start up.

While each project will differ to some extent, a WEP will include the following general measures:

- Contractors will create and maintain a safe, respectful and inclusive workplace through effective policies, communication and training for workers and frontline supervisors.
- Contractors will ensure equitable employment opportunities for women and gender-diverse persons on the project, including establishing targets for women and gender-diverse persons in trades occupations and apprenticeships.
- Contractors will ensure that appropriate facilities and protective equipment are provided for women and gender-diverse persons onsite.
- Contractors will ensure the timely resolution of any incidents or harassment complaints.
- For sites where collective agreements exist, contractors and unions will work together to utilize provisions such as name-hire to employ and retain trades women and gender-diverse persons.
- Contractors will work with organizations qualified to provide assistance with recruiting and supporting tradeswomen and gender-diverse persons; and
- Contractors will report quarterly to the WGE and meet annually on the progress of their WEP.

Appendix B - Guide to Gender Diversity in Employment, Employer's Guide

<https://www.gov.nl.ca/exec/wge/files/genderbased-equitableemploy.pdf>