



Using Balance to Build: Supporting Gender Diversity in Newfoundland and Labrador Construction Trades

1990–2017

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When women thrive, all of society benefits, and succeeding generations are given a better start in life.

—Kofi Annan

We know intuitively that diversity matters. It's also increasingly clear that it makes sense in purely business terms. Our latest research finds that companies in the top quartile for gender or racial and ethnic diversity are more likely to have financial returns above their national industry medians.

—Vivian Hunt, “Why diversity matters,” McKinsey & Company

The 15 members of the Diversity Network have extensive experience in the realities of major natural resources projects and worksites, and the ongoing efforts to see more women working on them. It is important that the knowledge they have gained from their projects, and the lessons they have learned, are shared. To that end, this report gathers emerging practices that have contributed to tangible change in Newfoundland and Labrador. Methods of creating an organization-wide diversity culture are presented, as well as tools and techniques for a successful diversity strategy, and other efforts—on and off the worksite—that have been shown to reduce some of the barriers to women successfully entering the construction trades. It is the goal of the Diversity Network that this document serve as a testament to the progress that has been made, and as a tool to be used by other organizations as they strive to establish diversity strategies and inclusive workspaces.

Newfoundland and Labrador is a leader in the effort to see more women working in the construction trades. All large-scale natural resources projects are required to include detailed and practical employment equity plans. Diversity professionals have become part of major project teams; a number of organizations have stepped up or been created to encourage, facilitate, and monitor the entry and advancement of women into the trades—and the statistics demonstrate the effect of their work. For example, only 1% of tradespeople engaged in the construction phase of the Hibernia offshore project in the 1990s were female. In 2016, Exxon Mobil Canada Properties, The Hebron project reported 9% of tradespeople were female. This is an achievement to be celebrated.

The Diversity Network

The Diversity Network, a dedicated group of industry professionals and individuals from several community agencies and labour organizations—all with an interest in increasing the number of women in construction trades—began meeting in early 2016 to share their current efforts and common challenges.

The national Build Together organization, Office to Advance Women Apprentices (OAWA), Resource Development Trades Council (RDTC), Women in Resource Development Corporation (WRDC), and natural resource companies and projects including Husky Energy, Nalcor Energy, Vale, Statoil, Emera Newfoundland and Labrador, Exxon Mobil Canada Properties, WorleyParsons-FLUOR, and Kiewit-Kvaerner Contractors are represented in the network.

Since its first meeting, the Diversity Network has evolved into a vibrant learning network joined by the common goal of building on established momentum and continuing to increase diversity in Newfoundland and Labrador. Members have witnessed positive changes in attitudes as well as in actual female representation on worksites. And in their experience, successes have come when operators, contractors, subcontractors, unions, and organizations honestly commit to increasing workforce diversity and work collaboratively to take the concrete steps necessary to make it happen.

This report collects many of those valuable experiences. It is important that knowledge gained and lessons learned on one project are preserved for the benefit of future projects. This document shares some of the successes, lessons learned, and emerging practices that have worked—in terms of seeing more women on the job, and creating a more welcoming, safe, inclusive, and productive atmosphere for all.



Newfoundland and Labrador’s Diversity Story

The Newfoundland and Labrador government has long required proponents of medium- and large-scale resource development projects to commit to industrial benefits agreements, including gender equity and diversity plans (see Appendix H). As far back as 1985, the Atlantic Accord—the agreement between the provincial and federal governments about the management of the province’s offshore resources—included an “affirmative action” clause (45.4): “The Board may require that any Canada–Newfoundland and Labrador benefits plan include provisions to ensure that disadvantaged individuals or groups have access to training and employment opportunities ...”

As a result, the construction phase of the Hibernia offshore project in the 1990s included employment equity initiatives—a solid first step, although only about 1% of construction trade workers were female. A 1996 study published by Women in Trades and Technology (“Women, Employment Equity and the Hibernia Construction Project”) documented the observations of women working on the Hibernia project, identified issues in employment equity initiatives, and made recommendations for the future. In light of concerns about women’s under-representation and experiences on that project, the Women in Resource Development Corporation (WRDC) was formed.

A few years later, Husky development plan for the White Rose project was released in 2001, and included a commitment to workplace diversity. The company created a Bridging Program, “specifically aimed at field locations in the oil and gas industry, where a distinct lack of diversity is apparent in the employment base,” focused on providing training and career advancement opportunities for women and other designated groups, improving retention of female employees, and developing a pool of female mentors. This was a proactive and specific initiative, although Husky’s development plan did not include any target numbers for female employment.

In 2007, the Government of Newfoundland and Labrador published its Energy Plan. The Energy Plan was specific in its diversity requirements, and the obligation for companies to publish firm targets for diversity on their worksites:

For large-scale projects fully within our regulatory jurisdiction, the Provincial Government will require proponents to include employment plans for women, stating corporate objectives to achieve employment equity for women in all project phases... Special measures to attract and secure women for occupations where women are under-represented will be required... The plan as a whole should be sufficiently comprehensive and well-designed to achieve a more gender-balanced workforce within a reasonable period of time.

The Energy Plan clearly stated that employment plans for women must include strategies to identify and eliminate barriers that create discriminatory practices, specific targets for women’s employment, and plans to monitor and report on progress in meeting those targets.

In laying out these expectations, the Newfoundland and Labrador government has been a leader within Canada. A diversity or employment equity plan has become an ingrained part of every major natural resource project development plan—no project can be released from the environmental assessment process without one.

FROM THE WORKSITE, 1996

“We had a really strong feeling that we were being discriminated against. ... Males with less experience were getting the jobs.”

“I have a lot of abilities but I am not given the opportunities to advance. I also feel that it’s because I’m female.”

“While I was doing all the cleaning, they were training three guys in [specific job] ... I feel as though my opportunity for advancement is nil.”

“If you speak out you can be the first to go even if you’re the best worker ... you can win the battle and lose the war. You might get back to work but be laid off.”

“My supervisor called me in and said ‘you’ve got to understand that I’ve got to be harder on you than I am on the guys because people will think that I’m playing favourites.”

—Excerpts from interviews with female skilled trades workers on the Hibernia construction project. (“Women, Employment Equity and the Hibernia Construction Project,” Women in Trades and Technology, June 1996.)



FROM THE WORKSITE, 2016

“Women on construction sites here in Newfoundland are educating the workers from different countries ... We impress them.”

—Susan Stoyles, scaffolder

“The locals want to be mentors, to back you up and encourage you. Newfoundland is ahead on that, and the unions are pushing that.”

—Stephanie Courage, plumber

“Women on site continue to grow in numbers, I’m seeing progress ... but it is still hard work being on-site. I am continually trying to prove myself and support the sisterhood.”

—Renee Sharpe, welder

“Sometimes I am still expected to be the housekeeper, and held back from doing the actual work; as an apprentice I’m expected to do what I’m told.”

—Stephanie Courage, plumber

“I am always given the option of doing the work or doing it with assistance, but always given the opportunity to learn.”

—Susan Stoyles, scaffolder

Female construction trades apprentices speaking during a focus group organized by the Diversity Network, November 15, 2016.

The Energy Plan set the stage for improved participation by women in the trades. Diversity professionals have since become part of major project teams; a number of community groups have stepped up or been created (including the Office to Advance Women Apprentices (OAWA), founded in 2009 and funded by the Province) to encourage, facilitate, and monitor the entry of women into the trades. Statistics demonstrate the effect of their work.

Vale Inco's Long Harbour Processing Plant, one of the first major natural resources projects to publish women's employment targets, set a goal of 3% female skilled trades workers during the construction phase (2009-2014). That was a fairly ambitious goal—given only about 1% of the construction trades workforce was female at the time—that they met and surpassed. A major focus of Vale Inco's women's employment plan was on training: the pool of qualified female tradespeople had to be increased if they were to meet their targets.

Female membership in Newfoundland and Labrador building trade union locals has been slowly but steadily increasing, from 4.14% to 5.49% between fall 2013 and spring 2015, for example (see appendix G). These increases should be celebrated—while looking honestly at the road ahead. The aspirational goal—the day when 50% of all workers on worksites are female—is likely a long way off, but another important benchmark may not be. Studies show that 30% participation represents a critical mass, marking enough support to lead a culture change, after which a female tradesperson will no longer be seen as an anomaly.

Emera Newfoundland and Labrador, in its diversity plan for the Maritime Link (released in December 2013), lists specific targets for hiring, and they move toward that critical number:

- Construction management: 5%
- Journeypersons and apprentices: equipment operators earth works, trade helpers and labourers: 18%
- Journeypersons and apprentices, all others: 10%

Meeting these goals would set the bar higher yet again and mark a new standard for future projects. Emera has stated that one of its guiding values is “ensuring that gender equity, diversity and inclusiveness are inherent to, and followed in all business processes and practices throughout the Maritime Link Project.” This organization-wide commitment, as well as its measurable targets, demonstrate the company's understanding of the importance of diversity, encouraged by the expectations set by the province.

The Muskrat Falls Project set an initial women's employment target of 8% of apprentices, to be reviewed annually and increased for individual trades (up to 25%) where labour supply is available and in accordance with the hiring protocol. As of November 2016, the Muskrat Falls Project continues to work with the OAWA and WRDC to provide information and support for women currently employed or who wish to become employed on the project.

In 2015-16, the Women's Policy Office worked with the Department of Natural Resources and other provincial government offices to negotiate gender equity and diversity plans for four resource development projects. “Such plans act as a special measure to address the gender wage gap, employment barriers that women continue to face in male-dominated occupations, and the low levels of procurement in these industries for women-owned businesses,” stated the Office's annual report. It's a good reminder of the work still to be done.

Momentum is already rippling through some of the largest worksites in Newfoundland and Labrador. At the Bull Arm Fabrication Site, where more than 2000 skilled tradespeople have worked on the Hebron project, the 4% of skilled workers were female in 2012. In 2013 and 2014 that number stood at 5%. The next year, 2015, the percentage increased to 7%. And in 2016, the project had another breakthrough year, and reported 9% female skilled trades workers. Reflecting back on the 1% female participation number during the Hibernia construction in the 1990s puts those numbers into perspective.

Of course opportunities remain. Improving recruitment and retention are ongoing goals. Issues surrounding diversity initiatives and attitudes still arise—but the mechanisms, training, and structures to report and properly handle such incidents are recognized and established. Efforts to improve gender diversity in the construction trades in Newfoundland and Labrador have only skimmed the surface of what is possible—but along the way, they have broken new ground, and made history.



What Has Worked

Through two decades of working to increase the participation and acceptance of women in natural resource projects in Newfoundland and Labrador, many tools and techniques have been tried and tested. Some initiatives have brought noticeable success, and it is these that we wish to share.

Here, emerging practices have been broadly divided into three themes: strategies for creating a diversity culture; diversity initiatives and tools; and other programs, on the worksite and beyond, to help remove barriers women face when entering the trades. None of these practices should be taken in isolation, but rather viewed as intrinsically entwined parts of the same web.

No two worksites are the same, and it is impossible to write the perfect prescription for creating a gender-equal, inclusive environment. That said, we believe that the emerging practices outlined here—which have shown, in our collective experiences, to make a difference—offer a good starting point for any organization or company developing a diversity strategy. This will provide, we hope, a foundation we can all build on.

1. Developing a ‘Diversity Culture’: setting the tone and establishing expectations

... [D]iversity can only be achieved if it is encouraged and supported at all levels of the different companies involved. This requires that they develop a ‘diversity culture’, whereby diversity is the responsibility of all their personnel ... The aim is to make diversity a normal part of doing business for project companies.

—Husky Energy, White Rose Extension Project Diversity Plan, June 2013

Consistent application of policies and practices that demonstrate a commitment to a supportive work environment leads to higher productivity, increased attendance, and better employee engagement. We have found that this can only happen if everyone, from governing bodies to management to unions to employees, share a belief in a diverse, inclusive workforce.

1.1 SET TARGETS AND STRATEGIES

The Newfoundland and Labrador government requires all major energy and resources projects to submit a diversity plan before they will be released from environmental assessment. Every proponent has to consider their ability and commitment to gender equality and diversity, and publish measurable targets. Government leadership has made a difference in the Newfoundland and Labrador diversity story by ensuring that diversity goals are part of the fabric of every project, from the start.

Emerging practice: We have learned that a trained diversity representative present throughout the negotiation process enables the negotiating team to consider the essentials for diversity implementation (measurable targets, training, strategies, and so on). The representative can also ensure that gender inclusive language is embedded into Project Labour Agreements.

Having provincial regulations and requirements in place ensures that the creation of a diversity plan is part of every project—that it is not overlooked or ignored.

1.2 LEAD BY SENIOR MANAGEMENT: THE DIVERSITY COMMITTEE

Culture change within an organization has to start from the top. Our greatest successes have come when senior project management are fully on board and effectively set the tone and the expectations for employees at all levels. When management clearly makes diversity and inclusion priorities, and clearly buys into the efforts being made, the stage is set for the roll-out of all diversity programs.

Emerging practice: We have learned that proactive management actions are crucial—a good first step for any group is to set up an internal management diversity committee. The committee is responsible for reviewing the implementation of diversity initiatives at monthly meetings, sharing successes, being alert to any setbacks, addressing concerns, and brainstorming ideas for improvements.

Senior management and the diversity committee can take the lead on communicating a policy of no tolerance for workplace harassment and discrimination through posters, newsletters, and training. Supervisors, shop stewards, and forepersons must follow-up appropriately on any concerns and suggestions brought to them, showing that they also have zero tolerance for harassment and discrimination of any personnel.

1.3 DEDICATED DIVERSITY PROFESSIONAL

A full-time professional, whose job it is to lead and facilitate the effective implementation of a diversity program (i.e., overseeing monitoring and reporting, barrier reduction strategies, recruitment and retention initiatives), is an asset to any diversity program. In collaboration with senior management they can create and oversee the diversity committee.

The terms and goals for the representative's ongoing work are usually set early, during project and contract negotiations. It is important that they be visible and accessible for the duration of the project.

Emerging practice: The diversity representative generally reports directly to senior project management. We have learned that this direct path of communication allows the timely and effective resolution of issues, and maintain awareness among project employees that diversity is a project priority.

1.4 CONTRACTOR BUY-IN

ENL contractors and sub-contractors [must] comply with their diversity responsibilities as outlined in the Diversity Plan and monitor and report on their compliance ...

—Emera Newfoundland and Labrador (ENL), Newfoundland and Labrador Diversity Plan

It is important that contractors and subcontractors also participate in the project's diversity commitments. Ensuring all parties have a genuine understanding of and agreement with established diversity goals encourages the acceptance of women on worksites, the hiring of more women by sub-contractors, and a more inclusive, welcoming worksite overall.

As an example, Vale Inco committed to securing contractor buy-in in their “Women’s Employment Plan: Vale Inco Long Harbour Processing Plant,” accepted by the Government of Newfoundland and Labrador on September 2, 2009:

The Company plans to secure acknowledgement from all successful bidders that they are aware of the existence and importance of the Women’s Employment Plan as part of its contracting protocol. This will be achieved through the placement of the following language in all tender documents as well as the final commercial contract signed by the contractor:

The Company has developed a Women’s Employment Plan for the processing plant. The contractor and the Contractor’s Subcontractors are required to actively support that 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 under represented.

Emerging practice: We have learned that including diversity requirements in contracts—specifically, commitments and expectations related to hiring (recruitment and retention), training, establishing diversity and respectful workplace representatives, and monitoring and reporting on diversity initiatives and their outcomes—increases the reach of diversity programming and ensures contractor compliance.

Dedicated diversity professionals can assist in the creation of contract language, terms and conditions. They can also support, monitor and ensure compliance with contractual obligations.

1.5 UNION ENGAGEMENT

Labour for several of the large-scale projects in Newfoundland and Labrador is sourced through the 16 affiliate unions within the Resource Development Trades Council. When diversity representatives and union representatives have established a collaborative working relationship, the effective and efficient facilitation of diversity initiatives and programming has followed—as has better recruitment and retention of diverse groups.

Holding scheduled face-to-face meetings with union affiliates and Resource Development Trades Council members has assisted diversity representatives in solidifying relationships and in establishing a common understanding of the commitments and goals of the project.

Emerging practice: We have learned that the best time to have the discussion about female availability for work is when companies and unions negotiate the collective agreement. Details of the workforce and union numbers should be shared openly to set up realistic hiring processes and targets.

By establishing a management contact within the union organization, diversity representatives have been able to create an open channel to discuss matters that affect diversity implementation, such as the availability of qualified diverse candidates. This facilitates the timely resolution of availability issues as they arise.

1.6 GENDER-INCLUSIVE LANGUAGE

Gender-neutral/inclusive language is essential to building a gender inclusive workplace, beginning with communication and written workplace documents. When collective agreements are created with both men and women at the table using gender-neutral language, everyone sees themselves reflected in the workplace. When project documentation, communication, signs, and training use gender-neutral language, it sets the tone and expectation for employees.

Emerging practice: We have learned to allow time for the diversity representative to review all site handbooks, signs, orientation and training documentation, and all internal project documents. Ensuring all communication contains gender-neutral language sets respectful workplace norms and expectations.

Gendered Language	▶	Gender Inclusive Language
Journeyman	▶	Journeyperson
Foreman	▶	Foreperson / Supervisor
Lineman	▶	Powerline technician / Line worker
Men at work	▶	Construction in area / People at work
Girl at the desk	▶	Receptionist
Fireman	▶	Firefighter
Policeman	▶	Police Officer
Man hours	▶	Hours
He/she	▶	They

2. Diversity initiatives and tools

The [Long Harbour Employers Association] and [Resource Development Trades Council of Newfoundland and Labrador] will promote and support initiatives and plans for employment diversity ... A workplace that supports diversity is one that recognizes and respects individual differences and creates equal opportunity for everyone. As such, all Parties to this Agreement will support initiatives that are designed and implemented to further the principles of a diverse workplace.

—Collective agreement between Long Harbour Employers Association and Resource Development Trades Council NL, signed March 29, 2009

2.1 PRE-SITE PLANNING CHECKLIST

Safety and diversity are top of mind during the pre-planning phase of an industrial project site. Features such as appropriately labelled washrooms and change rooms, adequate lighting, and safety points help contribute to a site all where workers feel comfortable and safe.

Although some workplaces have gender-neutral washrooms (and the culture of some worksites allows this), we have found that not all female construction workers are comfortable with this practice. All workers must feel safe while at work.

A story that emerged from one worksite was that it could take 30 minutes or more to walk or drive to the nearest gender-appropriate washroom—this has since been changed. It was a good lesson: with adequate planning, a site can be designed with accessible washrooms at various points, so that workers spend less time commuting to and from facilities.

Emerging practice: We have learned that involving the diversity and employee representatives in planning the worksite helps identify problems as, or before, they occur so they can be avoided or quickly resolved. Attention should be paid to washroom placement, adequate lighting, and accessible safety points. Touring worksites regularly and critically helps identify quick fixes.

See Appendix B for an example of a pre-site planning checklist.

2.2 FAIR HIRING PRACTICES

Fair hiring practices include: using gender-neutral language in position descriptions and recruitment materials; removing gender bias from interview questions; and ensuring all trade qualifications are weighted equally when hiring employees.

By talking to stakeholders and proactively identifying potential barriers to employment for women, strategies can be developed. For example, including name-hire provisions within union agreements has allowed operators/owners to influence the number of women hired. Female name-hire ratios specified by operators/owners allow contractors to ensure that a representative number of qualified female tradespersons are hired, based on availability.

Emerging practice: We have learned that critically examining hiring processes to ensure that they are fair and equitable, with gender-neutral language, and selection criteria that is clear, consistent, and relevant to the proposed work, is crucial to implementing successful diversity initiatives.

Name-hire provisions can be included in collective agreements to define how employers and unions will work together to proactively encourage workforce diversity.

2.3 NEW EMPLOYEE ONBOARDING

“Onboarding” is a new employee’s introduction to workplace culture. During orientation, it is a priority to introduce new employees to the company’s expectations for a respectful workplace environment. Effective training, including information on worker rights and responsibilities and methods to deal with disputes, has helped eliminate harassment.

Emerging practice: We have learned that mandatory onboarding/orientation sessions that include training on expectations related for safe and inclusive workplace instill the importance of diversity with new employees from the beginning.

Providing all employees with an employee handbook that clearly defines harassment and discrimination, outlines respectful workplace policies and procedures, and offers practical tools to deal with harassment or discrimination on the worksite is one way of ensuring every employee has the information when they need it. Handbooks can include information on support services and dispute resolution options so that individuals have the resources they need.

2.4 RESPECTFUL WORKPLACE TRAINING

Respectful workplace training continues to evolve, and is a critical factor in establishing a safe working environment. Adequately trained and skilled supervisory personnel are equipped to deal with issues in an appropriate and timely manner; we have watched as their presence has increased worker satisfaction and decreased the chances of repeat incidents.

Emerging practice: We have learned that the workplace benefits greatly when all employees receive respectful workplace training at point of hire. When training is mandated for supervisors, shop stewards, and forepersons, so they all receive practical training in methods and strategies to deal with issues related to respect, harassment, and discrimination in compliance with company policies.

2.5 RESPECTFUL WORKPLACE TOOLBOX TALKS

“Toolbox talks” outlining safe work practices and expectations are delivered by supervisors/superintendents at the beginning of every shift. Respectful workplace messaging has been incorporated into toolbox talks on at least two large-scale resource projects in Newfoundland and Labrador with success. The talks act as a refresher to orientation training, and reinforce the expectations and culture of the workplace.

Emerging practice: We have learned that toolbox talks work best if management provide respectful workplace policy information to supervisors/superintendents, who in turn deliver it to their crews of workers. A sign-in sheet for those who have received the toolbox talk helps track training numbers and provide a path for accountability on the worksite.

See Appendix C for an example of a Respectful Workplace toolbox talk outline and sign-in sheet.

2.6 MONITORING AND REPORTING

Monitoring and reporting is one of the most important steps to evaluating our progress. Diversity employment goals must be given equal weight to other metrics being evaluated in the achievement of project milestones. Monitoring and reporting contractor and subcontractor employment data consistently is crucial to highlighting areas of weakness as well as success.

Accurate participation numbers allow operators/owners and contractors to identify where women are working, and where improvements need to be made to increase their participation. Monitoring termination data helps to identify trends in workforce changes and potential unfair lay-off practices. Daily site monitoring by the operator tracks shorter term positions to alert contractors when diversity numbers are at risk of falling below the target.

Emerging practice: We have learned that including employment data collection in regular progress reporting templates ensures it is embedded in existing processes. Weekly (ideally, but at least monthly) reports tracking number of hires by trade, gender, union referral/name hire, and by apprentice/journeyman status should be kept; as should layoff statistics including gender, trade, and by apprentice/journeyman status.

Daily site monitoring by the operator enables tracking of shorter term positions to alert contractors when diversity numbers are at risk of falling below the target.

See Appendices E and F for examples of a Diversity Weekly Hiring Summary chart and Diversity Employment Termination Tracker.

2.7 ENVIRONMENTAL SCANS

Environmental scans are surveys of the physical work environment and can reveal inefficiencies or identify areas for improvement to the work space.

One environmental scan of a large-scale construction site in this province identified that a set of chemical toilets provided for workers had not been marked as male or female. Male and female washrooms had been designated at a different location; women were taking extra time to traverse the site to the marked facilities. Women felt uncomfortable using the unmarked toilets, which decreased productivity due to longer bathroom breaks. The solution was to designate several washrooms for women only so all workers had close access to appropriate facilities.

Emerging practice: We have learned that, in the same spirit as the pre-site planning checklist, regular environmental scans over the life of the project/worksites are a good way of ensuring compliance and an opportunity to notice any changing circumstances. Safety and diversity are key considerations throughout the scanning process. Ensuring employees know how and to whom to express their concerns will determine how quickly problems are solved.

2.8 CLIMATE SURVEYS

Anonymous climate surveys solicit feedback by providing employees an open opportunity to identify needs, challenges, and areas for improvement. Their responses allow organizations to evaluate specific areas as well as the overall culture and working environment, and to understand employees' perceptions of their workplace.

In Newfoundland and Labrador, Women in Resource Development Corporation (WRDC) has worked with organizations in the natural resources sector to develop customized climate surveys, administer them on worksites, compile results, and deliver the findings. These reports highlight organizational strengths, identify areas for improvement, and make recommendations to improve organizational culture. In order to incorporate recommendations into practice and improve overall success, WRDC also provides support with the implementation of initiatives.

Emerging practice: We have learned that engaging a neutral third party to conduct the research ensures unbiased and more detailed data—employees are more likely to respond honestly if they feel they have true anonymity. The surveys are useful for informing the development of effective initiatives and identifying workforce diversity needs.

2.9 OTHER

A wide range of other gender equity practices and diversity initiatives exist and have been implemented across industries in Newfoundland and Labrador. A few of these include:

- Establishing a dedicated diversity room for training and workshops,
- Interviewing female employees periodically to better understand needs and limitations, and
- Holding exit interviews to capture candid employee opinions.

3. Education and beyond: removing barriers

The Company recognizes that women do not have significant numbers of qualified individuals in non-traditional occupations such as building trades and technology occupations. To help address this reality, the Company will support, where reasonably possible, efforts designed to increase the supply of women who have the skills required to support the project.

—**“Women’s Employment Plan: Vale Inco Long Harbour Processing Plant,”
accepted by the Government of Newfoundland and Labrador on September 2, 2009.**

SUSTAINABLE FUNDING

Changes in economic conditions, the construction cycle, and labour market fluctuations can all put pressure on recruitment efforts. To be successful in this environment, diversity initiatives must have sustained support and built-in flexibility.

Funding programs administered by grass-roots organizations that work specifically to empower women in construction trades have proven to be successful. The Long Harbour Diversity Fund stands as a successful model for bringing more women into the trades, removing some barriers that may prevent them from training, and then facilitating their move into the work force.

THE LONG HARBOUR DIVERSITY FUND

The Long Harbour Diversity Fund, a partnership between Vale Inco and the Resource Development Trades Council, launched in 2010, near the start of the construction phase of the Long Harbour Processing Plant. Every unionized employee on site contributed 20 cents per hour worked to the fund, which was then used to set up a \$10,000 (per successful applicant) “diversity scholarship” for women who wanted to enroll in a trades-based training program. The criteria: the women had to be non-EI eligible, attend a union college, and complete training in a trade consistent with the Vale Long Harbour recruitment requirements.

In 2011, the Office to Advance Women Apprentices (OAWA) came on board as administrators of the program. Working with the unions involved, the OAWA offered proposal writing support to women in applying for the scholarship, and promoted the program at career fairs, high schools, and through women’s organizations. As women finished their pre-apprenticeship training, OAWA helped the participants find work. Through the duration of the scholarship, 157 women received scholarships. The program boasted a 90% employment rate.

The Long Harbour Diversity Fund came to a natural end in 2015—with the completion of phase one construction in Long Harbour, its source of funding ended. The model is adaptable to other projects, particularly those looking to increase the pool of available female tradespeople in order to meet or surpass diversity targets.

In the wake of this program, WRDC surveyed tradeswomen about the role of targeted initiatives in their career progression. The survey asked if the women had decided to enter the trades on their own, or if communication from interest groups encouraged them to do so. The Long Harbour Diversity Fund was specifically cited by some women as a key factor in choosing a trades career. Of the women surveyed, 76% suggested that without continued targeted efforts, the number of women in the building trades would not increase.

CUSTOMIZED SKILLS TRAINING

At times in a project's lifespan customized training may be required to meet short-term labour needs or mitigate labour shortages. This is an opportunity to ensure a representative number of female trainees have access to the training program. Projects in the province have successfully taken this approach with implementing customized rebar training, tower crane training, and welder training.

As a specific example, OAWA learned through its work with tradeswomen that a significant amount of time had lapsed since pre-apprenticeship training for a number of female welders. OAWA applied for and received funding from the Long Harbour Diversity Fund to assist 19 female welders participate in an 8-week welding refresher training program and subsequent testing for Canadian Welding Bureau tickets.

OFFICE TO ADVANCE WOMEN APPRENTICES (OAWA)

OAWA, funded by the government of Newfoundland and Labrador, was created in 2009 to enhance employment opportunities for women so that they may advance in their chosen trade. OAWA works with government, industry, labour unions, and—most importantly—directly with female apprentices when they finish in-school training to help them find relevant jobs and, ultimately, achieve journeyperson status.

Among other programs, OAWA offers training, advice, workshops, and a coaching and mentoring model to help employers and female apprentices work together. It also maintains a registry database of female tradespeople in the province to help connect employers with appropriate job candidates. As of mid-January 2017, that database stood at 1,550 registered female tradespeople, 109 of whom are journeypersons. Seven years ago, in March 2010, 271 female tradespeople were in the database; 19 were journeypersons.

OAWA is the only office of its kind in Canada, and is being consulted as a model worth replicating—the organization is currently working with representatives from British Columbia to advise them on setting up their own comparable office; OAWA has received similar inquiries from Manitoba.

WRDC AND NEWFOUNDLAND AND LABRADOR HYDRO PARTNERSHIP

An educational funding partnership between WRDC and Newfoundland and Labrador Hydro provided financial assistance to eight women pursuing trades and technology training and education programs within the province.

The 2015 Trades Scholarship Program aligned with the goals of both organizations to broaden opportunities for women in trades and technology. Newfoundland and Labrador Hydro provided the financial contribution and WRDC, administrative support. Eight \$2000 scholarships were awarded to students attending public or private post-secondary institutions enrolled in one of the selected programs: powerline technician, welder, construction/industrial electrician, carpenter, industrial mechanic (millwright), automotive service technician, heavy duty repair mechanic, and heavy equipment operator.

Looking ahead: While the Newfoundland and Labrador Hydro and Long Harbour Diversity Fund/OAWA programs were beneficial in increasing women's enrollment in trades training, the program criteria were limiting. Future funding initiatives would be improved if designed to either cover the entire cost of education, or to do so when combined with Employment Insurance or other funding sources. This will cast a wider net, allowing more women access to training/funding programs by also contributing to living and child care expenses.

Involving the provincial and federal government could help bridge gaps and build sustainability into these programs.

Applicants for training programs and initiatives can be screened based on background and interest/aptitude for the specific training. As OAWA has seen through its work, taking time to do so will set the applicants and the program up for success, and obtain productive, qualified workers.

Customized skilled trades training opportunities can be examined as they arise for the chance to influence workplace diversity. Proactively encouraging women to apply for the training, perhaps by engaging grassroots/interest organizations (such as WRDC and OAWA), and ensuring an equitable selection process, will open new opportunities.

Conclusion

As of 2017, nearly 2000 women have trained for and are working in construction trades in Newfoundland and Labrador, the result of a number of years of focused effort. The impact of this effort is a significant number of tradeswomen and professionals who, through their dedication, hard work, and tenacity, have established themselves in the construction industry. However, they will require ongoing support.

Newfoundland and Labrador is a leader in developing legislation, requirements, training, and initiatives to bring more women into the construction trades and onto the worksites of major natural resources projects. As participation numbers steadily increase, workplace cultures change, and a more inclusive, productive environment is the result.

Great strides have been made—and more are yet to come as we work toward a systemic culture change in the industry workplace. The opportunity now is for trades, unions, communities, governments, and the industrial, residential, and commercial construction sectors to join together to support and grow a more inclusive, diverse, and sustainable workforce. We have the collective experience, skills, knowledge and resources to build on the progress we have already made.

Appendix A

Goals of the Diversity Network

1. Create systemic change for diversity in the workplace to influence policy and guide others in their diversity initiatives.
2. Connect the Network's members so that we can learn from each other, and create a learning network.
3. Share our passion for diversity with tradespeople, with our network partners, within our organizations or companies, and externally with decision makers and stakeholders.

Members Who Have Contributed To Date (January 2016)

CHERI BUTT

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The network partners would like to offer a special word of thanks to Elayne Greeley whose skillful facilitation was critical and instrumental to the creation of this document

Appendix B

Safety Assessment Evaluation and Checklist

TEMPLATE

Criteria	Responses
■ Lighting	
Is the lighting too bright or too dark in any specific area?	
How well does the lighting illuminate the area?	
How clearly does the lighting illuminate directional signs?	
Do you know where/who to call if lights are out, broken or not yet turned on.	
Are you able to identify a face 25 metres (75 feet) away?	<input type="checkbox"/> yes <input type="checkbox"/> no
Is the lighting obscured ?	<input type="checkbox"/> yes <input type="checkbox"/> no
How well does the lighting illuminate pedestrian walkways and footpaths?	
■ Signage	
Is the lettering on the signs easy to read and large enough?	<input type="checkbox"/> yes <input type="checkbox"/> no
Can you see signs directing you to emergency assistance?	<input type="checkbox"/> yes <input type="checkbox"/> no
Are there visual symbols to represent important information such as emergency telephones, stairwells, etc?	
Are the signs easy to understand for a person whose first language is not English?	<input type="checkbox"/> yes <input type="checkbox"/> no
■ Visibility	
Can you clearly see what's ahead?	<input type="checkbox"/> yes <input type="checkbox"/> no
Is your visibility obstructed by pillars, sharp corners, walls, bushes, ditches, etc.?	<input type="checkbox"/> yes <input type="checkbox"/> no
Can you see and hear people around you and can you be seen and heard by others?	<input type="checkbox"/> yes <input type="checkbox"/> no
Is there a monitor or surveillance system?	<input type="checkbox"/> yes <input type="checkbox"/> no
Is the area patrolled by, security guards, police or other?	<input type="checkbox"/> yes <input type="checkbox"/> no
■ Possible Assault Sites	
Are there any areas where someone could hide from view?	<input type="checkbox"/> yes <input type="checkbox"/> no
Are there any specific areas at the site or in and around the building where you feel more vulnerable?	<input type="checkbox"/> yes <input type="checkbox"/> no
■ Maintenance	
Is there evidence of vandalism?	<input type="checkbox"/> yes <input type="checkbox"/> no
■ Stairwells	
Is the lighting level comfortable?	<input type="checkbox"/> yes <input type="checkbox"/> no
How do you feel using the stairs?	
Would you use the stairs at night?	<input type="checkbox"/> yes <input type="checkbox"/> no
Could someone hear you if you called for help?	<input type="checkbox"/> yes <input type="checkbox"/> no

■ Parking	
How safe do you feel leaving and returning to your car?	
■ Toilets	
Are toilets easily accessible?	<input type="checkbox"/> yes <input type="checkbox"/> no
Are they well lit, both inside and out?	<input type="checkbox"/> yes <input type="checkbox"/> no
Are toilets segregated for female and male use?	<input type="checkbox"/> yes <input type="checkbox"/> no
■ Animals	
Are there any animals in the area?	<input type="checkbox"/> yes <input type="checkbox"/> no
Do you know what to do if you see an animal?	<input type="checkbox"/> yes <input type="checkbox"/> no
■ Overall Design	
If you were not familiar with the area would it be easy to find your way around?	<input type="checkbox"/> yes <input type="checkbox"/> no
Do you feel comfortable getting to and from the worksite?	<input type="checkbox"/> yes <input type="checkbox"/> no
Are you comfortable going to and leaving your accommodations?	<input type="checkbox"/> yes <input type="checkbox"/> no
■ Crisis Prevention and Intervention	
Are trained staff available to handle different situations?	<input type="checkbox"/> yes <input type="checkbox"/> no
Are adequate security measures in place after hours?	<input type="checkbox"/> yes <input type="checkbox"/> no
Are you aware of the policy/plan to deal with unsafe behaviour?	<input type="checkbox"/> yes <input type="checkbox"/> no
Do you know how and where to report a safety issue?	<input type="checkbox"/> yes <input type="checkbox"/> no

Appendix C

Respectful Workplace: Roles & Responsibilities Toolbox Talk

- Project management and personnel are committed to an inclusive and respectful work environment.
- All project personnel are responsible for their familiarity and compliance with the Harassment Policy and the Respectful Workplace orientation training.
- Harassment is defined as engaging in a course of offensive comment or conduct that is known, or is reasonable to be known as unwelcome.
- Personnel can raise concerns/complaints and make reports without fear of being discriminated or retaliated against.
- If personnel feel they have been subject to or observed harassment, violence or any other unwanted behaviour, they may bring forward a concern/complaint to their supervisor, the human resources department, or the on-site Diversity Contact.
- Should the allegation be made against a foreperson or supervisor, the complaint should be made to the human resources department or on-site Diversity Contact.
- The human resources department will evaluate and investigate complaints in a confidential and timely manner. Appropriate disciplinary action, up to and including termination, will be taken against personnel who violate the policy.

Diversity Contact:

Name
Title
Contact

Human Resources Department:

Contact

Toolbox Talk			
Toolbox Talk Topic: Respectful Workplace		Date:	
Supervisor Name:		Supervisor Signature:	
Print Name	Initials	Print Name	Initials

Appendix D

Building Trades Female Membership

Type	Fall 2013			Fall 2015		
	# Female	Total Membership	Female Representation	# Female	Total Membership	Female Representation
Sheet Metal Local	4	130	3.08%	14	248	5.65%
BAC Local 1 *	10	150	6.67%	50	700	7.14%
Insulators Local	10	160	6.25%	16	186	8.60%
Teamsters Local **	47	300	15.67%	51	550	9.27%
Ironworkers Local 764	33	1800	1.83%	105	2200	4.77%
Operating Engineers Local 904	46	2200	2.09%	52	2500	2.08%
Painters Local 1984 (IUPAT)	14	270	5.19%	16	320	5.00%
IBEW Local 2330	99	1800	5.50%	137	2500	5.48%
Carpenters Local 579	39	1200	3.25%	173	1800	9.61%
Millwrights Local 1009	18	500	3.60%	19	530	3.58%
Labourers Local	122	1813	6.73%	222	2451	9.06%
UA Pipefitters Local 740	25	1000	2.50%	40	2200	1.82%
Boilermakers Local 203	18	400	4.50%	17	417	4.07%
TOTALS	485	11723	4.14%	912	16603	5.49%

	2013	2015
Total Female Representation	4.14	5.49%

Appendix E

Diversity Weekly Hiring Summary

Skill Craft and Trade											
Total Resources (Including Females)						Journeyperson		Apprentice			
Trade	Total	Workers	Supervision Name Hire	Name Hire	Union Referral	Female		Female		Total Females	%
						Name	Union	Name	Union		
Carpenter (# out of #)											
Electrician (# out of #)											
Insulator (# out of #)											
Ironworker (# out of #)											
Millwright (# out of #)											
Operator (# out of #)											
Painter (# out of #)											
Pipefitter (# out of #)											
Pipefitter - Welder (# out of #)											
Sheet Metal (# out of #)											
Scaffolder (# out of #)											
TOTAL											
Manual Worker											
Labourer/Surveyor											
Warehouse Worker											
Clerical Worker											
TOTAL											
Sales and Service											
Security Guard											
TOTAL											
TOTAL											
Name Hire Efforts											
Trade	Notes										
Carpenter											
Electrician											
Insulator											
Ironworker											
Millwright											
Operator											
Painter											
Pipefitter											
Pipefitter-Welder											
Sheet Metal											
Scaffolder											

Appendix G

Excerpt from Emera Newfoundland and Labrador's *Newfoundland and Labrador Diversity Plan*, December 2013

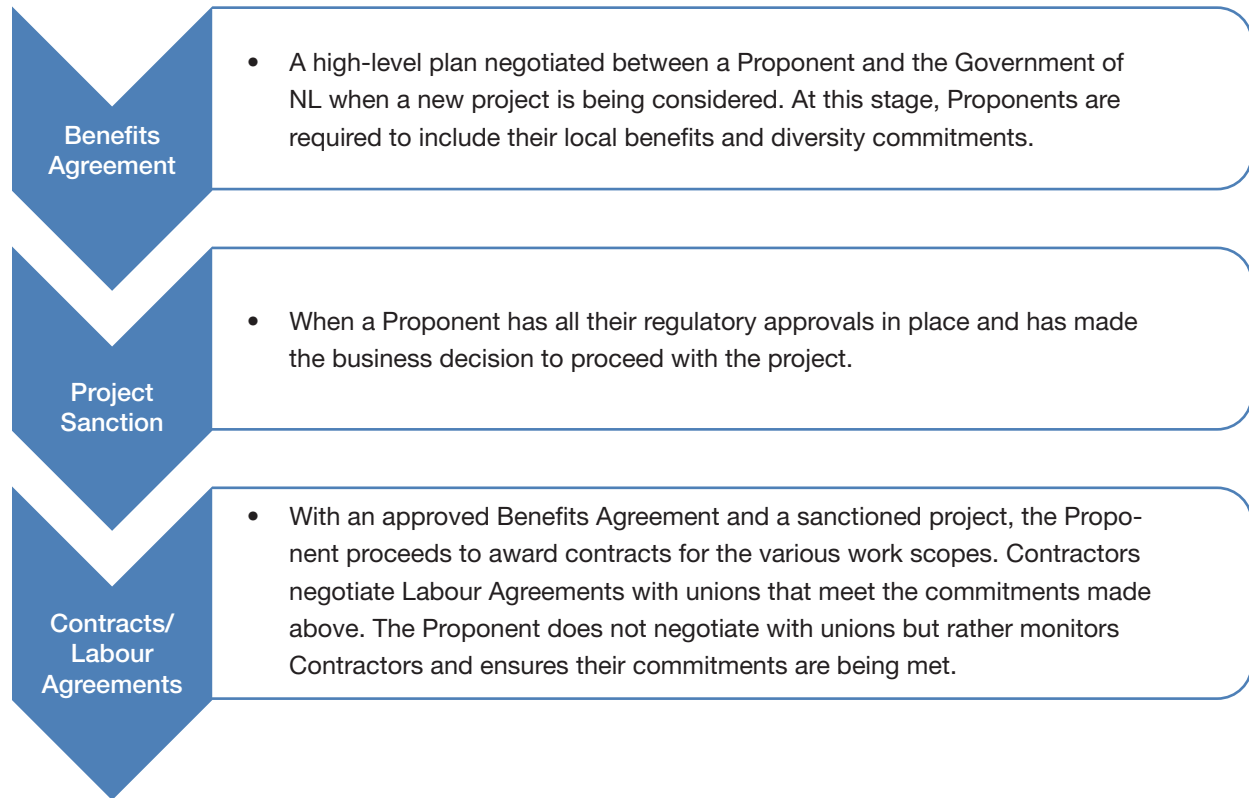
3.2 DIVERSITY COMMITMENTS

The involvement and support of the ENL senior leadership team plays an integral role in ENL's commitment to the Diversity Plan and ensuring its effective implementation. This commitment will continue to be demonstrated and communicated with all parties involved with the Project including employees, managers, contractors and sub-contractors. This commitment includes:

- Establishing a committee to be led by the Senior Manager, Human Resources and including members of the Senior Management Team, the Construction team and IBEW Local 1620 to ensure the effective communication and implementation of the Plan;
- Developing and delivering presentations to the project management team and contractors highlighting the policies, procedures, targets and compliance requirements;
- Delivering to all employees, contractors and sub-contractors mandatory respectful workplace and gender, diversity and cultural sensitivity training;
- Ensuring that written communication regarding the Plan is included in orientation materials such as employee handbooks and that such information is posted in accessible on-site areas;
- Regularly reviewing internal communications and practices and policies to ensure that diversity inclusive and disability respectful language is used;
- Ensuring that ENL contractors and sub-contractors comply with their diversity responsibilities as outlined in the Diversity Plan and monitor and report on their compliance; and,
- Ensuring that Expressions of Interest and Requests for Proposals clearly state that contractors and sub-contractors must operate in a manner consistent with the Diversity Plan and ENL's diversity principles and policies.

Appendix H

Understanding the process: from a Benefits Agreement to a Labour Agreement



Appendix I

Selected sources and additional reading

Atlantic Accord:

<http://laws-lois.justice.gc.ca/eng/acts/c-7.5/>

“Collective agreement between Long Harbour Employers Association and Resource Development Trades Council NL,” March 29, 2009:

http://www.iuoe904.com/Forms/INCO%20Collective%20Agreement%20March%2025_09.pdf

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<http://www.cnlopb.ca/benefits/>

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<http://www.emeranl.com/site/media/emeranl/Documents/ENL%20Diversity%20Plan.pdf>

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Husky Energy, “2013 Diversity Plan Report,”

http://www.huskyenergy.com/downloads/areasofoperations/eastcoast/WR_DiversityPlanReport2013.pdf

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http://www.huskyenergy.com/downloads/areasofoperations/eastcoast/DevelopmentApplication/Vol1_Policies.pdf

Muskat Falls Project, Gender Equity and Diversity Program

<http://muskatfalls.nalcorenergy.com/wp-content/uploads/2017/04/Nalcor-Energy-LCP-GED-Program-2014-Final.pdf>

Women’s Employment Plan, Vale Inco Long Harbour Processing Plant:

http://www.env.gov.nl.ca/env/env_assessment/projects/Y2008/1243/1243_womens_employment_plan_appendix_a_of_hr_plan_may_29_2009.pdf

Women’s Policy Office, Executive Council Annual General Report 2015-16:

<http://www.exec.gov.nl.ca/exec/wpo/publications/>



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