Appendix Q

Workforce and Employment Plan

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Argentia Renewables Project

Issued by: Argentia Renewables Wind LP
Project Facility: All Locations
Affected Facility: All Locations

Effective Date: July 31, 2024

Document Maintenance and Control

Argentia Renewables Wind LP (Argentia Renewables), an affiliate of Pattern Energy Group LP (Pattern), is responsible for the distribution, maintenance and updating of this Workforce and Employment Plan for the Argentia Renewables Project (the "Project"). This plan will be updated when needed for reasons including but not limited to reflecting changes in site-specific implementation, updating contact information, changes to scientific methods and survey best practices.

Document Version

Version #	Section(s) Revised	Prepared By	Approved By	Date Issued

Index of Major Changes/Modifications in Latest Version

Item #	Description of Change	Relevant Section

Table of Contents

1.0 Introduction 1
1.1 Legal 1
1.2 Scope 1
1.3 Objectives 2
1.4 Roles and Responsibilities 2
2.0 Labour Force 5
3.0 Workforce Forecast 7
3.1 Construction Phase 7
3.2 Operation and Maintenance 8
3.3 Decommissioning and Rehabilitation Phase 11
4.0 Employment Equity 12
5.0 Recruitment Strategy 13
6.0 Communication 14
7.0 Training and Development 14
8.0 Benefits Policy 15
9.0 Monitoring and Reporting 16
10.0 References 19

List of Tables

Table Q-2.0-1 Placentia Employment by Industry – 2021 (Statistics Canada, 2023). 6
Table Q-2.0-2 Placentia Employment by Occupation – 2021 (Statistics Canada, 2023). 7
Table Q-3.1-1 Estimated Full-time Contractor Hires (CH) or Direct Hires (DH) for the Construction Phase of the Argentia Green Fuels Facility by Occupation and NOC. 9
Table Q-3.1-2 Estimated Full-time Contractor Hires (CH) or Direct Hires (DH) for the Construction Phase of the Argentia Wind Facility by Occupation and NOC. 10
Table Q-3.2-1 Estimated Contractor Hires (CH) or Direct Hires (DH) for the Operation and Maintenance Phase by Occupation and NOC for the Operation and Maintenance Phase. 11
Table Q-9.0-1 Quarterly Tracking Report, Number of Workers 17
Table Q-9.0-2 Employment Tracking Summary. 18

1.0 Introduction

The Workforce and Employment Plan (WEP) has been prepared by Argentia Renewables Wind LP (Argentia Renewables), an affiliate of Pattern Energy Group LP (Pattern) for the Argentia Renewables Project (the Project), which involves the planning, construction, operation and maintenance, and eventual decommissioning and rehabilitation of an onshore wind energy generation facility (Argentia Wind Facility) and a green hydrogen and ammonia production, storage, and export facility (Argentia Green Fuels Facility). The Project is located on Port of Argentia (POA) property located within the Town of Placentia, Newfoundland and Labrador (NL). This plan is intended to address the scope of work noted in Section 4.5 of the "Guidance for Registration of Onshore Wind Energy Generation and Green Hydrogen Production Projects" (Doc-2022-1022 issued by Department of Environment and Climate Change, GNL April 2023).

This WEP outlines recruitment strategies, positions required, timelines for employment, and a reporting schedule for workforce and employment statistics for the Project. The Project will provide long-term benefits to the Argentia area and the province of Newfoundland and Labrador through various employment opportunities and increased business capacity. The WEP has been developed in consultation with the Newfoundland and Labrador Department of Immigration, Population Growth and Skills (NL DIPGS) and through dialogue with the Office of Women and Gender Equity.

Argentia Renewables seeks to hire local members of the community and is committed to offering specialized training courses relating to renewable energy and wind technology. Training opportunities will improve job prospects and long-term employment of local residents and bring long-term benefits to the local and regional area. Argentia Renewables facilities will bring direct and indirect economic benefits by boosting local service industries. Engagement with local workers and trade unions can provide valuable insights into training needs and help to ensure that training programs are responsive to the Project's needs.

1.1 Legal

This document has been developed in compliance with the requirements of the Province of Newfoundland and Labrador. As a component of a Project Registration under the **Environmental Protection Act** (Environmental Assessment Regulations), the document is considered to reflect a commitment by Argentia Renewables to carry out the actions described and to report on results achieved.

1.2 Scope

This document describes the steps to be taken by Argentia Renewables to meet the objectives of women's employment and gender equity, as well as addressing the need for an equitable workplace that respects and encourages diversity.

The plan applies to all components of the Project, including onshore wind energy generation and the Argentia green Fuels production, storage, and export facility. It addresses all phases of the Project from Construction, through Operation and Maintenance, and including Decommissioning and Rehabilitation. The Plan applies to all employees of Argentia Renewables; all contractors and sub-contractors will be encouraged to adopt the Plan.

1.3 Objectives

The objectives of the WEP Plan are to:

- Enable Argentia Renewables and the Project to be an equal opportunity employer committed to diversity;
- Achieve equity with respect to employment of women and gender diverse persons and to reflect community diversity within the company workforce;
- Provide procedures, protocols and achievable targets for recruitment, hiring, retention and promotion of personnel;
- Establish appropriate policies, practices and lines of accountability; and
- Establish procedures for monitoring and reporting on progress in meeting performance targets.

1.4 Roles and Responsibilities

Each worker has specific roles and responsibilities to ensure that the Project is executed efficiency, safely, and with minimal environmental impact. Below is a list detailing these roles and responsibilities.

1.4.1 Construction

Project Manager:

- Oversee the entire of the Construction Phase.
- Coordinate between different teams and stakeholders.
- Manage the budget, schedule, and resources.
- Ensure compliance with construction standards and regulations.

Construction Manager:

- Supervise all construction activities on site.
- Manage construction schedules and ensure timely completion of tasks.
- Coordinate with subcontractors and suppliers.
- Ensure adherence to safety protocols and quality standards.
- Conduct regular site inspections and meetings.

Human Resources Manager:

- Oversee the recruitment, hiring, and onboarding of construction staff.
- Manage employee relations, payroll, and benefits.
- Ensure compliance with labor laws and regulations.
- Implement training and development programs.

Recruiter:

- Source and recruit skilled workers and professionals.
- Facilitate the hiring process and onboarding.

Financial Manager:

- Manage the project budget and monitor expenditures.
- Prepare financial reports and forecasts.
- Oversee payments to suppliers and subcontractors.

Administrator:

- Provide administrative support to the construction team.
- Manage documentation, including contracts, permits, and reports.
- Facilitate communication and coordination among team members.

Purchaser:

- Procure construction material and equipment.
- Manage supplier relationships and contracts.
- Ensure timely delivery of materials to the construction site.

Project Engineer:

- Provide technical support and guidance.
- Ensure construction activities comply with engineering designs and specifications.
- Assist in resolving technical issues during construction.

Field Engineer:

- Interpret engineering designs, plans, and specifications, and perform on-site engineering tasks.
- Conduct site surveys and measurements to guide construction activities.

Quality Control Manager:

- Develop and implement Quality Assurance/Quality Control (QA/QC) plans.
- Document and report on quality control activities.
- Address quality issues and implement corrective actions.

Quality Control Coordinator:

- Assist the Quality Control Manager with inspections and documentation.
- Monitor day-to-day quality control processes.
- Ensure compliance with quality standards and specifications.

Safety Manager:

- Develop and enforce health and safety policies.
- Conduct safety training and briefings.
- Investigate any accidents or incidents and implement corrective measures.

Safety Coordinator:

- Assist the Safety Manager in implementing safety protocols.
- Conduct on-site safety and environmental inspections and observations.
- Address safety and environmental concerns, ensuring compliance with regulations.

Environmental Coordinator:

- Ensure compliance with environmental regulations during construction.
- Monitor and mitigate environmental impacts, implementing best practices.
- Implement and oversee environmental protection measures, such as erosion control and habitat preservation.

Superintendent:

- Coordinate between different work crews.
- Oversee daily construction activities on site.
- Ensure work is performed according to plans and schedule.

Foreman:

- Supervise specific trades or work crews.
- Report progress and issues to the Superintendent.
- Coordinate daily work schedules and resources allocation.

Tradespeople:

- Perform skilled labour tasks such as welding, electrical work, and equipment installation.
- Follow construction plans and safety protocols.
- Report progress and issues to the Foremen.

Hydrogen and Ammonia Plant Operators:

- Operate and monitor equipment for hydrogen production, ammonia synthesis, and related process.
- Ensure the plant operates within established parameters.
- Conduct regular inspections of equipment and systems.
- Identify and report any abnormalities or potential issues.

Hydrogen and Ammonia Plant Maintenance Technicians:

- Perform scheduled maintenance on equipment to prevent breakdowns.
- Diagnose and repair mechanical, electrical, and control system issues. Replace worn or damaged part and components.
- Maintain detailed records of maintenance activities and repairs.

Hydrogen and Ammonia Plant Engineers:

- Optimize the performance of hydrogen and ammonia production systems.
- Provide technical support to plant operators and maintenance technicians.
- Coordinate with contractors and vendors for specialized work.
- Ensure the Facility complies with industry standards and regulations.

Hydrogen and Ammonia Plant Managers

- Oversee daily operations and ensure the plant runs smoothly.
- Supervise plant staff and ensure they have the necessary training and resources.

Wind Facility Manager:

- Oversee the operation of wind turbines and related infrastructure.
- Monitor wind farm performance and optimize output.
- Coordinate maintenance activities for wind turbines.

Wind Turbines Technicians:

- Perform regular maintenance and inspections on wind turbines.
- Diagnose and repair mechanical and electrical issues.
- Replace worn or damaged components, such as blades, bearings, and electrical parts.
- Follow safety protocols when working from heights and with high voltage equipment.

2.0 Labour Force

Table Q-2.0-1 presents the employment distribution in Placentia categorized by gender in industries and occupations that are expected to play crucial roles in direct and indirect labour, as well as goods and services essential to the Project. Table Q-2.0-1 shows the labour force in Placentia organized by the North American Industry Classification System. The dominant industry sectors for employment in 2021 were Health Care and Social Assistance, Construction, Retail Trade, and Public Administration.

Table Q-2.0-1 Placentia Employment by Industry – 2021 (Statistics Canada, 2023).

Industry – Sectors – North American Industry Classification System (NAICS)	Total Counts	Men+	Women+
All industries	1,330	680	645
Agriculture, forestry, fishing and hunting	90	50	35
Mining, quarrying, and oil and gas extraction	30	30	0
Utilities	15	15	0
Construction	150	130	20
Manufacturing	65	50	10
Wholesale trade	15	10	0
Retail trade	150	45	100
Transportation and warehousing	100	90	10
Information and cultural industries	0	0	0
Finance and insurance	0	0	0
Real estate and rental and leasing	10	10	0
Professional, scientific and technical services	40	20	20
Management of companies and enterprises	0	0	0
Administrative and support, waste management and remediation services	30	25	10
Educational services	100	35	65
Health care and social assistance	290	55	235
Arts, entertainment and recreation	0	0	0
Accommodation and food services	70	25	40
Other services (except public administration)	50	25	20
Public administration	110	45	65
Men+ includes men (and/or boys), as well as some non-binary persons. Women+ includes women (and/or girls), as well as some non-binary persons.			

Table Q-2.0-2 provides a concise overview of employment distribution categorized by gender across various occupations, providing a foundation for understanding the prevailing labour force dynamics in the area. The labour force in the Placentia area is dominated by trades, transport and equipment operators and related occupations (370, 9.5% women+), with sales and service occupations (280, 58.9% women+) and health occupations (160, 78.1% women+) following closely in numbers. The workforce in the Placentia area exhibits a notable overrepresentation of men in roles pertinent to the Project, with men employed in trades, transportation and equipment operators, and related occupations (370, 90.5% men+) and natural and applied sciences and related occupations (35, 87.5% men+). This implies a skewed gender distribution, with a larger proportion of men engaged in occupations closely aligned with the Project's requirements.

Table Q-2.0-2 Placentia Employment by Occupation – 2021 (Statistics Canada, 2023).

Occupation – Broad category – National Occupational Classification (NOC)	Total Counts	Men+	Women+
All occupations	1,330	680	645
0 Legislative and senior management occupations	0	0	0
1 Business, finance and administration occupations	180	35	135
2 Natural and applied sciences and related occupations	40	35	0
3 Health occupations	160	35	125
4 Occupations in education, law and social, community and government services	185	45	145
5 Occupations in art, culture, recreation and sport	20	10	15
6 Sales and service occupations	280	115	165
7 Trades, transport and equipment operators and related occupations	370	335	35
8 Natural resources, agriculture and related production occupations	60	45	15
9 Occupations in manufacturing and utilities	30	20	10
Men+ includes men (and/or boys), as well as some non-binary persons. Women+ includes women (and/or girls), as well as some non-binary persons.			

3.0 Workforce Forecast

The Project is anticipated to commence the Construction Phase in 2025, with first production by the end of 2027. The nominal operating life of the facility is 30 years; however, this may be extended through a program of a diligent maintenance and updates of components. When eventually closed and decommissioned, this final phase will take an estimated two years to complete. The peak employment will occur during the Construction Phase, with reduced staff during the Operation and Maintenance Phase, however, employment during this phase will be long term and offer opportunities for advancement and skills upgrading.

3.1 Construction Phase

During peak Construction Phase in 2026, the Project will employ approximately 1,097 full-time equivalent (FTE) positions (50 hr/week) for construction activities. The Construction Phase for the Argentia Green Fuels Facility is planned to occur from June 2025 to April 2027, with commissioning set to occur from January 2027 to October 2027. The Construction Phase for the Argentia Wind Facility is scheduled to occur from June 2025 to December 2026, with commissioning set to occur from August 2026 to March 2027. These jobs will support the construction of wind turbines, electricity collection systems, substation(s), water collection systems, access roads, a hydrogen electrolyzer and storage, an ammonia synthesis unit and storage, maintenance buildings, and other supporting infrastructure and facilities. The

Construction workforce is forecasted to consist primarily of construction trades, transport, and equipment operators and related occupations. The enumeration and breakdown of occupations expected for the Construction Phase according to the National Occupational Classification (NOC) 2021 is provided in Section 3.1.6.3 Project Occupations. Construction trade jobs include heavy equipment operators, carpenters, masons, painters, boilermakers, electricians, millwrights, pipefitters, ironworkers, sheet metal workers, crane operators, drillers and blasters, industrial truck drivers, machinery operators, trades helpers and labourers, electrical trades and collector line and telecommunications workers, and contractors and supervisors. These jobs are integral to advancing the Construction Phase for both the Argentia Wind Facility and the Argentia Green Fuels Facility. The Project will require a diverse set of skills and expertise including management staff, office and administrative staff, and technical occupations in computer and information systems; civil and mechanical engineering; electronics and electrical engineering; land surveyors; and inspectors and regulatory officers. The workforce requirements for the Construction Phase and estimated number of workers required as per NOC code are detailed in Tables Q-3.1-1 and Q-3.1-2.

The labour force in Placentia shows a significant lack of women and gender diverse persons in roles crucial to the Project, especially those categorized under NOC code 7 (trades, transport and equipment operators and related occupations (9.5% women+)), NOC code 2 (natural and applied sciences and related occupations (0% women+)), and NOC code 9 (Occupations in manufacturing and utilities (33.3% women+)).

3.2 Operation and Maintenance

The Project will employ an estimated 51 full-time positions for Operation and Maintenance Phase of the Argentia Green Fuels Facility and an estimated 14 full-time positions for Operation and Maintenance Phase of the Argentia Wind Facility. Throughout the Operation and Maintenance Phase, the Argentia Green Fuels Facility and Argentia Wind Facility efficiency will be sustained by a multifaceted team that includes wind turbine technicians, Argentia Green Fuels Facility operators, maintenance trades, managers in facility operation and maintenance, engineers, security personnel, and office and administrative staff. The enumeration and breakdown of occupations required for the Operation and Maintenance Phase categorized by the NOC 2021 is provided in Section 3.1.6.3, Project Occupations. The workforce requirements for the Operation and Maintenance Phase and estimated number of workers required per NOC code are outlined in Table Q-3.2-1.

Table Q-3.1-1 Estimated Full-time Contractor Hires (CH) or Direct Hires (DH) for the Construction Phase of the Argentia Green Fuels Facility by Occupation and NOC.

Occupation	NOC Code	CH/DH	Q2 2025	Q3 2025	Q4 2025	Q1 2026	Q2 2026	Q3 2026	Q4 2026	Q1 2027	Q2 2027	Q3 2027	Q4 2027
Project Manager	0	CH	1	1	1	1	1	1	1	1	1	1	1
Construction Manager	7	CH	1	1	1	1	1	1	1	1	1	1	1
Human Resources Manager	1	CH	1	1	1	1	1	1	1	1	1	1	1
Recruiter	1	CH	2	4	4	4	4	4	4	4	4	4	2
Financial Manager	1	CH	0	0	1	1	1	1	1	1	1	1	1
Contract Administrator	1	CH	2	2	2	2	2	2	2	2	2	2	2
Purchaser	1	CH	0	2	4	4	4	4	4	4	4	2	1
Project Engineer	2	CH	2	2	2	4	4	4	4	4	4	4	2
Field Engineer	2	CH	1	1	6	13	14	14	14	13	13	6	3
Quality Control Manager	2	CH	1	1	2	2	2	2	2	2	2	2	2
Quality Control Coordinators	2	CH	1	1	2	5	5	5	5	5	5	5	5
Safety Manager	2	CH	1	1	1	1	1	1	1	1	1	1	1
Safety Coordinator	2	CH	2	2	5	8	8	8	8	8	8	4	2
Environmental Coordinator	2	CH	1	1	2	4	4	4	4	4	4	2	1
Superintendent	7	CH	1	1	6	13	14	14	14	13	13	6	3
Foreman	7	CH	3	3	29	65	69	69	67	65	65	27	14
Tradespeople	7	CH	25	25	289	646	682	682	663	646	646	264	132
TOTAL	-	-	45	49	358	775	817	817	796	775	775	333	174

Table Q-3.1-2 Estimated Full-time Contractor Hires (CH) or Direct Hires (DH) for the Construction Phase of the Argentia Wind Facility by Occupation and NOC.

Occupation	NOC Code	CH/DH	Q2 2025	Q3 2025	Q4 2025	Q1 2026	Q2 2026	Q3 2026	Q4 2026	Q1 2027
Project Manager	0	CH	1	1	1	1	1	1	1	1
Construction Manager	7	CH	1	1	1	1	1	1	1	1
Human Resources Manager	1	CH	1	1	1	1	1	1	1	1
Recruiter	1	CH	1	1	1	1	2	2	2	1
Financial Manager	1	CH	0	1	1	1	1	1	1	1
Purchaser	1	CH	1	1	1	1	1	1	1	1
Project Engineer	2	CH	1	1	1	1	2	2	2	1
Field Engineer	2	CH	1	3	3	1	5	5	1	1
Quality Control Manager	2	CH	0	1	1	1	1	1	1	1
Quality Control Coordinators	2	CH	0	1	1	1	1	1	1	1
Safety Coordinator	2	CH	2	2	2	1	3	3	1	1
Environmental Coordinator	2	CH	0	1	1	1	1	1	1	1
Superintendent	7	CH	1	3	3	1	5	5	1	1
Foreman	7	CH	2	14	14	2	21	21	4	2
Tradespeople	7	CH	33	248	88	15	234	234	61	15
TOTAL	-	-	45	280	120	30	280	280	80	30

Table Q-3.2-1 Estimated Contractor Hires (CH) or Direct Hires (DH) for the Operation and Maintenance Phase by Occupation and NOC for the Operation and Maintenance Phase.

Occupation	NOC code	FT/PT/Seasonal	Number of Employees	Direct Hire (DH) or Contractor Hire (CH)	Estimated Timeframe
Argentia Green Fuels Facility					
Ammonia Plant Operators	9	FT	25	DH	30 years
Ammonia Plant Maintenance Technicians	7	FT	10	DH	30 years
Ammonia Plant Engineer	2	FT	1	DH	30 years
Ammonia Plant Manager	7	FT	1	DH	30 years
Electrolyzer Plant Operator	9	FT	5	DH	30 years
Electrolyzer Plant Maintenance Technicians	7	FT	5	DH	30 years
Electrolyzer Plant Engineer	2	FT	1	DH	30 years
Electrolyzer Plant Manager	7	FT	1	DH	30 years
Administration	1	FT	2	DH	30 years
Argentia Wind Facility					
Wind Facility Manager	9	FT	1	DH	30 years
Wind Turbine Technicians	7	FT	10	DH	30 years
Administration	1	FT	3	DH	30 years

3.3 Decommissioning and Rehabilitation Phase

The Decommissioning and Rehabilitation Phase of the Project will necessitate a substantial workforce for dismantling and removal of all Project components: the Argentia Green Fuels Facility and the Argentia Wind Facility. Upon removal of structures and facilities, the land will be restored with the objective of achieving its prior state. The Decomissioning and Rehabilitation Phase activities will be sequenced to align with a reduction in Operation and Maintenance Phase activities and will be revised and refined as the Project approaches the end of its 30-year operational life. The number of contracts and types of employment opportunities will be reviewed as part of this process. It is premature to identify the necessary workforce at this stage of the Project, however as the Project approaches the end of the Operation and Maintenance Phase, the WEP will be updated to reflect workforce requirements as well as changes in policies.

4.0 Employment Equity

Argentia Renewables is committed to identifying and addressing barriers that affect diversity, equity, and inclusion (DEI) in talent acquisition and development, retention, recognition, and advancement for under-represented groups. The establishment of a DEI Council, featuring diverse representation from executive leadership, Affinity Networks, and the workforce, underscores the dedication to fulfilling these commitments. The proposed DEI Council will initiate endeavors, ensuring that tangible actions are taken to align DEI efforts with corporate objectives.

The Argentia Renewables commitment to DEI guides the implementation of DEI initiatives. Argentia Renewables Wind LP is committed to a diverse, equitable, and inclusive workplace where all employees belong, regardless of personal characteristics, backgrounds, perspectives, or abilities. Argentia Renewables aims to achieve diversity through Project organization, while providing an environment where employees from under-represented groups are encouraged and empowered. This approach will lead to a more engaged workforce and better business outcomes.

The Pattern Energy commitment to equal pay for equal work is actively translated into action through the provision of competitive, equitable, and comprehensive compensation and benefits for all full-time employees. The dedicated Total Rewards team conducts annual evaluations of the compensation programs, ensuring alignment with this fundamental objective. Argentia Renewables goes beyond by partnering with an external advisor to stay informed about the latest trends in compensation and equity. This collaboration serves the purpose of benefiting employees by incorporating industry best practices into reward structures. Argentia Renewables' approach involves a robust analysis of roles and responsibilities, evaluating contributions and exposure to various company activities and projects. This comprehensive evaluation forms an integral part of the annual salary and bonus process, which includes a review of these factors. Collaboration with the Executive Team and Board of Directors ensures that Argentia Renewables' rewards employees in a manner that is both equitable and meaningful. Furthermore, the corporate commitment to equity extends to partnering with a third party to conduct an annual pay equity review by gender and race.

Argentia Renewables adheres to the following workplace practices that seek to create a diverse, open and welcoming space for all employees:

- Prioritize diversity of all forms during talent acquisition and recruitment activities.
- Offer employees competitive compensation and benefits.
- Provide new hire orientations and ongoing learning opportunities.
- Maintain a matrix with training needs, opportunities, expectations, and metrics.
- Uphold an equal opportunity policy that promotes DEI.
- Develop and act on strategic action plans to contribute to meeting DEI commitments.

- Establish and support a Argentia Renewables DEI Council that provides input into DEI initiatives.
- Provide opportunities for employees to gain awareness of each other's experiences and perspectives.
- Develop talent by hosting a summer internship program.
- Encourage, support, and resource employee-led Affinity Networks.
- Regularly update a Argentia Renewables employee Handbook to reflect shifting workplace dynamics.
- Maintain an open-door policy where employees feel free to express their concerns to management in confidence.

5.0 Recruitment Strategy

In adherence to the *Canadian Charter of Human Rights and Freedoms*, the Project will give precedence to residents of NL for employment opportunities, with a focus on local residents and Indigenous Peoples. All employment opportunities will be advertised locally and within the province.

The Argentia Renewables commitment to hiring locally not only fosters community growth but also enhances the long-term sustainability of corporate initiatives. By actively contributing to the local tax base, Argentia Renewables aims to strengthen public services and infrastructure, creating a positive effect on the overall well-being of the community. Moreover, it can be anticipated that the Project will serve as a catalyst for indirect economic benefits, adding revenue to local service industries (food services, construction, health care, social assistance, and retail trade).

Most of the employment will be technical and trades related positions for all phases of the Project. Argentia Renewables will look at various ways to increase the capacity of technical occupations and trade workers. Argentia Renewables will engage in discussions with TradesNL and unions to strategize human resources for the Project. Argentia Renewables will develop and implement on-the-job training, apprenticeships, and classroom-based training to address anticipated labour supply shortages, and to ensure that local workers have the skills and expertise needed to support the Construction Phase and Operation and Maintenance Phase. Argentia Renewables will establish partnerships with the College of the North Atlantic and Memorial University to offer specialized training courses relating to renewable energy and wind technology.

6.0 Communication

Argentia Renewables is committed to collaborating with various stakeholder organizations and institutions in order to enhance opportunities for women and gender diverse persons. This commitment involves several initiatives:

- Partner with educational and training institutions as well as relevant industry stakeholders to raise awareness about job opportunities and the essential skills needed for the Project;
- Engage in community-level information sessions in collaboration with government and non-government stakeholders;
- Employ language and imagery that are inclusive to women in all job postings and communications to encourage women to apply for all job opportunities. Any promotional materials related to the Project's development will incorporate the Argentia Renewables statement of Diversity, Equity, and Inclusion Commitments.
- Outreach to organizations supporting women in science, trades and technical occupations such as the Office to Advance Women Apprentices (OAWA), Women in Resource Development Corporation (WRDC), Women in Science and Engineering Newfoundland and Labrador (WISE NL), the NL Department of Advanced Education, Skills and Labour (AES-L) and the Office for the Status of Women (OSW); and
- Outreach to women business owners and business organizations such as the Newfoundland and Labrador Organization for Women Entrepreneurs (NLOWE) to share information about procurement processes.

7.0 Training and Development

Identifying and addressing training needs is vital to ensure that there are sufficient labour resources for the Construction Phase and Operation and Maintenance Phase of the Project. The Argentia Renewables goal of recruiting diverse, high-quality talent goes beyond meeting business objectives; it reflects the company's dedication to creating a dynamic work environment that values inclusion and innovation. Argentia Renewables will emphasize providing students with hands-on learning experiences to provide a bridge between academic knowledge and real-world application. Education partnerships with technical colleges and universities serve to increase professional development, social skills, and interactions, as well as work experience.

The introduction of hydrogen, ammonia, and wind technologies to NL marks a pivotal moment in the region's economy. Recognizing the need for a skilled workforce, the Project aims to harness the expertise of the current skilled trades workforce while simultaneously introducing new skills to the province. Argentia Renewables intends to incorporate educational partnerships with local institutions as part of the training and development plan. An educational partnership with the College of the North Atlantic will involve the development of specialized industrial training programs and curriculum, namely, a Wind Technician Program and a Hydrogen Technician Program, ensuring that individuals are equipped with the knowledge and skills necessary for the evolving renewable energy and wind technology sector.

Argentia Renewables is committed to fostering the training and development of registered apprentices, fulfilling its duty to create employment opportunities for skilled tradespeople. Therefore, Argentia Renewables plans to institute an apprenticeship program for the Construction and Operation and Maintenance Phases of the Project.

8.0 Benefits Policy

Argentia Renewables is committed to delivering employment and economic opportunities within NL focused on local residents, businesses, and Indigenous Peoples.

The Argentia Renewables Benefits Policy is comprised of the following Corporate Objectives:

- Maximize positive effects on the community by prioritizing the recruitment of local residents.
- Foster increased opportunities for local business participation by disaggregating contracts wherever feasible.
- Collaborate with local institutions to identify and support relevant training programs. This collaborative effort not only benefits individuals through skill development but also contributes to the establishment of a resilient workforce, ensuring sustained positive effects throughout the duration of the Project.

The Benefits Policy functions as a comprehensive structure that cultivates ongoing collaboration amongst industry, government, educational and training institutions, Indigenous Peoples, communities, and stakeholders.

For each Project phase, Argentia Renewables will develop specific measures designed to ensure a fair and equitable distribution of associated benefits. By emphasizing a strategic approach to local benefits creation, sustained engagement with communities will be achieved and positive outcomes realized for all stakeholders involved throughout the Project life cycle.

As part of its integration into the local community, Argentia Renewables will actively collaborate with landowners, community leaders, elected officials, and local organizations to recognize and respond to their experiences, goals, and concerns. Acknowledging the transformative effect that the Project may have on communities; Argentia Renewables is dedicated to ensuring that these changes are positive. Argentia Renewables is committed to giving back to the communities that host their development by supporting local causes through sponsorships, donations, and implementing community benefit programs across all Project phases.

The Argentia Renewables Benefits Policy is to ensure that both individuals and businesses in Newfoundland and Labrador have a full and fair opportunity to participate in employment opportunities and supply goods and services competitively. This will be achieved by incorporation of the following measures:

- Open and transparent procurement process;
- Equal opportunity for participation;
- Access to information; and
- Stakeholder engagement.

9.0 Monitoring and Reporting

In alignment with the Argentia Renewables Benefits Policy, a structured follow-up and monitoring system will be developed to report workforce and employment statistics related to the Project. This will involve the development of periodic reports for each phase of the Project, detailing key employment metrics. These reports will include crucial data, such as the number of individuals employed and categorized by the NOC code, distinguishing between full- and part-time employment. The reports will provide insights into the number of apprentices and journey persons associated with each applicable NOC code. Further granularity will be achieved by including information on the gender distribution within the workforce, Indigenous representation, and identifying the source of the workforce. This reporting system will serve to facilitate transparency and accountability throughout the Project life cycle. The quarterly tracking form, detailing the number of workers according to occupational group, is presented in Table Q-9.0-1. The employment tracking form for skilled trades occupations is shown in Table Q-9.0-2.

Table Q-9.0-1 Quarterly Tracking Report, Number of Workers.

Company Name: _____ **Project Name: _____ Location: _____** **Contact: _____** **Time Period: _____**				
Occupations/Job Classification	**NOC Code**	**Total Employees**	**Journeyperson**	**Apprentice**
Project Manager				
Construction Manager				
Human Resources Manager				
Recruiter				
Financial Manager				
Contract Administrator				
Purchaser				
Project Engineer				
Field Engineer				
Quality Control Manager				
Quality Control Coordinators				
Safety Manager				
Safety Coordinator				
Environmental Coordinator				
Superintendent				
Foreman				
Tradespeople				

Table Q-9.0-2 Employment Tracking Summary.

Skilled Crafts and Trades Occupations								
Time Period: From _____ To: _____					**Journeyperson**		**Apprentice**	
Trade	Total	Supervision Name Hire	Name Hire	Union Referral	Name	Union	Name	Union
Carpenter								
Electrician								
Heavy Equipment Operator								
….								
Total								
Labourers								
Warehouse Worker								
…								
Total								
Clerical Worker								
Security Guard								
….								
Total								
Total (Overall)								
Name Hire Efforts								
Trade	**Notes**							

10.0 References

Statistics Canada. (2023). 2021 Census of Population. In *Census Profile*. Statistics Canada Catalogue no. 98-316-X2021001. https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&GENDERlist=1,2,3&STATISTIClist=1,4&HEADERlist=0&DGUIDlist=2021A00051001240&SearchText=Placentia