



Muskrat Falls Projects

Quarterly Report

April - June, 2014

December 19, 2014

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Table of Acronyms

AE	Avalon Employment
AES	Advanced Education and Skills
ANC	Association of New Canadians
AXIS	Career Center for ANC
CNA	College of the North Atlantic
DC	Diversity Coordinator
ILRC	Independent Living Resource Center
ITRC	Innu Training and Education Coordinator
LATP	Labrador Aboriginal Training Partnership
LFC	Labrador Friendship Center
MSW	Mokami Status of Women
NG	Nunatsiavut Government
NGG	Nunatukavut Government
NLOWE	Newfoundland and Labrador Organization of Women Entrepreneurs
OAWA	Office to Advance Women Apprentices
SIFN	Sheshatshiu Innu Nation
SJNFC	St. John's Native Friendship Center
SJSWC	St. Johns Status of Women Center
VPL	Violence Prevention Labrador
WISE	Women In Science Engineering
WRDC	Women in Resource Development Corporation

1. INTRODUCTION

The development of Muskrat Falls¹ on the lower Churchill River in Labrador will provide a clean, renewable source of electricity to meet Newfoundland and Labrador's growing energy demands. Its development will provide homes and businesses with stable electricity rates well into the future, and will be a valuable power-producing asset for more than 100 years.

The development of the Muskrat Falls Project represents the first phase of development on the lower Churchill River. The development in Newfoundland and Labrador includes:

- Muskrat Falls Hydroelectric Generating Facility, an 824 megawatt (MW) hydroelectric generating facility consisting of two dams and a powerhouse at Muskrat Falls in Labrador.
- Labrador-Island Transmission Link, an 1,100 km High Voltage direct current (HVdc) transmission line from Muskrat Falls to Soldiers Pond on the Avalon Peninsula, including a 35 km subsea cable across the Strait of Belle Isle.
- Labrador Transmission Assets, two 250 km High Voltage alternating current (HVac) transmission lines between Muskrat Falls and Churchill Falls in Labrador.

The Government of Newfoundland and Labrador sanctioned the development of the Muskrat Falls Project in December 2012. Construction is expected to take five years to complete.

The Lower Churchill Management Corporation (LCP)² was established to manage the construction of the Muskrat Falls Project as described above.

The following report outlines initiatives that support compliance of the Lower Churchill Projects Benefits Strategy as agreed to by LCP and the Province of Newfoundland and Labrador.

2. EMPLOYMENT

The following is the employment information for the projects for the quarter January to March 2014 (Q1 2014). Detailed employment information and statistics are outlined each month in the Muskrat Falls Project monthly report. These reports are available online at muskratfalls.nalcorenergy.com.

- In the second quarter of 2014, over one million hours were worked by 3,094 individuals on the projects.
- 925,057 (85%) hours were worked by 2,623 (85%) residents of the province.

¹ See more at: <http://muskratfalls.nalcorenergy.com/project-overview/>.

² This report is prepared by Lower Churchill Management Corporation (LCP), the Nalcor Energy subsidiary responsible for managing the construction of the Muskrat Falls hydroelectric generating facility, the Labrador Transmission Assets and the Labrador-Island Transmission Link.

Number of Persons by Work Location and Residency, April 1 to June 30, 2014

Work Location	Residency			Total
	NL	Canada	Non Canadian	
Island	543	106	13	662
Labrador	2,080	267	11	2,358
Other Canada	-	64	-	64
International	-	-	10	10
Total	2,623	437	34	3,094

Person Hours of Employment by Work Location and Residency, April 1 to June 30, 2014

Work Location	Residency			Total
	NL	Canada	Non Canadian	
Island	173,331	38,218	4,730	216,279
Labrador	751,725	96,423	3,443	851,591
Other Canada	-	12,853	-	12,853
International	-	-	1,666	1,666
Total	925,057	147,494	9,839	1,082,298

3. GENDER EQUITY AND DIVERSITY

LCP is committed to implementing a Gender Equity and Diversity Program for the project. It is LCP's goal that Muskrat Falls will be a model project demonstrating innovation and creativity in developing and implementing best practices in gender equity and diversity. Through its own diversity program, and through its management of the hydroelectric projects in its mandate, Nalcor seeks to position positively the creation and ongoing support of a respectful, inclusive and diverse work culture as a desirable business practice. LCP believes its Gender Equity and Diversity Program will also contribute to workplace safety through increased collaboration and respect, which is a priority for Nalcor and one of its corporate goals.

LCP has highlighted some of the gender equity and diversity activities that were undertaken during the quarter. A detailed breakdown of LCP's gender equity and diversity commitments and initiatives that are planned and/or underway by the project is available in Appendix A of this report.

Promoting Women in Engineering on the Lower Churchill Project

LCP presented at the Women in Science and Engineering (WISE) Aboriginal Youth Ambassador Conference held in Happy Valley-Goose Bay on April 10-13. Janessa Saunders, Field Engineer for Liannu (the contractor building the accommodations complex at the Muskrat Falls site) talked about her work on the Muskrat Falls Project, provided an overview of what engineers do, and how youth can pursue a career in engineering.

Worker Orientation and Training for Women

In May, 20 women from the Upper Lake Melville area took part in free safety training offered by LCP to support the inclusion of women in the project. Entrants were selected based on previous construction,

trades and labour experience. The training provided a common suite of safety courses which most occupations or trades on the Muskrat Falls Project require as part of the qualifications for the role. The courses offered during the week included: Pre-employment Orientation (Muskrat Falls and Transmission), Fall Protection Awareness, Confined Space Awareness, Traffic Control Person, WHMIS, Standard First Aid and Power Line Hazards. LCP and Women in Resource Development (WRDC) also worked with participants to re-create resumes and update their profiles on muskratfallsjobs.com.

Partnering for the Promotion of Women in Skilled Trades

LCP is a sponsor of the Office to Advance Women Apprentices (OAWA) annual skilled trade conference. The first of two events was held in Stephenville on May 7. LCP participated in the conference and trade show. During the trade show, a member of LCP's Benefits team provided information about jobs with the Muskrat Falls Project to female apprentices and women interested in the trades. OAWA will hold a similar event in Happy Valley-Goose Bay in the fall of 2014.

Promoting Women in Business

In partnership with Newfoundland & Labrador Organization of Women Entrepreneurs (NLOWE), LCP hosted "Connecting and Empowering Women in Business" on June 25 in Happy Valley-Goose Bay. The event brought together a large number of women from Labrador and beyond to discuss the opportunities, challenges and benefits of doing business in Newfoundland and Labrador. Keynote speaker Christina Adams from Antenna Social Media + Design shared business and leadership experience with small and medium-sized business owners and leaders, and provided strategic advice on how women leaders can grow their business and take advantage of the opportunities that are being created in the province. A panel of local business women also talked about their experiences and answered questions from participants.



Christina Adams from Antenna Social Media + Design was the keynote speaker at "Connecting and Empowering Women in Business" event in Happy Valley-Goose Bay in June 2014.

To support a safe and respectful workplace, all workers complete mandatory orientations in cultural awareness, gender sensitivity, diversity, and respectful workplace policies. As of the end of June, 4058 people have received this training.

Labrador Aboriginal Training Partnership Support (LATP)

In May, training programs for rebar, scaffolding, and construction craft (concrete) took place at the College of the North Atlantic in Happy Valley-Goose Bay. Truck driver training program was ongoing at Central Training Academy in Badger.



Valard Construction workers pictured Tower Steel Assemblers who were trained through LATP. The students completed their on-the-job training with the LCP Transmission contractor

The following tables provide a breakdown of diversity statistics of NL residents by job category.

Aboriginal Status, Gender, and Position Category of NL Residents, April 1 – June 30, 2014

Job Category	Aboriginal		Non Aboriginal		Total
	Male	Female	Male	Female	
Management Supervisor	3	3	146	23	176
Administration & Project Support	42	75	117	125	359
Labour & Trades	272	51	1,223	23	1,578
Engineering & Professional/Technical	35	23	330	123	511
Total	352	153	1,816	303	2,623

Aboriginal Status, Gender and Position Category of Hours worked by NL Residents, March 1 – June 30, 2014

Job Category	Aboriginal		Non Aboriginal		Total
	Male	Female	Male	Female	
Management Supervisor	1,000	664	54,304	7,295	63,263
Administration & Project Support	13,495	28,919	37,627	38,590	118,631
Labour & Trades	103,863	17,296	446,595	10,555	578,311
Engineering & Professional/Technical	12,331	5,402	112,017	35,099	164,850
Total	130,689	52,282	650,544	91,540	925,027

For a detailed breakdown of job positions by gender and Aboriginal affiliation, please see tables 23 and 24 of LCP monthly report (muskratfalls.nalcorenergy.com).

4. Supplier Development

On April 9, the Innu Business Development Advisory Committee (IBDAC) met to discuss the supply of goods and services by Innu companies. An update on project procurement was provided and the committee discussed recently awarded IBA packages and the recent contract awarded to Valard, as well as work in the Strait of Belle Isle.

On April 13 Nalcor met with the Forteau Town Council to discuss the recent award of the Rock Supply and Install contract to Tideway and the associated quay and quarry to be constructed in Forteau. After the meeting with council, Nalcor hosted a public information session at the Forteau Town Centre, with contractor Tideway, to provide details on the work to commence in the area and to answer any questions local residents had. Approximately 100 residents attended the session

On May 12, LCP, joined Astaldi for presentations to the Labrador West Chamber of Commerce. During the presentation LCP and Astaldi delivered information on procurement and employment opportunities to Chamber members.

Lower Churchill Project was the main sponsor of the annual Expo Labrador event held in Happy Valley-Goose Bay in June. During the three-day event, LCP held an exhibit at the trade show and delivered information and answered questions from hundreds of exhibitors and members of the general public. Ed Martin, Nalcor Energy President and CEO, was the keynote speaker at the opening brunch. With record breaking attendance and trade show exhibitors, Happy Valley-Goose Bay was home to businesses, government representatives and community members from across the province and Canada. Expo Labrador provides a venue for delegates and exhibitors to network with other industry leaders while learning about resource developments in Labrador. More than 450 delegates participated in the event, with approximately 70 organizations participating in the trade show.



Nalcor and LCP team members participated in Expo Labrador 2014 from June 23-25. Team members included (L-R): Rosanne Williams, Lorie O'Halloran, Gilbert Bennett, Pat Hussey, Ed Martin, Paul Kennedy, Lance Clarke, Mandy Norris, Dave Healey and Matthew Pike.

5. Contracting and Procurement

The following contracts were awarded during the second quarter of 2014:

Package #	Package Title	Award Date	Successful Bidder(s)
PT0331	Supply of Tower Hardware 450 kV HVdc	28-June-14	Slacan Industries Performed Line Products Limited
CH0034	Supply & Install Powerhouse Elevator	29-Apr-14	Thyssen Krupp Elevator
PT0353	Supply of Optical ground Wire (OPGW) 350 kV HVdc	16-Apr-14	Suzhou Furukawa Power Optic Cable Co.
PT0334	Supply of Steel Wires – 350 kV HVdc	14-Apr-14	Wire Rope Industries Ltd.
SD0564	Provision of Camp Services (CF)	8-Apr-14	Labrador Catering Ltd. Partnership

The following contracts were in the bid evaluation process during the quarter:

Package #	Package Title	RFP Issue Status	Qualified Bidders
CD0502	Construction of AC Substations	Issued	ABB Inc. Alstom Grid Canada Inc. Bechtel Power Corporation Burns & McDonnell Canada, Ltd Elecnor S.A. (Elecnor Canada) Siemens Canada Ltd. Valard Construction LP (a Quanta Services Company)
CD0534	EPC Supply & Install Synchronous Condensers at Soldiers Pond	Issued	Siemens Canada Ltd. Alstom Power & Transport Canada Andritz Hydro Canada Inc. Toshiba International Corp. Voith Hydro
CH0008	Construction of North Spur Stabilization Works	Issued	Barnard-Pennecon J.V Dragados Canada Inc. Gilbert Newfoundland & Labrador IKC One Civil Constructors Dexter Construction Company
CT0327	Construction of 350kV HVdc Transmission Line Section 1	Issued	

Package #	Package Title	RFP Issue Status	Qualified Bidders
CT0327-004	HVdc Clearing Access - Section 1	Issued	Asplundh Tree Services ULC Broyage SD Inc. C & T Enterprises Ltd. Dexter Construction Gibbons Construction Ltd High Tech industries Johnson's Construction Ltd. Major's Logging Ltd. Matt Harris & Sons Ltd. Mike Kelly & Sons Ltd. N.C.L. Holdings Ltd. NL Vegetation Control Ltd. Noble Resources (2012) Inc. N.R. Kenney Logging Ltd. Pennecon Heavy Civil Limited R. Maclean Forestry Scott & Stewart Forestry Consultants Springdale Forest Resources Inc. Valard Construction LP
CT0342	Construction of AC Transmission Line on Island (SP)	Issued	Emera Utility Services Locke's Electrical Limited Industrial Commercial Maintenance Curtis Powerworks Inc. BNR Distribution & Transmission Ltd.
CD0508	Supply and Install Electrode Sites	Q3' 2014	(Pending)
CH0009	Construction of North and South Dams	Issued	Astaldi Canada Inc. Barnard-Pennecon (Joint venture) HJOC-Dragados (Joint Venture)
CH0031	Supply and Install of Mechanical & Electrical Auxiliaries (MF)	Issued	Black & McDonald Limited Cahill-Ganotec Joint Venture Groupe Plombaction Inc. Joint Venture Aecon Industrial, a Division of Aecon Group Inc. Pennecon Energy Ltd. Andritz Hydro Canada Inc.
CH0049	Supply and Install Log Booms	Q3' 2014	(Pending)

The following are RFPs Issued and Outstanding as of the end of the quarter:

Package #	Package Title	RFP Issue Date	RFP Close Date	Qualified Bidders
CH0008	Construction of North Spur Stabilization Works	20-Feb-14	30-Apr-14	Barnard-Pennecon J.V Dragados Canada Inc. Gilbert Newfoundland & Labrador IKC One Civil Constructors Dexter Construction Company

The following RFPs are yet to be issued:

Package #	Package Title	Forecasted Bidder Selection Start	Forecasted RFP Issue Date
CH0029	Construction of Site restoration at Muskrat Falls	Q1' 2016	Q2' 2016
SD0536	Provision of Integrated Commissioning Support Services	Q3' 2015	Q4' 2015

Appendix A: Gender Equity & Diversity Initiatives and Commitments

A1 - Capacity-Building Initiatives

Initiative	Groups ²				Status	Schedule
	W	A	PD	VM		
Category: Communications and Outreach						
Offer pre-employment orientation to members of underrepresented groups.	*	*			Included in LATP Training; Safety Training and Orientation offered to 20 Women in HVGB	Ongoing since sanction
Category: Partnerships						
Participate in the LATP which provides tuition funding, living allowances, and childcare allowances for Aboriginal people who wish to train for opportunities associated with the project.		*			Support targeted recruitment of women in LATP programs. Provided childcare information to LATP students.	Ongoing to Q1 2015
Work with Memorial University, CNA and other registered training institutions to support increased participation of women, Aboriginal peoples, people with disabilities, and visible minorities in training and education programs through the provision of scholarships and training opportunities.	*	*	*	*	Support gender as hiring consideration for summer students	Ongoing
Partner with Women in Resource Development Council (WRDC) and the Office to Advance Women Apprentices (OAWA) to develop a training-to-employment initiative for women, including on-the-job training opportunities where feasible.	*				Work with WRDC to support non aboriginal safety women to prepare for employment	Ongoing
Support awareness initiatives and programs offered by government and stakeholders encouraging women and underrepresented groups to explore trades and technology.	*	*	*	*	Summer gathering of tradeswomen of OAWA	Ongoing

³ W – Women A – Aboriginal People PD – Persons with disabilities VM – Visible Minorities

Initiative	Groups ²				Status	Schedule
	W	A	PD	VM		
Category: Partnerships (continued...)						
Work with College of the North Atlantic (CNA), union training schools and other training institutions to ensure students (past and present) are aware of job opportunities associated with the project and the necessary skills required.	*	*	*	*	Various presentations completed	Ongoing
Participate in and support education events hosted by educational and training organizations related to the project.	*	*	*	*	Graduations at CNA in Happy Valley-Goose Bay. Also participated in Labrador aboriginal youth conference.	Ongoing
Support WRDC and OAWA through partnership development and sponsorship.	*				Sponsorship for OAWA tradeswomen conference in Stephenville and Happy Valley-Goose Bay.	Ongoing
Provide community investment support through Nalcor's corporate Community Investment Program, for non-profit groups and organizations aimed at assisting the underrepresented groups.	*	*	*	*	Support of Hard of Hearing Association in Happy Valley-Goose Bay	Ongoing
LCP, its contractors and unions will work with stakeholder organizations and governments, including Child, Youth and Family Services (CYFS) to assess the need for caregiving solutions and to develop an appropriate response in the region adjacent to the project resulting in creative and adaptable options for childcare in keeping with provincial regulations.	*				Attendance at CYFS community session on Family Child Care	Ongoing

Initiative	Groups ²				Status	Schedule
	W	A	PD	VM		
Category: Partnerships (continued...)						
<p>LCP will support and promote early childcare education programs in the Upper Lake Melville Region through</p> <ul style="list-style-type: none"> ○ Identification of potential caregiving resources ○ Promotion of information on child care resources ○ Support for the recruitment of additional child care professionals through the provision of scholarships to aid students enrolled in early child care education at a registered training institution ○ Investigation of opportunities to facilitate increased access to childcare. 	*				<p>Planning meeting with Town of Happy Valley-Goose Bay and WRDC. Preparation of LCP summer and fall childcare newsletters. Quarterly update with ECE staff at CNA</p>	Ongoing

A2 - Recruitment and Hiring Initiatives

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
Category: Communications and Outreach						
Include a gender equity and diversity inclusion statement in recruitment materials related to LCP.	*	*	*	*	Ongoing	Ongoing
Provide underrepresented groups with project information to ensure members of key target audiences are informed of available employment and training opportunities.	*	*	*	*	Focus on 1-on-1 interventions regarding safety skills and trades resumes; in concert with WRDC	Ongoing
Communicate muskratfallsjobs.com website to potential workers via direct engagement, information brochures, videos, and through traditional and social media.	*	*	*	*	Ongoing	Ongoing
Hold employment information sessions and hiring events (job fairs, etc.) and encourage members of the underrepresented groups to register on muskratfallsjobs.com during the event.	*	*	*	*	Ongoing	Ongoing
Provide information sessions to contractors and sub-contractors on how to use the employment database to meet their hiring needs re: diversity and equality.	*	*	*	*	Ongoing	Ongoing
Dedicate resources to ensure members of the underrepresented groups understand the job application process, including the role of contractors and unions, and how to register with the employment database www.muskratfallsjobs.com . Provide information to assist users in navigating and registering in the database.	*	*	*	*	GED Coordinator worked closely with WRDC/OAWA regarding individual tradeswomen	Ongoing since Oct 2012
Dedicate resources to provide hands-on assistance to members of the underrepresented groups to register on the employment database www.muskratfallsjobs.com .	*	*	*	*	Ongoing	Ongoing since Oct 2012
Hold province-wide recruitment and employment information sessions and use stakeholder and government networks to invite/ensure individuals from the underrepresented groups are aware and can participate.	*	*	*	*	Sessions completed 2013-2014	Ongoing since sanction

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
Category: Communications and Outreach (continued ...)						
Participate in events such as conferences, career fairs, and other events applicable to LCP, that promote participation/awareness in the trades among the underrepresented groups.	*	*	*	*	Sponsored and participated in Expo Labrador	Ongoing
Ensure recruitment information is available in accessible formats and plain language upon request.		*	*	*	In development	Ongoing
Develop project promotional and communications materials using positive images and articles/profiles that highlight role models from the underrepresented groups working on the project.	*	*	*	*	“Women Can” poster series shared with CNA	Ongoing
Use traditional and social media to promote employment opportunities for the project.	*	*	*	*	Ongoing	Ongoing
Use appropriate language and imagery in all job ads to encourage members of the underrepresented groups to apply for job opportunities.	*	*	*	*	Ongoing	Ongoing
Use visual representation of the underrepresented groups in print and electronic public education and promotional materials.	*	*	*	*	In development	Ongoing
Category: Compliance						
Integrate progressive apprenticeship ratios in project collective agreements by <ul style="list-style-type: none"> ○ Ensuring affiliation re: Gender and Aboriginal is a consideration in the hiring of qualified apprentices ○ Maximizing use of available apprenticeship programs to assist LCP and its contractors in recruiting/hiring individuals from the target groups. 	*	*			Ongoing work with contractors and unions	Ongoing
Monitor the Muskrat Falls employment database for potential workers from the underrepresented groups and advise applicable contractors and unions.	*	*	*	*	Ongoing	Ongoing since Oct 2012
Qualified workers will not be required to be members of the union to be referred to bargaining unit positions. They will be represented by the union once employed.	*	*	*	*	Implemented	Ongoing

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
Category: Compliance (continued ...)						
Potential workers/workers will be asked for recruitment purposes or on point-of-hire if accommodation measures are required due to a diagnosed disability, and these will be implemented where feasible.			*		In development	Ongoing
Category: Partnerships						
Work with/train stakeholder groups on the use of muskratfallsjobs.com employment database (e.g., WRDC, OAWA, AES, LAMP, CNA, Avalon Employment Centre, Independent Living Resource Centre, Association for New Canadians, NunatuKavut Community Council, the Nunatsiavut Government, etc.).	*	*	*	*	Ongoing	Ongoing
Work with LCP contractors and unions, governments and stakeholders to encourage women and Aboriginal people to apply for project positions.	*	*			Ongoing	Ongoing
Work with stakeholder groups to identify opportunities for persons with disabilities (e.g., Independent Living Resource Centre, Avalon Employment Centre, Disability Policy Office, HRSDC Disabilities, etc.).			*		Ongoing	Ongoing
Use OAWA and WRDC databases to identify potential female workers and promote available job opportunities to these women. LCP's Gender Equity and Diversity Coordinator will engage directly with these organizations to identify potential hires in response to contractors' requests for employment.	*				Ongoing	Ongoing
Provide links and resource information on muskratfallsjobs.com website referencing organizations supporting underrepresented groups.	*	*	*	*	In development	2014
LCP's Gender Equity and Diversity Coordinator, supported by contractor resources and a union representative, will work directly with individuals to identify potential caregiving resources.	*				In development	Ongoing
LCP's Gender Equity and Diversity Coordinator will maintain and promote a caregiver resource listing that will be made available to LCP workers.	*				List established and made available to LAMP students	Ongoing

A3 - Retention and Workplace Policy Initiatives and Working Conditions

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
Category: Communications and Outreach						
Make information and materials from stakeholder organizations available to LCP management, contractors and workers, including underrepresented groups.	*	*	*	*	Ongoing	Ongoing
Support the establishment of diversity networks to facilitate community building amongst the underrepresented groups.	*	*		*	In development	Ongoing
Category: Compliance						
Develop and deliver information on LCP's Respectful Workplace Standard to workers, contractors and stakeholders.	*	*	*	*	Ongoing	2013-end of construction
Require contractors to have a Respectful Workplace Standard with a zero tolerance for harassment. These policies are fully supported by the project's unions.	*	*	*	*	Implemented	2013-end of construction
Enforce compliance with LCP Respectful Workplace Standard.	*	*	*	*	Ongoing	2013-end of construction
Ensure LCP contractors are aware of LCP standards, practices, policies related to the employment of underrepresented groups.	*	*	*	*	Gender Equity and Diversity session held by Astaldi	2013-end of construction
Display LCP's corporate values and respectful workplace statement at LCP worksites.	*	*	*	*	Ongoing	2014
Ensure all workers participate in Gender Awareness training.	*				Ongoing	Ongoing since 2013
Ensure all workers participate in Respectful Workplace Policy training.	*	*	*	*	Ongoing	Ongoing since 2013
Ensure all workers participate in Aboriginal cultural awareness sessions.		*			Ongoing	Ongoing since 2013
Provide supervisors and shop stewards with additional respectful workplace training to enable them to handle any situations that arise in a safe and appropriate manner.	*	*	*	*	Delivery of Train the Trainer – Supervising for a Diverse Workforce	Ongoing

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
Category: Compliance (continued...)						
Incorporate diversity considerations into the corporate performance assessment process to ensure that performance is assessed without bias.	*	*	*	*	In development	2014
Support onsite Aboriginal peoples' cultural events, considering ongoing work priorities, safety and security requirements, and site policies.		*			Supported and participated in National Aboriginal Day events	Ongoing
Develop shift schedules that address work-life balance in the development of shift schedules and where possible, provide flexibility in individual working schedules to accommodate family responsibilities and cultural considerations.	*	*	*	*	In development	Ongoing
Reinforce messaging about gender equity and diversity through: tool box talks, Lunch and Learns, supervisory training, shop stewards meetings, worksite posters and stickers.	*	*	*	*	Toolbox talks about diversity at Valard and Johnsons camps	Ongoing
Ensure worksites, common areas, parking lots are well lit to support personal safety.	*	*	*	*	Implemented	Ongoing
Ensure appropriate security is onsite at all times, including female security staff at the Muskrat Falls site.	*	*	*	*	Implemented	Ongoing
Ensure permanent accommodation facilities have units that adhere to accessibility standards as per the NL Buildings Accessibility Act and Regulations.			*		Implemented	Ongoing
Ensure project accommodation sites recognize the needs of women (e.g. worksites will have adequate female washroom facilities as per occupational health and safety regulation).	*				Develop resource kit for remote sanitary practices	Ongoing

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
Category: Compliance (continued...)						
Require all contractors to provide appropriately-sized tools and safety equipment for employees, such as proper-fitting gloves and personal protective equipment (PPE).	*	*	*	*	Implemented	Ongoing
Ensure safety standards and emergency procedures recognize the needs of persons with disabilities.			*		Implemented	Ongoing
Provide supports to persons with diagnosed disabilities where feasible.			*		Consultation with tradespersons with disabilities	Ongoing
Provide information to all workers dealing with violence of any kind.	*				Promoted missing aboriginal women vigils and events	Ongoing
Coordinate on-the-job training opportunities where feasible for members of underrepresented groups.	*	*	*	*	Ongoing	As required
Category: Partnerships						
Work with stakeholders to develop a Trades Workplace Cultural Awareness program for visible minorities including safety standards and required certifications.			*		In development	Q1/Q2 2015
Support union efforts to develop a mentorship program to assist females and other individuals from underrepresented groups in obtaining the skill, ability and competence to be shop stewards as they (unions) acknowledge their commitment to account for gender equity and diversity considerations when appointing shop stewards so females and other individuals from underrepresented groups with the skill, ability and competence have the opportunities to be appointed as shop stewards.	*	*	*	*	Ongoing discussion with female trades mentors	Ongoing

A4 - Continuous Improvement and Adaptive Management Measures

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
Category: Communications and Outreach						
Review best practices and incorporate initiatives as necessary to adapt to lessons learned.	*	*	*	*	Ongoing	Ongoing
Review existing policies and procedures to enhance language in support of workplace diversity.	*	*	*	*	Ongoing	Ongoing
Review LCP's qualitative and quantitative goals for the Program and implement any needed revisions as part of the adaptive management process.	*	*	*	*	Ongoing	Ongoing
Engage with members of the underrepresented groups at work sites on an ongoing basis using diversity and gender equity champions on site to facilitate engagement.	*	*	*	*	Implemented monthly visits. Coordinated retention initiative for women and Innu at Johnsons Construction camp	Ongoing
Conduct research using tools such as focus groups, surveys, meetings, and/or interviews of workers to gather feedback in a safe and protected manner on the effectiveness of initiatives and to collect suggestions for adaptive management.	*	*	*	*	Participated in WRDC and OAWA focus groups (four total)	Annually
Conduct employee surveys/interviews for LCP Project Delivery team on exit from LCP to identify any gender equity and diversity challenges, and endeavour to implement corrective measures as required.	*	*	*	*	In development for Q1 2015	2014-end of construction
Report regularly (monthly, quarterly and annual) on the GED Program's accomplishments and initiatives derived from the employment initiatives and targets.	*	*	*	*	Ongoing	Ongoing since Jan 2013

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
Category: Compliance						
Carry out an annual audit of GED initiatives to document successes in meeting commitments, and to identify areas of concern and to implement any adjustments to the GED Program as a result.	*	*	*	*	Ongoing, formalized audit in development	2014-end of construction
Category: Partnerships						
Review best practice initiatives from other regions related to childcare.	*				Assist aboriginal persons interested in studying ECE	Ongoing

A5 - Project/Contract Opportunity Awareness Initiatives

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
Category: Communications and Outreach						
Communicate project requirements through supplier development workshops.	*	*	*	*	Ongoing since 2011	2011-2014
Communication directed to the underrepresented groups for procurement opportunities.	*	*	*	*	Ongoing	2013 to project commissioning
Advertisements identifying breadth of opportunities with invitations to the underrepresented group businesses to participate in business opportunity sessions.	*	*	*	*	Ongoing	2013 to project commissioning
Invite underrepresented group business owners to supplier workshops/information sessions.	*	*	*	*	Invited business owners to Empowering Women in Business session with NLOWE in Happy Valley-Goose Bay, June 2014.	2011 to 2014
Provide information to the underrepresented groups on indirect, direct and induced contracting opportunities and encourage business owners to seek out these business opportunities.	*	*	*	*	Contractor programs in development	2013 to project commissioning
Outreach to business community through Business Opportunities Committee.	*	*	*	*	Deferred	2013 to project commissioning
Participation by LCP and LCP contractors in events directed at the underrepresented group business owners, such as the Empowering Women in Business sessions, coordinated with NLOWE and held in Happy Valley-Goose Bay.	*	*	*	*	Event held June 2014	2013 to project commissioning

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
Category: Communications and Outreach (continued ...)						
Initiate and/or plan a public event focusing on encouraging female involvement in business opportunities for the project, such as the Empowering Women in Business sessions, coordinated with NLOWE and held in Happy Valley-Goose Bay.	*				Event held June 2014	2011-2014
Promote/profile business owners associated with the project.	*	*	*	*	In development	2014
Category: Compliance						
Regular (monthly) reporting of GED Program accomplishments/initiatives related to business opportunities.	*	*	*	*	Ongoing	Ongoing since Jan 2013
LCP and its contractors will provide, upon request, procurement documents in accessible formats.			*		In development	As required
Category: Partnerships						
Partnerships with stakeholder groups to deliver supplier information sessions to target business owners, including: Newfoundland and Labrador Organization of Women Entrepreneurs (NLOWE), Innu Nation, HVGB Chamber of Commerce, Board of Trade, etc.	*	*	*	*	Ongoing	Ongoing

A6 - Procurement Processes and Requirements

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
Category: Communications and Outreach						
Encourage businesses/joint ventures owned by the underrepresented groups to register in the LCP vendor database.	*	*			Ongoing	Ongoing
Direct contractors to organizations representing women-owned businesses, such as NLOWE.	*				Ongoing	
Provide information regarding businesses owned by the underrepresented groups to LCP team who make purchasing decisions.	*	*	*	*	In development	
Enhance capacity and expertise by piloting and refining education/awareness sessions including specific content and supporting materials regarding requirements of procurement process in association with business/municipal partners such as NLOWE	*	*	*	*	In development	
Category: Compliance						
Encourage businesses/joint ventures owned by the underrepresented groups to self-identify during the Expression of Interest (EOI) and Requests for Proposals (RFP) processes.	*		*		Ongoing	
Provide full and fair opportunity through the procurement processes of LCP and its contractors to businesses/joint ventures owned by the underrepresented groups to compete for contracts associated with the construction of the Project.	*		*	*	Ongoing	
Give consideration in the procurement evaluation process to businesses/joint ventures that are owned by the underrepresented groups.	*		*		Ongoing	
Provide feedback, when requested, on LCP's procurement process.	*		*	*	Ongoing	

A7 - IBA Commitment Initiatives

Initiative	Labrador Innu	Status	Schedule
Category: Employment and Training			
Hire an Innu Employment and Training Coordinator to support priority hiring for qualified Labrador Innu and associated training and employment supports.	*	Implemented	Ongoing to project completion
Assist Innu Nation to develop an Innu training plan and to access third party funding for Innu interested in working on the project.	*	Implemented	
Provide on-the-job training opportunities through Nalcor and in cooperation with project contractors.	*	Ongoing	Ongoing
Provide, where possible, the services of Nalcor's training coordinators to deliver safety certification courses to enhance employment qualifications of Innu interested in working on the project, including delivery of training in Sheshatshiu and Natuashish.	*	Implemented 2014	Ongoing
Hold employment information sessions and providing assistance with the job application process, including offering these services in Sheshatshiu and Natuashish.	*	Ongoing	Ongoing
Award scholarships to Innu post-secondary students and participating in career fairs and related activities in Innu schools and communities.	*	Implemented, applications under evaluation	Scholarships awarded annually
Provide summer employment and work terms through Nalcor and in cooperation with project contractors.	*	In development	
Category: Workplace Policies and Conditions			
Include IBA commitments in project collective agreement negotiation.	*	Implemented	
Consult with Innu Nation on workplace policies, including: alcohol and drug use, harvesting in the project area, lodging and transportation of Innu employees, and translation of safety signage.	*	Implemented	
Establish workplace policies requiring mandatory Innu cross-cultural training for all employees, and prohibition of discrimination and harassment of Innu.	*	Implemented	

Initiative	Labrador Innu	Status	Schedule
Category: Compliance			
Hire an on-site Innu Liaison position to assist Innu who have questions or are experiencing problems in the workplace; including provision of translation services to Innu employees who are involved in disciplinary processes or respectful workplace processes.	*	Implemented	Ongoing
Establish a GED Working Group to oversee implementation and led by the Vice President for LCP and the Vice President Corporate Relations.	*	Group established	Meetings as required
Provide workplace orientation programs to assist Innu employees to transition to the LCP workplace.	*	Ongoing	Ongoing
Provide Employee Assistance Program (EAP)/counselling services for Innu employees.	*	Implemented	Ongoing
Provide resources for Innu social and cultural activities in the workplace.	*	In Development	Ongoing; planning underway for 2015 initiatives
Establish of an Innu Employee Advisory Committee, including representation of Innu LCP site employees.	*	Implemented	Ongoing
Work with Innu Nation to identify workplace issues which may present barriers to employment and retention of Innu women, and identifying potential corrective measures.	*	Visits to Innu women at all construction sites	Ongoing
Encourage and support cultural leave and flexibility in work schedules and rotations to enable Innu employees to participate in traditional activities.	*	Ongoing	Ongoing
Provide country foods in the cafeteria, when available.	*	Ongoing	Ongoing
Category: Business Opportunities			
Provide first bidding opportunity for qualified Innu businesses for IBA-designated contracts.	*	Implemented	Ongoing
Ensure Innu content is a consideration in bid evaluations for all LCP contracts awarded by Nalcor.	*	Implemented	Ongoing

Initiative	Labrador Innu	Status	Schedule
Category: Business Opportunities (continued ...)			
Establish Innu business participation target of \$134 million set for Muskrat Falls.	*	Implemented	Ongoing
Provide the Innu Business Development Centre and individual Innu businesses with information through supplier development sessions, meetings and regular communications, regarding potential contracting opportunities for Innu businesses.	*	Ongoing	Ongoing
Establish a joint Nalcor-Innu Nation Innu Business Development Advisory Committee to monitor progress towards the Innu business participation target and to recommend measures to promote Innu businesses.	*	Ongoing	Ongoing