



# Muskrat Falls Projects

Quarterly Report

January 1 – March 31, 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 Falls<sup>1</sup> 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)<sup>2</sup> 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](http://muskratfalls.nalcorenergy.com).

- In the first quarter of 2014, over 660,000 hours were worked by 1,896 individuals on the projects.
- 555,297 (84%) hours were worked by 1,575 (83%) residents of the province.

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

<sup>2</sup> 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, January 1 to March 31, 2014

Work Location	Residency			
	NL	Canada	Non Canadian	Total
Island	418	105	11	534
Labrador	1,157	127	15	1299
Other Canada	-	59	2	61
International	-	-	2	2
<b>Total</b>	<b>1,575</b>	<b>291</b>	<b>30</b>	<b>1,896</b>

### Person Hours of Employment by Work Location and Residency, January 1 to March 31, 2014

Work Location	Residency			
	NL	Canada	Non Canadian	Total
Island	138,686	34,862	4,878	178,426
Labrador	416,611	48,582	7,763	472,956
Other Canada	-	11,532	1,293	12,825
International	-	-	523	523
<b>Total</b>	<b>555,297</b>	<b>94,976</b>	<b>14,457</b>	<b>664,730</b>

### 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 Trades on the Lower Churchill Project

LCP, in partnership with Women in Resource Development Corporation (WRDC), rolled out the *Women Can* campaign during the first quarter of 2014. The poster series highlights the achievements of Newfoundland and Labrador women in trades and technology who are working on the Muskrat Falls construction site. A total of 27 women were interviewed and photographed for a recruitment package to encourage more women to seek employment on the project. The poster series was unveiled at the CNA Happy Valley-Goose Bay campus in late March.

Profiles of women working on the project have been created to help encourage more women to participate in the projects.



## Labrador Aboriginal Training Partnership Support (LATP)

Since 2009, LCP has partnered with the three Aboriginal groups in Labrador to form the Labrador Aboriginal Training Partnership (LATP). This partnership supports training for Aboriginal people in Currently LATP is offering the following programs: Rebar Workers, Tower Steel Assembly, Construction Craft Worker (Concrete), Truck Driver, Safety Certifications and Scaffolding. These programs are being held in Happy Valley-Goose Bay and other Labrador locations.

A workplace orientation program was developed specifically for Innu workers to ensure they fully understand how a construction project works and corporate standards, policies, procedures and site rules governing activities for the Projects. The purpose of the initiative was aimed at retaining existing Innu workers as well as preparing potential Innu workers for employment on the project. Sessions began in January 2014 with additional sessions for potential employees participating in LATP sponsored programs scheduled to begin in March 2014.

## Worker Orientation and Training

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 March, 2,271 people received this training.

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

### Aboriginal Status, Gender, and Position Category of NL Residents, January 1 – March 31, 2014

Job Category	Aboriginal		Non Aboriginal		Total
	Male	Female	Male	Female	
Management Supervisor	2	4	118	19	143
Administration & Project Support	36	53	81	76	246
Labour & Trades	171	15	588	18	792
Engineering & Professional/Technical	19	11	278	86	394
<b>Total</b>	<b>228</b>	<b>83</b>	<b>1065</b>	<b>199</b>	<b>1575</b>

**Aboriginal Status, Gender and Position Category of Hours worked by NL Residents, January 1 – March 31, 2014**

Job Category	Aboriginal		Non Aboriginal		Total
	Male	Female	Male	Female	
Management Supervisor	849	1,931	43,774	7,458	<b>54,012</b>
Administration & Project Support	11,143	16,028	27,534	26,861	<b>81,566</b>
Labour & Trades	56,446	4,363	216,549	6,372	<b>283,732</b>
Engineering & Professional/Technical	6,866	4,724	93,606	30,786	<b>135,982</b>
<b>Total</b>	<b>75,306</b>	<b>27,047</b>	<b>381,465</b>	<b>71,477</b>	<b>555,290</b>

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](http://muskratfalls.nalcorenergy.com)).

**4. Supplier Development**

Throughout the month of January 2014, the Labrador Business Opportunities Committee (Nalcor Energy, the Department of Innovation, Business and Rural Development, Labrador North Chamber of Commerce and the St. John's Board of Trade) met several times to coordinate the details and logistics of the Ice Breaker reception that was held at the Northern Lights Conference in Ottawa in January. On January 31, more than 200 conference delegates attended the Ice Breaker reception, representing numerous businesses, organizations, and groups all interested in opportunities in Labrador. The purpose of the event was to help further business opportunities in Labrador and to facilitate communication between local companies, groups and agencies.



On February 8, LCP presented at the Newfoundland and Labrador Construction Association (NLCA) Outlook Seminar. Approximately 60 members of the NLCA participated in the session to learn about procurement opportunities associated with the project. An update on the project and procurement activity was provided, as well as details about active and forecasted procurement opportunities in 2014

On March 20, 2014, LCP presented at the Qalipu Business Forum in Gander. LCP's Ken Sparkes, Clearing and Access Manager for transmission line work, provided project procurement information to approximately 50 participants. The presentation detailed contract and sub-contract opportunities, with a focus on remaining packages, specifically for construction of the Labrador-Island Transmission Link.

## 5. Contracting and Procurement

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

Package #	Package Title	Award Date	Successful Bidder(s)
PH0016	Supply of Generator Circuit Breakers	17-Jan-14	ABB Inc.
PT0328	Supply of Transmission Line Conductors 350kV HVdc	2-Jan-14	General Cable Company Ltd AND Midal Cables Ltd.
SH0040 (IBA)	Provision of Garbage Removal	23-Jan-14	Pardy's Waste Management
SM0705	Provision of Laboratory Services	10-Feb-14	AMEC Americas Limited
SM0709	Provision of Air Transportation	10-Feb-14	Innu Mikum Ltd. Partnership and PAL Airlines

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

Package #	Package Title	RFP Issue Date	RFP Close Date	Qualified Bidders
CD0501	Supply & Install Converters and Cable Transition Compounds	21-Dec-12	24-Apr-13	ABB Inc. Alstom Grid Canada Inc. Siemens Canada Ltd.
CD0502	Construction of AC Substations	16-Jul-13	10-Oct-13	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 @ Soldiers Pond	31-Jul-13	14-Nov-13	Siemens Canada Ltd. Alstom Power & Transport Canada Andritz Hydro Canada Inc. Toshiba International Corp. Voith Hydro
PD0537	Supply of Power Transformers, AC Substations at CF, MF & SP	7-Mar-13	30-May-13	ABB Inc. Siemens Canada Limited Alstom Grid
PH0014	Supply of Generator Step-Up Transformer	11-Mar-13	14-May-13	ABB Inc. General electric Canada GE Digital Energy Siemens Canada Ltd. CG Power Systems HIC America
PT0328	Supply of Transmission Line Conductors - 350 kV HVdc	27-Mar-13	8-May-13	Southwire Canada Company Midal Cables Ltd. General Cable Company Nexans Canada Inc Jiangsu Zhongtan Technology Co.



Package #	Package Title	RFP Issue Date	RFP Close Date	Qualified Bidders
PT0331	Supply of Tower Hardware 450 kV HVdc	8-Oct-13	12-Nov-13	Cicame Energie Inc. Hubbell Power Systems, Inc. Mosdorfer NA Inc. Performed Line Products Slacan Industries
PT0352	Supply of Anchor Material 350 kV HVdc	24-Apr-13	28-Jun-13	Williams Form Hardware & Rockbolt National Concrete Pennecon Energy DYWIDAG Systems International Canada Aveng Manufacturing Duraset CTT Stronghold Canada
SD0564	Provision of Camp Services at Churchill Falls	18-Jul-13	9-Aug-13	Compass Group Ltd. Sodexo Canada Ltd. Labrador Catering Ltd. Partnership ATCO Structures & Logistics Ltd. Humber Valley Paving
SH0051	Provision of Building Maintenance Services	28-Oct-2013	19-Nov-13	Iskueteu, A Limited Partnership Controls & Equipment Labrador Catering Limited Partnership Serco Facilities Management Inc. Torngait Services Inc. CGI Development Inc.
CD0509	Construction Telecommunication Services - Phase 2	19-Nov-12	11-Jan-13	
PT0353	Supply of Optical Ground Wire (OPGW) 350 kV HVdc			Suzhou Furukawa Power Optic Cable Co.
PT0335	Supply of Steel Wire (OPGW) 350 kV HVdc			Suzhou Furukawa Power Optic Cable Co.

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
PH0015	Supply of Isolated Phase Bus	11-Dec-13	7-Feb-14	Alfa Standard S.p.A. Powell Canada Inc. Technibus, Inc. Simelectro SAS Crown Electric

The following RFPs are expected to be issued during the second quarter of 2014:

Package #	Package Title	RFP Issue Date	Qualified Bidders
CD0508	Supply & Install of Electrode Sites	Q2' 2014	
CH0009	Construction of North & South Dams		
CH0029	Construction of Site restoration at Muskrat Falls	Q2' 2016	
CH0031	Supply & install Mechanical & Electrical Auxiliaries (MF), Substations at CF,MF & SP	Q2' 2014	
CH0049	Supply and Install Log Booms	Q2' 2014	
CT0327	Construction of 350kV HVdc Transmission Line Section 1	Q2' 2014	
CT0342	Construction of AC Transmission Line on Island (SP)	Q2' 2014	
SD0536	Provision of Integrated Commissioning Support Services	Q4' 2015	
ST0312	Provision of Survey Services - 350 kV HVdc		

## Appendix A: Gender Equity & Diversity Initiatives and Commitments

### A1 - Capacity-Building Initiatives

Initiative	Groups <sup>2</sup>				Status	Schedule
	W	A	PD	VM		
<b>Category: Communications and Outreach</b>						
Offer pre-employment orientation to members of underrepresented groups.	*	*			Included in LATP training	Ongoing since sanction
<b>Category: Partnerships</b>						
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.		*			LATP implementation committee activity	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.	*	*	*	*	Replacement of CATT test for LATP students at CNA	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.	*				Developed safety training for non aboriginal women	Ongoing
Support awareness initiatives and programs offered by government and stakeholders encouraging women and underrepresented groups to explore trades and technology.	*	*	*	*	Facilitated communication between WRDC and corporate regarding Techsploration	Ongoing
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, including LATP and ECE students	Ongoing

<sup>3</sup> W – Women A – Aboriginal People PD – Persons with disabilities VM – Visible Minorities

Initiative	Groups <sup>2</sup>				Status	Schedule
	W	A	PD	VM		
<b>Category: Partnerships (continued...)</b>						
Participate in and support education events hosted by educational and training organizations related to the project.	*	*	*	*	Ongoing	Ongoing
Support WRDC and OAWA through partnership development and sponsorship.	*				Ongoing	Ongoing
Provide community investment support through Nalcor's corporate Community Investment Program, for non-profit groups and organizations aimed at assisting the underrepresented groups.	*	*	*	*	Ongoing	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. A key initiative this quarter included participation in the WRDC industrial childcare research survey.	*				Participation in survey complete; other initiatives planned for 2014/15	Ongoing
LCP will support and promote early childcare education programs in the Upper Lake Melville Region through <ul style="list-style-type: none"> <li>○ Identification of potential caregiving resources</li> <li>○ Promotion of information on child care resources</li> <li>○ 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</li> <li>○ Investigation of opportunities to facilitate increased access to childcare.</li> </ul>	*				Work with CNA to extend childcare centre hours for LATP students	Ongoing

## A2 - Recruitment and Hiring Initiatives

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
<b>Category: Communications and Outreach</b>						
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. Key initiatives this quarter included participation in the Natuashish career fair and LCP recruitment roadshow, as well as development of trades culture material for ANC/AXIS Energy Sector Language Training Program for visible minorities.	*	*	*	*	Participation in career fairs complete; continued initiatives ongoing.	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.	*	*	*	*	Job information sessions held in Labrador West and Central. Development of "Am I Ready to Work" checklist.	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.	*	*	*	*	Began in 2013, currently 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 <a href="http://www.muskratfallsjobs.com">www.muskratfallsjobs.com</a> . Provide information to assist users in navigating and registering in the database.	*	*	*	*	Facilitated WRDCs involvement in LATP selection of females	Ongoing since Oct 2012

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
<b>Category: Communications and Outreach (continued...)</b>						
Dedicate resources to provide hands-on assistance to members of the underrepresented groups to register on the employment database <a href="http://www.muskratfallsjobs.com">www.muskratfallsjobs.com</a> .	*	*	*	*	Gender Equity and Diversity Coordinator available. Working with underrepresented groups such as WRDC and Aboriginal governments	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
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.	*	*	*	*	Participated in Natuashish career fair and information sessions.	Ongoing
Ensure recruitment information is available in accessible formats and plain language upon request.		*	*	*	In development and consultation with ILRC	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" campaign completed with: WRDC, OAWA and LATP	Ongoing
Use traditional and social media to promote employment opportunities for the project.	*	*	*	*	Ongoing	Ongoing

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
<b>Category: Communications and Outreach (continued...)</b>						
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	Q1, 2015
<b>Category: Compliance</b>						
Integrate progressive apprenticeship ratios in project collective agreements by <ul style="list-style-type: none"> <li>o Ensuring affiliation re: Gender and Aboriginal is a consideration in the hiring of qualified apprentices</li> <li>o Maximizing use of available apprenticeship programs to assist LCP and its contractors in recruiting/hiring individuals from the target groups.</li> </ul>	*	*			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. Performed gender analysis using MF jobs database	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
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 consultation with Avalon Employment Inc.	Ongoing
<b>Category: Partnerships</b>						
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 since 2013	Ongoing
Work with LCP contractors and unions, governments and stakeholders to encourage women and Aboriginal people to apply for project positions.	*	*			Ongoing since 2013	Ongoing

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
<b>Category: Partnerships continued</b>						
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 with Avalon Employment Inc. and Independent Living Resource Center	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. Monthly updates from WRDC. Quarterly updates from OAWA.	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.	*				Ongoing since 2013	Ongoing
LCP's Gender Equity and Diversity Coordinator will maintain and promote a caregiver resource listing that will be made available to LCP workers.	*				Completed	Ongoing



### A3 - Retention and Workplace Policy Initiatives and Working Conditions

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
<b>Category: Communications and Outreach</b>						
Make information and materials from stakeholder organizations available to LCP management, contractors and workers, including underrepresented groups.	*	*	*	*	Ongoing. Black History Month information packages and International Women's day events in St. John's and HVGB.	Ongoing
Support the establishment of diversity networks to facilitate community building amongst the underrepresented groups.	*	*		*	In development	Ongoing
<b>Category: Compliance</b>						
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.	*	*	*	*	Ongoing	2013-end of construction
Display LCP's corporate values and respectful workplace statement at LCP worksites.	*	*	*	*	Implemented	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

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
<b>Category: Compliance (continued...)</b>						
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.	*	*	*	*	Ongoing	Ongoing
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.		*			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.	*	*	*	*	Development of Toolbox Talks	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).	*				Implemented	Ongoing
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

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
<b>Category: Compliance (continued...)</b>						
Provide supports to persons with diagnosed disabilities where feasible.			*		Ongoing Partnership with ILRC and Avalon Employment Inc.. Working with WRDC and women in Innu communities.	Ongoing
Provide information to all workers dealing with violence of any kind.	*				Ongoing Distribution of Respect Women materials	Ongoing
Coordinate on-the-job training opportunities where feasible for members of underrepresented groups.	*	*	*	*	Ongoing, consulting with three Aboriginal governments	As required
<b>Category: Partnerships</b>						
Work with stakeholders to develop a Trades Workplace Cultural Awareness program for visible minorities including safety standards and required certifications.			*		In development with the Association for New Canadians and AXIS	Q1/Q2 2015

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
<b>Category: Partnerships</b>						
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.	*	*	*	*	GED presentation for all unions Quarterly gender statistics from Teamsters union	Ongoing

#### A4- Continuous Improvement and Adaptive Management Measures

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
<b>Category: Communications and Outreach</b>						
Review best practices and incorporate initiatives as necessary to adapt to lessons learned.	*	*	*	*	Training plans for LATP	Ongoing
Review existing policies and procedures to enhance language in support of workplace diversity.	*	*	*	*	In development	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.	*	*	*	*	In development for Q2	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.	*	*	*	*	In development for Q2	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 with WRDC	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
<b>Category: Compliance</b>						
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
<b>Category: Partnerships</b>						
Review best practice initiatives from other regions related to childcare.	*				Ongoing	Ongoing

#### A5 - Project/Contract Opportunity Awareness Initiatives

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
<b>Category: Communications and Outreach</b>						
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.	*	*	*	*	Ongoing	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.	*	*	*	*	Ongoing	2013 to project commissioning
Initiate and/or plan a public event focusing on encouraging female involvement in business opportunities for the project	*				In development and planned for June 2014 at Expo Labrador	2011-2014
Promote/profile business owners associated with the project.	*	*	*	*	In development	2014

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
<b>Category: Compliance</b>						
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
<b>Category: Partnerships</b>						
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		
<b>Category: Communications and Outreach</b>						
Encourage businesses/joint ventures owned by the underrepresented groups to register in the LCP vendor database.	*	*			Ongoing since 2013	Ongoing
Direct contractors to organizations representing women-owned businesses, such as NLOWE.	*				Ongoing since 2013	
Provide information regarding businesses owned by the underrepresented groups to LCP team who make purchasing decisions.	*	*	*	*	Ongoing	
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	*	*	*	*	Ongoing	
<b>Category: Compliance</b>						
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
<b>Category: Employment and Training</b>			
Hire an Innu Employment and Training Coordinator to support priority hiring for qualified Labrador Innu and associated training and employment supports.	*	Implemented	
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	
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	
Hold employment information sessions and providing assistance with the job application process, including offering these services in Sheshatshiu and Natuashish.	*	Ongoing	
Award scholarships to Innu post-secondary students and participating in career fairs and related activities in Innu schools and communities.	*	Implemented	
Provide summer employment and work terms through Nalcor and in cooperation with project contractors.	*	In development	
<b>Category: Workplace Policies and Conditions</b>			
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
<b>Category: Compliance</b>			
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	
Establish a GED Working Group to oversee implementation and led by the Vice President for LCP and the Vice President Corporate Relations.	*	In Development	
Provide workplace orientation programs to assist Innu employees to transition to the LCP workplace.	*	Ongoing	
Provide Employee Assistance Program (EAP)/counselling services for Innu employees.	*	Implemented	
Provide resources for Innu social and cultural activities in the workplace.	*	In Development	
Establish of an Innu Employee Advisory Committee, including representation of Innu LCP site employees.	*	Implemented	
Work with Innu Nation to identify workplace issues which may present barriers to employment and retention of Innu women, and identifying potential corrective measures.	*	Ongoing	
Encourage and support cultural leave and flexibility in work schedules and rotations to enable Innu employees to participate in traditional activities.	*	Ongoing	
Provide country foods in the cafeteria, when available.	*	Ongoing	
<b>Category: Business Opportunities</b>			
Provide first bidding opportunity for qualified Innu businesses for IBA-designated contracts.	*	Implemented	
Ensure Innu content is a consideration in bid evaluations for all LCP contracts awarded by Nalcor.	*	Implemented	
Establish Innu business participation target of \$134 million set for Muskrat Falls.	*	Implemented	

Initiative	Labrador Innu	Status	Schedule
<b>Category: Business Opportunities</b>			
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	
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	