



Muskrat Falls Projects

Quarterly Report

October 1 – December 31, 2014

February 19, 2015

Table of Contents

1.	INTRODUCTION	1
2.	EMPLOYMENT	1
3.	GENDER EQUITY AND DIVERSITY	2
	Promoting Women in Trades	2
	Persons with Disabilities	3
	Labrador Aboriginal Training Partnership Support (LATP)	3
	Labrador Innu Initiatives	3
4.	Supplier Development	4
5.	Contracting and Procurement	5
	Appendix A: Gender Equity & Diversity Initiatives and Commitments	7
	A1 - Capacity-Building Initiatives	7
	A2 - Recruitment and Hiring Initiatives	9
	A3 – Retention and Workplace Policy Initiatives and Working Conditions	12
	A4- Continuous Improvement and Adaptive Management Measures	15
	A5 - Project/Contract Opportunity Awareness Initiatives	16
	A6 - Procurement Processes and Requirements	17
	A7 - IBA Commitment Initiatives	18

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
NCC	NunatuKavut Community Council
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 and 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, a 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 October to December 2014 (Q4 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 fourth quarter of 2014, almost 1.9 million hours were worked by 4,628 individuals on the projects.
- 1.5 million hours (81 per cent of the total) were worked by 3,759 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, October 1 to December 31, 2014

Work Location	Residency			Total
	NL	Canada	Non Canadian	
Island	516	83	9	608
Labrador	3,242	691	42	3,975
Other Canada	1	37	1	39
International	-	1	5	6
Total	3,759	812	57	4,628

Person Hours of Employment by Work Location and Residency, October 1 to December 31, 2014

Work Location	Residency			Total
	NL	Canada	Non Canadian	
Island	151,227	33,256	3,318	187,801
Labrador	1,372,697	290,824	22,381	1,685,902
Other Canada	12	7,714	710	8,435
International	-	176	2,713	2,889
Total	1,523,935	331,970	29,122	1,885,027

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

During this quarter, LCP sponsored and helped organize the Office to Advance Women Apprentices (OAWA) Conference for Tradeswomen and Youth in Happy Valley – Goose Bay, Labrador. LCP staff gave a presentation to approximately 200 attendees that included middle and high school students, college students and the general public. LCP also had a booth at the trade show and presented information about jobs and benefits with the Muskrat Falls Project to female apprentices and women interested in the trades.



Lorie O'Halloran, Communications Coordinator, and Thea Penashue, Innu Employment Counsellor, participated at the OAWA event and assisted individuals with questions about the project and employment opportunities.

Persons with Disabilities

LCP continued to work with contractors, unions, and community groups to develop strategies to accommodate persons with disabilities who are interested in employment opportunities with LCP. A meeting was held with the Independent Living Resource Centre (www.inclusionnl.ca) to discuss awareness campaigns, inclusion support and potential internships for persons with disabilities.

Labrador Aboriginal Training Partnership (LATP) Support

LATP training programs continued throughout the quarter and planning for programs continued for future course offerings. Nineteen students graduated from the Tower Steel Assembly program that took place during the quarter, the second offering of this course. All 19 graduates are in the process of being hired by contractors. LATP also continued to provide safety certification training to clients as well as general employment supports to Aboriginal clients.

Labrador Innu Initiatives

LCP has established an Employee and Family Assistance Program for Innu working at the Muskrat Falls hydroelectric generation site. Offered by Homewood Health, the program provides counselling for workers and their families for issues such as stress and anxiety, family issues, depression, workplace issues and financial problems. Services are available in Innu-aimun. Homewood Health offers an equivalent program for Innu members of the International Brotherhood of Electrical Workers who are employed on transmission components of the project.

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

Aboriginal Status, Gender, and Position Category of NL Residents, July 1 to September 30, 2014

Job Category	Aboriginal		Non Aboriginal		Total
	Male	Female	Male	Female	
Management Supervisor	4	2	269	34	309
Administration & Project Support	45	80	174	178	477
Labour & Trades	339	62	2,555	79	3,035
Engineering & Professional/Technical	28	17	596	166	807
Total	416	161	3,594	457	4,628

Aboriginal Status, Gender and Position Category of Hours worked by NL Residents, July 1 to September 30, 2014

Job Category	Aboriginal		Non Aboriginal		Total
	Male	Female	Male	Female	
Management Supervisor	2,505	338	118,360	10,631	131,833
Administration & Project Support	18,902	33,479	93,428	71,405	217,214
Labour & Trades	139,695	18,574	1,031,029	32,492	1,221,789
Engineering & Professional/Technical	10,533	8,759	233,530	61,369	314,190
Total	171,636	61,149	1,476,346	175,896	1,885,027

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

4. Supplier Development

Members of LCP’s team participated in a supply chain workshop on October 22 in Plum Point hosted by Community Business Development Corporations (CBDCs). Approximately 40 people, representing local businesses, attended the workshop. Representatives from Valard joined LCP and presented at the event. Valard Construction spoke about construction activities, employment and business opportunities, and the siting of a camp in the region.

5. Contracting and Procurement

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

Package #	Package Title	Award Date	Successful Bidder(s)
CH0008	Construction of North Spur Stabilization Works	23-Dec-2014	Gilbert Newfoundland & Labrador Contracting Limited
CT0327-014	HVdc Clearing and Access – Section 1 (Blocks Nos. 13 and 14)	19-Dec-2014	Springdale Forest Resources Inc.

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

Package #	Package Title	RFP Issue Status	Qualified Bidders
CD0508	Supply and Install Electrode Sites	Issued	Johnson's Construction Ltd Pennecon Heavy Civil Limited Zutphen Contractors Inc. C&T Enterprises H.J. O'Connell Construction Limited Dragados Canada Inc. Gilbert Newfoundland and Labrador Contracting Ltd RJG Construction Limited
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.
CT0327-015	HVdc Clearing and Access – Section 1 (Blocks Nos. 9, 10, 11 and 12)	Issued	
LC-PM-186	Project Completion System	Issued	IBS Canada OCCMS Ltd. Omega Project Solutions, Inc.
LC-SB-039	Design, Supply and Install Cable Transition Buildings	Issued	Bird Construction Black and MacDonald DFB Driver EllisDon Corporation Lindsay Construction Pittman Enterprises Ltd. Pomerleau Talon Energy

The following are RFPs 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
CH0049	Supply and Install Log Booms		Q4' 2014
SD0536	Provision of Integrated Commissioning Support Services	Q3' 2015	Q4' 2015
CD0510-002	Supply and Install Permanent Communications Systems Prefabricated Buildings	Q1'2015	Q1'2015

Appendix A: Gender Equity & Diversity Initiatives and Commitments

A1 - Capacity-Building Initiatives

Initiative	Groups ²³				Status	Schedule
	W	A	PD	VM		
Category: Communications and Outreach						
Offer pre-employment orientation to members of underrepresented groups.	*	*			Included in LATP Training	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. Offered 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.	*	*	*	*	Work ongoing with LATP and WRDC to identify training and supports	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.	*				Targeted recruitment ongoing	Ongoing
Support awareness initiatives and programs offered by government and stakeholders encouraging women and underrepresented groups to explore trades and technology.	*	*	*	*	Support of OAWA youth apprenticeship event	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	Ongoing

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

Initiative	Groups ²³				Status	Schedule
	W	A	PD	VM		
Category: Partnerships (continued...)						
Participate in and support education events hosted by educational and training organizations related to the project.	*	*	*	*	Attendance at LAMP Graduations	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 (see monthly reports)	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.	*				Ongoing	Ongoing
LCP will support and promote early childcare education programs in the Upper Lake Melville Region through <ul style="list-style-type: none"> o Identification of potential caregiving resources o Promotion of information on child care resources o 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 o Investigation of opportunities to facilitate increased access to childcare. 	*				Resource for LCP workers in circulation; best practice research ongoing	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.	*	*	*	*	Face-to-face interventions regarding safety skills and trades, in concert with WRDC; outreach to ILRD and ANC	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.	*	*	*	*	Information booth at OAWA Conference	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.	*	*	*	*	Worked closely with WRDC/OAWA regarding employment for individual tradeswomen	Ongoing since Oct 2012

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
Category: Communications and Outreach (continued...)						
Dedicate resources to provide hands-on assistance to members of the underrepresented groups to register on the employment database www.muskratfallsjobs.com .	*	*	*	*	Gender Equity and Diversity Coordinator available	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.	*	*	*	*	Ongoing	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.	*	*	*	*	Respectful Workplace posters to be unveiled 2015	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.	*	*	*	*	Ongoing	Ongoing

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
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
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.).			*		Accessibility review completed at Project office	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	2015

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
Category: Partnerships (continued ...)						
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.	*				Completed	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.	*	*	*	*	Participation in Mental Wellness, Addictions, and Gendered Violence	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.	*	*	*	*	Ongoing	2013-end of construction
Display LCP's corporate values and respectful workplace statement at LCP worksites.	*	*	*	*	Implemented	Ongoing
Ensure all workers participate in Gender Awareness training.	*				Ongoing	Ongoing since 2013

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
Category: Compliance (continued ...)						
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.	*	*	*	*	Supervisory Training ongoing	Ongoing
Incorporate diversity considerations into the corporate performance assessment process to ensure that performance is assessed without bias.	*	*	*	*	In Development	2015
Support onsite Aboriginal peoples' cultural events, considering ongoing work priorities, safety and security requirements, and site policies.		*			Ongoing	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	
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 developed and delivered	Ongoing
Ensure worksites, common areas, and 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

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.			*		Ongoing	Ongoing
Provide information to all workers dealing with violence of any kind.	*				In development	Q1 2015
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	Q1/Q2 2015

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.	*	*	*	*	Ongoing	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	Annually beginning March 2105
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	2015 to 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
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	2015-end of construction
Category: Partnerships						
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		
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.	*	*	*	*	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	*				Ongoing	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

Initiative	Groups				Status	Schedule
	W	A	PD	VM		
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 since 2013

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 since 2013
Assist Innu Nation to develop an Innu training plan and to access third party funding for Innu interested in working on the project.	*	Implemented	Ongoing since 2013
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 since 2014
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.	*	Scholarships awarded in Q3	Scholarships to be awarded annually
Provide summer employment and work terms through Nalcor and in cooperation with project contractors.	*	In development	Ongoing
Category: Workplace Policies and Conditions			
Include IBA commitments in project collective agreement negotiation.	*	Implemented	Ongoing
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	Ongoing
Establish workplace policies requiring mandatory Innu cross-cultural training for all employees, and prohibition of discrimination and harassment of Innu.	*	Implemented	Ongoing

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
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
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.	*	Ongoing	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
Establish Innu business participation target of \$134 million set for Muskrat Falls.	*	Target reached	
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