

From: gmcdonald@nlh.nl.ca
Sent: Friday, November 14, 2008 2:18 PM
To: gmcdonald@nlh.nl.ca
Cc: Dawn Dalley; leadership team meeting regular attendees
Subject: Re: ECNL Vision Statement November 2008
Attachments: ECNL Vision November 2008.pdf

Sorry, I missed it first time through, one of the lead slides says 10-30 years ... that addresses my question. Gerard.

Gerard McDonald/NLHydro

Gerard McDonald/NLHydro 11/14/2008 02:14 PM		
	To	Dawn Dalley/NLHydro
	cc	Leadership Team Meeting Regular Attendees
	Subject	Re: ECNL Vision Statement November 2008 {doclink : document = '4A10B6D9145C5482A32575000074003E' view = 'DABA975B9FB113EB852564B5001283EA' database = 'A32570EB0051317A' }

Sorry I'm late Dawn. I like it ... lots of "gulpers" in there, and it implies excellence all over place. Not a big point, but there's no sense of time horizon indicated. Is that deliberate?

Regards. Gerard.

Dawn Dalley/NLHydro

Dawn Dalley/NLHydro 11/13/2008 05:41 PM		
	To	Leadership Team Meeting Regular Attendees
	cc	[]
	Subject	ECNL Vision Statement November 2008

Attached is a presentation we are sending to the Board and will be reviewing with them at the Board Meeting next week.

As you can see from the process chart, we have moved substantially along the path and Ed has spent a significant amount of time working through the details. Can you please review this evening and provide feedback by 10:00 a.m tomorrow morning. We are planning to send this to the Board tomorrow. I know some of you have seen this but it follows the Collings model which we have been working towards. The model is explained in the slides as well.

Many thanks.



Dawn ECNL Vision November 2008.pdf

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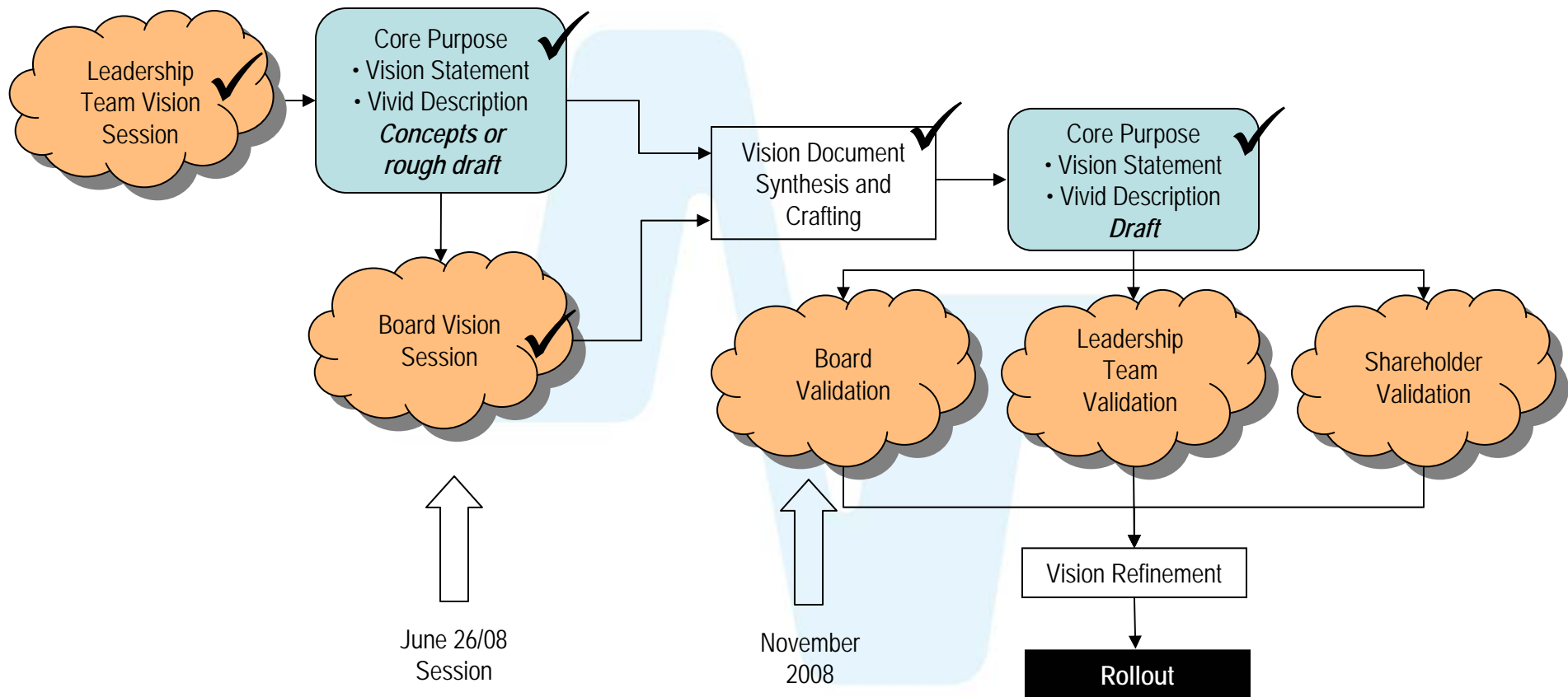


HYDRO
THE POWER OF
COMMITMENT

Energy Corporation Vision

November, 2008

Process Flow



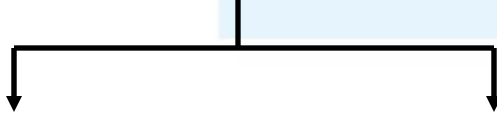
The Elements of Vision

Vision

A lasting vision has two key components;
Core Ideology and Envisioned Future

Core Ideology

*What we stand for and
why we exist*



Core Purpose

Our reason for being, the “soul” of our organization. Our idealistic reason for doing the company’s work. By definition, can never be “completed”

Core Values

Timeless, enduring guiding principles of how we should guide ourselves everyday.

Envisioned Future

What we aspire to become, to achieve, to create



The BIG Goals

Ambitious, daunting goals that clearly define what the finish line looks like over the next 10 to 30 years.

Vivid Description

Vibrant, engaging specific description of what it would be like to achieve our BIG Goals.

Core Purpose

“To build a strong economic future for successive generations of Newfoundlanders and Labradorians”

Core Values

- **Leadership**

- ❖ Empowering individuals to help, guide and inspire other

- **Accountability**

- ❖ Holding ourselves responsible for our actions and performance

- **Safety**

- ❖ Relentless commitment to protecting ourselves, our colleagues and our community

Core Values

- **Honesty and Trust**

- ❖ Being sincere in everything we say and do

- **Teamwork**

- ❖ Sharing our ideas in an open and supportive manner to achieve excellence

- **Respect and Dignity**

- ❖ Appreciating the individuality of others by our words and actions

- **Open Communication**

- ❖ Fostering an environment where information moves freely in a timely manner

Big Goals

- NL Hydro considered to be one of the most efficient, well maintained, cost effective and environmentally progressive regulated electrical utilities in North America
- Churchill Falls maintained in excellent condition and positioned to provide \$3 to \$5 billion in annual revenue to Energy Corp
- Lower Churchill profitably producing 3000 MW, on time, on budget
- Oil and Gas division producing 300,000 bopd, operating 5 major producing fields, with a successful ongoing exploration program
- 1500 MW wind power in profitable operation

Big Goals

- Bull Arm a successful, profitable fabrication site, fully utilized on an ongoing basis in a clearly defined market niche, with a world wide reputation as an excellent fabrication site.
- Sustained world class safety performance
- Project Execution performance world class
- We're an employer of choice. People clearly understand how they directly contribute to the companies success and are driving to maximize their controllable contribution every day. We value their work, recognize their excellence and respect their individuality.

Vivid Description

We are driven to make a difference for our province and create a sustainable future for successive generations of Newfoundlanders and Labradorians.

We are one of the safest companies in the world, and recognized to be a world leader in safety. Our front line leaders and workers are leading the way in sustaining safety performance. We take care of each other.

Our environmental record is stellar, and we have left our children a legacy of sustainable environmental decisions balanced with the needs of the business. We always put things back to where we found them to the extent possible. Our greenhouse gas emissions are the lowest in the country.

Vivid Description

Our business performance is recognized as a model for anyone in the world to emulate. Our planning and execution processes are clearly defined and produce sustained high performance. We operate with a high level of reliability, build quality infrastructure on time and on schedule, and are regarded as a preferred business partner. There is no ambiguity – we always do what is right. We have integrity, and our word is our bond. We do what we say we are going to do.

We are a company which can deliver even when the cards are stacked against us – we always find a way that makes sense.

Vivid Description

Our company is a preferred employer – people want to join us. We are a close team, driven by our core values, and feel we are part of something larger than just a job. During tough times we “buckle down” and stay the course. In good times we do the same. We have an atmosphere and culture where people are motivated to their best every day and to be leaders in everything they do. Work is a place we want to be.

We are a respected and valued member of our community. We give back to make our communities stronger. We are known to be open and honest with our stakeholders. We value and seek their input. We are approachable and openly share our expertise and abilities.

