



**BIDDERS LIST
(Confidential)**

Project Name: Lower Churchill Project

Date: 29-Jul-2014

Company: Muskrat Falls Corporation

Package No.: CH0009

Package Title: Construction of North and South Dams

Planned RFP Issue Date: 31-Jul-2014

Planned RFP Closing Date: 30-Sep-2014

| Bidder's Name and Address | | Contact / Title | Telephone / E-Mail |
|---------------------------|--|------------------|---|
| 1. | Astaldi Canada Inc. 4001, rue Saint-Antoine Ouest Montreal, PQ H4C 1B9 | Emanuele Triassi | TEL: (514) 933-3838 E-MAIL: e.triassi@astaldi.com |
| 2. | Barnard-Pennecon J.V. 701 Gold Avenue Bozeman, MT, USA 59715 | Kevin Ellerton | TEL: (406) 586-1995 E-MAIL: kevin.ellerton@barnard-inc.com |
| 3. | H.J. O'Connell-Dragados JV 90 O'Leary Avenue Suite 101 St. John's, NL A1B 2C7 | Nolan Jenkins | TEL: (709) 725-9095 E-MAIL: njenkins@hjoc.com |

Remarks:

Refer to the attached Bidder Selection Evaluation Report.

| | Title | Name | Signature | Date |
|--------------|----------------------------|-------------------|--------------------------|--------------|
| Prepared by: | CA / Buyer | Roy Lewis | <i>Roy Lewis</i> | 29 July 2014 |
| Reviewed by: | Package Engineer | Abdellah El-Bensi | <i>Abdellah El-Bensi</i> | 30 JUL 2014 |
| Reviewed by: | Package Leader | Abdellah El-Bensi | <i>Abdellah El-Bensi</i> | 30-JUL-2014 |
| Reviewed by: | Area Manager | Mark Turpin | <i>Mark Turpin</i> | 29/July/2014 |
| Reviewed by: | Project Manager | Scott O'Brien | <i>Scott O'Brien</i> | 30-Jul-2014 |
| Approved by: | Supply Chain Manager | Pat Hussey | <i>Pat Hussey</i> | 31-Jul-2014 |
| Reviewed by: | Deputy Project General Mgr | Jason Kean | <i>Jason Kean</i> | 1-AUG-2014 |
| Approved by: | Project General Manager | Ron Power | <i>Ron Power</i> | 30-JUL-2014 |



**LOWER CHURCHILL PROJECT
BIDDER SELECTION EVALUATION REPORT
CH0009 – CONSTRUCTION OF NORTH AND SOUTH DAMS**


| | | | |
|---|--|-----------------|--------------------|
|  nalcor <i>energy</i> <small>LOWER CHURCHILL PROJECT</small> | Bidder Selection Evaluation Report | Rev. No. | Date |
| | CH0009 – Construction of North and South Dams | 00 | 10-Jul-2014 |

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|  nalcor <i>energy</i> <small>LOWER CHURCHILL PROJECT</small> | Bidder Selection Evaluation Report | Rev. No. | Date |
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1.0 PURPOSE AND BACKGROUND

This report summarizes the evaluation results of the Bidder Selection process for CH0009 – Construction of North and South Dams and provides the Bidder List recommendation.

An Application for Bidder Selection package was issued to six (6) targeted companies on 4-Jun-2014 and closed on 18-Jun-2014. Six (6) applications were received and were evaluated in accordance with the criteria and procedures established in the Bidder Selection Evaluation Plan.

2.0 SCOPE OF WORK

The work consists of construction and/or the removal of the following structures:

Upstream Cofferdam: The stage 1 cofferdam consists of two rockfill closure groins with crests at elevation 17m. Following the Stage 1, the cofferdam will be raised to the Stage 2 crest level at El. 26m with compacted till, granular and rockfill. The approximate volume of the material in the upstream cofferdam is about 570,000 m³. A jet grouting cut-off wall will be performed from a working platform at elevation 18m to the bedrock foundation to prevent seepage between the rock and the dumped till.

North Dam: The North Dam will be constructed in the dry between the upstream and downstream cofferdams. This 430m long RCC dam closes the river channel and serves, partially, as an overflow spillway. The concrete volume of the dam including RCC and CVC concrete is about 240,000 m³.


Downstream Cofferdam: The downstream cofferdam located at a minimum distance of 15m downstream of the RCC dam is small cofferdam of about 11,000m³ of embankment materials.

South Dam: The south dam, of about 320m long, closes the river valley on the south side of the powerhouse. It is an embankment structure of about 155,000m³ of till, granular and rockfill.

Upstream Temporary Bridge: A temporary bridge will be designed and constructed over the 75m wide spillway approach channel. This bridge will be used during the construction of the upstream cofferdam and removed prior to impoundment.

Tailrace Rock Plug Removal: The rock plug was left in place for later removal following the completion of the powerhouse construction. The volume of the rock to be removed is about 200,000m³, including 34,000 m³ of underwater excavation.

Cofferdams Removal: Three existing cofferdams will be removed before the river closure. The total amount of material to be removed in dry and underwater is 177,000m³.

| | | | |
|---|--|-----------------|--------------------|
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3.0 APPLICANT LIST

An Application for Bidder Selection package was issued to the following targeted companies:

- IKC-ONE Civil Constructors, a Partnership
- ASI RCC (Patel Engineering)
- Odebrecht Construction, Inc.
- Barnard-Pennecon J.V.
- Astaldi Canada Inc.
- Dragados Canada, Inc

Applicants who were not targeted, but submitted applications were:

- EBC / Neilson J.V.
- Groupe Gilbert

Refer to Section 6 for additional information regarding declined applicants, approved applicants, and applicants failing to qualify.

4.0 TEAM MEMBERS


The qualifications of each Applicant were evaluated according to the following categories: Technical, Commercial, Health & Safety, Environmental, and Quality. The team members responsible for scoring each category is as follows:

| Name | Evaluation Category |
|-------------------|----------------------------|
| Blake Hill | Commercial |
| Abdellah El Bensi | Technical |
| Paul Fraser | Quality |
| Sean Lee | Health and Safety (H&S) |
| David Haley | Environmental |

5.0 CATEGORY WEIGHTINGS AND OVERALL SCORE

The following minimum scores apply for each category. Applicants who fail to achieve the minimum score for these categories will not be further evaluated (i.e., overall score will automatically be zero).

| Category | Minimum Score (%) |
|-----------------|--------------------------|
| Health & Safety | 70% |
| Environmental | 60% |
| Quality | 60% |

| | | | |
|---|--|-----------------|--------------------|
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Fatal flaw – The responses to Technical Questions 2.3 2.8, and 2.12 will be fatal flaws. If Applicant cannot demonstrate his experience in river diversion in high water velocity, jet grouting installation and roller compacted concrete dam construction, the Applicant will automatically fail. The minimum rating for these items is 6 out of 10.

An overall score was calculated based on the following weightings for each of the five categories:

| | | | | |
|----------------------|-----------------------|--------------------------------|--------------------------|--------------------|
| Technical (T) | Commercial (C) | Health & Safety (H) | Environmental (E) | Quality (Q) |
| 40% | 30% | 10% | 10% | 10% |

Applicants that achieve an overall score of 60% or greater will be considered qualified and will be recommended for the Bidders Lists.

6.0 RESULTS

The following Applicants are recommended for the Bidders List:


- Astaldi Canada
- Barnard – Pennecon (Joint Venture)
- HJOC – Dragados (Joint Venture)

| Applicant | Overall Score > 60%? (Yes/No) | Passed Fatal Flaw Question? (Yes/No) | Sectional Scores | | |
|--------------------|-------------------------------|--------------------------------------|-------------------|---------------------|-------------------------|
| | | | H&S>70%? (Yes/No) | Env.> 60%? (Yes/No) | Quality > 60%? (Yes/No) |
| ASI Constructors | Yes | No | Yes | Yes | Yes |
| Astaldi Canada | Yes | Yes | Yes | Yes | Yes |
| Barnard – Pennecon | Yes | Yes | Yes | Yes | Yes |
| HJOC – Dragados | Yes | Yes | Yes | Yes | Yes |
| EBC - Neilson | Yes | No | Yes | Yes | Yes |

ASI Constructors and EBC – Neilson are experienced contractors who provided adequate responses. However, each failed to meet all requirements of fatal flaw questions in the technical questionnaire.

ASI Constructors failed as they do not perform their own Jet Grouting. ASI advised that they utilize the services of a subcontractor for Jet Grouting; they have previously utilized the services of Hayward Baker Geotechnical Construction, Nicholson Construction, Layne Christensen and Advanced Construction Techniques.

EBC – Neilson failed because of a lack of experience in Roller Compacted Concrete (RCC) dam construction. Their experience comes from construction of the River Side RCC Dam for the Lower Churchill Project as well as from employees who worked for a company called

| | | | |
|--|--|-----------------|--------------------|
|  nalcor energy <small>LOWER CHURCHILL PROJECT</small> | Bidder Selection Evaluation Report | Rev. No. | Date |
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Construction du St-Laurent that is no longer operational. Construction du St-Laurent was responsible for construction the Lake Robertson dam in 1995.

See Attachment 1 – Evaluation Summary for detailed scoring.

Subsequent to the original review ASI & EBC-Neilson were contacted by telecom and advised of their failure status. At each telecom both applicants were encouraged to seek out suitable partners/subcontractors who would provide them with a more robust submission for further review. Both ASI and EBC-Neilson provided a revised response within the time limit provided (1 week).

ASI’s submission was detailed and included an additional Partner - Coastal Drilling (Jet Grouting) and a proposed subcontract with Johnson Construction (local content and Heavy Civil/ Rock & crushing Work). However, this revised submission was deemed to still not meet the requirements of all fatal flaw questions and was rejected accordingly.

EBC-Neilson responded with a re-iteration of their original submission and was rejected accordingly.

6.1 Non-Responsive Applicants/Declined Applications/Applicants Failing to Qualify

The following Applicants did not respond to the Bidder Selection invitation:

- Odebrecht Construction, Inc.

The following Applicant failed to qualify:

- Groupe Gilbert

7.0 ATTACHMENTS

- Attachment 1 Evaluation Summary
- Attachment 2 Commercial Scoring Sheet
- Attachment 3 Technical Scoring Sheet
- Attachment 4 Health and Safety Scoring Sheet
- Attachment 5 Environmental Scoring Sheet
- Attachment 6 Quality Scoring Sheet

ATTACHMENT 1
EVALUATION SUMMARY

Evaluation Summary

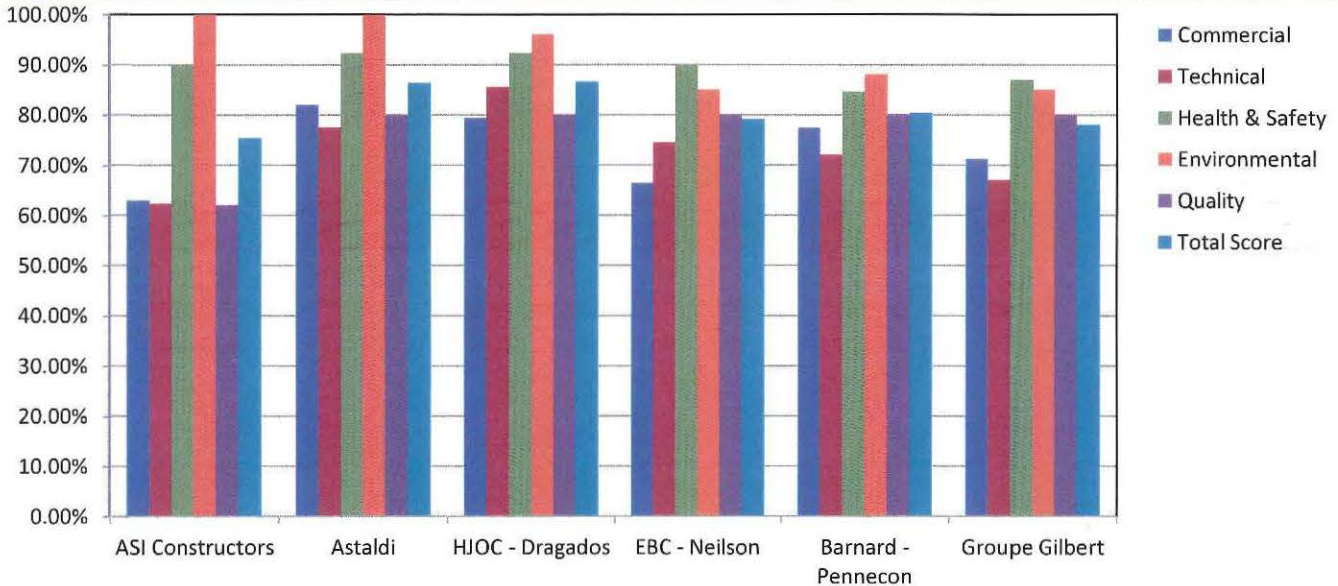


Package Name: Construction of North and South Dams
 Package No.: CH0009
 Project: Lower Churchill Project
 Date: 15-Jul-14

Overall Pass / Fail Mark >= 60.00%

| | Max Score | Percentage | Pass/ Fail | Commercial | Technical | Health & Safety | Environmental | Quality |
|-----------------------|-----------|------------|------------|------------|-----------|-----------------|---------------|---------|
| Total Possible Points | 100.00% | | | 20.00% | 20.00% | 20.00% | 20.00% | 20.00% |
| ASI Constructors | 100.00% | 75.45% | Pass | 63.00% | 62.25% | 90.00% | 100.00% | 62.00% |
| Astaldi | 100.00% | 86.36% | Pass | 82.00% | 77.50% | 92.31% | 100.00% | 80.00% |
| HJOC - Dragados | 100.00% | 86.64% | Pass | 79.40% | 85.50% | 92.31% | 96.00% | 80.00% |
| EBC - Neilson | 100.00% | 79.18% | Pass | 66.40% | 74.50% | 90.00% | 85.00% | 80.00% |
| Barnard - Pennecon | 100.00% | 80.40% | Pass | 77.40% | 72.00% | 84.62% | 88.00% | 80.00% |
| Groupe Gilbert | 100.00% | 78.02% | Pass | 71.20% | 67.00% | 86.92% | 85.00% | 80.00% |

Scoring Graph



Questionnaire Weightings have been agreed by the following Package Team:

Notes:

In order to advance to Bidders List an Applicant must:

- 1) Equal or exceed the Pass / Fail mark.
- 2) Pass any embedded Fatal Flaw Sectional Score (i.e. score > 60% than for Technical)
- 3) Pass all embedded Fatal Flaw questions (i.e. Commercial Question 4.5, if maximum value willing to bid is less than the estimated package value then potential Bidder fails)

Commercial Rep
 Technical Rep
 Quality Rep
 Health & Safety Rep
 Environment Rep

Blinded
by S. W. A.G.B.
Perry Snook for Paul Fraser

Date 29- Jul 2014
 Date 29 July 2014
 Date 29- July -2014
 Date 29 Jul - 2014
 Date 29 July 2014

ATTACHMENT 2
COMMERCIAL SCORING SHEET

Commercial Scoring Matrix

Package Name: Construction of North and South Dams
 Package No.: CH0009
 Scored By: Blake Hill
 Date: 20-Jun-2014

Scoring Guide:

- 0 - Question not answered or no relevant information provided in response
- 1 - Response does not meet key Criteria
- 2 - Response only meets a few of the key criteria
- 3 - Response meets a majority of the key criteria
- 4 - Response meets all key criteria
- 5 - Response meets and exceeds key criteria

| Question Weight (%) | ASI Constructors | | Astaldi | | HJOC - Dragados JV | | EBC - Neilson JV | | Barnard - Pennecon JV | | Group Gilbert | | |
|---|------------------|---------------|---------|---------------|--------------------|---------------|------------------|---------------|-----------------------|---------------|---------------|---------------|-----|
| | Answer | Score | Answer | Score | Answer | Score | Answer | Score | Answer | Score | Answer | Score | |
| General Commercial Information | | | | | | | | | | | | | |
| 3.0 Has Applicant completed the Contract commitment table complete? | 10 | 4 | 8 | 4 | 8 | 4 | 8 | 4 | 8 | 4 | 8 | 4 | 8 |
| 4.2 Has Applicant provided its Annual Revenue, Profit, and Debt/Asset Ratio? | 10 | 4 | 8 | 4 | 8 | 4 | 8 | 1 | 2 | 3 | 6 | 4 | 8 |
| 4.3 Have financial statements for the last three (3) years been provided? | 10 | 4 | 8 | 4 | 8 | 4 | 8 | 1 | 2 | 4 | 8 | 4 | 8 |
| 4.4 Are annual financial/income statements signed by an Accountant? | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4.5 Range of costs Applicant is prepared to bid (Max/Min). | 20 | 2 | 8 | 5 | 20 | 4 | 16 | 4 | 16 | 4 | 16 | 2 | 8 |
| 4.6-4.8 Can Applicant provide performance security (bond, LOC, or guarantee)? | 15 | 2 | 6 | 4 | 12 | 4 | 12 | 4 | 12 | 4 | 12 | 4 | 12 |
| 4.10 (a) Does Applicant have any judgements, claims, or suits pending or outstanding? | 5 | 4 | 4 | 2 | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4.10 (b) Has Applicant ever been involved in any bankruptcy or reorganization proceedings? | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4.10 (c) Has Applicant ever had a contract terminated before completion of the work? | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4.10 (d) Has Applicant ever had a draw down on a letter of credit issued for any contract? | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 5.1 Has Applicant indicated it has read and will comply with the local Benefits Strategy? | 1 | 4 | 0.8 | 4 | 0.8 | 4 | 0.8 | 4 | 0.8 | 4 | 0.8 | 4 | 0.8 |
| 5.2 Previous relevant experience working on Projects with Benefits Agreements and results obtained. | 2.5 | 1 | 0.5 | 4 | 2 | 4 | 2 | 4 | 2 | 4 | 2 | 4 | 2 |
| 5.3 Applicant has a named Individual responsible for Provincial Benefits? | 1 | 3 | 0.6 | 4 | 0.8 | 4 | 0.8 | 3 | 0.6 | 4 | 0.8 | 4 | 0.8 |
| 5.5 Previous relevant experience working with Aboriginal Groups? | 2.5 | 3 | 1.5 | 4 | 2 | 4 | 2 | 4 | 2 | 4 | 2 | 4 | 2 |
| 5.6 How does Applicant intend to work with the Innu Nation and other aboriginal groups? | 1 | 3 | 0.6 | 4 | 0.8 | 4 | 0.8 | 0 | 0 | 4 | 0.8 | 3 | 0.6 |
| 5.7 Is Applicant an Innu-owned business? | 1 | 1 | 0.2 | 4 | 0.8 | 1 | 0.2 | 1 | 0.2 | 1 | 0.2 | 1 | 0.2 |
| 5.10 Has Applicant indicated it has read and understands the MOU between NL and NS? | 1 | 4 | 0.8 | 4 | 0.8 | 4 | 0.8 | 4 | 0.8 | 4 | 0.8 | 4 | 0.8 |
| Score | 100 | 63.00 | | 82.00 | | 79.40 | | 66.40 | | 77.40 | | 71.20 | |
| Percentage | | 63.00% | | 82.00% | | 79.40% | | 66.40% | | 77.40% | | 71.20% | |

ATTACHMENT 3
TECHNICAL SCORING SHEET

Technical Scoring Matrix

Package Name: Construction of North and South Dams
 Package No.: CH0009
 Scored By: Abdellah El Bensi
 Date: 24 Jun-2014

Scoring Guide:
 0 - Question not answered or no relevant information provided in response
 1 - Response does not meet key Criteria
 2 - Response only meets a few of the key criteria
 3 - Response meets a majority of the key criteria
 4 - Response meets all key criteria
 5 - Response meets and exceeds key criteria

| | Question Weight (%) | ASI | | ASTALDI | | BARNARD - PENNECON | | EBC-NEILSON | | GROUPE GILBERT | | HJOC- DRAGADAOS | |
|---|---------------------|--------------------------|-------|---------------|-------|--------------------|-------|---------------|-------|----------------|-------|-----------------|-------|
| | | Answer | Score | Answer | Score | Answer | Score | Answer | Score | Answer | Score | Answer | Score |
| | | Technical General | | | | | | | | | | | |
| 1.0 Work History Table - Has Applicant provided completed Work Experience forms for the past 10 years? | 2.5 | 5 | 2.5 | 5 | 2.5 | 4 | 2 | 5 | 2.5 | 5 | 2.5 | 5 | 2.5 |
| 3.2.1 Does Applicant have polices, processes and procedures to select and qualify its subcontractors, suppliers and subsuppliers? | 2.5 | 3.5 | 1.75 | 4 | 2 | 4 | 2 | 4 | 2 | 4 | 2 | 4 | 2 |
| 3.2.2 Does Applicant have polices, processes and procedures to monitor its subcontractors, suppliers and subsuppliers? | 2.5 | 2.5 | 1.25 | 4 | 2 | 4 | 2 | 4 | 2 | 4 | 2 | 4 | 2 |
| 3.2.3 Does Applicant have free access to its subcontractors, suppliers and subsuppliers plants, productions, manufacturing, service or other facilities for quality auditing, monitoring, inspecting or surveillance? | 2.5 | 2.5 | 1.25 | 4 | 2 | 4 | 2 | 4 | 2 | 4 | 2 | 4 | 2 |
| Package Specific Questions | | | | | | | | | | | | | |
| Question 2.1 | 5 | 2 | 2 | 2.5 | 2.5 | 3.5 | 3.5 | 4 | 4 | 3 | 3 | 4 | 4 |
| Question 2.2 | 5 | 3.5 | 3.5 | 3.5 | 3.5 | 3.5 | 3.5 | 4 | 4 | 3 | 3 | 4 | 4 |
| Question 2.3 - Fatal Flaw (River Diversion) | 10 | 2.5 | 5 | 4 | 8 | 3 | 6 | 4 | 8 | 3.5 | 7 | 4 | 8 |
| Question 2.4 | 5 | 3.5 | 3.5 | 3.5 | 3.5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 |
| Question 2.5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| Question 2.6 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| Question 2.7 | 5 | 2 | 2 | 4 | 4 | 2.5 | 2.5 | 4 | 4 | 4 | 4 | 4 | 4 |
| Question 2.8 - Fatal Flaw (Jet Grouting) | 10 | 2 | 4 | 4 | 8 | 3 | 6 | 4 | 8 | 4 | 8 | 4 | 8 |
| Question 2.9 | 5 | 2 | 2 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 |
| Question 2.10 | 5 | 2 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 5 | 5 |
| Question 2.11 | 5 | 2 | 2 | 3.5 | 3.5 | 3 | 3 | 3.5 | 3.5 | 4 | 4 | 5 | 5 |
| Question 2.12 - Fatal Flaw (RCC Dam Construction) | 10 | 4 | 8 | 4 | 8 | 4 | 8 | 2 | 4 | 1 | 2 | 4.5 | 9 |
| Question 2.13 | 5 | 5 | 5 | 3.5 | 3.5 | 3 | 3 | 2 | 2 | 1 | 1 | 5 | 5 |
| Question 2.14 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| Question 2.15 | 5 | 3.5 | 3.5 | 4.5 | 4.5 | 4.5 | 4.5 | 4.5 | 4.5 | 2.5 | 2.5 | 4 | 4 |
| | 100 | 62.25 | | 77.50 | | 72.00 | | 74.50 | | 67.00 | | 85.50 | |
| | Percentage | 62.25% | | 77.50% | | 72.00% | | 74.50% | | 67.00% | | 85.50% | |

Technical Scoring Matrix

Package Name: Construction of North and South Dams
 Package No.: CH0009
 Scored By: Abdellah El Bensi
 Date: 24 Jun-2014

Scoring Guide:

- 0 - Question not answered or no relevant information provided in response
- 1 - Response does not meet key Criteria
- 2 - Response only meets a few of the key criteria
- 3 - Response meets a majority of the key criteria
- 4 - Response meets all key criteria
- 5 - Response meets and exceeds key criteria

| | Question Weight (%) | ASI | | ASTALDI | | BARNARD - PENNECON | | EBC-NEILSON | | GROUPE GILBERT | | HJOC- DRAGADAOS | |
|---|---------------------|--------|-------|---------|-------|--------------------|-------|-------------|-------|----------------|-------|-----------------|-------|
| | | Answer | Score | Answer | Score | Answer | Score | Answer | Score | Answer | Score | Answer | Score |
| Technical General | | | | | | | | | | | | | |
| 1.0 Work History Table - Has Applicant provided completed Work Experience forms for the past 10 years? | 2.5 | 5 | 2.5 | 5 | 2.5 | 4 | 2 | 5 | 2.5 | 5 | 2.5 | 5 | 2.5 |
| 3.2.1 Does Applicant have polices, processes and procedures to select and qualify its subcontractors, suppliers and subsuppliers? | 2.5 | 3.5 | 1.75 | 4 | 2 | 4 | 2 | 4 | 2 | 4 | 2 | 4 | 2 |
| 3.2.2 Does Applicant have polices, processes and procedures to monitor its subcontractors, suppliers and subsuppliers? | 2.5 | 2.5 | 1.25 | 4 | 2 | 4 | 2 | 4 | 2 | 4 | 2 | 4 | 2 |
| 3.2.3 Does Applicant have free access to its subcontractors, suppliers and subsuppliers plants, productions, manufacturing, service or other facilities for quality auditing, monitoring, inspecting or surveillance? | 2.5 | 2.5 | 1.25 | 4 | 2 | 4 | 2 | 4 | 2 | 4 | 2 | 4 | 2 |
| Package Specific Questions | | | | | | | | | | | | | |
| Question 2.1 | 5 | 2 | 2 | 2.5 | 2.5 | 3.5 | 3.5 | 4 | 4 | 3 | 3 | 4 | 4 |
| Question 2.2 | 5 | 3.5 | 3.5 | 3.5 | 3.5 | 3.5 | 3.5 | 4 | 4 | 3 | 3 | 4 | 4 |
| Question 2.3 - Fatal Flaw (River Diversion) | 10 | 2.5 | 5 | 4 | 8 | 3 | 6 | 4 | 8 | 3.5 | 7 | 4 | 8 |
| Question 2.4 | 5 | 3.5 | 3.5 | 3.5 | 3.5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 |
| Question 2.5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| Question 2.6 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| Question 2.7 | 5 | 2 | 2 | 4 | 4 | 2.5 | 2.5 | 4 | 4 | 4 | 4 | 4 | 4 |
| Question 2.8 - Fatal Flaw (Jet Grouting) | 10 | 2 | 4 | 4 | 8 | 3 | 6 | 4 | 8 | 4 | 8 | 4 | 8 |
| Question 2.9 | 5 | 2 | 2 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 |
| Question 2.10 | 5 | 2 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 5 | 5 |
| Question 2.11 | 5 | 2 | 2 | 3.5 | 3.5 | 3 | 3 | 3.5 | 3.5 | 4 | 4 | 5 | 5 |
| Question 2.12 - Fatal Flaw (RCC Dam Construction) | 10 | 4 | 8 | 4 | 8 | 4 | 8 | 2 | 4 | 1 | 2 | 4.5 | 9 |
| Question 2.13 | 5 | 5 | 5 | 3.5 | 3.5 | 3 | 3 | 2 | 2 | 1 | 1 | 5 | 5 |
| Question 2.14 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| Question 2.15 | 5 | 3.5 | 3.5 | 4.5 | 4.5 | 4.5 | 4.5 | 4.5 | 4.5 | 2.5 | 2.5 | 4 | 4 |
| | 100 | 62.25 | | 77.50 | | 72.00 | | 74.50 | | 67.00 | | 85.50 | |
| | Percentage | 62.25% | | 77.50% | | 72.00% | | 74.50% | | 67.00% | | 85.50% | |

ATTACHMENT 4

HEALTH AND SAFETY SCORING SHEET

Health and Safety Scoring Matrix

Package Name:
 Package No.: CH0009
 Project: Lower Churchill Project
 Scored By: Sean Lee
 Date:

Scoring Guide:
 0 - Question not answered or no relevant information provided in response
 1 - Response does not meet key Criteria
 2 - Response only meets a few of the key criteria
 3 - Response meets a majority of the key criteria
 4 - Response meets all key criteria
 5 - Response meets and exceeds key criteria

For Questions 4 - 13
 5 - Yes
 0 - No
 0 - N/A

| Question Weight (%) | Bernard / Pennecon | | | ASI Construction | | | EBC - Neilson | | | Astaldi | | | Dragados | | | Gilbert Group | | | | | | | | |
|---|--------------------|-------|---------|-----------------------------|-------|---------|--|-------|---------|---|-------|---------|---|-------|---------|-----------------------------------|-------|---------|-----------------------------------|--|--|------|--|--|
| | Answer | Score | Comment | Answer | Score | Comment | Answer | Score | Comment | Answer | Score | Comment | Answer | Score | Comment | Answer | Score | Comment | | | | | | |
| Health & Safety | | | | | | | | | | | | | | | | | | | | | | | | |
| 2.1 Employee/Person Hours | 5 | 4 | 4 | Hours Provided | 4 | 4 | Hours for last 3 years provided. | 4 | 4 | Hours Provided | 4 | 4 | Hours Provided | 4 | 4 | Hours Provided | 4 | 4 | Hours Provided | | | | | |
| 2.2 Workers Compensation (Full Section) | 5 | 2 | 2 | Cleared to work in NL | 2 | 2 | Currently cleared to work in US. Did not provide NL clearance letter | 4 | 4 | WCB Clearance letter provided for Province of Quebec. | 2 | 2 | Only provided partial do not have canadian comp documents | 4 | 4 | Clearance for other jurisdictions | 4 | 4 | Clearance for other jurisdictions | | | | | |
| 11.1 Does Applicant hold scheduled safety meetings, such as: Weekly General Safety Meetings for all crew and Weekly Departmental Meetings for each department at the work site? | 5 | 5 | 5 | Adequate Procedure provided | 5 | 5 | Procedure provided in H&S Management System Documents | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | | | | | |
| 11.2 Does Applicant inform workers of their rights to refuse unsafe work? | 5 | 5 | 5 | Adequate Procedure provided | 5 | 5 | Procedure provided in H&S Management System Documents | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | | | | | |
| 12.1 Does Applicant conduct Risk Assessments on all critical and non-routine jobs/job functions? | 5 | 5 | 5 | Adequate Procedure provided | 5 | 5 | Procedure provided in H&S Management System Documents | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | | | | | |
| 12.2 Does Applicant have a Permit To Work system? | 5 | 5 | 5 | Adequate Procedure provided | 5 | 5 | Procedure provided in H&S Management System Documents | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | | | | | |
| 13.1 Does Applicant's Health and Safety program outline the requirements for Supervisors and Employees to conduct regular inspections of equipment work conditions at the worksite? | 5 | 5 | 5 | Adequate Procedure provided | 5 | 5 | Procedure provided in H&S Management System Documents | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | | | | | |
| 13.2 Does Applicant's Health and Safety program require the prompt reporting of hazardous conditions at the worksite(s)? | 5 | 5 | 5 | Adequate Procedure provided | 5 | 5 | Procedure provided in H&S Management System Documents | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | | | | | |
| Score | 130 | | | 110.00 | | | 117.00 | | | 117.00 | | | 120.00 | | | 120.00 | | | 113.00 | | | | | |
| Percentage | 84.62% | | | PASS | | | 90.00% | | | PASS | | | 92.31% | | | PASS | | | 86.92% | | | PASS | | |

Health and Safety Scoring Matrix

Package Name: D4009
 Package No: Lower Churchill Project
 Project: Lower Churchill Project
 Scoring By: Sean Lee
 Date:

Scoring Guide:
 0- Question not answered or no relevant information provided in response
 1- Response does not meet key criteria
 2- Response only meets a few of the key criteria
 3- Response meets a majority of the key criteria
 4- Response meets all key criteria
 5- Response meets and exceeds key criteria

For Questions 4 - 13
 0- Yes
 0- No
 0- N/A

| Question Weight (%) | Bernard / Francon | | | ASL Construction | | | EDC - Nelson | | | ASD | | | Strategic | | | Gilbert Group | | | |
|---|-------------------|--------|---------|--|--------|---------|--|-------|---------|--|--------|---------|---|-------|---------|--|--------|---------|--|
| | Answer | Score | Comment | Answer | Score | Comment | Answer | Score | Comment | Answer | Score | Comment | Answer | Score | Comment | Answer | Score | Comment | |
| Health & Safety | | | | | | | | | | | | | | | | | | | |
| 2.1 Employed Person Hours | 5 | 4 | 4 | Hours Provided | 4 | 4 | Hours for last year provided. | 4 | 4 | Hours Provided | 4 | 4 | Hours Provided | 4 | 4 | Hours Provided | 4 | 4 | Hours Provided |
| 2.2 Workers Compensation (Full Sector) | 5 | 2 | 2 | Cleared to work in NL | 2 | 2 | Currently cleared to work in NL. Did not provide NI Clearance letter | 4 | 4 | WCR clearance letter provided for Province of Quebec | 2 | 2 | Only provided partial do not have completion completion documents | 4 | 4 | Clearance for other jurisdictions | 4 | 4 | Clearance for other jurisdictions |
| 2.3 Safety / Environment (Regulatory Compliance Safety) Environment | 5 | 2 | 2 | Stop Work order issued for crusher and other equipment at MSF Site | 2 | 2 | One violation pending 2012 | 0 | 0 | Section 33 violation and fine totaling 23K between 2008 - 2012 | 2 | 2 | Three Probationary violations | 4 | 4 | No fines or stop work orders disclosed | 4 | 4 | No fines or stop work orders disclosed |
| 3.0 Health and Safety Record | 5 | 2 | 2 | TFRS is 3.5, higher than industry standard | 4 | 4 | TFRS is below 2 | 4 | 4 | TFRS is 1.7 | 3 | 3 | TFRS slightly above 2 | 5 | 5 | TFRS Above 2 | 1 | 1 | TFRS is high at above 4 |
| 4.1 Does Applicant's Health and Safety Program have a Policy Statement that clearly outlines the Company's commitment to health and safety stewardship? | 5 | 5 | 5 | Policy Provided | 5 | 5 | Policy Provided | 5 | 5 | Policy Provided | 5 | 5 | Policy Provided | 5 | 5 | Policy Provided | 5 | 5 | Policy Provided |
| 4.2 Applicant's Health & Safety Program written to a Standard (such as ISO 14001 or CSA Z460-06)? | 5 | 0 | 0 | Not answered | 0 | 0 | Not answered | 0 | 0 | Not answered | 0 | 0 | Not answered | 0 | 0 | Not answered | 0 | 0 | Not answered |
| 4.3 Does Applicant provide formal Health & Safety management training to management personnel? | 5 | 5 | 5 | Adequate Procedure provided | 5 | 5 | There are several training sessions in the H&S Manual based on risk | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided |
| 4.4 Does Applicant provide an overview training program for management and employees? | 5 | 5 | 5 | Adequate Procedure provided | 5 | 5 | Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided |
| 4.5 Does Applicant have a written procedure for incident/accident reporting and investigation? | 5 | 5 | 5 | Adequate Procedure provided | 5 | 5 | Procedure provided in H&S Management System Documents | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided |
| 4.6 Does Applicant's Incident/Accident investigation follow a process such as the "Trafford" process? | 5 | 0 | 0 | Not answered | 0 | 0 | Procedure provided in H&S Management System Documents | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided |
| 4.7 Does Applicant have an emergency response plan related to risks at sites and specific locations? | 5 | 5 | 5 | Adequate Procedure provided | 5 | 5 | Procedure provided in H&S Management System Documents | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided |
| 4.8 Does Applicant provide Emergency Response training? | 5 | 5 | 5 | Adequate Procedure provided | 5 | 5 | Procedure provided in H&S Management System Documents | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided |
| 4.9 Does Applicant have an Alcohol and Drug Policy? Are all employees made aware of this policy and it enforced? | 5 | 5 | 5 | Adequate Procedure provided | 5 | 5 | H&S Program in place | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided |
| 4.10 Does Applicant have a policy pertaining to prohibited items (e.g. knives, firearms)? | 5 | 5 | 5 | Adequate Procedure provided | 5 | 5 | Procedure provided in H&S Management System Documents | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided |
| 4.11 Are all employees made aware of this policy and it is enforced? | 5 | 5 | 5 | Adequate Procedure provided | 5 | 5 | Procedure provided in H&S Management System Documents | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided |
| 4.12 Does Applicant make reference to following all applicable legislative requirements in the jurisdiction where work is being performed? | 5 | 5 | 5 | Adequate Procedure provided | 5 | 5 | Procedure provided in H&S Management System Documents | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided |
| 4.13 Does Applicant provide training for Management and Supervisors in safety management? | 5 | 5 | 5 | Adequate Procedure provided | 5 | 5 | Training procedure provided for all levels including 8 of hours | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided |
| 4.14 Does Applicant have a process in place to ensure that only competent workers, including supervisors, will be used during the operation? | 5 | 5 | 5 | Adequate Procedure provided | 5 | 5 | Procedure provided in H&S Management System Documents | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided |
| 4.15 Does Applicant have a policy or specific rules with respect to the use of Personal Protective Equipment (PPE)? | 5 | 5 | 5 | Adequate Procedure provided | 5 | 5 | Procedure provided in H&S Management System Documents | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided |
| 4.16 Does Applicant have a formal process for determining personal protective equipment requirements for its operations? | 5 | 5 | 5 | Adequate Procedure provided | 5 | 5 | Procedure provided in H&S Management System Documents | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided |
| 4.17 Does Applicant hold scheduled safety meetings, such as weekly general safety meetings for a crew and weekly Departmental Meetings for each department at the work site? | 5 | 5 | 5 | Adequate Procedure provided | 5 | 5 | Procedure provided in H&S Management System Documents | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided |
| 4.18 Does Applicant inform workers of their rights to refuse unsafe work? | 5 | 5 | 5 | Adequate Procedure provided | 5 | 5 | Procedure provided in H&S Management System Documents | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided |
| 4.19 Does Applicant conduct Risk Assessments on all critical and non-critical jobs/job functions? | 5 | 5 | 5 | Adequate Procedure provided | 5 | 5 | Procedure provided in H&S Management System Documents | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided |
| 4.20 Does Applicant have a Permit to Work system? | 5 | 5 | 5 | Adequate Procedure provided | 5 | 5 | Procedure provided in H&S Management System Documents | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided |
| 4.21 Does Applicant's Health and Safety program outline the requirements for Supervisors and Employees to conduct regular inspections of equipment work conditions at the worksite? | 5 | 5 | 5 | Adequate Procedure provided | 5 | 5 | Procedure provided in H&S Management System Documents | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided |
| 4.22 Does Applicant's Health and Safety program require the proper reporting of hazardous conditions at the worksite? | 5 | 5 | 5 | Adequate Procedure provided | 5 | 5 | Procedure provided in H&S Management System Documents | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided | 5 | 5 | Adequate Procedure provided |
| Score | 130 | 110.00 | | | 117.00 | | 117.00 | | 120.00 | | 120.00 | | 120.00 | | 133.00 | | 133.00 | | 133.00 |
| Percentage | 84.62% | PASS | | | 80.00% | | 80.00% | | 83.33% | | 83.33% | | 83.33% | | 86.52% | | 86.52% | | 86.52% |

ATTACHMENT 5
ENVIRONMENTAL SCORING SHEET

Environmental Questionnaire Evaluation Matrix


| | |
|------------------------|---|
| Expression of Interest | Scored By: North and South Dams Package No.: CH0009 Project: Lower Churchill Scored By: David Haley Date: 10-Jul-14 |
|------------------------|---|

Scoring Guide:

- 0 - Question not answered or no relevant information provided in response
- 1 - Response does not meet key Criteria
- 2 - Response only meets a few of the key criteria
- 3 - Response meets a majority of the key criteria
- 4 - Response meets all key criteria
- 5 - Response meets and exceeds key criteria

| Question Weight (%) | ASI Canada | | Astaldi | | Barnard - Pennecon | | HJOC - Dragados | | Groupe Gilbert | | EBC - Neilson | | |
|--|------------|---------|---------|---------|--------------------|--------|-----------------|--------|----------------|--------|---------------|--------|---|
| | Answer | Score | Answer | Score | Answer | Score | Answer | Score | Answer | Score | Answer | Score | |
| Environmental | | | | | | | | | | | | | |
| 2.1 Employee/Person-Hours | | | | | | | | | | | | | |
| 2.1.1 number of employees | 0 | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | |
| 2.1.2 number of person-hours | 0 | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | |
| 2.2 Environmental (Regulatory) Compliance | | | | | | | | | | | | | |
| 2.2.1.2 number of agency inspections conducted over past three years | 0 | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | |
| 2.2.1.3 Amount of fines incurred, if any | 0 | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | |
| 3.0 Contractor Environmental Record | | | | | | | | | | | | | |
| 3.1 person-hours/year for past three years | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | |
| 3.2 environmental incidents/non-compliance | 5 | 5 | 5 | 5 | 5 | 3 | 3 | 1 | 1 | 5 | 5 | 5 | |
| 4.0 Leadership and Administration | | | | | | | | | | | | | |
| 4.1 Does your company have an environmental policy statement that clearly outlines its commitment to environmental stewardship? | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | |
| 4.2 Does your company have a formal Environmental Management System that conforms to a recognized Standard (such as ISO 14001)? | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 0 | 0 | 0 | |
| 4.3 Does your company have a record keeping system for environmental documents? | 5 | 5 | 5 | 5 | 5 | 0 | 0 | 5 | 5 | 5 | 5 | 5 | |
| 5.0 Leadership Training | | | | | | | | | | | | | |
| 5.1 Does your company provide formal environmental management training to management personnel? | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | |
| 5.2 Provide an overview of training program for management and employees. | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 0 | |
| 6.0 Incident Investigations | | | | | | | | | | | | | |
| 6.1 Does your company have a written procedure for environmental incident reporting and investigation? | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | |
| 6.2 Does your company incident investigation follow a process such as the "TapRoot" process? | 5 | 5 | 5 | 5 | 5 | 0 | 0 | 5 | 5 | 5 | 5 | 5 | |
| 7.0 Emergency Preparedness | | | | | | | | | | | | | |
| 7.1 Does your company have an emergency response plan related to its activities and specific locations? | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | |
| 7.2 Does your company provide Emergency Response training? | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 0 | 0 | 5 | |
| 7.3 Does your company have a spill response plan for hazardous materials, including fuels and other petroleum products, that it transports, handles, uses, stores and / or disposes? | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | |
| 8.0 Organizational Rules, Policies & Procedures | | | | | | | | | | | | | |
| 8.1 Does your company follow all applicable legislative requirements in the jurisdiction where work is being performed? | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | |
| 8.2 Does your company have formal environmental policies and procedures as part of its Environmental Management System? | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | |
| 9.0 Employee Knowledge & Skills Training | | | | | | | | | | | | | |
| 9.1 Does your company provide training for Management and Supervisors in environmental management? | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | |
| 9.2 Does your company have in place a process to ensure that only competent workers, including supervision, are used during the operation? | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | |
| 9.3 Does your company offer WHMIS training to its staff? | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 0 | 0 | 0 | |
| 10.0 Job Meetings | | | | | | | | | | | | | |
| 10.1 Does your company discuss environmental issues at regular job meetings | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | |
| 11.0 Planned Environmental Audits and Inspections | | | | | | | | | | | | | |
| 11.1 Does your company's environmental program outline the requirements for Supervisors and Employees to conduct regular environmental inspections of work conditions at the worksite? | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | |
| 11.2 Does your company's environmental program require the prompt reporting of hazardous conditions and spill incidents at the worksite/s? | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | |
| Score | | 100 | 0 | 100 | 0 | 88 | 0 | 96 | 0 | 80 | 0 | 85 | 0 |
| Percentage | | 100.00% | | 100.00% | | 88.00% | | 96.00% | | 85.00% | | 85.00% | |

ATTACHMENT 6
QUALITY SCORING SHEET

| | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|------------------|------------------------------------|---------|---------------|------------------|---------------|---------------|---------------|---------------|---------------|-------------|---------------|--------|--------------|--------|--------------|--------|--------------|--------|--------------|--------|--------------|--------|--------------|--|
|  | Project : | LCP | | | | | | | | | | | | | | | | | | | | | | | |
| | Pjject #: | 505573 | | | | | | | | | | | | | | | | | | | | | | | |
| | Pkg No.: | CH0009 | | | | | | | | | | | | | | | | | | | | | | | |
| | Date: | 23/Jun/14 | | | | | | | | | | | | | | | | | | | | | | | |
| | Pkg Name: | Construction of North & South Dams | | | | | | | | | | | | | | | | | | | | | | | |
| Scored By: | Paul Fraser | | | | | | | | | | | | | | | | | | | | | | | | |
| Question Weight (%) | ASI Constructors | | Astaldi | | Barnard/Pennecon | | HJOC-Dragados | | Group Gilbert | | EBC-Neilson | | | | | | | | | | | | | | |
| | Answer | Score | Answer | Score | Answer | Score | Answer | Score | Answer | Score | Answer | Score | Answer | Score | Answer | Score | Answer | Score | Answer | Score | Answer | Score | Answer | Score | |
| Quality Part A - To be Completed by all Proponents | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1. Does your company have a registered Quality Management System? | 50 | 0 | 0 | 4 | 40 | 4 | 40 | 4 | 40 | 4 | 40 | 4 | 40 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Q2. If company has a registered Quality management system, please provide the Table of Contents of your Quality Manual. | 50 | 0 | 0 | 4 | 40 | 4 | 40 | 4 | 40 | 4 | 40 | 4 | 40 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Score Part A | 100 | 0.00 | | 80.00 | | 80.00 | | 80.00 | | 80.00 | | 80.00 | | 0.00 | | 0.00 | | 0.00 | | 0.00 | | 0.00 | | 0.00 | |
| Percentage | | 0.00% | | 80.00% | | 80.00% | | 80.00% | | 80.00% | | 80.00% | | 0.00% | | 0.00% | | 0.00% | | 0.00% | | 0.00% | | 0.00% | |
| Quality Part B - To be completed by proponents that "do not" have a registered ISO 9001:2008 QMS | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3. If you do not have a registered Quality Management System, please explain how your organization controls its processes to ensure that you meet the customer's requirements. | 15 | 3.5 | 10.5 | | | | | | | | | | | | | | | | | | | | | | |
| Q4. Are there written procedures for your core processes? Please list. | 15 | 3 | 9 | | | | | | | | | | | | | | | | | | | | | | |
| Q5. How do you ensure that your main subcontractors meet specified requirements (including requirements for Quality)? | 15 | 3.5 | 10.5 | | | | | | | | | | | | | | | | | | | | | | |
| Q6. What are your processes for addressing problems and opportunities for improvement? Provide details. | 10 | 3.5 | 7 | | | | | | | | | | | | | | | | | | | | | | |
| Q7. Do you have a documented audit schedule for both internal and external audits? | 10 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | |
| Q8. What is your process for responding to customer complaints or corrective action requests? | 10 | 3.5 | 7 | | | | | | | | | | | | | | | | | | | | | | |
| Q9. Describe your process for investigating the root cause of problems and implementing effective corrective action. | 10 | 4 | 8 | | | | | | | | | | | | | | | | | | | | | | |
| Q10. Is there a procedure for management of hard copy and electronic records? | 10 | 3 | 6 | | | | | | | | | | | | | | | | | | | | | | |
| Q11. Please provide contact information for two client references and details of products or services provided. | 5 | 4 | 4 | | | | | | | | | | | | | | | | | | | | | | |
| Score Part B | 100 | 62.00 | | 0.00 | | 0.00 | | 0.00 | | 0.00 | | 0.00 | | 0.00 | | 0.00 | | 0.00 | | 0.00 | | 0.00 | | 0.00 | |
| Total Percentage | | 62.00% | | 80.00% | | 80.00% | | 80.00% | | 80.00% | | 80.00% | | 0.00% | | 0.00% | | 0.00% | | 0.00% | | 0.00% | | 0.00% | |

Note: Proponent **MUST** achieve a **MINIMUM** score of 60% in order to proceed to RFP

| | |
|---|--|
| Scoring Guide: | |
| 0 - Question not answered or no relevant information provided in response | |
| 1 - Response does not meet key Criteria | |
| 2 - Response only meets a few of the key criteria | |
| 3 - Response meets a majority of the key criteria | |
| 4 - Response meets all key criteria | |
| 5 - Response meets and exceeds key criteria | |

ATTACHMENT 7
COMMENT SHEETS

**NORTH AND SOUTH DAMS
CH0009****EOI – Response to Additional Questions**

In response to the Telecon(s) of Friday July 18, 2014

ASI

ASI reverted with a strategy to JV with Coastal Drilling (Jet Grouting Specialist) and a subcontract with Johnson Construction. The strategy appears to utilize the combination of ASI & Coastal to provide specialized experience plus consolidated, combined financial security and stability; allied with a subcontract with Johnson to deliver the Heavy Civil and local content experience (rock; river diversion; crushing and Labour Relations) .

Overall, ASI's strategy for the work is still considered to have serious shortfall in:

- Overall Financial Capacity and Security
- Heavy Civil capability – Johnson is lacking in the necessary hydro/river diversion experience.
- Overall Coordination and interface with other Contractors (sic. CH0007)
- Labour Relations – Johnson record not stellar
- Safety Performance (Johnson)
- SDRL deliverables and initial Work Packages – likely to be a problem.

Conclusion

Fail.

EBC-Neilson

EBC – Neilson has responded with a complete reversion to their original submission and appear (RPL opinion) to not have tried very hard to beef up their RCC portion of the submission with an acceptable strategic alliance despite Company encouragement to so do.

Conclusion

Fail.



CH0009 - North and South Dams - EOI Responder Teclecom
Roy Lewis to: Mark Turpin, Scott O'Brien
Cc: Blake Hill

07/21/2014 11:28 AM

Mark/Scott

Here is the record of the communication (of Friday passed) with three of the EOI submitters.



EOI - Questions and Directives - Record of Telecon 18.docx

Best Regards

Roy

Roy Lewis

Contracts Coordinator

Nalcor Energy - Lower Churchill Project

t. 709 733-5243 c. 709 689-2379 f. 709 754-0787

e. RoyLewis@nalcorenergy.com

w. nalcorenergy.com

1.888.576.5454

This email communication is confidential and legally privileged. Any unauthorized reproduction, distribution or disclosure of this email or any attachments is strictly prohibited. Please destroy/delete this email communication and attachments and notify me if this email was misdirected to you .

Record of Teleconference - Friday July 18 10:00 - 11:30**EOI – QUESTIONS/DIRECTIVES****ASI**

Company wishes to advise **ASI** of the current status of your EOI submission.

Your submission has not met sufficient of Company's criteria for inclusion on the Bidder List for this contract. However, we can advise you of those areas in which Company consider you may be able to meet our selection criteria – subject to your ability to submit the following:

- Confirmation of your willingness to provide the Performance Securities.
- Clear demonstration of **ASI's** ability to execute the critical works as follows:
 - Jet Grouting
 - Churchill River Diversion Work
- Clear demonstration of experience operating in a unionized environment with particular emphasis on dealing with Building Trades unions.
- Clear demonstration of your success in forming a suitable Joint Venture Partnership that would submit a robust commercial and technical submission which would demonstrate to Company your ability to execute the entire Works.
 - For information purposes only these are some companies which may provide you with the additional resource(s) necessary to be considered:
 - H.J. O'Connell
 - Pennecon
 - Kiewit
 - Barnard
 - Groupe Gilbert
 - EBC
 - Newfoundland and Labrador Construction Association
 - Newfoundland and Labrador Road Builders Association.
- Such additional submission(s) must be delivered to Company no later than Friday, July 25 2014 in order for **ASI** to continue to be included in the EOI review process.

NORTH AND SOUTH DAMS
CH0009**Record of Telecon**

Time: 10:00 (NL Time)

LCP - RPL; MT
ASI - Rich King

Advised ASI as above (including advising that ASI were initially contacted because of their recognized strength in RCC work) and provided list of possible Contractors who could provide sufficient Civil Experience depth and financial strength if involved in a JV arrangement with ASI.

RK indicated that he understood our assessment and would revert after discussing the latest position with his company associates. He requested that we remain open to contact between today and Friday July 25 if any further clarification was needed. LCP agreed to so do.

The tone of the telecom was cordial and professional

EBC-Neilson

Company wishes to advise **EBC-Neilson** of the current status of your EOI submission.

Your submission has not met sufficient of Company's criteria for inclusion on the Bidder List for this contract. However, we can advise you of those areas in which Company consider you may be able to meet our selection criteria – subject to your ability to submit the following:

- Clear demonstration of **EBC-Neilson's** ability to execute the critical works as follows:
 - RCC dam construction
 - Company has determined that the RCC information currently provided by **EBC-Neilson** fails to meet the minimum requirements established by Company for this contract.
 - **EBC-Neilson** is encouraged to seek out a suitable partner who would provide the necessary proven expertise and work history experience to satisfy Company requirements.
 - Clear demonstration of your success in obtaining a suitable relationship such as additional JV Partner; Nominated Subcontractor for RCC work.
 - Suggested Companies include:
 - ASI - USA
 - Dragados - Spain

NORTH AND SOUTH DAMS
CH0009

- Astaldi - Italy
 - Italstrad – Italy
 - Barnard - USA
 - Oderbrecht Energy – Brazil
 - Andrade Gutierrez – Brazil
 - IVAI – Brazil
 - ICA - Mexico
 - Ozaltin – Turkey
 - Ozkar – Turkey
 - AEGEK/Hidrogradjna JV – Greece/Bosnia
 - J&P Avax – Greece
 - Jyane – Iran
 - Savage and Lovemore – South Africa
 - Patel Engineering – India
 - Razel – France
 - Soma – India
 - ZeyGESSTROY – Russia
 - Vichitbahn - Thailand
 - Others – talk to Mark.
- Such additional submission(s) must be delivered to Company no later than Friday, July 25 2014 in order for **EBC-Neilson** to continue to be included in the EOI review process.

Record of Telecon**Time: 10:30 (NL Time)**

LCP - RPL; MT

EBC-N - Raymond Brais; Francois Groleau and others.

Advised EBC-N as above and provided list of possible Contractors who could provide sufficient RCC experience depth if involved in a JV arrangement or as a Subcontractor of EBC-N. MT advised that the RCC experience on Contract CH0006 was not good and as an example did not meet Company requirement for the permanent work on CH0009.

EBC-N understood and acknowledged the need to seek out a suitable company to allow them to re-submit.

The tone of the telecom was cordial and professional.

NORTH AND SOUTH DAMS
CH0009

Groupe Gilbert

Company wishes to advise **Groupe Gilberte** of the current status of your EOI submission.

Your submission has not met sufficient of Company's criteria for inclusion on the Bidder List for this contract. Company considers that overall your EOI submission is not sufficiently robust to demonstrate your ability to execute the contract Work.

Record of Telecon

Time: 11:00 (NL Time)

LCP - RPL; MT

Group Gilbert - Louis-Martin Simard; Mario Martel and others.

Advised Group Gilbert as above and advised that their submission, especially in RCC discipline, was not sufficiently robust to allow inclusion on the Bidder List for CH0009. This advice was challenged by GG who considered that their overall experience, especially their record of finishing work on time and their inclusion of the RCC "Expert" in their team was sufficient evidence to demonstrate their ability to execute the Work. RPL advised that the evaluation plan included a Fatal Flaw criteria of insufficient demonstrated RCC experience and work history and GG fell into this category. GG again expressed their concern over this decision and stated that their "Expert" had vast experience in RCC Work. MT responded that there was insufficient actual practical experience demonstrated and that COMPANY had already engaged the services of world renown RCC "Experts" and COMPANY was looking for actual demonstrated work experience in RCC. GG again challenged Company position and RPL re-iterated that GG had failed to meet the criteria to get passed a Fatal flaw in the evaluation and the submission was a fail.

Finally GG accepted COMPANY position and expressed their disappointment that they would not be included on the Bidder List for CH0009.

The tone of the telecom was cordial and professional, although Group Gilbert was very reluctant to accept COMPANY's assessment of their submission.

General

Scott O'Brien advised RPL & MT prior to the telecom(s) that he would prefer not to be involved in the telecom(s) due to pressing other matters. RPL advised that this decision would actually be positive rather than negative in the event that Group Gilbert brought up

Record of Teleconference - Friday July 18 10:00 - 11:30**EOI – QUESTIONS/DIRECTIVES****ASI**

Company wishes to advise **ASI** of the current status of your EOI submission.

Your submission has not met sufficient of Company's criteria for inclusion on the Bidder List for this contract. However, we can advise you of those areas in which Company consider you may be able to meet our selection criteria – subject to your ability to submit the following:

- Confirmation of your willingness to provide the Performance Securities.
- Clear demonstration of **ASI's** ability to execute the critical works as follows:
 - Jet Grouting
 - Churchill River Diversion Work
- Clear demonstration of experience operating in a unionized environment with particular emphasis on dealing with Building Trades unions.
- Clear demonstration of your success in forming a suitable Joint Venture Partnership that would submit a robust commercial and technical submission which would demonstrate to Company your ability to execute the entire Works.
 - For information purposes only these are some companies which may provide you with the additional resource(s) necessary to be considered:
 - H.J. O'Connell
 - Pennecon
 - Kiewit
 - Barnard
 - Groupe Gilbert
 - EBC
 - Newfoundland and Labrador Construction Association
 - Newfoundland and Labrador Road Builders Association.
- Such additional submission(s) must be delivered to Company no later than Friday, July 25 2014 in order for **ASI** to continue to be included in the EOI review process.

Record of Telecon**Time: 10:00 (NL Time)**LCP - RPL; MT
ASI - Rich King

Advised ASI as above (including advising that ASI were initially contacted because of their recognized strength in RCC work) and provided list of possible Contractors who could provide sufficient Civil Experience depth and financial strength if involved in a JV arrangement with ASI.

RK indicated that he understood our assessment and would revert after discussing the latest position with his company associates. He requested that we remain open to contact between today and Friday July 25 if any further clarification was needed. LCP agreed to so do.

The tone of the telecom was cordial and professional

EBC-Neilson

Company wishes to advise **EBC-Neilson** of the current status of your EOI submission.

Your submission has not met sufficient of Company's criteria for inclusion on the Bidder List for this contract. However, we can advise you of those areas in which Company consider you may be able to meet our selection criteria – subject to your ability to submit the following:

- Clear demonstration of **EBC-Neilson's** ability to execute the critical works as follows:
 - RCC dam construction
 - Company has determined that the RCC information currently provided by **EBC-Neilson** fails to meet the minimum requirements established by Company for this contract.
 - **EBC-Neilson** is encouraged to seek out a suitable partner who would provide the necessary proven expertise and work history experience to satisfy Company requirements.
 - Clear demonstration of your success in obtaining a suitable relationship such as additional JV Partner; Nominated Subcontractor for RCC work.
 - Suggested Companies include:
 - ASI - USA
 - Dragados - Spain

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- Astaldi - Italy
 - Italstrad – Italy
 - Barnard - USA
 - Oderbrecht Energy – Brazil
 - Andrade Gutierrez – Brazil
 - IVAI – Brazil
 - ICA - Mexico
 - Ozaltin – Turkey
 - Ozkar – Turkey
 - AEGEK/Hidrogradjna JV – Greece/Bosnia
 - J&P Avax – Greece
 - Jyane – Iran
 - Savage and Lovemore – South Africa
 - Patel Engineering – India
 - Razel – France
 - Soma – India
 - ZeyGESSTROY – Russia
 - Vichitbahn - Thailand
 - Others – talk to Mark.
- Such additional submission(s) must be delivered to Company no later than Friday, July 25 2014 in order for EBC-Neilson to continue to be included in the EOI review process.

Record of Telecon**Time: 10:30 (NL Time)**

LCP - RPL; MT

EBC-N - Raymond Brais; Francois Groleau and others.

Advised EBC-N as above and provided list of possible Contractors who could provide sufficient RCC experience depth if involved in a JV arrangement or as a Subcontractor of EBC-N. MT advised that the RCC experience on Contract CH0006 was not good and as an example did not meet Company requirement for the permanent work on CH0009.

EBC-N understood and acknowledged the need to seek out a suitable company to allow them to re-submit.

The tone of the telecom was cordial and professional.

Groupe Gilbert

Company wishes to advise **Groupe Gilberte** of the current status of your EOI submission.

Your submission has not met sufficient of Company's criteria for inclusion on the Bidder List for this contract. Company considers that overall your EOI submission is not sufficiently robust to demonstrate your ability to execute the contract Work.

Record of Telecon

Time: 11:00 (NL Time)

LCP - RPL; MT

Group Gilbert - Louis-Martin Simard; Mario Martel and others.

Advised Group Gilbert as above and advised that their submission, especially in RCC discipline, was not sufficiently robust to allow inclusion on the Bidder List for CH0009. This advice was challenged by GG who considered that their overall experience, especially their record of finishing work on time and their inclusion of the RCC "Expert" in their team was sufficient evidence to demonstrate their ability to execute the Work. RPL advised that the evaluation plan included a Fatal Flaw criteria of insufficient demonstrated RCC experience and work history and GG fell into this category. GG again expressed their concern over this decision and stated that their "Expert" had vast experience in RCC Work. MT responded that there was insufficient actual practical experience demonstrated and that COMPANY had already engaged the services of world renown RCC "Experts" and COMPANY was looking for actual demonstrated work experience in RCC. GG again challenged Company position and RPL re-iterated that GG had failed to meet the criteria to get passed a Fatal flaw in the evaluation and the submission was a fail.

Finally GG accepted COMPANY position and expressed their disappointment that they would not be included on the Bidder List for CH0009.

The tone of the telecom was cordial and professional, although Group Gilbert was very reluctant to accept COMPANY's assessment of their submission.

General

Scott O'Brien advised RPL & MT prior to the telecom(s) that he would prefer not to be involved in the telecom(s) due to pressing other matters. RPL advised that this decision would actually be positive rather than negative in the event that Group Gilbert brought up

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their current status as a Bidder on CH0008. As Scott is still involved in the CH0008 Bid Review process then his presence in the call could prejudice his ability to be seen as impartial. Scott agreed that it was better, overall, for him not to be directly involved with CH0009 EOI responders at this stage and he was comfortable to allow RPL/MT to handle the calls on their own.