

John Mulcahy

17-July-2017

Mr. Paul Harrington
Project Director
Muskrat Falls Power Generation

Dear Sir,

I am writing to inform you that I left the project 07-July due to a complete lack of respect shown by senior project management. Fortunately, I am in a financial position where I can leave the project and not worry about providing for my family. I raise this to you today because there are many great people on the project who have called me in confidence since I left who do not have that luxury, and this letter is for them. It was only about one year ago where similar circumstances led me to write a letter to you about non-compliance of Nalcor Core Values by senior management. I received several so called "apologies" and was asked to stay on the project as long as I wanted. I agreed as I dearly loved my job, the project, and my province.

In April, Ron Power came to my office and said my services were no longer required because an individual on site could handle any construction issues that could come up. We agreed that I would finish up the middle of May because I wanted to turn over all the files that I had on CH0009 and CH0008. I went to the site the following week and gave Jason O' Brien all my files and emails on CH0009, and Jeff Reid the files I had for CH0008. I had several requests after this to extend my time to help through certain issues. On the 30th of June Scott O'Brien came to my office and said he had spoken to Gilbert Bennett and yourself and that I could stay on the project but he had to make a concession to Ron that I move out of my office for him to agree. I agreed, but requested a day to clear my office and pack my files, to which Scott agreed. I went to site on the morning of 04-July at his request. While on site I had no internet or lotus notes access for two days as my access was removed.

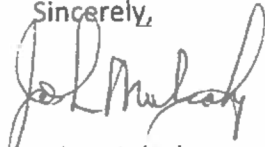
I returned from site on 07-July to find my office cleared out and all files, binders etc. packed in cardboard boxes and placed in a cubicle with two others and my work station cluttered with not enough room to lay down a cup of tea. This is not how you treat people; whether fresh out of school, or a person like myself with 51 years of experience mostly in hydro. In my generation, your word was your bond, and a handshake meant something but not so today. To maintain my pride, dignity and self-respect I had to leave. I cannot understand someone's head space for an office to be such an issue when a project is so far behind schedule and over budget. Do people realize they have a fiduciary responsibility for people's money? I have always done my best for the project, and have saved this project \$80-\$100M directly, and could have saved another \$50-\$80M if people had listened to my advice and recommendations.

I am disappointed Nalcor allows this behaviour to happen. It felt as if I was booted through the door.

In all my years in construction, the field team ran the construction site and the head office supported the field team. On Muskrat Fall, it is vice versa and is to the detriment of the project and the people of the province especially with all the interfaces coming up. It cannot be micro managed from head office.

In closing, I sincerely wish the project all the best and it will happen if attitudes change at the top and certain senior individuals operate differently, stop bullying, and support and empower people around them and adhere to the core values. Thank you for the opportunity to have worked on the project.

Sincerely,



John Mulcahy

cc. Gilbert Bennett