Binder 2

DG3 – Estimate Cost of EPCM Services

DG3 - Estimate Cost of EPCM Services Conclusion

Based on the assumptions and calculations used in this analysis, below is a summary of the outcomes and conclusions reached in the DG3 Estimate for SLI EPCM Services.

Estimated Cost:

Total Estimated Cost	\$403,781,425
Incurred Cost up to 21-March-2012	\$45,860,319
Estimated Cost 22-March-2012 and onward	\$357,921,106

Estimated Hours:

Total Estimated Hours	2,652,129
Incurred Hours up to 21-March-2012	299,000
Estimated Hours 22-March-2012 and onward	2,353,129

Average Billable Rate:

Head Office Personnel	\$121.65
Relocated Head Office Personnel	\$121.65
Relocated Site Personnel	\$118.42
Local Site Personnel	\$87.64

Sensitivity Analysis:

Sensitivity Analysis Completed	Impact on Cost Increase/(Decrease)	Percent Increase/(Decrease		
Increase in base salary of 10%	22,206,800	5.50%		
Increase in estimated hours by 10%	35,440,000	8.78%		
Increase in estimated hours by 20%	70,881,000	17.55%		
Increase in filed office Computer Service Rate to \$7/hour	4,383,000	1.09%		
Increase in assignment cost by 10%	2,515,000	0.62%		
Increase in business travel cost to \$1.50/hour	629,000	0.16%		
Increase in local hires for construction management from 5-10%	(2,508,000)	(0.62%)		

Nalcor Energy - LCP Table of Contents DG3 Estimate for EPCM Services

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Prepared By: Jonathon Kelly

Date: 31-May-2012

Purpose: To Complete DG3 Estimate for EPCM Services

Lower Churchill Project Finance and Accounting was engaged to complete a DG3 estimate of EPCM services to be provided by SLI for the entirety of the project. Based on the analysis completed, it is estimated that SLI will require 1,095,840 man hours at head office in St. John's and 1,556,289 man hours at site in Labrador for a total estimated cost for SLI EPCM services of \$403,781,425. These estimates include 299,000 man hours and cost of \$45,860,319 up to the 21-March-2012. The analysis completed by LCP - F&A used information provided by Ken McClintock (Consultant) related to monthly estimate of man hours required by SLI and historical information available by LCP - F&A.

SLI Estimated Hours

Ken McClintock's man hour estimates were based on information provided by Nalcor Project
Management Team which estimated, by discipline, staffing requirements needed by SLI for the duration
of the project. Each discipline lead was tasked to provide estimated staffing requirements for SLI based
on the scope of work they will be expected to provide to the project. Through the information provided
by the Nalcor – Project Management Team, consultation with SLI and alignment with project scheduling,
a module was developed estimating required SLI man hours for the duration of the project. Based on
this work 2,652,129 man hours were estimated to be required by SLI for the entire project, which
includes approximately 299,000 used to the end of March 2012. Key assumptions were used in this
analysis which included the following:

- · Home Office has 50 hour work week;
- Site has 60 hour work week;
- Average number of weeks per month is 4.2

SLI Estimated Cost

Head Office Personnel

Reimbursable Labour - Head Office

As a continuation of the analysis completed above, LCP - F&A used the estimated hours to estimate total cost of SLI EPCM services using available historical information, terms and conditions agreed upon within agreement LC-G-002 and proposed site condition report completed by SLI. Based on SLI invoices to date, LCP - F&A was able to estimate hourly billing rate for head office of \$121.65 which consists of the following:

Base Rate	55.72
Uplift (Blended rate 9.24%)	5.16
Payroll Burden (38.1%)	23.19
Office Overhead	28.40

Computer Services	7.22
Reproduction Services	1.96
TOTAL – Average Labour	121.65
Hourly Cost Head Office	

Other Reimbursable Costs

Based on experience with SLI, LCP - F&A has completed an analysis on other reimbursable costs associated with SLI EPCM services. These costs are related to assignment costs, office facilities and services costs, business travel cosst and additional rate costs. As some of the costs related to these items significantly fluctuate month to month, LCP - F&A used invoiced to-date cost and hours to estimate a reasonable cost for each item above. Below is a summary of other reimbursable costs and average rate used for this estimate.

Assignment Cost	20.00/hour			
Office Facilities & Services:				
April 2012-May-2012	40,800/month			
June 2012-October 2013	51,600/month			
November 2012 Onward	40,800/month			
Business Travel	1.00/hour			
Additional Rates	7,500/month			

Site Personnel

Average Hourly Rate - relocated site personnel

An assumption was made that the above hourly base rate will be consistent amongst all SLI personnel including site employees. For relocated site personnel, LCP - F&A estimated an hourly average labour site cost of \$118.42 which is made up of the following:

TOTAL – Average Labour Hourly Cost Site (Relocated)	118.42
Computer Services	3.00
Office Overhead	7.69
Payroll Burden	29.72
Additional Hours Uplift	8.36
Remote Location Uplift	5.57
Project Uplift	8.36
Base Rate	55.72

Average Hourly Rate - Local site personnel

Base rate for local SLI site personnel was also estimated at \$55.72. Based on discussion with Project Controls, it was estimated that approximately 5% of SLI site personnel will be hired locally in Labrador, and therefore will not be entitled to the same total hourly billable rate as relocated personnel. For local site personnel, LCP - F&A estimated an hourly average labour site cost of \$87.64 which is made up of the following:

Computer Services TOTAL – Average Labour	3.00 87.64
Office Overhead	7.69
Payroll Burden	21.23
Base Rate	55.72

Additional Site Costs

In addition to hourly rates for relocated site employees, an additional \$1,200 has been estimated per turnaround to cover travel to and from point of origin costs along with \$90 per day for meals and site costs. These estimates are provided based on best estimates available by Nalcor Project Controls.

Sensitivity Analysis

Sensitivity analysis was completed on a number of assumptions to determine the impact variances on estimated rates would have on the total EPCM estimate. When determining what variances to consider, an assessment of the potential risks was completed. Some of the risks identified include the following:

- The estimated base salary might increase beyond what is used in the estimate:
 - Market conditions may drive the average rate up due to a shortage in skilled labour.
 - The mix of employees may change resulting in a change in the estimated average rate.
- The estimated hours to complete the work might increase:
 - Project delays may extend the life of the project and cause an increase in hours.
 - The estimated manpower estimates might not be attainable.
 - Unforeseen scopes of work might impact the estimate.
- . The field office Computer Service Rate might increase up to seven (7) dollars per hour:
 - A potential dispute between Nalcor and SLI regarding an interpretation of what was
 included in the field office Computer Service Rate has been identified. Although Nalcor
 feels that the appropriate rate as stipulated in the Agreement is being used in this
 model, an analysis of a change in this rate has been included below.
- The average Assignment Cost per hour may increase:
 - The mix of locals vs. expatriates may change. This would have a direct impact on the average Assignment Cost per hour.

Based on examining risks, including those identified above, an analysis of the effects that some of these risks may have on the overall estimate was completed. Summarized below are the results of that analysis:

Sensitivity Analysis Completed	Impact on Cost Increase/(Decrease)	Percent Increase/(Decrease)		
Increase in base salary of 10%	22,206,800	5.50%		
Increase in estimated hours by 10%	35,440,000	8.78%		
Increase in estimated hours by 20%	70,881,000	17.55%		
Increase in filed office Computer Service Rate to \$7/hour	4,383,000	1.09%		
Increase in assignment cost by 10%	2,515,000	0.62%		
Increase in business travel cost to \$1.50/hour	629,000	0.16%		
Increase in local hires for construction management from 5-10%	(2,508,000)	(0.62%)		

				Lower Churc	hill Project		
				Summary of A	Assumptions		
		Allocated	MF	LIL	LTA		description
						Reference (Tab) #	4.
ixed Fee			13.32	13.32	13.32	EPCM Agreement	Per agreement
							//
Reimbursa	ble Labour - Head Office (Base rate alre	ady includes proj	ect uplift)				-
1							
	Average Rate - prior to uplift	-	55.72	55.72	55.72	17	Per attached working paper
			5411.2		24112		The state of the s
	Actual Uplift		15%	15%	15%	EPCM Agreement	Per agreement
	netuur u piirt	1	15/6	1376	13/6	Cr Citt regreement	rei agreement
	Blended uplift rate	_	9.3%	9.3%	9.3%		Blanded wellfacete
	biended upint rate	_	9.5%	9.3%	9.3%		Blended uplift rate
	Avenue Overell Pate		50.07	50.07	50.07		no the Calabara and the
	Average Overall Rate		60.87	60.87	60.87	6	Per attached working paper
	- v- ·		20 (00)	2011011	24 (25)	E	
	Payroll Burden		38.10%	38.10%	38,10%	EPCM Agreement	Payroll burden rate for 2011
	Office Overhead - HO		28.40	28.40	28.40	EPCM Agreement	Fixed fee per the agreement
		1	200			EPCM Agreement	
	Computer Services - HO		7.22	7.22	7.22	and 8	Per agreement plus 3.2% CPI increase for 2012
						EPCM Agreement	
	Reproduction Services - HO		1.96	1.96	1.96	and 8	Per agreement plus 3.2% CPI increase for 2012
	Canadian Tax Equalization - HO						
				in a grant of			
	Avg. Labour Hour Cost		121.65	121.65	121.65		
Reimbursa	ble Labour - Site						
	Project uplift		15%	15%	15%	14	Per the proposed site conditions report provided by SLI
	Remote location uplift		10%	10%	10%	14	
	Additional hours uplift		15%	15%	15%	14	Per the proposed site conditions report provided by SLI
	Payroll Burden		38.10%	38.10%	38.10%	EPCM Agreement	Per agreement
	Office Overhead - Site		7.69	7.69	7.69	EPCM Agreement	Fixed fee per agreement
-	Computer Services - Site		3.00	3.00	3.00	EPCM Agreement	
	Reproduction Services - Site	-	3.00	3.00	3.00	Er Civi Agreement	Per agreement - to be discussed
	Canadian Tax Equalization - Site	-		- 1	12		
_		-	-		-		
	Rest and Recupertion	-					
	Travel (To & From Point Of Origin)		1,200.00	1,200.00	1,200.00		Estimate provided by Project Controls
	Meals and Camp Costs (Per Day)		90.00	90.00	90.00	14	
	Local Hotel Costs (Per Day)						To be discussed
Average As	ssignment Costs Per Hour		20.00	20.00	20.00	15	
Office Over	rhead Prepayment	1,180,000.00					
Office Facil	lities & Services						
	Rate		600.00	600.00	600.00		Per agreement
	April 2012 to May 2012	68	40,800.00	40,800.00	40,800.00	EPCM Agreement	
	June 2012 to Oct 2013	86	51,600.00	51,600.00	51,600.00	EPCM Agreement	
	Nov 2013 Onward	68	40,800.00	40,800.00	40,800.00	EPCM Agreement	
Business Tr	ravel Cost Per Hour		1.00	1:00	1.00	15	Estimate per attached working paper
			2.00	2.00	2.00		har annual transmit haben
Additional	Rates (Monthly Cost)		2500	2500	2500	Estimate	Estimate
.authoridi	The state of the s		2500	2500	2500	Laumate	Last ridge
Other No.	av.						
Other Note	Property and the second	To have fit at	72	4.5		1.71	
	Work shift entails a 20 and 8 rotation (10 hrs./day)	10		10	14	
	10% of site staff will be local		5%	5%	5%	Estimate	Estimate provided by Project Controls
	I make the same of	1					Per the proposed site conditions report provided by SLI
	Travel time of 8 hours per rotation						Accounted for in \$1,200 travel
	Work shift (days)		20	20	20	14.00	Per the proposed site conditions report provided by SLI
(ey Assum	ptions:						
			3.71				
Rates abov	re are based on escalation adjusted rate	s in effect for the	2012 year. (3	3.2% per CPI)			
	on has been made for further escalation						
Project Ma	nagement Hours are allocated to ML, L	II and LTA based	on a percent	of estimated			
	ngineering and Construction Managem						
	stent with allocations for March 2012.	Hours related to I	TA have been	provided with an			
nflation of	the same amount.						
Current spi	it between Local and non-local hires:		10000				
	0% Project Uplift	104	47.06%	47.06%	47.06%	17	See attached working paper
catt with t							

EPCM Estir	nate - Overall Project														
		Opening	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-1
Obs. U.S.		200 052 00	72 440 70	22 502 70	24 270 20	20.000	35 053 70	25 844 78		0.5 000 70	27.745.20	26 422 20			-
Hours		298,853.80	32,449.79	32,602.79	34,379.29	35,439.99	35,853.79	35,811.79	37,147.79	36,809.79	37,345.29	36,477.79	36,174.79	35,169.59	35
Fixed Fee		3,980,732.62	432,231.23	434,269.19	457,932.17	472,060.69	477,572.51	477,013.07	494,808.59	490,306.43	497,439.29	485,884.19	481,848.23	468,458.96	473
Reimbursal	ole Labour														
	Base Rate	15,953,712.41	1,807,998.67	1,816,523.34	1,915,504.25	1,974,603.06	1,997,658.67	1,995,318.57	2,069,756.22	2,050,923.94	2,080,760.28	2,032,425.96	2,015,543.77	1,959,537.24	1,980
	Uplift	1,476,516.08	167,330.28	168,119.24	177,279.92	182,749.51	184,883.31	184,666.73	191,555.94	189,813.01	192,574.36	188,101.02	186,538.58	181,355.17	183
	Payroll Burden	6,640,917.05	752,600.33	756,148.82	797,350.77	821,951.33	831,548.50	830,574.40	861,559.93	853,720.78	866,140.50	846,020.78	838,993.37	815,680.01	82
	Office Overhead	8,487,447.92	921,574.08	925,919.28	976,371.88	1,006,495.76	1,018,247.68	1,017,054.88	1,054,997.28	1,045,398.08	1,060,606.28	1,035,969.28	1,027,364.08	998,816.40	1,00
	Computer Services	2,092,053.23	234,287.50	235,392.16	248,218.49	255,876.74	258,864.38	258,561.14	268,207.06	265,766.70	269,633.01	263,369.66	261,182.00	253,924.45	25
	Reproduction Services	567,822.22	63,601.59	63,901.47	67,383.41	69,462.38	70,273.43	70,191.11	72,809.67	72,147.19	73,196.77	71,496.47	70,902.59	68,932.40	6
	Canadian Tax Equalization	•	-	-		~		×		-		2	21	1797	
ssignmen	t Costs	6,038,476.33	648,995.83	652,055.83	687,585.83	708,799.83	717,075.83	716,235.83	742,955.83	736,195.83	746,905.83	729,555.83	723,495.83	703,391.83	71
ffice Over	head Prepayment					-	-		-	-			-		
ffice Facil	ities & Services	428,400.00	40,800.00	40,800.00	51,600.00	51,600.00	51,600.00	51,600.00	51,600.00	51,600.00	51,600.00	51,600.00	51,600.00	51,600.00	
usiness Tr	avel	128,383.61	32,449.79	32,602.79	34,379.29	35,439.99	35,853.79	35,811.79	37,147.79	36,809.79	37,345.29	36,477.79	36,174.79	35,169.59	
dditional	Rates	65,857.58	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	
otal		45,860,319.05	5,109,369.30	5,133,232.12	5,421,106.00	5,586,539.30	5,651,078.10	5,644,527.52	5,852,898.31	5,800,181.75	5,883,701.62	5,748,400.98	5,701,143.24	5,544,366.06	5,60
lours			5,581.95	5,581.95	5,581.95	9,429.13	9,429.13	9,429.13	11,349.93	11,349.93	11,349.93	12,890.66	14,890.66	14,890.66	1
ixed Fee			74,351.56	74,351.56	74,351.56	125,596.06	125,596.06	125,596.06	151,181.13	151,181.13	151,181.13	171,703.58	198,343.58	198,343.58	24
eimbursat	ole Labour														
	Base Rate		311,008.35	311,008.35	311,008.35	525,361.20	525,361.20	525,361.20	632,382.08	632,382.08	632,382.08	718,226.34	829,659.95	829,659.95	1,02
	Project Uplift		44,318.69	44,318.69	44,318.69	74,863.97	74,863.97	74,863.97	90,114.45	90,114.45	90,114.45	102,347.25	118,226.54	118,226.54	14
-	Remote location uplift		29,545.79	29,545.79	29,545.79	49,909.31	49,909.31	49,909.31	60,076.30	60,076.30	60,076.30	68,231.50	78,817.70	78,817.70	9
	Additional hours Uplift		44,318.69	44,318.69	44,318.69	74,863.97	74,863.97	74,863.97	90,114.45	90,114.45	90,114.45	102,347.25	118,226.54	118,226.54	14
	Payroll Burden		163,521.97	163,521.97	163,521.97	276,224.41	276,224.41	276,224.41	332,493.85	332,493.85	332,493.85	377,629.05	436,218.61	436,218.61	53
	Office Overhead		42,925.19	42,925.19	42,925.19	72,510.04	72,510.04	72,510.04	87,281.00	87,281.00	87,281.00	99,129.17	114,509.17	114,509.17	14
	Computer Services		16,745.85	16,745.85	16,745.85	28,287.40	28,287.40	28,287.40	34,049.80	34,049.80	34,049.80	38,671.98	44,671.98	44,671.98	
	Reproduction Services		-	-			-	-			-	-			
	Canadian Tax Equalization		-	-				×	(+)		- 4	- 4	9-	-	
	Rest and Recupertion								04				-	- 1	
	Travel (To & From Point Of Origin)		31,817.11	31,817.11	31,817.11	53,746.06	53,746.06	53,746.06	64,694.63	64,694.63	64,694.63	73,476.76	84,876.76	84,876.76	10
	Travel time (To & From Point Of Origin)			-			-		74.						
	Meals and Camp Costs (Per Day)		47,725.66	47,725.66	47,725.66	80,619.09	80,619.09	80,619.09	97,041.94	97,041.94	97,041.94	110,215.14	127,315.14	127,315.14	15
	Local Hotel Costs (Per Day)		7	4		1							4	-	
												*			
otal			806,278.86	806,278.86	806,278.86	1,361,981.52	1,361,981.52	1,361,981.52	1,639,429.62	1,639,429.62	1,639,429.62	1,861,978.03	2,150,865.97	2,150,865.97	2,66
OTAL			5,915,648.16	5,939,510.99	6,227,384.86	6,948,520.83	7,013,059.62	7,006,509.05	7,492,327.93	7,439,611.37	7,523,131.24	7,610,379.01	7,852,009.20	7,695,232.02	8,26
			2/2.20/010/20	-1-2-1-2-3	-,-21,004.00		7,023,033.02	1,000,003.03	7,132,027,33	1,133,022,37	11020120124	7,010,373.01	7,002,000,20	7,033,632.02	0,20

EPCM Estimate	- Overall Project													
		May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14
Hours		35,518.79	33,751.50	31,567.20	30,990.20	30,164.20	28,940.20	28,167.20	26,271.86	20,651.64	20,651.64	20,651.64	20,383.64	20,3
Fixed Fee		473,110.31	449,569.94	420,475.06	412,789.42	401,787.10	385,483.42	375,187.06	349,941.11	275,079.78	275,079.78	275,079.78	271,510.02	271,5
Reimbursable La	ahour													
Neillibul 38ble La	about .													
10000	Rate	1,978,993.54	1,880,525.52	1,758,823.30	1,726,674.71	1,680,652.63	1,612,455.26	1,569,386.17	1,463,783.80	1,150,643.10	1,150,643.10	1,150,643.10	1,135,711.00	1,135,7
Uplif		183,155.85	174,042.64	162,779.10	159,803.74	155,544.40	149,232.73	145,246.69	135,473.19	106,492.02	106,492.02	106,492.02	105,110.05	105,1
	oll Burden	823,778.92	782,790.47	732,130.51	718,748.29	699,591.07	671,203.13	653,275.12	609,316.91	478,968.48	478,968.48	478,968.48	472,752.82	472,7
The second second	e Overhead	1,008,733.68	958,542.51	896,508.39	880,121.59	856,663.19	821,901.59	799,948.39	746,120.69	586,506.44	586,506.44	586,506.44	578,895.24	578,8
Com	puter Services	256,445.68	243,685.81	227,915.16	223,749.22	217,785.50	208,948.22	203,367.16	189,682.79	149,104.81	149,104.81	149,104.81	147,169.85	147,1
Repr	oduction Services	69,616.83	66,152.93	61,871.71	60,740.79	59,121.83	56,722.79	55,207.71	51,492.84	40,477.20	40,477.20	40,477.20	39,951.92	39,9
Cana	dian Tax Equalization	-			1.0	19.154			140		1 1	-	-	
Assignment Cost	ts	710,375.83	675,029.94	631,343.94	619,803.94	603,283.94	578,803.94	563,343.94	525,437.10	413,032.70	413,032.70	413,032.70	407,672.70	407,6
		710,575.05	073,023.54	031,343.34	013,003.34	003,203.54	370,003.34	303,343.54	323,437.10	413,032.70	413,032.70	415,052.70	407,072.70	407,
Office Overhead	Prepayment	-		-	-					-	-	-	+, 1	
Office Facilities 8	& Services	51,600.00	51,600.00	51,600.00	51,600.00	51,600.00	51,600.00	40,800.00	40,800.00	40,800.00	40,800.00	40,800.00	40,800.00	40,8
Business Travel		35,518.79	33,751.50	31,567.20	30,990.20	30,164.20	28,940.20	28,167.20	26,271.86	20,651.64	20,651.64	20,651.64	20,383.64	20,
business Travel		35,518.79	33,/31.50	31,567.20	30,990.20	30,164.20	28,940.20	28,167.20	26,271.86	20,651.64	20,651.64	20,651.64	20,383.64	20,
Additional Rates		7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,
Total		5,598,829.44	5,323,191.24	4,982,514.36	4,892,521.89	4,763,693.84	4,572,791.27	4,441,429.43	4,145,820.30	3,269,256.17	3,269,256.17	3,269,256.17	3,227,457.24	3,227,
Hours		18,420.60	18,420.60	25,075.44	25,075.44	25,075.44	23,486.06	23,486.06	23,486.06	24,879.60	24,879.60	24,879.60	24,109.04	24,1
Fixed Fee		245,362.39	245,362.39	334,004.85	334,004.85	334,004.85	312,834.38	312,834.38	312,834.38	331,396.24	331,396.24	331,396.24	321,132.46	321,1
		,		44.7/4.2.3.4.2	50.000.000	10.700			338,000	,		,		
Reimbursable La	bour													
		4 005 005 05	4 005 005 05		4 202 422 24	4 207 422 24	4 700 500 40		4 200 550 45		4 200 244 64	4 200 244 54	* * * * * * * * * * * * * * * * * * * *	
The second secon	Rate	1,026,336.96	1,026,336.96	1,397,123.34	1,397,123.34	1,397,123.34	1,308,568.46	1,308,568.46	1,308,568.46	1,386,211.64	1,386,211.64	1,386,211.64	1,343,278.85	1,343,
The second secon	ect Uplift	146,253.02	146,253.02	199,090.08	199,090.08	199,090.08	186,471.01	186,471.01	186,471.01	197,535.16	197,535.16	197,535.16	191,417.24	191,
1000	ote location uplift	97,502.01	97,502.01	132,726.72	132,726.72	132,726.72	124,314.00	124,314.00	124,314.00	131,690.11	131,690.11	131,690.11	127,611.49	127,
- I take a second contract of	tional hours Uplift	146,253.02	146,253.02	199,090.08	199,090.08	199,090.08	186,471.01	186,471.01	186,471.01	197,535.16	197,535.16	197,535.16	191,417.24	191,
Payro	oll Burden	539,627.45	539,627.45	734,579.51	734,579.51	734,579.51	688,019.13	688,019.13	688,019.13	728,842.36	728,842.36	728,842.36	706,269.16	706,
Offic	e Overhead	141,654.42	141,654.42	192,830.13	192,830.13	192,830.13	180,607.84	180,607.84	180,607.84	191,324.10	191,324.10	191,324.10	185,398.55	185,
Com	puter Services	55,261.80	55,261.80	75,226.32	75,226.32	75,226.32	70,458.19	70,458.19	70,458.19	74,638.79	74,638.79	74,638.79	72,327.13	72,
Repr	oduction Services	- 6					8					-	-/	
Cana	dian Tax Equalization	14		N.	+	***			-		1+	-	-	
Rest	and Recupertion			*					-		+		+.	
Trave	el (To & From Point Of Origin)	104,997.42	104,997.42	142,930.01	142,930.01	142,930.01	133,870.57	133,870.57	133,870,57	141,813.70	141,813.70	141,813.70	137,421.55	137,
	el time (To & From Point Of Origin)	1	30,400,110	-		-	-	-	-		-	-	-	201,
Maal	Is and Camp Casts (Das Day)	157.406.13	157 406 12	214 205 01	214 205 01	214 205 01	200 805 85	200 005 05	200 805 85	212 720 56	212 720 56	212 720 56	205 122 22	205
-	Is and Camp Costs (Per Day) I Hotel Costs (Per Day)	157,496.13	157,496.13	214,395.01	214,395.01	214,395.01	200,805.85	200,805.85	200,805.85	212,720.56	212,720.56	212,720.56	206,132.32	206,:
	, m		-		1+1		-1.1	1 (4)	-				-	
Total		2,660,744.61	2,660,744.61	3,621,996.03	3,621,996.03	3,621,996.03	3,392,420.45	3,392,420.45	3,392,420.45	3,593,707.81	3,593,707.81	3,593,707.81	3,482,405.99	3,482,4
		-,500, 11100	7.176.188	-,,	-7	-,,	-,-2-,	-,, 120175	-,-24,126.16	-1-2-11-21-02	2,22,101102	-,-30,,07,02	-,,	5, 102,
TOTAL		8,259,574.05	7,983,935.85	8,604,510.39	8,514,517.92	8,385,689.87	7,965,211.71	7,833,849.87	7,538,240.74	6,862,963.98	6,862,963.98	6,862,963.98	6,709,863.23	6,709,8

EPCM Estimate - Overall Project													
	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
Hours	19,309.24	18,705.40	18,705.40	18,205.40	18,205.40	18,205.40	18,205.40	14,836.52	14,836.52	14,836.52	14,836.52	14,836.52	15,0
								- governo	2,000		- 7	2.1,050.52	25/0
Fixed Fee	257,199.07	249,155.91	249,155.91	242,495.91	242,495.91	242,495.91	242,495.91	197,622.38	197,622.38	197,622.38	197,622.38	197,622.38	199,8
Reimbursable Labour													
				7 22 7 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2						2222122	44500000		366
Base Rate Uplift	1,075,849.13 99,569.84	1,042,205.01 96,456.07	1,042,205.01	1,014,346.60	1,014,346.60	1,014,346.60	1,014,346.60	826,643.21	826,643.21	826,643.21	826,643.21	826,643.21	836,0
Payroll Burden	447,834.62	433,829.87	96,456.07	93,877.78	93,877.78	93,877.78	93,877.78	76,505.83	76,505.83	76,505.83	76,505.83	76,505.83	77,3
Office Overhead	548,382.41	531,233.31	433,829.87	422,233.49	422,233.49	422,233.49	422,233.49	344,099.79	344,099.79	344,099.79	344,099.79	344,099.79	347,9
			531,233.31	517,033.31	517,033.31	517,033.31	517,033.31	421,357.04	421,357.04	421,357.04	421,357.04	421,357.04	426,1
Computer Services	139,412.71	135,052.98	135,052.98	131,442.98	131,442.98	131,442.98	131,442.98	107,119.64	107,119.64	107,119.64	107,119.64	107,119.64	108,3
Reproduction Services	37,846.11	36,662.58	36,662.58	35,682.58	35,682.58	35,682.58	35,682.58	29,079.57	29,079.57	29,079.57	29,079.57	29,079.57	29,4
Canadian Tax Equalization			~	-	-	× 1			*			-	
Assignment Costs	386,184.80	374,107.97	374,107.97	364,107.97	364,107.97	364,107.97	364,107.97	296,730.31	296,730.31	296,730.31	296,730.31	296,730.31	300,0
25.0													
Office Overhead Prepayment	1	-	-		-		-		-	-	-	-	
Office Facilities & Services	40,800.00	40,800.00	40,800.00	40,800.00	40,800.00	40,800.00	40,800.00	40,800.00	40,800.00	40,800.00	40,800.00	40,800.00	40,
Business Travel	19,309.24	18,705.40	18,705.40	18,205.40	18,205.40	18,205.40	18,205.40	14,836.52	14,836.52	14,836.52	14,836.52	14,836.52	15,
Additional Rates	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7.500.00	7.500.00	7.500.00	7.500.00	-
100	7,500.00	7,300.00	7,300.00	7,300.00	7,300.00	7,300.00	7,300.00	7,300.00	7,500.00	7,500.00	7,500.00	7,500.00	7,
otal	3,059,887.93	2,965,709.09	2,965,709.09	2,887,726.01	2,887,726.01	2,887,726.01	2,887,726.01	2,362,294.29	2,362,294.29	2,362,294.29	2,362,294.29	2,362,294.29	2,388,
				_									
Hours	24,109.04	23,723.77	23,723.77	23,723.77	21,426.06	21,426.06	21,426.06	21,032.41	21,032.41	21,032,41	20,261.86	20,261.86	20,
ixed Fee	321,132.46	316,000.57	316,000.57	316,000.57	285,395.17	285,395.17	285,395.17	280,151.73	280,151.73	280,151.73	269,887.96	269,887.96	269,
Reimbursable Labour													
Base Rate	1,343,278.85	1,321,812.46	1,321,812.46	1,321,812.46	1,193,791.81	1,193,791.81	1,193,791.81	1,171,858.79	1,171,858.79	1,171,858.79	1,128,926.01	1,128,926.01	1,128,
Project Uplift	191,417.24	188,358.28	188,358.28	188,358.28	170,115.33	170,115.33	170,115.33	166,989.88	166,989.88	166,989.88	160,871.96	160,871.96	160,8
Remote location uplift	127,611.49	125,572.18	125,572.18	125,572.18	113,410.22	113,410.22	113,410.22	111,326.59	111,326.59	111,326.59	107,247.97	107,247.97	107,
Additional hours Uplift	191,417.24	188,358.28	188,358.28	188,358.28	170,115.33	170,115.33	170,115.33	166,989.88	166,989.88	166,989.88	160,871.96	160,871.96	160,
Payroll Burden	706,269.16	694,982.56	694,982.56	694,982.56	627,671.86	627,671.86	627,671.86	616,139.92	616,139.92	616,139.92	593,566.72	593,566.72	593,5
Office Overhead	185,398.55	182,435.77	182,435.77	182,435.77	164,766.43	164,766.43	164,766.43	161,739.25	161,739.25				
Computer Services	72,327.13	71,171.30	71,171.30		64,278.19					161,739.25	155,813.69	155,813.69	155,
Reproduction Services	72,327.13			71,171.30	100000000000000000000000000000000000000	64,278.19	64,278.19	63,097.24	63,097.24	63,097.24	60,785.58	60,785.58	60,
Canadian Tax Equalization		-		-	-				-		-	*	
Rest and Recupertion		-				-		-	× .	-	-		
nest and necupertion	*		*		- 2		,	-	-	*	-		
Travel (To & From Point Of Origin)	137,421.55	135,225.47	135,225.47	135,225.47	122,128.57	122 120 57	122 120 57	110 004 75	110 004 75	110 004 75	115 403 50	115 402 50	115
Travel time (To & From Point Of Origin)	137,421,33	155,225.47	133,223.47	155,225.47	122,120.37	122,128.57	122,128.57	119,884.75	119,884.75	119,884.75	115,492.60	115,492.60	115,
Traver time (10 & From Form of Origin)	-				-			-	-			*	
Meals and Camp Costs (Per Day)	206,132.32	202,838.21	202,838.21	202,838.21	183,192.85	183,192.85	183,192.85	179,827.13	179,827.13	179,827.13	173,238.89	173,238.89	173,
Local Hotel Costs (Per Day)	141		~	-	-	~	-		-	-	-	- 1	
	7(4)	-		1.8	-	~				-		+	
otal	3,482,405.99	3,426,755.07	3,426,755.07	3,426,755.07	3,094,865.77	3,094,865.77	3,094,865.77	3,038,005.15	3,038,005.15	3,038,005.15	2,926,703.32	2,926,703.32	2,926,
	2,702,700,00	27.207.55.07	3/120/133.01	5/120/193/01	3,034,003.77	5,034,003.11	5,054,003.77	3,030,003.13	3,030,003.13	3,030,003.13	2,320,703.32	2,320,703.32	2,320,
DTAL	6,542,293.92	6,392,464.16	6,392,464.16	6,314,481.08	5,982,591.79	5,982,591.79	5,982,591.79	5,400,299.44	5,400,299.44	5,400,299.44	5,288,997.61	5,288,997.61	5,315,
											-,,,	The state of the s	-11

LI CIVI COLINI	nate - Overall Project													
		Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16
Hours		14,668.52	14,668.52	14,668.52	14,435.76	14,435.76	14,435.76	10,745.24	10,745.24	10,745.24	10,745.24	10,745.24	9,952.51	8,5
Fixed Fee		195,384.62	195,384.62	195,384.62	192,284.28	192,284.28	192,284.28	143,126.54	143,126.54	143,126.54	143,126.54	143,126.54	132,567.39	114,2
Reimbursat	de Labour		220,20 1102	255,50 1.02	172,201,20	132,204.20	172,204.20	143,120.34	143,120.34	143,120.34	143,120.54	143,120.34	132,307.33	114,
Keimbursac	ne Labour													
	Base Rate Uplift	817,282.79 75,639.52	817,282.79 75,639.52	817,282.79 75,639.52	804,314.22 74,439.28	804,314.22 74,439.28	804,314.22 74,439.28	598,690.18 55,408.78	598,690.18 55,408.78	598,690.18 55,408.78	598,690.18 55,408.78	598,690.18 55,408.78	554,521.87 51,321.00	477, 44,
	Payroll Burden	340,203.40	340,203.40	340,203.40	334,805.09	334,805.09	334,805.09	249,211.70	249,211.70	249,211.70	249,211.70	249,211.70	230,826.13	198
	Office Overhead	416,585.84	416,585.84	416,585.84	409,975.49	409,975.49	409,975.49	305,164.69	305,164.69	305,164.69	305,164.69	305,164.69		
	Computer Services	105,906.68	105,906.68	105,906.68	104,226.16	104,226.16	104,226.16	77,580.60		and the state of t	and the state of t		282,651.19	243
	Reproduction Services	28,750.29			28,294.08		the state of the s	The second secon	77,580.60	77,580.60	77,580.60	77,580.60	71,857.10	61,
	Canadian Tax Equalization		28,750.29	28,750.29	100	28,294.08	28,294.08	21,060.66	21,060.66	21,060.66	21,060.66	21,060.66	19,506.91	16
	Canadian Tax Equalization	-	71	^	*	- 1	-		-	•	1.0	~		
Assignment	Costs	293,370.31	293,370.31	293,370.31	288,715.14	288,715.14	288,715.14	214,904.71	214,904.71	214,904.71	214,904.71	214,904.71	199,050.14	171
Office Over	nead Prepayment	-	7		-	-	4.	5.0	2		4			
Office Eacili	ties & Services	40,800.00	40,800.00	40,800.00	40,800.00		40 000 00					******		
					40,800.00	40,800.00	40,800.00	40,800.00	40,800.00	40,800.00	40,800.00	40,800.00	40,800.00	40
usiness Tra	evel	14,668.52	14,668.52	14,668.52	14,435.76	14,435.76	14,435.76	10,745.24	10,745.24	10,745.24	10,745.24	10,745.24	9,952.51	8
dditional F	lates	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7
otal		2,336,091.97	2,336,091.97	2,336,091.97	2,299,789.50	2,299,789.50	2,299,789.50	1,724,193.08	1,724,193.08	1,724,193.08	1,724,193.08	1,724,193.08	1,600,554.24	1,386
Hours		18,726.33	18,726.33	18,726.33	15,747.75	15,747.75	15,747.75	16,414.67	16,414.67	16,414.67	16,797.16	16,797.16	16,797.16	17,
ixed Fee		249,434.78	249,434.78	249,434.78	209,760.07	209,760.07	209,760.07	218,643.46	218,643.46	218,643.46	223,738.16	223,738.16	223,738.16	228,
Reimbursab	le Labour													
									7.6					
	Base Rate	1,043,371.52	1,043,371.52	1,043,371.52	877,414.48	877,414.48	877,414.48	914,573.16	914,573.16	914,573.16	935,884.01	935,884.01	935,884.01	957
	Project Uplift	148,680.44	148,680.44	148,680.44	125,031.56	125,031.56	125,031.56	130,326.68	130,326.68	130,326.68	133,363.47	133,363.47	133,363.47	136
1	Remote location uplift	99,120.29	99,120.29	99,120.29	83,354.38	83,354.38	83,354.38	86,884.45	86,884.45	86,884.45	88,908.98	88,908.98	88,908.98	90
	Additional hours Uplift	148,680.44	148,680.44	148,680.44	125,031.56	125,031.56	125,031.56	130,326.68	130,326.68	130,326.68	133,363.47	133,363.47	133,363.47	136
1	Payroll Burden	548,583.88	548,583.88	548,583.88	461,326.98	461,326.98	461,326.98	480,864.28	480,864.28	480,864.28	492,069.10	492,069.10	492,069.10	503
(Office Overhead	144,005.51	144,005.51	144,005.51	121,100.22	121,100.22	121,100.22	126,228.84	126,228.84	126,228.84	129,170.15	129,170.15	129,170.15	132
(Computer Services	56,179.00	56,179.00	56,179.00	47,243.26	47,243.26	47,243.26	49,244.02	49,244.02	49,244.02	50,391.48	50,391.48	50,391.48	51
1	Reproduction Services			-			-	-				30,002.10	-	
(Canadian Tax Equalization		-									-		
	Rest and Recupertion	- +	1	+	- 8	+	- 12	-		-	н	1	-	
1	ravel (To & From Point Of Origin)	106,740.11	106,740.11	106,740.11	89,762.19	89,762,19	89,762.19	93,563.64	93,563.64	93,563.64	95,743.81	95,743.81	95,743.81	97
	ravel time (To & From Point Of Origin)	~	- 1	,	-	7	*	-	55,505.04	55,505.04	55,745.61	33,743.01	33,743.01	3/
,	Meals and Camp Costs (Per Day)	160,110.16	160,110.16	160,110.16	134,643.29	134,643.29	134,643.29	140,345.46	140,345.46	140,345.46	143,615.71	143,615.71	143,615.71	146
ı	ocal Hotel Costs (Per Day)		2		· ·	-	-		*	1-1				
					*			8.4	- C/A	•	×		*	
otal		2,704,906.14	2,704,906.14	2,704,906.14	2,274,668.00	2,274,668.00	2,274,668.00	2,371,000.66	2,371,000.66	2,371,000.66	2,426,248.34	2,426,248.34	2,426,248.34	2,481,
OTAL		5,040,998.11	5,040,998.11	5,040,998.11	4,574,457.50	4,574,457.50	4,574,457.50	4,095,193.74	4,095,193.74	4,095,193.74	4,150,441.42	4,150,441.42	4,026,802.58	3,867,
_							THE PROPERTY OF	descisor.	1,111,111,111		11220144745	4,130,441.42	4,020,002.30	3,007

Et Civi Estili	nate - Overall Project														
		Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-1
Hours		8,348.66	8,348.66	8,012.66	7,676.66	7,517.79	3,474.78	3,474.78	3,474.78	3,474.78	3,474.78	1,794.78	1,794.78	1,794.78	1,
Fixed Fee		111,204.14	111,204.14	106,728.62	102,253.10	100,136.96	46,284.10	46,284.10	46,284.10	46,284.10	46,284.10	23,906.50	23,906.50	23,906.50	23,
Reimbursab	ele Labour														
	Base Rate	465,160.62	465,160.62	446,439.77	427,718.93	418,867.20	193,603.78	193,603.78	193,603.78	193,603.78	193,603.78	99,999.55	99,999.55	99,999.55	99
	Uplift	43,050.62	43,050.62	41,318.00	39,585.39	38,766.16	17,918.03	17,918.03	17,918.03	17,918.03	17,918.03	9,254.96	9,254.96	9,254.96	
	Payroll Burden	193,628.48	193,628.48	185,835.71	178,042.94	174,358.31	80,589.81	80,589.81	80,589.81	80,589.81	80,589.81	41,625.97	41,625.97	41,625.97	4
	Office Overhead	237,101.93	237,101.93	227,559.53	218,017.13	213,505.22	98,683.83	98,683.83	98,683.83	98,683.83	98,683.83	50,971.83	50,971.83	50,971.83	5
	Computer Services	60,277.32	60,277.32	57,851.40	55,425.48	54,278.44	25,087.93	25,087.93	25,087.93	25,087.93	25,087.93	12,958.33	12,958.33	12,958.33	
	Reproduction Services	16,363.37	16,363.37	15,704.81	15,046.25	14,734.87	6,810.57	6,810.57	6,810.57	6,810.57	6,810.57				1
	Canadian Tax Equalization	10,303.37	10,303.37	13,704.81							and the same of th	3,517.77	3,517.77	3,517.77	
	Carladian Tax Equalization					-1			-		~		-	-	
ssignment	Costs	166,973.19	166,973.19	160,253.19	153,533.19	150,355.79	69,495.65	69,495.65	69,495.65	69,495.65	69,495.65	35,895.65	35,895.65	35,895.65	3
ffice Over	head Prepayment	-		-	1.2	9	4		8	-	-				
ffice Facili	ties & Services	40,800.00	40,800.00	40.800.00	40,000,00	40,000,00	10.000.00	40,000,00	40.000.00						
			40,800.00	40,800.00	40,800.00	40,800.00	40,800.00	40,800.00	40,800.00	40,800.00	40,800.00	40,800.00	40,800.00	40,800.00	
usiness Tra	avel	8,348.66	8,348.66	8,012.66	7,676.66	7,517.79	3,474.78	3,474.78	3,474.78	3,474.78	3,474.78	1,794.78	1,794.78	1,794.78	
ditional F	lates	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	
otal		1,350,408.33	1,350,408.33	1,298,003.70	1,245,599.07	1,220,820.73	590,248.49	590,248.49	590,248.49	590,248.49	590,248.49	328,225.35	328,225.35	328,225.35	32
ours		17,179.64	17,179.64	14,884.73	14,884.73	12,884.73	13,267.22	11,267.22	11,267.22	9,737.28	5,737.28	5,737.28	2,294.91	2,294.91	
xed Fee		228,832.86	228,832.86	198,264.65	198,264.65	171,624.65	176,719.35	150,079.35	150,079.35	129,700.54	76,420.54	76,420.54	30,568.22	30,568.22	3
eimbursab	le Labour														
			7.027.030							and the second s	and the second				
	Base Rate	957,194.86	957,194.86	829,329.76	829,329.76	717,896.15	739,207.00	627,773.39	627,773.39	542,529.99	319,662.77	319,662.77	127,865.11	127,865.11	12
	Project Uplift	136,400.27	136,400.27	118,179.49	118,179.49	102,300.20	105,337.00	89,457.71	89,457.71	77,310.52	45,551.94	45,551.94	18,220.78	18,220.78	1
	Remote location uplift	90,933.51	90,933.51	78,786.33	78,786.33	68,200.13	70,224.66	59,638.47	59,638.47	51,540.35	30,367.96	30,367.96	12,147.19	12,147.19	1
,	Additional hours Uplift	136,400.27	136,400.27	118,179.49	118,179.49	102,300.20	105,337.00	89,457.71	89,457.71	77,310.52	45,551.94	45,551.94	18,220.78	18,220.78	. 1
	Payroll Burden	503,273.92	503,273.92	436,045.00	436,045.00	377,455.44	388,660.26	330,070.69	330,070.69	285,251.42	168,072.29	168,072.29	67,228.92	67,228.92	6
	Office Overhead	132,111.46	132,111.46	114,463.60	114,463.60	99,083.60	102,024.91	86,644.91	86,644.91	74,879.67	44,119.67	44,119.67	17,647.87	17,647.87	- 1
	Computer Services	51,538.93	51,538.93	44,654.20	44,654.20	38,654.20	39,801.66	33,801.66	33,801.66	29,211.83	17,211.83	17,211.83	6,884.73	6,884.73	
	Reproduction Services	-				-	55,002.00	-	33,001.00	25,211.05	17,211.05	17,211.05	0,004.73	0,004.73	
	Canadian Tax Equalization		- 1	4	-		-	14		- 0	-				
	Rest and Recupertion		4	· · ·	+					-		-	2		
	102 40 20020011	20.121.10	25,010,021	72.7.7.3	63.455	5.00000	0.0.0	0.00	2 330	30345	1000	11.			
	Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin)	97,923.97	97,923.97	84,842.98	84,842.98	73,442.98	75,623.14	64,223.14	64,223.14	55,502.48	32,702.48	32,702.48	13,080.99	13,080.99	- 0
											-		•	9	
	Meals and Camp Costs (Per Day) .ocal Hotel Costs (Per Day)	146,885.96	146,885.96	127,264.47	127,264.47	110,164.47	113,434.72	96,334.72	96,334.72	83,253.72	49,053.72	49,053.72	19,621.49	19,621.49	1
				9	4	1	- 5								
tal		2,481,496.02	2,481,496.02	2,150,009.95	2,150,009.95	1,861,122.01	1,916,369.69	1,627,481.75	1,627,481.75	1,406,491.04	828,715.16	828,715.16	331,486.06	331,486.06	33
		3,831,904.34	2 024 004 24	2 440 042 CF	2 205 500 02	2 200 242 24	2 2 2 2 2 2 2 2 2 2			2 222 222 22					
OTAL		3,031,304.34	3,831,904.34	3,448,013.65	3,395,609.02	3,081,942.74	2,506,618.18	2,217,730.24	2,217,730.24	1,996,739.53	1,418,963.65	1,156,940.50	659,711.41	659,711.41	65

EPCM Estir	nate - Overall Project						
						Average	
		Oct-17	Nov-17	Dec-17	Total	Rate	Comments
Hours		1,794.78	1,794.78	1,794.78	1,556,288.87		
		2,751.10	2,754.70	2,754.70	2,550,200.07		
Fixed Fee		23,906.50	23,906.50	23,906.50	20,729,767.77	13.32	
Reimbursal	ble Labour						
	Base Rate	99,999.55	99,999.55	99,999.55	86,013,975.43		For Project Management and Engineering, average rate includes actual cost to March 2012.
	Uplift	9,254.96	9,254.96	9,254.96	7,960,593.43	9.3%	
	Payroll Burden	41,625.97	41,625.97	41,625.97	35,804,310.73		Payroll Burden is calculated as 38.1% of Base rate and uplift
	Office Overhead	50,971.83	50,971.83	50,971.83	44,198,603.96	28.4	
	Computer Services	12,958.33	12,958.33	12,958.33	11,170,734.45	7.18	
	Reproduction Services	3,517.77	3,517.77	3,517.77	3,032,394.96	1.95	
	Canadian Tax Equalization	-	(*	- 12	- A		
		55 65 55					
Assignmen	t Costs	35,895.65	35,895.65	35,895.65	31,187,177.77	20.04	
Office Over	rhead Prepayment						
					1.9		
Office Facil	ities & Services	40,800.00	40,800.00	40,800.00	3,427,200.00		
Business Tr	ravel	1,794.78	1,794.78	1,794.78	1,385,818.68	0.89	
Additional	Rates	7,500.00	7,500.00	7,500.00	583,357.58		
Total		328,225.35	328,225.35	328,225.35	245,493,934.77		
Hours		1,897.13	1,897.13	1,897.13	1,095,840.07		
ixed Fee		25,269.72	25,269.72	25,269.72	14,596,589.72	13.32	
Reimbursal	ble Labour						
	Base Rate	105,701.82	105,701.82	105,701.82	61,056,705.97	55.71680366	
	Project Uplift	15,062.51	15,062.51	15,062.51	8,700,580.60	14.25%	
	Remote location uplift	10,041.67	10,041.67	10,041.67	5,800,387.07	9.50%	
	Additional hours Uplift	15,062.51	15,062.51	15,062.51	8,700,580.60	14.25%	
	Payroll Burden	55,575.90	55,575.90	55,575.90	32,102,394.86	38.1%	Payroll burden is calculated as 38.1% of Base rate and uplifts.
	Office Overhead	14,588.90	14,588.90	14,588.90	8,427,010.13	7.69	
	Computer Services	5,691.38	5,691.38	5,691.38	3,287,520.21	3.0	
	Reproduction Services	•	-				
	Canadian Tax Equalization	-	-		4		
	Rest and Recupertion		-	-	₹		
	K-ME CK CY-TWO ME OF	22.000					Travel to and from point of origin is caluclated using \$1,200 turnaround. Therefore, cost is calculated as estimated Hours/10 hours per working
	Travel (To & From Point Of Origin)	10,813.62	10,813.62	10,813.62	6,246,288.39	1,095,840.07	day/20 working days per turnaround*\$1,200 allowance*95% distribution of relocated employees.
	Travel time (To & From Point Of Origin)	4		~ 1	*		
			44.000		0.000		Meals and camp expenses are calculated as \$90 per day. Therefore, cost is calculated as estimated hours/10 hours per working day*\$90 estima
	Meals and Camp Costs (Per Day)	16,220.43	16,220.43	16,220.43	9,369,432.59	9,369,432.59	cost*95% distribution of relocated employees.
	Local Hotel Costs (Per Day)	4	-	-	-		
otal		274,028.48	274,028.48	274,028.48	158,287,490.13		
OTAL		602,253.83	602,253.83	602,253.83	403,781,424.90		

7.11																	
		Opening	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun
Hours			20,811.09	18,697.90	20,437.77	19,847.83	19,677.75	19,886.19	19,406.70	19,112.43	19,241.28	18,990.31	18,331.42	17,940.46	17,836.70	17,905.30	16
10013			20,811.09	10,097.90	20,437.77	19,047.03	19,077.73	19,000.19	19,406.70	19,112.45	19,241.20	10,990.51	10,331.42	17,340.40	17,030.70	17,905.50	16,7
ixed Fee			277,203.75	249,055.98	272,231.10	264,373.06	262,107.61	264,884.09	258,497.25	254,577.60	256,293.86	252,950.86	244,174.51	238,966.88	237,584.84	238,498.56	222,
Reimbursab	le Labour																
			7 100 000 00	7. 50. 200 20	7,000000	V 100 V 100 00	5.750.7000			V 000 000 00	-			202.22.30			
	Base Rate		1,159,527.56	1,041,787.00	1,138,727.24	1,105,857.50	1,096,381.23	1,107,995.09	1,081,279.31	1,064,883.65	1,072,062.67	1,058,079.10	1,021,368.12	999,584.88	993,803.91	997,625.92	930,
	uplift	1	107,314.28	96,417.39	105,389.21	102,347.11	101,470.08	102,544.95	100,072.40	98,554.98	99,219.40	97,925.22	94,527.62	92,511.58	91,976.55	92,330.28	86,
	Payroll Burden	+	482,666.74	433,655.87	474,008.37	460,325.96	456,381.35	461,215.75	450,095.00	443,270.12	446,258.47	440,437.65	425,156.28	416,088.75	413,682.35	415,273.31	387,
	Office Overhead	-	591,035.03	531,020.25	580,432.68	563,678.30	558,848.05	564,767.87	551,150.29	542,793.08	546,452.38	539,324.66	520,612.33	509,508.96	506,562.28	508,510.44	474,2
	Computer Services		150,256.09	134,998.81	147,560.70	143,301.31	142,073.34	143,578.31	140,116.38	137,991.76	138,922.05	137,110.00	132,352.85	129,530.09	128,780.97	129,276.24	120,
	Reproduction Services		40,789.74	36,647.88	40,058.03	38,901.74	38,568.39	38,976.94	38,037.13	37,460.37	37,712.91	37,221.00	35,929.58	35,163.29	34,959.93	35,094.38	32,
	Canadian Tax Equalization	1		*	7		-	•		17		-	*			-	
ssignment	Costs		416,221.85	373,957.92	408,755.41	396,956.55	393,554.96	397,723.85	388,134.01	382,248.65	384,825.62	379,806.10	366,628.40	358,809.12	356,734.00	358,105.94	334,
Office Over	nead Prepayment																
Office Facili	ties & Services		27,074.18	24,707.77	32,105.53	28,795.04	28,338.10	28,602.15	26,985.15	26,859.25	26,700.41	26,073.59	24,541.33	24,631.13	24,214.55	24,289.69	23,
Jince racing	ties & Services		27,074.10		32,103.33	20,793.04	20,336.10	20,002.13	20,363.13		20,700.41	20,073.39	24,341.33	24,031.13	24,214.55	24,209.09	23,
Business Tra	evel	-	20,811.09	18,697.90	20,437.77	19,847.83	19,677.75	19,886.19	19,406.70	19,112.43	19,241.28	18,990.31	18,331.42	17,940.46	17,836.70	17,905.30	16
dditional R	ates		2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,
otal			3,275,400.32	2,943,446.76	3,222,206.03	3,126,884.40	3,099,900.86	3,132,675.18	3,056,273.62	3,010,251.90	3,030,189.05	2,990,418.49	2,886,122.45	2,825,235.13	2,808,636.08	2,819,410.06	2,631,
			Fixed to include Up	lift in Monthly T	atals												
			rixed to ilicidde of	ourt in Monthly I	otals												
Hours			4,426.12	4,426.12	4,426.12	5,191.09	5,191.09	5,191.09	5,956.06	5,956.06	5,956.06	5,955.68	5,955.68	5,955.68	7,485.62	7,485.62	7,
ixed Fee			58,955.90	58,955.90	58,955.90	69,145.30	69,145.30	69,145.30	79,334.71	79,334.71	79,334.71	79,329.61	79,329.61	79,329.61	99,708.42	99,708.42	99,
			36,533.50	38,333.30	38,333.30	05,143.50	05,145.50	05,143.30	73,334.71	75,554.71	73,334.71	75,325.01	75,325.01	75,325.01	33,708.42	99,706.42	99,
Reimbursab	le Labour											_					
ı	Base Rate		246,609.17	246,609.17	246,609.17	289,230.88	289,230.88	289,230.88	331,852.58	331,852.58	331,852.58	331,831.27	331,831.27	331,831.27	417,074.67	417,074.67	417,
- 1	Project Uplift		35,141.81	35,141.81	35,141.81	41,215.40	41,215.40	41,215.40	47,288.99	47,288.99	47,288.99	47,285.96	47,285.96	47,285.96	59,433.14	59,433.14	59,
	Remote location uplift		23,427.87	23,427.87	23,427.87	27,476.93	27,476.93	27,476.93	31,525.99	31,525.99	31,525.99	31,523.97	31,523.97	31,523.97	39,622.09	39,622.09	39,
	Additional hours Uplift		35,141.81	35,141.81	35,141.81	41,215.40	41,215.40	41,215.40	47,288.99	47,288.99	47,288.99	47,285.96	47,285.96	47,285.96	59,433.14	59,433.14	59,
	Payroll Burden		129,662.17	129,662.17	129,662.17	152,071.81	152,071.81	152,071.81	174,481.45	174,481.45	174,481.45	174,470.24	174,470.24	174,470.24	219,289.52	219,289.52	219,
	Office Overhead		34,036.85	34,036.85	34,036.85	39,919.47	39,919.47	39,919.47	45,802.09	45,802.09	45,802.09	45,799.15	45,799.15	45,799.15	57,564.40	57,564.40	57,
	Computer Services		13,278.36	13,278.36	13,278.36	15,573.27	15,573.27	15,573.27	17,868.18	17,868.18	17,868.18	17,867.03	17,867.03	17,867.03	22,456.85	22,456.85	22,
	Reproduction Services			-	-	-	-	-	-	+	- 1	-	-	- ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	-	-	
	Canadian Tax Equalization		· ·	-	~	1.0	-	-	-	-					Jac.	-	
	Rest and Recupertion			-	13	2	4	-	A			4	-	- 2	1.2	-	
	Travel (To & From Point Of Origin)		25,228.88	25,228.88	25,228.88	29,589.21	29,589.21	29,589.21	33,949.54	33,949.54	33,949.54	33,947.36	33,947.36	33,947.36	42,668.02	42,668.02	42,
	Travel time (To & From Point Of Origin)		25/220.00		25,226.00	25,505.21	-	-	33,343.34	33,343.34	33,343.34	33,547.30	-	33,347.30	42,008.02	42,000.02	42,
	Meals and Camp Costs (Per Day)		37,843.31	37,843.31	37,843.31	44,383.81	44,383.81	44,383.81	50,924.31	50,924.31	50,924.31	50,921.04	50,921.04	50,921.04	64,002.03	64,002.03	64,
	ocal Hotel Costs (Per Day)		37,043.31	57,043.31	-		- 1,303.01		50,924.31	30,324.31	50,524.51	50,521.04	50,521.04	50,521.04	-	04,002.03	04,
																A 10 4-	
otal			639,326.12	639,326.12	639,326.12	749,821.48	749,821.48	749,821.48	860,316.83	860,316.83	860,316.83	860,261.58	860,261.58	860,261.58	1,081,252.29	1,081,252.29	1,081,

	mate - MF																
		Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oc
lours		15,908.47	15,291.62	14,512.31	12,681.57	11,847.69	10,488.50	8,585.17	8,585.17	8,585.17	8,510.41	8,510.41	7,769.59	7,651.08	7,651.08	7,061.96	6
10013		13,300.47	13,231.02	14,512.51	12,001.57	11,047.03	10,488.30	0,505.17	0,303.17	0,303.17	8,310.41	8,310.41	7,703.33	7,031.08	7,031.08	7,001.90	0
xed Fee		211,900.81	203,684.37	193,303.95	168,918.52	157,811.21	139,706.83	114,354.41	114,354.41	114,354.41	113,358.71	113,358.71	103,490.90	101,912.37	101,912.37	94,065.27	89
eimbursa	ble Labour																
	Base Rate	886,369.06	852,000.15	808,579.44	706,576.58	660,115.32	584,385.72	478,338.02	478,338.02	478,338.02	474,173.04	474,173.04	432,896.56	426,293.67	426,293.67	393,469.66	375
	uplift	82,033.46	78,852.61	74,834.03	65,393.66	61,093.67	54,084.90	44,270.18	44,270.18	44,270.18	43,884.71	43,884.71	40,064.58	39,453.48	39,453.48	36,415.62	3
-	Payroll Burden	368,961.36	354,654.90	336,580.53	294,120.66	274,780.63	243,257.31	199,113.72	199,113.72	199,113.72	197,380.00	197,380.00	180,198.19	177,449.66	177,449.66	163,786.29	150
	Office Overhead	451,800.53	434,281.99	412,149.56	360,156.61	336,474.35	297,873.41	243,818.72	243,818.72	243,818.72	241,695.74	241,695.74	220,656.27	217,290.64	217,290.64	200,559.58	19
	Computer Services	114,859.15	110,405.49	104,778.87	91,560.94	85,540.31	75,726.97	61,984.90	61,984.90	61,984.90	61,445.19	61,445.19	56,096.42	55,240.79	55,240.79	50,987.33	4
	Reproduction Services	31,180.60	29,971.57	28,444.12	24,855.88	23,221.47	20,557.46	16,826.93	16,826.93	16,826.93	16,680.41	16,680.41	15,228.39	14,996.11	14,996.11	13,841.44	1
	Canadian Tax Equalization		-	-	-	-		-		*	*		-	-	- 1,020.22	-	
ssignmen	t Costs	318,169.38	305,832.38	290,246.17	253,631.41	236,953.76	209,770.01	171,703.32	171,703.32	171,703.32	170,208.27	170,208.27	155,391.74	153,021.58	153,021.58	141,239.14	13
		25//2/3/3/3	,				337,7332	2, 2,, 32,02	2,2,,00,00	272,700.02	21 0/200/27	2,0,200.2,	220,002	250,022,50	135,021.30	1,1,200.11	20
mice Ove	rhead Prepayment																
ffice Faci	lities & Services	25,492.63	25,187.27	24,835.93	22,108.09	17,083.75	16,619.99	16,604.32	16,604.32	16,604.32	16,923.35	16,923.35	16,645.97	16,920.07	16,920.07	16,548.58	1
usiness Ti	ravel	15,908.47	15,291.62	14,512.31	12,681.57	11,847.69	10,488.50	8,585.17	8,585.17	8,585.17	8,510.41	8,510.41	7,769.59	7,651.08	7,651.08	7,061.96	
dditional	Rates	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	
Total		2,509,175.44	2,412,662.35	2,290,764.90	2,002,503.93	1,867,422.15	1,654,971.11	1,358,099.69	1,358,099.69	1,358,099.69	1,346,759.84	1,346,759.84	1,230,938.61	1,212,729.45	1,212,729.45	1,120,474.85	1,069
													100				
ours		12,075.44	12,075.44	12,075.44	9,780.53	9,780.53	9,780.53	9,944.61	9,944.61	9,944.61	9,944.61	9,944.61	9,944.61	9,944.61	9,944.61	9,944.61	
		12,075.44															
xed Fee			12,075.44 160,844.85	12,075.44 160,844.85	9,780.53 130,276.64	9,780.53 130,276.64	9,780.53 130,276.64	9,944.61 132,462.27	9,944.61 132,462.27	9,944.61 132,462.27	9,944.61 132,462.27	9,944.61 132,462.27	9,944.61	9,944.61 132,462.27	9,944.61 132,462.27	9,944.61	
xed Fee	ble Labour																
ixed Fee eimbursa	ble Labour Base Rate																10
ixed Fee eimbursa		160,844.85	160,844.85	160,844.85	130,276.64	130,276.64	130,276.64	132,462.27	132,462.27 554,082.14	132,462.27	132,462.27	132,462.27	132,462.27	132,462.27 554,082.14	132,462.27	132,462.27	10
ixed Fee eimbursa	Base Rate	160,844.85 672,804.89	160,844.85 672,804.89	160,844.85 672,804.89	130,276.64 544,939.78 77,653.92	130,276.64	130,276.64 544,939.78 77,653.92	132,462.27 554,082.14 78,956.70	132,462.27 554,082.14 78,956.70	132,462.27 554,082.14 78,956.70	132,462.27 554,082.14 78,956.70	132,462.27 554,082.14 78,956.70	132,462.27 554,082.14 78,956.70	132,462.27 554,082.14 78,956.70	132,462.27 554,082.14 78,956.70	132,462.27 554,082.14 78,956.70	10
ixed Fee	Base Rate Project Uplift	160,844.85 672,804.89 95,874.70	160,844.85 672,804.89 95,874.70	160,844.85 672,804.89 95,874.70	130,276.64	130,276.64 544,939.78 77,653.92	130,276.64 544,939.78	132,462.27	132,462.27 554,082.14	132,462.27	132,462.27 554,082.14	132,462.27 554,082.14	132,462.27 554,082.14	132,462.27 554,082.14	132,462.27	132,462.27	100 44 6 4,
ixed Fee eimbursa	Base Rate Project Uplift Remote location uplift	160,844.85 672,804.89 95,874.70 63,916.46	160,844.85 672,804.89 95,874.70 63,916.46	160,844.85 672,804.89 95,874.70 63,916.46	130,276.64 544,939.78 77,653.92 51,769.28	130,276.64 544,939.78 77,653.92 51,769.28	130,276.64 544,939.78 77,653.92 51,769.28	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70	132,462.27 554,082.14 78,956.70 52,637.80	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70	10 44 6 4 6
ixed Fee eimbursa	Base Rate Project Uplift Remote location uplift Additional hours Uplift	160,844.85 672,804.89 95,874.70 63,916.46 95,874.70	160,844.85 672,804.89 95,874.70 63,916.46 95,874.70	160,844.85 672,804.89 95,874.70 63,916.46 95,874.70	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92	132,462.27 554,082.14 78,956.70 52,637.80	132,462.27 554,082.14 78,956.70 52,637.80	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70	132,462.27 554,082.14 78,956.70 52,637.80	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31	10 44 6 4 6 23
ixed Fee eimbursa	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden	672,804.89 95,874.70 63,916.46 95,874.70 353,747.36	672,804.89 95,874.70 63,916.46 95,874.70 353,747.36	160,844.85 672,804.89 95,874.70 63,916.46 95,874.70 353,747.36	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70	10 44 6 4 6 23 6
ixed Fee eimbursa	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead	160,844.85 672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13	160,844.85 672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13	160,844.85 672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09	10 44 6 4 6 23
ixed Fee eimbursa	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services	160,844.85 672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32	672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32	672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26 29,341.59	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26 29,341.59	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	10 44 6 4 6 23
xed Fee	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services	672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32	672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32	672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26 29,341.59	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26 29,341.59	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26 29,341.59	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	100 44 6: 4: 6: 23:
ixed Fee eimbursa	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization	160,844.85 672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32	160,844.85 672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32	672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26 29,341.59	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26 29,341.59	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26 29,341.59	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	100 441 63 43 63 235 63 24
ixed Fee eimbursa	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin)	160,844.85 672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32	160,844.85 672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32	672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26 29,341.59	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26 29,341.59	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26 29,341.59	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	106 447 63 42 63 239 61 24
ixed Fee eimbursa	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion	160,844.85 672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32	672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32	672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26 29,341.59 	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26 29,341.59	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26 29,341.59 	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 56,684.30	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	106 447 63 42 63 239 61 24
ixed Fee	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin)	672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32	672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32	672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26 29,341.59	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26 29,341.59	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26 29,341.59	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 56,684.30	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 56,684.30	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84	100 441 63 42 63 239 65 24
xed Fee	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin) Meals and Camp Costs (Per Day)	160,844.85 672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32 - - - 68,830.01 - 103,245.01	672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32 	672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26 29,341.59 - 55,749.01 - 83,623.52	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26 29,341.59 	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26 29,341.59 	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 - - - 56,684.30 - 85,026.45	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 - - - 56,684.30 - 85,026.45	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 - - - 56,684.30 - 85,026.45	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 - - 56,684.30 85,026.45	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 - - 56,684.30 - 85,026.45	100 444 6: 4: 6: 23: 6: 24:
	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin) Meals and Camp Costs (Per Day)	160,844.85 672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32 - - - 68,830.01 - 103,245.01	672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32 	672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26 29,341.59 - 55,749.01 - 83,623.52	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26 29,341.59 	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26 29,341.59 	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 - - - 56,684.30 - 85,026.45	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 - - - 56,684.30 - 85,026.45	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 - - - 56,684.30 - 85,026.45	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 - - 56,684.30 - 85,026.45	447 63 42 63 239 61 24
ixed Fee	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin) Meals and Camp Costs (Per Day)	160,844.85 672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32 - - - 68,830.01 - 103,245.01	672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32 	672,804.89 95,874.70 63,916.46 95,874.70 353,747.36 92,860.13 36,226.32	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26 29,341.59 - 55,749.01 - 83,623.52	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26 29,341.59 	130,276.64 544,939.78 77,653.92 51,769.28 77,653.92 286,518.44 75,212.26 29,341.59 	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 - - - 56,684.30 - 85,026.45	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 - - - 56,684.30 - 85,026.45	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 - - - 56,684.30 - 85,026.45	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 - - 56,684.30 85,026.45	132,462.27 554,082.14 78,956.70 52,637.80 78,956.70 291,325.31 76,474.09 29,833.84 - - 56,684.30 - 85,026.45	100 444 6: 4: 6: 23: 6: 24:

EPCM Estimate - MF																
- CM CSUMAÇE - IVII																-
	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb
lours	6,742.66	6,742.66	5,392.51	5,392.51	5,392.51	5,494.38	5,494.38	5,556.59	5,400.82	5,400.82	5,400.82	5,226.74	5,226.74	5,226.74	4,924.96	4,
ixed Fee	89,812.22	89,812.22	71,828.30	71,828.30	71,828.30	73,185.18	73,185.18	74,013.83	71,938.90	71,938.90	71,938.90	69,620.14	69,620.14	69,620.14	65,600.41	65,
eimbursable Labour																
Base Rate	375,679.40	375,679.40	300,453.69	300,453.69	200 452 60	306,129.43	206 120 42	309,595.64	200 016 22	300 016 33	300,916.33	201 217 10	201 217 10	201 217 10	274 402 79	274
uplift	34,769.13	34,769.13	27,806.99	27,806.99	300,453.69 27,806.99	28,332.28	306,129.43 28,332.28	28,653.08	300,916.33 27,849.81	300,916.33 27,849.81	27,849.81	291,217.10 26,952.14	291,217.10 26,952.14	291,217.10 26,952.14	274,402.78 25,395.98	274
Payroll Burden	156,380.89	156,380.89	125,067.32	125,067.32	125,067.32	127,429.91	127,429.91	128,872.76	125,259.90	125,259.90	125,259.90	121,222.48	121,222.48	121,222.48	114,223.33	114
Office Overhead	191,491.51	191,491.51	153,147.42	153,147.42	153,147.42	156,040.46	156,040.46	157,807.26	153,383.24	153,383.24	153,383.24	148,439.34	148,439.34	148,439.34	139,868.74	139
Computer Services	48,682.00	48,682.00	38,933.96	38,933.96	38,933.96	39,669.44	39,669.44	40,118.61	38,993.91	38,993.91	38,993.91	37,737.04	37,737.04	37,737.04	35,558.18	35
Reproduction Services	13,215.61	13,215.61	10,569.33	10,569.33	10,569.33	10,768.99	10,768.99	10,890.92	10,585.60	10,585.60	10,585.60	10,244.41	10,244.41	10,244.41	9,652.91	9
Canadian Tax Equalization	20,225,02		20,303.33	-	-	-	-	-	20,505.00	10,000.00	-	-	-	20,211.12	5,052.52	
ssignment Costs	134,853.18	134,853.18	107,850.30	107,850.30	107,850.30	109,887.65	109,887.65	111,131.87	108,016.37	108,016.37	108,016.37	104,534.75	104,534.75	104,534.75	98,499.11	98
office Overhead Prepayment																
Office Facilities & Services	15,210.49	15,210.49	16,575.46	16,575.46	16,575.46	17,057.78	17,057.78	17,048.49	16,879.01	16,879.01	16,879.01	16,371.46	16,371.46	16,371.46	20,038.98	20
	6.742.66	6742.66	5 202 54	F 202 F4	F 202 F4	5 404 00	F 404 70	5.555.50				5 225 74				
usiness Travel	6,742.66	6,742.66	5,392.51	5,392.51	5,392.51	5,494.38	5,494.38	5,556.59	5,400.82	5,400.82	5,400.82	5,226.74	5,226.74	5,226.74	4,924.96	4
dditional Rates	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2
otal	1.069.337.07	1,069,337.07	860,125.28	860,125.28	860,125.28	876,495.51	876,495.51	886,189.06	861,723.88	861,723.88	861,723.88	834,065.59	834,065.59	834,065.59	790,665.37	790
				200.00				1-2-2-2								
lours	8,032.19	8,032.19	9,179.64	9,179.64	9,179.64	9,179.64	9,179.64	9,179.64	8,414.67	8,414.67	8,414.67	6,884.73	6,884.73	6,884.73	8,414.67	8
inad Fax	100 000 70	100 000 70	122 272 06	122 272 06	122 272 06	122 272 06	122 272 00	122 272 06	112 002 46	112 002 46	112 002 46	01 704 55	01 704 65	01 704 65	112 002 46	112
ixed Fee	106,988.75	106,988.75	122,272.86	122,272.86	122,272.86	122,272.86	122,272.86	122,272.86	112,083.46	112,083.46	112,083.46	91,704.65	91,704.65	91,704.65	112,083.46	112
eimbursable Labour	1															
embursable cabour																
Base Rate	447,527.88	447,527.88	511,460.43	511,460.43	511,460.43	511,460.43	511,460.43	511,460.43	468,838.73	468,838.73	468,838.73	383,595.33	383,595.33	383,595.33	468,838.73	468
Project Uplift	63,772.72	63,772.72	72,883.11	72,883.11	72,883.11	72,883.11	72,883.11	72,883.11	66,809.52	66,809.52	66,809.52	54,662.33	54,662.33	54,662.33	66,809.52	66
Remote location uplift	42,515.15	42,515.15	48,588.74	48,588.74	48,588.74	48,588.74	48,588.74	48,588.74	44,539.68	44,539.68	44,539.68	36,441.56	36,441.56	36,441.56	44,539.68	44
	63,772.72	63,772.72	72,883.11	72,883.11	72,883.11	72,883.11	72,883.11	72,883.11	66,809.52	66,809.52	66,809.52	54,662.33	54,662.33	54,662.33	66,809.52	66
Additional hours Uplift		235,301.21	268,915.67	268,915.67	268,915.67	268,915.67	268,915.67	268,915.67	246,506.03	246,506.03	246,506.03	201,686.75	201,686.75	201,686.75	246,506.03	246
Additional hours Uplift Payroll Burden	235.301.21							the comment of the co	64,708.84	64,708.84	64,708.84	52,943.60	52,943.60	52,943.60	64,708.84	64
Payroll Burden	235,301.21 61.767.53		70.591.46	70.591.46	70.591.46	70.591.46	70.591.46	70.591.46				34/3 13:33		20,654.20	25,244.02	25
Payroll Burden Office Overhead	61,767.53	61,767.53	70,591.46 27,538.93	70,591.46 27,538.93	70,591.46 27.538.93	70,591.46 27,538.93	70,591.46 27,538.93	70,591.46 27.538.93		25.244.02	25.244.02	20.654.20	20.654.20			
Payroll Burden Office Overhead Computer Services			70,591.46 27,538.93	70,591.46 27,538.93	70,591.46 27,538.93	70,591.46 27,538.93	70,591.46 27,538.93	70,591.46 27,538.93	25,244.02	25,244.02	25,244.02	20,654.20	20,654.20	-		
Payroll Burden Office Overhead Computer Services Reproduction Services	61,767.53 24,096.57	61,767.53 24,096.57	27,538.93	27,538.93	27,538.93	27,538.93	27,538.93	27,538.93	25,244.02	25,244.02					-	
Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization	61,767.53 24,096.57	61,767.53 24,096.57	27,538.93	27,538.93	27,538.93 -	27,538.93	27,538.93	27,538.93	25,244.02	4						
Payroll Burden Office Overhead Computer Services Reproduction Services	61,767.53 24,096.57	61,767.53 24,096.57	27,538.93	27,538.93 - -	27,538.93 - -	27,538.93	27,538.93	27,538.93	25,244.02	4	-				. A	47
Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion	61,767.53 24,096.57 - -	61,767.53 24,096.57	27,538.93	27,538.93 - - -	27,538.93 - - -	27,538.93	27,538.93	27,538.93	25,244.02	*				-		47,
Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin)	61,767.53 24,096.57 - - - 45,783.48	61,767.53 24,096.57 - - 45,783.48	27,538.93 - - - - 52,323.97	27,538.93 - - - - 52,323.97	27,538.93 - - - - 52,323.97	27,538.93 - - - - 52,323.97	27,538.93 - - - - 52,323.97	27,538.93	25,244.02 - - - - - - - - - - - - - - - - - - -	47,963.64	47,963.64	39,242.98	39,242.98	- - - 39,242.98	47,963.64	
Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin)	61,767.53 24,096.57 - - 45,783.48	61,767.53 24,096.57 - 45,783.48	27,538.93 - - - 52,323.97	27,538.93 - - - 52,323.97	27,538.93 - - - 52,323.97	27,538.93 - - - - 52,323.97	27,538.93 - - - 52,323.97	27,538.93 - - - 52,323.97	25,244.02 - - - 47,963.64	47,963.64	47,963.64	39,242.98	39,242.98	- - - 39,242.98	47,963.64 -	47, 71,
Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin) Meals and Camp Costs (Per Day)	61,767.53 24,096.57 - - 45,783.48 - 68,675.21	61,767.53 24,096.57 45,783.48 - 68,675.21	27,538.93 - - - 52,323.97 - 78,485.96	27,538.93 - - - - 52,323.97 - 78,485.96	27,538.93 - - - 52,323.97 - 78,485.96	27,538.93 - - - 52,323.97 - 78,485.96	27,538.93 - - - 52,323.97 - 78,485.96	27,538.93 - - - 52,323.97 - 78,485.96	25,244.02 - - 47,963.64 - 71,945.46	47,963.64	47,963.64 - 71,945.46	39,242.98 - 58,864.47	39,242.98 - 58,864.47	39,242.98 - 58,864.47	47,963.64 - 71,945.46	
Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin) Meals and Camp Costs (Per Day)	61,767.53 24,096.57 - - 45,783.48 - 68,675.21	61,767.53 24,096.57 	27,538.93 - - - 52,323.97 - 78,485.96	27,538.93 - - - 52,323.97 - 78,485.96	27,538.93 - - - 52,323.97 - 78,485.96	27,538.93 - - - 52,323.97 - 78,485.96	27,538.93 - - - 52,323.97 - 78,485.96	27,538.93 - - - 52,323.97 - 78,485.96	25,244.02 - - - 47,963.64 - 71,945.46	47,963.64	47,963.64 - 71,945.46	39,242.98 - 58,864.47	39,242.98 - 58,864.47	39,242.98 - 58,864.47	47,963.64 - 71,945.46	71
Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin) Meals and Camp Costs (Per Day) Local Hotel Costs (Per Day)	61,767.53 24,096.57 - - 45,783.48 - 68,675.21	61,767.53 24,096.57 	27,538.93 - - - 52,323.97 - 78,485.96	27,538.93 - - - 52,323.97 - 78,485.96	27,538.93 - - - 52,323.97 - 78,485.96	27,538.93 - - - 52,323.97 - 78,485.96	27,538.93 - - - 52,323.97 - 78,485.96	27,538.93 - - - 52,323.97 - 78,485.96	25,244.02 - - - 47,963.64 - 71,945.46	47,963.64 71,945.46	47,963.64 - 71,945.46	39,242.98	39,242.98	39,242.98 - 58,864.47	47,963.64 - 71,945.46	71

PCM Estimate - MF																
	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-
lours	4,924.96	4,976.61	4,976.61	5,198.50	5,258.74	5,145.49	5,145.49	4,689.28	4,539.00	4,700.30	1,617.84	1,905.01	1,905.01	1,740.26	2,953.57	1
louis	4,524.50	4,570.01	4,570.01	3,136.30	3,236.74	3,143.49	5,145.49	4,089.28	4,339.00	4,700.30	1,017.84	1,505.01	1,505.01	1,740.20	2,955.57	1,
xed Fee	65,600.41	66,288.41	66,288.41	69,244.01	70,046.42	68,537.93	68,537.93	62,461.18	60,459.42	62,607.95	21,549.60	25,374.78	25,374.78	23,180.30	39,341.49	20
Reimbursable Labour																
Base Rate	274,402.78	277,280.65	277,280.65	289,643.76	293,000.20	286,690.29	286,690.29	261,271.59	252,898.33	261,885.48	90,140.73	106,141.26	106,141.26	00 001 00	164 562 24	0.4
uplift	25,395.98	25,662.32	25,662.32	26,806.53	27,117.17	26,533.19	26,533.19	24,180.69	23,405.74	24,237.50	8,342.52	9,823.37	9,823.37	96,961.89 8,973.82	164,563.21 15,230.33	84
Payroll Burden	114,223.33	115,421.27	115,421.27	120,567.56	121,964.72	119,338.14	119,338.14	108,757.32	105,271.85	109,012.86	37,522.12	44,182.53	44,182.53	40,361.51	68,501.34	35
Office Overhead	139,868.74	141,335.64	141,335.64	147,637.38	149,348.22	146,131.93	146,131.93	133,175.50	128,907.48	133,488.41	45,946.58	54,102.38	54,102.38	49,423.47		43
Computer Services	35,558.18	35,931.10	35,931.10	37,533.16	37,968.10	37,150.44	37,150.44	33,856.59	32,771.55	33,936.14	11,680.79	13,754.20	13,754.20	12,564.70	83,881.25	
Reproduction Services	9,652.91	9,754.15	9,754.15	10,189.06				9,190.99	8,896.43						21,324.74	11
Canadian Tax Equalization	9,052.91	9,754.15	9,754.15	10,189.06	10,307.13	10,085.16	10,085.16	9,190.99	8,896,43	9,212.58	3,170.96	3,733.83	3,733.83	3,410.92	5,788.99	2
ssignment Costs	98,499.11	99,532.14	99,532.14	103,969.98	105,174.81	102,909.81	102,909.81	93,785.56	90,779.91	94,005.92	32,356.75	38,100.27	38,100.27	34,805.26	59,071.30	30
ffice Overhead Prepayment																
ffice Facilities & Services	20,038.98	20,403.81	20,403.81	21,346.92	22,871.02	22,894.80	22,894.80	20,623.29	20,658.66	23,167.19	21,652.75	25,385.09	25,385.09	23,091.30	38,491.54	39
usiness Travel	4,924.96	4,976.61	4,976.61	5,198.50	5,258.74	5,145.49	5,145.49	4,689.28	4,539.00	4,700.30	1,617.84	1,905.01	1,905.01	1,740.26	2,953.57	1
dditional Rates	2,500.00	2 500 00	3 500 00	2 500 00	2 500 00	3 500 00	2 500 00	2 500 00	2 500 00	2 500 00	3 500 00	3 500 00	3 500 00	3 500 00	2 500 00	
dditional Rates	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2
otal	790,665.37	799,086.10	799,086.10	834,636.86	845,556.53	827,917.20	827,917.20	754,491.98	731,088.36	758,754.33	276,480.64	325,002.73	325,002.73	297,013.43	501,647.76	279
	2.01.2					25.02.00				0.000				1000000		
ours	8,414.67	8,797.16	8,797.16	8,797.16	9,179.64	9,179.64	9,179.64	6,884.73	6,884.73	6,884.73	7,267.22	7,267.22	7,267.22	5,737.28	5,737.28	5
ixed Fee	112,083.46	117,178.16	117,178.16	117,178.16	122,272.86	122,272.86	122,272.86	91,704.65	91,704.65	91,704.65	96,799.35	96,799.35	96,799.35	76,420.54	76,420.54	76
eimbursable Labour										V 17 1	F4 7 F 74	711				
Base Rate	468,838.73	490,149.58	490,149.58	490,149.58	511,460.43	511,460.43	511,460.43	383,595.33	383,595.33	383,595.33	404,906.18	404,906.18	404,906.18	319,662.77	319,662.77	319
Project Uplift	66,809.52	69,846.32	69,846.32	69,846.32	72,883.11	72,883.11	72,883.11	54,662.33	54,662.33	54,662.33	57,699.13	57,699.13	57,699.13	45,551.94	45,551.94	45
Remote location uplift	44,539.68	46,564.21	46,564.21	46,564.21	48,588.74	48,588.74	48,588.74	36,441.56	36,441.56	36,441.56	38,466.09	38,466.09	38,466.09	30,367.96	30,367.96	30
Additional hours Uplift	66,809.52	69,846.32	69,846.32	69,846.32	72,883.11	72,883.11	72,883.11	54,662.33	54,662.33	54,662.33	57,699.13	57,699.13	57,699.13	45,551.94	45,551.94	45
Payroll Burden	246,506.03	257,710.85	257,710.85	257,710.85	268,915.67	268,915.67	268,915.67	201,686.75	201,686.75	201,686.75	212,891.57	212,891.57	212,891.57	168,072.29	168,072.29	168
Office Overhead	64,708.84	67,650.15	67,650.15	67,650.15	70,591.46	70,591.46	70,591.46	52,943.60	52,943.60	52,943.60	55,884.91	55,884.91	55,884.91	44,119.67	44,119.67	44
Computer Services	25,244.02	26,391.48	26,391.48	26,391.48	27,538.93	27,538.93	27,538.93	20,654.20	20,654.20	20,654.20	21,801.66	21,801.66	21,801.66	17,211.83	17,211.83	17
				•	•	-		- V				- 4		(4)		
Reproduction Services	×	0-0"	-	(*)	1-0	-	1-	(4)	16	*	L.	-	-	1+1	×	
Canadian Tax Equalization			÷	, (-)	-	(+						7.0		- 31	E	
Canadian Tax Equalization Rest and Recupertion		The state of the s	50,143.81	50,143.81	52,323.97	52,323.97	52,323.97	39,242.98	39,242.98	39,242.98	41,423.14	41,423.14	41,423.14	32,702.48	32,702.48	32
Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin)	47,963.64	50,143.81	30,143.01			-		-	12	-	-	- 1		14.		
Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin)	47,963.64	50,143.81	30,143.01	1.0	-			58,864.47	58,864.47	58,864.47	62,134.72	62,134.72	62,134.72	49,053.72	49,053.72	49
Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin)	47,963.64			75,215.71	78,485.96	78,485.96	78,485.96	30,004.47	20,00 11.11	30,001.11		02,20 2	02,134.72	49,033.72	49,055.72	
Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin)	47,963.64	- N	-			78,485.96	78,485.96	-	-	-	*	+	02,134.72	49,033.72	49,033.72	
Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin Meals and Camp Costs (Per Day)	47,963.64) - 71,945.46	75,215.71	75,215.71	75,215.71	78,485.96											
Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin Meals and Camp Costs (Per Day)	47,963.64) - 71,945.46	75,215.71	75,215.71	75,215.71	78,485.96	-	-									828
Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin Meals and Camp Costs (Per Day) Local Hotel Costs (Per Day)	47,963.64) - 71,945.46	75,215.71	75,215.71	75,215.71	78,485.96	-	-	•						*	*	828

EDCNA For	timate - MF							
EPCIVI EST	timate - IVIF							
		78.50						
-		Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Total
Hours		1,525.57	1,525.57	1,525.57	1,525.57	1,525.57	1,525.57	603,50
Fixed Fee		20,320.53	20,320.53	20,320.53	20,320.53	20,320.53	20,320.53	8,038,65
Reimburs	sable Labour							
	Base Rate	84,999.62	84,999.62	84,999.62	84,999.62	84,999.62	84,999.62	33,625,25
	uplift	7,866.71	7,866.71	7,866.71	7,866.71	7,866.71	7,866.71	3,112,01
	Payroll Burden	35,382.07	35,382.07	35,382.07	35,382.07	35,382.07	35,382.07	13,996,900
	Office Overhead	43,326.05	43,326.05	43,326.05	43,326.05	43,326.05	43,326.05	17,139,48
	Computer Services	11,014.58	11,014.58	11,014.58	11,014.58	11,014.58	11,014.58	4,357,29
_	Reproduction Services	2,990.11	2,990.11	2,990.11		2,990.11	2,990.11	1,182,86
	Canadian Tax Equalization	2,990.11	2,990.11	2,990.11	2,990.11	2,990.11	2,990.11	1,102,00
Acathematic		20 511 20	20 544 20	20.544.20	20 544 20	20 544 20	20.544.20	
Assignme		30,511.30	30,511.30	30,511.30	30,511.30	30,511.30	30,511.30	12,070,05
Office Ove	erhead Prepayment							
Office Fac	cilities & Services	38,114.21	38,114.21	38,114.21	37,824.83	37,824.83	37,824.83	1,582,67
Business 1	Travel	1,525.57	1,525.57	1,525.57	1,525.57	1,525.57	1,525.57	603,50
Additiona	al Rates	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	172,50
Total		278,550.75	278,550.75	278,550.75	278,261.37	278,261.37	278,261.37	95,881,21
Hours		2,294.91	2,294.91	2,294.91	1,897.13	1,897.13	1,897.13	518,60
Fixed Fee		30,568.22	30,568.22	30,568.22	25,269.72	25,269.72	25,269.72	6,907,80
Reimburs	able Labour							
	Base Rate	127,865.11	127,865.11	127,865.11	105,701.82	105,701.82	105,701.82	28,894,95
	Project Uplift	18,220.78	18,220.78	18,220.78	15,062.51	15,062.51	15,062.51	4,117,53
	Remote location uplift	12,147.19	12,147.19	12,147.19	10,041.67	10,041.67	10,041.67	2,745,02
	Additional hours Uplift	18,220.78	18,220.78	18,220.78	15,062.51	15,062.51	15,062.51	4,117,53
	Payroll Burden	67,228.92	67,228.92	67,228.92	55,575.90	55,575.90	55,575.90	15,192,39
	Office Overhead	17,647.87	17,647.87	17,647.87	14,588.90	14,588.90	14,588.90	3,988,06
	Computer Services	6,884.73	6,884.73	6,884.73	5,691.38	5,691.38	5,691.38	1,555,81
	Reproduction Services		-	-	-	-	-	2,000,02
	Canadian Tax Equalization		-		-		1-1	
	Rest and Recupertion		2.0		-			
	Travel (To & From Point Of Origin)	13,080.99	13,080.99	13,080.99	10,813.62	10,813.62	10,813.62	2,956,04
	Travel time (To & From Point Of Origin)	-	13,000.33	25,566.55	10,613.02	10,013.02	10,813.02	2,330,04
	Meals and Camp Costs (Per Day)	19,621.49	19,621.49	19,621.49	16,220.43	16,220.43	16,220.43	4,434,06
	Local Hotel Costs (Per Day)	15,021.45	15,021.45	15,021.45	10,220.43	10,220.43	10,220.43	4,434,00
		331,486.06	331,486.06	331,486.06	274,028.48	274,028.48	274,028.48	74,909,22
Total		331,400.00	111111111111					
TOTAL		610,036.81	610,036.81	610,036.81	552,289.85		552,289.85	170,790,43

EPCIVI Estir	nate - LIL																
			1	1 - 4 1													
		Opening	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jur
Hours			7,525.54	8,638.42	9,090.43	9,758.07	10,990.98	10,851.35	11,536.83	11,450.90	11,682.07	10,052.87	10,667.88	9,667.30	9,912.64	9,367.13	8
			020 2020 10														
Fixed Fee			100,240.16	115,063.75	121,084.54	129,977.55	146,399.92	144,539.93	153,670.59	152,526.00	155,605.13	133,904.29	142,096.11	128,768.37	132,036.32	124,770.22	117
Reimbursal	ble Labour																
	Base Rate		419,298.91	481,305.12	506,489.77	543,688.72	612,382.55	604,602.32	642,795.35	638,007.58	650,887.41	560,114.05	594,379.94	538,630.78	552,300.43	521,906.76	49:
	Uplift		38,806.11	44,544.79	46,875.63	50,318.39	56,676.01	55,955.94	59,490.71	59,047.60	60,239.63	51,838.56	55,009.86	49,850.28	51,115.41	48,302.47	49.
	Payroll Burden		174,538.01	200,348.81	210,832.22	226,316.71	254,911.31	251,672.70	267,570.99	265,578.02	270,939.40	233,153.94					
	Office Overhead		213,725.27	245,331.11	258,168.25	277,129.31	312,143.97	308,178.23	327,646.00	325,205.58	331,770.69	285,501.65	247,417.52 302,967.67	224,211.28	229,901.43	217,249.72	20
	Computer Services		54,334.38	62,369.39	65,632.91	70,453.30	79,354.91	78,346.72						274,551.18	281,518.88	266,026.60	25
	Reproduction Services	_	14,750.05	16,931.30					83,295.92	82,675.50	84,344.52	72,581.76	77,022.06	69,797.87	71,569.24	67,630.71	6
	Canadian Tax Equalization		47.77.77		17,817.25	19,125.83	21,542.33	21,268.64	22,612.19	22,443.77	22,896.85	19,703.63	20,909.04	18,947.90	19,428.77	18,359.58	1
	Canadian Tax Equalization		*				7		-		47	-	*			-	
ssignmen	Costs		150,510.75	172,768.39	181,808.63	195,161.49	219,819.70	217,026.92	230,736.62	229,018.01	233,641.33	201,057.50	213,357.52	193,345.90	198,252.73	187,342.68	17
Office Over	head Prepayment																
ffice Facil	ities & Services		8,073.31	9,230.06	11,738.03	11,221.90	12,524.25	12,376.61	12,274.81	12,268.89	12,378.93	10,507.28	12,800.48	12,026.16	13,304.01	12,787.39	1
uela see Te	aval.		7.525.54														
usiness Tr	avei		7,525.54	8,638.42	9,090.43	9,758.07	10,990.98	10,851.35	11,536.83	11,450.90	11,682.07	10,052.87	10,667.88	9,667.30	9,912.64	9,367.13	
dditional I	Rates		2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	
Total			1 184 302 50	1 359 031 14				1 707 319 35	1 814 130 02	1 900 721 94	1 926 995 96	1 590 015 54	1 670 139 07	1 522 207 01	1 561 930 96	1 476 242 27	1 200
Total			1,184,302.50	1,359,031.14				1,707,319.35	1,814,130.02	1,800,721.84	1,836,885.96	1,580,915.54	1,679,128.07	1,522,297.01	1,561,839.86	1,476,243.27	1,389
Total			1,184,302.50	1,359,031.14				1,707,319.35	1,814,130.02	1,800,721.84	1,836,885.96	1,580,915.54	1,679,128.07	1,522,297.01	1,561,839.86	1,476,243.27	1,38
otal			1,184,302.50	1,359,031.14				1,707,319.35	1,814,130.02	1,800,721.84	1,836,885.96	1,580,915.54	1,679,128.07	1,522,297.01	1,561,839.86	1,476,243.27	1,38
otal			1,184,302.50	1,359,031.14				1,707,319.35	1,814,130.02	1,800,721.84	1,836,885.96	1,580,915.54	1,679,128.07	1,522,297.01	1,561,839.86	1,476,243.27	1,38
			1,184,302.50	1,359,031.14				1,707,319.35	1,814,130.02	1,800,721.84	1,836,885.96	1,580,915.54	2,000.00	2,000.00	1,561,839.86 4,000.00	1,476,243.27 4,000.00	
ours					1,432,037.66	1,535,651.27	1,729,245.94										
ours xed Fee	ole Labour		-	×	1,432,037.66	1,535,651.27	1,729,245.94		6	741	-		2,000.00	2,000.00	4,000.00	4,000.00	
ours xed Fee	ole Labour		-	×	1,432,037.66	1,535,651.27	1,729,245.94		6	741	-		2,000.00	2,000.00	4,000.00	4,000.00	
lours ixed Fee eimbursat	ole Labour Base Rate		-	×	1,432,037.66	1,535,651.27	1,729,245.94		6	741	-		2,000.00 26,640.00	2,000.00 26,640.00	4,000.00 53,280.00	4,000.00 53,280.00	5
lours ixed Fee eimbursab				*	1,432,037.66	1,535,651.27	1,729,245.94		į.		-		2,000.00 26,640.00 111,433.61	2,000.00 26,640.00 111,433.61	4,000.00 53,280.00 222,867.21	4,000.00 53,280.00 222,867.21	5
lours ixed Fee eimbursat	Base Rate			*	1,432,037.66	1,535,651.27	1,729,245.94		j.				2,000.00 26,640.00 111,433.61 15,879.29	2,000.00 26,640.00 111,433.61 15,879.29	4,000.00 53,280.00 222,867.21 31,758.58	4,000.00 53,280.00 222,867.21 31,758.58	222
lours ixed Fee eimbursat	Base Rate Project Uplift			*	1,432,037.66	1,535,651.27	1,729,245.94) P				2,000.00 26,640.00 111,433.61 15,879.29 10,586.19	2,000.00 26,640.00 111,433.61 15,879.29 10,586.19	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39	222 3 2
ours ixed Fee eimbursat	Base Rate Project Uplift Remote location uplift Additional hours Uplift			*	1,432,037.66	1,535,651.27	1,729,245.94						2,000.00 26,640.00 111,433.61 15,879.29 10,586.19 15,879.29	2,000.00 26,640.00 111,433.61 15,879.29 10,586.19 15,879.29	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39 31,758.58	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39 31,758.58	22 3 2 3
ours xed Fee eimbursat	Base Rate Project Uplift Remote location uplift			*	1,432,037.66	1,535,651.27	1,729,245.94						2,000.00 26,640.00 111,433.61 15,879.29 10,586.19 15,879.29 58,589.56	2,000.00 26,640.00 111,433.61 15,879.29 10,586.19 15,879.29 58,589.56	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39 31,758.58 117,179.12	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39 31,758.58 117,179.12	22 3 2 3 11
ours ixed Fee eimbursat	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead			X	1,432,037.66	1,535,651.27	1,729,245.94						2,000.00 26,640.00 111,433.61 15,879.29 10,586.19 15,879.29 58,589.56 15,380.00	2,000.00 26,640.00 111,433.61 15,879.29 10,586.19 15,879.29 58,589.56 15,380.00	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39 31,758.58 117,179.12 30,760.00	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39 31,758.58 117,179.12 30,760.00	222 3 3 11 1 3 3
ours xed Fee eimbursab	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services			X	1,432,037.66	1,535,651.27	1,729,245.94		÷				2,000.00 26,640.00 111,433.61 15,879.29 10,586.19 15,879.29 58,589.56 15,380.00 6,000.00	2,000.00 26,640.00 111,433.61 15,879.29 10,586.19 15,879.29 58,589.56 15,380.00 6,000.00	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39 31,758.58 117,179.12	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39 31,758.58 117,179.12 30,760.00 12,000.00	222 3 3 3 11 11 3 3
ours xed Fee eimbursab	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services			· · · · · · · · · · · · · · · · · · ·	1,432,037.66	1,535,651.27	1,729,245.94		4 4 4 4 7				2,000.00 26,640.00 111,433.61 15,879.29 10,586.19 15,879.29 58,589.56 15,380.00 6,000.00	2,000.00 26,640.00 111,433.61 15,879.29 10,586.19 15,879.29 58,589.56 15,380.00 6,000.00	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39 31,758.58 117,179.12 30,760.00 12,000.00	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39 31,758.58 117,179.12 30,760.00 12,000.00	222 3 2 3 111 3
ours xed Fee eimbursat	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization				1,432,037.66	1,535,651.27	1,729,245.94		4 				2,000.00 26,640.00 111,433.61 15,879.29 10,586.19 15,879.29 58,589.56 15,380.00 6,000.00	2,000.00 26,640.00 111,433.61 15,879.29 10,586.19 15,879.29 58,589.56 15,380.00 6,000.00	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39 31,758.58 117,179.12 30,760.00 12,000.00	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39 31,758.58 117,179.12 30,760.00 12,000.00	222 3 2 3 111 3
ours xed Fee eimbursat	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion				1,432,037.66	1,535,651.27	1,729,245.94						2,000.00 26,640.00 111,433.61 15,879.29 10,586.19 15,879.29 58,589.56 15,380.00 6,000.00	2,000.00 26,640.00 111,433.61 15,879.29 10,586.19 15,879.29 58,589.56 15,380.00 6,000.00	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39 31,758.58 117,179.12 30,760.00 12,000.00	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39 31,758.58 117,179.12 30,760.00 12,000.00	222 3 3 2 3 111 3 1
ours ixed Fee eimbursat	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin)				1,432,037.66	1,535,651.27	1,729,245.94						2,000.00 26,640.00 111,433.61 15,879.29 10,586.19 15,879.29 58,589.56 15,380.00 6,000.00	2,000.00 26,640.00 111,433.61 15,879.29 10,586.19 15,879.29 58,589.56 15,380.00 6,000.00	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39 31,758.58 117,179.12 30,760.00 12,000.00	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39 31,758.58 117,179.12 30,760.00 12,000.00	222 3 2 3 3 111 3 3 1
ours ixed Fee eimbursat	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin)				1,432,037.66	1,535,651.27	1,729,245.94						2,000.00 26,640.00 111,433.61 15,879.29 10,586.19 15,879.29 58,589.56 15,380.00 6,000.00	2,000.00 26,640.00 111,433.61 15,879.29 10,586.19 15,879.29 58,589.56 15,380.00 6,000.00	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39 31,758.58 117,179.12 30,760.00 12,000.00	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39 31,758.58 117,179.12 30,760.00 12,000.00	222 33 22 33 111 33 1
lours ixed Fee eimbursat	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin)				1,432,037.66	1,535,651.27	1,729,245.94						2,000.00 26,640.00 111,433.61 15,879.29 10,586.19 15,879.29 58,589.56 15,380.00 6,000.00	2,000.00 26,640.00 111,433.61 15,879.29 10,586.19 15,879.29 58,589.56 15,380.00 6,000.00	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39 31,758.58 117,179.12 30,760.00 12,000.00	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39 31,758.58 117,179.12 30,760.00 12,000.00	222 33 22 33 111 33 1
ours ixed Fee eimbursat	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin) Meals and Camp Costs (Per Day)				1,432,037.66	1,535,651.27	1,729,245.94		· · · · · · · · · · · · · · · · · · ·				2,000.00 26,640.00 111,433.61 15,879.29 10,586.19 15,879.29 58,589.56 15,380.00 6,000.00	2,000.00 26,640.00 111,433.61 15,879.29 10,586.19 15,879.29 58,589.56 15,380.00 6,000.00	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39 31,758.58 117,179.12 30,760.00 12,000.00 	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39 31,758.58 117,179.12 30,760.00 12,000.00 	222 33 22 33 111 33 1
Hours Fixed Fee Reimbursat	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin) Meals and Camp Costs (Per Day)				1,432,037.66	1,535,651.27	1,729,245.94		· · · · · · · · · · · · · · · · · · ·				2,000.00 26,640.00 111,433.61 15,879.29 10,586.19 15,879.29 58,589.56 15,380.00 6,000.00	2,000.00 26,640.00 111,433.61 15,879.29 10,586.19 15,879.29 58,589.56 15,380.00 6,000.00	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39 31,758.58 117,179.12 30,760.00 12,000.00 	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39 31,758.58 117,179.12 30,760.00 12,000.00 	222 3 2 2 3 3 111 3 3 1 2 2 3 3 4 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
ours ixed Fee eimbursat	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin) Meals and Camp Costs (Per Day)				1,432,037.66	1,535,651.27	1,729,245.94						2,000.00 26,640.00 111,433.61 15,879.29 10,586.19 15,879.29 58,589.56 15,380.00 6,000.00	2,000.00 26,640.00 111,433.61 15,879.29 10,586.19 15,879.29 58,589.56 15,380.00 6,000.00	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39 31,758.58 117,179.12 30,760.00 12,000.00 22,800.00 34,200.00	4,000.00 53,280.00 222,867.21 31,758.58 21,172.39 31,758.58 117,179.12 30,760.00 12,000.00 22,800.00 34,200.00	222 3 22 3 3 111 3 1

EPCM Esti	mate - LIL																
		Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	00
ours		8,126.93	8,108.76	7,994.12	8,047.15	8,018.47	7,605.57	6,832.86	6,832.86	6,832.86	6,925.09	6,925.09	6,889.58	6,655.40	6,655.40	6,695.56	6
ixed Fee		108,250.76	108,008.72	106,481.70	107,188.06	106,806.08	101,306.19	91,013.69	91,013.69	91,013.69	92,242.19	92,242.19	91,769.26	88,649.93	88,649.93	89,184.84	92
		100,230.70	100,000.72	100,401.70	107,100.00	100,000.00	101,300.13	91,013.03	51,015.05	31,013.03	52,242.15	52,242.13	31,703.20	00,043.33	86,043.33	05,104.04	3.
eimbursa	ble Labour																
	Base Rate	452,806.80	451,794.33	445,406.90	448,361.58	446,763.76	423,758.05	380,705.09	380,705.09	380,705.09	385,843.84	385,843.84	383,865.58	370,817.64	370,817.64	373,055.13	38
	Uplift	41,907.27	41,813.56	41,222.41	41,495.86	41,347.99	39,218.81	35,234.26	35,234.26	35,234.26	35,709.85	35,709.85	35,526.76	34,319.17	34,319.17	34,526.25	3
	Payroll Burden	188,486.06	188,064.61	185,405.77	186,635.69	185,970.58	176,394.18	158,472.89	158,472.89	158,472.89	160,611.95	160,611.95	159,788.48	154,357.13	154,357.13	155,288.51	16
	Office Overhead	230,804.93	230,288.85	227,033.05	228,539.11	227,724.67	215,998.19	194,053.21	194,053.21	194,053.21	196,672.54	196,672.54	195,664.18	189,013.37	189,013.37	190,153.87	19
	Computer Services	58,676.47	58,545.27	57,717.56	58,100.44	57,893.38	54,912.22	49,333.25	49,333.25	49,333.25	49,999.14	49,999.14	49,742.79	48,051.99	48,051.99	48,341.93	5
	Reproduction Services	15,928.79	15,893.17	15,668.48	15,772.42	15,716.21	14,906.92	13,392.40	13,392.40	13,392.40	13,573.17	13,573.17	13,503.58	13,044.58	13,044.58	13,123.29	1
	Canadian Tax Equalization	-	-	-	15,772.42	-	-	-	15,552.40	-	13,373.17	-	-	13,044.38	-	15,125.25	1
ssignmer	nt Costs	162,538.69	162,175.25	159,882.43	160,943.04	160,369.49	152,111.40	136,657.19	136,657.19	136,657.19	138,501.79	138,501.79	137,791.67	133,108.01	133,108.01	133,911.17	13
											200000000						1-00
ffice Ove	rhead Prepayment																
ffice Faci	lities & Services	12,869.28	12,985.00	13,072.08	13,825.76	11,072.95	11,156.16	13,291.55	13,291.55	13,291.55	13,686.38	13,686.38	13,991.69	14,092.67	14,092.67	14,299.80	1
usiness T	ravel	8,126.93	8,108.76	7,994.12	8,047.15	8,018.47	7,605.57	6,832.86	6,832.86	6,832.86	6,925.09	6,925.09	6,889.58	6,655.40	6,655.40	6,695.56	
dditional	Rates	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	
otal		1,282,895.98	1,280,177.52	1,262,384.49	1,271,409.11	1,264,183.57	1,199,867.69	1,081,486.39	1,081,486.39	1,081,486.39	1,096,265.94	1,096,265.94	1,091,033.58	1,054,609.90	1,054,609.90	1,061,080.35	1,100
	-																
ours		6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	
xed Fee		79,920.00	79,920.00	79,920.00	79,920.00	79,920.00	79,920.00	106,560.00	106,560.00	106,560.00	106,560.00	106,560.00	106,560.00	106,560.00	106,560.00	106,560.00	10
xeu ree		79,920.00	79,920.00	79,920.00	79,920.00	79,920.00	79,920.00	106,560.00	106,560.00	106,560.00	106,560.00	106,560.00	106,560.00	106,560.00	106,560,00	106,560.00	10
eimbursa	ble Labour																
	Base Rate	334,300.82	334,300.82	334,300.82	334,300.82	334,300.82	334,300.82	445,734.43	445,734.43	445,734.43	445,734.43	445,734.43	445,734.43	445,734.43	445,734.43	445,734.43	44
	Project Uplift	47,637.87	47,637.87	47,637.87	47,637.87	47,637.87	47,637.87	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	6
	Remote location uplift	31,758.58	31,758.58	31,758.58	31,758.58	31,758.58	31,758.58	42,344.77	42,344.77	42,344.77	42,344.77	42,344.77	42,344.77	42,344.77	42,344.77	42,344.77	4
	Additional hours Uplift	47,637.87	47,637.87	47,637.87	47,637.87	47,637.87	47,637.87	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	6
	Payroll Burden	175,768.69	175,768.69	175,768.69	175,768.69	175,768.69	175,768.69	234,358.25	234,358.25	234,358.25	234,358.25	234,358.25	234,358.25	234,358.25	234,358.25	234,358.25	23
	Office Overhead	46,140.00	46,140.00	46,140.00	46,140.00	46,140.00	46,140.00	61,520.00	61,520.00	61,520.00	61,520.00	61,520.00	61,520.00	61,520.00	61,520.00	61,520.00	6
	Computer Services	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00	24,000.00	24,000.00	24,000.00	24,000.00						
	Reproduction Services	18,000.00	18,000.00	18,000.00	-	18,000.00	18,000.00	24,000.00	24,000.00	24,000.00	24,000.00	24,000.00	24,000.00	24,000.00	24,000.00	24,000.00	2
	CONTRACTOR AND			4				0-4	-							9	
	Canadian Tay Equalization					- 1			-	- 0	-	4 .	-	-			-
	Canadian Tax Equalization				34,200.00	34,200.00	34,200.00	45,600.00	45,600.00	45,600.00	45,600.00		45 500 00	45 500 00	45 600 00	45 600 00	
	Rest and Recupertion	24 200 00	24 200 00	24 200 00		34,200.00	54,200.00					45,600.00	45,600.00	45,600.00	45,600.00	45,600.00	4
	Rest and Recupertion Travel (To & From Point Of Origin)	34,200.00	34,200.00	34,200.00				-		-	-					*	
	Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin)	34,200.00	190		-				CO 400 00	CO 400 CC	CO 400 00	CO 400 00			CO 100 00		
	Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin) Meals and Camp Costs (Per Day)	34,200.00 - 51,300.00	51,300.00	51,300.00	51,300.00	51,300.00	51,300.00	68,400.00	68,400.00	68,400.00	68,400.00	68,400.00	68,400.00	68,400.00	68,400.00	68,400.00	6
	Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin)	34,200.00	190		-				68,400.00	68,400.00	68,400.00	68,400.00	68,400.00	68,400.00	68,400.00	68,400.00	6
otal	Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin) Meals and Camp Costs (Per Day)	34,200.00 - 51,300.00	51,300.00	51,300.00	51,300.00	51,300.00	51,300.00	68,400.00	•								1.155
otal	Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin) Meals and Camp Costs (Per Day)	34,200.00 - 51,300.00	51,300.00	51,300.00	51,300.00	51,300.00	51,300.00	68,400.00	•								

PCM Estimate - LIL																
J. J									-							-
													-			-
	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb
	5 5 4 4 5 5	5011.15	5 007 44	5 5 5 7 4 4		4 4 1 4 4 4	* * * * * * *	40.144								
lours	6,944.46	6,944.46	5,887.44	5,887.44	5,887.44	6,046.68	6,046.68	6,118.72	6,227.92	6,227.92	6,227.92	6,697.07	6,697.07	6,697.07	5,820.28	5
xed Fee	92,500.21	92,500.21	78,420.75	78,420.75	78,420.75	80,541.72	80,541.72	81,501.34	82,955.89	82,955.89	82,955.89	89,204.92	89,204.92	89,204.92	77,526.13	77
teimbursable Labour																
Base Rate	386,923.11	386,923.11	328,029.54	328,029.54	328,029.54	336,901.43	336,901.43	340,915.47	346,999.77	346,999.77	346,999.77	373,139.12	373,139.12	373,139.12	324,287.39	324
Uplift	35,809.73	35,809.73	30,359.13	30,359.13	30,359.13	31,180.23	31,180.23	31,551.73	32,114.83	32,114.83	32,114.83	34,534.03	34,534.03	34,534.03	30,012.80	30
Payroll Burden	161,061,21	161,061.21	136,546.08	136,546.08	136,546.08	140,239.11	140,239.11	141,910.00	144,442.66	144,442.66	144,442.66	155,323.47	155,323.47	155,323.47	134,988.37	134
Office Overhead	197,222.66	197,222.66	167,203.40	167,203.40	167,203.40	171,725.58	171,725.58	173,771.62	176,872.91	176,872.91	176,872.91	190,196.68	190,196.68	190,196.68	165,295.95	165
Computer Services	50,139.00	50,139.00	42,507.34	42,507.34	42,507.34	43,657.00	43,657.00	44,177.15	44,965.58	44,965.58	44,965.58	48,352.82	48,352.82	48,352.82	42,022.42	42
Reproduction Services	13,611.14	13,611.14	11,539.39	11,539.39	11,539.39	11,851.48	11,851.48	11,992.69	12,206.72	12,206.72	12,206.72	13,126.25	13,126.25	13,126.25	11,407.75	11
Canadian Tax Equalization	-	-	-	-	-	-	11,031.40	-	12,200.72	-	12,200.72	15,120.25	15,120.25	-	11,407.75	11
ssignment Costs	138,889.20	138,889.20	117,748.87	117,748.87	117,748.87	120,933.51	120,933.51	122,374.38	124,558.39	124,558.39	124,558.39	133,941.32	133,941.32	133,941.32	116,405.60	116
Office Overhead Prepayment																
	15 205 10	45 205 40	45 706 60	45 706 60	25 705 63	45.000.00	45.000.50	40.00				2000				
ffice Facilities & Services	15,385.10	15,385.10	15,796.62	15,796.62	15,796.62	16,328.52	16,328.52	16,334.08	17,382.89	17,382.89	17,382.89	19,866.49	19,866.49	19,866.49	20,761.02	20
usiness Travel	6,944.46	6,944.46	5,887.44	5,887.44	5,887.44	6,046.68	6,046.68	6,118.72	6,227.92	6,227.92	6,227.92	6,697.07	6,697.07	6,697.07	5,820.28	5
dditional Rates	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2
otal	1,100,985.82	1 100 985 82	936,538.57	936,538.57	936,538.57	961,905.25	961,905.25	973,147.19	991,227.56	991,227.56	991,227.56	1,066,882.16	1,066,882.16	1 066 993 16	931,027.71	931
	1,000,000.00	2,223,223.52		550,550.57	330,030.27	302,303.23	302,303.23	373,247.23	332,227.30	332,227.30	331,227.30	1,000,002.10	1,000,002.10	1,000,002.10	331,027.71	931
ours	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8
xed Fee	106,560.00	106,560.00	106,560.00	106,560.00	106,560.00	106,560.00	106,560.00	106,560.00	106,560.00	106,560.00	106,560.00	106,560.00	106,560.00	106,560.00	106,560.00	106
eimbursable Labour																
Base Rate	445,734.43	445,734.43	445,734.43	445,734.43	445,734.43	445,734.43	445,734.43	445,734.43	445,734.43	445,734.43	445,734.43	445,734.43	445,734.43	445,734.43	445,734.43	445
Project Uplift	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63
Remote location uplift	42,344.77	42,344.77	42,344.77	42,344.77	42,344.77	42,344.77	42,344.77	42,344.77	42,344.77	42,344.77	42,344.77	42,344.77	42,344.77	42,344.77	42,344.77	42
nemote rocation apine	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63
Additional hours Uplift									234,358.25	234,358.25	234,358.25	234,358.25	234,358.25	234,358.25	234,358.25	234
The state of the s	234,358.25	234,358.25	234,358.25	234,358.25	234,358.25	234,358.25	234,358.25	234,358.25	234,330.23						61,520.00	61
Additional hours Uplift	234,358.25 61,520.00	234,358.25 61,520.00	234,358.25 61,520.00	234,358.25 61,520.00	234,358.25 61,520.00	234,358.25 61,520.00	234,358.25 61,520.00	234,358.25 61,520.00	61,520.00	the second secon				61.520.00		
Additional hours Uplift Payroll Burden	The second secon		A STATE OF THE PARTY OF THE PAR	and the second s	61,520.00	61,520.00	61,520.00	61,520.00		61,520.00	61,520.00	61,520.00	61,520.00	61,520.00 24,000.00		2.4
Additional hours Uplift Payroll Burden Office Overhead	61,520.00	61,520.00	61,520.00	61,520.00					61,520.00	the second secon				61,520.00 24,000.00	24,000.00	24
Additional hours Uplift Payroll Burden Office Overhead Computer Services	61,520.00 24,000.00	61,520.00 24,000.00	61,520.00 24,000.00	61,520.00 24,000.00	61,520.00 24,000.00	61,520.00 24,000.00	61,520.00 24,000.00	61,520.00 24,000.00	61,520.00 24,000.00	61,520.00 24,000.00	61,520.00 24,000.00	61,520.00 24,000.00	61,520.00 24,000.00	24,000.00	24,000.00	24
Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization	61,520.00 24,000.00	61,520.00 24,000.00	61,520.00 24,000.00	61,520.00 24,000.00	61,520.00 24,000.00	61,520.00 24,000.00	61,520.00 24,000.00	61,520.00 24,000.00	61,520.00 24,000.00	61,520.00 24,000.00 -	61,520.00 24,000.00	61,520.00 24,000.00	61,520.00 24,000.00	24,000.00	24,000.00	24
Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin)	61,520.00 24,000.00 - - - 45,600.00	61,520.00 24,000.00 - - - 45,600.00	61,520.00 24,000.00 - - - 45,600.00	61,520.00 24,000.00 - - 45,600.00	61,520.00 24,000.00 - - - 45,600.00	61,520.00 24,000.00 - - - 45,600.00	61,520.00 24,000.00 - - 45,600.00	61,520.00 24,000.00 - - - 45,600.00	61,520.00 24,000.00 - - - 45,600.00	61,520.00 24,000.00 - - - 45,600.00	61,520.00 24,000.00 - - 45,600.00	61,520.00 24,000.00 - - - 45,600.00	61,520.00 24,000.00 -	24,000.00 - - - - 45,600.00	24,000.00 - - - - 45,600.00	
Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin)	61,520.00 24,000.00 - - - 45,600.00	61,520.00 24,000.00 - - - 45,600.00	61,520.00 24,000.00 - - 45,600.00	61,520.00 24,000.00 - - 45,600.00	61,520.00 24,000.00 - - - 45,600.00	61,520.00 24,000.00 - - - 45,600.00	61,520.00 24,000.00 - - 45,600.00	61,520.00 24,000.00 - - - 45,600.00	61,520.00 24,000.00 - - - 45,600.00	61,520.00 24,000.00 - - - 45,600.00	61,520.00 24,000.00 - 45,600.00	61,520.00 24,000.00 - - - 45,600.00	61,520.00 24,000.00 - - - 45,600.00	24,000.00 - - - 45,600.00	24,000.00 - - - 45,600.00	45,
Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin) Meals and Camp Costs (Per Day)	61,520.00 24,000.00 - - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - -	24,000.00 - - - 45,600.00 - 68,400.00	24,000.00 - - - - 45,600.00	
Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin)	61,520.00 24,000.00 - - - 45,600.00	61,520.00 24,000.00 - - - 45,600.00	61,520.00 24,000.00 - - 45,600.00	61,520.00 24,000.00 - - 45,600.00	61,520.00 24,000.00 - - - 45,600.00	61,520.00 24,000.00 - - - 45,600.00	61,520.00 24,000.00 - - 45,600.00	61,520.00 24,000.00 - - - 45,600.00	61,520.00 24,000.00 - - - 45,600.00	61,520.00 24,000.00 - - - 45,600.00	61,520.00 24,000.00 - 45,600.00	61,520.00 24,000.00 - - - 45,600.00	61,520.00 24,000.00 - - - 45,600.00	24,000.00 - - - 45,600.00	24,000.00 - - - 45,600.00	45
Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin) Meals and Camp Costs (Per Day)	61,520.00 24,000.00 - - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - 45,600.00 - 68,400.00	24,000.00 - - - 45,600.00 - 68,400.00	24,000.00 - - - 45,600.00 - 68,400.00	45
Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin) Meals and Camp Costs (Per Day) Local Hotel Costs (Per Day)	61,520.00 24,000.00 - - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - - 45,600.00 - 68,400.00	61,520.00 24,000.00 - - 45,600.00 - 68,400.00	24,000.00 - - - 45,600.00 - 68,400.00	24,000.00 - - - 45,600.00 - 68,400.00	45 68

EPCIVI ESTIM	nate - LIL																
		Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17
lours		5,820.28	5,768.63	5,768.63	4,754.01	3,318.50	3,203.17	3,203.17	3,323.38	3,137.66	2,817.49	1,856.95	1,569.77	1,569.77	1,734.52	521.22	
ixed Fee		77,526.13	76,838.13	76,838.13	63,323.38	44,202.36	42,666.21	42,666.21	44,267.44	41,793.68	37,529.01	24,734.51	20,909.32	20,909.32	23,103.80	6,942.62	3,
eimbursab	le Labour																
	Base Rate	324,287.39	321,409.53	321,409.53	264,878.11	184,895.94	178,470.33	178,470.33	185,168.18	174,820.60	156 001 72	102 462 05	97 462 52	07.462.52	05 541 00	20.040.57	
	Uplift										156,981.72	103,463.05	87,462.52	87,462.52	96,641.89	29,040.57	14
		30,012.80	29,746.45	29,746.45	24,514.47	17,112.12	16,517.43	16,517.43	17,137.32	16,179.65	14,528.66	9,575.50	8,094.66	8,094.66	8,944.21	2,687.70	1
	Payroll Burden	134,988.37	133,790.43	133,790.43	110,258.57	76,965.07	74,290.34	74,290.34	77,078.40	72,771.09	65,345.45	43,067.69	36,407.28	36,407.28	40,228.30	12,088.47	6
	Office Overhead	165,295.95	163,829.04	163,829.04	135,013.81	94,245.26	90,969.99	90,969.99	94,384.03	89,109.65	80,016.81	52,737.24	44,581.44	44,581.44	49,260.36	14,802.57	.7
	Computer Services	42,022.42	41,649.50	41,649.50	34,323.93	23,959.54	23,126.88	23,126.88	23,994.81	22,653.93	20,342.30	13,407.14	11,333.73	11,333.73	12,523.23	3,763.19	1
	Reproduction Services	11,407.75	11,306.51	11,306.51	9,317.85	6,504.25	6,278.21	6,278.21	6,513.83	6,149.82	5,522.29	3,639.61	3,076.75	3,076.75	3,399.66	1,021.59	
	Canadian Tax Equalization		4-		- X	7						*		*	*	•	
ssignment	Costs	116,405.60	115,372.57	115,372.57	95,080.15	66,369.90	64,063.38	64,063.38	66,467.63	62,753.28	56,349.86	37,138.90	31,395.38	31,395.38	34,690.39	10,424.35	5
ffice Over	head Prepayment																
ffice Facili	ties & Services	20,761.02	20,396.19	20,396.19	19,453.08	17,928.98	17,905.20	17,905.20	20,176.71	20,141.34	17,632.81	19,147.25	15,414.91	15,414.91	17,708.70	2,308.46	
usinoss Tra	aval.			F 769 62	4.754.01	2 210 50		2 202 47									
usiness Tra	avei	5,820.28	5,768.63	5,768.63	4,754.01	3,318.50	3,203.17	3,203.17	3,323.38	3,137.66	2,817.49	1,856.95	1,569.77	1,569.77	1,734.52	521.22	
dditional F	Rates	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	- 2
otal		931,027.71	922,606.98	922,606.98	763,417.37	538,001.92	519,991.13	519,991.13	541,011.72	512,010.71	459,566.40	311,267.85	262,745.76	262,745.76	290,735.06	86,100.73	45
ours		8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	6,000.00	6,000.00	4,000.00	4,000.00	4,000.00	×	
xed Fee		106,560.00	106,560.00	106,560.00	106,560.00	106,560.00	106,560.00	106,560.00	106,560.00	106,560.00	79,920.00	79,920.00	53,280.00	53,280.00	53,280.00	(-)	
eimbursab	le Labour										70.7	7 - 7 - 1 - 1	- 27.77				
	Base Rate	445,734.43	445,734.43	445,734.43	445,734.43	445,734.43	445,734.43	445,734.43	445,734.43	445,734.43	334,300.82	334,300.82	222,867.21	222,867.21	222,867.21	-	
	Project Uplift	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	47,637.87	47,637.87	31,758.58	31,758.58	31,758.58	-	
	Remote location uplift	42,344.77	42,344.77	42,344.77	42,344.77	42,344.77	42,344.77	42,344.77	42,344.77	42,344.77	31,758.58	31,758.58	21,172.39	21,172.39	21,172.39	-	
	Additional hours Uplift	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	63,517.16	47,637.87	47,637.87	31,758.58	31,758.58	31,758.58		
	Payroll Burden	234,358.25	234,358.25	234,358.25	234,358.25	234,358.25	234,358.25	234,358.25	234,358.25	234,358.25	175,768.69	175,768.69	117,179.12	117,179.12	117,179.12	-	
	Office Overhead	61,520.00	61,520.00	61,520.00	61,520.00	61,520.00	61,520.00	61,520.00	61,520.00	61,520.00	46,140.00	46,140.00	30,760.00	30,760.00	30,760.00	-	
	Computer Services	24,000.00	24,000.00	24,000.00	24,000.00	24,000.00	24,000.00	24,000.00	24,000.00	24,000.00	18,000.00	18,000.00	12,000.00	12,000.00	12,000.00		
	Reproduction Services	-		- 1,000.00	- 1,000.00	-	- 1,000.00	-	-	24,000.00	10,000.00	-	-	12,000.00	-		
	Canadian Tax Equalization			-		-	-	(-1)	12	-	-						
	Rest and Recupertion	1	-		- 0					-	-	- 1				- 1	
	Travel (To & From Point Of Origin)	45,600.00	45,600.00	45,600.00	45,600.00	45,600.00	45,600.00	45,600.00	45,600.00	45,600.00	34,200.00	34,200.00					
	Fravel time (To & From Point Of Origin)	43,600.00	45,000.00	43,600.00	45,000.00	45,600.00	45,600.00	45,000.00	100000000000000000000000000000000000000				22,800.00	22,800.00	22,800.00	*	
	Meals and Camp Costs (Per Day)	68,400.00	68,400.00	68,400.00		68,400.00	68,400.00		- - -	68 400 00	E1 200 00	E1 200.00	24 200 00	24 200 00	34 300 00		
	Local Hotel Costs (Per Day)	68,400.00	68,400.00	68,400.00	68,400.00	68,400.00	68,400.00	68,400.00	68,400.00	68,400.00	51,300.00	51,300.00	34,200.00	34,200.00	34,200.00	-	
											4.4.33				77.51		
otal		1,155,551.76	1,155,551.76	1,155,551.76	1,155,551.76	1,155,551.76	1,155,551.76	1,155,551.76	1,155,551.76	1,155,551.76	866,663.82	866,663.82	577,775.88	577,775.88	577,775.88		

EPCM Esti	mate - LIL							
	1							
		Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Total
Hours		269.22	269.22	269.22	269.22	269.22	269.22	416,527
Fixed Fee		3,585.98	3,585.98	3,585.98	3,585.98	3,585.98	3,585.98	5,548,139
Reimbursa	able Labour							
	Base Rate	14,999.93	14,999.93	14,999.93	14,999.93	14,999.93	14,999.93	23,207,554
	Uplift	1,388.24	1,388.24	1,388.24	1,388.24	1,388.24	1,388.24	2,147,85
	Payroll Burden	6,243.90	6,243.90	6,243.90	6,243.90	6,243.90	6,243.90	9,660,41
	Office Overhead	7,645.77	7,645.77	7,645.77	7,645.77	7,645.77	7,645.77	11,829,36
	Computer Services	1,943.75	1,943.75	1,943.75	1,943.75	1,943.75	1,943.75	3,007,32
	Reproduction Services	527.67	527.67	527.67	527.67	527.67	527.67	816,39
	Canadian Tax Equalization	-	-	-	-		-	020,00
Assignmer Office Ove	nt Costs	5,384.35	5,384.35	5,384.35	5,384.35	5,384.35	5,384.35	8,330,54
0 20	15.18							
Office Ove	rhead Prepayment							
	Fig. 0.5	0.505.70	2 505 72		4 400 10			
Office Faci	lities & Services	2,685.79	2,685.79	2,685.79	2,975.17	2,975.17	2,975.17	951,82
Business T	ravel	269.22	269.22	269.22	269.22	269.22	269.22	416,52
Additional	Rates	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	172,50
					12			1011011
Total		47,174.59	47,174.59	47,174.59	47,463.98	47,463.98	47,463.98	66,088,44
Hours			-					356,00
Fixed Fee					- 5			4,741,92
Reimhursa	ble Labour							
Neimbor 30	Die edbour							
	Base Rate				-	-	4	19,835,18
	Project Uplift		-				12	2,826,51
	Remote location uplift							1,884,34
	Additional hours Uplift							2,826,51
	Payroll Burden	-		-			-	10,428,94
	Office Overhead						-	2,737,64
	Computer Services		- 2	- 1			-	1,068,00
	Reproduction Services	-		-				1,000,000
-	Canadian Tax Equalization							
	Rest and Recupertion			- 1	-		- :	
_	Travel (To & From Point Of Origin)	-		- 1		-		2,029,20
	Travel time (To & From Point Of Origin)			- 1	-			2,029,200
	Meals and Camp Costs (Per Day)							3,043,800
	Local Hotel Costs (Per Day)				-	-		3,043,600
	Total Costs (FEI Day)	-						
*1								-2
Total		•	-	1,500	•			51,422,05

																	_
EPCM Estimate - LTA	A																
																	-
		Opening	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jur
lours			4,113.16	5,266.48	4,851.09	5,834.09	5,185.06	5,074.25	6,204.26	6,246.46	6,421.94	7,434.61	7,175.50	7,561.84	7,790.66	8,246.36	8
ixed Fee			54,787.31	70,149.46	64,616.52	77,710.08	69,064.98	67,589.05	82,640.75	83,202.83	85,540.30	99,029.03	95,577.61	100,723.71	103,771.53	109,841.53	109
			34,707.02	70,143.40	04,010.32	77,710.00	03,004.30	07,303.03	82,040.73	83,202.83	83,540.30	33,023.03	33,377.01	100,725.71	103,771.33	109,841.55	109
eimbursable Labou	ur																
Base Rate	te		229,172.21	293,431.22	270,287.23	325,056.84	288,894.89	282,721.16	345,681.55	348,032.71	357,810.20	414,232.80	399,795.70	421,321.58	434,070.40	459,460.86	458
Uplift			21,209.89	27,157.06	25,015.08	30,084.01	26,737.22	26,165.84	31,992.83	32,210.43	33,115.33	38,337.25	37,001.09	38,993.31	40,173.22	42,523.10	-
Payroll B	Burden		95,395.58	122,144.13	112,510.18	135,308.66	120,255.83	117,685.95	143,893.94	144,872.63	148,942.63	172,429.19	166,419.58	175,379.97	180,686.82	191,255.89	191
Office Ov	verhead		116,813.78	149,567.92	137,770.96	165,688.15	147,255.66	144,108.79	176,200.99	177,399.43	182,383.21	211,142.97	203,784.09	214,756.27	221,254.60	234,196.65	233
1000000	er Services		29,697.03	38,023.96	35,024.87	42,122.13	37,436.12	36,636.11	44,794.76	45,099.43	46,366.44	53,677.90	51,807.08	54,596.49	56,248.53	59,538.72	59
	action Services		8,061.80	10,322.29	9,508.14	11,434.82	10,162.71	9,945.54	12,160.35	12,243.06	12,587.01	14,571.84	14,063.97	14,821.21	15,269.68	16,162.87	16
	n Tax Equalization		-	-	7,500.14	~	-	5,545.54	-	-	-	14,571.04	- 14,003.37	-	- 15,209.00	10,102.67	10
ssignment Costs			82,263.23	105,329.52	97,021.80	116 601 00	102 701 17	101 405 06	124 005 20	124 020 17	120 420 00	140 502 22	142 500 02	151 225 01	155 013 10	454.007.00	16
ssignment Costs			82,263.23	105,329.52	97,021.80	116,681.80	103,701.17	101,485.06	124,085.20	124,929.17	128,438.88	148,692.23	143,509.92	151,236.81	155,813.10	164,927.22	164
ffice Overhead Pre	epayment																
ffice Facilities & Se	ervices		5,652.51	6,862.17	7,756.44	11,583.07	10,737.65	10,621.24	12,340.04	12,471.86	12,520.66	15,019.13	14,258.19	14,942.72	14,081.44	14,522.92	15
usiness Travel			4,113.16	5,266.48	4,851.09	5,834.09	5,185.06	5,074.25	6,204.26	6,246.46	6,421.94	7,434.61	7,175.50	7,561.84	7,790.66	8,246.36	
James Huter			4,113.10	3,200.40	4,651,05	3,034.03	5,165.00	3,074.23	0,204.20	0,240.40	0,421.34	7,434.01	7,173.30	7,301.84	7,790.00	0,240.30	
dditional Rates			2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	
otal			649,666.49	830,754.22	766,862.32	924,003.64	821,931.30	804,532.99	982,494.66	989,208.00	1,016,626.61	1,177,066.95	1,135,892.72	1,196,833.91	1,231,659.97	1,303,176.11	1,302
																	1.5
ours			1 155 02	1 155 03	1 155 02	4 220 05	4 220 05	4 220 05	F 202 00	5 202 00	5 202 00	5 024 00	5 024 00	6 024 00			
ours			1,155.83	1,155.83	1,155.83	4,238.05	4,238.05	4,238.05	5,393.88	5,393.88	5,393.88	6,934.98	6,934.98	6,934.98	6,934.98	6,934.98	6
xed Fee			15,395.66	15,395.66	15,395.66	56,450.76	56,450.76	56,450.76	71,846.42	71,846.42	71,846.42	92,373.97	92,373.97	92,373.97	92,373.97	92,373.97	92
eimbursable Labou	ır																-
			2.192.02			202222	30.20.00										
Base Rate			64,399.18	64,399.18	64,399.18	236,130.32	236,130.32	236,130.32	300,529.50	300,529.50	300,529.50	386,395.07	386,395.07	386,395.07	386,395.07	386,395.07	386
Project U			9,176.88	9,176.88	9,176.88	33,648.57	33,648.57	33,648.57	42,825.45	42,825.45	42,825.45	55,061.30	55,061.30	55,061.30	55,061.30	55,061.30	55
	location uplift		6,117.92	6,117.92	6,117.92	22,432.38	22,432.38	22,432.38	28,550.30	28,550.30	28,550.30	36,707.53	36,707.53	36,707.53	36,707.53	36,707.53	36
The same of the sa	al hours Uplift		9,176.88	9,176.88	9,176.88	33,648.57	33,648.57	33,648.57	42,825.45	42,825.45	42,825.45	55,061.30	55,061.30	55,061.30	55,061.30	55,061.30	55
Payroll Bu			33,859.80	33,859.80	33,859.80	124,152.60	124,152.60	124,152.60	158,012.40	158,012.40	158,012.40	203,158.80	203,158.80	203,158.80	203,158.80	203,158.80	203
Office Ov	20 A A A C A A A A A A A A A A A A A A A		8,888.34	8,888.34	8,888.34	32,590.57	32,590.57	32,590.57	41,478.90	41,478.90	41,478.90	53,330.02	53,330.02	53,330.02	53,330.02	53,330.02	53
	er Services		3,467.49	3,467.49	3,467.49	12,714.14	12,714.14	12,714.14	16,181.63	16,181.63	16,181.63	20,804.95	20,804.95	20,804.95	20,804.95	20,804.95	20
	ction Services			14)		-		-							*		
	n Tax Equalization			3-1		32 1	-	-	14.7		4	2	-	-	-	0	
	Recupertion		÷	-1	1-	-	100	- 1	+1	- 4				Ψ.	4-1		
Travel (Tr	o & From Point Of Origin)		6,588.23	6,588.23	6,588.23	24,156.86	24,156.86	24,156.86	30,745.09	30,745.09	30,745.09	39,529.40	39,529.40	39,529.40	39,529.40	39,529.40	39
	me (To & From Point Of Origin)			-	-	- 1	-	-	-1	-	-	-	-			The Heat	
	nd Camp Costs (Per Day)		9,882.35	9,882.35	9,882.35	36,235.28	36,235.28	36,235.28	46,117.64	46,117.64	46,117.64	59,294.10	59,294.10	59,294.10	59,294.10	59,294.10	59
Local Hot	tel Costs (Per Day)		77197	÷.	-	-		- 0	-		3			-	- 1	1 14	
								12/25	1.11								
		_	166,952.74	166,952.74	166,952.74	612,160.05	612,160.05	612,160.05	779,112.79	779,112.79	779 112 79	1 001 716 44	1 001 716 44	1 001 716 44	1 001 716 44	1,001,716.44	1.001
otal				100,552.74	100,332.74	012,100.03	012,100.03	012,100.03	773,112.73	713,112.73	773,112.73	1,001,710.44	1,001,710.44	1,001,710.44	1,001,710.44	1,001,710.44	2,002

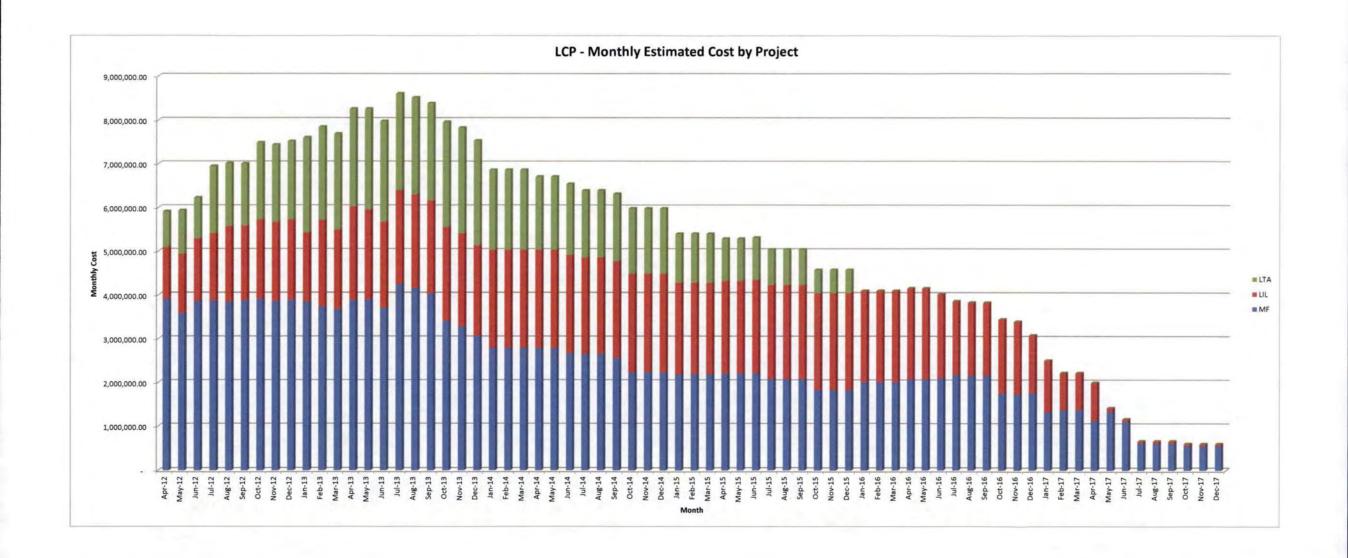
Reimbursa	ble Labour																-
Fixed Fee		100,323.49	101,096.34	102,001.45	109,376.84	110,569.78	108,928.09	69,711.68	69,711.68	69,711.68	65,909.12	65,909.12	61,938.92	58,593.60	58,593.60	59,245.80	60,1
Reimbursa	ble Labour																
	Base Rate	419,647.45	422,880.23	426,666.29	457,517.10	462,507.09	455,640.02	291,599.99	291,599.99	291,599.99	275,694.12	275,694.12	259,086.99	245,093.70	245,093.70	247,821.81	251,
	Uplift	38,838.37	39,137.57	39,487.97	42,343.21	42,805.03	42,169.48	26,987.58	26,987.58	26,987.58	25,515.49	25,515.49	23,978.50	22,683.42	22,683.42	22,935.91	23,
	Payroll Burden	174,683.10	176,028.78	177,604.77	190,446.78	192,523.92	189,665.42	121,381.87	121,381.87	121,381.87	114,760.86	114,760.86	107,847.95	102,023.08	102,023.08	103,158.69	104
	Office Overhead	213,902.93	215,550.75	217,480.58	233,205.87	235,749.37	232,249.09	148,634.51	148,634.51	148,634.51	140,526.96	140,526.96	132,061.96				
	Account of the second of the s		100000000000000000000000000000000000000									and the second second second		124,929.30	124,929.30	126,319.87	128
	Computer Services	54,379.55	54,798.46	55,289.08	59,286.84	59,933.47	59,043.61	37,786.66	37,786.66	37,786.66	35,725.52	35,725.52	33,573.50	31,760.19	31,760.19	32,113.71	32
	Reproduction Services	14,762.31	14,876.04	15,009.22	16,094.49	16,270.03	16,028.46	10,257.87	10,257.87	10,257.87	9,698.34	9,698.34	9,114.14	8,621.88	8,621.88	8,717.85	8
	Canadian Tax Equalization				*			4	×		*		*				
ssignmer	t Costs	150,635.87	151,796.30	153,155.34	164,229.48	166,020.68	163,555.69	104,672.19	104,672.19	104,672.19	98,962.65	98,962.65	93,001.38	87,978.38	87,978.38	88,957.66	90
ffice Ove	rhead Prepayment																
ffice Faci	lities & Services	13,238.09	13,427.73	13,691.99	15,666.15	12,643.31	13,023.85	10,904.13	10,904.13	10,904.13	10,190.27	10,190.27	10,162.34	9,787.26	9,787.26	9,951.62	10
mee rae	aces & Services	15,250.05	15,427.75	15,031.55	13,000.13	12,043.31	13,023.03	10,504.15	10,504.13	10,504.13	10,150.27	10,190.27	10,102.34	3,767.20	3,767.20	5,551.02	10
usiness T	ravel	7,531.79	7,589.82	7,657.77	8,211.47	8,301.03	8,177.78	5,233.61	5,233.61	5,233.61	4,948.13	4,948.13	4,650.07	4,398.92	4,398.92	4,447.88	4
dditional	Rates	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2
otal		1,190,442.94	1,199,682.02	1,210,544.45	1,298,878.23	1,309,823.71	1,290,981.50	829,670.09	829,670.09	829,670.09	784,431.47	784,431.47	737,915.75	698,369.74	698,369.74	706,170.81	717
ours		7,000.00	7,000.00	7,000.00	7,705.54	7,705.54	7,705.54	6,934.98	6,934.98	6,934.98	6,164.43	6,164.43	6,164.43	5,779.15	5,779.15	5,779.15	5
0013		7,000,00				7,703.54	7,703.54	0,554.50	0,554.50	0,554.50	0,104.43	0,104.43	0,104.43	3,773.13	3,773.13	3,773.13	
xed Fee		93,240.00	93,240.00	93,240.00	102,637.74	102,637.74	102,637.74	92,373.97	92,373.97	92,373.97	82,110.20	82,110.20	82,110.20	76,978.31	76,978.31	76,978.31	71
eimbursa	ble Labour																
	Base Rate	390,017.63	390,017.63	390,017.63	429,327.86	429,327.86	429,327.86	386,395.07	386,395.07	386,395.07	343,462.29	343,462.29	343,462.29	321,995.89	321,995.89	321,995.89	300
	Project Uplift	55,577.51	55,577.51	55,577.51	61,179.22	61,179.22	61,179.22	55,061.30	55,061.30	55,061.30	48,943.38	48,943.38	48,943.38	45,884.41	45,884.41	45,884.41	42
	Remote location uplift	37,051.67	37,051.67	37,051.67	40,786.15	40,786.15	40,786.15	36,707.53	36,707.53	36,707.53	32,628.92	32,628.92	32,628.92	30,589.61	30,589.61	30,589.61	28
	Additional hours Uplift	55,577.51	55,577.51	55,577.51	61,179.22	61,179.22	61,179.22	55,061.30	55,061.30	55,061.30	48,943.38	48,943.38	48,943.38		Market Market Street	A CONTRACTOR OF THE PARTY OF TH	
	Payroll Burden										the second secon	and the second s	and the second section of the second section is a second section of the second section of the second section is a second section of the sect	45,884.41	45,884.41	45,884.41	42
	A CANADA	205,063.47	205,063.47	205,063.47	225,732.00	225,732.00	225,732.00	203,158.80	203,158.80	203,158.80	180,585.60	180,585.60	180,585.60	169,299.00	169,299.00	169,299.00	158
	Office Overhead	53,830.00	53,830.00	53,830.00	59,255.57	59,255.57	59,255.57	53,330.02	53,330.02	53,330.02	47,404.46	47,404.46	47,404.46	44,441.68	44,441.68	44,441.68	41
	Computer Services	21,000.00	21,000.00	21,000.00	23,116.61	23,116.61	23,116.61	20,804.95	20,804.95	20,804.95	18,493.29	18,493.29	18,493.29	17,337.46	17,337.46	17,337.46	16
	Reproduction Services		×.	-			H H	*		-	-		-			8	
	Canadian Tax Equalization	*	×.	1-1		•	7-4	3-7	-		-	*	1-	(2)	(A)	~	
	Rest and Recupertion	-	12			Q.	8.	1-1				*			IA.		
	Travel /To D Come Daint Of Original	39,900.00	39,900.00	39,900.00	43,921.56	43,921.56	43,921.56	39,529.40	39,529.40	39,529.40	35,137.25	35,137.25	35,137.25	32,941.17	32,941.17	32,941.17	30
	Travel (To & From Point Of Origin)						-		10000		-	-				-	
		27		-						59,294.10	52,705.87	52,705.87		The second second			46
	Travel time (To & From Point Of Origin)				65.882.34	65.882.34	65 882 34	59 294 10					5////5/8/		44 411 /5		
	Travel time (To & From Point Of Origin) Meals and Camp Costs (Per Day)	59,850.00	59,850.00	59,850.00	65,882.34	65,882.34	65,882.34	59,294.10	59,294.10				52,705.87	49,411.75	49,411.75	49,411.75	40
	Travel time (To & From Point Of Origin)				65,882.34	65,882.34	65,882.34	59,294.10	59,294.10	59,294.10	-	-	52,705.87	49,411.75	49,411.75	49,411.75	40
otal	Travel time (To & From Point Of Origin) Meals and Camp Costs (Per Day)	59,850.00	59,850.00	59,850.00		•	•	*	*							834,763.70	

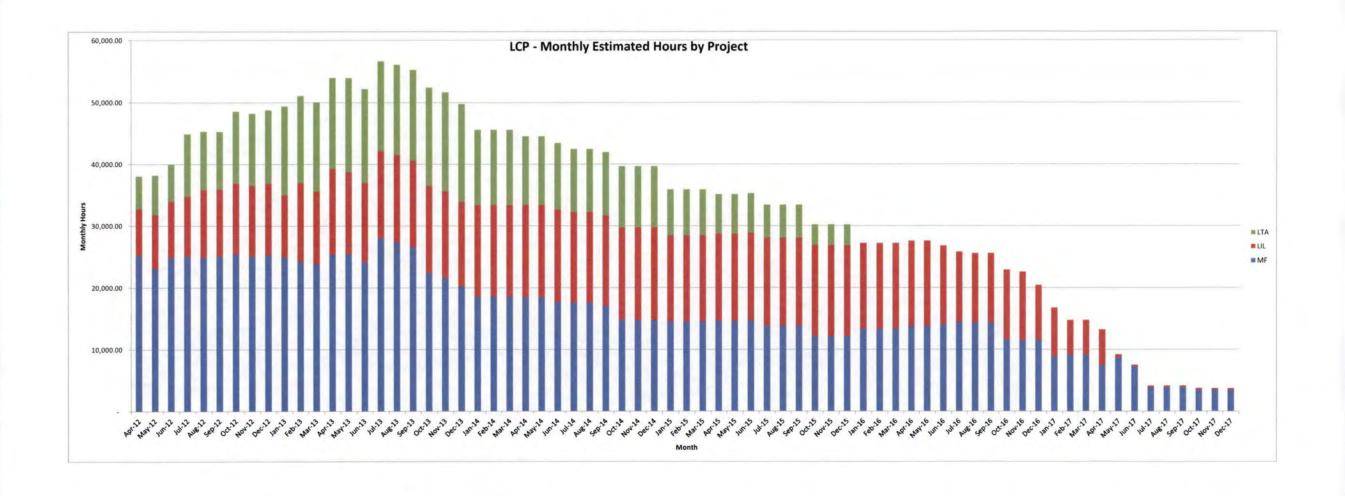
	mate - LTA																
_		Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb
Hours		4,518.28	4,518.28	3,556.56	3,556.56	3,556.56	3,295.46	3,295.46	3,329.20	3,039.78	3,039.78	3,039.78	2,511.95	2,511.95	2,511.95		
ixed Fee		60,183.48	60,183.48	47,373.34	47,373.34	47,373.34	43,895.49	43,895.49	44,344.98	40,489.84	40,489.84	40,489.84	33,459.22	33,459.22	33,459.22	+	
teimbursa	ble Labour																
	Base Rate	251,744.10	251,744.10	198,159.98	198,159.98	198,159.98	183,612.35	183,612.35	185,492.53	169,366.69	169,366.69	169,366.69	139,958.01	139,958.01	139,958.01		
_	Uplift	23,298.92	23,298.92	18,339.71	18,339.71	18,339.71	16,993.32	16,993.32	17,167.33	15,674.89	15,674.89	15,674.89	12,953.11	12,953.11	12,953.11	-	
	Payroll Burden	104,791.39	104,791.39	82,486.38	82,486.38	82,486.38	76,430.76	76,430.76	77,213.41	70,500.84	70,500.84	70,500.84	58,259.14	58,259.14	58,259.14	- 19	
	Office Overhead	128,319.14	128,319.14	101,006.22	101,006.22	101,006.22	93,590.99	93,590.99	94,549.35	86,329.68	86,329.68	86,329.68	71,339.47	71,339.47	71,339.47		
	Computer Services	32,621.98	32,621.98	25,678.34	25,678.34	25,678.34	23,793.20	23,793.20	24,036.84	21,947.19	21,947.19	21,947.19	18,136.30	18,136.30	18,136.30		
	Reproduction Services	8,855.83	8,855.83	6,970.85	6,970.85	6,970.85	6,459.10	6,459.10	6,525.24	5,957.96	5,957.96	5,957.96	4,923.43	4,923.43	4,923.43		
	Canadian Tax Equalization	*	7	~			-		*	-		-		-	11.5	7	
ssignmen	t Costs	90,365.59	90,365.59	71,131.14	71,131.14	71,131.14	65,909.15	65,909.15	66,584.05	60,795.55	60,795.55	60,795.55	50,239.07	50,239.07	50,239.07		
office Ove	rhead Prepayment																
ffice Faci	lities & Services	10,204.42	10,204.42	8,427.92	8,427.92	8,427.92	7,413.71	7,413.71	7,417.43	6,538.09	6,538.09	6,538.09	4,562.06	4,562.06	4,562.06		
usiness T	ravel	4,518.28	4,518.28	3,556.56	3,556.56	3,556.56	3,295.46	3,295.46	3,329.20	3,039.78	3,039.78	3,039.78	2,511.95	2,511.95	2,511.95	1	
dditional	Rates	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	
		2,500.00	2,000.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	
otal		717,403.13	717,403.13	565,630.44	565,630.44	565,630.44	523,893.53	523,893.53	529,160.36	483,140.53	483,140.53	483,140.53	398,841.76	398,841.76	398,841.76	2,500.00	2,
		5 202 00	5 202 00	2.052.77	2.052.77	2.052.77	2 002 24	2,002,24	200204	224.55	201100	2244.66	022.00	453.03			
ours		5,393.88	5,393.88	3,852.77	3,852.77	3,852.77	3,082.21	3,082.21	3,082.21	2,311.66	2,311.66	2,311.66	863.02	863.02	863.02		
		5,393.88 71,846.42	5,393.88 71,846.42	3,852.77 51,318.87	3,852.77 51,318.87	3,852.77 51,318.87	3,082.21 41,055.10	3,082.21 41,055.10	3,082.21 41,055.10	2,311.66 30,791.32	2,311.66 30,791.32	2,311.66 30,791.32	863.02 11,495.43	863.02 11,495.43	863.02 11,495.43		
xed Fee	ble Labour																
ixed Fee eimbursa	ble Labour Base Rate																
ixed Fee eimbursa		71,846.42	71,846.42	51,318.87	51,318.87	51,318.87	41,055.10	41,055.10	41,055.10	30,791.32	30,791.32	30,791.32	11,495.43	11,495.43	11,495.43		
ixed Fee eimbursa	Base Rate	71,846.42	71,846.42	51,318.87	51,318.87	51,318.87 214,663.93	41,055.10 171,731.14	41,055.10 171,731.14	41,055.10 171,731.14	30,791.32 128,798.36	30,791.32	30,791.32 128,798.36	11,495.43 48,084.72	11,495.43 48,084.72 6,852.07	11,495.43		
ixed Fee eimbursa	Base Rate Project Uplift	71,846.42 300,529.50 42,825.45	71,846.42 300,529.50 42,825.45	51,318.87 214,663.93 30,589.61	51,318.87 214,663.93 30,589.61	51,318.87 214,663.93 30,589.61	41,055.10 171,731.14 24,471.69	41,055.10 171,731.14 24,471.69	41,055.10 171,731.14 24,471.69	30,791.32 128,798.36 18,353.77	30,791.32 128,798.36 18,353.77	30,791.32 128,798.36 18,353.77	11,495.43 48,084.72 6,852.07	11,495.43 48,084.72	11,495.43 48,084.72 6,852.07		
ixed Fee eimbursa	Base Rate Project Uplift Remote location uplift	71,846.42 300,529.50 42,825.45 28,550.30	71,846.42 300,529.50 42,825.45 28,550.30	51,318.87 214,663.93 30,589.61 20,393.07	51,318.87 214,663.93 30,589.61 20,393.07	51,318.87 214,663.93 30,589.61 20,393.07	41,055.10 171,731.14 24,471.69 16,314.46	41,055.10 171,731.14 24,471.69 16,314.46	41,055.10 171,731.14 24,471.69 16,314.46	30,791.32 128,798.36 18,353.77 12,235.84	30,791.32 128,798.36 18,353.77 12,235.84	30,791.32 128,798.36 18,353.77 12,235.84	11,495.43 48,084.72 6,852.07 4,568.05	11,495.43 48,084.72 6,852.07 4,568.05	11,495.43 48,084.72 6,852.07 4,568.05		
ixed Fee eimbursa	Base Rate Project Uplift Remote location uplift Additional hours Uplift	71,846.42 300,529.50 42,825.45 28,550.30 42,825.45	71,846.42 300,529.50 42,825.45 28,550.30 42,825.45	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77	11,495.43 48,084.72 6,852.07 4,568.05 6,852.07	48,084.72 6,852.07 4,568.05 6,852.07	48,084.72 6,852.07 4,568.05 6,852.07		
ixed Fee eimbursa	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden	71,846.42 300,529.50 42,825.45 28,550.30 42,825.45 158,012.40	71,846.42 300,529.50 42,825.45 28,550.30 42,825.45 158,012.40	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60	48,084.72 6,852.07 4,568.05 6,852.07 25,281.98	48,084.72 6,852.07 4,568.05 6,852.07 25,281.98	48,084.72 6,852.07 4,568.05 6,852.07 25,281.98		
ixed Fee eimbursa	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services	71,846.42 300,529.50 42,825.45 28,550.30 42,825.45 158,012.40 41,478.90	71,846.42 300,529.50 42,825.45 28,550.30 42,825.45 158,012.40 41,478.90	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67	48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62	48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62	48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62		
ixed Fee eimbursa	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services	71,846.42 300,529.50 42,825.45 28,550.30 42,825.45 158,012.40 41,478.90 16,181.63	71,846.42 300,529.50 42,825.45 28,550.30 42,825.45 158,012.40 41,478.90 16,181.63	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79 11,558.30	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79 11,558.30	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79 11,558.30	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23 9,246.64	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23 9,246.64	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23 9,246.64	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67 6,934.98	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67 6,934.98	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67 6,934.98	11,495.43 48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62 2,589.06	11,495.43 48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62 2,589.06	48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62 2,589.06		
ixed Fee eimbursa	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services	71,846.42 300,529.50 42,825.45 28,550.30 42,825.45 158,012.40 41,478.90 16,181.63	71,846.42 300,529.50 42,825.45 28,550.30 42,825.45 158,012.40 41,478.90 16,181.63	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79 11,558.30	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79 11,558.30	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79 11,558.30	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23 9,246.64	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23 9,246.64	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23 9,246.64	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67 6,934.98	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67 6,934.98	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67 6,934.98	48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62 2,589.06	48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62 2,589.06	48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62 2,589.06		
xed Fee	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization	71,846.42 300,529.50 42,825.45 28,550.30 42,825.45 158,012.40 41,478.90 16,181.63	71,846.42 300,529.50 42,825.45 28,550.30 42,825.45 158,012.40 41,478.90 16,181.63	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79 11,558.30	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79 11,558.30	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79 11,558.30	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23 9,246.64	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23 9,246.64	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23 9,246.64	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67 6,934.98	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67 6,934.98	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67 6,934.98	11,495.43 48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62 2,589.06	11,495.43 48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62 2,589.06	48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62 2,589.06		
ixed Fee	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion	71,846.42 300,529.50 42,825.45 28,550.30 42,825.45 158,012.40 41,478.90 16,181.63	71,846.42 300,529.50 42,825.45 28,550.30 42,825.45 158,012.40 41,478.90 16,181.63	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79 11,558.30	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79 11,558.30	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79 11,558.30	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23 9,246.64	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23 9,246.64	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23 9,246.64	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67 6,934.98	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67 6,934.98	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67 6,934.98	11,495.43 48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62 2,589.06	11,495.43 48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62 2,589.06	48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62 2,589.06		
ixed Fee	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin)	71,846.42 300,529.50 42,825.45 28,550.30 42,825.45 158,012.40 41,478.90 16,181.63	71,846.42 300,529.50 42,825.45 28,550.30 42,825.45 158,012.40 41,478.90 16,181.63	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79 11,558.30	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79 11,558.30	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79 11,558.30	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23 9,246.64	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23 9,246.64	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23 9,246.64 	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67 6,934.98	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67 6,934.98	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67 6,934.98	11,495.43 48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62 2,589.06 	11,495.43 48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62 2,589.06	48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62 2,589.06 - - 4,919.21		
ixed Fee	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin)	71,846.42 300,529.50 42,825.45 28,550.30 42,825.45 158,012.40 41,478.90 16,181.63	71,846.42 300,529.50 42,825.45 28,550.30 42,825.45 158,012.40 41,478.90 16,181.63	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79 11,558.30	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79 11,558.30	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79 11,558.30	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23 9,246.64	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23 9,246.64 	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23 9,246.64 17,568.62	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67 6,934.98	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67 6,934.98	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67 6,934.98	11,495.43 48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62 2,589.06 	11,495.43 48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62 2,589.06	48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62 2,589.06 - - 4,919.21		
	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin) Meals and Camp Costs (Per Day)	300,529.50 42,825.45 28,550.30 42,825.45 158,012.40 41,478.90 16,181.63 30,745.09	71,846.42 300,529.50 42,825.45 28,550.30 42,825.45 158,012.40 41,478.90 16,181.63 30,745.09 46,117.64	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79 11,558.30 	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79 11,558.30 	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79 11,558.30 	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23 9,246.64 	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23 9,246.64 	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23 9,246.64 	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67 6,934.98 	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67 6,934.98 	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67 6,934.98 	11,495.43 48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62 2,589.06 	11,495.43 48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62 2,589.06 	11,495.43 48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62 2,589.06 - - 4,919.21 - 7,378.82		
ixed Fee	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin) Meals and Camp Costs (Per Day)	71,846.42 300,529.50 42,825.45 28,550.30 42,825.45 158,012.40 41,478.90 16,181.63 	71,846.42 300,529.50 42,825.45 28,550.30 42,825.45 158,012.40 41,478.90 16,181.63 30,745.09 46,117.64	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79 11,558.30 	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79 11,558.30 	51,318.87 214,663.93 30,589.61 20,393.07 30,589.61 112,866.00 29,627.79 11,558.30 	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23 9,246.64 	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23 9,246.64 	41,055.10 171,731.14 24,471.69 16,314.46 24,471.69 90,292.80 23,702.23 9,246.64 	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67 6,934.98 	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67 6,934.98 	30,791.32 128,798.36 18,353.77 12,235.84 18,353.77 67,719.60 17,776.67 6,934.98 	11,495.43 48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62 2,589.06 	11,495.43 48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62 2,589.06 	11,495.43 48,084.72 6,852.07 4,568.05 6,852.07 25,281.98 6,636.62 2,589.06 - - 4,919.21 - 7,378.82		

PCM Estimate - LTA																
	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17
	Widi-10	Apr-10	May 10	2011-20	701-10	Hub-10	3cp-10	Ott-10	1404-10	Dec-10	Jan-17	160-17	Ividi-17	Apr-17	Iviay-17	Jun-17
lours	-		-	-		-	*		+ 1			-				
- 121 F 121																
ixed Fee						-	-	-			•	-	•			
Reimbursable Labour																
Base Rate		(-1	-	-	-				-		-	-	14	- 41		
Uplift	-	•		-	-	14		•	-		•		-	-		
Payroll Burden	•	(1)	-	-		-			-	-	•		-	- 1		
Office Overhead	-				-			2.5			-		-	•		
Computer Services Reproduction Services	-	- 1	-	7	~	-		•			-	161	*			
Canadian Tax Equalization	-	71				-	-				-		•			
Canadian Tax Equalization			-	-		-	-		-	-	•	-	-		12.0	
Assignment Costs		(-)	- 4	-	-	-	-	-	-	-			-	Ψ,	v	
Office Overhead Prepayment	-															
Office Facilities & Services	9	(*)		1,61	÷			-		-	*		-	14.	-	
Business Travel	4			14.1						-	-		-			
Additional Rates	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	3.500.00	2 500 00	
dutional nates	2,300.00	2,300.00	2,300.00	2,300.00	2,300.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,
otal	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,
					-											
lours																
louis	-			•		-	-	-	•	100	-			-6,1		
ixed Fee		14.00			4	-	-	-		10.		-				
leimbursable Labour																
Base Rate	-	-		2 1	- :		(*)	-	7.0	2	A	-	12.	12.1	14	
Project Uplift		-		* 1-	1	-	-	12	-	-1	-		(-1)	-	-	
Remote location uplift	-		1.7	-	-	1.5			-	-	-	-	-		2/	
Additional hours Uplift			17	-		-	1.5				-	-	-	-	-	
Payroll Burden		*			*	-	•	-			•		-	-	-	
Office Overhead	-					*	- 1		3.0	1,50	•	*			(6.)	
Computer Services	-	-		-		-		-		- 1	-			-		
Reproduction Services	-		-		-	-	-	-	-	1.9.1	-		-	•		
Canadian Tax Equalization Rest and Recupertion	-		-	-	•				-	1.21	- 1	-		-	-	
Travel (To & From Point Of Origin)	-	1.		-	-			*	-	-		•	-		-	
Travel time (To & From Point Of Origin)	0.0	- :			-	-						•		-	-	
Meals and Camp Costs (Per Day)					-	2		-			-		-		•	
Local Hotel Costs (Per Day)	-		-	-	-	-	2		-			-			-	
ntal					1.21	4.0	14		12		4.11	- 2		1		
otal			•	•		•		•	-		• 1			-		

FPCM Esti	imate - LTA							
LI CIVI LSU	mate - LIA							
_		Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Total
Hours		-			-			237,409
-								
Fixed Fee		•	-	•	-	•		3,162,236
Reimbursa	able Labour							
	Base Rate							13,227,45
	Uplift	-	4	-		- :	-	1,224,20
	Payroll Burden	-	-					5,506,08
-	Office Overhead							
-	Computer Services	-			-			6,742,30
						-		1,714,06
	Reproduction Services		-	-	-	-	•	465,31
_	Canadian Tax Equalization	*	4.5	.10	15		•	
Assignmen	nt Costs	•	-	-	1-0	-	-	4,748,10
Assignmen	erhead Prepayment							
	ilities & Services			+				464,29
Office Fac	Indies & Services							404,23
Business T	ravel	¥ ·	(+)	9	14.1		-	237,40
Additional	Rates	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	172,50
Total		2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	37,663,95
Hours								224 22
nours		-	19	•	•		-	221,23
Fixed Fee		-			4-1	-	9	2,946,86
Reimbursa	able Labour							
	Base Rate							12,326,56
	Project Uplift							1,756,53
	Remote location uplift							
	Additional hours Uplift	-	*			-	•	1,171,02
			*	-				1,756,53
_	Payroll Burden		-	-	*	- 1	*	6,481,06
	Office Overhead	-	•	*	-	7	-	1,701,30
	Computer Services	1.000	•		-	*	•	663,70
	Reproduction Services	()*)				-	-	
	Canadian Tax Equalization	-	•	•	-	-	-	
	Rest and Recupertion	-	-	-	-	-	-	
	Travel (To & From Point Of Origin)	-	-	-	-	-		1,261,04
	Travel time (To & From Point Of Origin)	-	-	-	-		-	
	Meals and Camp Costs (Per Day)	-	- •		-	•	-	1,891,56
-	Local Hotel Costs (Per Day)		*	7	*	•		
Tarel								A2 AF - F
Total		-		-	-	15	-	31,956,21
_								
TOTAL		2,500.00	2,500.00	2,500.00	2,500.00			







		cor Energy - LCP			
A	verage rate by D	iscipline - Marc	h 2012 Invoice		
	A	pril 18, 2012	_		
	Hours	Cost	Average Rate	Group Avg. Rate	Total Avg Rate
Project Management:		30.07.0		5, 54p 111g 11415	7 2 247 7 17 8 17 44 2
Project Controls	3,334.00	182,578.22	54.76	13.18	
Contracts and Procurement	2,654.00	189,114.81	71.26	13.65	
Project Management	4,734.50	292,319.13	61.74	21.10	
Environment	745.00	33,505.80	44.97	2.42	
Safety	370.00	30,624.06	82.77	2.21	
Engineering	895.00	55,038.72	61.50	3.97	
QA	422.00	42,010.64	99.55	3.03	
Construction Management	701.00	67,137.39	95.77	4.85	
Total Project Management	13,855.50	892,328.76		64.40	29.50
Engineering	16,389.00	948,797.38	57.89	57.89	31.37
Construction Management					14.
Total Hours	30,244.50	~			60.87
Overall Average Base Rate (incluing Proj	ect Uplift)				
Current Mix (For Project Uplift Sensitivit	y):				
Staff with 0% Project Uplift	104	47.06%			
Staff with 15% Project Uplift	117	52.94%			
Total	221	100.00%	Based on this mi	x, current Assignme	nt
			Costs average \$2	20 per hour.	

21-March-201	12 Hours - Project Controls		
1000		- 45.28	
PAA Number	COTCOT I	Position	Hours
	Chehab, Georges	Lead Cost Controller - TL & DC Specialties	122.00
933405.0.R0		Project Controls Support	40.00
933401.0.R0	Chehab, Georges	Lead Cost Controller - TL & DC Specialties	38.00
933405.0.R0	1 - 20 - 20 - 4 - 4 - 5 - 5 - 5 - 5 - 5 - 5 - 5 - 5	Project Controls Support	32.00
	Chehab, Georges	Lead Cost Controller - TL & DC Specialties	40.00
933405.0.R0	Lush , Vicki	Project Controls Support	40.00
14ST28.0.R1	Pauletto, Mike	PST - Estimator Hydro	0.00
3305.0.R0	MERCIER, LEANDRE	Estimator - Earth Moving	0.00
933301.0.R1	Lemay, Paul	Lead Estimator - Hydro	98.00
933303.0.R3	Villela Marin, Jose Felix	Estimator - Hydro	110.00
933305.0.R1	Dubey, Bhasker	Estimating Technician	92.00
933307.0.R1	Tremblay, Jean Daniel	Estimation Coordinator	30.00
933307.0.R2	Tremblay, Jean Daniel	Estimation Coordinator	40.00
	Patgir, Narayan	PST - Estimator	0.00
933301.0.R1		Lead Estimator - Hydro	50.00
	Villela Marin, Jose Felix	Estimator - Hydro	50.00
and the second second second	Dubey, Bhasker	Estimating Technician	96.00
A STATE OF THE PARTY OF THE PAR	Tremblay, Jean Daniel	Estimation Coordinator	51.00
	Mongrain, Normand	Cost Estimator Transmission Lines	60.00
933301.0.R1	The second secon	Lead Estimator - Hydro	47.00
	Villela Marin, Jose Felix	Estimator - Hydro	51.00
According to the contract of t	Dubey, Bhasker	Estimating Technician	84.00
	Tremblay, Jean Daniel	Estimation Coordinator	36.00
	Mongrain, Normand	Cost Estimator Transmission Lines	90.00
	Berjaoui, Mahmoud	PST - Project Conrols Manager (Interim)	193.00
	Trainor, Dawn	Planner/Scheduler - General	40.00
14ST23.0.R2	Stanton, Lee	PST - Senior Construction Planner	158.00
	Trainor, Dawn	Planner/Scheduler - General	112.00
	Ades, Michael	Lead Planner Scheduler - Hydro Engineering	50.00
	Honari, Siavosh	Planner	94.00
	Brochu, Lucien	PST - Planner/Scheduler Senior	16.00
	Ades, Michael	Lead Planner Scheduler - Hydro Engineering	61.00
and the second second	Honari, Siavosh	Planner	93.00
	Brochu, Lucien	PST - Planner/Scheduler Senior	14.00
	Dominic, Mark	Project Accountant	160.00
The state of the s	Dawe, Renee	Accounts Payable Specialist	160.00
And the second second second second second	Squires, Susan	Cost Analyst	140.50
	Colbourne, Brian	Manager - Office Services & Administration	152.00
	Drover, Jacqueline	Document Control Manager	149.50
	Nippard, Krista	Document Control Manager Document Controller Hydro	37.50
	Chaplin-Stockley, Lynn	Document Controller - Component 1	72.00
933702.1.HU 933703.0.R2		Document Controller - Component 1 Document Control TL and DCS	120.00
	Ait Ouferoukh, Mouloud	Document Control 12 and DCS Document Controller	134.50
	Chaplin-Stockley, Lynn	Document Controller - Component 1	40,00
933702.1.H0 933703.0.R2		Document Controller - Component 1 Document Control TL and DCS	40.00
333703.U.H2	Artile, Joan	Document Control 12 and DCS	40.00
			3334.00
		A. COLOUR DAY	
		Average Rate	54.76

21-March-201	12 Hours - Contracts and P	rocurement	
PAA Number	Name	Position	Hours
955000.0.R0		Procurement Manager	200.00
	Pichet, Pierre	PST - Procurement Specialist	12.50
5108.0.R0	Adamcyk, Ron	Senior Contracts Administrator	63.00
	Landreville, Michel	Contracts Manager	98.00
	Grant, Joselyn	Junior Contract Administrator / Contracts Coordinator	64.00
	Mullen, Steve	Contracts Administrator-Hydro	100.00
	Marsan, Sylvain	Senior Contracts Administrator - Major Packages	118.00
	Roche, Stella	Senior Contracts Administrator	170.00
			74.00
	Tremblay, Line	Contracts Administrator - DC Specialties	
	Woodmass, Christopher	Contracts Administrator	155.00
5108.0.R0	Adamcyk, Ron	Senior Contracts Administrator	54.00
	Landreville, Michel	Contracts Manager	38.00
	Grant, Joselyn	Junior Contract Administrator / Contracts Coordinator	40.00
C TOWN THE COURT OF THE COURT O	Mullen, Steve	Contracts Administrator-Hydro	50.00
	Marsan, Sylvain	Senior Contracts Administrator - Major Packages	36.00
	Tremblay, Line	Contracts Administrator - DC Specialties	66.00
5108.0.R0	Adamcyk, Ron	Senior Contracts Administrator	63.00
	Landreville, Michel	Contracts Manager	40.00
	Grant, Joselyn	Junior Contract Administrator / Contracts Coordinator	40.00
	Mullen, Steve	Contracts Administrator-Hydro	50.00
	Marsan, Sylvain	Senior Contracts Administrator - Major Packages	34.00
	Tremblay, Line	Contracts Administrator - DC Specialties	20.00
	O'Keefe, Ken	Senior Buyer	72.00
955204.0.R1	Stevens, Hartfield	Senior Buyer	75.00
	O'Keefe, Ken	Senior Buyer	92.00
	Cuisinier-Raynal, Fabien	Buyer - Transmission Lines	24.00
	Stevens, Hartfield	Senior Buyer	65.50
955205.1.R1	Crosbie, Shauna	Junior Buyer / Purchasing Coordinator	92.00
	O'Keefe, Ken	Senior Buyer	24.00
955202.0.R1	Cuisinier-Raynal, Fabien	Buyer - Transmission Lines	76.00
955204.0.R1	Stevens, Hartfield	Senior Buyer	59.50
	Crosbie, Shauna	Junior Buyer / Purchasing Coordinator	60.00
	Trowbridge, Krista	Permits Coordinator	77.00
	Trowbridge, Krista	Permits Coordinator	35.00
	Trowbridge, Krista	Permits Coordinator	29.50
	Chavez, Luis	PST - Expert Converter Stations & Switchyards	1
	Raydugin, Yuri	Risk Manager	129.00
955200.1.R0	Tousignant, Daniel	Purchasing Manager	148.00
	Tousignant, Daniel	Purchasing Manager	10.00
			2654.00
		Average Rate	71.257
		Arvinge nate	71.237

21-March-20:	12 Hours - Environm	ent		
PAA Number	Name	Position	Hours	
934E00.0.R1	Dominie, Ken	Environment Manager	155.00	
934E01.0.R2	Wawrzkow, Michel	Environmental Coordinator - Hydro	141.00	
934E05.1.R0	McNutt, David	Environmental Professional - Work Term Student	101.00	
934E07.0.R3	Reid, Lesley	Environmental Engineer	29.00	
934E05.1.R0	McNutt, David	Environmental Professional - Work Term Student	28.00	
934E07.0.R3	Reid, Lesley	Environmental Engineer	54.50	
934E00.0.R1	Dominie, Ken	Environment Manager	1.00	
934E05.1.R0	McNutt, David	Environmental Professional - Work Term Student	28.00	
934E07.0.R3	Reid, Lesley	Environmental Engineer	55.50	
934E04.0.R3	Healey, Andrea	EnViionmental Professional	40.00	
934E04.0.R3	Healey, Andrea	EnViionmental Professional	32.00	
934E04.0.R3	Healey, Andrea	EnViionmental Professional	80.00	
			745.00	
		Average Rate	44.97	

21-March-2012 Hours - Safety				
PAA Number	Name	Position	Hours	
936801.0.R2	Lee, Sean	Health & Safety Specialist - Hydro	100.00	
936802.0.R3	Walker, Randal	TL & DC Safety Specialist	50.00	
936801.0.R2	Lee, Sean	Health & Safety Specialist - Hydro	40.00	
936802.0.R3	Walker, Randal	TL & DC Safety Specialist	90.00	
936801.0.R2	Lee, Sean	Health & Safety Specialist - Hydro	40.00	
936802.0.R3	Walker, Randal	TL & DC Safety Specialist	50.00	
			370.00	
		Average Rate	82.76772	

21-March-201	12 Hours - Engineering			
PAA Number	Name	Position	Hours	
933002.0.R1	Fernandez, Carlos	Cost Engineer - Hydro	200.00	
933402.0.R0	Hawkins, Jill	Cost Engineer - Hydro	149.00	
444713.0.R1	Islam , Sheikh	Junior Electrical Engineer - Transmission Lines	8.00	
933402.0.R0	Hawkins, Jill	Cost Engineer - Hydro	45.00	
933404.0.R1	Brahmbhatt, Hema	Cost Engineer - TL & DC Specialties	95.00	
444713.0.R1	Islam , Sheikh	Junior Electrical Engineer - Transmission Lines	4.00	
933402.0.R0	Hawkins, Jill	Cost Engineer - Hydro	45.00	
933404.0.R1	Brahmbhatt, Hema	Cost Engineer - TL & DC Specialties	105.00	
466108.0.R1	Nadeau, Christian	Forest Engineer	0.00	
14CT02.0.R1	Siegfriedt, Craig	CADD Technician - Infrastructure	78.00	
444I02.1.R0	Porter, Andrew	Jr CADD Operator	4.00	
444103.0.R0	Finn, Catherine	Junior CADD Operator	5.00	
95ST04.0.R0	Marois, Cynthia	PST - Support/Start Up & Implementation Specialist	21.00	
	Keough, Karl	PST - GIS Professional	104.00	
93ST01.0.R2	Keough, Karl	PST - GIS Professional	8.00	
93ST01.0.R3	Keough, Karl	PST - GIS Professional	24.00	
			895.00	
		Average Rate	61.49577	

21-March-20	12 Hours - QA			
/				
933802.0.R1	Coll, Gilbert	QA Coordinator	222.00	
933800.0.R0	Morrison, Ken	QA Manager	200.00	
			422.00	
		Average Rate	99.55	

	Name	Position	Hours		
PAA					
5.0.620.0000.0101.02.02			1.00		
434001.2.R0	Shaffer, Aaron	Student - Civil Package	95.50		
444000.0.R1	Saltan, Gokhan	Engineering Mgr., Transmission	193.00		
444701.0.R1	Bakhshi, Hamidreza	Lead Engineer - Transmission Line	10.00		
444712.0.R1	Chen, Xian Da	Junior Transmission Line Engineer	168.00		
5.0.620.0000.0101.02.03					
344000.0.R4	Sud, Satish	Engineering Mgr., DC Specialties	184.00		
34ST01.0.R1	Anderson, Peter	Lead Engineer, Power System	99.50		
34ST02.0.R1	El Chehaly, Mohamed	System Study Engineer	80.50		
34ST05.0.R0	Atmuri, Rao	PST Lead Engineer - HVDC System Integration	137.50		
5.0.620.0000.0101.02.31					
344102.0.R1	Villaraza, Tony	Substation and Converter Civil Works Specialist	200.00		
344103.0.R0	Wadhwa, Ramendra	Senior Enginer Civil Works Converter & Substations	37.00		
344701.0.R0	Drouin, Jacques	Lead Engineer, Converter Stations and Switchyards	9.50		
344703.0.R2	Ascencio-Untiveros, Ovidio	Senior Engineer - Substation Design	150.00		
344801.0.R2		Lead Eng Control & Protection	28.00		
34ST04.0.R1	Chavez, Luis	PST - Expert Converter Stations & Switchyards			9.
444G09.0.R5	Shenoy, Shiva	Senior Geomatics Engineer	1.00		
					-
DIRECT BILLED ENGINE	ERING MANAGEMENT				-
	ERING MANAGEMENT				
PAA	ERING MANAGEMENT				
PAA 5.3.620.0000.0201.02.76					- 5
PAA 5.3.620.0000.0201.02.76 143000.1.R0	Snyder, Greg	Engineering Manager - Hydro	200.00		
PAA 5.3.620.0000.0201.02.76 143000.1.R0 144101.0.R1	Snyder, Greg McCarthy, Terry	Lead Engineer - Access Roads & Infrastructure	187.00		
PAA 5.3.620.0000.0201.02.76 143000.1.R0 144101.0.R1 144102.0.R1	Snyder, Greg McCarthy, Terry Clarke, Albert	Lead Engineer - Access Roads & Infrastructure Civil Engineer - Infrastructure	187.00 168.00		
PAA 5.3.620.0000.0201.02.76 143000.1.R0 144101.0.R1 144102.0.R1 144103.1.R1	Snyder, Greg McCarthy, Terry Clarke, Albert Bouzaiene, Hafid	Lead Engineer - Access Roads & Infrastructure Civil Engineer - Infrastructure Lead Engineer - Structural	187.00 168.00 198.00		
PAA 5.3.620.0000.0201.02.76 143000.1.R0 144101.0.R1 144102.0.R1 144103.1.R1 144104.0.R2	Snyder, Greg McCarthy, Terry Clarke, Albert Bouzaiene, Hafid Smith, Todd	Lead Engineer - Access Roads & Infrastructure Civil Engineer - Infrastructure Lead Engineer - Structural Civil Structural Concrete Engineer	187.00 168.00 198.00 135.00		
PAA 5.3.620.0000.0201.02.76 143000.1.R0 144101.0.R1 144102.0.R1 144103.1.R1 144104.0.R2 144105.0.R4	Snyder, Greg McCarthy, Terry Clarke, Albert Bouzaiene, Hafid Smith, Todd McArthur, Elaine	Lead Engineer - Access Roads & Infrastructure Civil Engineer - Infrastructure Lead Engineer - Structural Civil Structural Concrete Engineer Senior Civil Engineer - Campsite Utilities	187.00 168.00 198.00 135.00 2.00		
PAA 5.3.620.0000.0201.02.76 143000.1.R0 144101.0.R1 144102.0.R1 144103.1.R1 144104.0.R2 144105.0.R4 144109.1.R1	Snyder, Greg McCarthy, Terry Clarke, Albert Bouzaiene, Hafid Smith, Todd McArthur, Elaine Rahman, Fazal	Lead Engineer - Access Roads & Infrastructure Civil Engineer - Infrastructure Lead Engineer - Structural Civil Structural Concrete Engineer Senior Civil Engineer - Campsite Utilities Senior Civil Engineer	187.00 168.00 198.00 135.00 2.00 182.00		
PAA 5.3.620.0000.0201.02.76 143000.1.R0 144101.0.R1 144102.0.R1 144103.1.R1 144104.0.R2 144105.0.R4 144109.1.R1 144110.0.R0	Snyder, Greg McCarthy, Terry Clarke, Albert Bouzaiene, Hafid Smith, Todd McArthur, Elaine Rahman, Fazal Tucker, Bill	Lead Engineer - Access Roads & Infrastructure Civil Engineer - Infrastructure Lead Engineer - Structural Civil Structural Concrete Engineer Senior Civil Engineer - Campsite Utilities Senior Civil Engineer Senior Civil Engineer - Structural	187.00 168.00 198.00 135.00 2.00 182.00 296.00		
PAA 5.3.620.0000.0201.02.76 143000.1.R0 144101.0.R1 144102.0.R1 144103.1.R1 144104.0.R2 144105.0.R4 144109.1.R1 144110.0.R0 144111.0.R2	Snyder, Greg McCarthy, Terry Clarke, Albert Bouzaiene, Hafid Smith, Todd McArthur, Elaine Rahman, Fazal Tucker, Bill Guibane, Faical	Lead Engineer - Access Roads & Infrastructure Civil Engineer - Infrastructure Lead Engineer - Structural Civil Structural Concrete Engineer Senior Civil Engineer - Campsite Utilities Senior Civil Engineer Senior Civil Engineer - Structural Senior Civil Engineer	187.00 168.00 198.00 135.00 2.00 182.00 296.00 250.00		
PAA 5.3.620.0000.0201.02.76 143000.1.R0 144101.0.R1 144102.0.R1 144103.1.R1 144104.0.R2 144105.0.R4 144109.1.R1 144110.0.R0 144111.0.R2 144115.0.R1	Snyder, Greg McCarthy, Terry Clarke, Albert Bouzaiene, Hafid Smith, Todd McArthur, Elaine Rahman, Fazal Tucker, Bill Guibane, Faical Clarke, Peter	Lead Engineer - Access Roads & Infrastructure Civil Engineer - Infrastructure Lead Engineer - Structural Civil Structural Concrete Engineer Senior Civil Engineer - Campsite Utilities Senior Civil Engineer Senior Civil Engineer - Structural Senior Civil Engineer Package Engineer - Site Servicet	187.00 168.00 198.00 135.00 2.00 182.00 296.00 250.00 120.00		
PAA 5.3.620.0000.0201.02.76 143000.1.R0 144101.0.R1 144102.0.R1 144103.1.R1 144104.0.R2 144105.0.R4 14410.0.R0 144111.0.R0 144115.0.R1 144116.0.R4	Snyder, Greg McCarthy, Terry Clarke, Albert Bouzaiene, Hafid Smith, Todd McArthur, Elaine Rahman, Fazal Tucker, Bill Guibane, Faical Clarke, Peter Gagnon, Jean	Lead Engineer - Access Roads & Infrastructure Civil Engineer - Infrastructure Lead Engineer - Structural Civil Structural Concrete Engineer Senior Civil Engineer - Campsite Utilities Senior Civil Engineer Senior Civil Engineer - Structural Senior Civil Engineer Package Engineer - Site Servicet Package Engineer - Spillway	187.00 168.00 198.00 135.00 2.00 182.00 296.00 250.00 120.00 188.00		
PAA 5.3.620.0000.0201.02.76 143000.1.R0 144101.0.R1 144102.0.R1 144103.1.R1 144104.0.R2 144105.0.R4 144109.1.R1 144110.0.R0 144111.0.R2 144115.0.R1 144116.0.R4 144501.0.R1	Snyder, Greg McCarthy, Terry Clarke, Albert Bouzaiene, Hafid Smith, Todd McArthur, Elaine Rahman, Fazal Tucker, Bill Guibane, Faical Clarke, Peter Gagnon, Jean Koob, Randolph	Lead Engineer - Access Roads & Infrastructure Civil Engineer - Infrastructure Lead Engineer - Structural Civil Structural Concrete Engineer Senior Civil Engineer - Campsite Utilities Senior Civil Engineer Senior Civil Engineer - Structural Senior Civil Engineer Package Engineer - Site Servicet Package Engineer - Spillway Lead Engineer Mechanical	187.00 168.00 198.00 135.00 2.00 182.00 296.00 250.00 120.00 188.00 238.00		
PAA 5.3.620.0000.0201.02.76 143000.1.R0 144101.0.R1 144102.0.R1 144103.1.R1 144104.0.R2 144105.0.R4 144109.1.R1 14411.0.R0 144111.0.R2 144115.0.R1 144160.R4 144501.0.R1 144503.0.R5	Snyder, Greg McCarthy, Terry Clarke, Albert Bouzaiene, Hafid Smith, Todd McArthur, Elaine Rahman, Fazal Tucker, Bill Guibane, Faical Clarke, Peter Gagnon, Jean Koob, Randolph D'Arcy, Jean Marc	Lead Engineer - Access Roads & Infrastructure Civil Engineer - Infrastructure Lead Engineer - Structural Civil Structural Concrete Engineer Senior Civil Engineer - Campsite Utilities Senior Civil Engineer Senior Civil Engineer - Structural Senior Civil Engineer - Structural Senior Civil Engineer - Site Servicet Package Engineer - Site Servicet Package Engineer - Spillway Lead Engineer Mechanical Senior Mechanical Engineer - Campsite Utilities	187.00 168.00 198.00 135.00 2.00 182.00 296.00 250.00 120.00 188.00 238.00 208.50		
PAA 5.3.620.0000.0201.02.76 143000.1.R0 144101.0.R1 144102.0.R1 144103.1.R1 144104.0.R2 144105.0.R4 14410.0.R0 144111.0.R0 144115.0.R1 14416.0.R4 144501.0.R1 144503.0.R5 144506.0.R1	Snyder, Greg McCarthy, Terry Clarke, Albert Bouzaiene, Hafid Smith, Todd McArthur, Elaine Rahman, Fazal Tucker, Bill Guibane, Faical Clarke, Peter Gagnon, Jean Koob, Randolph D'Arcy, Jean Marc Ciorei, Emanuel	Lead Engineer - Access Roads & Infrastructure Civil Engineer - Infrastructure Lead Engineer - Structural Civil Structural Concrete Engineer Senior Civil Engineer - Campsite Utilities Senior Civil Engineer Senior Civil Engineer - Structural Senior Civil Engineer - Structural Senior Civil Engineer Package Engineer - Site Servicet Package Engineer - Spillway Lead Engineer Mechanical Senior Mechanical Engineer - Campsite Utilities Junior Mechanical Engineer - Heavy Mechanical	187.00 168.00 198.00 135.00 2.00 182.00 296.00 250.00 120.00 188.00 238.00 208.50 200.00		
PAA 5.3.620.0000.0201.02.76 143000.1.R0 144101.0.R1 144102.0.R1 144103.1.R1 144104.0.R2 144105.0.R4 14410.0.R0 144111.0.R0 144115.0.R1 14416.0.R4 144501.0.R1 144503.0.R5	Snyder, Greg McCarthy, Terry Clarke, Albert Bouzaiene, Hafid Smith, Todd McArthur, Elaine Rahman, Fazal Tucker, Bill Guibane, Faical Clarke, Peter Gagnon, Jean Koob, Randolph D'Arcy, Jean Marc Ciorei, Emanuel Landry, Martin	Lead Engineer - Access Roads & Infrastructure Civil Engineer - Infrastructure Lead Engineer - Structural Civil Structural Concrete Engineer Senior Civil Engineer - Campsite Utilities Senior Civil Engineer Senior Civil Engineer - Structural Senior Civil Engineer - Structural Senior Civil Engineer Package Engineer - Site Servicet Package Engineer - Spillway Lead Engineer Mechanical Senior Mechanical Engineer - Campsite Utilities Junior Mechanical Engineer - Heavy Mechanical Mechanical Engineer - Auxiliaries	187.00 168.00 198.00 135.00 2.00 182.00 296.00 250.00 120.00 188.00 238.00 208.50 200.00 162.50		
PAA 5.3.620.0000.0201.02.76 143000.1.R0 144101.0.R1 144102.0.R1 144103.1.R1 144104.0.R2 144105.0.R4 14410.0.R0 144111.0.R0 144115.0.R1 14416.0.R4 144501.0.R1 144503.0.R5 144506.0.R1	Snyder, Greg McCarthy, Terry Clarke, Albert Bouzaiene, Hafid Smith, Todd McArthur, Elaine Rahman, Fazal Tucker, Bill Guibane, Faical Clarke, Peter Gagnon, Jean Koob, Randolph D'Arcy, Jean Marc Ciorei, Emanuel Landry, Martin Penney, Scott	Lead Engineer - Access Roads & Infrastructure Civil Engineer - Infrastructure Lead Engineer - Structural Civil Structural Concrete Engineer Senior Civil Engineer - Campsite Utilities Senior Civil Engineer Senior Civil Engineer - Structural Senior Civil Engineer - Structural Senior Civil Engineer Package Engineer - Site Servicet Package Engineer - Spillway Lead Engineer Mechanical Senior Mechanical Engineer - Campsite Utilities Junior Mechanical Engineer - Heavy Mechanical Mechanical Engineer - Auxiliaries Mechanical Engineer - Campsite Utilities	187.00 168.00 198.00 135.00 2.00 182.00 296.00 250.00 120.00 188.00 238.00 208.50 200.00		
PAA 5.3.620.0000.0201.02.76 143000.1.R0 144101.0.R1 144102.0.R1 144103.1.R1 144104.0.R2 144105.0.R4 144109.1.R1 144110.0.R0 144111.0.R2 144115.0.R1 144501.0.R1 144501.0.R1 144503.0.R5 144506.0.R1 144507.0.R1	Snyder, Greg McCarthy, Terry Clarke, Albert Bouzaiene, Hafid Smith, Todd McArthur, Elaine Rahman, Fazal Tucker, Bill Guibane, Faical Clarke, Peter Gagnon, Jean Koob, Randolph D'Arcy, Jean Marc Ciorei, Emanuel Landry, Martin Penney, Scott	Lead Engineer - Access Roads & Infrastructure Civil Engineer - Infrastructure Lead Engineer - Structural Civil Structural Concrete Engineer Senior Civil Engineer - Campsite Utilities Senior Civil Engineer Senior Civil Engineer - Structural Senior Civil Engineer - Structural Senior Civil Engineer Package Engineer - Site Servicet Package Engineer - Spillway Lead Engineer Mechanical Senior Mechanical Engineer - Campsite Utilities Junior Mechanical Engineer - Heavy Mechanical Mechanical Engineer - Auxiliaries Mechanical Engineer - Campsite Utilities Lead Engineer, Electrical	187.00 168.00 198.00 135.00 2.00 182.00 296.00 250.00 120.00 188.00 238.00 208.50 200.00 162.50		
PAA 5.3.620.0000.0201.02.76 143000.1.R0 144101.0.R1 144102.0.R1 144103.1.R1 144104.0.R2 144105.0.R4 144109.1.R1 144110.0.R0 144111.0.R2 144115.0.R1 144501.0.R1 144503.0.R5 144506.0.R1 144507.0.R1 144508.0.R2	Snyder, Greg McCarthy, Terry Clarke, Albert Bouzaiene, Hafid Smith, Todd McArthur, Elaine Rahman, Fazal Tucker, Bill Guibane, Faical Clarke, Peter Gagnon, Jean Koob, Randolph D'Arcy, Jean Marc Ciorei, Emanuel Landry, Martin Penney, Scott	Lead Engineer - Access Roads & Infrastructure Civil Engineer - Infrastructure Lead Engineer - Structural Civil Structural Concrete Engineer Senior Civil Engineer - Campsite Utilities Senior Civil Engineer Senior Civil Engineer - Structural Senior Civil Engineer - Structural Senior Civil Engineer - Package Engineer - Site Servicet Package Engineer - Spillway Lead Engineer Mechanical Senior Mechanical Engineer - Campsite Utilities Junior Mechanical Engineer - Heavy Mechanical Mechanical Engineer - Auxiliaries Mechanical Engineer - Campsite Utilities Lead Engineer, Electrical Sr. Electrical Engineer - Major Equipment	187.00 168.00 198.00 135.00 2.00 182.00 296.00 250.00 120.00 188.00 238.00 208.50 200.00 162.50 116.00		-
PAA 5.3.620.0000.0201.02.76 143000.1.R0 144101.0.R1 144102.0.R1 144103.1.R1 144104.0.R2 144105.0.R4 144109.1.R1 144110.0.R0 144111.0.R2 144115.0.R1 144501.0.R1 144503.0.R5 144506.0.R1 144507.0.R1 144508.0.R2 144701.0.R1	Snyder, Greg McCarthy, Terry Clarke, Albert Bouzaiene, Hafid Smith, Todd McArthur, Elaine Rahman, Fazal Tucker, Bill Guibane, Faical Clarke, Peter Gagnon, Jean Koob, Randolph D'Arcy, Jean Marc Ciorei, Emanuel Landry, Martin Penney, Scott Sanlian, Robert Caldwell, Bill Jaremko, Victor	Lead Engineer - Access Roads & Infrastructure Civil Engineer - Infrastructure Lead Engineer - Structural Civil Structural Concrete Engineer Senior Civil Engineer - Campsite Utilities Senior Civil Engineer Senior Civil Engineer - Structural Senior Civil Engineer - Structural Senior Civil Engineer Package Engineer - Site Servicet Package Engineer - Spillway Lead Engineer Mechanical Senior Mechanical Engineer - Campsite Utilities Junior Mechanical Engineer - Heavy Mechanical Mechanical Engineer - Auxiliaries Mechanical Engineer - Campsite Utilities Lead Engineer, Electrical	187.00 168.00 198.00 135.00 2.00 182.00 296.00 250.00 120.00 188.00 238.00 208.50 200.00 162.50 116.00 196.00		-

PAA Number	Name	Position	Hours	7	
144705.0.R2	Gagnon, Antoine	Electrical Eng - Control & Protection	195.00		
144710.0.R1	Noseworthy, Robert	Senior Electrical Technologist	160.00		
144F01.0.R1	Evans, Williams	Lead Forest Engineer	142.50		
144G01.1.R1	Lemieux, Raynald	Senior Geotechnical Engineer	158.00		
144G03.0.R1	Ceballos, Alvaro Federico	Geotechnical Engineer	88.00		
144G04.0.R1	Daiyan, Nasser	Geotechnical Specialist	160.00		
144H01.0.R1	Damov, Daniel	Sr. Hydraulics Engineer	190.00		
144H02.0.R1	Patarroyo, Javier	Inter. Hydraulics Engineer	196.00		
144H03.0.R3	Warren, Stephanie	Junior Engineer	145.50		
144J02.0.R3	El Bensi, Abdellah	Geologist	186.00		
14AT03.0.R2	Colbourne, Lorenda	Architectural Technician	152.00		
14CT01.0.R1	Decarie, Guy	Lead Technician (Civil)	246.00		
14CT02.0.R1	Siegfriedt, Craig	CADD Technician - Infrastructure	84.00		
14CT03.0.R0	Butt, Shawn	CADD Technician - Infrastructure	172.00		
14CT06.0.R1	Kiyon, Walter	Senlor Civil Tech/Checker	205.00		
14CT07.1.R1	Corriveau, Patrice	Civil Technician - 3D Model	199.00		
14CT08.0.R1	Petit. Patrick	Civil Technician - 3D Model	167.50		
14CT11.0.R2	Camplin, Stephen	Senior Structural Designer	156.00		
14CT12.0.R1	McCarthy, Charles	Senior Structural Designer	160.00		
14CT14.0.R0	Kennedy, Wallace	Engineering Technologist Designer	116.00		
14CT15.0.R2	Jones, Lisa	CADD Draftsperson	154.50		
14CT16.0.R3	Head, Ashley	CAD Operator	118.00		
14CT17.0.R0	Lee, Josh	Civil CAD Technician	76.00		
14CT18.0.R0	Courage, Craig	Civil Technician - Concrete/Reinforcing Fromwork	75.00		
14CT21.0.R0	Murphy, William	Civil Technician - Structural Steel Misc.	16.00		
14ET03.0.R1	Hernandez, Vicente	Electrical Technician Catia	190.00		
14ET04.0.R1	Sheppard, Timothy	Electrical CADD Operator	150.00		
14MT04.0.R1	Martin, Frederic	Mechanical Technician - 3D Model	147.50		
14MT05.0.R1	Giguere, Laval	Mechanical Technician	191.00		
14MT07.0.R0	Smith, Justin	Mechanical Technologist	152.00		
14MT08.0.R2	Dallaire, Carol	Mechanical Tech - HVAC	0.00		_
14MT09.0.R2	Beazley, Curtis	Mechanical Technician - Catla Operator	64.00		
14ST03.0.R1	De Courval, Pierre	PST - Senior Geologist	30.00		
14ST05.0.R2	Rattue, Tony	PST - Geotechnical Specialist	7.50		
14ST17.0.R0	Mousseau, Sebastien	PST - Civil Structural FEA Specialist	125.00		
14ST27.0.R1	Gauthier, Gilles	PST - Construction Specialist	20.00		
14ST27.0.R2	Gauthier, Gilles	PST - Construction Specialist	9.50		
14ST29.0.R2	Daubersmith, Jim	PST - Estimator	6.00		
14ST31.0.R0	Dell, Tony	PST - Geotechnical Expert	16.00		
14ST32.0.R0	Tremblay, Michel	Lead Engineer, Hydraulics	12.00		
14ST36.0.R0	Gdela, Katarzyna	PST - Civil Structural FEA Analyst	41.50		
14ST37.0.R0	Stefan, Lucian				
14ST38.0.R0	Parent, Pierre	PST - Civil Structural FEA Analyst PST - Civil Structural Engineer Senior	82.50		
14ST39.0.R0	Samson, Daniel	PST - Structural Draftsman Senior	9.50		
14ST41.0.R1		PST - Structural Draftsman Senior PST -Structural Engineering Specialist	13.50 2.00		
344103.0.R0	Chapdelaine, Martin Wadhwa, Ramendra	Senior Enginer Civil Works Converter & Substations	70.00		

PAA Number	Name	Position	Hours	
344502.0.R0	Lacoste, Alexandra	Mechanical Engineer	35.00	
344701.0.R0	Drouin, Jacques	Lead Engineer, Converter Stations and Switchyards	28.50	
344702.0.R2	Vyas, Ashokkumar	Engineer, Converter & Substation	159.00	
344801.0.R2		Ric Lead Eng Control & Protection	94.00	
344802.0.R0	Walsh, Christopher	Senior Engineer Control & Protection	40.00	
344C01.0.R0	Diaz, William	Lead Eng. Telecommunications	102.00	
344C02.0.R2	Pitt, Claude Olivier	Telecommunication Sr. Eng.	195.00	
344103.0.R1	Russell, Chris	Electrical Draftsmen (2)	160.00	
344I04.0.R1	Walsh, Gary	Electrical Design Technician	136.00	
34ST07,0.R2	Arcand, Daniel	PST - Telecommunications Expert	0.00	
434001.2.R0	Shaffer, Aaron	Student - Civil Package	19,50	
444701.0.R1	Bakhshi, Hamidreza	Lead Engineer - Transmission Line	17.00	
444706.0.R1	Hodzic, Senad	Transmission Lines Designer	65.00	
444709.0.R1	Zambrano, Guillermo	Junior Transmission Line Engineer	192.00	
444710.0.R1	Bunka, TJ	Intermediate Electrical Engineer - Transmission Lines	58.00	
444713.0.R1	Islam , Sheikh	Junior Electrical Engineer - Transmission Lines	10.00	
444F01.0.R2	Tremblay, Martin	Senior Forest Engineer	3.00	
444G09.0.R5	Shenoy, Shiva	Senior Geomatics Engineer	32.00	
444I01.0.R1	Sooley, Tyler	Junior Technician Towers & Foundation Design	21.00	
444I02.1.R0	Porter, Andrew	Jr CADD Operator	5.00	
444103.0.R0	Finn, Catherine	Junior CADD Operator	54.00	
44ST04.0.R1	Schell, Joe	PST- Senior Line Design	1.00	
5.4.620,4500.0201.02.76				
344701.0.R0	Drouin, Jacques	Lead Engineer, Converter Stations and Switchyards	27.00	
344I04.0.R1	Walsh, Gary	Electrical Design Technician	20.00	
5.4.620.6200.0201.02.76				
344C01.0.R0	Diaz, William	Lead Eng. Telecommunications	100.00	
4344.0.r0	Roberts, Stephen	Intermediate GIS Specialist	69.00	
444103.0.R2	Tan, Zheng	Intermediate Civil Engineer - Foundations	20.00	
444105.0.R1	Syed, Shad	Junior Civil Engineer - Transmission Towers	26.00	
444303.0.R1	Kadric, Muhamed	Discipline Engineer - Tower Design	146.00	
444304.0.R1	Yahiaoui, Abdallah	Intermediate Engineer - Tower Design	130.00	
444306.0.R1	Adogli, Tony	Senior CADD Operator	10.00	
444307.0.R1	Zessi Nana Pessendjo, C	Oliv Design Technician - Tower Design	50.00	
444309.0.R3	Belanger, Michel	Lead Engineer Towers & Foundations, Transmission	80.50	
444310.0.R2	Kabore, Ines Fabienne	Jr. Engineer - Tower Design	66.00	
444701.0.R1	Bakhshi, Hamidreza	Lead Engineer - Transmission Line	22.00	
444705.0.R1	Ore Chavez, Felix Damie	n Junior Transmission Line Engineer	8.00	
444706.0.R1	Hodzic, Senad	Transmission Lines Designer	100.00	
444707.0.R1		ad Senior Transmission Line Engineer	54.00	
444F01.0.R2	Tremblay, Martin	Senior Forest Engineer	57.00	
444G09.0.R5	Shenoy, Shiva	Senior Geomatics Engineer	49.00	
444l02.1.R0	Porter, Andrew	Jr CADD Operator	16.00	
444103.0.R0	Finn, Catherine	Junior CADD Operator	4.00	
444I04.0.R1	Michaud, Martine	Senior CADD Operator/Design Technician	24.00	
44ST04.0.R1	Schell, Joe	PST- Senior Line Design	21.50	

PAA Number	Name	Position	Hours	
464000.0.R0	Almanza, Dario	Senior Line Routing Engineer	49.00	
464000.0.R1	Almanza, Dario	Senior Line Routing Engineer	123.00	
466105.0.R2	Arseneau, Gilles	Forest Engineer	60.00	
466105.0.R3	Arseneau, Gilles	Forest Engineer	30.00	
466108.0.R1	Nadeau, Christian	Forest Engineer	00.00	
5.4.620.7100.0201.02.76	riadotta, omiottan	Toron Engineer		
344502.0.R0	Lacoste, Alexandra	Mechanical Engineer	116.00	
344702.0.R2	Vyas, Ashokkumar	Engineer, Converter & Substation	31.00	
5.4.620.8000.0201.02.76	Tydo, 7 ioriomidiriai	Engineer, contents a coolation	01100	
344701.0.R0	Drouin, Jacques	Lead Engineer, Converter Stations and Switchyards	71.50	
344704.0.R2	Ochoa Jimenez, Ismael Ad		200.00	
344705.0.R1	Dev. Daljit	Electrical Engineer - Layout and Equipment	200.00	
344801.0.R2		Lead Eng Control & Protection	76.00	
344C01.0.R0	Diaz, William	Lead Eng. Telecommunications	8.00	
34ST07.0.R2	Arcand, Daniel	PST - Telecommunications Expert	0.00	
5.6.620.4100.0201.02.76	Alcand, Daniel	1 51 - Telecommunications Expert		
344701.0.R0	Drouin, Jacques	Lead Engineer, Converter Stations and Switchyards	36.00	
5.6.620.4300.0201.02.76	Drodin, Jacques	Lead Engineer, Convener Stations and Switchyards	30.00	
344701.0.R0	Drouin, Jacques	Lead Engineer, Converter Stations and Switchyards	27.50	
5.6.620.6100.0201.02.76	Drouin, Jacques	Lead Engineer, Convener Stations and Switchyards	27.50	
144101.0.R1	McCarthy, Terry	Lead Engineer - Access Roads & Infrastructure	3.00	
434001.2.R0	Shaffer, Aaron	Student - Civil Package	40.00	
4344.0.r0	Roberts, Stephen	Intermediate GIS Specialist	75.00	
444103.0.R2	Tan, Zheng	Intermediate Civil Engineer - Foundations	184.00	
444105.0.R1	Syed, Shad	Junior Civil Engineer - Transmission Towers	164.00	
444303.0.R1	Kadric, Muhamed	Discipline Engineer - Tower Design	31.00	
444304.0.R1	Yahiaoui, Abdallah	Intermediate Engineer - Tower Design	20.00	
444305.0.R1	Coombes, Colin	Junior Civil Engineer - Foundations	132.00	
444306.0.R1	Adogli, Tony	Senior CADD Operator	140.00	
444307.0.R1		Design Technician - Tower Design	100.00	
444308.0.R1	Villalobos, Marcelo	Design Technician/Drafter	150.00	
444309.0.R3	Belanger, Michel	Lead Engineer Towers & Foundations, Transmission	107.50	
444310.0.R2	Kabore, Ines Fabienne	Jr. Engineer - Tower Design	106.00	
444701.0.R1	Bakhshi, Hamidreza	Lead Engineer - Transmission Line	151.00	
444702.0.R1	Rao, Ananth	Package Engineer - HVAC Lines	20.00	
444704.0.R1	Aybars, Baris	Intermediate Transmission Line Engineer	160.00	
444705.0.R1		Junior Transmission Line Engineer	150.00	
444706.0.R1	Hodzic, Senad	Transmission Lines Designer	25.00	
444707.0.R1		Senior Transmission Line Engineer	95.00	
444710.0.R1	Bunka, TJ	Intermediate Electrical Engineer - Transmission Lines	42.00	
444711.0.R1	Mehr, Jaleh	Materials Specifications Specialist - Transmission Lines	70.00	
444711.0.H1	Chen, Xian Da	Junior Transmission Line Engineer	16.00	
444713.0.R1	Islam , Sheikh	Junior Fransmission Line Engineer Junior Electrical Engineer - Transmission Lines	102.00	
444F01.0.R2	Tremblay, Martin	Senior Forest Engineer	102.00	
444G09.0.R5	Shenoy, Shiva	Senior Geomatics Engineer	118.00	
444I01.0.R1		Junior Technician Towers & Foundation Design	123.00	
17.U.I UIPPP	Sooley, Tyler	Junior reclinician rowers a roundation Design	123.00	

PAA Number	Name	Position	Hours
444l02.1.R0	Porter, Andrew	Jr CADD Operator	76.50
444103.0.R0	Finn, Catherine	Junior CADD Operator	86.50
444I04.0.R1	Michaud, Martine	Senior CADD Operator/Design Technician	132.00
44ST04.0.R1	Schell, Joe	PST- Senior Line Design	75.00
44ST07.0.R2	Miles, Calvin	PST - Senior Engineering Geologist	11.50
466105.0.R2	Arseneau, Gilles	Forest Engineer	10.00
466105.0.R3	Arseneau, Gilles	Forest Engineer	20.00
466107.0.R2	Plante, Julie	Forest Engineer	70.00
93ST04.0.R2	Haley, David	PST - Senior Environmental Design Engineer	5.00
			16389.00

PAA Number	Name	Position	Hours
PAA			
5.0.630.0000.0101.02.02		- Critical Control of the Control of	
466000.1.R1	Daneau, Claude	Construction Mgr. Transmission	200.00
466104.0.R1	Gordon, Terry	Constructability Coordinator	145.00
5.0.630.0000.0101.02.03			
34ST10.0.R1	Mailhot, Real	Construction Manager - DC - Specialties	8.00
CONSTRUCTION MANAGE	GEMENT		
PAA			
5.3.630.0000.0101.02.77			
144G03.0.R1	Ceballos, Alvaro Federico	Geotechnical Engineer	10.00
14ST05.0.R2	Rattue, Tony	PST - Geotechnical Specialist	31.50
14ST24.0.R0	Kozlowski, Andrew	PST - Construction Manager	48.00
14ST25.0.R0	Verbeek, Willem (Bill)	PST - Construction Manager	34.00
166000.0.R1	Savard, Gervais	Hydro Plant Construction Manager	200.00
93ST04.0.R2	Haley, David	PST - Senior Environmental Design Engineer	24.50



RE: Schedule Ken McClintock

to:

johnskinner, jonathonkelly 04/20/2012 02:04 PM

Cc:

Jason Kean Show Details

3 Attachments







EPCM Consolidated Resource Estimate-3.xlsx ATT00001 ATT00002

Hi Guys

here is the resource "time" model as we discussed.

I will call you next week.

Jason....I will call you to review the status of this info

Cheers Ken

From: kgmcclintock@hotmail.com

To: johnskinner@nalcorenergy.com; jonathonkelly@nalcorenergy.com

Subject: RE: Schedule

Date: Thu, 19 Apr 2012 17:13:19 +0000

To: kgmcclintock@hotmail.com

Subject: Schedule

From: JohnSkinner@nalcorenergy.com Date: Fri, 13 Apr 2012 16:54:47 -0230

Hello Ken,

Please find attached the schedule of hours.

Regards,

John

John Skinner, CGA

CIMFP Exhibit P-03198





Project Accounting Lead Engineering, Procurement and Construction Management (EPCM) Nalcor Energy - Lower Churchill Project

t. 709.737.4922 f. 709.754.0787

e. JohnSkinner@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.

From: Jason Kean/NLHydro

To: John Skinner/NLHydro@NLHYDRO

Cc: Ken McClintock <kgmcclintock@hotmail.com>

Date: 04/13/2012 04:48 PM

Subject

John,

Attached is Ken's email address.

JK



Jason R. Kean, P. Eng., MBA, PMP

Deputy Project Manager, Muskrat Falls & Labrador - Island Transmission Link (Consultant to Nalcor Energy)

Nalcor Energy - Lower Churchill Project

t. 709 737-1321 c. 709 727-9129 f. 709 737-1985

e. JasonKean@nalcorenergy.com

w. nalcorenergy.com 1.888.576.5454

You owe it to yourself, and your family, to make it home safely every day. What have you done today so that nobody gets hurt?

Consolidated Estimate SLI -EPCM Scope (ManHours)

	Allocation	B.767% 68.767% 54.779% 56.160%															
MF	68.767%	68.767%	54.779%	56.160%	50.060%	49.241%	49.644%	46.695%	46.493%	46.167%	44.909%	42.206%	42.398%	41.546%	41.675%	41.045%	43.519%
LTA	6.711%	6.711%	18.241%	16.335%	24.528%	22.748%	22.524%	26.242%	26.514%	26.644%	32.074%	30.492%	31.930%	30.179%	31.125%	32.157%	28.505%
LIL	24.522%	24.522%	26.979%	27.505%	25.412%	28.011%	27.832%	27.064%	26.993%	27.189%	23.017%	27.303%	25.673%	28.275%	27.200%	26.797%	27.977%

			PTD					2012										2013		
			FID	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	
	#	Total	138555	15358	15358	15526	15694	15694	15358	15526	15526	15358	14350	14350	14350	14350	14350	13904	13232	
	Project Management	MF	95280	10561	8413	8719	7856	7728	7624	7250	7218	7090	6444	6056	6084	5962	5980	5707	5758	
	Project nagem	LTA	9298	1031	2801	2536	3849	3570	3459	4074	4116	4092	4603	4375	4582	4331	4466	4471	3772	
0	roj	LIL	33977	3766	4143	4270	3988	4396	4274	4202	4191	4176	3303	3918	3684	4057	3903	3726	3702	
Office	P	Local																		
Q	Δ	Other																		
ne		Total	160279	17092	17245	18854	19746	20160	20454	21622	21284	21988	22128	21825	20820	21190	21169	19847	18335	
Home	Engineering	MF	118522	10250	10285	11719	11992	11950	12262	12157	11894	12151	12546	12275	11857	11875	11925	10994	10150	
_	ser	LTA	7121	3083	2465	2315	1985	1615	1615	2130	2130	2330	2832	2800	2980	3460	3780	3766	3760	
	ij	LIL	34636	3760	4495	4820	5770	6595	6577	7335	7260	7507	6750	6750	5983	5855	5464	5088	442	
	ing.	Local														P. Sala				
		Other																		
	c ti	Total	0	5582	5582	5582	9429	9429	9429	11350	11350	11350	12891	14891	14891	18421	18421	18421	25075	
Office	tion	MF	0	4426	4426	4426	5191	5191	5191	5956	5956	5956	5956	5956	5956	7486	7486	7486	12075	
D#	uct	LTA	0	1156	1156	1156	4238	4238	4238	5394	5394	5394	6935	6935	6935	6935	6935	6935	7000	
P	str	LIL	0	0	0	0	0	0	0	0	0	0	0	2000	2000	4000	4000	4000	6000	
Field	Construction Management	Local																		
	0 2	Other																		
		Total Hrs	298834	38032	38185	39961	44869	45283	45241	48498	48160	48695	49368	51065	50060	53961	53939	52172	56643	
		Total Local	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(
		Total Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C	

Notes:

(1) PTD percentages based on actual distribution Number of weeks per month = 4.2 Based on 40 hour work weeks

Consolidate

MF	43.013%	42.437%	37.851%	37.013%	36.064%	36.053%	36.053%	36.053%	36.761%	36.761%	36.154%	36.718%	36.718%	35.929%	33.105%	33.105%	33.105%	35.951%
LTA	28.903%	29.457%	33.641%	34.318%	35.301%	29.538%	29.538%	29.538%	27.594%	27.594%	27.521%	26.526%	26.526%	26.960%	27.582%	27.582%	27.582%	22.853%
LIL	28.084%	28.107%	28.507%	28.669%	28.635%	34.409%	34.409%	34.409%	35.645%	35.645%	36.325%	36.756%	36.756%	37.111%	39.313%	39.313%	39.313%	41.196%

													201	14						
			Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan
	#	Total	13232	13232	13232	13232	13232	12302	12302	12302	12134	12134	11809	11305	11305	11305	11305	11305	11305	9437
	l t je	MF	5692	5615	5009	4898	4772	4435	4435	4435	4460	4460	4270	4151	4151	4062	3743	3743	3743	3393
	jec	LTA	3824	3898	4451	4541	4671	3634	3634	3634	3348	3348	3250	2999	2999	3048	3118	3118	3118	2157
O)	Project Management	LIL	3716	3719	3772	3793	3789	4233	4233	4233	4325	4325	4290	4155	4155	4196	4444	4444	4444	3887
Office	la r	Local																		
ğ		Other																		
Home	-	Total	17758	16932	15708	14935	13040	8350	8350	8350	8250	8250	7500	7400	7400	6900	6900	6900	6900	5400
dor	ering	MF	9600	8897	7673	6950	5717	4150	4150	4150	4050	4050	3500	3500	3500	3000	3000	3000	3000	2000
1	l e	LTA	3765	3760	3760	3760	3507	1600	1600	1600	1600	1600	1400	1400	1400	1400	1400	1400	1400	1400
	Engine	LIL	4393	4275	4275	4225	3817	2600	2600	2600	2600	2600	2600	2500	2500	2500	2500	2500	2500	2000
	🖫	Local																		
		Other																		
								3												
34	یا ہے	Total	25075	25075	23486	23486	23486	24880	24880	24880	24109	24109	24109	23724	23724	23724	21426	21426	21426	21032
i.e	ion	MF	12075	12075	9781	9781	9781	9945	9945	9945	9945	9945	9945	9945	9945	9945	8032	8032	8032	9180
Office	ucti	LTA	7000	7000	7706	7706	7706	6935	6935	6935	6164	6164	6164	5779	5779	5779	5394	5394	5394	3853
P	str	LIL	6000	6000	6000	6000	6000	8000	8000	8000	8000	8000	8000	8000	8000	8000	8000	8000	8000	8000
Field	Construction Management	Local																		
	0 2	Other																		
		Total Hrs	56066	55240	52426	51653	49758	45531	45531	45531	44493	44493	43418	42429	42429	41929	39631	39631	39631	35869
		Total Local	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Total Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Notes:

(1) PTD percentages I Number of we Based on 40

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Consolidate

MF	35.951%	35.951%	37.030%	37.030%	37.030%	36.692%	36.692%	36.692%	35.711%	35.711%	35.711%	43.363%	43.363%	43.363%	44.129%	44.129%	46.266%	49.546%
LTA	22.853%	22.853%	20.086%	20.086%	20.086%	17.692%	17.692%	17.692%	12.306%	12.306%	12.306%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
LIL	41.196%	41.196%	42.883%	42.883%	42.883%	45.616%	45.616%	45.616%	51.983%	51.983%	51.983%	56.637%	56.637%	56.637%	55.871%	55.871%	53.734%	50.454%

							20:	15										-	20:	16
			Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
	Ħ	Total	9437	9437	9437	9437	9605	9269	9269	9269	9036	9036	9036	6745	6745	6745	6745	6745	6913	6577
	e t	MF	3393	3393	3494	3494	3557	3401	3401	3401	3227	3227	3227	2925	2925	2925	2977	2977	3198	3259
	e r	LTA	2157	2157	1895	1895	1929	1640	1640	1640	1112	1112	1112	0	0	0	0	0	0	0
0)	Proje	LIL	3887	3887	4047	4047	4119	4228	4228	4228	4697	4697	4697	3820	3820	3820	3769	3769	3715	3318
Office	Project Management	Local																		
9	2	Other																		
Home		Total	5400	5400	5400	5400	5400	5400	5400	5400	5400	5400	5400	4000	4000	4000	4000	4000	3039	2000
ō	ering	MF	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000
-	l ë	LTA	1400	1400	1400	1400	1400	1400	1400	1400	1400	1400	1400	0	0	0	0	0	0	0
	Engine	LIL	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	1039	0
	l g	Local															100			
		Other												3						
											NE.									1 1
100	ر ب	Total	21032	21032	20262	20262	20262	18726	18726	18726	15748	15748	15748	16415	16415	16415	16797	16797	16797	17180
<u>ic</u>	ction	MF	9180	9180	9180	9180	9180	8415	8415	8415	6885	6885	6885	8415	8415	8415	8797	8797	8797	9180
Office	er er	LTA	3853	3853	3082	3082	3082	2312	2312	2312	863	863	863	0	0	0	0	0	0	0
P	str	LIL	8000	8000	8000	8000	8000	8000	8000	8000	8000	8000	8000	8000	8000	8000	8000	8000	8000	8000
Field	Construction Management	Local																		
	0 2	Other																		
		Total Har	25060	25060	25000	25000	25266	22205	22265	22205	20404	2040	2040	27462	27465	27465				
		Total Hrs	35869	35869	35098	35098	35266	33395	33395	33395	30184	30184	30184	27160	27160	27160	27542	27542	26750	25757
		Total Local	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Total Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Notes:

(1) PTD percentages I Number of we Based on 40

Consolidate

MF	49.546%	49.546%	44.727%	44.727%	50.367%	46.559%	54.824%	54.824%	50.083%	85.000%	85.000%	85.000%	85.000%	85.000%	85.000%	85.000%	85.000%
LTA	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
LIL	50.454%	50.454%	55.273%	55.273%	49.633%	53.441%	45.176%	45.176%	49.917%	15.000%	15.000%	15.000%	15.000%	15.000%	15.000%	15.000%	15.000%

													201	17					
			Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
	#	Total	6349	6349	6013	5677	5677	3475	3475	3475	3475	3475	1795	1795	1795	1795	1795	1795	1795
	1 + je	MF	3145	3145	2689	2539	2859	1618	1905	1905	1740	2954	1526	1526	1526	1526	1526	1526	1526
	Project	LTA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0)	ro	LIL	3203	3203	3323	3138	2817	1857	1570	1570	1735	521	269	269	269	269	269	269	269
Office	Project Management	Local																	
ğ		Other			1														
ne	b0	Total	2000	2000	2000	2000	1841	0	0	0	0	0	0	0	0	0	0	0	0
Home	يَّةِ.	MF	2000	2000	2000	2000	1841												
100	l ee	LTA	0	0	0	0	0				-								
	l Ë	LIL	0	0	0	0	0												
	Engineering	Local																	
		Other																	
1	c #	Total	17180	17180	14885	14885	12885	13267	11267	11267	9737	5737	5737	2295	2295	2295	1897	1897	1897
is	io i	MF	9180	9180	6885	6885	6885	7267	7267	7267	5737	5737	5737	2295	2295	2295	1897	1897	1897
Field Office	Construction Management	LTA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<u>P</u>	str	LIL	8000	8000	8000	8000	6000	6000	4000	4000	4000	0	0	0	0	0	0	0	0
Fie	la la	Local																	
	0 2	Other																	
			25522	25522	2200-	22564	20162	467/2	44740	4.77.7	10015	00/0							
		Total Hrs	25528	25528	22897	22561	20403	16742	14742	14742	13212	9212	7532	4090	4090	4090	3692	3692	3692
		Total Local	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Total Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Notes:

(1) PTD percentages I Number of we Based on 40

Consolidate

MF	
LTA	
LIL	

			Total
	¥	Total	802,729
	it le	MF	382,775
	jec	LTA	150,506
o,	Project nageme	LIL	269,447
fice	Project Management	Local	
Home Office	2	Other	
ne		Total	753,540
lor	ing	MF	434,530
_	er	LTA	103,318
	in	LIL	215,693
	Engineering	Local	
	3	Other	
		TRANS	
100	c t	Total	1,095,840
ice	ioi	MF	518,604
)ff	uct	LTA	221,236
Р	str	LIL	356,000
Field Office	Construction Management	Local	
-	2 2	Other	
		Total Hrs	2,652,109.14
		Total Local	
		Total Other	

Notes:

(1) PTD percentages I Number of we Based on 40 CIMFP Exhibit P-03198 Page 51

CIMFP Exhibit P-03198 Page 52

Consolidated Estimate SLI -EPCM Scope (ManHours)

	% Allocation	for Distribu	tion of PM H	lours (1)											
MF	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%
LTA	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%
LIL	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%

			DTD					2012									
			PTD	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
		Total	138555	7728	7728	7896	8064	8064	7728	7896	7896	7728	6720	6720	6720	6720	6720
	Project Management	MF	95280	5314	5314	5430	5545	5545	5314	5430	5430	5314	4621	4621	4621	4621	4621
	em	LTA	9298	519	519	530	541	541	519	530	530	519	451	451	451	451	451
	Projec	LIL	33977	1895	1895	1936	1977	1977	1895	1936	1936	1895	1648	1648	1648	1648	1648
9	A a	Local															
Office	_	Other															
Home		Total	160279	17092	17245	18854	19746	20160	20454	21622	21284	21988	22128	21825	20820	21190	21169
훈	n g	MF	118522	10250	10285	11719	11992	11950	12262	12157	11894	12151	12546	12275	11857	11875	11925
	Seri	LTA	7121	3083	2465	2315	1985	1615	1615	2130	2130	2330	2832	2800	2980	3460	3780
	Engineering	LIL	34636	3760	4495	4820	5770	6595	6577	7335	7260	7507	6750	6750	5983	5855	5464
	E	Local															
		Other															
		Total	0	14499	14499	14499	20549	20549	20549	22107	22107	22107	24010	24010	24010	27743	27743
8	ent e	MF	0	4426	4426	4426	5191	5191	5191	5956	5956	5956	5956	5956	5956	7486	7486
Field Office	em em	LTA	0	1156	1156	1156	4238	4238	4238	5394	5394	5394	6935	6935	6935	6935	6935
9	str	LIL	0	8917	8917	8917	11120	11120	11120	10757	10757	10757	11120	11120	11120	13323	13323
Fie	Construction Management	Local															
		Other															
		Total Hrs	298834	39319	39472	41248	48359	48773	48731	51625	51287	51822	52858	52555	51550	55654	55632
		Total Local	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

24 1

Notes: (1) PTD percentages based on actual distribution Number of weeks per month = 4.2

F & NH B

Total Other

Based on 40 hour work weeks

68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%
6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%
24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%

20:	13											20:	14		1112			
Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
6552	5880	5880	5880	5880	5880	5880	5712	5712	5712	5544	5544	5712	5208	5208	5208	5208	5208	5208
4506	4043	4043	4043	4043	4043	4043	3928	3928	3928	3812	3812	3928	3581	3581	3581	3581	3581	3581
440	395	395	395	395	395	395	383	383	383	372	372	383	350	350	350	350	350	350
1607	1442	1442	1442	1442	1442	1442	1401	1401	1401	1359	1359	1401	1277	1277	1277	1277	1277	1277
19847	18335	17758	16932	15708	14935	13040	8350	8350	8350	8250	8250	7500	7400	7400	6900	6900	6900	6900
10994	10150	9600	8897	7673	6950	5717	4150	4150	4150	4050	4050	3500	3500	3500	3000	3000	3000	3000
3766	3760	3765	3760	3760	3760	3507	1600	1600	1600	1600	1600	1400	1400	1400	1400	1400	1400	1400
5088	4425	4393	4275	4275	4225	3817	2600	2600	2600	2600	2600	2600	2500	2500	2500	2500	2500	2500
27743	33911	33911	33911	32278	32278	32278	31567	31567	31567	32999	32999	32999	31145	31145	31145	26645	26645	26645
7486	12075	12075	12075	9781	9781	9781	9945	9945	9945	9945	9945	9945	9945	9945	9945	8032	8032	8032
6935	9247	9247	9247	7706	7706	7706	6935	6935	6935	6164	6164	6164	5779	5779	5779	5394	5394	5394
13323	12588	12588	12588	14792	14792	14792	14687	14687	14687	16890	16890	16890	15422	15422	15422	13219	13219	13219
													1	15 32				
54143	58126	57549	56723	53866	53093	51197	45629	45629	45629	46793	46793	46211	43753	43753	43253	38753	38753	38753
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.7679
6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.7119
24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%
					20:												20	16
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
4200	4200	4200	4200	4200	4368	4032	4032	4032	4032	4032	4032	3360	3360	3360	3360	3360	3528	3192
2888	2888	2888	2888	2888	3004	2773	2773	2773	2773	2773	2773	2311	2311	2311	2311	2311	2426	2195
282	282	282	282	282	293	271	271	271	271	271	271	225	225	225	225	225	237	214
1030	1030	1030	1030	1030	1071	989	989	989	989	989	989	824	824	824	824	824	865	783
																	-	
5400	5400	5400	5400	5400	5400	5400	5400	5400	5400	5400	5400	4000	4000	4000	4000	4000	3039	2000
2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000
1400	1400	1400	1400	1400	1400	1400	1400	1400	1400	1400	1400	0	0	0	0	0	0	(
2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	1039	(
24782	24782	24782	23277	23277	23277	18804	18804	18804	14724	14724	14724	17227	17227	17227	16508	16508	16508	14687
9180	9180	9180	9180	9180	9180	8415	8415	8415	6885	6885	6885	8415	8415	8415	8797	8797	8797	918
3853	3853	3853	3082	3082	3082	2312	2312	2312	863	863	863	/	/	/	/	/	/	/
11750	11750	11750	11015	11015	11015	8078	8078	8078	6976	6976	6976	8812	8812	8812	7711	7711	7711	5508
										33,3	33.3	0012	5522	0012	,,,,,,	,,,,,	,,,11	3300
											- 0							

343	882	34382	34382	32877	32877	33045	28236	28236	28236	24156	24156	24156	24587	24587	24587	23868	23868	23075	19879
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	
6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	
24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	

Total						17	20					III (E)					
	Dec	Nov	Oct	Sept	Aug	Jul	Jun	May	Apr	Mar	Feb	Jan	Dec	Nov	Oct	Sept	Aug
445,6	0	0	0	0	0	0	0	1680	1680	1680	1680	1680	2520	2520	2856	3192	3192
306,4	0	0	0	0	0	0	0	1155	1155	1155	1155	1155	1733	1733	1964	2195	2195
29,9	0	0	0	0	0	0	0	113	113	113	113	113	169	169	192	214	214
109,2	0	0	0	0	0	0	0	412	412	412	412	412	618	618	700	783	783
753,5	0	0	0	0	0	0	0	0	0	0	0	0	1841	2000	2000	2000	2000
434,5								1375 1					1841	2000	2000	2000	2000
103,3													0	0	0	0	0
215,6													0	0	0	0	0
		A															
1,363,0	1897	1897	1897	2295	2295	2295	5737	5737	5737	7267	7267	7267	9705	9705	9705	14687	14687
518,6	1897	1897	1897	2295	2295	2295	5737	5737	5737	7267	7267	7267	6885	6885	6885	9180	9180
227,9	/	1	1	1	1	1	1	1	1	1	1	1	1	1	/	1	1
616,5	1	1	/	1	1	1	/	1	/	1	1	1	2820	2820	2820	5508	5508
1																	
																-	
	1897	1897	1897	2295	2295	2295	5737	7417	7417	8947	8947	8947	14066	14225	14561	19879	19879
	0	0	0	#VALUE!	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Consolidated Estimate SLI EPCM Scope (ManMonths)

	% Allocat	ion for Distr	ibution of P	M Man Mon	ths (1)										
MF	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%
LTA	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%
LIL	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%

			PTD					2012									
			PID	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
		Total	825	46	46	47	48	48	46	47	47	46	40	40	40	40	40
	Project Management	MF	567	32	32	32	33	33	32	32	32	32	28	28	28	28	28
	jec	LTA	55	3	3	3	3	3	3	3	3	3	3	3	3	3	3
	Project	LIL	202	11	11	12	12	12	11	12	12	11	10	10	10	10	10
Office	_ a	Local															
Of		Other															
Home		Total	954	102	103	112	118	120	122	129	127	131	132	130	124	126	126
9	ing	MF	705	61	61	70	71	71	73	72	71	72	75	73	71	71	71
	eer	LTA	42	18	15	14	12	10	10	13	13	14	17	17	18	21	23 33
	Engineering	LIL	206	22	27	29	34	39	39	44	43	45	40	40	36	35	33
	E	Local															
		Other															
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
e	Construction Management	MF	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Field Office	e nct	LTA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P	nag	LIL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E	Construction Management	Local															
	_	Other															
		Total MM	1779	148	149	159	166	168	168	176	174	177	172	170	164	166	100
		Total Local	0	0	0	0	100	0	0	0	0	1//	1/2	1/0		166	166
		Total Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Notes:

(1) PTD percentages based on actual distribution

Number of weeks per month = 4.2 Based on 40 hour work weeks

68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%
6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%
24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%

20:	13											20:	14					
Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
39	35	35	35	35	35	35	34	34	34	33	33	34	31	31	31	31	31	31
27	24	24	24	24	24	24	23	23	23	23	23	23	21	21	21	21	21	21
3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
10	9	9	9	9	9	9	8	8	8	8	8	8	8	8	8	8	8	8
118	109	106	101	94	89	78	50	50	50	49	49	45	44	44	41	41	41	41
		106				34		25	25	24	24		21	21	18	18		18
65	60 22	57	53 22	46	41 22		25		10		10		8	8	8	8	18	8
22 30	26	22	25	22	25	21	10 15	10 15	15	10 15	15	15	15	15	15	15	15	15
30	20	20	23	23	23	23	15	13	15	13	13	13	15	13	13	13	13	13
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
			-														A COLUMN	
157	144	141	136	129	124	113	84	84	84	82	82	79	75	75	72	72	72	72
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%
6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%
24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%

			- Committee		20	15						No. of the last	1	- cours		13 14	201	6
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
25	25	25	25	25	26	24	24	24	24	24	24	20	20	20	20	20	21	19
17	17	17	17	17	18	17	17	17	17	17	17	14	14	14	14	14	14	13
2	2	2	2	2	2	2	2	2	2	2	2	1	1	1	1	1	1	1
6	6	6	6	6	6	6	6	6	6	6	6	5	5	5	5	5	5	5
32	32	32	32	32	32	32	32	32	32	32	32	24	24	24	24	24	18	12
12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
8	8	8	8	8	8	8	.8	8	8	8	8	0	0	0	0	0	0	0
12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	6	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
														- (-15-				
57	57	57	57	57	58	56	56	56	56	56	56	44	44	44	44	44	39	31
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

I	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	68.767%	
	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	6.711%	
Ī	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	24.522%	

										20	17						Total
Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
19	19	17	15	15	10	10	10	10	10	0	0	0	0	0	0	0	2653
13	13	12	10	10	7	7	7	7	7	0	0	0	0	0	0	0	1824
1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	178
5	5	4	4	4	2	2	2	2	2	0	0	0	0	0	0	0	651
	Be SIV																(
																	. (
12	12	12	12	11	0	0	0	0	0	0	0	0	0	0	0	0	4485
12	12	12	12	11													2586
0	0	0	0	0													61
0	0	0	0	0													1284
	-															100	(
																	(
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(
																	(
																	(
31	31	29	27	26	10	10	10	10	10	0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0	0	0	0	0	0	#VALUE!	0	0	0	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

rd clearing

Start resevoir & AC ROW clearing

Start Bulk Excav'n

Group: Project Controls

							20:	12								
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mai
	1 Planning				3	3	3	3	3	3	3	3	3	3	3	
	2 PM+				2	2	2	2	2	2	2	2	2	2	2	
	3 Cost				3	3	3	3	3	3	4	4	4	4	4	
a	4 Estimating				4	4	4	4	4	4	4	4	4			
Office	5 Accounting				3	3	3	3	3	3	3	3	3	3	3	
5	6 Document Control					(1)										
ae l	7 PC Manager				1	1	1	1	1	1	1	1	1	1	1	
Home	8															
I	Total	0	0	0	16	16	16	16	16	16	17	17	17	13	13	
	Local															
	Other	A COLUMN TO SERVICE														
	Total L/O	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	1 Planning													2	2	
	2 PM+													1	1	
	3 Cost	100												1	1	
Management	4 Estimating													2	2	
Management	5 Accounting															
e	6 Document Control															
age	7	14														
a	8			- 1												
2	Total	. 0	0	. 0	0	0	0	0	0	0	0	0	0	6	6	
	Local															
	Other	Carrier .														
	Total L/O				0	0	0	0	0	0	0	0	0	0	0	

Notes: 1 Assumes continued integration of planning and estimating teams

Site planning includes one senior planner supported by junior planner

No planners required at site for TL work. Needs will be provided by STJ office

Any peak or emergency needs will be covered by SWAT team approach made up of existing staff

Reduction of PM+ and cost positions into one at site requires one person capable of doing 2 functions

After DG3, estimating role to be primarily a site activity in support of claims/check estimates



		20:	13											201	14				
Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov
3	3	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	
2	2	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
4	4	4	4	4	4	4	4	4	4	4	4	3	3	3	3	3	3	3	
3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	-
1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
13	13	13	11	11	11	11	11	11	11	11	11	10	10	10	10	10	10	10	10
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(
2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	
1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	
6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	-
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(

Major Civil Res Complete Complete AC & DC Lines Complete

						20:	15											20	16
Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
2	2	2	2	2	2	2	2	2	2	2	2	2							
1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	
3	2	2	2	2	2	2	2	2	2	2	2	2	1	1	1	1	1	1	
1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
10	9	9	9	9	9	9	9	9	9	9	9	9	6	6	6	6	6	6	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(
- 2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	
1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
\neg																			
\dashv																			
6	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
16	13	13	13	13	13	13	13	13	13	13	13	13	10	10	10	10	10	10	

Converter Stns Complete First Power



Tota						17	20										
	Dec	Nov	Oct	Sept	Aug	Jul	Jun	May	Apr	Mar	Feb	Jan	Dec	Nov	Oct	Sept	Aug
1																	
													1	1	1	1	- 1
			_		_			1	1	1	1	1	3	3	3	3	3
1								1	1	1	1	1	1	1	1	1	1
															1	1	1
	0	0	0	0	0	0	0	2	2	2	2	2	5	5	6	6	6
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
								1	1	1	1	1	1	1	1	2	2
							-	1	1	1	1	1	1	1	1	1	1
											_				_		-
_																	
2	0	0	0	0	0	0	0	2	2	2	2	2	2	2	2	3	3
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
84	0	0	0	0	0	0	0	4	4	4	4	4	7	7	8	9	9

Start access rd clearing

Start resevoir & AC ROW clearing

Start Bulk Excav'n

Group: Supply Chain

Total ocal Other	Jan 0	Feb 0	Mar 0	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
ocal	0	0	0	0											
ocal	0	0	0	0											
ocal	0	0	0	0											
ocal	0	0	0	0											
ocal	0	0	0	0											
ocal	0	0	0	0											
ocal	0	0	0	0	WEET!				The state of the s						
ocal	0	0	0	0											
				U	0	0	0	0	0	0	0	0	0	0	
Other															
			300												
otal L/O	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	W. FRID		U S												
			2												
			-												
		-									-				
otal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
ocal				-		,						-			
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Other Total L/O															
	er	er	er en	er	er	er en	er er	er en	er en	er en	er en	er en	er en	er en	er en



-	The same	2	013								-				20	14		-		
pr	May	Jun		Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	No
					_															
-																				
															6					
0	0	(0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
0	-			0		0	0	0	0		0	0	0	0	0	0		0	0	
0	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
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Major Civil Res Complete Complete AC & DC Lines Complete

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Start access rd clearing

Start resevoir & AC ROW clearing

Start Bulk Excav'n

Group: Document Control

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Major Civil Res Complete Complete AC & DC Lines Complete

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Converter Stns Complete First Power



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Start access rd clearing

Start resevoir & AC ROW clearing

Start Bulk Excav'n

Group: Health & Safety

		W					20	12							
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb
	1 H&S Mgr				1	1	1	1	1	1	1	1	1	1	
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Notes: 1 H&S Support/TL position based in STJ and does business travel as required

2 Emergency response requires back to back coverage. This position to provide turnaround coverage for MF position

3 MF coverage to Full Power

4 H&S Manager position in STJ to be taken over by NE Manager at end 2016

5 This arrangement considered light wrt TL coverage



			20	13											20	14			
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Major Civil Res Complete Complete AC & DC Lines Complete

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Converter Stns Complete First Power



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Group: Quality Assurance

Start access rd clearing Start resevoir & AC ROW clearing

Start Bulk Excav'n

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Major Civil Res Complete Complete AC & DC Lines Complete

- 4	kina -				4.11	20:	15											20	16
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Converter

Complete First Power

Full Power

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http://www.canada.gc.ca/home.html" title="canada.gc.ca - Government of Canada website">canada.gc.ca http://www.statcan.gc.ca/start-debut-eng.html" title="Home - The main page of Statistics Canada's website">Home > http://www.statcan.gc.ca/dai-quo/index-eng.htm">The Daily > http://www.statcan.gc.ca/subjects-sujets/cpi-ipc/cpi-ipc-eng.htm">Latest release from the Consumer Price Index >

Table 2 Consumer Price Index by province, and for Whitehorse, Yellowknife and Iqaluit – Not seasonally adjusted

Consumer Price Index by province, and for Whitehorse, Yellowknife and Igaluit – Not seasonally adjusted

	Relative importance ¹	December 2010	November 2011	December 2011	November to December 2011	December 2010 to December 2011
	%		(2002=100)		% ch	ange
Canada	100.00 ²	117.5	120.9	120.2	-0.6	2.3
Newfoundland and Labrador	1.29	118.1	122.9	121.9	-0.8	3.2
Prince Edward Island	0.35	119.9	124.0	123.4	-0.5	2.9
Nova Scotia	2.56	119.4	124.0	122.7	-1.0	2.8
New Brunswick	2.06	116.6	121.3	120.4	-0.7	3.3
Quebec	21.21	115.8	119.3	118.7	-0.5	2.5
Ontario	39.85	117.9	121.0	120.3	-0.6	2.0
Manitoba	3.16	115.6	119.6	118.6	-0.8	2.6
Saskatchewan	2.90	119.4	123.4	122.4	-0.8	2.5
Alberta	11.97	122.9	126.6	126.5	-0.1	2.9
British Columbia	14.47	114.6	117.5	116.5	-0.9	1.7
Whitehorse	0.08	115.6	119.4	118.8	-0.5	2.8
Yellowknife	0.07	119.2	123.4	123.4	0.0	3.5
Iqaluit (Dec. 2002=100)	0.02	112.1	114.5	114.2	-0.3	1.9

²⁰⁰⁹ Consumer Price Index basket weights at April 2011 prices, effective May 2011. Detailed weights are available under the Documentation section of survey 2301 (http://www.statcan.gc.ca/imdb-bmdi/index-eng.htm">www.statcan.gc.ca/imdb-bmdi/index-eng.htm">www.statcan.gc.ca/imdb-bmdi/index-eng.htm">www.statcan.gc.ca/imdb-bmdi/index-eng.htm).

Figures may not add to 100% as a result of rounding.



Contract Escalations Colbourne, Brian

JohnSkinner 02/13/2012 02:35 PM

Cc:

"Bechard, Normand", "Gillis, Nick", "Dominic, Mark" Show Details

History: This message has been forwarded.

2 Attachments





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John as you are aware we did not implement the CPI increases as per the contract as of January 1. We have not done so as we are awaiting the payroll burden audit of SNC by the company's auditors which also has to be adjusted annually per the contract so all are completed the same time.

We are aiming to implement these increases for the February billing. Below is the latest CPI for Newfoundland & Labrador - 3.2%

Regards.

Brian

Brian Colbourne C.A.

Manager Finance and Administration SNC - Lavalin Inc. Lower Churchill Project 350 Torbay Road, Suite 2 St. John's, NL, A1A 4E1 Phone: (709) 752-3461 Ext. 5005

Canadä



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http://www.statcan.gc.ca/reference/refcentre-centreref/index-eng.htm" title="Contact Us - Statistics Canada contact information">Contact Us

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Lower Churc	chill Project										3 - 1										
Summary of	Billable Hours Up To and Inc	cluding the 2	1-Mar-2012	2																-	
			2011	YTD			Janu	arv			Febr	uary			March (4	Weeks)			То	ital	
		Total	MF	LIL	LTA	Total	MF	LIL	LTA	Total	MF	LIL	LTA	Total	MF	LIL	LTA	Total	MF	LIL	LTA
Project Man	agement																				
F	Project Controls													3,335							
	Contracts and Procurement												1 - 1 - 1	2,654							
	Project Management													4,735							
	Enviornment													745							
	Safety												-	370 895				100			
	Engineering DA													422				-			
	Construction Management				-			- :-						701							
Total Project	ct Management	97,661	72,324	25,337	-	11,810	5,953	3,250	2,608	15,227	10,148	1,709	3,370	13,857	6,855	3,681	3,320	138,554	95,280	33,977	9,298
Engineering	9	117,235	90,767	26,468	-	11,653	7,900	1,495	2,259	15,001	9,808	3,817	1,376	16,389	10,047	2,856	3,486	160,278	118,522	34,636	7,121
Constructio	n Management (Site)	-	-		-		-		-								-			-	
Total		214,896	163,091	51,805	-	23,463	13,853	4,744	4,866	30,228	19,956	5,526	4,746	30,245	16,902	6,537	6,806	298,832	213,802	68,613	16,418





SNC - LAVALIN INC. 272 Torbay Road St. John's, NL A1A 4E1

Telephone 709-752-3460 Telecopier 709-752-3480

INVOICE

Nalcor Energy/SNC-Lavalin Inc. Project Office Lower Churchill Project 350 Torbay Road St. John's, NL A1A 4E1

Date: Project:

24-Jan-12 505573

Invoice:

14438

Attention: Lower Churchill Project Accounts Payable

Reference: Engineering, Procurement & Construction Management Services for the Muskrat Falls HydroElectric

Development, Agreement LC-G-002

Professional services rendered in connection with the above project for the period ended 28-Dec-2011.

	Previously Invoiced 23-Nov-11		Current Invoice	Adjustments	Invoiced To Date 28-Dec-11	Total Invoice
Fixed Fee - Section 4.2						
Hours	175,561	.0	39,419.0	- 2	= 214,980.0	
Dollar Value	\$ 7 2,338,472.5	52 \$	525,061.08 戊		\$ = 2,863,533.60	\$ 525,061.08
Reimbursable Labour - Section 4.3						
Hours	2 175,561	D	39,419.0		= 214,980.0	
Dollar Value	\$ 220,929,355.6		4,477,869.37	723.92		\$ 4,477,869.37
Office Overhead Pre-Payments - Section 4.3.2.3	\$ 4_1,180,000.0	00 \$	21	-	\$ = 1,180,000.00 \$	
Office Facilities & Services - Section 4.3.3						
Months	7 6	5	1.0		- 42	
Dollar Value	\$ 265,200.0	_	40,800.00 \$		= 7.5 \$ = 306,000.00 \$	40,800.00
Meals & Entertainment	\$ 32,608.2	7 6	153,613.05 S	//0/ /0	A C MANAGE	
Other	\$ 2,705,504.5		717,322.16	(461.13)	\$ = 685,760.19 \$ = 3,422,826.67	
Total Assignment Conditions - Section 4.3.5	\$ 3,238,112.7	8 \$	870,935.21 \$	(461 13)	S = 4.108,586.86 S	970 005 04
	A		Λ	[10].10]	9 = 4,100,000.00 3	870,935.21
Meals & Entertainment	\$ 4 5,089.5	9 5	1,736,78		\$ = 6,826.37	
Other	\$ 270,354.0	2 \$	14,776.10		\$ = 85,130.12	
Total Business Travel - Section 4.3.6	\$ 275,443.6	1 \$	16,512.88 \$	-	\$ = 91,956,49 \$	16,512.88
Additional Rates - Section 4.3.7	\$ 4,067.60	0 \$	1,034.84		\$ = 5.102.44 \$	
Subtotal			not not		\$ = 5,102.44 \$	1,034.84 5,932,213.38
Less: Amount From Advance Invoice (Net HST)			10	150 WA	_\$	(3,464,571.51)
Total Fees & Expenses	72 -1		VAS	yuld ler i		2467.641.07

HST

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Total Invoice

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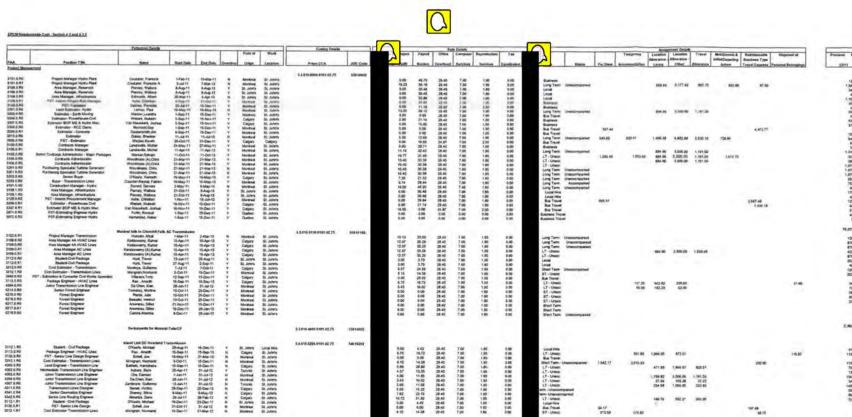
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320,793.44

2,788,435.31

NE-LCP Phase 1 PCM - Incurred Roll up and	Recap for Month of:	December 2011					Total:		\$	5,932,213.38						
General Grouping		Description	Nalcor PRISM CCA	Prism Line #	Nalcor JDE CODE	Units		Current Month Amount	Current Month Hours / Units	Current Month Amount	Previous Cumulative Hours/Units	Previous Cumulative Amount	Adjustment to Previous Cumulative Hours/Units	Adjustment to previous Cumulative Amount	Current Cumulative Hours/Units	Current Cumulat
ffice Overhead	Owners Team	Office Overhead at EPCM office (Rent etc)	5.1.100.1020.0000.02.70	18	51101002	People			68.0	\$ 40,800.00	442.0	\$ 265,200.00	0.0	\$ -	510.0	\$ 306,00
		Advance Payment of EPCM Overhead	5.1.600.1020.0000.02.70	1	51602002	LS				\$ -	THE BUCK	\$ 1,180,000.00	2000	\$ -	Market Sharp	\$ 1,180,00
General Reimbursable	Incurred by Owners Team	General Expenses Reimbursable to EPCM	5.1.100.0000.0000.02.71	19	51100002	Dollars	HIVE TO THE			\$ -		\$ 566.05	STATE OF	\$ -		\$ 56
Expenses	Incurred by EPCM	General Reimbursable Expenses	5.1.600.0000.0000.02.72	20	51600002	Dollars	110			\$ 1,034.84		\$ 181.14	100	\$ -		\$ 1,2
usiness Travel	Approved Business Travel by EPCM	Muskrat Falls Generation	5.3.600.0000.0000.61.73	21	53600061	Dollars	2 1 2 0 2			\$ 8,796.24	15 1 1 1 1 1	\$ 41,511.96		\$ -	Si X	\$ 50,30
		Muskrat Falls to Churchill Falls AC Transmission	5.3.600.6100.0000.61.73	22	53606161	Dollars	April 1	411		5 2,413.93	F 6 6	\$ 9,715.11	14	\$.	Qu. 1	\$ 12,12
		Island Link	5.4.600.0000.0000.61.73	23	54600061	Dollars			The Col	\$ 5,302.71		\$ 27,536.94		\$.		\$ 32.83
		Overall Project EPCM Business Travel	5.0.600.0000.0000.02.01	N/A	N/A	Dollars		\$ 16,512.88		PET SERVICE STATE OF THE PETERS OF THE PETER		W-1145		Selection 1		10 10 10 10 10 10
ked Fee	EPCM	EPCM Fixed Fee	5.1.600.0000.0000.03.74	17	51600003	Hrs	590	WITH THE PARTY OF	39419.0	\$ \$25,061.08	175561.0	\$ 2,338,472.52	0.0	\$.	214980.0	\$ 2,863,5
							Total Fe	ees & Expenses:		\$ 583,408.80		\$ 3,863,183.72	A POLICE OF	\$ -		\$ 4,446,5
							Period Hours	Period Amount	Hours	Invoice Amount	Hours	Amount	Hours	Amount	Hours	Amount
	EPCM - Project Management	Muskrat Falls Generation	5.3.610.0000.0101.02.75	2	53610002	Hrs	2210.1	\$ 377,074.33	8680.0	\$ 1,176,583.35	38660.7	\$ 5,623,913.67	0.0	\$ (99.96)	47340.7	\$ 6,800,3
		Muskrat Fall to Churchill Falls AC Transmission	5.3.610.6100.0101.02.75	4	53616102	Hrs	524.6	\$ 80,685.04	2555.7	\$ 341,468.50	10575.8	\$ 1,477,006.52	0.0	\$ (28.62)	13131.4	\$ 1,818,4
		Switchyards for Muskrat Falls / CF	5.3.610.4000.0101.02.75	3	53614002	Hrs	0.0	\$ -	471.5	5 67,286.80	1720.8	\$ 249,404.43	0.0	\$ (4.51)	2192.2	\$ 316,6
	1	Island Link DC Overland Transmission	5.4.610.6200.0101.02.75	5	54616202	Hrs	750.5	\$ 93,974.48	3556.2	\$ 454,208.76	11138.0	\$ 1,480,521.40	0.0	\$ (39.59)	14694.1	\$ 1,934,
		Island Link DC Specialties	5.4.610.8000.0101.02.75	6	54618002	Hrs	/271.0	\$ 48,754.51	2691.9	\$ 394,276.89	12555.8	\$ 1,901,642.29	0.0	\$ (23.32)	15247.8	\$ 2,295,1
		A1 - Overall Project	5.0.610.0000.0101.02.01	N/A	N/A	Hrs	12699.0	\$ 1,569,270.76	150	E STATE OF THE STA	THE REAL PROPERTY.	C. I GSF632	to a live and	V- 1-00	ALL THE	12-12-12-12
		A2 - Overland Transmission	5.0.610.0000.0101.02.02	N/A	N/A	Hrs	416.0	\$ 74,727.47		Antonio 18	A Committee	San Land				
		A3 - DC Specialties & Switchyards	5.0.610.0000.0101.02.03	N/A	N/A	Hrs	1084.0	\$ 189,337.72	Allocate	ed to Valid CCA's	Allocated	to Valid CCA's		汉当 等以至明	Allocated	to Valid CCA's
		A4 - Transmission & DC Specialties	5.0.610.0000.0101.02.04	N/A	N/A	Hrs	0.0	\$ -						为生 3000		
							Total Project Ma	anagement:	17955.2	\$ 2,433,824.30	74651.0	\$ 10,732,488.30	0.0	\$ (196.00)	92606.2	\$ 13,166,1
	EPCM - Engineering	Muskrat Falls Generation	5.3.620.0000.0201.02.76	57	53620002	Hrs	12748.3	\$, 1,641,632.37	12748.3	\$ 1,641,632.37	59059.4	\$ 7,512,665.37	0.0	\$ -	71807.7	\$ 9,154,2
		Muskrat Fall to Churchill Falls AC Transmission	5.3.620.6100.0201.02.76	18	53626102	Hrs	1466.0	\$ 202,879.97	1466.0	\$ 202,879.97	17116.5	\$ 2,169,406.41	0.0	\$ (149.20)	18582.5	\$ 2,372,1
		Switchyards for Muskrat Falls	5.3.620.4000.0201.02.76	8	53624002	Hrs	61.0	\$ 9,221.84	61.0	\$ 9,221.84	795,5	\$ 98,492.24	0.0	\$.	856.5	\$ 107.7
		Island Link DC Overland Transmission	5.4.620.6200.0201.02.76	10	54626202	Hrs	3348.5	\$ 451,228.79	3348.5	\$ 451,228.79	6297.5	\$ 844,964.04	0.0	s .	9646.0	\$ 1,296,1
PCM Reimbursable Services		Island Link DC Specialties	5.4.620.8000.0201.02.76	11	54628002	Hrs	3042.0	\$ 449,983.15	3042.0	\$ 449,983,15	13302.1	\$ 1,953,256.08	0.0	\$ 607.99	16344.1	\$ 2,403,8
		A1 - Overall Project	5.0.620.0000.0101.02.01	N/A	N/A	Hrs	0.0	\$ -		- THE	San State Times	SATISFACTOR OF THE PARTY OF THE	47 S (5)	Opt HEAT		53-11-15
		A2 - Overland Transmission	5.0.620.0000.0101.02.02	N/A	N/A	Hrs	0.0	\$ -		Contraction of the last	Control of the last	Section (1)		7.005.8165.77		
		A3 - DC Specialties & Switchyards	5.0.620.0000.0101.02.03	N/A	N/A	Hrs	0.0	\$ -	Allocate	ed to Valid CCA's	Allocated	to Valid CCA's			Allocated	to Valid CCA's
		A4 - Transmission & DC Specialties	5.0.620.0000.0101.02.04	N/A	N/A	Hrs	0.0	\$.				1 - 5 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 -		2011/1-0		
							Total Engine	eering:	20665.8	\$ 2,754,946.13	96571.0	\$ 12,578,784.14	0.0	\$ 458.79	117236.8	\$ 15,334,1
	EPCM - Construction Management	Muskrat Falls Generation	5.3.630.0000.0101.02.77	12	53630002	Hrs	/ 210.0	\$ 50,096.46	210.0	\$ 50,096.46	1291.4	\$ 306,866.54	0.0	s -	1501.4	\$ 356.5
		Muskrat Fall to Churchill Falls AC Transmission	5.3.630.6100.0101.02.77	14	53636102	Hrs	0.0	\$ -	161.7	\$ 32,844.18	1046.2	\$ 191,756.83	0.0	\$.	1207.9	\$ 224.6
		Switchyards for Muskrat Falls	5.3.630.4000.0101.02.77	13	53634002	Hrs	0.0	\$ -	33.1	\$ 5,170.94	114.3	\$ 19,426.85	0.0	s .	147.4	\$ 24,5
		Island Link DC Overland Transmission	5.4.630.6200.0101.02.77	15	54636202	Hrs	0.0	\$.	223.3	\$ 45,369.44	1291.2	\$ 236,596.58	0.0	s .	1514.5	\$ 281.9
		Island Link DC Specialties	5.4.630.8000.0101.02.77	16	54638002	Hrs	0.0	\$.	169.9	\$ 26,553.13	595.9	\$ 101,376.16	0.0	s .	765.8	\$ 127.9
		A1 - Overall Project	5.0.630.0000.0101.02.01	N/A	N/A	Hrs	0.0	\$			TO THE PARTY OF	THE PERSON	VE 12 2 21	And the state of	VISCOUS IN	127,0
		A2 - Overland Transmission	5.0.630.0000.0101.02.02	N/A	N/A	Hrs	V 385.0	\$ / 78,213.62		and the second	Carlot Carlot			数三十二分は		
		A3 - DC Specialties & Switchyards	5.0.630.0000.0101.02.03	N/A	N/A	Hrs	203.0	\$ \$1,724.07	Allocate	d to Valid CCA's	Allocated	to Valid CCA's		1000	Allocated	to Valid CCA's
		A4 - Transmission & DC Specialties	5.0.630.0000.0101.02.04	N/A	N/A	Hrs	0.0	s			Service March			Control of		
		The state of the s		11/11	13/13	CONTRACT	Total Constru	uction:	798.0	5 160,034.15	4339.0	\$ 856,022.96	0.0	\$	5137.0	\$ 1,016,0
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V-Agreed to detail well-upt recap



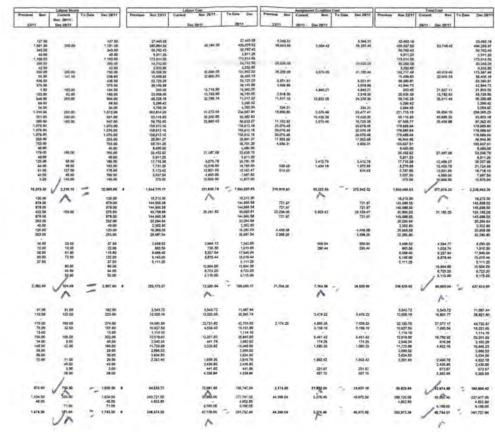
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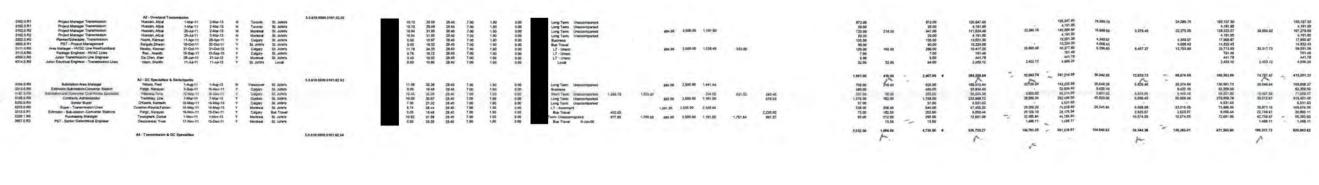
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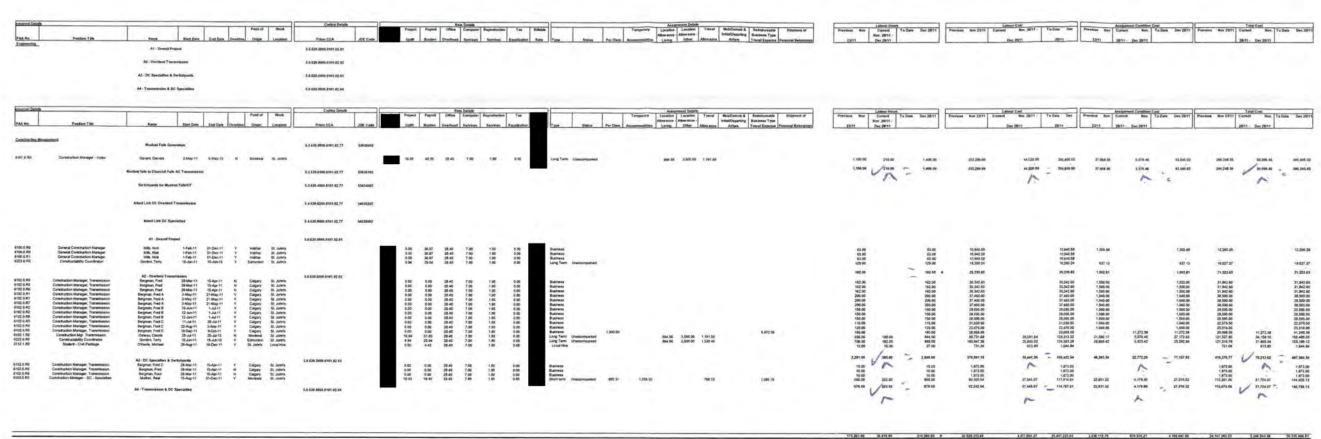
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6402F		1,071,07			
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84037 230236		940.17 7.245.36			
1303M	201.21	7,265.56			
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51643		1,515,45			
1,99424	548.01	8,412.60			
2014	58.0	4,759,47			
80.00		1,622,68			
LACT 12	13,712,34	29,766.46			
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THE	167.09	7,580,08			
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Page 92

21,358.43		16.502.00		PEACE		\$1.5%.40		16,512.00		75.443.51
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227,60		221 80				721 M		COT.ME		
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	HOURS AND C	COSTS TO BE ALLOCATED 2011		Hours	Hours	Project Management Hours	Hours	Hours	Hours	Contruct Hours	Hours	Hours	Hours	Hours	Hours	Engineering Management Hours	Hours	Hours
Allocation Codes 0.610.0000.0101.02.01	Name	Title	Hours 66,516	Muskrat Falls Generation	Muskrat Fall to Churchill Falls AC Transmission	3 Switchyards Muskrat / CF	Transmission	island Link DC Specialties	Muskrat Falls Generation	Transmission	CF	leland Link DC Overland Transmission	Island Link DC Specialties	Muskrat Falls Generatio	Transmission	3 Switchyards Muskrat / CF	Transmission	nd Island Link DC Specialties
100.0.R0 100.1.R0	Nichol, Roger Triendl, Klaus	Senior Project Manager Project Manager	308	5.3.610,0000.0101.02.75 191.84 213.01	5.3.610.6100.0101.02.75 48.63 54.00	5.4.610.4000.0101.02.75 1.91 2.12	25.04	5.4.610.8000.0101.02.75 40.58 45.06	5.3.630,0000.0101.02.7	5.3.630.6100.0101.02.77 5.4.630	0.4000.0101.02.77	5.4.630.6200.0101.02.77	5.4.630.8000.0101.02.77	5.3,620.0000.0101.02.77	5.3,620.6100.0101.02.77	5.4.620.4000.0101.02.77	5.4.620.6200.0101.02.77	7 5.4.620.8000.0101.02
10.2.R0 10.3.R0	Husch, John Bechard, Normand	General Project Manager General Project Manager	342 184 1,100	114.60 685.13	29.05 173.69	1,14	14.96 89.43	24.24 144.92 3.16 36.36	CIME	Exhibit P-03	108							Page 93
2.0.R0 4.0.R0	Hunt, Trevor Gillis, Nick	Student-Civil Package Deputy Project Manager	24 276	14.95 171.91	3.79 43.58	0,15 1.71	1.95	3.16 36.36	Clivii	EXHIBIT F-03	130							rage 93
1≥0.0.R0	Sicaud, Didier Sicaud, Didier A	PST - Quality Specialist PST - Quality Specialist	53 95	32.70 58.86	8.29 14.92	0.33 0.59	4.27	6.92 12.45										
123.0.R0 123.0.R1	Cox, Richard Cox, Richard	PST - Risk Specialist PST - Risk Specialist	37 31	23.05 19.00	5.84 4.82	0.23	3.01 2.48	4.87										-
23.0.R2 23.0.R3	Cox, Richard A Cox, Richard B	PST - Risk Specialist PST - Risk Specialist	67 63	41.73 38.93	10.58 9.87	0.42	5.45	8 83 8 23										
26.0.R2	Minkovski, Yuri A Minkovski, Yuri	PST - Project Control Management Support PST - Project Control Management Support	96 142	59.79 88.44	15.16 22.42	0.60 0.88	7.80 11.54	12.65 18.71										
27.0.R2	Peach, Bert A Peach, Bert A	PST Management Support PST Management Support	238 448	147.93 278.73	37.50 70.66	1.47	36.38	31.29 58.96	10									
127.1.R1	Berjaciui, Mahmoud Berjaciui, Mahmoud	PST - Project Conrols Manager (Interim) PST - Project Conrols Manager (Interim)	182 195	113.36 121.46	28.74 30.79	1.13	14.80 15.85	23.98 25.69 1.84	7									
129.0.R0	Berjaciui, Mahmoud Asfar, Christian	PST - Project Conrols Manager (Interim) PST- Interim Project Risk Manager	14	8.72 19.62	2.21	0.09	2.56	4.15					- 1		-			
131.1.R0	Stanton, Lee Nistorescu, Gheorghi	PST-Sr. Construction Planner PST - Document Control Specialist	1,155 76	719.39 47.34	182.37 12.00	7.17 0.47	6.18	152.17 10.01	(54)									-
46.0.R0	Chamas,Hammad Keough,Karl	PST - Planner/Scheduler - Transmission PST - GIS Professional	73 210	45.47 130.49	11.53 33.08	0.45 1.30	17.03	9.62 27.60										
147.0.R0	Keough,Karl Tremblay, Jean-Daniel	PST - GIS Professional PST-Estimator-Hydro	410 85	255.06 52.63	64.66 13.34	2.54 0.52	33.29 6.87	53.95 11.13										-
50.1.R0	Graza, Giovanni Ryder, Wanda	PST- QA Specialist Senior Administrative Assistant (Proj. Sec)	81 793	50.45 493.92	12,79 125,21	0.50 4.92	64.47	10.67 104.47	19					-				-
51.0.R1	Harnum, Charlene A Harnum, Charlene A	Administrative Assistant - Hydro Administrative Assistant - Hydro	476 706	296.48 439.73	75.16 111.48	2.96 4.38	38.70 57.40	62.71 93.01										
152.0.R1	Wilson, Sherry Wilson, Sherry	Sr. Administrative Assistant Sr. Administrative Assistant	290 937	180.63 583.61	45.79 147.95	1.80 5.82	76.18	38.21 123.45										
54.0.R0	Roper, Stephanie Harnum, Charlene	Administrative Assistant (DC Specialities) Administrative Assistant - Hydro	979 48	609.46 29.59	154.50 7.50	6.08 0.29	79.55	128.91 6.26										
154.1.R1	Hoskins, Nadine Hoskins, Nadine	Senior Administrative Assistant Senior Administrative Assistant	32 649	19.93 404.23	5.05 102.48	0.20	2.60 52.76	4.22										
55.0.R0 56.0.R0	Moores, Stephanie Cook, Carol Ann	Receptionist Senior Administrative Assistant	1,018	634.06 69.14	160.74 17.53	6.32 0.69	82.76	85.50 134.12 14.62										
158.0.R0	McGrath, Ashley Rumsey, Lesley	Administrative Assistant Administrative Assistant	238 270	148.24 168.17	37.58 42.63	1.48	19.35	31.36 35.57	17 -									
159.0.R0	LeRoux, Trina Gillis, Nick	Administrative Assistant TL &DC Safety Specialist	161 1,132	100.28 705.07	25.42 178.74	1.00 7.03	13.09	21.21										
61.0.R0 62.0.R0	Kavanagh, Adam Corbin, Brian	Interface Coordinator Local Liaison - Labrador	770	479.59 1.87	121.58 0.47	4.78	62.60	101.44 0.40 79.31 36.10 20.09										
70.0.R0	Hynes, Hilary Alcock, William	Labour Relations Manager Labour Relations Advisor	602 274	374.96 170.66	95.06 43.26	0.02 3.74 1.70	48.94 22.28	79.31 36.10										
72.0.R0	McGrath, John Raydugin, Yuri	Labor Relations Specialist Risk Manager	153 900	94.98 560.56	24.08 142.11	0.95 5.59	12.40	20.09 118,57	V									
80.0.R3	Zdolec, Esther A Zdolec, Esther A	HR Manager HR Manager	38 182	23.36 113.36	5.92 28.74	0.23	3.05	4.94 23.98										
80.1.R0	Gillis, Jose Chaytor, Shelley	HR Manager HR Advisor	1,805	1,123.93 879.77	284.93 223.03	11.20 8.77	146.70	237.74 186.09	6									
82.0.R0	Ruparel, Nessa Colic, Melanie	HR Administrator Human Resources Advisor	70 72	43.60 44.85	11.05 11.37	0.43 0.45	5.69	9.22 9.49										
82.2.R0	Gelinas, Sylvain Gelinas, Sylvain	HR Advisor/Recruiter HR Advisor/Recruiter	472 251	293.98 156.34	74.53 39.63	2.93 1.56	38.37	62.18 33.07					- 0					
	Ades, Michael Martel, Roger	Lead Planner Scheduler - Hydro Engineering Planner	494 1,642	307.69 1,022.72	78.00 259.27	3.07 10.19	40.16	65.08 216.33										
3.0.R1	Martel, Roger Hussain, Tariq	Planner Scheduler - TL & DC Specialities	48 36	29.90 22.42	7.58 5.68	0.30 0.22	3.90	6.32 4.74	12									
4.2.R0	Trainor, Dawn Honari, Siavosh	Planner/Scheduler - General Planner	368 742	229.21 462.15	58.11 117.16	2,28	29.92	48 48										
	Lemay, Paul Fernandez, Carlos	Lead Estimator, Hydro Cost Engineer - Hydro	641 1.290	398.94 803.16	101.13 203.61	3,98 8.01	52.07	97.76 84.38 169.89										
04.0.R0	Hawkins, Jill Brahmbhatt, Hema	Cost Engineer - Hydro Cost Engineer- TL &DC Specialities	238 1,307	148.24 814.06	37.58 206.37	1.48	19.35	31.36 172.19	20									
1.0.R0	Dubey, Bhasker Tremblay, Jean-Daniel	Estimator Estimation Coordinator	342 801	213.01 498.90	54.00 126.48	2 12 4.97	27.80 65.12	45.06 105.53	Y									
14.0.R1	Montoya, Guillermo Villela-Marin, Jose Felix	Cost Estimator - Transmission Estimator - Hydro	180 507	112.11 315.47	28.42 79.98	1.12	14.63	23.71 66.73										1.
2.0.R1	Villela-Marin, Jose Felix Korzitzki, Angela	Estimator - Hydro Lead Cost Controller- Transmission and DCS	1,190	14.01 741.19	3.55 187.90	0.14 7.39	1.83	2.96 156.78	8									
04.0.R0	Chehab, Georges Lush, Vicki	Lead Cost Controller - TL & DC Specialties Project Controls Support	357 334	222.36 207.72	56.37 52.66	2.22 2.07	27.11	47.03 43.94										
01.0.R0	Dominic, Mark Morgan, Bonita	Project Accountant Accounts Payable Lead (Interim)	630 271	392.40 168.48	99.48 42.71	3.91 1.68	51.22	83.00 35.64									-	
03.0.R0	Squires, Susan Dawe, Renee	Cost Analyst Accounts Payable Specialist	242 756	150.73 470.87	38.21 119.37	1.50 4.69		31.88 99.60	-									
00.0.R1	Cumming, Ricardo Cumming, Ricardo	Information Systems Manager Information Systems Manager	555 630	345.68 392.08	87.63 99.40	3.45 3.91	45.12	73.12 82.93	-									
03.0.R0	Janes, Blair Pearcey, Andre	IT Administrator/Tech Support IT Support Technician	629 1,253	391.77 780.43	99.32 197.85	3.91 7.78	101.86	82.87 165.08	-				1					
01.0.R2	Drover, Jacqueline Valiquette, Louis	Document Control Manager Lead Document Controller	1,632 660	1,016.18 411.08	257.61 104.21	10.13 4.10	53.66	214.94 86.95	1									
02.0.R1	Stockley, Lynn Stockley, Lynn	Document Controller Document Controller	497 720	309.56 448.45	78.48 113.69	3.09 4.47	58.53	65.48 94.86										
04.0.R0	Antie, Joan Nippard, Krista	Document Controller TL and DCS Document Controller Hydro	249 396	155.09 246.34	39.32 62.45	1.55 2.46	32.15	32.80 52.11										
05.1.R0	Reid,Robert Ait Ouferoukh, Mouloud	Document Controller Document Controller	120 320	74.74 199.31	18.95 50.53	0.75 1.99	26.01	15.81 42.16						100				
01.0.R0	Morrison, Ken Coll, Gilbert	QA Manager QA Coordinator	1,156 628	720.01 390.84	182.53 99.08	7.18 3.90	51.01	152.30 82.67										
02.0.R0	St-Jean Andre Haggag, Tarek	Project Services Manager P M + Manager	794 1,651	494.54 1,028.32	125.37 260.69	4.93 10.25	134.22	104.61 217.51	1									-
02.1.R1	Florestal, Joel Florestal, Joel	PM+ Manager PM+ Manager	142	88.13 20.55	22.34 5.21	0.88 0.20	2.68	18.64 4.35										
03.0.R2	Walsh, Theresa Walsh, Theresa	Sr. Administrative Assistant S. AdminiStrative A' ssistant	490 29	304.88 17.75	77.29 4.50	3.04 0.18	2.32	64.49 3.75										
20.0.R0	Wynne, Stephen (Stan) Colbourne, Brian	Project Controls Manager Manager - Office Services & Administration	732	430.08 455.93	109.03 115.58	4.29 4.54	59.51	90.97 96.44					-					
48.0.R1	Haley, David Haley, David	PST - Sr. Environmental Design Engineer PST - Sr. Environmental Design Engineer	275 30	170.97 18.69	43.34 4.74	1.70 0.19	2.44	36.16 3.95 4.68										
0.0.R0	Haley, David Hendry, Ian	PST - Senior Environmental Design Engineer PST- Procurement Manager	36 73	22.11 45.16	5.61 11.45	0.22 0.45	5.89	9.55										
3.0.R0	Buxo,Richard Antoi,Vidal-Andrews	PST- Materials manager PST - Procurement Specialist	120	110.24 74.74	27.95 18.95	1.10 0.75	9.76	23.32 15.81					- 1					
6.0.R1	Samson, Dominique Samson, Dominique	PST - Document Control Supervisor PST-Document Control Supervisor	32 12	19.62 7.47	4.97 1.89	0.20 0.07	2.56 0.98	15.81 4.15 1.58 14.82 16.80										
70.0.R0	Yee, Jacques Vinet, Benoit Vinet, Benoit	PST - Logistics Specialist PST-Project Controls Manager PST-Project Controls Manager	113	70.07 79.41 11.52	17.76 20.13	0.70 0.79	10.37	14.82 16.80 2.44										
'4.0.R0	Vinet, Benoit Simard, Gilles Simard, Gilles	PST-Chief Estimator PST-Chief Estimator	44	27.09 92.49	2.92 6.87 23.45	0.11 0.27 0.92	3.54	5.73	-				- 1					
1.0.R0	Head, Ashley Hendry, Ian	CADD Operator Procurement Manager	14	8.72 719.08	23.45 2.21 182.29	0.92 0.09 7.17	1.14	19.56 1.84 152.10					- 11					1
00.1.R0	Over, Ed Larochelle, John P.	Procurement Manager Procurement Manager Contracts Administrator - Hydro	248	719.08 154.47 792.26	39.16 200.85	1.54 7.90	20.16	32.67 167.58					1 10					
03.0.R0	Culfihall, Lisa Roche, Stella	Contracts Administrator	259	161.32	40.90	1.61	21.06	167.58 34.12 8.17					2.6					
07.0.R0	Grant, Joselyn	Senior Contracts Administrator Junior Contract Administrator / Contracts Coordinator	798	38.62 497.03	9.79 126.00	0.38 4.95	64.87	105.13					10					
00.0.R3	Ruiter, Edward A Ruiter, Edward Crosbie, Shauna	Manager, Purchasing Manager, Purchasing	209 316	129.86 196.82	32.92 49.90	1.29 1.96	16.95 25.69	27.47 41.63										
02.0.R0	O'Keefe, Kenneth	Junior Buyer / Purchasing Coordinator Senior Buyer	743 1,098	462.47 683.89	117.24 173.37	4.61 6.82	89.26	97.82 144.66										
10.0.R0	Stevens, Hartfield Zhu, Jacky	Senior Buyer Shanghai Liaison Manager	1,189 92	740.57 57.30	187.74 14.53	7.38 0.57	7.48	156.65 12.12					13					
00.0.R1	Mills, Nick	General Construction Manager	49	30.52	7.74	0.30	3.98	6.46										

68-9-0-R0 6801.0.R1	Mode, Don Lee, Sean	Health and Safety Manager Health & Safety Specialist-Hydro	1,119 1,452	696.66 904.38	176.61 229.27	6.94 9.01	90,93 118.04	147.36 191.29	011.455		00400							
6802.0.R1 6802.0.R2 6805.0.R0	Walker, Randy A Walker, Randy Clay, Paul	TL &DC Safety Specialist TL &DC Safety Specialist Emergency Response Coordinator	1,452 1,497 37 171	932.41 23.05 106.51	236.38 5.84 27.00	9,29 0,23 1,06	121.70 3.01 13.90	191.29 197.22 4.87 22.53	CIMFP	Exhibit P	-03198		3.79					Page 94
6850.0.R0 6851.0.R0 6851.0.R1	Dominie, Ken Wawrzkow, Mike Wawrzkow, Mike	Environmental Manager Environmental Coordinator Environmental Coordinator	1,241 389 704 373	772.96 242.29 438.49	195.95 61.42 111.16	7.70 2.42 4.37	100.89 31.62 57.23	22.53 163.50 51.25 92.75										
6852.0.R0 6852.0.R1 6853.0.R0	Trowbridge, Krista Trowbridge, Krista Hynes, Rennie	Permits Coordinator Permits Coordinator Environmental Coordinator	373 671 266	232.01 417.93 165.68	58.82 105.95 42.00	2.31 4.17 1.65	30.28 54.55 21.62	49.08 88.40 35.04						-				
3.0.R1 4.0.R0 5.0.R0	Hynes, Rennie Strickland, Jennifer Healey, Andrea	Environmental Coordinator Environmental Professional Environmental Professional	667 264 261	415.44 164.43 162.56	105.32 41.69 41.21	4.14 1.64 1.62	54.22 21.46	87.87 34.78 34.39					1.3					
5.0,R1 0856.0.R0 6857.0.R1	Healey, Andrea Smith, Michael	Environmental Professional Environmental Professional	264 261 623 325 458	388.04 202.11 285.27	98.37 51.24	3.87 2.01	21.22 50.65 26.38	82.08 42.75										
5.0.610.0000.0101.02.02 3102.0.R1	Reid, Lesley A. Hussain, Afzai	Environmental Engineer Project Manager Transmission	2,407 843	285.27	72.32 556.49	2.84	37.23 286.51	60.34					-					
3102.0.R2 3111.0.R0 3113.0.R0	Hussain, Afzai Healey, Keenan Rac , Ananth	Project Manager Transmission Area Manager - HVDC Line Newfoundland Package Engineer - HVAC Lines	976 286 7		644.28 188.80 4.62		331.72 97.20 2.38											
3202.0.R0 3955.0.R1 4304.0.R0	Hazini, Kamran Sangale, Dinesh Da Chen, Xian	Planner/Scheduler, Transmission PST - Project Management Junior Transmission Line Engineer	135 90		89.12 59.41 3.96		45.88 30.59 2.04											
4314.0.R0 5.0.610.0000.0101.02.03	Islam, Sheikh	Junior Electrical Engineer - Transmission Lines	64 4,737		42.25	41.67	21,75	884.33								4		
3104.0.R0 3313.0.R0 3313.0.R1	Wilcox, Fred Patgir, Narayan Patgir, Narayan	Substation Area Manager Estimator-Substation-Converter Station Estimator - Sub-station - Converter Stations	926 480 256			21.60 11.50		458.40 244.00										
3957.0.R2 4187.0.R0 5105.0.R0	Descoteaux, Yves Villaraza, Tony Tremblay, Line	PST - Senior Getechnical Engineer Substation and Converter Civil Works Specialist Contracts Administrator	14 396 1,768			0.61 17.80 79.57		12.89 377.70 1.688.43	-									
5200 1.R0 5202.0.R0 5203.0.R0	Tousignant, Daniel O'Keefe, Kenneth	Purchasing Manager Senior Buyer Buyer - Transmission Lines	295 57			13.28 2.57 24.57		281.72 54.43 521.43										
5.0.630.0000.0101.02.01 6100.0.R1	Mills, Nick	General Construction Manager	192 63			24,07		521.43	39.48	9.85		5.07	8.22					
6223.0.R0 5.0.630.0000.0101.02.02 3112.1.R0	O'Keefe, Michael	Constructability Coordinator Student - Civil Package	129 2,666 27						80.84	20.16	0.79	9.18	16.82					
6102.0.R3 6102.0.R4 6102.0.R5	Bergman, Fred C Bergman, Fred C Bergman, Fred C	Construction Manager, Transmission Construction Manager, Transmission Construction Manager, Transmission	115 120							75.91 79.21 105.62		39.09 40.79 54.38						
6102.0.R6 6102.0.R7	Bergman, Fred Bergman, Fred A	Construction Manager, Transmission Construction Manager, Transmission	162 200							106.94 132.02		55.06 67.98						
6102.0.R8 6102.1.R0 6223.0.R0	Bergman, Fred B Daneau, Claude Gordon, Terry	Construction Manager, Transmission Construction Mgr. Transmission Constructability Coordinator	150 844 888 879	-						99.02 557.15 586.19		50.98 286.85 301.81						
5.0.630.0000.0101.02.03 6102.0.R6 6103.0.R0	Bergman, Fred Mailhot, Real	Construction Manager, Transmission Construction Manager - DC - Specialties	879 10 869	N	_						0.45 39.11		9.55 829.89					
Grand Total			77,396	41,429.14	12,091.67	626.14	6,225.58	13,286.47	120.32	1,789.90	40.74	921.56	864.48					
	1		1			Project Management					Contruction Management					Engineering Managemen		
	1	ILLED HOURS AND COST 2011	-	Hours 1	Hours 2 Muskrat Fall to	Hours 3 Switchyards Muskrat / Is	Hours 4 sland Link DC Overland	5 Island Link DC	Hours 1	Hours 2 Muskrat Fall to	Hours 3 Switchyards Muskrat /	Hours 4 Island Link DC Overland	Hours 5 Island Link DC	Hours 1	Hours 2 Muskrat Fall to	3 Switchyards Muskrat /	4 Island Link DC Overland	Hours 5 Island Link DC
PAA	Name	Title		Muskrat Falls Generation 5.3.610.0000.0101.02.75 5	Churchill Falls AC Transmission 3.610.6100,0101.02.75	CF 5.4.610.4000.0101.02.75 5	Transmission	Specialties	Muskrat Falls Generation 5.3.630.0000,0101,02,77	Churchill Falls AC Transmission 5,3,630,6100,0101,02,77	CF	Transmission	Specialties 5.4.630.8000.0101.02.77	Muskrat Falls Generation 5.3.620.0000.0101.02.77	Transmission	CF	Transmission	Specialties
3101.0.R0 3101.0.R1 2106.0.R0	Couturier, Francois Couturier, Francois A Piercey, Wallace	Project Manager Hydro Plant Project Manager Hydro Plant Area Manager, Reservoir		127.50 1,781.00 343.50														
6.0.R0 8.0.R0	Piercey, Wallace Edmunds, Albert	Area Manager, Reservoir Area Manager, Infrastructure		+ 40.00 1,109.50														
9.0.R1 9.0.R0 3301.0.R0	Asfar, Christian Gelinas, Pierrette Lemay, Paul	PST- Interim Project Risk Manager PST-Translator Lead Estimator, Hydro		380.00 42.50 750.00														
3305.0.R0 3306.0.R0 3307.0.R0	Mercier, Leandre Khetani, Mukesh Van Nieuwkerk, Joshua	Estimator - Earth Moving Estimator - Powerhouse-Civil a Estimator BOP ME & Hydro Mec.		236.60 436.50 375.50														
3308.0.R0 3309.0.R1	Morisset, Guy Daubersmith, Jim	Estimator - RCC Dams Estimator - Concrete		104.50 165.50														
3310.0.R0 3965.0.R0 5100.0.R0	Dubey, Bhasker Shojaei,Kaveh Landreville, Michel	Estimator PST - Estimator Contracts Manager		804.00 68.50 34.00														
5100.0.R1 5102.0.R0 5106.0.R0	Landreville, Michel Marsan, Sylvain Woodmass (A), Chris	Contracts Manager Senior Contracts Administrator - Major Packages Contracts Administrator		1,512.00 551.00 547.00														
5106.0.R0 5201.0.R0 5201.0.R0	Woodmass (A), Chris Woodmass, Chris Woodmass, Chris	Contracts Administrator Purchasing Specialist Turbine Generator Purchasing Specialist Turbine Generator		1,076.00 1,076.00 + 1,076.00														
5202.0.R0 5203.0.R0	O'Keefe, Kenneth Cuisinier-Raynal, Fabie	Senior Buyer Buyer - Transmission Lines		253.00 703.00														
6101.0.R0 3108.1.R0 3108.1.R0	Savard, Gervais Piercey, Wallace Piercey, Wallace	Construction Manager - Hydro Area Manager, Infrastructure Area Manager, Infrastructure		40.00 365.00 40.00				-										
3129.0 R2 3306.0 R1 3307.0 R1	Asfar, Christian Khetani, Mukesh	PST - Interim Procurement Manager Estimator - Powerhouse Civil Estimator BOP ME & Hydro Mec.	1 3	186.00 163.50 178.50														
3971.0.R0 3972.0.R0	Fortin, Renaud Hernandez, Heber	PST-Estimating Engineer Hydro PST-Estimating Engineer Hydro		106.50 145.00														
3102.0.R1 3109.0.R0 3109.0.R0	Hussain, Afzal Kadaswamy, Kumar Kadaswamy, Kumar	Project Manager Transmission Area Manager 4A HVAC Lines Area Manager 4A HVAC Lines			126.00 878.00 878.00													
3109.0.R1 3109.0.R1 3112.0.R0	Kandaswamy (A), Kuma	ar Area Manager AC Lines ar Area Manager AC Lines Student-Civil Package			575.50 878.00 352.00													
3112.0.R1 3312.0.R0	Hunt, Trevor Montoya, Guillermo	Student-Civil Package Cost Estimator - Transmission			40.00 120.00													
3312.1.R0 3949.0.R0 3113.0.R0	Mongrain,Normand Villaraza,Tony Rao , Ananth	Cost Estimator - Transmission Lines PST - Substation & Converter Civil Works Specialist Package Engineer - HVAC Lines			253.00 67.50													
4304.0.R0 6214.0.R0 6215.0.R0	Da Chen, Xian Tremblay, Martine Plante, Julie	Junior Transmission Line Engineer Senior Forest Engineer Forest Engineer			22.00 119.80 122.30													
6216.0.R0 6217.0.R0 6217.0.R1	Beaudet, Henriot Arseneau, Gilles	Forest Engineer Forest Engineer			37.50 80.00 64.00													
6218.0.R0 3112.1.R0	Arseneau, Gilles Camire, Maxime O'Keefe, Michael	Forest Engineer Forest Engineer Student - Civil Package	1 1		50.00		182.00											
3113.0.R0 3135.0.R0 3312.1.R0	Rao , Ananth Schell, Joe Mongrain, Normand	Package Engineer - HVAC Lines PST - Senior Line Design Engineer Cost Estimator - Transmission Lines					233.00											
4300,0.R0 4302.0.R0 4303.0.R0	Bakhshi, Hamidreza Aybars, Baris Ore, Damian	Lead Engineer - Transmission Line Intermediate Transmission Line Engineer Junior Transmission Line Engineer					107.00 13.00 322.00											
4.0.R0 7.0.R0	Da Chen, Xian Zambrano, Guillermo	Junior Transmission Line Engineer Junior Transmission Line Engineer					40.50 190.00											
1.0.R0 1.0.R4 4342.0.R0	Senad, Hodzic Shenoy, Shiva Almanza, Dario	Transmission Lines Designer Senior Geomatics Engineer Senior Line Routing Engineer	1				28.00 30.00 26.00											
4342.0.R0 3112.1.R1 3135.0.R1 3312.1.R1	O'Keefe, Michael Schell, Joe Mongrain, Normand	Student - Civil Package PST- Senior Line Design Cost Estimator Transmission Lines					40.00 3.00 38.00											
3103.0.R0 3124.0.R0	Chausse, Luc Chavez, Luis	Project Manager, DC Specialties PST - Expert Converter Stations & Switchyards					30,00	1,634.50 40.00										
4192.0.R0 6101.0.R0 3106.0.R0	Savard, Gervais Piercey, Wallace	Ram Senior Enginer Civil Works Converter & Substations Construction Manager - Hydro Area Manager, Reservoir						71.00	1,400.00					56,00				
3113.0.R0 3121.0.R0 3122.0.R0	Rao ,Ananth de Courval, Pierre	Package Engineer - HVAC Lines PST - Senior Geologist PST Layout Design							-					27.00 255.00 260.00				

3144.0.R0 3125.0.R0	Chavez, Luis Shemie, Rouben	PST - Expert Converter Stations & Switchyards PST-HVDC Expert	OIMED E. I. II. II. D. 00400	D 05
3128.0.R0 3128.0.R0	Rattue, Anthony Rattue, Anthony	PST - Sr Geotechnical Eng. PST - Sr Geotechnical Eng.	CIMFP Exhibit P-03198	Page 95
3128.0.R1 3128.0.R1	Rattue, Anthony Rattue, Anthony	PST - Sr. Geotechnical Engineer PST - Sr. Geotechnical Engineer	53.00 306.50	
3133.0.R0 3138.0.R0	Bouayad, Ahmed Boutin, Claude	PST - Hydraulics Engineer PST - Senior Mechanical Engineer Auxiliaries	116.50 52.00	
3142.0.R0 3144.0.R0	Prioletta, Pasquale Care, John Michael	PST-Senior Civil Engineer PST-Electrical Engineer- Control & Protection	32.00 182.50	
3940.0.R0 0.0.R1	Vezina, Jacques Vezina, Jacques	PST-Mechanical Engineer PST-Mechanical Engineer	191.50 17.00	
1.0.R0 9.0.R0 2.0.R0	Chicoine, Pierre Villaraza, Tony	PST - Contract Specialist PST - Substation & Converter Civil Works Specialist	103.50	
3969.0.R0	Gattola, VinCenzo Robinson, Dave	PST-Tecnnician - 3D Modeling Specialist PST- Senior Hydro Engineer	44.00 36.50	
4000.0.R0 4000.0.R0	Turcotte, Luc Turcotte, Luc	Engineering Manager, Hydro Plant Engineering Manager, Hydro Plant	59.00 - 59.00	
4000.0.R1 4000.0.R2	Turcotte, Luc A Turcotte, Luc A	Engineering Manager, Hydro Plant Engineering Manager, Hydro Plant	1,541.00 59.00	
4010.0.R0 4011.1.R0	Decarie, Guy Corriveau, Patrice	Lead Technician Civil Technician, 3D Model	1,532.50 1,256.50	
4012.0.R0 4013.0.R1	Petit, Patrick Laurier, Claude	Civil Technician, 3D Model Civil Technician - 3D Model - Structural	1,307.50 833.50	
4014.0.R1 4015.0.R1	Prado, Carlos Zuluaga, Juan	Civil Technician, 3D Model Civil Technician, 3D Model	1,215.00 1,200.00	
4016.0.R0 4016.0.R1	Pilon, Louis Pilon, Louis	Civil Technician, Terrain Model Civil Technician, Terrain Model	330.00 348.00 461.00	
4017.0.R0 4020.0.R0	Smith, Justin P.K., Antu	Mechanical Technologist Senior Civil Technician	625.50	
4021.0.R0 4021.0.R1	Head, Ashley A Head, Ashley B	CADD Operator CADD Operator	148.00 260.50	
4021.0.R2 4022.0.R0	Head, Ashley C McCarthy, Charles	CADD Operator Senior Structural Designer	656 00 1,039.00	
4023.0.R0 4023.0.R1	Camplin, Steve Camplin, Steve	Senior Structural Designer Senior Structural Designer	184.00 664.00	
4024.0.R0 4025.0.R0	Butt, Shawn Siegfriedt, Craig R	CADD Technician - Infrastructure CADD Technician-Infrastructure	774.00 634.50	
4026.0.R0 4026.0.R1	Jones Lisa Jones Lisa Kennedy Wallsco	Draftsman CADD Draftsperson Engineering Technologist Designer	314.50 406.50	
4028.0.R0 4050.0.R0 4060.0.R0	Kennedy, Wallace Saltan, Gokhan Gillie, Mhorgan	Engineering Technologist Designer Engineering Mgr., Transmission Student Engineer Mechanical	478.00 10.00	
4060.0.H0 4060.1.R0 4100.0.R0	Gillis, Mhorgan Ezeoru, Charles	Student Engineer-Mechanical Student Engineer-Electrical Lead Engineer- Civil	418.00 542.00 847.00	
4100.0.R0 4100.1.R0	Rahman, Fazel Rahman, Fazel Bouzalene, Hafid	Lead Engineer- Civil Lead Engineer- Civil Lead Engineer -Structural	847.00 447.00 410.00	
4100.1.R0 4101.0.R0	Bouzalene, Hafid Tucker, Bill	Lead Engineer -Structural Tucker, Bill	1,056.00	
4102.0.R0 4102.0.R0	Bouzaiene, Hafid	Senior Civil Engineer	755.00 1,056.00	
4102.1.R0	Bouzaiene, Hafid Rahman, Fazal	Senior Civil Engineer Senior Civil Engineer	- 1,056.00 402.00	
4102.1.R0 4103.0.R0 4104.0.R0	Rahman, Fazal Casagran, George	Senior Civil Engineer RCC- Dam Design Engineer	847.00 170.00	
4104.0.R0	Smith, Todd Smith, Todd Smith, Todd	Civil Structural Concrete Sr. Civil Structural Concrete Sr.	232.00 16.00	
4104.0.R1 4104.0.R1 4106.0.R1	Smith, Todd	Civil Structural Concrete Sr. Civil Structural Concrete Sr.	668.50 - 16.00	
4107.0.R0 4110.0.R0	Guibane, Faical Pilgrim, Calvin	Senior Civil Engineer Technical Specification Reviewer	396.00 149.50	
4111.0.R1 4120.0.R1	Raut, Francois Theriault, Dominic	Senior Eng Structural Steel Intermediate Civil Engineer	1,258.00 954.50 414.00	
4120.0.R2 4120.0.R3	Gagnon, Jean Gagnon, Jean	Package Engineer - Spillway Package Engineer - Spillway Package Engineer - Spillway	547.50 8.00	
1.0.R0	Gagnon, Jean Mousseau, Sebastien Mousseau, Sebastien	Civil Engineer - Structural - FEA Specialist	118.00 69.50	
11.0.R1 2.0.R0 2.0.R1	Pradolin, Luigi	Civil Engineer - Structural FEA Specialist Civil Engineer - Structural - FEA Civil Engineer Structural FEk	216 50 87 50	
14142.1.R0	Pradolin, Luigi Gdela, Katrazyna McCarthy, Terry	Civil Engineer Structural-FEA Lead Engineer - Access Roads & Infrastructure	58.00 1.511.00	
4150.0.R0 4151.0.R0 4160.0.R0	Clarke, Albert Jewer, Kenneth H	Civil Engineer- Infrastructure Senior Mechanical Engineer- Campsite Utilities	659.50 63.00	
4160.0.R1 4161.0.R0	Jewer, Ken Penney Scott	Senior Mechanical Engineer - Campsite Utilities Mechanical Engineer - Campsite Utilities	89.50 17.00	
4161.0.R1 4162.0.R0	Penney Scott Bailey, Raymond	Mechanical Engineer- Campsite Utilities Senior Structural Engineer-Campsite Utilities	457.00 150	1
4163.0.R0 4163.0.R1	McArthur, Elaine McArthur, Elaine	Senior Civil Engineer - Campsite Utilities Senior Civil Engineer - Campsite Utilities	164.00 114.00	
4170.1.R0 4170.1.R2	Osmond, Raymond J. Osmond, Raymond	Mechanical Technician- Campsite Utilities Mechanical Technician - Campsite Utilities	106.50 260.00	
4171.0.R0 4172.0.R0	Collins, Wilson Beazley, Curtis	Lead Civil/Marine for Shoreline Pond Electrode Mechanical Designer- Campsite Utilities	34.00 242.50	
4174.0.R0 4174.0.R1	Nelson, Helen Nelson, Helen	Mechanical Technician - Campsite Utilities Mechanical Technician - Campsite Utilities	150.00 236.00	
4175.0.R0 4175.0.R2	Hull, Davis Hull, Davis	Electrical Technician - Campsite Utilities Electrical Technician - Campsite Utilities	146.00 248.00	
4176.0.R0 4176.0.R2	Miller, Catherine Miller, Catherine	CADD Operator - Campsite Utilities CAD Operator - Campsite Utilities	151.00 240.00	
4177.0.R0 4178.0.R0	Laing, Eugene M. White, Paul J	Senior Civil/Structural Technician-Campsite Utilities Civil/Structural Technician-Campsite Utilities	4,00 63,50	
4179.0.R0 4179.0.R1	Ellis, Martin Ellis, Martin	Technician - Campsite Utilities Technician - Campsite Utilities	128.50 11.50	
4180.0.R0 4180.0.R1	Barnes, Timothy M. Barnes, Tim	Architectural Technician-Campsite Utilities Architectural Technician - Campsite Services	106.50 66.00	
4181.0.R0 4181.0.R1	Sooley, Terry Sooley , Terry	Civil Technician- Campsite Utilities Civil Technician -Campsite Utilities	220.50 174.50	
4184.0.R0 4185.0.R0		bri Junior Civil Engineer- Campsite Utilities Civil Technician	69.90 388.50	
4187.0.R0 4188.0.R0	Villaraza, Tony Ryan, William	Substation & Converter Civil Works Specialist Senior Architectural/Structural Designer	220.00 13.00	
4190.0.R0 4300.0.R0	Evans, William H Bakhshi, Hamidreza	Lead Forest Engineer Lead Engineer - Transmission Line	637.00 32.00	
4302.0.R0 4307.0.R0	Aybars, Baris Zambrano,Guillermo	Intermediate Engineer - Transmission Line Junior Transmission Line Engineer	176.00 389.00	
4312.0.R0 4313.0.R0	Mehr,Jaleh Bunka,T.J	Materials Specifications Specialist - Transmission Lines Intermediate Electrical Engineer - Transmission Lines	2.00 250.50	
4314.0.R0 4330.0.R0	Islam, Sheikh Michaud, Martine	Junior Electrical Engineer - Transmission Lines Senior CADD Operator/Design Technician	194.00 15.00	
4400.0.R0 4400.0.R1	Cook, Gerry Cook, Gerry	Lead Architect Lead Architect	233.50 634.50	
4401.0.R1 4500.0.R0	Colbourne, Iorenda Koob, Randolph D.	Architectural Technician-Campsite Utilities Lead Engineer Mechanical	590.50 630.00	
4501.0.R0 4501.0.R0	D'Arcy, Jean-Marc D'Arcy, Jean-Marc	Turbine Specialist Turbine Specialist	966.00 4 966.00	
4501.0.R1 4501.0.R1	D'Arcy, Jean-Marc D'Arcy, Jean-Marc	Trubine Specialist Trubine Specialist	170.50 966.00	+
4502.1.R0 4510.0.R0	Lacoste, Alexandra Letourneau, Rejean	Intermediate Mechanical Engineer Sr Heavy Mechanical Engineer	1,193.50 1,450.30	
2.0.R0	Ciorei, Emanuel Martin, Frederic	Junior Mechanical Engineer - Heavy Mechanical Mechanical Technician - 30 Model	1,436.00 1,357.00	
1.0 R0 2.0 R0	Landry, Martin Giguere, Laval	Mechanical Engineer - Auxiliaries Mechanical Technician	1,212.50 1,315.50	
4523.1.R0	Dallaire, Carol Dallaire, Carol	Mechanical Tech - HVAC Mechanical Tech - HVAC	746.00 288.00	
4524.0.R0 4525.0.R0 4700.0.R0	Sparrow, Noel Marshall, Cecil Sanlian, Robert	Junior Mechanical Engineer Senior Mechanical Designer	253.50 405.00 1,731.50	
4710.0.R0 4711.0.R0	Caldwell, William	Lead Engineer Electrical Sr. Engineer- Major Equipment	1,024,00	
4711.0.H0 4721.0.R0 4721.0.R1	Meer, Nazulum Alam Jaremko, Victor k. Jaremko, Victor k.	Electrical Engineer Auxilliary Systems Electrical Engineer Auxilliary Systems	1,190,00 308.50 383.00	
4721.0.H1 4721.1.R0 4731.0.R0	Stoodley, Raymond Gagnon, Antoine	Electrical Engineer- Auxiliary Systems Electrical Engineer - Auxiliary Systems Electrical Enginer- Control & Protection	383.00 102.50 738.00	
4731.0.R0 4731.0.R1	Gagnon, Antoine Gagnon, Antoine	Electrical Enginer- Control & Protection Electrical Enginer- Control & Protection	738.00 + 738.00 358.00	
			900,00	

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[4/31.0.H]	Gagnon, Antoine	Electrical Enginer- Control & Protection			738.00	
4740.0.R1 4740.0.R0	Hernandez, Vincente	Electrical Technician		CIMED Evilibit D 00400	1,259,00 1,103,00	D=== 0/
1741.0.R0 1742.0.R0	Sheppard, Tim Russell, Chris	CADD Operator (Electrical) Electrical CADD Draftsperson		CIMFP Exhibit P-03198	380.00	Page 96
4743.0.R0	Noseworthy, Robert A	Senior Electrical Technician			484.00	
4744.0.R0 4751.0.R0	Walsh Gary Vyas, Ashok	Electrical Design Technician Engineer, Converter and Substation			102.00 689.50	
4751.0 R0 4751.0 R1	Vyas, Ashok Vyas Ashokkumar (Ashok	Engineer, Converter and Substation Engineer, Converter and Substation Engineer, Converter & Substation			- 689.50 659.00	
4751.0.R1 4751.0.R1	Vyas, Ashokkumar (Ashok	Engineer, Converter & Substation			689.50	
I4757.0.R0 I7.0.R1 I0.0.R1	Mireault.Luc	Sr. Tech - Substation & Converter Station Sr. Tech - Substation & Converter Station			10.00	
10.0.R1 00.0.R0	Quijada, Ricardo A Maeyens, Michel	Lead Engineer - Control & Protection Lead Engineer Geology/ Geotechnical			333.00 1,487.00	
01.0.R0	Ceballos, Alvaro	Geotechnical Engineer			1,571.50	
4G02.0.R0 4G03.0.R0	Daiyan, Nasser Lemieux, raynald	Geotechnical Specialist Senior Geotechnical Engineer			1,283.00 471.00	
4H00.0.R0 4H00.0.R0	Tremblay, Michel	Lead engineer Hydraulics			519.50	
4H00.0.R1 4H00.0.R1	Tremblay, Michel	Lead engineer Hydraulics Lead Engineer - Hydrolics			519.50 519.50	
4H01.0.R0	Tremblay, Michel Damov, Daniel	Lead Engineer - Hydrolics Sr. Hydraulics Engineer			67.50 1,747.00	
4H02.0.R0 4H03.0.R0 4H03.0.R1	Patarryo, Javier	Inter Hydraulics Engineer			1,740.50	
4H03.0 R1	Warren, Stephanie	Engineer Junior Engineer			488.00 712.00	
4J01.0.R0 4J01.0.R0	El Bensi, Abdellah El Bensi, Abdellah	Geologist Geologist			1,110.00	
4J01.0.R2 4J01.0.R2	El-Bensi, Abdellah	Geologist Geologist			1,110.00	
6214.0.R0	El-Bensi, Abdellah Tremblay, Martine	Geologist Senior Forest Engineer PST - Senior Civil Engineer			576.50 17.50	
3141.1.R0 4755.0.R0	Gravel, Roger Ascencio, Ovidio	PST - Senior Civil Engineer Sr. Engineer - Substation Design			48.50 75.00	
4156.0.R0 3957.0.R2	Clarke, Peter	Package Engineer - Site Servicet PST - Senior Getechnical Engineer			148.00	
3984.0.R0	Gagnon, Denis	PST - Electrical Engineer			3.50 11.00 7.50	
3986.0.R0 3983.0.R0	Lewis, George Marchand, Benoit	PST - Senior Electrical Designer PST - Senior Electrical Engineer			7.50 17.00	
4185.0.R1	Russell, Scott	Civil Technician			126.00	
4315.0.R0 3985.0.R0	Tchakedjian, Garen	Junior Technician Towers & Foundation Design PST - Electrical Engineer			5.00 8.00	
3162.0.R0 4020.0.R1	Corbin, Brian Antu, P.K.	Local Liaison - Labrador Senior Civil Technician			2.00 26.00	
4029.0.R0	Lee, Josh	Civil CAD Technician			162.50	
4110.0.R1 4180.0.R2	Barnes, Tim	Senior Engineer - Structural Steel Architectural Technician - Campsite Services			162.50 33.00 12.00 42.50	
4400.0.R2 4501.0.R2	Cook, Gerald	Lead Architect Turbine Specialist			42.50 15.50	
4G03.0.R1	Lemieux, Raynald	Senior Geotechnical Engineer			15.50	
4H00.0.R2 4H04.0.R0		Lead Engineer - Hydraulics Hydraulic Engineer			10.50	
3112.1.R0 3113.0.R0	O'Keefe Michael	Student - Civil Package			214.00	
3131.0.R0	Makuch, Roman	Package Engineer HVAC Lines PST- Principal Engineer, Tower Design PST-Senior Engineer, Foundations Design			364.00 192.00	
3132.0.R0 3135.0.R0	Fichman, Ted Schell, Joe	PST-Senior Engineer, Foundations Design PST-Senior Line Design Engineer			676.00 277.50	
3942.0.R0	Peach, Andrew	PST - Staff Engineering Geologist PST - Senior Engineering Geologist			293.50	
3944.0.R0 3947.0.R0	Williams, Janet	PST - Senior Geotechnical Engineer			306.50 68.50	
3952.0.R0 4050.0.R0	Boonsinsuk, Dr. Prap	PST - Sr. Eng. Review Geologist Engineering Manager, Transmission			21.00 740.00	
4150.0.R0	McCarthy, Terry	Lead Engineer - Access Roads & Infrastructure			11.00	
4300.0.R0 4301.0.R0	Meziane, Mourad	Lead Engineer - Transmission Line Sr. Transmission Line Engineer			275.00 751.00	
4302.0.R0 4303.0.R0	Aybars, Baris Ore, Damien	Intermediate Engineer - Transmission Line Junior Engineer- Transmission Lines			1,094,00 861,50	
34.0.R0	Chen, Xian Da	Junior Transmisison Line Engineer			859.00	
37.0.R0 38.0.R0	Villalobos.Marcelo	Junior Transmisison Line Engineer Design Technician/Drafter			365.00 580.50	
12.0.R0 [4313.0.R0	Mehr.Jaleh	Materials Specifications Specialist - Transmission Lines			482.00 86.00	
4314.0.R0	Sheikh, Islam	Intermediate Electrical Engineer - Transmission Lines Junior Electrical Engineer - Transmission Lines Junior Technician - Tower & Foundation design			619.00	
4315.0.R0 4320.0.R1	Belanger, Michel A	Lead Engineer Towers & Foundations, Transmission			512.50 656.00	
4321.0.R0 4322.0.R0	Kadric, Muhamed	Dicipline Eng Tower Design Intermediate Engineer - Tower Design			502.50 1,069.00	
4323.0.R0	Zessi, Olivier	Design Technician			646.50	
4324.0.R0 4325.0.R0	Adogli, Tony	Jr. Engineer - Tower Design Senior CADD Operator			1,222.00 544.00	
4328.0.R0 4329.0.R0	Kabore, Ines	Jr. Engineer - Tower Design Junior Civil Engineer - Foundations			769.50 572.00	
4330.0.R0	Michaud, Martine	Senior CADD Operator/Design Technician			896,00	
4331.0.R0 4332.0.R0	Makuch,Roman Tan, Zheng	Senior Structural Engineer - Tower Foundation Design Intermediate Civil Engineer-Foundations			493.00	
4337.0.R0 4341.0.R1		Junior CAD Draftsperson Senior Geomatics Engineer			276.00 690.00	
4341.0.R1	Shenoy, Shiva A	Senior Geomatics Engineer			- 690.00	
4341.0.R4 4341.0.R2	Shenoy, Shiva Shenoy, Shiva	Senior Geomatics Engineer Senior Geomatics Engineer			690.00 79.00	
4341.0.R2 4341.0.R4	Shenoy, Shiva	Senior Geomatics Engineer Senior Geomatics Engineer			79.00	
4342.0.R0	Almanza, Dario	Senior line Routing Engineer-Transmission Lines			79.00 116.00	
3943.0.R0 3957.0.R0	Walsh, Brad Descoteaux, Yves	PST-Staff Engineering Geologist PST-Senior Geotechnical Engineer			71.50 113.00	
3958.0.R0 4305.0.R0	Bouchard, Regis	PST-Senior Geotechnical Engineer Junior CADD Operator			34.50	
3135.0.R1	Schell, Joe	PST- Senior Line Design			60.50 2.00	
3147.1.R0 3957.0.R1	Descoteaux, Yves	PST - Geoscientist PST-Senior Geotechnical Engineer			16,00 4,00	
4341.0.R4 4742.0.R0	Shenoy, Shiva	Senior Geomatics Engineer Electrical Draftsmen (2)			100.00	
4744.0.R0	Walsh, J. Gary	CAD Technician-Substation & Converter			31.00 38.00	
4755.0.R0 3112.1.R0		Sr. Engineer - Substation Design Student - Civil Package			776.00	55.00
3113.0.R0 3135.0.R0	Rao ,Ananth	Package Engineer - HVAC Lines				34.50
3136.0.R0	Orduz,Oscar	PST-Senior Line Design Engineer PST - Senior GIS Specialist				173.50 209.00
4050.0.R0 4300.0.R0		Engineering Manager, Transmission Lead Engineer - Transmission Line				747.50 168.00
4301.0.R0 4311.0.R0	Meziane, Mourad	Sr. Transmission Line Engineer				354.00
4313.0.R0	Bunka,T.J	Transmission Lines Designer Intermediate Electrical Engineer - Transmission Lines				466.00 121.50
4320.0.R0 4320.0.R1	Belanger, Michel Belanger, Michel A	Lead Engineer Towers & Foundations, Transmission Lead Engineer Towers & Foundations, Transmission				98.50 769.00
4321.0.R0 4322.0.R0	Kadric, Muhamed	Dicipline Eng Tower Design Intermediate Engineer - Tower Design				918.00
1323.0.R0	Zessi, Olivier	Design Technician				331,00 736.00
4325.0.R0 4328.0.R0	Kabore, Ines	Senior CADD Operator Jr. Engineer - Tower Design				364.00 520.50
4330.0.R0	Michaud, Martine	Senior CADD Operator/Design Technician Senior Geomatics Engineer				294.50 158.00
11.0.R0	Shenoy, Shiva	Senior Geomatics Engineer				158.00
11.0.R1 11.0.R1	Shenoy, Shiva A	Senior Geomatics Engineer Senior Geomatics Engineer				165.00 165.00
4341.0.R2 4341.0.R2	Shenoy, Shiva	Senior Geomatics Engineer Senior Geomatics Engineer				192.00
4341.0.R3	Shenoy, Shiva	Senior Geomatics Engineer				192.00 158.00
4342.0.R0 3131.0.R0	Makuch, Roman	Senior Line Routing Engineer PST - Principal Engineer Tower Design				444.00 66.00
3135.0.R1 3943.0.R0	Schell, Joe	PST- Senior Line Design				168.50
4302.0.R0	Aybars, Baris	PST-Staff Engineering Geologist Intermediate Transmission Line Engineer				148.00 183.50
4303.0.R0 4304.0.R0	Da Chen, Xian	Junior Transmission Line Engineer Junior Transmission Line Engineer				60.00 2.00
4305.0.R0 4307.0.R0	Finn, Catherine	Junior CADD Operator				252.00
1315,0.R0	Sooley, Tyler	Junior Transmission Line Engineer Junior Technician Towers & Foundation Design				3.00 105.50
			And the second s			

March Congress Part Frame Author	.H0		PST - Expert Converter Stations & Switchyards PST Telecommunications Expert																
Mark	.R0 .R1	Tan, Zheng Tan, Zheng	Intermediate Civil Engineer - Foundations Intermediate Civil Engineer - Foundations															156.t 28.t	
April Grant September 1	.R0		PST - Expert Converter Stations & Switchyards																
March Congress Part Frame Author	.R0	Chavez, Luis	PST - Expert Converter Stations & Switchyards																
Mark	.R0	Arcand, Daniel	PST Telecommunications Expert															and the second	
March Marc	.Ho													_					
Seed Section A Compared wrong or record Section A Section	.HO		Engineer Manager HVDC																
Surface Surf		Sud, Satish A	Engineer Manager HVDC																
Stackford Column	I.H1		Engineer Manager HVDC														-		_
Michardy Rey Sees - Colfornia March Assessment Septem Sees - Colfornia March Assessment Sees - Colfornia March Assess	P2		Engineering Mgr., DC Specialties																
Color William Color Willia	80	McCarthy Torry	Land Engineer - Access Boads & Infrastructure															-	
Mary Depty May Seer Control Engine	RO		Lead Civil/Marine for Shoreline Pond Flectrode																
Marker Marcol Description	RO		Senior Civil/Structural Tech Campsite Utilities																
Servey Stars A Servey Stars Ser	0	Meziane, Mourad	Sr. Transmission Line Engineer																
Servey, Short A. Server Control Engineer Server Control As Server		Shenoy, Shiva A	Senior Geomatics Engineer																
Berry, Divis Service Services		Shenoy, Shiva A	Senior Geomatics Engineer																-
Berry, Division Browning Engineer Services (Services Services Serv		Shenoy, Shiva	Senior Geomatics Engineer																
Some Source Services of Protection Congress o			Senior Geomatics Engineer																
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Research Clark Dec		Gagnon Antoine	Electrical Engineer Control and Protection																+
Reset Origin Section Chattern (2) Secti		Gagnon, Antoine	Electrical Engineer Control and Protection																
Wash Casy Description De		Bussell Chris	Electrical Engineer Control and Protection						-										_
Dec. Colif. Engineer - Converted & Scheration Dec. Converted Scheration Dec. C			Electrical Design Technician					-											
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Mersual, Lue Mersual, Lue Mersual, Loe Me																			
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Chavet, Luis Land Engineer Converter & Spletation Chavet, Luis Land Engineer (NOCE Spletam Land Land Engineer (NOCE Spletam Land Land Engineer (NOCE Spletam Land Land Land Land Land Land Land Land		Mireault, Luc	Sr. Technician-Substation & Converter Station																
Charvet, Luis Marry Brillian William Ammul. Rab All Lead Engineer - Chron Repriner Cotos Jammes, Ismail Artico System Engineer Anderson, Pater Lead Engineer, Cotos A Protection Lead Engineer, Cotos A Protection Anderson, Pater Lead Engineer, Power System Anderson, Pater Lead Engineer, Power System System Study Engineer Cotos Jammes, Ismail Menhancer Stemper System Study Engineer Lead Engineer, Power System System Study Engineer System Study Engineer Lead Engineer, Power System System Study Engineer System Study Engineer Lead Engineer, Power System System Study Engineer Lead Engineer, Power System System Study Engineer Lead Engineer, Power System System Study Engineer System Study Engineer Lead Engineer, Power System System Study Engineer System Study Engineer Lead Engineer, Power System System Study Engineer System Study Study System System Study Study Study System System Study Study Study System System Study Study Study Study System System Study Study Study Study Study Study System Study System Study S		Chavez, Luis	Lead Engineer Converter & Substation																
Almuri, Rao Laad Enjoner-IVICO Systems Almuri, Rao Cohou Jimmeraz, Iramael Al HVICO Systems Engineer Colou Jimmeraz, Iramael Al HVICO System Engineer Colou Jimmeraz, Iramael Forestein Colou Jimmeraz, Iramael Forestein Colou Jimmeraz, Iramael Forestein Colou Jimmeraz, Iramael Colou J		Chavez, Luis	Lead Engineer Converter & Substation																4
Armul, Rao		Murray, Brian	Civil Marine Draftsperson																
Ochos Jimenze, Ismael AHVIOC System Engineer Ochos Jimenze, Ismael All Collado, Ricardo A Olaz, William PRI, Claude Oliver All Collado, Ricardo A Olaz, William PRI, Claude Oliver All Collado, Ricardo A Olaz, William PRI, Claude Oliver All Collado, Ricardo A Olaz, William PRI, Claude Oliver All Collado, Ricardo A Olaz, William PRI, Claude Oliver All Collado, Ricardo A Olaz, William PRI, Claude Oliver All Collado, Ricardo A Olaz, William PRI, Claude Oliver All Collado, Ricardo A Olaz, William PRI, Claude Oliver All Collado, Ricardo A Olaz, William PRI, Claude Oliver All Collado, Ricardo A Olaz, William PRI, Claude Oliver All Collado, Ricardo A Oliver All Colla		Atmuri, Rao	Lead Engineer- HVDC Systems																
Ochoa Jimenze, Ismael Art-VDC System Engineer Aurica, Tsyab Guijda, Ricardo Lead Engineer - Control & Protection Guijda, Ricardo Lead Engineer - Control & Protection Guide, Ricardo Gu			Lead Engineer- HVDC Systems																
Mardig Tayeb		Ochoa Jimenez, Ismael A	ArHVDC System Engineer																
Quijda, Ricardo A Lasd Engineer - Control & Protection Quijda, Ricardo A Lasd Engineer - Control & Protection Lasd Engineer - Control & Protection Lasd Engineer - Control & Protection Lasd Engineer - Control & Protection Lasd Engineer - Control & Protection Lasd Engineer - Control & Protection Lasd Engineer - Control & Protection Lasd Engineer - Control & Protection Lasd Engineer - Control & Protection Lasd Engineer - Control & Protection Lasd Engineer - Control & Protection Lasd Engineer - Control & Protection PST - Felsocommunication Engineer System Study Engineer PST - Felsocommunication Engineer PST - PMOD Engineer PST - Felsocommunication Engineer Mechanical Engineer - Auxiliaries PST - PMOD Engineer Chota almanez, Ismael HVLO System Engineer Walsh, Chris Substation & Converter Civil Works Specialist Villazzaz, Tony Substation & Converter Civil Works Specialist Juncon Mechanical Engineer - Heavy Mechanical Sr. Engineer - Substation Design Pitt. Claude Civileer Telecommunication Sr. Eng 12,88,60 2,907,60 - 1,626,50 1,400,00		Ochoa Jimenez, Ismael A	A(HVDC System Engineer																
Oujada, Reardo A Diaz, William Pitt, Claude-Olivier Anderson, Peter Anderson, Peter Anderson, Peter Annead, Umar El-Chehaly, Mohamed Shemis, Rouben De Gonzague, Gilles Landry, Martin Chchoa Jimenez, Jamael Chchoa Jimenez, Jamael Wahh, Chris Williamsz, Tony Clone, Emanura Wahh, Chris Villiamsz, Tony Cong, Emanura Gonzague, Gilles Landry, Martin Chchoa Jimenez, Jamael Wahh, Chris Villiamsz, Tony Cong, Emanura Wahh, Chris Villiamsz, Tony Cong, Emanura Ancerdo, Ouder Pitt, Claude Olivier Telecommunication Sr. Eng 12,885.60 2,907.60 - 1,426.50 1,400.00		Meridji, Tayeb	HVDC System Engineer																
Diazk William Lead Eng Telecommunications Tel			Lead Engineer - Control & Protection																
Pitt Claude Olivier																			
Anderson, Peter Ahmed, Umar System Study Engineer System Study Engineer System Study Engineer PST - HDDC Expert PST - HDDC Expert PST - HDDC Expert Mechanical Engineer - Auxillaries Ochoa Jimenaz, Ismael Ochoa Jimenaz, Ismael Ochoa Jimenaz, Ismael Villarzaz, Tory Substation of Converter Civil Works Specialist Villarzaz, Tory Cicrel, Emanuel Ascencio, Ovido Pftt, Claude Olivier Telecommunication Sr. Eng. 12,885.60 2,907.80 - 1,626.50 1,745.50 1,400.00 72,184.20 18,582.50 845.00 9,438.00		Diaz, William	Lead Eng. Telecommunications														1		
Ahmed, Umar El-Chehaly, Mohamed System Study Engineer Stu			Lead Sections - Sr. Engineer																
El-Chehaly, Mohamed Shamie, Rouben PST - HVDC Expert PST - H			Sustain Study Engineer																
Shemie, Rouben PST - HVDC Expert		El-Chebaly Mohamed	System Study Engineer																
PST-Telecommunication Expert Mechanical Engineer - Auxilliaries		Shamie Bouhen	PST - HVDC Fyner																
Landry, Martin Mechanical Engineer - Auxiliaries HVDC System Engineer HVDC System E		De Gonzague, Gilles																	
Chosa Jimenez, Ismael Wolfs System Engineer HVDC System Engine			Mechanical Engineer - Auxiliaries																
Ochoa Jimenez, Ismael Walsh, Chris Substation & Converter Civil Works Specialist Villaraza, Tony Ciorei, Emanuel Ascencio, Ovidio Pitt. Claude Olivier Telecommunication Sr. Eng. 12,885.60 1,745.50 1,400.00 1,400		Ochoa Jimenez, Ismael	HVDC System Engineer																
Walsh, Chris Senior Engineer Control & Protection Substation & Converter Civil Works Specialist Substation Design Sr. Engineer - Substation Design Telecommunication Sr. Eng. 12,885.60 2,907.60 - 1,626.50 1,745.50 1,400.00 72,184.20 18,582.50 845.00 9,438.00		Ochoa Jimenez, Ismael	HVDC System Engineer																
Villaraza Tony Cicrei, Emanuel Ascencio, Ovidio Ascencio, Ovidio Sr. Engineer - Heavy Mechanical Sr. Engineer - Substation Bergin Sr. Engineer - Substation Design		Walsh, Chris	Senior Engineer Control & Protection																
Ascencio, Ovidio Sr. Engineer - Substation Design Telecommunication Sr. Eng. 12,885.60 2,907.60 - 1,626.50 1,745.50 1,400.00 72,184.20 18,582.50 845.00 9,438.00		Villaraza, Tony	Substation & Converter Civil Works Specialist																
Pitt. Claude Olivier Telecommunication Sr. Eng. 12,585.60 2,907.60 - 1,626.50 1,745.50 1,400.00 72,184.20 18,582.50 845.00 9,438.00		Ciorei, Emanuel																	
12,585.60		Ascencio, Ovidio																	
		Pitt, Claude Olivier	Telecommunication Sr. Eng.														-		
01.00					12,585.60	2,907.60		1,626,50	1,745.50	1,400.00					72,184.20	18,582.50	845	.00 9,438.5	00
214,590 54,014,74 14,999,27 525,14 7,652,06 15,031,97 1,520,52 1,789,90 40,74 921,56 694,48 72,164,20 16,502,50 694,91 1,520,52 1,789,90 16,502,502,50 16,502,50 16,502,50 16,502,50 16,502,50 16,502,50 16,502,502,50 16,502,50 16,502,50 16,502,50 16,502,50 16,502,50 16,502,502,50 16,502,50 16,502,50 16,502,50 16,502,50 16,502,50 16,502,502,50 16,502,50 16,502,50 16,502,50 16,502,50 16,502,50 16,502,502,50 16,502,50 16,502,50 16,502,50 16,502,50 16,502,50 16,502,502,50 16,502,502,50 16,502,502,50 16,502,502,50 16,502,502,50 16,502,502,502,502,502,502,502,502,502,502				214,896	54,014.74	14,999.27	626.14	7,852.08	15,031.97	1,520.32	1,789.90	40.74	921.56	864.48	72,184.20	18,582.50	845	.00 9,438.0	00



INVOICE

Lower Churchill Project SNC - LAVALIN INC. 350 Torbay Road, Suite 2 St. John's, NL A1A 4E1

Telephone 709-752-3460 Fax: 709-752-3480

Date:

30-Mar-12

Project:

505573

Invoice:

14509 Recoded

Attention: Lower Churchill Project Accounts Payable

Nalcor Energy/SNC-Lavalin Inc. Project Office

Reference: Engineering, Procurement & Construction Management Services for the Muskrat Falls HydroElectric

Development, Agreement LC-G-002

Lower Churchill Project

350 Torbay Road

St. John's, NL A1A 4E1

Professional services rendered in connection with the above project for the period ended 25-Jan-2012.

Professional services rendered in connection with the a	bove	project for the p	eno	u ended 25-Jai	1-20	J12.				
		Previously Invoiced		Current				Invoiced To Date		Total
		28-Dec-11		Invoice		Adjustments		25-Jan-12		Invoice
Fixed Fee - Section 4.2										
Hours		214,980.0		23,463.0		- 24		238,443.0		
Dollar Value	\$	2,863,533.60	\$	312,527.16	E,		\$	3,176,060.76	\$	312,527.16
Reimbursable Labour - Section 4.3										
Hours		214,980.0		23,463.0				238,443.0		
Dollar Value	\$	25,407,948,95	\$	2,706,610.30			\$	28,114,559.24	\$	2,706,610.30
Office Overhead Pre-Payments - Section 4.3.2.3	\$	1,180,000.00	\$. T		12	\$	1,180,000.00	\$	
Office Facilities & Services - Section 4.3.3										
Months		7.5		1.0		-		8.5		
Dollar Value	\$	306,000.00	\$	40,800.00	\$		\$	346,800.00	\$	40,800.00
Meals & Entertainment	\$	685,760.19	\$	341,633.33			s	1,027,393.52		
Other	\$	3,422,826.67	\$	315,765.61			\$	3,738,592.28		
Total Assignment Conditions - Section 4.3.5	\$	4,108,586.86	\$	657,398.94	\$		\$	4,765,985.80	\$	657,398.94
Meals & Entertainment	\$	6,826.37					\$	6,826.37		
Other	\$	85,130.12					\$	85,130.12		
Total Business Travel - Section 4.3.6	\$	91,956.49	\$		\$		\$	91,956.49	\$	
Additional Rates - Section 4.3.7	\$	5,102.44					\$	5,102.44	\$	
Subtotal							3;	717,335.68	\$	9,717,336.40
Less: Amount From Advance Invoice (Net HST)								509,718.88)	_	(4,509,718.88)
Total Fees & Expenses								2,383.20)	\$	(792,382.48)
HST						(103	5,009.82)	\$	(109,009.72)
Total Invoice						C	89	5,393.02)	\$	(895,392,24)

PCM - Incurred Cost for Month of: January 2012			INVOICE				Total:		\$ 3	,717,336.40	Pr	revious	To	- Date
General Grouping		Description	Nalcor PRISM CCA	Nalcor JDE CODE	Compon ent	Units		Current Month Amount	Current Month Hours /	Current Month Amount	Current Month Hours /	Current Month Amount	Current Month Hours /	Current Mor Amount
Office Overhead	Owners Team	Office Overhead at EPCM office (Rent etc) Advance Payment of EPCM Overhead	5.1.100.1020.0000.02.70 5.1.600.1020.0000.02.70			People			Units 68.0	\$ 40,800.00	Units 510.0	\$ 306,000.00 \$ 1,180,000.00	Units 578.0	\$ 346,800 \$ 1,180,000
General Reimbursable Expenses	Incurred by Owners Team Incurred by EPCM	General Expenses Reimbursable to EPCM General Reimbursable Expenses	5.1.100.0000.0000.02.71 5.1.600.0000.0000.02.72	51100002		Dollars Dollars				\$ -		\$ 566.05		\$ 566
usiness Travel	Approved Business Travel by EPCM	Muskrat Falls Generation Muskrat Falls to Churchill Falls AC Transmission Island Link Overall Project EPCM Business Travel	5.3.600.0000.0000.61.73 5.6.600.6100.0000.61.73 5.4.600.0000.0000.61.73 5.0.600.0000.0000.02.01	53600061 56606161 54600061	C1 C4 C3	Dollars Dollars Dollars		\$ - \$ - \$ -		\$		\$ 994.18 \$ 50,444.19 \$ 12,166.36 \$ 32,921.63		\$ 99 \$ 50,44 \$ 12,16 \$ 32,92
ixed Fee	EPCM	EPCM Fixed Fee	5.1.600.0000.0000.03.74			Dollars Hrs			23463.0	\$ 312,527.16	214896.0	\$ 2,862,414.72	238359.0	\$ 3,174,94
							Total Fe	es & Expens	es:	\$ 353,327.16	7 20 00	\$ 4,445,507.13		\$ 4,798,83
							Period	Period	Invoice		Invoice		Invoice	
	EDCM Design Management	Marshark Falls Consumits	T 2 540 0000 0404 02 75	F2540002		- 1	Hours	Amount	Hours	Invoice Amount	Hours	Invoice Amount		Invoice Am
	EPCM - Project Management New New	Muskrat Falls Generation Muskrat Fall to Churchill Falls AC Transmission 315 kV Switchyards for Muskrat Falls Switchyards at Churchill Falls	5.3.610.0000.0101.02.75 5.6.610.6100.0101.02.75 5.6.610.4300.0101.02.75 5.6.610.4100.0101.02.75	56616102 56614302	C1 C4 C3 C3	Hrs Hrs Hrs	3132.5 1146.5	453161.1 159018.5	5797.5 2315.6 35.0 35.0	\$ 814,130.26 \$ 341,902.61 \$ 6,982.45 \$ 6,982.45	54014.7 14999.3	\$ 7,671,766.83 \$ 2,089,632.03	10000499000000	\$ 8,485,89 \$ 2,431,53 \$ 6,98 \$ 6,98
	New	Island Link DC Overland Transmission Island Link DC Specialties Switchyard at Soldiers Pond	5.4.610.6200.0101.02.75 5.4.610.8000.0101.02.75 5.4.610.4500.0101.02.75	54616202 54618002 54614502	C4 C3 C3	Hrs Hrs Hrs	2016.0	259002.8	282.6 2878.1 35.0	\$ 44,206.34 \$ 402,348.82 \$ 6,982.45	7852.1 15032.0	\$ 1,030,259.63 \$ 2,274,970.81	8134.7	\$ 1,074,46 \$ 2,677,31 \$ 6,98
	New New	Island Upgrades-Newfoundland East 315/138 kV Switchyard at Muskrat Falls Switchyards for Muskrat Falls / CF A1 - Overall Project	5.4.610.7100.0101.02.75 5.9.610.7520.0101.02.75 5.3.610.4000.0101.02.75 5.0.610.0000.0101.02.01	53617502	C3 C3	Hrs Hrs	4323.5	585606.0			626.1	\$ 91,106.28	0.0 0.0 626.1	\$ \$ \$ 91,10
		A2 - Overland Transmission A3 - DC Specialties & Switchyards A31 - Management	5.0.610.0000.0101.02.02 5.0.610.0000.0101.02.03 5.0.610.0000.0101.02.04	N/A N/A N/A		Hrs Hrs Hrs	440.3 215.0 105.0	90107.0 55692.5 20947.4		to Valid CCA's	Allocated	to Valid CCA's	Allocated	d to Valid CC
						Total Pr	oject Man	agement:	11,378.80	\$ 1,623,535.39	92524.2	\$ 13,157,735.58	103903.0	\$ 14,781,27
	EPCM - Engineering New	Muskrat Falls Generation Muskrat Fall to Churchill Falls AC Transmission 315 kV Switchyards for Muskrat Falls	5.3.620.0000.0201.02.76 5.6.620.6100.0201.02.76 5.6.620.4300.0201.02.76	56626102	C1 C4 C3	Hrs Hrs Hrs	1.00.00.0000000000000000000000000000000	1051800.3 344939.2	7900.0 2225.2 16.7	\$ 1,051,800.35 \$ 344,939.16 \$ 4,777.95	72184.2 18582.5	9182587.5 2372327.9	20807.7	\$ 10,234,38
EPCM Reimbursable Services	New	Switchyards at Churchill Falls Island Link DC Overland Transmission Island Link DC Specialties	5.6.620.4100.0201.02.76 5.4.620.6200.0201.02.76 5.4.620.8000.0201.02.76	56624102 54626202	C3 C4 C3	Hrs Hrs Hrs	815.0 663.0	115304.6 121910.6	16.7 16.7 815.0 663.0	\$ 4,777.95 \$ 115,304.56 \$ 121,910.55	9438.0 16185.1	1273056.0 2380904.9	10253.0	\$ 4,7 \$ 4,7 \$ 1,388,3 \$ 2,502,8
	New New New	Switchyard at Soldiers Pond Island Upgrades-Newfoundland East 315/138 kV Switchyard at Muskrat Falls	5.4.620.4500.0201.02.76 5.4.620.7100.0201.02.76 5.9.620.7520.0201.02.76	54624502 54627102	3	Hrs Hrs	003.0	121510.0	16.7	\$ 4,777.95	10103.1	2300904.9	16.7 0.0 0.0	\$ 4,77
		Switchyards for Muskrat Falls / CF	5.3.620.4000.0201.02.76	53624002							845.0	106278.6	THE PERSON NAMED IN	\$ 106,27
		A31 - Management	5.0.620.0000.0101.02.02	N/A		Hrs	50.0 al Enginee	14333.8 ering:		to Valid CCA's \$ 1,648,288.47	117234.8	\$ 15,315,154.99	128888.0	\$ 16 963 44
														\$ 20,503,1
	EPCM - Construction Management New	Muskrat Falls Generation Muskrat Fall to Churchill Falls AC Transmission 315 kV Switchyards for Muskrat Falls	5.3.630.0000.0101.02.77 5.6.630.6100.0101.02.77 5.6.630.4300.0101.02.77	56636102 56634302	C1 C4 C3	Hrs Hrs Hrs	155.0	38971.0	155.0 222.3 0.0	\$ 38,970.98 \$ 42,855.47 \$ -	The Control of the Co	\$ 359,975.21 \$ 330,557.83	1675.3 2012.2 0.0	\$ 398,9 \$ 373,4 \$
	New	Switchyards at Churchill Falls Island Link DC Overland Transmission Island Link DC Specialties	5.6.630.4100.0101.02.77 5.4.630.6200.0101.02.77 5.4.630.8000.0101.02.77	54636202 54638002	C3 C4 C3	Hrs Hrs Hrs			0.0 53.7	\$ - \$ 10,358.93	921.6 864.5	\$ 170,192.65 \$ 144,276.19	0.0 975.3 864.5	\$ 180,55 \$ 144,27
	New New New	Switchyard at Soldiers Pond Island Upgrades-Newfoundland East 315/138 kV Switchyard at Muskrat Falls	5.4.630.4500.0101.02.77 5.4.630.7100.0101.02.77 5.9.630.7520.0101.02.77 5.3.630.4000.0101.02.77	54637102 53637502	C3 C3 C3	Hrs Hrs Hrs							0.0 0.0 0.0	\$ \$ \$
		Switchyards for Muskrat Falls / CF									40.7	\$ 6,799.18	40.7	\$ 6,79

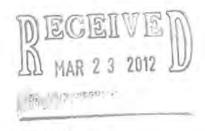
PCM - incurred Cost for Month of: Japanary 2012	012		INVOICE				Total:		\$ (A	4,683,582.75	Pi	revious	Adjustments		To - Date
General Grouping		Description	Naicor PRISM CCA	Stalcor JDE CODE	Compon ent	Units		Current Month Amount	Current Month Hours / Units	Current Month Amount	Current Month Hours / Units	Current Month Amount	Current Month Hours / Current Month An	mount Man	rent inth urs / Current Month Ar
fice Overhead	Owners Team	Office Overhead at EPCM office (familiate) Advance Payment of EPCM Overhead	5.1.100.1026.0000,62.70 5.1.600.1020.0000.62.70			People			68.0	5 40,800,00	578.0	5 345.800.00	Units	- Us 64	a.o. 5 347,0
General Reinbursable Expenses	Incurred by Owners Team	General Expenses Reinstein suble to EPCM	5.1.100.0000.0000.02.71	51100002		Dellars				5		\$ 1,180,000.00 \$ 560.05	5	-	5 1.180/
atorsa Travel	Incurred Business Travel by EPCM Approved Business Travel by EPCM	General Reindoursable (apennes Muskrat Falls Generation Muskrat Falls to Cherchill Falls AC Traisonisation bland Link	5.1.600,0000,0000,61.73 5.3.600,0000,0000,61.73 5.6.600,6100,0000,61.73 5.4.600,0000,0000,61.73	56606161 54600061	0	Dollars Dollars Dollars		5 5		\$ 49.991.34 \$ 12,425.27 \$ 3,410.13 \$ 7,483.68		\$ 994.18 \$ 50,444.29 \$ 12,166.36 \$ 82,921.63	5 1	11.80) 15.99 17.82 11.58	\$ 50.5 5 67.5 5 13.5 5 40.6
ed fee	EPCM	Overall Project EPCM Business Travel EPCM Fixed Fee	5.0.600 (800.0000.02.03	N/A 51600001	54.9	Dollars.		\$ 21,325,63	30226.8	5 402,620.92	218159.0	5 1174,941.88	15 713	E.581 2681	asa 5 3,577,5
	10.00	750 CH 2 MAD 1 60	12,300,000			-	Te	otal Fees & Expenses:	201700	5 516,731.64	19115	\$ 4,798,834.29	5 (1,0		5 5,315,3
							Period Hours	Period Amount	Invoice Hours	invoice Amount	Invoice Hours	inveice Amount	Hours Invoice Amoun		pice urs Invoice Amou
	EPCM - Project Management New New	Muskist falls Generation Muskist fall to Charshill falls AC harmonission 315 NY Switchwards by Muskinst falls Switchwards at Osorchill falls	5.3.618.0000.0101.02.75 5.6.610.6100.0101.02.75 5.6.610.4100.0101.02.75 5.6.610.4100.0101.02.75	56616102	0 0 0	Hes Hes Hes	1348.5	224356.4 2335.1	109.1 7 63 7	\$ 1,328,341,72 \$ 477,071,99 \$ 1,977,26 \$ 771,61	34450.2 14999.3 0.0 0.0	5 £684.519.53 5 2.405.711.27 5 6.962.45 5 6.962.45	5 0.9	77,921 55.7 (4.8.8) 149	98.7 5 10,013,5
	Now.	Island Link DC Overland Transmission island Link-DC Superclatins Switchwerd at Soldiers Fond Island Obstraints-Feedoundland East	5.4.510.8200.0101.02.75 5.4.610.8000.0101.02.75 5.4.610.4500.0101.02.75 5.4.610.7100.0101.02.75	54616202 54618002 54614502 54617102	9 0 0	Hirs Hirs Hirs	109.0	14.2 19496.6	964.9 1.4		7852.1 15032.0 0.0 0.0	5 2,403,383,44 5 8,982,45 5	5 (2.7 5 (1.2)	1.32) 785	52.1 5 1.197.5 12.0 5 2.561.8 0 5 7.8
	New	315/338 NV Switchyard at Minkrat Falls Switchwards for Minkrat Falls / CF A1 - Overall Prosect A2 - Overfalm Transmission A3 - DC Specialities & Switchyards	5.3.610.7130.0101.02.75 5.3.610.4000.0201.02.75 5.0.610.0000.0101.02.01 5.0.610.0000.0101.02.02 5.0.610.0000.0101.02.03	53617502 53614002 R/A R/A R/A	9	Hes Hes Hes	11820.5 845.5	1572761.6 170645.8	Allocated	to Valid CCA's	636.1 636.1	\$ 91,106.28	5 (II) Allocated to Valid CCA's	(0.5k) 62	
		A31 - Management	5,0.610,0000,0101,02.04	74/A	-3	Hrs.	15.0	5365.7 Management:	Moto	\$ 2,062,833.16					
			1									\$ 14,748.014.06	0.0 4 15.5		412 5 16,810.1
EPCM Franchistable Services	EPCM - Engineering. New New	Musikest Falls Generation Musikest Falls of Churchill Falls AC Tyansmission 335 M Switzhyarah for Musikest Falls Switzhyarah at Churchill Falls Island Link DC Ovenland Transmission Island Link DC Specialisis	5.1.620.0000.0201.02.76 5.6.620.4300.0201.02.76 5.6.620.4300.0201.02.76 5.6.620.4100.0201.02.76 5.4.620.6200.0201.02.76	56626102 56624302 56624102	0 2 0 0 2 0	Hes Hes Hes Hes Hes	97340 3377,0 205 4.0 679,2 609,5	1292178.5 427512.8 2932.5 1148.4 109095.3 88763.4	9808.1 3788.2 20.5 8.0 762.6 605.0	\$ 2,997.50 \$ 1,144.59 \$ 121,277.50	80162.7 20043.5 0.0 0.0 10243.0 16848.1	5 10,263,193,54 5 2,720,339,43 5 4,777,35 5 4,777,35 5 1,389,414,29 1 2,503,140,62	5 (11.1)	242 26 2.0	0 5 5.5 22.0 5 1.510.6
	New New New	Switzhyard at Solders Rond Island Upprader Renkoundand East 315/138 kV Switzhyard at Muskrat Falls Switzhyards for Muskrat Falls / CI	5,4,620,4500,6201,62,76 5,4,620,7100,6201,62,76 5,3,620,7520,6201,62,76 5,3,620,4000,6201,62,76	54627102 53627502 53624002	0 0	Hirs Hirs Hirs	41,148 19,148	30	12.)		0.0 0.0 0.0 845.0	\$ A,777.95 1 5 5 106,278.63			5 5 53 6 5 5 5
		A1 - Overall Protect A11 - Management	5.0.670.0000.0101.02.02 5.0.670.0000.0101.02.02	N/A N/A		Hrs. Urs.	15.5 454.0	3883.A 89622.2		to Valid CCA's		I to Valid CCA's	Allocated to Valid ECA's		Allocated to Valid CCA's
								ineeding:		\$ 1,941,224.33		\$ 16,996,760.37	0.0 -\$ 20.20	2.25 1440	43.1 5 18,977,9
	SPCM - Construction Management New New New	Musikrat Fall's Generation Musikrat Fall's Charchill Falls AC Transmission 335 NY Sentethyreds for Maskrat Falls Sentethyreds at Charchill Falls Mand Jone DC Overstand Transmission Nand Jone DC Spensions	5.3.680.0000.0101.02.77 5.6.610.6100.0101.02.77 5.6.630.4300.0101.02.77 5.6.630.4300.0101.02.77 5.4.630.6200.0101.02.77 5.4.630.6200.0101.02.77	53630002 56636102 56634302 56634102 54636202 54638002	0 0 0 0	Hes Hes Hes Hes Hes	249.0	63118.6	501.7 70.1 14.1 14.6	5 164 419 35 5 13,031,90 5 2,623,30 5 2,714,32	1675.3 1783.9 0.0 0.0 521.6 864.5	\$ 992,946,19 \$ 369,800,41 \$ \$ 184,164,87 \$ 144,276,19	5 (1.7) 5 (1.7)	6,25) 173 0	0 5 0 5 1.6 5 186.7
	New New New	Switzhand at Solders Find sland Useradro ferwitzentland East 135/35 fct Switzhuard at Modelat Falls Switzhyards for Musical Falls / CF AL - Overall Fromst	5.4.630.4500.0101.62.77 5.4.630.7100.0101.02.77 5.3.630.7520.0101.02.77 5.3.630.4000.0101.02.77	54634502 54637102 53637502 53634002	0 0 0	Here Here Here Here				Didi	0.9 0.0 0.0 0.0 40.7	5 5 5 5 6.799.18	5	9	0 5
		A3 - Overland Transmission A3 - DC Specialties & Switchwards	5.0.630.0000.0101.02.02 5.0.630.0000.0101.02.02 5.0.630.0000.0101.02.03	N/A N/A		itra itra	9.0 357,0	62631.1 62631.1	Allocated	to Valid CCA's	Allocated	Tto Valid CCA's	Affocated to Valid CCA's		Allocated to Valid CCA's

John or Music \$42,330,82.63

A Agreed-Istanbirce

CIMFP Exhibit P-03198





INVOICE

Lower Churchill Project SNC - LAVALIN INC. 350 Torbay Road, Suite 2 St. John's, NL A1A4E1

Telephone 709-752-3460 Fax: 709-752-3480

Date:

23-Mar-12

Project: Invoice: 505573 14649

Attention: Lower Churchill Project Accounts Payable

Nalcor Energy/SNC-Lavalin Inc. Project Office

Lower Churchill Project

350 Torbay Road

St. John's, NL A1A 4E1

Reference: Engineering, Procurement & Construction Management Services for the Muskrat Falls HydroElectric Development, Agreement LC-G-002

Professional services rendered in connection with the above project for the period ended 22-Feb-2012.

		Previously Invoiced 25-Jan-12		Current Invoice		Adjustments		T	voiced o Date -Feb-12		Total Invoice
Fixed Fee - Section 4.2 Hours		238,443.0		30.226.8		(84.0)		-	268,585,8	2	
Dollar Value	\$	3,176,060.76	\$	402,620.98	R	(2 (1,118.88)	\$	2 3			402,620.98
Reimbursable Labour - Section 4.3											
Hours		238,443.0		30.226.8		(84.0)		-	268,585,8		
Dollar Value	\$	28,113,647.12	\$	3,525,004.56			\$:	_	,629,466.62	\$	3,525,004.56
Office Overhead Pre-Payments - Section 4.3.2.3	\$	1,180,000.00	\$	4			\$	=1	,180,000.00	3	
Office Facilities & Services - Section 4.3.3											
Months		8,5		1.0		(a)			= 9.5		
Dollar Value	\$	346,800.00	\$	40,800.00	\$		\$	=	387,600.00	\$	40,800.00
leals & Entertainment	\$	1,029,291.74	\$	100,824.47			\$	= 1	.130.116.21		
Other	\$	3,745,493.07	\$	541,022.09	\$	(30,546.01)	\$	= 4	,255,969.15		
otal Assignment Conditions - Section 4.3.5	\$	4,774,784.81	\$	641,846.56	\$	(30,546.01)	\$	2.5	,386,085.36	\$	641,846.56
to to a management	-	^		^		^			^		
leals & Entertainment Other	\$	6,826.37 85,130.12	2	23,325.08			\$	-	= 6,826.37 108,455.20		
· ·		00,100.12	Ψ	25,525.00			4	0	100,455.20		
otal Business Travel - Section 4.3.6	\$	91,956.49	\$	23,325.08	\$		\$	-	115,281.57	\$	23,325.08
dditional Rates - Section 4.3.7	\$	5,102.44	\$	49,985.58	\$	(221,60)	\$	=	54,866.22	\$	49,985.58
subtotal										\$	4,683,582.75
ess: Amount From Advance Invoice (Net HST)				1-6	o¥	l _S o				51	(4,538,261.08)
otal Fees & Expenses				= 0	ro	borbe 20				\$	145,321.67
otal Fees & Expenses IST Total Cost toda (0) # Total Cost toda (0	42,3	D, 3.0	3	V- A	cy	end to in			(ia	s	18,891.82
Der Invoice Register #412,	330	615.7F		0 4	Ky	(M.24)			3		ALCOHOLD .
otal Invoice	41.	25		K-6	05	a company				\$	164,213.49
MINOUSE ITEM		10									^

LCP Phase 1 EPCM - Roll up PRISM Cost Control Accounts and JDE Codes

						Cost Element															
					Physical	N-EPCM Salaries S - EPCM OH/CS/RR - EPCM LOA (Living Allowance) Turnaround Travel	2 - EPCM General Admin / Expenses	NALCOR Allocation	Muskrat Falls Generation	Interconnect	s Island Link	Actual cumulative hours YTO	Actual cumulative	Actual cumulative	Actual cumulative	The second second second	Monthly amount				PTD cumulative
General Grouping		Office Overhead at EPCM office	Naicor PRISM CCA 5.1.100.1020.0000.02.70	Nalcor PM+ Code 1100000070	Component 1020	8 8 8 8 8	☐ JDE CODE	_	(Project ID 3	(Project ID 6)	(Project ID 4)	2012	\$81,600.00	hours YTO 2012	\$81,600.00				Monthly amount 2012 \$40,800.00	hours 646.0	Amount 428400.0
Office Overhead	Owners Team EPCM Team	Advance Payment of EPCM OH	5.1.600.1020.0000.02.70	160000070	1020	₩.	51601002		×	×	x	- 00	901,000.00	- 00	\$01,000.00	00.0	\$10,000,00	50		0.000	100,000
General Reimbursable	Owners Team	General Reimbursable Expenses by EPCM	5.1.100.0000.0000.02.71	1100000071	0000		51100002		X	×	X		40.005.50		* 40,000,00		#20 000 no		*****		566.1 80979.8
Expenses	EPCM	General Reimbursable Expenses	5.1.600.0000.0000.02.72	1600000072	0000		51500002	2 Y	X	×	Х.		\$ 49,985.58		\$ 49,985.58		\$30,000.00		\$30,000.00	-	80979.8
Business Travel	EPCM - Business Travel	Muskrat Falls Generation	5.3.600.0000.0000.61.73	3600000673	0000		☑ 53600061		× .	T	1		\$ 12,425.27		\$ 12,425.27				\$5,370.00	1	68239.5
Danies Have	and the second	Muskrat Falls to Churchill Falls AC Transmission	5.6.600.6100.0000.61.73	6600000673	6100		☑ 56606161			×			\$ 3,410.13		\$ 3,410.13				\$540.00		16116,5
		Labrador Island Transmission Link	5.4.600.0000.0000.61.73	4600000673	0000		54600061				×		\$ 7,489.68		\$ 7,489.68				\$4,090.00		44501.3
		Overall Project EPCM Business Travel	5.0.600.0000.0000.02.01	0600000001	0000		50600002	2 4	X	×	× .						\$10,000.00				
Fixed Fee	EPCM	EPCM Fixed Fee	5.1.600.0000.0000.03.74	1600000074	0000		51600003	TY	8	T x	T x	53689.8	\$ 715,148.14	53689.8	\$ 715,148,14	30244.5	\$402,856.74	30244.5	\$402,856.74	298830.3	3980419.6
Liven Lee	PL PIAL	La cui rixeu rec	3.2.000.0000.000.03.74	100000074	0000	Total Fees & Exp				1 "	1	53689.8			-		\$483,656.74	30244.5	\$483,656.74	298830.3	\$4,619,222.67
	EPCM - Project Management	Muskrat Falls Generation	5.3.610.0000.0101.02.75	3610101075	0000	N N N	53610002		×	500		6,683.00		12,414.66		3311.0		6505.9237	\$944,462,35 \$439,275,32	72935.3 24157.2	10352328.3 3407314.5
	Includes:	Muskrat Fall to Churchill Falls AC Transmission	5.6.610.6100.0101.02.75 5.610.4000.0101.02.75	6610101075	6100 4000	2 2 Z	56616102	3 1 1		Χ.	1	2,930.50	\$ 396,385.53	6,102,04	\$ 878,407.16	1788.5	\$256,275.14	3000.6042	\$439,275,32	626.1	91106.3
	Project Management Project Services	Switchyards for Muskrat Falls / CF 315 kV Switchyard for Muskrat Falls	5.6.610.4300.0101.02.75	3610101075 6610101075	4300		56614302		×			0.00	5	48,93	\$ 9,789.84	0.0	\$0.00	8.1919617	\$1,234.61	57.1	11024.4
	Procurement Services	Switchyard at Churchill Falls	5.6.610.4100.0101.02.75	6610101075	4100		56614102			X		0.00	5	40.44	\$ 8,078.02	0.0	\$0.00	10.724023	\$1,616.21	51.2	9694.2
	etc	Labrador Island Transmission Link DC Overland	5.4.610.6200.0101.02.75	4610101075	6200		54616202				×	0.00						580.84169	\$91,074.73	8981.8	1205337.B
		Labrador Island Transmission Link DC Specialties	5.4.610.8000.0101.02.75	4610101075	8000		54618002				×	4,321.50		5,981.06				-	\$427,217.22 \$2,110.05	23948.2 54.8	3532500.9 10256.5
		Switchyard at Soldiers Pond Island Upgrades - Newfoundland East	5.4.610.4500.0101.02.75 5.4.610.7100.0101.02.75	4610101075 4610101075	4500 7100		54614502 54617102				X	0.00		40.78	\$ 8,146.49	0.0		43.789759	\$6,599.53	43.8	6599.5
		315/138 kV Switchyard at Muskrat Falls	5.9.610.7520.0101.02.75	9610101075	7520		59617502		×		_ ^	0.00				0.0			\$0.00		0.0
		A1 - Overall Project (PM)	5.0.610.0000.0101.02.01	0610101001	0000		(6.1 - 6.5gg)	Υ.	×	x	×	9,327.00				5358.0	\$743,101.21				
		A2 - Overland Transmission (PM)	5.0.610.0000.0101.02.02	0610101002	0000			Α.	X	×	×	1,419.80				218.0					
1		A3 - DC Specialties & Switchyards (PM)	5.0 610.0000.0101.02.03	0610101003	0000			y.	×	×	×	375.00				173.0					
		A31 - Switchyards (PM) A4 - Transmission & DC Specialties (PM)	5.0.610.0000.0101.02.31 5.0.610.0000.0101.02.04	0610101031 0610101004	0000			Y	x x	x	×	120.00	\$0.00			0.0					
		Ind - It distribution of the Speciatries (1117)	3.0 020.0000.0202.02.04	020202004	3000	Total Project Ma	nagement:					25176.8		25176.8	\$3,554,836.94	13154.5	\$1,913,590.02	13154.5	\$1,913,590.02	130855.5	\$18,626,162.54
	EPCM - Engineering	Muskrat Falls Generation	5.3.620.0000.0201.02.76	3620201076	0000	0 0 0	53620002		X			18,300.80							\$1,394,347.04	100531.5	12983567.0
N	Includes: Engineering Management	Muskrat Fall to Churchill Falls AC Transmission	5.6.620.6100.0201.02.76	6620201076	6100		56626102			×		5,618.20	\$774,774.01	5618.2	\$774,774.01	2821.0	\$347,961.37	3139.181	\$388,142.39	27339.9	3535244.3
	Detailed Engineering	Switchyards for Muskrat Falls / CF	5.3.620.4000.0201.02.76 5.6.620.4300.0201.02.76	3620201076 6620201076	4000 4300	000	53624002 56624302		v .			\$ 20.50	\$ 2,932,50	\$ 306.86	\$ 57,588.26	27.5	\$4 546.15	150.35707	\$25,138.88	845.0 457.2	106278.6 82727.1
	Drafting Services	315 kV Switchyard for Muskrat Falls Switchyard at Churchill Falls	5.6.620.4100.0201.02.76	6620201076	4100		56624102			×		\$ 8.00			\$ 25,386.85	36.0		-	\$32,909.07	326.7	58295.9
EPCM Reimbursable Services		Labrador Island Transmission Link DC Overland	5.4.620.6200.0201.02.76	4620201076	6200		54626202				×	\$ 1,503.50	\$ 221,914.21	\$ 1,503.50	\$ 221,914.21	1315.0		1463.319	\$208,494.11	12404.8	1703464.3
		Labrador Island Transmission Link DC Specialties	5.4.620.8000.0201.02.76	4620201076	8000		54628002				×	\$ 1,266.50			the same of the sa	555.5		898.16082	\$141,321.65	18566,5	2770304.3
		Switchyard at Soldiers Pond	5.4.620.4500.0201.02.76	4620201076	4500		54624502				×	\$ 8.50	\$ 1,215.92	\$ 136.99	\$ 26,674.91	47.0 147.0			\$41,729.35 \$36,190.52	394.0 237.7	68404.3 36190.5
		Island Upgrades - Newfoundland East 315/138 kV Switchyard at Muskrat Falls	5.4.620.7100.0201.02.76 5.9.620.7520.0201.02.76	4620201076 9620201076	7100 7520		54627102 59627502		×			\$.	\$	\$	S	0.0			\$0.00	0.0	0.0
		A1 - Overall Project (Eng)	5.0.620.0000.0101.02.01	0620101001	0000		NAME OF TAXABLE PARTY.	Ψ.	×	×	×					0.0					
		A2 - Overland Transmission (Eng)	5.0.620.0000.0101.02.02	0620101002	0000	A CONTRACTOR		Υ.	×	×	X					466.5					
		A3 - DC Specialties & Switchyards (Eng)	5,0.620.0000.0101.02.03	0620101003	0000			Υ.	×	×	×	\$ 219.50				501.5					
		A31 - Switchyards (Eng) A4 - Transmission & DC Specialties (Eng)	5.0.620.0000.0101.02.31 5.0.620.0000.0101.02.04	0620101031 0620101004	0000			Y	×	×	×	\$ 534.00	\$ 103,856.02			425.5					
		A4 - Transmission & DC Specialties (Eng.)	5.0.620.0000.0101.02.04	0620101004	0000	Total Engineerin	-		_ ^	_ ^		27479.5	\$3,761,048,41	27479.5	\$3,761,048,41				\$2,268,273.01	161103.3	\$21,344,476.41
	EPCM - Construction Management	Muskrat Falls Generation	5.3.630.0000.0101.02.77	3630101077	0000		53630002	2	X		1	\$ 420.50	\$ 99,129.54						\$73,652.09	2288.8	532756.B
		Muskrat Fall to Churchill Falls AC Transmission	5.6.630.6100.0101.02.77	6630101077	6100	0 0 0	56636102			×		\$ -	\$	\$ 519.72	\$ 98,134.82	0.0	\$0.00	235.31069	\$41,559.27	2544.9	470251.9
		Switchyards for Muskrat Falls / CF 315 kV Switchyard for Muskrat Falls	5.3.630.4000.0101.02.77	3630101077	4000 4300	2 2 2	53634002 56634302					s .	\$	\$	\$	0.0	en no	0.2706027	43.34169357	40.7	6799.2 43.3
		Switchyard for Muskrat Falls Switchyard at Churchill Falls	5.6.630.4300.0101.02.77 5.6.630.4100.0101.02.77	6630101077 6630101077	4100		56634102			×		\$	s	\$	\$	0.0		0.2706027	56.73821704	0.4	56.7
		Labrador Island Transmission Link DC Overland	5.4.630.6200.0101.02.77	4630101077	6200	2 2 2 D	54636202				×	\$	\$	\$ 93,28	\$ 17,710.65		\$0.00	109.68931	\$19,372.72	1124.5	207276.0
		Labrador Island Transmission Link DC Specialties	5.4.630.8000.0101.02.77	4630101077	8000		54638002				X	\$	S	\$ -	\$	0.0		5.4661747	875.5022101	870.0	145151.7
		Switchyard at Soldiers Pond	5.4.630.4500.0101.02.77	4630101077	4500		54634502				X	\$.		\$.	5	0.0		0.4624846	74.07489446	0.5	74.1
		Island Upgrades - Newfoundland East 315/138 kV Switchyard at Muskrat Falls	5.4.630.7100.0101.02.77 5.9.630.7520.0101.02.77	4630101077 9630101077	7100 7520		54637102 59637502		V.		X	\$.	\$	\$ -	5	0.0		1.4464945	231.6810529	1.4	231.7
		A1 - Overall Project (CM)	5.0.630.0000.0101.02.77	0630101077	0000	8 8 8	39037302	Y	x	×	×		-			0.0			0	5.0	5.0
		A2 - Overland Transmission (CM)	5.0.630.0000.0101.02.02	0630101002	0000			Y	X	x	×	\$ 613.00	\$ 115,845.47			345.0					
		A3 - DC Specialties & Switchyards (CM)	5.0.630.0000.0101.02.03	0630101003	0000			Y	X	X	×	\$ -	\$			8.0		_			
		A4 - Transmission & DC Specialties (CM)	5.0.630.0000.0101.02.04	0630101004	0000	Total Construction	A COL	Υ	X	X	X	1033.5	\$214,975.01	1033.5	\$214,975.01	701.0	-		\$135,865,41	6971 5	\$1,362,641.48
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Fundamental philosophy is that the cost allocation follows the work being performed during the Month, which is the actual hours distribution of the month





Site Conditions Lower Churchill Fall-Construction

Assignment Conditions - (Levels 12 to 14)



Division name

Approved by :	Name Title Division	Date
Approved by :	Name Title Division	Date
Approved by :	Isabelle Ducharme Vice-President, Global Mobility	Date

Corporate Human Resources

ONG TERM EXPATRIATE POLICY - PROJECT NAME, COUNTRY

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LONG TERM EXPATRIATE POLICY - PROJECT NAME, COUNTRY

1. DEFINITIONS

Allowance

A sum granted to compensate for expenses directly resulting from the Employee being on a remote location assignment.

Assignment Premium

A premium to compensate for differences in work week, living costs, separation from one's normal working and living environment and as an incentive to undertake a remote location assignment.

Client

The legal entity to which the Company has assigned the Employee to perform the work as may be defined in the Letter of Understanding.

Commencement Date

The date on which the assignment commences including travel time, via the most direct route, towards the site locations and taking into account the daily travel time authorized by the project and agreed upon before departure.

Company

SNC-Lavalin Group Inc. and its divisions, subsidiaries, associated companies, joint enterprises and consortiums for which the Company assumes financial and administrative responsibility and their projects as defined in the letter of understanding.

Completion Date

The date on which the Employee's functions are completed in the site locations including provision of clause 8.7 "Final Vacation Leave".

Employee's initials	-	_
Employer Representative's initials		



LONG TERM EXPATRIATE POLICY – PROJECT NAME, COUNTRY

Point of origin

The Point of origin designated by the Employee and approved by Project management to which the Employee expects to return after completing his assignment.

Site locations

The site where the Employee is assigned to perform his work.

2. INTRODUCTION

2.1 Scope

This document reflects the policy of SNC-Lavalin Inc. regarding its regular or contractual employees on long-term assignment on the Lower Churchil Project in Labrador for a defined period, and is to be used in conjunction with a Letter of Understanding...

Wherever the term assignment is used in this document to simplify the wording, it also refers to employment.

COMPENSATION 3.

3.1 Base Salary

The hourly rate that the Employee presently earns in his point of origin will be maintained at the site locations. Annual salary reviews will be based on this hourly rate in accordance with Company policy and guidelines and will take effect in January of each year.

3.2 Work Schedule

The standard work week in effect at the site locations will be 70 hours per week over 7 days. The hourly rate will be multiplied by the number of hours worked during the standard work week in effect at the site locations. The Employee will be paid for 70 hours per week.

3.2.1 Work cycle

For every 20 days in the site location, the Employee will be allowed a home leave of 8 days, inclusive of 2 days travel travel days paid at 4 to 8 hours per day depending of your point of origin.

Employee's initials	
Employer Representative's initials	



ONG TERM EXPATRIATE POLICY – PROJECT NAME, COUNTRY

The work cycle could be modified according to the Project needs and upon to the Project site manager's approval

3.3 Overtime

No overtime will be paid to the Employee.

ASSIGNMENT PREMIUMS

Assignment premiums defined in this section will start on the assignment commencement date and will end on the completion date unless otherwise stated. All assignment premiums which are usually taxable will be based on the hourly rate and the standard work week in effect at the site locations.

4.1 Project uplift

To attract and retain employees on site locations, a site premium of 15 % will be paid, based on the standard work week in effect at the site locations.

Remote location 4.2

A hardship premium of 10 % of the hourly base salary will be paid to the Employee in order to compensate for the significant deterioration of living conditions observed between his home and the site locations.

4.3 Additional hours

To compensate the additional hours, the Project offers a premium of 15 %.

5. ASSIGNMENT ALLOWANCES

Assignment allowances defined in this section will start on the assignment commencement date and will end on the completion date unless otherwise stated.

Employee's initials	
Employer Representative's initials	



5.1 Housing and Utilities

5.1.1 Provided Free of Charge

Base camp accommodations will be provided to the Employee in the site locations.

The cost of long distance personal calls will be the responsibility of the Employee.

5.2 Local Transportation

5.2.1 Provided Free of Charge

Local transportation will be provided free of charge to the Employee in the site locations

5.2.2 Project Vehicle

The Employee assigned to the project site may, after obtaining appropriate authorization, have access on a shared basis to one of the project vehicles when not in project use. All costs associated with the personal use of the vehicle will be borne by the Company with the exception of gasoline which will be charged to the Employee's account. Personal use of the project vehicles shall be limited to reasonable distances from the project sites.

6. BENEFITS

Social Security Programs

Participation in point of origin social security programs will be maintained as permitted by law. Where applicable, Social Security Agreements between countries will be used.

Company Benefits

Participation in the Company's benefits plans (as described in the Human Resources Handbook) will be maintained while the Employee is on a remote location assignment.

Benefits will be calculated on the Employee's hourly rate in the site locations and the standard work week in effect in the point of origin excluding overtime, bonuses and any other form of incentive compensation, any assignment premium, as well as any form of temporary and nonregular compensation and shall be subject to the standard deductions.

Employee's initials	
Employer Representative's initials	



7. LEAVES

The Employee will be entitled to the following leaves and during such leaves will continue to receive all assignment premiums and allowances and benefits unless otherwise specified.

7.1 Statutory Holidays

The Employee will be entitled to and will observe the official statutory holidays in the site locations and will not receive additional compensation for days that he would be entitled to in his point of origin.

7.2 Annual Vacation

The Employee will be entitled to the basic vacation leave that he would normally receive in the point of origin, unless otherwise specified. The leave will be earned as per the standard work week in the site locations.

Vacation leave must be part of the assignment and approved in advance at the division level. Vacation travel time is part of the total vacation entitlement unless otherwise specified.

7.3 Compassionate Leave

In case of severe illness of the Employee's spouse, child, father, mother, brother or sister or the Employee's spouse's child, father, mother, brother or sister, up to five days of paid leave plus travel time will be reimbursed by the division. In the case of death, up to three days of paid leave plus travel time will be reimbursed by the Company. Air transportation to the point of origin will be provided to the Employee or the Employee's spouse, as the case may be.

In the event of the death of a child when both parents are in the site locations, they will be provided with air transportation to point of origin.

In the event of the death of the Employee's spouse/partner or dependent child in the site locations, air transportation will be provided to the Employee and Employee's dependents so that they can return with the remains to the point of origin. Moreover, costs of returning the remains of the deceased to the point of origin will be borne by the division.

Employee's initials	
Employer Representative's initials	



7.4 Sick Leave

In the event that the Employee becomes ill during the assignment, he will be entitled to the sickleave benefits available at point of origin. While on sick leave in the site locations within the terms of the assignment, the Employee will continue to receive all applicable premiums and allowances and benefits, unless the illness results in the suspension or termination of the assignment as provided herein. In the event the illness results in the repatriation to the point of origin or the termination of the assignment, the sick leave benefit will be calculated as per paragraph 7.2.

Rest and Recuperation

Rest and recuperation leave will be agreed on before departure and will usually be integrated into the Employee's work cycle (R&R will not exceed () days. The Employee will be entitled to a lump sum of (\$200.00) per leave. The amount of the allowance is meant to cover bus, taxi and hotel accommodation.

7.6.1 Final Vacation Leave

7.6.2 Regular Employees

The Company will provide the Employee with air transportation to the point of origin by the most direct itinerary upon assignment completion. The Employee may alter this arrangement but will be responsible for all additional costs.

Applicable premiums on total unused vacation accumulated during the assignment will be paid as a lump sum payment upon return to point of origin.

Accrued vacation earned during the assignment period during the assignment period may be used to extend the Employee's assignment length for a period not exceeding (4) four weeks.

8. ADMINISTRATIVE FORMALITIES

Location 8.1

The living and work locations are defined in the Letter of Understanding, However, the Employee may be required to travel within the site locations or to various other countries as may be deemed necessary to carry out his duties. Conditions of travel within the site locations or to other locations as part of the work will be in accordance with Company policy unless otherwise specified.

Employee's initials	
Employer Representativo's initials	



Client Authorization

Where the client must authorize the appointment of the Employee to undertake the work defined in the Letter of Understanding, the contents of this document will come into force only on receipt of official authorization. Failure by the Company to obtain this authorization will result in the immediate cancellation of the assignment.

Air Transportation

Whenever air transportation is referred to in this document, the Employee will be provided with air transportation in accordance with SNC-Lavalin Inc.'s Employee Business Travel Policy or as established at the division level, for which the most economical air transportation will be provided. Air travel will also be subject to the airline's availability and the project's demands.

8.4 Medical Examinations (Drugs testing?)

Medical Evacuation

If an emergency evacuation is required, for a medical reason, steps will be taken to ensure that the patient, on advice from the resident doctor or at the division level as to its urgency, is provided with air transportation to an appropriate medical facility. All related costs will be borne by the Company, although the Company will accept no responsibility or liability for the results of the necessary interventions or treatments.

Termination of Assignment

8.6.1 Normal Termination Date

The date that coincides with the assignment duration as defined in the Letter of Understanding and taking into account travel time and final vacation.

Employee's mitials	_
Employer Representative's initials	



8.6.2 Company-initiated Termination

The Company may invoke early termination of the assignment at any time, and in this event the Employee will be eligible for payment of the following items on the basis of the following reasons:

Dismissal A)

In case of dismissal, permanent severing of the employment relationship at the employer's initiative, for cause for reasons related to the competence or behaviour of the Employee, the latter will be eligible for payment of the following items:

- Base salary and accrued vacation to the date of termination of assignment only;
- Air transportation costs, for the Employee and his dependents to point of origin;
- Demobilization costs will not be paid by the Company unless otherwise stated.

B) Layoff

The Company may invoke early termination of the assignment for any reason other than for cause as defined under "Dismissal" and without severing the employment relationship. In this event, the Employee will be eligible for payment of the following:

- Base salary, assignment premiums and allowances and accrued vacation to the date of early termination of the assignment;
- Air transportation costs, for the Employee and his dependents to point of origin;
- Demobilization costs:
- Lease-termination costs in the site locations;
- Education-expense allowance in full up to the completion of the nearest school term upon submission of reasonable evidence that out-of-pocket expenses were incurred as a result of advance payment of non-refundable tuition fees.

Employee Illness C)

The Company may request early termination of the assignment for illness that affects the Employee or one of his authorized dependents and is certified by the Company doctor when it is believed that termination is in the best interests of both the Company and the Employee.

The Employee shall be entitled to the same benefits as those received by employees terminated for the other reasons defined under "Layoff", and where termination is due to his health, the Employee will be covered by the Company disability and group insurance plan on the basis of the hourly rate and the standard work week in effect at point of origin.

Imployee's initials	
Employer Representative's initials	



8.6.3 Employee-initiated Termination

If the Employee resigns or requests early termination of his assignment for convenience, the Employee shall give a minimum of one (1) month's working notice and forfeit any right to future salary, assignment premiums and allowances contained in this document.

8.7 Assignment Extension

In the event that the Company wishes to extend the assignment, the Company shall give the Employee fifteen (15) days' notice before the expiration of the initial assignment and the Employee will have fifteen (15) days to accept the extension.

Where the assignment is extended, all the applicable assignment premiums, allowances and benefits defined in this document will continue and any adjustments required as a result of the Company's having extended the assignment will be indicated and will be paid in a lump sum payment.

8.8 Regulations

During his assignment, the Employee is requested to respect site safety and security regulations. In the case of non-compliance, the Company reserves the right to immediately terminate the assignment for cause.

8.9 Withholdings from wages

The Employee agrees that the Company may withhold from his wages, without any other prior notice, any amount that is owed by the Employee to the Company due to any overpayment or advance payment made by the Company for the benefit of the Employee within the context of this Assignment policy.

8.10 Interpretation

The attached Letter of Understanding and the contents of this document shall be governed and construed in accordance with the laws of Canada.

Employee's initials	
Imployer Representative's initials	



John Shinie

Site Conditions Lower Churchill Fall-Construction

Assignment Conditions – (Levels 15 to 17)



Division name

Approved by :	Name Title Division	Date
Approved by :	Name Title Division	Date
Approved by :	Isabelle Ducharme Vice-President, Global Mobility Corporate Human Resources	Date



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1. DEFINITIONS

Allowance

A sum granted to compensate for expenses directly resulting from the Employee being on a remote location assignment.

Assignment Premium

A premium to compensate for differences in work week, living costs, separation from one's normal working and living environment and as an incentive to undertake a remote location assignment.

Client

The legal entity to which the Company has assigned the Employee to perform the work as may be defined in the Letter of Understanding.

Commencement Date

The date on which the assignment commences including travel time, via the most direct route, towards the site locations and taking into account the daily travel time authorized by the project and agreed upon before departure.

Company

SNC-Lavalin Group Inc. and its divisions, subsidiaries, associated companies, joint enterprises and consortiums for which the Company assumes financial and administrative responsibility and their projects as defined in the letter of understanding.

Completion Date

The date on which the Employee's functions are completed in the site locations including provision of clause 8.7 "Final Vacation Leave".

Employee's initials	
Employer Representative's initials	



Point of origin

The Point of origin designated by the Employee and approved by Project management to which the Employee expects to return after completing his assignment.

Site locations

The site where the Employee is assigned to perform his work.

2. INTRODUCTION

2.1 Scope

This document reflects the policy of SNC-Lavalin Inc. regarding its regular or contractual employees on long-term assignment on the Lower Churchil Project in defined period, and is to be used in conjunction with a Letter of Understanding...

Wherever the term assignment is used in this document to simplify the wording, it also refers to employment.

COMPENSATION 3.

3.1 **Base Salary**

The hourly rate that the Employee presently earns in his point of origin will be maintained at the site locations. Annual salary reviews will be based on this hourly rate in accordance with Company policy and guidelines and will take effect in January of each year.

3.2 Work Schedule

The standard work week in effect at the site locations will be 70 hours per week over 7 days. The hourly rate will be multiplied by the number of hours worked during the standard work week in effect at the site locations. The Employee will be paid for 70 hours per week.

3.2.1 Work cycle

For every 14 days in the site location, the Employee will be allowed a home leave of 4 days, inclusive of 2 days travel travel days paid at 4 to 8 hours per day depending of your point of origin.

Employee's initials	
Employer Representative's initials	



The work cycle could be modified according to the Project needs and upon to the Project site manager's approval

3.3 Overtime

No overtime will be paid to the Employee.

ASSIGNMENT PREMIUMS

Assignment premiums defined in this section will start on the assignment commencement date and will end on the completion date unless otherwise stated. All assignment premiums which are usually taxable will be based on the hourly rate and the standard work week in effect at the site locations.

4.1 Project uplift

To attract and retain employees on site locations, a site premium of 15 % will be paid, based on the standard work week in effect at the site locations.

Remote location

A hardship premium of 10 % of the hourly base salary will be paid to the Employee in order to compensate for the significant deterioration of living conditions observed between his home and the site locations.

4.3 Additional hours

To compensate the additional hours, the Project offers a premium of 15 %.

ASSIGNMENT ALLOWANCES 5.

Assignment allowances defined in this section will start on the assignment commencement date and will end on the completion date unless otherwise stated.

Employee's initials	
Employer Representative's initials	



5.1 Housing and Utilities

5.1.1 Provided Free of Charge

Base camp accomodations will be provided to the Employee in the site locations.

The cost of long distance personal calls will be the responsibility of the Employee.

5.2 Local Transportation

5.2.1 Provided Free of Charge

Local transportation will be provided free of charge to the Employee in the site locations

5.2.2 Project Vehicle

The Employee assigned to the project site may, after obtaining appropriate authorization, have access on a shared basis to one of the project vehicles when not in project use. All costs associated with the personal use of the vehicle will be borne by the Company with the exception of gasoline which will be charged to the Employee's account. Personal use of the project vehicles shall be limited to reasonable distances from the project sites.

6. BENEFITS

6.1 Social Security Programs

Participation in point of origin social security programs will be maintained as permitted by law. Where applicable, Social Security Agreements between countries will be used.

6.2 Company Benefits

Participation in the Company's benefits plans (as described in the Human Resources Handbook) will be maintained while the Employee is on a remote location assignment.

Benefits will be calculated on the Employee's hourly rate in the site locations and the standard work week in effect in the point of origin excluding overtime, bonuses and any other form of incentive compensation, any assignment premium, as well as any form of temporary and non-regular compensation and shall be subject to the standard deductions.

Employee's initials	
Employer Representative's initials	



7. LEAVES

The Employee will be entitled to the following leaves and during such leaves will continue to receive all assignment premiums and allowances and benefits unless otherwise specified.

7.1 Statutory Holidays

The Employee will be entitled to and will observe the official statutory holidays in the site locations and will not receive additional compensation for days that he would be entitled to in his point of origin.

7.2 Annual Vacation

The Employee will be entitled to the basic vacation leave that he would normally receive in the point of origin, unless otherwise specified. The leave will be earned as per the standard work week in the site locations.

Vacation leave must be part of the assignment and approved in advance at the division level. Vacation travel time is part of the total vacation entitlement unless otherwise specified.

7.3 Compassionate Leave

In case of severe illness of the Employee's spouse, child, father, mother, brother or sister or the Employee's spouse's child, father, mother, brother or sister, up to five days of paid leave plus travel time will be reimbursed by the division. In the case of death, up to three days of paid leave plus travel time will be reimbursed by the Company. Air transportation to the point of origin will be provided to the Employee or the Employee's spouse, as the case may be.

In the event of the death of a child when both parents are in the site locations, they will be provided with air transportation to point of origin.

In the event of the death of the Employee's spouse/partner or dependent child in the site locations, air transportation will be provided to the Employee and Employee's dependents so that they can return with the remains to the point of origin. Moreover, costs of returning the remains of the deceased to the point of origin will be borne by the division.

Employee's mittals.	
Employer Representative's initials	



Sick Leave

In the event that the Employee becomes ill during the assignment, he will be entitled to the sickleave benefits available at point of origin. While on sick leave in the site locations within the terms of the assignment, the Employee will continue to receive all applicable premiums and allowances and benefits, unless the illness results in the suspension or termination of the assignment as provided herein. In the event the illness results in the repatriation to the point of origin or the termination of the assignment, the sick leave benefit will be calculated as per paragraph 7.2.

Rest and Recuperation

Rest and recuperation leave will be agreed on before departure and will usually be integrated into the Employee's work cycle (R&R will not exceed () days. The Employee will be entitled to a lump sum of (\$200.00) per leave. The amount of the allowance is meant to cover bus, taxi and hotel accommodation.

7.6.1 Final Vacation Leave

7.6.2 Regular Employees

The Company will provide the Employee with air transportation to the point of origin by the most direct itinerary upon assignment completion. The Employee may alter this arrangement but will be responsible for all additional costs.

Applicable premiums on total unused vacation accumulated during the assignment will be paid as a lump sum payment upon return to point of origin.

Accrued vacation earned during the assignment period during the assignment period may be used to extend the Employee's assignment length for a period not exceeding (4) four weeks.

8. ADMINISTRATIVE FORMALITIES

8.1 Location

The living and work locations are defined in the Letter of Understanding. However, the Employee may be required to travel within the site locations or to various other countries as may be deemed necessary to carry out his duties. Conditions of travel within the site locations or to other locations as part of the work will be in accordance with Company policy unless otherwise specified.

Employee's initials	-
Employer Representative's initials	



Client Authorization

Where the client must authorize the appointment of the Employee to undertake the work defined in the Letter of Understanding, the contents of this document will come into force only on receipt of official authorization. Failure by the Company to obtain this authorization will result in the immediate cancellation of the assignment.

8.3 Air Transportation

Whenever air transportation is referred to in this document, the Employee will be provided with air transportation in accordance with SNC-Lavalin Inc.'s Employee Business Travel Policy or as established at the division level, for which the most economical air transportation will be provided. Air travel will also be subject to the airline's availability and the project's demands.

Medical Examinations (Drugs testing?)

Medical Evacuation

If an emergency evacuation is required, for a medical reason, steps will be taken to ensure that the patient, on advice from the resident doctor or at the division level as to its urgency, is provided with air transportation to an appropriate medical facility. All related costs will be borne by the Company, although the Company will accept no responsibility or liability for the results of the necessary interventions or treatments.

Termination of Assignment

8.6.1 Normal Termination Date

The date that coincides with the assignment duration as defined in the Letter of Understanding and taking into account travel time and final vacation.

Employee's initials	
Employer Representative's initials	



8.6.2 Company-initiated Termination

The Company may invoke early termination of the assignment at any time, and in this event the Employee will be eligible for payment of the following items on the basis of the following reasons:

Dismissal A)

In case of dismissal, permanent severing of the employment relationship at the employer's initiative, for cause for reasons related to the competence or behaviour of the Employee, the latter will be eligible for payment of the following items:

- Base salary and accrued vacation to the date of termination of assignment only;
- Air transportation costs, for the Employee and his dependents to point of origin;
- Demobilization costs will not be paid by the Company unless otherwise stated.

Layoff B)

The Company may invoke early termination of the assignment for any reason other than for cause as defined under "Dismissal" and without severing the employment relationship. In this event, the Employee will be eligible for payment of the following:

- Base salary, assignment premiums and allowances and accrued vacation to the date of early termination of the assignment;
- Air transportation costs, for the Employee and his dependents to point of origin;
- Demobilization costs;
- Lease-termination costs in the site locations;
- Education-expense allowance in full up to the completion of the nearest school term upon submission of reasonable evidence that out-of-pocket expenses were incurred as a result of advance payment of non-refundable tuition fees.

C) **Employee Illness**

The Company may request early termination of the assignment for illness that affects the Employee or one of his authorized dependents and is certified by the Company doctor when it is believed that termination is in the best interests of both the Company and the Employee.

The Employee shall be entitled to the same benefits as those received by employees terminated for the other reasons defined under "Layoff", and where termination is due to his health, the Employee will be covered by the Company disability and group insurance plan on the basis of the hourly rate and the standard work week in effect at point of origin.

Employee's initials	
Employer Representative's initials	



8.6.3 Employee-initiated Termination

If the Employee resigns or requests early termination of his assignment for convenience, the Employee shall give a minimum of one (1) month's working notice and forfeit any right to future salary, assignment premiums and allowances contained in this document.

8.7 Assignment Extension

In the event that the Company wishes to extend the assignment, the Company shall give the Employee fifteen (15) days' notice before the expiration of the initial assignment and the Employee will have fifteen (15) days to accept the extension.

Where the assignment is extended, all the applicable assignment premiums, allowances and benefits defined in this document will continue and any adjustments required as a result of the Company's having extended the assignment will be indicated and will be paid in a lump sum payment.

Regulations 8.8

During his assignment, the Employee is requested to respect site safety and security regulations. In the case of non-compliance, the Company reserves the right to immediately terminate the assignment for cause.

8.9 Withholdings from wages

The Employee agrees that the Company may withhold from his wages, without any other prior notice, any amount that is owed by the Employee to the Company due to any overpayment or advance payment made by the Company for the benefit of the Employee within the context of this Assignment policy.

8.10 Interpretation

The attached Letter of Understanding and the contents of this document shall be governed and construed in accordance with the laws of Canada.

Employee's initials	
Employer Representative's initials	



John Shinn

Site Conditions Lower Churchill Fall-Construction

Assignment Conditions - (Level 18)



Division name

Approved by:	Name Title Division	Date
Approved by :	Name Title Division	Date
Approved by:	Isabelle Ducharme Vice-President, Global Mobility Corporate Human Resources	Date



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DEFINITIONS

Allowance

A sum granted to compensate for expenses directly resulting from the Employee being on a remote location assignment.

Assignment Premium

A premium to compensate for differences in work week, living costs, separation from one's normal working and living environment and as an incentive to undertake a remote location assignment.

Client

The legal entity to which the Company has assigned the Employee to perform the work as may be defined in the Letter of Understanding.

Commencement Date

The date on which the assignment commences including travel time, via the most direct route, towards the site locations and taking into account the daily travel time authorized by the project and agreed upon before departure.

Company

SNC-Lavalin Group Inc. and its divisions, subsidiaries, associated companies, joint enterprises and consortiums for which the Company assumes financial and administrative responsibility and their projects as defined in the letter of understanding.

Completion Date

The date on which the Employee's functions are completed in the site locations including provision of clause 8.7 "Final Vacation Leave".

Employee's initials	
Employer Representative's initials	



Point of origin

The Point of origin designated by the Employee and approved by Project management to which the Employee expects to return after completing his assignment.

Site locations

The site where the Employee is assigned to perform his work.

2. INTRODUCTION

2.1 Scope

This document reflects the policy of SNC-Lavalin Inc. regarding its regular or contractual employees on long-term assignment on the Lower Churchil Project in defined period, and is to be used in conjunction with a Letter of Understanding..

Wherever the term assignment is used in this document to simplify the wording, it also refers to employment.

COMPENSATION 3.

3.1 Base Salary

The hourly rate that the Employee presently earns in his point of origin will be maintained at the site locations. Annual salary reviews will be based on this hourly rate in accordance with Company policy and guidelines and will take effect in January of each year.

3.2 Work Schedule

The standard work week in effect at the site locations will be 70 hours per week over 7 days. The hourly rate will be multiplied by the number of hours worked during the standard work week in effect at the site locations. The Employee will be paid for 70 hours per week.

3.2.1 Work cycle

For every 14 days in the site location, the Employee will be allowed a home leave of 4 days, inclusive of 2 days travel travel days paid at 4 to 8 hours per day depending of your point of origin.

Employee's initials	
firmployer Representative's initials	

The work cycle could be modified according to the Project needs and upon to the Project site manager's approval

3.3 Overtime

No overtime will be paid to the Employee.

4. ASSIGNMENT PREMIUMS

Assignment premiums defined in this section will start on the assignment commencement date and will end on the completion date unless otherwise stated. All assignment premiums which are usually taxable will be based on the hourly rate and the standard work week in effect at the site locations.

4.1 Project uplift

To attract and retain employees on site locations, a site premium of 15 % will be paid, based on the standard work week in effect at the site locations.

4.2 Remote location

A hardship premium of __10_% of the hourly base salary will be paid to the Employee in order to compensate for the significant deterioration of living conditions observed between his home and the site locations.

4.3 Additional hours

To compensate the additional hours, the Project offers a premium of 15 %.

5. ASSIGNMENT ALLOWANCES

Assignment allowances defined in this section will start on the assignment commencement date and will end on the completion date unless otherwise stated.

Employee's initials	
Employer Representative's initials	



5.1 Housing and Utilities

5.1.1 Provided Free of Charge

According to the level of occupation and if authorized by the Project Manager, an apartment with all the appropriate furnishings and services will be provided.

The cost of long distance personal calls will be the responsibility of the Employee.

5.2 Local Transportation

5.2.1 Provided Free of Charge

Local transportation will be provided free of charge to the Employee in the site locations

5.2.2 Project Vehicle

The Employee assigned to the project site may, after obtaining appropriate authorization, have access on a shared basis to one of the project vehicles when not in project use. All costs associated with the personal use of the vehicle will be borne by the Company with the exception of gasoline which will be charged to the Employee's account. Personal use of the project vehicles shall be limited to reasonable distances from the project sites.

BENEFITS

Social Security Programs

Participation in point of origin social security programs will be maintained as permitted by law. Where applicable, Social Security Agreements between countries will be used.

Company Benefits

Participation in the Company's benefits plans (as described in the Human Resources Handbook) will be maintained while the Employee is on a remote location assignment.

Benefits will be calculated on the Employee's hourly rate in the site locations and the standard work week in effect in the point of origin excluding overtime, bonuses and any other form of

Employee's initials	
Employer Representative's initials	



incentive compensation, any assignment premium, as well as any form of temporary and nonregular compensation and shall be subject to the standard deductions.

7. LEAVES

The Employee will be entitled to the following leaves and during such leaves will continue to receive all assignment premiums and allowances and benefits unless otherwise specified.

7.1 Statutory Holidays

The Employee will be entitled to and will observe the official statutory holidays in the site locations and will not receive additional compensation for days that he would be entitled to in his point of origin.

7.2 **Annual Vacation**

The Employee will be entitled to the basic vacation leave that he would normally receive in the point of origin, unless otherwise specified. The leave will be earned as per the standard work week in the site locations.

Vacation leave must be part of the assignment and approved in advance at the division level. Vacation travel time is part of the total vacation entitlement unless otherwise specified.

7.3 Compassionate Leave

In case of severe illness of the Employee's spouse, child, father, mother, brother or sister or the Employee's spouse's child, father, mother, brother or sister, up to five days of paid leave plus travel time will be reimbursed by the division. In the case of death, up to three days of paid leave plus travel time will be reimbursed by the Company. Air transportation to the point of origin will be provided to the Employee or the Employee's spouse, as the case may be.

In the event of the death of a child when both parents are in the site locations, they will be provided with air transportation to point of origin.

In the event of the death of the Employee's spouse/partner or dependent child in the site locations, air transportation will be provided to the Employee and Employee's dependents so that they can return with the remains to the point of origin. Moreover, costs of returning the remains of the deceased to the point of origin will be borne by the division.

Employee's initials	
Employer Representative's initials	



7.4 Sick Leave

In the event that the Employee becomes ill during the assignment, he will be entitled to the sickleave benefits available at point of origin. While on sick leave in the site locations within the terms of the assignment, the Employee will continue to receive all applicable premiums and allowances and benefits, unless the illness results in the suspension or termination of the assignment as provided herein. In the event the illness results in the repatriation to the point of origin or the termination of the assignment, the sick leave benefit will be calculated as per paragraph 7.2.

7.6 Rest and Recuperation

Rest and recuperation leave will be agreed on before departure and will usually be integrated into the Employee's work cycle (R&R will not exceed () days. The Employee will be entitled to a lump sum of (\$200.00) per leave. The amount of the allowance is meant to cover bus, taxi and hotel accommodation.

7.6.1 Final Vacation Leave

7.6.2 Regular Employees

The Company will provide the Employee with air transportation to the point of origin by the most direct itinerary upon assignment completion. The Employee may alter this arrangement but will be responsible for all additional costs.

Applicable premiums on total unused vacation accumulated during the assignment will be paid as a lump sum payment upon return to point of origin.

Accrued vacation earned during the assignment period during the assignment period may be used to extend the Employee's assignment length for a period not exceeding (4) four weeks.

8. ADMINISTRATIVE FORMALITIES

8.1 Location

The living and work locations are defined in the Letter of Understanding. However, the Employee may be required to travel within the site locations or to various other countries as may be deemed necessary to carry out his duties. Conditions of travel within the site locations or to other locations as part of the work will be in accordance with Company policy unless otherwise specified.

Employee's initials	_
Employer Representative's initial	



8.2 Client Authorization

Where the client must authorize the appointment of the Employee to undertake the work defined in the Letter of Understanding, the contents of this document will come into force only on receipt of official authorization. Failure by the Company to obtain this authorization will result in the immediate cancellation of the assignment.

8.3 Air Transportation

Whenever air transportation is referred to in this document, the Employee will be provided with air transportation in accordance with SNC-Lavalin Inc.'s Employee Business Travel Policy or as established at the division level, for which the most economical air transportation will be provided. Air travel will also be subject to the airline's availability and the project's demands.

8.4 Medical Examinations (Drugs testing?)

8.5 Medical Evacuation

If an emergency evacuation is required, for a medical reason, steps will be taken to ensure that the patient, on advice from the resident doctor or at the division level as to its urgency, is provided with air transportation to an appropriate medical facility. All related costs will be borne by the Company, although the Company will accept no responsibility or liability for the results of the necessary interventions or treatments.

8.6 Termination of Assignment

8.6.1 Normal Termination Date

The date that coincides with the assignment duration as defined in the Letter of Understanding and taking into account travel time and final vacation.

Employee's initials	
Employer Representative's initials	



8.6.2 Company-initiated Termination

The Company may invoke early termination of the assignment at any time, and in this event the Employee will be eligible for payment of the following items on the basis of the following reasons:

Dismissal A)

In case of dismissal, permanent severing of the employment relationship at the employer's initiative, for cause for reasons related to the competence or behaviour of the Employee, the latter will be eligible for payment of the following items:

- Base salary and accrued vacation to the date of termination of assignment only;
- Air transportation costs, for the Employee and his dependents to point of origin;
- Demobilization costs will not be paid by the Company unless otherwise stated.

B) Layoff

The Company may invoke early termination of the assignment for any reason other than for cause as defined under "Dismissal" and without severing the employment relationship. In this event, the Employee will be eligible for payment of the following:

- Base salary, assignment premiums and allowances and accrued vacation to the date of early termination of the assignment;
- Air transportation costs, for the Employee and his dependents to point of origin;
- Demobilization costs;
- Lease-termination costs in the site locations;
- Education-expense allowance in full up to the completion of the nearest school term upon submission of reasonable evidence that out-of-pocket expenses were incurred as a result of advance payment of non-refundable tuition fees.

C) **Employee Illness**

The Company may request early termination of the assignment for illness that affects the Employee or one of his authorized dependents and is certified by the Company doctor when it is believed that termination is in the best interests of both the Company and the Employee.

The Employee shall be entitled to the same benefits as those received by employees terminated for the other reasons defined under "Layoff", and where termination is due to his health, the Employee will be covered by the Company disability and group insurance plan on the basis of the hourly rate and the standard work week in effect at point of origin.

Employee's initials	
Employer Representative a mutain	



8.6.3 Employee-initiated Termination

If the Employee resigns or requests early termination of his assignment for convenience, the Employee shall give a minimum of one (1) month's working notice and forfeit any right to future salary, assignment premiums and allowances contained in this document.

8.7 **Assignment Extension**

In the event that the Company wishes to extend the assignment, the Company shall give the Employee fifteen (15) days' notice before the expiration of the initial assignment and the Employee will have fifteen (15) days to accept the extension.

Where the assignment is extended, all the applicable assignment premiums, allowances and benefits defined in this document will continue and any adjustments required as a result of the Company's having extended the assignment will be indicated and will be paid in a lump sum payment.

8.8 Regulations

During his assignment, the Employee is requested to respect site safety and security regulations. In the case of non-compliance, the Company reserves the right to immediately terminate the assignment for cause.

8.9 Withholdings from wages

The Employee agrees that the Company may withhold from his wages, without any other prior notice, any amount that is owed by the Employee to the Company due to any overpayment or advance payment made by the Company for the benefit of the Employee within the context of this Assignment policy.

8.10 Interpretation

The attached Letter of Understanding and the contents of this document shall be governed and construed in accordance with the laws of Canada.

Employee's initials	
Employer Representative's initials	

Nalcor Energy-LCP Review of Average Per Hour Cost

	Total	A	verage
	To Date	Per	Hr. Rate
Fixed Fee - Section 4.2			
Hours	298,853.8		
Meals & Entertainment	\$ 1,236,483.73		
Other	\$ 4,801,992.60		
Total Assignment Conditions - Section 4.3.5	\$ 6,038,476.33	\$	20.21
Meals & Entertainment	\$ 6,826.37		
Other	\$ 121,557.24		
Total Business Travel - Section 4.3.6	\$ 128,383.61	\$	0.43 Note 1
Additional Rates - Section 4.3.7	\$ 65,857.58	\$	0.22

Note 1: Activity related to business travel is expected to increase as contracts are awarded and construction activities increases. For purpose of estimate, business cost per hr. has been revised to \$1.00/hour.

		or Energy - LCP		
		Service Estimate		
	Sen	sitivity Analysis		
_	000000000000000000000000000000000000000			
	DG3 Estimated cost for EPCM Services BASE:			403,781,424.90
he fo	ollowing Sensitivity analysis was completed:			
			Change from Base	
1	Increase in base salary rate of 10% resulted in revise	ed cost of:		425,988,263.2
	Increase in EPCM service cost of	5.50%		,,
	Dollar impact from estimated cost:		22,206,838.31	
_				120 221 005 4
2	Increase in estimated hours by 10% resulted in revis			439,221,905.4
	increase in EPCM service cost of:	8.78%	25 112 122 22	
_	Dollar impact from estimated cost:		35,440,480.59	
3	Increase in estimated hours by 20% resulted in revis	sed cost of:		474,662,386.0
115	Increase in EPCM service cost:	17.55%		
	Dollar impact from estimated cost:		70,880,961.17	
4	Increase in Construction Management Computer se	ndana		
4	from \$3 to \$7 resulted in a revised cost of:		400 164 705 1	
_	Increase in EPCM service cost of	1.00%		408,164,785.1
_	Dollar impact from estimated cost:	1.09%	4 202 200 20	
-	Dollar impact from estimated cost.		4,383,360.28	
5	Increase in Assignment cost by 10% resulted in revis	sed cost of:		406,296,295.04
	Increase in EPCM service cost of	0.62%		
	Dollar impact from estimated cost:		2,514,870.14	
_				
6	Increase in business travel from \$1/hr to \$1.50/hr re	esulted in		
	revised cost of:	0.150/		404,410,142.44
_	Increase in EPCM service cost of:	0.16%		
_	Dollar impact from estimated cost:		628,717.54	
7	Increase in local hires for construction management	from 5-10%		
	resulted in revised cost of:			401,273,158.63
	decrease in EPCM service cost of:	-0.62%		
	Dollar impact from estimated cost:		- 2,508,266.27	

					Nalcor Energy - LCP					
					lysis - EPCM Services D	G3 Estimate				
						Sensitivity Analysis				
EPCM Esti	mate - Overall Project	DG3 Estimate for	10% Increase in	Increase CM Computer	10% Increase in	\$0.50 Increase in	Increase in CM	10% Increase in Total	20% Increase in Total	
		EPCM Services	Base Rate	service to \$7.00	Assignment Cost	Business Travel Cost	local Hires to 10%	Estimated Hours	Estimated Hours	
Hours		1,556,288.87	1,556,288.87	1.556.288.87	1.556.288.87	1,556,288.87	1,556,288.87	1,682,032.38	1,807,775.89	
Tours		1,330,200.07	1,330,200.07	1,330,280.67	1,230,200.01	1,220,200.07	1,750,200.07	2,002,032.30	2,007,773.03	_
		20 720 727 72	20 720 757 77	20 720 757 72	20 720 767 77	20 720 767 77	20 720 767 77	22,404,671.29	24,079,574.81	_
ixed Fee		20,729,767.77	20,729,767.77	20,729,767.77	20,729,767.77	20,729,767.77	20,729,767.77			
Reimbursa	able Labour								,	
							A CONTRACTOR	- 1		
	Base Rate	86,013,975.43	93,024,484.54	86,018,458.23	86,018,458.23	86,018,458.23	86,018,458.23	93,024,484.54	100,030,510.84	
	Uplift	7,960,593.43	8,604,628.59	7,956,220.85	7,956,220.85	7,956,220.85	7,956,220.85	8,604,628.59	9,253,036.32	
	Payroll Burden	35,804,310.73	38,720,692.10	35,804,352.73	35,804,352.73	35,804,352.73	35,804,352.73	38,720,692.10	41,637,031.47	
	Office Overhead	44,198,603.96	44,198,603.96	44,198,603.96	44,198,603.96	44,198,603.96	44,198,603.96	47,769,719.57	51,340,835.17	
	Computer Services	11,170,734.45	11,170,582.22	11,170,582.22	11,170,582.22	11,170,582.22	11,170,582.22	12,078,450.34	12,986,318.46	
	Reproduction Services	3,032,394.96	3,032,394.96	3,032,394.96	3,032,394.96	3,032,394.96	3,032,394.96	3,278,852.24	3,525,309.51	
	Canadian Tax Equalization	.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		5,510,510	-,,	7,774,774	4	-		
	carrestant tay education									
A Commence	a di lai	31,187,177,77	31,187,177.77	31,187,177.77	33,702,047.91	31,187,177.77	31,187,177.77	33.702.047.91	36,216,918.06	_
Assignmen	nt Costs	31,187,177.77	31,107,17777	31,107,177.77	33,/02,047.91	31,107,117.77	51,107,177.77	33,702,047.91	30,210,918.00	
- 10										-
Office Ove	erhead Prepayment							*		_
								4.		
Office Faci	ilities & Services	3,427,200.00	3,427,200.00	3,427,200.00	3,427,200.00	3,427,200.00	3,427,200.00	3,427,200.00	3,427,200.00	
				-	3-					
Business T	ravel	1,385,818.68	1,385,818.68	1,385,818.68	1,385,818.68	2,014,536.22	1,385,818.68	1,511,562.19	1,637,305.70	
				*				4		
Additional	Rates	583,357.58	583,357.58	583,357.58	583,357.58	583,357.58	583,357.58	583,357.58	583,357.58	
			- A		-			-	-	
Total		245,493,934.77	256,064,708.17	245,493,934.77	248,008,804.91	246,122,652.30	245,493,934.77	265,105,666.34	284,717,397.91	
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		_						4		_
		_								-
		1 005 040 07	4 005 040 07	1,095,840.07	1,095,840.07	FO 040 700 A	4 005 040 07	1 205 424.00	1,315,008.08	-
		1,095,840.07	1.095.840.07		1.095.840.07	1,095,840.07	1,095,840.07	1,205,424.08	1,315,008.08	
10uts		200000000000000000000000000000000000000		2,555,010.07	ingerage inter				313111111111	
		14,596,589.72	14,596,589.72	14,596,589.72	14,596,589.72	14,596,589.72	14,596,589.72	16,056,248.69	17,515,907.66	
Fixed Fee			14,596,589.72			14,596,589.72	14,596,589.72	COST CONTRACTOR OF THE PARTY OF		
Fixed Fee	able Labour		14,596,589.72			14,596,589.72	14,596,589.72	16,056,248.69		
Fixed Fee	sble Labour		14,596,589.72			14,596,589.72	14,596,589.72	16,056,248.69	17,515,907.66	
Fixed Fee	able Labour Base Rate		14,596,589.72 67,162,376.56			14,596,589.72 61,056,705.97	14,596,589.72 61,056,705.97	16,056,248.69	17,515,907.66	
Fixed Fee		14,596,589.72		14,596,589.72	14,596,589.72			16,056,248.69	17,515,907.66	
Fixed Fee	Base Rate Project Uplift	14,596,589.72 61,056,705.97 8,700,580.60	67,162,376.56 9,570,638.66	14,596,589.72 61,056,705.97 8,700,580.60	14,596,589.72 61,056,705.97 8,700,580.60	61,056,705.97 8,700,580.60	61,056,705.97 8,242,655.31	16,056,248.69 67,162,376.56 9,570,638.66	73,268,047.16 10,440,696.72	
Fixed Fee	Base Rate Project Uplift Remote location uplift	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07	67,162,376.56 9,570,638.66 6,380,425.77	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07	61,056,705.97 8,700,580.60 5,800,387.07	61,056,705.97 8,242,655.31 5,495,103.54	16,056,248.69 67,162,376.56 9,570,638.66 6,380,425.77	73,268,047.16 10,440,696.72 6,960,464.48	
Fixed Fee	Base Rate Project Uplift Remote location uplift Additional hours Uplift	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60	67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60	61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60	61,056,705.97 8,242,655.31 5,495,103.54 8,242,655.31	16,056,248.69 67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66	73,268,047.16 10,440,696.72 6,960,464.48 10,440,696.72	
Fixed Fee	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86	67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86	61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86	61,056,705.97 8,242,655.31 5,495,103.54 8,242,655.31 31,637,142.76	16,056,248.69 67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35	73,268,047.16 10,440,696.72 6,960,464.48 10,440,696.72 38,522,873.84	
Fixed Fee	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13	67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35 8,427,010.13	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13	61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13	61,056,705.97 8,242,655.31 5,495,103.54 8,242,655.31 31,637,142.76 8,427,010.13	16,056,248.69 67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35 9,269,711.14	73,268,047.16 10,440,696.72 6,960,464.48 10,440,696.72 38,522,873.84 10,112,412.16	
Fixed Fee	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21	67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86	61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86	61,056,705.97 8,242,655.31 5,495,103.54 8,242,655.31 31,637,142.76	16,056,248.69 67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35	73,268,047.16 10,440,696.72 6,960,464.48 10,440,696.72 38,522,873.84	
Fixed Fee	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21	67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35 8,427,010.13 3,287,520.21	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 7,670,880.48	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21	61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21	61,056,705.97 8,242,655.31 5,495,103.54 8,242,655.31 31,637,142.76 8,427,010.13 3,287,520.21	16,056,248.69 67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35 9,269,711.14 3,616,272.23	73,268,047.16 10,440,696.72 6,960,464.48 10,440,696.72 38,522,873.84 10,112,412.16 3,945,024.25	
Fixed Fee	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21	67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35 8,427,010.13	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13	61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13	61,056,705.97 8,242,655.31 5,495,103.54 8,242,655.31 31,637,142.76 8,427,010.13	16,056,248.69 67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35 9,269,711.14	73,268,047.16 10,440,696.72 6,960,464.48 10,440,696.72 38,522,873.84 10,112,412.16	
Fixed Fee	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21	67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35 8,427,010.13 3,287,520.21	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 7,670,880.48	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21	61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21	61,056,705.97 8,242,655.31 5,495,103.54 8,242,655.31 31,637,142.76 8,427,010.13 3,287,520.21	16,056,248.69 67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35 9,269,711.14 3,616,272.23	73,268,047.16 10,440,696.72 6,960,464.48 10,440,696.72 38,522,873.84 10,112,412.16 3,945,024.25	
Fixed Fee	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21	67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35 8,427,010.13 3,287,520.21	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 7,670,880.48	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21	61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21	61,056,705.97 8,242,655.31 5,495,103.54 8,242,655.31 31,637,142.76 8,427,010.13 3,287,520.21	16,056,248.69 67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35 9,269,711.14 3,616,272.23	73,268,047.16 10,440,696.72 6,960,464.48 10,440,696.72 38,522,873.84 10,112,412.16 3,945,024.25	
Fixed Fee	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21	67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35 8,427,010.13 3,287,520.21	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 7,670,880.48	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21	61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21	61,056,705.97 8,242,655.31 5,495,103.54 8,242,655.31 31,637,142.76 8,427,010.13 3,287,520.21	16,056,248.69 67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35 9,269,711.14 3,616,272.23	73,268,047.16 10,440,696.72 6,960,464.48 10,440,696.72 38,522,873.84 10,112,412.16 3,945,024.25	
Fixed Fee	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin)	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21	67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35 8,427,010.13 3,287,520.21	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 7,670,880.48	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21	61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21	61,056,705.97 8,242,655.31 5,495,103.54 8,242,655.31 31,637,142.76 8,427,010.13 3,287,520.21	16,056,248.69 67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35 9,269,711.14 3,616,272.23	73,268,047.16 10,440,696.72 6,960,464.48 10,440,696.72 38,522,873.84 10,112,412.16 3,945,024.25	
Fixed Fee	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin) Meals and Camp Costs (Per Day)	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21	67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35 8,427,010.13 3,287,520.21	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 7,670,880.48	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21	61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21	61,056,705.97 8,242,655.31 5,495,103.54 8,242,655.31 31,637,142.76 8,427,010.13 3,287,520.21	16,056,248.69 67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35 9,269,711.14 3,616,272.23	73,268,047.16 10,440,696.72 6,960,464.48 10,440,696.72 38,522,873.84 10,112,412.16 3,945,024.25	
Fixed Fee	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel (To & From Point Of Origin)	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21 6,246,288.39	67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35 8,427,010.13 3,287,520.21 6,246,288.39 9,369,432.59	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 7,670,880.48	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21 6,246,288.39 9,369,432.59	61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21 6,246,288.39 9,369,432.59	61,056,705.97 8,242,655.31 5,495,103.54 8,242,655.31 31,637,142.76 8,427,010.13 3,287,520.21 5,917,536.37	16,056,248.69 67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35 9,269,711.14 3,616,272.23 6,870,917.23	73,268,047.16 10,440,696.72 6,960,464.48 10,440,696.72 38,522,873.84 10,112,412.16 3,945,024.25 7,495,546.07	
Fixed Fee	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin) Meals and Camp Costs (Per Day)	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21 6,246,288.39	67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35 8,427,010.13 3,287,520.21 6,246,288.39 9,369,432.59	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 7,670,880.48	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21 6,246,288.39 9,369,432.59	61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21 6,246,288.39 9,369,432.59	61,056,705.97 8,242,655.31 5,495,103.54 8,242,655.31 31,637,142.76 8,427,010.13 3,287,520.21 5,917,536.37	16,056,248.69 67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35 9,269,711.14 3,616,272.23 6,870,917.23	73,268,047.16 10,440,696.72 6,960,464.48 10,440,696.72 38,522,873.84 10,112,412.16 3,945,024.25 7,495,546.07	
Fixed Fee	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin) Meals and Camp Costs (Per Day)	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21 6,246,288.39 9,369,432.59	67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35 8,427,010.13 3,287,520.21 6,246,288.39	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 7,670,880.48 6,246,288.39 9,369,432.59	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21 6,246,288.39 9,369,432.59	61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21 6,246,288.39 9,369,432.59	61,056,705.97 8,242,655.31 5,495,103.54 8,242,655.31 31,637,142.76 8,427,010.13 3,287,520.21 5,917,536.37 8,876,304.56	16,056,248.69 67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35 9,269,711.14 3,616,272.23 10,306,375.85	73,268,047.16 10,440,696.72 6,960,464.48 10,440,696.72 38,522,873.84 10,112,412.16 3,945,024.25 7,495,546.07	
Fixed Fee	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin) Meals and Camp Costs (Per Day)	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21 6,246,288.39	67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35 8,427,010.13 3,287,520.21 6,246,288.39 9,369,432.59	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 7,670,880.48	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21 6,246,288.39 9,369,432.59	61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21 6,246,288.39 9,369,432.59	61,056,705.97 8,242,655.31 5,495,103.54 8,242,655.31 31,637,142.76 8,427,010.13 3,287,520.21 5,917,536.37	16,056,248.69 67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35 9,269,711.14 3,616,272.23 10,306,375.85	73,268,047.16 10,440,696.72 6,960,464.48 10,440,696.72 38,522,873.84 10,112,412.16 3,945,024.25 7,495,546.07	
Hours Fixed Fee Reimbursa Total	Base Rate Project Uplift Remote location uplift Additional hours Uplift Payroll Burden Office Overhead Computer Services Reproduction Services Canadian Tax Equalization Rest and Recupertion Travel (To & From Point Of Origin) Travel time (To & From Point Of Origin) Meals and Camp Costs (Per Day)	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21 6,246,288.39 9,369,432.59	67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35 8,427,010.13 3,287,520.21 6,246,288.39	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 7,670,880.48 6,246,288.39 9,369,432.59	14,596,589.72 61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21 6,246,288.39 9,369,432.59	61,056,705.97 8,700,580.60 5,800,387.07 8,700,580.60 32,102,394.86 8,427,010.13 3,287,520.21 6,246,288.39 9,369,432.59	61,056,705.97 8,242,655.31 5,495,103.54 8,242,655.31 31,637,142.76 8,427,010.13 3,287,520.21 5,917,536.37 8,876,304.56	16,056,248.69 67,162,376.56 9,570,638.66 6,380,425.77 9,570,638.66 35,312,634.35 9,269,711.14 3,616,272.23 10,306,375.85	73,268,047.16 10,440,696.72 6,960,464.48 10,440,696.72 38,522,873.84 10,112,412.16 3,945,024.25 7,495,546.07	

Nalcor Energy - LCP Review of SLI 2011/2012 Rates 05-June-2012

Purpose: To review actual percent increase of base rate and uplift related to 2012 approved salary increases.

Average rates experienced in SLI monthly invoices:

December 2011	53.86	4.70	58.56
November 2011	53.37	4.79	58.16
October 2011	54.64	4.81	59.45
	Base Rate	Uplift	Combined Rate

Base Rate	Uplift	Combined Rate
54.73	4.86	59.59
54.19	5.18	59.37
55.74	5.33	61.07
54.45	5.44	59.89
54.78	5.20	59.98
1.52%	9.14%	2.14%
	54.73 54.19 55.74 54.45	54.73 4.86 54.19 5.18 55.74 5.33 54.45 5.44 54.78 5.20

Per 2012 Salary Review Sheet

Active PAA's at 29-December-2011

	Percent increase		2.84%	2.97%	2.85%
Average PAA rates approv	ved for 2012		55.07	4.16	59.23
Average PAA rates approved for 2011			53.55	4.04	57.59
		Base	Upli	ft Comb	oined Rate

Conclusion: Average rate increase per 2012 salary review is 0.71% higher than average actual cost increase from 2011 to 2012 for January - April period.

Nalcor Energy - LCP 21-Mar-2012 Billable Hours, Rates and salary cost by PAA

		April 12, 2012			
PAA no New	Position	Name	Current Month Hours	Uplift?	
122401.0.R2	Administrative Assistant (Hydro)	Harnum, Charlene	21.5	15%	1.00
122402.0.R0	Administrative Assistant	Leroux, Trina	152	0%	-
133001.0.R0	Area Manager - Powerhouse	Turcotte, Luc	500	15%	1.00
133003.0.R0	Area Manager - Dams and Spillway	Maeyens, Michel	456	15%	1.00
133004.1.R1	Area Manager, Infrastructure	Piercey, Wallace	167	0%	*
143000.0.R2	Engineering Manager, Hydro Plant	Turcotte, Luc	-373	15%	1.00
143000.1.R0	Engineering Manager, Hydro	Snyder, Gregory	200	15%	1.00
144101.0.R1	Lead Engineer - Access Roads & Infrastructure	McCarthy, Terence P.	190	0%	
144102.0.R1	Civil Engineer - Infrastructure	Clarke, Albert	168	0%	-
144103.1.R1	Lead Engineer Structural	Bouzaiene, Hafid	198	15%	1.00
144104.0.R2	Civil-Structural Concrete Engineer	Smith, Todd	135	15%	1.00
144105.0.R4	Senior Civil Engineer - Campsite Utilities	McArthur, Elaine D.	2	0%	-
144109.1.R1	Senior Civil Engineer	Rahman, Fazal	182	15%	1.00
144110.0.R0	Senior Civil Engineer - Structural	Tucker, Bill	296	0%	
144111.0.R2	Senior Civil Engineer	Guibane, Faisal	250	15%	1.00
144115.0.R1	Package Engineer - Site Services	Clarke, Peter	120	15%	1.00
144116.0.R4	Package Engineer - Spillway	Gagnon, Jean	188	15%	1.00
144501.0.R1	Lead Mechanical Engineer	Koob, Randolph, D.	238	15%	1.00
144503.0.R5	Turbine Specialist	D'Arcy, Jean-Marc	208.5	0%	1.00
144504.1.R1	Intermediate Mechanical Engineer	Lacoste, Alexandra	151	15%	1.00
144506.0.R1	Junior Mechanical Engineer - Heavy Mechanical	Ciorei, Emanuel	200	15%	1.00
and the state of t	Mechanical Engineer - Auxiliaries		162.5	15%	1.00
144507.0.R1	Mechanical Engineer - Adxiliaries Mechanical Engineer - Campsite Utilities	Landry, Martin	116		1.00
144508.0.R2		Penney, Scott	196	15%	
144701.0.R1	Lead Engineer, Electrical	Sanlian, Robert Caldwell, William	160	15%	1,00
144702.0.R0	Sr. Electrical Engineer - Major Equipment	CA PERSON AND STREET		0%	4.00
144703.0.R2	Electrical Engineer - Auxiliary Systems	Jaremko, Victor K.	155	15%	1.00
144704.0.R1	Electrical Engineer	Meer, Nazulum Alam	200	15%	1.00
144705.0.R2	Electrical Engineer - Control & Protection	Gagnon, Antoine	195	15%	1.00
144710.0.R1	Senior Electrical Technician	Noseworthy, Robert A.	160	0%	
144F01.0.R1	Lead Forest Engineer	Evans, William H.	142.5	0%	
144G01.0.R1	Lead Engineer Geology/ Geotechnical	Maeyens, Michel	-348	15%	1.00
144G01.1.R0	Senior Geotechnical Engineer	Lemieux, Raynald	290	15%	1.00
144G02.0.R1	Senior Geotechnical Engineer	Lemieux, Raynald	-132	0%	*
144G03.0.R1	Geotechnical Engineer	Ceballos, Alvaro Frederico	98	15%	1.00
144G04.0.R1	Geotechnical Specialist	Daiyan, Nasser	160	0%	*
144H01.0.R1	Sr. Hydraulics Engineer	Damov, Daniel	190	15%	1.00
144H02.0.R1	Inter. Hydraulics Engineer	Patarroyo, Javier	196	15%	1.00
144H03.0.R3	Junior Engineer	Warren, Stephanie	145.5	15%	1.00
144J02.0.R3	Geologist	El-Bensi, Abdellah	186	15%	1.00
14AT03.0.R2	Architectural Technician	Colbourne, Lorenda	152	15%	1.00
14CT01.0.R1	Lead Technician (Civil)	Decarie, Guy	246	15%	1.00
14CT02.0.R1	CADD Technician - Infrastructure	Siegfriedt, Craig R.	162	0%	
14CT03.0.R0	CADD Technician - Infrastructure	Butt, Shawn	172	0%	-
14CT06.0.R1	Senior Civil Techinician/Checker	Kiyon, Walter	205	15%	1.00
14CT07.1.R1	Civil Technician - 3D Model	Corriveau, Patrice	199	1.5%	1.00
14CT09.0.R1	Civil Technician - 3D Model	Petit, Patrick	167.5	15%	1,00
14CT11.0.R2	Senior Structural Designer	Camplin, Stephen	156	15%	1.00

Nalcor Energy - LCP 21-Mar-2012 Billable Hours, Rates and salary cost by PAA

April 12, 2012							
PAA no New	Position	Name	Current Month Hours	Uplift?			
14CT12.0.R1	Senior Structural Designer	McCarthy, Charles G.	160	0%			
14CT14.0.R0	Engineering Tech/Designer	Kennedy, Wallace	116	0%			
14CT15.0.R2	CADD Draftsperson	Jones, Lisa	154.5	0%			
14CT16.0.R3	CADD Operator	Head, Ashley	118	15%	1.00		
14CT17.0.R0	Civil CAD Technician	Lee, Josh	76	0%			
14CT18.0.R0	Civil Technician - Concrete/Reinforcing Fromwork	Courage, Craig	75	0%	2		
14CT21.0.R0	Civil Technician - Structural Steel Miscelleneous	Murphy, William	16	0%			
14ET03.0.R1	Electrical Technician Catia	Hemandez, Vicente	190	15%	1.00		
14ET04.0.R1	Electrical CADD Operator	Sheppard, Timothy	150	0%	1100		
14MT04.0.R1	Mechanical Technician - 3D Model	Martin, Frederic	147.5	15%	1.00		
14MT05.0.R1	Mechanical Technician	Giguere, Laval	191	15%	1.00		
14MT07.0.R0	Mechanical Technologist	Smith, Justin	152	0%	1.00		
14MT09.0.R2	Mechanical Technician - Catia Operator	Beazley, Curtis	64	15%	1,00		
14ST03.0.R1	PST - Senior Geologist	De Courval, Pierre	30	0%	1.00		
	PST - Geotechnical Specialist	Rattue, Anthony D.	39	0%			
14ST05.0.R2			61.5	0%			
14ST16.0.R0	PST-Vice President Engineering	Couturier, Francois Couturier, Francois	7.5	0%			
14ST16.0.R0	PST-Vice President Engineering		125				
14ST17.0.R0	PST - Civil Structural FEA Specialist	Mousseau, Sebastien	158	0%			
14ST23.0.R2	PST - Senior Construction Planner	Stanton, Lee	48	0%			
14ST24.0.R0	PST - Hydro - Construction Management	Kozlowski, Andrew	34	0%			
14ST25.0.R0	PST - Hydro - Construction Management	Verbeek, Willem		0%			
14ST27.0.R1	PST - Construction Specialist	Gauthier, Gilles	20	0%			
14ST27.0.R2	PST - Construction Specialist	Gauthier, Gilles	9.5	0%	-		
14ST29.0.R2	PST - Estimator	Daubersmith, Jim	6	0%	4		
14ST31.0.R0	PST - Geotechnical Expert	Dell, Anthony	16	0%			
14ST32.0.R0	Lead Engineer, Hydraulics	Tremblay, Michel	12	0%			
14ST36.0.R0	PST - Civil Structural FEA Analyst	Gdela, Katarzyna	41.5	0%			
14ST37.0.R0	PST - Civil Structural FEA Analyst	Stefan, Lucian	82.5	0%			
14ST38.0.R0	PST - Civil Structural Engineer Senior	Parent, Pierre	9.5	0%	*		
14ST39.0.R0	PST - Structural Draftsman Senior	Samson, Daniel	13.5	0%			
14ST41.0.R0	PST -Structural Engineering Specialist	Chapdelaine, Martin	2	0%			
166000.0.R1	Hydro Plant Construction Manager	Savard, Gervais	200	15%	1.00		
333000.0.R1	Project Manager, DC Specialties	Chausse, Luc	173	15%	1.00		
333002.0.R0	Area Manager - DC Converter	Connacher, Stuart	196	15%	1.00		
333101.0.R1	Administrative Assistant (DC Specialties)	Roper, Stephanie	48	0%	1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 -		
33ST01.0.R0	PST - Administrative Assistant	Burgon Roberts, Stephanie	71	0%			
344000.0.R4	Engineering Manager, HVDC	Sud, Satish	184	15%	1.00		
344103.0.R0	Senior Engineer Civil Works-Converter and Substations	Wadhwa, Ramendra S	107	0%	1.4		
344701.0.R0	Lead Engineer - Converter Stations & Switchyard	Drouin, Jacques	200	15%	1.00		
344702.0.R2	Engineer, Converter & Substation	Vyas, Ashokkumar	190	15%	1.00		
344703.0.R2	Sr. Engineer - Substation Design	Ascencio-Untiveros, Ovidio Jua	150	15%	1.00		
344704.0.R1	Package Engineer - HVAC Lines	Rao, Ananth	20	15%	1.00		
344704.0.R2	HVDC System Engineer	Ochoa Jimenez, Ismael Adolfo	200	15%	1.00		
344705.0.R1	Engineer, Converter & Substation	Dev, Daljit	200	15%	1.00		
344801.0.R2	Lead Engineer - Control & Protection	Quijada Arevalo, Dimka Ricardo	198	15%	1.00		
344802.0.R0	Senior Engineer Control and Protection	Walsh, A. Christopher	40	0%			
344102.0.R1	Lead Civil Engineer - DC Specialties	Villaraza, Tony	200	15%	1.00		

Nalcor Energy - LCP
21-Mar-2012 Billable Hours, Rates and salary cost by PAA
April 12, 2012

PAA no New	Position	Name	Current Month Hours	Uplift?	
344C01.0.R0	Lead Eng. Telecommunications	Diaz, William	210	15%	1.00
344C02.0.R2	Telecommunications - Sr. Engineer	Pitt, Claude-Olivier	195	15%	1.00
344103.0.R1	Electrical CADD Draftsperson	Russell, Chris	160	0%	1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 -
344104.0.R1	CAD Technician - Substation & Converter	Walsh, J. Gary	156	15%	1.00
34ST01.0.R1	PST - Lead Engineer, Power System	Anderson, Peter C.	99.5	D%	
34ST02.0.R1	PST - System Study Engineer	El-Chehaly, Mohamed	80.5	0%	
34ST05.0.R0	PST - Lead Engineer - HDVC System Integration	Atmuri, Rao	137.5	0%	Total end
34ST10.0.R1	PST - Construction Manager - DC Specialties	Mailhot, Real	8	0%	7.4
34ST12.0.R0	PST - Area Management Specialist	Rodriguez, Francis	120	0%	1
44ST07.0.R2	PST - Senior Eng. Geologist	Miles, Calvin	11.5	0%	
433000.0.R3	Project Manager, Transmission	Hussain, Afzal	200	15%	1.00
433001.0.R2	Area Manager AC Lines	Kandaswamy, Saravana-Kumar	197	15%	1.00
433002.0.R0	Area Manager HVDC Line NL	Healey, Keenan	190	15%	1.00
433103.0.R2	Senior Administrative Assistant (Transmission)	Wilson, Sherry	152	0%	
434001.2.R0	Student - Civil Package	Shaffer, Aaron J	155	0%	
4344.0.R0	Intermediate GIS Specialist	Roberts, Stephen	144	0%	
444000.0.R1	Engineering Manager, Transmission	Saltan, Gokhan	193	15%	1.00
444309.0.R3	Lead Engineer Towers & Foundations, Transmission	Belanger, Michel D.	188	15%	1.00
444310.0.R2	Junior Civil Engineer - Tower Design	Kabore, Ines Fabienne	172	15%	1.00
444103.0.R2	Intermediate Civil Engineer - Foundations	Tan, Zheng	204	15%	1.00
444105.0.R1	Junior Civil Engineer - Transmission Towers	Syed, Shad	190	15%	1.00
444303.0.R1	Discipline Engineer - Tower Design	Kadric, Muhamed	177	15%	1.00
444304.0.R1	Intermediate Engineer - Tower Design	Yahiaoui, Adballah	150	15%	1.00
444305.0.R1	Junior Civil Engineer - Foundations	Coombes, Colin	132	0%	1.00
444306.0.R1	Senior CADD Operator	Adogli, Tony	150	15%	1.00
444307.0.R1	Design Technician - Tower Design	Zessi Nana Pessendjo, Olivier	150	15%	1.00
444308.0.R1	Design Technician/Drafter	Villalobos, Marcelo	150	15%	1.00
444701.0.R1	Lead Engineer - Transmission Lines	Bakhshi, Hamidreza	200	15%	1.00
444704.0.R1	Intermediate Transmission Line Engineer	Aybars, Baris	160	15%	1.00
444705.0.R1	Junior Transmisison Line Engineer	Ore Chavez, Felix Damien	158	15%	1.00
444706.0.R1	Transmission Line Designer	Hodzic, Senad	190	15%	1.00
444707.0.H1	Senior Transmisison Line Engineer	Meziane, Mourad Baghdad	149	15%	1.00
444709.0.R1	Junior Transmisison Line Engineer	Zambrano, Guillermo J.	192	15%	1.00
444710.0.R1	Intermediate Electrical Engineer - Transmission Lines	Bunka, TJ	100	15%	1.00
444711.0.R1	Materials Specification Specialist - Transmission Lines	Mehr, Jaleh	70	15%	1.00
444712.0.R1	Junior Transmisison Line Engineer	Chen, Xian Da	184	15%	1.00
444713.0.R1	Junior Flatismisson Line Engineer Junior Electrical Engineer - Transmission Lines	Islam, Sheikh M.	124	0%	1.00
			70		
444F01.0.R2	Senior Forest Engineer	Tremblay, Martin	200	0%	
444G09.0.R5	Senior Geomatics Engineer	Shenoy, Shiva	144	15%	1.00
444I01.0.R1	Junior Technician - Towers & Foundation Design	Sooley, Tyler		D%	-
444I02.1.R0	Junior CAD Operator	Porter, Andrew	101.5	0%	
444103.0.R0	Junior CADD Operator	Finn, Catherine	149.5	0%	4.00
444104.0.R1	Senior CADD Operator/Design Technician	Michaud, Martine	156	15%	1.00
44ST04.0.R1	PST - Senior Line Design Engineer	Schell, Joseph P.	97.5	0%	
464000.0.R0	Senior Line Routing Engineer - Transmission Lines	Almanza, Dario	49	15%	1.00
464000.0.R1	Senior Line Routing Engineer - Transmission Lines	Almanza, Dario	123	15%	1,00
466000.1.R1	Construction Manager, Transmission	Daneau, Claude	200	15%	1.00



Nalcor Energy - LCP 21-Mar-2012 Billable Hours, Rates and salary cost by PAA April 12, 2012

1			Current		
PAA no New	Position	Name	Month Hours	Uplift?	
466104.0.R1	Constructability Coordinator	Gordon, Terry	145	15%	1.00
466105.0.R2	Forest Technician	Arseneau, Gilles	70	0%	
466105.0.R3	Forest Technician	Arseneau, Gilles	50	0%	90.7
466107.0.R2	Forest Engineer	Plante, Julie	70	0%	Complete the control of the control
5108.0.R0	Senior Contracts Administrator	Adamcyk, Ronald	180	15%	1.00
922500.1.R1	Human Resources Manager	Gillis, Josephine	144	0%	.277
922501.0.R1	HR Advisor	Chaytor, Shelley	160	0%	4
922502.2.R1	Senior Recruiter	Gelinas, Sylvain	194	15%	1.00
922J00.0.R0	Risk Manager	Raydugin, Yuri	129	0%	44
933000.3.R1	General Project Manager	Bechard, Normand	199	15%	1.00
933001.0.R1	Deputy Project Manager	Gillis, Nicholas	113	0%	
933002.0.R1	Cost Engineer - Hydro	Fernandez, Carlos	200	15%	1,00
933101.1.R1	Senior Administrative Assistant (Proj. Sec)	Ryder, Wanda C.	181.5	0%	
933102.2.R0	Receptionist	Cook, Jillian	64	0%	
933104.1.R2	Senior Administrative Assistant	Hoskins, Nadine	154	15%	1.00
933200.0.R0	Lead Planner	Ades, Michael	111	0%	7
933203.2.R0	Planner/Scheduler - General	Trainor, Dawn	152	0%	7-1-1
933204.0.R1	Planner	Honari, Siavosh	187	15%	1.00
933301.0.R1	Lead Estimator - Hydro	Lemay, Paul	195	15%	1.00
933303.0.R3	Estimator - Hydro	Villela Marin, Jose Felix	211	15%	1.00
933305.0.R1	Estimating Technician	Dubey, Bhasker	272	15%	1.00
933307.0.R1	Estimation Coordinator	Tremblay, Jean-Daniel	30	15%	1.00
933307.0.R2	Estimation Coordinator	Tremblay, Jean-Daniel	127	15%	1.00
933308.1.R2	Cost Estimator - Transmission Lines	Mongrain, Normand	150	15%	1.00
933401.1.R2	Lead Cost Controller - TL & DC Specialties	Chehab, Georges	200	15%	1.00
933402.0.R0	Cost Engineer - Hydro	Hawkins, Jill	149	0%	
933404.0.R1	Cost Engineer - TL & DC Specialties	Brahmbhatt, Hema	200	15%	1.00
933405.0.R0	Project Controls Support	Lush, Vicki	112	0%	
933500.0.R1	Manager - Office Services & Administration	Colbourne, Brian	152	0%	
933501.0.R1	Project Accountant	Dominic, Mark	160	0%	4-
933503.0.R0	Cost Analyst	Squires, Susan	140.5	0%	16.7
933504.0.R1	Accounts Payable Specialist	Dawe, Renee	160	0%	6 11
933600.0.R1	PM+ Manager	Haggag, Tarek	198	15%	1.00
933700.0.R1	Document Control Manager	Drover, Jacqueline R.	149.5	0%	
933701.0.R2	Document Controller	Chaplin-Stockley, Lynn	112	15%	1.00
933702.0.R0	Document Controller Hydro	Nippard, Krista	37.5	0%	
933703.0.R1	Document Controller- TL and DC Specialties	Antle, Joan	160	0%	
933704.1.R2	Document Controller	Ait Ouferoukh, Mouloud	134.5	15%	1.00
933800.0.R0	QA Manager	Morrison, Ken	200	0%	
933802.0.R1	QA Coordinator	Coll, Gilbert	222	15%	1.00
933901.0.R3	Project Services Secretary	Walsh, Theresa	141	15%	1.00
933I01.0.R1	Interface Coordinator	Kavanagh, Adam	168.5	0%	
934E00.0.R1	Environmental Manager	Dominie, Kenneth	156	0%	1000
934E01.0.R2	Environmental Coordinator	Wawrzkow, Michel	141	15%	1.00
934E02.0.R2	Permits Coordinator	Trowbridge, Krista	141.5	15%	1.00
934E04.0.R3	Environmental Professional	Healey, Andrea	152	15%	1,00
934E05.1.R0	Environmental Professional	Mcnutt, David	157	0%	

	21-	Nalcor Energy - LCP Mar-2012 Billable Hours, Rates and salar	v cost by PA	Α-		
		April 12, 2012	,			
PAA no New	Position	Name	Current Month Hours	Uplift?		
934E07.0.R2	Environmental Engineer	Reid, Lesley A.	139	15%	1.00	
936600.0.R1	Labour Relations Manager	Hynes, Hilary	136	0%		
936601.0.R1	Labour Relations Adviser	Alcock, William	72	0%		
936602.0.R1	Labour Relations Specialist	McGrath, John	21.5	0%		
936801.0.R2	Health & Safety Specialist - Hydro	Lee, Sean	180	.0%		
936802.0.R3	Safety Specialist - TL & DC Specialties	Walker, Randal G.	190	15%	1.00	
939000.0.R2	Information Systems Manager	Cumming, Ricardo	154	15%	1.00	
939002.0.R1	IT Administrator/Tech Support - St. John's	Janes, Blair	164.5	0%	100	
939003.0.R1	IT Support Technician - St. John's	Pearcey, Andre	162.5	0%		
93ST01.0.R2	PST - GIS Professional	Keough, Karl	8	0%		
93ST01.0.R3	PST - GIS Professional	Keough, Karl	128	0%		
93ST02.1.R3	PST - Project Controls Manager (Interim)	Berjaoui, Mahmoud	193	15%	1.00	
93ST04.0.R2	PST - Sr. Environmental Design Engineer	Haley, David S.	29.5	0%	7,00	
93ST06.0.R0	PST - PM+ Specialist	Jabbour, Joseph	15.5	0%		
93ST08.0.R0	PST- Planner/scheduler Senior	Brochu, Lucien	30	0%		
952401.0.R0	Administrative Assistant	Rumsey, Lesley	148	0%		
952402.0.R0	Administrative Assistant	McGrath, Ashley	152	0%		
955000.0.R0	Procurement Manager	Over, Ed	200	15%	1.00	
955100.0.R2	Contracts Manager	Landreville, Michel	176	15%	1.00	
955101.0.R1	Junior Contract Administrator/Contracts Coordinator	Grant, Joselyn	144	0%	7,000	
955102.1.R0	Contracts Administrator - Hydro	Mullen, Stephen	200	15%	1.00	
955103.0.R0	Senior Contracts Administrator - Major Packages	Marsan, Sylvain	188	15%	1.00	
955104.0.R0	Senior Contracts Administrator	Roche, Stella	170	0%	100	
955105.0.R1	Contracts Administrator - DC Specialties	Tremblay, Line	160	15%	1.00	
955106.0.R1	Contracts Administrator	Woodmass, Christopher R.	155	15%	1.00	
933402.0.R0	Contracts Administrator	Cullihal, Lisa	90	0%		
955200.1.R0	Purchasing Manager	Tousignant, Daniel	158	15%	1.00	
955201.0.R1	Senior Buyer	O'Keefe, Kenneth M.	188	15%	1.00	
955202.0.R1	Buyer - Transmission Lines	Cuisinier-Raynal, Fabien	100	15%	1.00	
955204.0.R1	Senior Buyer	Stevens, Hartfield	200	15%	1.00	
955205.1.R1	Junior Buyer/Purchasing Coordinator	Crosbie, Shauna	152	0%		
5ST03.0.R0	PST - Procurement Specialist	Pichet, Pierre	12.5	0%		
5ST04.0.R0	PST - Support / Start Up and Implementation Specialist	Marois, Cynthia	21	0%		
		TOTAL	30,244.50			
					Average Base Rate - N	
		Current split between Local and non-local	hires:			
		Staff with 15% Project Uplift	117.00			
		Satff with 0% Project Uplift	104.00			
		Total Staff	221.00			

Α	+	С	=	Т			
11,120,000	+	С	=	25,570,377			
С	=	25,570,377		11,120,000			
С	=	14,450,377					
		508816.09					
A =	(Stage 1 & 2 hours * 28.40) + 1,180,000						
	(350,000 * 28.40) + 1,180,000						
	11,120,000						
T =:	(Stage 1 & 2 hours * 28.40) + (Est Stage 3 hours *						
	(350,000 * 28.40) + (550,365.40 * 28.40)						
	9,940,000 + 15,630,377						
	25,570,377						