

**From:** [Tim Calver](#)  
**To:** [Sam Wolyniec](#); [Emiliano Mancini](#)  
**Cc:** [Thieu Hue Lam](#); [Richard Noble](#)  
**Subject:** RE: Still little meaningful data from Nalcor  
**Date:** Friday, January 22, 2016 6:55:58 AM  
**Attachments:** [RE Data room progress.msg](#)

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All, see the attached exchange with Steve.

I've asked for a clear commitment of what we will get today, with threat of escalation to the Govt – David Steele has teed this up with an informal chat yesterday.

Please watch out for any requests for calls from Nalcor so we can keep the pace from our side.

Tim

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**From:** Sam Wolyniec  
**Sent:** Friday, January 22, 2016 10:04 AM  
**To:** Tim Calver; Emiliano Mancini  
**Cc:** Thieu Hue Lam; Richard Noble  
**Subject:** RE: Still little meaningful data from Nalcor

Agree this is an issue.

Re: the metrics data, we were sufficiently clear that a phone meeting needed to happen today to confirm any potential roadblocks & ensure we have data before the weekend.

Re: Richards info requests, these could reasonably have come across in the first wave once the NDA was signed.

**Sam Wolyniec** | UK&I Advisory | Capital & Infrastructure

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**From:** Tim Calver  
**Sent:** Thursday, January 21, 2016 9:10 PM  
**To:** Emiliano Mancini; Sam Wolyniec  
**Cc:** Thieu Hue Lam; Richard Noble  
**Subject:** RE: Still little meaningful data from Nalcor

Thanks for letting me know.

I have put a shot across Steve's bows just now, letting him know that an escalation will come tomorrow.

I want to make sure that we are rigorous in our request management – is the latest contractor progress reports in the recent request that Thieu sent across – I didn't find it just now.

Let's pick this up tomorrow

Tim

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**From:** Emiliano Mancini  
**Sent:** Thursday, January 21, 2016 8:35 PM  
**To:** Tim Calver; Sam Wolyniec  
**Cc:** Thieu Hue Lam; Richard Noble  
**Subject:** RE: Still little meaningful data from Nalcor

Hi,

This morning I sent Anthony the detailed data request on the metrics as discussed during our meeting with him yesterday but he has not replied yet. I followed up with phone calls this afternoon but he did not pick up. I left him a voice message.

Emiliano Mancini | Manager | Advisory Services

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**From:** Tim Calver  
**Sent:** Thursday, January 21, 2016 9:00:30 PM  
**To:** Sam Wolyniec; Emiliano Mancini  
**Cc:** Thieu Hue Lam; Richard Noble  
**Subject:** FW: Still little meaningful data from Nalcor

Sam, Emiliano,

Where did you get to today with Anthony on the detailed data requests?

Richard has rightly highlighted the urgency here so I want to be clear on where I need to escalate.

Thanks

Tim

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**From:** Tim Calver  
**Sent:** Thursday, January 21, 2016 7:46 PM  
**To:** David Steele; Richard Noble  
**Cc:** Thieu Hue Lam; Sam Wolyniec; Emiliano Mancini; Michael Kennedy; Kirsten Tisdale; David Leather  
**Subject:** RE: Still little meaningful data from Nalcor

Thieu, please can you provide a status against the overall data request – would be helpful to show what was on the original request and what has been requested in addition this week.

Agree that the pace here is of concern, I'll assess tomorrow and escalate as appropriate.

Thanks

Tim

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**From:** David Steele  
**Sent:** Thursday, January 21, 2016 7:36 PM  
**To:** Richard Noble  
**Cc:** Tim Calver; Thieu Hue Lam; Sam Wolyniec; Emiliano Mancini; Michael Kennedy; Kirsten Tisdale; David Leather  
**Subject:** RE: Still little meaningful data from Nalcor

Thanks Richard,

Agree on the list, Tim is the key point of contact with Nalcor and responsible for delivery. I suggest that Tim assess this with you, and escalate to Gilbert and Paul H tonight/tomorrow. A polite well-crafted email would do. If nothing is done by Monday, we escalate to Julia. Tim, your call on this escalation path.

Regards,

David

**David Steele** | Partner | Advisory Services

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**From:** Richard Noble  
**Sent:** Thursday, January 21, 2016 3:52 PM  
**To:** David Steele  
**Cc:** Tim Calver; Thieu Hue Lam; Sam Wolyniec; Emiliano Mancini  
**Subject:** Still little meaningful data from Nalcor

Dear David,

Sorry to have to push... But it's a month (!) since we sent the preliminary data request list and we still have yet to see the following uploaded:

- Contracts for the Material Contracts
- Contractor Monthly Reports (last 6 months)
- Contractor Project Plans in XER files
- All Monte Carlo Simulation Results, Related Reports and Data\*

These were specifically requested the in the PDRL.

Along with the additional data sent earlier this week, they are important items required to prepare for next week's meetings.

They are also very reasonable to request and reasonably explicit as to what they are.

How do we escalate... each day waiting shortens the effective time by a day.

Cheers,

R

\*(At least to see what was done in DG-2 and DG-3)

**From:** [Tim Calver](#)  
**To:** [StevePellerin@lowerchurchillproject.ca](mailto:StevePellerin@lowerchurchillproject.ca)  
**Subject:** RE: Data room progress  
**Date:** Friday, January 22, 2016 6:52:00 AM

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Steve,

Thanks for the response.

My escalation today would be to Paul and Gilbert, so only within Nalcor. However, we have an obligation to highlight delivery risk on our cost and schedule to the Government so this would be the next step if we can't resolve the dataroom position today as this would then constitute a significant delivery risk from my perspective.

Would appreciate some early feedback from your meeting with Anthony and Ed – specifically to be clear on what you can commit to making available by the end of today – no issues from my side whether this comes via the dataroom or direct to an EY contact point – please cc Thieu on this as I will have some periods off email today. My only reservation on the Aconex route is any admin delay in setting up and accessing an account for the nominated EY contact.

Happy to make EY team available for a clarification call if required.

Look forward to hearing from you

Tim

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**From:** StevePellerin@lowerchurchillproject.ca [mailto:StevePellerin@lowerchurchillproject.ca]  
**Sent:** Thursday, January 21, 2016 10:31 PM  
**To:** Tim Calver  
**Subject:** Re: Data room progress

Thanks for the heads up. I do not want to come off as making excuses, but let me explain the following:

The entire Project Controls team was off site for the better part of today on some routine internal planning work. Hence, perhaps, the difficulty in getting a hold of Anthony - as he was leading that initiative.

I understand that some of Emiliano's requests do not relate to existing documents, and data needs to be extracted and formatted per request. This takes time to perform, including conducted some degree of QA on the product before it is sent to you.

I am aware a great deal of contract and contract reporting documents have been issued to Intralinks. I am told Intralinks can not upload zip files, and each have to unzipped, and this takes time. We discussed internally a remedy here whereby many of these documents are elsewhere in a parallel data room - and by cutting and pasting from there, we save considerable time. The risk is, many of those documents were uploaded some time ago and may not reflect the most current if they had

been revised. We could manage that by exception - meaning crosscheck and at least file notice of which have been revised and we replace accordingly (at the same time you will be aware some content may have been updated).

Alternatively - we could set you up (or a document control point-of-contact on your team) with an Aconex account and issue the zipped files direct - and back fill the data room for the record. I mean these have been issued to Intralinks already via Aconex and I suppose could have as easily been sent to a contact on your team.

With respect to board papers, I sought authorization from Gilbert immediately upon clarification - and was told these are not in our control to issue. Gilbert was to take that up with Ed Martin. I will follow-up on that tomorrow.

I regret the pace has not met your expectation - but can also commit to devoting more focus on that tomorrow and over the weekend if necessary. I am not sure where you were going to escalate your issue, but I hope you appreciate the information request made has support from the highest level within the Project Delivery Team - I have no constraints other than those related to scheduled Project delivery demands, sheer volume of information, and physical limitations of uploading same to Intralinks.

I have a planned session with Ed Bush and Anthony Embury at 10 AM tomorrow, and we will pursue with rigour expediting the balance of your team's information request.

Best regards.

Sent from my iPad

On Jan 21, 2016, at 5:37 PM, Tim Calver <[tcalver@uk.ey.com](mailto:tcalver@uk.ey.com)> wrote:

Hi Steve,

I want to give you a heads up on a likely escalation coming tomorrow which maybe we can head off at the pass.

I'm concerned by the lack of uploading of many of the substantive, data and decision related documents to the dataroom. I have asked our PMO for a checklist of progress against the requests made so that I can present this comprehensively. I recognise that there have been some recent areas of clarification, but these questions relating to our original data request could have been raised much earlier.

It is critical that we are able to prepare for the contract meetings planned next week and hence have latest contractor reports etc related to these. We are trying to be as helpful as possible in clarifying what is readily available but this is also proving slow - Emiliano was unable to get any response from Anthony today to further this dialogue.

I note that the schedule of Board meetings has been uploaded, but no decision or update papers to the Board or Excom.

I want to give you the chance to respond, but please note that the impression created is that we receive process and organisational information, but limited content and data.

If much of this is on its way imminently then please let me know.

Thanks

Tim

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