From: Michael Kennedy

To: Michael Kennedy (michael.kennedy@ca.ey.com)

Date: Tuesday, September 26, 2017 9:15:00 PM

Attachments: <u>image001.gif</u>

- 7.1 Key activities of the enhanced independent assurance function in the context of the Project should include:
  - Assist in the coordination of standardized reporting from the Project to the OC and the Nalcor Board and from those entities to the Provincial Government;
  - Regular independent reviews of project progress, status and risk reporting;
  - Provide assurance of the integrity of critical project processes including ongoing implementation of the recommendations from project review reports;
  - Assist with identification of key project issues, review associated action plans developed by project leadership and provide assurance of the implementation of these action plans;
  - Independent reviews of critical risks and issues to provide a dependable source of information free of biases and filters;
  - Independent review of the reasonableness of any significant update to the Project cost and schedule forecast; and
  - Production of independent reports on a regular basis to communicate the results of the independent assurance activities to the OC, the Provincial Government and the public.

Michael Kennedy | Partner\* | Canada Infrastructure Advisory Leader

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