

John H. MacIsaac, P. Eng

Personal Resume



Nalcor Energy plays an integral and important role unlocking the vast natural resource potential held within the Province. The key to accessing these resources is by harnessing Newfoundland & Labrador's greatest strength: the talent and drive of its people. In that light, my leadership style and mandate focus on three key areas:

- ▶ ***Build and Cultivate Strong teams & Dynamic Leaders.*** Recruiting, shaping and growing the next tranche of leaders is the single-most important mandate. The next wave of leaders, steeped in Nalcor values, will carry the company towards its long term goals.
- ▶ ***Conquer present-day Challenges & be Battle-Ready.*** Meet capital commitments and push to derive as much value as possible from our assets. Build, deploy, and enable key teams to tackle the largest challenges. Nalcor's key stakeholders, the people of the Province, demand and deserve our utmost commitment.
- ▶ ***Affect and Seek Transformational Change.*** Continue look for ways to improve our Company; seek out every opportunity to be good corporate citizens and strengthen the Nalcor brand.

Thank-you for your time, and I look forward to continuing the dialogue.

Regards,

John MacIsaac

John H. MacIsaac

██████████ St. John's, NL ██████████ • jnmacisaac@██████████ • 709-725-██████████

Executive Leadership • Diverse Portfolio • Results Driven

Personal Profile

A seasoned executive with:

- A proven track record of building and leading high performing teams while consistently meeting and exceeding business critical objectives.
- A transferable skill set crossing multiple sectors including execution of large scale fast-track mega projects, industrial manufacturing development, construction of green field site processing facilities, all aspects of engineering and operations within the utility sector.

Core Competencies

Team Building, Team Work and Transformation Leadership

Over a timeframe of 30 years, across multiple industrial sectors, spanning multiple continents and cultures, a consistent and repeating track record of building highly engaged teams, leading to step change improvements, motivated and engaged teams consistently delivering step change improvements and uncommon results.

Vision with Clarity

Creation of a unifying vision of the desired end state, what good looks like and the road map we will travel in getting there. Simple, practical, clear and measurable with single minded focus.

Respect and Integrity

Demonstrated through active listening, listening first always and valuing the input of all team members. Open, honest and frank dialogue working with team input and supporting elevated ownership in outcomes. All voices matter, and every contribution matters.

Results Oriented with a Bias for Leading by Example

Ensuring that our team has a roadmap for success and a plan in how to get there. Know the way, show the way and get out of the way as a straight forward leadership style. Help the team with early identification of risks, proactively move toward risk, have a bias for solutions.

Agent of Transformational Change

A consistent and sustaining ability to find latent potential and bring out the best in individuals and teams, bringing about sustainable step change improvements.

Competent, Committed and Courageous Leadership

Comes down to being competent, going into the field/work force and engaging team members to elevate and motivate a heightened sense of commitment and having the courage to move toward all the tough discussions and issues without hesitation.

John H. MacIsaac

Career Highlights

2016-Present	Executive Vice President, Power Supply, Nalcor Energy
2015-2016	President Newfoundland and Labrador Hydro
2011-2015	Vice President Churchill Falls (Labrador) Corporation
2010-2015	Vice President Project Execution and Technical Services, Nalcor Energy
2004-2010	Director Asset Management, McCain Foods Canada Ltd.
2002-2004	Manager of Lean Continuous Improvement and Statistical Analysis, McCain Foods Canada Ltd.
2000-2002	Sr. Corporate Project Engineer and Risk Management, McCain Foods Canada Ltd.
1995-2000	Global/Corporate Senior Project Engineer, McCain Foods, Continental and Eastern Europe
1992-1995	Front Line Production Manager, Michelin Tire Canada
1990-1992	Engineering Manager, Michelin Tire Canada
1987-1990	Central Maintenance Engineer, Michelin Tire Canada

John H. MacIsaac

Career Details

2016 -Present Executive Vice President, Power Supply, Nalcor Energy

- Including leadership of Churchill Falls (Labrador) Corporation, directly accountable for safety, quality cost and delivery, full P&L accountability.
- Reshaping our existing major capital project, redefining battery limits, creation of a new Project Org. Structure for the Lower Churchill Project and assuming full responsibility for 3 of the 4 components, through completion and commissioning into operation (\$6.0 billion CAD).
- Leading the creation of a new operating line of business bringing together multiple entities into a single entity with the mandate to generate and deliver electricity for domestic and export customers.

2015 President, Newfoundland and Labrador Hydro

- Placed into Hydro as new lead to bring about priority improvement and restore stability in each of the safety, reliability and uptime and put into place a new team leadership structure and new leadership team members.
- In a short timeframe we have brought stability and recovery on each of the key metrics of safety, reliability and cost and returned Hydro into a positive balance sheet, while restoring customer confidence.
- Leaving in place new structures, new business processes and new leadership to support sustained improvement moving forward.

2011-2015 Vice President, Churchill Falls (Labrador) Corporation

- Provided the opportunity to lead an established business unit to a higher level of performance and in a relatively brief period, brought new vision for heightened expectation, bringing about steady and sustainable improvement including:
 - Five year improving trend on safety, includes last three years of zero lost time.
 - 200% improvement in reliability and uptime in a 45-year-old plant, plant availability of 99.9 in 2015.
 - 200% plus increase in Net Income.
 - Employee engagement transformation of worst to first, with a participation rate of 97% (Mercer Survey).
 - Program Approach to Asset Renewal (\$2.8 billion CAD).

2010 – 2015 Vice President, Project Execution and Technical Services, Nalcor Energy

- Recruited to reshape and transform the Engineering Division in anticipation of a period of extra-ordinary growth and reinvestment in aging assets.

John H. MacIsaac

- Instilled new project execution fundamentals, added skilled team depth and commenced a planned, deliberate and long-term journey to engineering and project execution excellence. Anchored in PMBOK (Project Management Book of Knowledge) and externally bench marked and audited on 18 month intervals.
- Results have steadily improved year-over-year, team leaders and team members continue to grow new skills and competencies.

**2004 – 2010 Director – Asset Management, McCain Foods (Canada) –
Florenceville, NB**

Globally

- Actively engaged as leader and participant in 3 Global Steering Councils (Maintenance, Energy, OEE).
- Creating tactical strategy, building multi-year roadmap for asset reliability, leading execution of annual operating plan (AOP).

Canadian Business Unit

- Communicate – create clarity around business-critical objectives by painting a picture, communicating a stepped approach, translating broad concepts into plant based action plans and outcomes.
- Lead – Provide strategic leadership for 3 work streams for 12 manufacturing sites across Canada from overarching roadmap down to the What and How for each of the business-critical deliverables.
- Build – Best practice as the lead region to be shared and leveraged globally.
- Alignment – AOP and plant specific objectives ensuring deliverables through team execution and resource engagement.
- Coach – Actively co-coaching Maintenance Managers on discreet goals and objectives with KPIs, targets and visual reporting, all key to effective performance coaching.
- Support – Provide structure and processes as key enabler to improved executional effectiveness.
- Engage – Member of Productivity Acceleration Team, a cross functional group of senior and executive managers committed to driving productivity, accelerating execution.
- Drive Change – Creating the environment to bring about sustainable positive change, growing capability & building our bench strength.

Key Achievements

- Demonstrated track record of sustained financial impact YOY.
- Transformational change of maintenance culture from being predominately reactive to forward facing and proactive, Creation of a Maintenance & Asset Management CTR of Excellence, achievement of world class results.
- 2007 Recipient McCain Senior Leadership Excellence Award.

John H. MacIsaac

2002-2004 Manager – Continuous Improvement & Statistical Process Control, McCain Foods (Canada) – Florenceville, NB

Continuous Improvement

- Built new platform to re-launch Continuous Improvement, focused on methodology for getting the right things done.
- Created a new role offering a challenging assignment that became an essential development stage, building core competencies for high potential management trainees.
- Project management as a strengthened fundamental approach and on Project execution, problem solving and decision making.
- Coached and mentored development of team members, followed up and managed results.

SPC

- Built a new team thru the identification of essential skill sets and getting the right people on the bench.
- Aggressive plan for growing SPC-based knowledge as a core skill set to improved decision making within our operations team.
- Understand variation and process capability.
- Basic principles to managing processes effectively, keeping our teams engaged and not overwhelmed.

Key Achievements

- Mentoring and Development of top potential managers, broadened operational core knowledge and project management skills. Provided steady stream of top performers into promotional roles of increased responsibility.
- Creation of new cross functional teams as a key to successful execution, adding new core competencies embedded within production teams.

2000-2002 Corporate Senior Project Engineer, McCain Foods (Canada) – Florenceville, NB

- Development and Analysis – proposal options for new facilities, new infrastructure and major asset expansions and modernizations for both developing and existing markets.
- Risk Assess – set strategic assessment and planning working with insurers and underwriters assessing global network risks, building prioritized action plans based on criticality of ranked assets.
- Accelerate – injected project teams into the business units to accelerate initiatives and/or course correct large scale, fast-track capital expenditures.
- Build standard work and supporting documentation of best practices as it applied to project management for large capital expenditures.
- Recovery of large scale Fast Track build in South America (\$100 M plus).

John H. MacIsaac

1995-2000 Senior Project Engineer, McCain Foods – Continental Europe and Eastern Europe

- In support of a period of significant capital expenditure & incremental growth, injected into the business unit to play a central role in strategic projects to bring strengthened team approach supported by a robustness in structure and processes for strategic capital expenditures.
- A broad mandate from site evaluations to commissioning and handing over new facilities to local operations teams.
- Build high performance multi-cultural cross functional team.
- Managed multiple discrete project budgets up to \$90M, delivery in compliance with business unit objectives, ahead of plan, under budget, TIR < 1%.

1987-1995 Front Line Production Manager (1992-1995), Michelin Tire Canada Ltd.) Granton, NS

- Setting of concise performance objectives - safety, quality, productivity.
- Development of progress reviews with employees.
- Compliance to production objectives ranging from raw materials to finished product quality.

Engineering Manager (1990-1992)

- Leadership and coaching of the engineering team in all aspects, including development and management of the 3 and 5 year capital investment program conception to execution.

Central Maintenance Engineer (1987-1990)

- Preventative maintenance and root cause analysis.
- Project lead for industrialization of new fabrication process for the Michelin Group, working in a leading role with R&D teams from Canada, US and Europe.
- Technical trouble shooting in support of sector maintenance.
- Critical path planning for large scale shut downs.

John H. MacIsaac

Education & Continuing Education

May 1987 **Engineering Degree –Mechanical Engineering**
University of New Brunswick – Fredericton, NB
Award for Academic Achievement

Continuing Education

- Lean Six Sigma for Process Industries – McCain Foods (Canada)
- E-Learning – McCain Foods (Canada):
 - Leadership & Organizational Culture
 - Leading Effective Change
 - Coaching for Performance
 - Management Excellence – Performance Based Management
- A3 Problems solving & Decision Making
- Behavioral Interview Training – Michelin
- Development Progress Review – Michelin
- Level 1 Mediation and Arbitration, Atlantic Provinces Arbitration and Mediation Institute, 1995

Volunteer Work

- Co-Chair of the Labrador Wellness Center, YMCA & Capital Campaign
- Chair of the Board of Trustees, United Church of Canada
- Chair of Finance & Building, Bath Manor
- Minor Hockey Coach, Carleton Minor Hockey Association
- Mentor Engineering Members in Training (MIT's)

References

- Available upon request