

External Engagement Report

Bay du Nord Project
April 2026



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1 Introduction

Engagement is a key component of Equinor Canada Ltd's (Equinor) approach to the planning and implementation of its projects and activities in the Canada-Newfoundland and Labrador (NL) offshore area. Equinor has engaged with government departments and agencies, Indigenous groups, and stakeholder organizations since 2018 in support of the Bay du Nord Project (the Project) development, starting with the federal Environmental Assessment (EA).

The Canada-Newfoundland and Labrador Offshore Energy Regulator (C-NLOER) *Benefits Plan Guidelines* [1] and *Development Plan Guideline* [2] encourage proponents to engage all interested parties prior to finalizing their Development Application (DA). This Report outlines the pre-submission engagement undertaken with Indigenous groups, stakeholder organizations, the fishing industry, and the C-NLOER. It also provides a summary of key insights and topics raised during these engagement activities. In addition to documenting recent engagement, this Report also describes engagement conducted for earlier iterations of the Project. The early and valuable feedback received across these periods was reviewed and considered in the preparation of the Project's Benefits Plan and Diversity & Inclusion Plan [3].



2 Summary of Pre-Submission Engagement and Engagement Insights

2.1 Environmental Assessment

The Project was subject to review and approval under the *Canadian Environmental Assessment Act, 2012* (CEAA 2012). The federal EA process included preparation of an Environmental Impact Statement (EIS) [4] by Equinor, a public review of the EIS led by the Impact Assessment Agency of Canada (IAAC), preparation of the EA Report by IAAC [5], and IAAC-led public reviews of the EA Report, draft EA Decision Statement and the potential conditions. The review process involved IAAC-led and Equinor-led engagement with 42 Indigenous groups, stakeholder organizations, the fishing industry, and the public.

The EIS was formally released from the federal EA process following the issuance of the EA Decision Statement by the Minister of the Environment and Climate Change (ECCC) [6].

All EA-related documentation, engagement opportunities, and submissions are available on IAAC's Impact Assessment Registry [7]. Notable documents related to external engagement are outlined in Table 2.1.

Table 2.1 Documents summarizing external engagement during the federal EA process

Document number ¹ and title
18 - Final Environmental Impact Statement ² [4]
82 - Environmental Assessment Report ³ [5]
83 - Environmental Assessment Decision Statement [6]

¹ Document number is the reference number in IAAC's Impact Assessment Registry

² Refer to Chapter 3 – Regulatory, Indigenous and Stakeholder Engagement

³ Refer to Chapter 3 – Consultation and Engagement Activities



2.2 Socio-Economic Impact Assessment

A Socio-Economic Impact Statement (SEIS) was completed by Stantec Consulting Ltd. (Stantec) [8], who also completed SEISs for past iterations of the Project. Engagement with key informants, including housing market analysts, municipal representatives, school districts, port authorities, and healthcare organizations, was undertaken to assist in identifying potential issues for the assessment. As part of the Gender-Based Analysis Plus (GBA+), engagement also occurred with under-represented groups representing women, Indigenous peoples, racialized people, persons with disabilities, and the 2SLGBTQI+ community. An overview of these engagements is included in the SEIS [8].



2.3 Engagement Summary and Key Insights

2.3.1 Diversity & Inclusion

Since 2019, Equinor has provided opportunities for engagement to the under-represented groups summarized in Table 2.2. Engagement methods included, but were not limited to, focus groups, one-on-one meetings, phone calls, and email outreach. Equinor also participated in Diversity & Inclusion (D&I)-related industry events and conferences. Information gathered through these engagements was reviewed and used, where applicable, to inform the development of the Diversity & Inclusion Plan [3]. The feedback received provided additional insight into opportunities to increase Project participation and remove barriers for under-represented groups.

In April 2025, Equinor's Country Manager sent letters to the Chiefs and Presidents of the NL-based Indigenous groups – Innu Nation, Miawpukek First Nation, Nunatsiavut Government, NunatuKavut Community Council, and Qalipu First Nation – offering an opportunity to meet and discuss the Project. While this outreach did not result in meetings, it did support the identification of business entities associated with the NL-based Indigenous groups, enabling engagement focused on the draft Benefits Plan. Invitations were also provided to the NL-based Indigenous groups that were invited to supplier events in 2018, 2023, and 2025. Equinor continues to engage with the business entities of the NL-based Indigenous groups on supply chain access, employment, and training opportunities. Invitations for engagement with the Indigenous groups' executive offices will remain open for the duration of the Project.

Table 2.2 summarizes engagement with D&I organizations and groups and includes key insights and topics raised from participants during engagement activities.



Table 2.2 Engagement summary and key insights – diversity and inclusion

Category	Organizations and groups	Key engagement insights
Women's groups	1. Esteem Women Inc. 2. Equiforce 3. Genesis Centre – Women in Tech 4. Multicultural Women's Organization of Newfoundland and Labrador 5. Newfoundland and Labrador Organization of Women Entrepreneurs (NLOWE) 6. Office of Women and Gender Equality 7. Office to Advance Women Apprentices (OAWA) 8. Provincial Advisory Council on the Status of Women 9. St. John's Status of Women Council (SJSWC) 10. Women in Science and Engineering Newfoundland and Labrador (WISE NL) 11. YWCA St. John's	▪ Accessibility ▪ Accommodations for persons with disabilities ▪ Apprenticeship training ▪ Community and social partnerships ▪ Company policies and training ▪ Contractor oversight ▪ Diversity officer ▪ Diverse supplier database ▪ Employee feedback ▪ Employment targets ▪ Flexible work policies ▪ Inclusive culture ▪ Inclusive job postings ▪ Inclusive language and modern terminology ▪ Mental health support ▪ Mentors and role models ▪ Monitor and communicate initiatives ▪ Ongoing feedback channels ▪ Procurement forecast accessibility ▪ Recruitment and onboarding practices ▪ Representation in leadership positions ▪ Scholarship programs ▪ Supporting small and medium enterprises ▪ Track workplace issues ▪ Women-specific Personal Protection Equipment (PPE)
NL-based Indigenous groups and business entities	1. Innu Nation 2. Miawpukek First Nation 3. Miawpukek First Nation – Training and Economic Development Department 4. NunatuKavut Community Council 5. Nunacor 6. Nunatsiavut Government 7. Nunatsiavut Group of Companies 8. Qalipu First Nation 9. Qalipu Development Corporation	
Indigenous-related groups	1. Department of Indigenous Affairs and Reconciliation 2. First Light 3. First Voice 4. Trades NL – Indigenous Skilled Trades Offices	
Racialized and newcomer-related organizations and groups	1. Amal Unite & Empower 2. Association for New Canadians 3. Office of Immigration and Multiculturalism 4. Taskforce NL	
Persons with disabilities groups	1. Canadian Hard of Hearing Association 2. Canadian National Institute for the Blind Foundation 3. Coalition for Persons with Disabilities 4. Disability Policy Office 5. Empower NL 6. Inclusion NL 7. Lifewise Mental Health Peer Services 8. National Educational Association of Disabled Students	
2SLGBTQI+ community	1. Quadrangle	

2.3.2 Education & Training

Equinor has been advancing Education & Training (E&T) initiatives in NL for over 20 years. Engagement methods have included, but are not limited to, one-on-one meetings, phone calls, email outreach, training, and scholarships. In addition, Equinor hires engineering, business, and science co-op students, participates in conferences, develops programs with educational institutions, and plans future initiatives, supports student scholarships, competitions, and science fairs, among other activities. The Project presents an opportunity to continue to advance E&T initiatives in NL. Table 2.3 summarizes engagement with E&T organizations and groups and includes key insights and topics raised by the groups and organizations during engagement activities.

Table 2.3 Engagement summary and key insights – education and training

Category	Organizations and groups	Key engagement insights
Education and training	1. Academy Canada 2. College of the North Atlantic 3. Energy NL 4. First Light 5. Keyin College 6. Marine Institute 7. Memorial University 8. Newfoundland and Labrador Safety Council 9. Students on Ice Foundation 10. The Murphy Centre	▪ Curriculum development that supports industry needs ▪ Early engagement of training requirements ▪ Scholarship programs ▪ School outreach



2.3.3 Research & Development

Equinor has been investing and participating in the Research & Development (R&D) community in NL for over 20 years. Engagement methods have included, but are not limited to, one-on-one meetings, phone calls, and email outreach. In addition, Equinor participates in R&D-related events and conferences.

The Project presents an opportunity to expand the capabilities and expertise within the local R&D and technology community in NL. R&D initiatives are delivered through Equinor-led projects, as well as joint industry partnerships, such as Energy Research and Innovation Newfoundland and Labrador (ERINL) and Canada's Ocean Supercluster. Current focus areas relevant to both the Project and the broader NL context include, but are not limited to, additive manufacturing, artificial intelligence, marine technologies, autonomous systems and robotics. Table 2.4 summarizes engagement with R&D organizations and groups and includes key insights and topics raised by the organizations and groups during engagement activities.

Table 2.4 Engagement summary and key insights – research and development

Category	Organizations and groups	Key engagement insights
Research and development	1. Angler Solutions Inc. 2. AtlanticXL 3. C-CORE 4. CoLab Software 5. Community Sector Council NL 6. Energy NL 7. ERINL 8. Freshwater-Alexander Bays Ecosystem Corporation 9. Fugro GeoSurveys Inc. 10. Genesis Centre 11. GRI Simulations 12. Hatch 13. HoldfastNL Seaweed Company 14. JASCO Applied Sciences 15. Kraken Robotics Systems 16. Kværner Canada Limited 17. LGL Limited 18. Luxsonic Technologies Inc. 19. Marine Institute 20. Memorial Centre for Entrepreneurship 21. Memorial University 22. National Research Council 23. NDITIVE 24. NetBenefit Software 25. PAL Airlines 26. PolyUnity Tech Inc. 27. Rutter Inc. 28. TechNL 29. Training Works 30. Virtual Marine 31. WSP	▪ Collaboration between local and international companies ▪ Digitization ▪ Early engagement ▪ Supporting start-up organizations

2.3.4 Suppliers, Industry Associations & Business Organizations

Engagement methods with suppliers, industry, and business organizations have included, but are not limited to, one-on-one meetings, phone calls, email outreach, open house events, and supplier events. In addition, Equinor participates in events and conferences offered by industry associations and the business community.



In partnership with Energy NL, Equinor hosted multiple Bay du Nord supplier information sessions for local members in 2025. The events provided Project updates and opportunities for engagement with Equinor and Tier 1 contractors. Attendees received updates on supplier engagement opportunities, qualification requirements, and bid timelines, with breakout sessions enabling direct dialogue. In addition to the sessions, Equinor and the Tier 1 contractors participated in hundreds of business-to-business sessions with interested local business, which will continue through the Project phases. Table 2.5 summarizes engagement with suppliers, industry associations, and business organizations and includes key insights and topics raised during those engagement activities.

Table 2.5 Engagement summary and key insights – suppliers, industry associations, and business organizations

Category	Organizations and groups	Key engagement insights
Suppliers, industry associations and business organizations	1. Atlantic Economic Council 2. Board of Trade 3. Canadian Association of Petroleum Producers (CAPP) 4. Construction Labour Relations Association of Newfoundland and Labrador (CLRA NL) 5. EcoNext 6. Energy NL and membership 7. Equinor / BW Offshore Ltd. (BWO) / Subsea Integration Alliance (SIA) outreach to numerous suppliers 8. TechNL 9. Trades NL 10. United Brotherhood of Carpenters	▪ Benefits reporting requirements ▪ Collaboration between local and international companies ▪ Diverse supplier database ▪ Local content requirements ▪ Positive feedback on early engagement approach ▪ Positive feedback on open house and supplier events ▪ Scoping of procurement packages ▪ Supporting small and medium enterprises

2.3.5 Fishers

In addition to the EA-related engagement with fishers outlined in Section 2.1, Equinor has ongoing engagement with the fishing industry via the One Ocean Board and working groups. In the fall of 2025 and early 2026, Equinor provided the fishing industry with a Project update via one-on-one meetings. A similar update was provided in the fall 2025 One Ocean General Meeting, and to North Atlantic Fisheries Organization (NAFO) representatives within Fisheries and Oceans Canada (DFO) in early 2026. These engagements provided an update on the Project concept, preliminary schedule and key offshore activities, emergency response preparedness, upcoming DA, and ongoing engagement. Table 2.6 summarizes engagement with the fishing industry and includes key insights and topics raised by the organizations and groups during engagement activities.

Table 2.6 Engagement summary and key insights – fishing industry

Category	Organizations and groups	Key engagement insights
Fishing industry	1. Association of Seafood Producers (ASP) 2. Atlantic Groundfish Council (AGC) 3. Fish, Food, and Allied Workers-Unifor (FFAW-Unifor) 4. NAFO via DFO 5. Ocean Choice International (OCI) 6. One Ocean	▪ Continued engagement ▪ Future fishing patterns ▪ Information sharing with NAFO ▪ Positive feedback from past offshore programs



2.3.6 C-NLOER

Equinor has engaged with the C-NLOER for close to 20 years on offshore programs and activities. From a DA-specific perspective, Equinor has engaged with the C-NLOER on technical topics associated with the Project since 2018. Engagement methods have included, but are not limited to, one-on-one meetings, email outreach, coordination meetings, technical overview meetings, topic-specific meetings, and workshops. Table 2.7 summarizes engagement with the C-NLOER and key topics of discussion.

Table 2.7 Engagement summary and key topics – C-NLOER

Organization	Key topics
C-NLOER	General ▪ Concept select ▪ DA process ▪ Pre-submission engagement plan overview ▪ DA coordination ▪ DA overview
	Benefits and SEIS ▪ SEIS approach and methodology ▪ Benefits, D&I, and SEIS overview
	Subsurface ▪ Subsurface overview ▪ Subsurface modelling workshop ▪ Deferred development approach ▪ Subsurface modelling follow-up and fluid contacts ▪ Subsurface modelling follow-up
	Drilling & Well (D&W) ▪ D&W overview ▪ D&W follow-up
	Floating Production, Storage, and Offloading (FPSO) ▪ FPSO overview ▪ FPSO follow-up ▪ Metering
	Subsea Umbilicals, Risers, and Flowlines (SURF) ▪ SURF overview ▪ Heated flowlines ▪ Metering
	Operations ▪ Operations overview ▪ Operations follow-up ▪ Disconnection
	Safety & Environment ▪ Environmental overview ▪ Produced water management ▪ Concept safety analysis



3 Post-Submission Engagement

It's Equinor's view that the engagement undertaken prior to submitting the DA has established a strong foundation with Indigenous groups, stakeholder groups, the fishing industry, and the C-NLOER. Equinor will continue to engage beyond the DA and throughout all phases of the Project. Future engagement will continue through ongoing channels and be conducted as part of regular business activities.



Equinor remains dedicated to advancing initiatives and commitments outlined in the Project's Benefits Plan, Diversity & Inclusion Plan, EIS, and conditions set out in the EA Decision Statement. We will also continue to engage through existing networks and participation in committees, events, and conferences. Equinor recognizes that engagement is not a single event. It is a continuous, iterative process that is integrated into the planning, execution, and operation of the Project.

4 List of Acronyms and Abbreviations

Acronym or abbreviation	Meaning
2SLGBTQIA+	Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, and other identifies such as pansexual, asexual, non-binary, and gender-fluid individuals
ASP	Association of Seafood Producers
AGC	Atlantic Groundfish Council
BWO	BW Offshore Ltd.
CAPP	Canadian Association of Petroleum Producers
CEAA 2012	<i>Canadian Environmental Assessment Act, 2012</i>
CLRA NL	Construction Labour Relations Association of Newfoundland and Labrador
C-NLOER	Canada-Newfoundland and Labrador Offshore Energy Regulator
D&I	Diversity & Inclusion
D&W	Drilling & Well
DA	Development Application
DFO	Fisheries and Oceans Canada
EA	Environmental Assessment
ECCC	Environment and Climate Change Canada
E&T	Education & Training
EIS	Environmental Impact Statement
Equinor	Equinor Canada Ltd.
ERINL	Energy Research and Innovation Newfoundland and Labrador
FFAW-Unifor	Fish, Food, and Allied Workers-Unifor
FPSO	Floating Production, Storage, and Offloading
GBA+	Gender-Based Analysis Plus
IAAC	Impact Assessment Agency of Canada
NAFO	North Atlantic Fisheries Organization
NL	Newfoundland and Labrador
NLOWE	Newfoundland and Labrador Organization of Women Entrepreneurs
OAWA	Office to Advance Women Apprentices
OCI	Ocean Choice International
PPE	Personal Protective Equipment
Project	Bay du Nord Project
R&D	Research & Development
SEIS	Socio-Economic Impact Statement
SIA	Subsea Integration Alliance
SJSWC	St. John's Status of Women Council
Stantec	Stantec Consulting Ltd.
SURF	Subsea Umbilicals, Risers, and Flowlines
WISE NL	Women in Science and Engineering Newfoundland and Labrador

References

- 1 Canada-Newfoundland and Labrador Offshore Petroleum Board. (2024). *Benefits Plan Guidelines*.
- 2 Canada-Newfoundland and Labrador Offshore Petroleum Board. (2024). *Development Plan Guideline*.
- 3 Equinor Canada Ltd. (2026). *Bay du Nord Benefits Plan*.
- 4 Equinor Canada Ltd. (2020). *Bay du Nord Development Project – Environmental Impact Statement*. Prepared by Wood Environment & Infrastructure Solutions and Stantec Consulting.
- 5 Impact Assessment Agency of Canada. (2021). *Bay du Nord Development Project – Environmental Assessment Report*.
- 6 Environment and Climate Change Canada. (2022). *Decision Statement Issued under Section 54 of the Canadian Environmental Assessment Act, 2012*.
- 7 Impact Assessment Agency of Canada. (2024). *Canadian Impact Assessment Registry – Bay du Nord Development Project*.
- 8 Stantec Consulting Ltd. (2026). *Bay du Nord Project, Socio-Economic Impact Statement*.