equinor

Bay du Nord Benefits Plan

April 2026

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1 Executive Summary

This Benefits Plan (Plan) outlines Equinor Canada Ltd.'s (Equinor) approach to delivering industrial, economic, and social benefits from the Bay du Nord Project (Project) in Newfoundland and Labrador (NL). The Plan applies to all project phases, including development, operations, and decommissioning, and covers onshore and offshore activities. The Plan has been prepared in accordance with Section 45 of the *Canada-Newfoundland and Labrador Atlantic Accord Implementation and Offshore Renewable Energy Management Act and Canada-Newfoundland and Labrador Atlantic Accord Implementation and Offshore Renewable Energy Management Newfoundland and Labrador Act* (*Accord Acts*) and the *Canada-Newfoundland and Labrador Benefits Plan Guidelines* (*Guidelines*). It reflects applicable commitments set out in the Benefits Agreement with the Government of NL related to integrated operations centre, procurement and contracting, supplier development, Diversity and Inclusion (D&I), Research and Development (R&D), Education and Training (E&T), and reporting.

A key part of developing the Plan was early and ongoing engagement with stakeholders and NL Indigenous groups to understand their interests in the Project and to obtain input on benefits initiatives. This engagement followed a proactive approach, incorporating a combination of face-to-face meetings, group and topic-specific presentations, participation in industry events, focus group discussions, and community and site tours. Feedback from these engagements informed the development and refinement of the Plan and will continue to guide its implementation.

The Project represents a significant long-term offshore development, with an anticipated production life of approximately 20 years and the potential for future tie-back developments. It is expected to generate substantial economic activity, including billions in provincial Gross Domestic Product (GDP) contribution, tens of millions of person hours of employment, and sustained demand for local supply and service providers. This Plan is designed to ensure benefits are realized in a structured, measurable, and compliant manner.

The Project is expected to generate substantial employment across all phases. Current estimates indicate approximately 8 million direct person-hours during the development phase, including engineering, fabrication, drilling and construction activities, and approximately 23 million direct person-hours during operations over the life of the Project. These activities will support a wide range of roles, including skilled trades, engineering and technical professionals, offshore operations personnel, and onshore support functions, with long-term employment sustained over 20 years. Potential future development would deliver additional benefits and may include expansion within discovered fields and/or prospectivity in the area.

A central objective of the Plan is to maximize employment and business opportunities for NL and Canadian residents and companies. The Project will provide first consideration to qualified NL residents for employment and training, and to NL-based suppliers for procurement, where they are competitive in terms of price, quality, and delivery. These requirements extend to Tier 1 contractors and subcontractors through contractual obligations, oversight, and reporting.

Procurement and local participation are key drivers of benefits delivery. The Project will apply transparent, competitive procurement processes that provide full and fair opportunity to NL and Canadian suppliers. Early engagement with industry, publication of procurement forecasts, and structured supplier development initiatives will support increased participation by local businesses. Tier 1 contractors will be required to demonstrate how they will incorporate local content, supplier engagement, and technology transfer into their execution strategies.

The Plan also emphasizes workforce development through targeted education and training initiatives. Equinor will continue to work with educational institutions, training providers, and government to align workforce capacity with Project needs. Commitments include support for apprenticeships, co-operative education, graduate programs, and customized training. A minimum participation target for apprentices in the skilled trades workforce will be pursued, alongside measures to address potential labour gaps through early planning and collaboration.

A dedicated D&I Plan establishes measures to increase participation by under-represented groups, including women, Indigenous Peoples, racialized individuals, and persons with disabilities. This includes aspirational employment targets, inclusive recruitment practices, supplier diversity initiatives, and ongoing engagement with community organizations.

The Project will also continue to invest in R&D and innovation, building on existing provincial strengths in offshore and ocean technologies. Planned investments will support collaboration with educational institutions and industry in areas such as advanced manufacturing, artificial intelligence, marine technologies, autonomous systems, and robotics.

Implementation of the Plan will be supported by a structured governance framework, with clear accountability, contractor oversight, and formal monitoring and reporting processes. Quarterly and annual reports will be submitted to the Canada-Newfoundland and Labrador Offshore Energy Regulator (C-NLOER), ensuring transparency and compliance.

The Plan articulates Equinor's comprehensive framework for delivering sustainable, long-term benefits to NL, in alignment with regulatory requirements and the evolving opportunities associated with a complex deepwater offshore development.

2 Introduction

Equinor Canada Ltd. (Equinor), as operator on behalf of the project co-venturers Equinor and BP Canada Energy Group ULC (bp), is leading the development of the Bay du Nord Project (Project). The Project comprises a combination of discovered resources, where hydrocarbons have been proven, and adjacent prospects with future development potential. This Canada-Newfoundland and Labrador Benefits Plan (Plan) relates to the planned development of the Bay du Nord and Cambriol fields and takes account of the potential future development of the Cappahayden, Harpoon, and Baccalieu fields.

Equinor is committed to conducting its activities in full compliance with the *Canada-Newfoundland and Labrador Atlantic Accord Implementation and Offshore Renewable Energy Management Act* and *Canada-Newfoundland and Labrador Atlantic Accord Implementation and Offshore Renewable Energy Management Newfoundland and Labrador Act* (*Accord Acts*) and all other applicable legislative and regulatory requirements. This includes the application of full and fair opportunity and first consideration principles for employment and procurement across all phases of the Project. Through this Plan, Equinor seeks to build on the province's established offshore industry and support the delivery of long-term, sustainable industrial, employment, and knowledge-based benefits for Newfoundland and Labrador (NL).

The Project is expected to contribute to the continued strengthening of the province's offshore capabilities through the application of advanced technologies, the development of a highly skilled workforce with transferable expertise, and opportunities for local suppliers to participate in complex offshore operations with relevance beyond the Project. Investments in Research and Development (R&D) and Education and Training (E&T) will further support innovation, applied learning, and collaboration with provincial institutions over the life of the Project.

Based on current estimates, the initial phase of the Project is expected to deliver the following contributions within NL:

- Approximately $44 billion in provincial Gross Domestic Product (GDP) [1];
- Approximately 8 million direct person-hours during engineering and construction;
- Approximately 23 million direct person-hours during operations;
- Approximately 90 million person-hours of direct, indirect, and induced employment over the life of the Project [1];
- Capital expenditures of approximately $3.25 billion;
- An estimated $275 million in R&D and E&T investments, including targeted support for innovation in areas such as advanced manufacturing, artificial intelligence, marine technologies, autonomous systems, and robotics;
- Multiple decades of offshore operations, including supply, servicing, and logistics activity;
- More than four years of development drilling activity;
- Approximately three years of marine installation activity;
- Approximately four years of fabrication activity;
- Potential future tie-back developments that could extend offshore, fabrication, and drilling activity;
- Targeted investments in technology and capability to support sustained participation by the local supply and service sector;
- An integrated onshore operations organization supporting offshore activities, including roles in operations, logistics, engineering, health, safety and environment, information technology, and related functions; and
- Structured supplier and service engagement initiatives to improve opportunity visibility, support collaboration, and strengthen global competitiveness.

2.1 Benefits Plan Scope and Statutory Requirements

This Plan has been prepared in accordance with Section 45 of the *Accord Acts* and is consistent with the principles of the 1985 *Atlantic Accord Memorandum of Agreement*. In accordance with subsection 45(2) of the *Accord Acts*, a benefits plan must be submitted to and approved by the Canada-Newfoundland and Labrador Offshore Energy Regulator (C-NLOER) prior to the commencement of any work or activity in the Canada-NL offshore area.

The Plan has been developed with reference to the *Canada-Newfoundland and Labrador Benefits Plan Guidelines* (*Guidelines*) [2] and addresses the relevant requirements of the Benefits Agreement between the Project owners and the Government of NL. Amendments or supplements to this Plan may be required in accordance with the *Guidelines* as the Project progresses.

This Plan applies to all phases of the Project, including development, operations, and decommissioning, and to both onshore and offshore activities. It includes construction and installation, drilling, hook-up and commissioning, production, operations and maintenance, and eventual abandonment, as well as supporting activities such as surveys, logistics, supply, and servicing.

Equinor will meet all statutory obligations under the *Accord Acts* and associated agreements. This includes providing:

- First consideration be given to services provided from within NL and to goods manufactured in NL, where those services and goods are competitive in terms of fair market price, quality and delivery;
- Provide a full and fair opportunity for businesses in NL and other parts of Canada to participate in supplying goods and services used in carrying out any proposed work or activity referred to in the Plan.; and
- Provide first consideration to the NL labour market to meet the human resource requirements of the Project.

These obligations apply to Equinor and extend through the supply chain. Contractors and subcontractors will be required to comply with the requirements of the *Accord Acts* and the commitments set out in this Plan. Equinor confirms that any collective agreement entered into by the company or its contractors will include provisions consistent with the requirements in the *Accord Acts*.

A Diversity and Inclusion (D&I) Plan (A Appendix - Diversity and Inclusion Plan) forms part of this Plan and outlines measures to support participation by under-represented groups.

2.2 Benefits Context

Industrial benefits have been a foundational element of offshore petroleum development in NL since the establishment of the *Atlantic Accord Memorandum of Agreement* and the offshore regulatory framework in the 1980s.

Since the commencement of production in 1997, the province has developed a mature offshore industry supported by producing fields, established infrastructure, and a skilled workforce. This has contributed to the growth of local supply and service capacity, employment, government revenues, and E&T systems.

The local supply community has developed experience in offshore construction, operations, and maintenance, supported by post-secondary institutions and training programs that contribute to workforce development across technical and professional disciplines.

The technical and operational requirements associated with deepwater development introduce different execution approaches, including increased reliance on subsea systems, automation, and digital technologies. These factors are expected to influence supply chain participation and capability development within the province.

Equinor has been active in the region for nearly three decades and has established procurement practices, supplier relationships, and engagement mechanisms that inform the development and implementation of this Plan.

2.3 Benefits Drivers

The delivery of industrial benefits for the Project is influenced by a number of key factors, including:

- **Project characteristics:** Deepwater location, distance from shore, and reliance on subsea and floating production systems;
- **Execution model:** Use of specialized global contractors and established supply chains for major scopes of work;
- **Local capability:** Existing strengths within the NL supply community and workforce, and areas requiring further development;
- **Market conditions:** Labour availability, global supply chain dynamics, and competitiveness considerations; and
- **Regulatory requirements:** Obligations under the *Accord Acts* and associated *Guidelines*.

These factors have informed the approaches set out in this Plan, including workforce development, supplier participation, R&D, and measures to support inclusive participation.Updating...

2.4 Plan Structure

This Plan is structured to address the requirements of the *Accord Acts* and the *Guidelines* across the full life of the Project.

The Plan outlines:

- Employment and training policies and programs;
- Procurement and supply chain participation;
- R&D and E&T initiatives;
- Measures to support participation by under-represented groups; and
- Processes for implementation, monitoring, and reporting.

The Plan is intended to provide a framework for the delivery of industrial benefits that is clear, measurable, and adaptable over the life of the Project.

3 Bay du Nord Project

3.1 Project Proponents

The Project is held by Equinor and bp, with participating interests as summarized in Table 3.1. Equinor is the operator of the Project on behalf of the co-venturers.

Equinor ASA is an international energy company with extensive experience in offshore petroleum development and operations. Equinor has been active in the Canada-NL offshore since 1996 and maintains an office in St. John's, NL. The company holds interests in exploration, development, and producing assets in the region, including Hibernia and Hebron.

The Project comprises five offshore oil discoveries: Bay du Nord, Cambriol, Cappahayden, Harpoon, and Baccalieu.

Table 3.1 Owner's Participating Interest

Owner	Share (%)	
	Bay du Nord, Harpoon, and Baccalieu	Cambriol and Cappahayden
Equinor	65%	60%
bp	35%	40%

3.2 Project Description

The Project is an offshore oil development located in the Flemish Pass Basin, approximately 475 km northeast of St. John's, NL in water depths ranging from approximately 600 to 1,200 m.

The Project consists of hydrocarbon resources within the Bay du Nord, Cambriol, Cappahayden, Harpoon, and Baccalieu fields. The initial phase of development is focused on the Bay du Nord and Cambriol fields, within Significant Discovery Licences SDL 1055 and SDL 1060 (Figure 3.1). These fields, along with potential future developments, are located within the Project area assessed under the Environmental Impact Statement (EIS) [3].

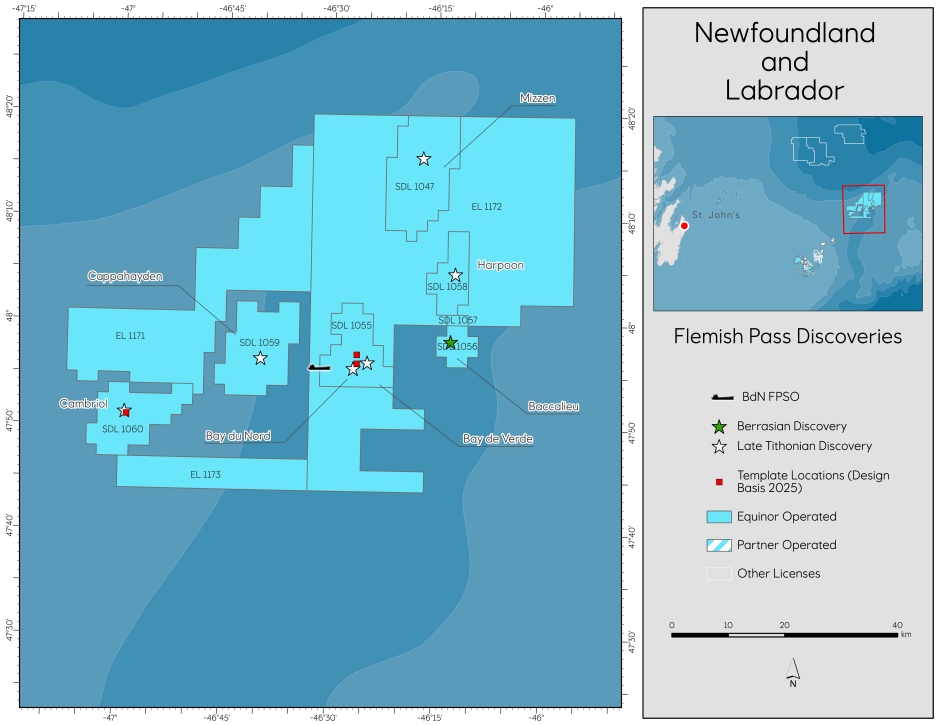

Figure 3.1 Project Area

Estimated recoverable resources for the initial phase are approximately 429 MBO. The Project is expected to have a production life of approximately 20 years.

The development concept is based on a Floating Production, Storage, and Offloading (FPSO) facility connected to subsea production systems. The FPSO will be a ship-shaped facility with a disconnectable turret, designed to process, store, and offload crude oil to shuttle tankers (Figure 3.2).

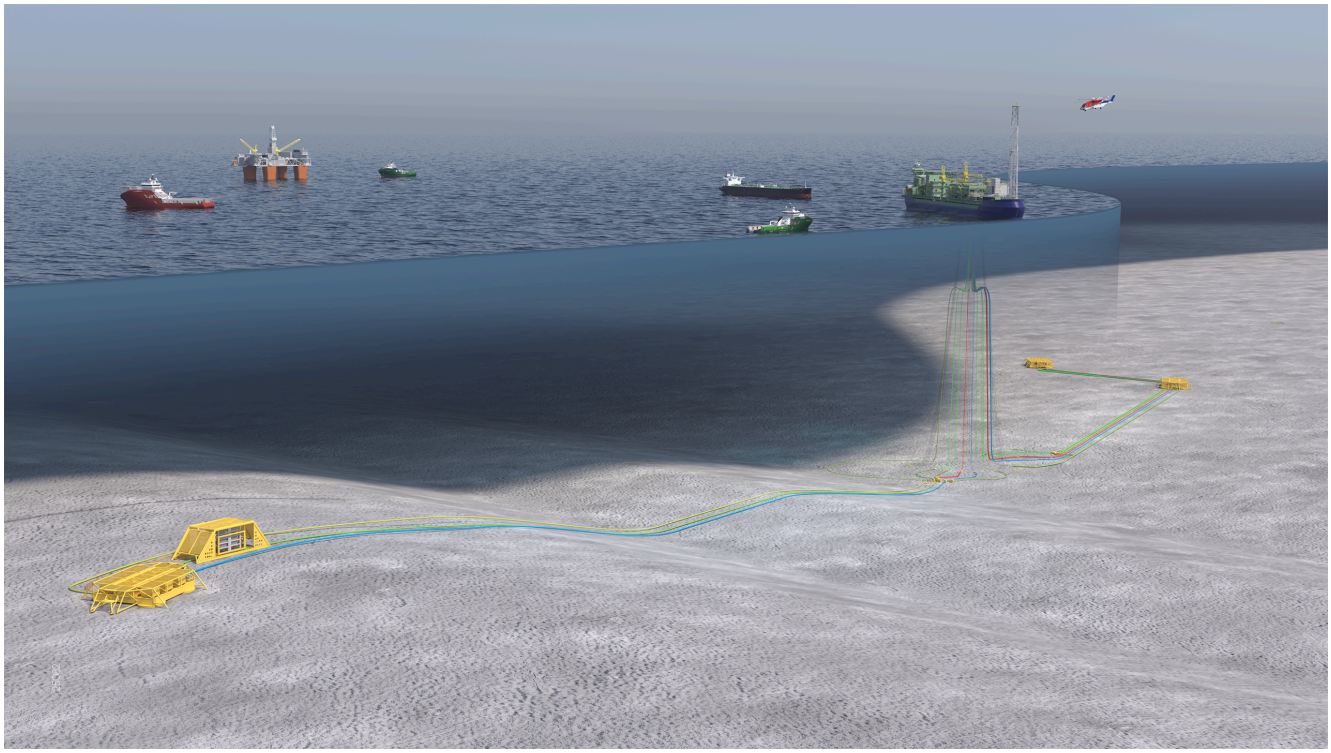

Figure 3.2 Bay du Nord Project Concept

The Project includes the works and activities required for the development and operation of an offshore oil production system. These activities include but are not limited to subsea production infrastructure, drilling and well operations, offshore construction and installation, marine operations and logistics, crude oil offloading, and eventual decommissioning and abandonment of facilities.

Potential future development may include expansion within the Bay du Nord and Cambriol fields, development of the Cappahayden, Harpoon, and Baccalieu fields, and additional opportunities identified through ongoing subsurface evaluation. Any such development would be subject to technical and economic feasibility and applicable regulatory approvals.

A summary of the current design basis is provided in Table 3.2. The design will continue to be refined during the Front-End Engineering Design (FEED) and detailed design phases.

Table 3.2 Overview of Current Design Basis

Concept Item	Details (subject to change during FEED and detailed design phases)
Estimated Recoverable Reserves	Approximately 429 MBO
Distance from Shore	Approximately 475 km (FPSO)
Water Depth	Bay du Nord - 1,168 m Cambriol - 621 m
Production Life	20 years
Drainage Strategy	Bay du Nord – Water-Alternating-Gas (WAG), template-based and riser base gas lift Cambriol – Water Injection (WI), riser base gas lift
Drilling and Well	Well count total – 16 (production, WI, WAG)[1] Standard well type concepts
Subsea Umbilicals, Risers, and Flowlines (SURF)	Number of templates: 3 x 6-slot Number of risers: 8 flexible risers, 2 dynamic umbilicals, 1 power cable, 4 spare slots in turret Flowlines: Production, WI, and Gas Injection (GI) Number of static umbilicals: 3 Subsea cooler: 1 Subsea Power Distribution Unit (SPDU): 1 Subsea Distribution Units (SDU): 2 Riser bases: 2
Main Facility Concept	FPSO: Ship-shaped Accommodation: Up to 120-person capacity Turret: Disconnectable Offtake to shuttle tankers Oil capacity: 160 kbbl/sd design plateau production Target oil capacity (debottlenecked): 175 kbbl/sd[2] Gas handling capacity: 5.0 MSm^3/sd Liquid capacity: 40,000 Sm^3/sd[2] Water injection capacity: 40,000 Sm^3/sd[2]
Operations	Equinor is accountable for overall field operations, including SURF and Drilling & Well. FPSO contractor is responsible for FPSO operations and maintenance.

The activities leading up to and including the production phase for the Project are extensive and include, but are not limited to, the following:

- Design, construction, and integration of major Project components
  - SURF
  - FPSO
  - Turret and Mooring System
- Offshore construction and installation
  - Installation of subsea production, power and umbilical, riser and flowline systems
  - Installation of mooring system
  - Transport of FPSO to offshore location
  - Installation, hook-up and commissioning of the production installation at the production site, including, but not limited to the FPSO, turret, and Subsea Production System (SPS)
- Production and maintenance operations
  - Production operations
  - Emergency preparedness and response
  - Condition monitoring
  - Maintenance execution
  - Technical integrity management
  - Maintenance and modifications
  - Subsea inspection, maintenance and repair
  - Fabric maintenance
  - Telecoms
  - Valve servicing, equipment vendor support
  - Ice management
- Drilling operations
  - Well operations, including drilling, completion, recompletion, re-entry, intervention, workover, suspension, or abandonment of a well operation
  - Operation of one or more mobile offshore drilling installations
  - Marine operations and logistics supply and servicing
  - Offshore Supply Vessels (OSV)
  - Standby Vessels (SBV)
  - Helicopter support
- Supporting surveys (as required)
  - Geohazard / wellsite and seabed surveys
  - Geophysical surveys (e.g., 2D/3D/4D seismic surveys, Vertical Seismic Profiling [VSP])
  - Geotechnical / geological surveys
  - Environmental surveys (e.g., oceanography, meteorology, and ice/iceberg surveys; biota, water, and sediment collection, etc.)
  - Remotely Operated Vehicle (ROV)/Autonomous Underwater Vehicle (AUV)/video surveys
- Crude oil shipping including movement, hook-up/disconnect and offloading of crude oil to shuttle tankers
- Decommissioning and abandonment

This Plan covers all noted components of the Project and additional details can be found in the Bay du Nord Project Development Plan.

3.3 Preliminary Project Schedule

Figure 3.3 presents the current Project schedule, which remains subject to regulatory approvals and further refinement during FEED, detailed design, and execution planning.

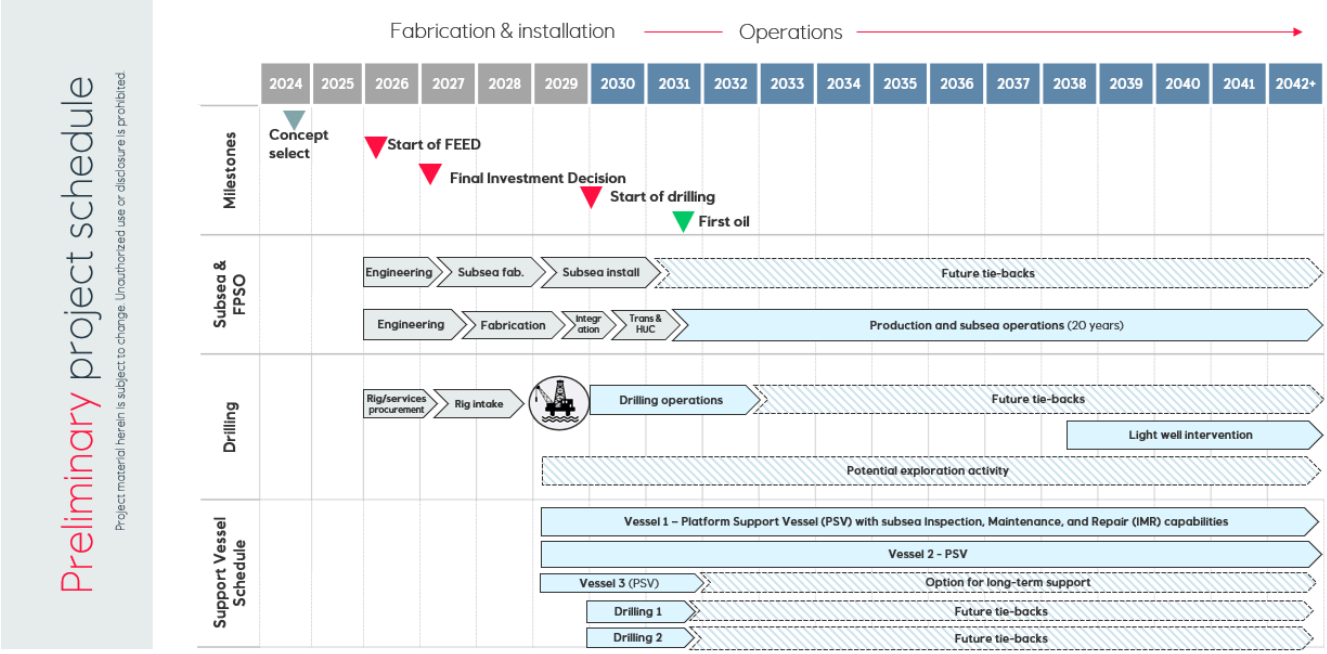

Figure 3.3 Preliminary Project Schedule

The anticipated timing of key Project activities associated with the initial development phase is summarized in Table 3.3.

Table 3.3 Anticipated Timing of Project Activities - Initial Phase

Project Phase	Anticipated Timing
Onshore Construction FPSO	2027-2030
Onshore Construction SURF	2027-2029
Offshore Construction SURF	2028-2031
Offshore Construction FPSO	2029-2031
Drilling Activities	Commencement approximately 2029 Approximately four years including drilling installation intake; year-round
Production and Maintenance Operations	Commencement anticipated in 2031 Approximately 20 years; year-round
Supply and Servicing	Commencement approximately 2029 Ongoing throughout life of Project; year-round
Supporting Surveys	Ongoing throughout life of Project Short-term (e.g., weeks to months)
Decommissioning and Abandonment	At end of Project life

3.4 Project Execution Model

The Project execution model has been developed to address the technical complexity of a deepwater development, support schedule certainty, and maintain cost competitiveness. The model is based on phased development, early contractor engagement, and clear allocation of responsibilities and risk across major scopes.

FPSO

Following market engagement and competitive procurement, it was determined that a lease and operating model provided a viable and executable path for the Project. This model supports standardized design, execution efficiency, and effective risk management for a complex deepwater development.

Under this model, the FPSO contractor is responsible for the engineering, procurement, construction, integration, commissioning, operations, maintenance, and decommissioning of the facility, in accordance with applicable international standards and Canadian regulatory requirements.

The execution model assigns design and construction responsibility to an experienced contractor, supporting execution certainty and the use of proven solutions. A fixed-price commercial structure provides cost predictability, while early and long-term contractor engagement enables alignment with the Project schedule and facilitates planning for local participation during development and operations.

Equinor retains overall accountability as field operator, including responsibility for regulatory compliance and integration across Project scopes.

SURF

The subsea scope is being progressed using an execution model aligned with the requirements of a deepwater development. Early contractor engagement has been used to define the subsea concept, key interfaces, and execution strategy.

The subsea system will comprise production systems, flowlines, risers, riser bases, and umbilicals, designed as an integrated field layout using established and proven technologies.

This approach supports coordinated execution across subsea and topsides scopes and enables progression from concept selection through engineering and execution in a controlled and sequenced manner.

Drilling and Logistics

An early engagement approach is also being applied to drilling and well services, as well as logistics, to inform execution planning and contracting strategies.

These scopes will be subject to competitive procurement processes, with contract awards aligned to Project requirements and schedule.

4 Benefits Agreement

The Benefits Agreement was signed between the Project owners and the Government of NL in March 2026. This Plan takes into account the applicable commitments from the Benefits Agreement related to integrated operations centre, procurement and contracting, supplier development, D&I, R&D, E&T, and reporting.

5 Benefits Approach

Equinor's approach to Canada-NL benefits delivery is grounded in offshore project experience and focused on achieving sustainable, long-term benefits over the full life of the Project. This Plan sets out a structured and integrated approach to benefits delivery for a new deepwater development, recognizing that benefits opportunities will evolve by project phase.

Benefits are integrated into project planning and decision-making from the outset and are delivered through clear governance, defined accountabilities, and consistent engagement with contractors, stakeholders, and rights holders.

Equinor has extensive experience operating under the legislative requirements of Section 45 of the *Accord Acts* and has delivered exploration and development activities in the Canada-NL offshore area under approved benefits plans. This experience informs Equinor's understanding of regulatory expectations, competitive procurement processes, and effective benefits management.

As a joint venture partner in producing offshore developments in the province, Equinor has an established understanding of the capabilities and capacity of the NL and Canadian supply chain. The Plan describes the opportunities associated with the Project across project management, engineering, drilling, operations, innovation, technology, digitalization, health, safety, and environment, recognizing that opportunities will change over the project lifecycle.

Equinor is committed to the intent and objectives of the *Accord Acts*. In accordance with the legislation, individuals and companies in Canada and NL will be provided with full and fair opportunity to participate on a competitive basis in the supply of goods and services. First consideration will be given to personnel, services, and goods provided from NL where they are competitive in terms of fair market price, quality, and delivery.

Open
Collaborative
Courageous
Caring

Equinor's approach is also aligned with internationally recognized frameworks, including the United Nations Guiding Principles on Business and Human Rights, the United Nations Global Compact, and the Organization for Economic Co-operation and Development Guidelines for Multinational Enterprises.

The principles are also supported by Equinor's established management system, including its Code of Conduct, which sets expectations for ethical behaviour, legal compliance, and responsible business practices. These expectations apply to all personnel, contractors, and suppliers engaged on the Project and are reflected in procurement, contracting, and workforce practices.

5.1 Principles

The Project is guided by a set of core principles that shape how benefits are realized:

- **Local Participation:** Provide first consideration to qualified residents, businesses, and services from NL, while supporting the development of local capability.
- **Full and Fair Opportunity:** Use open, competitive, and transparent processes that enable participation by local businesses and under-represented groups.
- **Integrated Delivery:** Embed benefits requirements into project planning, contracting, and execution, alongside safety, cost, schedule, and quality.
- **Partnership and Engagement:** Work with government, Indigenous groups, industry, and education and training organizations to align with local capacity.
- **Shared Accountability:** Make benefits delivery a responsibility across all functions, with clear leadership accountability.
- **Sustainable Value and Capability Development:** Focus on long-term economic benefits by building workforce skills, supplier capability, and industry capacity across the project lifecycle.
- **Transparency and Consistency:** Apply benefits requirements consistently, supported by clear governance, defined roles, and oversight.
- **Responsible and Compliant Operations:** Deliver benefits in line with legal requirements, including the *Accord Acts*, and uphold standards for safety, ethics, and environmental management.

5.2 Benefits Culture

The Project will establish and maintain a benefits culture that supports the consistent and effective delivery of Canada-NL benefits across all phases of the Project. Benefits considerations will be integrated into project planning, execution, and decision-making, consistent with other core project disciplines.

This Plan provides a common framework for understanding statutory requirements, commitments, and expectations related to Canada-NL benefits. Project personnel will be expected to understand how these requirements apply to their roles and to incorporate benefits considerations into their day-to-day activities, consistent with their functional responsibilities.

Ownership of benefits delivery will be embedded across the Project organization. Leadership commitment, clear accountabilities, and consistent reinforcement will support a disciplined approach where benefits are managed alongside health, safety, environment, cost, schedule, and quality.

This approach extends to contractors and suppliers. Contractors engaged on the Project will be expected to align with Project benefits objectives and demonstrate how benefits considerations are incorporated into their execution plans, consistent with competitive and transparent procurement processes. Expectations for Tier 1 contractors are further described in 12 Procurement and Contracting.

Table 5.1 Benefits Culture Commitments

▪ Develop and implement a Project-wide communications approach to ensure that Equinor and contractor personnel are informed of the requirements of the *Accord Acts*, the Benefits Agreement, and this Plan. ▪ Provide standardized onboarding and orientation materials for Equinor and contractor personnel that include clear guidance on benefits obligations, roles, and expectations. ▪ Integrate benefits considerations into Project governance and management processes, including representation in Project management teams and relevant decision-making forums (see 7 Benefits Management). ▪ Include benefits as a defined element in key Project interfaces, including contract kick-off meetings, contractor performance reviews, and Project update forums. ▪ Require Tier 1 contractors to demonstrate how benefits considerations are incorporated into their execution plans and management systems, consistent with the requirements of this Plan. ▪ Communicate Project benefits objectives and performance periodically to Project personnel and contractors to reinforce awareness and accountability. ▪ Establish and implement mechanisms to recognize and reinforce behaviours that support the delivery of Canada-NL benefits.

The Project will monitor the effectiveness of benefits culture initiatives through periodic assessment of awareness, understanding, and implementation across Project personnel and contractor organizations.

This will include conducting a Project-wide survey to establish a baseline and track progress at defined intervals. Results will be reviewed and used to inform continuous improvement actions.

6 Local Office

The *Accord Acts* require that the operator establish and maintain an office in NL with appropriate levels of staffing, management, and decision-making authority.

The Operator maintains an established office in St. John's, NL. This office supports the management of the Operator's activities in the Canada-NL offshore, including its interests in producing projects and exploration programs.

The office is led by senior management and is staffed with personnel across key functional areas, including procurement, operations, human resources, subsurface disciplines, engineering, logistics, safety and environment, R&D, communications, drilling, and commercial management.

This established presence provides a foundation for in-province decision-making and supports the execution of the Project. The Project will build on this capability, including in relation to offshore production operations and ongoing field management activities.

7 Benefits Management

The Project will implement a structured benefits management approach to support the delivery, monitoring, and reporting of Canada-NL benefits commitments.

Benefits management will be coordinated from Equinor's St. John's, NL office and integrated within the procurement function, reflecting its central role in supplier selection, contracting, and oversight. This integration supports the consistent application of benefits requirements across Project activities and the supply chain.

7.1 Governance and Accountability

Overall accountability for delivery of the Plan rests with the Project Director during the development phase. The local Head of Procurement will be responsible for the implementation and management of benefits processes across both development and operations phases, including oversight of contractor alignment with Plan requirements.

During the operations phase, accountability for Plan delivery will transition to the Equinor Exploration and Production International (EPI) Canada Country Manager, supported by the procurement function and associated resources.

7.2 Benefits Management Function

The Industrial Benefits Manager will lead implementation of the Plan in accordance with the *Accord Acts* and will act as the primary liaison with the C-NLOER. This role includes oversight of contractor and supplier compliance with legislative requirements and Plan commitments.

The Industrial Benefits Manager will be responsible for compiling Project-wide procurement and employment data and preparing quarterly and annual benefits reports for submission to the C-NLOER. R&D and D&I commitments will also be tracked and reported.

The Industrial Benefits Manager will be supported by a dedicated Benefits Team based in St. John's, NL, along with the broader procurement organization in Canada. Additional resources, including benefits coordinators, analysts, diversity and inclusion specialists, and work term students, will be engaged as required to support delivery.

The preliminary benefits management structure is illustrated in Figure 7.1.

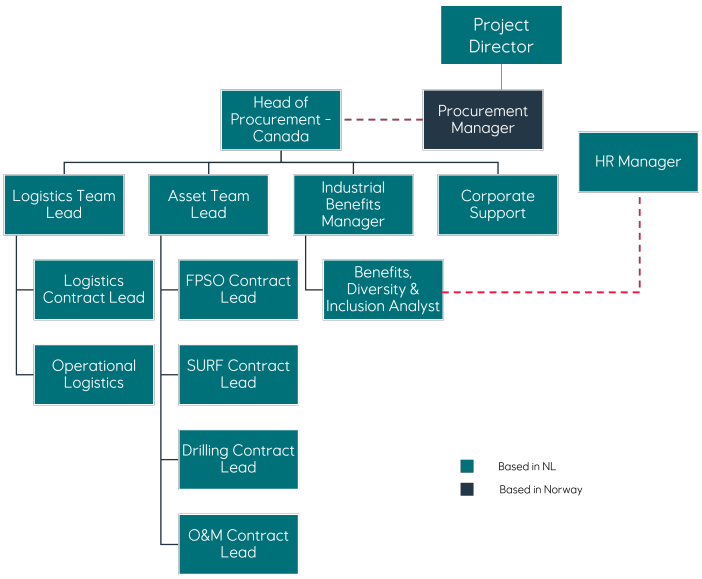

Figure 7.1 Preliminary Procurement Organization - Canada

For the development phase, Tier 1 SURF, FPSO and Drilling contractors will maintain offices in the province and assign personnel responsible for Canada-NL benefits. These individuals will work closely with the Benefits Team to manage and implement the Plan. Contractors will be required to appoint a senior-level benefits representative to ensure Canada-NL benefits are prioritized alongside other disciplines. Additional support may be hired or seconded as needed. These representatives will manage benefits initiatives, monitor procurement and employment metrics, prepare reports, support issue resolution, and facilitate audits requested by Equinor or the C-NLOER. At a minimum, this role will be required for SURF and FPSO construction and drilling.

During the development phase, the Project Management Team (PMT) will operate across multiple locations, including St. John's, NL and other international offices, depending on role and function (Figure 7.2).

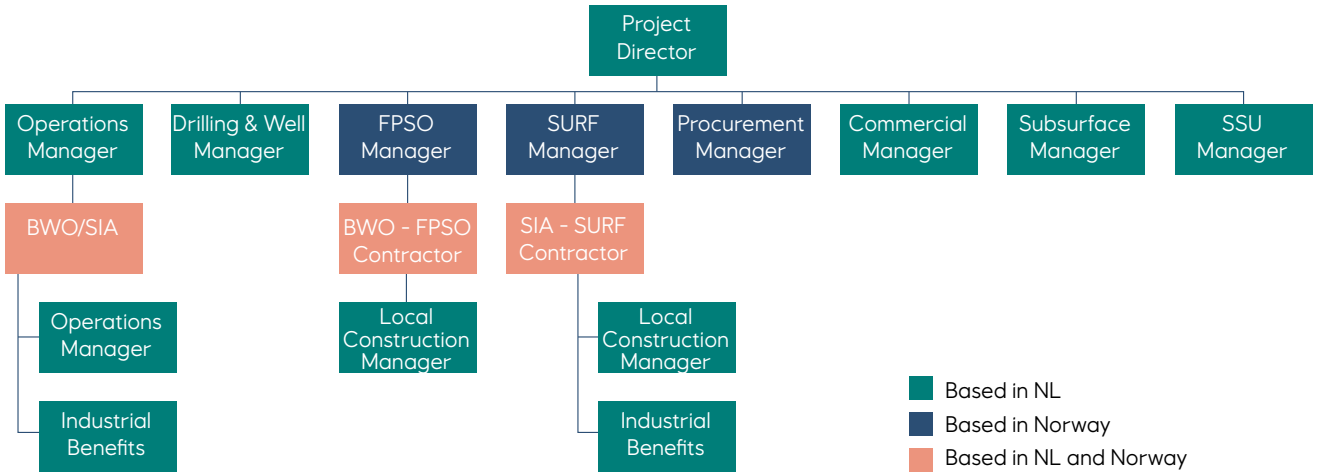

Figure 7.2 Preliminary Project Management Organization

Select Project components will be executed from global locations to leverage specialized expertise and established execution centres. These activities will be coordinated through the Project's governance structure, with integration, oversight, and decision-making supported from the St. John's, NL office.

7.3 Contractor Responsibilities and Oversight

Supply, service, engineering, and construction activities for the Project will be carried out by third-party contractors. Contractors are required to comply with the requirements of the *Accord Acts* and the commitments set out in this Plan.

A structured contractor oversight approach will be implemented to verify that benefits requirements are consistently applied across all contracted scopes. This includes ongoing engagement with contractors, provision of guidance on legislative requirements, and early identification and resolution of benefits-related issues.

Contractors will be required to establish and maintain systems and processes to support implementation of benefits commitments within their scope. Requirements related to employment, procurement, D&I, E&T, R&D, Canada-NL content, and reporting obligations will be defined in a Benefits Manual issued to contractors and subcontractors. These requirements will be incorporated into contractor recruitment, contracting, and execution practices.

Benefits requirements and commitments will be embedded within contractual agreements. Periodic audits and reviews will be conducted to verify compliance with Plan requirements and the adequacy of contractor systems and procedures. Where non-compliance is identified, corrective actions will be required, and commercial or contractual remedies may be applied where appropriate.

During the development phase, Tier 1 contractors, including those responsible for SURF, FPSO, and drilling scopes, will maintain a presence in the province and assign personnel responsible for Canada-NL benefits. Contractors will appoint a senior-level benefits representative to ensure benefits are integrated into execution and managed alongside other project disciplines.

Contractor benefits representatives will be responsible for implementing benefits initiatives within their scope, monitoring procurement and employment performance, supporting reporting requirements, facilitating issue resolution, and supporting audits as requested by Equinor or the C-NLOER.

7.4 Monitoring and Reporting

The Project will implement a structured monitoring and reporting approach in accordance with the *Guidelines* and the Benefits Agreement to support delivery of the commitments set out in this Plan.

Processes will be established to collect, validate, and report benefits data across all Project activities, including procurement, employment, R&D, and D&I. Contractors will be required to provide timely and accurate data in accordance with defined reporting requirements.

Benefits data will be compiled and assessed to verify performance against the estimates and commitments outlined in this Plan. Monitoring activities will also support the evaluation of implementation effectiveness and identification of areas for improvement.

Periodic reviews and audits of contractor data and internal processes will be conducted to verify data integrity, completeness, and alignment with Plan requirements.

A Benefits Manual will be developed to define policies, procedures, and reporting expectations, and to support consistent application across the Project and contractor organizations.

Quarterly and annual benefits reports will be prepared and submitted to the C-NLOER and the Government of NL in accordance with regulatory requirements. Report formats and content will align with the *Guidelines* and the Benefits Agreement.

Table 7.1 Monitoring and Reporting Commitments

▪ Prepare and submit quarterly and annual benefits reports to the C-NLOER and the Government of NL in accordance with the *Guidelines* and the Benefits Agreement. ▪ Report on the implementation of Benefits Agreement obligations over the life of the Project in accordance with applicable reporting requirements. ▪ Maintain public transparency by making appropriate benefits information available through the Project website. ▪ Cooperate with the C-NLOER oversight activities, including Plan reviews and compliance-related inquiries. ▪ Address instances of non-compliance, including responding to substantiated complaints and implementing corrective actions where required.

8 Work Activity in the Province

The minimum scope of work to be undertaken in the province is described in the Benefits Agreement between the Government of NL and the owners.

Companies and individuals in NL will have additional opportunities to participate in the Project activities on a full and fair basis, consistent with the provisions of the *Accord Acts*.

Pre-Development and Development

During the pre-development phase, studies, early engineering, and procurement activities provide critical insights to support Project decision-making. This work has been guided by Equinor's commitment to engaging contractors and suppliers with experience in the local region.

The specific components to be fabricated locally will be determined through a competitive bidding process and the Benefits Agreement with (12.3 Procurement Process). In addition, extensive planning for construction, installation and commissioning will occur in the province. Wherever possible, engineering work related to these components will also be carried out in the province.

Estimated hours for in-province employment during both pre-development and development phases are outlined in B Appendix - Capacity Assessment and Project Workforce. These estimates include hours for concept selection, pre-FEED, FEED, detailed design, drilling and well engineering, subsurface engineering, project management, procurement, operations readiness, and other supporting functions.

If FEED or detailed design work is performed outside the province, Equinor will seek to create employment opportunities for qualified provincial residents at those external locations, where feasible.

Drilling and Well

Substantially all drilling and well engineering and operations of drilling and completions activities will occur in NL. The Project Drilling and Well Team located in St. John's, NL is responsible for the safe and reliable well design, organizational readiness, and execution of drilling and well operations for the Project. See B.2.4 Drilling and Well Services for details.

Subsurface

The Subsurface Team is based in St. John's, NL and is responsible for the development of the hydrocarbon resources in accordance with the applicable regulations and industry best practices.

The Subsurface Team covers geology, geophysics, petrophysics, reservoir and production technology disciplines and activities. The Subsurface Team is anticipated to grow throughout the development project phases.

Responsibilities will transition from early phase planning into production phase resource management.

The continued active pursuit of future field development opportunities and increased oil recovery initiatives resides within the Subsurface Team and substantially all subsurface work will occur in the province.

Operations

Following commencement of commercial production, the operations phase is expected to last approximately 20 years. Substantially all expenditures and hours will be spent and performed within the province, where possible.

Optimization of safety, production and maintenance performance through comprehensive data analytics, connectivity and use of digital technologies will ensure safe and efficient operations. This will require real-time collaboration between the Project's offshore and onshore organizations, Equinor ASA global operation support centres, and with the local supplier networks.

Equinor will have onshore and offshore organizations that will be developed in the province via local specialized training programming. The Project will leverage and further develop the local supply and service infrastructure. See B.3 Operations Phase for additional details.

9 Project Management and Engineering

Project Management

Project Management is a core competency of Equinor ASA, and the Project provides an opportunity to bring Norwegian and global sector experience to the Canada-NL offshore area.

Within Equinor ASA, all large projects are delivered by a specialist group, Projects, Drilling and Procurement (PDP), which is responsible for safely delivering projects to the operating entity.

The PMT includes several management personnel and technical specialists, most of whom are located in the St. John's, NL office, including the Project Director, with a subset of members in Norway. The PMT is responsible for delivering the full development scope of the Project including procurement and contracting, engineering, regulatory, safety and environment, and operations readiness. The PMT remains accountable for industrial benefits. Responsibility for managing those benefits will be delegated to the local Head of Procurement, with delivery handled by the Industrial Benefits Manager as part of the local procurement team. Once commissioned, the Project will be handed over to Equinor's local senior management team for operations.

Engineering

Equinor recognizes the local engineering community has been a key part in the construction, operations, and maintenance of other offshore developments in the region.

Equinor will require SURF, FPSO, and drilling Tier 1 contractors to investigate opportunities for local engineering firms to provide engineering and project management services to the Project.

For individuals based in province, registration is mandatory to practice engineering or geoscience as defined in *the Engineers and Geoscientists Act, 2008*. Professional members licensed by the Professional Engineers and Geoscientists Newfoundland and Labrador (PEGNL) are the only people permitted by law to undertake and assume responsibility for engineering and geoscience work in the province. Equinor will ensure contractors understand and adhere to the requirements of the *Engineers and Geoscientists Act, 2008*.

10 Stakeholder and Indigenous Engagement

Equinor is committed to optimizing opportunities and benefits for NL and Canadian workers and companies as part of the Project.

A key part of developing the Plan was engaging with stakeholders and NL Indigenous groups to understand their interest in the Project and obtain input on initiatives through listening, informing, and collaborating [4].

This engagement used a proactive approach, incorporating a combination of face-to-face meetings, group and topic specific presentations, participation in industry events, focus group discussions, and community and site tours.

An engagement plan was prepared to identify and map Project stakeholders to determine how to effectively communicate with each group. Categories include:

- Industry associations;
- C-NLOER;
- Business community;
- E&T institutions;
- Diversity groups;
- Indigenous groups;
- Government; and
- Communities.

Focused engagement has been ongoing since 2018. Information sharing focuses on following general topics:

- Procurement, supply chain and contracts;
- Employment;

- E&T;
- R&D;
- D&I; and
- Economic development (community and provincial).

10.1 Diversity and Inclusion

Employment, training, and business access support for under-represented groups is an important issue that requires a comprehensive and inclusive plan to ensure the needs of these groups are not overlooked.

Equinor maintains relationships with the D&I community and has developed A Appendix - Diversity and Inclusion Plan in close consultation with these expert organizations. Equinor has met with stakeholders and NL Indigenous business development organizations to provide updates regarding the Project and discuss best D&I practice in executing projects. We have also hosted focus group discussions. Information and feedback gathered though those engagements have been considered in the D&I Plan.

Equinor also consulted with women's organizations regarding employment targets for the development and operations phases. Input received was used to establish targets.

Equinor will continue to engage with diversity groups throughout Project planning and development. This includes meetings, Project updates, supplier development sessions, and annual updates regarding diversity commitments, goals and targets.

10.2 Industry

Equinor has actively cultivated strong relationships with NL industry associations since beginning operations in the province. As a long-standing member of Energy NL, Equinor regularly participates in annual conferences, delivers project updates, and maintains ongoing engagement related to procurement activities and supply chain development.

To deepen understanding of local industry capability, Equinor and contractor representatives have conducted multiple tours of provincial construction and fabrication facilities over several years, including Bull Arm, Port of Argentia, Cow Head Kiewit Facility, Port of Stephenville, Bay Bulls, and additional sites across the Avalon Peninsula. These visits have provided valuable insight into the province's industrial capacity and readiness to support project requirements.

Building on previous efforts, Equinor and its Tier 1 contractors held a series of supplier information sessions in 2025 to share detailed information on project scope, schedule, and procurement processes. Tier 1 contractors subsequently continued comprehensive business-to-business engagement with key segments of the local supply community to support early planning and future opportunities.

As the Project progresses, Equinor will continue to collaborate closely with provincial industry associations, including Energy NL, TechNL, Econext, and the Board of Trade, to coordinate the sharing of project information. This ongoing engagement will focus on procurement processes, forthcoming contract opportunities, and updates to the project development schedule, ensuring industry remains informed and well positioned to participate.

10.3 Research, Development, Education and Training

Equinor has been actively developing relationships with R&D and E&T stakeholders, in both the private and public sectors, since it started operating in the province.

Equinor has directly engaged with, and funded projects numerous departments across Memorial University and the Marine Institute. Regular engagement is also conducted with Memorial University and the Marine Institute to explore opportunities for Equinor to support additional local R&D and E&T activities in the future. Also, Equinor serves on various industry-advisory committees with both institutions.

Equinor is a member of Energy Research and Innovation Newfoundland and Labrador (ERINL) which manages R&D projects conducted by local suppliers on behalf of ERINL participants, and has representation on both the ERINL Board of Directors (Chair) and ERINL Research Management Committee.

Equinor has funded R&D projects with numerous local suppliers such as C-CORE, National Research Council (ice tank facility), Kraken Robotics, LGL, Rutter and Fugro.

Equinor has had a high focus on supporting and developing highly qualified personnel in NL. Through numerous programs focusing on marine icing, reservoir characterization, and ice engineering, Equinor has supported more than 50 Masters, PhD, and post doctorate students.

As the Project moves forward, Equinor will expand its engagement with industry associations such as TechNL, Energy NL, Indigenous groups, and education institutions (e.g., College of the North Atlantic [CNA], Memorial University, Marine Institute, private sector training providers) to identify and execute activities to increase local capacity to deliver technological solutions and educational programs. Possible engagement mechanisms will include:

- Workshops and webinars to identify opportunities on specific topics;
- Supplier forums, in which suppliers will have opportunities to promote developments and proposals;
- EOIs; and
- RFPs.

11 Supplier Development

Equinor supports the development of competitive and sustainable supplier capability in NL and across Canada. Supplier development for the Project is aligned with the Project's execution strategy and is designed to support competitive participation through transparent and fair processes.

Supplier development is a shared responsibility between Equinor and its Tier 1 contractors. Expectations related to supplier engagement and development are incorporated into contractor requirements and integrated into project planning and execution.

Equinor will work with contractors to support early and ongoing engagement with the local and Canadian supply community, with the objective of increasing awareness of opportunities and enabling suppliers to participate competitively. Tier 1 contractors will be required to describe how supplier engagement and development considerations are addressed within their execution strategies, consistent with contractual obligations.

Table 11.1 Supplier Development Commitments

▪ Work with industry associations, Government of NL, Government of Canada, and other relevant stakeholders to support supplier development initiatives that strengthen local and Canadian capability. ▪ Where appropriate, support initiatives that enhance competitiveness, including opportunities related to export readiness, diversification, and collaborative arrangements. ▪ Require Tier 1 contractors to prepare and implement supplier development work plans that outline their approach to engaging NL and Canadian suppliers during the development phase. ▪ Provide visibility of Project-related supply and service opportunities through the Project website. ▪ Require Tier 1 contractors, through contractual obligations, to provide web-based access to procurement opportunities and related activities using established expression of interest processes. ▪ Consider supplier development approaches as part of procurement and contracting evaluations, consistent with competitive outcomes. ▪ Require proponents, as part of FEED submissions, to complete a local content questionnaire describing initiatives to support Canadian and NL suppliers, including policies to promote technology transfer through alliances, partnerships, or joint ventures. ▪ Encourage any non-provincial suppliers to establish operations in the province to support the Project, where practical, and to form alliances and joint ventures with provincial suppliers to promote technology exchange and business partnerships.

11.1 Supplier Development Initiatives

Supplier development initiatives may be implemented in alignment with Project requirements, market conditions, and phased execution of the Project. Activities may be adapted over time to reflect changes in scope, capacity, and contracting strategies.

The initiatives described below reflect approaches that may be applied during the development and operations phases to support competitive participation by NL and Canadian suppliers.

Capability Assessment and Engagement: Engagement with suppliers, including facility visits where appropriate, may be undertaken to support understanding of local capabilities and capacity. Insights from these engagements may inform procurement strategies, supplier engagement approaches, and alignment with Tier 1 contractors.

Information Sharing and Opportunity Visibility: The Project website may be used as a primary platform for communicating information related to supply and service opportunities, Project updates, and supplier-related information. Relevant information may also be shared through industry associations, diversity and inclusion organizations, and Indigenous business development organizations, as appropriate.

Small and Medium Enterprise Participation: Small and medium enterprises may participate in aspects of the offshore supply chain, including activities that fall outside formally tendered contracts. Supplier development initiatives may support awareness of these opportunities and facilitate engagement between capable local enterprises and Project contractors. Such activities may include engagement with local organizations to support understanding of Project requirements, facilitation of introductions between local enterprises and contractors, and identification of barriers to competitive participation.

Opportunity Identification: Equinor may work with Tier 1 contractors to identify potential supplier opportunities during the development phase and, where appropriate, prior to procurement for operations. This may include structured reviews of contract scopes to identify areas where local and Canadian suppliers could participate competitively. Information on identified opportunities may be communicated through established engagement channels.

Technology and Digitalization: Where relevant, Equinor and its contractors may share aspects of the Project's technology and digitalization approach with stakeholders to support awareness and opportunity identification. Engagement may involve collaboration with educational institutions, industry organizations, and Indigenous groups to align local capabilities with Project needs.

Specialized Capabilities and Technology Transfer: For specialized scopes, contractors may consider approaches to support skills and technology transfer, such as training or knowledge-sharing activities, where aligned with Project requirements and competitive contracting principles.

International Scope: Certain Project activities may occur outside Canada. Where appropriate, Equinor may work with contractors to identify opportunities for NL and Canadian suppliers to participate competitively in these activities. Information on such opportunities may be communicated in a manner that supports fair and competitive participation.

12 Procurement and Contracting

Equinor's procurement and contracting strategy for the Project is designed to provide full and fair opportunity and first consideration to Canadian and, in particular, NL manufacturers and suppliers, where goods and services are competitive in terms of fair market price, quality, and delivery.

Goods and services for the Project will be acquired on a best-value basis. Best value evaluations will consider Canada-NL benefits alongside factors such as commerciality, delivery, schedule, quality, technical requirements, assurance of supply, health and safety, and environmental management.

Evaluation criteria and applicable weightings will be defined for each competitive procurement process and applied in a transparent and consistent manner, in accordance with the *Accord Acts*.

Equinor and its contractors may make bid specifications and procurement packages available to the supply community in a timely manner to support full and fair opportunity for qualified NL and Canadian suppliers and contractors to participate in competitive procurement processes.

Table 12.1 Procurement and Contracting Commitments

▪ Where reasonably practicable, design and scope requests for proposal and bid packages to align with the capabilities of manufacturers, consultants, contractors, and service companies in NL and other parts of Canada, considering price, quality, and delivery requirements. ▪ Require Tier 1 contractors to publish procurement forecasts on a periodic basis for upcoming contracts and purchase orders through Project-specific websites, industry association platforms, or other public forums. ▪ Require Tier 1 contractors to engage with local small and medium enterprises, where appropriate, to identify barriers to competitive participation in the Project supply chain. ▪ Publish information on contract awards through Project-specific websites or other public forums to support transparency, including identification of successful suppliers and points of contact. ▪ Include local content and diversity considerations in procurement documentation and evaluations using a benefits appendix and local content questionnaire issued with all Project-related contracts, regardless of work location. ▪ Require Tier 1 contractors to identify procurement opportunities related to international fabrication activities, where applicable, as part of expression of interest processes. ▪ Require Tier 1 contractors to communicate procurement opportunities related to international fabrication activities in a timely manner to support full and fair access by NL and other Canadian suppliers. ▪ Require contractor proposals to include an evaluation of local content opportunities and, where appropriate, an approach for pursuing these opportunities consistent with competitive outcomes. ▪ Engage with business-facing organizations, including Energy NL, Newfoundland and Labrador Organization of Women Entrepreneurs (NLOWE), and other relevant groups, to support awareness of procurement opportunities and encourage participation by diverse businesses. ▪ Implement a voluntary supplier self-identification mechanism within procurement processes to support monitoring of participation by businesses owned or operated by members of under-represented groups. ▪ Provide bid debriefings upon request to suppliers that do not prequalify or are unsuccessful in competitive procurement processes, in accordance with procurement policies. ▪ Hold periodic engagement sessions with the supply community to provide general updates on procurement activities and local content processes and to seek feedback on areas for continuous improvement.

12.1 Procurement Management

Equinor's procurement and contract management function is based in St. John's, NL. The local Head of Procurement is accountable for procurement compliance with applicable legislation and the Plan.

Certain procurement activities may be managed from outside the province, reflecting the global nature of the Project and specific delivery requirements. The NL-based procurement team will be responsible for procurement related to drilling, logistics, operations, maintenance, and in-province SURF and FPSO activities.

During the operations phase, the NL-based procurement team may manage life-of-field procurement activities conducted within the province. Primary contractors performing work in the province will be expected to manage procurement for that work in accordance with contractual requirements and applicable legislation.

Procurement-related commitments in the Benefits Agreement, including minimum person-hour and percentage requirements, are addressed in 4 Benefits Agreement and 7 Benefits Management.

12.2 Contracting Strategy

Equinor's contracting strategy for the Project is to place major scopes of work, including SURF, FPSO, and drilling, with contractors that have the capability and experience to deliver complex offshore projects in comparable environments. Tier 1 contractors will manage subcontracting activities for their respective scopes. As part of contract award evaluations, consideration may be given to a contractor's understanding of and approach to Canada-NL benefits requirements, consistent with competitive outcomes.

Early engagement with the supply community will be undertaken, where appropriate, to support awareness of Project requirements and enable competitive participation. Contracting strategies may include life-of-field support provisions, subject to evaluation and approval processes, recognizing that such approaches may provide opportunities for longer-term supplier engagement where aligned with Project needs.

For the development phase, the SURF Tier 1 contractor will be engaged under an Engineering, Procurement, Construction, and Installation contract, with an option to evaluate after-market (life-of-field) support arrangements. Similarly, the FPSO Tier 1 contractor is expected to be engaged under a Bare Boat Charter (BBC) arrangement and a separate Operations and Maintenance (O&M) contract.

Early collaboration may support supplier development by enabling Tier 1 contractors to engage with local suppliers during planning and execution and maintain a coordinated approach across the supply chain. A streamlined interface for subcontractor engagement may improve information flow, while early definition of execution concepts can support planning certainty and more competitive commercial outcomes.

Early engagement may also enable earlier workforce planning, supporting retention of existing local capability and effective use of regional expertise. Where appropriate, this approach may support consideration of fabrication planning in parallel with Project development and potential framework-type arrangements, subject to competitive and commercial requirements.

Over time, such engagement may also create opportunities for knowledge sharing, skills development, and succession planning, consistent with Project needs. Overall, early collaboration can reduce execution uncertainty, strengthen readiness, and support supply chain competitiveness, while remaining aligned with full and fair opportunity and best-value procurement principles.

The Project is expected to be implemented through the Tier 1 contracts outlined in Table 12.2.

Table 12.2 Tier 1 Contracts

Contract	Awarded Supplier
SURF FEED and Engineering, Procurement, Construction, and Installation (EPCI)	Subsea Integration Alliance (SIA)
FPSO FEED, BBC and O&M	BWO Offshore Ltd. (BWO)
Drilling	To be determined
Drilling and Well Services	To be determined

For the most up-to-date procurement information, interested parties may refer to the Project website and, where applicable, contractor websites.

12.3 Procurement Process

As the Project progresses into the FEED phase with selected contractors, the standard Canadian procurement process will apply for Project procurement activity, unless an alternative process is appropriate and approved by the C-NLOER:

1. Issuance of an EOI;
2. Pre-qualification;
3. Strategy selection, RFP issuance and evaluation; and
4. Contract award communication

Equinor will monitor contractor procurement activities through established benefits monitoring and reporting processes. Monitoring will cover key stages of the procurement lifecycle, including expressions of interest, bid evaluation, contract award, and contract execution.

For Tier 1 contracts, Equinor will establish minimum requirements for fabrication prior to FEED where applicable. Identification of benefits considerations, including diversity, technology transfer, R&D, and training, will be required as part of bid submissions through a local content questionnaire. The questionnaire may vary depending on the nature of the contract and will form part of the procurement evaluation process.

Equinor will hold contractors accountable to the procurement process through the benefits monitoring and reporting program. This program will monitor key stages of the procurement lifecycle, including expressions of interest, requests for proposal, contract award, and contract execution.

12.4 Sole Source and Global Frame Agreements

Equinor recognizes that the use of sole source arrangements and global frame agreements must comply with the full and fair opportunity and first consideration provisions of the *Accord Acts*.

Equinor and its contractors will not use sole sourcing or project-specific frame agreements in lieu of a competitive bidding process. Sole source arrangements or global frame agreements involving international suppliers may be considered only where it has been determined and demonstrated, through due diligence, that no competitive suppliers exist in NL or elsewhere in Canada.

Such determinations will be supported through one of the following approaches:

1. An EOI is issued and it is determined that no Canadian interest, capability, or competition exists; or
2. An EOI and pre-qualification process determines that Canadian capability exists, but the identified suppliers cannot deliver goods or services that are competitive in terms of fair market price, quality, and delivery when evaluated on an equal basis.

Where sole sourcing or global frame agreements are applied, the rationale and supporting analysis will be documented and made available to the C-NLOER as required.

13 Employment, Education and Training

Equinor's employment and training approach for the Project is designed to build local capability and enable meaningful participation by residents of NL over the life of the project. This is implemented through structured workforce planning, clear expectations and accountability for contractors, and ongoing collaboration with government, educational institutions, and training providers to support inclusive access to opportunities.

This approach is aligned with the requirements of Section 45 of the *Accord Acts*, including providing first consideration to residents of the province and supporting full and fair participation by under-represented groups.

Table 13.1 Employment, Education and Training Commitments

Employment ▪ Employ Canadians with first consideration given to residents of NL for training and employment opportunities, consistent with the *Accord Acts*. ▪ Apply first consideration requirements on a Project-wide basis, with contractors contractually bound to the provisions of the Plan and subject to audit and compliance verification. ▪ Develop a human resources plan during the FEED phase, following selection of Tier 1 contractors, identifying staffing requirements, key positions, and succession planning where positions cannot initially be filled by NL or other Canadian residents. ▪ Submit operations-phase human resource plans for Equinor and each Tier 1 contractor to the C-NLOER for approval no less than 12 months prior to first oil, in accordance with applicable guidelines. ▪ Where skill shortages are identified during Project development, work with government departments, agencies, and educational institutions to support the development of employment- and training-related programs to increase participation by NL and other Canadian residents.
Employee Policies and Procedures ▪ Maintain an office in the province, where appropriate levels of staffing, management and decision making will take place. ▪ Establish a Project Team located in the province. Recruitment of new staff for the Project Team shall be conducted from within the province, and first consideration in hiring shall be given to qualified residents of the province, consistent with the *Accord Acts*. ▪ Provide web-based access to employment opportunities in the province and post opportunities to NL Indigenous groups and/or business development organizations websites and portals. ▪ Provide opportunities to pre-qualified local service providers when there is an identified need for contractual staff. ▪ Provide work term placements for students studying in various professional and technical disciplines. ▪ Participate in career fairs to promote opportunities for employment on the Project. ▪ Monitor contractor recruitment practices to ensure they are in compliance with the legislative requirements and aligned with the employment policies and procedures in this Plan. ▪ Establish an ongoing dialogue with various E&T resources such as the Petroleum Industry Human Resources Committee, Skills Canada Newfoundland and Labrador, Office of Women and Gender Equality, Equiforce, and the Office to Advance Women Apprentices (OAWA).
Education and Training ▪ Evaluate potential partners and opportunities in the NL entrepreneurial ecosystem with the aim of supporting the emerging sector, including supporting Genesis Centre programs, D&I programs and NL Indigenous groups and/or business development organizations programs. ▪ Disseminate information related to human resources requirements to the organizations on a timely basis. This will assist in planning for increased demand or design of new programs to meet specific Project needs. ▪ Ensure operations crew training is solely bid within NL. Training will be delivered outside NL only if unavailable in the province. ▪ Comply with all requirements and guidelines of the C-NLOER with respect to R&D and E&T. ▪ Collaborate with the province, E&T institutions, and industry stakeholders to seek local solutions to any identified skilled trades shortages. ▪ Focus on the training and development of registered apprentices and track progress to provide opportunities for skilled trades people on the Project. ▪ Inform contractors and subcontractors on apprenticeship programs and take steps to encourage the use and support for programs and the role of apprentices. ▪ Consult and collaborate with the province to determine timelines applicable to educational and training needs. ▪ Maximize the training and development of registered apprentices to provide opportunities for skilled trades persons on the Project. Equinor and Tier 1 contractors to use commercially reasonable efforts to ensure that, during the development phase and the production phase, a minimum of 10% and 15%, respectively, of the skilled-trades workforce performing work within the province consists of registered apprentices.

13.1 Organization and Staffing Plans

Project Organization

Equinor's People and Organization (PO) strategy provides the framework for staffing, organization, and workforce development for the Project. Compliance with the *Accord Acts* is a core requirement of this strategy.

Qualified residents of NL will be given first consideration for training and employment opportunities. NL-based employees form the core of Equinor's St. John's, NL Project organization.

Development Phase Staffing

Equinor will ensure residents of NL are provided first consideration for employment and training opportunities during the development phase of the Project. This includes the development of a Project-specific staffing plan to identify key roles that can be filled by qualified NL and Canadian residents, supported by clear expectations for contractor participation and accountability.

Where roles cannot initially be filled by Canadian residents, the human resources plan will include defined succession planning to enable knowledge transfer and support the transition of these positions to qualified Canadian personnel over time.

The detailed staffing plan for the development phase will be finalized during the FEED phase, once Tier 1 contractors are selected. At that stage, Equinor will complete an assessment of roles by residency, identify positions requiring succession planning, and confirm associated workforce strategies. In the interim, the anticipated categories of roles required for the Project are outlined in B Appendix - Capacity Assessment and Project Workforce.

All bidders for major scopes of work are informed of, and expected to comply with, the requirements of the *Accord Acts*. This includes the application of first consideration provisions not only in hiring, but also in workforce management practices such as layoffs. Contractor staffing plans will include policies to ensure that NL residents are provided first consideration in the event of workforce reductions.

Equinor will also engage with Indigenous groups in NL, and with Indigenous business development organizations, to support the identification and advancement of training and employment opportunities throughout the development phase.

Operations Phase Staffing

Equinor will develop and implement operations phase human resource plans that support sustained employment and workforce participation by residents of NL over the life of the Project. In accordance with applicable guidelines, human resource plans for Equinor and each Tier 1 contractor will be submitted to C-NLOER for approval no later than 12 months prior to first oil.

Crewing

Equinor's objective is to utilize qualified local crew for marine and offshore operations wherever feasible. This will be supported through early workforce planning, engagement with local labour markets, and coordination with contractors to enable readiness of local personnel. In circumstances where suitably qualified local crew are not available, Equinor will engage with C-NLOER to review and address these gaps, including identifying measures to build local capability over time.

13.2 Employment Policies and Procedures

Office and Project Team Presence

Equinor will maintain an operational office in NL with appropriate levels of staffing, management presence, and decision-making authority to support effective execution of the Project.

A Project Team will be established in the province to lead and support project delivery. Recruitment for Project Team roles will be conducted locally, with first consideration given to qualified residents of NL, in accordance with the *Accord Acts*.

Equinor will ensure transparent access to employment opportunities through web-based platforms, including targeted outreach to Indigenous groups in NL and business development organizations where appropriate.

Recruitment

Equinor will implement recruitment processes that are fair, transparent, and structured to support first consideration for qualified residents of NL, while enabling full and fair participation across the workforce.

A standardized Residency Identification Questionnaire will be applied across Equinor and Tier 1 contractors to support consistent application of residency requirements. Residency will be determined at the point of hiring. For benefits reporting purposes, residency classifications will align with the *Elections Act*, as follows:

- **NL resident:** A Canadian citizen (or permanent resident) who meets the residency requirements of the *Elections Act* (i.e., a person who is ordinarily resident in the province);
- **Other Canadian resident:** A Canadian citizen (or permanent resident) who has maintained a permanent, primary residence in a province of Canada, other than NL prior to being employed on the Project; and
- **Non-Canadian resident:** All persons who are not NL residents or Other Canadian residents.

Prospective candidates will also have the opportunity to voluntarily and confidentially self-identify as members of under-represented groups, consistent with A.1 Regulatory Requirements. Equinor will engage with relevant organizations and apply established practices to ensure appropriate data handling, transparency, and privacy.

Job advertisements will reflect Equinor's commitment to diversity, equity, and inclusion, including the use of inclusive language and encouragement for applicants with diverse backgrounds and non-traditional experience to apply.

Recruitment Practices

Recruitment for Project roles will be conducted through consistent and structured processes, including:

- **Residency Identification:** A standardized residency identification approach will be applied across Equinor and Tier 1 contractors to support first consideration requirements.
- **Voluntary Self-Identification:** Applicants may voluntarily and confidentially self-identify as members of under-represented groups, in alignment with A.1 Regulatory Requirements.
- **Inclusive Job Advertising:** Job postings will use inclusive language and reference Equinor's commitment to D&I.
- **Local Advertising:** Identified positions will be advertised locally for a minimum of two weeks prior to external recruitment. Postings will be made through appropriate platforms to ensure effective local reach, including the Project website, contractor websites where applicable, and/or relevant job platforms such as LinkedIn, Indeed, Career Beacon, or similar services. Where a position is advertised more than six months after its original posting, it will be re-advertised to reflect current labour market conditions.
- **Diverse Outreach:** Equinor will maintain a targeted recruitment outreach list that includes organizations supporting under-represented groups and will engage these organizations to promote inclusive participation in Project recruitment processes.
- **Candidate Evaluation and Feedback:** Candidate evaluations will be conducted using defined assessment criteria aligned with role requirements. Applicants will be assessed against the qualifications set out in the job advertisement. Where requested, feedback will be provided to qualified but unsuccessful candidates based on the documented evaluation.

13.3 Education and Training Capacity

The Project will implement a structured E&T approach to support the development of a qualified, locally based workforce for both development and operations phases.

E&T activities will be coordinated with government, educational institutions, training providers, and industry stakeholders to support efficient and effective workforce development.

Post-Secondary and Training Institutions

The province has an established network of public and private E&T providers (Table 13.2) with demonstrated experience supporting offshore oil and gas developments. Degree and diploma granting institutions and industrial training centres have a long history of working with industry to develop a skilled local workforce and to design and deliver customized training programs aligned with project requirements.

These institutions are well-positioned to support the Project through the delivery of existing programs and, where appropriate, the development of targeted training to address identified gaps in skills or capacity.

The Project will provide timely and forward-looking information on anticipated workforce requirements to support E&T providers in planning, program development, and capacity alignment. Collaboration with these providers will be ongoing to ensure training programs remain aligned with Project demand and evolving skill requirements over the life of the Project.

Table 13.2 Education and Training Institutions

Institution	Description
Memorial University	Degree-granting institution providing engineering, business, earth sciences, and other disciplines relevant to offshore oil and gas development, including co-operative education programs.
Marine Institute	Provides ocean and marine-related education and research, including nautical science, marine engineering, and ocean technology programs relevant to offshore operations.
CNA	Province-wide network delivering technical diploma programs, engineering technologies, and apprenticeship-based skilled trades training aligned with industry needs.
Trades Union Training Facilities	Industry-recognized training centres delivering apprenticeship and trades training aligned with provincial certification requirements.
Private Training Institutions	Private sector providers delivering specialized and customized training programs to support industry requirements.
Safety Training Providers	Public and private facilities delivering offshore safety and survival training and other mandatory industry certifications.

Memorial University and the CNA, supported by the provincial apprenticeship system and private training providers, produce graduates across disciplines relevant to offshore oil and gas development, including engineering, technical trades, and marine-related fields.

Entrepreneurial and Innovation Ecosystem

NL has an emerging entrepreneurial and innovation ecosystem with relevance to offshore, ocean, and energy-related industries. This includes technology-focused start-ups, research-driven enterprises, and innovation organizations that support applied skills development and technology capability.

Engagement with entrepreneurial organizations and initiatives may be pursued where such engagement supports project-related education, training, or technology requirements and is consistent with statutory obligations and competitive principles.

Where undertaken, this engagement may complement established education, training, and research activities by supporting applied skills development and the advancement of project-relevant capability over the life of the Project.

13.4 Workforce Development Initiatives

The Project will support a range of training and workforce development initiatives to build capability over the life of the Project.

Training Initiatives

Equinor is working with public and private sector organizations in NL to develop customized training programs to meet the needs of the Project, with a focus on a multi-skilled, flexible workforce. Technology and digitalization play a large role in workforce training and development.

Equinor requires customized training for its offshore crew and onshore support teams. The staffing strategy is subject to assessment and will be confirmed prior to operations (B.3 Operations Phase).

Training Equinor Workforce of the Future

Given the project lifecycle, Equinor is taking measures to build a pool of qualified candidates for future roles, both offshore and onshore, during the development and operations phases of the Project. The following programs will provide exceptional training opportunities:

- **Co-operative Education Programs:** Placements will be offered across a range of disciplines, including business, engineering, subsurface, and Canada-NL benefits, providing students with practical experience while supporting the development of long-term careers in the offshore industry. As outlined in the D&I Plan, Equinor aims to have 50 % of these placements filled by individuals from diverse backgrounds, reinforcing the commitment to inclusive workforce development.
- **Emerging Talent Program:** Equinor will establish a new inclusive graduate program in support of building capabilities for operations. This will include recruiting graduating students from engineering and/or technical roles to be placed in Equinor's graduate program.
- **Equinor Workforce Future – Nautical Science and Marine Engineering Awards:** Establish two awards at the Marine Institute. One award will recognize a student in the Nautical Science Program, and the other award will recognize a student in the Marine Engineering Program. In addition, Equinor will continue to sponsor the Marine Institute's Marine Advanced Technology Education (MATE) ROV Competition.
- **NL Indigenous Groups and/or Business Development Organizations:** Equinor will work with NL Indigenous groups to partner on specific training initiatives to increase NL Indigenous workforce participation.

14 Research and Development

The Project presents an opportunity to expand R&D and technology capabilities and expertise in the province.

Provincial Research

Equinor has been investing and participating in NL research for over 20 years and recognizes advanced capacity with:

- Memorial University - a large and diverse academic university with specialized and applicable research programs across business, engineering and science;
- Technical colleges focused on human factors, offshore safety, and ocean technology;
- World-class public sector labs including ice, wave and ocean basins (National Research Council Canada), flume tanks for model-testing and The Launch Ocean Technology Centre (Marine Institute), Harsh Environment Research Facility (HERF) at Memorial University and the Hibernia Enhanced Oil Recovery Lab;
- Ice engineering, geotechnical engineering, remote sensing and earth observation;
- High resolution sonar for seabed and sub-bottom mapping;
- Simulation capabilities including ship's bridge, lifeboat, helicopter, and ROVs;
- Oceanographic and meteorological monitoring and forecasting;
- Environmental consulting companies focused on delivering baseline and effects studies;
- Airborne and marine radar systems development for ice and oil spill surveillance;
- ROV and AUV development – sensors, vehicles, simulation;
- Ocean instrumentation and communications infrastructure; and
- Joint Industry Program (JIP) opportunities (e.g., ERINL, Canada's Ocean Supercluster)

Local R&D Community

Equinor's activities related to R&D in the community include:

- Established a local team focused on R&D to address project-specific challenges as well as participating in broader industry-wide initiatives.
- Established a Research Chair in Reservoir Engineering at Memorial University with a financial contribution of $1 million over 5 years.
- Supported the Step-Up Program with support from former Research and Development Corporation (RDC) with a $5-million investment for private sector-led R&D in NL to address key technological gaps in harsh environment oil and gas development, specifically on remote sensing and SPS.
- Established a crowdsourcing competition developed by Equinor and C-CORE using a web-based platform to investigate the use of machine learning to discern between ships and icebergs in satellite images. The algorithms obtained through the competition were operationalized by C-CORE satellite analysis processes to characterize icebergs offshore NL and the Barents Sea.
- Sponsored offshore NL Research Expedition, with RDC, and conducted by ArcticNet on-board the Canadian research icebreaker *CCGS Amundsen* in 2015. A team of 40 NL, Canadian and international scientists and researchers studied the meteorological, sea ice, iceberg and environmental conditions offshore NL.
- Studied glacial Ice Impact Loads on Floaters JIP with C-CORE and Det Norske Veritas (DNV) to better model the ice structure interaction process to reduce uncertainty with respect to design of offshore floating structures against iceberg loads.
- Actively participating in ERINL, with representation and leadership at the Board of Directors and Research Management Committee, and direct funding of numerous local projects together with ERINL partners.
- Actively participating in Canada's Ocean Supercluster, including input on the original proposal scope, Board of Directors participation, engagement of local and international subject-matter-experts and funding of local projects on topics such as high-resolution sonar seabed mapping, digital twins, fatigue monitoring technology and verification and validation process for remote operations (e.g., Crisis Intervention and Operability Analysis for Digital Ocean Operations Project).
- Funding harsh environment related studies, including sea ice - moored vessel interaction ice tank model tests, icing on lifeboats, hydrodynamic model tests, and marine icing.

- Funding R&D projects with the public and private sector on topics such as additive manufacturing (3D printing), ice-preventing coatings, sea ice and iceberg engineering, seabird detection technology, acquisition of tags for salmon tracking with the Atlantic Salmon Federation, in-field soundscape/marine mammal monitoring, and 3D laser imaging for mooring chain inspection.
- Actively participating on the Environmental Studies Research Fund (ESRF) Board and the Canadian Association of Petroleum Producers (CAPP) committees.
- Promoting Canada-Norway collaboration by actively facilitating introductions between interested parties, and by participation in workshops and conferences such as the Arctic Forum, Human factors in control forum, Marine Institute/Norwegian University of Science and Technology (NTNU) steering committee, and funding of Rarelce for graduate students in NL, and Norway, studying transformation of icebergs and sea ice.

Commitments

Equinor's local R&D Manager is responsible for commitments and requirements related to this Plan.

Research and Development Commitments

▪ Comply with all requirements and guidelines of the C-NLOER with respect to R&D and E&T. ▪ Expand Equinor's R&D centre and activities in the province. This centre will develop and execute the technology strategy and coordinate technical services for field operations and development projects. This centre will also coordinate external collaboration with universities, research institutions and suppliers in NL. ▪ Invest to advance the province's global capacity for innovation in areas such as additive manufacturing, artificial intelligence, marine technologies, autonomous systems and robotics. These investments will be made in consultation with the province. ▪ Periodically review R&D activities and priority areas. ▪ Consider relevant non-technical research opportunities which support the objectives of this Plan and D&I Plan. For example, Equinor will consider the potential for conducting long-term reviews of various types of diversity programming to ensure that future investments are strategic and results focused.

14.1 Research and Development Initiatives

Building on previous experience, Equinor will undertake a review of present R&D capabilities in the province to identify strengths and themes for new opportunities. The R&D investment associated with the Project will be developed with several key priorities including Canada-NL benefits, progress for society, technological needs for the Project, alignment with the *Guidelines*, and Equinor's global technology strategy.

Examples of planned activities include:

- Increase the number of work term students each year in business, science, and engineering to provide direct-employment opportunities and develop the workforce of the future;
- Support graduate student research;
- Donate equipment and infrastructure;
- Collaborate with TechNL and other trade associations; and
- Establish student scholarships and competitions.

These initiatives are further described in A.5.4 Employee Development, Education, and Training as they relate to D&I.

As a component of Equinor's on-going commitment in NL, R&D activities will encompass numerous technology themes that are important for the province and the Project, examples include:

- Additive manufacturing;
- Automated operations technologies;
- Autonomous inspection: Inspection, Maintenance, and Repair (IMR) technologies to support remote operations;
- Digitalization and integrated operations;
- Digital twins - lifecycle simulators, assets and operations;
- Energy efficiency and emissions reduction;
- Environmental monitoring technologies;
- Harsh environment - ice management and engineering;
- Human Factors - Canadian Human Factors in Control Network;
- Reservoir modelling, production forecasting and monitoring;
- Remote operation and IO support;
- Robotics and drones;
- Subsurface/geological studies; and
- Global centre of excellence for deepwater oil and gas development and related areas of ocean innovation.

15 Acronyms and Abbreviations

Table 15.1 Acronyms and Abbreviations

Acronyms and Abbreviations	Definition
2D	Two dimensional
3D	Three dimensional
4D	Four dimensional
2SLGBTQI+	2S – *Two-Spirit*: A term used by some Indigenous People to describe a spiritual and gender identity that encompasses both masculine and feminine traits. L – *Lesbian* G – *Gay* B – *Bisexual* T – *Transgender* Q – *Queer* I – *Intersex* + – Includes other identities such as pansexual, asexual, non-binary, and gender-fluid individuals
%	percent
Accord Acts	*Canada-Newfoundland and Labrador Atlantic Accord Implementation and Offshore Renewable Energy Management Act* and *Canada-Newfoundland and Labrador Atlantic Accord Implementation and Offshore Renewable Energy Management Newfoundland and Labrador Act*
Asset	FPSO, SPS, and wells
AUV	Autonomous Underwater Vehicle
BBC	Bare Boat Charter
Benefits Agreement	Benefits Agreement between the Project owners and the Government of Newfoundland and Labrador
bp	BP Canada Energy Group ULC
BWO	BW Offshore Ltd.
CA	Certifying Authority
CAPP	Canadian Association of Petroleum Producers
CCGS	Canadian Coast Guard Ship
CNA	College of the North Atlantic
C-NLOER	Canada-Newfoundland and Labrador Offshore Energy Regulator
D&I	Diversity and Inclusion
DNV	Det Norske Veritas
DSL	Drilling Section Leader
E&T	Education and Training
EIS	Environmental Impact Statement
EOI	Expression of Interest
EPI	Exploration and Production International
EPCI	Engineering, Procurement, Construction, and Installation
Equinor	Equinor Canada Ltd.
Equinor ASA	Equinor ASA is a multinational energy company headquartered in Stavanger, Norway
ERINL	Energy Research and Innovation Newfoundland and Labrador
ESRF	Environmental Studies Research Fund
ft	feet
ft^2	square feet
FEED	Front-End Engineering Design
FPSO	Floating Production, Storage, and Offloading facility
GDP	Gross Domestic Product
GI	Gas Injection
Guidelines	*Canada-Newfoundland and Labrador Benefits Plan Guidelines*

Acronyms and Abbreviations	Definition
HERF	Harsh Environment Research Facility
HSE	Health, Safety, and Environment
IMR	Inspection, Maintenance, and Repair
IO	Integrated Operations
IOC	Integrated Operations Centre
JIP	Joint Industry Program
kbbl/sd	thousand barrels per standard day
km	kilometres
m	metres
m^2	square metres
MAE	Major Accidental Event
MATE	Marine Advanced Technology Education
MBO	million barrels of oil
MCE	Memorial Center for Entrepreneurship
MSL	Marine Section Leader
MSm^3/sd	million standard cubic metres per standard day
MWD	Measurement While Drilling
NL	Newfoundland and Labrador
NLOWE	Newfoundland and Labrador Organization of Women Entrepreneurs
NOC	National Occupational Classification
NTNU	Norwegian University of Science and Technology
O&M	Operations and Maintenance
OAWA	Office to Advance Women Apprentices
OCTG	Oil Country Tubular Goods
OIM	Offshore Installation Manager
OSV	Offshore Supply Vessel
PDP	Projects, Drilling and Procurement
PEGNL	Professional Engineers and Geoscientists of Newfoundland and Labrador
Plan	Benefits Plan
PMT	Project Management Team
Project	Bay du Nord Project
PO	People and Organization
R&D	Research and Development
RDC	Research and Development Corporation
RFP	Request for Proposal
ROV	Remotely Operated Vehicle
SAR	Search and Rescue
SBV	Standby Vessel
SDL	Significant Discovery Licence
SDU	Subsea Distribution Unit
SIA	Subsea Integration Alliance
Sm^3/sd	standard cubic metres per standard day
SPDU	Subsea Power Distribution Unit
SPS	Subsea Production System
SSU	Safety, Security, and Sustainability
STEM	Science, Technology, Engineering, and Mathematics
SURF	Subsea Umbilicals, Risers, and Flowlines

Acronyms and Abbreviations	Definition
TSL	Technical Section Leader
VSP	Vertical Seismic Profiling
WAG	Water-Alternating-Gas
WI	Water Injection
WISE	Women in Science and Engineering
XT	Christmas Tree

A Appendix - Diversity and Inclusion Plan

Equinor is responsible for developing and implementing a Diversity and Inclusion (D&I) Plan that meets the regulatory and contractual requirements of the Bay du Nord Project (Project), as set out in Section 45 of the *Accord Acts* (see A.1 Regulatory Requirements). Equinor's existing corporate culture is the foundation of the D&I Plan.

This D&I Plan reflects Equinor's view that diversity of backgrounds, experience and perspectives leads to stronger teams, better decisions, and safer operations. It focuses on creating a workplace where people are treated with respect, feel comfortable speaking up, and have the support they need to do their jobs well.

The D&I Plan is built to incorporate industry and corporate best practices, as well as lessons learned from similar plans developed for past projects. To develop the D&I Plan, Equinor engaged with diversity-related organizations, Newfoundland and Labrador (NL) Indigenous groups and business development organizations, government agencies, local professionals, educational institutions, and internal stakeholders such as Equinor's People and Organization (PO), Communications, Safety, Security and Sustainability (SSU), and Research and Development (R&D) business lines. As a result of the consultations, most initiatives described in the D&I Plan are built on driving long-term and sustainable success. Emphasis is placed on developing practices that will occur over the life of the Project.

A.1 Regulatory Requirements

Under the *Guidelines* the main objective of the D&I Plan is to facilitate the participation of "under-represented groups." For this document, under-represented groups follow the definitions set out in the *Employment Equity Act*:

- **Women:** persons who self-identify as women;
- **Indigenous Peoples:** persons who are First Nations, Inuit, or Métis;
- **Racialized People:** persons, other than Indigenous Peoples, who are non-Caucasian in race or non-white in colour; and
- **Persons with Disabilities:** persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who: (a) consider themselves to be disadvantaged in employment by reason of that impairment, or (b) believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment, and includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

Equinor recognizes that *Employment Equity Act* definitions are under modernization review, with Black people and 2SLGBTQI+ people expected to be added as designated groups. For the purposes of this D&I Plan, both are included as under-represented groups. Updates will be made as the review progresses.

Equinor acknowledges that individuals may identify with more than one under-represented group and/or a group that is not listed.

A.2 Objectives

Equinor's vision and values align with the objectives of this D&I Plan and help set direction, drive performance, and guide how we do business and work together.

Equinor aligns with the Government of NL's vision of a globally competitive, sustainable, and environmentally responsible local industry. To support this, Equinor will:

- Increase the supply and service sector capabilities;
- Build on the competent, technical, agile, and professional local workforce;
- Support an innovation ecosystem for technology, industry growth, and digitalization; and
- Promote D&I to increase the participation of under-represented groups, including but not limited to those included in the *Employment Equity Act*.

Equinor will use its existing culture, processes, and initiatives to support Project objectives. It is our vision to carry forward and build on our existing success within the Project, and to grow the scope of D&I in relation to under-represented groups.

A.3 Diversity, Equity and Inclusion in Equinor

Equinor employees work every day to provide an environment where everyone can feel included and valued, and can bring their whole selves to work. Respecting diversity and building inclusion is an expectation for everyone. Our teams leverage diversity to drive performance, listening to everyone's ideas and perspectives, and encourage creativity. All Equinor employees are responsible for creating an open, safe, and inclusive environment. A sample of actions that advance diversity, equity, and inclusion in the organization are:

- **Applying zero tolerance for harassment:** Clearly stated in the Code of Conduct, we do not accept or tolerate any form of harassment, bullying, derogatory remarks, or other behaviour that is regarded as degrading or threatening.
- **Offering D&I training:** Equinor offers training to employees and embeds D&I training into leadership programs. For the Project, this is also expected of contractors. Our approach emphasizes inclusive language and decision-making frameworks that help create fair and representative environments where all can thrive.

- **Establishing employee resource groups:** We support various voluntary employee resource groups and value their important role in strengthening a more inclusive workplace.
- **Supporting parents:** In addition to local employment insurance maternity and parental benefits, we offer paid parental leave to all employees who become parents through birth or adoption.
- **Offering internal placements and development opportunities:** We work systematically with a diversity of experience and perspective when we nominate employees to our leadership development programs. We consider the same diversity elements for recruitment activities, internal deployment, and development opportunities.
- **Setting Equinor leadership expectations:** All leaders at Equinor are expected to be a role model for building a truly diverse and inclusive organization, acknowledging and challenging individual biases, creating a psychologically safe work environment, empowering people to contribute and speak up, and seeking and valuing different perspectives.
- **Conducting a global people survey inclusion index:** Equinor's Inclusion Index is derived from the annual global people survey, which evaluates and improves key topics that impact employee engagement, safety, working environment, project success and continuous improvement.
- **Maintaining an inclusive environment for 2SLGBTQI+ employees:** Our work environment is accepting of visible and non-visible diversity. Equinor aims to create an environment in which all employees feel they can bring their whole selves to work, build relationships with colleagues, and develop their potential and talent in a safe environment.
- **Volunteering and giving community support:** In addition to Equinor's community investment strategy, Equinor has an active social committee to arrange various community support and volunteer initiatives, many that benefit members of under-represented groups.
- **Marking international awareness days:** Equinor marks five international awareness days each year for the opportunity to educate on issues of concern, address global problems, and to celebrate and reinforce achievements. We acknowledge and mark the National Day for Truth and Reconciliation, a significant occasion to honour Indigenous communities, reflect on historical injustices, and support reconciliation efforts.

A.4 Employment and Procurement

As operator, Equinor will provide the basis for establishing a strong culture through policies and requirements for employment and procurement for the Project. Most of the employment and procurement opportunities will be made available through Tier 1 contractors, and their subcontractors, whose contact information will be available on the Project website. Equinor will engage and communicate with interested under-represented suppliers and individuals to ensure they understand the hiring procedures and procurement processes related to the Project.

A.4.1 Work Activities

Refer to 8 Work Activity in the Province for details.

A.4.2 Employment Diversity Goals

To support employment diversity on the Project, the D&I Plan sets aspirational targets for gender and Indigenous participation. Equinor will work toward these targets through direct hiring, procurement, and requirements for Tier 1 contractors to meet the Plan's objectives (see A.5.1 Managing Diversity and Inclusion through the Supply Chain). Equinor will also work with educational institutions and local trades organizations to build capacity and support workforce development.

Gender targets are based on 2021 Statistics Canada data provided by Stantec Consulting Ltd. [5]. The National Occupational Classification (NOC) system was used to define Project occupations. In some cases, multiple NOC codes were grouped into a single Project occupation. Targets reflect provincial average employment rates for each category. In line with its broader D&I goals, Equinor has set higher targets for women's participation than current local workforce levels. These targets are shown in Table A.1.

Table A.1 Pre-Development, Development and Operations Phases Gender-Based Targets

Occupation	Proportion of NL workforce that are women %	Project target
Project management and other professionals	36	30
Engineering	20	
Technologists/technicians	17	20
Skilled trades	8	10

To support employment diversity on the Project, Equinor is committed to ensuring opportunities are inclusive of under-represented groups, namely Indigenous Peoples, racialized people, and persons with disabilities. Because data for some groups relies on voluntary self-identification, setting precise targets is challenging.

Equinor will work with Indigenous and other under-represented groups to identify opportunities, support participation, and encourage applications. The initiatives in A.5 Diversity and Inclusion Initiatives are intended to support this work.

Labour market availability rates for Indigenous Peoples, as reported in the *Employment Equity Act: Annual Report 2023* [6], will be used as a benchmark. Equinor has set an aspirational target of 3% Indigenous representation. Given limited data currently available, aspirational targets of 1% have been set for persons with disabilities and for racialized people.

A.4.3 Procurement and Supplier Development

As set out in A.4.2 Employment Diversity Goals, Equinor's aim is to meet the gender-based employment diversity goals in part through the Project's procurement process. Specifically, the Project will address employment equity through the procurement of goods and services by:

- Giving priority to businesses that are majority-owned/operated by members of under-represented groups, when they are competitive in terms of fair market price, quality, and delivery;
- Cascading employment targets and goals to all contractors and service providers through contractual obligations; and
- Supporting businesses owned/operated by a member of under-represented groups to ensure they have access to Project opportunities.

Procurement requirements within the province will fluctuate and evolve over the life of the Project; the components and specifics will be determined based on a competitive bidding process.

Equinor will build on the previous successes and aims to increase the participation of companies majority-owned and operated by under-represented groups in the provision of other goods and services. Equinor will work with organizations such as Energy NL, Newfoundland and Labrador Organization of Women Entrepreneurs (NLOWE), Board of Trade, and the Indigenous business community to communicate the procurement process and supply chain opportunities through supplier forums, workshops, conferences, presentations, and meetings.

Since under-represented groups ownership information is not legally required under Canadian law and baseline data for this information does not exist, it is difficult to set a quantitative target for procurement. Equinor has established a diversity goal to collect voluntary data on companies that are majority-owned and operated by members of under-represented groups to better understand the diverse makeup of the Project supply chain to address this information gap.

Funds paid to companies identified as majority-owned and operated by under-represented groups will be captured, monitored, and reported on the Project website. Initiatives outlined in A.5 Diversity and Inclusion Initiatives will be implemented and evaluated to ensure continual improvement in this area.

A.5 Diversity and Inclusion Initiatives

In addition to the existing corporate culture and actions set out in A.3 Diversity, Equity and Inclusion in Equinor, this D&I Plan contains proactive programs and practices that contribute to the creation of an inclusive work environment and corporate culture. These programs and practices are designed to assist the Project in achieving the targets and goals set out in A.4 Employment and Procurement. Many will be contractually cascaded to main contractors and their subcontractors selected for the Project to facilitate the employment, retention, and career development of the under-represented groups in all phases of the Project, and at all facilities, sites, and offices in the province where work is performed. Timelines will be established for the implementation of each initiative where possible to ensure accountability and sustained progress.

A.5.1 Managing Diversity and Inclusion through the Supply Chain

As Operator, Equinor sets the tone and establishes expectations for the Project with respect to diversity, equity, and inclusion, with the Project Director and the Operations Manager responsible for promoting accountability and ensuring responsibility in this area. The two roles will be supported by senior personnel, including Procurement (including Industrial Benefits), PO, and Communications. Equinor is committed to ensuring corporate initiatives are part of the Project. Teams will continue to strive for continuous improvement and cascade corporate initiatives throughout the supply chain and through the development of further initiatives.

A key management tool for implementing the D&I Plan on a Project-wide basis will be the Project D&I Committee, a group which will include Equinor and Tier 1 contractors. The purpose of the committee will be to:

- Identify and address employment matters relating to D&I;
- Promote best practices and information sharing across the Project;
- Promote training and development opportunities; and
- Identify opportunities for shared programming.

To expand the existing D&I culture that exists within the Project, where applicable, Tier 1 contractors will:

- Participate in the Project D&I Committee;
- Undertake annual employee surveys which will obtain information about inclusivity and performance of diversity initiatives;
- Require that D&I is a standing agenda item in minimum quarterly Project meetings;
- Help to develop a diversity and inclusion awareness campaign comprehensive of training, support tools and resources (available through online applications);
- Provide a diversity representative as the main point of contact to support all D&I related questions or concerns for applicable project development phase activities;
- Identify diversity ambassadors to advocate for open and equal access to job prospects for under-represented groups - especially toward leadership positions - promote awareness of D&I both inside and outside the organization, identify opportunities in day-to-day operations and find practical solutions, advocate for improvements at a policy-level, develop a sense of community, encouraging open dialogue and affect the D&I culture by promoting initiatives;
- Ensure early consultation with subcontractors to ensure their understanding of, and compliance with, the D&I obligations set forth in this D&I plan;
- Nominate a person with decision-making authority to be accountable for the implementation, monitoring, and reporting of the D&I Plan;
- Contribute to a Project D&I online information hub, inviting contractors, subcontractors, governments, training institutions, industry and professional associations, and diversity industry and advocacy groups to share best practices, lessons learned, diversity success stories;
- Support diversity, inclusion, cultural sensitivity, mental health first aid, and other related training during the operations phase of the Project;
- Ensure reference is made to this D&I Plan and language to ensure agreements facilitate the achievement of diversity goals, including proper name hire provisions, in the event of a newly established collective agreement during the development or operations phase of the Project;

- Extend invitations to union representatives to participate in applicable discussions or activities, where feasible and/or relevant; and
- Monitor performance to employment targets and diversity goals and initiatives and submit annual reports on their contribution to the overall goals set forth in the D&I Plan.

A.5.2 Recruitment and Selection

Equinor works systematically to build a diverse workforce by attracting, recruiting, developing, and retaining people across all types of positions. The top priority is working towards eliminating biases in processes and policies such as recruitment and deployment.

A key recruitment and selection initiative is to embed D&I training and promote diversity for hiring managers, recruiters and selection committees/panels working on the Project to ensure fair and unbiased assessment of all applicants. This commitment is also cascaded to our Tier 1 contractors. Contractors must ensure their employment policies are implemented in a fair manner and are free of discrimination and barriers. In addition, D&I training is provided during the onboarding of all Equinor and contractor staff.

Other initiatives to help facilitate equitable recruitment and selection processes are to:

- Participate in career days (secondary and post-secondary) to build awareness and understanding of career opportunities in the industry;
- Aim for an equal gender split for all project co-op, internship, summer employment, and new graduate positions on the Project;
- Ensure equal access to these positions for other qualified under-represented group members;
- Work with the National Education Association of Disabled Students to identify opportunities for co-op, internship, and summer employment;
- Ensure Tier 1 contractors work with the Office to Advance Women Apprentices (OAWA) to facilitate the employment and retention of women apprentices during the development phase;
- Ensure Tier 1 contractors work with the Office for Indigenous and Northern Skills Trades and NL Indigenous groups and/or business development organizations to identify employment and apprenticeship opportunities;
- Complete targeted recruitment campaigns by communicating Project human resources requirements and job opportunities through organizations representing members of under-represented groups, including NL Indigenous groups and/or business development organizations;
- Provide, in collaboration with Tier 1 contractors, annual updates (or biannual during construction if necessary) to interest and advocacy groups for those representing members of under-represented groups to update on recruitment efforts and upcoming needs/demands;
- Include equity opportunity statements in all Project job postings;
- Ensure all job postings are accessible by complying with Canadian National Institute for the Blind's accessibility document guidelines, and working with organizations such as Inclusion NL, Quadrangle to align with best practice regarding inclusive and gender-neutral language; and
- Aim to provide an inclusive and accessible recruitment experience and will work with candidates to support accommodation needs throughout the process, where possible.

A.5.3 Respectful and Inclusive Workplace

Equinor aspires to provide an inclusive workplace where all individuals can share their perspectives, be themselves, develop, and thrive in a safe working environment. This includes working actively to ensure that everyone has equal opportunities and facilities and equipment are inclusive and accommodating.

Equinor does not tolerate any verbal or physical conduct that harasses others, disrupts others' work performance, or creates a hostile work environment. To ensure a respectful and inclusive workplace on the Project, Equinor will:

- Conduct Human Rights Risk Screenings of potential suppliers and perform appropriate evaluations prior to award;

- Ensure contractors and their subcontractors have appropriate policies for harassment and respectful workplace;
- Use inclusive language in both formal and informal communications;
- Adopt and enforce a "zero-tolerance" policy for harassment, bullying, racism and discrimination at all work locations;
- Provide cultural sensitivity training for Project personnel for Equinor and Tier 1 contractors to build understanding about cultural differences and similarities. Equinor will engage the Indigenous Office of TradesNL, NL Indigenous groups and/or business development organizations to deliver training specific to NL Indigenous groups;
- Establish and/or promote existing employee resource groups in support of under-represented groups;
- Provide quiet space in Project offices and facilities, where feasible, to be utilized for a variety of accommodations (e.g. breastfeeding room, prayer room, mindfulness break room, gender neutral washroom);
- Review construction facilities and the FPSO accommodations area, and other facility designs to ensure appropriate accessibility and gender-related issues are addressed in washroom and change room design, as well as common areas such as dining, fitness, and entertainment;
- Undertake annual global people survey of employees during the development and operations phases to establish workforce engagement and identify potential areas of follow up based on inclusion index indicators;
- Conduct annual accessibility and accommodation audits;
- Acknowledge important events and awareness days outlined in A.3 Diversity, Equity and Inclusion in Equinor; and
- Provide an Employee Assistance Program to assist employees with personal and/or work-related issues.

A.5.4 Employee Development, Education, and Training

Equitable Opportunities

Equinor has an established job architecture and career model to map career progression across the organization. We are committed to equitable opportunities for employee development and Education and Training (E&T) within the organization. To facilitate these opportunities for the Project, Equinor will:

- Partner with local training institutions to provide training for career advancement, where applicable;
- Ensure contractors support employee development for members of under-represented groups through training workshops, conference attendance, and professional designation support;
- Through the established D&I Committee, arrange lunch and learn sessions with presentations on success stories from leaders who are a member of under-represented groups;
- Provide two annual scholarships to members of under-represented groups entering a postgraduate program in Science, Technology, Engineering and Mathematics (STEM) or Business;
- Provide an annual scholarship during the development phase available to NL Indigenous members with aspirations to work in the industry;
- Participate in the annual "Supporting Women in Skilled Trades" Scholarships program offered by the OAWA;
- Support women's resource organizations through scholarships; and
- Facilitate access to women-specific personal protective equipment to promote equitable safety standards.

Students and New Graduates

For many years in NL, Equinor has used co-operative student placements and new graduate recruitment programs as a source of talent for the organization. With the Project, Equinor will:

- Expand the co-operative student placement program for engineering, business, and earth sciences students with a target of achieving equal gender representation. Equinor will also consider placements in Computer Science and additional science and technology disciplines.
- Require Tier 1 contractors doing work in the province to have co-op placements, with a similar target of achieving equal gender representation.

- Develop Canadian international graduate student initiative in partnership with Memorial University. A phased program, involving research and program development will allow Equinor to tap academic talent pools.
- Establish two awards at the Marine Institute. One award will recognize a student in the Nautical Science Program, and the other award will recognize a student in the Marine Engineering Program.
- Establish an Emerging Talent Program to enable future people capabilities for the operations phase. This will include recruiting graduating students from engineering and/or technical roles to be placed in Equinor's Graduate Program.

A.5.5 Business Access

Equinor recognizes the great contributions that suppliers make to the success of the company and the value they provide partners and customers. Equinor and the Tier 1 contractors will be open and proactive about how we work, goods and service requirements, and future Project plans.

Equinor will work with community and business organizations such Energy NL, NLOWE, Board of Trade, and the Indigenous business community to explain the supply chain for the Project and help small and medium-size enterprises understand how and where they fit.

Therefore, Equinor and Tier 1 contractors will establish specific actions to increase business access for companies owned and operated by members of under-represented groups including:

- Add proposed diversity initiatives as part of the review process for contract and purchasing opportunities.
- Establish partnerships with Energy NL, NLOWE, and NL Indigenous groups and/or business development organizations, and other business-facing organizations to identify ways to support the encouragement and growth of diverse businesses. For example, Energy NL has a Diversity Committee to support ongoing programs in the supply sector; and NLOWE is available to support contractors and suppliers with making connections with women-owned businesses.
- Work with businesses owned/operated by diversity interest groups to ensure they have access to Project procurement opportunities.
- Work with key stakeholders and NL Indigenous groups and/or business development organizations to identify the most effective ways to partner with and support businesses owned or operated by under-represented groups focusing on technology and digitalization or other services related to the offshore industry.
- Establish and/or leverage existing business directories of businesses owned/operated by under-represented groups to be used for ad hoc supply and services.

As part of Equinor's procurement process, bidders will also need to demonstrate their actions toward building D&I within their own organizations and how they intend to improve for the purpose of the Project.

Bidders shall provide information on diversity policies and practices, as indicated in A.4.3 Procurement and Supplier Development, including:

- Approach for providing under-represented groups with access to employment and training opportunities arising from the contract activities;
- Applicable D&I training for all recruiters and hiring managers working on the Project;
- Current representation of women and persons from under-represented groups, in total and by occupational category;
- Approach for creating a supportive and respectful working environment; and
- Current process for creating business access to businesses owned/operated by members of under-represented groups based on voluntary self-identification.

A.5.6 Building the Talent Pipeline

Equinor aims to create lasting value for local communities through our business activities. Our contribution will extend beyond local direct and indirect employment, procurement of goods and services, infrastructure development and capacity building. This extension includes our commitment to community partnerships, social investments, investments in R&D and E&T, sponsorships, and community outreach.

We recognize that it takes a sustained effort to address systemic barriers to employment of under-represented groups and to build a diverse pool of qualified candidates for potential employment in the industry. Equinor also acknowledges that a range of proactive measures introduced at various stages of the career selection/career development spectrum are needed to change attitudes and representation in the workforce.

Local Partnerships

There is considerable expertise in the local community in diversity, the advancement of women in non-traditional occupations, entrepreneurship, and other employment related areas. Equinor's strategy is to identify partners and programs that are best aligned with the Project and focus support on initiatives that expand the talent pipeline. Where there is a gap in programming, Equinor will seek partners or develop its own programs.

Equinor and Tier 1 contractors will evaluate potential partnerships with local organizations, including:

- **Women in Science and Engineering (WISE):** Support the Summer Student Program in which grade 11 students are assigned short-term work placements in science and technology organizations and companies.
- **Equiforce:** Engage with Equiforce to assist with employee surveys at fabrication sites and will consider Equiforce as a potential provider of training services. Equinor will also consider how it can support Equiforce's *STEMforGIRLS* program (an introduction to trades and technology for grade 9 students).
- **OAWA:** We will advise contractors to use the resources available through the OAWA particularly in sourcing qualified tradeswomen for hire.
- **Esteem:** This group works with girls and young women to introduce them to technical trades and technology with an emphasis on rural areas of NL. We will work with Esteem to assist with supporting the D&I initiatives.
- **NLOWE:** Work with NLOWE and Energy NL to ensure diverse suppliers are aware of Project opportunities.
- **Coalition for Persons with Disabilities, Empower NL, Inclusion NL:** These cross-disability organizations are leaders in working with industry to improve the participation of individuals with disabilities in the resource sector. We will also source opportunities to support specific disability organizations.
- **NL Indigenous Groups and/or Business Development Organizations:** Partnering with NL Indigenous groups and their business development organizations is essential for fostering inclusive economic growth, cultural respect, and long-term sustainability. Building these partnerships also enhances social impact and can contribute to reconciliation efforts across NL.

Educational Initiatives

The secondary and post-secondary educational institutions are a primary resource for filling the talent pipeline, and Equinor will work with these organizations on targeted initiatives which meet the objectives of this D&I Plan. Examples of initiatives are:

- **Memorial Centre for Entrepreneurship (MCE):** This centre was created to support students in starting businesses and technology start-ups. Equinor will explore opportunities to work with MCE and students on Project initiatives.
- **Genesis Centre:** The centre is an incubator for developing and supporting technology entrepreneurs. Equinor will evaluate utilizing the Genesis Centre to assist with supporting the initiatives within the D&I Plan.
- **College of the North Atlantic NL Workforce Innovation Centre:** An organization to promote and support the research, testing and sharing of ideas and models of innovation in workforce development that will positively impact employability, and entrepreneurship within the province's labour force and particularly under-represented groups. Equinor will explore opportunities to work with and support the centre.

Ongoing engagement with these and other local organizations through the life of the Project will help identify other opportunities to help Equinor achieve its D&I objectives.

A.6 Monitoring and Reporting

The final component of the D&I Plan is to promote accountability and responsibility. We are committed to regular monitoring and reporting to continuously improve the D&I Plan. Annual reports will be provided to both the province and the C-NLOER according to the reporting standards set forth in their governing documents.

To achieve this, Equinor will establish an initiative registry to track commitments and the progress made toward them.

On a quarterly basis, Equinor will provide a diversity update as well as an analysis of the employment of under-represented groups versus the availability in the workforce for both the development and operations phases of the Project. Employment will be reported on both headcount and hours broken out by diversity status, discipline and work location, as available.

Equinor will use a cloud-based system that will allow all contractors and subcontractors to report on a confidential basis using information collected on a voluntary basis. See 7.4 Monitoring and Reporting.

A.6.1 Engagement and Continual Improvement

Engagement with stakeholders and NL Indigenous groups has been an important component in the development of the D&I Plan. Key stakeholder groups include employees, the C-NLOER, province, business partners and suppliers, and including non-governmental organizations with a diversity interest and academia. This dialogue has helped capture the views of stakeholders and NL Indigenous groups' views and concerns most relevant to be addressed throughout this D&I Plan.

All processes, policies, targets, and initiatives within this D&I Plan are subject to enhancement to contribute to continuous improvement. In the event there are any identified deficiencies, we are committed to additional efforts to ensure continuous improvement. Deficiencies will be identified through our monitoring and reporting processes as well as continuous engagement and follow-up with stakeholders and Indigenous organizations.

B Appendix - Capacity Assessment and Project Workforce

The capacity assessment for the Bay du Nord Project (Project) was completed by Stantec Consulting Ltd. [7] and is based on key data sources including concept studies, pre-Front-End Engineering Design (FEED) reports, and desktop studies. It is an update to the 2023 capacity assessment by Wade Locke Economic Consulting, Angler Solutions and EcoTec consultants.

Equinor and contractors have attended several facility tours and assessments across the province to explore fabrication capabilities.

The updated capacity assessment, which considers construction and operational phases, indicates that Newfoundland and Labrador (NL) possesses the necessary labour force, professional expertise, and fabrication infrastructure to support the construction and operation of the Project. While the province faces the longer-term challenge of an aging and declining workforce, the completion of several major projects has created relative stability in labour availability, with current projections showing sufficient capacity across trades and professional disciplines to meet demand.

The region's fabrication facilities and supply capabilities, developed through decades of resource development, strengthen the ability to support project execution. By incorporating early planning, effective workforce development, and continued engagement with local training institutions, it is estimated that the local capacity is sufficient to meet its construction and operations requirements of the Project.

Due to experience requirements and labour shortages, some specialized roles in drilling, marine operations and advanced fabrication will require Equinor to leverage its international network and local partnerships.

B.1 Development Phase Overview

Table B.1 Project Direct Employment Estimates Summary - NL

Activity	Person-hours
SURF	1,700,000
FPSO	850,000
Project Management	500,000
Engineering	1,200,000
Procurement	200,000
Drilling	3,400,000

B.1.1 Labour Capacity Overview

The labour capacity affected by the demand and supply of trade and professional occupations for the Project is influenced by other major construction projects currently underway or anticipated in province. The following analysis compares projected labour availability with expected labour demand for these projects, based on a construction and installation timeline spanning 2025 to 2032.

The 2023 capacity assessment incorporated Cenovus Energy's West White Rose Project, Voisey's Bay Underground Mine expansion, and Calibre's Valentine Gold Project into its analysis. All of these projects have since been completed. The 2023 assessment also incorporated the potential construction of three major wind energy projects. In 2025, there is a degree of uncertainty on the timing of such developments given changes in market readiness and demands.

This capacity assessment will retain a conservative estimate of the capacity of labour for the 2025 to 2032 period, acknowledging that shifts in market conditions and commodity prices may impact the viability of some projects in future years. Since 2023, there has been a renewed interest and emphasis on NL Hydro's Gull Island Hydroelectric Project, and there is a greater level of certainty that this project will proceed. While a construction timeline has not yet been identified, 2035 has been proposed as the commissioning date, and it is reasonable to assume there will be a seven-year (minimum) construction period. Table B.2 highlights the projects included in this analysis and their respective timelines.

Table B.2 Industrial Projects in NL that Influence Labour Capacity

Project	2025	2026	2027	2028	2029	2030	2031	2032
Bay du Nord								
Gull Island Hydroelectric Project								
Wind Energy Project 1								
Wind Energy Project 2								

To understand the demand for these projects, information was obtained from the projects noted above, as well as assumptions made on the wind energy projects based on the best information available. Information is provided for skilled labour and engineers and is estimated based on direct employment only. The level of local impact will also be determined by the execution strategies from each proponent to hire individuals from NL.

This assessment was completed in a time when several major construction projects have been completed. This is also paired with the current landscape of the industrial operating environment in NL, and the level of uncertainty of the wind energy market, only one scenario is provided to better encompass what an effective level of demand may have on labour capacity.

Theoretical Capacity is determined by using published statistical sources of data (2025 Government of NL Population Projections, Low Scenario) to estimate the maximum potential supply of workers in the specified categories.

Effective Capacity stems from the assumption that not all workers are willing or able to work. To approximate the effective capacity for each category, two factors were used to adjust the theoretical capacity downward - mobility of the workforce and the experience needed to work on large projects. In the table below the demand for labour is plotted against the effective supply of labour to identify potential shortages.

Note: The analysis was based on occupations that have been typically required for offshore development projects and are expected to be inclusive of the requirements of the Project.

Table B.3 Labour Capacity Analysis – Trades

NOC		Capacity in 2026		Peak Demand	Year	Indicator
Code	*Description*	*Theoretical*	*Effective*			
7202	Contractors and Supervisors, Electrical Trades and Telecommunications Occupations	330	188	33	2025	
7241	Electricians (except Industrial and Power System)	1990	1300	26	2026	
7242	Industrial Electricians	885	375	23	2029	
7243	Power System Electricians	190	72	23	2029	
7204	Contractors and Supervisors, Carpentry Trades	379	301	49	2025	
7205	Contractors and Supervisors, Other Construction Trades, Installers, Repairers and Servicers	468	277	68	2025	
7271	Carpenters	4183	2790	85	2029	
7281	Bricklayers	124	110	23	2029	
7282	Concrete Finishers	290	222	23	2025	
7611	Construction Trades Helpers and Labourers	5290	3684	215	2026	
7302	Contractors and Supervisors, Heavy Equipment Operator Crews	755	442	24	2029	
7312	Heavy Duty Equipment Mechanics	733	160	23	2029	
7371	Crane Operators	384	189	23	2029	
7511	Transport Truck Drivers	4068	741	23	2025	
7521	Heavy Equipment Operators (except Crane)	3545	1729	101	2029	
7234	Boilermakers	108	46	23	2029	
7301	Contractors and Supervisors, Mechanic Trades	328	112	6	2029	
7311	Construction Millwrights and Industrial Mechanics	1328	160	23	2026	
7203	Contractors and Supervisors, Pipefitting Trades	122	81	10	2029	
7251	Plumbers	513	457	23	2026	
7252	Steamfitters, Pipefitters and Sprinkler System Installers	978	545	33	2026	
7293	Insulators	406	255	43	2029	
7294	Painters and Decorators (except Interior Decorators)	526	403	23	2025	
7201	Contractors and Supervisors, Machining, Metal Forming, Shaping and Erecting Trades and Related Occupations	288	141	66	2029	
7233	Sheet Metal Workers	344	172	23	2029	
7236	Iron Workers	908	563	330	2025	
7237	Welders and Related Machine Operators	1689	401	23	2029	

Note: The green block indicates that there is sufficient capacity to meet demand even if all projects considered proceed (Peak Demand <95% of Effective Capacity). Yellow and red blocks are not included, however, the yellow block indicates that there may not be sufficient capacity to meet demand if all projects considered proceed (Peak Demand = 95% to 125% of Effective Capacity). The red block indicates that would not be sufficient capacity to meet demand if all projects considered proceed (Peak Demand > 125% of Effective Capacity). For the purposes of this analysis, there are only green blocks, indicating that there is sufficient capacity to meet demand even if all projects considered proceed.

B.1.2 Engineering and Construction Professionals

With respect to engineers in the province, there are 631 firms registered with Professional Engineers and Geoscientists of Newfoundland and Labrador (PEGNL) to provide services to the public, of which 40% are based in the province. These firms range from offices of large international engineering firms to joint ventures involving NL firms, to one-person consultancies. A complete list of members can be reviewed on PEGNL's website. In total, the PEGNL represents more than 5,000 members which includes in and out of province members and consists of practicing engineers, geoscientists, members in training, limited licensees and non-practicing members.

To understand the available capacity of engineering and construction professionals within NL, a labour capacity assessment was conducted, which is summarized below.

Table B.4 Labour Capacity Analysis – Engineers and Professionals

NOC		Capacity in 2026		Peak Demand	Year	Indicator
Code	*Description*	*Theoretical*	*Effective*			
2131	Civil Engineers	884	479	132	2025	
2132	Mechanical Engineers	631	237	68	2026	
2133	Electrical and Electronics Engineers	500	138	45	2029	
2134	Chemical Engineers	90	21	17	2029	
2142	Metallurgical and Materials Engineers	24	8	6	2025	
2231	Civil Engineering Technologists and Technicians	421	219	54	2025	
2232	Mechanical Engineering Technologists and Technicians	238	81	19	2029	
2241	Electrical and Electronics Engineering Technologists and Technicians	837	213	25	2029	
2253	Drafting Technologists and Technicians	250	128	25	2025	
2263	Inspectors in Public and Environmental Health and Occupational Health and Safety	960	217	17	2026	
2264	Construction Inspectors	433	251	8	2029	
0113	Purchasing Managers	262	74	9	2029	
0211	Engineering Managers	225	93	11	2029	
0711	Construction Managers	985	772	13	2025	

Note: Analysis concluded that while the province will face challenges of a rapidly aging and declining work force, there is also a reduction in major projects expected, creating a situation of relative stability in the availability of skilled labour, even with the potential emergence of the wind energy sector. There are no significant shortfalls in labour that could not be addressed by early planning.

B.1.3 Construction and Fabrication Capacity Assessment

An assessment of all applicable data sources suggests capability, experience, and qualifications of facilities and contractors in NL have substantial capacity.

Natural resources, including offshore oil and mining activities, dominate the local economy. Several major project developments over the past two decades have provided significant fabrication and supply capability in the province. There are major fabrication sites, mid-sized and small yards, and laydown areas that have a proven track record in supporting and delivering components for offshore projects. Please note this list is not exhaustive.

Table B.5 Fabrication Facilities

Facility / Company	Website	Highlight Features
Major Fabrication Sites		
Bull Arm Fabrication Site	https://oilconl.com/bull-arm/bull-arm-fabrication/	Key areas: Marine Facility; Fabrication Yard; Deepwater Site as well as Ancillary Facilities. Over 23,000 m^2 of enclosed fabrication facilities and more than 500 m of wharfage. Major facilities at the site include a module hall; receiving quay; assembly pier; pipe shop; cutting shop and assembly hall; blast and paint shop. Module hall is 5,300 m^2 with 2 x 75 tonne cranes, 39m x 39m mega door. Fabrication building is 8,600 m^2 with 9 overhead cranes.
Kiewit Offshore Services - Marystown	https://profiles.energynl.ca/member-profiles/Details/kiewit-offshore-services-a-division-of-pksu-762094	The facility, located in Marystown, NL, is approximately 81,000 m^2 and includes a 14,000 m^2 fabrication space and a 3,360 m^2 assembly bay.
Port of Argentia	https://portofargentia.ca/	Northside and southside industrial parks with over 4,000,000 m^2 each in flat land. The Port provides an industrial complex with infrastructure, port facilities and services supporting diverse business opportunities. 600 m of deepwater docking facilities for vessels up to 300 m and 11 m draught. Tenants include Cahill Fabrication and C&W welding. Cahill Fabrication Structural facility has 4,000 m^2 of indoor fabrication space and a laydown area of 30,000 m^2.
Mid-sized Fabrication Companies and Yards		
Bay Bulls Marine Terminal	http://baybullsmarineterminal.ca/about/about.htm	Bay Bulls Marine Terminal is a privately-owned facility that provides stevedoring, cargo marshalling, drill rig repair and shipyard services to the offshore oil and gas and general marine cargo industries. Quay Side Frontage and Access Area: Berth No. 1 – concrete quay structure, 361 ft long (36 ft draft at low normal tide); Berth No. 2 - sheet piled quay, 295 ft long (26 ft draft at low normal tide). In total, it has 16,000 m^2 of waterfront property with 56,000 m^2 of laydown area.
Cahill Group	https://www.cahill.ca/	Cahill Fabrication specializes in piping, structural steel, HVAC, and assembly services. The company two facilities in Mount Pearl: Cahill Industrial Service Facility has 325 m^2 of indoor fabrication space and 2,090 m^2 of laydown area; and Cahill Fabrication Mechanical in St. John's has 3,350 m^2 of indoor fabrication and 12,100 m^2 of laydown area.
DF Barnes Group	https://www.dfbarnes.com/	DF Barnes is a large steel fabrication and industrial construction company with its head office in St. John's, NL. The company specializes in marine and offshore fabrication, and maintenance and repairs. The company operates three facilities with a total of over 100,000 ft^2. of indoor fabrication space.
Green Infrastructure Partners - Atlantic	https://gipatlantic.com/capabilities/	Provider of integrated solutions across a diverse portfolio: heavy civil, industrial, services and maintenance, and marine.
Newdock	https://www.newdock.nf.ca/	Newdock, formerly St. John's Dockyard is located on 72,800 m^2 of space on waterfront with a 6,550 m^2 manufacturing area and a 4,000 tonne marine elevator.
Port of Stephenville	http://portofstephenville.ca/about.html	An ice-free port accommodating most vessels, freight handling, storage and transshipments. Quay is 293 m x 20 m, with 7500 m^2 of asphalt paved dock area. 10.1 m depth at dockside. The 100,000 ft^2 Port of Stephenville warehouse building is newly refurbished and has three 30 tonne overhead cranes.
Talon Energy Services	www.talonenergyservices.ca	Talon has a lease agreement for the facility in Channel-Port aux Basques. Facility is adjacent to quayside for marine transport. 50,000 ft^2; maximum height 96 ft; one 135 tonne overhead crane and two 50 tonne overhead cranes. Mega Door 80 ft x 80 ft.
Local Fabricators		
Acuren Group Inc.	https://profiles.energynl.ca/member-profiles/	Acuren Group Inc. provides services in welding, structural, mechanical, materials, and reliability engineering; quality assurance; non-destructive testing and inspection services; extensive field and laboratory services; rope access services.

Facility / Company	Website	Highlight Features
	Details/acuren-group-inc-762420	
Ameil Constructors Limited	http://www.ameil.ca	Located in Come by Chance, NL, the company works closely with the oil transfer, storage and refinery industries, as well as other heavy industries. They have a 1,100 m^2 fabrication shop and 5,200 m^2 of laydown area.
Atlantic Hydraulic & Machine Ltd.	http://atlantichydraulic.com/	Located in Corner Brook, NL, Atlantic Hydraulic & Machine provides hydraulic design and repair, machine work, welding and fabrication.
Bursey Manufacturing	http://www.burseymfg.com/	Services include steel, stainless steel and aluminium welding, sandblasting, painting and industrial coatings, thermal spray coatings
C&W Offshore	http://www.cwoffshore.ca/	Three facilities: Mount Pearl, NL has 950 m^2 of production space and 3,000 m^2 of laydown space; Bay Bulls, NL has 2,000 m^2 of production space and 4,500 m^2 of laydown space; Southern Harbour, NL has 400 m^2 building and almost 10,000 m^2 of laydown space.
Compass Limited	N/A	Operates a 5,500 ft^2 machine and smaller scale fabrication facility (465 m^2) located in Conception Bay South, NL.
RothLockston	http://rothlochston.com/	Located in Paradise, NL the company specializes in the fabrication, maintenance and construction services to the oil and gas, mining and power generation industries. They have two facilities: Paradise has a 1,200 m^2 general fabrication plant with 800 m^2 of office space, 45,000 m^2 of laydown area and a 2,000 m^2 pipe fabrication plant.

B.2 Development Phase Requirements

The local scope for the development phase will require extensive professional and trades workforce for all aspects of the Project. This will include the local components of Subsea Umbilicals, Risers, and Flowlines (SURF) construction, Floating Production, Storage, and Offloading (FPSO) construction, SURF and FPSO installation, hook-up and commissioning, development drilling, other strategic local infrastructure investment and the necessary professional support. An estimated 8 million person-hours will be required to complete these activities in the initial phase.

B.2.1 Project Management

The development phase for the Project is divided into key components which will be managed by Tier 1 contractors:

- **SURF:** This scope includes all SURF equipment and offshore installation;
- **FPSO:** Composed of the following major components: hull, topsides, and turret and mooring. The strategy for integration of these major components will be finalized during FEED; and
- **Drilling:** The current concept is to conduct the program over approximately four years.

As described in 9 Project Management and Engineering, the Project office will include Equinor personnel in areas such as: project management, Safety, Security and Sustainability (SSU), quality and risk management, procurement, project controls, planning, engineering managers, construction managers, interface coordinators and industrial benefits management.

The following are professional work estimates for person-hours to be utilized within NL during the initial phase:

- **Engineering:** 1,200,000;
- **Project Management:** 500,000; and
- **Procurement Management:** 200,000.

While detailed personnel requirements including key positions and functions will not be available until the FEED phase, the types of positions required for the main contract scopes are described in the relevant sections below.

B.2.2 Subsea, Umbilicals, Risers and Flowlines

During the development phase, most of the procurement activities and Requests for Proposals (RFPs) will be issued through our Tier 1 SURF contractor, Subsea Integration Alliance (SIA). A significant proportion of the SURF systems will be fabricated in NL, with the final scope to be confirmed during the FEED phase. See 4 Benefits Agreement for details.

Goods and Services Requirements

- **Subsea Production System:** Template, manifold, Christmas Trees (XT), control system, and glass-reinforced plastic covers;
- **Flowline/Risers:** Infield rigid flowlines, risers, and flexible flowlines;
- **Power and Umbilical System:** Dynamic and static umbilicals with chemical and hydraulic lines, power cables for fibre optical communication, and power cable for the heated flowlines;
- **Seabed:** Subsea rock installation and trenching; and
- **Marine Installation:** Vessel support, onshore support, third-party services, and materials.

Labour and Personnel Requirements

The staffing and trades requirements associated with the SURF scope will become available during the FEED phase and Equinor will provide them at that time. It is expected that the following trades will be required for the onshore construction scope: welders, welder supervisors, scaffolders, painters, electricians, plumbing and piping fitters, carpenters, insulators, labourers, operating engineers, inspectors, among others.

It is expected that the following skilled occupations will be required for the marine installation scopes: marine crew, deck crew (including riggers, crane operations), Remotely Operated Vehicle (ROV) pilots/technicians, engineers, pre-commissioning technicians, winch technicians, among others.

The SURF staffing plan will be unique to the selected SURF contractor. In the interim, experience with other subsea developments indicates that the following types of positions and skill sets may be required: Project Manager, HSE Manager, Quality and Risk Manager, Procurement Manager, Project Controls Manager, Engineering Manager, Construction Manager, Installation Manager, Commissioning Manager, and Operations Manager.

It is currently estimated that 1.7 million person-hours will be utilized for SURF construction within NL for initial phase. This estimate does not include professional hours described in B.2.1 Project Management.

B.2.3 Floating Production, Storage and Offloading Facility

During the development phase, the majority of procurement activities and RFPs will be issued through Equinor's Tier 1 FPSO contractor. See 3.4 Project Execution Model and 12.2 Contracting Strategy for further details.

Goods and Services Requirements

During the development phase, a procurement representative from the Tier 1 FPSO contractor will be required to engage with the local supply community to identify products and services required for the FPSO and identify opportunities to supply on a competitive basis.

The primary structural components of the FPSO include the turret system, hull and living quarters, topsides modules, and the mooring system. Other activities associated with the FPSO scope are carry-over work (i.e. incomplete scope required to commission the vessel), marine installation, hook-up and commissioning.

As FPSO technology has evolved as a preferred production solution for offshore oil fields, international shipbuilding companies have emerged as technical leaders in building these vessels. Due to the specialized nature of FPSO hull construction, the infrastructure requirements for the shipyards, the efficiencies achieved in large shipyards with multiple docks, and the lack of Canadian shipyards with FPSO hull capability, Equinor has determined the FPSO hull will be built internationally. The hull will be built as a fully functioning vessel, complete with accommodations, helideck, and marine systems. These components are integral for marine operations during mobilization to the field and a requirement of the maritime regulatory authorities.

Topsides modules are subject to a competitive bidding process and fabrication locations are to be determined. Integration and commissioning will take place internationally. Carry-over work, if necessary, is planned to occur during transportation and on station in the Flemish Pass. If quayside carry-over work is required, it will occur in NL, as will hook-up and commissioning.

Labour and Personnel Requirements

The staffing and trades requirements associated with the FPSO components will become available during the FEED phase.

The FPSO staffing plan will be unique to the selected contractor. Experience with other development projects indicates that the following types of management positions may be required: Project Manager, HSE Manager, Quality and Risk Manager, Procurement Manager, Project Controls Manager, Engineering Manager, Construction Manager, Installation Manager, Commissioning Manager, Operations Manager, and Interface Manager.

Based on market feedback and internal estimates, it is currently estimated that 850,000 person-hours will be required for FPSO construction scope in NL, including mooring elements.

B.2.4 Drilling and Well Services

The initial phase consists of 16 wells drilled from drilling installation(s) over a three-year period plus a year for drilling installation intake.

Goods and Services Requirements

Goods and services requirements for drilling and well operations can be grouped into categories of drilling installation procurement, drilling and logistics support services, and long-lead items.

Rig Procurement

Global sourcing of drilling rigs will be required for drilling and well operations, with consideration given to existing rigs currently on-hire by Equinor in various locations. However, all rigs will comply with applicable regulations. In the event rig provisioning, maintenance, modification, or refits are required, local facilities will be considered when possible.

Drilling and Logistics Support Services

Drilling and logistics support services will be required for, but not limited to:

- Directional drilling, logging-while-drilling, measurement-while-drilling and mudlogging;
- Cementing;
- Wireline;
- Drilling fluids;
- Coring services
- Liner hanger services
- Whipstock/slot recovery/fishing services;
- Completions equipment and services;
- Downhole mechanical isolation;
- Supply of Oil Country Tubular Goods (OCTG);
- Tubular management;
- Rig positioning;
- Helicopter passenger and Search and Rescue (SAR) services;
- Vessel services;
- Supply bases services;
- Customs/freight forwarding services;
- Fuel;
- Waste management services;
- Weather forecasting services;
- Ice reconnaissance;
- Personal passenger clothing;
- Helicopter passenger suits;
- Medical services and medical evacuation;
- Accommodation services; and
- Telecommunications.

Labour and Personnel Requirements

Drilling operations will take place over approximately four years including the intake and mobilization process. Person-hour estimates will also include estimates for Equinor personnel and support, onshore service providers, drilling installation contractor personnel, logistical support services, and supply services.

Based on the noted service and management requirements and experience from past projects, it is currently estimated that 3.4 million person-hours will be utilized for drilling and completion work within NL for the initial phase.

The following positions may be associated with drilling operations:

Table B.6 Offshore Personnel Requirements

Position Title	Estimated Demand (positions/3-week rotation)
Rig Contractor Offshore	
Offshore Installation Manager (OIM)	1
Marine Section Leader (MSL)	1
Senior Dynamic Positioning Operator	2
Dynamic Positioning Operator	2
Deck Supervisor	2
Crane Operator	2
Assistant Crane Operator	2
Roustabout	8
Bosun	2
Technical Section Leader (TSL)	1
Engine Room Operator 2nd	2
Motorhand	1
Welder	1
Mechanical Supervisor	1
Senior Mechanic	1
Mechanic	1
Hydraulic Technician	2
Electrical Supervisor	1
Senior Electronic Technician	2
Senior Electrician	2
Electrician	2
Subsea Supervisor	1
Subsea Engineer	1
Subsea Technician	1
Drilling Section Leader (DSL)	1
Tool Pusher	1
Tour Pusher	1
Driller	2
Assistant Driller	4
Derrickhand	2
Asst Derrickhand	2
Floor Hand	8
HSE Training Officer	1
Rig Administrator	1
Medic/Nurse	1
Materials Administrator	1
Assistant Materials Administrator	1
Catering	10
Rig Contractor Onshore	
Rig Manager	1
Human Resources	1
HSE Advisor	1
Cost Controller	1

Position Title	Estimated Demand (positions/3-week rotation)
Rig Leader	1
Buyer	1
Offshore Service Providers (periodic depending on offshore operation)	
Solids Control	6
Mud Engineers	2
ROV	6
Directional & Measurement While Drilling (MWD)	6
Cement	2
Casing and Tubular Handling	6
Wellhead & XT	4
Cuttings Conveyance	4
Wireline	6
Mud Logging	6
Wellbore Cleanout	4
Thread Inspection	2
Rig Positioning	2
Completions (Screens, Packers, etc.)	6
Support Services during Drilling	
Supply Vessel 1 - crew	12
Supply Vessel 2 - crew	12
Supply vessel 3 - crew	12
Personnel & Cargo Movements	18
SAR	
Helicopter Pilot	
Personnel Movements	
Flight Suit Coordination	
Medical Services	
Freight Forwarding	
Marine Base	

In addition to offshore positions, there are engineering and support positions that plan for and oversee drilling operations, including drilling engineers, subsea engineers, completions engineers, drilling and completions supervisors, rig engineers, and wellsite geologists.

A recent study conducted by the Petroleum Industry Human Resources Committee, entitled *Newfoundland and Labrador Oil and Gas Industry Human Resources Skills Gap Analysis Study* [8] conducted a skills gaps analysis for several activity scenarios up to 2027. This study indicated that recruitment difficulties were identified primarily in drilling and well services and in marine transportation. The positions can be difficult to recruit for because of experience requirements and international shortages. According to the study, while supervisory personnel such as drilling superintendents and drilling supervisors may be difficult to recruit locally, operators are focused on developing personnel for these senior positions. Positions that were identified as difficult to recruit include:

- Drillers and Toolpushers for drilling installations;
- Crane Operators with experience on a moving platform and a valid Stage 3 Offshore Crane Operator Assessment;
- Marine Electricians;
- Mechanics (Hydraulic Technicians) with offshore experience;
- Instrumentation/Electronics Technicians with offshore experience;
- Drilling Supervisor and Superintendent with five to ten years experience;
- Well Services offshore supervisory positions (e.g., slickline, drilling fluids);

- Wireline and slickline positions with required experience on specialized equipment;
- Environmental Solutions Specialists and Drilling Fluids Specialists are expected to be more difficult to recruit with increased activity in the industry;
- Ice Observers (seasonality challenges); and
- Maintenance and repair positions for specialized equipment which are required on an irregular, short-term basis.

As a global company, Equinor is well-positioned to respond to these challenges. With a history of drilling in the Canada-NL offshore area, Equinor has built a local and international team with expertise in drilling in harsh environments.

B.3 Operations Phase

Table B.7 Operations Phase Employment Estimates Summary

Activity	Personnel	Person-hours
Offshore	160	6,650,000
Onshore Integrated Operations Centre	100	4,160,000
Onshore Support	250	10,400,000

These estimates are based on the human resource planning information indicated below. Labour, supply and servicing throughout the 20+ life of the Project will be substantially local based on capacity and capability and will bring expansive benefits to NL.

Goods and Services Requirements

The goods and services required to support the production activities are anticipated to be similar to those supplied to support ongoing existing offshore operations for Hebron, White Rose, Terra Nova and Hibernia.

Labour/Personnel Requirements

Equinor will operate the Asset using an Integrated Operations (IO) model, aiming for seamless coordination between offshore and onshore teams. The Integrated Operations Centre (IOC) in the St. John's, NL area will have representation from both Equinor and the FPSO contractor teams, enabling collaborative planning and support across functions such as, but not limited to, production, maintenance, safety and environment, logistics, and engineering. The IOC will provide operational support, continuous field monitoring, and scalable assistance across all functions. It will also serve as the incident command post and a hub for regulatory engagement, digital systems, and technical integrity oversight. Global support networks will be leveraged as needed to enhance performance and drive continuous improvement.

Equinor and the FPSO contractor will establish both onshore and offshore teams to support safe and efficient operations. The offshore organization will follow a traditional staffing model, with approximately +/- 80 personnel and two rotations during regular operations (160 personnel total) and capacity for up to 120 personnel to support activities such as installation, commissioning, maintenance, and turnarounds. Offshore staffing will be optimized through cross-training, reliability-centred maintenance, and remote monitoring from onshore.

Onshore operations support staffing levels are expected to be approximately 100 people. The onshore team will be tailored to the operating model and will maintain sufficient local capacity to meet emergency response requirements and regulatory obligations. It is anticipated that an additional 250 positions will be required to support the operations beyond the Equinor and FPSO support staff, as described in this section.

Equinor will implement a logistics strategy to support offshore operations, leveraging existing infrastructure and collaborating with other operators in the region, when feasible. Logistics will include marine vessels and helicopters, with operations fully compliant with regulatory requirements.

Specific position classification descriptions will be developed for the safety, emergency response, environmental, business critical, normal operational and maintenance tasks that an individual may be required to carry out to ensure compliance provided within applicable regulatory requirements.

It is anticipated that offshore staff positions will be cross-trained where feasible, meaning personnel will fulfil offshore FPSO management, operation or maintenance roles, with necessary certificates according to Transport Canada and other regulatory requirements. Examples of high-level qualifications for offshore positions are outlined in provided Table B.8 and will be further developed.

Table B.8 Example of Offshore Operations Position Qualifications

Roles	Maritime/Offshore Qualifications	Other
▪ OIM ▪ Control room operator ▪ Marine control room operator ▪ Deck foreperson ▪ Production technician ▪ Maintenance area operator ▪ Medic ▪ HSE ▪ Mechanical technician ▪ Electrical technician ▪ Instrumentation technician ▪ Crane operator ▪ Catering	▪ Certificates according to Transport Canada and other regulatory requirements ▪ Other training as required by Transport Canada, Certifying Authority (CA), other regulatory and Equinor requirements ▪ Relevant certificates for work experience within oil and gas maintenance and/or process ▪ Relevant industrial certificates	▪ Experience from maritime/FPSO/shuttle tanker operations, upstream oil and gas production/classified industrial/ maintenance environment

The offshore organization will be supported by the Equinor and FPSO contractor onshore organizations. Both will be represented in the IOC in the St. John's, NL area. The typical groups located within the IOC are anticipated to be production, subsurface, maintenance, engineering, logistics, administration/business support, safety, and environment. Supporting onshore functions will have the relevant certifications, experience and knowledge of the regulatory requirements, codes and industry best practices. Examples of high-level qualifications for onshore positions are provided in Table B.9 and will be further developed.

Table B.9 Example of Onshore Operations Position Qualifications

Roles	Qualifications
Leader Positions ▪ Operations manager ▪ Maintenance lead ▪ Logistics lead ▪ Production lead ▪ Safety and sustainability manager	▪ Relevant technologist, industry or maritime certificate ▪ Demonstrated and relevant experience from upstream and/or midstream oil and gas
Support Functions ▪ Coordinators (e.g., operations technology, production, maintenance, logistics) ▪ Planning	▪ Relevant certification and experience
Asset Integrity ▪ Asset integrity manager ▪ Asset integrity engineers	▪ Asset integrity knowledge and experience of technical safety barriers within asset integrity management program ▪ Exposure to Major Accidental Event (MAE) management and industry standard risk analysis and assessment through practical application ▪ Experience within petroleum refining or offshore production industries with a technical knowledge of the performance standards required for major accident technical safety barriers ▪ Knowledge of regulatory and CA including regulations, codes and industry best practices ▪ PEGNL registration, where applicable

Additional training for offshore and onshore personnel, as required by the *Code of Practice - Atlantic Canada Offshore Petroleum Code of Practice for the Training and Qualifications of Offshore Personnel* [9], Transport Canada, other regulatory and Equinor requirements, will be documented in the training and competency matrix and verified through the competency management system by the FPSO contractor and/or Equinor.

For contractors, including contracted drilling installations and support vessels, Equinor actively assures contractor competency via the contractor selection and procurement process.

The operations phase will require workers on the installations, on shuttle tankers, and engaged in onshore and support activities. It is currently estimated that 23 million person-hours will be utilized for operations work within NL. They will be employed in the following categories:

- Drilling;
- Operations and management;
- Services and deck crew;
- Critical services;
- Interventions;
- Catering;
- Construction;
- Academia;
- R&D;
- Logistics;
- Environmental;
- Crude transport; and
- Other.

As of December 2024, the four existing provincial offshore oil projects directly employed approximately 1,905 offshore crew and 2,475 onshore and support Canadian personnel [10]. These positions are of long duration and represent career opportunities.

The *Newfoundland and Labrador Oil and Gas Industry Human Resources Skills Gap Analysis Study* [8] commented on the challenges in recruiting the following positions:

- Captain/Master Mariner with offshore oil and gas industry experience;
- Deck officers;
- Chief engineers;
- Second class marine engineers;
- Third class marine engineers with hydraulic and drilling equipment experience;
- Marine electricians;
- Marine cooks;
- OIM; and
- Marine Geologist with 5 to 10 years' experience.

Similar to difficult-to-recruit positions in drilling, as a global operator Equinor recognizes is well-positioned to respond to these labour force challenges through workforce development, E&T programming, and global experience transfer. Equinor is engaged with and supports efforts of local training institutions to recruit to marine training programs. The initiatives noted in the Benefits Plan, specifically the programs at the Marine Institute, are designed to help with these shortages.

B.4 Decommissioning and Abandonment

The Benefits Plan's commitments and requirements apply to the full Project lifecycle, including decommissioning and abandonment. It is currently estimated that a 1.7 million person-hours will be required for decommissioning and abandonment in NL. Please see 18 Decommissioning and Abandonment, in Development Plan (2026) for more information.

Endnotes

1 The total well count may be greater than 16 due to potential additional development wells within the Bay du Nord and/or Cambriol fields as described in the Project Development Plan.

2 Equinor will consider further debottlenecking potential as a part of FEED and detailed design. Oil capacity up to 200 kbbl/sd and liquid capacity up to 50,000 Sm^3/sd may be considered.

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