



LANCE C. CLARKE



Mr. Clarke is a Senior Executive Consultant with Long International and has over 24 years of experience in managing and leading multi-billion-dollar mega projects in the hydroelectric, oil sands, and offshore oil and gas industries. Mr. Clarke is skilled in procurement and logistical operations including risk analysis, negotiations, contract relationship management, dispute resolution, project finance, insurance, project execution strategy, and organizational development. He also has a proven track record of leading and managing cross-functional teams. Prior to joining Long International, Mr. Clarke served as Deputy Project Director for Nalcor Energy where he managed the CAD\$10 billion Lower Churchill Project, a major hydroelectric development located in Labrador, Canada. More specifically, Mr. Clarke was responsible for the overall development and implementation of the Lower Churchill commercial supply chain, legal

matters, insurance, information management, human resources, labor relations and training, property management, industrial benefits, and project management systems and processes while supporting all business case and financing initiatives.

EDUCATION

Bachelor of Commerce, Memorial University of Newfoundland, 1994

PROFESSIONAL INDUSTRY TRAINING

Media and Emergency Response Training, hosted by Nalcor Energy and various oil and gas institutions, 2002-2016

Construction Law Forum, Princeton University, Princeton, New Jersey, 2009

Insurance and Risk Management Training, The Risk Management Society, Las Vegas, Nevada and Aberdeen, Scotland, 2002 and 2009

Mega Project Development, Independent Project Analysis, Ashburn, Virginia, 2007

Petro-Canada Leadership Program, Memorial University, St. John's, Newfoundland and Calgary, Alberta, 2000-2006

Construction Claims Management Seminar, Las Vegas, Nevada, 2004

Level III CPP, Purchasing Management Association of Canada, St. John's, Newfoundland, 1994-1999

PROFESSIONAL AFFILIATIONS

Senior Member, Canadian Electrical Utilities Project Management Network (CEUPMN), 2008-2017

Partner Voting Representative, Maritime Link Joint Development Committee, 2012-2016

Labor Advisory Committee, Newfoundland Construction Association, 2014

Owner Representative, Owners' Labor Group, Construction Sector Council (CSC), 2010-2014

Vice President, Purchasing Management Association of Canada (PMAC), Newfoundland, 1998



PROJECT EXPERIENCE

Representative project experience includes:

Oil Sands and Offshore Oil & Gas Development

- Fort Hills Oil Sands Mine – Developed commercial strategies, provided mega project leadership, and negotiated primary/secondary agreements for the Petro-Canada multi-billion-dollar development of the open pit truck and shovel mine located in Northern Alberta.
- White Rose Oil Field – Supplied mega project leadership, developed commercial strategies, and participated in dispute resolution for the Husky Energy CAD\$2 billion plus offshore White Rose Oil Field located 350 kilometers east of Newfoundland, approximately 50 kilometers from both the Terra Nova and Hibernia fields.
- Hebron Oil Field – Provided mega project commercial leadership and developed strategies for the oil field located offshore Newfoundland and Labrador in the Jeanne d’Arc Basin.
- Terra Nova Oil Field – Provided mega project commercial leadership for the Suncor Energy oil field located offshore approximately 350 kilometers southeast of Newfoundland and Labrador.
- Hibernia Oil Field – Provided mega project commercial leadership for the Hibernia project located less than 150 kilometers from St. John's, Newfoundland.
- Bull Arm Fabrication Site – Served as Senior Advisor on the Strategic Planning Committee for the largest industrial fabrication site in Atlantic Canada.

Hydroelectric Power

- Lower Churchill Project – Served as Executive Steering Representative for the Lower Churchill Project contracts as well as negotiated project labor agreements. Implemented strategic plans and organizational development procedures within the safety standards and values for the project. Served as advisor and lead on CAD\$6 billion Construction All Risk Insurance engagement and was a key project representative in obtaining a CAD\$5.0 billion bond placement and loan guarantee. In relation to the Lower Churchill Project, also performed the following:
 - Muskrat Falls Generation Project – Provided mega-project commercial leadership, conducted negotiations on the CAD\$1.8 billion Powerhouse Completion Agreement and contractor completion dispute resolution services for the 824-megawatt hydroelectric generating facility at Muskrat Falls on the Lower Churchill River.
 - Labrador Island Link – Provided mega-project commercial leadership for the Labrador-Island Transmission Link travelling 1,100 kilometers from Muskrat Falls in Labrador to Soldiers Pond on the Avalon Peninsula.
- Maritime Link – Provided partner input and negotiation support for Maritime Link, which allows Nova Scotia to import hydroelectricity from the Muskrat Falls generating station in Labrador. Also supported negotiation of the Muskrat Falls/Maritime Link Joint Development Agreement and the CAD\$1.2 billion Labrador Island Link Transmission Construction.



PROFESSIONAL EXPERIENCE

Long International, Inc.

St. John's, Newfoundland (April 2018 to Present)

As a Senior Executive Consultant with Long International, Mr. Clarke provides executive level strategic advice and input for overall project execution with an emphasis on commercial strategy, project management, claims analysis, mega-project risk analysis and dispute resolution services.

Nalcor Energy

St. John's, Newfoundland (2007 to 2018)

During Mr. Clarke's engagement with Nalcor Energy, he has been involved in the following projects:

Muskrat Falls Generation Project (2015 to 2018)

Mr. Clarke served as Deputy Project Director on the Muskrat Falls Generation Project. He obtained elevated responsibility with a specific scope of solving powerhouse civil contractor performance issues and subsequent impacts. Furthermore, he oversaw the Astaldi performance turnaround that went from non-performing to top performing on concrete production; more specifically, to over 120 cubic kilometers annually. Mr. Clarke was instrumental in steering the project back on track for the CAD\$1.8 billion contract.

Lower Churchill Project (2007 to 2018)

Mr. Clarke held the role of Business Service/Commercial Manager on the CAD\$10 billion mega Lower Churchill Project. He was also involved in project leadership as Key Leader of Project Strategy (Commercial Focus) and was responsible for the overall development and implementation of supply chain, legal, insurance, information management, HR, labor relations, training, property management, industrial and aboriginal benefits, project management systems and processes, and business case and financing initiatives. Moreover, Mr. Clarke performed mega-project leadership that included building a team and systems for 400 to 500 employees, and directly implemented commercial, supply chain, IT, information management, property, industrial benefits, human resources, and labor and training teams. He also constructed project execution benchmarking initiatives with CEUPMN and CSC. Moreover, Mr. Clarke served as a key player in reporting and managing relationships with the financier. He managed a commercial team in negotiation of over CAD\$7 billion worth of contracts and led business and employment chapters of the New Dawn Agreement (IBA) and project industrial benefits agreement with the Government of Newfoundland and Labrador. Mr. Clarke served as drafter and on the negotiating team for the Maritime Link Joint Development Agreement and was on the management team that delivered a safety record that resulted in a top quartile with the best record of any other recent utility mega project in Canada. He implemented several organizational effectiveness initiatives that resulted in a top-tier IPA rating and developed a labor and negotiation model that resulted in the first Canadian wall-to-wall IBEW side-by-side agreement with BTC and directed the first successful implementation of work teams. Additionally, he performed dispute relationship management involving an executive level lead for key contractor relationships involving SNC Lavalin (EPCM), Astaldi (Powerhouse), and Andritz (Turbines). He managed a negotiation of a project execution model change during mid-project and directed development of a project-wide dispute management program. Furthermore, Mr. Clarke served as a project representative for the CAD\$5 billion project federal loan guarantee and financing making it the largest in Canadian history. Lastly, he directed a CAD\$6 billion insurance placement for a construction all-risk policy in the London and Toronto markets.



Commercial Project Services

St. John's, Newfoundland (2007 to 2018)

As Specialist Advisor, Mr. Clarke served oil, energy and mining clients by providing support for their energy projects in various capacities such as conducting peer review, sitting on joint venture owner teams and evaluating project viability/approaches. His notable projects include the White Rose Expansion sanction due diligence review and the Hebron acquisition due diligence both performed for Nalcor Oil and Gas and the Vale/Long Harbor deal restructure that involved the engagement of the Government of Newfoundland and Labrador.

Petro-Canada Corporation

Alberta and Newfoundland, (1998 to 2007)

During his career at Petro-Canada, Mr. Clarke held the role as Large Capital Project Commercial Advisor, Global Locations and oversaw resources for large capital commercial management. He led negotiations for two CAD\$4 billion Fort Hills Oil Sands upgrader contractors. Additionally, he adjusted a CAD\$15 billion contract model and built a contracts team for Fort Hills. Mr. Clarke also led a team in negotiations for a Terra Nova Far East offshore rig contract. His other duties included performing audits, reviews and advising on the Terra Nova Turnaround, CAD\$2 billion Petro-Canada refinery conversion project in Alberta, and CAD\$500 million Ash Shaer, Syria project. At Petro-Canada, Mr. Clarke participated in secondments to Chevron Corporation, Husky Energy and Exxon Mobil.

Secondment to Chevron Corporation

During his secondment to Chevron, Mr. Clarke served as Contracts/Procurement Manager for the CAD\$6 billion Hebron Gravity Base Structure (GBS) Project. He was responsible for leading contract strategy, supply chain management, and overseeing insurance and legal matters. Mr. Clarke developed contract strategy for the GBS project, topside and drilling, which was subsequently implemented by Exxon Mobil, and supported project development negotiations with the Province of Newfoundland. Furthermore, he built teams and systems for commercial project execution and key construction partner relationships.

Secondment to Husky Energy

During his secondment to Husky, Mr. Clarke held the role of Contracts Lead on the CAD\$2 billion plus White Rose floating production storage and offloading project in St. John's, Newfoundland. He was responsible for commercial and supply chain management, insurance, legal, claims and certain cost aspects. Moreover, he was key in joint venture management through the commercial partner committee. He led a team in development of commercial management, controls systems, and various negotiations, and management of glory holes, subsea, turret, topsides, hulls, and drilling. Mr. Clarke successfully adjusted a project execution model and the removal of a managing contractor. He was also responsible for effectively eliminating a claim from a topsides contractor while incentivizing early completion.

Amec Foster Wheeler and Petro-Canada

St. John's, Newfoundland (1998 to 2007)

Mr. Clarke held various progressive commercial and supply chain roles pertaining to the CAD\$2 billion plus Terra Nova and CAD\$5 billion Hibernia projects. He was responsible for the development and implementation of various logistics, operations, construction and fabrication contracts. Moreover, he served as a team member in partnership team between Petro-Canada and Exxon Mobil for the Regional Operating Entity Initiative and successfully lead a Triparty Supply Base Initiative among Husky Energy, Petro-Canada, and Exxon Mobil.



Government of Newfoundland and Labrador – St. John’s, Newfoundland

St. John’s, Newfoundland (1994 to 1998)

Mr. Clarke held the position of Procurement Officer and purchased commodities on tender for the Government of Newfoundland and Labrador. He was also responsible for the management and repair of the procurement controversy of the John Cabot (1997) 500th Anniversary Corporation.

PUBLICATIONS AND INDUSTRY SPEAKING ENGAGEMENTS

“Mega Projects – What We Have Learned,” International Society of Construction Law Conference, Chicago, Illinois, 2018.

“EPC vs EPCM,” Improving Performance of Mining Projects, Fleming, Toronto, Ontario, 2017.

“Mega Project Execution,” KPMG Executive Mining Forum, Toronto, Ontario, 2016.

“East Coast – Muskrat Falls Lessons,” Building Trades of Canada, Annual Meeting, Ottawa, Ontario, 2015.

“Mega Project Risk,” Hydrovision, Sacramento, California, 2010.

“Offshore Project Risk Management,” Aberdeen, Scotland, 2004.

“Oil and Gas Master’s Program,” Guest Lecturer, Memorial University, St. John’s, Newfoundland, 2003.