



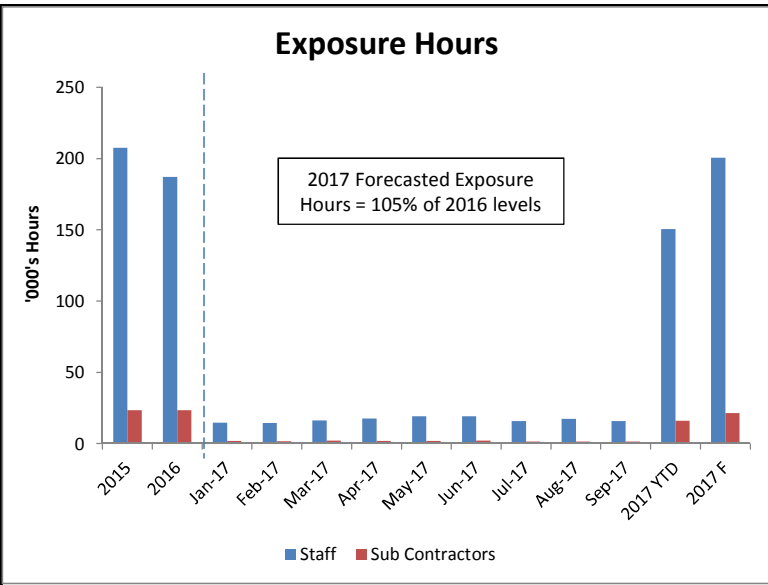
Canadian Natural and Quinn Contracting Dashboard
MGSA # 810354-1 - Supplement 3
Q3 2017
 Review held on October 19, 2017



I. Safety ComplyWork Status = **Acceptable**

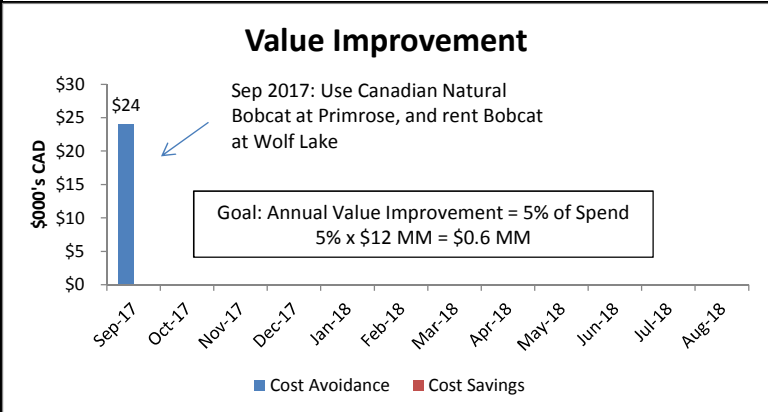
Leading Indicator	2015	2016	Q1 2017	Q2 2017	Q3 2017	2017 YTD	2017F*	2017F* vs 2016
Man-Hours	231,066	210,544	51,112	61,839	53,588	166,539	222,052	5%
Hazard ID's	843	935	297	333	316	946	1,261	35%
Safety Meetings	15	15	4	8	3	15	20	33%
Work Site Inspections	289	265	70	108	67	245	327	23%
Pre-Task Analysis Cards	7,770	6,373	1,451	1,645	1,513	4,609	6,145	(4%)
Pre-job Toolbox Meetings	1,828	1,606	390	575	468	1,433	1,911	19%
Behavior-Based Safety Observations (BBSO)	2,243	1,946	485	495	523	1,503	2,004	3%

Lagging Indicator	2015	2016	Q1 2017	Q2 2017	Q3 2017	2017 YTD	2017F*	2017F* vs 2016
TRIF - Quinn Staff	0	0	0	0	0	0	0	-
TRIF - Subcontractors	0	0	0	0	0	0	0	-
Lost Time Incidents	0	0	0	0	0	0	0	-
Recordable Medical Aid	0	0	0	0	0	0	0	-
First Aid	3	2	1	2	3	6	8	300%
Near Hit/Near miss	2	16	4	1	0	5	7	(58%)
Vehicle Incidents	1	2	2	1	0	3	4	50%
Modified Work	0	0	0	0	0	0	0	-
Environmental Events	2	1	1	0	0	1	1	-



Measure	Target	2016	Q1 2017	Q2 2017	Q3 2017	2017 YTD	2017F*	2017F* vs 2016
Rework	<\$10,000 / year / unit	\$3,126	\$300	\$1,500	\$687	\$2,487	\$3,317	6%
NCR's	<10 / year / operating unit	3	1	2	1	4	5	78%
Repair Rate	<3% All Weld Counts	No Data	0	0	0	0	0	No Data
Total Welds	# of Welds (Actual)	No Data	507	271	275	1,053	1,404	No Data
Total Repairs	# of Repairs (Actual)	No Data	9	3	3	15	20	No Data
Packages: Signed off by Quinn/In CNRL Review	TBD	399	53	224	542	819	1,092	174%
Packages: In Review by Quinn	TBD	16	4	13	40	57	76	375%
Packages: Completed and Scanned	TBD	304	0	60	174	234	312	3%

Initiative	Measure	Savings Goal	Status
1) Cost Avoidance from using a Canadian Natural Skid Steer	Rental Cost Avoided	\$24k per Year	Implemented
2) Reduction of Administration processes for LEM approvals	Time saved (Labour)	\$95/hour x 52 weeks = \$4,940	Being Reviewed
3) Confined Space Permitting	Clarifying Objectives of Watch	Benefit from operations clarity of who does what	Continuing with proposed Roll-out
4) Initiative #1 - link to Non-Productive Time section below - data for Q1 2018			
5) Initiative #2 - link to Non-Productive Time section below - data for Q1 2018			
6) Initiative #3 - link to Non-Productive Time section below - data for Q1 2018			



IV. Non-Productive Time [Placeholder for Q1 2018 Review]

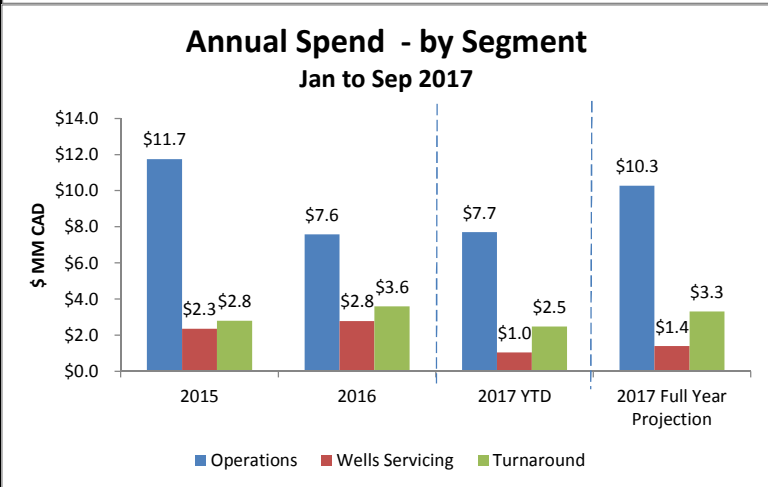
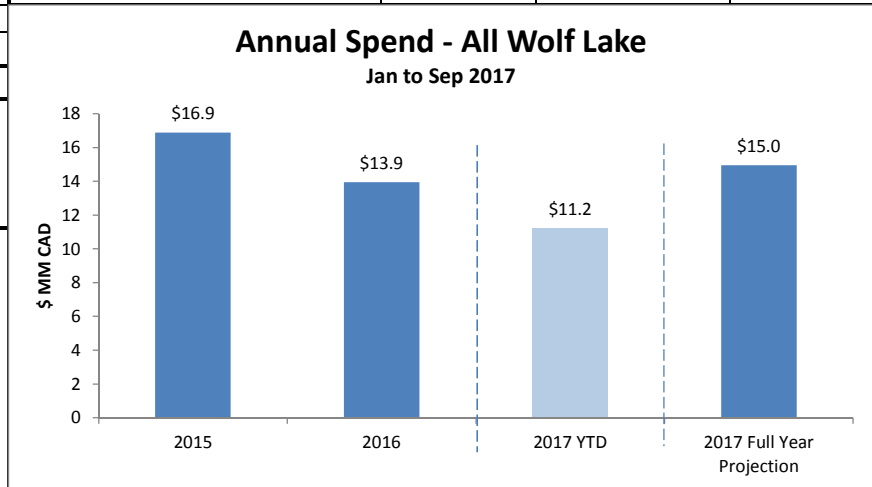
- Top 5 Non-Productive time drivers
- Prioritize which ones we can support each other on
- Link to Targets

Canadian Natural Operational Feedback / Updates

- Confined space permit draft
- Audit Team appreciates the support received from Quinn (Dick Dornstauder)

Quinn Natural Operational Feedback / Updates

- 934,624 recordable free hours as at Sep 30, 2017



*F = Trend for full year should rate continue