



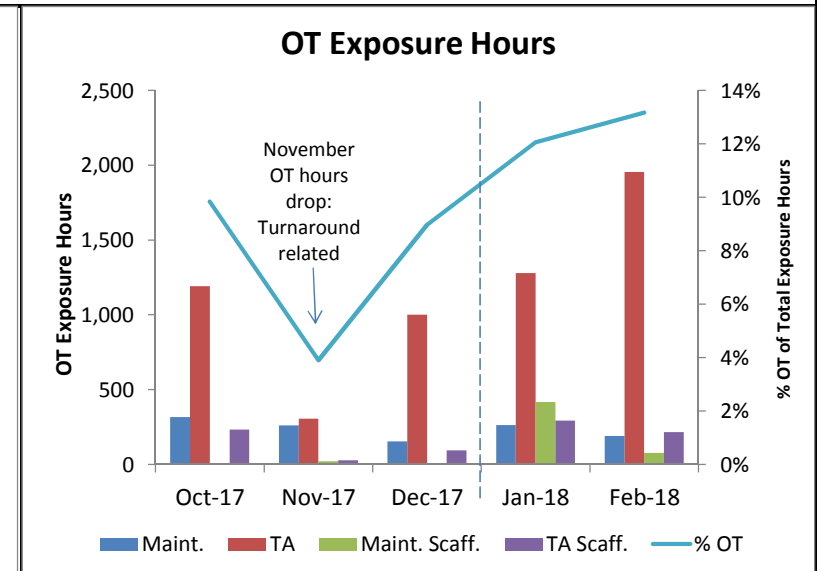
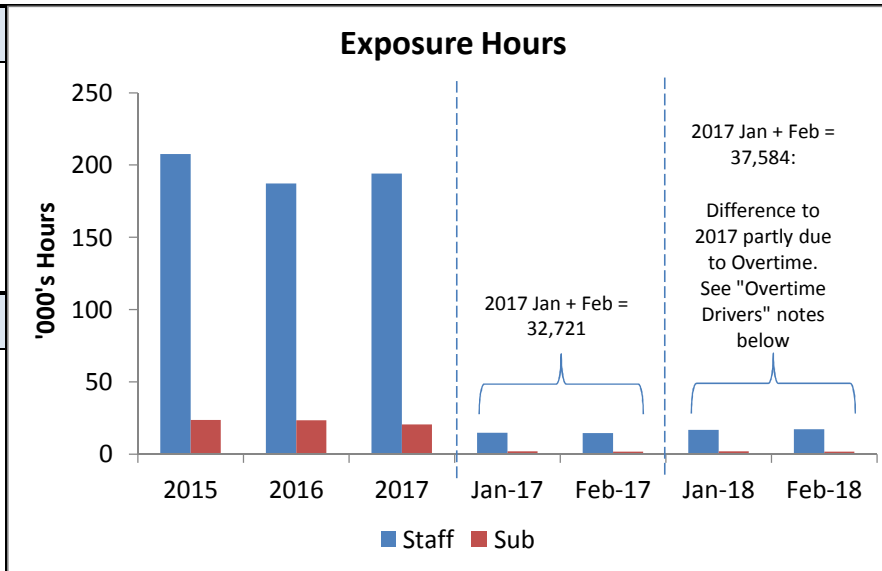
Canadian Natural and Quinn Contracting Dashboard
MGSA # 810354-1 - Supplement 3
Q1 2018
 Review held on March 22, 2018



Safety ComplyWork Status = **Acceptable**

Leading Indicator	2015	2016	2017	Jan 2018	Feb 2018	Key Notes - Leading Work currently being done to fully transition to metal-based scaffolding parts (currently at 95%)
Man-Hours	231,066	210,544	214,425	18,795	18,789	
Hazard ID's	843	935	1,267	109	123	
Safety Meetings	15	15	18	1	1	
Work Site Inspections	289	265	336	63	16	
Pre-Task Analysis Cards	7,770	6,373	5,982	439	436	
Pre-job Toolbox Meetings	1,828	1,606	1,829	178	108	
BBSO	2,243	1,946	2,033	260	250	
Near Hit/Near miss	2	16	6	1	1	

Lagging Indicator	2015	2016	2017	Jan 2018	Feb 2018	Key Notes - Lagging Jan 2018 Vehicle Incident: Off-site - vehicle side-swiped near La Corey. Vehicle optimization and HSE exposure hour reduction currently being worked by team (Lead by Joe McGuire) to aid in reducing overall exposure hours.
TRIF - Quinn Staff	0	0	0	0	0	
TRIF - Subcontractors	0	0	0	0	0	
Lost Time Incidents	0	0	0	0	0	
Recordable Medical Aid	0	0	0	0	0	
First Aid	3	2	7	1	0	
Vehicle Incidents	1	2	6	1	0	
Modified Work	0	0	0	0	0	
Environmental Events	2	1	1	0	0	

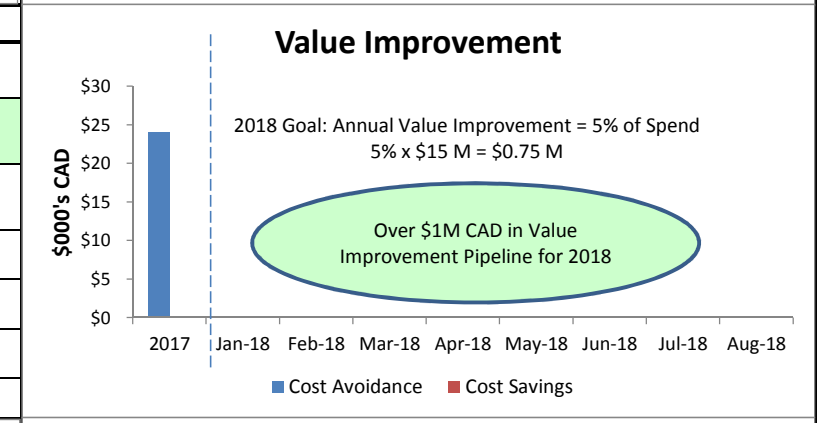


Operational Performance

Measure	Target	2015	2016	2017	Jan 2017	Feb 2017	Jan 2018	Feb 2018
Rework	<\$10,000 / year / unit	\$2,715	\$3,126	\$2,487	\$0	\$0	\$0	\$0
NCR's	<10 / year / operating unit	7	3	5	0	0	0	0
Repair Rate	<3% All Weld Counts	No Data	No Data	1.28%	0.74%	2.21%	1.52%	5.26%
Total Welds	# of Welds (Actual)	No Data	No Data	1,168	136	181	66	95
Total Repairs	# of Repairs (Actual)	No Data	No Data	15	1	4	1	5
Packages: Signed off by Quinn/In CNRL Review	TBD	313	399	1,275	4	17	4	19
Packages: In Review by Quinn	TBD	27	16	92	0	0	0	2
Packages: Completed and Scanned	TBD	225	304	714	0	0	5	19

Continuous Improvement & Value Opportunities

Initiative	Measure	Savings Goal	Status
1) Cost Avoidance from using a Canadian Natural Skid Steer	Rental Cost Avoided	\$24k per Year	Delivered
2) Vehicle cost & Safety Optimization	#of vehicles & km's driven	Estimated: \$0.5M	In Progress
3) 7 x7 Schedule Optimization	Less OT - lower labour cost	Estimated: \$0.5M	In Progress
4) Scaffolding optimization	Reduce break-in	TBD	In Progress
5) Indirect labour / Site Manager Labour role optimization	Improved value delivery	TBD	In Progress
6) QC Package process streamlining	Time spent	TBD	In Progress



Overtime Drivers

- Material & equipment availability/ Operations delays
- Emergent /as found work. Schedule conflicts/ simultaneous operations conflict.
- Inclement weather.
- Manpower shortage. 3 shift cycles.

Canadian Natural Operational Feedback / Updates

- Spring Wolf Lake Turnaround set to begin first week of April

Quinn Natural Operational Feedback / Updates

- Quinn has reached 4 years without a recordable injury: over 1 million hours
- Non-Productive KPI exercise being worked on - will help identify areas of improvement opportunity

