

Canadian Natural and Quinn Contracting Dashboard MGSA # 810354-1 - Supplement 3

Q1 2018

Review held on March 22, 2018



Safety ComplyWork St	tatus = Acce	ptable												
Leading Indicator	2015	2016	2017	Jan 2018	Feb 2018	Key	Notes - Lea	ding	Exposure Hours				OT Exposure Hours	
Man-Hours	231,066	210,544	214,425	18,795	18,789				•	1	1		·	
Hazard ID's	843	935	1,267	109	123				250]				2,500	
Safety Meetings	15	15	18	1	1	1,4/1	and a barbara al				2017.	Jan + Feb =	November - 12%	
Work Site Inspections	289	265	336	63	16		ntly being d	-	200 -	_	3	7,584:	ν 2 000 Ι	
Pre-Task Analysis Cards	7,770	6,373	5,982	439	436		ion to metal						2,000 OT hours 등 10% 운	
Pre-job Toolbox Meetings	1,828	1,606	1,829	178	108	scarrolding	parts (currer	ntly at 95%)	sr.		The second secon	erence to	5 \	
BBSO	2,243	1,946	2,033	260	250				5 150 -			partly due	Turnaround related - 8% 8	
Near Hit/Near miss	2	16	6	1	1	1			ν			vertime. Overtime		
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			00 100		2017 Jan + Feb = Drivers" notes below		80 1,000 - 4% ID - 4% ID - 4% ID - 6% FE	
TRIF - Quinn Staff	0	0	0	0	0									
TRIF - Subcontractors	0	0	0	0	0				50 -					
Lost Time Incidents	0	0	0	0	0								2%	
Recordable Medical Aid	0	0	0	0	0		-		0					
First Aid	3	2	7	1	0		our reductio	-	2045 2046 3	0017 100 17	Fob 17 Jan 1	0 Fab 10	0 + 0%	
Vehicle Incidents	1	2	6	1	0		ed by team (2015 2016 2	2017 Jan-17	Feb-17 Jan-1	8 Feb-18	Oct-17 Nov-17 Dec-17 Jan-18 Feb-18	
Modified Work	0	0	0	0	0	•	aid in redu	_		■ Staff ■ Sub			Maint. TA Maint. Scaff. TA Scaff. TO OT	
Environmental Events	2	1	1	0	0	ex	posure hour	rs.	'	Stair = Sub			Midilit. TA Widilit. Scall. TA Scall. — % Of	
Operational Performan	Operational Performance Continuous Improvement & Value Opportunities											Value Improvement		
Measure	Target	2015	2016	2017	Jan 2017	Feb 2017	Jan 2018	Feb 2018	Initiative	Measure	Savings Goal	Status	\$30	
Rework	<\$10,000 / year / unit	\$2,715	\$3,126	\$2,487	\$0	\$0	\$0	\$0	1) Cost Avoidance from using a Canadian Natural Skid Steer	Rental Cost Avoided	\$24k per Year	Delivered	\$25 - 2018 Goal: Annual Value Improvement = 5% of Spend 5% x \$15 M = \$0.75 M	
NCR's	<10 / year / operating unit	7	3	5	0	0	0	0	2) Vehicle cost & Safety Optimization	#of vehicles & km's driven	Estimated: \$0.05M	In Progress: Target Completion May	5% x \$15 M = \$0.75 M	
Repair Rate	<3% All Weld Counts	No Data	No Data	1.28%	0.74%	2.21%	1.52%	5.26%	3) 7 x7 Schedule Optimization	Less OT - lower labour cost	Estimated: \$0.3M	In Progress: Timing TBD	Over \$0.4M CAD in Value Improvement Pipeline for 2018	
Total Welds	# of Welds (Actual)	No Data	No Data	1,168	136	181	66	95	4) Scaffolding optimization	Reduce break-in	TBD	In Progress: Target May 2018	\$0	
Total Repairs	# of Repairs (Actual)	No Data	No Data	15	1	4	1	5	5) Indirect labour / Site Manager Labour role optimiization	Improved value delivery	TBD	In Progress	2017 Jan-18 Feb-18 Mar-18 Apr-18 May-18 Jun-18 Jul-18 Aug-18	
Packages: Signed off by Quinn/In CNRL Review	TBD	313	399	1,275	4	17	4	19	6) QC Package process streaminling	Time spent	TBD	In Progress	■ Cost Avoidance ■ Cost Savings	
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	Annual Sp	oend - All W	olf Lake		Annual Spend - by Segment	
Overtime Drivers									\$18 2016 to '17 spend increase partly due to				\$14.0 ¬	
- Material & equipment availability/ Operations delays									bi-annual OTSG maintenance				\$12	
									\$16 - \$14 - \$12 -				\$12.0	
- Emergent /as found work. Schedule conflicts/ simultaneous operations conflict.														
- Inclement weather Manpower shortage. 3 shift cycles.														
Canadian Natural Operational Feedback / Updates									Q \$10 - ∑ \$8 -				> \$6.0 -	
- Spring Wolf Lake Turnaround set to begin first week of April													\$4.0 - \$2 \$3 \$4 \$3	
									\$6 -				\$2.0 - \$0.9 \$0.1 \$0.7	
Quinn Natural Operational Feedback / Updates									\$4 -				\$0.0	
- Quinn has reached 4 years wi		-		n hours					\$2 -			\$2	2015 2016 2017 2018 YTD Jan +	
- Non-Productive KPI exercise being worked on - will help identify areas of improvement opportunity									\$0				Feb	
										2016	2017 2018	YTD Jan + Feb	■ Operations ■ Wells Servicing ■ Turnaround	