

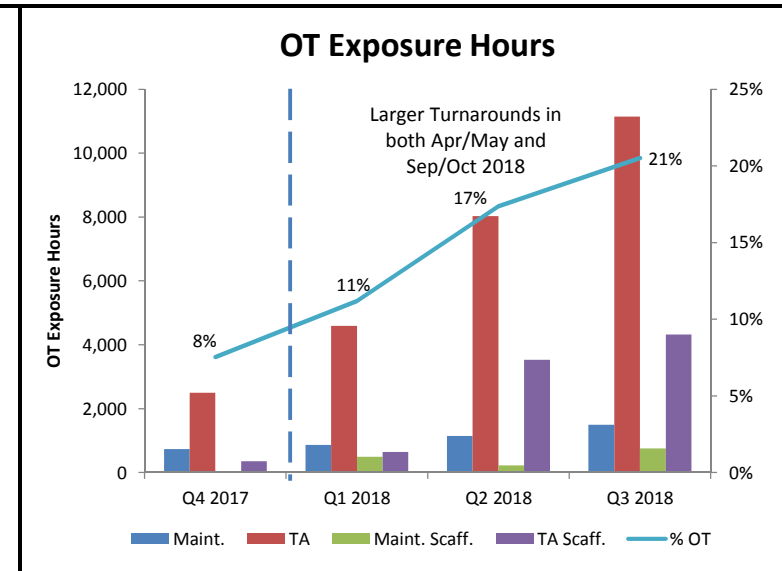
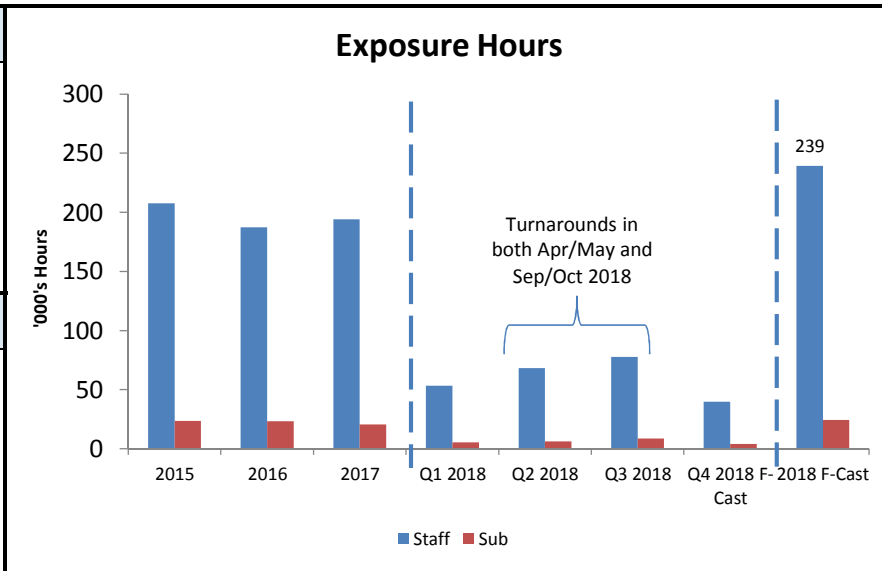


Canadian Natural and Quinn Contracting Dashboard
MGSA # 810354-1 - Supplement 3
Q4 2018
 Review held on October 18, 2018



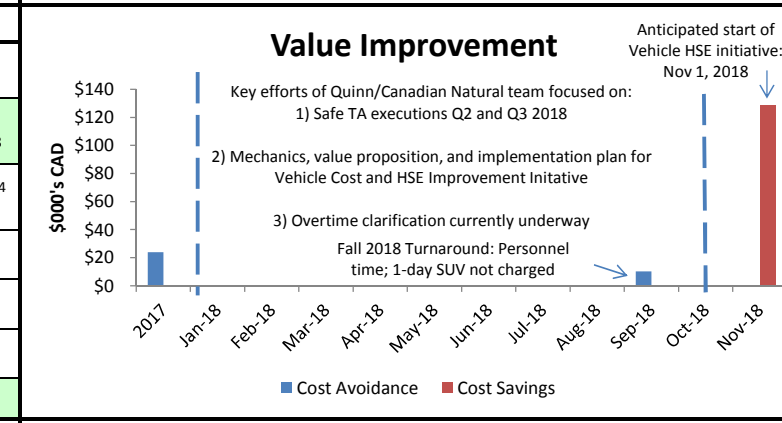
Safety ComplyWork Status = **Acceptable**

Leading Indicator	2015	2016	2017	Q1 2018	Q2 2018	Q3 2018	Key Notes - Leading
Man-Hours	231,066	210,544	214,425	58,961	74,397	86,313	- Reduced Near Hit/Near Miss despite increase in Man-hours due to Turnaround activities
Hazard ID's	843	935	1,267	358	351	382	
Safety Meetings	15	15	18	3	4	4	
Work Site Inspections	289	265	336	126	155	198	
Pre-Task Analysis Cards	7,770	6,373	5,982	1,544	2,018	1,926	
Pre-job Toolbox Meetings	1,828	1,606	1,829	458	541	524	
Behaviour-based Safety Observations	2,243	1,946	2,033	809	664	682	
Near Hit/Near miss	2	16	6	2	4	0	
Lagging Indicator	2015	2016	2017	Q1 2018	Q2 2018	Q3 2018	Key Notes - Lagging
TRIF - Quinn Staff	0	0	0	0	0	0	- Turnaround First Aid: Shoulder Pain - Environmental: Glycol Tracing line (See Sep 2018 KPI report for details on these)
TRIF - Subcontractors	0	0	0	0	0	0	
Lost Time Incidents	0	0	0	0	0	0	
Recordable Medical Aid	0	0	0	0	0	1	
First Aid	3	2	7	2	1	1	
Vehicle Incidents	1	2	6	1	0	1	
Modified Work	0	0	0	0	0	0	
Environmental Events	2	1	1	0	1	1	



Measure	Target	2015	2016	2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018 Trend
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	2	0	1
Repair Rate	<3% All Weld Counts	No Data	No Data	1.3%	2.2%	2.5%	0.9%	1.8%
Total Welds	# of Welds (Actual)	No Data	No Data	1,168	272	237	323	277
Total Repairs	# of Repairs (Actual)	No Data	No Data	15	6	6	3	5
Packages: Signed off by Quinn/In CNRL Review	Data is "snapshot" in time as at end of period noted	313	399	155	27	50	133	
Packages: In Review by Quinn		27	16	11	4	38	53	
Packages: Completed and Scanned		225	304	186	21	45	76	

Initiative	Measure	Savings Goal	Status
1) Vehicle cost & Safety Optimization	#of vehicles & km's driven	\$0.13M + 911,748 km's per year reduced HSE exposure	Estimate launch: November 1, 2018
2) 7 x7 Schedule Optimization	Less OT - lower labour cost	Estimated: \$0.3M	Being Reviewed: Q4 2018 / Q1 2019
3) Scaffolding optimization	Reduce break-in	TBD	In Progress
4) Non-productive KPI tool	Improved value delivery	Based on root non-productive causes	In Progress
5) Huddle Board	Idea Generation & Recognition	Generate ideas to implement	In Progress: See Note below
6) 2018 Fall TA - Mass Orientation/SUV's	Time not invoiced	\$10,236.42	Delivered



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

- Fall 2018 Turnaround in final stages of completion
- Request Quinn to look into ticket authorization/LEM approval processes for more efficiencies
- More thorough review on rework - learnings focused for improvement.
- Scaffold rent costs - review for optimization

Quinn Natural Operational Feedback / Updates

- Huddle Board support requested: Tin Town room prep for idea generation - cost and safety improvement

