

Operational - Tool-BoxNG | Organizational - new positions and key support - Scaffolding / E&I

Canadian Natural and Quinn Contracting Dashboard MGSA # 810354-1 - Supplement 4

Q1 2019

Review held on March 26, 2019



Safety ComplyWork Status	s = Acceptab	le									
Leading Indicator	2015	2016	2017	2018	Jan 2019	Feb 2019	Key Notes	s - Leading	OT Exposure Hours		OT Exposure Hours
Man-Hours	231,066	210,544	214,425	291,324	20,779	16,928	1 '	o's trending	350 ¬		12,000 7
Hazard ID's	843	935	1,267	1,414	117	118	towards 1,4		2018 Turnaround/outage	T I	
Safety Meetings	15	15	18	15	1	1	remainder o	of year	and activity driving labour	Excludes	10,000 -
Work Site Inspections	289	265	336	573	33	22	2) ppcol- t-	and an	hours higher than 2017	Turaround	20% ½
Pre-Task Analysis Cards	7,770 1,828	6,373 1,606	5,982 1,829	7,436 2,070	619 165	487 145	2) BBSO's tr towards 2,2	U	<u>250</u> -	impacts in	17%
Pre-job Toolbox Meetings Behaviour-based Safety Observations	2,243	1,946	1	2,801	213	170	lowarus 2,2	98 111 2019	200 -	Q2/Q3	8,000
Near Hit/Near miss	2,243	1,946	2,033 6	6	0	0			9 150	: :	요
iveal nit/iveal iiiiss	2	10	0	0	U	U			5 ₁₅₀ -		e 6,000 - 11% 11%
Lagging Indicator	2015	2016	2017	2018	Jan 2019	Feb 2019	Key Notes	s - Lagging			10%
TRIF - Quinn Staff (as at Period end)	0.62	0.00	0.97	0.83	0.00	11.81	Key Notes - Lagging See supporting Safety		100 - 50 -	i i	FO 8% 4,000 - 8% 5 % 8%
TRIF - Subs (as at Period End)	0.00	0.00	0.00	0.00	0.00	0.00					
Lost Time Incidents	0	0	0	0	0	0	Update atta	chment as	30		2,000 -
Recordable Medical Aid	0	0	0	1	0	0	part of SRM	:	0		
First Aid	3	2	7	7	1	1	First Aid: cu	t to	2015 2016 2017 2018	Jan 2019 Feb 2019 2019	0 0%
Vehicle Incidents	1	2	6	2	0	0	eyebrow			Trending	Q4 2017 Q1 2018 Q2 2018 Q3 2018 Q4 2018 Jan 2019 Feb 2019
Modified Work	0	0	0	0	0	1	Medical Aid	: Back strain	■ Exposure Hours: All Staff + Sub	OT only: All Staff + Sub	Maint. TA Maint. Scaff. TA Scaff. TO TO
Environmental Events	2	1	1	2	1	0					
Operational Performance Continuous Improvement & Value Opportunities										Anticipated start of	
Measure	Target	2015	2016	2017	2018	Jan 2019	Feb 2019	Q1 2019 Trend	Initiative Measure	Savings Goal Status	Value Improvement Nov 1, 2018 Key efforts of Quinn/Canadian Natural team focused on:
Rework	<\$10,000 / year / unit	\$2,715	\$3,126	\$2,487	\$0	\$0	\$0	\$0	1) Vehicle cost & Safety Optimization #of vehicles & Formula #of vehicles #of vehicle	m's \$0.13M + 911,748 km's per year reduced HSE exposure Delivered	\$120 - 1) Safe TA executions Q2 and Q3 2018 \$100 - 2) Mechanics, value proposition, and implementation plan for
Non Conformance Reports	<10 / year / operating unit	7	3	5	2	0	0	0	2) Huddle Board Idea Generatio	n & Generate ideas to Delivered	Vehicle Cost and HSE Improvement Initiative
Repair Rate	<3% All Weld Counts	No Data	No Data	1.3%	2.5%	0.9%	0.3%	0.5%	3) 2018 Fall TA - Mass Orientation/SUV's Time not invoice		optimization being worked on for Q2 2019 \$40 - \$20 - \$20 - \$1 time; 1-day SUV not charged
Total Welds	# of Welds (Actual)	No Data	No Data	1,168	1,219	226	356	3,492	4) Vehicle Charge out according to monthly max (avoid hourly for >160 hours) avoided	TBD In Progress	\$0
Total Repairs	# of Repairs (Actual)	No Data	No Data	15	30	2	1	18	5) Scaffold cost optimization Labour/Scaffolder avoided	In Progress	Josi sauza tanza warza warza muza miza miza wanza chiza chiza
Packages: Signed off by Quinn/In CNRL Review	Data is "snap-	313	399	155	196	1	8		6) 7 x7 Schedule Optimization Less OT - lower labour cost	r Estimated: \$0.3M Being Reviewed: Q2 2018 / Q1 2019	■ Cost Avoidance ■ Cost Savings
Packages: In Review by Quinn	shot" in time as at end of period	27	16	11	59	7	1				
Packages: Completed and Scanned	noted	225	304	186	162	3	6		Annual Spend - All	Wolf Lake	Annual Spend - by Segment
Overtime Drivers									\$20 2016 to '17 spend increase partly due to bi-annual OTSG maintenance \$19		\$14.0 ¬
- Material & equipment availability/ Operations delays									\$18 - \$17	2017 to '18	\$12
- Emergent /as found work. Schedule conflicts/ simultaneous operations conflict.									\$16 - \$15	spend due to	\$12.0 - \$11
									\$14	turnaround/ou tage activities	\$10.0 -
- Inclement weather Manpower shortage. 3 shift cycles.									\$14 -	tage activities	¢o.
									Q \$12 -		\$8.0 \$8.0 \$5.9
Canadian Natural Operational Feedback / Updates - Define Rework - agree on how to report moving forward									Σ \$10 -		\$6.0
- Define Rework - agree on now to report moving forward - Go forward: Tighten operational targets to challenge - Quinn constantly meeting targets i.e. NCR's, Welds									⋄ \$8 -		\$4.0 \$3 \$4.3 \$1.1 \$0.7
- Targets: Welds - consider measuring Weld inches vs # of Welds. Repairs measured relative to Weld inches									\$6 -		\$2 33
- Define Rework - agree on how to report moving forward									\$4 -		\$2.0 -
Quinn Natural Operational Feedback / Updates									\$2 -	\$1.1 \$0.7	\$0.0
HSE - Energy Hurt Model	. CCGNGCK	, opauces	•						\$0	Ş0.7	2015 2016 2017 2018 Jan 2019 Feb 2019
Quality - Fabrication support focus									2015 2016 2017	2018 Jan 2019 Feb 2019	
Operational - Tool-BoxNG Organizational - new positions and key support - Scaffolding / E&I											■ Operations ■ Wells Servicing ■ Turnaround