

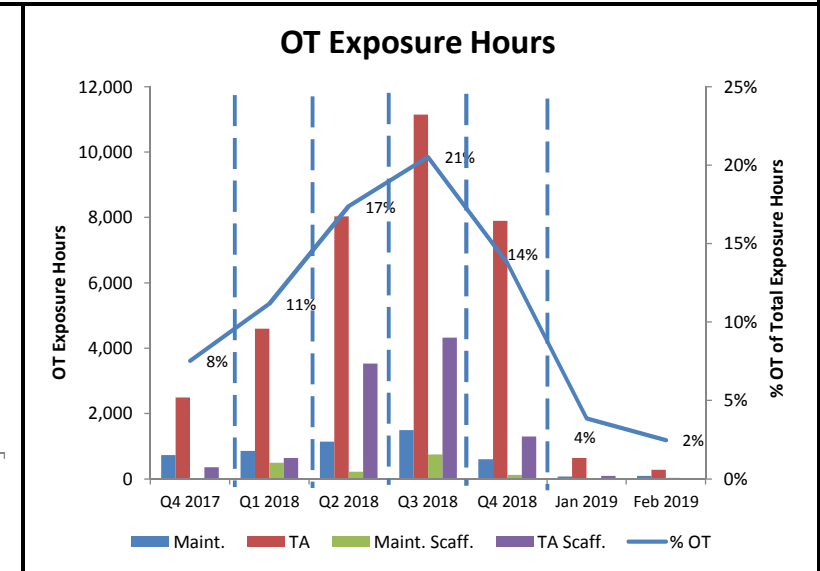
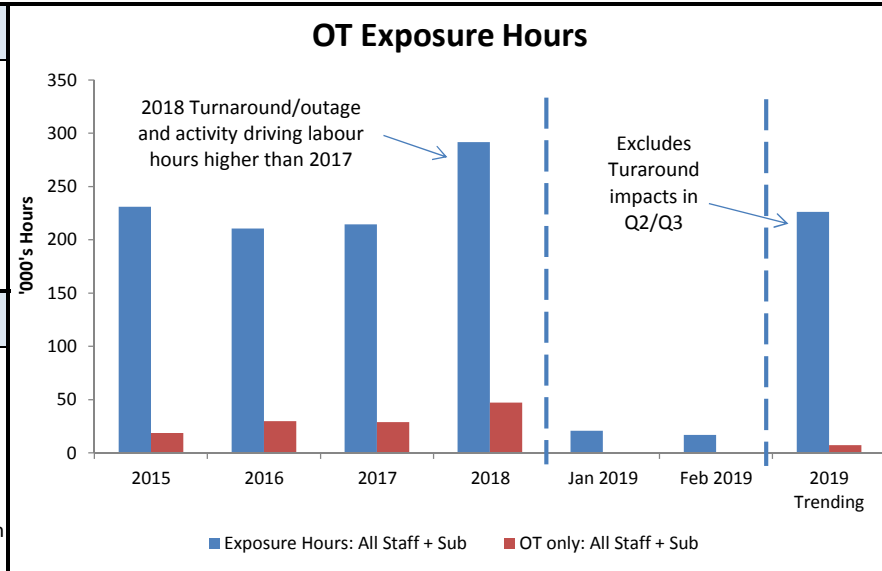


**Canadian Natural and Quinn Contracting Dashboard**  
**MGSA # 810354-1 - Supplement 4**  
**Q1 2019**  
 Review held on March 26, 2019



Safety ComplyWork Status = **Acceptable**

Leading Indicator	2015	2016	2017	2018	Jan 2019	Feb 2019	Key Notes - Leading
Man-Hours	231,066	210,544	214,425	291,324	20,779	16,928	1) Hazard ID's trending towards 1,410 for remainder of year 2) BBSO's trending towards 2,298 in 2019
Hazard ID's	843	935	1,267	1,414	117	118	
Safety Meetings	15	15	18	15	1	1	
Work Site Inspections	289	265	336	573	33	22	
Pre-Task Analysis Cards	7,770	6,373	5,982	7,436	619	487	
Pre-job Toolbox Meetings	1,828	1,606	1,829	2,070	165	145	
Behaviour-based Safety Observations	2,243	1,946	2,033	2,801	213	170	
Near Hit/Near miss	2	16	6	6	0	0	
Lagging Indicator	2015	2016	2017	2018	Jan 2019	Feb 2019	Key Notes - Lagging
TRIF - Quinn Staff (as at Period end)	0.62	0.00	0.97	0.83	0.00	11.81	See supporting Safety Update attachment as part of SRM: First Aid: cut to eyebrow Medical Aid: Back strain
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	
Recordable Medical Aid	0	0	0	1	0	0	
First Aid	3	2	7	7	1	1	
Vehicle Incidents	1	2	6	2	0	0	
Modified Work	0	0	0	0	0	1	
Environmental Events	2	1	1	2	1	0	

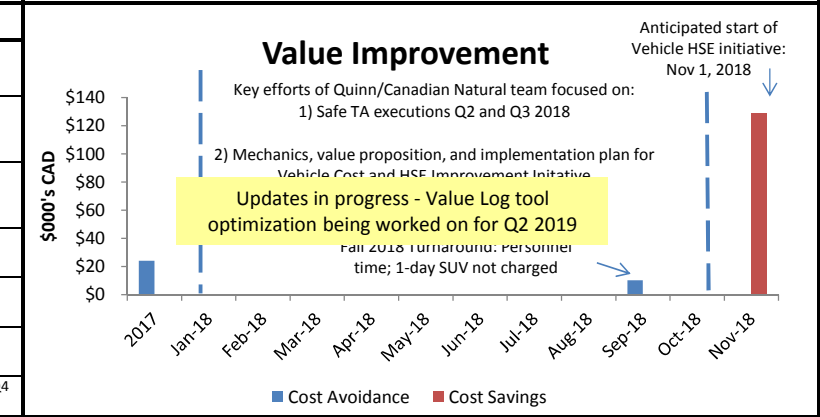


**Operational Performance**

Measure	Target	2015	2016	2017	2018	Jan 2019	Feb 2019	Q1 2019 Trend
Rework	<\$10,000 / year / unit	\$2,715	\$3,126	\$2,487	\$0	\$0	\$0	\$0
Non Conformance Reports	<10 / year / operating unit	7	3	5	2	0	0	0
Repair Rate	<3% All Weld Counts	No Data	No Data	1.3%	2.5%	0.9%	0.3%	0.5%
Total Welds	# of Welds (Actual)	No Data	No Data	1,168	1,219	226	356	3,492
Total Repairs	# of Repairs (Actual)	No Data	No Data	15	30	2	1	18
Package: Signed off by Quinn/In CNRL Review	Data is "snapshot" in time as at end of period noted	313	399	155	196	1	8	
Package: In Review by Quinn		27	16	11	59	7	1	
Package: Completed and Scanned		225	304	186	162	3	6	

**Continuous Improvement & Value Opportunities**

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	Delivered
2) Huddle Board	Idea Generation & Recognition	Generate ideas to implement	Delivered
3) 2018 Fall TA - Mass Orientation/SUV's	Time not invoiced	\$10,236.42	Delivered
4) Vehicle Charge out according to monthly max (avoid hourly for >160 hours)	Vehicle costs avoided	TBD	In Progress
5) Scaffold cost optimization	Labour/Scaffolder cost avoided	TBD	In Progress
6) 7 x7 Schedule Optimization	Less OT - lower labour cost	Estimated: \$0.3M	Being Reviewed: Q4 2018 / Q1 2019



**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**

- Define Rework - agree on how to report moving forward
- Go forward: Tighten operational targets to challenge - Quinn constantly meeting targets i.e. NCR's, Welds
- Targets: Welds - consider measuring Weld inches vs # of Welds. Repairs measured relative to Weld inches

**Quinn Natural Operational Feedback / Updates**

- HSE - Energy Hurt Model
- Quality - Fabrication support focus
- Operational - Tool-BoxNG | Organizational - new positions and key support - Scaffolding / E&I

