

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



Leading Indicator	2015	2016	2017	2018	Jan 2019	Feb 2019	Key Notes		OT E	xposure Ho	urs		OT Exposure Hours
Man-Hours	231,066	210,544	214,425	291,324	20,779	16,928	1) Hazard ID	's trending	350 기				12,000 7
Hazard ID's	843	935	1,267	1,414	117	118	towards 1,4		2018 Turnaround/outage			1	
Safety Meetings	15	15	18	15	1	1	remainder o	of year	300 - and activity driving labour		Excludes		10,000
Work Site Inspections	289	265	336	573	33	22	a) ppcal .		hours higher than 2017	3	Turaround		21%
Pre-Task Analysis Cards	7,770	6,373	5,982	7,436	619	487	2) BBSO's tre	-	250 -		impacts in	.	17%
Pre-job Toolbox Meetings	1,828 2,243	1,606 1,946	1,829	2,070	165	145 170	towards 2,2	98 IN 2019	Fig. 200 -		Q2/Q3		8,000
Behaviour-based Safety Observations Near Hit/Near miss	2,243	1,946	2,033 6	2,801 6	213 0	0			\$,00				9 14% S
ivedi nit/ivedi illiss	2	10	O	0	U	U			<u>5</u> 150 -				9 6,000 - 11%
Lagging Indicator	2015	2016	2017	2018	Jan 2019	Feb 2019	Key Notes	- Lagging					9 10% F
TRIF - Quinn Staff (as at Period end)	0.62	0.00	0.97	0.83	0.00	11.81	,	868	100 -				\$\frac{3}{5} 4,000 - \frac{3}{8\%}
TRIF - Subs (as at Period End)	0.00	0.00	0.00	0.00	0.00	0.00	See support	ing Safety	50 -				5%
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: cut	t to	2015 2016 203	17 2018	Jan 2019 Feb 2019		0 100 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. OT
Environmental Events	2	1	1	2	1	0			Continuous Improvement 9 Valu	- Oiti-			
perational Performance Continuous Improvement & Value Opportunities												Anticipated start of Value Improvement Value Improvement Vehicle HSE initiative:	
Measure	Target	2015	2016	2017	2018	Jan 2019	Feb 2019	Q1 2019 Trend	Initiative	Measure	Savings Goal	Status	Nov 1, 2018
	<\$10,000 / year /	40.745	40.406	42.407	40	40	40	40	All Valida and O Cafety Outlinington	#of vehicles & km's	\$0.13M + 911,748 km's	Dali and	\$140 \$120 - 1) Safe TA executions Q2 and Q3 2018
Rework	unit	\$2,715	\$3,126	\$2,487	\$0	\$0	\$0	\$0	1) Vehicle cost & Safety Optimization	driven	per year reduced HSE exposure	Delivered	
	<10 / year /									Idea Generation &	Generate ideas to		2) Mechanics, value proposition, and implementation plan for Value Cost and HSE Improvement Initiative
Non Conformance Reports	operating unit	7	3	5	2	0	0	0	2) Huddle Board	Recognition	implement	Delivered	Updates in progress - Value Log tool
	<3% All Weld			4 20/	2.50/	0.00/	0.00/	0.50/	2) 2040 5 11 74 14 20 1 1 1 1 1 1 1 1 1 1 1		440.005.40		optimization being worked on for Q2 2019
Repair Rate	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 invoiced	\$10,236.42	Delivered	\$20 - time; 1-day SUV not charged
Total Welds	# of Welds (Actual)	No Data	No Data	1,168	1,219	226	356	3,492	 Vehicle Charge out according to monthly max (avoid hourly for >160 hours) 	Vehicle costs	TBD	In Progress	\$0
	# of Repairs								5) Scaffold cost optimization Labour/Scaffolder cost avoided TBD In Progress		TDD		Say buy taking theing theing theing thing thing theing theing of ing thating
Total Repairs	(Actual)	No Data	No Data	15	30	2	1	18			, and the second	. Is to the the the in the top to to	
ackages: 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	Estimated: \$0.3M	Being Reviewed: Q4 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
vertime Drivers									\$20 16 to '17 spend increase partly due to bi-annual OTSG maintenance \$19				\$14.0]
Material & equipment availability/ Operations delays									\$18 - \$17			17 to '18	\$12.0
Emergent /as found work. Schedule conflicts/ simultaneous operations conflict.									\$16 - \$15 spend due to turnaround/ou tage activities			\$11	
- Inclement weather.												\$10.0 -	
Manpower shortage. 3 shift cycles.													g \$8.0 - \$8
Canadian Natural Operational Feedback / Updates									Y \$12 -				\$5.9
Define Rework - agree on how to report moving forward									∑ \$10 -				\$5.9
- Go forward: Tighten operational targets to challenge - Quinn constantly meeting targets i.e. NCR's, Welds									⋄ \$8 -				\$4.0 - \$3 \$3 \$3 \$3 \$3 \$3 \$4.3 \$3 \$1.1 \$0.7
- Targets: Welds - consider measur	ing Weld inch	es vs # of We	elds. Repairs	measured re	elative to We	ld inches			\$6 - \$4 -				\$2.0
Quinn Natural Operational Feedback / Updates									\$2 -		\$1.1	\$0.7	\$0.0
ISE - Energy Hurt Model									\$0			90.7	2015 2016 2017 2018 Jan 2019 Feb 2019
uality - Fabrication support focus									2015 2016	2017	2018 Jan 2019	Feb 2019	
quality - Fabrication support focus									2010		3011 2013	013	■ Operations ■ Wells Servicing ■ Turnaround