

- Scaffolding charges (recovering charges with reduced labour hours) | potential for purchase - Millwrights - outfitted 6 trucks - 3 trucks now returned - recovery on tools for 3 trucks

Canadian Natural and Quinn Contracting Dashboard MGSA #CTR009439 | Local Agreement #CTR009440 Q1 2020

Review held on April 15, 2020



■ Operations ■ Wells Servicing ■ Turnaround/Outage

Looding Indicates	2017	2010	2010	lan 2020	Fab 2020	May 2010	Vov Net	a laadhaa		All Exposure H	lours - Regular +	Overtime		OT Exposure Hours % of Total Hours	
Leading Indicator Man-Hours	2017 214,425	2018 291,324	2019 258,085	Jan 2020 24,569	Feb 2020 19,803	Mar 2019 21,062	Key Notes	s - Leading	350		_			'	
Safety Meetings	18	15	20	1	19,803	1	Hazard ID's and BBSO's			Larger Turn	around /			7% 7 6.7% 6.5%	
Work Site Inspections	336	573	253	12	10	14			300 - Outages in 2018 >>				69/		
Pre-Task/Field Level Analysis Cards	5,982	7,436	7,058	539	461	453		otured in the		ŭ				5.1%	
Pre-job Toolbox Meetings	1,829	2,070	1,908	184	29	197		ment called	250					5% -	
Behaviour Based Safety Cards	2,033	2,801	2,116	194	92	51		Based Safety ards	S 200					4.1% 4.0%	
Near Hit/Near miss	6	6	1	3	1	2	Ca	iius	S					4% -	
Job Hazard Assessment	New	Tracking in 2	020	3	0	0			9 450						
Landan La Parkan	2047	2040	2010				Ware National Laboration		150					3% -	
Lagging Indicator TRIF - Quinn Staff (as at Period end)	2017 0.97	2018	2019	Jan 2020	Feb 2020	Mar 2019	Key Note:	s - Lagging	100					2% - 1.5%	
TRIF - Quinn Staff (as at Period end)	0.97	0.83 0.00	0.66 0.00	0.00	0.00	0.00			100						
Lost Time Incidents	0.00	0.00	0.00	0.00	0.00	0.00			50 -					1% - 0.3%	
Recordable Medical Aid	0.00	1.00	2.00	0.00	0.00	0.00	1 vehicle inc	cident in Feb							
First Aid	7.00	7.00	9.00	0.00	0.00	0.00		020	0 -					0% Full Year 2019 Jan-20 Feb-20 Mar-20	
Vehicle Incidents	6.00	2.00	5.00	0.00	1.00	0.00				2015 2016	2017 20	018 2019	Q1 2020		
Modified Work	0.00	0.00	0.00	0.00	0.00	0.00			■ Exposu	xposure Hours: All Staff + Sub			■ Scaffolding ■ Maintenance ■ Others ■ Turnaround		
Environmental Events	1.00	2.00	2.00	0.00	0.00	0.00									
Pperational Performance Continuous Ir										us Improvement & Value	ment & Value Opportunities				
Measure	Target	2017	2018	2019	Jan 2020	Feb 2020	Mar 2020	2020 Trend		Initiative	Measure	Savings Goal	Status	Value Improvement	
Rework	<\$5,000 / year / unit	\$2,487	\$0	\$0	\$0	\$0	\$0	\$0	1) Scaffold	Material Reduction from \$5.25 to \$5.00 per hour	\$	\$22,345 = 89,380hours/year x \$0.25	Delivered (Q4 2019)	\$500,000 RFP 1830 Rate Additional Cost Savings not	
NCR's	< 5 / year / operating unit	5	2	0	0	0	0	0	2) Gas Mon	or costing from \$0.20 to \$0.00 per hour	\$	\$46,000 = 230,000 hours/year x \$0.25	Delivered (Q4 2019)	\$400,000 Revisions - Successful reflected here include: - Reduction of personnel	
Fotal Welds (Attachment + Socket + Butt)		No Data	5,860	7,917	646	336	106	4,352	3) Training	costs reduced from \$0.39 to \$0.10 per hour	\$	\$43,700 = 230,000 hours/year x \$0.19	Delivered (Q4 2019)	\$300,000 Start of Vehicle HSE staff reduced) \$250,000 initiative: Nov 1, 2018	
Total Butt Welds		1,168	1,219	1,593	163	41	13	868	4) Consum	bles costs reduced from \$0.34 to \$0.10 per hour	\$	\$55,200 = 230,000 hours/year x \$0.24	Delivered (Q4 2019)	\$200,000 Vehicle Flat Rate transition from time-based	
Total Butt Weld Repairs		15	30	36	1	1	1	12	5) Reduced	drug and alcohol costs from \$0.06 to \$0.00 per hour	\$	\$13,800 = 230,000 hours/year x \$0.06	Delivered (Q4 2019)	\$100,000	
Butt Weld Repair Rate	<2% All Weld Counts	0	0	0	0.6%	2.4%	7.7%	1.4%	6) Reduced	daily travel rate to a standard flat rate structure	\$ savings with assumption of Primrose vs Wolf Lake mix	\$60,000 per year	Delivered (Q1 2020)	\$50,000 \$0 2017 2018 2019 Jan-20 Feb-20 Mar-20	
Packages: Signed off by Quinn/In CNRL Review	Data is "snap-	155	196	220	0	0	1		7) Vehic	e Savings from crew reduction	\$	\$353,600 = 13 trucks x \$2,720 per month	Delivered (Q1 2020)		
Packages: In Review by Quinn	shot" in time	11	59	40	0	0	0		_			0.144 154			
Packages: Completed and Scanned	as at end of period noted	186	162	65	0	7	8		\$25	Annual Spend - All Primrose & Wolf Lake 2016 to '17 spend 2018 Larger TA /			Annual Spend - by Segment		
vertime Drivers									1	increase partly due to bi- annual OTSG Outages Wellhead Packing Scope removal in Oct 2019 (\$0.7M / year)				\$14.0	
									ł	maintenance	V	<i>E</i> .	, year)	\$12.0 - \$11.7 \$11.4	
Overtime will be reduced due to Q1 2020's schedule revision.									\$16.9				\$10.0 - \$8.7		
Canadian Natural Operational Feedback / Updates Invoice Accuracy Covid-19 / Response Letter Quinn Operational Feedback / Updates													\$5.9 \$4.0 - \$2.0 - \$1 \$1 \$5.9 \$4.4 \$3.5 \$1.0 \$0.8 \$0.8		

2015 2016 2017 2018 2019 Jan 2020 Feb 2020 Mar 2020