

Safety Stats - Leading

Key Notes Leading	2016	2017	2018	2019	2020	Grand Total
~26% reduction in hours between YTD 2019Q3 and 2020Q3, along with ~70% reduction on OT exposure in same time frame.						
1. Total Exposure Hours	210,544	214,925	288,661	248,407	140,328	1,102,865
2. Safety Meetings	14	23	15	20	12	84
3. Work Site Inspections	244	336	573	253	120	1,526
4. FLRA Cards	5,971	5,982	7,424	7,058	3,445	29,880
5. Toolbox Meetings	1,427	1,826	2,063	1,908	1,253	8,477
6. BBS Cards	1,658	2,033	2,740	2,099	1,249	9,779
7. Near Miss Incidents	15	5	6	1	2	29

Safety Stats - Lagging

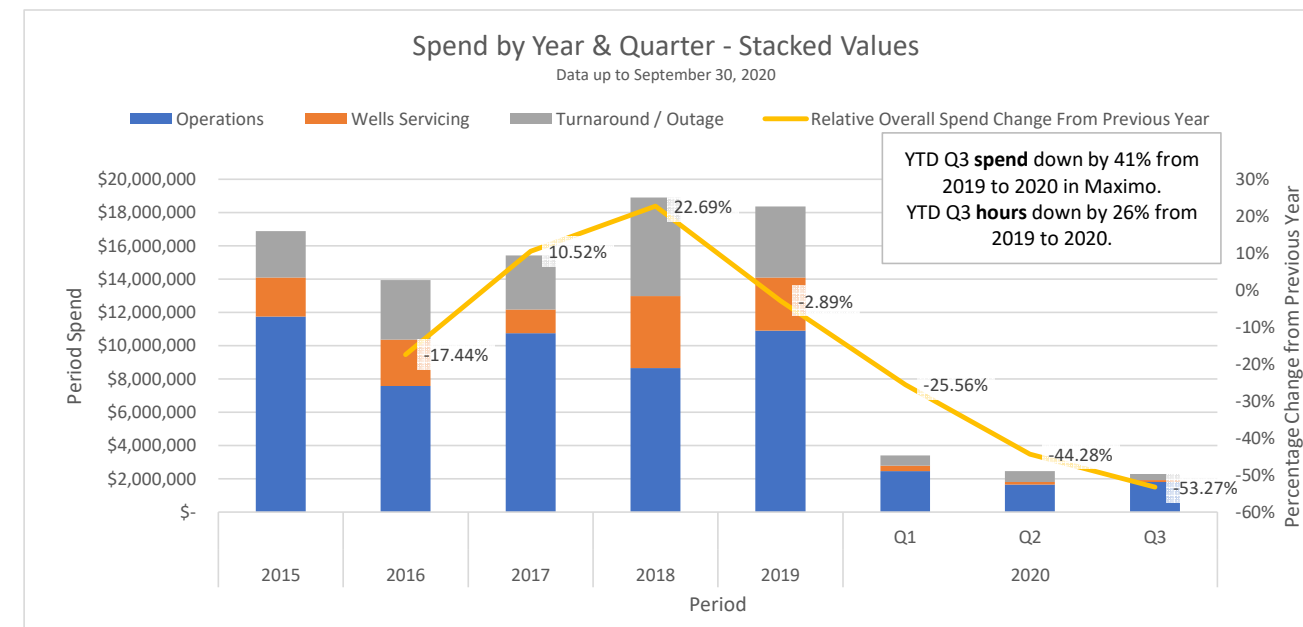
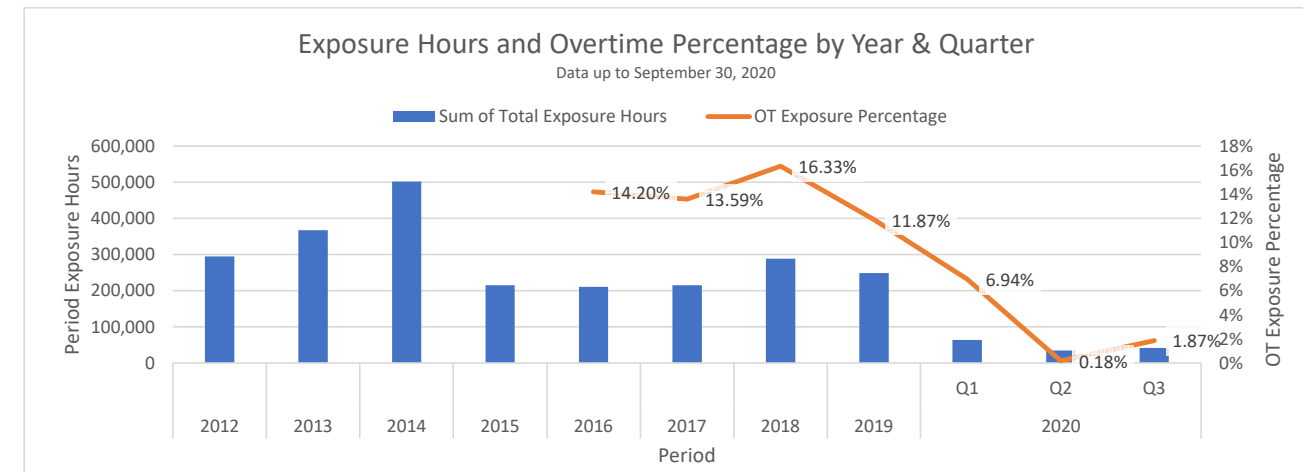
Key Notes Lagging	2016	2017	2018	2019	2020	Grand Total
TRIF calculations only represent CNRL PAW exposure.						
1. TRIF	0.00	0.00	0.69	1.61	4.28	1.09
2. Lost Time Incident	0	0	0	0	0	0
3. Medical Aid	0	0	1	2	3	6
4. First Aid	3	7	7	9	0	26
5. Vehicle Incident	21	18	4	9	4	56
6. Modified Work Case	0	0	0	1	0	1
7. Environmental Event	0	1	2	2	0	5

Quality Stats

Target	2018	2019	2020	Q1	Q2	Q3	Grand Total
< 10/year / op. unit							
1. NCRs	2	0	0	0	0	0	2
2. Total Welds	2,866	3,983	533	198	210	210	7,790
3. Total Butt Welds	1,157	1,593	204	161	135	135	3,250
4. Total Butt Weld Repairs	30	36	3	3	0	0	72
< 3% All Weld Counts							
5. Total Butt Weld Repair Rate	2.6%	2.3%	1.5%	1.9%	0.0%	0.0%	2.2%
Snapshot at end of period							
6. Max of Packages: Signed off by Quinn / in CNRL Review	196	531	425	256	269	269	531
Snapshot at end of period							
7. Max of Packages: In Review by Quinn	60	110	112	146	147	147	147
Yearly running total							
8. Max of Packages: Completed and Scanned	162	278	148	235	328	328	328

Continuous Improvement & Value Opportunities

- Automating timesheet process: Validating Work Order on timesheet prior to entry into payroll.
- Management of invoicing process: Complete revamp, significant reduction in rework, increase in accuracy.
- Timesheet errors reduced from over a dozen per day to less than 5/week.
- Audit of old timesheet & invoicing process (Nov 2019 - April 2020) ongoing.
- Site fuel management - looking for path forward from CNRL on requirements.
- Truck fleet reduction - Quinn balancing requirements to move people to/from site and COVID restrictions.
- Women In Construction summary: 18% Female workforce, with 38% in JM/FM/Leadership roles (numbers for CNRL PAW only)
- Engaging CLFN companies for future involvement: Seven Lakes Waste Management, Iron Horse Janitorial, Jiffy Lube
- Graham is actively engaged with Women Building Futures (WBF) to provide future opportunities for women in construction
- Registered Apprenticeship Program (RAP) - restarting in 2021 with a focus on Indigenous community outreach



General Notes / Discussion Points

- 2020 is trending significantly lower for hours compared to RFP basis. (Forecasting ~55% of 323k hours basis)
- Indigenous engagement is low. \$1,185 spend at Astec for training, only one employee self-identified as Indigenous. Re-polling may increase numbers.
- Meeting with CLFN - outstanding
- No major opportunities for Indigenous 3rd party spend. Seven Lakes has been engaged for waste management, reached out to Ironhorse Janitorial for engagement.
- Invoice process still seeing some snags - Quinn working to align with CNRL processes (i.e. T/A WOs)
- Cost recovery on Millwright tools, scaffold, both due to reduced hours
- Site administrator costs - Quinn overhead or CNRL?
- Resolution of cost disagreements (ongoing issue at weekly meetings)
- QC Level 2 requirement for NDE interpretation - as per AB-518 Section 3.3.12
- ~25% of all vehicle incidents from 2013 to 2017 are due to wildlife interactions.
- Spend profile based on Maximo data. Spend shown will have a 1-2 month delay from incurred hours data.
- New-hire counts for 2020: Q1: 15 / Q2: 1 / Q3: 4