



ExxonMobil Canada Properties



**Hebron Project Canada-Newfoundland and Labrador Benefits Report
for the Period January 1, 2015 to December 31, 2015**

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1.0 Introduction

Hebron is a heavy oil field estimated to produce more than 700 million barrels of recoverable resources. The field was first discovered in 1980, and is located offshore Newfoundland and Labrador in the Jeanne d'Arc Basin 350 kilometres southeast of St. John's, the capital of Newfoundland and Labrador. It is approximately 9 kilometres north of the Terra Nova Project, 32 kilometres southeast of the Hibernia Project, and 46 kilometres southwest of the White Rose Project. The water depth at Hebron is approximately 92 metres.

The Hebron co-venturers are: ExxonMobil Canada Properties (EMCP), Chevron Canada Resources, Suncor Energy Inc. through the Hebron Petro-Canada Partnership, Statoil Canada and Nalcor Energy – Oil and Gas Inc. EMCP is the operator of the Hebron Project.

During May 2011, EMCP on behalf of the Hebron co-venturers, filed the Hebron Benefits Plan with the Canada-Newfoundland and Labrador Offshore Petroleum Board (C-NLOPB). The Hebron Benefits Plan was conditionally approved on May 31, 2012 and covers the construction and operations phases of the project.

Five key principles of the Benefits Plan include:

- Meeting local benefits commitments while maintaining the highest levels of safety, environmental performance, efficiency and integrity of our operations;
- Selecting contractors and suppliers that will work diligently with us to deliver benefits to the people of the Province;
- Promoting the development of local skills and industry capacity that leaves a lasting legacy for the communities in which we operate and for the Province;
- Delivering execution certainty so that Hebron delivers best-in-class return on investment to stakeholders, including the Province of Newfoundland and Labrador; and
- Working collaboratively with industry, government, academic and training institutions, community and other stakeholder groups for the effective delivery of benefits.

As outlined in section 45 of the Atlantic Accord Acts, specific provisions of the Hebron Benefits Plan include a plan for:

- The employment of Canadians and, in particular, members of the labour force of the Province of Newfoundland and Labrador;
- Providing manufacturers, consultants, contractors and suppliers and service companies in the Province, and other parts of Canada, with full and fair opportunity to participate on a competitive basis in the supply of goods and services used in any proposed work or activity referenced in the Benefits Plan;
- Providing first consideration to services provided from within the Province and to goods manufactured in the Province, where those services and goods are competitive in terms of fair market price, quality and delivery;

- Consistent with the Canadian Charter of Rights and Freedoms, providing individuals resident in the Province with first consideration for training and employment in the work program for which the Benefits Plan was submitted;
- The establishment of an office in the Province where appropriate levels of decision-making are to take place; and
- Expenditures for R&D, including education and training, to be carried out in the Province.

This report summarizes the Hebron Project activities for the period of January 1, 2015 to December 31, 2015 in the areas of employment, expenditures, procurement and contracting, supplier development research and development, diversity and other relevant areas.

2.0 Project Activity and Benefits Accomplishments

The Hebron Project has had a year filled with achievements and accomplishments. EMCP, as operator of the Hebron Project, has been involved in continuous collaboration and engagement with various stakeholders throughout 2015 regarding benefits initiatives and plans. EMCP is committed to providing benefits to the Province.

During 2015, EMCP received numerous Supplier Diversity Program eligibility applications. All applications were assessed internally to determine those that met the eligibility requirements as outlined on the Hebron Project website. Several companies have received their certification from WeConnect International (WCI) and/or Canadian Aboriginal and Minority Supplier Council (CAMSC) in 2015 while the remaining applications are continuing to progress through the certification process.

During 2015, EMCP continued to internally promote its Supplier Diversity Program by recognizing an individual for his/her efforts in breaking down a barrier for a local diverse business. A Supplier Diversity Champion was awarded each quarter to a team member that demonstrated going above and beyond their regular duties to:

- Promote supplier diversity;
- Promote engagement and interaction with local diverse businesses;
- Reduce or eliminate barriers that may be preventing local diverse businesses from doing business with us.

The Hebron Benefits team has undertaken various initiatives to create and enhance a benefits culture on the project. The sixth edition of the 'Hebron Benefits Bulletin' newsletter was printed and distributed during June 2015. The newsletter provides an update of benefits-related activities to the project team.

During February 2015, EMCP distributed its fifth 'Building a Benefits Culture Focus Area' to the project team to contribute to benefits awareness and culture. The one page 'Focus Area' provides a fact, update or reminder to the project team to ensure benefits commitments and requirements are instilled and considered in project decisions and activities. They are also copied to the main EPCs to share with their project teams.

EMCP participated in Energy Day (Oil and Gas Week) at the Johnson Geo Centre during February 2015. EMCP hosted a booth and project staff acted as panel speakers, to provide opportunities to high school students to learn more about careers in the oil and gas industry.

EMCP and WorleyParsons Canada Ltd. (WorleyParsons) representatives attended Memorial University's (MUN) annual Business Day held at the Sheraton Hotel Newfoundland during March 2015. Business Day 2015 marks the 50th year that MUN has hosted the event which is organized by MUN business students in their final year of the bachelor of commerce (co-operative) program. The theme for Business Day 2015 was "A Prism of Possibilities," which was reflected in the diversity of speakers and industries represented. The event provided networking opportunities for students to meet with industry representatives and for students to learn about companies who were in attendance.

During April 2015, EMCP held a diversity update attended by several diversity stakeholder representatives. The update provided a presentation on topics related to diversity, such as employment, work environment, outreach, education and training, and supplier diversity. Updates were provided by EMCP, Kiewit-Kvaerner Contractors (KKC) and WorleyParsons representatives.

A member of the WorleyParsons Benefits group attended the 18th Annual Newfoundland and Labrador Organization of Women Entrepreneurs (NLOWE) Conference held during April 2015 in Corner Brook. The NLOWE Conference is the premiere event for women-owned businesses in the Province. It was a great networking opportunity and a chance to promote the Project's Supplier Diversity Program with those who were interested in learning more. The Hebron Project provided NLOWE with a \$1000 sponsorship for the event.

EMCP representatives attended NLOWE's launch of its Supplier Diversity NL initiative in June 2015. Representatives from over 60 woman owned businesses attended the event, and project representatives had an opportunity to network with various companies in attendance to promote the Project's Supplier Diversity Program.

During September 2015, EMCP representatives attended the annual Placentia Bay Industrial Showcase. As a sponsor of the Showcase, EMCP hosted a booth at this event and Hebron's Technical Manager provided a Project update to the conference attendees. The booth also provided an opportunity to highlight the Project's Supplier Diversity Program.

During October 2015, EMCP, WorleyParsons and KKC recognized the Resource Development Trades Council (RDTC), individual union affiliates and the Hebron Project Employers Association (HPEA) for their achievements in diversity at Bull Arm. Representatives were presented with plaques at an event held at the RDTC office.

EMCP representatives attended NLOWE's Annual Entrepreneur of the Year Awards Gala during October 2015. Since 1998, NLOWE's Entrepreneur of the Year Awards have paid tribute to the province's most successful female entrepreneurs for their important contributions to the economy and their

communities. EMCP sponsored the Community Impact Award and Hebron's Benefits Manager introduced and presented the award to the recipient during the gala.

EMCP hosted its annual Hebron Benefits update session during November in Clarenville. Various stakeholder representatives from academia, municipal, provincial and federal governments and community organizations attended the sessions. EMCP views these benefits updates as an opportunity to update stakeholders on the project's progress from a benefits perspective and for stakeholders to provide their feedback on the project's activities.

EMCP continued to participate in industry networking opportunities in 2015:

- Representatives attended the Noia Annual General Meeting. The keynote speaker, Patricia Mohr, Vice-President, Economics & Commodity Market Specialist, Scotiabank, discussed how the current price of oil will impact the global economy;
- Representatives attended the 2015 Noia Conference at the Delta Hotel St. John's. Among the several keynote speakers for the week was the President of EMCP, Alex Guiscardo, who provided an update on the company's behalf;
- Representatives attended the Women in Resource Development Corporation (WRDC) International Women's day event;
- Representatives attended Noia's Industry Achievement Awards Gala;
- Hebron Benefits team representatives attended Noia's fall seminar 'Navigating Remote Logistics: Recognizing the Challenges. Knowing the Solutions'.

In keeping with our dedication to safety, security and strong communities, EMCP, as operator of the Hebron Project, continued its investment within our province. Examples of EMCP's support:

Safety Services NL
 Iris Kirby House
 Threads of Life
 Kids Eat Smart
 Cerebral Palsy Association NL
 Easter Seals
 Miawpukek First Nation
 Qalipu Cultural Foundation
 Newfoundland and Labrador Sexual Assault Crisis and Prevention Centre
 Coalition of Persons with Disabilities
 Riverside Elementary Engineering Club (Clarenville)
 Clarenville High School - Block the Bus with school supplies
 Regional Action Committee on Housing (REACH)
 Conservation Corps NL
 Town of Arnold's Cove for Conservation Corps NL project
 Clarenville RCMP Charity Golf Tournament
 Allan Cup (Clarenville)
 Marystown Central High
 Grace Sparkes House

MUN Engineering Society "A"
 NL Occupational Health and Safety Association Conference
 NLOWE Annual Conference and Entrepreneur of the Year Awards Gala
 Wreckhouse Jazz Festival
 Placentia Bay Industrial Showcase

In addition, Hebron Community Relations personnel had a fun morning celebrating Earth Day with K-6 students at Southwest Arm Academy in Little Heart's Ease during April. The students discussed ways we can keep our planet clean and safe and participated in an environmental themed activity. The most astounding fact uncovered during the morning was that it takes 450 years for a disposable diaper to decompose in the ocean!

The Hebron Bull Arm Emergency Response Team (ERT) and site employees have stepped up for the community. For four days in August, the ERT set up turnstile collections at the end of each shift change and collected donations for our Back to School cash drive. The funds were split between Holy Family Elementary in Chapel Arm and Clarenville Middle School. To assist with the effort, the project co-venturers also made a Back to School donation to Clarenville High School.

In November, the Bull Arm ERT participated in the 4th annual Elf Challenge. Over four days, donations from Hebron employees were collected to help families in need during the Christmas season. As in previous years, Hebron partnered with the Salvation Army chapters in Clarenville, Chance Cove and Arnold's Cove as well as the Regional Action Committee on Housing (REACH) to ensure the funds were distributed where the need is greatest in the Bull Arm and surrounding areas.

During 2015, EMCP raised substantial funds for United Way Newfoundland and Labrador and members of the team volunteered their time to help charities under the United Way Days of Caring banner. Approximately 170 employees and contractors rolled up their sleeves and baked, cooked, served and cleaned at Ronald McDonald House and the Gathering Place in St. John's. To accommodate the number of volunteers, 12 different volunteer sessions were scheduled.

Throughout 2015, Hebron has conducted business in a number of cities/communities throughout Newfoundland and Labrador including, but not limited to:

Argentia
 Carbonear
 Clarenville
 Come By Chance
 Corner Brook
 Gander
 Harbour Grace
 Marystown
 Mount Pearl
 Paradise
 Port aux Basques
 St. John's

Stephenville

Gravity Based Structure and Topsides

In 2012, EMCP authorized KKC and WorleyParsons to proceed with work on the Hebron Project GBS and Topsides, respectively. The authorization followed substantial completion of front end engineering and design services and exercised EMCP's option to subsequently award the next phase, including detailed engineering, procurement and construction services.

Both EPC contractors provide overall project management of the contracts with subcontracts awarded to multiple third parties, with a focus on performing work in Newfoundland and Labrador in accordance with the benefits requirements under the Hebron Benefits Plan and the Hebron Benefits Agreement.

KKC and WorleyParsons have also been involved in various sessions and stakeholder engagements and have had success in reaching specific milestones throughout 2015. Some accomplishments include:

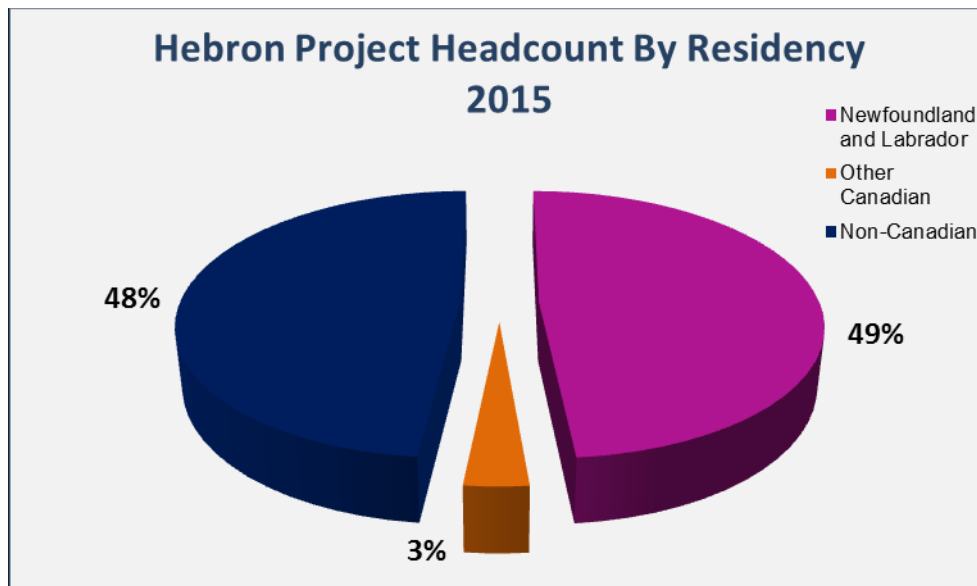
- Attended Noia's Annual General Meeting, Industry Achievement Awards Gala, annual conference, and fall seminar
- Attended NLOWE's launch of its Supplier Diversity NL initiative, annual conference, Entrepreneur of the Year Awards and Women's Entrepreneurship Day celebration
- Attended MUN annual Business Day
- Hosted a booth at Energy Day during Oil and Gas week
- Attended WRDC International Women's day event
- Attended Hebron's Annual Diversity update
- Attended Placentia Bay Industrial Showcase
- Participated in 2015 Supplier Information Webcast and 2015 Benefits Update session
- WorleyParsons attended and presented at the annual Mawio'mi 2015 – Aboriginal Entrepreneur's Business Forum
- Continued to update contracting strategies on project websites
- Continue to engage with and communicate opportunities to organizations that represent members of designated groups
- Participated in Diversity Recognition Event to acknowledge the unions, HPEA and RDTC commitment and support of project diversity implementation

3.0 Employment

The total number of person hours worked on the Hebron Project in 2015 was 21,068,549. The reported number of people employed on the Hebron Project during 2015 was 9,570 of which 4,650 (49%) were NL residents, 296 (3%) were Other Canadians and 4,624 (48%) were Non-Canadians based on Canadian General Standards Board (CGSB) reporting guidelines and the C-NLOPB definition of residency (i.e. in compliance with the Newfoundland and Labrador Elections Act).

HEADCOUNT

Total Employment Summary Hebron Project Year 2015			
Direct Employment (Total Number of Persons)	Newfoundland and Labrador Residents	Other Canadians	Non-Canadians
9,570	49%	3%	48%



Employment Summary by Location Hebron Project Year 2015						
Location	Total Number of Persons					
	Residency Status			Gender		TOTAL
	NL	OC	NC	Male	Female	
Newfoundland and Labrador	4,624	229	222	4,390	685	5,075
Other Canada	-	20	-	12	8	20
Outside Canada	26	47	4,402	4,408	67	4,475
TOTAL	4,650	296	4,624	8,810	760	9,570

- Report includes the reported number of persons directly employed on the project, including operator and contractor personnel
- Residency status is reported as of the time of hire, based on the following definitions:

Canadian Citizen:
A person who was born in Canada and has not relinquished his/her Canadian citizenship; or, a person who has been granted Canadian citizenship; or, a person who has been granted landed immigrant status.

Newfoundland and Labrador Resident:
A Canadian citizen or landed immigrant who meets the residency requirements of the Province as defined by *The Elections Act*, SNL 1992, CE-3.1. (At point of hire)
- Headcount includes persons that have worked 50% of their time during the period

Employment Summary by Discipline Hebron Project Year 2015					
Discipline	Number of Persons				Total number of Persons
	Male	%	Female	%	
Management	374	94%	24	6%	398
Administration	27	17%	131	83%	158
Engineers	366	86%	58	14%	424
Technicians	394	88%	55	12%	449
Professionals	553	75%	182	25%	735
Skilled Trades & Service	2,687	93%	213	7%	2,900
Labour	4,385	98%	83	2%	4,468
Students	24	63%	14	37%	38
Other	-	-	-	-	-
Total:	8,810	92%	760	8%	9,570

Notes:

- Disciplines are based on the following National Occupational Classification (NOC) Codes:
 - Management** includes: Senior Managers as well as Middle and Other Managers
 - Administration** includes: Administrative & Sr. Clerical Personnel as well as Clerical Personnel
 - Engineers** includes: only those in that NOC code
 - Technicians** includes: Semi-professionals & Technicians
 - Professionals** includes: only those in that NOC code
 - Skilled Trades** includes: Skilled Crafts & trades as well as Skilled Trades & Services
 - Labour** includes: Semi-Skilled Manual Workers, Other Manual Workers as well as Intermediate Sales & Service
 - Students** includes: any student enrolled at a recognized educational institution or accredited academic program and includes both graduate and undergraduate students, cadets or any other student
 - Other** includes: positions that do not fit into any of the other disciplines
- Employment numbers reported by Hyundai Heavy Industries (HHI) in Korea do not break out skilled trades and service. Therefore, all skilled trades and service for HHI are included in the labour headcount.

PERSON HOURS

Person Hour Summary Report Hebron Project Year 2015	
Activity/Component	Total Person Hours
Project Management Team	924,816
Gravity Based Structure	6,016,923
Topsides	13,949,402
Offshore Loading System	177,408
Total for 2015:	21,068,549
Project Cumulative	56,510,049

Note: Project Management Team hours include third party contractors in support of the project management team. Person hours and headcount are updated as more recent information becomes available. Reports may be subject to change. Following a reassessment of person hours, the project cumulative hours originally reported in the 2014 annual report now totals 35,441,500.

4.0 Canada-NL Content Estimates

The Newfoundland and Labrador content percentage of the 2015 expenditures totaled 59%, Other Canadian 5% and Non-Canadian expenditures totaled 36%. As a cumulative project figure, the content percentages are Newfoundland and Labrador 54%, Other Canadian 7% and Non-Canadian 39%.

Canadian-NL Content Estimates Hebron Project Year 2015			
Reporting Period	Content		
	NL	Other Canadian	Non-Canadian
Year to Date	59%	5%	36%
Project Cumulative	54%	7%	39%

Note: Content percentages may be updated to reflect accurate numbers due to year end reconciliation.

5.0 Procurement and Contracting

EMCP - Project Management Team

Throughout 2015, EMCP continued participation in conferences, information sessions and business networking events to increase accessibility and provide information related to the procurement process. EMCP is committed to providing manufacturers, consultants, contractors and services companies in the province and other parts of Canada with a full and fair opportunity to participate on a competitive basis in the supply of goods and services. EMCP is also committed to ensure first consideration shall be given to services provided from within the province and to goods manufactured in the province, where those services and goods are competitive in terms of fair market price, quality and delivery. This is cascaded to the EPCs on the project.

During 2015, some of the main contracts awarded by EMCP include Supply of a Subsea Fibre-Optic Cable Communication System, Supply and Management of Oil Country Tubular Goods (OCTG) and associated services, Supply of Casing and Tubing Running Services, International Shunt Alternate Path Technology Screens, Supply of Open Hole Gravel Pack (OHGP) and associated services and Supply of Drill Pipe Inspection, Storage, Repair and Handling Services.

Please see Appendix I for listing of new contracts awarded with a value greater than \$250,000 during the reporting period January 1, 2015 to December 31, 2015.

The majority of the development phase contracting activity on the Hebron Project is performed by the EPCs. All Expressions of Interest (EOI), bidder's lists for contracts valued at or greater than \$500,000 and three or more bidders, and contract awards greater than \$250,000 are posted to the bids.ca and noia.ca websites and project websites.

During 2015, EMCP, the EPCs and subcontractors have undertaken various initiatives to ensure benefits are considered at each stage of the procurement process. An example of 'first consideration' in the procurement and contracting process is a package that WoodGroup PSN Cahill (WGC) awarded for the Integration scope. The bidders list for the 'Provision of Mobile Rental Equipment' package was limited to NL bidders and awarded to three local companies.

KKC – Gravity Based Structure

KKC's procurement focus during 2015 was on GBS construction and site operations. Activity at the Bull Arm site throughout the year included completion of solid ballast operation, completion of the roof slab pour and completion of the shaft slip.

Key progress in the area of subcontracting in 2015 included the awarding of the following contracts to NL and Canadian companies:

- Top Shaft Bolts/Cables awarded February 2015
- Road Sand and Salt awarded March 2015
- Thermal Sprayed Aluminum (TSA) Application awarded April 2015
- Shaft Hoists awarded August 2015

WorleyParsons – Topsides

Throughout 2015, WorleyParsons focused its procurement efforts on a number of areas including updating procurement forecasts, monitoring key in-province subcontracts, ensuring management oversight of procurement processes and systematically closing out purchase orders and subcontracts that have been completed.

The Topsides benefits team has been part of the review process for procurement packages throughout all stages leading up to award including the EOI, Prequalification and RFQ/ITT stages as well as the close out process for all purchase orders and subcontracts.

Some highlights in the area of procurement during 2015 include:

- The Integration (Hook up and Commissioning) scope which is being carried out by WGC ramped up significantly in 2015 including a major increase in procurement activity associated with the scope. Over 30 PO and subcontract packages were issued by WGC in 2015 and approximately half of those packages progressed to the award stage. WorleyParsons Procurement and Benefits teams are providing significant oversight including posting of all significant procurement and subcontracting activity for the Integration scope on the WorleyParsons Hebron Topsides website.
- As of the end of 2015, essentially all of the WorleyParsons packages (approximately 170) have been awarded. Numerous packages have been closed out in 2015 and a systematic close out process has been followed to ensure all documentation including requisite Benefits documentation is on file.
- As of the end of 2015, essentially all of the packages for the Living Quarters and DSM scopes at NEAL and Kiewit Offshore Services respectively were awarded and most were nearing completion. The DSM was transported to Bull Arm from the Kiewit Offshore Services facility late in the year.
- WorleyParsons Benefits continues to review and monitor major subcontractors' procurement processes to ensure compliance with full and fair opportunity and first consideration requirements of the Atlantic Accord legislation.

6.0 Supplier Development

Throughout 2015, the supplier development coordinator continued communication with local vendors to address questions concerning the Hebron Project and potential opportunities.

During March 2015, the Supplier Development Coordinator attended and presented a project update along with recent successes of the Hebron supplier diversity program at the annual Mawio'mi 2015 – Aboriginal Entrepreneur's Business Forum hosted by the Qalipu Mi'kmaq First Nation band in Stephenville, NL. The theme for the 2015 Business Forum was focused on procurement and supplier development for Aboriginal entrepreneurs.

In July 2015, EMCP held its 2015 Hebron Project Supplier Information webcast via the Internet. Over 280 suppliers logged in to watch a powerpoint presentation and listen to various presenters. Project updates were provided by EMCP, KKC, and WorleyParsons. An update of the project's Supplier Diversity Program was also provided.

During 2014, Strategic Concepts Inc. (SCI), was awarded a contract to analyze Major Oil Developments' Procurement Activity in Newfoundland and Labrador to understand the source of service and supply to the local oil industry. The scope of work for this analysis was to assess the extent to which goods and/or services purchase orders have been awarded to companies outside of NL and outside of Canada. During 2015, the Supplier Development Coordinator interfaced, monitored and reviewed the results of SCI's assessment. A final report of the analysis is anticipated in 2016.

Throughout 2015, the Supplier Development Coordinator continued to participate in industry networking opportunities such as the annual Noia conference and the Placentia Bay Industrial Showcase. The Supplier Development Coordinator also received an increased number of inquiries during 2015 from suppliers interested in learning more about opportunities during the Operations phase. Responses were sent to interested suppliers in consultation with Hebron's Contracts and Materials Manager or the appropriate subject matter expert.

7.0 Research and Development and Education and Training

EMCP remains on track in 2015 towards meeting the Hebron Project Development phase expenditure obligation of \$32.6 million. Expenditures for the year exceeded \$6 million.

Model testing for the TEMPSC & Life Raft Towing and Recovery Joint Industry Project (JIP) concluded in Q2 2015. Analysis of the data was completed and the NRC project manager presented the findings to the Petroleum Research Newfoundland and Labrador (PRNL) steering committee at the end of Q3 2015.

The R&D application for the Grand Banks Ocean Observing System and Associated Fibre-Optic links project was approved by the C-NLOPB in February 2015 and a contract for the fibre optic link was awarded to International Telecom and Alcatel-Lucent in Q2 2015. The addition of an extra fibre pair was approved and will be dedication for R&D purposes.

Rutter concluded its testing of the Dual Polarized Radar on board the Statoil Amundsen research cruise in Q2 2015. Multiyear ice was encountered on the voyage and valuable data collected which was analyzed later in the year.

EMCP, as operator of the Hebron Project, decided to continue with the Marine Dredge Disposal project and executed a Contribution Agreement (CA) with PRNL to fund a fourth year of sampling at the existing offshore site.

Nine applications were submitted to the C-NLOPB for consideration related to R&D undertaken at Bull Arm in support of the construction of the GBS. The C-NLOPB approved 4 projects.

EMCP, as operator of the Hebron Project, continued to make expenditure contributions to the following existing JIPs administered through PRNL:

- Bio-indicators– Diagnostic Tools for Effects Assessment of Specific Marine Life
- Marine Dredge Disposal Year 4
- Towing, Sheltering and Recovery of TEMPSC Lifeboats/Life Rafts
- Leach Storm Petrel Study

Total billings in 2015 for the various JIPs for which EMCP has committed funds exceeded \$837, 000.

Investment in the Co-operative Education Program at Memorial University and College of the North Atlantic (CNA) continued during 2015. EMCP, Worley Parsons and KKC employed a total of 98 students on the project in 2015. As well, seven Memorial University students received the 2015-2016 Hebron Women in Science and Engineering Scholarship while seven others received the 2015-2016 Hebron Diversity Award. Each award is valued at \$2600.

EMCP, as operator of the Hebron Project, also provided \$60,000 in support of Phase 3 of the Association for New Canadians' Language Training Fund.

During 2015 the R&D Coordinator attended/participated in the following events:

- Presentation by The Canadian Museum of Nature in February 2015
- Program of Energy Research and Development (PERD) workshop held in March 2015
- R&D Engagement Series sponsored by Memorial University in April 2015
- Presentation by MUN's engineering department - Extending the Functionality of Evacuation Systems in Pack Ice in July 2015
- INSOK brown field seminar in September 2015

8.0 Diversity

Representation

- Representation numbers indicate a percentage of the total project workforce, including EMCP employees, contractor agency employees, main contractors and subcontractors
- With the exception of gender, all representation results reflect responses to the self-identification survey. Individuals have the right to decline self-identification and as a result, not all representation may be captured.
- Although overall workforce size decreased in 2015, representation of designated groups increased or stayed constant in 15 out of 24 employment categories
- In the area of Skills Crafts and Trades, representation of women has gone from 6% in 2014 to 7% in 2015. This percentage is equivalent to the current labour market availability.

Employment Categories	Women	Aboriginal Peoples	Visible Minorities	Persons with Disabilities
Management and Supervisory	6%	2%	1%	0.4%
Professional and Technical	24%	2%	2%	0.1%
Administrative	77%	0%	1%	1%
Skilled Crafts and Trade	7%	2%	1%	1%
Sales and Service	39%	2%	0%	0%
Other (Labour, etc.)	10%	4%	1%	0.4%

* Please note percentages reflect Newfoundland and Labrador workforce

Implementation

- Diversity related outreach continued in 2015, and when compounded with initial diversity investments since 2010, this totals approximately \$2 million on external outreach alone
- Funding has been distributed through multiple organizations throughout the province, reaching all designated groups
- Regular consultation and discussion with stakeholders continued
- Project representatives, union members and community organizations have undertaken significant efforts to ensure deployment of qualified women to Bull Arm site at representative rates
- Recruitment efforts have engaged local organizations in an effort to outreach to the broadest possible base of potential candidates
- Supportive work environment efforts have provided physical and mental health and wellness clinics for all workers at the Bull Arm site
- Monitoring, reporting and stewardship continues with focus on opportunities for improvement and streamlining

APPENDIX I
2015 Contract Award Listing

5.0 Procurement and Contracting cont'd

Tables below lists contracts awarded with a value greater than \$250,000 during the reporting period January 1, 2015 to December 31, 2015.

Contracting Activity Hebron Project 2015		
Description	Contractor	Contractor Location (NL, OC, NC)
EMCP CONTRACTS		
Supply of Environmental Effects Monitoring Services	AMEC Foster Wheeler Environment and Infrastructure	NL
Waste Handling Serves (Hebron and Hibernia)	Terrapure Environmental	NL
Supply of Subsea Fibre-Optic Cable Communication System	Alcatel-Lucent Submarine Networks IT International Telecom Canada	NC OC
Supply of Engineering, Procurement, Construction and Maintenance Services	Aker Solutions	NL
Freight Forwarding Services (Hebron and Hibernia)	PF Collins	NL
Supply of Lubes and Greases to the Hebron Platform	Imperial Oil Limited	OC
Certifying authority services	Lloyds Register North America, Inc.	NL
Supply and Management of OCTG and Associated Services	East Coast Tubulars Ltd.	NL
Core Storage and Sampling Services - Hibernia, Hebron and Hibernia Southern Extension Projects	Geotech Services Inc.	NL
Supply of Open Hole Gravel Pack (OHGP) and associated services	Halliburton Group Canada	NL
Supply of cementing materials for Hebron Platform	Halliburton Group Canada	NL
Supply of cementing O&M services for Hebron Platform	Halliburton Group Canada	NL
Supply of Casing and Tubing Running Services	FI Oilfield Services Canada	NL
International Shunt Alternate Path Technology Screens	Schlumberger Canada Limited	NL
Supply of Drill Pipe Inspection, Storage, Repair, and Handling Services	Atlantic Inspection Services Inc.	NL
Supply of Clothing, Footwear, Rain Gear and Misc PPE items	Acklands Grainger	NL
APL CONTRACTS		
Fabrication of anchor foundation, anchor base, piles and test frames	DF Barnes Fabrication Limited	NL
Steel Plate and Beams	Norsk Stål AS	NC
Piping Components	Esbjerg Oiltool AS	NC
Prefabricated Anchors	Energomontaz Polnoc Gdynia Ltd.	NC
ACS Solenoid Unit	Oceaneering Rotator AS	NC
Electrical Cables and Connectors	Seaproof Solutions AS	NC
SUBSEA7 CONTRACTS		
Marine Base Services	Pennecon Energy Marine Base	NL
Provision of Soil Plug Removal Tool for Hebron Offshore Loading System	Deep C Solutions AS	NC

Contracting Activity Hebron Project 2015		
Description	Contractor	Contractor Location (NL, OC, NC)
KKC CONTRACTS		
Prefabrication of Insulated Crude Oil Pump Caissons - 28"/46" dia (Ti)	Loterios s.r.l (NOSO)	NC
Prefabrication Water Pump Caissons - 38"/44"/58" dia (6Mo)	Loterios s.r.l (NOSO)	NC
Road Sand and Salt	Parsons Trucking Ltd.	NL
Top Shaft Bolts/Cables	FreyCan Major Projects Ltd.	OC
Thermal Sprayed Aluminum (TSA) Application	Atlantic Maintenance Services Limited	NL
Shaft Hoists	COH Inc.	NC
Barge Grillage	Damen Shiprepair Amsterdam B.V.	NC
WORLEYPARSONS CONTRACTS AND SUBCONTRACTS		
Water Injection Filters	Amiad USA	NC
Fagioli: Supply of steel structures (ramps, stools, mats)	OMBA	NC
Fagioli: Supply of Direct & Indirect Site Construction Services Support (incl. Management, Craft, Equipment and other Services)	Pennecon Energy M&M Engineering (PEMME)	NL
Wood Group PSN Cahill (WGC): Water/Refreshments	AquaTerra Corporation	NL
Wood Group PSN Cahill (WGC): Rope Access Services	TJ Engineering Services Ltd.	OC
Wood Group PSN Cahill (WGC): Crane Rental & Operator (Specialized Heavy Lifts)	DCH Crane Rental	NL
Wood Group PSN Cahill (WGC): Propane Supply	North Atlantic (NARL)	NL
Wood Group PSN Cahill (WGC): Provision of Mobile Rental Equipment	PTL Services Ltd. United Rentals of Canada Inc. Battlefield Equipment Rentals	NL
Wood Group PSN Cahill (WGC): Provision of Structural Steel and Piping Fabrication	M&M Offshore	NL
Wood Group PSN Cahill (WGC): Provision of Sampling and Monitoring (Chemical & Biological Analysis)	AGAT Laboratories Ltd.	OC
Wood Group PSN Cahill (WGC): Provision of NDE/NDT Testing	TISI Canada Inc.	NL
Wood Group PSN Cahill (WGC): Provision of Hydraulic Services	Pennecon Energy Hydraulic Services	NL
Wood Group PSN Cahill (WGC): Onsite Machining Services	Compass Ltd.	NL

APPENDIX II
2015 Hebron Photos

Hebron Project provides funding to rural NL schools for science and technology equipment



On March 10, 2015, Matt Koenig (left), Construction Advisor for the Hebron Project, Marystown, NL presented a cheque for \$10,000 to Lee Masters, Principal of Christ the King School, Rushoon, NL



On February 25, 2015, Peter Velez, GBS Site Manager for the Hebron Project, Bull Arm, NL presented a cheque for \$10,000 to staff at South West Arm Academy, Little Heart's Ease, NL. Left to right: Darren Ellis, Technology Support Teacher; Peter Velez; Gary Greening, Assistant Principal; Leon Porter, Principal

Hebron Project employees, contractors raise \$48,000 for young adults with cancer

During May 2015 ExxonMobil's Hebron GBS Project Manager Dave McCurdy put his head (and hair) on the line as he dared the team to exceed a fundraising record of \$18,592 as part of the organization's "Shave for the Brave" fundraising event led by KKC. McCurdy agreed to shave his head if the group met the challenge. In just over 14 days, the team raised over \$48,000 by rallying support from other employees and contractors, corporate partners, family members and friends.



Finishing touches are applied to Dave McCurdy's "Shave for the Brave"

Hebron sponsors Coalition of Persons with Disabilities Newfoundland and Labrador (COD-NL) Award

Hebron sponsored the COD-NL 2015 Inclusion Award which recognizes individuals, organizations and businesses that demonstrate leadership and commitment to enhancing accessibility, inclusion, universality and the elimination of barriers that may impede the full participation of persons with any type of disability in community life. The award was presented to Steele Communications during May 2015.



Gail Hickey (left), WorleyParsons Diversity Lead, presents COD-NL 2015 Inclusion Award to Steele Communications representative



Geoff Parker, Hebron Senior Project Manager, takes part in the Kids Eat Smart Gala social media countdown

Hebron provides funding to Kids Eat Smart Foundation

The Hebron Project promoted healthy learning in Newfoundland and Labrador schools through a donation of \$10,000 to Kids Eat Smart Foundation during April 2015. Hebron was the presenting sponsor of the 2015 Kids Eat Smart Gala.



Sadie Sellars, Technical Manager of the Hebron Project, speaking at the 2015 Placentia Bay Industrial Showcase

Hebron Project sponsors Placentia Bay Industrial Bay Showcase

On September 23 and 24, Hebron Benefits team representatives attended the annual Placentia Bay Industrial Showcase. As a sponsor of the Showcase, Hebron hosted a booth at this event and Hebron's Technical Manager provided a Project update to the conference attendees.

Hebron Project sponsors Arnold's Cove Green Team

The Hebron Project was pleased to sponsor the Arnold's Cove Green Team during Q3 2015. Green Teams are an initiative of the Newfoundland and Labrador Conservation Corps, providing employment and training opportunities to the province's youth in environmental and cultural fields.



Arnold's Cove Green Team, left to right: Brady Barrett (Team Leader), Kaitlyn Snook, Tyler Hann and Jared Gale



Sadie Sellars (left), Technical Manager for the Hebron Project, presenting cheque to Gail Tobin, CEO of Iris Kirby House

Funding Given to Iris Kirby House

On November 19, 2015, Sadie Sellars, Technical Manager for the Hebron Project, presented a cheque for \$10,000 to Gail Tobin, CEO of Iris Kirby House. The presentation took place at the annual Iris Kirby House Gala Fundraiser.

Hebron Presents Funding to Clarenville High School

On November 13, 2015, Peter Velez, Hebron GBS Site Manager, presented Clarenville High School with a cheque for \$3,000. The funding was used to purchase school supplies.



Peter Velez (right), Hebron GBS Site Manager, presenting cheque to staff members of Clarenville High School



Hebron Recognizes Unions and Contractors for Diversity Achievements

On October 19, 2015 the Hebron Project recognized the Resource Development Trades Council (RDTTC), individual union affiliates and the Hebron Project Employers Association (HEPA) for their achievements in diversity at Bull Arm. Representatives were presented with plaques at an event held at the RDTTC office.