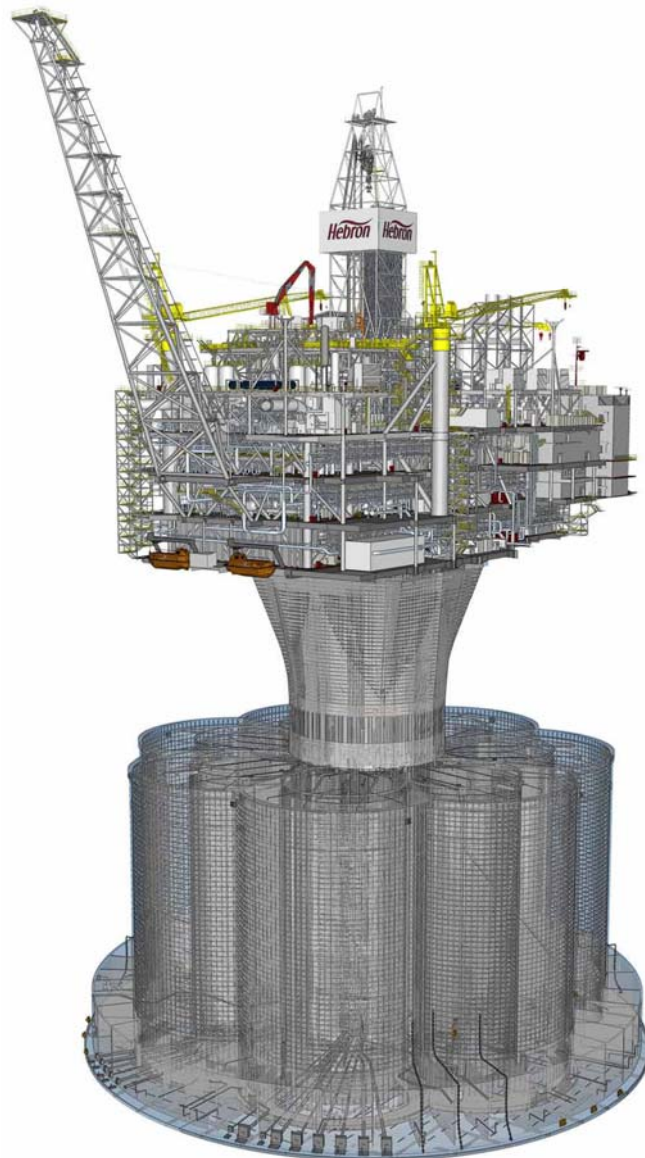


PROPERTY OF HEBRON

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**Hebron Project Canada-Newfoundland and Labrador Benefits Report
for the Period January 1, 2016 to December 31, 2016**

Table of Contents

1.0 INTRODUCTION2

2.0 PROJECT ACTIVITY AND BENEFITS ACCOMPLISHMENTS.....3

3.0 EMPLOYMENT.....7

4.0 CANADA-NL CONTENT ESTIMATES.....9

5.0 PROCUREMENT AND CONTRACTING.....10

6.0 SUPPLIER DEVELOPMENT11

7.0 RESEARCH AND DEVELOPMENT AND EDUCATION AND TRAINING.....12

8.0 DIVERSITY.....13

APPENDIX I 2016 CONTRACT AWARD LISTING

APPENDIX II 2016 HEBRON PHOTOS

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, 2016 to December 31, 2016 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 2016 regarding benefits initiatives and plans. EMCP is committed to providing benefits to the province.

During 2016, EMCP continued to receive Supplier Diversity Program eligibility applications. The applications were assessed internally and all applications met the eligibility requirements as outlined on the Hebron Project website. The applications were forwarded to the applicable certifying organization (WEConnect International) to commence the certification assessment process.

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 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.

EMCP was the platinum sponsor for Oil & Gas week held during February 2016, which was launched in 2003 to raise the profile of the local oil and gas industry and to build an appreciation for the impact it has on the Province's economy. A variety of events and educational activities were held throughout the week, with particular focus placed on educating secondary and post-secondary students about the industry, as well as providing information on potential career opportunities for future generations.

EMCP has undertaken various initiatives to create and enhance a benefits culture on the project. The seventh edition of the 'Hebron Benefits Bulletin' newsletter was printed and distributed during March

2016 with a specific focus on diversity achievements on the project. The newsletter provides an update of benefits-related activities to the project team.

The Hebron Project sponsored the 19th Annual NLOWE Conference held during April 2016 in St. John's, providing NLOWE with a \$1000 donation. 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.

During May 2016, Hebron held its annual benefits and diversity update attended by 13 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 Canada Ltd. (WorleyParsons) representatives.

During June 2016, ExxonMobil hosted its annual Employee/Contractor Safety Forum at the Delta Hotel in St. John's. Among the several keynote speakers for the forum were ExxonMobil's Upstream Production Operations Manager and a Senior Safety Advisor with Imperial Oil Limited.

EMCP was a Gold Sponsor of the Wreckhouse International Jazz and Blues Festival that took place during September 2016 at LSPU Hall. Hebron's Senior Project Manager, Geoff Parker, hosted one of the events during the festival.

EMCP representatives attended NLOWE's Annual Entrepreneur of the Year Awards Gala during Q4 2016. 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 Technical Manager introduced and presented the award to the recipient during the gala.

Some of main successes during 2016 included the arrival of the Utilities Process Module (UPM) from South Korea and the transfer to the Integration pier at Bull Arm site, the completion of the Gravity Based Structure (GBS), and the installation of the Offshore Loading System (OLS) pipeline and bases and the Fibre Optic Cable offshore. Success also included the installation and integration of the Drilling Support Module (DSM), Derrick Equipment Set (DES), Living Quarters (LQ) and ancillaries on the UPM between late September and mid-October. In December, Hebron conducted the float over and mating operations which joined the Hebron integrated Topsides facilities to the GBS.

During Q4 2016, EMCP donated \$10,000 to the Petty Harbour Mini Aquarium to support the organization's marine education efforts. The contribution will be used to support operations of the Mini Aquarium and will allow it to provide meaningful career experience for young minds in the field of marine science.

EMCP continued to participate in industry networking opportunities in 2016:

- Representatives attended the Noia Annual General Meeting. The keynote speaker, Honourable Siobhan Coady, Minister of Natural Resources, Minister Responsible for the Office of Public Engagement and Deputy Government House Leader was the keynote speaker;
- Representatives attended the 2016 Noia Conference in 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 Noia's Industry Achievement Awards Gala;
- Representatives attended NLOWE's Making the Connection session.

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:

Petty Harbour Mini Aquarium
 Kids Eat Smart
 Coalition of Persons with Disabilities
 Mazol Shriners
 Easter Seals
 Qalipu Cultural Foundation
 Newfoundland and Labrador Sexual Assault Crisis and Prevention Centre
 Conservation Corps NL
 Town of Come By Chance for Conservation Corps NL project
 Regional Action Committee on Housing (REACH)
 Swift Current Academy
 Holy Family Elementary
 Grace Sparkes House, Marystown
 Clarenville High School
 Clarenville Youthtube
 MUN Engineering Society "A"
 NLOWE Annual Conference and Entrepreneur of the Year Awards Gala
 Wreckhouse Jazz Festival
 Hot Soup, Cool Jazz

In addition, Hebron Community Relations personnel had a fun morning celebrating Earth Day with K-6 students at Holy Family Elementary in Chapel Arm during April. The students discussed ways we can keep our planet clean and safe and participated in an environmental themed activity.

The Hebron Bull Arm Emergency Response Team (ERT) and site employees stepped up for the community. In September, the ERT set up turnstile collections for a Back to School cash drive. The funds were donated to Clarenville High School. To assist with the effort, the project co-venturers also made a Back to School donation to Clarenville Middle School.

In early December, our ERT participated in the 5th annual Elf Challenge to help families with financial need in the Bull Arm area at Christmas. Donations were collected from Hebron employees during turnstile drives. 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 2016, 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. Numerous employees and contractors rolled up their sleeves and contributed their time where help was needed at the Gathering Place, Autism Society, Quidi Vidi clean up and the East Coast Trail Association.

Throughout 2016, Hebron conducted business in a number of cities/communities throughout Newfoundland and Labrador including, but not limited to:

Bishop's Falls
 Carbonear
 Clarenville
 Come By Chance
 Harbour Grace
 Mount Pearl
 Paradise
 Southern Harbour
 St. John's

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 (EPC) 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 stakeholder engagements throughout 2016. Some accomplishments include:

- Attended the 19th Annual NLOWE Conference
- Participated in NLOWE Making the Connection Session
- Organized and chaired an internal International Women's Day Recognition event
- Attended the Independent Living Resource Centre rebranding event
- Attended and presented at the 2016 Diversity Update to various diverse stakeholders
- Presented at the 2016 Supplier Information Session webcast
- Attended union collaboration meetings hosted by Gov NL's Women's Policy Office and Women in Resource Development Corporation (WRDC)

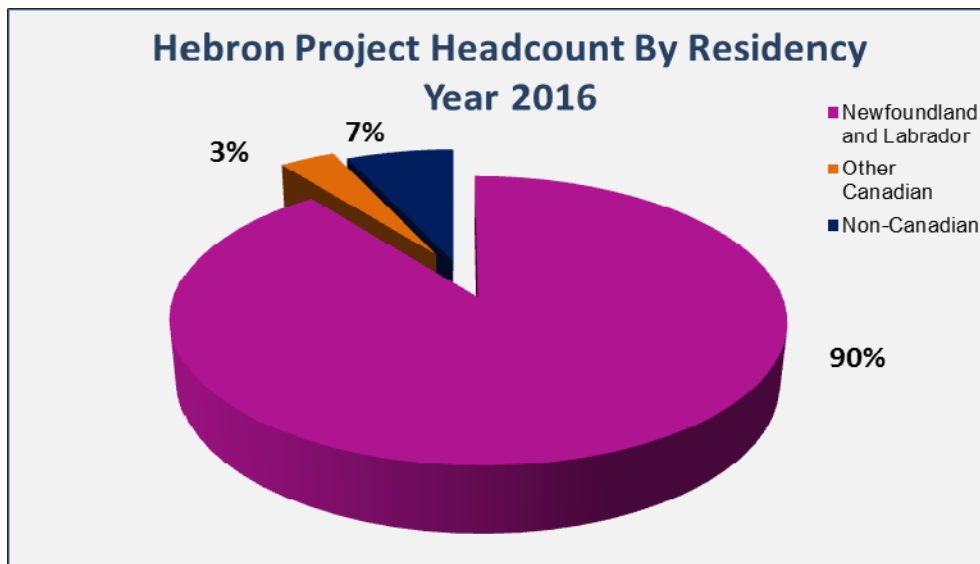
- Attended Association for New Canadians year end networking social and scholarship presentation.

3.0 Employment

The total number of person hours worked on the Hebron Project in 2016 was 13,277,663. The reported number of people employed on the Hebron Project during the last quarter of 2016 was 3,818 of which 3,419 (90%) were NL residents, 137 (3%) were Other Canadian and 262 (7%) 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 2016			
Direct Employment (Total Number of Persons)	Newfoundland and Labrador Residents	Other Canadians	Non-Canadians
3,818	90%	3%	7%



Employment Summary by Location Hebron Project Year 2016						
Location	Total Number of Persons					
	Residency Status			Gender		TOTAL
	NL	OC	NC	Male	Female	
Newfoundland and Labrador	3,419	125	212	3,255	501	3,756
Other Canada	-	12	-	11	1	12
Outside Canada	-	-	50	48	2	50
TOTAL	3,419	137	262	3,314	504	3,818

- 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 last quarter of 2016

Employment Summary by Discipline Hebron Project Year 2016					
Discipline	Number of Persons				Total number of Persons
	Male	%	Female	%	
Management	240	93%	18	7%	258
Administration	9	13%	63	87%	72
Engineers	186	89%	22	11%	208
Technicians	377	94%	22	6%	399
Professionals	405	74%	140	26%	545
Skilled Trades	1,727	90%	202	10%	1,929
Labour	356	92%	33	8%	389
Students	14	78%	4	22%	18
Other	-	-	-	-	-
Total:	3,314	87%	504	13%	3,818

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

PERSON HOURS

Person Hour Summary Report Hebron Project Year 2016	
Activity/Component	Total Person Hours
Project Management Team	1,237,875
Gravity Based Structure	3,804,482
Topsides	7,968,121
Offshore Loading System	267,185
Total for 2016:	13,277,663
Project Cumulative	70,205,293

Note: Project Management Team hours include third party contractors in support of the project management team and operations start up and readiness team hours.

Person hours and headcount are updated as more recent information becomes available. Reports may be subject to change. Following a reassessment of person hours and contract close out reporting, the project cumulative hours originally reported in the 2015 annual report now totals 56,927,630.

4.0 Canada-NL Content Estimates

The Newfoundland and Labrador content percentage of the 2016 expenditures totaled 50%, Other Canadian 4% and Non-Canadian expenditures totaled 46%. As a cumulative project figure, the content percentages are Newfoundland and Labrador 53%, Other Canadian 7% and Non-Canadian 40%.

Canadian-NL Content Estimates Hebron Project Year 2016			
Reporting Period	Content		
	NL	Other Canadian	Non-Canadian
Year to Date	50%	4%	46%
Project Cumulative	53%	7%	40%

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 2016, EMCP continued its participation in conferences, information sessions and business networking events to increase accessibility and provide information related to the project's procurement process. EMCP is committed to providing manufacturers, consultants, contractors and service 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 2016, some of the main contracts awarded by EMCP include Drilling and Completion Fluids, Directional Drilling and Measurement Services, Completion Equipment and Associated Services, ROV Supply and Services, Catering and Accommodation Services, Oilfield Chemicals and Supplies, Deck Services, and Casing and Cementing Accessories.

Please see Appendix I for listing of new contracts awarded with a value greater than \$250,000 during the reporting period January 1, 2016 to December 31, 2016.

KKC – Gravity Based Structure

KKC's procurement focus during 2016 was on Marine Operations and preparation for tow-to-field. Activity at the Bull Arm site throughout the year included completion of post tensioning, mechanical completion, submergence testing and GBS/topsides mating.

Key progress in the area of subcontracting in 2016 included the awarding of the following contracts to NL and Canadian companies:

- Channel and Tow Route Survey – Tow to Field awarded April 2016
- Supply of Towing Fleet awarded August 2016
- Simulation Services awarded August 2016
- Supply of WROV and Engineering Support awarded April 2016

WorleyParsons – Topsides

Throughout 2016, WorleyParsons focused its procurement efforts on a number of areas, including monitoring remaining subcontracts and purchase orders, ensuring continued 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 including the close out process for all purchase orders and subcontracts.

Some highlights in the area of procurement during 2016 include:

- The Integration Hook up and Commissioning (IHUC) scope which is being carried out by WGC continued into 2016 and the remaining procurement packages and subcontracts associated with the scope were awarded. Approximately 30 PO and subcontract packages have been awarded for the IHUC scope. WorleyParsons Procurement and Benefits teams continued to provide oversight, including posting of all significant procurement and subcontracting activity for the IHUC scope on the WorleyParsons Hebron Topsides website.
- As of the end of 2016, all of the WorleyParsons packages (approximately 170) were awarded. Numerous packages have been closed out in 2016 and a systematic close out process continues to be followed to ensure all documentation including requisite Benefits documentation is on file.
- All of the packages for the Living Quarters at NEAL were completed in 2016
- WorleyParsons Benefits continues to ensure compliance with the full and fair opportunity and first consideration requirements of the Atlantic Accord legislation.

6.0 Supplier Development

Throughout 2016, the Supplier Development Coordinator continued communication with local vendors to address questions concerning the Hebron Project and potential opportunities.

During Q1 2016, 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 2016 – Aboriginal Entrepreneur's Business Forum hosted by the Qalipu Mi'kmaq First Nation band in Corner Brook, NL. The theme of the forum was focused on engaging youth in business innovation.

During Q1 2016, Strategic Concepts Inc. (SCI) presented their analysis of their report 'Major Oil Developments' Procurement Activity in Newfoundland and Labrador (NL)' to the C-NLOPB. Representatives from the C-NLOPB and EMCP attended the presentation.

The Supplier Development Coordinator attended the 2016 Noia Conference at the St. John's Convention Centre during Q2 2016. Among the several keynote speakers for the week was the President of EMCP, Alex Guiscardo, who provided an update on the company's behalf.

During Q3 2016, the Hebron Project held a Supplier Information webcast. Over 260 suppliers registered and logged in to watch a presentation and listen to various presenters. Project updates were provided by EMCP, KKC and WorleyParsons. An overview of the project's Supplier Diversity Program was also provided. Strategic Concepts Inc. (SCI) presented an analysis of its report 'Major Oil Developments' Procurement Activity in Newfoundland and Labrador'.

The Supplier Development Coordinator also received a number of inquiries during 2016 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

In 2016, EMCP remained on track in meeting the Hebron Project Development phase expenditure obligation of \$32.6 million. Expenditures for the year exceeded \$5.4 million.

Consistent with the approved R&D application for the Grand Banks Ocean Observing System and Associated Fibre-Optic links, the project was carried out by International Telecom and Alcatel-Lucent in 2016. The extra fibre pair was included in the overall fibre-optic link capacity and can be used for future R&D projects.

EMCP, as operator of the Hebron Project, contributed expenditures to the Impact of Seismic Activity on Northern Shrimp (Phase 1), an existing Joint Industry Project (JIP) administered through PRNL.

Seven applications were submitted to the C-NLOPB for consideration, which included R&D undertaken at Bull Arm in support of the construction of the GBS. The applications approved by the C-NLOPB include:

- Development of Roof Slab Liner
- Ballast Valve System Investigation
- GBS Hydrodynamic Response Study

Total billings in 2016 for the JIP(s) for which EMCP has committed funds was approximately \$72,000.

Hebron was a participant in the following JIP's in 2016:

- Bio-indicators – Diagnostic Tools for Effects Assessment of Specific Marine Life
- Marine Dredge Disposal
- Impact of Seismic Activity on Shrimp Behaviour
- Leach Storm Petrel Study

Investment in the Co-operative Education Program at Memorial University and College of the North Atlantic (CNA) continued during 2016 with EMCP, WorleyParsons and KKC employing 38 students on the project. A total of ten Memorial University students received the 2016-2017 Hebron Diversity Award and the Hebron Women in Science and Engineering Scholarship, each valued at \$3,000. In addition, six students from College of the North Atlantic students were recipients of 2016-2017 Hebron Diversity Award and Women in Industrial Trades & Engineering Technology Bursary, each valued at \$1,500.

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.
- The representation of women in skilled crafts and trades increased by 2% reaching original labour market availability of 9%. Availability dropped from 9% in the 2006 Census data to 7% in the 2011 Census data. However, the project continued to benchmark to 9% labour market availability for women in skilled crafts and trades.
- The representation of women in Managers and Supervisors categories increased from 6% to 12%.

Employment Categories	Women	Aboriginal Peoples	Visible Minorities	Persons with Disabilities
Management and Supervisory	12%	1%	1%	0.4%
Professional and Technical	18%	2%	2%	0.1%
Administrative	73%	1%	0%	1%
Skilled Crafts and Trade	9%	1%	0%	0%
Sales and Service	25%	2%	0%	0%
Manual Workers	15%	3%	1%	0%

Date: Workforce data as of October 31, 2016

* Please note percentages reflect Newfoundland and Labrador workforce

Implementation

- Diversity related outreach continued in 2016, and when compounded with initial diversity investments since 2010, totals approximately \$2 million on external outreach alone
- Funding has been distributed through multiple organizations throughout the province
- 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 included providing continued training in diversity commitments, harassment free workplaces and mental health first aid
- Monitoring, reporting and stewardship continues with focus on opportunities for improvement and streamlining

APPENDIX I
2016 Contract Award Listing

5.0 Procurement and Contracting

Tables below list contracts awarded with a value greater than \$250,000 during the reporting period January 1, 2016 to December 31, 2016.

Contracting Activity Hebron Project 2016		
Description	Contractor	Contractor Location (NL, OC, NC)
EMCP/EMCE CONTRACTS		
Emergency Management Services	Emergency Management Advisors Inc.	NL
Supply of Mud Logging Services	Schlumberger Canada Limited	NL
Supply of Laboratory Oil Analysis Services	Wear Check	OC
Drilling and Completions Fluids	Schlumberger Canada Ltd	NL
Cuttings Re-Injection Services and Drilling Drains Services	Schlumberger Canada Ltd	NL
Completion Equipment and Associated Services	Halliburton Group Canada	NL
Completion Equipment and Associated Services	Schlumberger Canada	NL
Open Hole Isolation Packer	Weatherford Canada Partnership	NL
Supply of Directional Drilling and Measurement Services	Schlumberger Canada Limited	NL
Stand Alone Sand Control Screens, with and without External Shunts	Weatherford Canada Partnership	NL
Supply of Catering and Accommodations Services	East Coast Catering Ltd	NL
Supply of ROV Supply and Services	Oceaneering Canada Limited	NL
Supply of Loose Lifting Gear	Extreme East Rigging Services	NL
Supply of 12 Volt Absolyte and Sprinter Marine Batteries	DNOW Canada	NL
Crane Maintenance and Management	Liebherr Canada Ltd.	NL
Drilling Materials and Services	Varco Canada ULC	OC
Supply of Boat Loading Hoses and End Connections	Beattie Industrial Ltd,	NL
Provision of Oilfield Chemicals and Supplies	Nalco Champion	OC
Replacement of Flare Tips, Sable, Hibernia & Hebron	Vertech Offshore AS	NC
Medium Voltage Switchgear, MCC's and ECMS (Electrical Control and Management System) Service and Repair	Powell Industries	NC
Ice Reconnaissance Services	PAL Aerospace	NL
Deck Services	Crosbie Salamis Ltd.	NL
Provision of Inspection Services	SNC Lavalin Industrial Atlantic Inc.	NL
Casing and Cementing Accessories	Halliburton	NL
Well Tracers	Tracerco	OC
Technical Support Services	Quest Global Services	NC

**Contracting Activity
Hebron Project
2016**

Description	Contractor	Contractor Location (NL, OC, NC)
SUBSEA7 CONTRACTS		
Provision of Logistics, Marine Agency and Immigration Services	PF Collins International	NL
Provision of Swivel and Weld Neck Flanges	FAD (Flange Acciaio & Derivati Spa)	NC
Provision of Fusion Bond Epoxy Powder Coatings	Bredero Shaw FJS	NC
KCA DEUTAG CONTRACTS		
Drill Pipe	NOV Grant Prideco	NC
EAST COAST TUBULARS CONTRACTS		
OCTG - 7" x 35# L8013Cr Tubing	Sumitomo	NC
Transportation of OCTG - 7" x 35# L8013Cr Tubing	DHL	NC
KKC CONTRACTS		
Winch Supply for Topside Mating Operations	ACE Winches & NOSO	NC
Supply of WROV and Engineering Support	DOF Subsea	NL
Rental of ClamShell Cutter Equipment and Supervisory Support	Innovator Industrial Services Inc.	OC/NL
Channel and Tow Route Survey	Fugro Geosurveys	NL
Rental for Topside Mating Winches	Ace Winches & NOSO	NC/NL
Navigation Services (Mating and Tow-to-Field)	Fugro Geosurveys	NL
Marine Outfitting (De-outfitting of BP Barge)	Aecon	OC
WORLEYPARSONS CONTRACTS		
Bearing Pads	Hanna Rubber	NC
In-Province Shuttle Service	Corporate Concierge Services Inc.	NL
Oil Spill Response Containers	Navenco Marine Inc.	OC
WOOD GROUP PSN CAHILL CONTRACTS		
Provision of PSV/FSV Re-certification, Leak Testing & Flange Management and Bolt Tensioning & Torqueing	PSV/FSV Re-certification: NewValve Services	NL
	Leak Testing & Flange Management: EnerMech Canada Ltd.	NL
Supply of Drilling Tubular Material	East Coast Tubulars & Workstrings Canada	NL
Provision of Valve Services	NewValve Services & Consulting Inc.	NL
Provision of Crane Testing Services	Axess Baffin Inc.	NL
Provision of Pre-Site Access Assessment Services	Surehire & Fit for Work	NL
Supply of Thermal Insulation and Associated Material	Atlantic Marine Services Crosbie Group Ltd.	NL
Provision of Industrial Specialty Coatings and Associated Services	Aluma Systems Inc.	NL
HVAC Testing, Adjusting and Balancing	Dawe Enterprises Ltd	NL
Vibration and Alignment Analysis Services	Atlantic Controls Ltd	NL
FAGIOLI		
Surveyor Services	Intertek/Edwards & Associates	NC/NL

APPENDIX II
2016 Hebron Photos



Rebecca Coffey, Project Engineer, Hebron Project, presenting cheque to Peter Hackett, Principal, Riverside Elementary

Funding Given to Riverside Elementary Technology and Engineering Club

During March, Rebecca Coffey, Project Engineer on the Hebron Topsides Project, presented a cheque for \$8,000 to Peter Hackett, Principal of Riverside Elementary in Clarenville. The funding was used to purchase Lego robotic kits, which will be used by the Hebron Technology & Engineering Club.

EMCP Supports Children's Charities

The annual Hebron Cup hockey tournament was held on January 24, 2016. Donations from the Hebron Project and staff went to Reason for the Rink children's charities.



ExxonMobil hockey team at the Hebron Cup

EMCP Supports Kids Eat Smart

EMCP sponsored the Kids Eat Smart Kitchen Party Gala which took place on April 30, 2016. Kids Eat Smart Foundation Newfoundland and Labrador is a registered charity that supports the education, health, and well-being of school age children in Newfoundland and Labrador through nutrition programs run by volunteers at schools and community centres. The \$10,000 in funding helped Kids Eat Smart deliver breakfast programs to schools throughout NL.



Hebron Senior Project Manager, Geoff Parker, launches countdown to Kids Eat Smart Kitchen Party



ExxonMobil Canada HR and Diversity Advisor, Jane Ballegooyen (right), presents Hebron Inclusion Award to Jonathan Richler (centre), Steel Communications. Also pictured is Kelly White, COD-NL executive director.

Funding Given to Coalition of Persons with Disabilities

On June 16, 2016, EMCP sponsored the Media Award at the Coalition for Persons with Disabilities – NL (COD-NL) Inclusion Awards. COD-NL Advocates for persons with all types of disabilities and aims to eliminate barriers and create inclusion for all. EMCP also provided funding to COD-NL for educational and awareness activities.

EMCP supports Neighbourhood of Friends Family Resource Centre

On June 23, EMCP made a donation of toys to the Neighbourhood of Friends Family Resource Centre in Clarenville. The centre will use some of the toys at the centre and others were used as giveaways at its Family Day in July. The Neighbourhood of Friends Family Resource Centre is a non-profit, community-based organization. It offers a variety of age-appropriate, play-based programs for children aged 6 and under designed to promote child development and enhanced family relationships and interaction.



Dan Thompson, EMCP's GBS Site Construction Manager, presenting toys to Louise Newell, Executive Director of Neighbourhood of Friends.



Hebron staff host female apprentices at Bull Arm

EMCP supports female apprentices

On June 27, 2016, Hebron invited 15 electrical, instrumentation and pipefitting apprentices to tour Bull Arm. The day included tours of different modules, learning about hook-up and commissioning and careers on major projects.

EMCP Supports Wreckhouse International Jazz and Blues Festival

EMCP was a Gold Sponsor of the Wreckhouse International Jazz and Blues Festival that took place from September 22 - 26, 2016 at various locations in St. John's. The goal of the festival is to foster an appreciation of creative music in NL.



Geoff Parker, Hebron Senior Project Manager, hosting Wreckhouse International Jazz and Blues Festival



Carolyn Barnes, Hebron Safety, Security, Health and Environmental Supervisor, taking part in the Petty Harbour Mini Aquarium's 2016 Animal Release Party

EMCP Funds Petty Harbour Mini Aquarium's Marine Legacy Program

During Q4 2016, EMCP donated \$10,000 to the Petty Harbour Mini Aquarium to support the organization's marine education efforts.

The contribution will be used to support operations of the Mini Aquarium and will allow it to provide meaningful career experience for young minds in the field of marine science.

Hebron funds local schools

The Hebron Project's annual Bull Arm back to school cash drive raised \$3700 thanks to generous donations by workers at Bull Arm. During Q4, the funds were donated to Clarendville High School and will help cover the cost of school supplies, field trips and extracurricular activities for students who may be challenged financially this school year.

EMCP also donated \$3000 for back to school assistance to students at Clarendville Middle School.



(L-R) Dan Thompson, EMCP's GBS Site Construction Manager, presenting donation to Ian Davidson, Principal of Clarendville High School