



## ExxonMobil Canada Properties



**Hebron Project Canada-Newfoundland and Labrador Benefits Report for the Period  
January 1, 2025 to December 31, 2025**

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## 1.0 INTRODUCTION

The Hebron field was discovered in 1980 and is located in the Jeanne d'Arc Basin, 350 kilometres southeast of St. John's, Newfoundland and Labrador (NL).

The Hebron co-venturers are ExxonMobil Canada Properties (EMCP), Chevron Canada Limited, Suncor Energy Inc. through the Hebron Petro-Canada Partnership, Equinor Canada Ltd. and the Oil & Gas Corporation of Newfoundland and Labrador. 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 Energy Regulator (C-NLOER). 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 NL;
- 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, provisions of the Hebron Benefits Plan include plans for:

- The employment of Canadians and, in particular, members of the labour force of NL;
- 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;
- Providing manufacturers, consultants, contractors and suppliers and service companies in NL, 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 NL and to goods manufactured in the Province, where those services and goods are competitive in terms of fair market price, quality and delivery;
- Establishment of an office in NL 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, 2025 to December 31, 2025 in the areas of expenditures, employment, procurement and contracting, research and development, and diversity.

## 2.0 CANADIAN-NL CONTENT ESTIMATES

The table below details the estimated Canada-NL content of actual expenditures during 2025.

NL	OC	NC	Total
54%	20%	26%	100%

NL = Newfoundland & Labrador, OC = Other Canadian, NC = Non-Canadian

## 3.0 EMPLOYMENT

The total number of full time equivalents (FTE) employed on the Hebron Project as of Q4-2025 was 1,071, of which 92% were NL residents, 5% were Other Canadian, and 3% were Non-Canadian based on Canadian General Standards Board (CGSB) reporting guidelines and the C-NLOER definition of residency (i.e. in compliance with the Newfoundland and Labrador Elections Act). Please note the following interpretation notes regarding Hebron employment information:

- The figures in this report may be subject to rounding differences.
- FTE represents the total hours worked divided by the average hours worked for a full-time position per quarter.
- FTE were identified in previous reports as 'Number Filled' and included some individuals who worked on the project less than full time. The numbers in this report reflect FTE.

### Hebron 2025 Residency Summary (as of Q4-2025)

Residency Summary	Newfoundland and Labrador	Other Canadian	Non-Canadian	Total FTE
Offshore	419	19	20	458
Onshore	571	31	10	613
<b>Total</b>	<b>990</b>	<b>50</b>	<b>31</b>	<b>1,071</b>
Percentage	92%	5%	3%	

### Total FTE by Gender and Discipline

Discipline	Number of FTE				Other		Total FTE
	Female	%	Male	%		%	
Administrative and Clerical	38	71%	15	28%	0	1%	53
Engineers	26	30%	62	70%	0	0%	89
Manual Workers	8	7%	105	93%	0	0%	113
Professionals	21	17%	101	83%	0	0%	122
Sales and Service	4	28%	11	72%	0	0%	16
Skilled Crafts and Trades	5	1%	340	99%	0	0%	345
Students	3	11%	21	89%	0	0%	24
Supervisors, Middle and Senior Managers	16	14%	102	86%	0	0%	118
Technicians	20	11%	171	89%	0	0%	192
<b>Total</b>	<b>141</b>	<b>13%</b>	<b>929</b>	<b>87%</b>	<b>*</b>	<b>0%</b>	<b>1,071</b>

Notes: Disciplines are based on the following National Occupational Classification (NOC) Codes:

- Administrative and Clerical: Administrative and senior clerical personnel and clerical personnel
- Engineers: Engineering NOCs within the professionals occupational group
- Manual Workers: other manual workers, semi-skilled manual workers
- Professionals: non-engineering NOCs within the professionals occupational group, partial semi-professional and technicians NOCs
- Sales and Service: intermediate, other, and skilled sales and service personnel
- Skilled Crafts and Trades: skilled crafts and trades workers
- Supervisors, Middle and Senior Managers: middle and other managers, senior managers, supervisors, and supervisors – crafts and trades
- Technicians: partial NOCs of semi-professional and technicians
- Students: any student enrolled at a recognized educational institution or accredited academic program and includes graduate and undergraduate students, cadets or any other student

#### 4.0 PROCUREMENT AND CONTRACTING

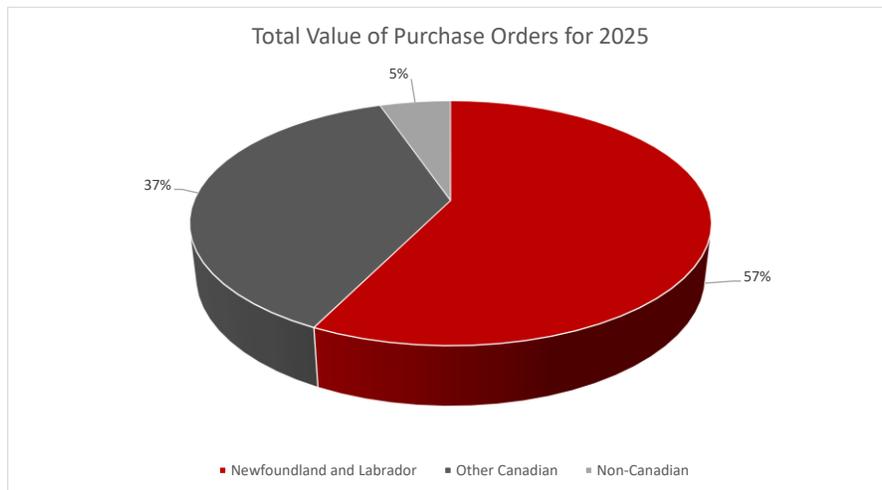
The table below provides a listing of Hebron’s new service contracts, services contract extensions, material contracts and material contract extensions with a value greater than \$250,000 awarded during 2025.

Hebron 2025 Contracting Activity			
Description	Contract Type	Contract Awarded to:	Contractor Location
M2512 - SPG600 Replacement Diesel Engine Purchase	Materials	Wajax	NL
G2103 - Hebron HP Inventory - Flowline FIT/FE, Temperature & Pressure Transmitter - CN 2626	Materials	Atlantic Controls	NL
Deck Services and Industrial Specialists	Services	Crosbie Salmis Ltd	NL
Fire Suppression Services and Materials	Materials and Services	K&D Pratt Group Inc	NL
Purchase of ManLift Unit	Materials	Pennecon Hydraulic Systems	NL
Purchase of CRI Pumps	Materials	Calder Ltd.	NC
W2405LL – Water Injector Manifold Valve	Materials	FMC Technologies	NC
G2104 – Techlok Piping Bulks	Materials	Westlund	NL
Supply of Subsea EPC	Service	Frontier Subsea	NL
Supply of Drilling Facilities EPC	Service	Frontier Subsea	NL
Supply of Completions Equipment and Services	Material and Services	<ul style="list-style-type: none"> <li>• Halliburton Group Canada</li> <li>• Baker Hughes Canads Company</li> <li>• Weatherford Canada Ltd.</li> <li>• Schlumberger Canada Limited</li> </ul>	NL
Supply of Drilling Tools and Services	Services	SES Canada, ULC (dba Workstrings Canada)	NL
Supply of Storage and Maintenance Facility	Services	Frontier Subsea	NL
Techlok Piping Bulks	Materials	Westlund Offshore	NL
Production Choke Valve	Materials	Score Canada Ltd.	NL
JIM 10 Tool Unit and Spinning Wrench Assembly	Materials	SLB Kristiansand (Cameron)	NC
Trip Tank Mod. Execution of EPC	Materials and Services	H&P (RDS)	NL
Supply of Pump Parts and Services	Materials & Services	Sulzer Rotating Equipment Services (Canada) Ltd.	OC
Supply of Engineering Services and Fabrication Oversight for Drilling Operations and Facilities	Services	Wood Group Canada Inc.	NL

Supply of Freight Forwarding & Customs Brokerage Services	Materials & Services	DSV Air & Sea Inc.	NC
Supply of Drill Bits	Materials	<ul style="list-style-type: none"> <li>Schlumberger Canada Ltd.</li> <li>Halliburton Group Canada</li> <li>Baker Hughes Canada Company</li> <li>NOV Canada ULC</li> </ul>	NL
Supply of OCTG and Associated Services	Materials & Services	East Coast Tubulars Ltd.	NL
Supply of Vessel Tank Cleaning Services	Services	GFL Environmental Services Inc., Pardy's Waste Management	NL/OC
Supply of MLCW and Associated Components	Materials and Services	NOV APL	NC
Supply of Replacement OLS Hoses	Materials	Dunlop Oil & Marine	NC
HP Production Choke Valve	Materials	Score Canada	NL
Supply of Wellsite Geologists	Services	NSB Energy Inc.	NL

### Purchase Order Analysis

During 2025, 8,709 Purchase Orders (POs) were awarded with a total value of \$613,720,189.30. The chart below summarizes the percentage of the total awarded value by location.



### 5.0 SUPPLIER DEVELOPMENT

Throughout 2025, Supplier Development activity continued with local vendors regarding the Hebron Project and potential opportunities.

- ExxonMobil Canada President provided an overview of local activities at the Energy NL Conference. Representatives also attended the conference to network with suppliers, including hosting an ExxonMobil Canada exhibitor booth where QR codes were available for suppliers to scan for information about procurement opportunities and the supplier diversity program.

## 6.0 RESEARCH AND DEVELOPMENT

Listed below are some key research and development and education and training activities related to the Hebron Project that took place in 2025.

- MUN AI Phase 1
- CNA School for Sustainability
- MUN Hyperspectral Imaging for Petroleum Core Characterization
- Canada Summer Games – Catch the Spirit E&T Program
- MUN Carbon Capture and Utilization from Point Sources using Biomass Based Adsorbents
- CoLab Review AI
- CORSphere – Marine Fleet Management Platform
- MUN CCS Project: Special Core Analysis for Supercritical CO<sub>2</sub> (SCAL 4 scCO<sub>2</sub>)
- MUN Additive Manufacturing
- Memorial BioChar Carbon Capture
- Memorial CiSMART Project
- Memorial CO<sub>2</sub> Marine Metabolism
- Graduate Student Intern Funding
- Post-Secondary Student Programs
- CNA/ABS Drone Inspection Program
- Genesis AI Garage
- Genesis Expanded Programming
- FocusFS
- Remote Medical Response Training Program Development (ABBBBA - Team Broken Earth)
- Memorial Research Computer Centre
- Abyss AI Assisted Drone
- Next Generation Weather Forecasting & Marine Data (Phase 0)
- K-12 Student Outreach Programs

7.0 HEBRON PHOTOS



Hebron sponsored the Fearless St. John's Women's Summit. The Summit brought together professional women and entrepreneurs who are living their lives fearlessly or are taking steps towards building the life they dream of.



Hebron was the Catch the Spirit Program sponsor at the 2025 Canada Summer Games and hosted an interactive booth at sporting events.



The Hebron and Hibernia projects made a \$5.6M investment to develop local AI talent capabilities and accelerate the foundation of CoLab's ReviewAI.

EMCP contributed \$100,000 between two organizations to support wildfire relief efforts. \$50,000 to the Canadian Red Cross to help people and communities impacted by fires in the province. \$50,000 to the Community Foundation of Newfoundland and Labrador through the '2025 NL Forest Fires Recover Fund'.



EMCP was the presenting sponsor for the 2025 Janeway Children's Hospital Jamarama. Guest speakers visited the office, and employees wore their pyjamas to show their support.

EMCP sponsored the annual East Coast Trail fundraising hike. Employees participated and raised additional funds for the trail. All donations support maintenance and protection of the trail.



## 8.0 INCLUSION & DIVERSITY

### 2025 Hebron Inclusion & Diversity Report

#### Introduction

It is the ongoing responsibility of ExxonMobil Canada Properties (EMCP) to oversee the implementation and execution of the Hebron Project Diversity Plan to meet its regulatory and contractual requirements. EMCP's approach to achieving success in diversity takes a long-term view and focuses on sustainability following implementation. The report below includes results from EMCP's workforce self-identification survey and initiatives completed in 2025.

Representation of Designated Groups				
Employment Categories	Women	Indigenous Peoples	Visible Minorities	Persons with Disabilities
	2025	2025	2025	2025
Managers and Supervisors	17%	0%	4%	0%
Professional and Technical	12%	1%	4%	0%
Administrative	68%	1%	4%	1%
Skilled Crafts and Trades	2%	2%	3%	1%
Sales and Service	25%	0%	14%	0%
Manual Workers	6%	0%	5%	0%

#### 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.

#### Implementation of Hebron's Diversity Plan

The Plan comprises five pillars, representing the types of initiatives required to support meaningful, long-term employment for members of the designated groups with a focus on business access for members of the designated groups.

##### Pillar 1 - Skills Development through Community Investment

In 2025, EMCP, its main contractors and co-ventures sponsored and invested in a variety of organizations that provide community-based programming to further support efforts to increase participation of designated groups in all aspects of community. Some examples include Kids Eat Smart Foundation, 2025 Canada Summer Games Catch the Spirit Program, St. John's International Women's Film Festival, ESTEEM Women and scholarships.

In 2025, Hebron representatives also participated in workshops for sharing of best practices in I&D, attended community events and continued consultations with educational institutions and organizations.

## **Pillar 2 - Recruitment and Selection of Qualified Candidates**

EMCP has a recruitment and selection process that emphasizes equity and fairness by ensuring a bias-free process, consistent methodologies, equity language in job postings and opportunities for students. The continued effectiveness of the process will be monitored and reviewed over the life of the Hebron Project, and EMCP will continue to work with key stakeholders to identify measures that contribute to success in the recruitment and selection of members of the designated groups. EMCP also requests that its main contractors seek to increase the numbers of women in the workforce. EMCP and its main contractors source new graduates and co-op students from Memorial University and the College of the North Atlantic. Recruiting efforts are reflective of the business environment.

## **Pillar 3 - Establishment and Development of Supportive Work Environment**

In 2025, EMCP and its main contractors implemented the following work environment initiatives:

- Communication of Hebron Diversity Plan and key policies/guidelines in contractor kickoffs/refreshers, including diversity best practices and expectations.
- Employee utilization of the Hebron Employee Relations Council (HERC) to implement and resolve platform wide work environment opportunities and concerns.
- Diversity and inclusion considerations in Hebron operations planning and succession planning.
- EMCP's Women's Interest Network (WIN) provided information sessions, resources and volunteer opportunities for employees.
- EMCP's PRIDE Network collaborated with their allies to provide resources and opportunities to celebrate PRIDE Month and National Coming Out Day.
- EMCP representatives attended I&D sessions.
- EMCP I&D Core Team continued to seek out opportunities for knowledge sharing with employees including presenting in an employee forum.
- EMCP employees were invited to events that encourage teambuilding and a supportive work environment.
- EMCP encouraged employees to complete the "Be There" mental health awareness training program. The program is a key step to fostering a culture of psychological health and safety.
- EMCP coordinated support and communication of resources to employees impacted by wildfires in Newfoundland and Labrador.

## **Pillar 4 - Monitoring and Reporting**

In 2025, EMCP and its contractors implemented the following monitoring, reporting and stewardship measures:

- Onboarding process for new contractors includes review of key policies, guidelines, plans and requirements.
- Continued dialogue with representatives from contractors and sub-contractors regarding diversity best practices and expectations.
- Continued internal monitoring of contractor's recruitment and supportive work environment efforts.
- Continued internal monitoring of progress and ongoing assessment of tools and processes.
- Benefits Questionnaires moved to an online portal. This enhancement is expected to improve the consistency and accuracy of the data collected, while providing clearer guidance and a streamlined experience for proponents.
- Conducted I&D meetings throughout the year.

## **Pillar 5 - Business Access**

Business access for diverse companies in a Canadian supplier environment remains a focus for the Hebron Project. The Hebron Project Supplier Diversity Program has established an open environment for business access and continues to help grow a base of local diverse certified suppliers. Organizations such as WEConnect International in Canada (WCI), Canadian Aboriginal, Minority Supplier Council (CAMSC), and Canadian Gay and Lesbian Chamber of Commerce (CGLCC) offer certification to diverse businesses. WCI membership continues to grow since the launch of the Hebron Supplier Diversity Program in 2013.

### **2026 Implementation**

In 2026, EMCP and its main contractors will continue to:

- Review initiatives for effectiveness, evaluate new opportunities as they arise.
- Encourage, support and recognize employee participation in inclusion and diversity programming.
- Collaborate with community partners to reach a diverse selection of qualified candidates for hiring
- Continue to seek opportunities to support supplier development and continue the promotion of the approved Supplier Diversity Program and Vendor Database.