

EMPLOYEE RELATIONS



Syncrude offers diverse opportunities to be part of Canada's dynamic oil sands industry and to contribute to the pursuit of innovation and meaningful solutions regarding our nation's energy needs. Towards this, Syncrude provides a respectful workplace and rewarding careers, hiring locally from the Wood Buffalo region wherever possible, increasing Indigenous representation and diversity in our workforce, and building an organization of proud and motivated employees.

Below are just a few highlights of our employment philosophy, and how we engage and recognize the ongoing contributions of our people.

WORKFORCE OVERVIEW

In 2019, Syncrude's workforce numbered around 5,000 people. Hiring occurs in key essential positions throughout the year and in 2019 we welcomed 343 new employees, including 23 Indigenous employees. Indigenous representation in our workforce is currently about 10 per cent and seven per cent of leadership positions. Local residents comprised 82 per cent of all new hires during the year.

HOW WE ENGAGE

Engaging employees through ongoing dialogue is a top priority for Syncrude. We accomplish this through efforts such as regular employee forums, surveys and other communication channels. Furthermore, our Pipeline tool enables employees to confidentially ask questions of senior leaders, make suggestions or offer opinions on company policies, actions and plans. It is intended to enhance transparency, build an informed workforce and identify opportunities for continuous improvement.

Employees also have access to a variety of communication interfaces, including company-wide channels such as videos, newsletters, bulletins and a dedicated employee website.



CAREER DEVELOPMENT FOR NEW GRADUATES

Syncrude's Initial Professional Development Program (IPDP) aims to provide employees who are recent graduates with the tools necessary to achieve growth and success in the workplace and community. Participants spend three to four years in the program, which includes a variety of development activities and mentorship from experienced professionals. Participants' workplace responsibilities in their given areas progress throughout their time in the program, until completion where they are then promoted to the fully qualified level.

In addition to IPDP, recent graduates and co-op students attend quarterly networking events hosted by the Syncrude Network Advisory Program (SNAP). The sessions bring participants together with Syncrude leaders, managers and executives to promote better understanding of culture at Syncrude and in the region. Participants also can engage in one-on-one sessions with senior Syncrude employees, which foster valuable cross-functional communication.

WOMEN'S INTEREST NETWORK

Syncrude's Women's Interest Network (WIN), launched in late 2015, continues to gain traction with 14 per cent of our employees now active members, including about 50 per cent of our workforce who identify as a woman. WIN provides resources such as mentorship, personal development, networking and community involvement activities. The intent is to share information, provide experiences and develop skills that enhance life at work and at home. Syncrude's Senior Vice President is the executive sponsor and a Vice President chairs the WIN Steering Committee.

COMMUNITY-MINDED WORKFORCE



Since 1979, Syncrude has contributed more than \$35 million to United Way, including a 2019 workplace campaign that raised more than \$2.3 million. Syncrude raised about half of the \$4.65 million generated by the United Way's local community campaign. It also enabled employee donors to witness first-hand the impact of their contributions through visits to United Way beneficiary agencies.

FINANCIAL AND RETIREMENT PLANNING ASSISTANCE

Syncrude strives to help employees attain maximum value from their company-provided benefits and manage their personal finances through regular information sharing and opportunities to engage with financial planning experts. For example, to assist employees in preparing for retirement, a retirement navigator tool is available to help employees map their way to financial security. The tool allows them to view their personal pension information; estimate retirement income from all sources; model pension scenarios; and run estimates based on different retirement ages and assumptions about the future. The tool is hosted on a secure external server that safeguards employees' personal information.

VISION AND VALUES AWARDS

To recognize employee teams and individuals that exemplify Syncrude's operating philosophy, Syncrude each year holds the Vision & Values Awards – the company's highest level of employee recognition.

Congratulations to the many employees, teams and departments that were recognized in 2019: Mike Mazzeo, Brooke Bennett and Aivene Mandi Santa Ana, Raw Water Leak Team, Fire Pit Construction Team, Fibre Optic Network Relocation Team, Power Outage Team, Deedra Evans, Benefit Plans Review Team, Telecommunications Team, Bruce Decker, Fluid Coker 8-2 Decoke Evaluation Team, Preston Brittain, Bird Deterrent & Protection Team, Aurora Froth Line- 2 Task Force, Mildred Lake Bitumen Production Team, Duane Wolbeck, Slurry Piping Team, Bitumen and Gas Oil Import/Export Team, Terri Reeb, Slips, Trips and Falls Safety Team, P.O.H.V. Team, CO Boiler & Plant 29-1 Reliability Improvement Team, Aaron Cosby and Robert Cloutier, and Paul Beland.

Safety awards were also presented to Aurora North Mine-Dumps and Structures, Aurora North Mine-Production and Contracts, and Operations Support Mining.

CORPORATE AWARDS

Syncrude is proud to have received two corporate awards in 2019. These reinforce our efforts to be a preferred employer and a responsible oil sands producer, and include:

Forbes Best Employers 2019

Syncrude was recognized as among Canada's Best Employers of 2019 by Forbes Media. Syncrude was ranked 36th among 300 named companies across 25 industries. Forbes surveyed 8,000 Canadians working at large companies and institutions with 500+ employees. Participation in the survey was voluntary and involved more than 30 questions about working conditions. Respondents were also asked to determine, on a scale of zero to 10, how likely they were to recommend their employer to someone else, as well as how they feel about other employers in their respective industries.

Keyano College Partner of the Year 2019

Keyano College recognized Syncrude as its Partner of the Year, recognizing our regular and meaningful financial support to the College, as well as being a great steward of the College in the community at-large.

Employee Relations Performance Data	2015	2016	2017	2018	2019
Permanent Workforce:					
Total	4,992	4,805	4,750	4,822	5,003
# under age 30 ¹	688	614	570	521	557
# age 30-50 ¹	2,875	2,854	2,834	2,954	3,062
# over 50 ¹	1,359	1,337	1,346	1,347	1,384
% under age 30 ¹	14	13	12	11	11
% age 30-50 ¹	58	59	60	61	61
% over 50 ¹	28	28	28	28	28

Employee Relations Performance Data	2015	2016	2017	2018	2019
Temporary and casual (#)	119	157	170	142	177
Trades and operators (#)	2,696	2,646	2,633	2,630	2,659
Administrative, professional and technical (#)	2,226	2,159	2,117	2,192	2,344
% employees covered by collective bargaining agreements	0	0	0	0	0
Leadership:					
% under age 30 ²	5	5	4	2	1
% age 30-50 ²	62	62	64	69	70
% over 50 ²	34	34	32	29	29
New Employees:					
Total	75	173	236	307	343
# under age 30 ¹	48	95	122	121	162
# age 30-50 ¹	23	70	100	169	157
# over 50 ¹	4	8	14	17	24
% under age 30 ¹	64	55	52	39	49
% age 30-50 ¹	31	40	42	55	46
% over 50 ¹	5	5	6	6	6
Trades and operators (#)	30	125	181	193	201
Administrative, professional and technical (#)	45	48	55	114	153
Men (#)	43	134	187	230	263
Women (#)	32	39	49	77	91
Indigenous (#)	11	33	25	21	23
Diversity					
Indigenous Representation³:					
Number of employees	461	470	481	481	484
% of permanent Syncrude workforce	9.4	9.8	10.1	10.0	9.7
% of new hires	14.7	19.1	10.6	6.8	6.5
% of leaders ²	6.3	7.3	6.9	7.4	7.0

Employee Relations Performance Data	2015	2016	2017	2018	2019
Women Representation:					
Number of employees	966	937	917	954	1016
% of permanent Syncrude workforce	19.6	19.5	19.3	19.8	20.3
% of new hires	42.7	22.5	20.8	25.1	25.7
% of leaders ²	13.0	15.2	15.2	14.2	16.9
Recruiting Effectiveness:					
New hire acceptance rate (%)	94	93	93	88	95
Local hires (% of all new hires)	51	94	90	94	82
Attrition:					
All employees, including retirements (%)	1	1	1	1	1
Employee initiated termination (%)	2	2	2	2	1
# under age 30 ¹	44	29	21	23	8
# age 30-50 ¹	124	90	100	80	81
# over 50 ¹	158	157	134	142	126
% under age 30 ¹	14	11	8	9	4
% age 30-50 ¹	38	33	39	33	38
% over 50 ¹	49	57	53	58	59
Company initiated termination (%)	1	1	1	1	1
Retirements (%)	3	3	2	2	2
Indigenous (%)	6	6	4	4	5
Women (%)	7	7	7	5	5
Trades and operators (%)	6	5	6	4	4
Administrative, professional and technical (%)	8	7	5	6	5
Employee Productivity:					
Thousand barrels of production per employee	19	21	19	19	21
Average employee service (in years)	11	11	11	11	11
Women	10	10	10	10	10
Indigenous	12	12	13	13	13
Wages, compensation, training and benefits:					
Ratio of standard entry level wage to minimum wage ⁴	3.6	3.4	3.1	2.8	2.9
# of hours in training per employee ⁵	42	39	51	58	66

Employee Relations Performance Data	2015	2016	2017	2018	2019
Annual scholarships, bursaries and endowments (\$ thousands)	749	663	695	753	735
Number of employee student scholarships	425	322	379	392	382
Tuition refunds to Syncrude employees (\$ thousands)	396	172	652	552	760
Employee & Family Assistance Program (EFAP) utilization:					
# of clients as % of Syncrude workforce	16.3	19.5	18.1	16.1	13.3
Ethics and Business Conduct:					
Anonymous reports of non-conformance ⁷	11	11	18	54	49
Confirmed cases of non-conformance	0	0	0	0	1

1 New classification starting in 2015 to align with Global Reporting initiative standard disclosure guidance. Refer to previous reports for prior data categories.

2 Calculated as percentage of permanent Syncrude leaders.

3 Self-declaration only; Syncrude does not mandate employees to disclose minority or cultural status.

4 Based on basic wage for entry level trades/operators position and Alberta hourly minimum wage of each reporting year.

5 Per annum. New indicator starting in 2014 to align with Global Reporting initiative standard disclosure guidance.

6 Includes service and safety awards.

7 Anonymous and confidential reporting is enabled through EthicsPoint, an independent third-party hotline managed by NAVEXGlobal. Note that not all reports are ethics-related.