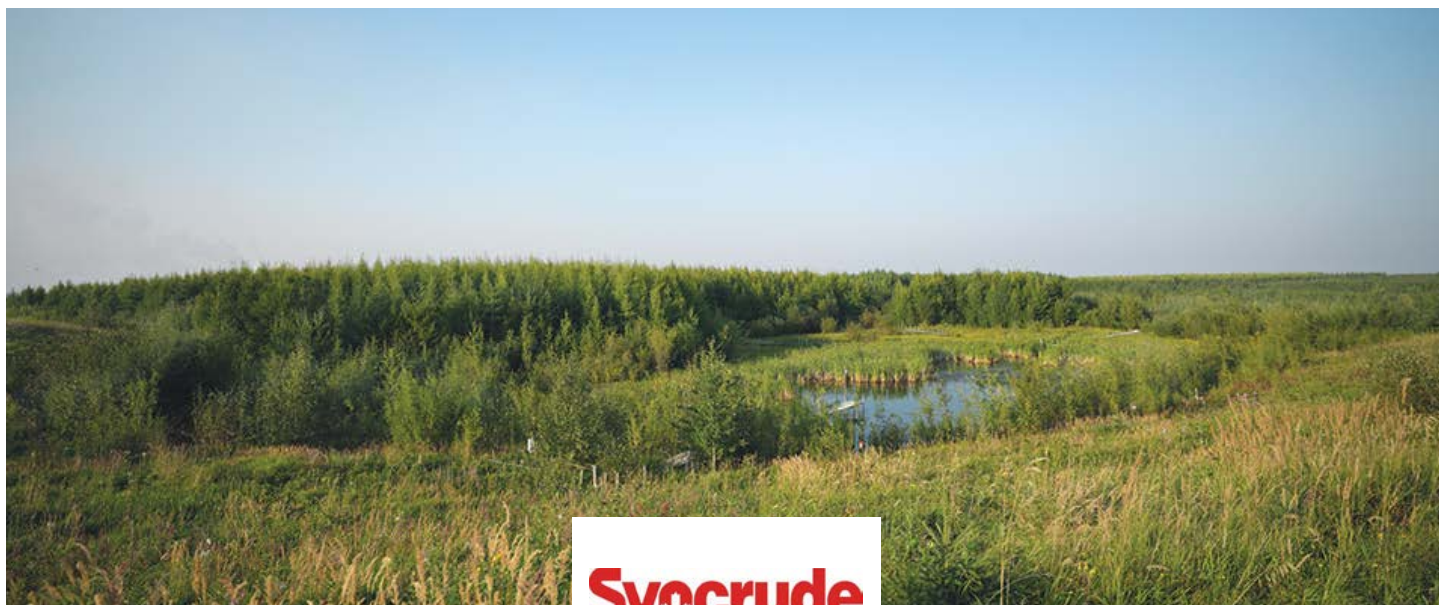


## TSM Performance by Company

### Syncrude Canada Ltd.



**Syncrude**  
Securing Canada's Energy Future

For over 50 years, Syncrude's commitment to responsible development has been reflected by its support for local communities, continued improvement in environmental performance, and emphasis on a safe, healthy and respectful workplace.

The company operates technologically advanced oil sands mines, as well as extraction, upgrading and utilities facilities at its two sites north of Fort McMurray, Alberta. Current production capacity is 350,000 barrels of high-quality, light, low sulphur crude oil per day.

A culture of innovation drives continued progress throughout the organization, resulting in recent investments totalling over \$3 billion in tailings treatment processes, fen wetland reclamation and air emissions reductions. Syncrude consistently ranks among the top 50 research and development spenders in Canada and collaborates with industry partners through Canada's Oil Sands Innovation Alliance (COSIA).

Syncrude's 2016 TSM results were externally verified. Highlights include:

#### ABORIGINAL AND COMMUNITY OUTREACH

Verified at a Level AAA in all areas, Syncrude is one of the top employers of Indigenous people in Canada and to date has spent over \$2.5 billion with Indigenous-owned companies. The company champions Indigenous inclusion nationally through engagement with the Canadian Council for Aboriginal Business, Indigenous Works and Inspire. Its program has also been certified five times at the top level in the Progressive Aboriginal Relations (PAR) program.

#### BIODIVERSITY CONSERVATION MANAGEMENT

Syncrude achieved a Level AAA for all three indicators. The company's management of biodiversity includes extensive evaluation, monitoring and reporting programs aimed at avoiding or mitigating significant adverse effects to land and wildlife.

Syncrude's commitment to innovative and progressive reclamation practices has resulted in over 3,500 hectares of land being reclaimed from mining operations to date.

### CRISIS MANAGEMENT AND COMMUNICATIONS PLANNING

Syncrude scored "yes" for all indicators. The company regularly conducts emergency response simulations, including desktop and site-wide simulations, to ensure all personnel are properly trained and tested. Pre-plans exist for all medium- and high-level risks, and spokespeople are identified and trained.

### ENERGY USE AND GHG EMISSIONS MANAGEMENT

Syncrude's energy and GHG management and reporting systems achieved Level AAA ratings. Due to reliability issues within the upgrader and lower than anticipated production levels, the company met its targets only once over the last four years. This resulted in a Level A for the performance targets indicator.

### SAFETY AND HEALTH

Syncrude was verified at a Level AAA across four indicators, and a Level AA for the performance indicator. The company is committed to protecting and promoting the safety and well-being of employees, contractors, communities and the environment. With the integration of world-class management approaches, such as the Loss Prevention System (LPS), a safety culture is evident throughout its operations.

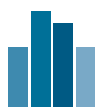
### TAILINGS MANAGEMENT

Syncrude achieved Level A ratings in all areas, reinforcing a commitment to ensure the responsible management of its tailings facilities. The review confirmed the activities that support this commitment are in place, including senior endorsement, accountabilities, budget allocation, annual reviews and formal reporting systems. The company is working towards a formal third-party assessment to improve its results in this protocol.

🔗 For more information, please visit [www.syncrude.ca](http://www.syncrude.ca)



Worker at Syncrude's oil sands facility near Fort McMurray, Alberta.



Externally  
Verified Results

2016 TSM Results

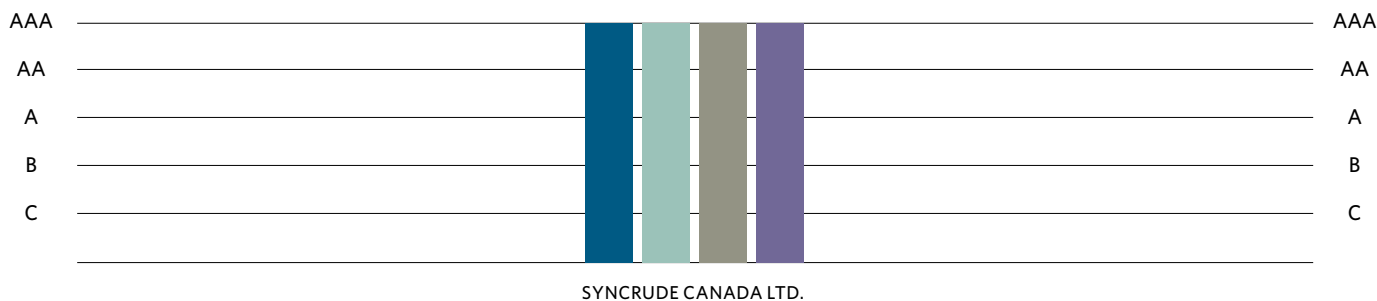
Syncrude Canada Ltd.

Crisis Management and Communications Planning Assessment

FACILITY	PREPAREDNESS	REVIEW	TRAINING
SYNCRUDE CANADA LTD.	✓	✓	✓

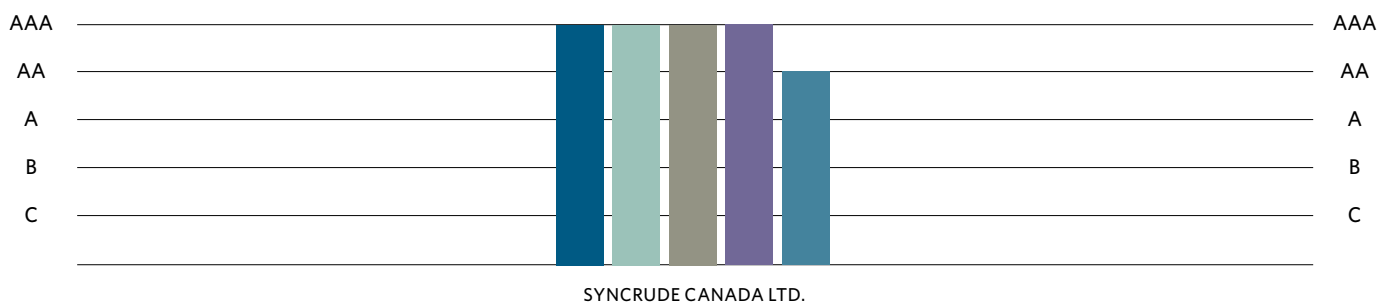
Aboriginal and Community Outreach Assessment

- COMMUNITY OF INTEREST (COI) IDENTIFICATION
- COI RESPONSE MECHANISM
- EFFECTIVE COI ENGAGEMENT AND DIALOGUE
- REPORTING



Safety and Health Assessment

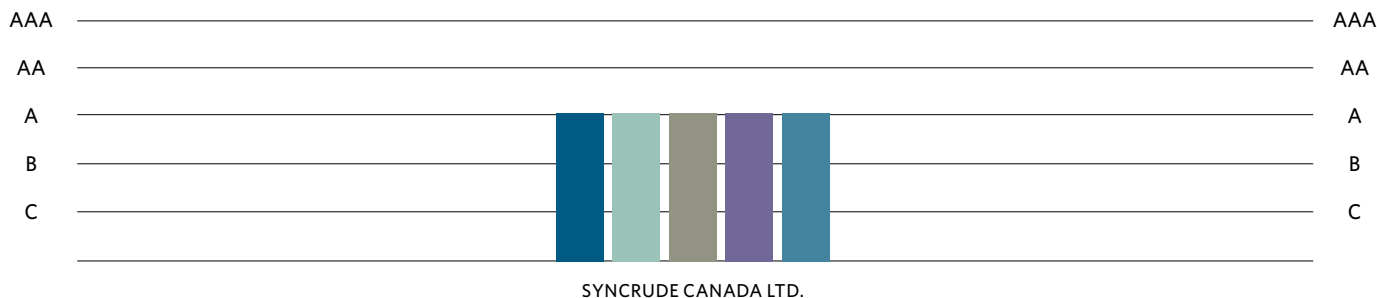
- COMMITMENTS AND ACCOUNTABILITY
- TRAINING, BEHAVIOUR AND CULTURE
- PLANNING AND IMPLEMENTATION
- MONITORING AND REPORTING
- PERFORMANCE



## Tailings Management Assessment

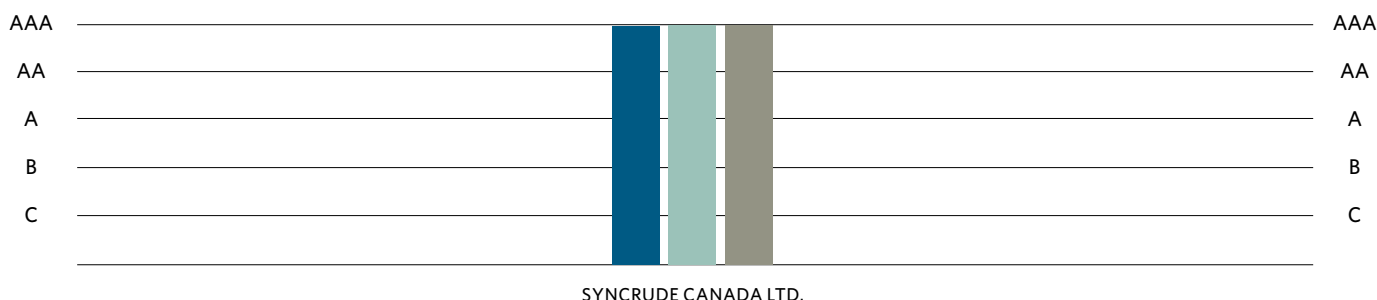
Externally  
Verified Results

- TAILINGS MANAGEMENT POLICY AND COMMITMENT
- TAILINGS MANAGEMENT SYSTEM
- ASSIGNED ACCOUNTABILITY AND RESPONSIBILITY FOR TAILINGS MANAGEMENT
- ANNUAL TAILINGS MANAGEMENT REVIEW
- OPERATION, MAINTENANCE AND SURVEILLANCE (OMS) MANUAL



## Biodiversity Conservation Management Assessment

- CORPORATE BIODIVERSITY CONSERVATION POLICY, ACCOUNTABILITY AND COMMUNICATIONS
- FACILITY-LEVEL BIODIVERSITY CONSERVATION PLANNING AND IMPLEMENTATION
- BIODIVERSITY CONSERVATION REPORTING



## Energy Use and GHG Emissions Management Assessment

- ENERGY USE AND GHG EMISSIONS MANAGEMENT SYSTEMS
- ENERGY USE AND GHG EMISSIONS REPORTING SYSTEMS
- ENERGY AND GHG EMISSIONS PERFORMANCE TARGETS

