



I'm in the picture

Suncor Energy's Standards of Business Conduct
The Way We Do Business
Revised 2011 / 2012



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A message from
Steve Williams,
president and chief
operating officer



The Way We Do Business serves as a guide to the standard of behaviour expected on matters that are important to our company.

Suncor is a company based in values. And a key value for Suncor is people – our employees, our contractors and those who live in the communities where we do business. We are intent on building and maintaining mutual trust and respect while working safely and lawfully.

In support of this, Suncor upholds high standards of honesty, integrity and ethical behaviour. This means we expect all representatives of our company to conduct Suncor's daily business in a safe, fair, honest, respectful and ethical manner.

The Way We Do Business is a summary of Suncor's Policy Guidance and Standards (PG&S) that comprise our Standards of Business Conduct Code. It serves as a guide to the standard of behaviour expected on matters that are important to our company.

As part of your working relationship with Suncor, you must understand and comply with the Code. If you are not sure about a situation, just ask. You can discuss a situation with your supervisor or refer to the *Where to get help* section at the end of this booklet.

How we conduct ourselves day-to-day to achieve our business results is as important as the results themselves. I encourage you to be honest and ethical in every business situation, thinking about what is right and acting in a way that reflects Suncor's values.

Your understanding and commitment to Suncor's Standards of Business Conduct Code is important to your personal and our collective success.

Steve Williams

Steve Williams
President and Chief Operating Officer



Suncor's values

We must always conduct business in a highly principled manner and never sacrifice our ethics for the sake of achieving a business target.

Suncor has values that we use to guide all levels of our business.

- Safety – Each of us is personally responsible for our own safety and the safety of others.
- People – We work with one another in a positive way that builds mutual trust and respect.
- Leadership – We lead with courage, integrity, respect and wisdom.
- Sustainability – We develop energy in a way that provides economic prosperity, promotes social well-being and preserves a healthy environment.
- Accountability – We have clear responsibilities and deliver on our commitments.
- Performance – We deliver outstanding results.

Your responsibility



Every one of us has a personal responsibility for ensuring that our day-to-day business affairs are conducted in a fair, honest and ethical manner.

All employees, contractors, agents, and even members of our board of directors must understand and follow our Policy Guidance and Standards (PG&S) that comprise Suncor's Standards of Business Conduct Code.

Although you are not expected to know the details of all the laws that affect business, you are responsible for understanding the details of the PG&S relevant to your role, work area and geographic location so you can recognize potential risks and know when to seek advice.

The Way We Do Business sets out the basic rules, standards and behaviours that allow Suncor to maintain the confidence of our stakeholders. This includes customers, colleagues, shareholders, vendors, and the communities and governments where we do business.

Employees – Complying with the Code is a requirement of your employment with Suncor. Failure to do so may result in serious consequences including termination. If in doubt, review the applicable PG&S, discuss the matter with your supervisor, or seek the guidance of Legal Affairs. External service providers representing Suncor should seek guidance from their company contact.

Contractors – Contract staff must also comply with the Code. Contractors or consultants who are acting as Suncor's agents or are working on the company's behalf or in its name through outsourcing of services, processes or any business activity, are required to act consistently with the Code. This is a legal requirement of all contracts with Suncor.

If you are an employee who engages a contractor or consultant, you are responsible for making sure that compliance with the Code is a term of the contract.



Making the right decision

If for any reason you feel unable to discuss an issue with your supervisor, you can speak to your supervisor's leader, Legal Affairs, Human Resources, Internal Audit, your country manager or call Suncor's Integrity Hotline.

Ethical decision-making starts with good judgment and common sense. Before taking action in a situation ask yourself:

- Is anyone's life, health or safety, or the environment endangered by this action?
- Is it legal?
- Does it feel fair and honest?
- Does it compromise trust or integrity?
- Could I justify it to the public?
- What would I tell my close friend to do in a similar situation?

The guidance you need to handle most daily work situations is covered in this booklet. However, we recommend you review the detailed Policy Guidance and Standards that comprise the Code at www.suncor.com > working with us > business conduct or The Core > About Suncor > Suncor at a Glance > Standards of Business Conduct

Reporting suspected violations



If you suspect illegal or unethical behaviour or believe that the Code is being violated, you are responsible to raise your concern with your supervisor or one of the individuals listed under *Where to get help* at the end of this booklet. Covering up an issue or ignoring it can make it much worse. Attempts to conceal even a minor violation by altering or destroying company records can result in civil and criminal penalties that can be much worse than the penalties for the initial violation.

Unsure about your responsibility?

If you are unsure about your responsibilities under the Code or about what to do about a particular situation, **always ask first**. Your confidentiality is protected where appropriate. Suncor will not penalize or discriminate against anyone who provides information to the company relating to an activity he or she reasonably believes is illegal or contrary to Suncor policy.

Q I'm aware of some misconduct in my area, but I don't have all the facts. How certain should I be before I make a report? Should I try to collect more information first?

A No, it's not necessary to collect more information. In fact, it's a bad idea to conduct the investigation yourself. Simply report what you know. Suncor has procedures in place to properly investigate matters.



The Suncor Integrity Hotline

If you have concerns regarding suspected violations of the Code, call Suncor's confidential Integrity Hotline.

You may not feel comfortable or it may not be appropriate to talk to your supervisor about a suspected violation. That's why the Suncor Integrity Hotline exists. You can call the hotline 24 hours a day, seven days a week, 365 days a year. An external provider called EthicsPoint manages it. Topics you can report include improper payments, questionable accounting, conflicts of interest, dishonest behaviour, harassment, internal accounting controls, auditing matters, unfair competition practices or other matters of concern. To access the hotline, call:

North America

1-866-270-9577

For international access in countries where AT&T Direct Service is available, dial the AT&T access number, then 866-270-9577, as detailed below.

Syria

0-801, then 866-270-9577

Norway

800-190-11, then 866-270-9577

Germany

0-800-225-5288, then 866-270-9577

United Kingdom

0-800-89-0011, then 866-270-9577

Libya and other countries where AT&T Direct Service is not available

Call collect (reverse charge) to the EthicsPoint Contact Centre by following these steps:

- From an outside line contact your local operator and request a reverse charge or collect call to the US to 503-726-2426.
- When the operator asks who is placing the call, say "Suncor" (do not give your name).
- EthicsPoint Contact Centre accepts all reverse charge or collect calls.

Policy Guidance and Standards (PG&S)



The following section summarizes Suncor's Policy Guidance & Standards (PG&S) that make up the Standards of Business Conduct Code. All PG&S can be found by visiting www.suncor.com > working with us > business conduct or The Core > About Suncor > Suncor at a Glance > Standards of Business Conduct

ETHICAL CONDUCT IN THE WORKPLACE

- Prevention of Improper Payments
- Conflict of Interest and Confidentiality
- Disclosure of Material Information and Trading in Shares and Securities
- Competition
- Directors, Officers, Trustees and Board Members of Outside Organizations
- Trade Relations
- Harassment and Violence Free Working Environment

ETHICAL USE OF COMPANY PROPERTY AND INFORMATION

- Disclosure of Material Information and Trading in Shares and Securities
- Conflict of Interest and Confidentiality
- Accounting Reporting and Business Control
- Communications to the Public
- Trading Blackouts for Restricted Persons
- Reporting Insiders



Ethical conduct in the workplace

PREVENTION OF IMPROPER PAYMENTS

As a good corporate citizen, Suncor strives to do business transparently and in the best interest of the communities where we operate.

Suncor's position on bribery and corruption is clear – no employee, agent or contractor of Suncor or its subsidiaries will offer or accept a bribe. The direct or indirect offer, payment, solicitation or acceptance of bribes in any form (including a kickback, unlawful facilitating payment or favour) is unacceptable and contrary to Suncor's Code as well as applicable local and foreign laws.

Understanding the requirements can be tricky

The ethical and legal requirements in these situations can be complex. For example, while laws in some countries may allow facilitating payments, Suncor does not support their use by our employees, agents or contractors. However, in a situation where you believe your health or safety is at risk, you may make the payment and immediately report the situation to your supervisor, country manager or Legal Affairs.

Q I discovered that my supervisor has been sending gifts to an important European Union official. I talked to my supervisor and she admitted to a lapse in judgment and said she wouldn't send any more gifts. Should I pursue this issue further?

A There are many laws and regulations that affect the giving of gifts, meals and entertainment to public officials. There is a possibility that your supervisor has already contravened these laws or policies so the matter should be reported immediately. This will serve to protect your supervisor and the company going forward.

CONFLICT OF INTEREST AND CONFIDENTIALITY

Avoid any situation where you improperly benefit, or appear to improperly benefit, from company business decisions or knowledge acquired at Suncor.

A conflict of interest is when personal interests conflict with Suncor's interests. It can also mean when personal interests influence, or even appear capable of influencing, the decisions made in your job. You are required to report any situation that may create an actual or apparent conflict of interest.

The most common situations that could give rise to conflicts of interest are:

- Accepting gifts, favours or kickbacks from suppliers.
- Ownership of, employment by, or substantial personal or family financial interest in another company that is a customer, contractor, supplier, competitor of Suncor, or any relationship that conflicts with the obligations and confidence you owe to Suncor.
- Providing confidential information to competitors.
- Improperly using or providing insider information.
- Outside directorships with a Suncor customer, contractor, supplier or competitor.
- Conducting Suncor business with a firm owned or controlled by a Suncor employee, a friend or a family member.

Talk to your supervisor

Each situation must be assessed on its own facts. Talk to your supervisor about circumstances that could be perceived as a conflict of interest. Immediate, full and open disclosure creates an opportunity to address conflicting interests before any difficulty can arise. Where necessary, Legal Affairs can provide advice.

Q We need to contract a firm to facilitate our next offsite meeting. We are spending a lot of time looking for the right one. We could save Suncor a lot of time and effort by hiring my brother's firm, as I know they'll do a good job. Is this ethical?

A No, simply hiring a firm because you trust your brother is not a sound business practice. This situation creates a conflict of interest between your desire to help your brother and your objectivity in selecting the most competitive supplier. Disclose this conflict to your supervisor and withdraw from the selection process so your brother's firm may still compete for the work fairly.



See the Conflict of Interest and Confidentiality PG&S for more information

See the Directors, Officers, Trustees and Board Members of Outside Organizations PG&S for more information

Owning securities

Holding a substantial financial interest in an entity that is a customer, contractor, supplier, or competitor of Suncor is prohibited. It is however permissible to own securities through a blind trust such as mutual funds or to own less than one per cent of the issued and outstanding securities of customers, contractors, suppliers or competitors of Suncor whose securities are publicly traded as long as the investment does not represent a substantial portion of your assets.

Knowledge of undisclosed information

You may become aware of undisclosed material information regarding another publicly traded entity because of Suncor's activity with that entity (for example, through a joint venture).

This "special relationship" requires that you do not trade in the securities of that corporation with knowledge of undisclosed material information.

Q We have a new employee on our team that recently worked for another energy company. He gave me a tip about a growth announcement his old company's going to make very soon. Is it okay for me to purchase shares for this company at this time?

A No, it's not okay to act on this tip. Both you and the new employee could be in breach of securities laws and company policies. You should immediately discuss this information with your supervisor who should seek advice from Legal Affairs.

Remember:

Employees are encouraged to disclose and discuss. Disclose the actual, perceived or suspected conflict of interest to your supervisor or Legal Affairs and discuss ways to resolve it.



FAIR COMPETITION

Suncor does not engage in anti-competitive activities. We compete for business vigorously, honestly and in compliance with all applicable antitrust and competition laws.

Competition laws are in place to ensure fair competition in the marketplace for products and services. They generally prohibit agreements that tend to restrict competition, such as agreements between competitors regarding pricing, bidding, production, supply and customer practices, as well as a variety of other forms of unfair conduct.

Seek advice from your supervisor or Legal Affairs before discussing prices, customers, suppliers, marketing or production intentions with anyone outside Suncor, in particular any competitors.

Q At a recent meeting, I learned that two of my colleagues were planning to exclude a particular supplier from a Request for Proposal because they believe this supplier already has a large enough portion of the business in this area. Is this okay?

A No, Suncor competes for business honestly and fairly. Any processes that restrict competition are unfair and may contravene competition laws.

GIFTS AND ENTERTAINMENT

Gift-giving customs vary around the world but one principle is clear – the exchange of gifts cannot compromise, or appear to compromise, our ability to make objective and fair business decisions.

- As a guideline:
 - The benefit should be of token and low material value. Find out from your supervisor the maximum value for your business area and location.
 - We could easily, and do periodically, reciprocate.
 - The benefit occurs infrequently.
 - The exchange creates no sense of obligation.
- Never offer or accept gifts of cash or securities, or solicit gifts or favours of any kind.
- Inappropriate gifts received by employees should be returned to the donor.
- Perishable gifts may be donated to a charity and the donor notified.
- Never exchange gifts of any kind during times of contract tendering, negotiation or award.

This guidance applies to members of your immediate family as well.

What is acceptable?

Business lunches, the exchange of modest items between business associates, presentation of small tokens of appreciation at public functions or inexpensive mementos are acceptable.

Entertainment, such as business lunches, should be reasonable and never lead to a sense of obligation. Do not accept any entertainment that you could not justify on your Suncor expense statement were you offering it rather than receiving it.

Immediate, voluntary and full disclosure to management of borderline cases and complying with any direction given, will be taken as good-faith compliance.

Q I just received a large gift basket from a vendor we do business with and it contains chocolate, wines and fruit. I'm not sure if I should keep the basket. What should I do?

A Talk to your supervisor. If the basket is considered lavish (due to its size or content value), decide with your supervisor what steps to take.

OUTSIDE BUSINESS AND POLITICAL ACTIVITIES

Suncor encourages employees to contribute through charitable community services and professional organizations. The use of company time or resources for such activities requires prior management approval.

If you hold a position in a non-profit association where you may be viewed as a spokesperson for the group, ensure that you are seen as speaking for your association or as an individual, not as a Suncor employee or spokesperson.

Undertake participation in the democratic process at any level, including election campaigning, on your own time or with prior management approval. These personal activities must be clearly separate from Suncor.

RESPECTFUL WORK ENVIRONMENT

Suncor is committed to a work environment where all employees feel safe and are valued for the diversity they bring to our business. We honour domestic and internationally accepted labour standards and support the protection of human rights.

Suncor does not tolerate harassment or any acts of violence or threatening behaviour in the workplace. Generally speaking, harassment is any improper words or behaviour that demean, humiliate or embarrass a person. This includes touching, pushing, comments (including jokes and name-calling) and visual displays (such as posters and cartoons) that could be perceived as insulting, intimidating, humiliating, malicious or otherwise offensive or create an uncomfortable or threatening work environment. Behaviour that may promote physical violence in the workplace, or any sexual, religious, age-related or racial harassment is also not tolerated.

Avoid conduct that creates an uncomfortable situation or hostile work environment such as inappropriate comments, jokes, intimidation, bullying or physical contact.



See the Conflict of Interest & Confidentiality PG&S for more information

See the Directors, Officers, Trustees and Board Members of Outside Organizations PG&S for more information

See the Harassment and Violence Free Working Environment PG&S for more information



Ethical use of company property and information

USE OF COMPANY ASSETS INCLUDING E-MAIL AND THE INTERNET

Everyone who works for Suncor shares responsibility for protecting company assets.

Company assets include physical property and buildings, data, software, intellectual property, equipment, supplies, credit cards, communication resources, information networks, documents, knowledge and any other resources or property of Suncor. You must:

- Ensure the care, management and cost-effective use of Suncor's property. This includes protecting it from waste, theft, misuse, damage, loss or misappropriation.
- Maintain, reasonably protect and ensure you can account for all company property assigned to you.
- Dispose of property in accordance with company guidelines regarding the disposal of surplus assets and the deletion of Suncor information from those assets. Alternatively seek approval from a supervisor.

Q I received a humorous video clip from a co-worker. Is it acceptable to use my Suncor company e-mail to forward the e-mail to other friends and co-workers?

A No, while reasonable and limited personal use of Suncor information systems is acceptable, reasonable use doesn't include using the systems to send jokes or videos or to play games, gamble or engage in any other activity that is inconsistent with the intent of the Code.

Using e-mail and the internet properly

Suncor provides e-mail and the internet to employees and contract staff to conduct business, promote work-related research and enhance internal and external communication. Take reasonable care to protect Suncor's systems, reputation and information.

The internet is an uncontrolled environment. Suncor's e-mail carries information that identifies you and the company. Ensure your e-mail communication is appropriate and polite.

- Never use Suncor's computers to download any illegal or unauthorized software (including music, movies, videos or programs), participate in non-work-related internet media, social sites, games, gambling, to access sites carrying sexual content, or that may be reasonably viewed as socially or politically offensive.
- Never send communication under disguised identification or send slanderous, threatening or harassing messages.
- Never send, view or obtain material of an obscene or otherwise objectionable nature.

Company property should only be used to advance Suncor's business purposes and goals. Limited personal use of Suncor communication resources is permitted for purposes that are lawful, ethical and consistent with the Code, as long as the use does not interfere with work obligations.

- Activities on Suncor systems – including e-mail and voicemail systems, internet, computers, cell phones and personal digital assistants such as Blackberries – are monitored to ensure acceptable use. Do not expect personal privacy for communications that you send, receive or store on these systems or devices.
- Keep your work passwords confidential as you would your own banking information and personal access codes.

CONFIDENTIAL AND PERSONAL INFORMATION

Information is one of Suncor's most valuable assets and we protect confidential competitive information, customer information and personal information.

Confidential competitive information includes proprietary, technical, business, financial, joint venture, supplier and customer information that is not publicly available. You must comply with all applicable laws relating to disclosure of material information and related securities trading. Do not disclose or use such information except when necessary in the normal course of business.

Similarly, confidential information obtained due to your employment with Suncor cannot be used to personally benefit anyone. Proprietary information belonging to others is protected by contractual limitations and must be carefully observed. Give this information the same protection against unauthorized disclosure and use as proprietary information belonging to Suncor.

Personal information

Suncor collects, uses and stores personal information about its employees, contractors, customers, suppliers, associates and others in the course of its business activities. Collection, use and disclosure are subject to provincial, federal, international and applicable local laws. Suncor is committed to complying with these laws.

INTELLECTUAL PROPERTY

Intellectual property assets and rights enable Suncor to retain industry leadership and derive competitive value from continued investment in innovation. They belong to and are the property of Suncor.

You may be engaged in research, problem solving or invention at Suncor. The results of the work produced within the scope of your employment belong to Suncor, whether developed at work or not. Intellectual property (IP) includes: computer programs, technical processes, inventions, research methods, reports or articles and any other form of innovation or development, including material protected by patents, trademarks or copyrights.

Be vigilant in protecting Suncor's IP rights and assets and avoid infringing on the IP rights of others. Consult with your supervisor or Legal Affairs before receiving, disclosing, or agreeing to receive or disclose, any information or IP received in confidence. Also talk to your supervisor before disclosing any proprietary information in a public forum, including e-mail or an industry conference.

ACCOUNTING AND FINANCIAL REPORTING

Suncor conducts its financial affairs lawfully, undertaking all transactions in compliance with approved authority limits.

Policies and procedures ensure that all accounting and financial reporting comply with the relevant, generally accepted accounting principles and where appropriate the relevant rules and regulations.

All Suncor personnel have a responsibility to ensure that:

- Transactions are recorded in the company's accounts accurately and promptly and that any known inaccuracies, misrepresentations or omissions are promptly identified and reported.
- Transactions are conducted within the appropriate level of authority in accordance with prescribed policies and procedures.

The timely communication of this information is integral to Suncor's accounting and reporting process.

If you know of any questionable or suspicious financial transactions or significant deficiencies in our contraventions of the control environment, report your concerns immediately.



See the Accounting, Reporting & Business Control PG&S for more information

USE AND DISCLOSURE OF INVESTMENT INFORMATION

Suncor is committed to complete and accurate disclosure of material information in a timely manner and in compliance with regulatory requirements.

The law prohibits the buying or selling of any securities – including Suncor securities, those of customers, contractors, suppliers and all other corporations – by anyone who possesses material non-public information relating to the issuer of the securities. Material non-public information is information that, if disclosed, would reasonably be expected to have a significant impact on the market value of a security. Trading in Suncor securities, including options, may only occur after undisclosed material information has been fully disclosed to the public and the reasonable period of time for dissemination has elapsed.

Trading blackouts

You are not permitted to trade in shares and other Suncor securities during trading blackouts. Regularly scheduled trading blackouts applying to all Suncor personnel start two trading days before the public announcement of Suncor's quarterly and annual financial results and continue for two trading days after. Suncor policies require trading blackouts during these periods because Suncor personnel may possess, or be perceived to possess, inside information and any trading in Suncor securities may be, or may be perceived to be, improper.

Restricted positions and insiders

More stringent restrictions, including quarterly trading blackout periods, apply to Suncor's board of directors, senior officers and other employees in sensitive positions. For these individuals, more stringent restrictions form part of the Code.

Communications with the public

The law states that anyone investing in securities must have equal access to information that may affect investment decisions. If your primary responsibility is in the area of communications or investor relations, or if you are a senior officer of the company, additional standards form part of the Code.

Q A message board on the internet says that Suncor is about to sell off some interests in an oil sands development. I know that's not true. Should I post the correct information?

A No, however you should report it to Corporate Communications. Only a handful of Suncor employees are authorized to communicate on the company's behalf.

See the Disclosure of Material Information & Trading in Shares & Securities PG&S for more information

See the Trading Blackouts for Restricted Persons PG&S for more information

See the Reporting Insiders PG&S for more information

See the Communications to the Public PG&S for more information

Where to get help



Keep in mind these steps to compliance:

1. Ask yourself, “What specifically am I being asked to do? Does it seem unethical or improper? How would I feel about this action if I read about it in the newspaper?” Use your judgment and common sense. If something seems unethical or improper it probably is.
2. Clarify your responsibility and role. In most situations, there is shared responsibility. It may help to get others involved to discuss and resolve the problem.
3. Review the relevant PG&S at www.suncor.com > working with us > business conduct or The Core > About Suncor > Suncor at a Glance > Standards of Business Conduct to learn more about the law, about Suncor’s approach to compliance and whether there are any specific steps you need to take.
4. Discuss the problem with your supervisor. In many cases, he or she may be more knowledgeable about the particular situation and able to assist in decision-making.

Remember:

The Standards of Business Conduct Code is simply the way we do business.

For additional information:

- Visit www.suncor.com > working with us > business conduct
- Visit Suncor’s intranet at The Core > About Suncor > Suncor at a Glance > Standards of Business Conduct
- Talk to your supervisor.
- Speak to your supervisor’s leader, Legal Affairs, Human Resources, Internal Audit or your country manager.
- Call Suncor’s Integrity Hotline (see page six).



Standards of Business Conduct quick reference guide

MAKING THE RIGHT DECISION

Before taking action in a situation, ask yourself:

- Is anyone's life, health or safety, or the environment endangered by this action?
- Is it legal?
- Does it feel fair and honest?
- Does it compromise trust or integrity?
- Could I justify it to the public?
- What would I tell my close friend to do in a similar situation?

FOR ADDITIONAL INFORMATION:

- Visit Suncor's intranet at The Core > About Suncor > Suncor at a Glance > Standards of Business Conduct
- Talk to your supervisor
- Speak to Legal Affairs, Human Resources, Internal Audit or your country manager



SUNCOR'S POLICY GUIDANCE AND STANDARDS (PG&S) CONSIST OF:

- Accounting Reporting and Business Control
- Communications to the Public
- Competition
- Conflict of Interest and Confidentiality
- Directors, Officers, Trustees and Board Members of Outside Organizations
- Disclosure of Material Information and Trading in Shares and Securities
- Harassment and Violence Free Working Environment
- Prevention of Improper Payments
- Trade Relations
- Trading Blackouts for Restricted Persons
- Reporting Insiders

Refer to the PG&S for more information.

CONFIDENTIAL INTEGRITY HOTLINE

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My company



My workplace



My career



My rewards



MIX
Paper from
responsible sources
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