

Terra Nova Development



Canada-Newfoundland and Labrador Benefits

Public Annual Report 2018

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Introduction

The Terra Nova Oil Field is situated on the Grand Banks, about 350 kilometers east-southeast of St. John's, Newfoundland, and 35 kilometers southeast of the Hibernia Oil Field. The Terra Nova field is comprised of a combination of producing wells, as well as water injection and gas injection wells, and delivers production from the Graben, East Flank and Far East blocks.

The Terra Nova co-ventures are: Suncor Energy (37.675%), ExxonMobil (19%), Statoil (15%), Husky Energy (13%), Murphy Oil (10.475%), Mosbacher Operating (3.85%), and Chevron Canada (1%). Suncor Energy is the operator of the Terra Nova project.

Discovered in 1984, the field was the second to be developed off Newfoundland. Production from the field began in 2002, through the use of a Floating, Production, Storage and Offloading (FPSO) vessel. This was the first development in North America to use FPSO technology in a harsh weather environment.

The FPSO is a ship-shaped vessel which has integrated oil storage capability from which oil is offloaded into a shuttle tanker. The storage capacity of the Terra Nova FPSO is 960,000 barrels of oil with accommodations for up to 120 personnel while producing. The vessel is 292.2 meters long, 45.5 meters wide and stands higher than 18 stories. Terra Nova pre-production capital expenditures were approximately \$2.8 billion. The FPSO arrived in field on August 21, 2001 and produced first oil in January 2002.

Suncor Energy, as operator of Terra Nova, is committed to enhancing opportunities for the people of the province through participation in the Terra Nova Development. A lasting economic legacy is being created for the province through Suncor's recruitment and training of local talent, its provision of full and fair opportunity to local businesses, and by giving first consideration to locally produced goods and services within the Province, where those goods and services are deemed competitive.

This report summarizes overall performance for the Terra Nova Development in the area of Canada-Newfoundland and Labrador Benefits for the reporting period of January 1, 2018 to December 31, 2018. Included in this report are summaries of Terra Nova's Activities, Expenditures, Employment, Education and Training, Supplier Development, Research and Development, Diversity, and Community Investment.

Project Activity and Benefits Accomplishments

Suncor, as operator of Terra Nova, achieved a number of milestones and successes during 2018. Some of the major accomplishments included:

- i. Supercluster Competition Recipient** – The Canadian Federal Government named the Ocean Supercluster a recipient of the Supercluster Competition – of which Suncor is a member. The Ocean Supercluster is a private sector-led partnership that brings companies together in new collaborations to boost innovation and modernization in Canada’s ocean industries.
- ii. POEA -** The receipt of nine (9) nominations at the Suncor President’s Operational Excellence Awards (POEA) with two (2) chosen finalists and one (1) award recipient
 - i. Personal & Process Safety** – East Coast Record Setting Safety (recipient)
 - ii. Reliability** – Reliability Improvements from Structured Inspection (finalist)
 - iii. Environment & Sustainability** – Fracturing the Norm (finalist)
- iii. Successful Bid for New Offshore Licenses** – In late 2018, Suncor was announced as a successful joint bidder for two explorations parcels off the coast of Newfoundland and Labrador.

Employment

Basis of Reporting

Terra Nova employees include full-time employees of Suncor and select major Contractors. The numbers reported generally exclude short-term assignments with any of the foregoing entities and any full-time employment which may have been generated by Terra Nova through work by other sub-contractors. However, the number of individuals in these latter categories is minimal and would not materially impact the employee count.

Employment by Residence

As of December 31, 2018, a total of 1032 people were working on the Terra Nova development. Of the 1032 total, 908 or approximately 88% were residents of NL, while another 94 or approximately 9% were residents from other regions of Canada at the time of hiring (Table 1).

Total Employment Summary Terra Nova 2018			
Direct Employment (Total Number of Persons)	Newfoundland and Labrador Residents (%)	Other Canadians (OC) Residents (%)	Non-Canadians (NC) Residents (%)
1032	88%	9%	3%

Table 1 - 2018 Terra Nova Total Employment Summary by Residence

Employment by Residence Status and Location

Newfoundland and Labrador residents supporting the Terra Nova development consisted of 382 employees who were employed onshore and 526 who were employed offshore. Residents from other Canadian provinces and territories consisted of 35 employed onshore, 56 employed offshore and three people were employed outside of NL supporting Terra Nova (Table 2).

Location	Total Number of Persons					Total
	Residency Status			Gender		
	NL	OC	NC	Male	Female	
Onshore	382	35	14	326	105	431
Offshore	526	56	11	578	15	593
Other	0	3	5	6	2	8
	Total:					1032

Table 2 - Terra Nova (December 31, 2018) Employment Summary by Location

Employment by Discipline

Of the 1032 employees supporting the Terra Nova development, 910 were male and 122 were female or approximately 12% of the workforce (Table 7). Table 7 also breaks down the employment summary by discipline, which includes management, administration, engineers, technicians, professionals, skilled trades, labour, students and others that do not fit as one of these categories. The disciplines that are the most male-dominated are the skilled trades and other category (largely made up of marine crew) – both at 99%, while the discipline that is the most female-dominated is administration at 76% female.

Discipline	Number of Persons				Total Number of Persons
	Male	%	Female	%	
Management	98	88%	14	12%	112
Administration	13	24%	42	76%	55
Engineers	65	79%	18	21%	83
Technicians	110	91%	11	9%	121
Professionals	59	74%	21	26%	80
Skilled Trades	259	99%	3	1%	262
Labour	128	93%	9	7%	137
Students	11	84%	2	16%	13
Other	167	99%	2	1%	169
Totals:	910		122		1032

Notes:

- Disciplines are based on the following National Occupational Classification (NOC) Codes:
 - Management** includes: *Senior Managers* as well as *Middle & 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 & Service*
 - 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: marine crew and positions that do not fit into any of the other disciplines.

Table 3 - Terra Nova (December 31, 2018) Employment Summary by Discipline

Canadian-NL Content Estimates

The following table is intended to reflect the benefit distribution from Terra Nova operating and capital cash expenditures. Table 4 summarizes the content distribution of these expenditures for the 2018 reporting period. The content percentages totaled 58%, 15%, 27% for Newfoundland and Labrador, other Canadian and non-Canadian spending, respectively. As a cumulative project figure, the content percentages are Newfoundland and Labrador 56%, Other Canadian 16% and Non-Canadian 28%.

Reporting Period 2018	Content		
	Newfoundland and Labrador (%)	Other Canadian (%)	Non-Canadian (%)
Year to Date:	58%	15%	27%
Project Cumulative:	56%	16%	28%

Table 4 – 2018 Terra Nova Canadian-NL Content Estimates

Contracting and Procurement

A total of 4,712 purchase orders with a cumulative value of approximately \$68 million were awarded during the reporting period of January 01, 2018 to December 31, 2018. Approximately \$60 million (88%) was spent in Canada including NL. Figure 1 summarizes the distribution of spend associated with all purchase orders across locations.

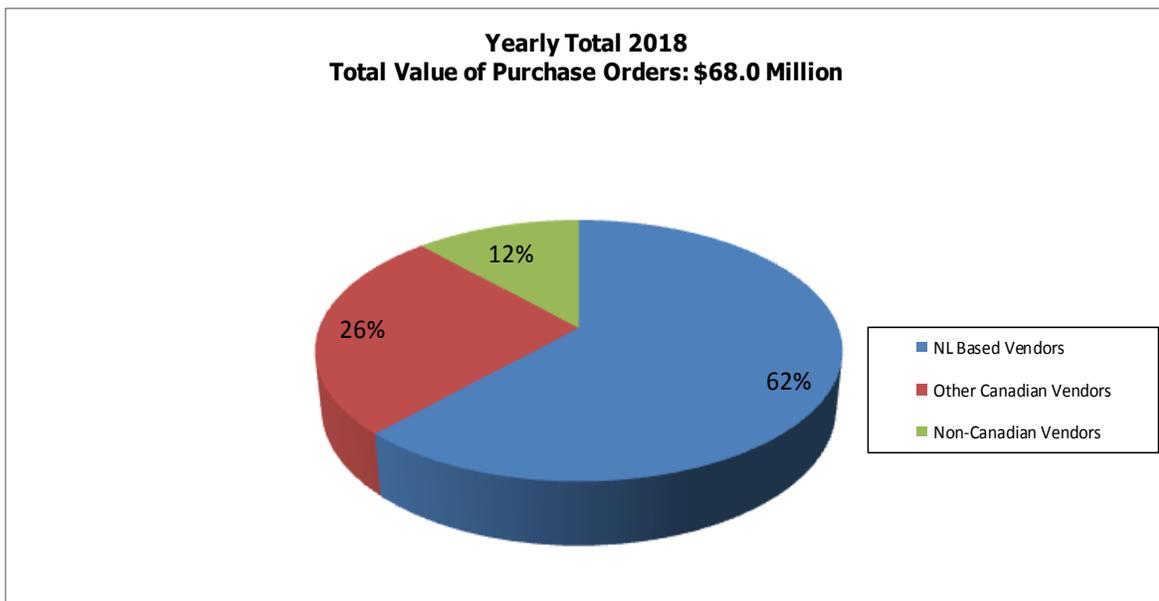


Figure 1 - 2018 Terra Nova Purchase Orders

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A total of fifteen (15) new contracts or extensions, each with a value greater than \$250,000, were awarded during the reporting period January 01, 2018 to December 31, 2018 (Table 5).

Contracting Activity Terra Nova 2018		
Description	Contractor	Contractor Location (NL, Other Canadian, Non-Canadian)
Supply of Hand Tools	Rideout Tool & Machine Inc.	NL
Courier Services	Crosstown	NL
Supply of Subsea Equipment Services	TechnipFMC	Non-Canadian
Completions Equipment and Services	Halliburton	Other Canadian
H2S Monitoring Services	HSE Integrated	NL
Liner Hangers Equipment and Services	Halliburton	Other Canadian
Subsea Landing String Maintenance and Services	Expro	Non-Canadian
Framework Agreement	Schlumberger Canada Ltd.	NL
Emergency Response Call Monitoring	Telelink	NL
Certifying Authority Services	Lloyd's Register	NL
Supply of Engineering, Procurement and Fabrication Services	Wood	NL
Screening and Staffing Services	Newfoundland Service Alliance	NL
Screening and Staffing Services	Noramtec	NL
Screening and Staffing Services	Petroplan	NL
Screening and Staffing Services	Design Group	NL

Table 5 - 2018 Terra Nova Contracting Activity

Supplier Development

To ensure Newfoundland and Labrador suppliers are provided full and fair opportunity to participate in the supply of goods and services to the Terra Nova project, Suncor uses various methods to share information about requirements in a timely manner. Some of the methods are as follows.

1) NOIA Daily Bulletin

Suncor advises the supplier community of Terra Nova's requirements for goods and service through the use of Expressions of Interest (EOI) postings on the NOIA Daily Bulletin. The NOIA Daily Bulletin is the most commonly used communication tool for the Oil and Gas Industry and is far reaching in the supplier community.

2) Supplier Information Sessions

From time to time, Suncor has been approached by new suppliers seeking information about participating in the oil and gas industry. Suncor's Supply Chain department often takes the opportunity to meet with new businesses to understand their capabilities and to provide information on Terra Nova's requirements and expectations.

3) Supplier De-briefing Sessions

Suncor is committed to providing all unsuccessful bidders a de-briefing on their bid, if they so request. In 2018, several companies availed of a de-briefing or spoke with a Commercial Coordinator regarding their bid and received suggestions for improvements for the future.

4) Supplier Performance Management

Suncor utilized a supplier performance management & monitoring system that ensures the pursuit of an agenda of continuous improvement with its suppliers. The process proactively supports suppliers in performance measurement and improvement to help them in achieving and exceeding their contract objectives.

5) General Communication Tools

Larger Stakeholder Groups: At the outset of the Terra Nova project, Suncor committed to open and timely communication. In order to deliver on this commitment, Suncor maintains a number of key initiatives, which are described below:

- i. Briefing Sessions: Suncor has and will continue to maintain ongoing relationships with key stakeholder groups as a means of sharing information, discussing issues, and building long-term relationships. Some of the key stakeholders include governments, C-NLOPB, NOIA, and charitable community groups.
- ii. Presentations and Speeches: Suncor responds to and initiates opportunities to provide development updates as well as technical papers and presentations to local, national and international audiences in business, industry and government. In 2018, Suncor presented at the Newfoundland and Labrador Oil and Gas Industries Association (NOIA) conference, and participated in a number of community partner events.

Research and Development and Education and Training

Terra Nova Research and Development

Research and Development (R&D) is a key focus area for Terra Nova as it provides the opportunity for real and quantifiable benefits for the project itself, the local oil and gas industry, and the people of Newfoundland and Labrador. In addition to the potential positive impact of R&D activities in terms of the business case, investment in R&D activities also provides a mechanism for Terra Nova to identify areas where processes and associated infrastructure can be improved in terms of safety to people and the environment. Furthermore, Terra Nova also recognizes R&D investment as a key enabler of innovation and growth in the province in terms of the local oil and gas industry and the many industries and organizations that support the work of the oil and gas industry.

In 2018, Terra Nova sponsored R&D activities focused on a number of areas including safety, the environment, and development/operational challenges. A summary of R&D activities undertaken during 2018 is provided in Table 6.

Description		Research Agency	2018 Spend
Environment and Safety			
1.	Dynamic Positioning in Ice Environments	PRNL	\$310,667
2.	Unmanned Aerial Iceberg Tracking	RPM Aerial	\$114,336
3.	Oiled Seabird Cleaning Centre	Various	\$44,335
4.	Environmental Effects Monitoring Program	Stantec	\$54,827
Development/Operations Related			
5.	Reservoir Souring: Continuous Nitrate/ Batch Nitrite Injection (CNNI) Field Pilot	Terra Nova	\$1,450,247
Terra Nova Owner Sole Spend			
6.	Suncor's PRNL Baseline R&D Activity	PRNL	\$404,852
Total			\$2,379,264

Table 6 - 2018 Terra Nova Research and Development Activities

Terra Nova Education and Training (E&T)

Terra Nova's commitment to its employees is evident by the significant annual investment made in E&T. During the reporting period, Suncor and Terra Nova Contractors spent over \$1.0 million in E&T activities related to the Terra Nova Development.

Suncor has placed a strong focus on capability development, providing individuals with educational assistance to further their studies. Suncor continues to use local training institutions and education expertise where possible. In instances where local training is not available, Suncor brings expertise into the province to deliver the required training. This not only provides the ability to train a greater number of Suncor employees but also has allowed Suncor to partner with other operators and Contractors (i.e., White Rose, HMDC, PSN) thus achieving a more capable provincial labour market.

Some of the focus areas where Suncor has made investments in E&T in direct employees include:

- Educational Assistance
- Training/Conferences/Seminars
- Emergency Response Centre

Suncor and Terra Nova Contractors continue to support co-operative education programs offered through local university and technical institutions with interesting and challenging work opportunities in various functions of our businesses such as engineering, geosciences, finance, supply chain management, and marine roles. In 2018, the Terra Nova Project filled a total of 77 Co-op positions at a cost of almost \$900 thousand. The Co-op program has been quite successful in helping Suncor and Terra Nova contractors identify long-term hires needed to support the labour requirements of the Terra Nova project.

Diversity

Suncor is committed to cultivating diversity within a respectful, inclusive workplace. As Canada's largest energy company, it's critically important that we foster an environment in which all employees are valued and treated with respect.

Diversity contributes to a healthier and more successful workplace, one in which individual differences are respected and celebrated. We work hard to ensure that the most important asset, the people, have differing perspectives, experiences and backgrounds, reflective of the communities in which it operates.

Suncor is committed to having a workforce that is motivated, capable and aligned with our values. This is reflected in recruitment efforts and as a result, there has been success in recruiting people of diverse backgrounds at all levels in the organization. Most importantly, Suncor's diversity initiatives are intended to provide opportunities for individuals from diverse groups to attain the knowledge and skills to contribute as valuable members of its workforce.

Monitoring Employment of Designated Groups

As part of its commitment to diversity, Suncor continued to monitor the employment levels of underrepresented groups in Terra Nova including women, indigenous people, persons with disabilities and members of visible minorities. Table 7 illustrates the employment of members within these four designated groups working on the Terra Nova project as of December 31, 2018. The figures presented in Table 7 are based on data collected from employees and contractors through self-identification on a confidential and voluntary basis. Information regarding gender was obtained from employees' records. In 2018, 32% of Terra Nova's workforce represented members from the four designated groups. Women represented the largest group at 28%, indigenous people represented 2%, while members of visible minorities were at 2% and persons with disabilities came in representing 0% of Terra Nova's workforce.

Attracting and retaining talent that has previously been underrepresented in the workforce is critical to ensuring that Suncor can access the necessary people and skills both in the short and longer term.

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Category	Women (%)	Indigenous Peoples (%)	Persons with Disabilities (%)	Members of Visible Minorities (%)
Managers and Supervisors	3%	0%	0%	0%
Professional and Technical	8%	1%	0%	1%
Administrative	12%	0%	0%	0%
Skilled Crafts and Trades	1%	0%	0%	1%
Sales and Service	2%	0%	0%	0%
Manual Workers	2%	1%	0%	0%

Notes:

1. The numbers reported in this table may also be reported under other oil projects due to shared services.
2. Total Workforce is the total number of persons directly employed on the project at end of reporting period including operator and contractor personnel.
3. Participation of members of designated groups is expressed as a percentage of the total workforce rounded to a whole percentage and is based on data collected through self-identification on a confidential and voluntary basis. Information regarding gender is obtained from employee records.
4. Categories are based on the employment equity occupational groups by Statistics Canada filtered to include occupations relevant to the oil and gas industry. Accordingly:
 - **Managers and Supervisors** includes: *Senior Managers, Middle & Other Managers, and, Supervisors and Supervisors: Crafts and Trades*
 - **Professionals and Technical** includes: *Professionals* as well as *Semi-professionals & Technicians*
 - **Administrative** includes: *Administrative and Sr. Clerical Personnel* as well as *Clerical Personnel*
 - **Skilled Crafts and Trades Workers** includes: only those in that employment group
 - **Sales and Service** includes: *Skilled Trades & Service, Intermediate Sales & Service Personnel* as well as *Other Sales & Service Personnel*
 - **Manual Workers** includes: *Other Manual Workers* and *Semi-Skilled Manual Workers*

Table 7 - 2018 Terra Nova Employment of Designated Groups

Diversity Strategies

Suncor continued to accelerate the diversity of its workforce through the development and implementation of strategies aimed at increasing the number of employees in underrepresented groups. Key areas of focus to date have been women and Aboriginal Peoples. There are several diversity and inclusion resource groups, as well as women's employee resource groups across the organization – including Major Projects, Oil Sands, Supply Chain and Downstream. A Women's Network Community of Practice continued to provide a platform for collaboration and sharing amongst the employee resource groups throughout 2018.

Awareness and skill development of Leaders at Suncor was a key focus in advancing a culture of diversity and inclusion. Unconscious Bias Training was mandatory for all Directors and above across the enterprise, including all client-facing groups. At the end of 2018, the percentage completed overall was 76% and 82% completed specific to the East Coast.

As part of Suncor's Aboriginal Employee Network, it launched an Indigenous Employee Mentorship Program in 2017. Participation in the program helped to support Suncor's Social Goal – which focuses on changing the way we think and act to build mutual trust and respect with Indigenous Peoples. The program matched employee mentors with Indigenous employee mentees.

Consistent with the Suncor Diversity Philosophy and our commitment to Education and Training, Suncor has strategically directed E&T funds towards programs that target groups, designated as under-represented in the workforce. Supporting skills, knowledge development, and educational infrastructure that grows under-represented talent enables a more diverse pool of applicants available to potentially support the resource requirements of Terra Nova, service providers that support the oil and gas industry, and the province in general.

Making strategic investments in E&T is one way in which the development of petroleum resources offshore Newfoundland and Labrador is contributing to the growth and sustainable development of the province. Some of the E&T initiatives that Suncor has invested in 2018 are as follows:

Scholarships for Women in Engineering

In collaboration with Memorial University's Faculty of Engineering and Applied Science, Suncor has committed to provide two undergraduate female engineering students a term-funded scholarship valued at \$2,500 each. The scholarship will be awarded twice annually in terms five through eight to students who express interest in the oil and gas sector and who have graduated high school in Newfoundland and Labrador. Suncor established the Scholarships for Women in Engineering with an investment of \$64,027 over a number of years starting in 2014. (Figure 2).



Figure 2 – Andrea Parrell presenting Laura Murphy with her Scholarship (Image by Rich Blenkinsopp - Memorial University of Newfoundland)

Aboriginal Employee Network

Suncor launched its first ever Aboriginal Employee Network (AEN) in 2015, with membership quickly outpacing expectations. As an employee enterprise network with tiered membership, the level of participation ranges from “member” to “circle” member. An AEN member receives newsletters and learns of opportunities to engage in Indigenous events in their community. A Circle member is part of one of four circles, each with goals and work plans related to their mandate. The four circles are:

- Advisory Circle – provides advice and input into Suncor’s processes, activities and initiatives.
- Community Circle – provides opportunities and tools/resources to build a strong Indigenous community within Suncor.
- Awareness Circle – works with Suncor’s various corporate functions to identify opportunities to advance Indigenous cultural awareness at Suncor.
- Outreach Circle – connects Suncor ambassadors with opportunities to connect with Indigenous community members.

Suncor has grown its enterprise-wide diversity training over the course of 2018. In addition to existing classroom training, Suncor launched Indigenous Awareness web-based training in 2015. All employees were required to complete Indigenous Awareness training as well as many employees throughout Suncor took part in Indigenous Engagement Sessions during 2018. Approximately 80% of employees on the East Coast completed the web-based training (WBT) by the end of 2018 and over 5000 Suncor employees have completed the WBT since 2015.

Summer Aboriginal Student Program (SASP)

In 2015, the Summer Aboriginal Student Program was created and it has substantially grown since. Suncor’s social goal of building greater mutual trust and respect with Indigenous people of Canada is supported through this program. The program provides summer work term opportunities to support increasing Indigenous youth participation in the oil and gas industry. The work terms typically run for four months with positions identified in locations all across Canada. Suncor East Coast participated successfully in this program for the first time in 2018, recruiting two students for the summer. Connecting with Indigenous students presents the opportunity to understand the challenges they face, which in turn helps to continue building a sustainable program long-term.

Community Investment

Investing in better communities

Suncor helps to build sustainable, resilient communities by supporting non-profit activities, events and organizations and supporting the fund-raising and volunteer efforts of employees.

Suncor works collaboratively with community groups and leaders to find long-term solutions to the challenges faced by growing communities. Through its private, non-profit charitable organization, Suncor Energy Foundation (SEF), the company invests in communities where it operates to build a better future and ensure these vibrant communities remain sustainable and resilient.

In 2015, SEF began a \$2.1-million, multi-year partnership with the Community Sector Council (CSC) Newfoundland and Labrador to build a stronger non-profit sector at time when community groups are facing increased demand for services and increased costs of providing services. An independent, non-profit organization, CSC is dedicated to promoting social and economic well-being and to assisting other non-profits build their own capacity and capabilities. In 2018, CSC held a series of workshops for non-profits on liability protection, social media strategies, governance, and performance measurement and evaluation.

Junior Achievement

In 2018, the Suncor Energy Foundation contributed \$15,000 as a Gold Sponsor to Junior Achievement's (JA) Business Hall of Fame honouring business leaders in Newfoundland and Labrador. SEF also provided \$20,000 to education programs for school students in the province. Suncor has been a proud sponsor of the JA Business Hall of Fame for more than 10 years.

Fundraising and volunteerism

Suncor and its employees also give back to the communities in a variety of ways, including:

In 2018, the SunCares Community Giving Network Campaign raised a total of \$139,000. Employees on the East Coast also contributed 2,954 hours of volunteer time. The corporate donation to the United Way of Newfoundland and Labrador in 2018 was \$69,000, and this money is distributed to community groups throughout the province. Since 2005, employees have provided more than \$1 million to United Way NL.

Suncor East Coast partnered with First Light St. John's Friendship Centre in 2018. First Light is a non-profit organization focusing on providing programs for both Indigenous and non-Indigenous communities alike. The center focuses on the celebrate of Indigenous cultures and languages. Throughout 2018, Suncor raised funds through a variety of ways. These included an ECLT BBQ with all proceeds going to First Light, a donation made from the Suncor Energy Foundation for its 20th anniversary, and sales from hand-made poinsettias that were sold around the office just before Christmas time.

Employees hosted 16 Days of Caring events to help community groups such as the Geraldine Rubia Centre, the MacMorran Community Centre, the Janeway Children’s Hospital, Children’s Wish Foundation, SPAN, Boys and Girls Club, and Ronald McDonald House.

Suncor and its employees participated in food drives and clothing campaigns for the Community Food Sharing Association, Salvation Army, Bridges to Hope, Choices for Youth, and the Single Parents Association’s toy drive. To support families at Christmas, employees also raised funds through 50/50 draws, bake sales, BBQs and BINGO! games.



Figure 3 – SunCares Community Giving Network Kickoff Breakfast



Figure 4 – Decorating the Janeway Hospital for Christmas

Conclusion

Suncor continues to progress in its commitments to Canada-Newfoundland and Labrador Benefits as required under the conditions set out in the Benefits Plan for the Terra Nova project. As outlined in this report, Suncor, through its 2018 activities, has invested over \$3.5 million supporting key commitment areas of Employment, Contracting and Procurement, Research and Development and Education and Training, Supplier Development, and other relevant areas such as Diversity and Community Investment. These expenditures strengthen the community in which Suncor operates and will contribute to the continuing development of Newfoundland and Labrador's offshore oil and gas industry.

Suncor is contributing to an economic legacy for the people of the province through its recruitment and training of local talent, the provision of full and fair opportunity to local businesses, and by giving first consideration to locally sourced goods and services within the province, where those goods and services are deemed competitive.

Suncor will continue its commitment to Canada-Newfoundland and Labrador Benefits throughout its operation of the Terra Nova Development and in future offshore exploration activities in Newfoundland and Labrador.