



## SAFETY, ENVIRONMENT & SOCIAL RESPONSIBILITY

For the Long Lake facility, integration means more than combining bitumen recovery with onsite upgrading to produce a premium synthetic crude oil. Integration is also an apt description of *how* we do business.

Many stakeholders will play a role in the ultimate success of Long Lake and our future developments – our employees, contractors and suppliers, area residents including First Nations people, government and regulatory authorities, non-government organizations, investors and others.

Recognizing the diverse needs of these stakeholders, Long Lake has adopted a Health, Safety, Environment & Social Responsibility (HSE & SR) Policy that helps guide our business decisions in an integrated manner and embraces the concept of sustainable development – an approach that considers environmental protection, economic growth and social responsibility.

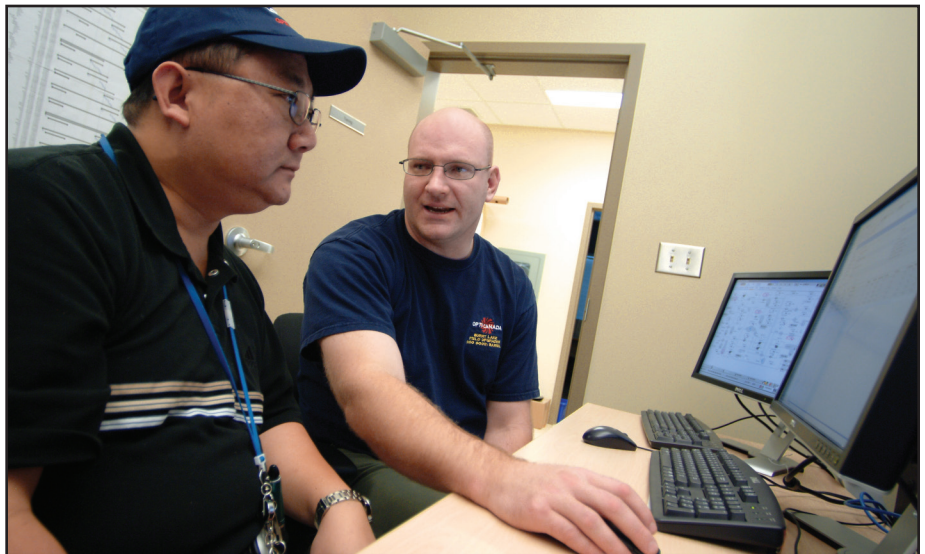
This comprehensive policy assists us in identifying and achieving sustainability as we strive for 100% safe performance in all of our joint-venture operations and activities, for our employees, contractors and management.

Achieving excellence in HSE & SR performance adds significant value and is critical to the sustainability of Long Lake and our future oil sands developments. To ensure we remain “on track” and continuously improve our HSE & SR performance, science-based risk assessments, cost-benefit analyses and measurable targets are some of the tools applied to our decision-making processes.



**“The good reputation of the company, our competitive compensation programs and the exciting challenges that come with a startup project help us to attract people. The work here is exciting and the people are great and people want to be here. We also make sure we take time to talk to our employees and help with any concerns or suggestions on how to make this the best place to work. We are continuously looking at creative ways to improve ourselves as an employer.”**

**Julie Bergeron**  
Recruiter



■ Operator training is integral to our success.