





Understanding Public Opinion

Syncrude regularly participates in surveys to gauge Albertans' opinions on key attributes of our corporate image as compared to other selected companies. These include perceptions regarding Syncrude's dynamism and success, overall favourability, environmental performance, contribution to Alberta, support for charitable and

STAKEHOLDER CONSULTATION AND ENGAGEMENT

At Syncrude, we believe that to be a sustainable company, key stakeholders must be consulted throughout the life of our operations. Toward this, we aim to understand the various impacts of our operations, as well as the diverse backgrounds and expectations of our stakeholders.

Our stakeholders' interests are as different as the processes we have designed to engage them. Among those with whom we consult are industry, government, Aboriginal communities, community residents, contractors, suppliers, advocacy groups, nongovernmental organizations, our employees, our owners, and the public-at-large.

The Consultation Process

Syncrude has developed a variety of mechanisms for engaging stakeholders. These include:

- responding to individuals or groups that identify a concern about our operations;
- ongoing one-on-one dialogue with community members and organizations;
- conducting employee surveys every two years to gauge the importance of arising issues;
- developing ongoing consultation processes with key stakeholders to continue to channel information and mitigate issues;
- continuing to build partnerships with Aboriginal organizations for effective consultation through Industry Relations Corporations and the Metis Industry Consultation Office;
- participating and funding multi-stakeholder forums that address cumulative impacts of industrial development.

For information on our consultation principles: www.syncrude.com/community

community causes, treatment of employees, and quality of management. Measuring them helps us determine the performance expectations of Albertans and take action on them.

In the various polls we participated in during 2003, Albertans ranked Syncrude the highest among energy

sector companies and among the highest for all companies in the poll. When it came to environmental performance, however, Albertans felt we could do better. This feedback helped shape a new Syncrude initiative to reduce air emissions, which is discussed in the Environment section of this report.

social

Taking Action on Issues

In 2003, our consultation processes helped Syncrude identify a number of opportunities to work with stakeholders to improve social conditions, environmental stewardship and safety. Many of these are discussed elsewhere in this report and include:

- a project to increase driver safety on Highway 63 between the Suncor and Syncrude plant entrances (see page 49)
- a \$400 million emissions reduction plan to reduce air emissions (see page 53)
- a medicinal plant study in concert with Fort McKay Elders (see page 61)
- a \$100,000 donation to Fort Chipewyan to establish long-distance learning (see page 35)

Regional Consultation Groups

Syncrude is a participant in many collaborative stakeholder processes to promote sustainable development and manage the cumulative impacts of industrial development. Through these, stakeholders have a role in defining the processes to understand, monitor and mitigate issues. They also help Syncrude understand different visions and needs so we can balance our interlinked goals of social, environmental and economic performance. The following are key multi-stakeholder groups:

- Cumulative Environmental Management Association (CEMA) www.cemaonline.ca
- Wood Buffalo Environmental Association (WBEA) www.wbea.org
- Regional Aquatic Monitoring Program (RAMP) www.ramp-alberta.org
- Regional Issues Working Group (RIWG) www.oilsands.cc

At Syncrude, we believe success is fostered by healthy relationships with our stakeholders and the well-being of the world around us.

From First Nations and local community residents to our own employees and contractors — all play an integral role in how we operate our business today and how we plan for tomorrow.

Opening a World of Discovery

A new generation of young scientists and engineers are learning about the wonders of technology through *Discover E*, a program organized by students from the University of Alberta to promote interest in technology among children. A \$4,000 donation from Syncrude helped to bring science camps to the Wood Buffalo region and create enthusiasm for future studies in science or engineering. To date, the response has been overwhelming; the local camps are always fully subscribed.

COMMUNITY INVESTMENT

Syncrude's community investment program helps Syncrude maintain its reputation as an employer of choice among highly skilled workers by supporting quality of life projects in the communities where our employees live and work. These places include Fort McMurray and outlying communities in the Regional Municipality of Wood Buffalo, and the city of Edmonton.

To qualify for support, a project must be compatible with Syncrude's interests in education and lifelong learning; environment, health and safety; science and technology; Aboriginal development; local community development; arts and culture; or recreation. Our assistance may be provided in the form of funds, materials or equipment, or employees' time and expertise.

In 2003, we invested 84 per cent of the program's direct funding resources in the Wood Buffalo and Edmonton regions; the remaining 16 per cent supported projects in other areas of Alberta and Canada.

Enhancing Health Care

Bolstered by ongoing oil sands development, Wood Buffalo and the community of Fort McMurray have experienced a significant increase in population as well as an influx of temporary contract workers living in the industrial camps. Syncrude recognizes this places a strain on the local health care system and, in turn, has donated in total over \$900,000 since 1989 to the Northern Lights Regional Health Centre for facilities and the purchase of medical equipment. We believe this investment has helped to ensure the best health care possible for our employees, their families and the entire community.

Engineering Success

As one of the largest recruiters of engineers from the University of Alberta, Syncrude is also a long-standing supporter, having invested more than \$4.8 million in the university since 1990. In fact, thanks to the leadership and efforts of companies like Syncrude, the mining engineering department alone has enjoyed an unprecedented



300 per cent increase in enrolment and now boasts the largest graduate mining program in North America.

As we move forward with expansion of our operations, we will continue to look to the university for the next generation of engineers needed to sustain our operation. Accordingly, we have recently invested \$500,000 in a new engineering complex that houses a cooperative education facility and provides over 2,000 seats of new classroom and computer lab space.

Good Neighbours Program

Syncrude matches employee donations to educational institutions and, through the *Good Neighbours* program, also recognizes the community-minded efforts of our employees by making donations to the organizations for which they volunteer. In the first seven months of the program in 2003, more than \$43,000 was distributed to eligible groups in the Wood Buffalo region and Edmonton.

A Record United Way Campaign

Each year, Syncrude supports the United Way with a corporate contribution and by organizing an employee campaign. In 2003, employee contributions totalled over \$547,000, surpassing the campaign target by 25 per cent. Syncrude's corporate contribution added a further \$90,000, making the grand total an all-time record of \$637,000.

What's the game plan for victory? Bring together over 1,200 participants, an equal number of volunteers and support from companies like Syncrude. Backed by our donation of \$50,000, the Alberta Seniors Games held in Fort McMurray were one of the most successful ever.

The Athabasca Delta Community School in Fort Chipewyan is seeing huge improvements in literacy skills amongst their students. This positive trend is due to an accelerated literacy program brought to the school with the help of a \$15,000 contribution from Syncrude.



ABORIGINAL RELATIONS

Since the company's inception, Syncrude has remained steadfast in its commitment to ensure the Aboriginal people of the Wood Buffalo region benefit from our ongoing operations.

Syncrude aims to respect Aboriginal cultures and traditions and is proud to be one of Canada's largest employers of Aboriginal people. We continue to work toward providing greater opportunities for Aboriginal participation in our company through business development initiatives, and through education and skills development programs that open the door to rewarding Syncrude careers.

To help steward the company's commitment, we have a steering committee comprised of senior managers and key resource personnel in the areas of stakeholder relations, human resources, diversity, business development and environmental affairs. The committee's mandate is to identify and develop corporate commitments, evaluate strategies for Aboriginal employment and business opportunities, and to assess, review and develop Aboriginal initiatives. The committee presents a progress report to the company's executive each year. In addition, we have a dedicated Aboriginal and stakeholder relations team who maintain regular contact with Aboriginal leaders and community members to better understand and meet their needs.

Our Aboriginal relations commitment focuses on corporate leadership, community development and capacity building, employment, business, education, environment and consultation. Every two years, we produce a comprehensive report of our progress in all these areas. Our next Aboriginal Review will be published in late 2004.

Corporate Leadership

Syncrude works with industry and government leaders from across Canada to provide opportunity and influence positive change for Aboriginal people. We share our experiences and lessons learned, and actively support such organizations as:

- Conference Board of Canada: Council on Corporate Aboriginal Relations www.conferenceboard.ca
- Canadian Council for Aboriginal Business: Progressive Aboriginal Relations Program www.aboriginalbiz.com
- Aboriginal Human Resources Development Council of Canada www.ahrdcc.com
- Alberta Chamber of Resources Aboriginal Programs Project www.acr-alberta.com

- Canadian Association of Petroleum Producers www.capp.ca
- Mining Association of Canada www.mining.ca
- National Aboriginal Achievement Foundation www.naaf.ca

Highlights of our 2003 involvement include a study by the Petroleum Human Resources Council of Canada that drew attention to the role Aboriginal people can play in meeting future skills shortages. As well, we assisted the Aboriginal Human Resources Development Council in developing a proposal that, upon approval, will provide 50 new career opportunities within our company over a five-year period to qualified Aboriginal candidates.

Employment

Syncrude is one of Canada's largest employers of Aboriginal people, and we continue to seek innovative ways for this important segment of our overall employee population to contribute fully to the growth of our company. Syncrude's target is for our Aboriginal workforce to reflect the representation of Aboriginal people in the regional population, which is estimated at 13 per cent. In 2003, Syncrude and its contractors met that target.

Pursuing Further Growth

Through succession planning and skills development opportunities, we are continuing to advance Aboriginal employees to the fully qualified trades level and increase their representation in administrative, professional, technical (APT) and supervisory positions. The results show participation across all occupations and levels continues to grow. In particular, of our Aboriginal workforce, the number of employees at the fully qualified trades levels has increased from 57 per cent in 1995 to 77 per cent in 2003. In addition, 27 per cent hold APT positions compared to 19 per cent in 2001.

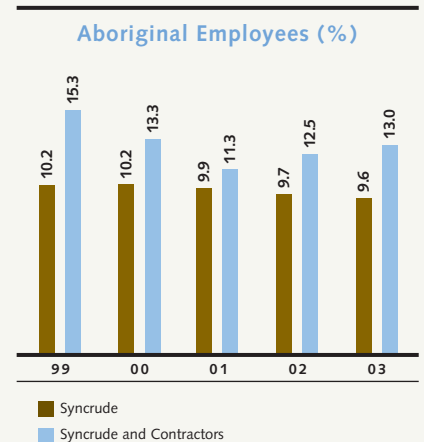
Toward better retention of Aboriginal employees, Syncrude assembled a task-force in 2003 to review the reasons for Aboriginal turnover. Our goal is for the Aboriginal retention rate to be consistent with that of the total Syncrude workforce.

Business Development

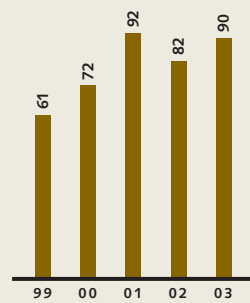
Syncrude has spent more than \$660 million with Aboriginal businesses since 1992. Last year, we recorded over \$90 million in business volume, a ten per cent increase from the previous year, with 27 Aboriginal companies.

When deciding upon the awarding of a contract, preference is first given to local companies and regional Aboriginal businesses when all other factors are equal. Our procurement policy states that an Aboriginal business must be 51 per cent

Syncrude is a leading sponsor of the National Aboriginal Achievement Foundation and has provided additional support for the Foundation's Blueprint for the Future conference. In 2003, this one-day career fair was held in Edmonton where it provided Aboriginal high school students with information on careers and the post-secondary education paths that can lead to them. Syncrude also sponsored the attendance of 20 Wood Buffalo area students at the fair.



Contracts to Aboriginal Companies (\$ millions)¹



¹ Amount does not include non-local Aboriginal companies.

owned by a Band or an Inuit, First Nation or Metis person. The Aboriginal owner must also be in control of business operations on a day-to-day basis.

Our contracting procedures also encourage other suppliers to include Aboriginal content in the goods and services they provide to Syncrude. This includes providing employment for Aboriginal people or obtaining goods and services from Aboriginal companies.

Syncrude has a full-time Aboriginal business coordinator who works with local Aboriginal businesses to identify and pursue opportunities at our operation. We also are active in the Northeastern Alberta Aboriginal Business Association (NAABA), a group that was established with support from Syncrude to foster the development of Aboriginal companies in the region. Over the last 11 years, NAABA has

grown from 14 members to 70 full members and 80 associate members. More information can be found at www3.telus.net/naaba

Education and Training

Syncrude works actively through direct and indirect mechanisms so that Aboriginal people can develop their potential and increase their ability to pursue rewarding careers in the oil sands industry and other areas. These efforts focus primarily on education and skills development.

Lending a Helping Hand

Through efforts to identify Aboriginal candidates for potential employment at Syncrude, for which completion of Grade 12 is a minimum requirement, we learned that many Aboriginal high school students were dropping out at alarming rates, often because of difficulties in reading and writing. The Helping Hands Program supported by Syncrude is working to address these key learning issues at the primary school level, and thus ensure successful learning in later years.

Aboriginal Apprenticeship Project

Syncrude has provided a full-time resource person to the Alberta Aboriginal Apprenticeship Project to administer the program and place qualified candidates at Syncrude and other companies in the region.

Scholarship Program

Through direct scholarships, Syncrude helps Aboriginal students pursue post-secondary education that will lead to rewarding careers in the oil sands and other fields.

Since 1993, about \$138,000 has been disbursed to 82 Aboriginal college and university students.

University of Alberta

Aboriginal Careers Initiative

Between 1998 and 2003, Syncrude committed \$500,000 to support the Aboriginal Career Initiative at the University of Alberta. This initiative aims to increase the number of Aboriginal graduates in the Faculties of Engineering, Education, Business, and Health Sciences. Syncrude's investment helped the university leverage further program funding of more than \$10 million, and has led to promising results:

- a three-fold increase in Aboriginal graduates between 1998 and 2003; from 50 to 150;
- counselling, academic advice and assistance to further the success of Aboriginal students at the university's School of Business; and
- funding for a program to enable Aboriginal communities to better identify their health needs and carry out health research.



Lora Cardinal is a second-year electrical apprentice currently working with a local contractor in Fort McMurray. A participant in the Registered Apprenticeship Program (RAP), Lora also apprenticed at Syncrude and was named the Female Youth Role Model of the Year at the Regional Aboriginal Recognition Awards.

Community Development

Community development efforts lie at the heart of Syncrude's work to assist Aboriginal communities in developing capacity while retaining their culture and traditions. Recent initiatives include long-distance learning opportunities for youth in Fort Chipewyan and a care facility for Elders in Fort McKay.

Long Distance Learning

Educational barriers presented by the remote location of Fort Chipewyan are being overcome through a \$100,000 donation from Syncrude that enabled an internet-based program to link local students with a teacher hundreds of miles away and share audio, video and text messaging. The program was piloted to two students in 2003, with full availability in September 2004.

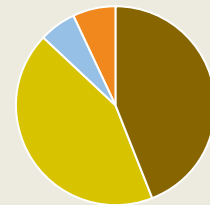
Elder Care Facility

In response to an approach by the Fort McKay First Nation about the need to provide better care for the community's Elders, Syncrude donated \$300,000 in 2003 to assist in the construction of a new care facility.

Fort Chipewyan Day Care Centre

Consultation with the Fort Chipewyan Child Development Society led to a \$100,000 donation from Syncrude toward the building of a day care facility in their community. The centre will provide day care services, space for educational resources for parents, and also will be available as a meeting place for youth groups like Boy Scouts and Brownies.

Aboriginal Community Investment 2003



● Education and Lifelong Learning	44%
● Community Development	43%
● Arts and Culture	6%
● Other	7%



Preserving Aboriginal Knowledge

A 2003 partnership between Syncrude and the Fort McKay First Nation gave Elders the opportunity to share their traditional skills and knowledge with youth and future generations through

a video. Called Sakow Pmachihowan, meaning "bush life" in Cree, the video includes how-to instruction and advice on moose hide tanning, beadwork, snowshoe and fish net making, and drying fish.

Environment and Consultation

Syncrude endeavours to build relationships between the company and the region's Aboriginal communities that are mutually beneficial over the long-term. We work with the communities to build their capacity to assess, manage and benefit from the impacts of industrial development. Toward these outcomes, several consultation mechanisms have been jointly developed:

Athabasca Tribal Council All Parties Core Agreement

In January 2003, the five First Nations Chiefs from the Athabasca Tribal Council came together with Syncrude, 16 other industry representatives, and three levels of government to renew the ATC All Parties Core Agreement. The original capacity building agreement was signed in 1999 and was later adapted to address regional issues, consultation and mitigation.

The agreement provides each First Nation with annual base funding of \$230,000 for an Industry Relations Corporation (IRC). Each corporation identifies issues related to regional

industrial development and, in consultation with the parties to the agreement, develops effective strategies to manage and monitor impacts.

Bilateral Agreements

Syncrude also has negotiated Bilateral Agreements with each of the regional First Nations. These provide for administration of the IRCs and their participation in multi-stakeholder organizations. The agreements also foster effective First Nations consultation regarding impacts and opportunities directly related to the Syncrude operation.

As a result of these collaborative processes, mutual understanding of cultures, internal processes and long-term vision has been increased. Communication also has become more effective and now includes such information sharing mechanisms as updates to Chief and Council, bulletins, Elder meetings, publications in community newspapers, and environmental stewardship meetings.

In addition, First Nations have been developing consultation protocols

specific to their community's key socio-economic and environmental concerns and are now providing technical reviews of regulatory applications.

Metis Industry Consultation Office (MICA)

The Metis-Industry Consultation office opened in September 2003 as a pilot project for a period of one year. MICA was created out of a year-long consultation process between member companies of the Athabasca Regional Issue Working Group (RIWG), of which Syncrude is a founding member, and the Presidents of the Metis Locals located within Wood Buffalo.

MICA provides a forum for local Metis people and industry to develop positive relationships and address concerns related to industrial development. It will establish community consultation protocols within each Metis community and develop a key concerns document relating to industry impact.

PEOPLE

Syncrude's Vision, Values and Guiding Principles framework guides the decision and actions we take toward being a competitive and responsible company. Through this corporate framework, we have created a workplace that cultivates innovation and new ideas, and that respects the diverse contributions of all our people.

Taking Action on Employee Feedback

Syncrude conducted an employee survey in 2001 to get a better sense of how our employees perceived our strengths and areas for improvement. Since then, efforts have focused on the key areas employees suggested for improvement, including work to develop leaders, address performance improvement and feedback, manage conflict, value employee contribution, and increase employees' ability to plan financially for retirement. To measure progress on these key focus areas, a follow-up survey will be completed in 2004.

Creating an Inclusive Culture Through Diversity

Syncrude's diversity commitment helps ensure fair and equitable treatment of all employees and is earning Syncrude a reputation as the employer of choice in the Wood Buffalo region. Our Treatment of Employees policy (more information: www.syncrude.com) calls for all employees to be treated with care, dignity and respect. In 2003, five investigations into alleged harassment or discrimination were conducted, versus eight in 2002.

All formal leaders are trained to appreciate diversity and understand what constitutes discrimination and harassment. By the end of 2003, more than 71 per cent of leaders had completed diversity training and 76 per cent had participated in discrimination and harassment workshops. Additional workshops are planned for 2004.



Tracking Our Progress on What Matters Most

A "People Results Scorecard" developed in 2003 has become part of Syncrude's formal corporate reporting structure, along with financial and operating results. The scorecard charts progress in areas of health and safety, attraction and retention, leadership and learning, and workforce productivity. The scorecard will foster better understanding of people-related trends and help Syncrude realize the business benefits that come from developing the full potential of all our employees.

Helping Employees Plan for the Future

Through the 2001 employee survey and all-employee forums, people expressed interest in learning more about retirement planning so they can maximize the value of Syncrude's pension and benefit programs. As a result, financial education is now provided to employees to enhance their ability to make informed decisions about their future. An on-line

financial education website was introduced in October 2003 which received over 120,000 hits in the first two months of operation.

Syncrude also offers retirement planning workshops for employees and their partners. Ten full-day workshops will be offered in 2004.

Improving Employee Relations

In 2002 in response to employee feedback, we changed the reporting structure of employee relations staff so they would report directly to the human resources department rather than line management. Employee relations staff provide assistance to workers in areas such as treatment of employees, performance management and conflict resolution.

Improvements in Disability Management

Syncrude's disability management program aims to help employees recover from illness and return to work. The current Long Term Disability claim rate reflects a two-year downward trend, which is partially attributable to improvements made after a 1999 review of our disability management program.

Providing Employee and Family Assistance

Feedback from client employees and their family members, as well as Syncrude leaders, indicates that

Syncrude's Employee and Family Assistance Program is improving the job performance and work situation of those who seek help through the program. In 2003, the program focused on leader training and forging internal partnerships to deal with employee concerns.

Employee Compensation and Rewards

Each year, Syncrude reviews our employee compensation and benefits to ensure we remain competitive in our sector. In 2003, Syncrude reaffirmed its position as one of the top employers among 15 comparable companies in terms of compensation and benefits.

A key component of employee compensation is Impact 21, a gain-sharing program that financially rewards employees for meeting targets for improved performance in areas of safety, operating costs and energy use. The rewards are distributed equally to all eligible employees and annually average about four per cent of average base salary.

At Syncrude, we encourage our employees to think outside the box. With a Ph.D. in computing science and expertise in robotics, Ron Kube leads a team of Syncrude researchers exploring the use of intelligent systems in our mine. The results could have significant benefits not only for our operation, but the entire surface mining industry as well.

Building Individual and Organizational Capability

Syncrude's success rests on the foundation of a highly skilled and motivated workforce. We estimate that \$23 million* is invested annually in the development of our people — approximately three per cent of total workforce hours each year. This investment helps ensure safe, reliable and profitable operations, and is aligned with our commitment to make Syncrude a great place to work.

Supporting Our Leaders

In 2003, Syncrude continued efforts to develop the capability of our leaders to create an environment that engages employees in delivering business results and that is congruent with our Vision, Values and Guiding Principles.

Leaders receive 360-degree feedback from their employees, peers and supervisors on how well they model Syncrude's guiding principles. In 2003, over 90 per cent of leaders received such feedback, which is now



incorporated into their annual performance review, and used to guide further development opportunities.

Syncrude believes information sharing and development opportunities are essential to quality leadership. Accordingly, regular exchanges are held throughout the organization to discuss business results and future challenges. As well, more than 82 per cent of formal leaders have now participated in our basic leadership development workshop. We anticipate a 90 per cent completion rate by the end of 2004.

Hiring and Attrition

At the end of 2003, Syncrude employed 4,026 people. We hired 236 new people during the year, more than 60 per cent from the Wood Buffalo area. Our acceptance rate for new hires was 90 per cent, compared to 80 per cent in 2001. We attribute this increase to our competitive salaries and benefits package, and our reputation as a great place to work.

During the last five years, more than 1,400 people have been hired, meaning that one third of our employee population has been renewed due to growth, retirement and attrition. Excluding retirements, employee initiated turnover was extremely low, at

* Does not include expenses related to the schooling of apprentices; capital dollars to support renewal of the training infrastructure; nor does it account for the overtime associated with backfilling for employees while they attend training.

Canadian Institute of Mining Recognizes Employee

Syncrude general manager Peter Read was named recipient of the 2003 Canadian Institute of Mining's Past President Award. This award is presented to a member under 45 years of age who has set an outstanding example to young members of CIM and to young men and women contemplating a career in the minerals industry.

Peter, who graduated from the University of Alberta with a Bachelor of Science degree in Mining Engineering, and later added an MBA, also received an award recognizing his work over the past 13 years with the university's Mining Engineering department.

1.5 per cent, while total turnover was 4.2 per cent; however, turnover for both females and Aboriginal employees is higher than the company average. Work is underway to identify causes and explore mitigating strategies.

Cultivating the Future Workforce

Syncrude is acknowledged as a national leader in education and training. We actively support a variety of initiatives that prepare youth for future employment, and create training and entry-level opportunities with Syncrude and its contractors. In fact, of all 2003 hires, 37 per cent were recruited from our student employment and graduate development programs.

Introducing Privacy Policies

In early 2004, Syncrude introduced privacy policies that maintain the security, confidentiality, integrity and privacy of our employees and those with whom we interact externally through the course of business. These policies are in accordance with the Alberta Personal Information Protection Act (more information: www.syncrude.com).

To prepare for the introduction of the privacy legislation to the organization, departments were surveyed as to the type of personal information that is collected, used, disclosed, safeguarded and retained for business purposes. As well, a privacy advisor has been appointed to oversee our privacy policies and to facilitate access requests and compliance resolution.

Operating in an Ethical Manner

The Board of Directors adopted Syncrude's ethics and corporate conduct policies in 1978 (more information: www.syncrude.com). Since then, extensive communication of these policies has helped employees adopt ethical behaviour as an integral part of their job function. More than 400 employees also annually sign a representation letter in which they acknowledge that they and their direct reports understand and adhere to company policies.

For confidential guidance on ethical matters, employees can turn to Syncrude's Corporate Secretary, who oversees interpretation and communication of the ethics policy.

In 2003, about 100 employees proactively sought ethics guidance through the Corporate Secretary in order to avoid potential concerns.

Working With Our Contractor Trades

At the end of 2003, more than 4,500 contract workers were engaged in our upgrader expansion project; this population will increase to around 5,500 as the project peaks in 2004. Given the immense impact of such a large number of contract workers on our site, we are working with contractors and building trades to ensure a safe and productive working environment through provisions in the Syncrude 21 Labour Agreement. Further efforts include supervisory training and awareness activities around alcohol and drug policies, and sessions on coping with stress and working away from home. As well, a mentoring program has been introduced to assist the project's 400 new apprentices in becoming familiar with the workplace and its safety and job requirements.

Employee Data

	2003	2002	2001	2000	1999
Workforce Demographics					
Year-end Total Employees	4,026	4,004	3,874	3,544	3,495
New Hires During the Year	236	350	542	207	33
Female Employees (included in total)	677	688	631	556	545
Aboriginal Employees (included in total)	388	390	382	360	358
Representation in Workforce					
Females (%)	16.9	17.2	16.3	15.7	15.6
Females in Management Roles (%)	9.0	8.7	8.3	7.9	8
Aboriginal (%)	9.6	9.7	9.9	10.2	10.2
Aboriginal Employees – Syncrude and Contractors (#)	1,315	682	702	754	853
Aboriginal Employees – Syncrude and Contractors (%)	13.0	12.5	11.3	13.3	15.3
Turnover (including retirements) (% of average workforce)	4.2	4.7	5.1	3.6	2.8



Our upgrader expansion is one of the largest and most complex industrial projects currently underway in the world. Construction workforce initiatives are helping ensure a safe and productive work environment.