



# Canadian Natural

November 21, 2023

Dear Sir or Madam,

On behalf of Canadian Natural Resources Limited, I am honored to prepare a letter of reference for Charmaine Hammond.

Canadian Natural is one of Canada's largest oil and gas producers, with over 10,000 employees across Canada and internationally. We pride ourselves on being an effective and efficient operator with a diversified portfolio of assets. We continually strive for safe, effective, efficient and environmentally responsible operations, while executing on the economic development of our diverse asset base.

We have had the privilege of working with Charmaine since 2021, where she has successfully delivered a series of training sessions for a large team of Human Resources professionals. Charmaine has skillfully presented a wide range of topics relating to communication strategies, accountability, effectively navigating complex team dynamics, building trust, defining core values, and managing conflict to name a few.

Charmaine developed a customized program for our needs and was also brought back by popular demand to present to a larger audience as a guest speaker at one of our quarterly HR Summit meetings. I know that if the team of participants could have her as a guest every quarter they would be thrilled.

Charmaine presents as a very credible, knowledgeable speaker. She is able to connect with the audience and establish an environment where all feel comfortable to engage and participate. Her working sessions included many effective activities that provided significant value to the outcomes we were trying to achieve.

Charmaine maintained contact with us over time through a number of follow up opportunities, both with me directly and with the broader team to continue the advancement of our learning, to monitor progress, and provide ongoing support.

Charmaine was diligent and conscientious when it came to managing her offerings within budget and according to the timelines we agreed upon.

I cannot recommend Charmaine highly enough. Your organization will not be disappointed in the quality and expertise she brings.

Sincerely,

**Claire Sandford**

**Director, Client Services, Human Resources**

Canadian Natural Resources Ltd

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