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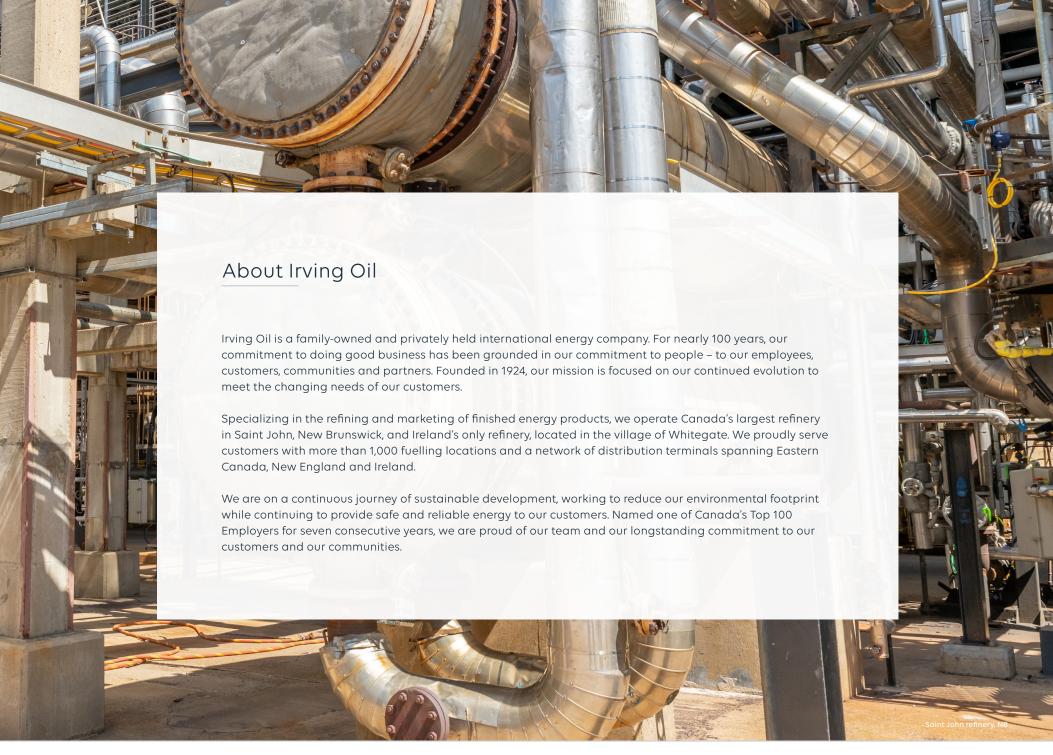
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From our leaders

We are proud to share our 2022 Report on Sustainability – a collaborative effort of our teams across the business focused on the evolution of our organization as we take action for a more sustainable future. Founded in 1924, our company has long been grounded in this belief – in doing the right thing for our employees, customers and communities.

This report, and the examples shared within, are a testament to the strength that comes from pulling together to drive change for a better tomorrow. We are committed to leading through the energy transition process, to being a part of the solution for a more sustainable future and a more just society.

Our 2022 Report on Sustainability continues to focus on the climate, environmental and social goals outlined in our 2021 Report on Sustainability. While we continue to evolve to best position Irving Oil for long-term resilience and growth through the energy transition process, we remain committed to maintaining a strong, reliable and safe core business that delivers value to our customers and the communities we call home.

Our approach to sustainability starts with listening to our stakeholders – our employees, customers, partners and communities. This meaningful dialogue helps us to continue to evolve our sustainability program and disclosures as we move forward.

Our long-term strategy continues to address the challenges and opportunities presented by the rapidly accelerating energy transition process, considering how we evolve and allocate resources to best position our company as we grow for tomorrow.

We continue to integrate sustainability into our governance framework at Irving Oil. To ensure this work is embedded in our long-term strategy, our President and Executive Vice President have direct oversight of this work and are accountable to our Board. We continue to raise employee awareness of our Environmental, Social and Governance (ESG) goals and engage our team across the organization in working together to achieve them.

Our Energy Transition Team is dedicated to ensuring the resilience of our company's strategy and business model in a low-carbon future and works closely with our Advocacy & Sustainability Team, including a cross-functional ESG Project Team, for a coordinated approach to advancing our business strategy and sustainability priorities. Our Strategic Program Delivery Office supports the outcomes and sustainability of our most critical and complex programs, including energy transition, clean fuel regulations and ESG.

Through our approach to sustainability, we are proud to contribute in direct and indirect ways to advancing the United Nations' Sustainable Development Goals and working together with our peers to drive necessary progress. In this report, we provide updated ESG performance metrics for 2022, and environmental metrics that cover the 2021 period due to the timelines needed to review the data for accuracy.*

With this Report on Sustainability, we are proud to share the progress our team has made in 2022 towards our goals.

As our company continues to grow and to evolve, it will forever be grounded in the foundation on which it was built – working hard to do the right thing for our employees, customers and communities – for today and for tomorrow.

Thank you.







Jan Whitcomb

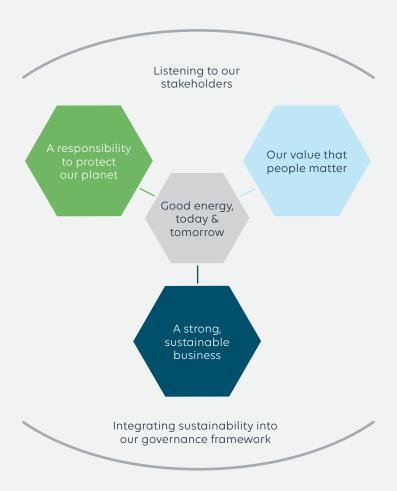
President

PRIMER

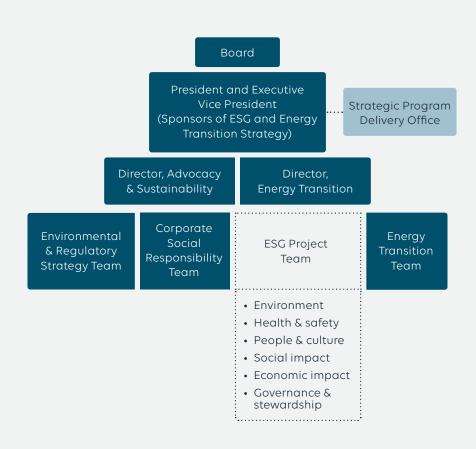
Sarah Irving
Executive Vice President

^{*}This is consistent with our practices from previous reports, in reporting environmental data from the prior calendar year.

Our approach to sustainability



Our sustainability structure



Material topics

We are focused on topics that:

- Are relevant to our stakeholders, including our employees, customers, communities, lenders, investors and regulators.
- Are informed by voluntary ESG reporting frameworks, standards and guidelines such as Sustainability Accounting Standards Board (SASB), Global Reporting Initiative (GRI), Task Force on Climate-Related Financial Disclosures (TCFD) and the United Nations' Sustainable Development Goals (SDGs).
- Align with our corporate purpose and strategy, allowing us to create value for our stakeholders over the long term.

In this report, we provide updated ESG performance metrics for 2022 across all our focus areas, with environmental metrics covering only the 2021 period due to timelines needed to review the data.* Environmental and regulatory data undergoes a review process prior to reporting; however, some historic data requires adjustment due to refinement of calculation methods, changes to reporting principles or other reasons. Material discrepancies that meet our minimum threshold will be restated in the next edition of Irving Oil's Report on Sustainability with changes explained. See restated metrics for this period on page 67.

Throughout this report, we indicate current data for this reporting period. For comparative data from previous years, and a consolidated view of our ESG performance and alignment with standards, please see Appendix on page 66.

*This is consistent with our practices from previous reports, in reporting environmental data from the prior calendar year.

Environment	Health & safety	People	Social impact	Economic impact	Governance
 Climate change and energy transition Technology and innovation Environment Air Water Waste Biodiversity 	 Process safety Personal safety Mental health Emergency preparedness and response 	 Diversity and inclusion Employee wellness Learning and development Talent attraction and retention 	 Stakeholder relations Community investment Equity and human rights 	 Economic contribution Employment opportunities Capital and strategic investment Supply chain 	 Board oversight Ethical conduct Risk management Information security and privacy

Ways we engage with our stakeholders

Employees	Financial community	Government & regulators	Neighbours & community	Customers	Suppliers & contractors
Employee service awards Community engagement opportunities Team-building events and experiences Annual Town Hall employee meeting and update calls with senior leaders Diversity & Inclusion Council and employee resource group Virtual talks and learning opportunities People Matters newsletter Code of Ethical Conduct Third-party ethics reporting Performance management process Safety meetings and reporting Engagement surveys Regular employee communications including email bulletins, intranet, digital screens, front-line messaging	Quarterly lender/investor reporting Annual lender/investor meetings Ongoing communications with lenders/investors News releases on material company matters On-site visits and facility tours	Regular, open communication and relationship-building Collaborate on policy development and regulatory changes Regulatory compliance, reporting and disclosure Bilateral meetings with government at various levels (both civil service and political) Multi-stakeholder, technical working group committees Industry associations and business groups On-site visits and facility tours	Long-standing community partnerships (e.g. schools, hospitals, community organizations) Corporate Social Responsibility (CSR) programming – donations, sponsorships and employee-focused volunteer events Social media and website News releases Concern call program Site safety and emergency response information on our website Participation in community liaison committees and industry/community roundtables Direct mail-outs to neighbours Neighbourly News newsletter On-site visits and facility tours	On-site visits and facility tours 24/7 Customer Care Line Loyalty program communications Consumer insights surveys Recognition events Events and tradeshows Email, mobile app, direct mail and social media communications Website and contact form submissions Traditional and digital media On-site signage and digital screens SMS texts (Ireland) Social media private messages Inviting text feedback in our public washrooms, restaurants, fleet lanes, lounges, showers, etc.	Code of Ethical Conduct Supplier Qualification (RFP Process and otherwise) Safety performance tracking and collaboration Provide health, safety and work-related information and instructions for contractors Share information with contractors through regular meetings (tool box talks) Supplier and contract management

Our sustainability goals at a glance

ENVIRONMENT: A responsibility to protect our planet

Area	Goal	Target	Page	Sustainable Development Goals (SDG)
Climate change	Reduce greenhouse gas emissions (scope 1 and 2)	30% by end of 2030	16	
	Take active steps towards achieving net-zero emissions	By 2050		12 REPOSSBLE CONSUMPTION ACTION ACTION
Environmental sustainability	Reduce air contaminants (CAC) and wastewater discharge	Below regulatory criteria	25	
	Reduce environmental incidents	Below a combined process safety event rate (PSE) of 0.3 for Refining & Supply		14 HELOW MADER 15 ON LINE
		Below a PSE rate of 0.13 for Sales & Marketing		
	Support biodiversity conservation efforts each year	Provide funding for scientific research and conservation initiatives; provide education and awareness opportunities.		

SOCIAL: Our value that people matter

Area	Goal	Target	Page	Sustainable Development Goals (SDG)
Health and safety	Achieve top-quartile safety performance	Sales & Marketing: RIF* below 1.0 and PSE below 0.13 Refining & Supply: RIF* below 0.5 and PSE below 0.3	35	3 GOOD REALTHING
	Continuously improve personal and process safety performance and reduce risk	Focused operational risk management and near-miss incident investigation		<i>-</i> ₩•
	Ensure all people leaders participate in mandatory mental health training	100% by end of 2022	39	
	Offer educational opportunities to employees that focus on wellness and mental health	Minimum of four sessions per year		
Diversity and inclusion	Maintain gender parity in corporate roles	-	40	5 GONER
	Increase female representation in all leadership roles, striving toward gender parity	40% by 2030		10 minors
	Develop demographic reporting in order to set future diversity targets	Work to implement the necessary baseline tracking of diversity		\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\
	Include education and awareness on bias, equity and inclusion in all HR talent development processes	100% completion by 2025		12 consumeros se responsa se r
	Ensure all people leaders participate in mandatory unconscious bias training	100% by end of 2022		

^{*}Recordable Injury Frequency

SOCIAL: Our value that people matter

Area	Goal	Target	Page
Developing our people	Offer core leadership training for all leaders	More than 90% leader participation by 2025	45
реоріс	Increase participation in Lead with Energy on Demand, an online development tool for employees	30% employee participation annually	
	Develop an active graduate development program with a yearly intake of new graduates	Retention rate of more than 90% upon completion of program by 2025	
	Obtain the right skills and capabilities for today and tomorrow	Use our strategic workforce plan as a holistic tool for talent development by 2024	
	Provide regular learning opportunities for employees related to energy transition	-	
Social impact	Increase employee participation in our Good Energy in Action program	50% participation by 2030	47
	Support more families who are accessing vital services by donating fuel cards for travel	25% increase from 2019 levels by 2030	50
	Help local families in need each year, by donating energy needed to help heat their homes	175 families annually	
	Support non-profit organizations by providing fuel to service their vehicles for a period of one year	One organization in each of the countries we serve (Canada, US, Ireland)	
	Increase the number of youth and young adults who participate in the programming we support	25% increase from 2019 levels by 2030	54
	Create more opportunities for employee participation in youth mentorship initiatives	25% of all volunteer hours support the education and empowerment of youth, by 2030	

Sustainable Development Goals (SDG)

GOVERNANCE: A strong, sustainable business

Area	Goal	Target	Page
Stewarding our business responsibly	Continue to embed ESG considerations in our governance framework	-	59
	Support effective oversight by our Board of Directors and Senior Leadership Team	-	
	Prudently manage risks to our business, allocate resources responsibly and demonstrate progress in moving our business forward	-	
Protecting our data	Complete annual cyber security training	100% annually	63
	Complete Privacy Impact Assessments for projects or systems that use/share personal data	100% annually	
Ethical business practices	Complete Code of Ethical Conduct review and signoff	100% annually	64
	Complete Workplace Harassment and Violence Prevention training and Workplace Harassment and Violence Policy signoff	100% annually	



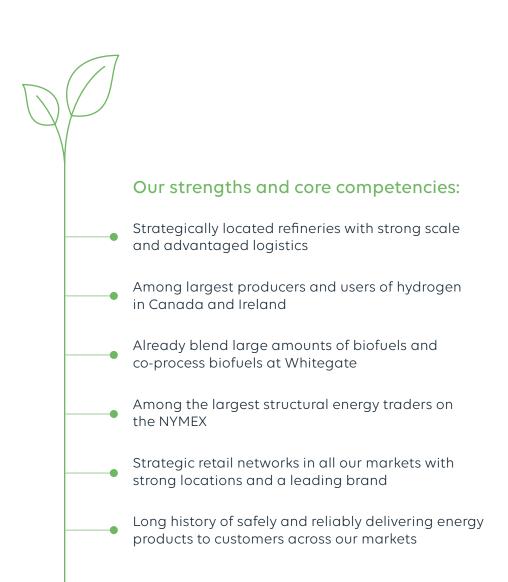


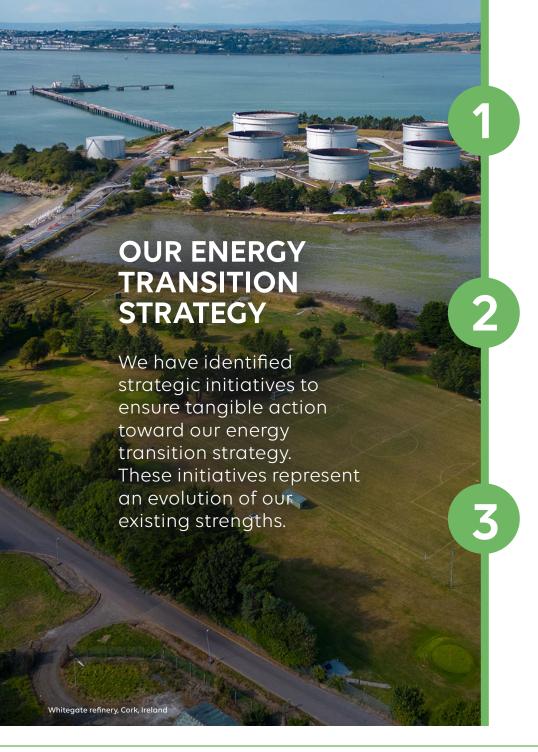
OUR ENERGY TRANSITION STRATEGY

True to the values that have guided our company for nearly 100 years, we are committed to being leading and engaged partners in reducing emissions as we all work toward a lower-carbon future.

Our work positions Irving Oil for long-term resiliency and growth through the energy transition process, while maintaining a strong, reliable and safe core business that delivers value to our customers and all the communities we call home.







GREENER REFINERIES

Reduce emissions and enhance the competitiveness of our strategically advantaged refining assets for the energy transition process.

We will create and implement a program of investments at our refineries that will support long-term competitiveness through reduced carbon emissions, enhanced reliability, reduced operating costs and the creation of options for the future. These investments will enhance the reputation of Irving Oil as a company focused on the sustainability of its operations. This initiative will focus on active opportunities and help to define ways for our refineries to evolve for the future.

HYDROGEN AND NEW ENERGY

Unlock the strategic value of hydrogen in our industry, while developing important new strategic opportunities in renewable energy and carbon capture, utilization and storage (CCUS).

We will develop an integrated multi-year plan for generating value from the emerging hydrogen economy, beginning with grey hydrogen, produced currently at our refineries, and then moving up the value chain to produce and market blue and green hydrogen. We will actively pursue renewable energy opportunities to advance our sustainability goals and enhance our brand. Also, in collaboration with other regional stakeholders, we will work to understand the feasibility of capturing and storing carbon for the long term in the Maritime provinces.

BIOFUELS

Reset our approach to biofuels from a regulatory obligation to a growth opportunity, taking necessary steps to aggregate, produce and market.

We will evolve our current biofuels business to include feedstock aggregation, biofuels production, biofuels blending, credit generation and the marketing of biofuels to customers. We plan to pivot from our current focus on biofuels for regulatory compliance to build a new biofuels business that will create a sustainable new source of value for Irving Oil.



ENERGY TRADING

Extend our proven capabilities in trading to create compelling new value for the company.

We will explore the extension of our current trading function to enable trading beyond the needs of Irving Oil itself, creating a new source of strategic value that leverages the intellectual capital of our team. At the same time, we'll gradually broaden the scope of these trading activities to include commodities aligned with the evolving demands of the energy transition process.

FUTURE OF RETAIL

Continue our journey to define the future of our retail business, focused on generating new value from alternative fuels and in-store revenue.

Building from the strategic strength of our retail portfolio, we will develop an integrated, multi-year plan for generating economic value from our convenience retail assets in all our markets. We'll focus on creating more value from sources of non-fuel revenue, introducing new forms of energy in our forecourts and advancing the use of sustainable design.

FUTURE OF OTHER CUSTOMER-FACING BUSINESSES

Generate strategic options for these important parts of our business, with a view to future resilience and growth.

We will deliver the optimal product slate, portfolio mix and service offerings for the long-term sustainability of our delivered energy business and our blending and packaging facility. We'll explore services beyond petroleum, expand further into renewables and lower carbon fuels and leverage existing assets and competencies to create new, non-core, high-growth products and services.



Leveraging new and existing strategic partnerships

Irving Oil has a long history of working with strategic partners. These partnerships help us to achieve more, leverage more capacity, and manage important risks. Across our entire energy transition strategy, developing new partnerships, and managing existing ones, will be critical to our success.

Resourcing our strategy

Consistent with industry peers, we have developed an aggressive resourcing plan aimed at bringing our energy transition strategy to life. In our current business plan, we have allocated significant resources (people, financial) to our strategic initiatives. Proper resourcing will continue to build organizational capability and knowledge as well as support progress on pilot-scale initiatives.



CLIMATE CHANGE

OUR TARGETS:

Achieve a 30% reduction in greenhouse gas emissions by 2030*.

Take active steps towards achieving a net-zero goal by 2050.

*when compared to our 2005 baseline data



Our climate goals

We have set a company-wide goal to reduce Scope 1** and 2*** emissions across our business by 30% by the end of 2030 and to actively support the aspirations of all our markets to achieve net-zero emissions by 2050.

To achieve our company-wide emission reduction goals, we will continue to develop, assess and invest in a portfolio of short, medium and long-term decarbonization opportunities. In 2021 and 2022, we have made initial investments and built important new capabilities, including the planned production of hydrogen via electrolysis, the electrification of refinery processes and the integration of renewable power into our operations. Feasibility, design and partnership development work continues to focus on strategic and larger-scale decarbonization opportunities in the years ahead. We remain vigilant for the external challenges we will encounter as we embrace the energy transition process on our journey of sustainability, such as shifts in the regulatory landscape including the Clean Fuel Regulations.

As we work towards our 2030 emissions reduction target, we continue to navigate ongoing changes to reporting quantification methodologies in the areas in which we operate and will continue to update our 2005 baseline data accordingly. This data is required to demonstrate our emissions reductions progress across our business lines against the baseline year. We look forward to providing an update on this work in a future report.

The road to 2050

We continue to build capacity and position our business to support the net-zero ambitions of our communities by 2050. We recognize we must consider a longer-term approach to Scope 3**** emissions. In the immediate term, we remain focused on increasing our biofuel blending capabilities and sourcing low-carbon-intensity biofuels, as well as exploring biodiesel blending and renewable diesel blending and production initiatives, including co-processing opportunities in our refineries. Our retail operations continue to evolve to meet the changing needs of our customers across geographies. This includes expanding our EV charging network and introducing new energy solutions including natural gas and hydrogen as they become relevant for consumers.

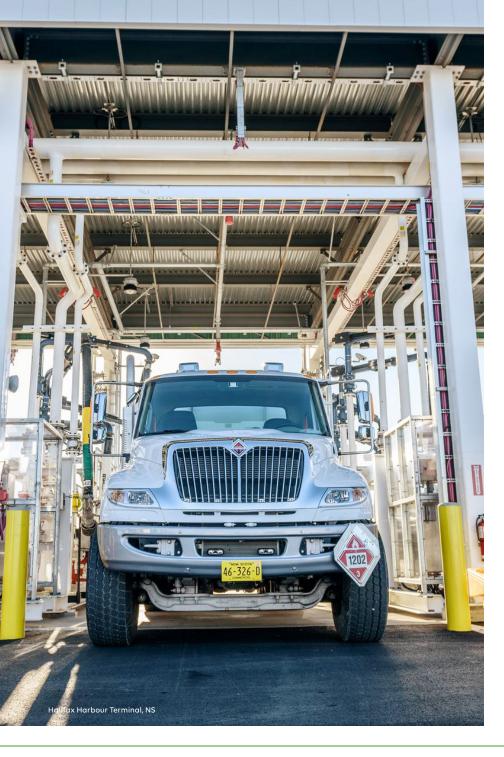
We're committed to reducing the carbon intensity of our retail locations by investing in more sustainable site designs and retrofit opportunities for existing sites.

Source: World Resources Institute and the World Business Council on Sustainable Development (WRI/WBCSD) The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised Edition, March 2004.

^{**}Scope 1 – Direct greenhouse gas emissions – Direct greenhouse gas emissions occur from sources that are owned or controlled by the company (for example, emissions from combustion in owned or controlled boilers, furnaces, vehicles, etc; emissions from chemical production in owned or controlled process equipment).

^{***}Scope 2 – Electricity indirect greenhouse gas emissions – Scope 2 accounts for greenhouse gas emissions from the generation of purchased electricity consumed by the company. Purchased electricity is defined as electricity that is purchased or otherwise brought into the organizational boundary of the company. Scope 2 emissions physically occur at the facility where electricity is generated.

^{*****}Scope 3 – Other indirect greenhouse gas emissions – Scope 3 is an optional reporting category that allows for the treatment of all other indirect emissions. Scope 3 emissions are a consequence of the activities of the company but occur from sources not owned or controlled by the company. Some examples of scope 3 activities are extraction and production of purchased materials; transportation of purchased fuels; and use of sold products and services.



2021 greenhouse gas emissions

Saint John refinery:

Scope 1 greenhouse gas emissions: 3,061,506 tonnes CO₂eq

• Amount recovered through Linde process (see below): 50,197 tonnes CO₂eq

Scope 2 greenhouse gas emissions: 58,017 tonnes CO₂eq

Whitegate refinery:

Scope 1 greenhouse gas emissions: 294,148 tonnes CO₂eq

Scope 2 greenhouse gas emissions: 20,890 tonnes CO₂eq*

*Scope 2 emissions were calculated using grid intensity from 2020 as the SEAI 2021 grid intensity factor has not been published as of the time of publication of this report.

Products & Terminals**:

Scope 1 greenhouse gas emissions: 2,921 tonnes CO, eq

Scope 2 greenhouse gas emissions: 2,351 tonnes CO₂eq

**Includes American and Canadian Terminals; with the exception of East Saint John and Mispec (these will be updated and included in the future)

Linde process at the Saint John refinery

Emissions recovered in collaboration with Linde Canada, where some ${\rm CO_2}$ from our facility is captured and recycled for food-grade use.

Taking action

Investing in clean hydrogen

Our initial investment in a hydrogen electrolyzer expands our hydrogen capacity and marks the first pathway to green hydrogen for customers in the Atlantic region.

Our 5-megawatt electrolyzer, purchased in 2022, is expected to be fully operational at our Saint John refinery in 2024 and will play a significant role in exploring further hydrogen production to drive emission reductions, as well as clean energy solutions for downstream customers. Once fully operational, the electrolyzer will produce two tonnes of hydrogen per day – the equivalent to fuelling 60 buses per day with hydrogen*. Irving Oil was the first oil refinery in Canada, and one of the first in North America, to make such an investment in this type of clean energy solution.



Driving emissions reductions at our Saint John refinery

During the first of two turnarounds in 2022 at our Saint John refinery, we invested \$35 million to improve the safety, reliability, efficiency and sustainability of the facility. The electrification of a steam-powered turbine is expected to achieve a reduction of 30,000 tonnes of ${\rm CO_2}$ absolute (direct) emissions per year at the site. That's the equivalent of the emissions of more than 9,000 passenger vehicles driving 15,000 km per year*.



*Reference: NRCAN Greenhouse Gas Equivalencies Calculator





Wind energy in Saint John

Our partnership with Saint John Energy to power our Saint John Energy-supplied properties with wind energy, beginning in 2023, makes Irving Oil the largest purchaser of Renewable Energy Certificates (RECs) from this project. In using these RECs, provided by Saint John Energy through the Burchill Wind Project, Irving Oil will be among the first in Saint John to consume decarbonized electricity from Saint John Energy's grid – for more than 30 properties throughout the city.

This does not include the Saint John refinery, which does not acquire power from Saint John Energy.

Advancing our decarbonization work with TC Energy

In 2021, we signed a Memorandum of Understanding (MOU) with TC Energy Corporation, to explore the joint development of a series of proposed energy projects focused on reducing greenhouse gas emissions and creating new economic opportunities in New Brunswick and Atlantic Canada. Since then, we have together executed significant exploratory work in the areas of refinery emission reductions, renewable energy, carbon capture and sequestration, and low-carbon hydrogen. We are excited about continuing to explore opportunities to contribute to decarbonizing local industry over the medium and long term via the production and distribution of low-emission hydrogen, coupled with a world-class carbon capture and sequestration network. We will target industry solutions that will lower the emissions in the region to align with carbon reduction goals and enhance the opportunities for future development in Atlantic Canada.

Diverting waste to renewable energy

We believe Renewable Natural Gas (RNG) provides a powerful opportunity for the efficient decarbonization of our operations. A large and growing number of RNG opportunities across our markets are in development, including two recent commitments that together are expected to reduce our company-wide emissions by more than 1%.

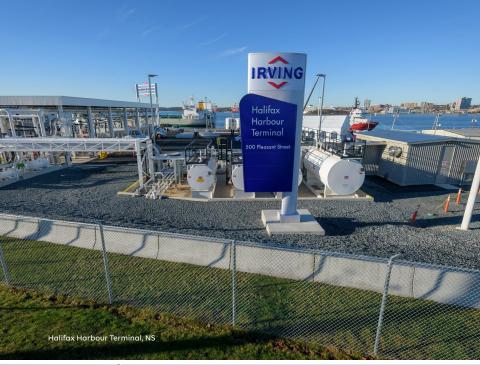
Our RNG offtake agreement with Anaergia Inc. will support the development and commissioning of a significant RNG project in Rhode Island, integrating the supply into our New Brunswick operations via our existing pipeline system commitments from the US.

Exploring a renewable energy hub at our refinery in Ireland

Our Memorandum of Understanding (MOU) with Simply Blue Group, an Irish blue economy developer in floating offshore wind, explores opportunities related to the potential development of an integrated renewable energy hub at our Whitegate refinery. Opportunities include the production of green hydrogen and its use in the production of electrofuels for local and international markets. Electrofuels, known as e-Fuels, are zero-carbon fuel products produced with electricity from renewable sources.









Building biofuel blending capacity at our Halifax Harbour Terminal

One of the ways that we are reducing our greenhouse gas emissions is by lowering the carbon intensity of our fuels, including biofuel blending. With the 2022 investment at our Halifax Harbour Terminal, we have introduced the capability to blend ethanol with our gasoline products; up to 15% by volume.

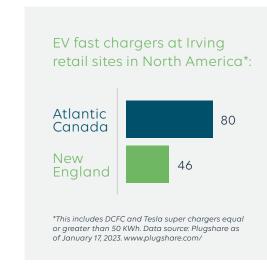
This project will reduce emissions by 150,000 tonnes of carbon dioxide equivalent (tCO_2e) per year – equivalent to taking 45,000 passenger vehicles off the road annually, assuming a driving distance of 15,000 km per year*.

*Reference: NRCAN Greenhouse Gas Equivalencies Calculator

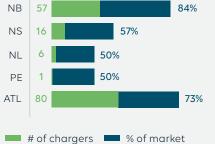
Our EV charging network

With 80 chargers across 19 locations throughout Atlantic Canada, we are proud to be the leading electric vehicle (EV) fast-charging host in the region.

As we continue to expand our EV network, we have introduced our first Irving-branded EV chargers in New England and are actively planning further development and deployment of EV charging at strategic locations in certain regions in which we operate.



EV fast chargers at Irving retail sites in Atlantic Canada:



Laying the groundwork for low-carbon retail sites

Aligned with our objective to decarbonize our retail and fleet network, we plan to introduce a more energy-efficient pilot site in 2023 that reduces overall greenhouse gas emissions by 30%. Level 1 and 2 energy audits have also been introduced at some of our retail locations

The Level 1 audit provides an important baseline from which we can measure and understand potential opportunities for energy efficiency.

The Level 2 audit enables further understanding of the possible solutions to the opportunities identified such as a variable air volume control Heating, Ventilation and Air Conditioning (HVAC) system.

Piloting solar power

Across physical assets, we continue to introduce new energy solutions, including solar pilots, to reduce our overall carbon footprint.

Solar canopies installed at some retail sites offset the energy required to power the fuel dispensers, while solar arrays installed as a pilot on our Irving home heat trucks continuously charge truck batteries, extending battery life and eliminating the need for battery boosting.

A solar flower installed at our retail site in Salisbury, NB, generates sufficient power to offset the electricity required by all the fuel pumps on site – offsetting 1.5 tonnes of CO_2 each year and helping to increase general awareness and understanding of decarbonization.

We continue to explore the use of solar power at our marine terminals and other applications across our business.







Addressing climate change through partnership

Irving Oil has proudly partnered with Ducks Unlimited Canada for more than 60 years to help conserve Atlantic Canadian wetlands and the wildlife that depend on them.

As our partnership continues to evolve, we are focused on sustainable outcomes that result in measurable environmental benefits to help reduce greenhouse gas emissions.

In November 2022, we announced our support for Ducks Unlimited Canada, the University of Toronto, Scarborough and a group of other top Canadian academic institutions in a new partnership pioneering a research project that will measure the ability of wetlands to store carbon.

The project, made possible through the Government of Canada's Climate Action and Awareness Fund, will provide important information to guide the protection, conservation, restoration and management of wetlands as nature-based carbon solutions.

In partnership with Ducks Unlimited and our partnering academic institutions, we are working towards reducing the carbon footprint of the Beaubassin Research Station (more on the Beaubassin Research Station on page 31). Through financial support, employee resources and student engagement opportunities, Irving Oil will contribute to the studies and solutions needed to achieve a net-zero carbon footprint at Beaubassin in the future. Read more about this work, including our engagement with the Arthur L. Irving Institute for Energy and Society at Dartmouth College on page 50.

Whitegate builds internationally certified energy management system

Our Whitegate refinery team built an energy management system to better monitor and improve the energy performance of our refining operations, with a goal of reducing our carbon footprint. The energy management system was certified to the international energy management standard ISO 50001 this year.





The Hive: Irving's innovation lab

In 2022, we established an in-house innovation lab in Saint John, NB, focused primarily on retail innovation. Known as The Hive, this space provides hands-on opportunities to address the evolving needs of our customers.

Prototypes for more sustainable site design include solar installations and retail forecourt retrofits, including the use of a small-scale wind turbine. Designed for unobtrusive and quiet, clean energy production, the turbine produces an estimated 2,500 kWh of clean energy per year – equivalent to the power needed to charge 215,515 smartphones from zero to 100 per cent.* The small-scale turbine was used for in-house applications in 2022.

Flexible work: reducing our individual carbon footprint

In the spring of 2022, we began a phased return to the workplace in alignment with public health guidelines. As part of this transition, we introduced a Flexible Work Program (more on page 40), providing non-operational employees with the option to work up to three days a week at home.

In addition to the benefits of flexibility and work-life balance, an estimated 1,086 tonnes of ${\rm CO_2}$ eq. were not produced from March to December because of this program.**

We have also introduced waste management programs at our home office in Saint John that include recycling, composting and eco-friendly packaging in our cafés.

A strong voice in the global energy conversation

With a long-standing commitment to the environment, to sustainability and to doing the right thing, we are focused on leading through the energy transition process – in advocating for reliable and sustainable energy solutions for our communities and to working with stakeholders to support policies needed to achieve this.

Through 2022, we are proud to have helped drive positive change through our participation in the global energy transition conversation; including at the Conference of Montreal and the Toronto Global Forum, organized by the International Economic Forum of the Americas, the New England-Canada Business Council Executive Energy Conference and the inaugural Hydrogen Ireland Conference put on by Hydrogen Ireland.

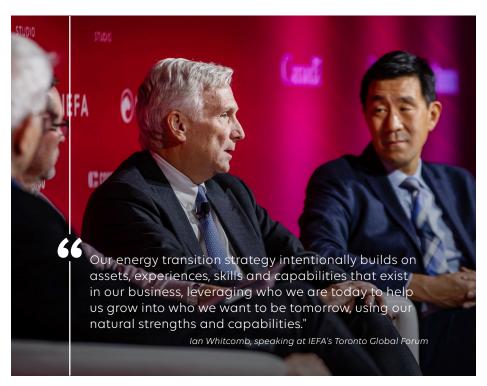


Photo credit: International Economic Forum of the Americas

^{*}Reference: NRCAN Greenhouse Gas Equivalencies Calculator

^{**}This is calculated for our full-time employees (non-operational), based on average distances travelled to and from work, number of days in the office (assuming all employees consistently adhere to their original Flex Work arrangements), no carpooling or public transit. North American estimates are based on the Natural Resources Canada vehicle emission data for gasoline-fuelled, 2017 models (1795 CO2 g/km), and for Ireland employees using the European Environment Agency average emission factor for diesel-fueled 2019 models (1270 CO2 g/km). Emission averages are based on 2- to 4-cylinder, automatic/ manual transmission, light-duty vehicles. Model years were chosen based on data availability and average car ages.

ENVIRONMENTAL SUSTAINABILITY

OUR TARGETS:

- To be below annual regulatory criteria air contaminants (CAC) emissions limits and wastewater discharge limits.
- To reduce environmental incidents below a combined Process Safety Event (PSE) rate* of 0.3 for Refining & Supply and below 0.13 for our Sales & Marketing operations.
- To support biodiversity conservation efforts each year by providing funding for scientific research and conservation initiatives, and through education and awareness opportunities.

*Combined PSE Rate = ((Total Tier 1 PSE Count + Total Tier 2 PSE Count)/Total Work Hours) x 200,000. Any Tier 1 or Tier 2 PSE begins with an unplanned or uncontrolled release of any material, including non-toxic and non-flammable materials from a process that results in one or more consequences.





We continuously strive to raise the bar for responsible operations, reduce our environmental footprint and protect local wildlife.

In 2021, our facilities across all our geographies continued to operate below the annual regulatory criteria for air contaminants (CAC) emissions limits and wastewater discharge limits (emissions data is reported for 2021 due to the timelines required to review the data). See our emissions information on pages 26 to 28.

In 2022, we continued to focus on process safety and reducing environmental incidents across our operations. We are proud to have achieved our targets with a combined Process Safety Event (PSE) rate* of 0.20 for Refining & Supply and 0.12 for our Sales & Marketing operations (read more on page 37).

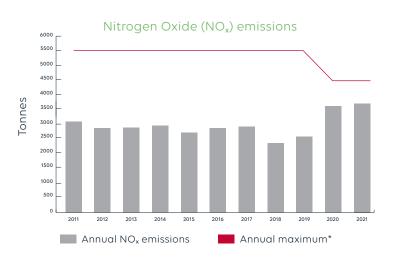
Our support for biodiversity conservation efforts continues in partnership with the New England Aquarium, Ducks Unlimited Canada and through our own initiatives (read more on page 30) – leveraging this work to deliver on measurable environmental impacts to help reduce greenhouse gas emissions.

Across our retail network we have introduced a number of pilot projects to reduce emissions and plastic waste (see pages 22 and 33).

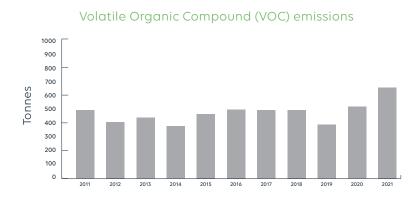
Emissions performance

Measuring and reporting emissions from our refinery operations is an important element of our commitment to the environment, the health and safety of our employees and surrounding communities and our overall ESG strategy. The following charts detail the air quality performance at our Saint John and Whitegate refineries. Key areas of focus at our refineries differ due to regulatory requirements within each jurisdiction. Air emissions data is quantified according to applicable regulatory requirements, standards and guidelines (federal and/or provincial). This data differs between each refinery due to different emissions sources, different refinery configurations, processes, complexity and operational conditions. We work collaboratively with our federal, provincial and state regulators, as well as with the community, to review environmental performance data and concerns.

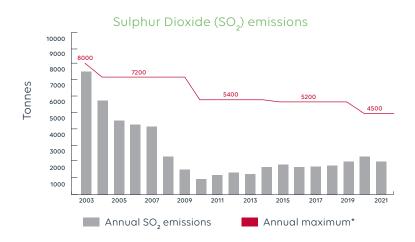
SAINT JOHN REFINERY EMISSIONS PERFORMANCE



The Saint John refinery NOx emissions increased in 2021 as quantification methodology set out by the federal regulators has changed.

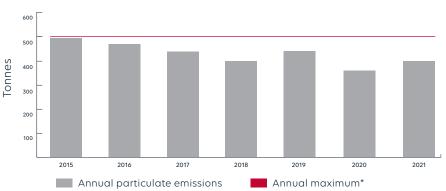


There was a slight increase in VOC emissions in 2021 due to some recommended adjustments following a full data review to demonstrate continuous improvement: 1.An increase in floring VOC emissions due to a change to the flaring efficiency factor, to be consistent with the same efficiency factor used by our Process Safety Team and; 2.A different approach was used for the Fugitive Emissions Leak Detection and Repair (LDAR) program in 2020 during the pandemic, using a statistical analysis as screening and repairs of components were not able to be completed that year.



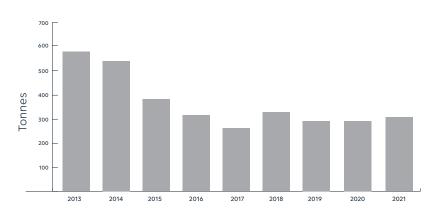
*Annual maximum as established by the New Brunswick Department of Environment and Local Government

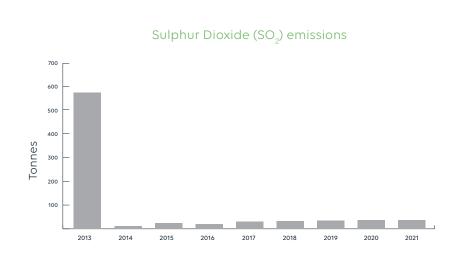
Particulate matter emissions



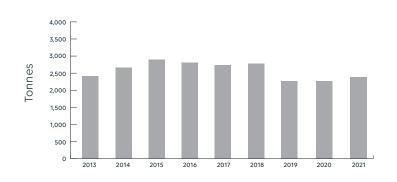
WHITEGATE REFINERY EMISSIONS PERFORMANCE

Nitrogen Oxide (NO_x) emissions









Whitegate refinery acquired in 2016

Reducing VOC emissions through partnership

In addition to our existing air emission monitoring programs, including our ground-level ambient monitors, Irving Oil engaged Montrose Environmental Group Ltd, a US-based consultant, following the implementation of new Canadian Volatile Organic Compound (VOC) regulation designed to reduce VOC emissions from fugitive sources in refineries. We're increasing the reliability of our operations at the Saint John refinery through implementation of this program, which includes leak detection and repair, fenceline monitoring and modifications to equipment, as well as reporting and auditing.

Under the Leak Detection and Repair Program, the team reviewed more than 1,000 refinery piping and instrumentation diagrams (P&IDs) and identified the tagged 240,228 components. Each component is tested for leaks three times annually using an Optical Gas Imaging (OGI) camera. Any leaking components are repaired and re-screened. Through the partnership, Montrose created a full-time local position dedicated to leak detection and repair at the Saint John refinery.

VOC sampling stations were also established in 12 locations around the perimeter of the refinery as part of the fenceline monitoring program. The results from the monitoring have shown strong performance with levels below the US Benzene action level regulations.

This work supports our environmental and process safety goals by helping detect and respond to fugitive emission leaks sooner, as well as improving the accuracy of our VOC reporting.

2021 incidents of non-compliance

We are committed to safe, reliable operations across our company. Incidents that do occur are tracked, reported to appropriate authorities and senior leaders within our business, and internal investigations with corrective measures are taken to prevent a reoccurrence.

	Saint John refinery	Whitegate refinery
Number of incidents of non-compliance associated with air/water permits and regulations	22	4

Saint John: Of the 22 incidents, only four releases had off-site impacts – two related to spills into a body of water (less than 30 litres) and two related to exceeding our waste water treatment unit operating limits. Whitegate: The four exceedances were water-related, resulting from elevated limits (parameters including total nitrogen, suspended solids, hydrocarbon oil index).

Terminals:

2021 air emissions

Terminals in Canada

Volatile Organic Compounds Tonnes	• East Saint John, NB – 19.6 • Canaport Mispec, NB – 56.4 • St. John's, NL – 5.6 • Charlottetown, PE – 23.2 • Halifax, NS – 60.7
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Terminals in the US

Volatile Organic Compounds Tonnes	• Revere, MA – 19.9 • Portsmouth, NH – 2.0 • Searsport, ME – 11.1
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Concern calls for 2021

The following concern calls were received and addressed in 2021.



2021 solid waste management

	Saint John refinery		Whitegate refinery	
	Total (tonnes)	Recycled	Total (tonnes)	Recycled
Hazardous waste	59,284	99.88%	1,928	7%
Non-hazardous waste	5,563	0%	247	100%

2021 water management

	Saint John refinery Total (m³)	Whitegate refinery Total (m³)
Water intake	10,180,148	511,888
Effluent discharged	12,775,463	517,114

BIODIVERSITY

Through partnerships with leading research institutions, environmental organizations and academics, we are focused on responsible operations to help protect our natural environment, important ecosystems and the species that depend on them. The following stories provide examples of progress made in 2022.

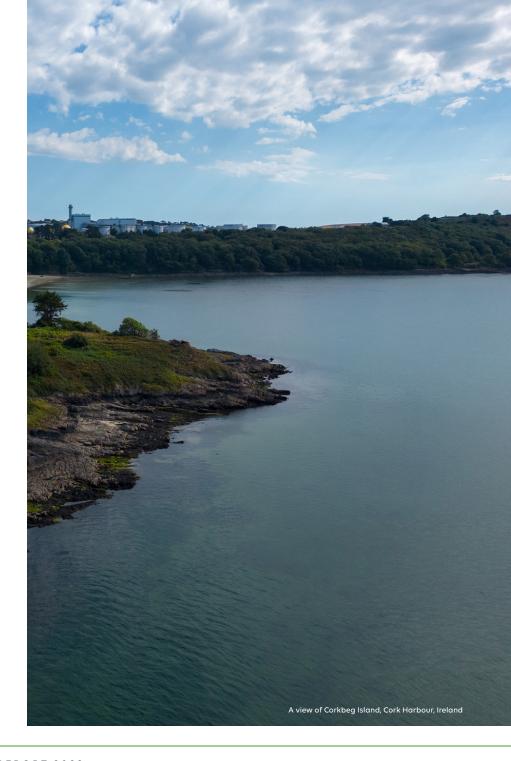
Biodiversity considerations for the Whitegate Catchment Basin Expansion Project

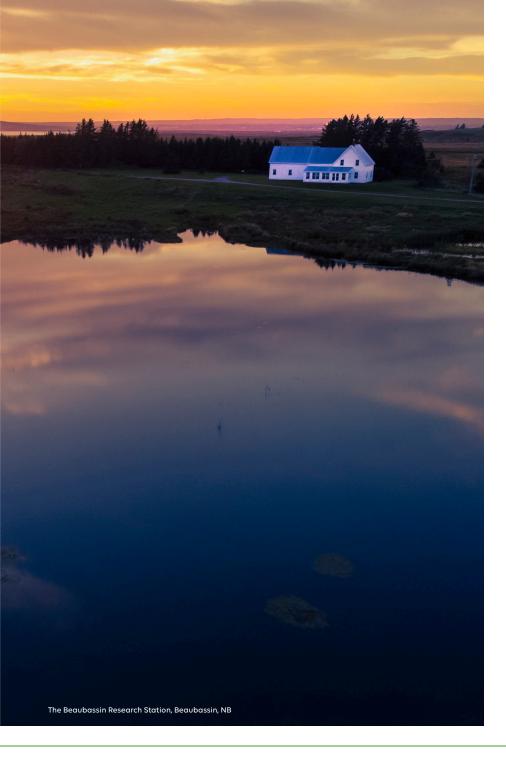
With every project, we are committed to understanding its environmental impact and taking steps to mitigate risk to our ecosystems.

One such project is Corkbeg Island, home to our Whitegate refinery crude oil storage tanks. Located in Cork Harbour, adjacent to a designated environmental Special Protected Area (SPA), the island is rich in biodiversity and home to a number of wildlife species such as newts, otters and birds, as well as rare plants and mature trees. As plans emerged to expand the Catchment Basin infrastructure, the environmental impact and the steps needed to protect the natural ecosystem were critical in our project planning. A detailed Ecological Impact Assessment, completed in 2019 by Dixon Brosnan Environmental Consultants, highlighted a need to adjust the project schedule, eliminating heavy civil engineering works from the end of October until March, to minimize disruption to the local wildlife wintering in the harbour.

A population of more than 400 newts and an otter resting holt were identified near the project site. In order to safely facilitate the expansion, we worked closely with the Irish National Parks and Wildlife Service to relocate an estimated 300 newts to new and similar neighbouring wetland ponds. The project design was tailored to ensure the holt remains protected.

Rare plants, including Bee Orchid and Dittander, were also identified in the study and, for protection, they will be transplanted to another location on the island.





Supporting wetland conservation and environmental research at Beaubassin

The Beaubassin Research Station in Aulac, NB, was established in 2009 with the leadership of our Chairman, Arthur Irving, and through the partnership of Irving Oil, Acadia University and Ducks Unlimited Canada. Today, it continues to advance environmental and historical research, bringing together students and researchers from leading academic institutions to focus on finding practical solutions for a more sustainable future.

In 2022, we continued our long-standing support for Ducks Unlimited Canada in formalizing an agreement to explore the use of wetlands as a nature-based carbon solution. Beaubassin will be a key property in this pursuit to advance the understanding and the scientific tools needed to estimate net greenhouse gas reductions through wetland conservation, restoration and management. This information is critical to better quantifying the role of wetlands as a nature-based climate solution and developing baseline information from which to structure national and regional carbon protocols. Read more on page 23.

We continue to support Ducks Unlimited Canada in their ongoing work at Beaubassin focused on climate change and advancing knowledge of our coastal ecosystems.

Areas of research supported in 2022 include:

- Salt Marsh Carbon focused on carbon storage research and an assessment of the impact of sea level rise on the formation and growth of salt marshes.
- Salt Marsh Restoration focused on salt marsh restoration projects, how to improve restoration methods as well as an assessment of fish and wildlife use after restoration.
- Coastal Wetland Birds focused on birds' use of coastal salt marsh and freshwater wetlands. This includes water level management in the research cells adjacent to the Beaubassin Research Station and encompasses work on shorebirds and songbirds as well as waterfowl.

Expanding the understanding and protection of marine life: Calvin the North Atlantic right whale turns 30

For more than 20 years, our partnership with the New England Aquarium and associated research teams has helped them to better understand and protect ocean life. Through our continued investments in marine mammal research, we've helped fund studies with the Anderson Cabot Center for Ocean Life aimed at identifying and cataloging critically endangered North Atlantic right whales, including Calvin. An orphaned right whale calf who lost her mother to a vessel strike in the Bay of Fundy, Calvin is now a 30-year-old mother of four – a symbol of resilience, and of the impact of this important work to protect this species. Our funding continues to support research teams in areas off the coast of Atlantic Canada, Quebec and in New England.

In 2022, the right whale research team expanded their drone research program, with 38 training flights over Cape Cod Bay. The team also collaborated in additional field research efforts, including photo identification work in Cape Cod Bay with the Northeast Fisheries Science Center and in the Gulf of St. Lawrence with the Canadian Whale Institute.

North Atlantic right whale field research: 2022 impact

Gulf of St. Lawrence

(collaboration with Canadian Whale Institute and University of New Brunswick)

- 16 days on the water
- 785 nautical miles tracked
- 234 photo-documented sightings of right whales
- 81 unique right whales sighted
- 4 mom-and-calf pairs
- 4 biopsy samples collected
- 4 fecal samples collected
- 6 day/night and 6 opportunistic/test oceanographic stations
- 31 drone collaborator flights
- 4 sets of lost gear reported to Fisheries and Oceans Canada (DFO)

Southern New England

- 4 days on the water
- 322 nautical miles tracked
- 12 photo-documented sightings of right whales
- 17 unique right whales sighted



A pilot project to eliminate plastic waste

As part of our goal of reducing plastic waste across our organization, we continue to introduce new means of serving our customers. In 2022, we piloted the use of EcoTank International windshield washer fluid dispensers at our retail locations – helping our customers eliminate plastic waste from windshield washer fluid fill-ups.

With this pilot innovation, we have in 2022 diverted 1,280 windshield washer containers from local landfills.





HEALTH AND SAFETY

TO ELIMINATE SEVERE INCIDENTS AND INJURIES IN OUR BUSINESS.

OUR TARGETS:

- To achieve top-quartile safety performance for each business line, as compared to others in their industry.
- To strive for the following safety performance targets for Recordable Injury Frequency (RIF) and Process Safety Events (PSE):
 - o Sales & Marketing: RIF* below 1.0 and PSE** below 0.13 o Refining & Supply: RIF below 0.50 and PSE below 0.3
- To continuously improve our personal and process safety performance and to reduce risk through focused operational risk management and near-miss incident investigation.

*RIF = (Number of injuries x 200,000 workforce hours) / number of hours worked

**PSE Rate = (Total Tier 1 PSE Count + Total Tier 2 PSE Count) x 200,000 / total work hours

The Potential vs. Actual Injury Rate (PAIR) metric introduced in 2021 continues to be tracked by both Saint John and Whitegate refineries.



Our unwavering commitment to safety has always been an important point of pride at Irving Oil – a non-negotiable value for our people and for the communities we serve. With our safety journey to zero, we are striving to eliminate severe incidents and injuries across our organization.

In a culture of deep commitment to safety, there is always more to be done. We continue to focus on doing the right thing, the right way, every time.



Personal safety

In 2022, we saw slight increases in our company-wide recordable injuries (RIF) and lost-time injuries (LTIR) compared to the previous year, and have applied new measures to improve our safety performance and to capture all learnings from each incident and near-miss event.

As we continue to strive for top-quartile safety performance, we are creating a stronger safety culture by reporting, investigating and openly sharing our nearmiss incidents, with a particular focus on learning from our high-severity, near-miss events, as a means to prevent actual high-severity injuries.

With our continued commitment to strong operational discipline, we expanded the roll-out of our weCommit program across the company. This framework, introduced at our Saint John refinery in 2021, has since been rolled out to our Whitegate refinery, Irish Sales & Marketing, Irving Energy and Tractor Trailer operations, with remaining business lines set to implement the program in 2023. The weCommit culture of "Do the right thing, the right way, every time" is further supported by the following five behaviours:

we Commit

Do the right thing, the right way, every time Seek knowledge

Ask questions

Follow procedures

Be accountable

Back up team members

SEEK KNOWLEDGE

Look for ways to expand your understanding of systems, processes and safety hazards

ASK QUESTIONS

Is this task safe? Raise issues and stop work when required

FOLLOW PROCEDURES

Follow the rules, standards, practices, processes and procedures

BE ACCOUNTABLE

Take ownership and do the right thing, every time

BACK UP TEAM MEMBERS

Collaborate openly and value the input of others



Company-wide	2022
RIF	0.88
LTIR	0.64

	RIF by business	2022
	Saint John refinery	0.31
	Whitegate refinery	0.50
	Products & Terminals	0.37
Vale	Sales & Marketing	1.82
	Corporate	0.11

LTIR by business	2022
Saint John refinery	0.09
Whitegate refinery	0.50
Products & Terminals	0.37
Sales & Marketing	1.41
Corporate	0.11



Refinery turnarounds

As part of our commitment to personal and process safety, in 2022 we completed two turnarounds at our Saint John refinery and two outages at our Whitegate refinery. Our spring turnaround in Saint John was a \$35-million investment, which resulted in 400,000 workforce hours and, at its peak, saw more than 500 people working on the project. During our fall turnaround, we made a \$176-million investment, bringing more than 1,900 additional contractors to our site who completed more than 1.2 million workforce hours.

Demonstrating our weCommit values and our commitment to safety, we executed each of these turnarounds with clear safety standards and instructions, contractor onboarding, site orientation, toolbox talks, safety meetings with contractor safety representatives each shift, strong leadership communications, timely investigation of incidents and near misses, and communications on lessons learned to the front lines. Both the spring and fall turnarounds at the Saint John refinery brought back our "join-a-crew" initiative; having leaders meet with crews prior to each shift to share information, including affirming the importance of working safely.

Process safety

In 2022, we continued to focus on process safety and reducing environmental incidents across our operations. We are proud to have achieved our targets with a combined Process Safety Event (PSE) rate of 0.20 for Refining & Supply and 0.12 for our Sales & Marketing operations.

Irving Oil's Process Safety Academy continued through 2022 as a company-wide forum to share learnings and best practices.

Our Sales & Marketing organization expanded its process safety team in 2022, to ensure that dedicated resources are assigned to the specific needs of this area of our business.

In our Products & Terminals organization, hazard identification (HAZID) refresh exercises were completed in three of our marine terminals, including risk ranking of both inherent and residual risk of major accident scenarios. Key controls were identified that reduce the risk of injuries and process safety events and plans to implement an audit program for this work are now underway, to confirm the HAZID risk assessments.

At our refineries, we continue to focus on process safety leading indicators (Tier 3) to reduce the risk of serious process safety events.

SOCIAL

Emergency response preparedness

With hundreds of hours spent training in 2022, we are proud of our efforts in emergency response, including firefighting, rescue, medical response and incident management systems.

Some additional examples of our preparedness efforts in 2022 include two full-site evacuation exercises at our Whitegate refinery to test our internal emergency plan; three international ship and port facility security exercises in Ireland; and two live emergency response assistance plan (ERAP) exercises with our Delivered Natural Gas teams in Atlantic Canada.

At our Saint John refinery, there were 35 planned emergency response exercises across our facilities, including at our East Saint John pipeline, oil handling facility, turnaround evacuation and a full-scale exercise at our Canaport Terminal.

We take pride in the relationships we have with provincial Emergency Measures Organizations (EMOs) and other critical infrastructure companies. In addition to several fire departments across Atlantic Canada and New England, we have performed training exercises with 12 other organizations.



TO CREATE AN ENVIRONMENT WHERE EMPLOYEES ARE SUPPORTED AND ENCOURAGED TO TAKE CARE OF THEMSELVES BOTH PHYSICALLY AND MENTALLY.

OUR TARGETS:

- To ensure by the end of 2022, all people leaders will have participated in mandatory foundational mental health training.
- To offer at least four educational opportunities annually to all of our employees that focus on wellness and mental health.



We are committed to our goal of having 100% of our people leaders complete mental health training and are proud of the progress we have made to date. We expect to reach this milestone in 2023. To support the long-term sustainability of this program, mental health training will be offered multiple times a year, ensuring new leaders remain compliant with this mandatory training.

Beginning in 2023, we will extend our mental health training program to all employees, making it available (and at this time, optional) to our entire workforce of more than 4,300 employees. This investment will advance our goal of creating a more inclusive work environment by reducing the stigma associated with poor mental health and mental illness and creating an open environment for supportive conversations.

In addition to our 24/7 Employee and Family Assistance program, we are committed to enhancing conversations and support for mental health, focused on reducing stigma. In 2022, our mental health awareness and education sessions with medical professionals focused on a broad range of topics, including coping strategies, resiliency, child psychology, deep breathing and meditation, suicide and self-harm. These sessions were open for all employees to attend and to ask questions anonymously or with attribution, based on their level of comfort.

Completion rate for mental health training for people leaders



2022

89%

Investments in North American employee wellness reimbursements



2022

\$273,000 USD*



Our Whitegate refinery team receiving the PSYCHED award (positive support you can have every day) for mental health efforts in 2022

^{*}Reporting currency changed to USD in 2022, to align with other compensation-related data

DIVERSITY AND INCLUSION

TO BUILD A STRONG, INCLUSIVE CULTURE THAT SUPPORTS DIVERSITY, INDIVIDUALITY AND RESPECT, WHERE EMPLOYEES ARE PROUD TO WORK AND FEEL THAT THEY BELONG.

OUR TARGETS:

- · Maintain gender parity in corporate roles.
- Increase female representation in all leadership roles to 40% by 2030, striving towards gender parity.

Our long-term aspiration is to increase the overall representation of historically under-represented groups on our team, reflecting more diverse perspectives in our decision making and leading the way as a top diversity employer in our communities. To achieve this vision, we will:

- Work to implement the necessary baseline tracking of diversity at Irving Oil
 in order to begin to report on our demographics and set future targets.
- By 2025, ensure 100% of HR talent development processes include education and awareness on bias, equity and inclusion.
- By 2022, ensure 100% of people leaders have participated in mandatory unconscious bias training.

We strive for a work environment where each of us feels we belong, where we can be ourselves and where we treat our fellow employees with respect. We remain committed to our diversity and representation targets, and to working hard to nurture a strong sense of belonging at our organization.

For the seventh consecutive year, our company is proud to be recognized as one of Canada's Top 100 Employers. This distinction reflects the hard work and dedication of our teams, who remain focused on supporting one another and serving our customers with integrity.

Aligned with the general trend across our industry, in 2022 we saw an increase in voluntary resignations (9.6% attrition rate) due to the abundant, competitive and diverse global employment opportunities and offerings. See page 70 for comparative information on attrition rates since 2020.

To ensure we remain competitive and an employer of choice, we continuously evaluate our offers, work policies, recruitment strategies and partnership opportunities. We are proud of our team, our values as a company and the progress we are making together.

Flexible work options

For our non-operational workforce, the introduction of our flexible workplace program in 2022 allowed many to find additional work-life balance by selecting a hybrid work model. We know this flexibility is an important benefit for talent attraction and retention.





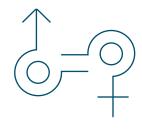


Striving for more balanced representation

A workforce that reflects the communities in which we operate is an important element of our commitment to our people. We know our journey to increase female representation is complex, particularly when it comes to operational roles which are less-frequently held by women.

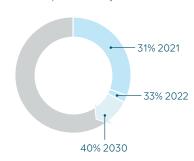
Since our last reporting period, we have maintained gender parity in our corporate roles and have made progress on our goal to have 40% of our leadership roles be held by women. In 2022, we also marked the integration of our Ireland workforce into our reporting data.

Maintain gender parity in corporate roles



Females in leadership roles

Increase female representation in all leadership roles to 40% by 2030



We continue to leverage our university partnerships for meaningful engagement with students from diverse backgrounds and disciplines. Our partnerships with academic institutions are key components in building our future talent pipeline. We take pride in supporting students in a variety of ways, including financial awards aimed at building more equitable access to education in our communities, experiential learning opportunities, employment opportunities and support for student programs (read more on page 56).

We are proud to be an industry partner with the Government of New Brunswick at their Centre for Excellence in Energy. This program focuses on supporting youth as they make career choices, ensuring they fully understand the opportunities that exist within the energy sector (read more on page 55).

SOCIAL

These are a few of the steps we are taking to increase gender parity and the overall diversity on our team and we look forward to sharing additional initiatives in future reports.

A focus on unconscious bias

In line with our goal of creating a more inclusive workplace for all, every leader in our company is required to complete mandatory, instructor-led training on unconscious bias in partnership with the Canadian Centre for Diversity and Inclusion (CCDI). These classes are offered multiple times each year, to allow opportunity for our full leadership cohort to be immersed in these important concepts and conversations.

Completion rate for unconscious bias training for people leaders



2022

85%

An active diversity and inclusion network

Our diversity and inclusion network of employee volunteers grew by 26% in 2022 to more than 80 members, expanding the reach of our programming across the organization. The network hosted several well-attended learning and engagement events focused on health and wellness, energy transition and sustainability, diversity and inclusion, and social connection, including virtual talks, hackathons and wellness workshops.

Diversity and inclusion:

- Our Road to Gender Parity: A virtual talk for International Women's Day
- Exploring Multiculturalism: A virtual talk for World Multiculturalism Day
- A Global Mawio'mi (gathering): A virtual talk for the National Day for Truth & Reconciliation
- Pride: parade participation, flag raising, 'Show us your Pride' team activity, and giving opportunities to local organizations

Energy transition and climate change:

 Hackathon: Decarbonization and Sustainability (including a repeat event for our summer students)

Health and wellness:

 Take Some Time for You: Learning sessions with a sleep therapist and dietitian for World Health Day

Social connection:

 Holiday market: celebrating and sharing the creative ability of employees across the business



Left: employee networking, Saint John, NB. Right: Ed and Emily at our holiday market, Saint John, NB.

A conversation on multiculturalism

One of the many learning events that our employee resource group presented in 2022 was a virtual talk in recognition of World Multiculturalism Day. For this event, we asked some of our employees to tell us firsthand about their professional experience from a cross-cultural perspective. This session received very positive feedback, citing the impact of learning from our peers.



		2022						
	Atlantic Canada	New England	Ireland and UK					
Number of employees	2,878	658	770					
Total compensation	\$292,117,467 USD	\$75,594,497 USD	\$56,814,141 USD					

	2022		
	Male	Female	
Senior Leadership Team	67%	33%	
All leaders	67% 33%		
All employees	67%	33%	

Attrition rate



Indigenous relations

We continue to seek opportunities to strengthen our relationships and contribute to meaningful reconciliation with our Indigenous Nations, while also providing learning opportunities for our employees. In September 2022, we hosted a virtual Global Mawio'mi (gathering), giving employees an opportunity to learn more about the history and hard truths of our past. We will continue learning through a series of employee talks in 2023 in partnership with Acadia University.

TO FOCUS ON OUR SUPPLY CHAIN.

The ways in which we invest in our supply chain have the ability to influence positive social, environmental and economic changes in our communities. Our long-term aspiration is to partner with organizations that share our values, increasing the overall sustainability of our supply chain. We remain committed to this vision.

Our work continues to balance this priority in the context of a changing world, alongside the energy security priorities of our regions. We are taking a measured and phased approach with our partners to track sustainability performance and plan to further define our objectives and timelines in supply chain sustainability.

Supporting local suppliers

We continue to drive value in the places where we live and work through strategic investments, ongoing operations and employment opportunities. The following chart shows the investments we made in local suppliers in our core markets:

	2022
New Brunswick	\$250M+ CAD
Eastern Canada (NS, PE, NL, QC)	\$150M+ CAD
New England	\$60M+ USD
Ireland	€180M+ EUR

Responsible feedstock sourcing

The following is a breakdown of the origin of crude and renewable feedstock for our refineries.

	North America	South America	Europe	Asia	Africa
Saint John refinery	49%	5%	2%	31%	13%
Whitegate refinery	69%	-	28%	-	3%

Russian content and our supply chain

Like so many around the world, our company followed the events and tragic outcomes of Russia's invasion of Ukraine with shock and sadness. Our thoughts are with all those impacted. While our company has a diverse and global supply network, Irving Oil is not an importer of crude oil originating from Russia, nor a supplier of product to the region. This applies to both our refineries. We have examined our total supply network to understand the possibility of Russian content, as well as worked with our suppliers and customers to understand the origin of their products and remain compliant with government sanctions.



DEVELOPING OUR PEOPLE

TO EMPOWER OUR LEADERS OF TODAY AND TOMORROW TO CHAMPION SAFETY, INCLUSION AND HUMAN DEVELOPMENT.

OUR TARGETS:

- By 2025, to have more than 90% of our leaders participating in core leadership training.
- Each year, to see 30% of employees access Lead With Energy on Demand, a learning tool within our leadership development program.
- By 2025, to have an active and leading graduate development program with a yearly intake of new graduates, achieving a retention rate of more than 90% after completion of the program.
- By 2024, utilize our strategic workforce plan as a holistic tool encompassing recruitment, development, retention and redeployment of talent to obtain the right skills and capabilities for today and tomorrow.
- To provide regular learning opportunities for employees on topics related to energy transition.

To support the growth and evolution of our business through the energy transition process, we must continue to develop the skillset of our teams. We are committed to helping our people achieve their personal career goals and preparing our teams across the organization to best address these challenges.

Planning for our future

To address the increasingly competitive market for talent, we continue to enhance our resourcing strategies to support our core business and our Grow For Tomorrow strategy through the energy transition process.

Strategic workforce planning is key in our annual business planning process. In 2022, we advanced our strategic workforce planning efforts and analytics associated with a more holistic view to our talent capabilities, succession gaps and hiring needs – supporting our efforts to increase diversity at Irving Oil. This takes the place of our previously stated target of a KSA (knowledge, skills and abilities) analysis completion, and is better aligned to our strategic priorities for people development.

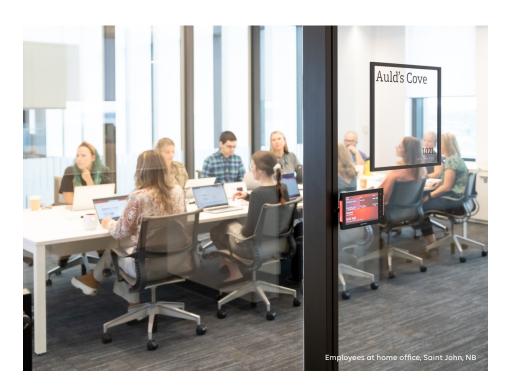
With the design and pilot of our graduate development program, we've made early offers to students in their final year of study and we've expanded our Dependant Scholarship Program, making commitments to recipients with a guaranteed summer position upon completion of their first year of post-secondary studies.



Building core leadership competencies

For our core leadership development program, we focused in 2022 on program design and piloting in select areas across the organization. One of the core elements of this program is our leadership sprints, aligned to business priorities and key capability areas. These take place virtually over four consecutive days, with four one-hour sessions with a dedicated facilitator. Concepts and tools are applied with structured on-the-job application assignments and followed up with a facilitated "lessons learned" session. Examples of the curriculum for these sprints include Coach Every Day, Grow our Potential and Change Leadership.

In designing this program, we intentionally embedded opportunities to learn about bias, equity and inclusion through conversation and personal reflection, as an additional way to create a more inclusive workplace. This program will be expanded to include all leaders in 2023, in support of our goal to see 90% of leader participation by 2025.



Lead with Energy on demand

Our Lead with Energy on demand program – our online, on-demand learning tool for non-operational employees – has seen an annual participation rate of more than 34% of employees since launching in 2020. With positive feedback from users, and an avenue to promote through our performance management program, this program will become a cornerstone of our learning and development program for years to come.



Engagement in the energy transition process

As we navigate the evolving energy landscape and build the collective knowledge needed to succeed through transition, we have introduced regular learning opportunities for our employees on topics related to the energy transition process. In 2022, internal opportunities such as our annual employee Town Hall event, virtual company update calls, company publications, hackathons and employee talks contributed to a heightened narrative on the energy transition process and sustainability.



SOCIAL IMPACT

TO EMPOWER OUR EMPLOYEES TO MAKE THE POSITIVE CHANGES THEY WANT TO SEE IN THE WORLD.

OUR TARGETS:

• By 2030, to see 50% of our employees participating annually in our Good Energy in Action program.

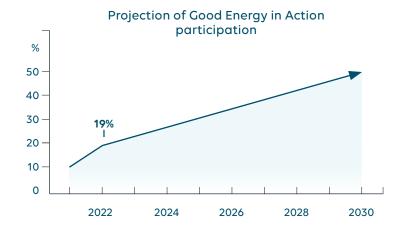


Our employees are the heart of our community giving program and, together, we are proud to be a force for positive change in our communities and in the world around us. In 2022, we saw an increase in employee participation in our community program, Good Energy in Action (GEIA), returning closer to pre-pandemic levels.

On Giving Tuesday we announced the expansion of GEIA, focused on a more inclusive approach to social impact.

In addition to the foundational elements of the program, which support our employees through donation matching and dedicated work time to volunteer, we now recognize employees' volunteer time, acts of kindness, actions to protect the planet and to learn about matters of social justice, by giving rewards that they can, in turn, donate to a community cause they care most about. This evolution of the program supports our strategic approach to driving additional engagement and community impact.

We look forward to reporting on the impact of this expansion in a future report.





SOCIAL

Team volunteering highlights

As COVID-19 pandemic restrictions eased, we re-introduced employee volunteer opportunities in our communities.

Highlights included:

- In celebrating 20 years of our Fuel the Care program, we doubled our impact to hospitals across our network in Atlantic Canada, Quebec, New England and introduced the program to Ireland. We were on site at partner hospitals to offer free parking for the day and thanked our customers at retail sites for helping us fuel the long journeys of families across our region who must travel to receive medical care for a child.
- As our home community of Saint John, NB, hosted the Canadian Hockey League 2022 Memorial Cup, more than 100 employees volunteered to coordinate a community-wide food drive to harness the good energy of the tournament to benefit local families.
- Our teams in Ireland coordinated a Helping Hands Day at Barretstown, helping
 the camp in its mission to be a safe, secure, beautiful and peaceful place for
 children and their families with serious illness. In Whitegate, our employees
 joined the global movement to raise awareness for mental health issues by
 participating in the Darkness into Light walk.
- As we kicked off the holiday season, our employee volunteers supported
 45 local families from our partner schools in New Brunswick and Nova Scotia with food and clothing essentials, as well as some gifts to make the holidays brighter.

Virtual employee learning opportunities

Aligned to our goal of providing virtual employee learning opportunities, we held 12 events in 2022 in collaboration with All-In, our employee resource group. With conversations led by a combination of internal and external guest speakers, employees came together to learn and exchange on topics such as mental health, accelerating gender parity in the workplace, multiculturalism in our communities, Truth and Reconciliation with Indigenous communities, energy transition process, and decarbonizing our business (read more on page 42).



Employee impact

	2022
Employee-led donations and fundraising	\$153,978 CAD
Employee participation in giving and volunteer programs	19%
Employee volunteer hours	6,688
Employee volunteer hours during work time	990
Value of volunteer hours during work time (at estimated value of \$29.95/hour*)	\$29,650 CAD
Percentage of employee volunteer time spent mentoring youth	12%

^{*}Estimated value of one hour of volunteer time in the US in 2022, Independent Sector report.



Hurricane Fiona

On September 24, 2022, Hurricane Fiona swept through Atlantic Canada and parts of Quebec, causing devastating and widespread impacts to local communities including sustained power outages, flooding, road washouts, downed trees and damage to homes and coastal infrastructure.

Working closely with emergency measures organizations in the most severely impacted areas, Irving Oil teams worked tirelessly to support utility crews as they addressed power outages, prioritizing deliveries to emergency responders. Irving Oil retail sites across our network helped local efforts in many ways, including donating fuel, food and water to emergency responders, community shelters and families. Our Big Stops offered coffee and showers to front-line workers assisting with restoration efforts. Through it all, our teams remained focused on serving our customers safely, with employees travelling from outside of the region to Atlantic Canada to help support our response.

Our generous employees stepped up to donate to the Canadian Red Cross in support of Hurricane Fiona relief efforts. As a company, we were proud to match their gifts in addition to a pledged corporate donation to help those in our communities.

Support for Ukrainians

As millions of Ukrainians fled to safety following the devastating impacts of the Russian invasion of their country, our teams have looked for ways to help. We raised funds for the Canadian and Irish Red Cross, UNICEF and the International Medical Corps – and these donations were matched by our company. Our teams in Whitegate prepared welcome baskets for refugees arriving in the local community and through our partnership with the local Aghada GAA Club in Ireland, we sponsored Ukrainian refugee children with the sporting gear they needed to help their integration into the community through recreation.

TO MAKE ACCESS TO ENERGY MORE EQUITABLE IN OUR COMMUNITIES.

OUR TARGETS:

- By 2030, to annually support 25% more* families who are accessing vital services related to their health and well-being.
- Starting in 2022, to help at least 175 families in need each year, by donating energy needed to help heat their homes.
- Starting in 2022, to support one non-profit organization in each of the countries we serve (Canada, the US and Ireland), by providing fuel to service their vehicles for a period of one year.

*above 2019 levels



Access to safe and reliable energy powers our individual lives and communities. It drives change, creates opportunity and supports progress. Yet at both the local and global level many struggle to access affordable, sustainable and reliable energy. Our goal of making access to energy more equitable is focused on both the local and global scale:

- 1. Our support and engagement in the global mission of the Arthur L. Irving Institute for Energy and Society at Dartmouth College to advance an affordable, sustainable and reliable energy future for the benefit of society.
- 2. Our local programs that provide relief for families in need of fuel to access vital services related to their health and well-being.

Exacerbated by the global pandemic, the need to focus on a just energy transition, as well as to support local families and community organizations with energy access is greater than ever.

With the Arthur L. Irving Institute for Energy and Society we continue to engage students in our energy transition work, finding solutions for a more sustainable energy future.

We have expanded our flagship Fuel the Care program, to help more families access vital health-care services.

Tangible progress through the year is demonstrated through the following stories of impact.



Support for the Arthur L. Irving Institute for Energy and Society

Early in 2022, the LEED platinum-certified building of the Arthur L. Irving Institute for Energy and Society at Dartmouth College officially opened its doors to students, providing an energy-efficient home to support the mission of the Irving Institute. Our focus has been to support the team in building awareness of the Irving Institute and its programming among students, and creating new pathways for our organizations to work together, in support of our shared mission and objectives. In alignment with our youth-empowerment goals, we introduced more hands-on

experiential learning opportunities – including a project in collaboration with the Irving Institute and Thayer School of Engineering that explores hydrogen application for residential heating systems (read more on page 57).

Through our continued investment in the Irving Institute, Dartmouth College students have engaged in a variety of energy conversations and research projects offered by the Irving Institute, aimed at advancing solutions to some of the most complicated energy challenges.



Arthur L. Irving Institute for Energy and Society: 2022 impact

	2022
Mini-grant funding for student projects	\$22,000
Number of research projects supported	10
Students participated in programming	200
Faculty members collaborated on initiatives	44

Sustainable energy infrastructure in Uganda

A team of Dartmouth Humanitarian Engineers developed a solar water heater prototype aimed at helping school kitchens in Uganda save money, improve health and reduce carbon output by reducing their reliance on firewood to heat water for cooking. Following the success of the prototype, the students plan to deliver an affordable, accessible business model that will allow the system to be set up in industrial kitchens across the country.

The project received initial "mini-grant" funding from the Arthur L. Irving Institute for Energy and Society.

Supporting access to vital services here at home

Fuel the Care

In 2022 we celebrated 20 years of our flagship community program – Fuel the Care – providing fuel cards to families travelling to receive medical care for a child. Since 2002, Irving Oil has supported more than 80,000 families in Atlantic Canada, Quebec and New England with the program.

Families have been impacted by the increase in the cost of living and the pressures of higher costs when travelling long distances to access medical care for a child. In recognition of these challenging times, Irving Oil doubled its fuel card donations to its seven partner hospitals in Atlantic Canada, Quebec and New England in 2022. The increased donation was implemented in October 2022 and the cards will continue to be distributed to families throughout 2023.

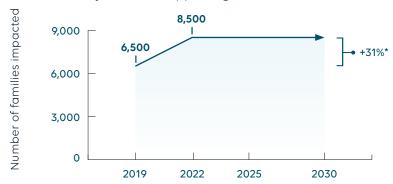
We expanded our Fuel the Care program to offer the same support to families in Ireland through a new partnership with Children's Health Foundation (CHF). CHF will distribute Top Oil fuel vouchers to families travelling to receive medical care for a child at any of the four Children's Health Ireland hospitals and urgent care centres throughout the country.

Our expansion efforts also include the addition of Fuel the Care pumps at four of our retail locations in Ireland. These pumps allow our customers to join us in supporting local families, with a percentage of sales going toward this program.

Working with our partner hospitals, these efforts have allowed us to grow the reach of our Fuel the Care program at a time when families need it the most.

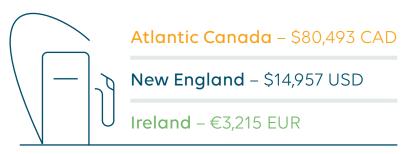


Projection for supporting more families



We have restated our 2019 baseline number of families supported from 10,500 to 6,500 following an exercise undertaken in 2022 to standardize reporting methodologies with our partner hospitals.

Donations raised through our Fuel the Care Pumps across 11 locations



Our Fuel the Care partner hospitals

















^{*}indicates the increase in number of families impacted between 2019 and 2022

Keeping more families warm

In December 2022, Irving Oil partnered with three local community organizations in Atlantic Canada, New England and Ireland on a pilot project to support seniors and families struggling with the cost of heating their home. With the increased costs of home heating fuels, in addition to the rising cost of living across our geographies, more low-income and fixed-income families are feeling the increased pressures of heating their homes during the colder months.

In collaboration with our partners at the United Way in Atlantic Canada, Keep ME Warm in New England and St. Vincent de Paul in Ireland, we are helping local families offset the costs of keeping their households warm.

We continue to explore ways to further develop this program in support of our goals and look forward to reporting on the reach and impact of these efforts in a future report.

Keeping teams on the road

Irving Oil provided fuel to the following organizations in 2022 to support their mission to help others.

Saint John Regional YMCA (New Brunswick)

The bus is a vital link between the community and the programming and services of the Saint John Regional YMCA including childcare, newcomer services and youth education and mentorship.

Gather (New Hampshire)

The vehicles are responsible for enabling Gather to achieve its mission of ensuring innovative food security solutions for residents of the Maine and New Hampshire Seacoast communities.

Barretstown (Ireland)

The vehicles are responsible for supporting Barretstown's ongoing operations, including transporting families to the camp in Kildare, which offers programs for children living with a serious illness, and their families.

Supporting access to quality health services here at home

In 2022, we focused on building new partnerships aimed at providing quality health care and health services for members of our local communities and working with these organizations to ensure our donations support equitable access for those who need it. As a company, we pledged more than \$4 million in 2022 (to be fulfilled in the coming years) in support of these goals.

Some of our recent donations include:

- Stay Strong Cancer Survivorship program in Saint John, NB
- South Shore Regional Hospital Revitalization project in Bridgewater, NS
- IWK Health Emergency Department Redevelopment project in Halifax, NS
- New Ronald McDonald House Atlantic in Halifax, NS

Company giving

	2022
Total invested	\$11.47 million CAD
Cash investments	\$10.34 million CAD
In-kind donations, including product	\$1.13 million CAD
Causes supported	280+

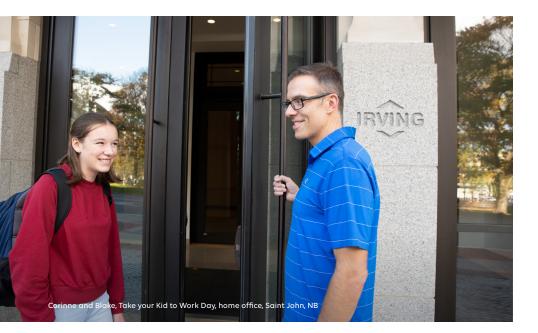
TO EMPOWER THE NEXT GENERATION OF DIVERSE GLOBAL CITIZENS.

OUR TARGETS:

- By 2030, to increase the number of youth and young adults who participate in the programming we support by 25%*.
- To create more opportunities for employee participation in youth mentorship initiatives so that by 2030, 25% of all volunteer hours tracked through Good Energy in Action directly support the education and empowerment of youth.

*above 2019 levels

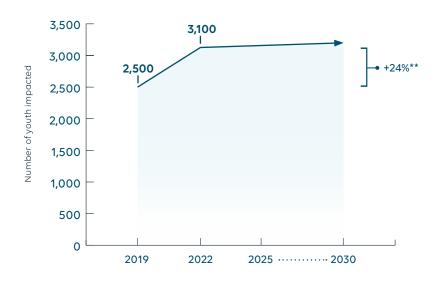




We are proud to put our energy into nurturing the next generation of diverse global citizens by investing in inclusive and equitable education and development opportunities for young people. Our approach expands our focus to include students across disciplines and works with our partners to reduce inequities in education by focusing our investments on diversity and those with significant financial need.

We expanded the reach of our youth programming in 2022 by introducing new programs and working with our partners to better leverage current investments. In collaboration with our All-In employee resource group, and by leveraging our network of Good Energy ambassadors across the company, we engaged more employees in youth mentorship initiatives in 2022, accounting for 12% of total recorded employee volunteer time.

Projection for empowering the next generation



^{**}indicates the increase in the number of youth impacted from 2019 to 2022



Inspiring learning, sustainability and curiosity

FunShine Club

This year, with pandemic restrictions behind us, we were proud to again sponsor 100 children to attend the YMCA's Camp Glenburn in Kingston, NB, empowering youth through outdoor education, uninhibited creativity, skill development and communal living.

Working together with our partner elementary schools, we focused on creating equitable opportunities for students who may not otherwise have had the opportunity to attend camp. To ensure those selected had the essentials required to take part safely, our employees packed 100 camp kits and accompanied families on their travels to camp.

Centre of Excellence for Energy

We are proud to support the launch of the Government of New Brunswick's Centre of Excellence for Energy – aimed at reimagining how students, in grades K-12, learn about New Brunswick career opportunities and increase their career readiness. The centre represents a partnership between the education system, community and industry partners to connect students to expert knowledge through virtual and experiential learning across sectors.

One of three centres is focused on energy, with a mandate to increase energy literacy and highlight career pathways in the energy sector. We were proud to be an industry partner of this initiative, participating in programming in 2022 including educator facility tours and classroom speaking opportunities. We focused our content on the energy transition process and sustainable energy development, delivered by Irving Oil employees from underrepresented groups, including women in STEM (Science, Technology, Engineering and Mathematics).

Financial aid for studies and meaningful work opportunities

Investing in New Brunswick students

In 2022, we announced student support totalling \$2 million to the University of New Brunswick, including the establishment of Good Energy Scholarships, as well as bursaries to help more young people access education. With this gift, we hope to empower young people through education and encourage diverse, sustainable and equitable communities.

The Good Energy Scholarships, valued at \$40,000 over four years, offer assistance to New Brunswick students beginning an undergraduate degree program at UNB. Selection is based on academic achievement, community impact, volunteerism and extracurricular activities, while also aiming to support students of diverse backgrounds. With the help of a select group of our employees in the review and selection process, the first four recipients of the Good Energy Scholarships were announced in fall 2022.

The Good Energy Bursary, valued at \$1,000, will be awarded to undergraduate students who are experiencing financial need. A total of 100 Good Energy Bursaries will be awarded over the next four years.

In addition to the scholarship and bursary programs, a portion of the \$2-million gift will support ongoing programming, including annual educational opportunities for award recipients. Research opportunities will also be developed, aimed at advancing a more sustainable energy future in our region.

A focus on the student experience

In 2022, we welcomed 131 students to Irving Oil. With a focus on the student experience, we engaged these employees in overall company priorities including environmental sustainability and diversity, equity and inclusion, in addition to integrating students into projects within their work departments. We hosted an average of 16 events during each student work term, focused on career planning, strengthening the student community and helping make meaningful connections across our company.

Led by our All-In employee resource group, two half-day sessions were held with students during the summer term to focus on innovation – one to generate viable ideas to decarbonize our business and meet our 2030 climate targets and the other on advancing the conversation of diversity, equity and inclusion in the workplace.





Estella Calderon

Richibucto, NB Bachelor of Health

Veronica Garcia

Florenceville-Bristol, NB Bachelor of Nursing





Kaley Paul

Fredericton, NB Bachelor of Science

Chani Salomon

Riverview, NB Bachelor of Nursina





During the summer work term, we awarded ten \$1,000 bursaries to Irving Oil students for the continuation of their studies. We also maintained our Dependant Scholarship Program for dependants of our employees, supporting 61 students with their education goals across all our geographies. In addition, we welcomed 66 students to our home office for Take Our Kids to Work Day programming.

This year, we made a record number of full-time offers to new graduates (10), to summer/co-op students to join our team following their graduation (14), and to students for part-time work (5) while continuing their education.

Support for students

	2022
Students hired for work terms	131
Scholarships awarded for post-secondary studies in Canada	\$193,000 CAD
Scholarships awarded for post-secondary studies in the US	\$6,000 USD
Scholarships awarded for post-secondary studies in Ireland	€14,000 EUR

Supporting mentorship and experiential learning opportunities that inspire collaboration, innovation and progress the energy transition

In partnership with the Arthur L. Irving Institute for Energy and Society, Irving Oil has engaged a team of five engineering students to develop technological strategies to utilize green hydrogen to heat households in the US Northeast and Atlantic Canada, leveraging Irving Oil's hydrogen production capacity.

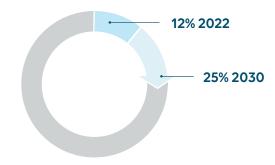
Through the project, Irving Oil employees from our Energy Transition Team will devote hundreds of hours to working with and mentoring the students in hydrogen home heating solutions, including implementing a potential pilot project at the Beaubassin Research Station in Aulac, NB – supporting the Beaubassin partners'

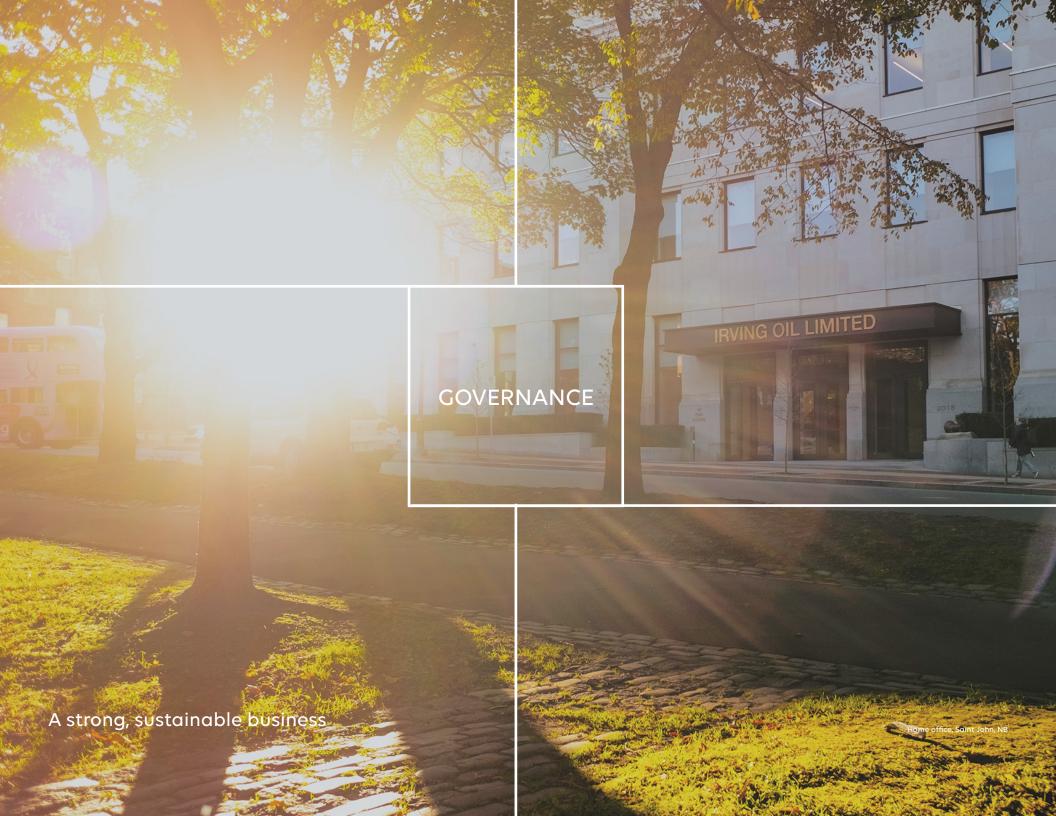
mutual goal of reducing the carbon footprint of the site. This project engages students in real-life, low-carbon energy solutions that have the potential to help Irving Oil and its customers across the region reduce their carbon footprint over the long term. We look forward to sharing more about the results and impact of this student-led project in a future report.

In partnership with the University of New Brunswick, we sponsored an Engineering Senior Design Project studying the use of energy storage systems to offset facility energy costs. Mentored by members of our Energy Transition Team and Products & Terminals teams, the Electrical Engineering students are developing a more efficient system controller and associated software to help manage the interplay between utility-sourced and self-generated electricity at an industrial site – in this case, focusing on our East Saint John Terminal.

Our teams continued to have meaningful engagement with students across other Atlantic Canadian universities through several initiatives, including classroom guest lectures and panel opportunities, participation in engineering awards, student orientations and sponsorships of campus clubs and societies focused on social impact and the energy transition process.

Employee volunteer time spent mentoring youth





STEWARDING OUR BUSINESS RESPONSIBLY

TO ENSURE A SOUND GOVERNANCE FRAMEWORK AND LEADERSHIP OVERSIGHT THAT ENABLES OUR COMPANY TO CREATE SUSTAINABLE VALUE AND DEMONSTRATE PROGRESS.

OUR TARGETS:

- To continue to embed ESG considerations in our governance framework.
- To support effective oversight by our Board of Directors and Senior Leadership Team.
- To prudently manage risks to our business, allocate resources responsibly and demonstrate progress in moving our business forward.



Our purpose in delivering better energy to those counting on us is underpinned by our company strategy to manage a strong core business while continuing to evolve and lead through the energy transition process as we grow for tomorrow.

The global sustainability landscape continues to rapidly evolve as stakeholders expect greater transparency into the impact of sustainability-related risks and opportunities. We are committed to advancing our sustainability program in a way that maintains stakeholder confidence, is customized to our company's circumstances and is aligned to our values.

Board oversight

Irving Oil's Senior Leadership Team, and Board of Directors, are responsible for charting a sustainable course for our business that creates value for our employees, customers, communities and for those who count on us – to deliver on our purpose to drive change and progress in the world around us.

Our Board of Directors plays an active role in the oversight of our strategy, including ESG and climate-related risks and opportunities. Our Board diversity remains unchanged, with four of our seven members as independent directors, and 29% female leadership.





 $4\,$ of 7 members of our Board are independent directors $29\%\,$ of our Board members are female

A Board of Directors committed to fuelling our future



Arthur Irving

Arthur Irving has dedicated more than 60 years of his life to growing and leading Irving Oil. With a passion for serving customers, supporting communities, and preserving the natural environment, Arthur is intimately familiar with all aspects of the business. As Chairman, he brings a wealth of historical knowledge of Irving Oil combined with a vision for a bright future. Arthur has also served on the Ducks Unlimited Board for 32 years, two of these as President, was Chancellor of Acadia University, and in 2002, was made an Officer of the Order of Canada.



Sarah Irving

A graduate of Dartmouth College and Tuck School of Business, Sarah Irving joined Irving Oil in 2014 and holds the role of Executive Vice President. Sarah has had a lifetime of learning about the company from her father, Arthur Irving, and is a true champion of community and sustainability. With a focus on the company's energy transition strategy, as well as advocacy and sustainability efforts, Sarah is committed to growing Irving Oil for tomorrow, to continue to meet the needs of customers.



Ian Whitcomb

lan Whitcomb brings a strong understanding of the company, its operations and culture through more than 30 years of working with Irving Oil in his role with Deloitte. Now President of Irving Oil, Ian is deeply committed to the success of the company, guiding Irving Oil's Senior Leadership Team in the development of a sustainable corporate strategy, strong financial performance, and the safe, reliable, and responsible operation of the business.



James F. Carter

As Irving Oil's Lead Independent Director and Chair of its Operational Excellence, Governance, USA and Conflicts Committees, James Carter provides valuable oversight in enhancing safety standards and operational excellence at Irving Oil. James brings a background of strong industry and business experience, from his former role as President and Chief Operating Officer of Syncrude Canada Ltd. In 2019, James was awarded the ICD Fellowship Award, the highest distinction for Corporate Directors in Canada.



Susan Dio

As a senior executive with broad industry and international experience, Susan Dio has a proven track record of creating cultures focused on safety and ethics, while improving business results. A chemical engineer by training, Susan was the Chairperson and President of BP America, providing leadership and oversight of global shipping, refining, petrochemicals and various other oil and gas businesses for the international energy company. Susan is a current board member of Kirby Marine and EOG Resources.



Derek Purchase

With more than 30 years of experience at Ernst & Young LLP, Derek Purchase brings a strong background in corporate governance, strategy, risk management, and operations. A current board member of Nalcor Energy, Derek has a passion for corporate purpose and sustainability. He serves as a consultant with Goodman Sustainability Group and is Chairman Emeritus of VeriStell Institute. As well, he has completed executive education courses on sustainability and ESG at Concordia University.



Bruce G. Waterman

Bruce Waterman brings more than 20 years of leadership experience in the energy industry, including strong expertise in finance, accounting, business development and government relations. Bruce has held senior executive roles within Nutrium Ltd. and Talisman Energy and is chair of Irving Oil's Audit Committee.

GOVERNANCE

Business planning and enterprise risk

Our One Company Plan establishes the actions we will take to deliver on our strategy and meet target outcomes while prudently managing our risks and opportunities. Our plan integrates our Energy Transition pathway – an important element of our long-term strategy toward our carbon-reduction goals. Supporting the strategy is a portfolio of tangible initiatives that leverage our existing assets, core competencies and new investments in greener refining and energies. This includes hydrogen and biofuels, and other complementary initiatives that provide balance and optionality to create new value and manage risk through the near-term and long-term.

The effective management of our business risks is integral to our continued growth and success and is embedded in the ongoing management of our business and stewardship process. Through our Enterprise Risk Management process, we revisit our company's top risks to reflect changes in our external environment and our internal operating context. Our approach is to be responsive to our short- to medium-term operational risks while developing strategies for the long-term enterprise risks that could impact our business.

A focus on operational risk

Our operational risk stewardship continues to be a key priority for our company and is reviewed on a quarterly basis with our Senior Leadership Team. As we work to refresh our Operational Management System (OMS), our focus in 2022 was a full audit and review of our Management of Change process, in order to align with industry leading practices.



PROTECTING OUR DATA

TO UPHOLD THE RIGHTS OF INDIVIDUALS TO HAVE THEIR PERSONAL DATA PROTECTED AND TO PROTECT COMPANY DATA FROM UNWANTED THREATS, TO ENSURE SUSTAINABILITY OF OUR BUSINESS.

OUR TARGETS:

- 100% employee completion of annual mandatory Cyber security training.
- Privacy Impact Assessments for 100% of new projects and systems that use/share personal data.



Cyber security

The threat of cyber breaches continues to be a top risk for organizations including our own and we continue to prioritize our training on this topic, engaging our employees not only with mandatory annual testing, but also with ongoing awareness campaigns throughout the year.

In addition to our training program, we've expanded our team and developed new external partnerships to improve our capabilities in incident response, threat intelligence and operational technology cyber security. We've expanded relationships with government, peers and industry groups in the jurisdictions where we operate, while also expanding the capabilities of our 24/7 Security Operations Centre, providing more visibility into our technical environments.

Cyber security training completion rate



Privacy

Protecting the personal information of individuals whose information we handle is important in safeguarding our company and our people. It is critical that everyone in our company understands how to respond to incidents where the privacy of such information may have been compromised. To this end, we have introduced mandatory Privacy Breach Awareness training, along with a process for reporting potential breaches. Since its introduction in July 2022, we have achieved a completion rate of 98%, with the curriculum now embedded in our learning management system, to ensure sustainable compliance over the long term.

Privacy Impact Assessments

In 2022, our design phase for Privacy Impact Assessments focused on protocol development, stakeholder alignment and collaboration across many disciplines to prepare for the launch of employee training sessions in 2023. The protocol for conducting a Privacy Impact Assessment has been successfully integrated into cross-functional activities across our business, specifically in Supply Management and IT Security, with plans to extend to other functions in the near future. This will include the ability to audit these assessments to ensure compliance with all privacy legislation.

Privacy Breach Assessments

In 2022, we completed a review of seven potential privacy breaches, with all seven resulting in no impact to customers or employees.

ETHICAL BUSINESS PRACTICES

TO CONDUCT OUR BUSINESS WITH INTEGRITY.

OUR TARGETS:

- 100% employee completion of mandatory Code of Ethical Conduct review and signoff.
- 100% completion of mandatory Workplace Harassment and Violence Prevention training and Workplace Harassment and Violence Policy signoff.



Every member of our organization plays a role in contributing to a safe and respectful workplace that is free from harassment and violence. Our annual mandatory training on Workplace Harassment and Violence Prevention is one of the ways that we ensure awareness, understanding and avoidance of negative behaviours in the workplace, and reinforce that we will not tolerate these behaviours.

Our Code of Ethical Conduct and our ethical reporting processes further support our efforts to create a safe work environment while also providing guidance to our employees as they perform their responsibilities. Our Code outlines our policies in the following areas: hiring and employment practices, conflicts of interest, confidentiality, harassment, bribery, political contributions and environmental and health/safety issues.

Percentage of employees who completed our Code of Ethical Conduct annual review

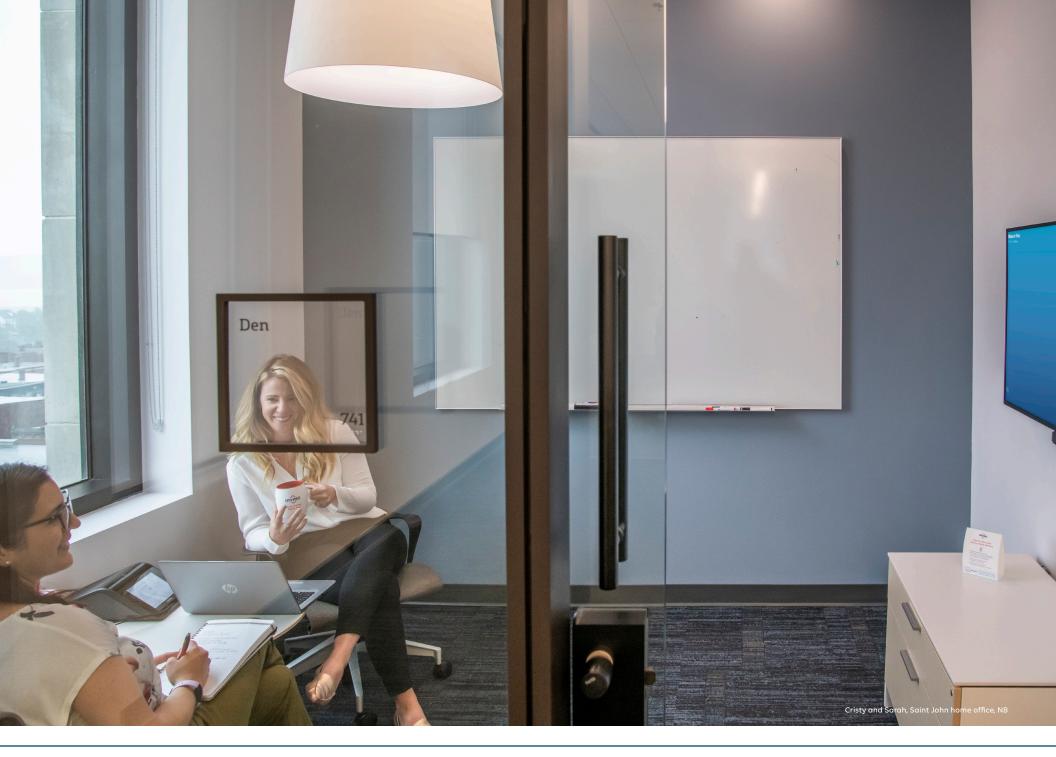


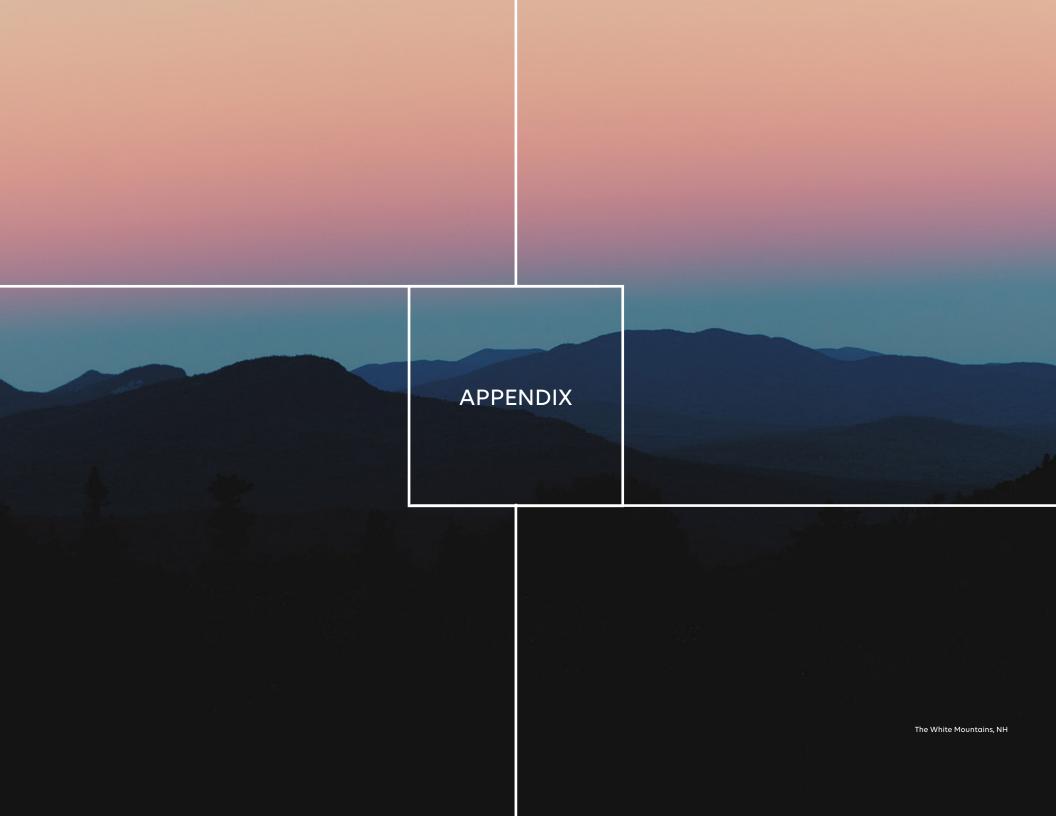
Percentage of employees who completed our Workplace Harassment and Violence Prevention training and policy signoff



Number of Code of Ethics reports investigated and addressed, including those related to workplace harassment and violence







Irving Oil ESG performance

Below is a consolidated view of our material ESG metrics and their alignment with related framework indicators, where applicable. In this report, we provide performance metrics for 2020, 2021 and 2022 across all our focus areas, with environmental metrics covering only the 2020 and 2021 periods due to timelines needed to review the 2022 data for accuracy. Environmental, safety and regulatory data undergoes a review process prior to reporting; however, some historic data requires adjustment due to refinement of calculation methods, changes to reporting principles or other reasons. Material discrepancies that meet our minimum threshold will be restated in the next edition of Irving Oil's Report on Sustainability, with changes explained.

Restated metrics for this period:

- Environment: We have restated our Saint John refinery Scope 2 emissions for 2020 from 2,719 to 61,158 Tonnes CO, eq due to a correction with imported electricity from NB grid.
- Health and safety: We have restated our Lost Time Injury Rate (LTIR) for Sales & Marketing in 2021 from 1.03 to 1.23 due to a publication error in our last report.
- Social impact: We have restated our 2019 baseline number of families supported from 10,500 to 6,500 following a 2022 exercise to standardize reporting methodologies with our partner hospitals.

Performance disclosure	Applicability	Unit	2020	2021	2022	Page	Framework reference ID
ENVIRONMENT							
	Saint John refinery	Tonnes CO ₂ eq	3,140,579*	3,061,506*			SASB EM-RM-110a.1
Scope 1** greenhouse gas emissions	Whitegate refinery	Tonnes CO ₂ eq	300,762	294,148		Page 17	GRI 305-1
greennedse gas ennissions	Products & Terminals	Tonnes CO ₂ eq	-	2,921			TCFD
	Saint John refinery	Tonnes CO ₂ eq	61,158	58,017		Page 17	
Scope 2*** greenhouse gas emissions	Whitegate refinery	Tonnes CO ₂ eq	20,466	20,890			GRI 305-2 TCFD
greeniioose gas emissions	Products & Terminals	Tonnes CO ₂ eq	-	2,351			
EV Characa Front	Atlantic Canada	Number (#)	-	71	80	Page 21	-
EV Chargers – Fast	New England	Number (#)	-	-	46		
Nitro man Ovida (NO.) amiasiana	Saint John refinery	Tonnes	3,605	3,645		Page 26	SASB EM-RM-120a.1
Nitrogen Oxide (NO _x) emissions	Whitegate refinery	Tonnes	288	306		Page 27	GRI 305-7
Culphus Diavida (CO) amiasiana	Saint John refinery	Tonnes	2,246	2,062		Page 26	SASB EM-RM-120a.1
Sulphur Dioxide (SO ₂) emissions	Whitegate refinery	Tonnes	36	37		Page 27	GRI 305-7
Volatile Organic Compound	Saint John refinery	Tonnes	515	654		Page 26	SASB EM-RM-120a.1
(VOC) emissions	Whitegate refinery	Tonnes	2,250	2,318		Page 27	GRI 305-7
Particulate matter emissions	Saint John refinery	Tonnes	364	400		Page 26	SASB EM-RM-120a.1 GRI 305-7

Environmental metrics are reported for 2021 period only due to timelines needed to review the 2022 data.

^{*}Includes electricity greenhouse gas emissions from the Grandview Cogeneration unit.

^{**}Scope 1 - Direct greenhouse gas emissions – Direct greenhouse gas emissions occur from sources that are owned or controlled by the company (for example, emissions from combustion in owned or controlled boilers, furnaces, vehicles, etc.; emissions from chemical production in owned or controlled process equipment).

^{***}Scope 2 - Electricity indirect greenhouse gas emissions – Scope 2 accounts for greenhouse gas emissions from the generation of purchased electricity consumed by the company.

Purchased electricity is defined as electricity that is purchased or otherwise brought into the organizational boundary of the company. Scope 2 emissions physically occur at the facility where electricity is generated.

Source: World Resources Institute and the World Business Council on Sustainable Development (WRI/WBCSD) The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised Edition, March 2004.

Performance disclosure	Applicability	Unit	2020	2021	2022	Page	Framework reference ID
	East Saint John, NB	Tonnes	17.1	19.6			SASB EM-RM-120a.1 GRI 305-7
Canadian Terminals air emissions (VOCs)	Canaport Mispec, NB	Tonnes	55.1	56.4			
	St. John's, NL	Tonnes	15.7	5.6		Page 28	
(1003)	Charlottetown, PE	Tonnes	100.2	23.2			GIAT 505 7
	Halifax, NS	Tonnes	295.7	60.7			
	Revere, MA	Tonnes	19.5	19.9			
US Terminals air emissions (VOCs)	Portsmouth NH	Tonnes	2.0	2.0		Page 28	GRI 305-7
(,	Searsport, ME	Tonnes	14.8	11.1			
Hazardous waste	Saint John refinery	Tonnes	64,465.6	59,284		Page 29	
	Whitegate refinery	Tonnes	3,086.4	1,928		. ago 27	
	Saint John refinery	Percentage (%)	98.2	99.9		Page 29	0.400 514 014 450 4
Hazardous waste recycled	Whitegate refinery	Percentage (%)	13	7			SASB EM-RM-150a.1
	Saint John refinery	Tonnes	10,399.0	5,563		Page 29	-
Non-hazardous waste	Whitegate refinery	Tonnes	181.1	247			
Non bazardaus wasta resueled	Saint John refinery	Percentage (%)	0	0		Page 29	SASB EM-RM-150a.1
Non-hazardous waste recycled	Whitegate refinery	Percentage (%)	80	100			
Water intake	Saint John refinery	m^3	11,204,000	10,180,148		Davis 20	CACD EM DM 140 = 1
water intake	Whitegate refinery	m^3	441,467	511,888		Page 29	SASB EM-RM-140a.1
Effluent discharged	Saint John refinery	m³	11,275,000	12,775,463		Page 29	
Emberit discharged	Whitegate refinery	m ³	463,488	517,114		ruge 27	·
Incidents of non-compliance	Saint John refinery	Number (#)	15	22			
associated with air/water permits & regulations	Whitegate refinery	Number (#)	4	4		Page 28	SASB EM-RM-140a.2
	Saint John refinery	Number (#)	28	21			
Concern calls	Whitegate refinery	Number (#)	3	3		Page 29	-
HEALTH & SAFETY							
Recordable Injury Frequency (RIF)	Company-wide	Number per 200,000 hrs worked	0.89	0.81	0.88		
	Saint John refinery	Number per 200,000 hrs worked	0.45	0.47	0.31	Page 36	GRI 403-9
	Whitegate refinery	Number per 200,000 hrs worked	0.97	0.56	0.50		

Performance disclosure	Applicability	Unit	2020	2021	2022	Page	Framework reference ID	
	Products & Terminals	Number per 200,000 hrs worked	0.44	0.40	0.37			
Recordable Injury Frequency (RIF)	Sales & Marketing	Number per 200,000 hrs worked	1.56	1.40	1.82	Page 36	GRI 403-9	
Corporate	Number per 200,000 hrs worked	0.00	0.12	0.11				
	Company-wide	Number per 200,000 hrs worked	0.47	0.58	0.64			
	Saint John refinery	Number per 200,000 hrs worked	0.05	0.10	0.09		GRI 403-2	
Lost Time Injury Rate (LTIR)	Whitegate refinery	Number per 200,000 hrs worked	0.24	0.00	0.50	Page 36		
Lost nine injory Nate (LTIK)	Products & Terminals	Number per 200,000 hrs worked	0.44	0.40	0.37			
Sales & Marke	Sales & Marketing	Number per 200,000 hrs worked	1.01	1.23	1.41			
	Corporate	Number per 200,000 hrs worked	0.00	0.12	0.11			
	Company-wide	Number per 200,000 hrs worked	0.30	0.24	0.17		SASB EM-RM-540a.1	
	Saint John refinery	Number per 200,000 hrs worked	0.55	0.31	0.26			
Process Safety Event (PSE) rate	Whitegate refinery	Number per 200,000 hrs worked	0.24	0.00	0.00	Page 37		
	Products & Terminals	Number per 200,000 hrs worked	0.00	0.00	0.00			
	Sales & Marketing	Number per 200,000 hrs worked	0.13	0.25	0.12			
People leaders trained in mental health	Company-wide	Percentage (%)	-	51	89	Page 39	-	
Wellness reimbursements	Canada and United States	\$USD*	238,000+	261,000+	273,000+	Page 39	-	
PEOPLE								
	Atlantic Canada	Number (#)	2,554	2,602	2,878			
Number of employees	New England	Number (#)	589	607	658	Page 43	GRI 102-8	
·	Ireland and United Kingdom	Number (#)	804	787	770	, and the second	UKI 102-8	

^{*}Reporting currency changed to USD in 2022, to align with other compensation-related data

Performance disclosure	Applicability	Unit	2020	2021	2022	Page	Framework reference ID
	Atlantic Canada	\$USD	216,766,168	269,286,021	292,117,467		
Total compensation	New England	\$USD	62,474,767	70,654,522	75,594,497	Page 43	GRI 201-1
	Ireland and United Kingdom	\$USD	52,300,012	62,338,731	56,814,141		
Attrition rate	Company-wide	Percentage (%)	6.3	7.6	9.6	Page 43	-
Gender – Senior Leadership Team	Female	Percentage (%)	38	38	33		
dender – Semor Leddersmp redm	Male	Percentage (%)	62	62	67		
	Female	Percentage (%)	31	31	33	D 47	CDI 405.4
Gender – all people leaders	Male	Percentage (%)	69	69	67	Page 43	GRI 405-1
	Female	Percentage (%)	32	28	33		
Gender – all employees	Male	Percentage (%)	68	72	67		
People leaders trained in unconscious bias		Percentage (%)	-	42	85	Page 42	GRI 404-2
Students hired for work terms		Number (#)	28	81	131	Page 57	-
	Canada	\$CAD	193,000	193,000	193,000		
Post-secondary scholarships awarded	United States	\$USD	9,000	6,000	6,000	Page 57	-
	Ireland	€EUR	14,000	14,000	14,000		
COMMUNITY							
Employee-led donations and fundraising	Company-wide	\$CAD	98,098	86,184	153,978	Page 49	GRI 201-1
Employee volunteer hours	Company-wide	Number (#)	2,605	3,883	6,688	Page 49	GRI 201-1
Employee volunteer hours during work time	Company-wide	Number (#)	488	280	990	Page 49	GRI 201-1
Value of volunteer hours during work time (at \$29.95/hour)	Company-wide	\$CAD	12,688*	7,274*	29,650	Page 49	GRI 201-1
Employee participation in giving and volunteering programs	Company-wide	Percentage (%)	18	10	19	Page 47	GRI 201-1
Number of families supported with fuel to access vital services related to health and well-being	Company-wide	Number (#)	-	-	8,500	Page 52	GRI 201-1
Number of youth impacted by the programming we support	Company-wide	Number (#)	-	-	3,100	Page 54	GRI 201-1

*calculated at \$26/hour

Performance disclosure	Applicability	Unit	2020	2021	2022	Page	Framework reference ID
Percentage of tracked employee volunteer time spent on youth mentorship initiatives	Company-wide	Percentage (%)	-	-	12	Page 57	GRI 201-1
Donations raised through Fuel the Care Pumps	Atlantic Canada	\$CAD	-	146,088*	80,493	Page 52	GRI 201-1
	New England	\$USD	-	21,228*	14,957		
	Ireland	€EUR	-	-	3,215		
Number of fuel donations for service vehicles of non-profit organizations	Atlantic Canada	Number (#)	-	-	1	Page 53	GRI 201-1
	New England	Number (#)	-	-	1		
	Ireland	Number (#)	-	-	1		
Investment in local suppliers	New Brunswick	\$CAD	210M+	210M+	250M+	Page 44	-
	Eastern Canada (NS, PE, NL, QC)	\$CAD	130M+	110M+	150M+		
	New England	\$USD	55M+	50M+	60M+		
	Ireland	€EUR	75M+	105M+	180M+		
Investment in community causes	Company-wide	\$CAD	8,580,000	8,190,000	11,470,000	Page 53	GRI 201-1
Causes supported	Company-wide	Number (#)	350+	200+	280+	Page 53	-
GOVERNANCE							
Independent directors	Company-wide	Number (#)	4 of 7	4 of 7	4 of 7	Page 59	GRI 405-1
Female directors	Company-wide	Number (#)	-	2 of 7	2 of 7	Page 59	GRI 405-1
Employees trained in cyber security	Company-wide	Percentage (%)	96	99	97	Page 63	-
Employee review of Code of Ethical Conduct	Company-wide	Percentage (%)	97.4	98	98	Page 64	-
Employees trained in Workplace Harassment and Violence Prevention training	Company-wide	Percentage (%)	-	-	98	Page 64	-
Number of reports related to alleged violations investigated and resolved	Company-wide	Number (#)	40	28	26	Page 64	-

^{*}Donations raised in 2020 and 2021 combined



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