

100
YEARS
1924-2024

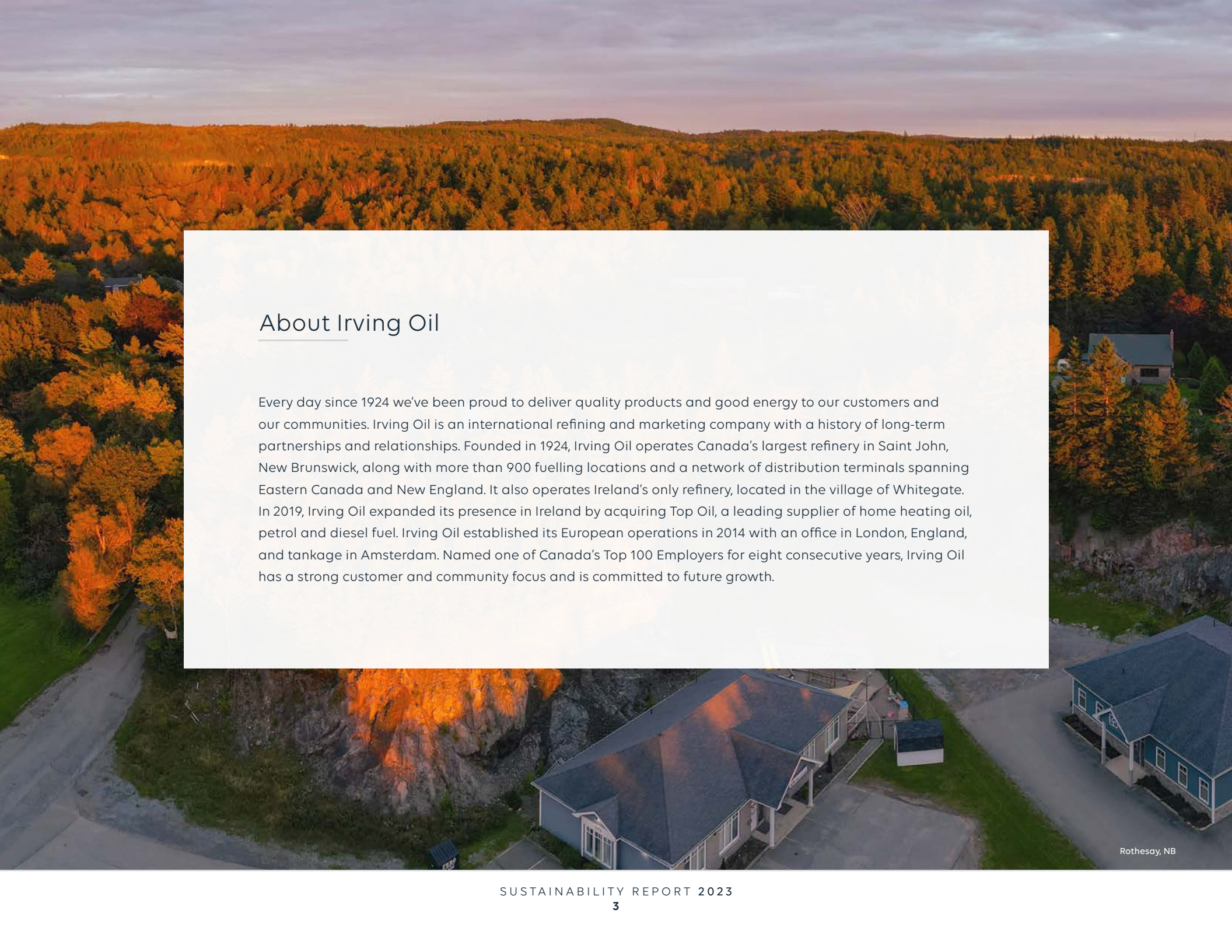


REPORT ON
SUSTAINABILITY
2023

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About Irving Oil

Every day since 1924 we've been proud to deliver quality products and good energy to our customers and our communities. Irving Oil is an international refining and marketing company with a history of long-term partnerships and relationships. Founded in 1924, Irving Oil operates Canada's largest refinery in Saint John, New Brunswick, along with more than 900 fuelling locations and a network of distribution terminals spanning Eastern Canada and New England. It also operates Ireland's only refinery, located in the village of Whitegate. In 2019, Irving Oil expanded its presence in Ireland by acquiring Top Oil, a leading supplier of home heating oil, petrol and diesel fuel. Irving Oil established its European operations in 2014 with an office in London, England, and tankage in Amsterdam. Named one of Canada's Top 100 Employers for eight consecutive years, Irving Oil has a strong customer and community focus and is committed to future growth.

From our leadership

As we reflect on a notable year for our company and for the world around us, we take pride in the ways in which our teams have advanced efforts toward a more sustainable future. In the moments that matter, our teams continue to step up in remarkable ways – demonstrating innovation, resilience, commitment and kindness.

This year, we celebrate a significant milestone, as Irving Oil enters its 100th year of business. Since 1924, we've held a belief that service means everything – a value that we apply not only to our customers, but to our stakeholders, our communities and to the environment.

While we celebrate this historic achievement, from our humble beginnings when our founder K.C. Irving opened his first garage and service station in his hometown of Bouctouche, New Brunswick, we also look ahead to a pivotal and complex time for our industry.

In June, we announced a strategic review process for the company and, while this process continues, our focus remains on providing value to our customers, continuing to safely deliver quality products and reliable energy. We will remain nimble in our approach as we navigate this journey with our employees, our customers and our stakeholders.

We took concrete steps in 2023 to evolve our business, including significant capability building and resource allocation on Environmental, Social and Governance initiatives, and meaningful project advancements within our energy transition journey. The evolution of our Strategic Program Delivery Office since its introduction in 2022 has proven to be a key enabler of this work.

As there is no single solution to decarbonization, this report highlights several strategic pillars that make up our energy transition strategy. In an ever-changing energy landscape, we acknowledge that our priorities and our goals may adjust and evolve over time to ensure we remain aligned to material topics and realistic to the external factors around us. We will continue to be flexible as we assess our operations, responding to an ever-evolving global landscape.

We are proud to report on our progress against our climate goal of 30% reduction in greenhouse gas (GHG) emissions by the end of 2030. Our two refineries, which account for the vast majority of our company's emissions, have successfully reduced in excess of 15% of Scope 1 and Scope 2 emissions to date, representing more than 50% of our 2030 goal. More details on this important milestone can be found on page 18.

While our 2030 climate goal remains within reach, we know that the path to achieving it together with our 2050 target is not completely within our control. The overall pace of the global energy transition remains uncertain, with various signals and signposts suggesting significant volatility within the energy landscape and corresponding policy environment. Given this uncertainty, we will continue to advance our strategy and mature projects while we monitor the energy transition pace, secure financing, build program readiness and structure proactive public policy engagement to be a strong partner in the journey to net-zero.

This past year, we demonstrated our commitment to being a trusted partner when it mattered most, as 2023 saw an unprecedented occurrence of natural disasters impacting several of our operating regions.

From devastating wildfires to flash flooding and hurricane damage, the impacts of natural disasters in 2023 were profound. Through fuel donations, equipment donations and meals for first responders, our teams worked hard to support our hard-hit communities and keep our critical infrastructure running.

Factoring in the significant financial and emotional impact these emergencies had on our communities, in addition to the escalating inflationary pressures impacting the cost of living for families, we have made significant investments in the communities in which we operate over the past year, including assistance for students, low-income families and improvements to health care.

As we share our 2023 Report on Sustainability, our team will continue to deliver on the values that our company was built upon in 1924 – doing the right thing for our employees, customers and communities, for today and tomorrow.



Ian Whitcomb
President





Nerepis River, NB

From our Chairman Emeritus

This year marks the 100th anniversary of Irving Oil. A special milestone for our company.

While much has changed over the years since my father first started the business, the basics remain the same – doing our best to do the right thing for our customers, our employees and our community.

And so, to you our employees, my message is one of thanks.


Thank you for your commitment and your hard work.

Thank you for pulling together – in helping to build our company into what it is today.

As we look to the future, at this time of transition in our business, our industry and largely in our world, we are proud to share our 2023 Report on Sustainability – a collective effort of our teams across the business and over the years proudly focused on taking action towards a more sustainable future.

As our company evolves, we are forever grounded in the foundation on which it was proudly built.

Thank you.
Sincerely,


Arthur L. Irving
Chairman Emeritus



“As our company evolves, we are forever grounded in the foundation on which it was proudly built.”

– Arthur L. Irving

100 YEARS

1924-2024

“ Be passionate about what you do. Give it your all. ”
– Arthur Irving

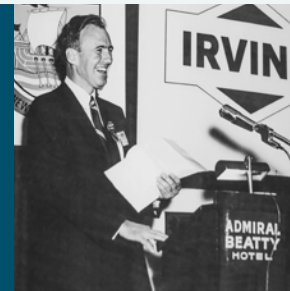


K.C. Irving converts his Ford dealership in Saint John, NB, into Irving Oil's Golden Ball home office, which would remain the company's home until 2019.

1931

Arthur Irving joins the business with his father, and brothers Jim and Jack, and ushers in an era of rapid growth.

1951



Arthur Irving joins the board of Ducks Unlimited Canada, eventually serving as its president. It was the start of what would become a long-term partnership.

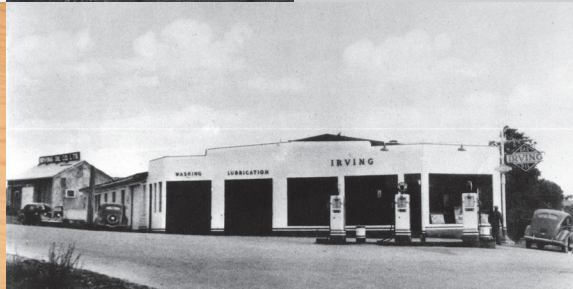
1970s

Irving Canaport opens, the Western Hemisphere's first deep-water terminal, providing the Saint John refinery worldwide access to crude oil.

1970

Irving Oil founder, K.C. Irving, opens his first garage and service station in Bouctouche, NB, the genesis of what would become a global energy company.

1924



A culture of innovation



July 20, 1960

The \$50-million Irving Oil refinery opens in Saint John, NB, with the ability to process 38,500 barrels of crude oil per day. By the 1970s, it would become the largest refinery in Canada.



With Arthur Irving now serving as company president, Irving Oil expands into the United States market, opening its first service station in Maine.



1972

Fuel the Care begins providing fuel gift cards to families travelling for a child's medical care. The program would expand to support families across our operating regions.

2002

With a strong focus on customer service and cleanliness, the first Big Stop opens in Aulds Cove, NS, offering a taste of home with excellent amenities for customers.

A \$1.5B refinery upgrade results in an increase to daily capacity, the largest investment in the company's history.



1984

1998

“ To get respect, you've got to earn it.”

– Arthur Irving

Irving Oil becomes the first oil company to receive the U.S. Environmental Protection Agency's Clean Air Excellence Award, for its low-sulphur fuel.

2003

Expanding across the Atlantic



In 2014, under Arthur Irving's leadership, Irving Oil expands its reach across the Atlantic, establishing trading operations in the U.K. and blending operations in Amsterdam, followed by the acquisition of Ireland's only refinery in 2016. In 2019, Arthur guides the acquisition of Top Oil, a leading supplier of home heating oil, petrol and diesel fuel. This grows the company's global workforce to more than 4,000.

Irving Oil is named one of Canada's Top 100 Employers, a testament to its dedication to its people. The company would maintain that title for several consecutive years.

2016



Irving Oil, together with the Arthur L. Irving Family Foundation and Arthur, Sandra and Sarah Irving, establish the Arthur L. Irving Institute for Energy and Society at Dartmouth College.

2016

Electric vehicle charging stations open at Irving retail sites – and become a leading fast-charging network in Atlantic Canada and New England.

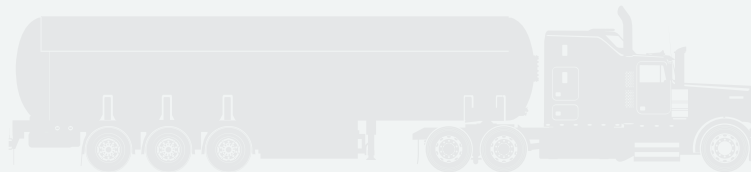
2017

Irving Oil's commitment to community and to a sustainable energy future inspires a new level of ESG goals for the company, articulated in its first sustainability report.

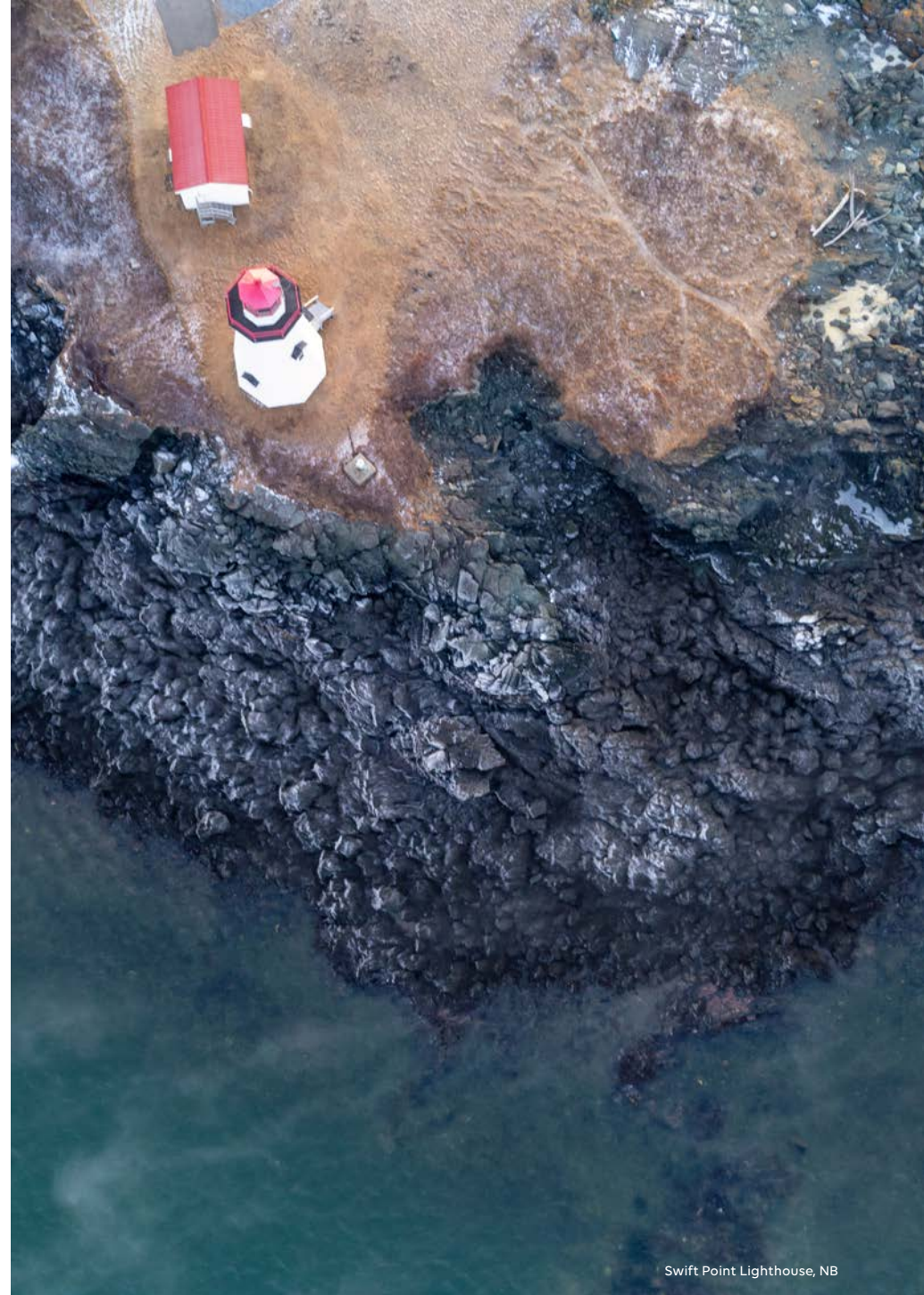
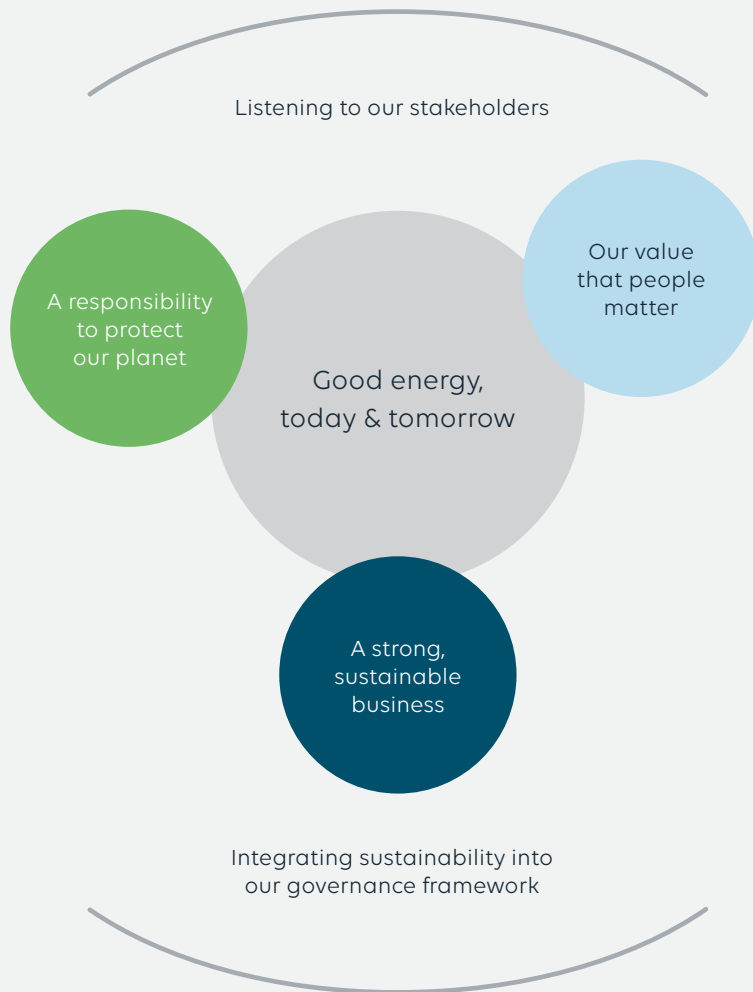
2021

“ Always remember to say thank you. To your employees and to your customers.”

– Arthur Irving

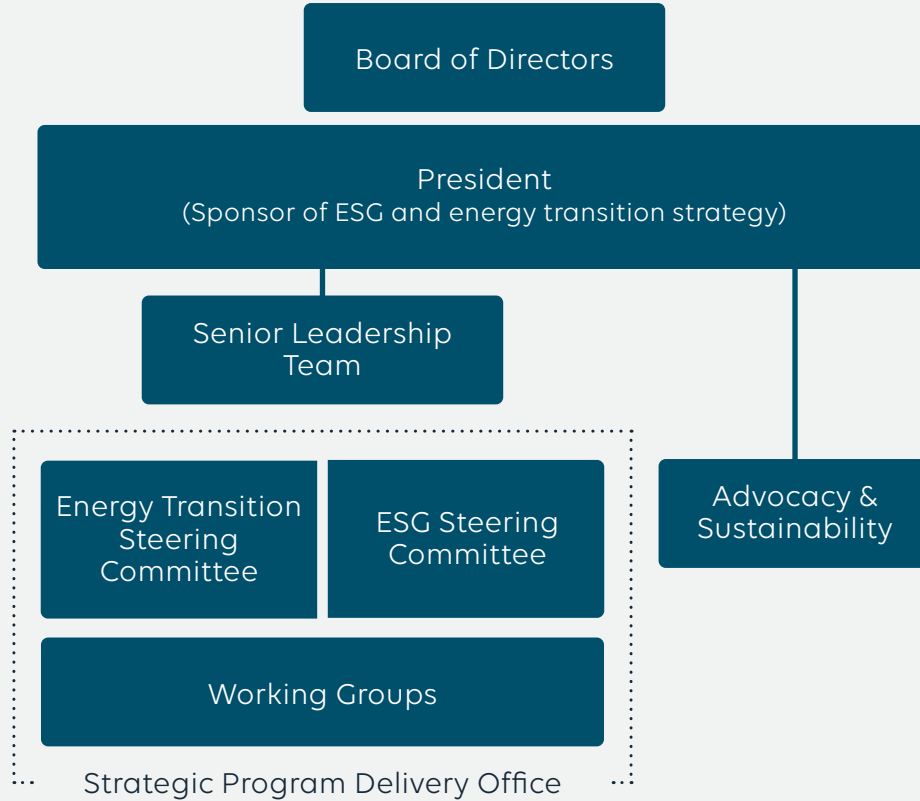


Our approach to sustainability



Swift Point Lighthouse, NB

Our sustainability structure



Strategic Program Delivery Office

Our Strategic Program Delivery Office is a highly collaborative team formed in 2022 that enables the execution and delivery of our strategic programs, including our energy transition strategy. This multi-discipline team focuses on the portfolio effect of critical and complex programs that include energy transition, clean fuel regulations and ESG. This team helps to prioritize programs as we progress through the energy transition, while also assessing feasibility and mobilizing resources to manage and execute projects.

Material topics

We are focused on material 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, including our commitment to safety, allowing us to create value for our stakeholders over the long term.

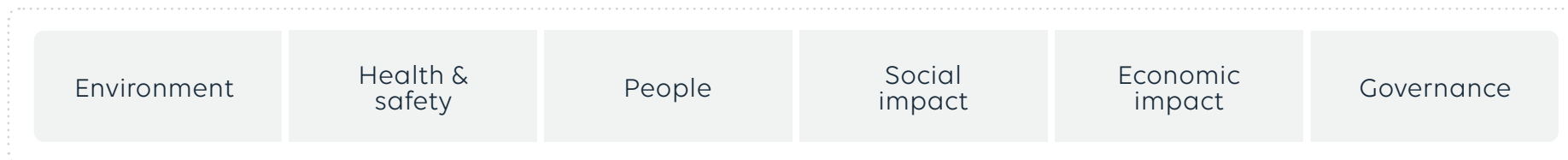
We continue to monitor evolutions to sustainability reporting standards in the geographies where we operate and are readying our sustainability disclosures program to be compliant with future regulations.

We are currently reviewing our materiality framework in preparation for formally reporting our ESG progress for our European entities under the European Sustainability Reporting Standards (ESRS) in 2025/26. Read more on page 19.

In this report, we provide ESG performance metrics for 2023 across our focus areas, with environmental metrics covering only the 2022 period due to timelines needed to finalize 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 73.

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 72.

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



- 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
<ul style="list-style-type: none"> • Employee service awards • Community engagement opportunities • Team-building events and experiences • Annual regional events and update calls with senior leaders • Diversity & Inclusion network • Virtual talks and learning opportunities • People Matters newsletter • Code of Ethical Conduct • Third-party ethics reporting • Performance management process • Safety meetings and reporting • Regular employee communications including quarterly updates from leadership, email bulletins, intranet, digital screens, front-line messaging 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Regular, open communication and relationship-building • Collaboration on policy development and regulatory changes • Regulatory compliance, reporting and disclosure • Bilateral meetings with government at various levels • Multi-stakeholder, technical working group committees • Industry associations and business groups • On-site visits and facility tours 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • On-site visits and facility tours • 24-7 Customer Care Line • Loyalty program communications • Consumer insights surveys • Recognition events • Events and tradeshow • 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 • Signage to invite text feedback in our public washrooms, restaurants, fleet lanes, lounges, showers, etc. • Retail grand opening events 	<ul style="list-style-type: none"> • Supplier Qualification (RFP process and otherwise) • Safety performance tracking and collaboration • Health, safety and work-related information and instructions for contractors • Information shared 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	18	 
	Take active steps towards achieving net-zero emissions	By 2050		
Environmental sustainability	Reduce air contaminants and wastewater discharge	Below regulatory criteria	27	 
	Reduce environmental incidents	Below a combined process safety event rate (PSE) of 0.3 for Refining & Supply		
		Below a PSE rate of 0.17 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 1.41 and PSE below 0.17 Refining & Supply: RIF* below 0.5 and PSE below 0.3	38	
	Continuously improve personal and process safety performance and reduce risk	Focused operational risk management and near-miss incident investigation Highly focused quarterly stewardship processes associated with key safety indicators and trends		
	Deliver foundational mental health training to all people leaders	Completion within first year as a leader	43	
	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 leadership roles	-	44	 
	Increase female representation in all leadership roles, striving toward gender parity	40% by 2030		

*Recordable Injury Frequency

SOCIAL: Our value that people matter

Area	Goal	Target	Page	Sustainable Development Goals (SDG)
Developing our people	Focus on core leadership training, which includes the following mandatory milestones: <ul style="list-style-type: none"> • Completion of mandatory unconscious bias training • Completion of mandatory foundational mental health training • Completion of Leadership Sprints 	By 2025: <ul style="list-style-type: none"> • Completion of unconscious bias training within first year as a leader • Completion of mental health training within first year as a leader • Completion of nine Leadership Sprints within three years of hire date or program launch date (April 2023) 	49	
	Have an active graduate development program with a yearly intake of new graduates	By 2025, retention rate of more than 90% throughout the program		 
	Provide learning opportunities for employees on topics related to energy transition	At least two annually		
Social impact	Increase employee participation in our Good Energy in Action program	50% participation by 2030	52	
	Support more families who are accessing vital services by donating fuel cards for travel	25% increase from 2019 levels by 2030	56	
	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	61	
	Create more opportunities for employee participation in youth mentorship initiatives	25% of all volunteer hours support the education and empowerment of youth, by 2030		

GOVERNANCE: A strong, sustainable business

Area	Goal	Target	Page
Stewarding our business responsibly	Continue to embed ESG considerations in our governance framework	–	65
	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	69
	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	71
	Complete Workplace Harassment and Violence Prevention training and Workplace Harassment and Violence Policy signoff	100% annually	

100
YEARS
1924-2024

ENVIRONMENT

A responsibility to protect our planet

OUR ENERGY TRANSITION STRATEGY

Our focus

As we celebrate 100 years in business, we remain focused on maintaining a strong, reliable and safe core business that delivers value to our customers, while also engaging in emission reduction strategies to position Irving Oil for long-term resiliency and growth through the energy transition process.

Through a variety of upgrades and investments, we have made progress in reducing greenhouse gas emissions from our operations, but we recognize we have more work to do.

The refining sector is highly complex and integrated, and advancements in GHG reduction technology are still needed. That is why our energy transition strategy is comprised of several strategic pillars. At any given time, our team is evaluating projects to further advance our company toward achieving our climate goals.

The ability for public policymakers to mitigate regulatory uncertainty is also a key driver of the energy transition and helps to ensure both industry and governments can achieve their climate goals. Many climate policies and regulations are complex and may pose trade and/or competitiveness implications with other countries. Our team is working to bring clarity and understanding to these risks by actively participating with various stakeholder groups including participation in formal government policy and regulatory consultations, conducting our own bilateral meetings with government, continued engagement to support industry associations and participating or speaking at energy transition events to engage in the conversation.

As we work toward a more sustainable energy future, we continuously monitor key internal and external signposts that help inform our energy transition strategy. This includes public policy and regulatory landscape, technology and infrastructure, grants and incentives, shifting energy demand, evolving consumer preferences, monitoring energy and commodity pricing, emerging trends, and geopolitical factors.

This work allows us to quickly adapt our strategies to factor in evolving trends and volatility within the energy landscape and corresponding policy environment, thus helping Irving Oil make prudent investments to better manage risk and further the energy transition process.

Our approach

1 Our strategy builds from our strong core business

Our energy transition strategy builds on our core strengths: our people, our safe and efficient operations, and our service to customers.

We will continue to mature our strategy in an appropriate way and invest in opportunities that align with our values, generate the most value and contribute to our long-term goals.

2 We will monitor signposts

Our position on energy transition is continuously shaped by key signposts and their impacts on our energy transition strategy. We will remain agile to ensure the pace and timing of investments are calibrated against the pace of the energy transition.

3 We will refine and mature opportunities

We will continue to define strategies and mature opportunities that can have a larger impact on our performance and emissions profile. We are working to progress projects and opportunities through feasibility and engineering studies and business model development.

4 We will execute using informed decisions

As we continue this work, we will do so with a view to leverage various partnership models, to help manage risk and support efficient project development and execution.

We will develop and enter into prudent agreements for renewable natural gas and other strategically important commodities, with consideration towards risk mitigation and contractual conditions.

OUR STRATEGIC INITIATIVES:

1

GREENER REFINERIES

We will work to lower emissions and enhance operational efficiencies that provide us opportunities to diversify feedstock and product offerings in supporting long-term competitiveness and sustainability of our operations. Our team will identify opportunities to integrate low-carbon processes and green electricity for the energy transition process through investments in new technology and infrastructure.

2

HYDROGEN AND NEW ENERGY

While hydrogen holds an important strategic value for our industry, perspectives on the rate of adoption are inconsistent. It can drive economic growth from low-carbon solutions, while reducing emissions and enabling asset diversification. We strive to lead emerging hydrogen markets by driving demand, leveraging technology, advocating policy changes, and offering a safe, competitive, and reliable hydrogen solution for downstream users. We will work to pursue renewable energy opportunities to advance our sustainability goals through an informed and staged approach that leverages ongoing pilot projects and company-wide strategic initiatives.

3

BIOFUELS

Biofuels represent a significant opportunity in our energy transition strategy with demand forecast to grow across core markets, driven by increasing regulatory obligations, government incentives and decarbonization goals. We have expanded investments in our ethanol blending initiatives, with a focus on emerging technology and local feedstocks, creating a strategic and sustainable new source of value for Irving Oil and supporting the company's aspiration to be net-zero.



Saint John Refinery, Saint John, NB

4

ENERGY TRADING

The energy transition has created challenges, but also opportunities associated with the trading of traditional and emerging, low-carbon energy products. While our work in the energy trading space is considered an opportunity for us as it aligns with our core markets, we remain thoughtful in our approach while we monitor signals and signposts. We are not actively pursuing incremental energy trading projects at this time.

5

OTHER CUSTOMER-FACING BUSINESS

We will continue to build on the strength of our retail portfolio, focused on generating new value from alternative fuels and in-store revenue, while also incorporating renewable energy options. Aligned with our aspiration to decarbonize our retail and fleet network, we have introduced pilot retrofits at existing retail locations to reduce carbon intensity and pursue energy efficiency opportunities.



Millenium Drive, Quispamsis, NB

CLIMATE CHANGE

OUR TARGETS:

- Achieve a 30% reduction in greenhouse gas emissions by the end of 2030*.
- Take active steps towards achieving a net-zero goal by 2050.

*when compared to our 2005 baseline data



Our climate goals

We are pleased to share an interim update on our GHG reduction progress, with a focus on our two refineries (Saint John and Whitegate), which are Irving Oil’s significant sources of Scope 1* and Scope 2** emissions. Other business assets and operations include marine terminals, bulk plants, retail sites, buildings, Fixed-Base Operators (FBOs), etc. As we work towards our 2030 emissions reduction goal, we continue to update and adjust our baseline accordingly in light of maturing GHG emission inventory work for other operating areas.

We have an energy transition strategy to achieve our 2030 climate goal – and progress has already been made toward reaching it. As part of this strategy to achieve our climate goal and aspiring to achieve net-zero by 2050, we are exploring short, medium and long-term decarbonization projects (including low-carbon electrification, hydrogen, renewable natural gas, biofuels*** and Carbon Capture Utilization and Sequestration).

We have set realistic, tangible climate goals based on modelling the execution of projects within our energy transition portfolio. A number of projects are approved and aligned with our business plan, turnaround schedules, and other key planning considerations. Some projects in our plan await the clarity of clearly defined technologies and/or government regulations to bring a clearer understanding of the economics and rules governing the individual projects.

This past year we reviewed our Saint John refinery 2005 emissions with current quantification methods following the GHG protocol and the federal Greenhouse Gas Reporting Program (“GHGRP”) 2022. This update included improved measurement calculations compared to 2005, with the purpose of normalizing with current quantification methods. Our analysis of the Saint John refinery 2005 emissions was then verified by a third-party greenhouse gas verifier following the Internal Organization for Standardization (ISO) 14064 standard. The Whitegate refinery 2005 emissions were reported in accordance with the Environmental Protection Agency (EPA Ireland) national inventory report as currently published****. These emissions were verified by the EPA Ireland. No significant changes in the quantification methods for emissions were made for the Ireland EPA from 2005 to 2022.

Saint John and Whitegate refineries GHG emission reduction progress

The Saint John and Whitegate refineries have reduced Scope 1 and 2 emissions in excess of 15% from 2005 levels. The emissions reductions have been achieved from several investments, including switching to lower-carbon fuel in boilers and fired heaters, improved energy efficiency, improvements to fuel gas quality, electrification of a steam-driven turbine with electric motors, as well as operational and process-related changes.

In calculating our progress, we recognize that process fluctuations, operational and maintenance activities, and turnaround schedules will result in changes to our annual refinery GHG emissions performance. At our Whitegate refinery, Scope 1 emissions increased from 2021 to 2022 due to increased production. The fluctuations in the Scope 2 emissions from 2020 to 2022 for the Whitegate refinery were a result of the changes in the Ireland electricity grid emission intensity as stated in the Sustainable Energy Authority of Ireland (SEAI). The fluctuations in the Scope 2 emissions from 2020 to 2022 for the Saint John refinery were a result of the changes in the New Brunswick electricity grid emission intensity as stated in the National Inventory Report (NIR). Reported emissions for our Products & Terminals business increased from 2021 to 2022 as our Canaport Mispec Terminal and East Saint John Terminal are now included in our totals.

We will continue to monitor these changes annually while we focus on the overall goal of reaching the 30% reduction target by the end of 2030.

*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 – Scope 2 emissions are indirect GHG emissions associated with the purchase of electricity, steam, heat, or cooling. Although scope 2 emissions physically occur at the facility where they are generated, they are accounted for in an organization’s GHG inventory because they are a result of the organization’s energy use. - Reference US EPA (<https://www.epa.gov/climateleadership/scope-1-and-scope-2-inventory-guidance>)

***Some of these investments will contribute to Scope 3 emission reductions, which are not included in our 2030 climate goal but will contribute to reductions in the transportation sector by providing customers with low-carbon alternative fuels so they can reduce their emissions. They also contribute to our aspiration to achieve net-zero by 2050.

****Only includes Scope 1 emissions. Total reported GHG CO₂ equivalent emissions includes CO₂ and does not include CH₄ or N₂O emissions.

Scope 2 emissions reductions (electricity grid intensity)

The Saint John refinery Scope 2 emissions for 2005 were quantified using the New Brunswick electricity grid intensity for 2005 as published in the National Inventory Report (NIR). The Whitegate refinery Scope 2 emissions for 2005 were quantified using Ireland electricity grid intensity for 2005 as published by the Sustainable Energy Authority of Ireland (SEAI). The majority of Scope 2 emission reductions to date are a result of the electricity grid intensity reduction for both jurisdictions.

Scope 3 emissions

Although Scope 3* emissions are not part of our 2030 climate goal, they are important components to be considered as part of the broader decarbonization aspiration of net-zero by 2050. We are constantly assessing opportunities that help our customers reduce their emissions, resulting in Scope 3 emissions reductions, while evolving our inventory tracking systems to better understand our Scope 3 profile.

We are also preparing for the adoption of the European Sustainability Reporting Standards (ESRS) requirements and working on understanding the material topics for our business operations in Ireland. Part of this disclosure will include topics such as climate-related risks and opportunities associated with climate change mitigation and adaptation which is a significant part of the ESRS.

Our energy transition portfolio of projects includes investing in biofuel blending and production projects (co-processing) and other low-carbon fuel solutions for the transportation industry (such as renewable natural gas and hydrogen) which result in Scope 3 emissions reductions. As well, many of our Scope 3 emissions are already reported under the Ireland Renewable Transport Fuel Obligation, US Renewable Fuel Standard and the Canadian Clean Fuel Regulations.

These initiatives continue to support the path to net-zero by 2050.

*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.

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.



Saint John refinery, NB



2022 greenhouse gas emissions

SAINT JOHN REFINERY:

Scope 1 greenhouse gas emissions: 2,964,365 tonnes CO₂eq
 • Amount recovered through Linde process (see below): 55,267 tonnes CO₂eq

Scope 2 greenhouse gas emissions: 63,216 tonnes CO₂eq

WHITEGATE REFINERY:

Scope 1 greenhouse gas emissions: 308,081 tonnes CO₂eq*

Scope 2 greenhouse gas emissions: 23,450 tonnes CO₂eq

*CO₂ equivalent emissions does not include CH₄ and N₂O emissions, as these are not included in the EPA GHG reported emissions

PRODUCTS & TERMINALS**:

Scope 1 greenhouse gas emissions: 3,846 tonnes CO₂eq

Scope 2 greenhouse gas emissions: 9,094 tonnes CO₂eq

**Includes American and Canadian Terminals, including Canaport Mispic and East Saint John.

Our journey towards our emission goals

As we continue toward 2030 and 2050, our pathway is dependent on many factors beyond our control, including technology, regulatory landscape change, market demands and the availability of infrastructure. We are committed to being a partner in this journey to net-zero emissions and we have a defined pathway of projects that support progression toward our 2030 goal in a prudent and effective way.

Linde process at the Saint John refinery

Emissions recovered in collaboration with Linde Canada, whereby some CO₂ from our facility is captured and recycled for food-grade use. These emissions are now included in our total Scope 1 emissions for the Saint John refinery, due to changes in the Federal GHG reporting requirements for 2022.

Saint John refinery initiatives

Flare gas compressor

Flaring is an essential part of operating a safe and reliable refinery. It is also a visible reminder that there is excess energy being emitted to the atmosphere that could be used elsewhere in our processes and that some of those emissions could be reduced. As part of a developing focus on improving our flaring performance, the Saint John refinery is overhauling and improving the design of its flare gas compressor with the goal of having it online in 2024.

Crude unit heat exchanger bundle redesign

A primary pathway to increase energy efficiency and reduce associated emissions relating to a crude unit's operation is to improve the unit's heat integration – transferring excess energy back into incoming crude while retaining the key distillation performance of the unit. In the fall, several exchanger bundles were installed which have improved thermal performance and/or resistance to fouling, both of which are expected to reduce firing needs in our preheat furnaces and the emissions associated with it.

Refinery Energy Management System

We are working on improvements to our energy management system at the Saint John refinery to support the efficient and responsible use of electricity, natural gas and refinery fuels on a day-to-day operational basis.

Whitegate refinery initiatives

We have made several investments at our Whitegate refinery on initiatives resulting in Scope 3 GHG emission reductions, which are important contributors to significant reductions in the transportation sector and to aspire to achieve net-zero by 2050. This includes:

- Co-processing renewable feedstocks to produce hydrotreated vegetable oil (renewable diesel)
- Renewable diesel blending
- Optimizing the energy management system to reduce energy consumption

As a sustainable replacement to conventional diesel, hydrotreated vegetable oil (HVO) reduces carbon emissions by up to 90 per cent. It is now available to wholesale customers at Whitegate and through Top Oil's commercial team, with plans to expand across the retail network.

Whitegate renewable energy hub

Our Whitegate team is focusing on leveraging the advantages of our Irish refinery to unlock long-term, resilient value with a focus on renewable energy solutions that align with our sustainability goals.

Whitegate offers the potential to become an important production hub for biofuels, hydrogen and other low-carbon energy products.

Together with Simply Blue Group, we continue to promote the long-term development of a leading renewable energy hub in Ireland, which could include developing low-carbon options such as hydrogen and RNG.

We have also made investments in infrastructure at Whitegate to improve efficiency and contribute to our sustainability goals, including an upgrade to the hydrotreater that will lead to energy savings in 2024.

Supply, retail and sales and marketing

Across our supply terminals, retail and sales and marketing business, we have made investments in support of our emission reduction goals, including the following:

- Our EV charging network
- The supply of Renewable Natural Gas (RNG) via offtake agreements and local RNG production projects (see page 22 for more details)
- Pilot hydrogen initiatives for industrial and transportation solutions
- Increased ethanol blending in our terminals

Hydrogen and new energy solutions

Our Saint John refinery is the largest producer of hydrogen in Atlantic Canada and one of the largest producers in Canada – generating more than 200 tonnes of hydrogen per day, which is used to lower the sulphur content of petroleum products at the refinery. As a result of our many years of work in the hydrogen field, we are

positioned well to be a strong partner in this market by driving demand, leveraging technology, advocating for policy changes, and offering a safe, competitive, and reliable hydrogen solution.

We have developed key learnings from initial hydrogen feasibility work and continue to assess large-scale hydrogen feasibility studies while also advancing our customer engagement, piloting and demonstration strategies.

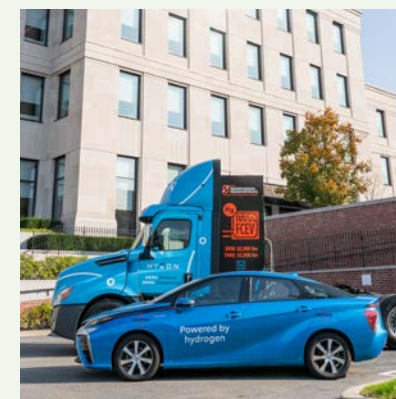
Our portfolio of projects will play an ongoing role in exploring potential hydrogen opportunities to drive emissions reductions and clean energy solutions for downstream customers.

Hydrogen demonstration

In September, a hydrogen vehicle demonstration was held at our home office in Saint John to raise awareness of hydrogen as a clean energy solution and to demonstrate its effective application in fuel cell electric vehicles. During the sessions, we showcased two Toyota Mirai sedans and one Hyzon Class 8 truck.

The event was well attended by employees, with many taking part in test drives of the Toyota Mirai vehicles. An additional 20 external stakeholders from across Atlantic Canada attended two sessions, including representatives from fleet companies, agencies, municipalities, ports, regional parties and government. The response was positive, with many voicing a desire for more conversation on this energy source.

We will continue to engage stakeholders as we develop the next phase of our pilot projects.



ENVIRONMENT

Renewable Natural Gas

We have identified Renewable Natural Gas (RNG) as a strategic part of our energy transition portfolio, allowing the use of existing assets, experience and internal gas demand to support the growth of a portfolio of RNG production and offtake opportunities.

In line with our vision for a lower-carbon future, we believe RNG provides a powerful opportunity for the efficient decarbonization of our operations. We have an opportunity to work towards replacing a portion of our company-wide natural gas demand with RNG, supporting our efforts to reduce our carbon footprint.

In November, we announced a partnership with Grow the Energy Circle Ltd. (GrowTEC) to bring up to 60,000 gigajoules of RNG annually to New Brunswick operations, including our Saint John refinery, stemming from an organic waste facility located on a farm near Lethbridge, Alberta. This is similar to the agreement with Rhode Island Bioenergy, which was announced in January 2023.

In taking initial steps toward a larger RNG portfolio, we recognize the significance of diverting waste towards renewable energy sources by working with communities, promoting circular economies and fostering reduction of greenhouse gas emissions. The RNG produced from organic waste captures more greenhouse gases than it emits.

We have identified additional RNG production, supply and utilization opportunities that are currently in the assessment phase. This supports our energy transition goals while also supporting our customers in their energy transition journey for long-term sustainability.

Biofuels

The increasing demand for biofuels presents a significant strategic opportunity, as we consider immediate and long-term opportunities toward net-zero by 2050. We continue to adapt our operations to increase biofuels blending in our domestic markets to decrease our Scope 3 emissions and those of our customers.

Our work in this space will enable Irving Oil to become a leading biofuels aggregator, supplier and producer in our core markets.

At our Whitegate refinery, we have completed a project allowing our co-processing volume to increase. Made with renewable feedstock, the increased renewable content contributes to a significant reduction in Scope 3 emissions.



GrowTEC's facility near Lethbridge, AB

Investing in biofuels has a quantifiable impact on emission reductions. In February, ethanol blending began at our Halifax Harbour Terminal, increasing our total blended volume in Canada. As well, in 2023 we blended renewable diesel at our Saint John refinery. By increasing ethanol blending and renewable diesel blending, this resulted in approximately 300,000 tonnes of CO₂eq in Scope 3 emissions avoided in 2023.

We continue to assess opportunities that allow for growth in order to become a leader in biofuels aggregation, blending and production, with a focus on emerging technology and feedstocks.



ENVIRONMENT

Value through strategic partnerships

Irving Oil's success has been supported through the development of strategic partnerships that help us not only leverage increased capacity, but also capitalize on emerging trends and technologies. This is a vital component to our energy transition strategy and in meeting our climate goals.

Through our ongoing partnership with Saint John Energy, Irving Oil is the largest purchaser of Renewable Energy Certificates (RECs) through the Burchill Wind Farm, which provides decarbonized electricity to power many of our Saint John office buildings, including our home office, Irving Blending & Packaging facility and East Saint John Terminal.

Our partnership with TC Energy allows us to explore opportunities focused on reducing greenhouse gas emissions and creating new economic opportunities in Atlantic Canada.

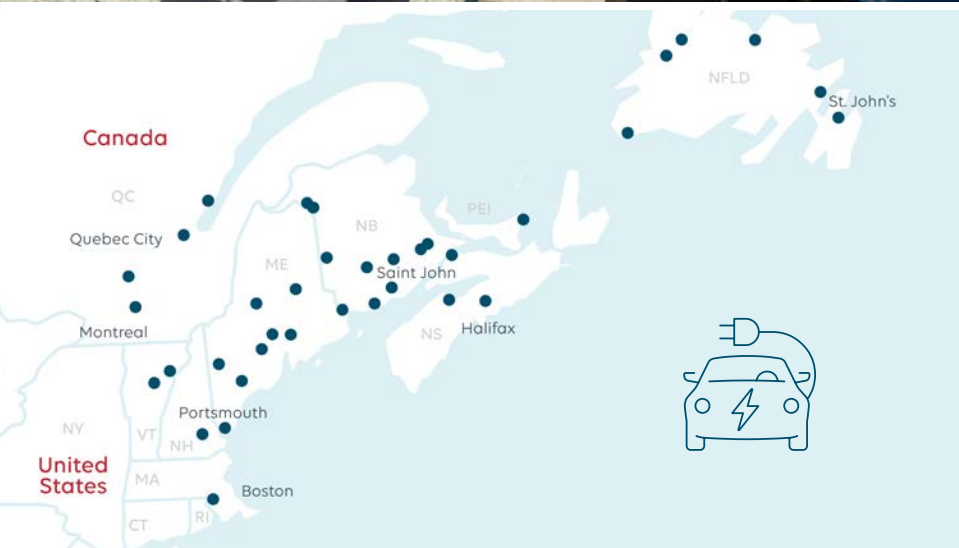
We are exploring the feasibility of several projects at our Whitegate refinery through the potential development of an integrated renewable energy hub with a number of organizations including Simply Blue Group. These opportunities include the role of green hydrogen and zero-carbon fuel products for local and international markets, which are produced with electricity from renewable sources with the goal of fostering market growth and advancing the energy transition.

Through our long-standing partnership with Ducks Unlimited Canada, we are focused on sustainable outcomes and measurable environmental benefits to help lower greenhouse gas emissions. Irving Oil, Ducks Unlimited and several other partners continue to pioneer research through a collaborative project involving government and universities to measure the ability of wetlands to store carbon.





Scott uses an Irving branded EV charger at our retail location in Bangor, ME



Expanding our EV charging network

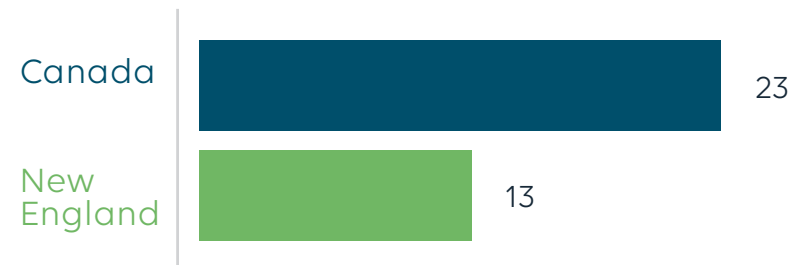
We continue to expand our sites with EV charging including adding more Irving-branded chargers in the United States, most recently at four sites in Maine - Newport, Auburn, Bangor and Fairfield.

The ChargePoint CPE 250 fast chargers are the first Irving-branded fast chargers to open in Maine and join others that have already been added to our network in other areas of the United States and Canada.

Irving Oil remains a leading EV-charging destination through ongoing partnerships with Tesla, NB Power, Newfoundland Hydro and others, at retail fuelling stations across Atlantic Canada, New England and Quebec.

As more customers transition to zero-emission vehicles, we are proud of our ongoing work to develop sustainable pathways both today and tomorrow. More information on the company's EV network can be viewed at www.irvingoil.com/evcharging.

EV fast charging sites in North America*:



*This includes DCFC and Tesla super chargers equal to or greater than 50 kWh. Most sites have more than one charger per site.

ENVIRONMENT

Retail operations pilot

We continue to utilize solar power to help reduce our carbon footprint for retail operations and other physical assets in the company. To advance these decarbonization efforts, work continues at our pilot site at our Big Stop in Salisbury, NB.

We have applied the learnings from our Level 2 audits in 2022 and have made investments in lighting, ventilation and heating and cooling systems. We will continue to measure and monitor the impacts of these improvements.

Piloting solar power in Vermont

In late 2022, we acquired a solar array in Berlin, Vermont, that generates enough energy to power four of our retail locations in the state. This solar field is our company's largest solar site, consisting of 2,250 panels on a 20-acre site, with a capacity of 500 kW.

A strong voice in the energy conversation

As part of our company's efforts toward long-term sustainability, and to doing the right thing, we remain focused on leading through the energy transition process. That includes advocating for reliable and sustainable energy solutions and responsible actions toward a low-carbon future. As we work toward realizing our climate-related goals and allocating resources for our energy transition program, we also strive to be at the forefront of important community conversations.

We continue to participate in energy forums, industry conferences and engage in conversations with stakeholders. In 2023, we helped drive engaging conversations through our participation in energy transition speaking opportunities in the regions where we operate. In May, representatives from our company attended the Energy Ireland conference in Dublin to present with Simply Blue Group on priorities related to the transition to low-carbon energy.

Our company also participated in New Brunswick's Centre of Excellence for Energy's virtual Earth Day event for teachers and students, and the NB Power Energizing Efficiency Conference where we took part in discussions surrounding climate change strategies and actions from individuals, businesses, governments and utilities.

We also provided expertise through instruction, tours and speaking to the Energy Fundamentals for Leaders Certificate Program offered by the University of New Brunswick, speaking as part of an expert panel focused on hydrogen as an emerging fuel source. Irving Oil participated in the North American Manufacturing Conference in Washington, DC, in September as an invited panel presenter on energy transition, as well as various webinars on the potential of hydrogen.

Topics including hydrogen, renewable natural gas, and energy transition were the focus of several presentations in November, including the HBC Atlantic hydrogen panel hosted by the Atlantica Centre for Energy; a panel session at the Innovation Forum on Atlantic Canada's Energy Transition in Halifax; and the R3 Capture Climate Opportunity summit in Saint John.



Solar field in Berlin, VT

ENVIRONMENTAL SUSTAINABILITY

OUR TARGETS:

- To be below annual regulatory criteria air contaminants (CAC) emissions limits and wastewater discharge limits.
- Strive to reduce environmental incidents below a combined Process Safety Event (PSE) rate* of 0.3 for Refining & Supply and below 0.17 for our Sales & Marketing operations.
- To support biodiversity conservation efforts each year by providing necessary 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.



This past year, we continued to focus on process safety and reducing environmental incidents across our operations. We are pleased to have achieved our goal in our Refining & Supply business with a combined Process Safety Event (PSE) rate* of 0.19 and in our Sales and Marketing business with a PSE rate of 0.15 (read more on page 41).

In addition to operating our facilities below the annual regulatory criteria for air contaminants, emissions limits and wastewater discharge limits, we continue to focus on efforts to protect local wildlife. We remain engaged in meaningful partnerships with Ducks Unlimited Canada, the New England Aquarium and other research institutions that support biodiversity and conservation efforts.

Realignment of our goals

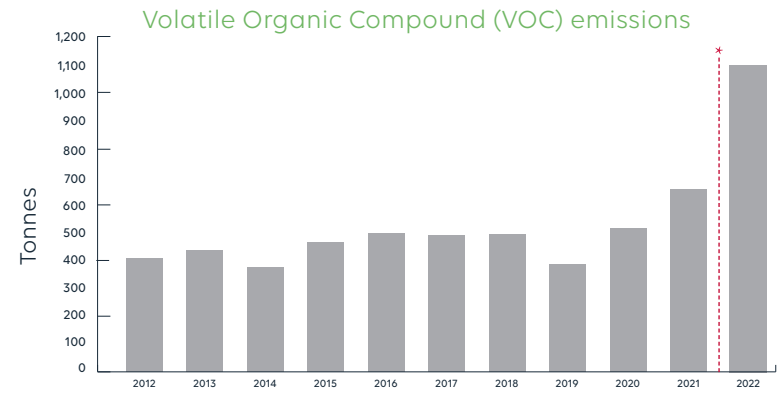
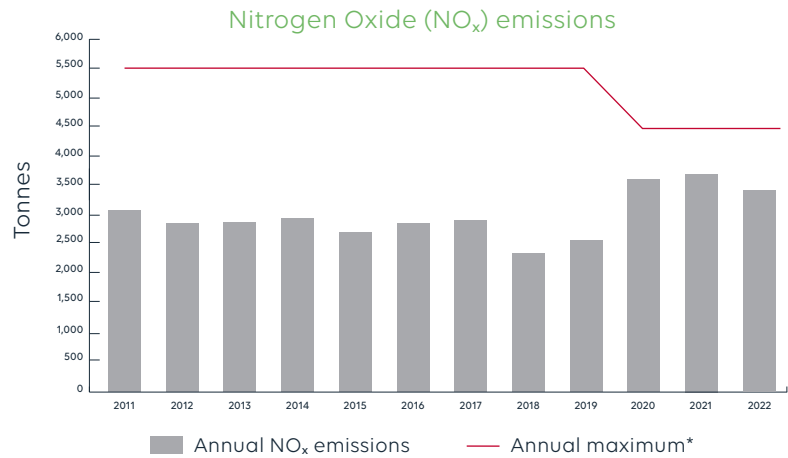
As we continue to evolve our ESG program, we recognize the importance of a regular review and assessment of our goals. In 2023, a review of our Sales & Marketing health and safety program caused us to reconsider our PSE goal to align with our internal targets associated with this metric, resulting in a change from 0.13 to 0.17 annually. We expect that these targets will continue to be adjusted on an annual basis, to correspond with our internal metrics.

Emissions performance

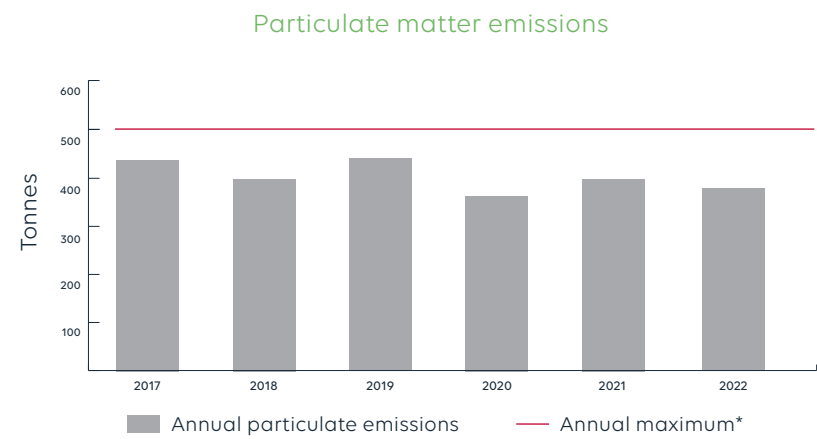
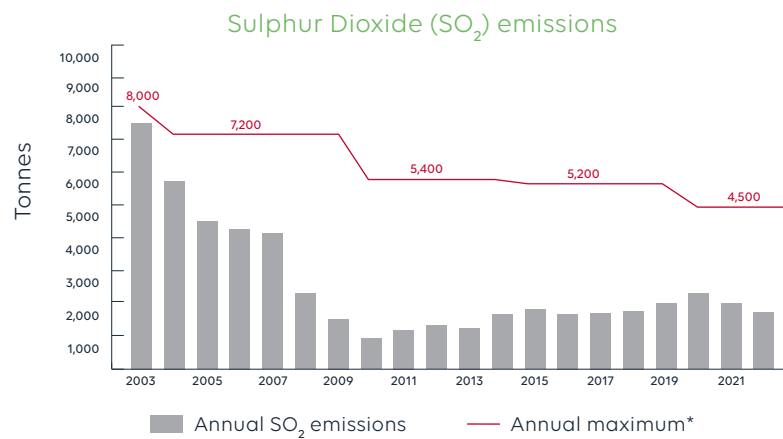
We recognize our emission reporting is integral to our ongoing efforts to reduce our environmental footprint and support the health and safety of our employees and our host communities. The following charts detail the air quality performance at our Saint John and Whitegate refineries. We will continue to define strategies and advance opportunities that can have a larger impact on our performance and emissions profile.

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, state and/or provincial). This data differs between each refinery due to differing emissions sources, refinery configurations, processes, complexity and operational conditions. We work collaboratively with our federal, provincial and state regulators, as well as with our host communities, to review environmental performance data and any concerns.

SAINT JOHN REFINERY EMISSIONS PERFORMANCE



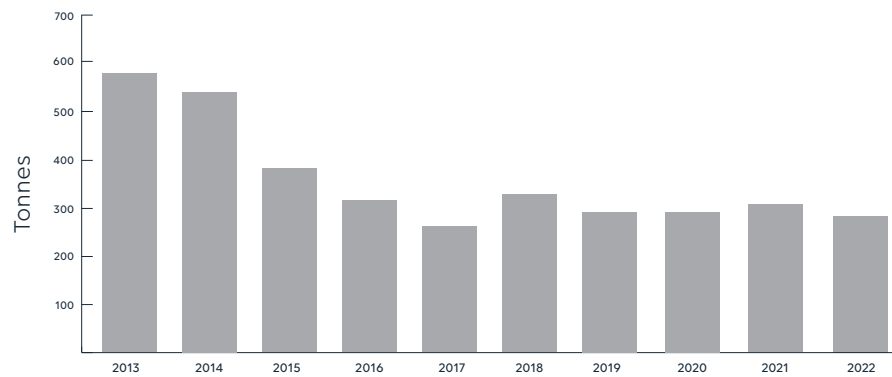
*The increase in VOC emissions is due to the new VOC Regulations Leak Detection and Repair Program that commenced in 2022 (see page 30).



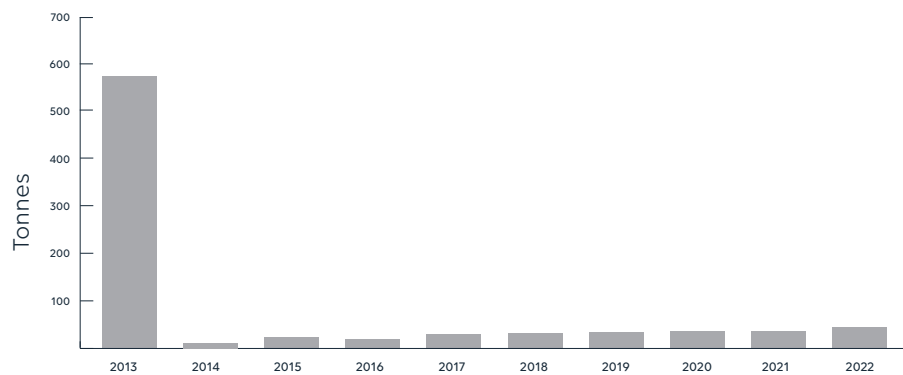
*Annual maximum as established by the New Brunswick Department of Environment and Local Government

WHITEGATE REFINERY EMISSIONS PERFORMANCE

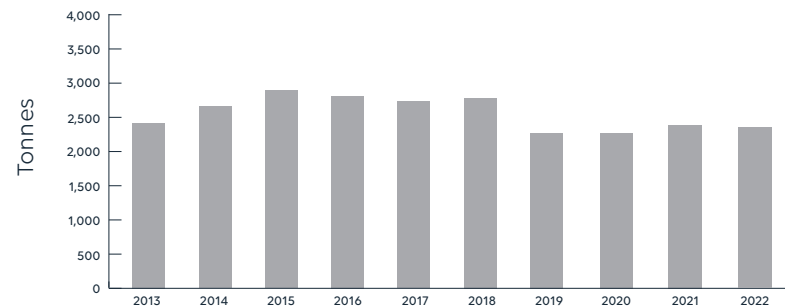
Nitrogen Oxide (NO_x) emissions



Sulphur Dioxide (SO₂) emissions



Volatile Organic Compound (VOC) emissions



Whitegate refinery acquired in 2016

ENVIRONMENT

New federal VOC regulations

On pages 28 and 29, we present the emissions performance for our Saint John and Whitegate refineries. Regarding our 2022 Volatile Organic Compound (VOC) emissions at the Saint John refinery, we experienced an increase in our reported emissions in 2022 as compared to the trends of previous years.

The reason for the increase in our reported Saint John refinery 2022 VOC emissions is a result of the implementation of new federal regulations.

In January 2022, the Saint John refinery began conducting the Leak Detection And Repair Program (LDAR) as per the Federal VOC Reduction in the Release of Volatile Organic Compounds Regulation (Petroleum Sector). Prior to 2022, the refinery conducted the LDAR program under the Environmental Code of Practice for the Measurement and Control of Fugitive Emissions from Equipment Leaks as published by the Canadian Council of Ministers of the Environment (CCME), dated October, 1993.

Under the new federal LDAR program, approximately 241,000 components were identified to be screened for VOC leaks, three times per year. By comparison, under the previous CCME code, the refinery screened approximately 16,000 components once per year. As a result of the increase in components and the screening frequency of the new federal program, there was an increase in measured fugitive VOC emissions in 2022.

Incidents of non-compliance

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

	Saint John refinery	Whitegate refinery
Number of incidents of non-compliance associated with air/water permits and regulations	17	3

Saint John: Of the 17 incidents, seven releases had off-site impacts – two related to spills into a body of water (less than 10 litres) and five related to exceeding our ambient air operating limits. Whitegate: The three exceedances were water-related, resulting from elevated limits (parameters including total nitrogen, suspended solids, hydrocarbon oil index).



Yelitza, RevereTerminal, Revere, MA



Whitegate refinery, Ireland

Terminals

2022 air emissions

Terminals in Canada

<p>Volatile Organic Compounds</p>	<p>Tonnes</p>	<ul style="list-style-type: none"> • East Saint John, NB – 20.9 • Canaport Mispec, NB – 56.0 • St. John's, NL – 5.7 • Charlottetown, PE – 23.0 • Halifax, NS – 68.4
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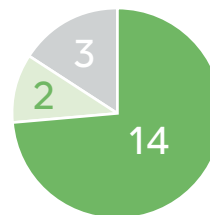
Terminals in the United States

<p>Volatile Organic Compounds</p>	<p>Tonnes</p>	<ul style="list-style-type: none"> • Revere, MA – 20.3 • Portsmouth, NH – 3.1 • Searsport, ME – 17.5
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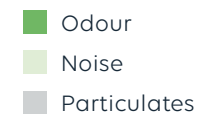
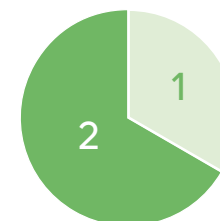
Concern calls for 2022

The following concern calls were received and addressed in 2022.

Saint John refinery



Whitegate refinery



ENVIRONMENT

2022 solid waste management

	Saint John refinery		Whitegate refinery	
	Total (tonnes)	Recycled (tonnes)	Total (tonnes)	Recycled (tonnes)
Hazardous waste	61,163	59,633	1,635	190
Non-hazardous waste	12,277	2,222	2,536	2,536

2022 water management

	Saint John refinery Total (m ³)	Whitegate refinery Total (m ³)
Water intake	8,707,822	578,650
Effluent discharged	11,700,222	518,597

Air emission efforts at our terminals

The team at our Searsport, Maine, terminal has been working to proactively review and plan for the implementation of new air emission requirements introduced by the state of Maine. The new regulations require fence-line monitoring, monthly inspections, quarterly Optical Gas Imaging (OGI) and several other testing requirements. We voluntarily conducted an initial OGI survey in December 2022, more than a year in advance of the requirement, with no visible emissions observed. We have also implemented voluntary inspections at other marine terminals.

In conjunction with other industry and local community planning representatives, we are participating in a working group led by the Maine Department of Environmental Protection, with the goal of developing a guidance document to assist with new legislative requirements. To date, Irving Oil has worked diligently to proactively review, comment on and plan for successful implementation of these new requirements at our Searsport Terminal.





Maura, Quispamsis, NB

Minimizing waste at our Blending & Packaging facility

We are working toward a more sustainable operation at our Blending & Packaging facility in Saint John, NB. By blowing our own bottles and making packaging on site, we are reducing emissions and ensuring used cardboard is recycled in our operations.

As a member of the New Brunswick Used Oil Management Association (UOMA), the facility recycled more than 1.4 million bottles in 2022 through the initiative. It is also certified under the International Organization for Standardization (ISO 9001:2015) for quality management systems that help organizations meet customer and regulatory expectations. This global standard includes requirements for documenting quality policies and objectives, establishing control procedures and conducting internal audits.

Expansion of bulk washer fluid program

Our company has provided our valued customers in Atlantic Canada with an innovative option to fill up their windshield washer fluid, while also reducing the impact on the environment. Using our bulk washer fluid dispensers, customers can dispense directly into their car, eliminating the need for plastic jugs.

This project has expanded to 29 units at 16 retail sites within New Brunswick and Nova Scotia, including our first solar-powered dispenser at the Marr Road site in Rothesay, NB. This unit holds 800 litres of fluid and, through every refill of the unit, we are able to divert up to 211 plastic jugs from local landfills.

In 2023, there were 37,773 litres of bulk washer fluid sold through the sites, equating to 9,993 plastic jugs no longer sent to a landfill.

We also hosted a bulk washer activation day at all of our sites in New Brunswick, providing windshield washer fluid free of charge to our customers as we work to build support and awareness of this initiative. We are proud to offer this service to our customers as part of our ongoing efforts to provide innovative and sustainable solutions.

BIODIVERSITY

We have a long history of supporting nature conservation efforts and protecting ecosystems.

We continue to make a difference through our partnerships, scientific research contributions, education and community cleanup efforts.

Our goal to support biodiversity conservation efforts each year through funding and education opportunities is aligned to the recent United Nations international agreement to protect 30% of land and oceans by 2030. We are proud to share the following highlights in this area.

Conservation exchange pilot

In May, our partnership with Ducks Unlimited Canada was recognized by the Government of Canada, as it launched its inaugural Conservation Exchange Pilot. This innovative, science-based approach to bring partners together will enable more conservation projects across Canada.

The three-year pilot presents Irving Oil an opportunity to be part of a program that helps achieve sustainability outcomes with measurable environmental benefit. The promotion of strong biodiversity efforts will help reduce greenhouse gas emissions. The Conservation Exchange Pilot applies a standardized measure of biodiversity benefits to conservation projects, with the aim of bringing business, government and conservation groups together to halt and reverse biodiversity loss.

Since 2009, Irving Oil has worked together with Ducks Unlimited Canada and Acadia University in support of the Beaubassin Research Station in Aulac, NB. Through this partnership our company invests in coastal wetlands restoration and research and is focused on finding practical solutions for a more sustainable future.

The Amherst Point Salt Marsh Restoration Project, located adjacent to the Beaubassin Research Station on the border of New Brunswick and Nova Scotia, has been selected by Environment and Climate Change Canada to be one of the first projects stewarding through the Conservation Exchange Pilot.



Amherst Point Salt Marsh, NS



Wetland Discovery Day, Saint John, NB



Right whales #4457 (Seamount), #4605, and #4312. New England Aquarium, taken under NOAA permit #25739

Investing in right whale research

Since 1998, we have partnered with the New England Aquarium to advance ongoing efforts to protect North Atlantic right whales and address ecosystem health. Through the years, our contributions have helped to fund the planning and execution of critical fieldwork activities in high-use habitats including the Bay of Fundy, Gulf of St. Lawrence and Cape Cod Bay.

In addition to traditional efforts including photo identification, health monitoring, biopsy darting and fecal sampling, the team was also able to participate in tagging efforts in 2023, resulting in suction cup tags being placed on four whales in the Gulf of St. Lawrence. By placing these tags on whales in areas where they were feeding, researchers can gain a better understanding of the whales' activity around prey fields by recording their movements while simultaneously sampling the water column for copepods and other plankton.

Wetland discovery day

In August, we celebrated our commitment to help conserve Atlantic Canadian wetlands and the wildlife that live there in collaboration with our long-standing partner, Ducks Unlimited Canada. Wetland ecosystems are a mitigator of climate change through their ability to naturally store carbon. They are vital to a healthy ecosystem, not only for the wide array of species that dwell there, but also for the benefits they provide for air and water quality.

During our wetland discovery day, a group of employees participated in an educational event at our Saint John refinery's Fox Trail, where they had the opportunity to learn from Ducks Unlimited educators about the various wildlife that inhabit the wetland and the protective work we are engaged in through our various sustainability and environmental initiatives.

We recognize the importance of wetlands in providing a vital home to wildlife, reducing coastal erosion and capturing carbon for a more sustainable future.



Wetland Discovery Day Saint John, NB

A place of history, to imagine our future

Established in 2009 through the partnership of Irving Oil, Acadia University and Ducks Unlimited Canada, the Beaubassin Research Station is a meeting place dedicated to historical, cultural and environmental research. At Beaubassin, students and researchers across a network of partnering academic institutions focus on finding practical solutions for a more sustainable future.

Last summer, the Beaubassin Research Station was once again the home and workplace of 22 students from Acadia University, the University of New Brunswick, the Université de Moncton and others. We were honoured to continue to support

their research efforts as part of our goal to enable biodiversity conservation by providing funding for scientific research.

Last summer's research was aimed at understanding the significance of wetland ecosystems to our local region and finding solutions for a better tomorrow. Projects included salt marsh restoration, carbon storage research, species monitoring and understanding Acadian and Indigenous land use.



Kiirsti, PhD Candidate, University of New Brunswick & Acadia University

100
YEARS
1924-2024

SOCIAL

Our value that people matter

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 that industry.
- To strive for the following safety performance targets for Recordable Injury Frequency (RIF) and Process Safety Events (PSE):
 - Sales & Marketing: RIF* below 1.41 and PSE** below 0.17
 - 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, near-miss incident investigation and quarterly stewardship.

*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 hours worked



When it comes to safety, our work is never done. As we draw from a century's worth of dedication to keeping our people and communities safe, we know that even the best safety records require unwavering attention and purposeful planning every day.

In 2023, we saw improvements compared to the previous year in most of our business areas for recordable injuries (RIF) and lost-time injuries (LTIR).



Morgan and Paul, Charlottetown Terminal, PE

We strive to eliminate all incidents and injuries from our workplaces through a culture of deep commitment to safety in all that we do, today and every day. We work to continuously improve our personal and process safety performance and reduce the likelihood of incidents, with a focus on operational risk management and near-miss incident investigation.

Our strong safety culture is founded on open communications, operational discipline and understanding data to proactively mitigate risk.

Realignment of our goals

As we continue to evolve our ESG program, we recognize the importance of a regular review and assessment of our goals. In 2023, a review of our Sales & Marketing health and safety program caused us to reconsider our RIF and PSE goals to align with our internal targets associated with these metrics. This resulted in a change to our RIF target from 1.0 to 1.41, and a change to our PSE target from 0.13 to 0.17 for our Sales & Marketing organization. We expect that these targets will continue to be adjusted on an annual basis, to correspond with our internal metrics.

Communication

We recognize the importance of frequent and open communication and feedback on our worksites. Our dedicated safety teams use a variety of tools and tactics to

make the most out of these interactions, from toolbox talks and safety audits to daily and weekly team huddles, safety standdowns and incident investigations. We communicate industry lessons learned, site incidents, injury statistics, leading and lagging indicators, near misses and opportunities to improve. We believe communication is a two-way street and we take every opportunity to learn from our contractors and from industry on incidents and injuries, near-miss events, effective safety technology or programs that could be used to further mitigate risk on our sites.

Communication on safety happens in a number of ways across our organization. Some examples include weekly lineups in our Irving Energy business, appreciation banquets for our drivers, safety pauses with leaders at Whitegate, visible leadership tours with leadership engagement on safety at all levels of our organization and engagement with our contractor leadership to openly discuss challenges, operations barriers and our commitment to safety. This commitment is further demonstrated in our weCommit culture of “Do the right thing, the right way, every time.”

Operational discipline

Since its inception in 2021, our weCommit program is becoming well embedded in our organizational culture, with the framework grounded in operational discipline. This program is relevant to everyone in our business and is being adopted by our corporate groups, as well as our operating areas. In 2023, we saw the program expand to our Supply, Planning and Trading teams, Retail and Fleet, Blending & Packaging, and Wholesale & Specialty Sales teams.

As the program becomes more engrained in the business, we are seeing employees embrace the weCommit behaviours and bring forward new concepts to incorporate program learnings into their daily work.

One example is the *Good Catch* form – an idea that began in our Sales & Marketing team and has since been implemented across all operating areas. The form is a way for employees to recognize and document weCommit behaviours that they observe on the job, which in turn become case studies to be shared as key learnings throughout our business.

Data-driven decision making

Our retail operations teams in Ireland are creating a stronger safety culture, having undertaken several initiatives this year to mitigate the risk of incidents and injury. In 2023, safety and *Pride of Place* inspections were conducted across all retail sites, focusing on safety, customer experience and a focused commitment to excellence.



Company-wide	2023
RIF	0.65
LTIR	0.28

RIF by business	2023
Saint John refinery	0.45
Whitegate refinery	1.01
Products & Terminals	0.69
Sales & Marketing	1.0
Corporate	0.09

SOCIAL

Teams also conducted detailed site safety inspections, with data analyzed to determine trends across the business to identify, and tackle, key priorities for improvement.

For instance, a defensive driver training course was rolled out for anyone who drives as part of their daily responsibilities. Instructors accompanied drivers, providing instantaneous feedback to bolster driver safety as part of our focus on continuous improvement. The team also introduced a winter readiness campaign providing a topical safety focus every two weeks.

Personal safety

Our commitment to safe operations across our business every day is evidenced by our 2023 recordable injuries (RIF) and lost time injuries (LTIR). We are pleased to see improvement in some of our operating areas, while realizing that until we achieve zero injuries, there are opportunities for us to improve.

Refinery turnarounds

In 2023, our turnaround teams at each refinery executed two successful planned outages, representing our company's commitment to providing a safe and reliable energy supply to our customers.

At our Saint John refinery, we welcomed 2,300 additional skilled trades workers to our site for 48 days, contributing to more than \$8 million of spending within our local economy.

With a private investment of more than \$190 million, this turnaround represents one of the largest in several years for our refinery, demonstrating our commitment to personal and process safety at our facility.

At our Whitegate refinery, our team performed a planned outage of our Diesel Hydrodesulphurization (HDS) unit with a multi-disciplinary team of about 100 workers over 26 days.

This investment will allow us to increase the amount of renewable diesel that can be produced in this unit.

LTIR by business	2023
Saint John refinery	0.04
Whitegate refinery	0.2
Products & Terminals	0.35
Sales & Marketing	0.61
Corporate	0

PSE rate by business	2023
Saint John refinery	0.21
Whitegate refinery	0
Products & Terminals	0.35
Sales & Marketing	0.15



Refinery employees, Saint John, NB



Akan, Saint John, NB

Process safety

As we continue to invest in our assets, and invest in our people, our focus on reducing process safety events across our business is top of mind every day. By applying the tools that we know are effective, such as our weCommit program, Process Safety Academy, visible leadership, hazard identification exercises, and leading indicator evaluation, we continue to reduce our risk and help keep our people and communities safe.

Process Safety Academy

Again last year, we were pleased to deliver two sessions of our Process Safety Academy, bringing together teams from across our operating areas to share experiences and learn valuable lessons from one another. In April, the learning focused on the Fundamentals of Risk Assessment with more than 150 employees taking part. In August, the focus shifted to Lessons Learned from Major Maintenance Events, with more than 180 participants.

Process safety performer

When it comes to process safety at Irving Oil, Akan Akpan is on a mission. As a Manager of Process Safety and Risk, he is focused on enhancing safety for the company, as well as for the communities in which Irving Oil operates.

In 2023, he assumed the position of Regional Vice-Chair of the Process Safety Network for American Fuel Producers and Manufacturers (AFPM), the leading trade association representing fuel producers in North America. That provides Irving Oil with greater access to external networks and best practices.

“We can participate in and lead safety discussions with industry experts, get guidance and fresh perspectives on issues we face,” says Akan. “In turn, this helps us improve our safety performance.”

At AFPM’s quarterly meetings, members exchange ideas on how to improve process safety.

Akan’s role provides exposure to others in the industry and their safety expertise, providing the company greater input on network activities, and supports our objective of industry-leading safety performance.

“The safer we are, the safer our communities are,” he says.

SOCIAL

Emergency management and business continuity

In an unprecedented year of natural disasters across several of our operating regions, our demonstrated commitment to communities and to safety allowed us to be a trusted partner when it mattered most.

In 2023, our team facilitated emergency response efforts for the wildfires in New Brunswick and Nova Scotia; flooding in Vermont and County Cork; flash flooding in Nova Scotia; and the impact of Hurricane Lee. As the main fuel provider for critical infrastructure, and with leading safety practices, we quickly mobilized to provide necessary resources in an organized and purposeful way, while keeping our communities safe.

We continue to develop strong reciprocal relationships with regional governments and their respective emergency management organizations, participating in planning efforts to ensure smooth and seamless support when we are needed.

Awarded for safety performance

For the third year in a row, our rail team in Saint John has been recognized for their outstanding safety record. The CN Gold Safe Handling Award is provided to shippers with 10,000+ shipments incurring zero non-accidental releases (NARs) in a calendar year. NARs are the unintentional release of a hazardous material while in transportation, including loading and unloading while in railroad possession, that is not caused by a derailment, collision or other rail-related accident. NARs consist of leaks, splashes and other releases from improperly secured or defective valves, fittings and tank shells, including venting of non-atmospheric gases from safety relief devices.

This award is a testament to our commitment to safety and our dedication to creating a safe and secure environment for our employees, our customers and the communities where we work.



Response team members, Tantallon, NS



Members of our Rail team, Saint John, NB

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

OUR TARGETS:

- To ensure all people leaders participate in mandatory foundational mental health training within their first year as a leader.
- To offer to all of our employees at least four educational opportunities annually that focus on wellness and mental health.



We have maintained a strong focus on initiatives that accommodate the well-being of our employees, supporting their physical, emotional and mental health. In addition to maintaining our flexible workplace program for our non-operational workforce, allowing for a hybrid work model, some of our employees benefit from on-site fitness centres and nursing staff to help them better implement a work-life balance.

Throughout our workplaces, we continue to foster important conversations and implement support programs for mental health, with a focus on reducing stigma and highlighting a supportive workplace atmosphere. In 2023, we delivered five educational opportunities and launched an updated Employee and Family Assistance program in North America.

Expansion of mental health training

In 2023, we extended our mental health training program, making it available to our entire workforce. This investment will advance our goal of creating a more inclusive work environment by reducing the stigma associated with mental health

and creating a common language and an open environment for supportive conversations.

To steward our success with this and other training programs, we have added this goal to our suite of core leadership training. For more information, see page 49.

Mental health talks

We delivered five virtual mental health talks to employees in 2023 – four in partnership with the Mental Health Commission of Canada, focusing on topics that appear in our broader training program, and one with the University of New Brunswick that focused on the power of resilience. Employees are encouraged to take time out of their workday to listen in, ask questions, and the sessions are also available by recording for those who are unable to attend a live event.

Launch of new EFAP in North America

Although our Employee and Family Assistance Program (EFAP) has been in place for many years, we welcomed a new EFAP provider in 2023, offering services ranging from mental health support, debt-reduction planning and career and life coaching. With 24-7 intake by a registered nurse, our new EFAP provides our employees and their families with additional support where and when they need it.

COMPLETION OF
MANDATORY MENTAL
HEALTH TRAINING
FOR LEADERS **2023** **90%**

INVESTMENT IN
NORTH AMERICAN
EMPLOYEE WELLNESS
REIMBURSEMENTS **USD** **\$306K**

DIVERSITY AND INCLUSION

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

OUR TARGETS:

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



We recognize that our efforts to create an inclusive workplace is a journey versus a destination. We all have a role to play in continuous learning and listening, identifying barriers and working toward sustainable solutions for our people.

Together with our Employee Resource Group, our focus on learning and awareness, employee engagement opportunities, and programs and policies have all helped to shape our vision to create safe spaces and a sense of belonging, respect and authenticity. We are also pleased to report a decline in our attrition rate for 2023, at 8.6%, compared to a rate of 9.6% in 2022.

Our commitment to our people was once again acknowledged with the distinction of being named as one of Canada's Top 100 Employers for the eighth consecutive year.



Realignment of our goals

As we evolve our ESG program each year, our goals and targets are part of a regular review process to ensure they are driving the right focus areas for our organization. In the instance of our diversity and inclusion targets, we felt that a previously stated goal about ensuring that our HR talent processes include education on bias, equity and inclusion, is better stated as a guiding principle in all that we do, as opposed to a target. We have several examples throughout this report of our commitment to inclusion. We also reflected on our baseline tracking goal and decided to reposition this imperative as a guiding principle, which is actioned regularly through our employment equity and affirmative action reporting, as well as our strategic workforce planning process. We remain focused on our vision of increasing diversity and inclusion at Irving Oil and reflecting diverse perspectives in our decision making.

A focus on gender

Our industry has a long history of being underrepresented by women, particularly in operating areas, and we recognize our need to influence change. While we work hard to progress toward our goal of a more gender-balanced workforce, we recognize the challenges that come with the external driving factor of an imbalanced talent pool in this industry.

Our teams are focused on strategies that attract, engage and retain diverse, qualified team members, by applying a lens of inclusivity to our policy development, career planning and employee development programming. We are also working hard to influence students at every level, realizing these types of investments can take many years to bear results. Read more about our school partnerships on page 61.

Since announcing in 2022 our goal to have 40% of our leadership roles held by women by 2030, we have improved from 31% to 35% in two years. While we are pleased with this progress in the short term, our teams are actively implementing programs and workplace structures that are adaptable to an employee's individual circumstances, removing the bias that previously favoured men in reaching leadership levels. We are looking forward to the results of these programs.

“

I would encourage women to strive for any position that interests them.”

Janelle Flemming

Nerepis, NB

Janelle's story

Janelle Flemming is one of the human faces behind the company's vision of gender parity in the workplace, as Irving Oil aims to have at least 40% of all leadership positions held by women by 2030.

As a Service Manager at Irving Oil's Dartmouth office, Janelle leads a team of 37 Service Technicians, while managing the complexity and risk associated with this area of our business.

Having started with the company in 2006 as a dispatcher, Janelle moved through the ranks to her new position two years ago, with values of effective communication and genuine care. “A key to success is to focus on quick response to the team challenges,” she says. “I ask questions to understand concerns,” she continues, “to show I care about those issues by listening and providing solutions.”

By approaching the day together as a team, she says they are more likely to be successful in their tasks, both minor and complex.

There are many duties to navigate over the course of the day, but earning mutual respect through consistent and respectful communication is always top of mind. “I'm very proud to be the Service Manager,” she says. “I would encourage women to strive for any position that interests them.”



Janelle, Dartmouth, NS

Our team

	2023		
	Atlantic Canada	New England	Ireland and UK
Number of employees	3,042	684	830
Total compensation	\$284,662,194 USD	\$85,125,650 USD	\$65,474,708 USD

	2023	
	Male	Female
Senior Leadership Team	75%	25%
All leaders	65%	35%
All employees	67%	33%

ATTRITION RATE **2023 8.6%**

COMPLETION OF MANDATORY UNCONSCIOUS BIAS TRAINING FOR LEADERS **2023 97%**

International Women’s Day – an internal focus

For several years, we have celebrated International Women’s Day by inviting guest speakers on a host of topics and themes. This year, we adjusted our approach and instead featured a panel of our own women in leadership, representing a variety of roles within our organization. This served as an opportunity to learn and be inspired by our own female leaders – one that was extremely well received by employees.

This event also saw an integrated element with our Good Energy in Action program, as we introduced our first mission – a new feature within our giving platform. The mission called on employees to complete three actions: attend our virtual talk, have a chat with a woman at work who inspires you and to take your learning further with some curated reading.



Jessica, Saint John, NB

We all belong

We are working to create communities where “we all belong” is a way of life, and where we strive to be inclusive in all that we do, every day. Our Pride month activities are just one example of our organization’s commitment to equality, safety and inclusivity. Across our network we proudly raised the Progress Pride flag and we were thrilled to have a large group of employees and their family members participate in Saint John’s Pride parade, to nurture a culture that encourages, supports and celebrates who we truly are.

All-In, every day

Our Employee Resource Group (All-In) is living up to its name, with a group of more than 58 dedicated volunteers from across the business, coming together to design meaningful opportunities for our employees. This group is at the heart of our diversity and inclusion program, helping us to continuously improve upon our inclusive culture.

All-In highlights

- **International Women’s Day:** A virtual talk featuring our own women in leadership
- **Exploring Multiculturalism:** A virtual talk for World Multiculturalism Day featuring a panel of employees
- **Indigenous learning series:** A series of virtual talks with regional subject matter experts on Indigenous history and present day matters
- **Pride:** Parade participation, flag raising, ‘Show us your Pride’ team activity, and giving opportunities to local organizations
- **Student Hackathon:** A brainstorming session for students to propose ideas for retail opportunities
- **Holiday market:** Celebrating and sharing the creative ability of employees across the business



Indigenous relations

At Irving Oil, we approach our work with the core value that people matter. We know that earning the trust and respect of our communities is a vital component of operating our business now and into the future. Our company has a proven track record of establishing long-standing partnerships built on mutual understanding and respect. As we look to the future with a philosophy of always learning more and doing better, we remain focused on building strong relationships with external stakeholders, including with Indigenous Peoples and communities.

In 2023, we consulted with Indigenous community leaders on projects at our Halifax Harbour Terminal in Nova Scotia and our East Saint John Terminal in New Brunswick. We were also proud to strengthen our relationship with Pabineau First Nation to open a new retail site in July as part of the community’s larger plan to welcome new businesses to the area.

We recognize the importance of Indigenous relations and reconciliation, and look forward to sharing more on our efforts in our next report.



Pride parade, Saint John, NB

SOCIAL

A sustainable supply chain

In past reports we have shared our aspiration to partner with organizations that share our values, increasing the overall sustainability of our supply chain.

This year, we provided training to our Supply Management team to raise awareness on sustainable supply chains.

We remain focused on this work and, in the months ahead, we will continue to advance our journey with an emphasis on health and safety performance.

Supporting our communities

It's important to us to support our local communities and continue to build capacity in our regions. The following chart shows the investments we made in local suppliers in our core markets:

	2023
New Brunswick	\$290M+ CAD
Eastern Canada (NS, PE, NL, QC)	\$180M+ CAD
New England	\$70M+ USD
Ireland	€160M+ EUR

Feedstock sourcing

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

	North America	South America	Europe	Asia	Africa
Saint John refinery	49%	5%	1%	21%	24%
Whitegate refinery	70%	-	30%	-	-



Searsport Terminal, Searsport, ME

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 within three years of their hire date or of the program launch date in January 2023. Core leadership training includes the following mandatory milestones:
 - o Completion of mandatory unconscious bias training within their first year as a leader.
 - o Completion of mandatory foundational mental health training within their first year as a leader.
 - o Completion of nine Leadership Sprints within three years of their hire date or program launch date.
- By 2025, to have an active graduate development program with a yearly intake of new graduates, achieving a retention rate of more than 90% throughout the program.
- To provide at least two learning opportunities annually for employees on topics related to energy transition.



We have a long history of investing in our people through professional development and we remain focused on supporting them to achieve their personal career goals. Over the last several years, we have developed many internally designed programs that are unique and tailored to our organization, which help us to foster the capabilities which will best position our people, and in turn our company, to be resilient in the face of future challenges.

Realignment of our goals

We regularly review and evolve our strategies, both for our business and in support of our people. This past year, we reviewed our people development goals and decided to group some previously stated learning goals together under one comprehensive core leadership training goal, while keeping the same mandatory milestones and focus on mental health and unconscious bias. This supports a streamlined and holistic approach to leadership development, increases measurability and creates stronger program parameters. We also reflected on our strategic workforce planning goal and decided to reposition this imperative as a guiding principle included in our base business planning. We continue to evolve and enhance our strategic workforce planning on an annual basis to obtain the right skills and capabilities for today and tomorrow.

Expanded graduate program launch

In 2023, we launched our rotational graduate development program, with a focus on engineering graduates who began their careers with us in June. The program provides graduates an opportunity to explore three roles in three years, while supporting their development to help them obtain their Professional Engineering designation. Through strong onboarding, exposure to senior leadership, peer networking opportunities, dedicated mentors and targeted development opportunities, we strive to elicit high engagement within our graduates, helping to build a pipeline of future leaders. In 2024, we will expand the scope of this program to include business and technology pathways within the program.

SOCIAL

Core leadership

Our leaders are the champions of safety, inclusion, operational success and people development. We recognize that developing our leaders is a key enabler to our shared success as we grow for tomorrow and we want our leaders to feel equipped to support the diverse needs of their teams.

Following our design and pilot in 2022, we launched our mandatory Core Leadership Development Program, providing a multifaceted approach to learning, underpinned by our leadership framework that articulates the priority capabilities for our organization.

Continuing to build on our existing leadership programming, the Core Leadership Development Program encompasses five development areas that started in 2023 and continue to be rolled out in 2024.

- Leadership Sprints – focus on leadership capabilities
- weCommit – leadership and safety behavioral program
- Management functions
- On-demand resources
- 360 reviews

With a goal to achieve 90% participation of leaders in this program by 2025, we are pleased to report a result of 69% completion in our first year.

Employee communications

In 2023, we took a new and more personalized approach to our annual town hall event, replacing one live-broadcasted meeting with several smaller, regional events across our network. Our senior leaders took the time to visit sites throughout Atlantic Canada, New England and Ireland, to share business updates, educate on energy transition and to address questions from employees. This approach led to a more personalized and intimate environment for employees to interact with our leadership team.

In addition to these events, we remain committed to regular employee engagements through live quarterly updates from our president, as well as our company-wide employee online newsletter.



Employees at our Home Office, Saint John, NB

A record number of students

In 2023, we welcomed 191 students to our team in Atlantic Canada and the United States, with 121 of those students joining us in the summer months. This marked the largest cohort of summer students in our 100-year history. The students, from more than 20 different universities and colleges, are pursuing various disciplines, including engineering, nursing, technology, business and more.

	2023
Students hired for work terms	191
Scholarships awarded for post-secondary studies in Canada	\$206,000 CAD
Scholarships awarded for post-secondary studies in the US	\$9,000 USD
Scholarships awarded for post-secondary studies in Ireland	€28,000 EUR

“Irving Oil has made me feel as though my contribution truly matters. I work very closely with the Energy Transition Team and it is incredible to see how my work impacts the 30% emission reduction goal.”

– Sophia, St. Francis Xavier University

Take Our Kids to Work Day

This year, we welcomed 73 grade 9 students – children of our employees – for Take Our Kids to Work Day in New Brunswick. Part of the local high school curriculum, this event was a great way for our company to connect with students. The students had the opportunity to meet with our senior leaders, hear about a variety of careers, tour some of our facilities in Saint John, participate in hands-on group activities and experience our work environment.

As we work towards our diversity goals, we will continue to look for ways to engage meaningfully with students at all levels, helping them to understand career opportunities in the energy sector.



Take Our Kids to Work Day, Saint John, NB

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.

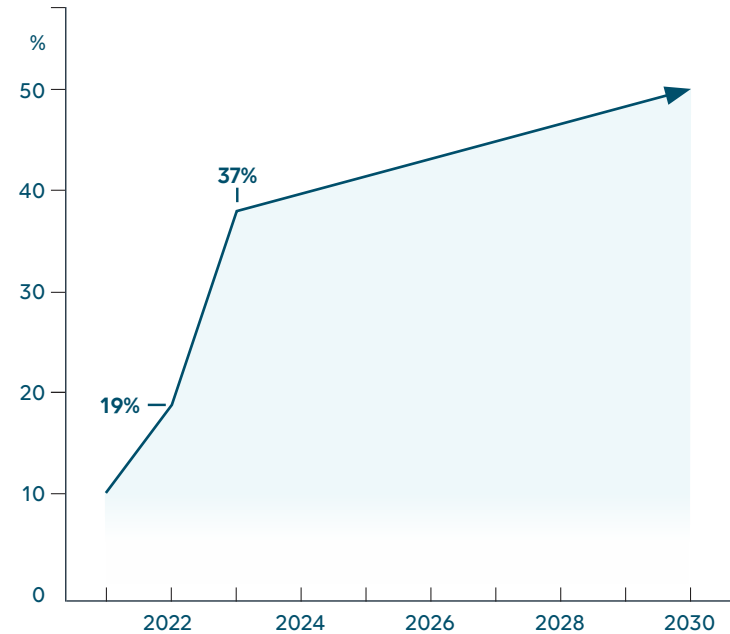


Our Good Energy in Action program empowers our employees to make a positive impact in their communities, when and how it matters most to them. Through donation matching, volunteer rewards, time away from work to volunteer, learning opportunities, or by taking action for the environment or each other, we are proud of the unique ways our employees continue to spread kindness throughout our communities.

Since our program expanded in 2022 to make it even more accessible, we have seen positive results and an increase in employee participation across our geographies. Our participation grew from 19% in 2022, to 37% in 2023 – a testament to the continued generosity of our employees. The program expansion also afforded us the additional benefit of teaming up with our Employee Resource Group (ERG) to better align our campaigns and efforts with our diversity and inclusion priorities, and to build additional awareness and engagement.

Our focus ahead will be on maintaining this growth momentum towards our 50% participation goal by continuing to partner with our Employee Resource Group on initiatives, by growing and empowering our ambassador network throughout the company, and by working with our people leaders to further embed a culture of social impact into their team priorities.

Projection of Good Energy in Action participation



Team volunteering highlights

Last year marked our first full year of volunteer opportunities since the pandemic and we are pleased to see a resurgence in the number of employees turning out to spread good energy in our communities.

Highlights included:

- **Fuel the Care Day**

An annual fall tradition for more than 20 years, employees signed up to offer free parking at our partner hospitals, provide child patients with craft project kits, provide our customers with full-service support at our retail sites, and thank our loyal customers for choosing Irving Oil. Read more about this program on page 57.

- **Nova Scotia Showdown**

We were excited to partner with the Pittsburgh Penguins® as a presenting sponsor of the Nova Scotia Showdown NHL pre-season game in Halifax, Nova Scotia, in October. As part of the event, we offered inspiring opportunities for children from our local partner school to interact with players and experience the gametime fun.

- **National Volunteer Week**

In April, we celebrated National Volunteer Week and more than 50 employees stepped up to support 10 organizations, including cooking meals at a local Ronald McDonald House, bagging lunches for local children and rolling up their sleeves to paint at local schools.

- **FunShine Club**

As part of our annual tradition of sponsoring kids to go to the YMCA summer camp, employees volunteered to pack camping supply kits and to travel to the campsite to surprise and interact with campers.

- **2023 Canada Winter Games**

Our company sponsored the games by providing gift cards for transportation needs as well as running of equipment and generators to keep people warm. A cohort of employee volunteers were on hand throughout the event to support this important celebration of Canadian athletes.



Down Syndrome Centre Cork's (DSCC) Challenge 21, Cork, IRE

SOCIAL

- **Down Syndrome Centre Cork's (DSCC) Challenge 21**

Our company sponsored the 21-kilometre walk or run in support of DSCC services, including diagnostic and early intervention supports to children and their families. In addition to participating in the Cork event, our employees in Ireland dedicated time to direct vehicles and cheer on participants.

- **Darkness into Light**

52 members of our Whitegate refinery team participated in Darkness into Light, a fundraising walk for Pieta, which is a non-profit that provides mental health services to communities and individuals in crisis.

- **Wetland Discovery Day**

Employees were able to spend the day learning about wetland ecosystems, our wetland conservation efforts and building nest boxes for local waterfowl. To learn more, see page 35.

Giving Tuesday

A holiday tradition for our company since the establishment of our Good Energy in Action program, we were thrilled once again to partner with our Employee Resource Group and celebrate the global Giving Tuesday movement on Tuesday, November 28. Our goal was to come together in the spirit of kindness and giving, and rally to support the causes our employees care most about.

Our 2023 campaign included an employee Holiday Market, where more than 50 employee vendors shared their personal talents and crafts with one another in a market-style event. This event was also attended by some of our employees' favourite community causes such as Bobby's Hospice, the IWK Foundation, local food banks and the Saint John SPCA Animal Rescue. Employees had the opportunity to learn about and connect with these causes and take advantage of special double donation matching opportunities.

Proceeds from our Soup for a Cause promotion at our home office and Saint John refinery cafés supported local food banks. Donation bins were also set up in our offices across geographies collecting sleepwear for our local Christmas families and children at our partner hospitals.

To make the giving go even further, we deposited donation funds in all of our employees' giving accounts for them to donate to a cause they care about. It was a great way to kick off the giving season, with more than \$20,000 raised in cash and in-kind donations.

Support for hospice services on both sides of the Atlantic

Our employees on both sides of the Atlantic provided support to hospice services in their respective communities in 2023. In Saint John, our refinery team made a generous donation of \$10,000 to Bobby's Hospice with money that had been collected over several months from recyclables on site.

Our company also supported the build of a new gazebo and ramp at Bobby's Hospice to offer a comfortable and accessible space for patients, their families and guests on site. We were grateful to celebrate this new space at one of their barbecue fundraising events for the palliative care facility in September.

In Ireland, for the second year in a row, the Whitegate refinery employees held a coffee morning and bake sale to raise money for Marymount University Hospital and Hospice, which provides specialist palliative care and services to a population base of 560,000 people.

Through the generosity of both employees and contractor staff, more than €4,000 was raised, which included a company match from Irving Oil.



Volunteers at Bobby's Hospice, Saint John, NB

“When our communities are in trouble, we want to help. It’s what we do.”
 – Shelley, Restaurant Operations Manager

More than
800 team members
 at our Saint John refinery came together to clean up around our property as part of our annual Operation Cleanup event



Refinery clean up day, Saint John, NB

Employee impact

	2023
Employee-led donations and fundraising	\$215,144 CAD
Employee participation in giving and volunteer programs	37%
Employee volunteer hours	13,545
Employee volunteer hours during work time	1,955
Percentage of employee volunteer time spent mentoring youth	17%
Value of volunteer hours during work time (at average of \$31.80/hour*)	\$62,153 CAD

*Estimated value of one hour of volunteer time in the US in 2023, Independent Sector report.

Wildfire relief efforts

Some of our communities were impacted by severe wildfires last year, resulting in mass evacuations and sadly, for some the loss of their homes.

In New Brunswick and Nova Scotia, our employees stepped up to lend a hand, coordinating with Dealers and local store managers to arrange for food at community centres that provided shelter for those displaced by the fires.

Our Big Stops in the affected regions provided food and water to front-line emergency responders, as well as evacuees, while our Sales & Marketing team delivered fuel for emergency service vehicles.

We also mobilized a team to assist the Nova Scotia Emergency Management Office (EMO) with a response plan that included some of our pilots and aircraft to help battle the blaze, protecting and saving properties in the area. Our teams also worked alongside local officials in providing safety assessments for our customers' damaged properties.

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.
- To help at least 175 families in need each year, by donating energy needed to help heat their homes.
- 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



Around the world, access to energy is a fundamental cornerstone of modern communities. It affects economic development, quality of life, vital health care and education services, and environmental sustainability. Simply put, it powers our lives and communities. At Irving Oil, we recognize the role we can play in helping to make energy access more equitable, at both the local and global scale:

1. As communities evolve, the sources and sustainability of their energy systems will continue to be of paramount importance. We are proud of our continued support for 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. Day to day, families and community groups in our local regions are experiencing the pressures of higher costs. We are proud of our local programs that provide some relief for families and community organizations when it comes to accessing the fuel they need to thrive.

The following stories from 2023 highlight our continued efforts to help make access to energy more equitable, at home and abroad.

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

Over the past six years, the Arthur L. Irving Institute at Dartmouth College has undergone transformative changes – through its initial planning, announcement and the implementation of its many programs, including educational programs, faculty and research expansion, and beyond – all in the spirit of building future energy leaders.

In the classroom and in the field, the Irving Institute works to enhance Dartmouth students’ awareness of how energy systems shape and are shaped by the societies they serve. And for students who want to be experts, leaders, and changemakers in energy, the Irving Institute provides opportunities to understand energy’s role from multiple perspectives across a range of real-world contexts.

Our investment in the Irving Institute directly supports the future generations of leaders who will have the foresight and knowledge to help develop an affordable, reliable and sustainable energy future.

2023 Impact

	2023
Grant funding for student projects	\$96,000
Number of research projects supported	17
Number of students who participated in programming	150
Number of faculty members who collaborated on initiatives	60



Arthur L. Irving Institute for Energy and Society, Hanover, NH

Supporting access to vital services here at home

Fuel the Care

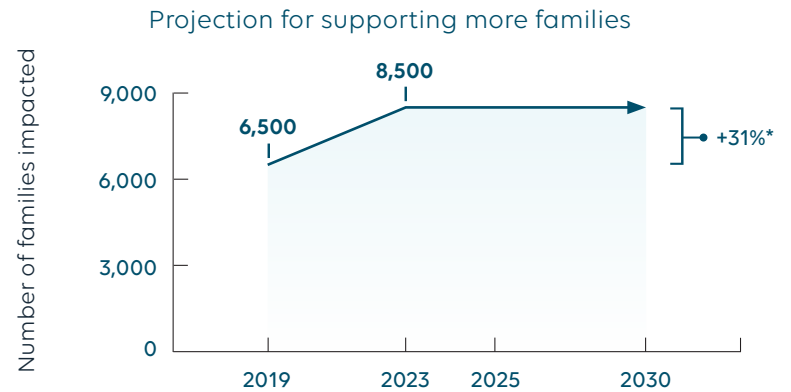
Our flagship community program, Fuel the Care, surpassed a significant milestone this past year, topping 100,000 families supported. Since 2002, we have been working with partner hospitals to support families with children requiring travel to access medical care by providing fuel gift cards to help ease their financial stress.

This year, we have, once again, expanded the program to include Massachusetts General Hospital, allowing us to assist even more families in the Boston region. Partner hospitals are located in Nova Scotia, Newfoundland and Labrador, New Brunswick, Quebec, Maine, New Hampshire, Massachusetts and Ireland.

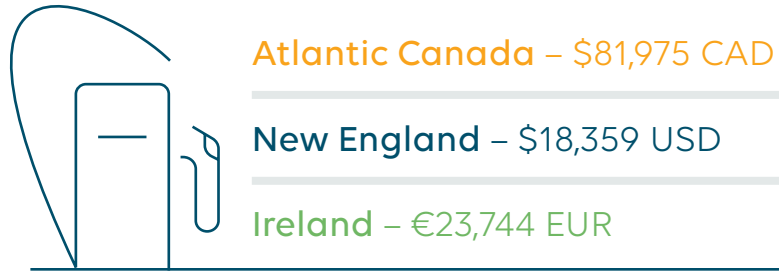
As a company, we celebrated Fuel the Care Day on October 18, with initiatives and volunteer activities supported by our employees in Canada, the United States and Ireland. We are excited to continue to grow Fuel the Care so families can focus on what's most important to them – their children's well-being.



Koa and his mom McKayla - Fuel the Care family, Boston, MA



SOCIAL



Our Fuel the Care Pumps can be found at 11 locations across our retail network. These 2023 proceeds were donated to our Fuel the Care program.

Our Fuel the Care partner hospitals



Keeping teams on the road

Irving Oil provided fuel to the following organizations in 2023 to support their mission to help others:

<p>YMCA of Southwestern New Brunswick</p> <p>The bus is a vital link between the community and the programming and services of the YMCA of Southwestern New Brunswick, including childcare, newcomer services and youth education and mentorship.</p>	<p>Gather (New Hampshire)</p> <p>The vehicles enable Gather to achieve its mission of ensuring innovative food security solutions for residents of the Maine and New Hampshire Seacoast communities.</p>	<p>Barretstown (Ireland)</p> <p>The vehicles support 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.</p>
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Community champion award

The Canadian Fuels Association presented our team with a Community Champion Award for our Fuel the Care program and its associated partnership with the IWK Foundation. The award recognizes positive contributions by its members, who establish partnerships that make a significant impact in their local communities.

Fuel the Care provides travel assistance to families seeking medical care for their children. Since 2002, more than 100,000 families have received assistance through this program in Atlantic Canada, Quebec, New England and Ireland. To learn more about this program, see page 57.



Our team receiving the Canadian Fuel Association's Community Champion Award for our Fuel the Care program.



Mid-grade fuel pilot pump

Home heat relief pilot

During the 2022-2023 winter season, we piloted a new home heat relief program in New Brunswick, Maine and Ireland, in support of our goal to help families in need by donating energy needed to help heat their homes. This initiative connected us with new partners, including the United Way of Greater Saint John, Keep ME Warm and St. Vincent de Paul. We are proud to have helped 94 families in our first year, while establishing our processes and partnerships for this program. Taking the lessons learned from our first home heating season, we will continue to adjust this program, broadening the intake points and expanding the geographic reach.

Feel-good fuelling

We recently kicked off a six-month pilot project-providing customers the option to directly support one of our community partnerships. These include North Atlantic right whale research through the New England Aquarium, our existing Fuel the Care program, or offsetting their carbon footprint with their fuel purchase – at no additional cost to the purchaser.

Customers buying mid-grade fuel at 11 of our Canadian retail locations saw an image associated with a specific cause on the selection button that explained the additional benefit. Partner organizations received a portion of the proceeds from fuel sales, while our company purchased offset credits from a portion of the proceeds at those particular pumps.

Improving access to quality health care

Our investment in quality health care is an important reflection of our core values and our commitment to influencing a more just society. We are pleased to report the following advancements in projects and programs supported by our company.

South Shore Regional Hospital

In 2023, we announced a joint \$1-million gift from Irving Oil and the Arthur L. Irving Family Foundation to the Health Services Foundation of the South Shore, in support of a redevelopment project at the South Shore Regional Hospital in Bridgewater, Nova Scotia. This project includes a large expansion to the 35-year-old hospital's emergency, day surgery and endoscopy departments, helping to enhance the quality of emergency care and improve patient experience and access through additional services and expanded space design and innovation.



Bill, Brewer, ME

SOCIAL

Ronald McDonald House Charities Atlantic

Our \$500,000 gift to the Ronald McDonald House Charities Atlantic (RMHC) More Room for Love campaign supports the development of a new, fit-for-purpose facility adjacent the IWK Health Centre in Halifax, Nova Scotia. The demand for affordable short-term and long-term accommodations for families while children undergo treatment at the IWK Health Centre has far outgrown the capacity of the current Ronald McDonald House in Halifax. The Arthur & Sandra Irving Foundation also made a generous \$500,000 contribution to this important project.

Through this gift and emerging partnership, we opened the door for new opportunities including partnering with RMHC in the spirit of our Fuel the Care program, to provide fuel gift cards to families who stay at the Ronald McDonald House.

Supporting cancer survivorship

The healing journey of a cancer survivor and their loved ones extends far beyond the treatment process. Together with Arthur, Sandra and Sarah Irving, and the Arthur L. Irving Family Foundation, our company pledged a joint \$2-million donation to the Saint John Regional Hospital Foundation to provide expanded and more holistic programming in support of cancer survivors and their families in the Greater Saint John region.

In 2023, we were inspired by a key development in the expansion of this program: the partnership between Horizon Health Network and Wellspring, Canada's leader in evidence-based cancer support programs, to expand the program to meet the mental health, rehabilitative, emotional and educational needs of people who have cancer, and the related needs of their family members and close caregivers. In early 2024, cancer survivors will begin peer support programs, relaxation and visualization therapy, nutritional programming and support for cancer-related fatigue, in addition to the existing physical rehabilitation program.

We were also inspired to be able to name this program the Sandra Irving Cancer Survivorship Program, in honour of Sandra as a survivor and her vision to support others in their cancer journey through kindness, compassion and access to resources they need to feel whole again.

Company giving

	2023
Total invested	\$6.87 million CAD
Cash investments	\$6.17 million CAD
In-kind donations, including product	\$705,000 CAD
Causes supported	450+



Ronald McDonald House rendering, Halifax, NS

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% from 2019 levels.
- 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*



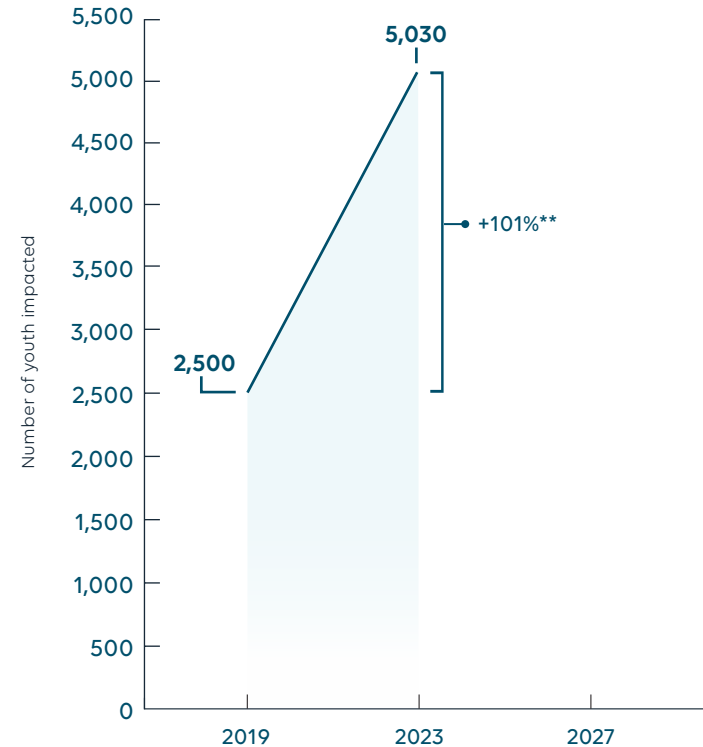
Summer students at our Home Office, Saint John, NB

Our commitment to investing in students and education spans decades and is not only reflective of our values and culture, but imperative in positioning our company and communities for success over the long term.

With a lens of supporting diversity and bridging the access gap to education, we continue to work with our academic partners to address the challenges that matter most.

We increased the number of students impacted by the programming we support by 101% in 2023, compared to 2019 levels. This increase was predominantly driven by our recent gift to Saint Mary's University and investment in the Arthur L. Irving Entrepreneurship Centre, which impacts hundreds of students annually (read more on page 62). It was also driven by a deliberate effort by our teams to work with our academic partners to actively participate in students' learning journeys, through classroom presentations, student mentorship opportunities and student employment. While we have surpassed our target growth of 25%, we will continue to work with our academic partners to find meaningful ways to empower the next generation.

Empowering the next generation



***Indicates the increase in the number of youth impacted from 2019 to 2023*

SOCIAL

Investing in student success

Arthur L. Irving Entrepreneurship Centre

In early 2023, Arthur, Sandra and Sarah Irving, along with the Arthur L. Irving Family Foundation and Irving Oil, announced a transformational gift of \$5 million to accelerate expansion of the Saint Mary's University's entrepreneurship centre, now named the Arthur L. Irving Entrepreneurship Centre.

A concentration of entrepreneurial excellence at Saint Mary's University, the Arthur L. Irving Entrepreneurship Centre, its programs and activities, is unique in the Atlantic region. The centre attracts a diverse group of students from all disciplines, connecting them with professors, researchers and Entrepreneurs-in-Residence, and enables them to explore their entrepreneurial ambitions, develop their skills and build important relationships.

The state-of-the-art space, which officially opened in the fall, features programs and activities that support the university's goal of nurturing an entrepreneurial mindset in every student. The Arthur L. Irving Entrepreneurship Centre provides university-based business support services and flexible programming that focuses on collaboration and innovation, serving as a hub of entrepreneurial activity. The project will increase opportunities for students and faculty to engage with the business community across Atlantic Canada and better support students to become entrepreneurial leaders of tomorrow.

The centre is the centrepiece of the Sobeys Inspiration Hub, featuring a range of collaborative spaces and innovative technology that includes a digital prototyping lab and a podcasting studio.

New scholarships

St. Thomas University students will have greater access to post-secondary education with the recent transformative gift of \$2 million from Irving Oil and the Arthur L. Irving Family Foundation for the establishment of new entrance scholarships. Three full-tuition renewable entrance scholarships will be established at St. Thomas and, when fully mature, the endowment will fund 12 scholars each year. The three inaugural Arthur L. Irving Family Scholars will begin their studies in the fall of 2024.



Arthur L. Irving Entrepreneurship Centre, Halifax, NS



Summer students Nick and Ethan, Saint John refinery, NB



Students at New Brunswick Community College, Saint John, NB

Irving Oil Energy Lab

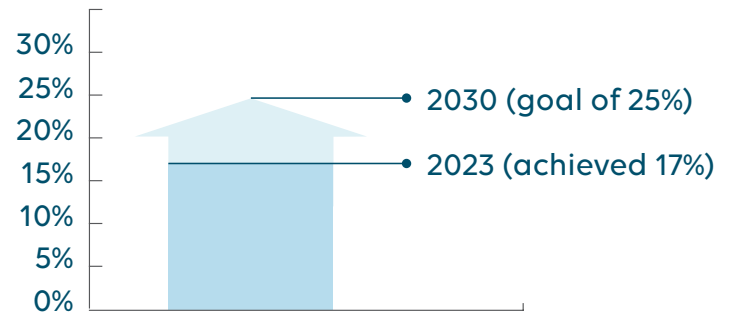
In line with our goals of supporting student success initiatives and shifting toward a sustainable energy future, our company provided a \$500,000 gift in support of the New Brunswick Community College (NBCC) Going Beyond campaign in 2023. This investment establishes the Irving Oil Energy Lab that will help train students for the rapidly evolving renewable economy, and supports sustainable energy research and initiatives that align with our Grow for Tomorrow strategy.

The gift also established the Irving Oil Bursary Fund to support students at the Saint John campus enrolled in energy-related programming, helping NBCC to nurture the next generation of energy professionals.

Elementary school partnerships

Irving Oil gifted approximately \$150,000 in various forms to support our partner elementary schools in New Brunswick, Nova Scotia and Ireland. Our partner elementary schools are located near core industrial facilities for our company, including our Saint John refinery, our Whitegate refinery and our Halifax Harbour Terminal.

Employee volunteer time spent mentoring youth



100
YEARS
1924-2024

GOVERNANCE

A strong, sustainable business

IRVING OIL LIMITED

STEWARDED 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.
- To allocate resources responsibly and demonstrate progress in moving our business forward.



As we continue to grow our business to meet the evolving needs of our stakeholders, we rely heavily on our sound governance structure to uphold our values and drive the behaviours, processes and standards that will help us to achieve long-term success.

The global sustainability landscape continues to rapidly evolve as stakeholders expect greater transparency when it comes to 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 importantly aligned to our values.

Board oversight

Our Board of Directors play an active role in the oversight of our strategy, including ESG and climate-related risks and opportunities. We were pleased to welcome new members to our board over the past year and to report a board diversity of 33% female leadership, with four of our six members as independent directors. Our Board represents a wealth of industry and business experience and, as a team, are committed to stewarding a strong and sustainable future for Irving Oil.

4 of 6

4 of 6 members of our board are independent directors

33%

33% of our board members are female

Our Board of Directors



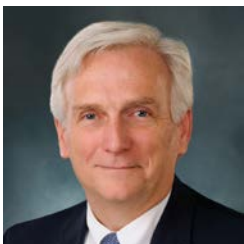
Arthur Irving – Chairman Emeritus

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 has extensive historical knowledge of Irving Oil and a vision for a bright future for the company. 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. As Chairman Emeritus of our Board of Directors, we continue to benefit from his wisdom and knowledge.



Maureen Kempston Darkes (Lead Director)

As Irving Oil's Lead Director, Maureen Kempston Darkes brings decades of board experience leading North American companies in various industries. She has served in a number of senior executive roles during her tenure with General Motors and is a member of the Order of Ontario. Maureen was also appointed as an Officer of the Order of Canada and has been inducted into the Canadian Business Hall of Fame.

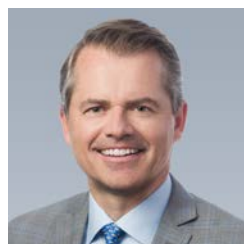


Ian Whitcomb

Ian 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.

**Susan Dio**

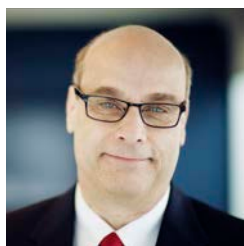
As a senior executive with broad industry and international experience, Susan Dio has a proven track record of creating cultures focused on safety and ethics, while improving business results. A chemical engineer by training, Susan was the Chairperson and President of BP America, providing leadership 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.

**Tim Kitchen**

Tim Kitchen brings a strong financial background to our Board, as a senior finance executive with more than 32 years of investment banking experience. His background encompasses all aspects of the capital markets and strategic advisory practices, most recently as the head of Canadian investment banking at Barclays Capital. He also has significant corporate governance experience and has provided strategic advice to numerous boards.

**Jon McKenzie**

Jon McKenzie brings important industry and company-specific knowledge to our business, drawing from more than 30 years of experience in finance and operations, mostly in the Canadian oil and gas industry. As President & CEO of Cenovus Energy, Jon is responsible for the strategic direction of the company. He has also served as the CFO at both Cenovus Energy and Husky. Prior to that, Jon held senior leadership positions at Irving Oil as CFO and Chief Commercial Officer, with responsibility for all supply, trading and commercial aspects of the company.

**Derek Purchase**

Derek Purchase brings more than 30 years of experience in financial risk management, governance, strategy and ESG. Until his retirement in 2017, Derek held senior leadership positions in Ernst & Young LLP, including the firm's board. As a Corporate Director, Derek sits on several boards, including Nalcor Energy and Chairman Emeritus of the Veristell Institute (focused on advancing sustainability and ESG).

GOVERNANCE

Business planning and enterprise risk

As we continue to deliver safe and reliable energy products to our loyal customers, we work to mitigate and identify potential risks to our operations. Our One Company Plan establishes the actions and strategies to prudently manage potential risks so we can deliver continued value to our customers and communities and progress our strategic initiatives.

Our plan integrates our evolving energy transition pathway to ensure we remain focused on our long-term carbon reduction strategies, while managing risk in the near and long term as we leverage our existing assets, core competencies and new investments through the energy transition.

The effective management of our business risks is integral to our continued growth and success. Our Enterprise Risk Management strategy is designed to be responsive to short- to medium-term operational risks while developing strategies for the long-term enterprise risks that could impact our business.

Operational risk management

To establish greater consistency in operational processes and standard controls, we successfully implemented a unified approach to our Management of Change (MOC) process across our company in 2023. While MOC processes are not new to our organization, applying a single standardized process was an important step in our journey. With the help of our operational teams, and underpinned by our weCommit philosophy (see page 39 for details), this approach provides us with improved stakeholder alignment and more predictable outcomes.



Employees at our Home Office, Saint John, NB

PROTECTING OUR DATA

TO UPHOLD THE FUNDAMENTAL 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

As a critical infrastructure operator we take our role in safeguarding our operations seriously as cyber risk continues to increase. We continue to improve our security posture with a focus on improving our security hygiene and standardizing our security tools across our technology environment. We have achieved consistent and comprehensive control implementations across our environment, including endpoint malware detection, vulnerability detection, incident response and multi-factor authentication technologies. We continue to update and improve cyber security resilience within our critical asset facilities and systems.

We are working to expand our team into Europe to provide better direct support to our operations throughout Ireland. Our team continues to enhance their skills through training and exercises while developing key relationships to better support areas of the business.

Our strategy for future program improvements has been developed through assessment of our current program maturity and development of strategic roadmaps focused on moving to a zero-trust cyber security architecture. This program direction will allow us to protect the organization from future cyber security attacks as technology and cyber-related threats continue to rise.

PERCENTAGE OF
EMPLOYEES WHO
COMPLETED ANNUAL
CYBER SECURITY TRAINING

2023 **98%**

Privacy

Employee compliance training

Annually, our Information Technology and Human Resources teams have diligently rolled out their respective employee compliance training programs, knowing that our employees are our first line of defence. The IT team addresses evolving challenges and threats through our Cyber Security training, while HR conducts its essential Workplace Harassment and Violence Prevention training.

In 2023, we added Privacy and Physical Security Awareness to our training scope – demonstrating our commitment to evolving with industry trends and threats.



In an effort to foster a culture of compliance, we consolidated these initiatives into one annual training program that includes Cyber Security, Corporate Security, Privacy Awareness, and Workplace Harassment and Violence Prevention training called Employee Compliance Training. This combined effort reinforces our organizational preparedness, and our commitment to keeping all employees informed about critical company policies – empowering them to help prevent potential issues.

This unified training approach is designed to foster a culture within Irving Oil that is conscious not only of security and privacy but also of the importance of a respectful and safe work environment. The program emphasizes that every employee is a first line of defence against security threats, privacy-related risks, and workplace harassment and violence.

Privacy Impact Assessments

Protecting the information that Irving Oil collects, retains, uses and discloses is crucial in safeguarding our company and our employees. Our Privacy Impact Assessment system facilitates the mitigation of privacy risks and compliance with privacy regulations.

Our goal is to complete Privacy Impact Assessments for 100% of new projects and systems that use or share personal data. To support this goal, we are focused on raising employee awareness and establishing appropriate governance for identifying applicable projects. We have implemented a Data Privacy Impact Assessment protocol that factors in stakeholder alignment, collaboration among our teams, oversight by our Privacy Officer, risk assessment and mitigation. Training sessions are offered throughout the year to inform employees of our protocol, their responsibilities as it relates to the handling of personal information, as well as the various scenarios they may encounter, in order to support compliance with all privacy legislation.

Privacy breach assessments

In 2023, we completed a review of 8 potential privacy breaches. Three of these reports resulted in breaches being communicated to seven impacted individuals, with no requirements to report to Privacy Regulators.

Home Office, Saint John, NB

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. Employees participate in annual mandatory training on Workplace Harassment and Violence Prevention, as we work to ensure awareness, understanding and compliance. This training also underscores 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 where everyone is treated with dignity and respect. Each quarter, a summary of any incidents or investigations is shared with the Governance Committee of our Board of Directors.

EMPLOYEES WHO COMPLETED OUR CODE OF ETHICAL CONDUCT ANNUAL REVIEW



EMPLOYEES WHO COMPLETED OUR WORKPLACE HARASSMENT AND VIOLENCE PREVENTION TRAINING AND POLICY SIGNOFF



CODE OF ETHICS REPORTS INVESTIGATED AND RESOLVED, INCLUDING THOSE RELATED TO WORKPLACE HARASSMENT



100
YEARS
1924-2024

APPENDIX

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, 2022 and 2023 across all our focus areas, with environmental metrics covering only the 2020, 2021 and 2022 periods due to timelines needed to review the 2023 data for accuracy. Environmental, safety and regulatory data undergoes a review process prior to reporting; however, some historic data may require updates due to a 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 Environmental metrics for this period:

- We have restated our Products & Terminals Scope 1 emissions for 2021 from 2,921 Tonnes CO₂eq to 1,188 Tonnes CO₂eq due to a lower amount of Scope 1 emissions at Botwood terminal.
- We have restated our Saint John refinery water intake volume for 2021 from 10,180,148 m³ to 9,779,908.96 m³ due to a miscalculation.
- We have restated our Saint John refinery Scope 2 emissions for 2020 from 61,158 to 57,585; and for 2021 from 58,017 to 68,376 due to a change in the electricity grid emission factor (now based on consumption from the National Inventory Report) and added electricity meters from Saint John Energy.
- We have restated our Whitegate refinery Scope 2 emissions for 2020 from 20,466 Tonnes CO₂eq to 21,513 Tonnes CO₂eq, and for 2021 from 20,890 Tonnes CO₂eq to 24,546 Tonnes CO₂eq due to a more accurate emission factor for electricity consumption from the Sustainable Energy Authority of Ireland.
- We have restated our Products & Terminals VOC emissions for 2020 and 2021 due to a change from USEPA's TANKS Program to adoption of the revised AP-42 Chapter 7 (November 2019) guidance.

Performance disclosure	Applicability	Unit	2020	2021	2022	2023	Page	Framework reference ID
ENVIRONMENT								
Scope 1*** greenhouse gas emissions	Saint John refinery	Tonnes CO ₂ eq	3,140,579*	3,061,506*	2,964,365*		Page 20	SASB EM-RM-110a.1 GRI 305-1 TCFD
	Whitegate refinery	Tonnes CO ₂ eq	300,762	294,148	308,081			
	Products & Terminals	Tonnes CO ₂ eq	-	1,188	3,846			
Scope 2*** greenhouse gas emissions	Saint John refinery	Tonnes CO ₂ eq	57,585	68,376	63,216		Page 20	GRI 305-2 TCFD
	Whitegate refinery	Tonnes CO ₂ eq	21,513	24,546	23,450			
	Products & Terminals	Tonnes CO ₂ eq	-	2,351	9,094****			
EV chargers	Atlantic Canada	Number (#)	-	71	80		Page 25	-
	New England	Number (#)	-	-	46			
EV charging sites *****	Atlantic Canada	Number (#)	-	-	-	23	Page 25	
	New England	Number (#)	-	-	-	13		
Nitrogen Oxide (NO _x) emissions	Saint John refinery	Tonnes	3,605	3,645	3,394		Page 28	SASB EM-RM-120a.1 GRI 305-7
	Whitegate refinery	Tonnes	288	306	283		Page 29	
Sulphur Dioxide (SO ₂) emissions	Saint John refinery	Tonnes	2,246	2,062	1,773		Page 28	SASB EM-RM-120a.1 GRI 305-7
	Whitegate refinery	Tonnes	36	37	39		Page 29	
Volatile Organic Compound (VOC) emissions	Saint John refinery	Tonnes	515	654	1,099*****		Page 28	SASB EM-RM-120a.1 GRI 305-7
	Whitegate refinery	Tonnes	2,250	2,318	2,296		Page 29	

Environmental metrics are reported for 2022 period only due to timelines needed to review the 2023 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 – Scope 2 emissions are indirect GHG emissions associated with the purchase of electricity, steam, heat, or cooling. Although scope 2 emissions physically occur at the facility where they are generated, they are accounted for in an organization's GHG inventory because they are a result of the organization's energy use. - Reference US EPA (<https://www.epa.gov/climateleadership/scope-1-and-scope-2-inventory-guidance>)

**** The increase in P&T emissions for 2022 is due to an operational decision to include our Canaport Mispec and ESJ Terminal emissions for the first time.

*****Beginning in 2023, we will be reporting our EV charging sites, rather than individual EV chargers. To note that most sites have more than one charger per site.

*****The increase in VOC emissions is due to the new VOC Regulations Leak Detection and Repair Program that commenced in 2022 (see page 27 for more information).

Performance disclosure	Applicability	Unit	2020	2021	2022	2023	Page	Framework reference ID
Particulate matter emissions	Saint John refinery	Tonnes	364	400	380		Page 28	SASB EM-RM-120a.1 GRI 305-7
Canadian Terminals air emissions (VOCs)	East Saint John, NB	Tonnes	17.1	19.6	20.9		Page 31	SASB EM-RM-120a.1 GRI 305-7
	Canaport Mispec, NB	Tonnes	55.1	56.4	56.0			
	St. John's, NL	Tonnes	15.7	5.6	5.7			
	Charlottetown, PE	Tonnes	100.2	23.2	23.0			
	Halifax, NS	Tonnes	295.7	60.7	68.4			
US Terminals air emissions (VOCs)	Revere, MA	Tonnes	19.6	20.1	20.3		Page 31	GRI 305-7
	Portsmouth NH	Tonnes	2.6	2.9	3.1			
	Searsport, ME	Tonnes	14.7	15.6	17.5			
Hazardous waste	Saint John refinery	Tonnes	64,465.6	59,284	61,163		Page 32	-
	Whitegate refinery	Tonnes	3,086.4	1,928	1,635			
Hazardous waste recycled	Saint John refinery	Percentage (%)	98.2	99.9	97.5		Page 32	SASB EM-RM-150a.1
	Whitegate refinery	Percentage (%)	13	7	11.6			
Non-hazardous waste	Saint John refinery	Tonnes	10,399.0	5,563	12,277		Page 32	-
	Whitegate refinery	Tonnes	181.1	247	2,536			
Non-hazardous waste recycled	Saint John refinery	Percentage (%)	0	0	18.1		Page 32	SASB EM-RM-150a.1
	Whitegate refinery	Percentage (%)	80	100	100			
Water intake	Saint John refinery	m ³	11,204,000	9,779,909	8,707,822		Page 32	SASB EM-RM-140a.1
	Whitegate refinery	m ³	441,467	511,888	578,650			
Effluent discharged	Saint John refinery	m ³	11,275,000	12,775,463	11,700,222		Page 32	-
	Whitegate refinery	m ³	441,467	517,114	518,597			
Incidents of non-compliance associated with air/water permits & regulations	Saint John refinery	Number (#)	15	22	17		Page 30	SASB EM-RM-140a.2
	Whitegate refinery	Number (#)	4	4	3			
Concern calls	Saint John refinery	Number (#)	28	21	19		Page 31	-
	Whitegate refinery	Number (#)	3	3	3			
HEALTH & SAFETY								
Recordable Injury Frequency (RIF)	Company-wide	Number per 200,000 hours worked	0.89	0.81	0.88	0.65	Page 39	GRI 403-9
	Saint John refinery	Number per 200,000 hours worked	0.45	0.47	0.31	0.45		
	Whitegate refinery	Number per 200,000 hours worked	0.97	0.56	0.50	1.01		

Performance disclosure	Applicability	Unit	2020	2021	2022	2023	Page	Framework reference ID
Recordable Injury Frequency (RIF)	Products & Terminals	Number per 200,000 hours worked	0.44	0.40	0.37	0.69	Page 39	GRI 403-9
	Sales & Marketing	Number per 200,000 hours worked	1.56	1.40	1.82	1.00		
	Corporate	Number per 200,000 hours worked	0.00	0.12	0.11	0.09		
Lost Time Injury Rate (LTIR)	Company-wide	Number per 200,000 hours worked	0.47	0.58	0.64	0.28	Page 40	GRI 403-2
	Saint John refinery	Number per 200,000 hours worked	0.05	0.10	0.09	0.04		
	Whitegate refinery	Number per 200,000 hours worked	0.24	0.00	0.50	0.20		
	Products & Terminals	Number per 200,000 hours worked	0.44	0.40	0.37	0.35		
	Sales & Marketing	Number per 200,000 hours worked	1.01	1.23	1.41	0.61		
	Corporate	Number per 200,000 hours worked	0.00	0.12	0.11	0.00		
Process Safety Event (PSE) rate	Company-wide	Number per 200,000 hours worked	0.30	0.24	0.17	0.17	Page 40	SASB EM-RM-540a.1
	Saint John refinery	Number per 200,000 hours worked	0.55	0.31	0.26	0.21		
	Whitegate refinery	Number per 200,000 hours worked	0.24	0.00	0.00	0.00		
	Products & Terminals	Number per 200,000 hours worked	0.00	0.00	0.00	0.35		
	Sales & Marketing	Number per 200,000 hours worked	0.13	0.25	0.12	0.15		
People leaders trained in mental health	Company-wide	Percentage (%)	-	51	89	90	Page 43	-
Wellness reimbursements	Canada and United States	\$USD*	238,000+	261,000+	273,000+	306,000+	Page 43	-
PEOPLE								
Number of employees	Atlantic Canada	Number (#)	2,554	2,602	2,878	3,042	Page 46	GRI 102-8
	New England	Number (#)	589	607	658	684		
	Ireland and United Kingdom	Number (#)	804	787	770	830		

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

Performance disclosure	Applicability	Unit	2020	2021	2022	2023	Page	Framework reference ID
Total compensation	Atlantic Canada	\$USD	216,766,168	269,286,021	292,117,467	284,662,194	Page 46	GRI 201-1
	New England	\$USD	62,474,767	70,654,522	75,594,497	85,125,650		
	Ireland and United Kingdom	\$USD	52,300,012	62,338,731	56,814,141	65,474,708		
Attrition rate	Company-wide	Percentage (%)	6.3	7.6	9.6	8.6	Page 46	-
Gender – Senior Leadership Team	Female	Percentage (%)	38	38	33	25	Page 46	GRI 405-1
	Male	Percentage (%)	62	62	67	75		
Gender – all people leaders	Female	Percentage (%)	31	31	33	35		
	Male	Percentage (%)	69	69	67	65		
Gender – all employees	Female	Percentage (%)	32	28	33	33		
	Male	Percentage (%)	68	72	67	67		
People leaders trained in unconscious bias		Percentage (%)	-	42	85	97	Page 46	GRI 404-2
Students hired for work terms		Number (#)	28	81	131	191	Page 51	-
Post-secondary scholarships awarded	Canada	\$CAD	193,000	193,000	193,000	206,000	Page 51	-
	United States	\$USD	9,000	6,000	6,000	9,000		
	Ireland	€EUR	14,000	14,000	14,000	28,000		
COMMUNITY								
Employee-led donations and fundraising	Company-wide	\$CAD	98,098	86,184	153,978	215,144	Page 55	GRI 201-1
Employee volunteer hours	Company-wide	Number (#)	2,605	3,883	6,688	13,545	Page 55	GRI 201-1
Employee volunteer hours during work time	Company-wide	Number (#)	488	280	990	1,955	Page 55	GRI 201-1
Value of volunteer hours during work time (at \$31.80/hour)	Company-wide	\$CAD	12,688*	7,274*	29,650**	62,153	Page 55	GRI 201-1
Employee participation in giving and volunteering programs	Company-wide	Percentage (%)	18	10	19	37	Page 55	GRI 201-1
Number of families supported with fuel to access vital services related to health and well-being	Company-wide	Number (#)	-	-	8,500	8,500	Page 57	GRI 201-1
Number of youth impacted by the programming we support	Company-wide	Number (#)	-	-	3,100	5,030	Page 61	GRI 201-1

*Calculated at \$26/hour

**Calculated at \$29.95/hour

Performance disclosure	Applicability	Unit	2020	2021	2022	2023	Page	Framework reference ID
Percentage of tracked employee volunteer time spent on youth mentorship initiatives	Company-wide	Percentage (%)	-	-	12	17	Page 55	GRI 201-1
Donations raised through Fuel the Care Pumps	Atlantic Canada	\$CAD	-	146,088*	80,493	81,975	Page 58	GRI 201-1
	New England	\$USD	-	21,228*	14,957	18,359		
	Ireland	€EUR	-	-	3,215	23,744		
Number of fuel donations for service vehicles of non-profit organizations	Atlantic Canada	Number (#)	-	-	1	1	Page 58	GRI 201-1
	New England	Number (#)	-	-	1	1		
	Ireland	Number (#)	-	-	1	1		
Investment in local suppliers	New Brunswick	\$CAD	210M+	210M+	250M+	290M+	Page 48	-
	Eastern Canada (NS, PE, NL, QC)	\$CAD	130M+	110M+	150M+	180M+		
	New England	\$USD	55M+	50M+	60M+	70M+		
	Ireland	€EUR	75M+	105M+	180M+	160M+		
Investment in community causes	Company-wide	\$CAD	8,580,000	8,190,000	11,470,000	6,870,000	Page 60	GRI 201-1
Causes supported	Company-wide	Number (#)	350+	200+	280+	450+	Page 60	-
GOVERNANCE								
Independent directors	Company-wide	Number (#)	4 of 7	4 of 7	4 of 7	4 of 6	Page 65	GRI 405-1
Female directors	Company-wide	Number (#)	-	2 of 7	2 of 7	2 of 6	Page 65	GRI 405-1
Employees trained in cyber security	Company-wide	Percentage (%)	96	99	97	98	Page 69	-
Employee review of Code of Ethical Conduct	Company-wide	Percentage (%)	97.4	98	98	99	Page 71	-
Employees trained in Workplace Harassment and Violence Prevention training	Company-wide	Percentage (%)	-	-	98	99	Page 71	-
Number of reports related to alleged violations investigated and resolved	Company-wide	Number (#)	40	28	26	33	Page 71	-

*Donations raised in 2020 and 2021 combined







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