



Saint John home office, NB



Report on
SUSTAINABILITY
2020

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Whitegate refinery, Ireland

Most photos included in this report were taken prior to the onset of the COVID-19 pandemic. 

KEY HIGHLIGHTS

2019

Saint John refinery, NB



OUR PEOPLE

For nearly 100 years, our commitment to doing good business has been grounded in our commitment to people – to our employees, customers, communities and partners. To providing the safe and reliable energy that people need, the energy that drives change and fuels progress. We are proud of the values we uphold, our commitment to strong and sustainable practices, and we are proud of our team – always doing our best to do the right thing.

Our world and industry are in a time of significant transition. Expectations are high and demands for action on climate change and a more sustainable energy future continue to grow. So too do the expectations of a corporation's role in society and the impact and change that we can make, together. We embrace this future through our everyday actions. We are on a continuous journey to reduce our environmental footprint, while meeting the energy needs of our customers today and tomorrow.

As part of this journey we are proud to introduce our first comprehensive sustainability report, covering our environmental, social, safety and governance performance in 2019 and 2020, and significant events and experiences that continue to shape our business. We look forward to continuing to share our progress with you.

4,188 employees across our geographies

38% female senior leadership team

4% overall attrition rate

✓ Establishment of our Diversity & Inclusion Council

98% of senior-level employees completed unconscious bias training*

100 students hired for work terms

\$245,000+ CAD scholarships awarded for post-secondary studies

✓ Opening of our new, state-of-the-art home office in Saint John, New Brunswick



HEALTH AND SAFETY

0.92 RIF measured against 200,000 hours worked

0.42 LTIR measured against 200,000 hours worked

10 Life Saving Rules with rigorous audit programs in place

160 employees participated in emergency response training

\$210,000+ CAD invested in North American fitness reimbursements

Week-long employee mental health symposium*

Recordable Injury Frequency (RIF) results 2019



*2020 accomplishments



ENVIRONMENT

Top 25% Saint John refinery ranks among the top global OECD refineries for carbon intensity

Scope 1 GHG Emissions

Saint John refinery: 2,980,112 tonnes CO₂ eq.

Whitegate refinery: 274,843 tonnes CO₂ eq.

52,934 tonnes of CO₂ recovered through Praxair process

72% of total EV fast chargers in Atlantic Canada hosted at Irving Oil retail locations

\$383,690 CAD invested in wildlife research and conservation

246 acres of protected wetland at the doorstep of our Saint John refinery

1.5 million plastic straws from our restaurant operations diverted from oceans and landfills



COVID-19

✓ Incident response team with strong ties to Public Health*

70% of our workforce proactively sent to work from home*

✓ Policy and procedure development to keep our essential teams safe*

✓ High-frequency employee communications model*

✓ Strong community response, including production of hand sanitizer for our communities*



GOVERNANCE

4 of 7 members of the board are independent directors

✓ Dedicated committees are part of board structure

✓ Risk management approach focused on applying learnings and maturity modelling

✓ One Company business planning process focused on mitigating risks

100% of employees completed annual cyber security training

96% of employees completed annual confirmation of compliance with Code of Ethics

15 reports related to alleged violations of Code of Ethics investigated and resolved



OUR COMMUNITY

\$9.43 million CAD invested in our local communities in time, funds and product

37% employee participation in workplace giving and volunteering programs

10,382 employee volunteer hours

483 causes supported

Two refinery turnarounds; more than

\$65 million CAD invested*

4,258 copies of our community newsletter distributed to neighbours

On average, our Saint John refinery contributes **2.3%** every year, in direct and indirect value, to New Brunswick's total GDP

Investments in local suppliers in our core markets

| | |
|--|-------------|
| New Brunswick | \$325M+ CAD |
| Eastern Canada (NS, PE, NL, QC) | \$700M+ CAD |
| New England States (ME, NH, MA, CT, RI, VT) | \$925M+ USD |
| Ireland | €275M+ EUR |

*2020 accomplishments

TIMELINE

A journey in sustainability



Our founder, K.C. Irving, in Saint John, NB

- 1924** Our company is founded by K.C. Irving as a small, single garage service station in Bouctouche, New Brunswick
- 1940s** We expand our operations into Quebec
- 1960** We build the Saint John refinery with Standard Oil (Chevron), with an initial capacity of 40,000 barrels per day
- 1970s** We partner with Ducks Unlimited Canada to protect wetlands in our communities
- 1970** We open Irving Canaport, the first deepwater terminal in the Western Hemisphere
- 1971** We increase our refinery capacity to 120,000 barrels per day
- 1972** We expand into the United States by opening our first service station in Maine
- 1974** Our second refinery expansion means we can offer additional refined products, and capacity reaches 200,000 barrels per day
- 1998** We begin our \$1.5 -billion refinery upgrade, which includes emission reduction programs; upon completion, production reaches 280,000 barrels per day
- 1998** We partner with the New England Aquarium to help protect the North Atlantic right whale
- 2002** We launch our flagship community program: Fuel the Care
- 2003** We receive the USEPA Clean Air Excellence Award
- 2004** We receive the Hart World Fuels' Refiner of the Year Award
- 2006** Our Saint John refinery begins producing ultra-low sulphur diesel
- 2006** Debottlenecking increases our production to more than 300,000 barrels per day
- 2016** We acquire Whitegate, Ireland's only refinery
- 2016** We establish the Arthur L. Irving Institute for Energy and Society at Dartmouth College
- 2017** We install our first EV chargers at retail sites
- 2018** We launch our formal workplace giving and volunteering program
- 2019** We acquire Top Oil in Ireland
- 2019** We establish a Diversity & Inclusion Council
- 2020** We are recognized as one of Canada's Top 100 Employers for the fifth consecutive year
- 2020** We publish our first comprehensive report on sustainability

Good energy, **today & tomorrow**



Ian Whitcomb

President

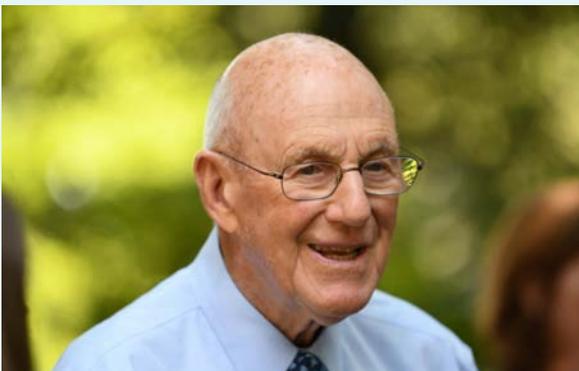
“With safety as a core value in everything we do, we are committed to excellence throughout our operations and growing a sustainable business that drives value and prosperity in the places we serve. We know it’s a privilege to operate in our communities, and we work hard to do what’s right, build strong relationships, and respect the natural environment.”



Sarah Irving

Executive Vice President and Chief Brand Officer

“At Irving Oil, our people are at the heart of all that we do. Every day, our team works hard to meet the evolving needs of our customers through the energy we provide and the products and services we offer. Our longstanding commitment to our employees, customers, and communities of doing the right thing has guided our company for nearly 100 years, and will always be what inspires and drives us as we move forward to tomorrow.”

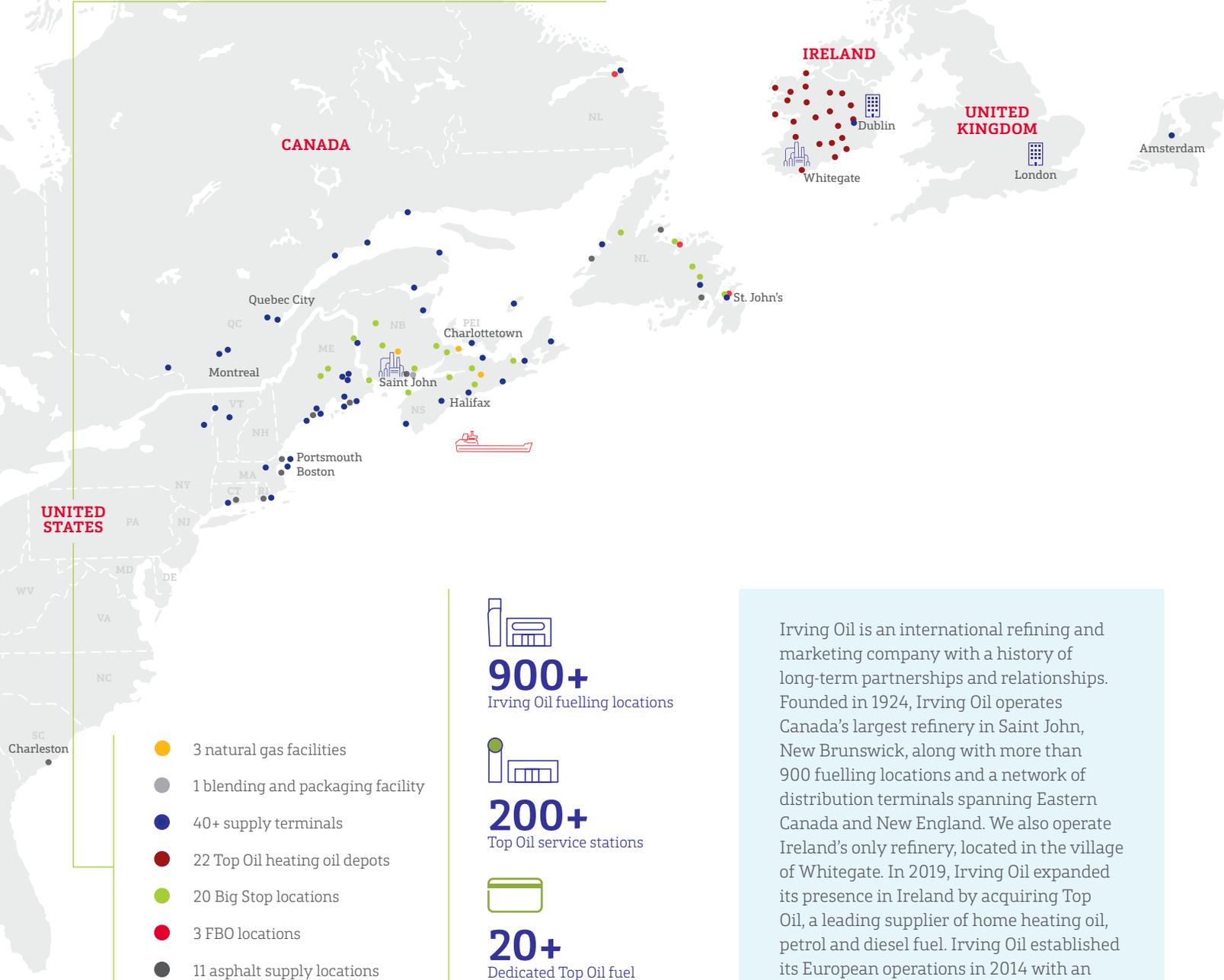


Arthur Irving

Chairman

“We have a great team at Irving Oil and are committed to working hard every day to deliver value for those who count on us – just as we have for nearly 100 years. Throughout our company’s history, and as we look to the future, we remain true to our values of respect for our people, our communities and the environment around us.”

ABOUT IRVING OIL



- 3 natural gas facilities
- 1 blending and packaging facility
- 40+ supply terminals
- 22 Top Oil heating oil depots
- 20 Big Stop locations
- 3 FBO locations
- 11 asphalt supply locations


900+
 Irving Oil fuelling locations


200+
 Top Oil service stations


20+
 Dedicated Top Oil fuel card locations


2 Refineries

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. We also operate 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 five consecutive years, we have a strong customer and community focus and are committed to future growth.



Safety is a core value and fundamental to the way Irving Oil operates each and every day. Although the onset and longevity of COVID-19 in 2020 was unexpected, our longstanding culture of safety and emergency preparedness continues to serve us well during this unprecedented time. Like so many, our company has experienced significant challenges over the past year. We are proud of how our teams across the business have responded, and continued to rise to these challenges – always leading with two fundamental principles in everything that we do: the health and safety of our employees and their families, and the safe and reliable operations of our business. We are stronger, together.

Employee response

In the very early days of the pandemic, we assembled an Incident Response team with representation from all areas of our business. The team met daily to address and respond to the ever-changing environment brought on by COVID-19, bridging rapidly changing circumstances and standards across four countries. With strong ties to our Public Health liaisons, this team serves as our central command centre, providing leadership, guidance and awareness to all of our operating areas, developing policies and procedures related to personal protective equipment requirements, travel advisories, enhanced cleaning measures, and return-to-work operational plans. In our operating areas, we have developed strong relationships with our Public Health authorities as we work together in the fight against COVID-19.

Focused on the safety of our employees and our communities, we proactively sent 70% of our workforce to work from home in March 2020. Only employees who were critical to the safe and reliable operations of our business, and those required to provide essential services to customers, remained on site. Our senior leadership team shared regular communications with our employees



Community Strong campaign billboard, Saint John, NB

across the company throughout the pandemic. As a company, we worked to support our managers with employee engagement strategies and suggestions on how to manage teams in varied work environments. At our refineries and Blending & Packaging operations, we created contingency shifts on paid standby to ensure business continuity in the event of any impacts to our existing staffing model.

Our continued focus and diligence on COVID-19 processes and procedures across our operations resulted in relatively low numbers of positive cases across our business, allowing us to continue to operate all areas of our organization without interruption to our customers. As an example, we completed a planned turnaround at our Saint John refinery throughout the summer months, bringing an additional 800 contractors to our site, with no cases of COVID-19.

Community response

Our pandemic response reached far beyond our business, and into the communities in which we serve. While maintaining a reliable supply of energy for the communities that depend on us, our teams found new ways to come together in a global fight against COVID-19.

Our Blending & Packaging facility responded to the nation-wide need for hand sanitizer and, under tight timelines, developed a best-in-class product. We also ensured that our first batches off the line went directly to those who needed it most – the front-line workers in our communities.

During the initial months of lockdown across our geographies, we recognized the vital role of Professional Drivers in keeping our communities going. To show our appreciation for these essential services, we provided free breakfasts for 12 weeks at our Big Stop restaurants in New England and Atlantic Canada, and at sites in Ireland.

In our Community Strong campaign, conversations on social media highlighted local heroes in our communities. Through our Good Energy in Action employee giving and volunteering program, we continued to offer virtual volunteer opportunities for employees to connect with their communities safely, as well as company donation matching.



Mel, Route 1 Big Stop, Rothesay, NB

3,456 litres

of Irving Hand Sanitizer donated to essential services throughout Atlantic Canada and Quebec including hospitals, care homes and schools

49,000+

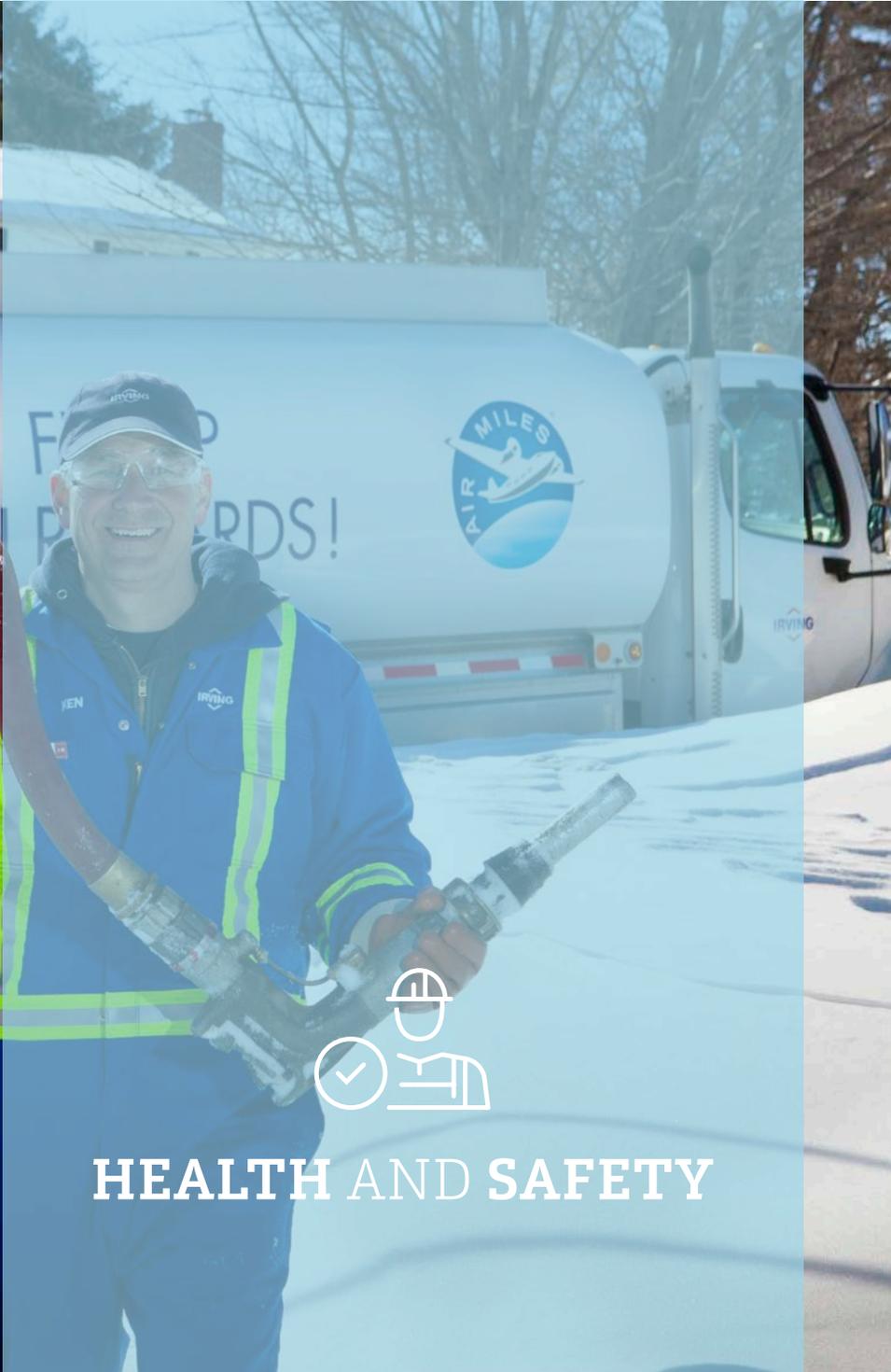
free breakfasts served to Professional Drivers at our Irving Big Stop locations

\$30,145 CAD

employee donations to food security in our communities in Atlantic Canada, including matching

(March 1 to October 31, 2020)





HEALTH AND SAFETY

Ken, Saint John, NB



HEALTH AND SAFETY

Personal health and safety | Process safety | Contractor safety management | Emergency preparedness and response

Along every point of our supply chain, our team members are committed to operational excellence, delivering safe, responsible and reliable energy to our customers, every day. Across each area of our company, we have teams dedicated to personal health and safety, process safety, emergency response, incident response, investigation and compliance.

Personal health and safety

The safety of our people is at the forefront of everything we do, which is why we have robust training and awareness programs in place in all our operating areas. Our work is never so urgent or important that we compromise health and safety or the environment.

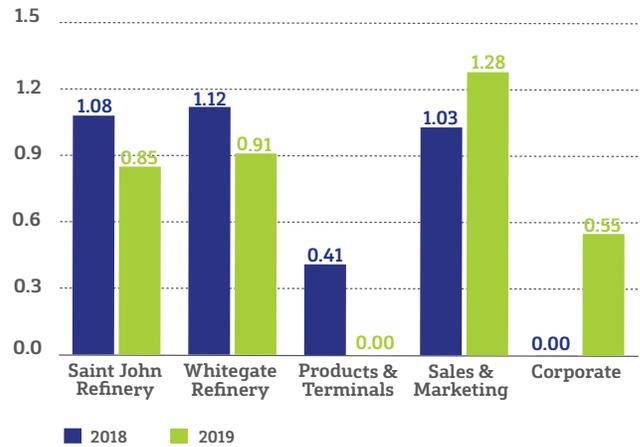
In 2019, we saw incremental improvements in our total recordable injury frequency (RIF) and our lost time incident rate (LTIR) as compared to 2018, and we are dedicated to continuing to find new ways to improve upon these results.

0.92 RIF* measured against 200,000 hours worked

0.42 LTIR* measured against 200,000 hours worked

*Calculated by taking the number of injuries multiplied by 200,000 workforce hours, then divided by the number of hours worked

Recordable Injury Frequency (RIF) results 2019



Life-saving rules and audits

Refining

As an organization, we are committed to ensuring that everyone stays safe and gets home at the end of the day. As part of this longstanding commitment, we have refreshed our safe work practices, and introduced our 10 Life Saving Rules. These rules are intended to drive accountability and sustainability to reduce the risk of a serious incident or injury and serve as a reminder that safety is owned by everyone.

At the Saint John refinery, our Personal Safety Field Specialists perform audits against these Life Saving Rules on a daily basis. At the Whitegate refinery, a champion is appointed at the start of the year for each rule and is responsible for promoting and raising awareness, and conducting regular audits for each rule, as well as large-scale annual and bi-annual audits.

Our products and terminals business completes Life Saving Rules audits at our Atlantic Canadian and New England Marine Terminals with the goal of 18 per month. Audits are conducted jointly by our Health, Safety and Environment team and



HEALTH AND SAFETY

Personal health and safety | Process safety | Contractor safety management | Emergency preparedness and response

Operations Specialists to review the safety practices of both employees and contractors working on site.

These audits across the company not only ensure compliance with our standards, but also increase awareness and continue to underscore the importance of these daily practices.

10 Life Saving Rules



1 Protect against falls & dropped objects

1



6 Control hazardous energy

6



2 Operate vehicles & industrial equipment responsibly

2



7 Work in confined spaces safely

7



3 Assess & mitigate hazards before working

3



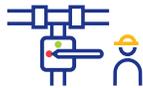
8 Follow safe rigging & lifting practices

8



4 Properly plan & execute hot work

4



9 Verify lineup & containment

9



5 Perform excavations safely

5



10 Maintain safety system protection

10



Employees, Saint John refinery, NB



HEALTH AND SAFETY

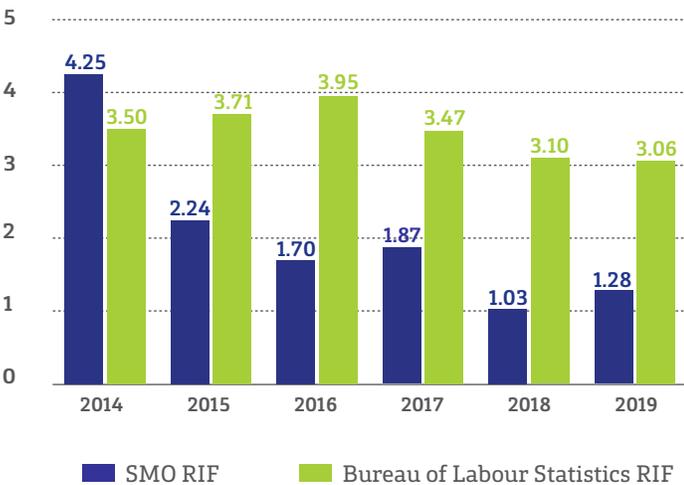
Personal health and safety | Process safety | Contractor safety management | Emergency preparedness and response

Sales and marketing

In our sales and marketing business, our focus in 2019 has been on the introduction of the first Life Saving Rule: Operating Vehicles Responsibly. We also implemented a new driver performance dashboard which monitors employees' driving habits to promote road safety. Business processes are also in place to manage additional rules including Lock Out Tag Out (LOTO), Confined Space Entry, Hot Work and Working at Heights.

Safety audits and assessments are embedded in our daily field operations, and used to manage critical work. Various forms of risk assessment and hazard identification are in place to ensure the safety of our employees, our customers and our communities. Our sales and marketing organization has been on a positive safety journey for 10 years. We have seen significant improvement in our recordable injury frequency (RIF) performance over this period and, compared to industry peers, we are ahead of the curve both in our rate of improvement and our results.

Sales & Marketing North America RIF performance vs. industry



Martin, Galway, Ireland



HEALTH AND SAFETY

Personal health and safety | Process safety | Contractor safety management | Emergency preparedness and response

Personal safety training

Refining

Our Personal Safety Training Department conducts week-long training sessions with each of our Facilities Technicians every two years at the Saint John refinery. The technicians spend a week in a classroom setting, training on a total of 11 modules, including topics such as Gas Detection, Confined Space Entry, Transportation of Dangerous Goods (TDG), and Respiratory Protection.

At the Whitegate refinery, our shift technicians and managers participate in four specific training days per year which include sessions on various modules of personal safety, process safety, and emergency response.

We strive to achieve more consistent training practices across our refineries, with a common goal of providing our people with the necessary training to keep themselves, and each other, safe.

Sales and marketing

In our sales and marketing business, our drivers, technicians and operators participate in safety training that is rooted in the business-specific safe work and operational procedures covering personal safety, process safety and emergency response. Training is also provided for our compliance program focusing on Transportation of Dangerous Goods (TDG), Transportation of Hazardous Materials and Department of Transportation (DOT) regulations.



Erica, Saint John refinery, NB



Dwayne, Saint John, NB

A partnership with MADD Canada

Since 2010, Irving Oil has teamed up with MADD Canada to help play an important role in keeping our communities safe. As part of this commitment, our Professional Drivers receive special training on how to safely identify and report potentially impaired drivers while on the road. Logging more than five million kilometres each year throughout Atlantic Canada and New England, our fleet vehicles proudly display the red ribbon to raise awareness of safe and sober driving and our drivers support local authorities in keeping our roads safe.



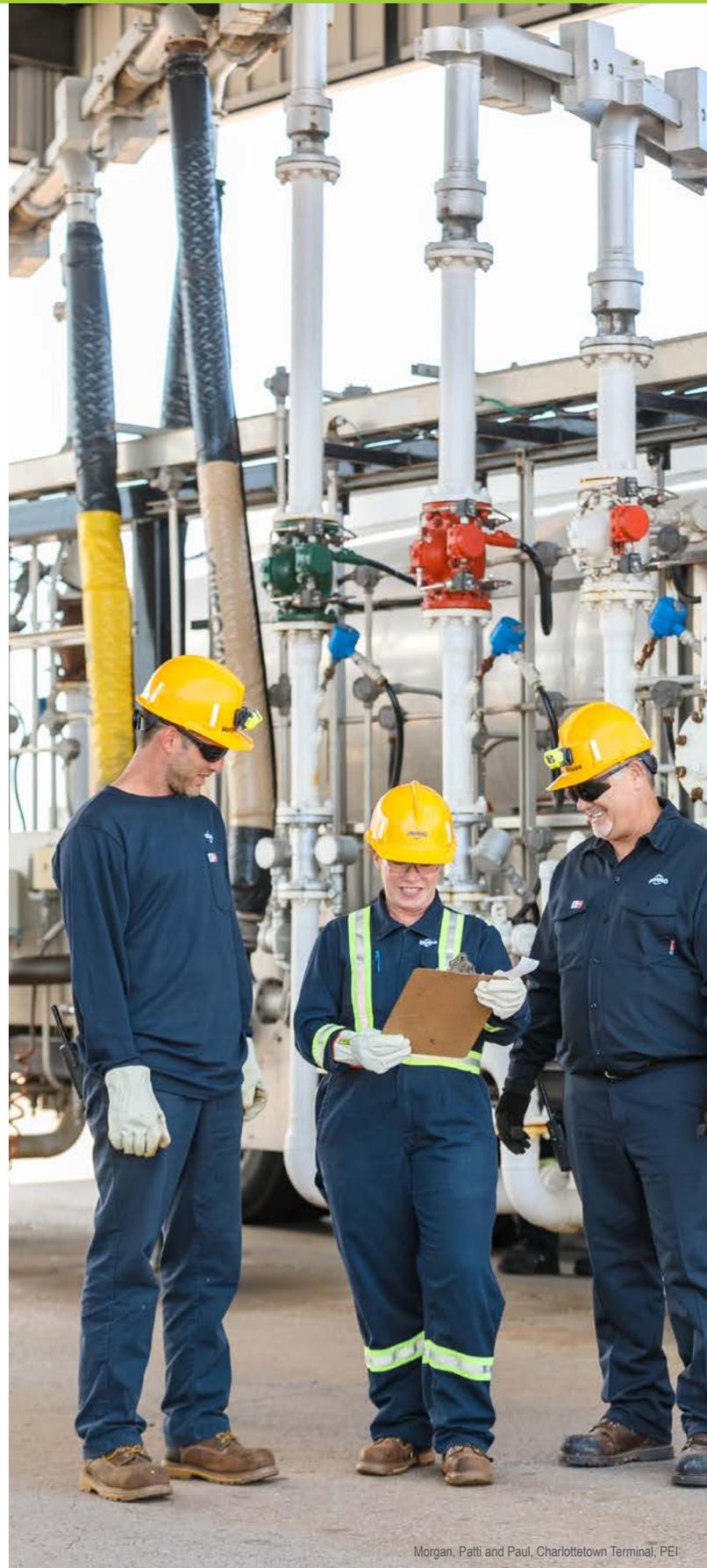
HEALTH AND SAFETY

Personal health and safety | Process safety | Contractor safety management | Emergency preparedness and response

On an annual basis, our safe work practices are reviewed to determine if changes and subsequent retraining are required. Retraining will also occur in the event of an incident, or if any individual or systemic issues arise in the process of conducting manager and Environment, Health and Safety assessments.

Products and terminals

In our products and terminals business, operations staff have a formal training program that is twofold. The Job Specific Training (JST) is designed to train operators in the area of process safety and prepare them for certification. This training is peer to peer with formal training manuals to guide the process. The second element is health and safety specific-training, delivered in 54 online training modules, including refresher training requirements, with compliance tracked through monthly key performance indicators.



Morgan, Patti and Paul, Charlottetown Terminal, PEI



HEALTH AND SAFETY

Personal health and safety | Process safety | Contractor safety management | Emergency preparedness and response

Health and wellness

We know that in order to deliver good energy every day to our customers, we need to prioritize the health and wellness of our employees across all areas of our business. We work hard to create and foster a workplace culture that supports and inspires employees on their personal health and wellness journeys, encompassing mind, body and heart. We want our employees to feel connected and cared for.

As part of this commitment, we promote our Employee and Family Assistance Programs, host wellness challenges, have a dedicated inbox for health and wellness support, and offer smoking cessation programs to our employees in all our operating areas.

Our refineries in Saint John and Whitegate, as well as our home office in Saint John, New Brunswick, have Occupational Health Nurses on staff, and we offer state-of-the-art on-site fitness facilities in Saint John.

\$210,000+ CAD invested in North American fitness reimbursements in 2019

SUPPORT FOR MENTAL HEALTH

At the heart of our health and wellness strategy is our goal to create a culture that respects the mental health of our people, where our employees feel safe and supported, and our leaders feel equipped to manage the diverse needs of their teams.

In 2020, we hosted a week-long online symposium for all employees focused on mental health, including instructor-led mental health training sessions, accredited mental health guest speakers, and facilitated sessions to foster conversation and reduce stigma. These conversations continue in our monthly employee communications, manager support and in conversations led by our employee resource groups.

Throughout the year we also provide an online library of resources to connect employees with professional services and available resources, including our Employee and Family Assistance Program.



Employees, Saint John home office, NB



Jennifer, Michelle and Brooke, Saint John home office, NB

HEALTH AND SAFETY

Personal health and safety | Process safety | Contractor safety management | Emergency preparedness and response

Recognized for our leadership in safety

In 2019, we were honoured to be acknowledged in our industry for our leadership in safety:

- **Union Pacific Railroad**
2019 Pinnacle Award for Rail Safety
- **Canadian Pacific**
2019 Safe Shipper Award
- **National Tank Truck Carriers (NTTC)**
2019 Grand Safety winner in Competitive Safety and Personnel Safety

We also achieved other major milestones:

- **Five years without a lost-time injury**, and one year without a single recordable injury for our products and terminals group
- More than **100 days** without a recordable injury for our sales and marketing team in 2020



Tractor Trailer Operations team receives National Tank Truck Carriers (NTTC) award



East Saint John Terminal, NB

Process safety

We are dedicated to the safety of our employees, contractors, and communities. Our process safety team, comprised of engineers, investigators, coordinators, and analysts work every day to ensure that we mitigate the risk of uncontrolled release of product from our tanks, pipelines and trucks.

In 2019 we reported a process safety event rate of 0.42 based on 200,000 hours worked. A 2018 incident where a line ruptured and fire occurred in the diesel hydrodesulfurization unit (HDS) at the Saint John refinery offered many learnings related to project execution, process monitoring and inspection program execution activities. A key corrective action has been the implementation of an Integrity Operating Window program for each operating unit to help ensure key damage mechanisms are well understood and monitored. With these learnings, as well as those from other process safety events, we are on a journey to achieving a greater level of safety performance through our culture of continuous improvement.

Our leadership team launched a series of listening sessions with our Saint John refinery operations employees. These

sessions became the catalyst for this culture, empowering safety leadership across our organization and encouraging a culture where safety is owned by everyone. The continuation of this work includes driving accountability, assessing and reducing risk, improving communications, and placing a greater emphasis on sharing information and learnings.

A key component of our culture of continuous improvement is our Incident Investigation Team. This diverse team, within each area of our business, works to deep dive into all reported incidents to ensure we understand root cause and capture lessons learned from each and every event.

We have also introduced our Process Safety Academy at the Saint John refinery, which allows us to leverage our own subject matter experts in safety and reliability to share their experiences and learnings with others. For this program, we use our Refinery Process Safety instructions and standards as the foundation for a multidisciplinary Engineering and Processing course for our engineers, facility technicians, maintenance inspectors, and investigators. The outcome is enhanced



HEALTH AND SAFETY

Personal health and safety | Process safety | Contractor safety management | Emergency preparedness and response

knowledge to support the responsibility of being a Risk Manager in everyone's individual role. Some examples of our internal courses include: Fundamentals of Risk Assessment, Intro to Pressure Relief Valves, Overpressure Protection, and Fire Protection.

We also discovered a need to increase our involvement with other industry leaders. As a result, we introduced our Technical Leadership Community at the Saint John refinery. This group of specialists and leaders within the broader technical community are fully focused on the strategic aspects, knowledge management, and technical assurance of their specific discipline, sharing knowledge and learnings with their colleagues at the Whitegate refinery and with other refiners.

Contractor safety management

Our culture of continuous improvement relies heavily on our contractor safety management programs. We work diligently to ensure our partners share our safety values, and that everyone who comes to work on our sites is onboarded to our safety practices. We achieve this through our site orientations, contractor onboarding program, and our ability to report, track, and view the safety performance of contractors through ISNetwork, a third-party contractor database.

According to ISN data, in many cases when contractors follow the Irving Oil Safety program, they, in turn, outperform their industry peers in safety performance.

Emergency preparedness and response

Refining

At Irving Oil, we have a rigorous emergency management program outlining plans to prevent, prepare for, respond to, and recover from the unlikely event of an incident occurring at one of our facilities. Across our operations, these plans are part of our standard procedures, and follow the Incident Command System (ICS) structure. Regular training exercises are delivered in person and online, including medical first responder, live fire training, and personal protective equipment evaluation.



Wanda, St. John's Marine Terminal, NL



HEALTH AND SAFETY

Personal health and safety | Process safety | Contractor safety management | Emergency preparedness and response

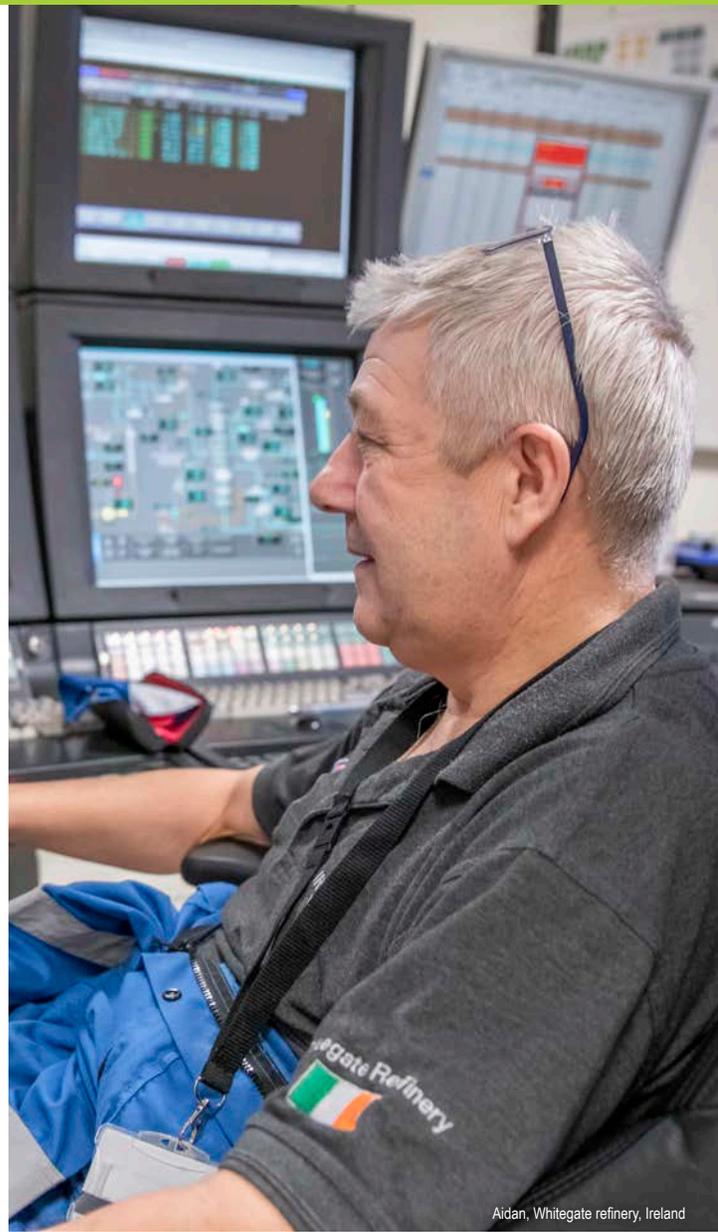
In 2019

160 employees participated in a combination of 16 courses and 90 exercises

In addition to our standard testing, flushing and inspection of systems and water supply at the Saint John refinery, we have a dedicated emergency response team including fire chief, trainer and shift specialists, providing 24/7 representation. We also have a large brigade of more than 100 employees who represent our volunteer emergency response team, with certified fire officers, firefighters, medical response technicians, and safety officers. Our teams participate in training, scenario planning, and simulations at our state-of-the-art fire station and emergency training facility, located off site but near our Saint John refinery.

For our marine operations, our partner ALERT is responsible for providing marine oil spill response services to the Bay of Fundy region. ALERT is a federally certified marine response organization that is independently operated and serves all oil handling facilities, oil tankers and other commercial vessels that operate within the Bay of Fundy.

At Whitegate, we have developed an Oil Spill Contingency Plan in consultation with the Irish Coast Guard, Oil Spill Response Limited and the Port authorities. A large inventory of equipment is stored both within the refinery and within the facilities of the Port of Cork. We also partner with a local marine company, which remains on standby to respond to any oil spill incidents within the harbour.



Aidan, Whitegate refinery, Ireland



Brandon, ALERT, Saint John, NB



HEALTH AND SAFETY

Personal health and safety | Process safety | Contractor safety management | Emergency preparedness and response

Our commitment to safety extends to our neighbours in the communities where we operate. An example of this commitment is with our proactive response to recent enhancements to the Environmental Emergency (E2) regulations in Canada - including the Public Notifications section, which outlines requirements for notifying the public before, during, and after incidents. We identified an opportunity to enhance our communication with neighbours before a scenario takes place, and sent letters to this stakeholder group informing them of our updated website, which they can visit to find relevant information.

At the Whitegate refinery, we coordinate a quarterly meeting with health and safety representatives from neighbouring industries to discuss issues relating to joint emergency response, domino effects and community safety. We also have 54 trained first aid responders and 14 emergency first responders who train monthly with the on-site emergency response team.

Sales and marketing

A modified Incident Command System (ICS) structure has been implemented at our bulk plants as part of our commitment to the federal E2 regulations in Canada. We have trained responders in our sales and marketing operations to manage and support first responders in the event of a facility leak, truck rollover or railcar incident. Some of our employees are certified with Emergency Response Assistance Canada, Canada's dangerous goods emergency preparedness and response organization.

Our drivers are also trained and equipped to respond to product spills or leaks using the training program First Critical Minutes.

Products and terminals

Our products and terminal business operates in two federal jurisdictions, four provinces and three states, each of which have unique requirements for emergency response plans, spill response plans and security plans. Each of the regulatory bodies within these jurisdictions have participated in annual exercises with our marine terminals to prove competency in emergency response.



Jacob, Canaport Monobuoy, Saint John, NB



Employees, Dublin, Ireland



OUR PEOPLE



OUR PEOPLE

Diversity and inclusion | Learning and development |
Talent attraction & retention

At Irving Oil, our team is at the heart of all that we do. We are committed to building a kind, inclusive culture of hard-working individuals who share a passion for our business and the customers we are proud to serve.

In 2020, we were recognized as one of Canada's Top 100 Employers for the fifth year in a row – an accomplishment that belongs to each and every member of our team.

Our commitment to the regions where we do business shows up in many ways, one of which is our contribution to employment. Our compensation philosophy includes deliberate efforts to remain competitive, both in industry and geography, achieved through regular reviews and market assessments.

| | Atlantic Canada | New England | Ireland & UK |
|---|--------------------|------------------|------------------|
| Number of employees* | 2,695 | 615 | 878 |
| Average salary** | \$80,296 CAD | \$58,856 USD | €69,026 EUR |
| Total compensation, including benefits** | \$233,396,973 USD | \$66,042,416 USD | \$51,456,350 USD |

*Number of employees excludes students, those on leave and seasonal employees

**Salaries includes all employee types



Ian and Sarah, Saint John, NB



OUR PEOPLE

Diversity and inclusion | Learning and development |
Talent attraction & retention

Diversity and inclusion

We strive for a work environment where each of us feels we belong, can bring our whole selves to work, and where we treat our fellow employees with tolerance and respect. Nurturing a strong sense of belonging is a key priority for our organization and we have placed an emphasis on its importance by committing the necessary resources to develop and implement a meaningful Diversity & Inclusion program at Irving Oil.

| | Male | Female |
|------------------------|------|--------|
| Senior Leadership Team | 62% | 38% |
| Leaders | 67% | 33% |
| All employees | 69% | 31% |

The establishment of our Diversity & Inclusion Council in 2019 was an important step forward in extending ownership for diversity and inclusion throughout our business. Our Diversity & Inclusion Council supports initiatives that promote equality and belonging and improve organizational performance. The council is represented by 10 male and 9 female members from multiple areas of our business across Canada, the US, and Ireland. The membership includes BIPOC representation, women in STEM, diversity of age and experience, and speaks six languages among them. Championed by two members of our executive team, the council meets every two months and has set a vision and roadmap for our company.



Jean, Portsmouth, NH



Donna and family, Saint John, NB



OUR PEOPLE

Diversity and inclusion | Learning and development |
Talent attraction & retention

We recognize that in order to foster an inclusive culture, we must establish confidential outlets for employees to safely come forward and offer suggestions or share their experiences. We have established an inbox dedicated to matters of diversity and inclusion which is monitored by a limited number of council members. This channel can support managers in leading inclusively, and ensures more voices are heard.

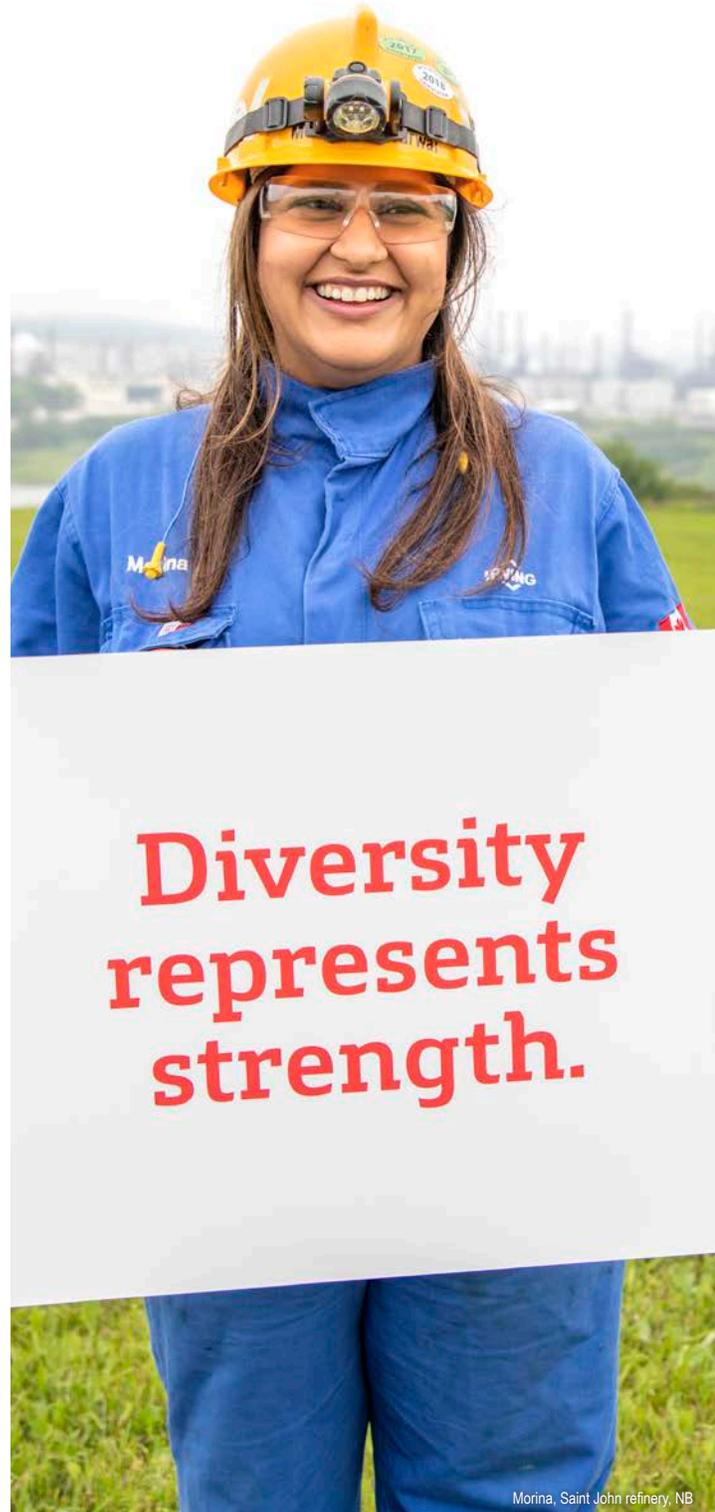
Some of the annual days recognized in our D&I programming:

- Martin Luther King Jr. Day
- Black History Month
- International Women's Day
- World Day for Cultural Diversity
- Pride month
- Fête Nationale de l'Acadie
- National Indigenous Peoples Day
- World Mental Health Day

A CONVERSATION ABOUT INCLUSION

In January 2019, we conducted an employee diversity and inclusion survey, with a 45% response rate. This survey provided a valuable baseline for the Diversity & Inclusion Council to gauge current sentiment and begin establishing priorities.

Also in 2019, as we introduced our Council and vision to employees, our goal was to continue to engage as many employees as possible in conversations about inclusion. We developed a mobile Inclusion Wall and took it on the road, visiting 18 locations across our organization. We asked the question "What does inclusion at Irving Oil mean to you?" and we received more than 500 great answers – ones that will continue to inform future work of the D&I Council.



Morina, Saint John refinery, NB



OUR PEOPLE

Diversity and inclusion | Learning and development | Talent attraction & retention

Employee Resource Groups

In lockstep with our Diversity & Inclusion Council, we have two employee resource groups, eMERGe and inSPIRE, that host regular networking, common-interest and learning and development events throughout the year, executing tactics in support of our D&I strategy.

500 employee members of eMERGe
700 employee members of inSPIRE

eMERGe

Our company's millennial employee resource group is called eMERGe, and its goal is to help shape the future of Irving Oil. Since its inception, the group has had a mission of igniting a movement within the organization that unites employees across all generations in support of our collective goal to attract and retain millennial talent and customers.

In 2019, this group designed and delivered multiple company-wide events and initiatives for our employees, including research to inform work policies, organizing themed talks on innovation and corporate social responsibility, hackathons, sporting and recreational events, and community support.

inSPIRE

inSPIRE is a community of Irving Oil employees that advocates for, advises, and makes recommendations on gender diversity and inclusion to influence our company's strategies, goals, policies, and objectives by actively seeking out industry-leading practices. The group formed in 2004, with our leadership team recognizing the need to champion diversity best practices.

inSPIRE's purpose is to create an inclusive environment at Irving Oil where people can achieve their full potential, while influencing the company to achieve greater gender parity. This group hosts guest speakers, professional development opportunities, and networking events with involvement from across the company. In 2020, the group hosted an International Women's Day keynote presentation, led our unconscious bias training directives, and hosted online conversations on mental health and challenges through COVID-19.



Employees, Saint John home office, NB



Andrew, Saint John, NB



OUR PEOPLE

Diversity and inclusion | Learning and development |
Talent attraction & retention

Unconscious bias training

In 2020, the work of our inSPIRE group led to a company-wide commitment that all employees at director and senior level, as well as all teams involved in stewarding matters of diversity and inclusion at Irving Oil, would be required to undertake mandatory training in managing individual unconscious bias. This was an important step forward in our commitment to diversifying our teams and fostering belonging at Irving Oil.

We partnered with the Canadian Centre for Diversity & Inclusion (CCDI) to provide this important training to our leaders.

98% of senior-level employees completed unconscious bias training in 2020 through Canadian Centre for Diversity and Inclusion

60 employees participated in peer-led unconscious bias sessions in 2019

Pride celebrations

One of the greatest employee celebrations of the year for our company is Pride, which we bring to life in various ways at our worksites across our organization. During local Pride festivals, our workplaces raise the Pride flag. In addition to granting corporate funding for LGBTQ+ causes in our communities, in 2019 we held local employee celebrations featuring coffee talks by LGBTQ+ employees and allies, sold Pride cookies to raise money for LGBTQ+ causes, and participated in Pride parades in Saint John, NB, Dublin, IE, and Portsmouth, NH. More than 250 employees and their family members took part in Pride parades across our company in 2019. In 2020, we were proud to continue our support through virtual giving and engagement opportunities for our team.



Yelitza, Revere, MA



OUR PEOPLE

Diversity and inclusion | Learning and development |
Talent attraction & retention

Learning and development

Every day we work hard to deliver on our belief that people matter – and that begins with our employees. Investing in our people is critical to the success of our organization, and to offering meaningful careers for our employees. In a rapidly changing world, a focus on development is more important than ever. There are many ways in which we invest in our team’s development year over year.

Apprenticeship and skilled trades training programs

Operations Training for Refinery Operators

We provide consistent, systematic and objective training to ensure that all operations personnel at our refineries possess the competencies needed for success in their positions. Our technical training team works collaboratively with operations managers on each element of this program, which includes unit and console certifications, recertifications, and changes to units or processes. The blended training approach is made up of classroom hours, simulations, field training, testing, and unit experience. In 2019, our Saint John refinery completed 120 initial certifications, and 349 recertifications.

Chartered Professional Accountants Program

Since 2015, our company has offered the CPA designation program, providing university graduates an opportunity to participate in the Pre-Approved Program Route (PPR) to gain practical and technical experience in a variety of finance roles over a 30-month period. For existing employees, the Experience Verification Route (EVR) provides training and practical experience needed to achieve their designation and grow in our organization. In 2019, we sponsored 18 employees on their CPA journey – 11 PPR and 7 EVR candidates, each of whom were paired with an internal mentor to support their learning.



Regional Education Welder Apprentice Retention and Development (REWARD) Program

In partnership with United Association in Canada (UA) and the National Association of Union Schools and Colleges (NAUSC), we developed the Regional Education Welder Apprentice Retention and Development (REWARD) Program, to build a strong pipeline of talent in specialty welding – a critical role in our refining operations.

In 2017, we welcomed the first 10 apprentices to the newly created program, providing on-site learning at our Saint John refinery. Together with our program partners, we provide coaching and mentoring to each apprentice throughout the program.

The three-year pilot was designed to address labour force requirements in New Brunswick. This was the first pilot program in Canada, and it concluded with all candidates receiving their Red Seal Journeyman status in 2020 in cooperation with the UA and NAUSC.



OUR PEOPLE

Diversity and inclusion | Learning and development |
Talent attraction & retention

Training in our sales and marketing business

Our sales and marketing organization offers a structured program for employees to achieve consistency in our new hire onboarding and our sales approach. We are also proud of our peer coaching model that provides growth opportunities and effective knowledge transfer to our customer-facing teams.

In 2019, our sales and marketing training team also delivered training to all our Professional Drivers in North America on a new performance dashboard designed to monitor employees' driving habits and promote safety practices. We also provide training on safe vehicle operations to all managers and employees in this organization.

Some additional examples of our in-house training programs that provide specific learning opportunities across our business:

- Personal and process safety training
- Negotiations
- Customer service workshops
- Sales effectiveness
- Technology implementation
- Unconscious bias training for our people managers

Talent attraction and retention

As a family-owned company, nothing is more important to us than our own family of employees. In 2020, we were honoured to be named one of Canada's Top 100 Employers, marking our fifth year to receive the honour (2017-2021).



4% overall attrition rate in 2019



Tanya and Chris, Whitegate refinery, Ireland



Kelly, St. John's FBO, NL



Christiane and Raha, Saint John, NB



OUR PEOPLE

Diversity and inclusion | Learning and development |
Talent attraction & retention

Service Awards

Every year we recognize employees across our business for their years of service with our organization. In five-year increments, employees are presented with an iconic beaver pin, an important symbol to all of us at Irving Oil, signifying the industrious nature of our company and the loyalty and hardworking nature of our people.

Each fall we invite all our field employees across the business to attend local appreciation banquets. These banquets provide an opportunity for our people to gather together, to hear business updates, and to celebrate employee milestones and local achievements.

In 2020, we gathered virtually for both our service awards ceremonies and appreciation banquets, celebrating the many accomplishments of our employees during this very challenging year.

We are proud to have so many long-serving employees on our team.

- Employees recognized with service milestones

600 in 2019

547 in 2020

- **16,000+** years of combined service

- **13** employee appreciation banquets in local communities across New England and Atlantic Canada in 2019

- **5** held virtually in 2020



Rory (retired) and Mr. Irving, Concord, NH



OUR PEOPLE

Diversity and inclusion | Learning and development |
Talent attraction & retention

Educational partnerships

Student programming is an important part of our talent development at Irving Oil – so we can attract new top talent to the organization. Core elements include:

- On-campus presence through employer panels, career fairs, and strategic school partnerships
- Co-op, MBA, and summer student programs in technical and non-technical fields
- Scholarship programs at five universities in Atlantic Canada and New England

With opportunities year-round, our co-op program and summer student program attract some of the top talent in the Atlantic region. During their paid work terms, our students make meaningful connections within our business and gain valuable work experience in a supportive and collaborative environment. Students can also participate in our workplace community giving and volunteering program, as well as activities led by our employee resource groups, such as hackathons and sports leagues.

In 2019

100

students hired for work terms

\$223,750 CAD

scholarships awarded for post-secondary studies
in Canada

\$8,000 USD

scholarships awarded for post-secondary studies
in the US

€7,750

scholarships awarded for post-secondary studies
in Ireland



Emma (student), Saint John, NB



OUR PEOPLE

Diversity and inclusion | Learning and development |
Talent attraction & retention

Home office

In 2019, we opened the doors of our new home office in Saint John, New Brunswick – a state-of-the-art, 11-storey building along a tree-lined square in the heart of the city. Some of the features include a glass, light-filled atrium with a wide staircase leading all the way up to the top floor, a fully-equipped gym and fitness studio, a café with fresh daily meals, grab & go options, and freshly brewed coffee, and an outdoor terrace to enjoy the views of the Bay of Fundy. Our home office is built in the spirit of togetherness – to inspire health and wellness in the workplace, and to foster collaboration and teamwork across the organization.

The building materials for our home office are largely locally sourced – wood from Nova Scotia, staircase from Prince Edward Island, elevators from Quebec, and granite from New Brunswick.

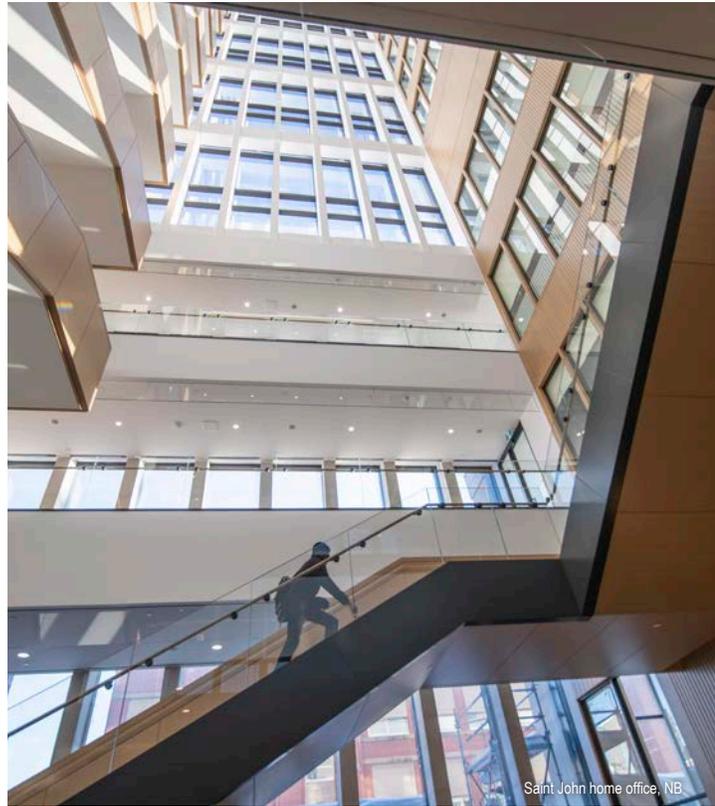
Alumni

It's well known across our company and our communities that Irving Oil has many long-serving employees; we encourage retirees to maintain their connection to our company after the end of their careers. The Irving Oil Alumni Association was established 16 years ago and now has 285 members, many of whom remain active in the group's social and volunteer activities.

Over the years, Alumni members have participated in Irving Oil-sponsored activities including volunteering weekly at school lunch programs, selling daffodils to raise funds for the Canadian Cancer Society, and hosting barbecues at our partner elementary schools.

285

members of our Alumni Association



Saint John home office, NB



Ivan (alumnus) and Tanya, Saint John, NB



OUR PEOPLE

Diversity and inclusion | Learning and development |
Talent attraction & retention

Communication

Keeping our teams connected through good communication is critical to our company's success. We invest in many tools and resources to ensure our employees stay informed and engaged. Our communication channels range from digital signage and email bulletins to our intranet site, mobile applications for our field employees, and our award-winning employee newsletter.

In 2015, the first issue of our internal newsletter, People Matters, was launched. This publication was created to give employees the information they need to stay plugged in to company news and remain engaged on developments across our business.

In 2020, as we worked through COVID-19, the role of communications in keeping our team connected became more important than ever. We hosted monthly all-company calls with senior leadership, provided a virtual monthly newsletter, hosted scheduled online conversations with employee resource groups, and launched an internal communications app to help better connect with our front-line employees.

While communications material and technological platforms are beneficial to connecting a wide audience spanning many locations, we recognize the importance of face-to-face interaction with one another throughout the year. Through our Town Hall events – bringing thousands of employees together at more than 40 viewing locations across the company – employees from across our entire business can align on our direction, understand how we are achieving company milestones, and feel connected to their colleagues at other company locations. We held our last in-person Town Hall event in February 2020, before the onset of the global pandemic, and look forward to resuming these cherished events when it is safe to do so.



Employees, Saint John, NB



Irving Oil Funshine Club, Saint John, NB



OUR COMMUNITY

As a family-owned company deeply rooted in our communities, we work hard to make a difference in the places we call home. We have a longstanding history of building strong relationships with our neighbours and investing in the organizations that are doing good in our communities.

Community investment

Irving Oil has a proud tradition of supporting local communities in every market it serves, both at the corporate and employee level. Our 2019 gifts of time, money and product amounted to \$9.43 million CAD given to 483 causes across the areas we operate in.

Corporate community investments

Through longstanding partnerships, Irving Oil supports local initiatives that bring families together, support the environment and local wildlife, and create learning opportunities that empower the next generation. We also seek out ways to champion diversity and inclusion in our communities and invest in organizations and initiatives that strengthen human connections and promote equality.

Company giving in 2019

\$9.22 million CAD invested

- **\$8.3 million CAD** cash investments
- **\$921,288 CAD** in-kind donations, including product

205 causes supported



Employees at Camp Glenburn, Saint John, NB

Employee giving and volunteering

Our employees are at the heart of our community giving. Our workplace giving and volunteering program, Good Energy in Action, empowers our people to give back to the causes they care about when and how it matters most to them.

We support our teams in spreading good energy in their communities by offering employee volunteer opportunities with our corporate community partners, time away from work for employees to give back to causes that they're passionate about, and matched funds for donations every year.

Employee giving in 2019

\$172,476 CAD

employee-led donations and fundraising

10,382

employee volunteer hours
(1,557 during work time)

\$40,490 CAD

value of volunteer hours during work time
(at \$26/hour)

278

causes supported

37%

employee participation in giving and
volunteering programs



Suyan, Saint John, NB



Wetland restoration volunteers, Saint John, NB

Food Bank Fridays



FOOD BANK FRIDAYS

In 2019, our employees' most valued cause in Canadian and US markets was food security. Through our Food Bank Fridays program – a day each week where, for a small donation, our employees in all geographies could dress casually in support of local food banks – our teams invested \$67,724.39 in food security in our communities. In addition, employees donated 4,790 non-perishable food items to food banks across Eastern Canada, New England, and Ireland, as part of our annual employee Town Hall.

BARRETSTOWN

In 2019, our employees in Ireland, including our Whitegate refinery team and Top Oil employees, rallied together to support Barretstown, a national charity that offers free programs and summer camps for children and their families living with a serious illness. Throughout the year, employees took part in on-site volunteer activities, educational opportunities, supply drives and fundraising campaigns in support of Barretstown's programs and network.



Hazel, Kilkenny and Kate, Dublin, Ireland



Fuel the Care

As a family-owned company, we believe in the importance of family and community connections. That's why we have created, and continue to support, programs that bring families together – such as our flagship community program, Fuel the Care.

Since 2002, our Fuel the Care program has helped bridge the distance between home and hospital by providing fuel cards to more than 65,000 local families in Atlantic Canada, Quebec, and New England travelling to receive medical care for a child. Our Fuel the Care program is made possible through partnerships with seven hospitals in Atlantic Canada, New England and Quebec. In 2019, we donated \$200,000 CAD and \$260,000 USD in fuel cards to our partner hospitals, to distribute to families in need of a lift.

IMPACT OF FUEL THE CARE – Christopher of Lawrence, Massachusetts

Jose, a dedicated father from Lawrence, Massachusetts, lives for his five children. When his son's life depended on it, he fought to bring Christopher from the Dominican Republic to the United States so he could receive the care he needed at Tufts Children's Hospital in Boston.

Christopher suffers from a rare seizure disorder which has resulted in global developmental delays, including the ability to walk. He was admitted to inpatient care at Tufts Children's Hospital for more than a month and his family was by his side, travelling back and forth between hospital and the family's home in Lawrence.

At a time when the whole family was facing transition and uncertainty, Fuel the Care helped in a tangible way, allowing Christopher's family to be present and involved in his medical care.



Susan, Katherine and Cindy, Saint John, NB



Christopher and Jose, Fuel the Care recipient, Lawrence, MA

Education

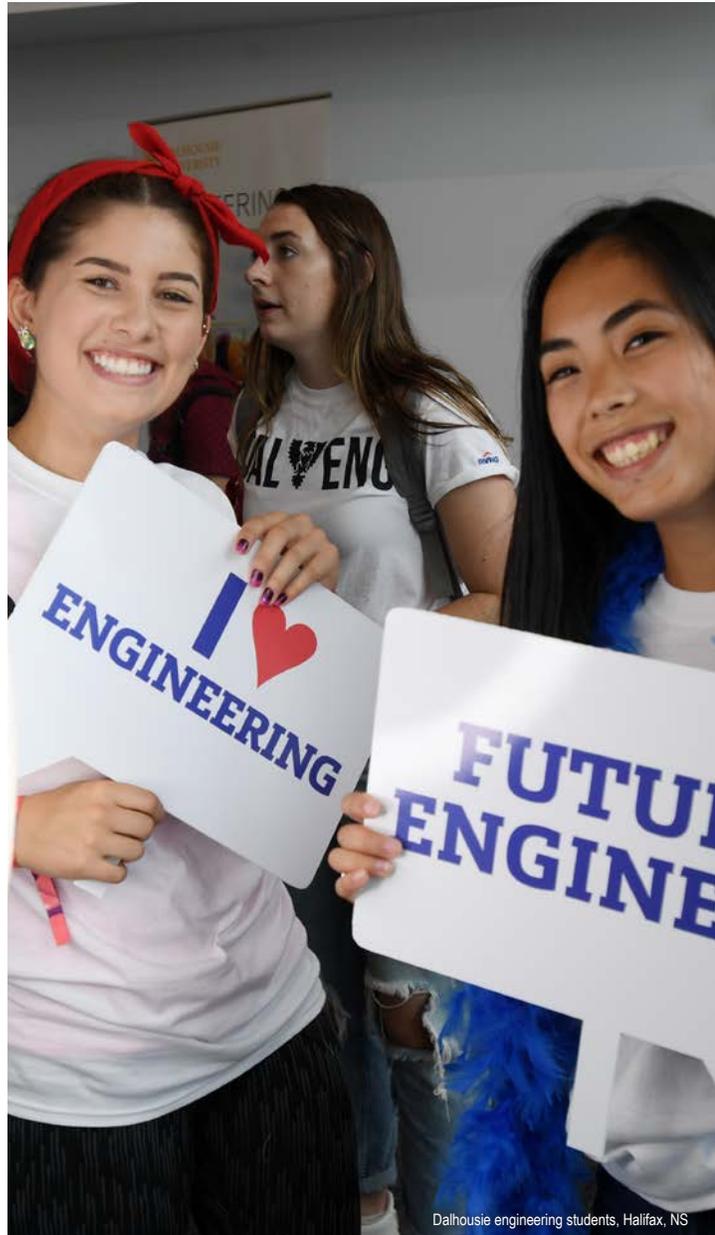
Irving Oil invests in education to help build stronger communities in the markets we serve and to find solutions to global challenges facing the energy industry now and in the future. We are proud to partner with academic institutions, to grow and develop our community's future leaders at home – while growing our own business and innovating for tomorrow. This commitment includes investing in students through our scholarship programs, experiential learning opportunities, and supporting the post-secondary educational facilities where they learn.

ENGINEERING EDUCATION AT DALHOUSIE UNIVERSITY

Irving Oil celebrated the opening of the Irving Oil Auditorium at Dalhousie University in Halifax, Nova Scotia, a state-of-the-art learning environment named on behalf of the company, following a \$1.5-million CAD investment in engineering studies. In 2019, Irving Oil awarded \$75,000 CAD in scholarships to Dalhousie engineering students, many of whom also completed work terms at our Saint John refinery.

INSPIRING INNOVATION WITH TUCK BUSINESS STUDENTS

At Dartmouth College in Hanover, New Hampshire, Irving Oil partnered with the Tuck School of Business in offering experiential learning opportunities for students, while inspiring innovative ideas for our business. In 2019, a team of five students completed a 14-week, in-depth retail innovation study in collaboration with Irving Oil leaders and employees. A similar project was also completed in 2018, focused on the electric vehicle market, and in 2020 on corporate social responsibility.



Dalhousie engineering students, Halifax, NS



Irving Oil leaders and Tuck School of Business students, Hanover, NH

Arthur L. Irving Institute for Energy & Society

Irving Oil and the Arthur L. Irving Family Foundation have pledged a combined \$80-million USD gift to Dartmouth College, to advance the understanding of energy and its intersection with society.

The gift led to the establishment of the Arthur L. Irving Institute for Energy and Society. Through educational programming, research funding, and the engagement of campus and community partners, the institute connects faculty and students as they examine complex energy systems within the context of emerging societal needs.

In the fall of 2019, construction crews broke ground on the future home of the Arthur L. Irving Institute for Energy and Society on the Dartmouth College campus. This three-storey, energy-efficient building signifies the forward-looking vision of Irving Oil's partnership with Dartmouth College and is expected to be complete by the fall term of 2021. It will seek LEED platinum certification.

In 2019

\$250,000 USD

in seed grants awarded

- **7** research projects supported

\$15,000 USD

in mini grants awarded to fund student projects

- **15** research projects supported

150+

students participated in programming

30

faculty members collaborated on initiatives



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

Championing diverse communities

As part of our commitment to building stronger, more resilient communities where we operate, our company has continued to invest in organizations that champion diversity.

Across the geographies where we work, we invest in community organizations that support and empower LGBTQ+ individuals and their families, newcomers, women, people with disabilities as well as STEM education. Some of our partners include Pride organizations in Dublin, Ireland, Portsmouth, New Hampshire, and Saint John, New Brunswick, PFLAG Canada, the YMCA of Greater Saint John, Saint John Women's Empowerment Network, Special Olympics, Science East and Skills Canada. In 2019, we were also the presenting sponsor of Saint John, New Brunswick's Diversity Champion Awards hosted by PRUDE Inc. Standing for Pride, Race, Unity, Dignity, Education, PRUDE Inc. is an organization in Saint John that works to include all cultural communities in the social, cultural, and economic fabric of mainstream New Brunswick life.

WOMEN'S EMPOWERMENT NETWORK

Our communities are stronger when we support the most vulnerable populations in building the skills and resiliency they need to make meaningful contributions. It's how, together, we'll build more inclusive places to live, work, and play.

Since 2008, Irving Oil has invested time and funding in the Working 4 Change program, in partnership with the Women's Empowerment Network of Saint John, New Brunswick. Working 4 Change aims to strengthen skills and increase community engagement for individuals living in Saint John's priority neighbourhoods. Irving Oil employees volunteer as mentors to support teams in planning and pitching their community projects. Working 4 Change projects have led to tangible changes in low income neighbourhoods in the community through park, traffic safety, transportation, and community-based plans and initiatives.

In 2019, Irving Oil employees volunteered more than 215 hours and supported 57 participants in the Working 4 Change program. Some of our employees continued to fundraise for the community projects pitched by their teams, and directed their Irving Oil donation matching to their team's projects or the Women's Empowerment Network.

STIMULATING LOCAL ECONOMIES

Through strategic investments, ongoing operations and employment opportunities, Irving Oil brings a great deal of economic well-being to the communities where we live and work. We care about people and ensure we foster respectful work environments while providing fair compensation packages.

We continue to source and strive for capital and strategic investments that address the serious issues of climate change and help us navigate risks to ensure the long-term resiliency of the business. All of our business line operations provide direct and indirect benefits to our local economies, and we pay taxes in the places where we live and work.

As we grow sustainably for tomorrow, we will continue to drive value in the places we work.

On average, our Saint John refinery contributes **2.3%** every year, in direct and indirect value, to New Brunswick's total GDP

On average, **55%** of all annual trade value in New Brunswick is from refined products from our Saint John refinery

Investments in local suppliers in our core markets in 2019

| | |
|--|-------------|
| New Brunswick | \$325M+ CAD |
| Eastern Canada (NS, PE, NL, QC) | \$700M+ CAD |
| New England States (ME, NH, MA, CT, RI, VT) | \$925M+ USD |
| Ireland | €275M+ EUR |

Refinery turnarounds

We regularly invest in upgrades to our refineries to increase safety, mechanical reliability, and improve efficiencies of plant operations. These large-scale projects, requiring complete or partial shutdown of major units, generate substantial economic benefits and employment opportunities for our communities.

Saint John refinery 2020

825 peak contractor workforce

350,000 workforce hours

\$45 million CAD
investment

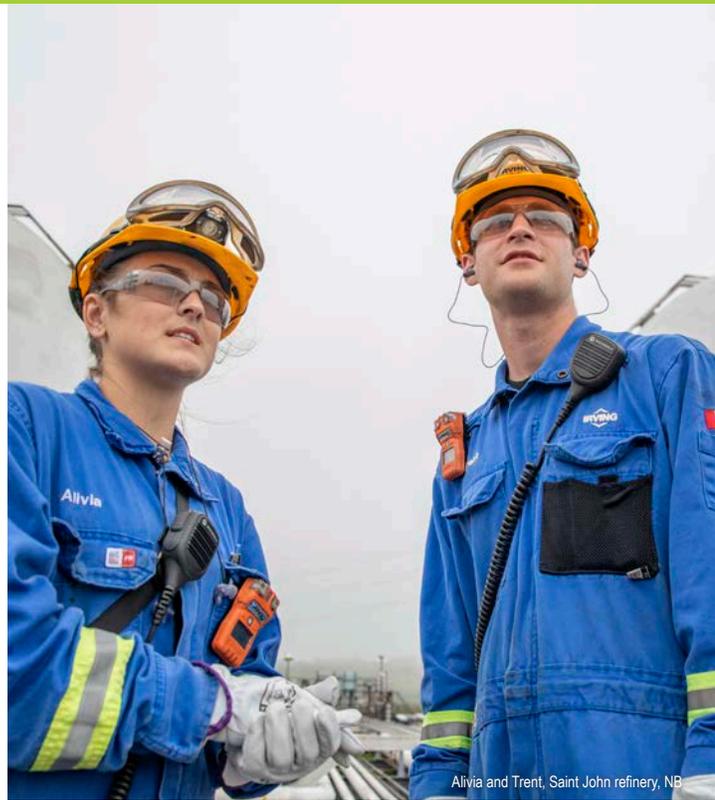
\$2 million CAD
estimated value of economic spinoffs
for the Saint John area

Whitegate refinery 2019

550 peak contractor workforce

200,000 workforce hours

€15 million investment



Alivia and Trent, Saint John refinery, NB



Declan, Whitegate refinery, Ireland

Supporting Canadian energy security

We believe in partnering to find innovative solutions to challenges facing our industry and country. In April 2020, we applied for and received approval by the Canadian Transportation Agency to transport additional Canadian crude by vessel to our refinery in Saint John. This allowed us to increase our access to Canadian crude supply from western Canada and offshore Newfoundland and reduce our imports of foreign oil.

Working in partnership with others in the Canadian energy industry, we adapted to changing circumstances in pursuit of made-in-Canada solutions that help to create energy security and drive value for our country.

Origin of crude feedstock

Saint John refinery

| | 2018 | 2019 | 2020 |
|------------------------------|-------|-------|-------|
| North American origin | 17.9% | 41.3% | 50.9% |
| Foreign origin | 82.1% | 58.7% | 49.1% |

Whitegate refinery

| | 2018 | 2019 | 2020 |
|------------------------------|-------|-------|-------|
| North American origin | 24.5% | 74.9% | 82.3% |
| Foreign origin | 75.5% | 25.1% | 17.7% |



Mark, St. John's Marine Terminal, NL

Community relations

As a responsible operator and energy producer, we value our relationship with our neighbours and are committed to keeping them informed.

We have developed strong connections with community organizations and businesses close to our operations, including schools, care homes, and local animal shelters. These two-way relationships have resulted in open lines of communication and a willingness to work together. We proactively keep our neighbours informed through direct mail-outs, social media posts and our website, irvingoil.com, which includes detailed information about our assets in our communities, the products they store, and emergency response measures.

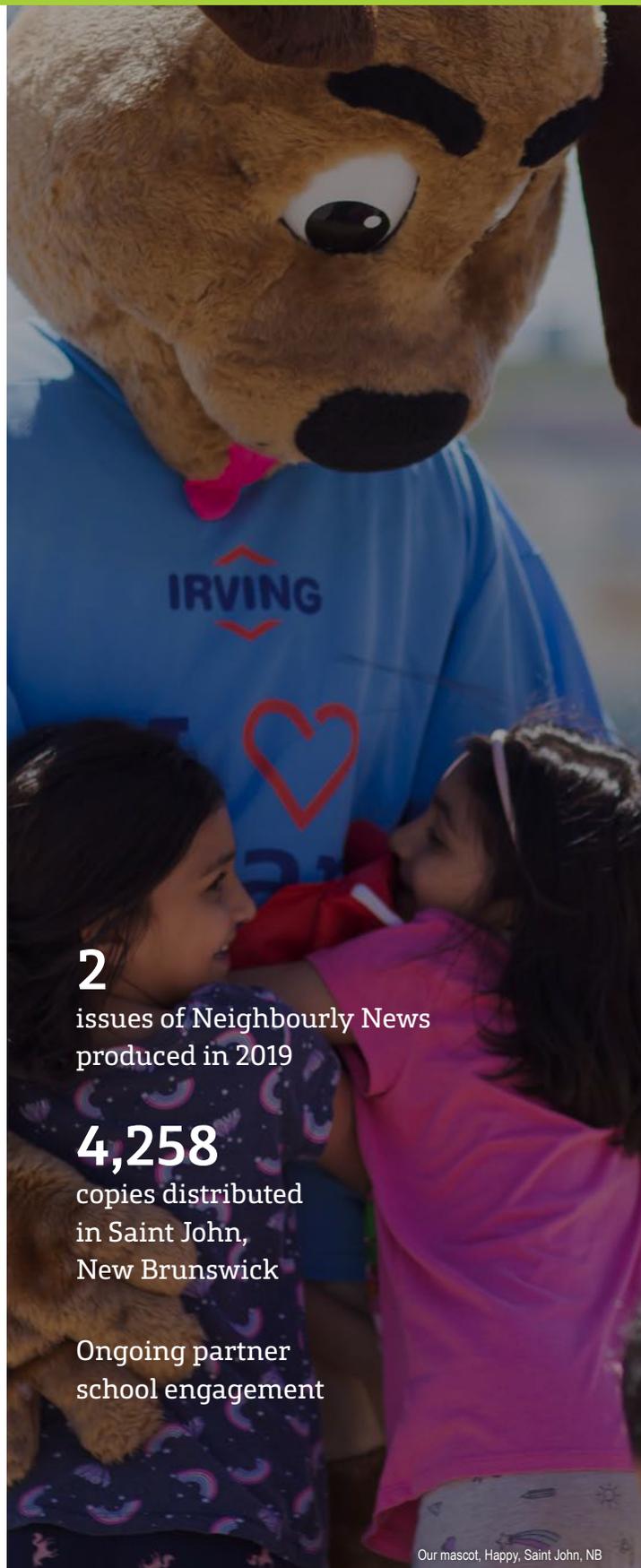
Community engagement

From welcoming neighbours into our facilities for tours when it is safe to do so, to producing informative newsletters for our local communities and volunteering at our partner schools, we are committed to transparency and engaging our neighbours in our operations.

At our Saint John refinery we host an independent Community Liaison Committee. Made up of local representatives, it meets regularly to receive updates directly from our company and discuss our operations. The committee has been in existence for more than 20 years.

At our Revere, MA, terminal we participate in quarterly Chelsea Creek Roundtable discussions with industry peers in the area, as well as local community and environmental groups. The roundtable engages in open discussions about operations in the area, shares industry information related to safety and environmental performance, and works together to support our neighbours and mitigate impact.

At our Whitegate refinery we have longstanding relationships with our neighbours in close proximity to our refinery, and maintain consistent and open dialogue with them – often through face-to-face communications or hand-delivered letters. We encourage our neighbours to contact us at any time with questions or concerns.



2
issues of Neighbourly News
produced in 2019

4,258
copies distributed
in Saint John,
New Brunswick

Ongoing partner
school engagement

Our mascot, Happy, Saint John, NB

Partner schools

We are proud to partner with six elementary schools in the communities closest to our operations in Saint John, New Brunswick; Dartmouth, Nova Scotia; and Whitegate, Ireland. These longstanding partnerships help us to connect with our local communities and enhance the educational experience of local children. Our support ranges from daily nutritional programs, to extracurricular and holiday events, investments in recreational facilities and learning spaces, and employee engagement opportunities. Volunteering at our partner schools is a meaningful tradition for our employees.

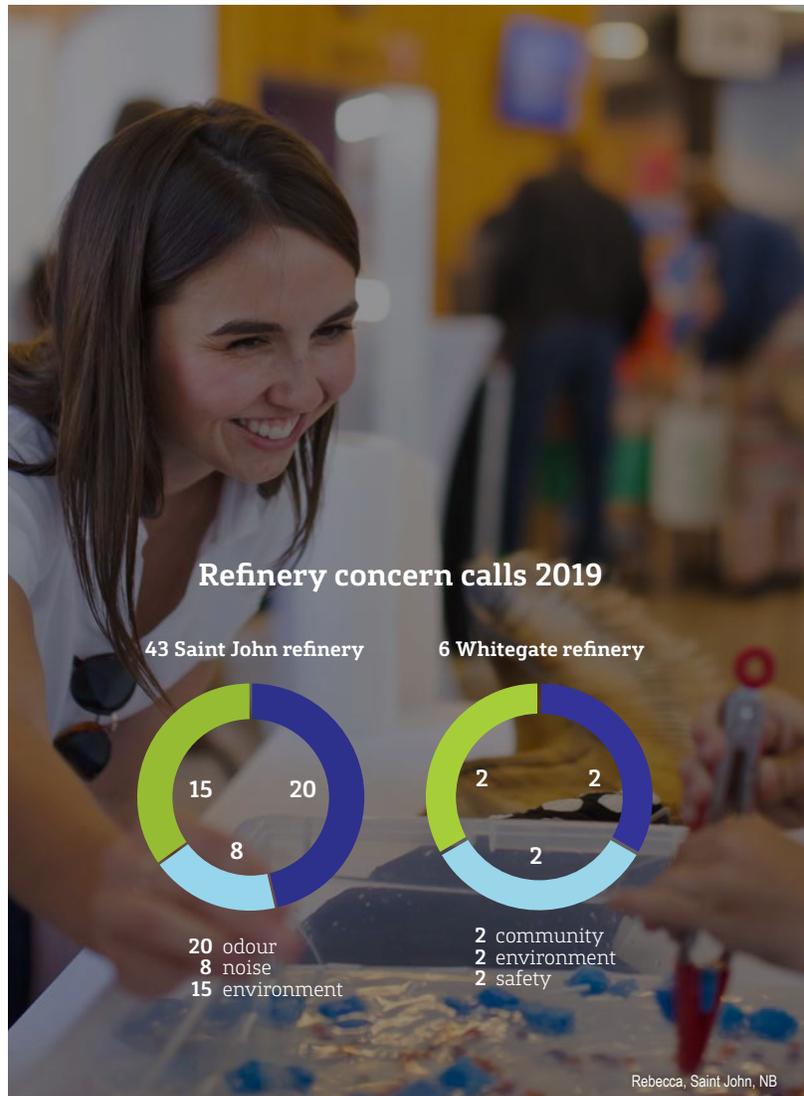
Concern call program

With safety as the foundation of all aspects of our business, we are committed to safe, reliable operations across our company. Our culture of safety focuses on our employees, our communities, and the environment. We encourage residents of our communities to contact us regarding any concern that arises from our operations. We manage a concern call line 24 hours a day, 7 days a week and our team logs and follows up on every call received.

Our Customer Care team is also always available to communicate with members of the public and ensure all concerns are directed appropriately.



Whitegate School partnership, Ireland



Rebecca, Saint John, NB



Saint John refinery, NB



ENVIRONMENT

Our commitment to the environment runs deep in our organization; in the operations of our business and in the value we hold in protecting our natural environment. As a responsible operator and energy producer, we strive to raise the bar by being among the first to adopt stringent fuel specifications and invest in emission control technology to improve our environmental performance.

We are on a continuous journey to reduce our environmental footprint, while meeting the energy needs of our customers today and tomorrow.

Environmental policy

Irving Oil has an environmental policy which outlines our commitment to environmental performance and the community. The policy is supported by processes and procedures that allow us to evaluate, control, and reduce environmental impacts resulting from our operations. It reflects our values and the importance of good governance in our company. This policy, which is applicable to all facilities, operations and activities, provides our employees with a clear expectation regarding environmental performance.

Irving Oil focuses on the following main objectives for ensuring responsible operations and improving our environmental performance:

- Continually evaluating and mitigating the impact that operations and activities have on the environment and communities we serve
- Preventing pollution
- Ensuring compliance with all applicable environmental laws and regulations



Climate change

We recognize that human activity is impacting our global climate and requires action by us all. While we provide our customers with cleaner transportation fuels, we also strive to reduce our carbon footprint.

At our refineries, we are continually looking for ways to reduce energy consumption and produce fewer Greenhouse Gas (GHG) emissions by improving our technology and processes. Through innovative partnerships, we've been successful at reducing our Greenhouse Gas emissions through the years.

Irving Oil remains focused on continuous environmental improvement in order to maintain our high-ranking position as an efficient refiner. We have a dedicated team, and a cross-functional network of employees, focusing on our climate change priorities including public policy, facility operations, fuel distribution, transportation, customer behaviour, as well as community and government relations.

Scope 1 GHG Emissions 2019*

Saint John refinery

- 2,980,112 tonnes CO₂ eq.
- 29.9 Kg CO₂ eq. /bbl

Whitegate refinery

- 274,843 tonnes CO₂ eq.
- 12.6 Kg CO₂ eq. /bbl

*Scope 1 emissions are direct emissions from owned or controlled sources.

Saint John refinery

CRUDE CAPACITY: +300,000 BARRELS PER DAY

Our Saint John refinery has been upgraded throughout the years and is a leader in the development of cleaner and more efficient fuels and processes. We continually strive to be one of the top global refineries for efficiency, with a performance target within the top twenty-fifth percentile of refineries operating within the Organization for Economic Co-operation and Development (OECD). We consistently meet this goal.

Capturing CO₂

The Saint John refinery has been working with Praxair for more than 20 years to capture CO₂ produced by our facility and recycle it for food-grade use, such as in carbonated beverages. The stream is a by-product of steam methane reforming in the production of hydrogen and is purified in the Praxair process. This process has the capacity to sequester between 50,000 and 70,000 tonnes of CO₂ emissions annually. The Saint John refinery is a leader in Canada in the application of this CO₂ sequestration technology.

52,934 tonnes

of CO₂ recovered in 2019 through Praxair process

Cogeneration in partnership with TC Energy

Irving Oil partnered with TC Energy to install an 88 MW (combined heat and power) cogeneration unit inside the refinery fence line. The primary benefit of the unit is the production of two useful forms of energy – steam and electricity – from clean natural gas. These are generated more efficiently than from conventional boilers. The cogeneration unit reuses waste heat from the gas turbine generators, which produce electricity for use in the heat recovery steam generators, providing steam for the refining process. The unit also has the capability of disconnecting from the NB Power electrical distribution grid in the event of a major power failure, helping to prevent refinery upsets that could result in significant reliability and process safety issues. Cogeneration facilities are common among top-performing refineries.



Louisa and Dave, Saint John, NB



The Solomon Associates Canada Complexity-Weighted Barrel (CWB) methodology was officially adopted to regulate refineries under the Federal OBPS regulations. We use the Solomon CWB refinery emissions performance data as a benchmarking tool to compare the efficiency of our Saint John refinery and strive to maintain a performance target within the top twenty-fifth percentile among refineries operating within the OECD. Please consult the CAN-CWB Methodology for Regulatory Support: Public Report, published by Solomon Associates in January 2014, to view the 2010 OECD Refineries Direct-Only Emissions data.

Saint John refinery, NB

Flaring reduction initiatives

CO₂ emissions were reduced from flaring reductions by approximately 37% since 2011 when Irving Oil implemented a flaring reduction program for the Saint John refinery. This program focused on improved monitoring and reporting and improving flare combustion efficiency.

Biofuel blending

At our Saint John refinery, we apply a strategy that utilizes both biofuel blending and purchasing credits to meet our regulatory requirements and the needs of our customers. Our Saint John refinery is the only facility in Atlantic Canada with biofuel blending capabilities, and we're proud to blend up to 10% ethanol into our gasoline to continue to meet the evolving needs of customers in our regional market.

Whitegate refinery

CRUDE CAPACITY: UP TO 75,000 BARRELS PER DAY

Our Whitegate refinery is committed to applying new technologies, aimed at increasing renewable energy content in transport fuels and reducing carbon intensity, to support Ireland and the European Union in meeting their Greenhouse Gas reduction targets.

Biofuels and co-processing

For 10 years, the Whitegate refinery has been blending biofuels to the maximum allowable renewable content using traditional biofuels such as FAME and ethanol.

In 2021, the Whitegate refinery will begin producing an EN590 diesel product with increased renewable content from the current 7vol%, to as much as 10vol% by using waste-based feedstocks, such as used cooking oil (UCO). This increase in renewable content contributes to a significant reduction in Greenhouse Gas emissions, in line with targets set out in the Fuels Quality Directive and Renewable Energy Directive.

REALISE Carbon Capture, Utilization and Storage (CCUS) project

At the Whitegate refinery, Irving Oil joins 17 partners from science and industry, across different nations, in a concerted drive to support the refinery sector's decarbonization ambitions.

The REALISE Carbon Capture, Utilization and Storage (CCUS) project, led by SINTEF and funded by the European Union's Horizon 2020 program, focuses on the full CCUS chain – from CO₂ capture, transport and geological CO₂ storage to CO₂ reuse. The project aims to produce results that support CCUS delivery by demonstrating the



Employee beach cleanup, Whitegate refinery, Ireland

technology, enabling sizeable cost reductions, undertaking public engagement and assessing financial, political and regulatory barriers.

As part of the REALISE project, the Whitegate refinery will host a pilot, lab-scale plant which will capture CO₂ from multiple refinery stacks using a novel solvent. The eight-month campaign will take place in 2021.

In addition to the pilot plant, Irving Oil is involved in desktop studies on the CCUS lifecycle, including a study to understand the potential of storing carbon from the Whitegate refinery in the nearby depleted Kinsale Head gas field in County Cork.

EV charging stations

Embedded in our mission, we work hard to meet the evolving needs of our customers through the energy we provide and the products and services we offer.

Irving Oil has been closely tracking developments in electric vehicle (EV) markets and has taken initial steps to create new value through partnerships with utilities and EV companies. Through these early efforts, Irving Oil has established itself as the leading EV fast-charging host in Atlantic Canada and will continue to seek out new opportunities to support our customers making the transition to zero-emissions vehicles.

- Irving Oil hosts **72%** of the total number of EV fast chargers at retail stations in Atlantic Canada.
- Irving Oil hosts **65%** of all EV chargers (Level 2 chargers, fast chargers including Tesla Superchargers) at retail stations in Atlantic Canada.
- Irving Oil hosts **84%** of EV fast chargers at retail stations in New Brunswick.



Tesla Superchargers at Irving Big Stop, Lincoln, NB



Natural gas compression facility, Waasis, NB

Delivered natural gas

As the region's largest supplier of natural gas, our Delivered Natural Gas business is helping our customers reduce their carbon footprint. The cleanest of the fossil fuels, natural gas is primarily made up of methane. We compress and load billions of cubic feet of natural gas every year from our three state-of-the-art compressed natural gas facilities in Atlantic Canada.

INCREASED EFFICIENCY IN DELIVERY

As a continuous improvement project to utilize trailer capacity more efficiently and reduce our carbon footprint, we found an innovative way at our natural gas compression facility in Waasis, New Brunswick, to increase the volume of compressed natural gas per trailer load. Using a Chiller, the gas is loaded onto the trailers at a much lower temperature, which allows more fuel to be loaded per trip. This reduces the frequency of delivery for each customer, improving efficiency, limiting risk, and reducing our environmental footprint.

33%
more efficient compressed natural gas deliveries

Environmental sustainability

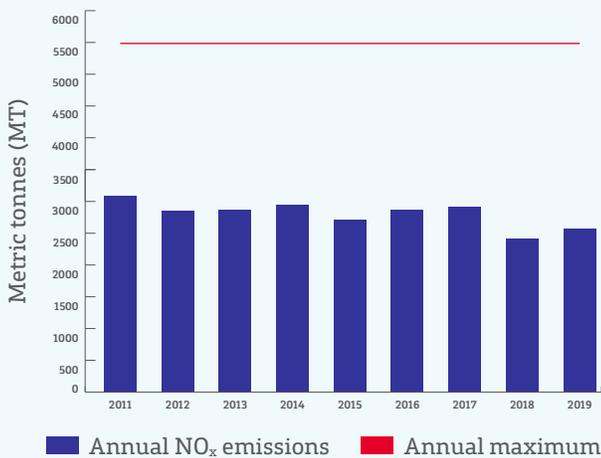
We aim to be among the first to adopt stringent fuel specifications, and to invest in emission control technology to improve our environmental performance. Our continuous improvement in environmental performance is a direct result of the investments we have made in our facilities. These investments have led to substantial reductions in sulphur dioxide emissions, and we lead the way in the production of ultra-low-sulphur diesel and gasoline products.

Air emissions

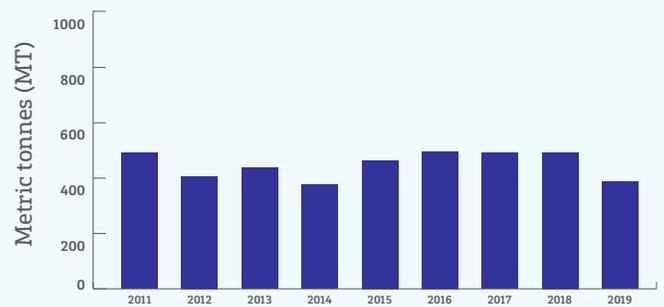
We are committed to improving air quality near our operations by implementing programs and practices to monitor and reduce our air emissions intensity over time.

SAINT JOHN REFINERY EMISSIONS REDUCTIONS

Nitrogen Oxide (NO_x) emissions



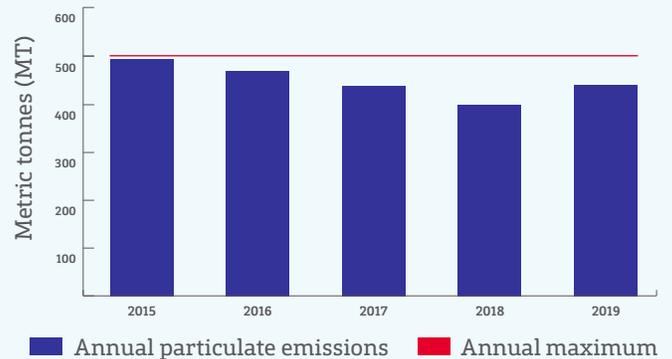
Volatile Organic Compound (VOC) emissions



Sulphur Dioxide (SO₂) emissions

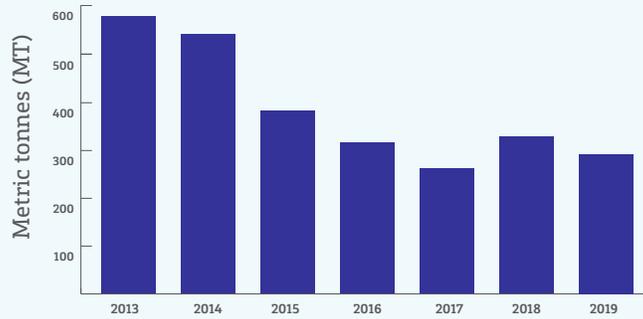


Particulate matter emissions

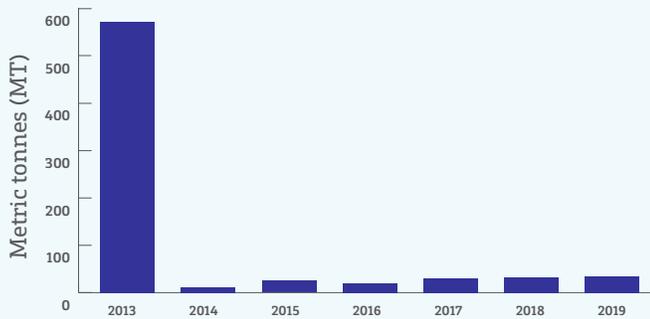


WHITEGATE REFINERY EMISSIONS REDUCTIONS

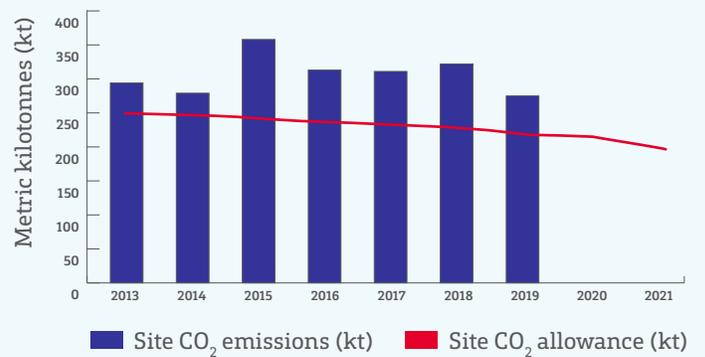
Nitrogen Oxide (NO_x) emissions



Sulphur Dioxide (SO₂) emissions



Carbon Dioxide (CO₂) emissions



The Whitegate refinery is regulated under the EU Emission Trading Scheme which works on the cap and trade principle. The difference between the refinery's actual CO₂ emissions and the CO₂ free allowance determines the obligated emissions that the refinery is required to purchase credits for to meet compliance (€25/tonne for 2019).

Terminals:

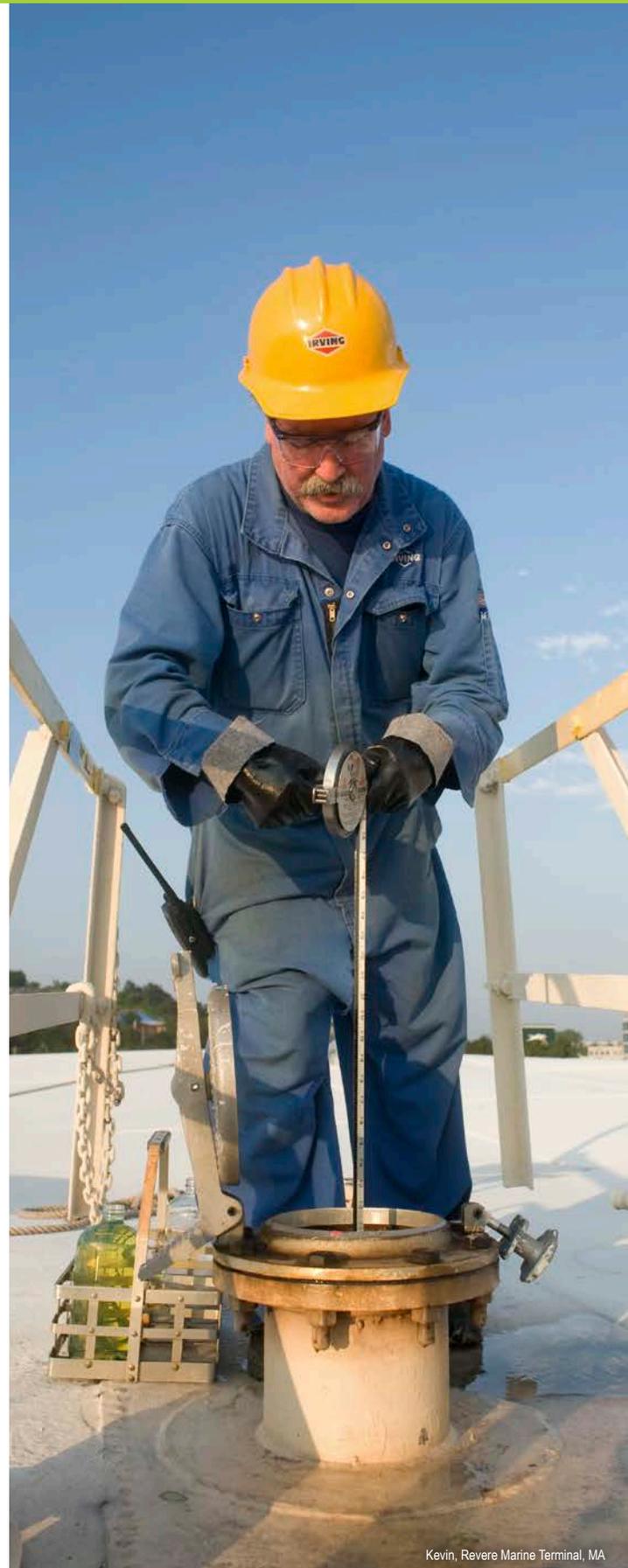
2019 air emissions

Canadian terminals

| | | |
|-------------------------------------|--------|---|
| VOC (Volatile Organic Compounds) | Tonnes | <ul style="list-style-type: none"> • East Saint John, NB – 65.2 • Canaport Mispic, NB – 69.1 • St. John’s, NL – 14.1 • Charlottetown, PE – 106.8 • Halifax, NS – 335.5 |
|-------------------------------------|--------|---|

US terminals

| | | |
|-------------------------------------|--------|--|
| VOC (Volatile Organic Compounds) | Tonnes | <ul style="list-style-type: none"> • Revere, MA – 20.4 • Portsmouth, NH – 1.61 • Searsport, ME – 16.9 |
|-------------------------------------|--------|--|

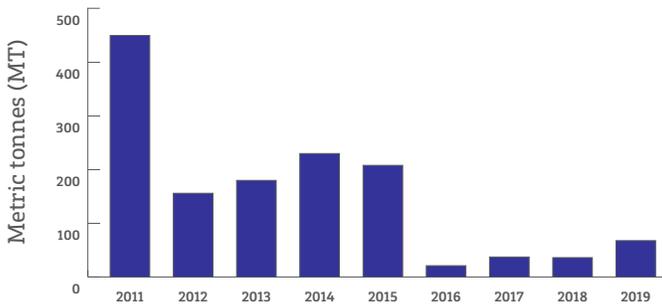


Kevin, Revere Marine Terminal, MA

Vapour Recovery Unit at East Saint John Terminal

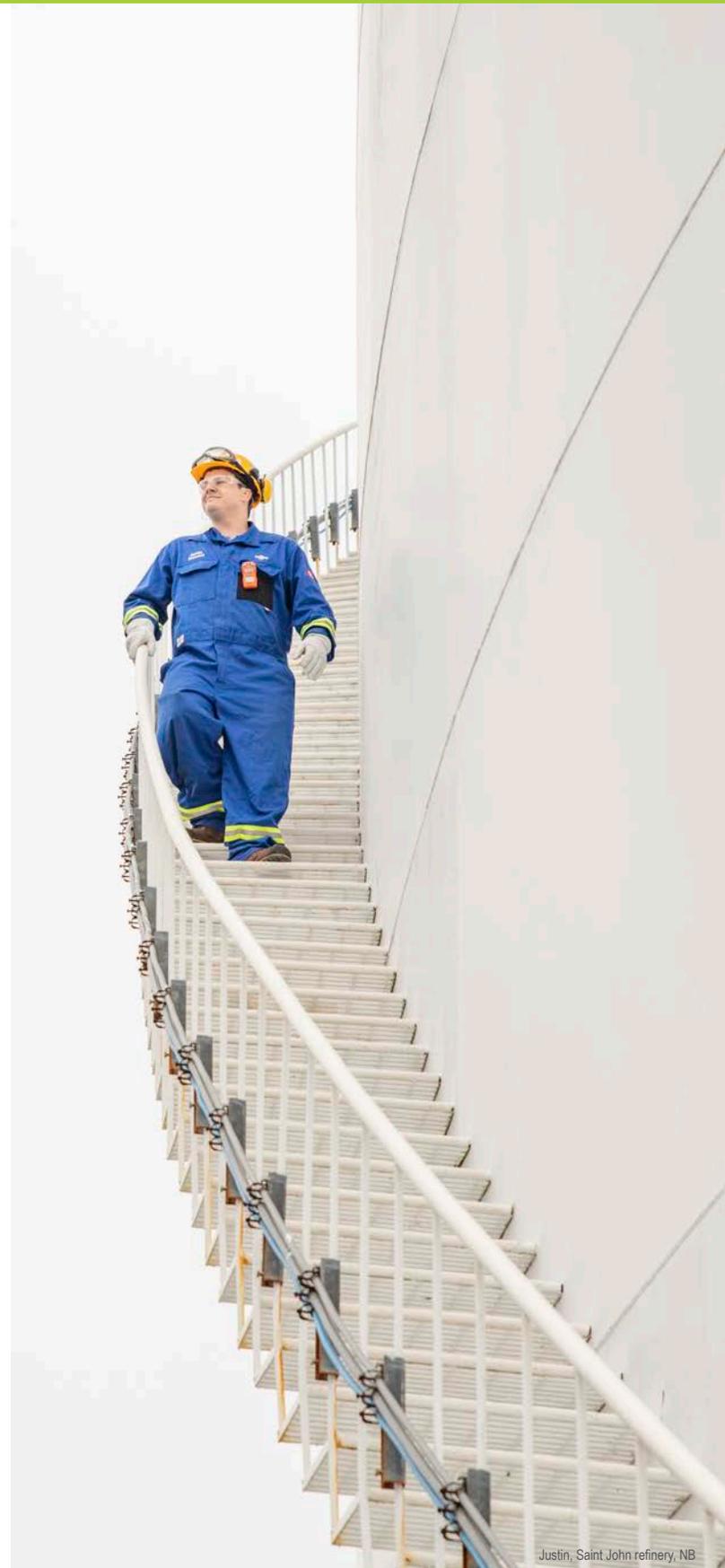
In 2011, we installed a Vapour Recovery Unit (VRU) at our marine terminal in Saint John, New Brunswick. Since the unit was commissioned, there has been a significant decline in emissions of Volatile Organic Compounds (VOC) at the East Saint John Terminal.

**East Saint John Terminal
Volatile Organic Compounds (VOC)**



Fugitive emission program

Every year, we measure more than 30,000 valves and components by hand as part of a longstanding emissions reduction program to find and reduce vapours that often consist of Volatile Organic Compounds (VOCs). The estimated reduction of VOCs recorded for the fugitive emissions Leak Detection and Repair Program in 2019 was 28%. This reduction in VOC emissions can be attributed to the program's identification of leaking components and the immediate execution of a repair plan for each component.



Justin, Saint John refinery, NB

Cleaner fuels

Very Low Sulphur Fuel Oil (VLSFO)

Before the International Maritime Organization implemented lower-sulphur fuel standards, we were offering lower-sulphur fuels to customers on both sides of the Atlantic.

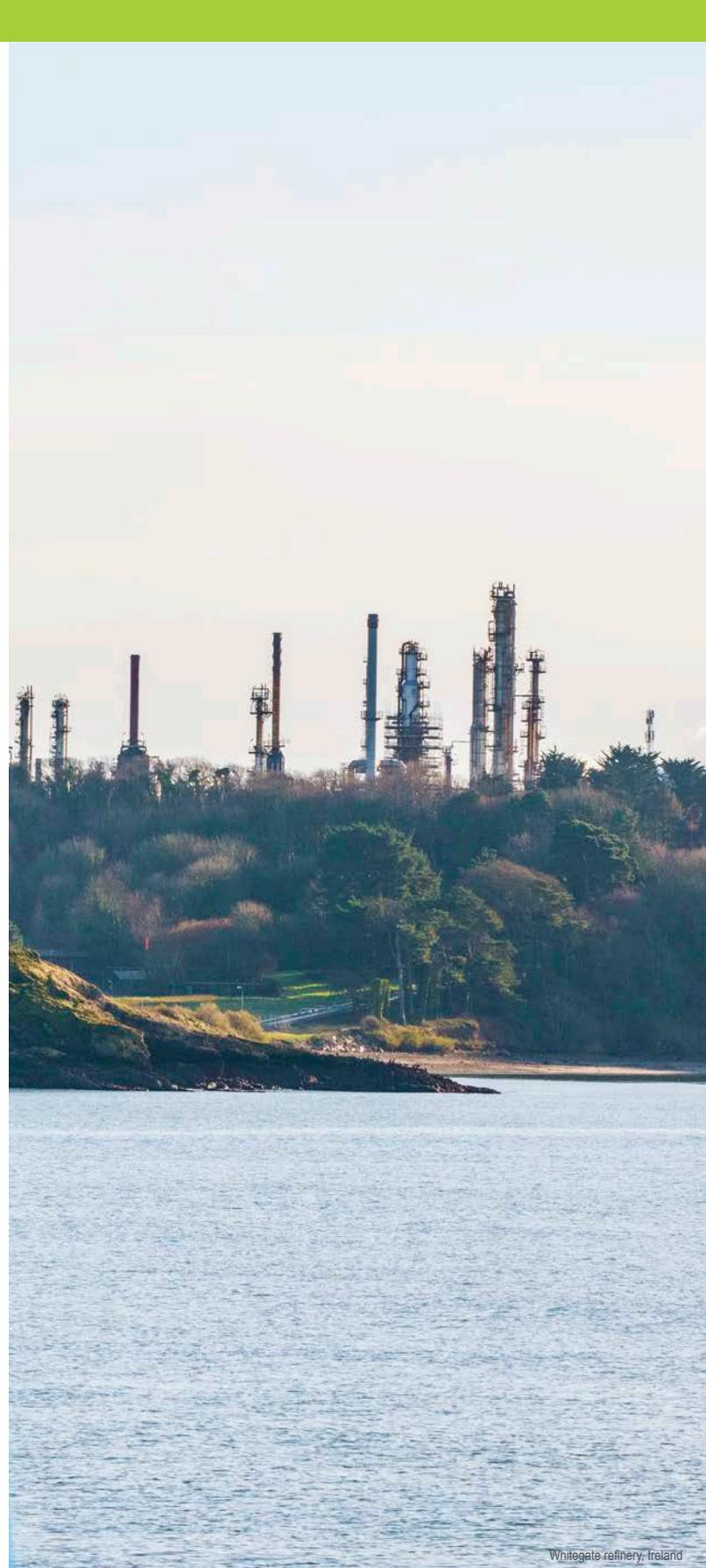
At Whitegate, our refinery is a leader with its rare ability to produce Very Low Sulphur Fuel Oil (VLSFO) directly from the crude unit without having to blend diesel into it. This results in a cleaner, higher-quality product, that meets or exceeds the standards set by the International Maritime Organization.

While our Saint John refinery does not produce VLSFO, we have made investments in our facilities to produce marine fuels with low sulphur content.

Tier 3 Gasoline

Irving Oil produces gasoline at our Saint John refinery that is in line with United States Environmental Protection Agency standards which require petroleum refiners to produce gasoline with no more than 10 wt ppm sulphur, as an annual average, and no more than 80 wt ppm sulphur on a per-gallon basis.

Gasoline sulphur content has been lowered by approximately **55%** to 10ppm, based on the annual average in both Canada and the US.



Whitegate refinery, Ireland

Solid waste management

On an annual basis, the Saint John refinery generates many different types of waste that our teams work to manage responsibly.

In 2019, the waste generated included spent acid, spent catalyst, and spent caustic. Many of these waste streams are reused within the refinery which includes the regeneration of sulphuric acid and catalyst regeneration. Many waste streams are taken off site for recycling and re-use, including spent catalyst that is taken off site for metal reclamation, and spent sulphuric acid and spent caustic shipped off site for recycling.

Our refineries continue to identify ways to reduce and dispose of our waste through sustainable disposal routes.

Saint John refinery

| | |
|--|---|
| Hazardous waste generated, percentage recycled | 86.1% hazardous waste recycled 13.9% hazardous waste disposed of |
| Non-hazardous waste generated | 100% disposed of |

Whitegate refinery

| | Total (tonnes) | Recycled (tonnes) | Recycled |
|---------------------|----------------|-------------------|----------|
| Hazardous waste | 3,000.16 | 592.75 | 20% |
| Non-hazardous waste | 857.00 | 677.57 | 79% |



Chris, Saint John, NB

Cleaning up our communities

As part of our workplace giving and volunteering program, Good Energy in Action, our employees on both sides of the Atlantic regularly volunteer their time during and outside of work hours to take part in organized beach or community cleanups, removing community waste and beautifying local coastlines near our facilities.

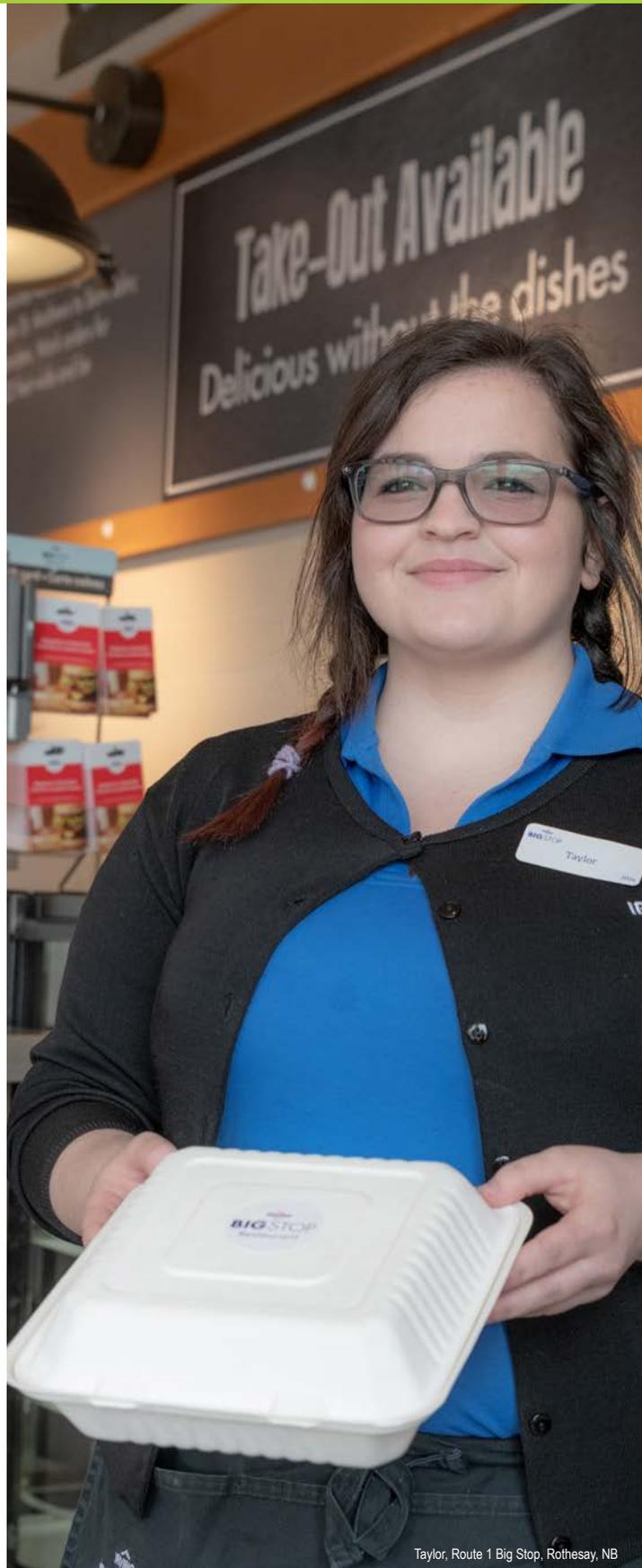
In May 2019, employees in our Saint John, New Brunswick, locations participated in a wetland restoration activity led by our partner, Ducks Unlimited Canada. In June 2019, employees in Saint John also volunteered their time to remove litter from Little River Reservoir Park, a refurbished park within the protected wetland at the doorstep of our Saint John refinery.

In 2019, employees at our Whitegate refinery took part in two organized beach cleanup opportunities at Corkbeg Beach, near our operations in County Cork. On any day of the year, our employees can be spotted on their own or in teams on lunchtime walks, removing waste from our communities.

Reducing plastic waste in our restaurants

Driven by our care and conservation of marine mammals, in 2018 we made an important commitment to remove plastic straws from our Big Stop restaurant network in Canada and the US. In 2019, we continued our efforts to reduce plastic waste from our restaurant business by phasing in more compostable packaging for our takeout food orders.

1.5 million plastic straws from our restaurant operations diverted from oceans and landfills in 2019



Taylor, Route 1 Big Stop, Rothesay, NB

Water management

With our operations centred around the Atlantic Basin, we have a strong appreciation for the waterways, ports, and oceans that connect our business. Water is a shared and precious natural resource and we recognize the need to manage our use of water responsibly. We strive to limit our intake of freshwater in our operations, and will explore new ideas and initiatives as they arise.

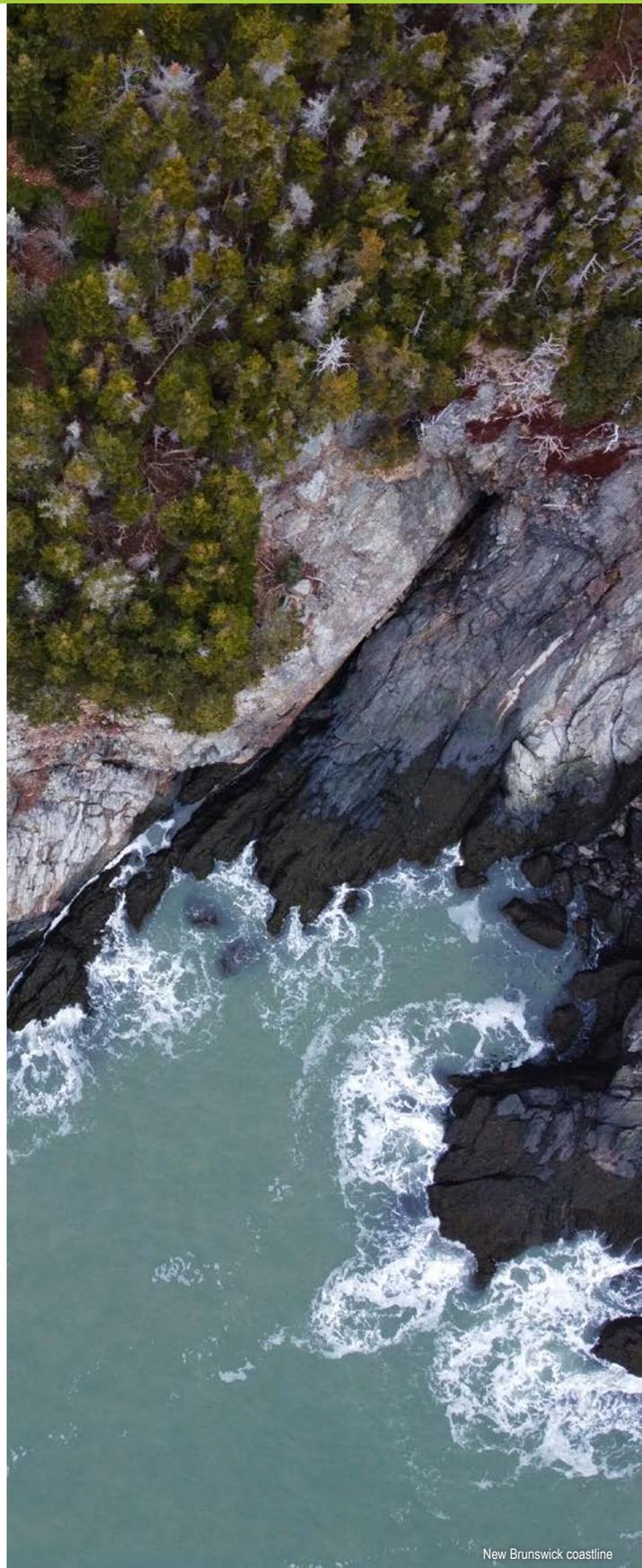
The Saint John refinery’s freshwater intake varies with refinery need. We work closely with the City of Saint John on managing the refinery’s water intake. For example, in the fall of 2020, there were low supply levels in the lake that supplies fresh water to the refinery. We refrained from doing certain activities within the refinery so that it would not put further strain on the city’s water supply source.

Saint John refinery

| | Total (m ³) |
|---------------------------------|-------------------------|
| Water usage (freshwater intake) | 10,862,000 |
| Water discharged | 11,351,000 |

Whitegate refinery

| | Total (m ³) |
|---------------------|-------------------------|
| Water intake | 418,770 |
| Effluent discharged | 470,301 |



New Brunswick coastline

Incidents of non-compliance

We are committed to safe, reliable operations across our company. Our culture of safety focuses on our employees, our communities and the environment.

When an environmental incident does occur, these incidents are tracked by our Environment Group and are reported to appropriate authorities, as well as senior officials within our business. The incidents are investigated internally with corrective measures taken to prevent a reoccurrence.

Environmental performance in 2019 improved compared to 2018, with fewer environmental exceedances.

Saint John refinery

| | |
|--|---|
| <p>Number of incidents of non-compliance associated with air/water permits and regulations</p> | <p>23 (18 related to spills/releases, 4 related to air, 1 related to water)</p> |
|--|---|

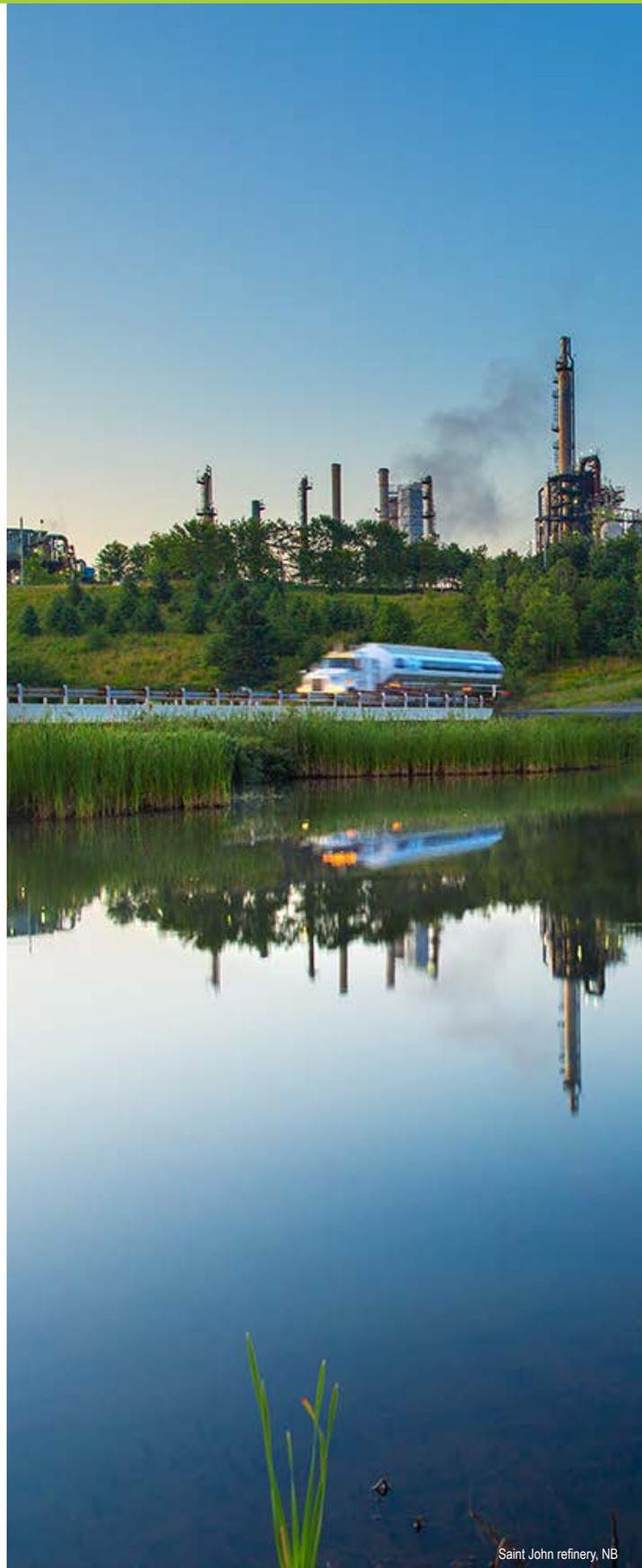
Of the 23 incidents reported in 2019, only four resulted in off-site impacts and were small spills of 30 litres of product or less. Following our outlined emergency response protocols, our teams responded quickly to contain and clean up the spills, and the incidents were reported to appropriate authorities. The remaining spills or releases were captured within the refinery area, collected and treated in the wastewater treatment unit, or contained within the facility.

Whitegate refinery

| | |
|--|----------|
| <p>Number of incidents of non-compliance associated with air/water permits and regulations</p> | <p>9</p> |
|--|----------|

At the Whitegate refinery, spills or releases are classified and reported to appropriate authorities. Nine incidents were reported in 2019, with none resulting in off-site impact. All spills were captured within the refinery area, collected and recovered or treated in the wastewater treatment unit.

See page 18 for more information on our emergency preparedness and response.



Saint John refinery, NB

Biodiversity

Irving Oil has a longstanding history of operations in Atlantic Canada and New England. And we are proud to call Ireland home, too. We appreciate the maritime history and natural beauty of our local coastlines, including our oceans and waterways. Through partnerships with leading researchers, we've helped uncover stories about ocean-wide changes that are affecting marine ecosystems and the species that call them home.

\$383,690 CAD

invested in wildlife research and conservation in 2019

246 acres

of protected wetland at the doorstep of our Saint John refinery

3,397*

fish observed in Little River post-restoration (up from 933 pre-restoration)

- **11** different fish species observed

*2018



Wildlife sighting at Saint John refinery, NB



Salt marsh, Aulac, NB

Wetlands and waterways

For more than 50 years, Irving Oil has helped protect Atlantic Canadian wetlands and the wildlife that call them home in partnership with Ducks Unlimited Canada. It is something we're proud to continue today.

Beaubassin

Irving Oil partnered with Ducks Unlimited and Acadia University in 2006 to establish the internationally recognized Beaubassin Research Station near Aulac, New Brunswick, for coastal and wetland research, and historical discovery. Beaubassin Research Station brings together students and researchers to collaborate on wetland and waterfowl research and conservation, as well as salt marsh restoration, helping to protect coastlines and communities from sea level rise.

Irving Oil continues to support these vital student research initiatives annually, in partnership with Ducks Unlimited Canada.

Little River

In the 1970s, Irving Oil partnered with Ducks Unlimited Canada to conserve the Little River marshland adjacent to our Saint John refinery. Today, the 246 acres provides a protected home to wildlife including fish, deer, eagles, and waterfowl. The Fox Trail, running through the Little River Wetland, allows our employees on site to get closer to nature.

Little River Restoration Project

Irving Oil partnered with Dillon Consulting on a Little River Restoration Project. In the summer of 2016, approximately 1,060 cubic metres of contaminated sediment was removed from Little River using an environmentally friendly floating suction dredge. Approximately 600 cubic metres of cobble and boulder clusters were placed on the bottom of Little River to replace the dredge sediment.

Following the sediment replacement, monitoring was implemented at Little River, as well as the addition of enhancement structures to improve aquatic habitat. The monitoring examined items such as fish assemblage, tidal movement, field water quality parameters, and benthic organisms within Little River. The results were very favourable and showed a high abundance and diversity of fish in Little River.



Beaubassin Research Station, Aulac, NB

Oceans and sea life

We celebrate our ports and oceans for their natural beauty and the important livelihood they provide our local communities and economies. We never take them for granted. That's why we've partnered with leading researchers to protect our oceans and sea life.

Supporting marine mammal research

For more than two decades, we have partnered with the New England Aquarium to help protect the North Atlantic right whale – an endangered species with critical habitat areas in the Bay of Fundy, south of Nova Scotia, and along the east coast of the US. Our partnership has produced tangible results, such as moving shipping lanes in the Bay of Fundy to protect a critical habitat area for the species.

In 2019, we continued our support so that researchers could go farther afield to protect and study the right whale wherever they swim, expanding research from the Bay of Fundy to the Gulf of St. Lawrence. Our support helps scientists learn more about the right whale's critical role in the health of our blue planet, and has helped us learn how to save even more ocean species – such as seals, sea turtles, and other species of whales.

Double-hulled ships

Most of our crude supply and finished products are moved by ship. To protect against marine incidents, all ships we charter must be double-hulled so that any breach of the outer hull would not result in a product leak. Prior to charter, we carry out a thorough due diligence process to verify the safety of each ship.



North Atlantic right whales

Photo: New England Aquarium
Taken under NOAA permit #655-1652-01



GOVERNANCE

Saint John home office, NB



GOVERNANCE

At Irving Oil, we are shaped and guided by our strong commitment to our employees, the people and businesses we serve, and the communities in which we live and work. Irving Oil's Senior Leadership Team, in conjunction with the Board of Directors, are responsible for identifying strategic priorities for the organization and stewarding the company's established One Company business plan.

Our world and industry are in a time of significant transition. Demands for action on a more sustainable energy future continue to grow. So, too, do the expectations of a corporation's role in society and the positive impact that we can make, together. We embrace this future through our everyday actions and as we plan for our short-term and long-term strategic priorities. We are on a continuous journey to reduce our footprint, while meeting the energy needs of our customers today and tomorrow.

A knowledgeable Board of Directors

The structure of our Board of Directors mirrors that of other private and publicly-owned top companies in Canada and across the globe. Though we are a private, family-owned company, we have independent oversight, with a majority of highly experienced external directors who bring a broad array of board and leadership experience, as well as industry knowledge, to our business. Led by our company's chairman, Mr. Arthur Irving, the board oversees decisions with two key priorities in mind: the people of Irving Oil and surrounding communities, and the ongoing sustainability of our business. Together with our Senior Leadership Team, their aim is to take on the right strategic priorities and allocate the right people and dollars to those priorities, while actively mitigating risks and striving for continuous improvements.

Our board well represents our focus on gender parity, and is proud to oversee the evolution of the company as it nears its 100th birthday.

4 of 7

members of the board are independent directors



11th-floor boardroom in Saint John home office, NB



As part of our board structure, we have several dedicated committees which focus on the oversight of key areas of our business including, but not limited to, Audit, Finance, Governance, Human Resources, and Operational Excellence. Our board and its committees work to a series of charters and standards similar to those that exist in major Canadian public companies.

Some of our board committees

The **Audit Committee** assists the board's decision-making with respect to financial reporting and financial risk management.

The **Finance Committee** focuses on distributions, financial policies, strategies, programs and practices.

The **Governance Committee** assists on oversight with respect to corporate governance, risk management and public policy matters.

The **Human Resources Committee** informs the company's human resources strategies and programs, including succession planning and talent management.

The **Operational Excellence Committee** assists in oversight of the company's management of environmental, health and safety (EH&S) and operational excellence matters.



Caroline (student) and Jennifer, Saint John, NB

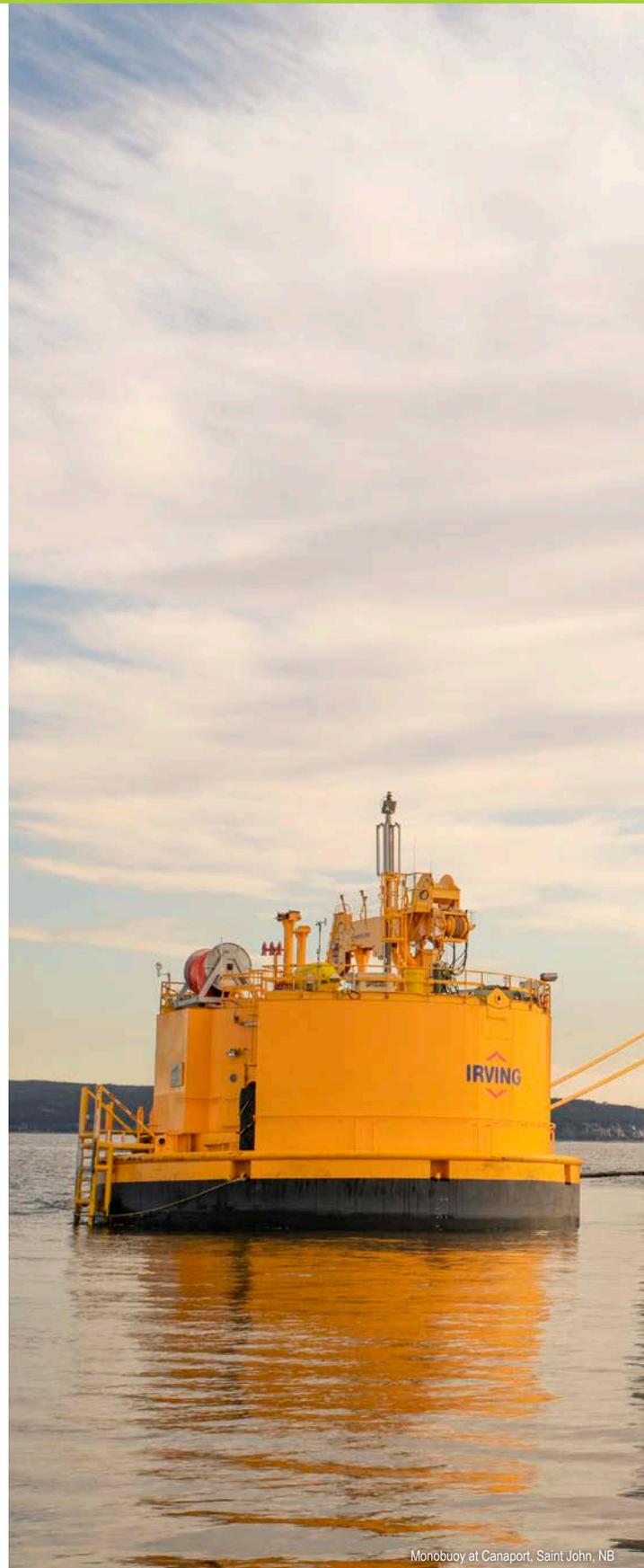


Managing risk in the energy sector

Our commitment to providing reliable, safe supply requires dedication to excellence along every point of our extensive global supply chain. Managing this complex, integrated chain requires excellent timing, coordination, and precision. As part of this, risk management is fundamental in our industry. Our teams interpret and assess risks to uphold our safety and market standards, as well as our operational and product reliability. We are continually coming up with actions and plans, which involve monitoring. This is how we evolve and grow; by using learnings and maturity modeling.

Business planning process

Every year, we complete an annual business planning process, the output of which is the One Company Plan. The process looks at both the near-term budget and our five-year plan, and it's executed over the course of several months, through several phases. The One Company Plan establishes the actions we will take to deliver on our strategy and targeted outcomes. It involves our teams establishing plans for mitigating risks, executing on opportunities, and allocating resources appropriately. Following approval by our leadership team and Board, our One Company Plan is put into action; and with quarterly monitoring of our external environment and measurement of progress, plans may be adjusted accordingly throughout the year.



Monobuoy at Canaport, Saint John, NB



Protecting our information

Irving Oil has a focused internal cybersecurity professional team and network, supported by an external service, to process events and input threat intelligence. They are accountable for ensuring multiple layers of cyber protection consistently across all business areas, particularly for critical assets. The information technology (IT) security function at Irving Oil is governed by the National Institute for Standards and Technology Cybersecurity Framework, and Department of Energy (US) and Public Safety (Canada) standards. Irving Oil employees complete mandatory annual cybersecurity training and sign off on compliance with internal IT policies.

100%

of employees completed annual cybersecurity training in 2019 and 2020

Protecting personal data

We recognize our responsibility to uphold the fundamental rights of individuals, including our employees, to have their personal data protected and to be transparent in outlining how we handle the personal data of our employees before, during and after the employment relationship. Over the past few years, we have advanced this important work by starting to define how we handle employee personal data, and the rights of employees relating to their personal data, in line with General Data Protection Regulation. As a continuation of this journey, we intend to finalize our Data Protection and Privacy Policy for employees, implement a One Company privacy breach protocol, and ensure Privacy Impact Assessments are carried out for each new project or system we undertake that collects, uses or shares personal data.

In 2020, we conducted Privacy Impact Assessments on the collection, handling and retention of personal data related to COVID-19 to ensure our information handling practices complied with privacy requirements.



Morgan and Edouard, Saint John, NB



GOVERNANCE

Our commitment to employees

We empower employees across our organization to continually learn and grow with their careers at Irving Oil. We strive to provide each and every employee with the tools, programs, knowledge, and resources required to achieve their goals.

Within this support is our clear commitment to ensuring our employees feel physically and emotionally safe and supported in their roles.

Every employee at Irving Oil must read Irving Oil's Code of Ethical Conduct upon being hired, and are asked to review it on an annual basis – no exceptions. This review includes our Workplace Harassment Policy and our Drug & Alcohol Policy, among others.

96%

of employees completed annual review in 2019

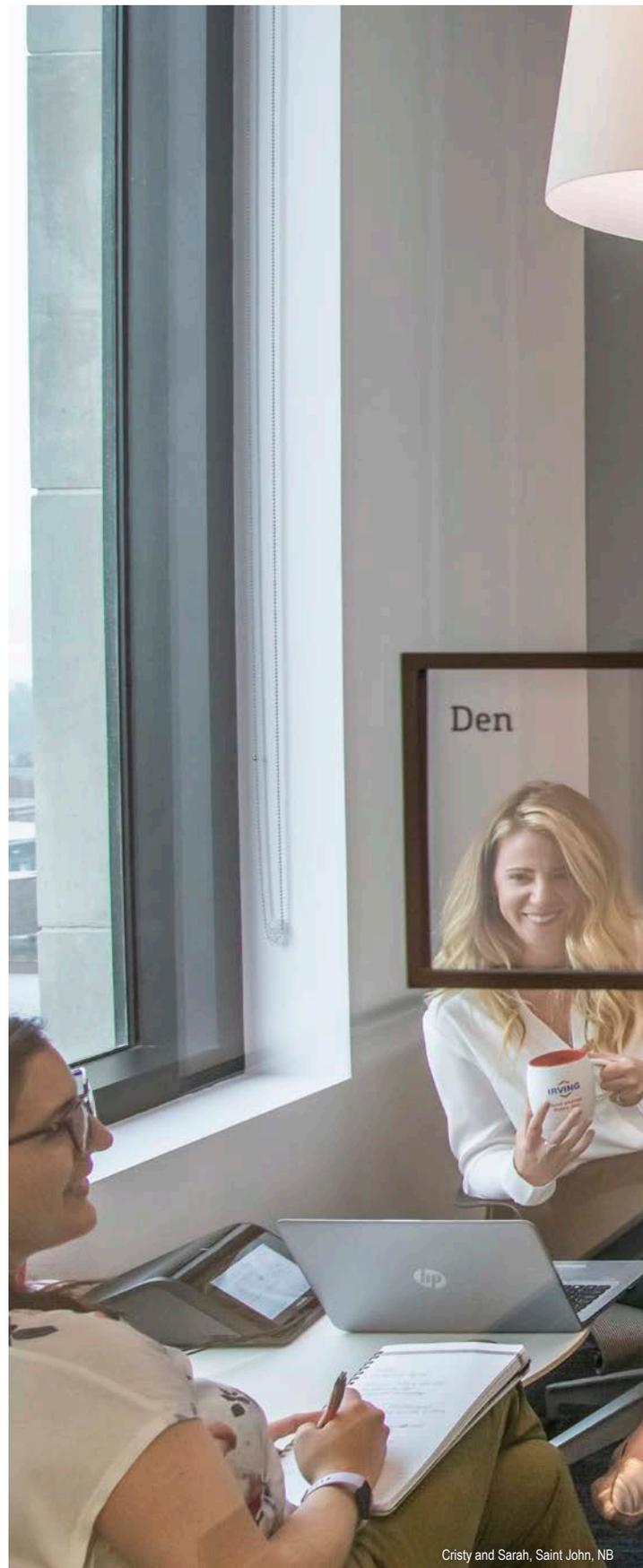
Ethical reporting process

Irving Oil supports the confidential feedback of its employees about a broad range of issues. Our corporate Code of Ethical Conduct is reviewed by all employees when joining our organization. Additionally, our ethical reporting processes include a confidential reporting hotline, managed by a third-party organization, which is available to all employees. Strict standards of confidentiality and reporting are followed for all resulting investigations. Governance of these matters is with our Board of Directors' Governance Committee.

In 2020, we focused on increasing employee education and awareness of our Code of Ethical Conduct and Workplace Harassment Policy, and on creating consistencies in our internal processes for reporting and investigation. Through these efforts, our goal is to create an environment where more employees feel empowered to raise concerns of potential violations. This is an important part of our commitment to inclusion and belonging at Irving Oil, and fostering a work environment where we treat our fellow employees with tolerance and respect.

15

reports related to alleged violations investigated and resolved in 2019



Cristy and Sarah, Saint John, NB

