

## Emergency Management Program

### Policy

Cenovus is committed to operational integrity. Operational integrity at Cenovus means conducting all activities safely and reliably so that the public is protected, the health and well-being of employees is safeguarded, contractors and customers are safe, impact to the environment is minimized, and physical assets (such as facilities and equipment) are protected from damage or loss.

Cenovus strives to conduct its business to maximize positive impacts on current and future generations in accordance with Cenovus values. As this pertains to the Emergency Management Program, Cenovus is committed to prepare for and respond to emergencies efficiently and effectively.

### Purpose

The Cenovus Emergency Management (EM) program exists to provide the emergency planning and response capabilities required by industrial operators to safeguard their staff, the public, the environment, and their assets. It consists of emergency response plan (ERP) development, review, and update on an annual basis, including consultation with the public and third-party stakeholders to obtain and provide information useful in an emergency, as well as training and awareness processes to ensure Cenovus staff and their partners are familiar with the requirements of the ERPs, EM program, and how to respond in the event of an emergency. Ongoing training activities and planning / analysis promote continuous improvement and understanding of the EM program.

### Goals and Objectives

Cenovus has an integrated EM program that includes hazard assessments, risk management and detailed response plans. Cenovus' emergency response priorities are:

1. Life Safety
2. Incident Stabilization
3. Environment/Property
4. Stakeholder Management

The EM program includes engagement between stakeholders, training of emergency responders, exercises and drills, continuous education and availability of equipment. The program aligns with Cenovus' Operational Integrity Management System Framework ("COIMS"), which is comprised of 15 Elements. The aim of the Emergency Management Element is to ensure: **"Cenovus is prepared to manage an emergency, business interruption or security event"**. To achieve that aim, Cenovus entity leadership will:

- Maintain emergency response, business continuity and security programs and plans based on the entity's hazards and associated risks. Communicate the relevant appropriate information to the workforce and external stakeholders.
- Identify and verify the availability of competent and effective resources (including mutual aid) required for emergency response, security response, business continuity, response coordination, and reinstatement and restoration.
- Exercise and evaluate emergency response, business continuity and security plans at least annually and when significant changes to assets have taken place or where risk levels have changed. Review and update plans based on changes in risk, the result of tests and resource availability.

- Maintain a system to account for staff during and after an emergency.
- Use the Incident Command System and maintain the associated training and competency requirements.

## Emergency Response Plans

Cenovus's ERPs meet or exceed the requirements of all governing agencies and regulatory bodies in the areas where the company operates. ERPs are developed by conducting area-specific risk assessments following the Corporate Standard for Hazard Identification and Controls. As necessary, additional plans, such as wildfire plans and spill response plans, are developed and included in the ERP specifically or as part of the EM program document collection. Response requirements are evaluated to determine the training and equipment needed for on-site response personnel in each Area ERP. An Incident Management Team (IMT) responds to an incident at site, supported by a multi-discipline corporate emergency response team (Corporate Incident Support Team (IST)).

ERPs are reviewed and updated annually per legislative requirements and the company's commitment to Continuous Improvement. The update cycle includes consultation with the public (see Public Safety) as well as applicable emergency management agencies and organizations to inform and educate them regarding Cenovus's emergency management practices. The company conducts annual exercises of various types and scale to practice response execution and work towards measurable improvements. These ongoing training activities, when applicable, include invitation to appropriate local authorities and agencies (police, fire, local authority, health authority, mutual aid, etc.) to participate in, familiarize with, and contribute to Cenovus's emergency response process.

ERPs regulated by the Canada Energy Regulator (CER) are accessible on the external company website ([Cenovus.com](https://www.cenovus.com)). Portions of the documents have been redacted in accordance with CER guidelines to protect personal information and security of operations.

Cenovus's Corporate Standard on Emergency Management dictates that each area will assess the probability and consequences of all site-specific hazards. Each site-specific ERP considers amounts of equipment required to respond, rationale for location of equipment, contractors, and clean-up resources. Decision making processes for response strategies, clean-up, and remediation activities are also included in the ERPs. Cenovus entities maintain comprehensive Operational Risk Registers, which are reviewed annually and revised as required. Fire and hazardous materials (hazmat) assessments have been completed where appropriate.

## Geographic Response Plans (GRPs)

Cenovus develops Geographic Response Plans (GRPs) specific to its operations. GRPs aid responders in mobilizing equipment safely and efficiently for containment and recovery, in the event of a product release into a watercourse. Guides for wildlife management (response actions, rehabilitation), waste streams and decontamination are embedded into GRPs to help safeguard sensitive areas and species at risk.

## Integrity

Cenovus' safety program supports operations to safeguard against a potential pipeline release. The Pipeline Integrity Management Program ensures inspections, risk assessments and maintenance are completed, while minimizing ground disturbance.

Cenovus' Damage Prevention Program includes procedures for excavations, installations and the crossing of pipelines.

## Public Safety

Cenovus's top priority is the safety of the public and its workers. The company consults with residents, landowners and other stakeholders, keeping neighbours informed of activities in their areas and addressing concerns. Cenovus engages with individuals and organizations along the pipelines that it operates and within its identified Emergency Planning Zones (EPZs), to ensure contact information is current and that stakeholders are informed of critical information.

Information pamphlets, which include details about site-specific operations, products in the pipeline and associated hazards, public safety measures and emergency contact information, are provided to individuals and organizations and in each area. The pamphlets describe how interested parties can engage in the emergency response planning process. Emergency contact information is prominently displayed throughout the pamphlets, in Emergency Response Plans and on signage along the pipelines.

In the event of an emergency, Cenovus's emergency management protocols dictate that personnel inform the public, first responders, municipalities, Indigenous communities and provincial and federal agencies, based on specific incident type and scale.

## Stakeholder Engagement

A critical component of all Emergency Response Plans is consultation with key stakeholders. Cenovus's engagement with external stakeholders encompasses Indigenous groups, landowners, communities, governments, municipal associations, and other parties. Public and stakeholder engagement is conducted in accordance with CER regulations. Cenovus's engagement approach follows these principles:

- Balanced approach that ensures consistency, while maintaining flexibility to tailor engagement to the needs and capacity of each community
- Engagement practices that are inclusive and respect the unique interests, customs and cultures of local communities
- Respect that Aboriginal peoples in Canada have constitutionally-protected rights under Section 35 of Canada's Constitution Act of 1982
- Responses to queries from communities, stakeholders and the public are full, fair, accurate, easy to understand and timely

In the event of an emergency, a member of the Corporate Incident Support Team (IST) or Crisis Management Team (CMT) would communicate with impacted stakeholders and provide updates. The IST maintains direct communications with the Cenovus executive (or CMT), who, depending on the nature and extent of the emergency, may be called upon to manage stakeholder engagement and communication. The IST conducts exercises on a quarterly basis, in which the CMT participates as required, to familiarize Cenovus staff and executive with the emergency response (and stakeholder engagement) process.

## Incident Command System (ICS)

Cenovus uses the Incident Command System (ICS), a standard response model used in Canada and internationally. By adopting ICS and its common terminology, Cenovus is best equipped to align with mutual aid partners and government agencies in emergency response efforts. ICS processes are consistently outlined in each ERP. ICS includes collaboration between both internal and external responders.

## Training, Exercises, and Continuing Education

Cenovus is committed to ensuring any responders involved in an emergency response fully understand their roles and response priorities. This is achieved through the provision of training courses, exercises and communications, based on ICS principles, across the organization. Cenovus uses multiple methodologies to develop and reaffirm competent responders and response execution; external first responders are often invited to attend. Training and exercise methodologies include:

| Type of training or exercise | Description   | Frequency                |
|------------------------------|---|--------------------------|
| Online or classroom training | Curriculum based on ICS; includes regulatory awareness and site-specific orientations. Covers technical, communication and leadership subject matter.   | As required              |
| Tabletop exercise            | A facilitated practice of an emergency in an informal environment; designed to elicit constructive discussions as participants examine and resolve problems based on existing operational plans, and identify where any parts of the plan should change.  | Annual per ERP           |
| Functional exercise          | A simulated, interactive test of the capabilities to respond to an event, without moving people or equipment to site. Also referred to as a communications exercise, this type of practice tests multiple functions of an ERP. The exercise uses a carefully designed and scripted scenario, with timed messages and updates leading to internal and external communications. | Annual per BCP           |
| Full-scale exercise          | Simulation of a real event portrayed as realistically as possible; includes the mobilization and actual movement of personnel and equipment. This type of exercise may involve multiple agencies and disciplines.   | Every 3 years            |
| Drills                       | A coordinated, supervised activity employed to test a single, specific operation or function within an ERP or safety procedure.   | Regularly (field-driven) |

Scenarios used during exercises are built from realistic hazards and vulnerabilities within the specific area.

Cenovus maintains a Corporate Standard for Emergency Management which outlines mandatory ICS and other training required for each position on a response team. Training completed and planned for individuals is tracked in Cenovus’s Learning Management System.

Cenovus is a member in good standing of the Western Canada Spill Services (WCSS) co-operative. The company actively participates in annual training and exercises with the co-operative, fulfilling roles as equipment custodian, Area Chairman and membership on the Board of Directors.

External stakeholders are engaged to observe and participate in Emergency Response Exercises where information is shared, and cross-training occurs regarding specific response capabilities and assignments. Relationships are built between Cenovus and the participating / supporting agencies, including municipalities, fire and police departments, emergency management agencies and mutual aid organizations to better enable effective coordination and cooperation should an emergency event occur.

## Continuous Improvement

All emergency response exercises, whether tabletop or major/full-scale, include the completion of an after-action review. The content of this report includes the recommendations from all participants, both internal and external. The after-action review and areas of continuous improvement are logged in an online system to capture and track the management of change process through to completion.

For personnel and stakeholders not participating in exercises, recommendations and improvements can be provided any time to staff who document and retain applicable details within a document management system for review and inclusion as part of the annual update cycle. An internal online system is also used to communicate recommendations to the emergency management team.

## 24 Hour Emergency Line

The Cenovus 24 Hour Emergency Line is 1-877-458-8080. This phone number is available to the public and all stakeholders to communicate any emergency-related matter applicable to Cenovus. This could be notification of an event or potential emergency event, concern with conditions within an asset lease, suspicious odour, or simply to inquire or make a recommendation regarding emergency response plans. The contracted agency call centre receiving these calls manages the event using predetermined response protocols.