

2023

CORPORATE
SOCIAL
RESPONSIBILITY
REPORT

cenovus
ENERGY





NEW FOR 2024

This 2023 report differs from Cenovus's 2022 Environmental, Social and Governance (ESG) Report and other recent annual ESG reports in that it does not include information regarding Cenovus's environmental performance and plans. This is a result of the June 20, 2024 amendments to Canada's *Competition Act* concerning public statements on environmental topics, which establish a new and ambiguous standard for compliance. For further details, see the message from our President & Chief Executive Officer.

▲ Elmworth gas plant, AB

Cover: Christina Lake oil sands asset, AB

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LAND ACKNOWLEDGEMENT

In the spirit of respect, reciprocity and truth, we acknowledge we work on the traditional lands of multiple Indigenous peoples in our many operating areas. In Canada, this includes First Nations, Métis and Inuit, and in the United States, this includes tribal nations. We acknowledge and thank the diverse Indigenous peoples who live on and steward this land, and we honour and celebrate this territory.

▲ Christina Lake oil sands asset, AB

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ADVISORY

OIL & GAS INFORMATION

Barrels of Oil Equivalent (BOE) – natural gas volumes are converted to BOE on the basis of six thousand cubic feet (Mcf) to one barrel (bbl). BOE may be misleading, particularly if used in isolation. A conversion ratio of one bbl to six Mcf is based on an energy equivalency conversion method primarily applicable at the burner tip and does not represent value equivalency at the wellhead. Given that the value ratio based on the current price of crude oil compared with natural gas is significantly different from the energy equivalency conversion ratio of 6:1, utilizing a conversion on a 6:1 basis is not an accurate reflection of value.

PROVED PLUS PROBABLE RESERVES

Proved plus probable reserves disclosed in this report were evaluated by independent qualified reserves evaluators with an effective date of December 31, 2023. Readers are cautioned that the term reserves life index may be misleading, particularly if used in isolation. This measure is used for consistency with other oil and gas companies and does not reflect the actual life of the reserves. For a full discussion about Cenovus's 2023 proved plus probable reserves see the 2023 Annual Information Form filed for the year ended December 31, 2023.

FORWARD-LOOKING INFORMATION

This report contains certain forward-looking statements and forward-looking information (collectively referred to as “forward-looking information”) within the meaning of applicable securities legislation about our current expectations, estimates and projections about the future, based on certain assumptions made by us in light of our experience and perception of historical trends. Although Cenovus believes that the expectations represented by such forward-looking information are reasonable, there can be no assurance that such expectations will prove to be correct. Readers are cautioned not to place undue reliance on forward-looking information as actual results may differ materially from those expressed or implied.

Forward-looking information in this report is identified by words such as “achieve”, “advance”, “aim”, “ambition”, “anticipate”, “believe”, “build”, “can”, “commitment”, “committed”, “continue”, “delivering”, “develop”, “ensure”, “establishing”, “estimate”, “expect”, “focus”, “goals”, “growing”, “implementing”, “improve”, “intend”, “maintain”, “opportunity”, “plan”, “position”, “potential”, “priority”, “progress”, “pursue”, “reduce”, “remain”, “strategy”, “target”, “will” or similar words or expressions and includes suggestions of future outcomes, including, but not limited to, statements about: ; long-term value, success and sustainability; sustainability leadership; cost competitiveness; balancing investment in the business with progressing emission reduction opportunities in terms of capital allocation; optimizing temperature, heat integration and steam management at several of the company’s assets; pursuing renewable power purchase agreements; overall environmental performance; the well-being of communities where Cenovus operates; exploring partnerships with Indigenous businesses; assessing hiring practices for hidden

bias; having a plan for each operated asset by year-end 2025; enhancing mental health awareness; spending with Indigenous companies; economic reconciliation; improving safety metrics; the company’s five ESG focus areas; spend with Indigenous businesses and PAIR certification; women in leadership roles; representation of designated groups among non-management directors; building homes in Indigenous communities; managing assets in a safe, innovative and cost-efficient manner; safety improvement and safety culture; process and occupational safety; the credibility of Cenovus’s reporting systems; delivering strong business results and long-term financial resilience while operating in a responsible and respectful way; optimizing the business and increasing product value; exploring opportunities in alternative end-use markets; maintaining an asset portfolio that allows the company to remain resilient and sustainable through the commodity price cycle and as the energy mix diversifies; maintaining a low-cost structure; free funds flow; shareholder returns; advocating for Canadian oil producers; risk management, corporate strategy and five-year business plans; providing a physically and psychologically safe, respectful and healthy work environment; building a diverse, equitable and inclusive workplace; inclusion index scores; diversity beyond gender; attracting and retaining female employees; cyber security; incident and emergency response plans; and continued participation with industry organizations and associations.

Developing forward-looking information involves reliance on a number of assumptions and other factors and consideration of certain risks and uncertainties, some of which are specific to Cenovus and others that apply to the industry generally. The factors or assumptions on which our forward-looking information is based include the following: our ability to access sufficient capital to pursue sustainability and development plans;


our ability to develop, access or implement some or all of the technology necessary to efficiently and effectively operate assets and achieve expected future results; commodity pricing and demand; continuing collaboration with the government, Pathways Alliance and other industry organizations; the accuracy and credibility of third-party data and assurance upon which we rely; our ability to attract and retain a diverse workforce of qualified staff; our ability to grow capacity in areas of safety to effectively prevent and mitigate potential process safety events; the performance of assets, resources and equipment; applicable laws and government policies, including royalty rates, and global carbon policies and laws; the receipt, in a timely manner, of regulatory and partner approvals, as applicable; our ability to generate sufficient cash flow to meet current and future obligations; future production rates; our ability to implement capital projects or stages thereof in a successful and timely manner; the availability of Indigenous owned or operated businesses and our ability to retain them; and other risks and uncertainties described from time to time in the filings Cenovus makes with securities regulatory authorities, including the assumptions inherent in Cenovus's 2024 guidance available on [cenovus.com](https://www.cenovus.com).

The risk factors and uncertainties that could cause actual results to differ materially, some of which are specific to Cenovus and others that apply to the industry generally, include, but are not limited to: our ability to develop, access or implement some or all of the technology necessary to efficiently and effectively operate assets and achieve expected future results; the effectiveness of our risk management program; risks inherent in the operation of our business; our ability to successfully complete development plans; our ability to maintain positive relationships with communities neighbouring our operations;

and climate-related risks, including increased operating, capital or compliance costs, declining demand, reduced access to capital, liquidity and/or insurance coverage and lower market valuation, revenues or cash flows. In addition, there are risks that the effect of actions taken by us in achieving targets, commitments and ambitions for our ESG focus areas may have a negative impact on our existing business, growth plans and future results from operations.

Readers are cautioned that the foregoing lists are not exhaustive and are made as at the date hereof. Cenovus undertakes no obligation to update or revise any forward-looking information except as required by law. Events or circumstances could cause our actual results to differ materially from those estimated or projected and expressed in, or implied by, the forward-looking information. For a full discussion of Cenovus's material risk factors, assumptions and uncertainties, see "Risk Management and Risk Factors" and "Advisory" in our [Management's Discussion and Analysis](#) (MD&A) for the period ended March 31, 2023 and the risk factors described in other documents Cenovus files from time to time with securities regulatory authorities in Canada, available on SEDAR+ at [sedarplus.com](https://www.sedarplus.com), and with the U.S. Securities and Exchange Commission on EDGAR at [sec.gov](https://www.sec.gov), and on the Corporation's website at [cenovus.com](https://www.cenovus.com).

1 EXECUTIVE SUMMARY



▲ *SeaRose floating production, storage and offloading (FPSO) vessel, offshore Atlantic Canada*

MESSAGE FROM OUR PRESIDENT & CHIEF EXECUTIVE OFFICER

As one of the largest integrated oil and gas companies in Canada, and a member of the Pathways Alliance, Cenovus actively works to develop Canada's energy resources safely and responsibly. As part of this, we are committed to advancing efforts across our five environmental, social and governance (ESG) focus areas: climate & greenhouse gas (GHG) emissions, water stewardship, biodiversity, Indigenous reconciliation and inclusion & diversity. We report annually on our progress in each area, ensuring transparency about our actions and plans, building trust with our stakeholders and helping drive continuous improvement.

Cenovus's efforts continue to contribute to the Canadian energy sector's overall ESG performance, which is ranked among the best in the world by independent researchers. Our industry has a key role to play in helping Canada reduce GHG emissions while also supporting a vibrant economy and helping provide secure access to affordable energy supplies.

Unfortunately, in this Corporate Social Responsibility Report we're only sharing progress towards our Indigenous reconciliation and inclusion & diversity targets, as well as information about our safety performance and approach to governance.

Recent changes to Canada's *Competition Act*, passed without any transition period, guidance or meaningful consultation, have created significant uncertainty and risk around how Canadian businesses can talk publicly about their environmental actions and performance. Along with increased potential for frivolous litigation, companies now face significant financial penalties unless



JON MCKENZIE

President & Chief
Executive Officer



▲ Lloydminster thermal plant, SK

they can prove their environmental representations based on “adequate and proper substantiation” - terms which are vague and open-ended - and in accordance with an undefined set of “internationally recognized” methodologies, which in many cases may not exist. This new standard of proof is so broad and ambiguous it is essentially meaningless and unprecedented in Canadian competition law.

Given this uncertainty, we made the difficult decision to defer publication of information about our recent environmental performance and plans. I’d like to be very clear that this does not change our commitment to advancing our environmental work. We firmly stand by the actions we’re taking, the accuracy of our reporting and the information we’ve shared to date about our environmental performance. And, to the extent the Competition Bureau can provide clarity through specific guidance about how these changes to the *Competition Act* will be interpreted and applied, that will help guide our future communications about the environmental work we are doing.

We remain committed to reporting in an open and accountable manner. While we navigate the changes to Canada’s *Competition Act* and uncertainty related to environmental disclosure, we are sharing our progress in other areas of our business.

Safety is the backbone of our success and foundational to how we do business. We safely restarted the Toledo and Superior refineries in 2023 and rolled out our enhanced proactive safety culture strategy, underpinned by eight safety commitments and our four corporate values that support

everything we do. We’ve set a goal to be significant incident and injury free and become a top-quartile performer in process and occupational safety. Our safety culture will help us get there.

We factor sustainability considerations into our strategy, business plans and capital allocation processes. Like many companies and corporate boards, we strive to find the right capital allocation balance between reinvesting in our business and continuing to contribute to our economy, while advancing towards our ESG targets. Our employees continue looking for ways to improve – initiating and continuing partnerships with Indigenous businesses, assessing hiring practices for hidden bias and trialing innovative ideas to advance our workplace culture.

The people who work at Cenovus share the same objectives as the company’s shareholders – we want to make smart business decisions that will continue to drive our performance and position our company as a source of stable energy for decades to come. This must include addressing climate change, while also continuing to support a strong economy and great quality of life for our communities and our country.

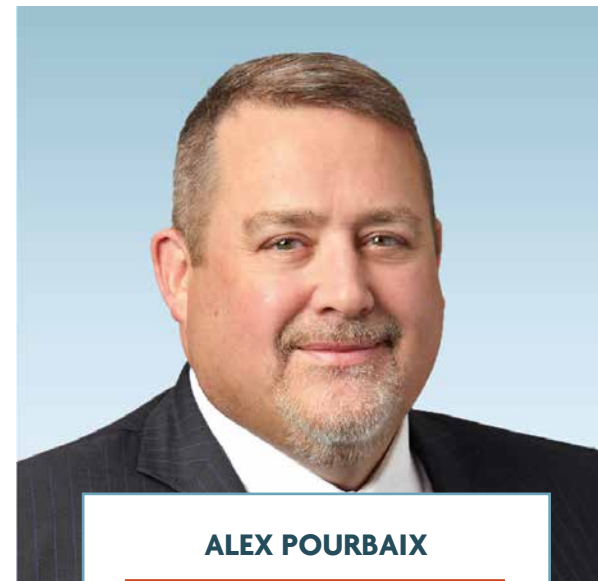
JON MCKENZIE

President & Chief Executive Officer

MESSAGE FROM OUR BOARD OF DIRECTORS



▲ Foster Creek oil sands asset, AB



ALEX POURBAIX

Executive Chair of the Board



RICHARD MARCOGLIESE

Chair of the Board's Safety,
Sustainability and Reserves
Committee

Our Board of Directors oversees the management of Cenovus's business to ensure long-term success. This includes overseeing ESG matters, including the evaluation of key ESG risks and emerging issues. Through our corporate governance and internal controls, we ensure the company operates in an ethical and legal manner. We believe striking the right balance between environmental, economic and social considerations creates long-term value and benefits all our stakeholders.

While this report is focused on reviewing our performance in 2023, recent changes in Canadian competition law, outlined in Jon's letter, creates uncertainty about what we can report on publicly with respect to environmental performance. Despite this uncertainty, our focus remains unchanged. We continue to discuss ESG matters at every Board meeting and subject matter experts still provide updates on emerging issues, with more in-depth discussions at strategy sessions twice a year. In 2023, members of the Board participated in a comprehensive refresh of



▲ Minnedosa Ethanol Plant, MB

our materiality assessment. This involved gathering feedback from various audiences on our ESG performance to help make sure we're using the right metrics. The assessment validated that we are focused on the right areas.

We appointed two new members to our Board in late 2023 and a third stood for election at our Annual Meeting of Shareholders in 2024. Stephen Bradley, Michael Crothers and James Girgulis have extensive oil and gas industry experience. Stephen has a wealth of international experience and will participate on Cenovus's Safety, Sustainability and Reserves Committee. Michael has expertise in ESG matters, including risk management and operating in diverse political, cultural and regulatory business environments. James has advanced experience in areas related to workplace diversity and inclusion as well as employee engagement, and organization and talent management.

These new appointments, replacing members who retired or decided not to stand for re-election, support the company's ongoing Board renewal process, which focuses on an orderly succession of directors while maintaining an appropriate balance and diversity of skills, experience and perspectives.

In 2023, the Board achieved and maintained its diversity target related to representation from designated groups¹ among non-management directors. This target includes at least 30% women, with four female directors out of 12 non-management directors.

As part of our focus on continuous learning, members of the Board participated in several information sessions hosted by management, including overviews of our Canadian and U.S. lobbying governance process, policies and reporting standards, as well as process safety activities at our downstream assets. So far in 2024, the Board has participated in sessions on cyber security and market sentiment on ESG.

Oil and gas continues to play an important role in meeting global energy demands. We remain committed to environmental action while supporting a robust economy, access to affordable energy and energy security for Canadians, all while delivering returns to our shareholders. The Board recognizes the importance of fostering a safe workplace, advancing Indigenous reconciliation, and adopting inclusion and diversity practices. We stand behind our leadership team as they drive our purpose of energizing the world to make people's lives better.

ALEX POURBAIX

Executive Chair of the Board

RICHARD MARCOGLIESE

Chair of the Board's Safety, Sustainability and Reserves Committee

1. Designated groups are defined as women, Indigenous peoples, persons with disabilities and members of visible minorities.

**JEFF LAWSON**

Senior Vice-President, Corporate
Development & Acting Chief
Sustainability Officer

MESSAGE FROM OUR ACTING CHIEF SUSTAINABILITY OFFICER

You recently became Acting Chief Sustainability Officer. What have the first few months been like?

It's been a privilege to step into the role of Acting Chief Sustainability Officer while Rhona DelFari takes a one-year sabbatical. Working alongside her I was inspired by the care and attention she put into her work, the company and her relationships with people. I look forward to continuing Rhona's important work.

What I've appreciated most is how everyone at Cenovus has each other's backs and works together to respond to challenges or conflicts. I saw this firsthand in the aftermath of the changes to Canada's *Competition Act*. While Jon's letter describes these challenges in greater detail, what I saw was that teams across the organization were working together to respond quickly.

While we still have a lot to sort out regarding these changes, Cenovus is proudly a producer of the reliable, responsible and affordable energy that people need. At the same time, we remain committed to progressing our environmental work.

As you reflect on 2023, what accomplishments stand out?

There were so many achievements in 2023 that it's hard to choose just a few. In the workplace, we increased our focus on well-being, forming a new employee-led network aimed at enhancing mental health awareness through education, communication and collaboration. Our percentage of women in leadership roles¹ also progressed towards our 30% target, exiting 2023 at 26%, an increase from 2022.

We spent the most amount ever in one year with Indigenous businesses – more than \$600 million. Working with these companies from communities near our operations is key to economic inclusion and Indigenous economic reconciliation. In 2023, we surpassed our minimum target of spending \$1.2 billion with Indigenous companies between 2019 and year-end 2025. We'll continue to push that number higher over the coming years.

Last year marked the first full year since we broadened the sustainability component of our internal corporate performance scorecard, which links executive and employee compensation to performance in several key areas. Our sustainability performance index now includes metrics from all five of our ESG focus areas and in 2023 we exceeded our annual sustainability target thanks to progress made through many different initiatives.

What areas will you continue to work on?

We've made great strides when it comes to everyone embracing our safety culture across our operations. Kudos to the teams who safely completed the restart of the Toledo and Superior refineries and those focused on keeping our people and assets safe as we responded to significant wildfire activity in Alberta. That said, we can always improve our safety performance. Our total recordable incident frequency was higher than the previous year and we had slightly more process safety events. However, we saw a reduction in the number of potentially severe incidents year over year. Getting everyone home safe every day is the most important thing we do, so we'll continue to focus on improving these metrics.

In 2023, we refreshed our ESG materiality assessment to get feedback on our performance and verify that we're still focusing our efforts on the right areas. It confirmed our stakeholders feel our ESG focus areas remain the key priorities for our ESG work. There's room to evolve these priorities in the future and as some of our targets reach their completion date, we'll evaluate opportunities to enhance our activities within each focus area and adjust as required.



▲ Duluth Marine Terminal, MN

How have you continued to ensure that communities near your operations benefit from having Cenovus as a neighbour?

We contribute in various ways to help our neighbours. In 2023, we invested more than \$50 million in social causes in the communities where we live and work.

I've mentioned the partnerships we have with Indigenous businesses, which advance economic reconciliation. We have also made three significant investments in 2023 in programs that support Indigenous youth: \$750,000 with Spirit North to launch a new leadership program for young leaders, \$350,000 to the Influence Mentoring Society to support its mentorship program and \$650,000 to Lakeland College to support Indigenous student success programs designed to assist graduates as they transition from school into the workforce. You can read more about these initiatives in the Indigenous reconciliation section of this report.

In Lloydminster, we announced a \$5 million, 15-year investment to help support the construction of Cenovus Energy Hub, a new community centre for residents in the region to come together and participate in recreational activities, cultural programming and landmark events and celebrations.

1. Leadership roles include Team Lead/Coordinator/Supervisor positions or above.

In the U.S., we helped the Superior Police Department purchase a new K-9. As one of two K-9s in the department, Atlas plays an important role in helping keep the community of Superior safe. In Toledo, we worked with Metroparks to provide teachers with resources to educate students about the complex issue of climate change.

These are just a few examples of the work we did last year with our external community partners. Internally, through our employee giving and volunteering program, we matched employee donations so they can maximize their impact on causes that matter most to them. Over \$9.5 million (including the company match) went to almost 2,000 causes in 2023, and employees volunteered more than 50,000 hours of their time at organizations they're passionate about.

What can we expect from Cenovus in 2024?

We'll continue to advance ESG initiatives across all of our focus areas. This report highlights our approach and achievements related to social initiatives and governance. While we are not currently reporting on our environmental performance, we are continuing to progress our environmental work. We're working closely with our industry partners and governments to do our part to contribute to Canada's climate goals.

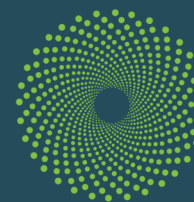
We are moving ahead with our Partnership Accreditation in Indigenous Relations (PAIR) application and we expect to apply for certification in early 2025. The Canadian Council for Indigenous Business's PAIR program is Canada's only certification focused on best practices in Indigenous relations, with gold level being the highest standard.

We also launched our Safety Leadership Capability Assessment Program mid-year, providing senior leaders with a three-day assessment to help them identify gaps and recognize opportunities for proactive safety lessons.

I'm excited to progress many more important initiatives, which you can find detailed throughout this report. Most importantly, I look forward to working with our teams to tackle challenges head-on and explore opportunities that will allow us to continue providing reliable, sustainable and affordable energy to our communities for decades to come.

JEFF LAWSON

Senior Vice-President, Corporate Development & Acting Chief Sustainability Officer



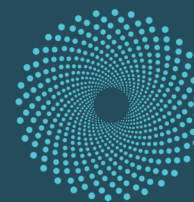
Do it
right.

Accountability is vital, and how we achieve results makes a difference. We listen, respect and value diversity. We are transparent and act with integrity.



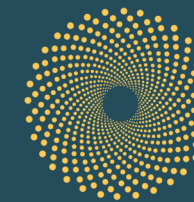
Do it
together.

We are one team. Together we win, grow and celebrate. We're determined to be successful through inclusivity, trust and empowerment.



Make it
better.

Performance matters and we always look for opportunities to improve. We make decisions with a sense of urgency and pivot to meet changing needs. We don't shy away from hard work or difficult conversations.



Protect what
matters.

Safety will always be our top value. We care about each other, our communities and the environment.

PROGRESS AGAINST OUR SOCIAL TARGETS

Focus area	Unit of measure	% toward target	Target	2023	2022	2021	2020	2019
Indigenous reconciliation								
Achieve a minimum of \$1.2 billion of spending with Indigenous businesses between 2019 and year-end 2025	\$MM	100	1,200	662	395	221	194	244
Attain Gold Partnership Accreditation in Indigenous Relations certification from the Canadian Council for Indigenous Business by year-end 2025	—	—	Gold	Phase 3 action plan complete	Phase 2 complete	Phase 1 complete		
Inclusion & diversity¹								
Increase women in leadership roles ² to 30% by year-end 2030	Percentage	87	30	26	25	25	25	24
Aspire to have at least 40% representation from designated groups ³ among non-management directors	Percentage	100	40	42	36	36		
Including at least 30% women, by year-end 2025	Percentage	100	30	33	27	27		

SUSTAINABILITY HIGHLIGHTS

Surpassed minimum Indigenous business spend target of **\$1.2 billion** between 2019 and year-end 2025




Refreshed our **materiality assessment** to reaffirm our focus areas



Safely restarted our Toledo and Superior refineries



Increased women in leadership to **26%**



Invested over **\$50 million** in our communities



Expanded the environmental metric in our corporate performance scorecard to a **Sustainability Performance Index** to better reflect each of our five ESG focus areas

Targets include start year: 2019 for Indigenous business spend and women in leadership, and 2021 for Board diversity.

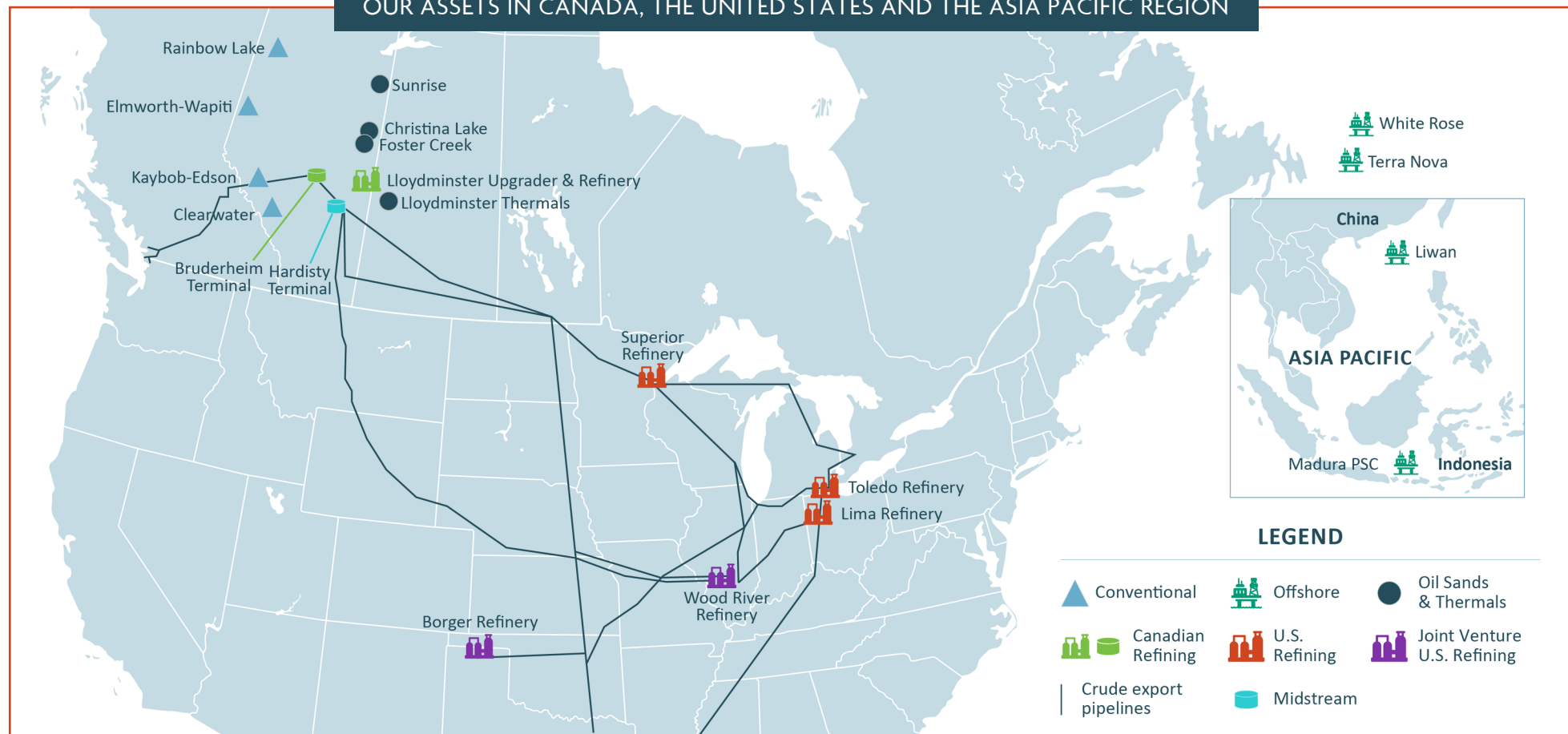
1. Based on the data received from Cenovus's inaugural self-identification survey, evaluation of industry practices and evolving stakeholder feedback, the company plans to enhance its focus on fostering an inclusive and respectful work environment for everyone rather than setting an additional I&D target as previously communicated.
2. Leadership roles include Team Lead/Coordinator/Supervisor positions or above.
3. Designated groups are defined as women, Indigenous peoples, persons with disabilities and members of visible minorities.

WHO WE ARE

Cenovus Energy Inc. is an integrated energy company

Our upstream operations include oil sands projects in northern Alberta, thermal and conventional crude oil and natural gas projects across western Canada, crude oil production offshore Newfoundland and Labrador, and natural gas and liquids production offshore China and Indonesia. Our downstream business includes upgrading and refining operations in Canada and the United States, and commercial fuel operations across Canada. We are focused on managing our assets in a safe, innovative and cost-efficient manner, integrating environmental, social and governance considerations into our business plans. Cenovus common shares and warrants are listed on the Toronto and New York stock exchanges, and the company's preferred shares are listed on the Toronto Stock Exchange. For more information, visit cenovus.com.

OUR ASSETS IN CANADA, THE UNITED STATES AND THE ASIA PACIFIC REGION



2023 AT A GLANCE

Production
~780,000
BOE/d

Upgrading & refining capacity¹
~745,000
bbls/d

Proved & probable reserves²
8.7 billion
BOE

Proved & probable reserves life index
~31
years

1. Refining capacity represents net capacity to Cenovus. Cenovus does not operate the Borger and Wood River refineries and is a 50% joint venture non-operating partner.
2. Proved plus probable reserves evaluated by independent qualified evaluators with an effective date of December 31, 2023.



2 OUR SAFETY CULTURE

At Cenovus, we value safety above all else and we reinforce it in every decision we make. The health and safety of all workers involved in our activities, as well as residents of the communities where we work, is vital. The most important thing we do is get everyone home safe, every day.

▲ Superior Refinery, WI

GOVERNANCE

Safety Policy

Our Safety Policy sets out eight safety commitments that define the attitude and behaviours we expect from everyone who works with us, or for us, fostering a culture that empowers workers to speak up if they see an unsafe situation or feel the work they've been asked to do is not safe.

Safety Operations Risk Committee

Senior leadership, representing each jurisdiction in which we operate, sit on the Safety Operations Risk Committee. They have direct responsibility and authority to set our safety culture and to govern, sustain and oversee the implementation of the Cenovus Operations Integrity Management System (COIMS), which defines our approach to operating safely, responsibly and efficiently. The committee develops risk management-based strategies and provides direction to ensure entities¹ and functional groups are developing plans to meet Cenovus's safety objectives. It also monitors progress and provides course correction as required.

Safety leadership capabilities

Having leaders across the organization who are committed to, and engaged with, our safety strategy is key to our successful journey to top-quartile performance. In 2023, we embarked on a Safety Excellence for Supervisors and Managers training program for frontline leaders. We also initiated a pilot for senior leaders to assess their safety leadership and how they demonstrate our safety behaviours. At the end of 2023, we had trained almost 800 frontline leaders and are on track to complete the remaining 600 in 2024. This training is intended to create a consistent approach to safety across Cenovus's operations.



▲ Emergency response at Toledo Refinery, OH

In 2023, a company-wide Safety Summit was held for senior leaders to review and align on our three-year safety journey while sharing effective practices being used across the business. The summit was also an opportunity to communicate leadership expectations. Based on outputs from the event, we developed additional key performance indicators and actions that will help ensure continued focus on our goal of being significant incident and injury-free.

1. An asset, collection of assets, major project or Operations Technical Services function that operates under a single operations or functional leader, and has work activities that are governed by common processes and procedures.

STRATEGY

Cenovus's safety model emphasizes a learning culture that empowers and gives responsibility for safety to those on the ground. We incentivize safety performance across the organization by including key metrics in our corporate scorecard, which is tied to compensation for all employees, including management.

Our goal is to be significant incident and injury-free, and a sustained top-quartile¹ performer in process and occupational safety, as measured against industry benchmarks, by following the principles of good operating practices set out in COIMS.

Our facilities and assets are designed, maintained and operated to realize safe and reliable operational performance. We actively assess the risk profile of our infrastructure to mitigate and manage risk.

We continue to strengthen our approach to safety, developing the systems, standards, tools, expertise and oversight required to become a sustained top-quartile¹ safety performer. This means maturing our safety culture, continuously learning and applying our knowledge, and making the necessary changes to improve our performance.

RISK MANAGEMENT

As an integrated energy company, we are exposed to inherent health and safety hazards. We have extensive programs to manage these risks, reducing the likelihood of a significant incident and helping achieve our safety objectives and commitments. This includes providing guidance and robust health and safety training to staff so they can stay safe and meet our safety requirements.

Our Cenovus risk matrix standardizes risk assessment across our business and asset base and is critical to the successful **management of risk**. We regularly conduct self-verification and assurance to COIMS requirements and review our performance related to health and safety objectives to ensure potential risks continue to be managed.

Creating and sustaining a culture that delivers continuous improvement in safety performance and process safety management is one of the key ways to manage safety risks, and this is a priority for Cenovus. Leaders are expected to manage the risks associated with their respective business activities and model the safety leadership behaviours defined in our safety culture.

Cenovus Operations Integrity Management System

COIMS is an important tool in our efforts to become both significant incident and injury-free, and a sustained top-quartile safety performer in process and occupational safety.

COIMS is organized into 15 integrated elements which work together as a system to identify and manage risks. Each Cenovus operating entity has been assessed against the requirements in each element, and actions to address identified gaps and continuous improvement are tracked to closure.

Collaboration between our technical experts, operations leadership and frontline workers to understand the needs of each business entity has been key to ensuring COIMS is fit for purpose and can be applied across the business. Implementation is supported by the ongoing focus of leadership in the field and learning from incidents. Full implementation and maturity of COIMS in support of our safety strategy is a multi-year journey.



CROSS-TRAINING TO ENHANCE SAFE RESTARTS

Operators at our refineries are responsible for safely managing chemical and petroleum processes, which requires strong technical skills and know-how. To help expand their knowledge, Cenovus coordinates cross-training opportunities between our facilities.

For example, operators from our Superior Refinery in Wisconsin travelled to our Lima Refinery in Ohio to collaborate on best practices and further develop their technical skills. Promoting collaboration and learning between our assets is key to building a safety-first culture.

[Learn more](#)

1. Top-quartile: As measured against performance data gathered by International Association of Oil & Gas Producers (IOGP), Energy Safety Canada (ESC) and American Fuel & Petrochemical Manufacturers (AFPM).

In 2023, significant progress was made towards harmonizing the corporate standards supporting the COIMS elements with the completion of our first management system review. Our newly established Business Unit Steering Committee focused on gap closure activities, while gap assessments were facilitated with new entities and the corporate structure was modified to allow for dedicated support to the entities.

Incident & emergency management

When an emergency occurs, Cenovus's focus is keeping our people, communities and workplaces safe. Protecting life and stabilizing the incident are our priorities. If there is a significant incident, we respond using the globally recognized Incident Command System (ICS), which helps Cenovus build trust and confidence with our external stakeholders and allows us to align with other response organizations.

Using the COIMS framework, we prepare our response teams through planning, training and exercises. The emergency response plans for all locations are updated and exercised to ensure we have the appropriate people, resources and equipment to safely and effectively respond.

In 2023, the emergency management team completed an extensive training program, driving continuous improvement through exercises for field and corporate response teams to help ensure we are prepared.

We also work with first responders, industry partners, communities and government agencies to enhance our preparedness and response capabilities.

RESPONDING TO A THIRD-PARTY INCIDENT AT OUR ASIA PACIFIC OPERATIONS

When an unauthorized vessel travelled into a dedicated pipeline corridor, striking and disconnecting an umbilical line, our offshore team responded immediately. The umbilical is a critical underwater line that supplies control functions, data and communications between the platform and the Liwan and Lihua natural gas fields.

The field was shut down and the emergency response process was initiated. The response was a significant collaborative effort and the team responsible received a Cenovus President's Award for their quick action to safely repair a complicated piece of infrastructure that was 550 metres underwater and hundreds of kilometres offshore.



Our incident management process allows us to effectively and consistently respond to, investigate and learn from incidents at our sites, in compliance with the regulatory requirements in each of our operating areas. Through detailed investigations, the root cause of an incident is identified and corrective actions are developed to prevent reoccurrence. In 2023, improving the competency of our incident investigators was a key focus, including additional training on basic and advanced incident investigation techniques and ongoing coaching.

Business continuity

Business continuity planning is designed to address various types of business interruptions. Our plans are updated annually to identify opportunities for improvement and to further develop enterprise resilience. We also conduct yearly training exercises for each site and corporate function, which allows us to discuss risks and address gaps.

Industrial hygiene & occupational health

Cenovus's industrial hygiene and occupational health programs protect our employees and contractors by identifying, assessing and controlling occupational health hazards.

Our industrial hygiene program includes ongoing surveillance, assessment and specific control procedures for our identified hazards. We have 22 hazard-specific programs to control potential risks, including benzene exposure control, hearing conservation, respiratory protection and the management of silica, asbestos and chemicals. Site-specific plans and strategies are also in place.

Cenovus personnel are expected to perform their job duties in a safe, appropriate and effective manner, free from the adverse effects of health hazards in their occupational

environment. In 2023, our Occupational Health Assessment program was revised to support this goal. Cenovus is committed to providing an assessment program that facilitates the protection of worker health, including pre-employment and periodic health assessments based on specific roles and potential exposure to identified health hazards. As part of our business continuity practices, we continue to monitor and respond to potential outbreaks.

10 Life Saving Rules

As part of Cenovus's commitment to providing a healthy and safe work environment, we are aligned with [Energy Safety Canada's 10 Life Saving Rules](#). The rules are designed to prevent injuries and significant incidents across our industry. The life saving rules help us manage the risks associated with the work we do every day, and training on these rules is mandatory for everyone who works at Cenovus.

Safety reports & dashboards

Reporting all potential and actual incidents is a critical component of Cenovus's learning culture as we analyze trends and learn how to prevent recurrence, with staff, independent of operations, reviewing and verifying incident reports.

We use various dashboards to visualize our health and safety performance, support self-verification and assurance work, notify leaders about incidents, and analyze trends to drive continuous improvement. Our operations integrity scorecard collects and analyzes information about incidents and near-miss investigations, hazard identification and mitigation, audits and inspections, and corrective and preventive actions. Staff can access, in real time, leading and/or lagging information on the safety performance of the business. Cenovus management

meets weekly to review our safety performance, what we've learned from current incident investigations and opportunities for improvement.

Supplier safety management

Suppliers are key to safe operations, so their compliance with our safety requirements is critical. In 2023, we conducted focus groups with some of our main suppliers to identify opportunities for continuous improvement.

Our supply chain and contractor safety management process defines the procedures, systems and tools used to select suppliers and manage onsite safety performance. We minimize and manage risks by qualifying our suppliers, managing their performance and conducting verification activities. Supplier selection includes consideration of:

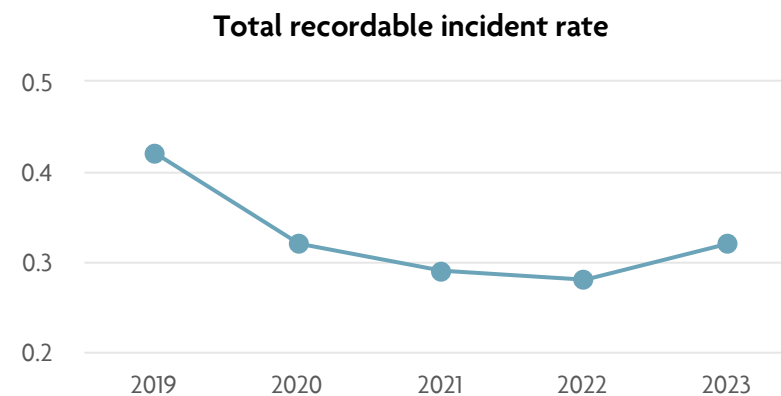
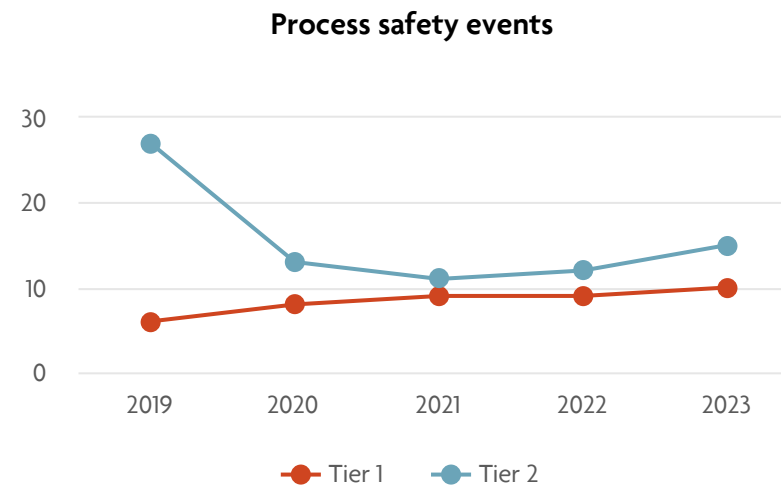
- Suppliers' own internal health and safety program quality.
- Supplier health and safety inspections, and verifications conducted by Cenovus staff.
- Historic safety performance with other oil and gas companies.
- Historic safety performance on Cenovus sites.

Once selected, suppliers are monitored to ensure compliance with our standards. We use the ISNetworld platform (a contractor and supplier management system) to access information about suppliers, ensure base compliance with health and safety requirements, and provide transparent and timely updates.

2023 PERFORMANCE

Cenovus is establishing a strong safety track record at our owned and operated facilities. Our total recordable injury rate (TRIR) increased compared with 2022. However, we saw a reduction in the number of potentially severe incidents year over year. We are focused on continuing to improve. Across the company, Cenovus had 112 recordable injuries in 2023, up from 89 the year before. Most of these were caused by slips, trips and falls. We never want to see anyone injured on the job and are further building our safety culture. Incidents are thoroughly investigated to identify root causes and improvements, to avoid repeat events. Investigations are evaluated to identify potential cross-company themes, and plans are put in place to address them.

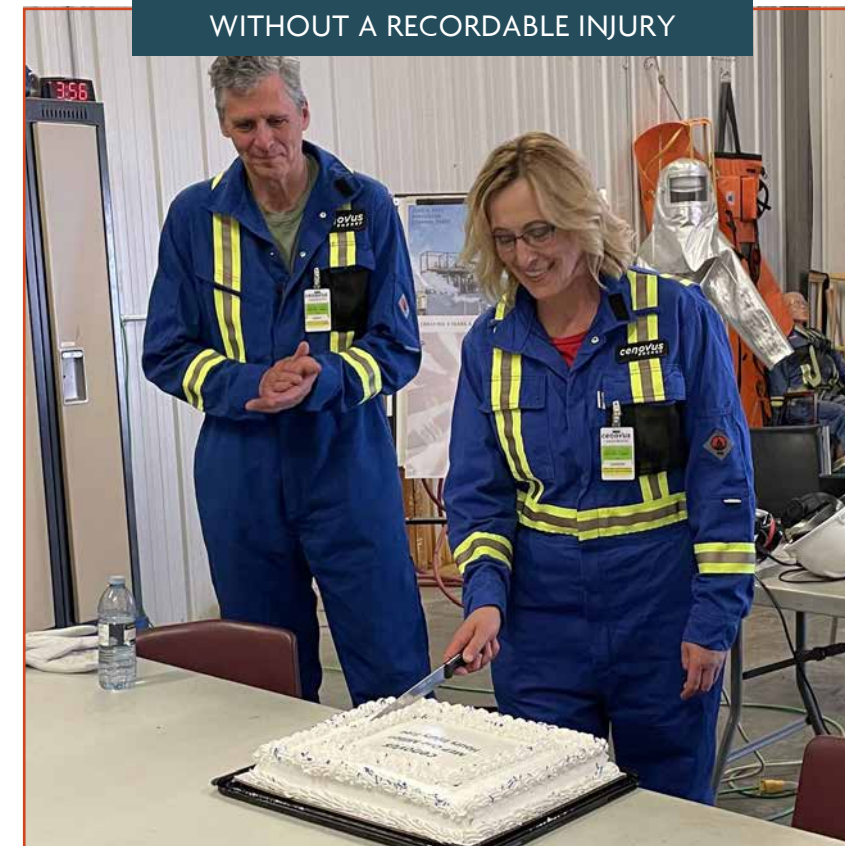
We had 25 process safety events in 2023, compared with 21 in 2022. We continually look for ways to advance our process safety performance, focusing on safe control of work, risk management and management of change. This is supported by leadership in the field and learning from past incidents. In 2023, we expanded our asset portfolio to fully own and operate the Toledo Refinery and safely restarted both it and the Superior Refinery. The operation of these assets is incorporated into our evolving business profile and safety projections. Building on the work of subject matter experts and our internal risk reviews, we prioritize spending on the facility renewal projects at our manufacturing assets that provide the greatest opportunity to further enhance the safety and reliability of our operations.



Process safety events are unplanned or uncontrolled releases of potentially hazardous liquid or gas from facilities. Releases are evaluated and categorized into tiers in accordance with industry standards.

Recordable incidents include lost time, restricted work and medical aid injuries.

CELEBRATING ONE MILLION HOURS WITHOUT A RECORDABLE INJURY



In 2023, the Minnedosa Ethanol Plant in Manitoba achieved a remarkable safety milestone: our staff and contractors collectively worked one million hours without a recordable injury. This accomplishment reflects the commitment of our entire team to prioritizing safety. We continue to build on this record, with zero recordable injuries at the plant in the first half of 2024.

Reinforcing our safety behaviours

The Health & Safety team, working with the Safety Operations Risk Committee, identified four safety behaviours which help shape the foundation of our safety culture strategy.

These behaviours demonstrate how we embed our values and safety commitments into our work, every day. Each behaviour is rooted in well-researched best practices that strong, proactive safety cultures have at their core.

Pairing our company **values** with core safety behaviours will help mature our safety culture. We:

- *Protect what matters* by being **committed leaders**, developing competent, accountable safety leaders who coach others and make it safe to speak up.
- *Do it right* by being **risk minded**, managing risks by staying vigilant and verifying the health of our controls.
- *Make it better* by having an **always learning** mindset, questioning and sharing to gain deeper understanding and to take action to avoid repeat events.
- *Do it together* by being **engaged partners**, working with our contractors and empowering staff to find solutions together.

Within our three-year Health & Safety plan, we've mapped our safety programs and initiatives to each of the safety behaviours, demonstrating how we plan to align with our safety strategy and improve the company's safety performance.



SUPPORTING COMMUNITY SAFETY

We believe in helping improve safety in the communities near our operations. In 2023, we provided funds to:

- Purchase and train a new K-9 for the Superior Police Department. Atlas, the German Shepherd/Belgian Malinois mix, is now one of two K-9s in the department. [Learn more.](#)
- Help the Superior Fire Department purchase a new utility terrain vehicle and trailer to improve its response in rural areas.
- Offer hands-on industrial firefighting and foam application training for the Lima Fire Department.
- Bolster the capabilities of the Minnedosa Fire Department.
- Help the Lloydminster Rescue Squad purchase a new airboat, enhancing its ability to provide rescue and emergency services.

Protecting what matters: helping our people through wildfire season

During extensive wildfire activity in Alberta in 2023, Cenovus focused on the safety of its people and assets. Throughout the spring, numerous communities in the north-central region of the province were under evacuation orders.

Our teams worked tirelessly to keep Cenovus's people and assets safe, while either under the threat of evacuation for themselves and their families or having had to leave their homes. In the community of Rainbow Lake, our employees were not only focused on their loved ones but were integral to the wider community response to the fires. Our field response was supported by a Calgary-based team, with almost 100 people activated to assist.

Reviewing the lessons we learned during the 2023 wildfire season, we've identified opportunities to improve. We're updating our wildfire program, adding training from Alberta Wildfire for those assessing and responding to wildfire risk. We're also refreshing our Wildfire Guidance document, reviewing our procedures for site-based wildfire assessments and evacuations, and cataloging what tools and technologies are available to help protect our facilities. Following the **FireSmart principles**, we're completing risk assessments at higher-risk entities throughout our upstream and conventional operations to ensure vulnerabilities, such as excess vegetation, are identified and mitigated.



PREPARING OFFSHORE OPERATIONS

Operating in the open waters of Atlantic Canada comes with a unique set of hazards, and mitigating these risks is critical to safe operations. Our *SeaRose* floating production, storage and offloading (FPSO) vessel has a skilled group of lifeboat coxswains – the individuals in charge. Our coxswains use specialized virtual reality training to practice scenarios that would be too dangerous to simulate in real life – such as managing hazardous weather conditions, launching a lifeboat into high seas or putting out a fire on board. The training helps coxswains practice their emergency response skills so they are better prepared to respond during an incident.

[Learn more](#)

DO IT TOGETHER: TRAINING WITH OUR MUNICIPAL FIREFIGHTING PARTNERS

To strengthen the ability to respond to emergencies, we offer local municipal fire departments the opportunity to participate in industrial firefighting training. These sessions provide a hands-on experience using real fires, and better prepare the fire departments in the communities where we operate to assist our onsite emergency response teams.

In 2023, we worked with Texas A&M University to provide fire training for our Emergency Management Teams from Superior, Lima, Toledo, Lloydminster and Minnedosa.



3 INDIGENOUS RECONCILIATION

Cenovus works closely with Indigenous communities near our operations to ensure they share in the benefits of resource development. We believe advancing Indigenous reconciliation means taking meaningful action. For Cenovus, that includes consultation, building trust and enabling long-term economic and social value by ensuring Indigenous communities benefit by having us as a neighbour.



VOYAGEUR

▲ Déné Days cultural celebration at Athabasca
Chipewyan First Nation, AB

INDIGENOUS RECONCILIATION PROGRESS

TARGET

Achieve a minimum of
\$1.2 billion
of spending with Indigenous businesses
between 2019 and year-end 2025



PROGRESS

2023 \$662 million new	2019-2023 \$1.7 billion cumulative
-------------------------------------	---

2023 KEY INITIATIVES

- Achieved our target of spending a minimum of \$1.2 billion with Indigenous businesses two years ahead of schedule.
- \$662 million represented Cenovus's largest annual spend with Indigenous vendors to date.

WHAT'S NEXT¹

Continuing to look for opportunities to expand the scope of work we do with local Indigenous communities and businesses in the areas where we operate.

Supporting progress of Indigenous business spend within Cenovus's Sustainability Performance Index on the company's corporate scorecard.

TARGET

Attain **gold** Partnership Accreditation in Indigenous Relations (PAIR)² certification from the Canadian Council for Indigenous Business (CCIB) by year-end 2025



2023 KEY INITIATIVES

- Received verification from CCIB on our Phase Two PAIR application.
- Began working with a PAIR facilitator on our Phase Three application.
- Completed gap assessment.
- Doubled enrolment in our Indigenous Field Internship Program.

PROGRESS

Phase
3 of 3
advancing toward submission

WHAT'S NEXT¹

Submitting Phase Three for CCIB PAIR verification (expected Q3 2024).

Identifying opportunities for improvement as we work through the third and final phase, including a focus on our Indigenous employment efforts.

1. Represents actions that Cenovus has taken or intends to take during the 12 months ending December 31, 2024.

2. On May 29, 2024 the Progressive Aboriginal Relations (PAR) certification changed to the Partnership Accreditation in Indigenous Relations (PAIR) certification program.

GOVERNANCE

- Progress towards our Indigenous reconciliation targets is guided by the executive leadership team and overseen at the Board committee level.
- The Indigenous Inclusion Advisory Committee is chaired by our Chief Sustainability Officer and is comprised of senior leaders from upstream and downstream operations, human resources, supply chain management, treasury and other business support functions. The committee provides guidance on Indigenous inclusion initiatives across the business, such as Indigenous awareness training for staff, and has a mandate to build capacity related to economic inclusion and employment.
- Our [Indigenous Relations Policy](#), developed in 2021 and rolled out across the company, outlines our commitment to including Indigenous peoples in our business, in line with our commitment to reconciliation. The policy supports awareness and understanding of Indigenous history and culture and our alignment with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

For a complete overview of our sustainability governance, refer to [Governance](#).

STRATEGY

Cenovus focuses on engagement practices that are based on community needs and expectations, and the scale of projects, driven by our years of working with Indigenous communities. The strategy focus areas are:

- Consultation
- Relationships
- Employment
- Investment
- Business
- Benefit agreements (oil sands)

These focus areas guide our approach to meeting Indigenous community needs and providing meaningful engagement and business opportunities. [Read more](#).

We integrate Indigenous business considerations into our supply chain to ensure companies are included in the evaluation process. Furthermore, business units work closely with the company's community and Indigenous affairs experts to identify Indigenous businesses that could provide goods and services to Cenovus. As relevant opportunities arise, they are assessed for potential inclusion, with a priority placed on those closest to our operations. Indigenous businesses include a mix of community-owned businesses, community joint-venture partnerships and individual entrepreneurs.



RISK MANAGEMENT

As many of our operations are located on or near Indigenous lands, our relationship with Indigenous communities is critical to our success. If we are unable to maintain a positive relationship with our neighbouring communities, it could adversely impact our ability to explore for and develop resources, and continue to operate. It could also potentially impact our reputation and relationships with governments, local communities and other Indigenous communities.

In building and maintaining positive and mutually beneficial relationships with local Indigenous communities, we strive to mitigate our risks, seize opportunities to access local knowledge and talent, and collaborate to build shared success. Other ways we manage risks and create shared opportunities include:

- Formalizing our relationships through long-term community agreements.
- Making progress on our Indigenous reconciliation targets.
- Continuing to execute our Indigenous Housing Initiative commitments.
- Working to build opportunities for Indigenous employment within our business.
- Further strengthening Indigenous communities near our operations through ongoing social investment partnerships, such as post-secondary scholarships and training.

For a comprehensive overview of Indigenous reconciliation-related risks, refer to the risk factors included in the "Risk Management and Risk Factors" section of our [2023 MD&A](#).

CENOVUS WINS AWARD FOR INDIGENOUS ENGAGEMENT AND INCLUSION



In 2023, Cenovus received the Indigenous Rewarding Partnership Award from the Alberta Chamber of Resources. The award celebrates and recognizes companies which have demonstrated excellence in innovation, best practices in Indigenous programs, sustainability and capacity building.

METRICS & TARGETS

Indigenous engagement and supporting reconciliation are central to how we do business and are key drivers of our Indigenous reconciliation targets.

2023 PERFORMANCE

Indigenous business spend

Working with Indigenous businesses helps meet our labour and service needs, while generating revenue for communities, strengthening local economies and building relationships.

OUR INDIGENOUS RECONCILIATION TARGETS

Achieve a minimum of

\$1.2 billion

of spending with Indigenous businesses between 2019 and year-end 2025

Attain

gold

Partnership Accreditation in Indigenous Relations (PAIR) certification from the Canadian Council for Indigenous Business (CCIB) by year-end 2025



▲ Indigenous Housing Initiative new homeowner from the Chard Métis Nation, AB

In 2023, our Indigenous business spend was \$662 million, a 68% increase over the year before and the highest annual spend in our company's history. We also achieved our target of spending at least \$1.2 billion with Indigenous businesses between 2019 and year-end 2025, two years ahead of schedule. These results demonstrate we've established foundational processes in the organization that help embed Indigenous considerations into our business – from having leaders prioritize these with their teams to integrating them into our strategy and supply chain processes.

“Cenovus understands the importance of relationships and having decades of foresight. Primco Dene and Cenovus have worked together for 25 years, making our team a long-standing footprint of Indigenous success and employment.”

— James Blackman, President & CEO of Primco Dene Group of Companies. Primco Dene is wholly-owned by Cold Lake First Nations and provides camp management, catering and emergency management services to Cenovus's Foster Creek and Christina Lake sites.

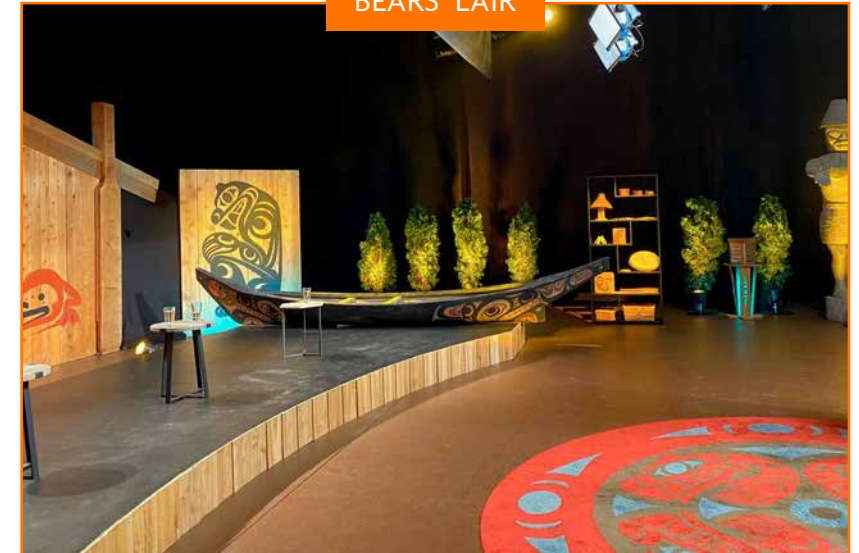
In 2023, a large portion of our Indigenous business spend came from oil sands maintenance work. Our oil sands operations provide a great opportunity to include Indigenous businesses because these projects have predictable, year-over-year spending that allows vendors to plan their work and provides predictable income for the community. Many of the businesses

and contractors we work with are located close to our operations, so staff can access our sites easily and return home each night rather than staying at camp.

Our conventional business model is also ideal for leveraging numerous local businesses because the facilities are spread out, with opportunities for various companies to be engaged. By raising awareness of Indigenous business opportunities in the vicinity of our assets, in 2023 we were able to establish new relationships and expand existing ones. We increased the Indigenous business spend in our conventional assets by 200% from 2022, allowing many of the Indigenous businesses involved to grow and expand the goods and services they offer to us, which is good for our business and theirs.

Although achieving our minimum spend is one way to demonstrate our commitment to advancing Indigenous reconciliation, it doesn't mean we're done. We're continually looking for opportunities to expand the scope of work we do with local Indigenous communities and businesses in the areas where we operate.

BEARS' LAIR

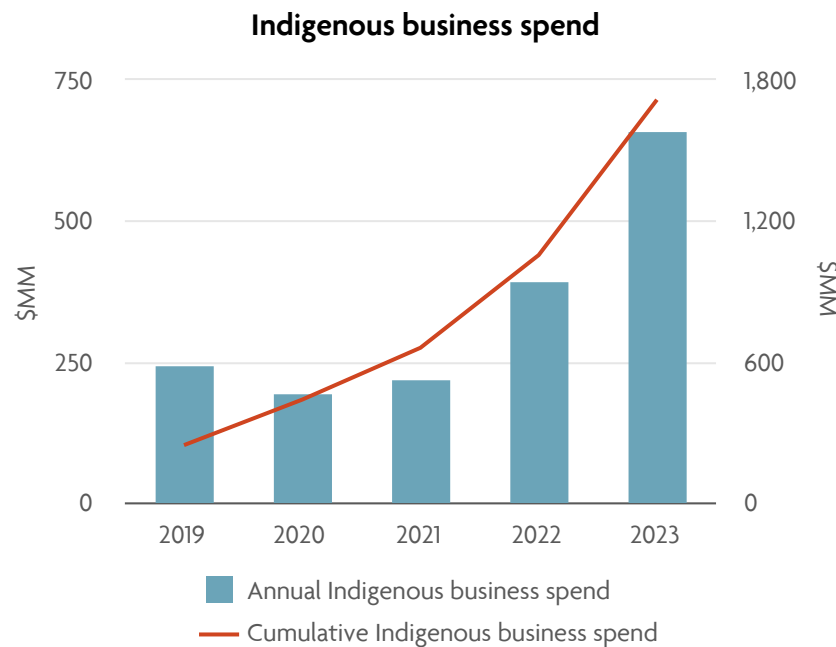


In 2023, we entered into a partnership with **Bears' Lair**, a Dragon's Den-style TV show featuring Indigenous entrepreneurs. The show inspires meaningful actions that contribute to economic reconciliation, helping to shape a dynamic, community-driven network of people, programs and resources that support Indigenous entrepreneurs at every stage of their business lifecycle.

Contestants pitch in front of a panel of “bears” – a group of experts in business and economic development, media, resource management and supply chain development. The winning pitches in each episode are awarded \$10,000 to put towards their business, and also progress to the season finale where they have a chance to win an additional \$100,000.

INDIGENOUS BUSINESS SPEND

Since 2010, we've spent approximately \$4.4 billion on goods and services provided by Indigenous businesses.



Our spending target helped focus efforts within the organization, with staff engaged to find new ways to work with Indigenous businesses. We intend to build on our momentum, harnessing the enthusiasm of staff and continuing to integrate Indigenous business considerations across our operations.

Partnership Accreditation in Indigenous Relations certification

The CCIB PAIR program is Canada's only certification focused on best practices in Indigenous relations, with gold level being the highest standard. It's a three-phase process based on four pillars: leadership action, community relations, employment and business development.

Our work toward PAIR gold certification is intended to help shape how we engage with Indigenous communities. An independent third party examines our Indigenous relations practices and we'll leverage their insight to confirm our strengths and identify opportunities where we can be even better, all with the overarching goal of further improving relationships with Indigenous communities.

We continued to advance our certification efforts in 2023, receiving our Phase Two verification in April. A feedback report noted that, "the company exemplifies the criterion for the PAIR program's highest levels" and that our submission exceeded the level of required commitment for Phase Two.

The report also included a recommendation to CCIB that we be moved to PAIR Committed Phase Three. Later in 2023, we began working with a PAIR facilitator on our Phase Three application. A gap analysis found we have made progress in all areas, particularly community relations, capacity building and business development, but that there is still work needed to advance Indigenous employment efforts.

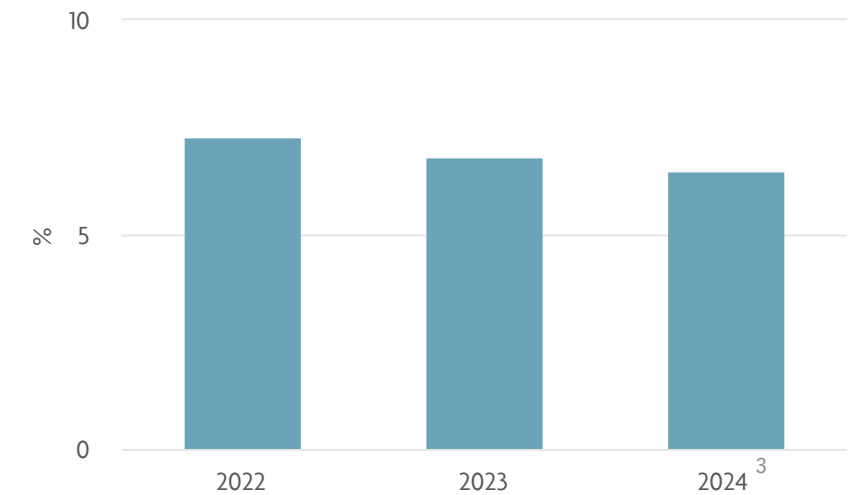
The aggregated results of a voluntary self-identification survey for Canadian employees found 7%¹ of survey respondents in

2023 self-identified as being Indigenous. We have numerous incentives to retain all employees and there are opportunities to tailor incentives for our Indigenous employees.

"Cenovus is to be congratulated on their historical achievements and current commitments and we acknowledge their continuous work in progress to meet their goals with respect to the inclusion of the Indigenous communities within which they work."

— PAIR Phase Two verification report

Cenovus's Canadian Indigenous employee representation^{1,2}



1. The baseline number of Cenovus's current Indigenous employee count, along with all future measurements, is based on data that's voluntarily and confidentially provided by eligible employees through the company's self-identification survey.

2. Indigenous Employee Representation is calculate based on the total number of Canadian employees.

3. As at June 30, 2024

We expect to submit our Phase Three application in Q3 2024 and to apply for certification in 2025 when the PAIR jury will evaluate the verifier's findings and assign a certification level. While achieving gold is not a certainty, we have purposefully taken the approach of stewarding toward the best practices possible.

Indigenous Internship Field Program

We partner with Indigenous communities near our operations to source and hire local talent. The Indigenous Internship Field Program offers trades experience and includes mentorship, dedicated training and development, networking opportunities and special events. It also includes an assigned technical coach and support network for apprenticeship coursework. We relaunched this program in 2021, with interns working at our Christina Lake and Foster Creek locations, and have since expanded it to include our conventional and Lloydminster operations.

We doubled participation in the program from eight to 16 in 2023 and continued partnerships with key Indigenous service providers, expanding across additional operations. The program further deepens ties with local Indigenous communities and provides opportunities for youth to build skills, experience and relationships as they develop their careers.

“It makes me proud to see some of these young people way ahead of me at my time at their age - to see the success on a daily basis, working with Cenovus as a partnership. It’s actually uplifting because you know there is hope. It’s not just temporary work - you can create a life out of this. You can create a life for your kids and grandkids. They might even get in the industry - once you have a career like this, the sky is the limit.”

— *Edward Houle, Site Superintendent for Seven Lakes Oilfield Services and a member of the Salt Creek First Nation*

TRUTH AND RECONCILIATION COMMISSION CALLS TO ACTION

UNITED NATIONS DECLARATION ON THE RIGHTS OF INDIGENOUS PEOPLES

In 2015, the Canadian Truth and Reconciliation Commission published the 94 Calls to Action (CTAs), which are actionable policy recommendations meant to aid the healing process for Indigenous peoples in two ways: acknowledging the full, horrifying history of the residential schools system in Canada and creating systems to prevent these abuses from ever happening again in the future.

CTA #92: “We call upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) as a reconciliation framework and to apply its principles, norms and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources.”

Cenovus acknowledges UNDRIP as an important set of international standards that recognizes the human rights of Indigenous peoples and helps guide reconciliation. While UNDRIP has many provisions, we understand that free, prior and informed consent is an important aspect of respecting Indigenous rights through meaningful consultation and inclusion.

Supporting Indigenous students in academic research

In 2023, we provided funding for an internship program supporting collaboration between the University of Ottawa's [Positive Energy](#) program, [First Nations Major Projects Coalition \(FNMPC\)](#), and Indspire to support energy research at the university. The partnership aims to recognize, expand and promote collaboration between the two organizations on research, training and outreach for policy, regulation and Indigenous-led involvement in major projects that will transform the landscape of energy project decision-making in Canada.

Cenovus funded two research positions that will allow Indigenous youth leaders to accelerate their careers by gaining relevant experience and exposure through work with both Positive Energy and FNMPC. Through Cenovus's partnership with [Indspire](#), the company's \$75,000 donation was matched by the federal government, resulting in \$150,000 towards the internships. Learn more about Cenovus's [partnership with Indspire](#).

“Since joining the First Nations Major Projects Coalition as a Sustaining Partner in 2022, Cenovus has been an engaged partner that’s always willing to help. When we came to them with our vision of an Indigenous internship to support research with the University of Ottawa, they were quick to step in and help facilitate a multi-faceted partnership, that will benefit our members across the country.”

— Niilo Edwards, Chief Executive Officer, FNMPC



Indigenous Housing Initiative

Indigenous leaders have told us a lack of housing is one of the most urgent issues facing their communities. In 2020, we launched the Indigenous Housing Initiative (IHI) to help address that challenge in the communities closest to our Christina Lake and Foster Creek oil sands operations in northern Alberta. The initiative, the largest social investment in Cenovus’s history, committed \$50 million over five years to build homes for Beaver Lake Cree Nation, Chard Métis, Chipewyan Prairie First Nation, Cold Lake First Nations, Conklin Métis and Heart Lake First Nation.

In 2023, we increased our funding by 20%, due to increased construction material costs, to maintain our goal of building 200 homes. Between 2020 and 2023, we funded 121 homes across the six communities. In 2024, we will build on this momentum and continue to fund the construction of homes based on the individual needs of each community.



“My old house had black mold, it was crowded and my children were getting sick all the time. We feel a lot healthier and safer in our new home. It feels like we are getting a fresh start because of our new house, and we have enough space for everyone. For the first time in my kids’ life they have their own rooms. We are very grateful.”

— Erica Herman, IHI housing recipient



“This home means I can grow my future. We can start our family here, and this home fulfills that dream. I'm grateful to Chief and Council for working with Cenovus to make this possible.”

— Kayla Gregoire, Heart Lake First Nation Band member and IHI housing recipient



“I never thought that I would be able to have a new home. I didn't want to move out of my community and there were no homes available here and my mother's house was very cramped. Now I have my own home and I feel much more secure. It truly has changed my life for the better.”

— Madison Herman, IHI housing recipient

INVESTING IN INDIGENOUS YOUTH

In 2023, Cenovus made three significant investments in programs to support Indigenous youth:

- A \$750,000, three-year partnership with Spirit North to launch a new leadership program for Indigenous youth. The program offers skill development, mentorship and sport-specific training and certification to equip young leaders with the skills required to lead programs and transition them to meaningful employment. [Learn more.](#)
- \$350,000 to Influence Mentoring Society to support the free mentorship program, which creates opportunities for Indigenous post-secondary students to achieve their career goals while providing a space for mentors to learn more about Indigenous culture. [Learn more.](#)
- \$650,000 to Lakeland College to support Indigenous student success programs designed to assist students as they transition into post-secondary, through to graduating and joining the workforce. [Learn more.](#)

INDSPIRE SCHOLARSHIP

Since 2018, as part of Indspire's Building Brighter Futures: Bursaries, Scholarships and Awards Program, we have awarded 210 Cenovus scholarships to Indigenous students. In the 2022-2023 application process, we increased the annual scholarship value from \$3,500 to \$5,000 and increased the number of recipients from 40 to 50.

These programs and donations align with our focus on Indigenous reconciliation and reaffirm our commitment to advance the social and economic inclusion of Indigenous people.



▲ Jon at the Cenovus Power Engineering lab at Lakeland College

“I received a scholarship from Cenovus and went back to school as a mature student at 43 years old. I was a high school drop-out, so to look back and see how far I’ve come makes me very proud. I wanted to break the cycle – I came from nothing and had life goals of having my own vehicle, owning a house and having a family. I wanted to go back to school so I could set a good example for my kids and to show them what’s possible. It’s great to see companies like Cenovus put reconciliation in the forefront and partner with organizations that are making a difference and providing amazing opportunities for Indigenous peoples.”

— Jon Alberts, scholarship recipient

[Learn more](#)



TAWÂW PARK: COME IN, YOU'RE WELCOME

Tawâw is the Cree word for 'come in, you're welcome' or 'there is always room for one more'. In 2023, we made a \$100,000 donation to the Town of Lamont to support Tawâw Park – a new inclusive, outdoor wellness space. The park will include several Indigenous elements, including an orange footbridge to emphasize the importance of a safe space for children – representing Orange Shirt Day and that every child matters.

[Learn more](#)

Inclusion in action

Our Indigenous Community Sharing Circle (ICSC) strives to create a supportive environment where First Nations, Inuit and Métis staff can gather, engage and be empowered to achieve personal, career and community goals. ICSC@Cenovus promotes cultural sharing and increases awareness and understanding of issues affecting Indigenous peoples and welcomes all staff.

The Indigenous Community Sharing Circle saw a 27% growth in members from 2022 to 2023, and continues to increase the number of representatives across our operations. In 2023, the network held awareness events for Red Dress Day, National Indigenous Peoples Day, National Day for Truth and Reconciliation and Métis Week.

THE EMPLOYEE EXPERIENCE



“I began my career as a practicum student after taking the Oil and Gas Land Administration for Urban Aboriginals Program at the Southern Alberta Institute of Technology. I was hired full time by the Land Team in 2010. Since then I’ve been able to grow my career with the company. They’ve supported my development and allowed me an opportunity to transition into the Community & Indigenous Affairs team, where I’m now responsible for creating and implementing plans that support and enhance Indigenous-focused initiatives.”

— Andrea Louise, Senior Indigenous Inclusion Advisor



“I’m a member of the Dog Rib Rae First Nation and earned an Indspire scholarship in 2001, using it to pursue a Master’s Degree in Health Administration. I was concerned about money, as any student is, so I applied. It definitely helped out a lot – to be able to increase my education. It’s absolutely huge. I’m the only person in my family to attend university and many Indigenous youth are in a similar situation.”

— Corinne Paul, Specialist, Industrial Health and Occupational Health



“I’ve been working in the oil and gas industry since 2013 and what stands out most about Cenovus is the people. There’s an environment of inclusivity where it’s not just a sense of fitting in – it’s a sense of belonging. I feel supported by my leaders and teammates and I’m proud to work here. I plan to continue to grow my career with Cenovus and it’s where I’d like to retire.”

— Waylon Falcon, Senior Community & Indigenous Affairs Advisor



“I started with Cenovus in 2011, supporting Well and Land Applications. Since that time, I’ve had many opportunities for career growth and continuous learning. Over the last 13 years it has been great to see the company’s focus on inclusion. I’m the Membership Coordinator for the Indigenous Community Sharing Circle and it’s exciting to see staff engage in learning about Indigenous culture and helping to empower First Nations, Inuit and Métis staff.”

— Jacqui Elliott, Senior Business Solutions Analyst



“I loved working on this great land as a heavy equipment operator, allowing winter road access and building ice roads. With the help of a scholarship from Cenovus through Indspire, I returned to school to pursue my dreams of power engineering. Through hard work and determination, I will achieve all my goals.”

— Sally Bellrose, Indspire recipient, Rainbow Lake



4 INCLUSION & DIVERSITY

Using our values to guide our approach, we're committed to building a diverse, equitable and inclusive workplace where people feel respected, valued and engaged.

We strive for a collaborative, physically and psychologically safe environment where staff can be themselves, feel a sense of belonging and thrive in their career. Creating this environment is a journey that requires us to continuously listen to our people and identify barriers and challenges, so we can work together to address and overcome them.

INCLUSION & DIVERSITY PROGRESS

TARGET

Increase women in leadership roles¹ to

30%

by year-end 2030



PROGRESS

2019 base year

24%

2023

26%

2023 KEY INITIATIVES

- Developed an action plan to improve on priority areas identified in the 2022 company-wide organizational health survey.
- Conducted focus groups with various internal stakeholders. Data was used to develop strategies aimed at strengthening our ability to attract and retain female workers, and enhancing the overall employee experience.
- Integrated inclusivity into end-to-end talent acquisition best practices.
- Provided training for staff to raise awareness about unconscious bias and help mitigate the effects in the workplace.
- Offered voluntary in-person exit interviews to employees resigning and retiring, and standardized data collection to help identify opportunities and gaps in our employee engagement and inclusion & diversity (I&D)-related initiatives.
- Initiated partnerships with WinSETT and Women Building Futures to advance educational and employment opportunities for women in science, technology, engineering and mathematics (STEM) and trades.
- Increased the value of our STEM scholarship to \$5,000 (from \$3,500) and developed an engagement plan to help provide a pathway for recipients to become part of our future talent pool. More than half of the individuals who received the scholarship in 2023 were female.
- Formed a new employee-led I&D network focused on creating mental health awareness through education, communication and collaboration.
- Increased awareness of our I&D networks and Expect Respect program in our U.S. operations.

WHAT'S NEXT²

Enhancing opportunities for employees to give formal feedback confidentially, regarding their experience working at Cenovus (i.e., new employee/onboarding surveys, annual pulse survey, bi-annual organizational health survey and exit interviews).

Increasing the number of STEM scholarships awarded annually to 100 (from 40) and awarding the value in the local currency (i.e., \$5,000 CAD or USD depending on location).

Note: Based on the data received from Cenovus's inaugural self-identification survey, evaluation of industry practices and evolving stakeholder feedback, the company plans to enhance its focus on creating an inclusive and respectful work environment for everyone rather than setting an additional I&D target as previously communicated.

1. Leadership roles include Team Lead/Coordinator/Supervisor positions or above.

2. Represents actions that Cenovus has taken or intends to take during the 12 months ending December 31, 2024.

TARGET



Aspire to have
at least 40%
representation from designated
groups¹ among non-management
directors, including at least 30%
women, by year-end 2025

▲ *Melanie Little, Board Director, Susan Anderson, SVP, People Services and Jane Kinney, Board Director*

PROGRESS

2021 base year
36%

2023
42%

2023 KEY INITIATIVES

The appointment of Melanie Little to the Board, effective January 1, 2023, increased midstream expertise on our Board while also contributing to achieving our Board Diversity Policy target for women. With Jane Kinney appointed Chair of the Audit Committee, effective April 26, 2023, two of our four Board committees are led by women.

WHAT'S NEXT²

Maintain Board diversity recruitment efforts, focused on attracting and nominating candidates experienced in areas important to our business.

1. Designated groups are defined as women, Indigenous peoples, persons with disabilities and members of visible minorities.

2. Represents actions that Cenovus has taken or intends to take during the 12 months ending December 31, 2024.

GOVERNANCE

- Progress toward our I&D targets is guided by the executive leadership team and overseen by the Human Resources and Compensation (HRC) and Governance committees. HRC oversees progress related to the performance and achievement of our I&D targets and executive vice-president succession planning, while Board succession planning is overseen by the Governance Committee.
- Our values, policies and standards outline our expectation of all staff, leaders and suppliers to create and maintain a safe, respectful and inclusive work environment.
- We review our Social Investment Standard annually. The standard sets out expectations and requirements for consistent implementation and management of Cenovus's Social Investment Program, including employee giving and volunteering programs.
- The executive leadership team holds leaders accountable for a respectful work environment through annual priority discussions and confidential feedback from staff.
- Surveys and direct engagement gauge and help improve employee experience.
- For a complete overview of our sustainability governance, refer to [Governance](#).

STRATEGY

Attracting and retaining a diverse workforce of smart and dedicated people, while ensuring our culture supports a workplace that drives results, is key to the success of our company. Cenovus strives to foster a culture of inclusion that embraces diversity of thought, experience and background, where people feel respected, valued and listened to. Investing in our people and our workplace culture, while striving for continuous improvement, is integral to managing potential risks to our workforce such as increased attrition in a competitive market or challenges in attracting qualified candidates.

At Cenovus, we follow principles and practices that help deliver consistency in how we treat and support our staff. We prioritize internal candidates for vacant and interim roles and offer development feedback from the hiring leader for those who interview. Permanent vacancies excluding Vice-President and above, expat assignments and rotational positions are also posted internally. This practice aligns with our employee development strategy. It drives transparency in opportunities for potential candidates and increases the overall candidate pool.

Our I&D strategy has three focus areas:

- **Leadership:** Advance commitment to I&D and enhance leader capability and accountability to foster an inclusive and diverse workplace.
- **Talent management:** Engage, retain and advance diverse, qualified talent.
- **Talent acquisition:** Attract and hire diverse, qualified talent and further position the company as an employer of choice.

RISK MANAGEMENT

Inclusion and valuing the diversity of our staff play a critical role in strengthening our business performance and culture. Research¹ indicates companies that have evolved strategies for inclusion and diversity benefit from broader perspectives, which drive innovation, improve staff engagement, enhance reputation and increase the ability to attract and retain talent. To foster success and minimize the potential risk of being unable to attract or retain qualified employees with the professional and technical competencies to deliver on our strategy and business plan, we are committed to creating an environment that delivers development and training opportunities, promotes safety and well-being, and provides competitive compensation and flexible benefits plans.

Risk mitigations include:

- Creating a workplace that celebrates individual uniqueness and fosters a culture of belonging to help Cenovus attract and retain top talent and drive long-term business value.
- Embracing diversity of thought, experience and background to help make better business decisions.
- Establishing guiding principles that apply across the business to guide decisions and behaviours for the greater good of Cenovus.
- Supporting future-ready youth through our social investment initiatives. As one of our four social investment focus areas, we invest in opportunities that help young people prepare for their futures. Learn more about [social investment at Cenovus](#).

For a comprehensive overview of I&D-related risks, refer to the "Risk Management and Risk Factors" section of our [2023 MD&A](#).

1. <https://www.mckinsey.com/industries/oil-and-gas/our-insights/the-state-of-energy-organizations-2024>.

METRICS & TARGETS

We believe I&D is good for employees and good for business. Our targets align with our core values.

2023 PERFORMANCE

In 2023, 25% of new hires were female. While there's room for improvement in these figures, the data can partially be attributed to our Toledo acquisition, which added 598 employees to our workforce, 86% of whom were male.

There are also more males than females in our active and potential workforce, particularly in field-based roles. Hiring numbers in Calgary are more balanced, with 49% being female. We continue to enhance programs and initiatives to attract and retain female employees at all locations and disciplines, including external partnerships to determine how to bolster recruiting female candidates, and internal gender talent strategies to retain women for long-term career development.

OUR INCLUSION & DIVERSITY TARGETS

Aspire to have at least

40%

representation on the Board from women, Indigenous peoples, persons with disabilities and members of visible minorities among non-management directors, by year-end 2025

Increase women in leadership roles¹ to

30%

by year-end 2030

Hiring & recruitment practices

We made our recruitment and hiring processes more inclusive in 2023, and reduced inequities and barriers in recruitment and attraction. Research² shows many factors can impact the diversity of candidate representation or create bias during recruiting or hiring. Cultural norms and practices, neurodiverse traits, English as an additional language, gender-based assumptions and ageism can all impact the interview process. For example, some neurodivergent candidates may process information differently, so inclusivity may include letting candidates know in advance what types of interview tools will be used.

Our talent acquisition group received training on these considerations to help remove barriers for underrepresented groups in the hiring process. Having this knowledge helps the team support hiring leaders during interviews. In 2024, our Talent Excellence team will be participating in robust unconscious bias training to ensure holistic talent management.

We also began using software that helps recruiters review job posts, emails and other forms of hiring content using a language editor. The tool helps promote diversity and eliminate biases by allowing our recruitment team to quickly optimize job posts and candidate outreach with inclusive language. We also use this tool to scan our job descriptions. For example, some adjectives are viewed as being more masculine – words like competitive and outspoken, while others are perceived as being more feminine – words like sensitive and compassionate. The tool scans for terminology that may be considered gendered so we can make our posts more inclusive. It also ensures job postings use the absolute minimum requirements for the role to ensure broad talent pool applications.



▲ Lloydminster thermal plant, SK

1. We define leadership roles to include Team Lead/Coordinator/Supervisor positions and above.
2. <https://www.shrm.org/topics-tools/news/inclusion-equity-diversity/creating-ideal-interview-setting-neurodivergent-candidates>.

Partnerships

In 2023, we initiated a partnership with WinSETT – a non-profit organization that aspires to recruit, retain and advance women in science, engineering, trades and technology. Through our partnership, we receive access to various development and skill-building opportunities as well as the ability for staff to participate in speaking engagements. Some of our staff members also participated in several virtual skill-building events hosted by WinSETT.

We became a member of the Women Building Futures™ (WBF) Employer of Choice program which acknowledges our commitment to providing a safe and inclusive workplace for all staff. This is intended to help encourage WBF graduates to consider us a potential employer. WBF also offers training programs for construction trades, heavy equipment operators, power engineering and other disciplines that would help increase the number of women available to fill field roles.



Scholarships

We partner with universities and colleges, and provide scholarships to a diverse group of students working towards education that can support the energy industry. Our goal is to improve access to education and skills training to prepare young people for their future and to secure scholarship recipients as part of our future talent pool.

Our scholarships include:

- **STEM scholarships** (Canada and U.S.).
- **Indigenous scholarships** (Canada).

We increased the value of our STEM scholarship to \$5,000. We had 40 recipients in total in 2023, 58% of whom were female. We're on track to increase the total number of recipients to 100 in 2024. We also developed an action plan for our STEM scholarship to help provide a pathway for recipients to become part of our future talent pool by providing various engagement activities throughout the year.



“I want to express my gratitude for this scholarship. I am honoured to be chosen as a recipient through aligning with Cenovus Energy's value of community engagement. This scholarship allows me to continue my dedication to extracurricular activities and service beyond academic excellence.”

— *Lauren Dixon, Cenovus STEM scholarship recipient, Minnesota*

“Receiving this scholarship has brought me immense relief and excitement, knowing that my financial burdens will be eased, and I can fully focus on my academic pursuits. Your belief in my abilities and investment in my education has not only validated my hard work but has also given me the motivation to strive for excellence continuously. Thank you for making a significant difference in my life.”

— *Ian Korovinsky, Cenovus STEM scholarship recipient, Toronto*

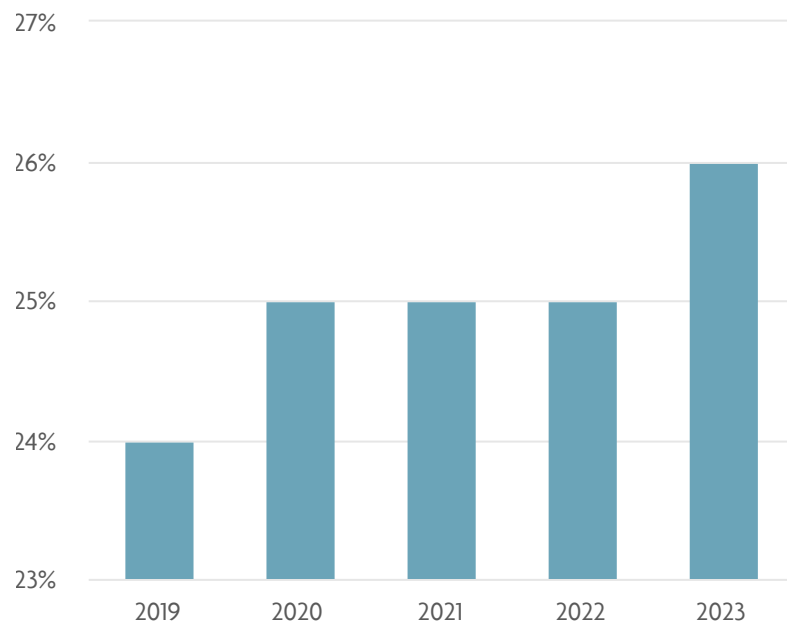


[Learn more about our STEM scholarship](#)

Women in leadership

While the number of women in leadership roles across the company increased by 1 percentage point from 2022 to 26%, we know this may not be a sustainable trend and more work is required to help achieve our target to increase women in leadership roles to 30% by year-end 2030.

Women in leadership



While various factors, including natural attrition rates, acquisitions, divestitures and retirement can affect the overall number of leaders and promotions at Cenovus regardless of gender, the driving circumstance remains that the energy sector has fewer women as a percentage of the talent pool than in almost any other major sector, especially in field locations.

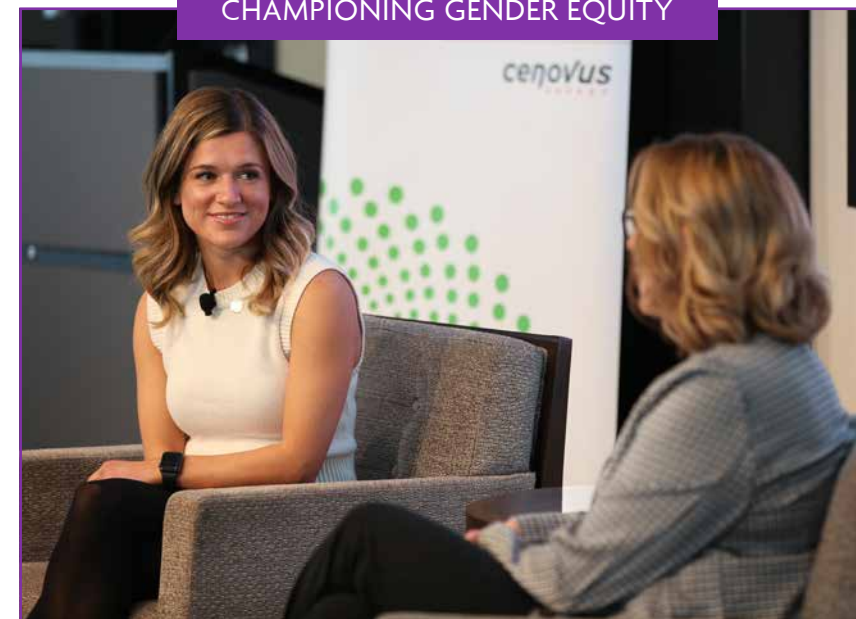
We're working to increase opportunities for women in leadership roles. In 2023, we created an action plan using the feedback we received from the 2022 organizational health survey. While the plan was meant to improve engagement for all staff, it was deliberately designed to address key gaps in the female experience. More broadly, the action plan focuses on key cultural elements that are needed to support a diverse, equitable and inclusive work environment, which allows us to attract and retain women.

To support the action plan, leaders and employees underwent mandatory training to ensure a baseline understanding of Cenovus programs. We also introduced a new training course to help all staff, including leaders, students, new grads and contractors understand and identify bias and mitigate its impacts in the workplace.

ADVANCING WOMEN IN LEADERSHIP

We partner with different organizations that are focused on increasing opportunities for women in leadership. In 2023, we sponsored the 11th annual **Network of Empowered Women (NEW) conference**. This event brings together Canadian undergraduate students for skill-building and networking opportunities to support the advancement of women in leadership.

CHAMPIONING GENDER EQUITY



STRONGER TOGETHER WITH W@CVE

Our largest and longest-running inclusion & diversity network, Stronger Together with Women@CVE (W@CVE) is built around empowering self-development and enabling strategic connections for staff.

The network aims to help progress Cenovus's inclusion & diversity target for women in leadership roles at the company through programs, events and development opportunities.

[Learn more](#)

Voluntary exits

In 2023, 307 employees voluntarily left the organization (227 resigned and 80 retired). Leading consulting firms like Mercer Canada Limited and McKinsey & Company¹ consider attrition rates below 10% as typical. Over the last five years we have consistently seen attrition between 4% and 5%, which we consider to be healthy for the organization.

Employees who voluntarily resign from the organization or who retire, can participate in an exit interview with the Employee Experience team. In 2023, the team conducted nearly 200 in-person exit interviews. Responses around the employee experience were generally positive and, overall, women and men shared similar experiences and cited the same reasons for choosing to leave the company. While women accounted for 35% of the employees who left the organization in 2023, given the disproportionate population of men versus women the impact is much greater.

As we aren't satisfied with the status quo, we have a number of initiatives dedicated to improving the employee experience for everyone.

Pay equity

Pay equity refers to the concept of ensuring equal work receives equal pay. For example, two employees who perform comparable jobs should be compensated equitably. At Cenovus, we follow a set of guiding principles for compensation, which are approved by our Board of Directors. Our compensation is based on performance – both that of the individual and the company. We also leverage data to ensure our compensation programs are competitive in the industry, markets and locations where we operate.

DEVELOPING OUR EMPLOYEES

Our corporate culture supports development, provides purpose-driven work, pays competitively and delivers recognition based on performance and results. We aim to create a culture that encourages employees to grow their careers with us. Alysha Fligner, currently a Gasoline Trader in our Dublin, Ohio office, began her career with Cenovus in 2013 as one of the region's first interns. During her 10 years with the company, she's had the opportunity to work in five different positions, gaining experience in several areas of the business.

"I've had the opportunity to pursue my interests, develop my skills and gain a breadth of experience, and that's part of why I've stayed for 10 years," says Alysha.

[Learn more](#)



Our total compensation package is made up of non-variable (i.e., base salary) and variable (i.e., annual bonus and long-term incentives) pay. Total compensation is differentiated based on employee capability, performance and potential for longer-term career growth. Variable pay isn't guaranteed, and rewards fluctuate, with performance being the driving factor.

We position our pay at the midpoint compared to the market, with the ability to differentiate at the individual level depending on skills, competency and sustained performance over time. All

salaried employees have a compensation range assigned to their job based on the role. Placement within the range is then set based on the skills and experience of the employee. It is this placement that determines an employee's base salary and target variable pay.

1. <https://www.mckinsey.com/industries/oil-and-gas/our-insights/employee-retention-trends-and-challenges-in-the-oil-and-gas-industry>.

We aim for our compensation programs to be simple and integrated so they can be easily understood by employees. We are also committed to providing transparent communication on compensation and require all employees and leaders to complete training on how compensation works at Cenovus. Leaders are also expected to explain personal compensation to each individual employee, increasing the level of transparency. During these conversations, leaders communicate the connection between an employee's individual performance and their compensation.

Reviewing our compensation programs

As part of the annual compensation review program, we analyze the distribution of variable pay to ensure awards align with performance and are consistent and equitable. Our HR team also conducts reviews of the compensation programs annually to ensure Cenovus programs are competitive in the market and align with our compensation philosophy.

As a result of last year's review, we made the following decisions:

- Bi-annual progression and promotion recommendations are reviewed by gender to assess for potential bias over the long term and ensure strong representation of women ready to take on future leadership roles.
- Performance rating, bonus and long-term incentive (LTI) awards are reviewed by gender to ensure we're comfortable with the outcome relative to our workforce split.

Creating an inclusive workplace

Research¹ shows that a hiring-only approach does not solve diversity issues. Diverse candidates may quickly leave organizations if they feel excluded, don't see diverse role models in leadership or feel unfairly treated. Supporting programs and initiatives within the organization are key to retaining staff and ensuring they want to build a career with our company.

SUPPORTING PARENTS IN THE WORKPLACE

In 2023, we formed a new group for working parents through our Stronger Together with Women@Cenovus employee inclusion and diversity network. The group, called The Village, provides an inclusive environment to build connections, and share experiences and relevant resources. The kick-off event featured a panel of four parents from diverse backgrounds discussing their experiences. They shared tips, tricks and strategies for preparing for parenting while in the workforce. Moving forward, the group will share insights on how co-workers, leaders and peers can support these transitions from a variety of perspectives.

CONNECTING WITH NEWCOMERS



In 2023, we hosted a speed networking event with Calgary Region Immigrant Employment Council (CRIEC), which builds pathways and positive relationships between newcomer professionals and stakeholders to encourage hiring and retention. CRIEC mentees and Cenovus employees built new connections and discussed career advice.

We also sponsored part of the new Immigrant Services Calgary Gateway Newcomer Welcome Centre, where immigrants and refugees can easily access or be connected to resources they need to build new lives in Calgary and Alberta.

Additionally, Cenovus sponsored the 2023 Immigrants of Distinction Awards gala, an annual event dedicated to recognizing the remarkable contributions immigrants and refugees have made to create a strong and prosperous Canada.

1. <https://www.mckinsey.com/industries/oil-and-gas/our-insights/employee-retention-trends-and-challenges-in-the-oil-and-gas-industry>.

Inclusion index

With operations in Canada, the United States and the Asia Pacific region, the regions where we live and work consist of vastly different demographics.

In 2024, we created an internal inclusion goal to help make our work environment more respectful and inclusive for everyone.

Our organizational health survey has 12 questions related to an inclusive workplace. These questions make up our inclusion index and the responses from these questions helped us form a baseline for measuring ourselves. Our benchmark favourability score for inclusion was 71% in 2022, so achieving top-quartile¹ results will require a 7 percentage point increase. We have developed an action plan to outline the steps we'll take in an effort to reach our goal.

In addition to measuring progress through our organizational health surveys, we'll continue to encourage employees to participate in our self-identification survey. Self-identification data is one of the tools that can help us better understand the makeup of our existing workforce. It's important we identify opportunities to remove barriers to attracting, retaining and developing a diverse workforce, including those from under-represented groups. The data from the survey can help ensure we have the internal programs necessary to make Cenovus as inclusive and diverse a workplace as possible.

In 2024, we will explore adding a voluntary and confidential self-identification option for eligible employees on organizational surveys. Understanding whether underrepresented demographic groups report similar experiences, or if some feel marginalized or treated less fairly, allows us to address potential challenges and barriers to achieving our goal of creating a workplace where everyone is valued, respected and feels like they belong, so they can grow and do their best work.

CHAMPIONING MENTAL HEALTH AWARENESS

Workplaces play an essential role in fostering an environment that prioritizes mental health and well-being. We recognize the importance of normalizing conversations around mental health, encouraging healthy behaviours and attitudes, and supporting our staff in a way that enables them to perform at their best. Our newly-formed, employee-led MentalHealthMatters@Cenovus network is an additional way for our staff to feel supported. Read why the two network co-chairs decided to become involved:



“After facing some life-altering events, I was put in a position where I had to focus on my own mental health. We all face obstacles and I want to help create a safe work environment where staff feel comfortable talking about their challenges and voicing what they need from their colleagues and leaders.”

— Curtis Thompson, Supervisor, Field Operations, Lloydminster



“I’ve seen firsthand the effect someone’s personal life can have on their work life — how energy spreads can either enhance the team experience or take away from it. I want to be part of the solution by reducing the stigma that’s associated with mental health and helping others realize the benefits of investing in their overall well-being.”

— Trista Ullock, SCM Upstream Advisor, Grande Prairie

1. Top-quartile: As measured against performance data gathered by Perceptyx's North American benchmark.

Expect Respect

Cenovus is committed to providing a respectful workplace and does not tolerate discrimination or harassment. Since the Expect Respect program started, the Investigations Committee has presented the program and engaged in meaningful discussions and dialogue with more than 50 business units across all major Cenovus geographic locations, highlighting issues and raising awareness of the investigations process. Learn more in the [Governance section](#).

Health & well-being

We continue to focus on psychological health and safety, and belonging. Key initiatives, campaigns and events throughout the year help us maintain a healthy and respectful workplace where each of us feels safe to speak up and where our thoughts and opinions are valued. In 2023, we stood up a new inclusion & diversity network called MentalHealthMatters@Cenovus. Alongside our existing well-being programs, the network creates mental health awareness through education, communication and collaboration on issues. It also shares resources and tools and, more importantly, offers connection and support with the goal of reducing mental health stigma and building a more psychologically healthy and safe workplace.

2023 WORKPLACE AWARDS

In 2023, we were selected as one of Alberta's Top 80 Employers for our contributions toward charitable organizations, advancing employee health benefits and overall focus on mental health.

We were also recognized by the **Canadian Positive Psychology Association** with the Canadian Workplace Well-Being Award, recognizing our intentions to create a culture of well-being where employees feel cared for.



NEW SHORT-TERM SUPPORT LEAVE

Maintaining work-life balance can sometimes be difficult due to personal or family circumstances. Cenovus is committed to supporting a healthy work-life balance for employees by offering flexibility to respond to matters outside of the workplace through a new short-term supportive leave.

Leaders can approve a short-term paid leave and, in addition to time off, we also provide employees with support through our Employee and Family Assistance Program.

EXPECT RESPECT AT OUR SHEKOU OFFICE



As part of our Expect Respect program, members of our Security & Investigations team met with staff from our Shekou office near Shenzhen city in China's Guangdong province.

More than 140 staff work in our Shekou office and support our work in the Pearl River Mouth Basin. During the session, staff learned more about our respectful workplace expectations and processes and how we use our Expect Respect campaign to increase awareness.

One participant said of the session: "It helped highlight the importance of supporting one another, being open minded and receptive of different perspectives and ideas, and not participating in or tolerating exclusionary and inappropriate behaviours that could contribute to a toxic environment."

INCLUSION & DIVERSITY NETWORKS

Our I&D networks are voluntary, employee led and sponsored by an executive, with a focus on women, multiculturalism, Indigenous culture, LGBTQ2S+ pride, persons with disabilities and mental health.

These groups establish a safe space to enhance the employee experience for individuals who identify with each demographic. The networks, open to all employees, create awareness, which helps build a community of allies and influences programs and practices at the company.

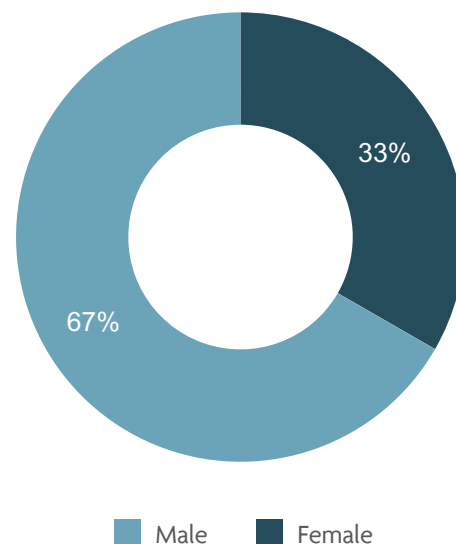
With our U.S. staff, we are focused on enhancing awareness of I&D by establishing ambassadors at each site and developing resources to encourage meaningful dialogue among staff.

In 2023, we also began to acknowledge meaningful recognition events for U.S. staff, including Juneteenth, Martin Luther King Jr. Day and Black History month.

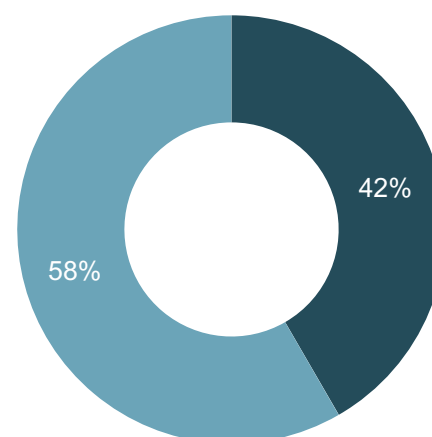
Board gender diversity

The appointment of Melanie Little to the Board, effective January 1, 2023, increased midstream expertise and also contributed to achieving our Board Diversity Policy target for women, with four female directors out of 12 non-management directors. With Jane Kinney appointed Chair of the Audit Committee, effective April 26, 2023, two of our four Board committees are led by women.

Board gender diversity (non-management directors)



Board diversity (non-management directors)



■ Designated groups (self-identified, non-management directors)
■ Non-designated

Continually evaluating & improving our programs

We seek regular feedback from staff to measure progress on our I&D initiatives and identify gaps in our programs.

In 2023, we enhanced our listening strategy – the various initiatives we use to gather feedback from employees. We offer in-person exit interviews to all departing employees (whether they were resigning or retiring) and formalized the process of recording the data to help identify opportunities and gaps in our employee engagement and I&D-related initiatives.

We also worked with a **third-party consultant** to determine if there were any gaps compared to peers. Their findings were validated with an internal focus group with various stakeholders. The goal was to gather information on the female experience at Cenovus and check for gaps in our inclusion & diversity efforts. We are committed to continuous and ongoing improvement, and as such, we look to enhance our tactics where possible. The vast majority of these tactics are not exclusive to women – instead, we are using feedback from women to enhance the employee experience for everyone. For example, we are continuing to review our benefits program to maintain competitiveness, and exploring additional flexibility and autonomy. This will ultimately lead to a better experience for all employees at the company.

BENCHMARKING OUR PERFORMANCE

In 2023, we worked with Boston Consulting Group (BCG) to benchmark Cenovus's I&D performance against the industry average, based on BCG's global, energy-focused gender diversity study. The BCG report compares global representation and I&D program implementation data from 71 oil and gas, power and utilities, and new energy companies.

Some of the key takeaways from the results were that Cenovus is industry leading when it comes to our foundational I&D policies and program implementation. We have already implemented many of the I&D actions recommended by BCG including setting diversity goals, tracking diversity key performance indicators, conducting outreach to diverse talent pools and providing science, technology, engineering and mathematics (STEM) programs to girls in primary and secondary school.

The percentage of Cenovus's workforce who are women (27%) exceeds the oil and gas industry average (23%) and we have been implementing initiatives aimed at attracting a more diverse workforce since 2020. With that said, Cenovus has identified an opportunity to further strengthen leadership interventions (e.g., leadership compensation linked to I&D performance).



ADVANCING INCLUSION IN EDUCATION

We made a \$2 million donation to the University of Calgary in 2023 to support equitable, diverse and inclusive programs on campus. These initiatives aim to make our communities a more welcoming place for all by improving access to post-secondary education for Indigenous youth, providing leadership training for women in STEM and enabling more hands-on learning opportunities for under-represented youth.

[Learn more](#)



▲ Calgary Pride Parade & Festival, AB



▲ Sunrise oil sands asset, AB

5 GOVERNANCE

We recognize the importance of robust governance for safe performance and reliable operations, as well as driving long-term shareholder value.

Our governance structure includes Board and executive oversight, along with policies, standards, processes and procedures to guide the expected behaviours of our staff, how we run our facilities and how we manage risks.

GOVERNANCE

Board oversight

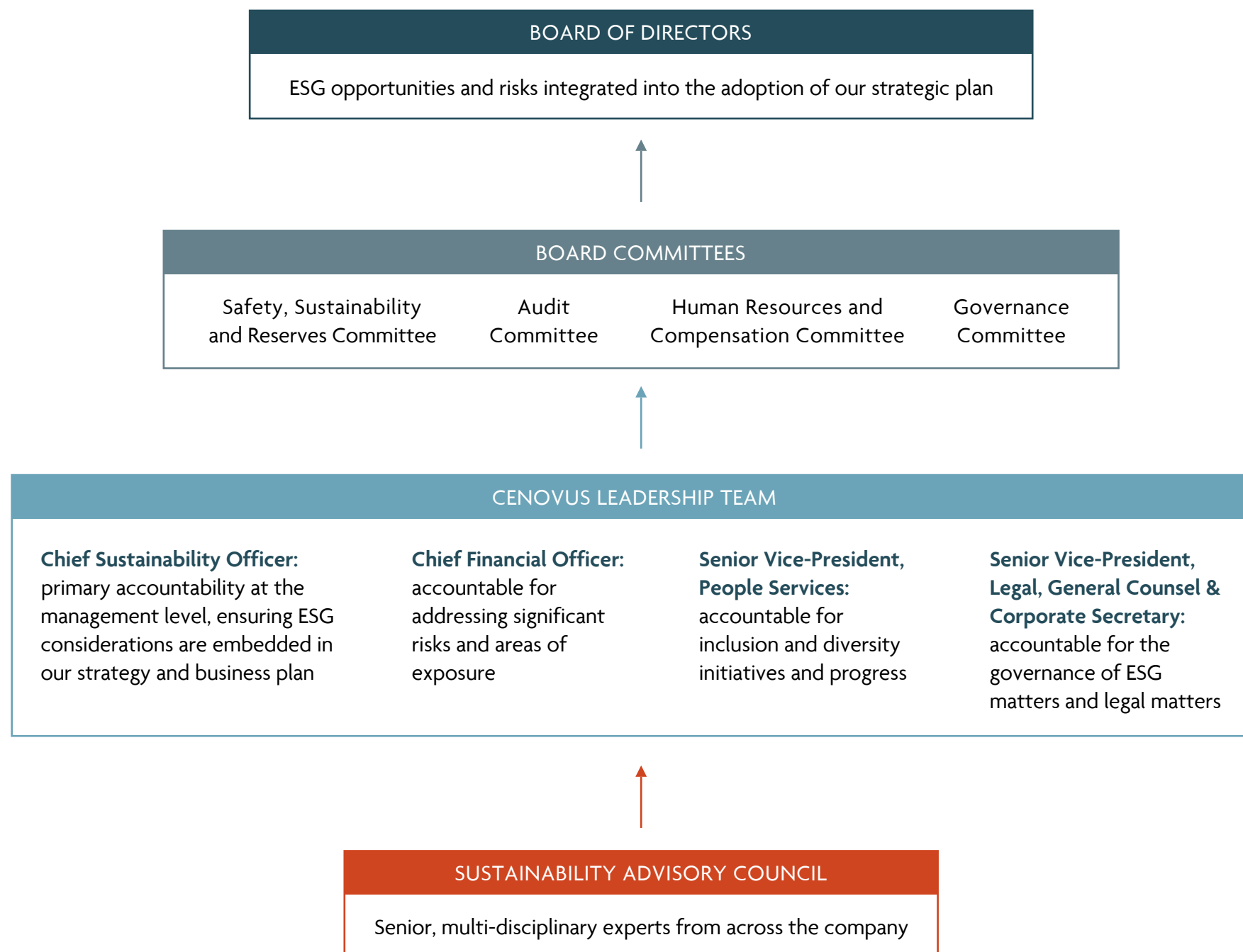
By integrating ESG considerations into our business planning, we aim to manage associated risks and seize opportunities over the short, medium and long term. ESG risks are considered within our Enterprise Risk Management (ERM) program, which helps us identify, assess and manage key risks to our business.

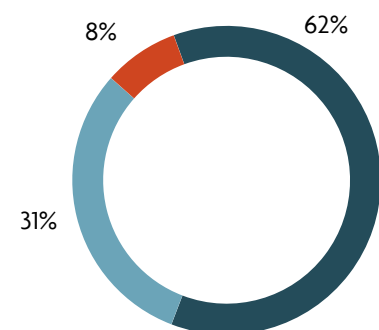
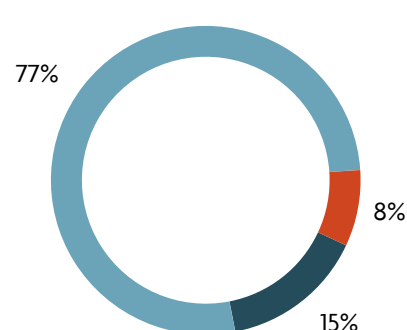
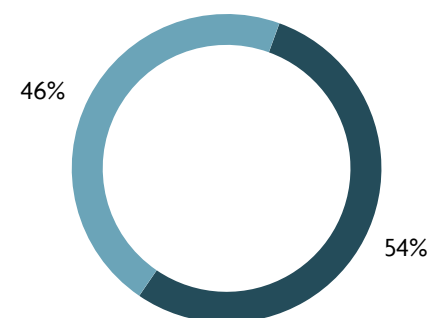
The Board of Directors approves our corporate strategic plan, which takes into account the opportunities and risks to our business, including those related to sustainability. In addition, the Board has oversight of our approach to sustainability, including our processes and procedures to:

- Mitigate environmental impacts.
- Address health and safety matters that may arise due to the company's activities.
- Consider people management and operate in a manner consistent with good governance and recognized standards.

Our four Board committees act in an advisory capacity to the Board and oversee specific ESG risks relating to their respective mandates, which are addressed as required and reported to the Board.

Sustainability matters are reviewed at every regularly scheduled Safety, Sustainability and Reserves (SSR) Committee meeting and recommendations from management with respect to ESG matters, and processes and procedures to mitigate or address impacts, are overseen by the Board. Discussions about important and evolving ESG topics are incorporated into Board strategy sessions twice a year and experts present to the Board during the year.



Health, safety and environment**Inclusion & diversity****Corporate governance**

■ Limited

■ Advanced

■ General

The data depicts Cenovus directors' aggregated (as of May 1, 2024) level of self-assessed experience or expertise in some of the areas most connected to Corporate Social Responsibility. For additional information, please see our [2024 Management Information Circular](#).

Director skills & experience

The Board considers the skills, expertise, experience and independence of director nominees, and satisfies itself that as a whole the Board has the requisite skills and competencies to provide appropriate oversight of the company's risks and opportunities, including ESG matters, and to support the company's requirements as its business and business environment evolve. The skills and experience matrix in our [Management Information Circular](#) discloses the level of experience or expertise of each of our directors in areas of importance to the company, including risk management, people management, government and stakeholder relations, corporate governance, health and safety, cyber security, and inclusion and diversity.

Safety, Sustainability and Reserves Committee

The SSR Committee stewards the company's ESG commitments pursuant to our Sustainability Policy. The committee is specifically tasked with overseeing and monitoring the company's programs, policies and performance as they relate to sustainability, safety and the environment, and reviewing the company's disclosure relating to matters addressed in our Sustainability Policy, including ESG disclosure. It is also responsible for reviewing and reporting to the Board on the company's progress toward achieving our ESG targets, with the exception of our inclusion & diversity targets which are overseen by the HRC and Governance Committees.

Audit Committee

The Audit Committee oversees significant financial risks and areas of exposure. As part of this responsibility, it oversees the financial impacts from evolving ESG matters including impacts to Cenovus's access to capital and insurance coverage, and our

credit ratings. Specific ESG-related oversight is addressed as necessary, including financial disclosure matters and matters related to treasury, risk, insurance and cyber security.

Human Resources and Compensation Committee

The HRC Committee oversees compensation and human resource matters, including Cenovus's organization and talent management strategies, people strategy and approach to culture, health and wellness, engagement, and inclusion and diversity. The committee is specifically tasked with monitoring and reporting to the Board on the company's progress toward achieving the inclusion & diversity target. It is also responsible for making recommendations to the Board regarding ESG performance metrics in our short and long-term compensation plans. Inclusion and diversity is a standing agenda item at all regularly scheduled HRC Committee meetings. Compensation and/or pension governance is addressed at every regularly scheduled meeting of the committee, while updates on the corporate scorecard performance are presented on a periodic basis.

Governance Committee

The Governance Committee has oversight of, and reports to the Board on, among other things, risks related to corporate governance including issues or principles related to risk governance, the effectiveness of management's strategic risk management programs and the proposal of directors for nomination. It is responsible for overseeing Cenovus's corporate governance generally, and our governance in relation to ESG matters in particular. Specifically, it is tasked with oversight of Board diversity and allocating oversight of emerging or developing ESG matters to the appropriate Board committee. Additional governance controls exist at the management level,

including committees, policies and compensation linked to ESG performance.

For additional information on Board Committee mandates, please see our [website](#).

Management's role in ESG governance

The executive leadership team is accountable for executing the Board-approved corporate strategic plan, which takes into account the opportunities and risks to our business, including those related to ESG. Each member of the executive leadership team has dedicated accountabilities that support our ESG targets and responsibility for the integration of sustainability across the business.

The Chief Sustainability Officer (CSO) reports directly to the Chief Executive Officer and is the primary link to the SSR Committee regarding ESG matters. The CSO has primary accountability at the management level for embedding ESG considerations in our strategy and business plans. In addition, the Chief Financial Officer (CFO) reports to the Audit Committee and is accountable for addressing significant financial risks and areas of exposure. The Senior Vice-President, People Services' portfolio supports the HRC Committee in people management, including inclusion and diversity initiatives and progress. The Senior Vice-President, Legal, General Counsel & Corporate Secretary's portfolio supports the Governance Committee, including the governance of ESG matters, and helps ensure Cenovus's business and operations are legally compliant. Teams across the company monitor and provide guidance and recommendations to management pertaining to ESG-related issues.

Sustainability Advisory Council

The Sustainability Advisory Council consists of senior, multi-disciplinary experts from across the company who act as sustainability ambassadors and provide support in assessing and managing sustainability-related issues and opportunities. Co-chaired by the CSO and the Director, Sustainability, the council provides recommendations to relevant working groups and the executive leadership team to better inform decisions and initiatives that progress us toward our goals.

Incorporating ESG into our investment decisions

Cenovus takes a portfolio approach to making risk-based capital allocation decisions, guided by our capital allocation framework. The Investment Committee, chaired by the CFO and comprised of executive leadership team members, oversees the framework. The Investment Committee evaluates opportunities in a standardized way, using consistent evaluation methodologies and assumptions. This allows us to evaluate risks and trade-offs, understand overarching impacts to our business and prioritize projects to determine the opportunities best aligned with achieving our strategy.

In late 2021 and early 2022, we integrated our ESG focus areas into our capital allocation framework. This supports continued progress toward achieving our targets and is an important part of our business decision-making, alongside other key investment criteria and priorities. It also provides an additional lens when evaluating and optimizing our portfolio, from asset development planning to decisions about project approvals, acquisitions and divestitures. Including ESG metrics in these decisions helps us



▲ Sunrise oil sands asset, AB

assess a full range of considerations to create value and deliver on our commitments to shareholders. To further enhance this process, we developed an ESG manual to provide guidance on how a given business opportunity could impact the targets for our ESG focus areas.

ESG link to compensation

Cenovus's compensation philosophy is to pay for performance and align the interests of employees with those of our shareholders, while balancing objectives of market competitiveness and retention. The company's safety and sustainability performance is directly tied to discretionary employee and executive compensation, which includes individual and corporate components. With respect to individual performance, all employees, including the executive leadership team, have annual performance and development plans identifying their specific goals and objectives for the upcoming year. These align with our business plan and strategy, and provide performance focus throughout the year. For members of our executive leadership team, the individual component of their discretionary compensation is also tied specifically to ESG factors and objectives.

The corporate component of discretionary employee and executive compensation is assessed on the annual corporate scorecard, which contains financial, operational and sustainability performance measures. These metrics have the greatest impact on executive and senior leadership compensation, as a higher percentage of their discretionary component is tied to corporate performance compared to other employees.

In 2023, we expanded the environmental metric in our annual scorecard to a sustainability performance index, which includes a

quantitative metric for each ESG focus area, aligned with the business plan activity, to measure near-term progress driving achievement of our longer-dated ESG targets.

Our compensation balances financial, operational, sustainability and share price performance. Shareholders have a formal opportunity to give their views on the disclosed objectives of the executive compensation program and Executive Compensation Policy via a nonbinding Shareholder Advisory Vote at the Annual Meeting of Shareholders.

Risk management

In pursuing its strategic objectives, Cenovus is exposed to risks, some of which impact the energy industry as a whole and others that are unique to our operations. Programs such as Enterprise Risk Management (ERM) and COIMS help ensure we are properly addressing risk in our business and embedding sustainability considerations in our strategy.

The ERM Policy outlines expectations for the program as well as the roles and responsibilities of all staff. Our ERM program drives the identification, measurement, prioritization and management of risk across the company, and is aligned with key attributes recommended by leading international risk management frameworks, including ISO 31000:2018 – Risk Management Guidelines and COSO Enterprise Risk Management – Integrating with Strategy and Performance. The results of our ERM program are presented to senior leaders and our Board through regular updates and semi-annual risk reports, and included in our annual MD&A.

Building on the ERM Policy, we have an established risk management framework supported by several standards and tools, including the Cenovus risk matrix. Applying a single, standardized risk assessment tool enables us to identify,

evaluate and communicate hazards and risks consistently across the organization, and supports effective risk-based decision making. Risk assessment considers, among other things, potential health and safety, environmental, regulatory, operational, financial and reputational impacts to our business, along with likelihood of occurrence, in the context of our risk tolerance.

Our policy management & compliance approach

Our Board has oversight of compliance with Cenovus's corporate policies and standards stemming from our Code of Business Conduct & Ethics (Code).¹ Cenovus's Policy Management Standard supports this oversight by ensuring Cenovus's corporate policy documents are assigned owners, are consistent in their format, are readily accessible, provide clarity for staff and are reviewed and/or updated annually.

Code of Business Conduct & Ethics

Our Code reflects the company's commitment to conducting business safely, legally, ethically and sustainably, and references our values, policies, standards and guidelines. Any updates to the Code are reviewed and recommended to the SSR Committee by the Business Conduct & Integrity Committee and the executive leadership team. The SSR Committee then seeks approval from the Board of Directors. Each year, all directors, officers and staff are asked to review the Code, confirm they understand their responsibilities and agree to the Code requirements. Suppliers¹ should review and comply with the [Supplier Code of Business Conduct](#) and are encouraged to participate on all levels with the principles and guidance it provides.

Topics in the Code relate to our values and reputation, and inherently to the ESG factors indicated below, most of which have an associated policy document to govern expected

1. The Code applies to all suppliers of Cenovus Energy Inc. and its subsidiaries (Cenovus), including service providers, contractors, consultants, manufacturers, fabricators, distributors, vendors or any entity that provides Cenovus with goods or services (collectively "suppliers").

behaviour. Policies and standards are a foundational component of Cenovus's compliance and ethics program. The program is continually assessed against internal and external risks.

In early 2023, to more clearly articulate the governance and alignment of our lobbying and public advocacy activities with our corporate objectives, strategy, targets and ambition, our Board approved amendments to our Code and the mandate of the SSR Committee, and we enhanced the information available on cenovus.com.

Specific corporate policies

We are aware of our compliance obligations under applicable legal and regulatory frameworks in the jurisdictions in which we operate. Specific and important laws or topics addressed in the Code through applicable policies or standards include:

Human rights

We recognize the fundamental importance of human rights and have formalized our commitments in a Human Rights Policy that reflects our values and behaviours and further supports the sustainable operation of our business in the jurisdictions and communities in which we operate.

We are guided by the UN Universal Declaration of Human Rights and are informed by other international standards, including the UN Guiding Principles on Business and Human Rights and the International Labor Organization's Declaration of Fundamental Principles and Rights at Work.

In 2023, Cenovus released a report pursuant to Canada's *Fighting Against Forced Labour and Child Labour in Supply Chains Act*. The report outlines the steps we take to prevent and reduce the risks of forced labour and child labour, and the oversight and controls we have in place. [Learn more.](#)

Cenovus respects an employee's right to freedom of association and to negotiate through relevant representative bodies, where applicable.

Indigenous relations

Our **Indigenous Relations Policy** confirms our responsibility, and provides guidance on how to uphold the principles of Indigenous rights, consultation, economic opportunities and community prosperity. The policy supports awareness and understanding of Indigenous history and culture, and outlines our commitment to the inclusion of Indigenous peoples in our business, in line with our commitment to reconciliation and the principles of UNDRIP. Our employees and contractors are expected to uphold the principles of the policy.

Anti-bribery, anti-corruption & anti-money laundering, and trade compliance

We are committed to complying with anti-bribery, anti-corruption & anti-money laundering laws and regulations, including those issued by Canada, the United States and other nations as applicable. The Anti-Bribery, Anti-Corruption & Anti-Money Laundering Standard and the Trade Compliance Standard describe the process requirements and responsibilities in place to meet our commitment to compliance and address risks associated with anti-bribery, anti-corruption, anti-money laundering, economic sanctions and embargoes, human rights and forced and child labour, and anti-boycott laws. A compliance program element called the Know your Client or Know your Counterparty process involves vetting customers and suppliers through a comprehensive third-party review, which includes using a global trade management and compliance database. We provide appropriate staff with regular training on both standards.

SUSTAINABILITY

Cenovus implemented its **Sustainability Policy** in 2010 and continues to evolve the policy through an annual review process, with the latest completed in 2023. Our Sustainability Policy, together with our Code, guides our actions and outlines our commitment to embedding sustainability in our business decisions. This includes providing a safe and inclusive workplace, and consulting and collaborating with local and Indigenous communities.

Payment transparency

Reporting payments to governments is an important way to increase transparency and trust with our stakeholders. Disclosure is made through our annual Extractive Sector Transparency Measures Act (ESTMA) report, available on cenovus.com. The report provides an overview of the payments made to all municipal, provincial, state, federal and Indigenous governments by Cenovus and our subsidiaries, and partnerships involved in the commercial development of crude oil and natural gas.

Integrity Helpline & investigations

We have several mechanisms in place to report business or workplace concerns, including through the Integrity Helpline. Stakeholders, including local community residents and other members of the public, as well as our employees, contractors and suppliers, are encouraged to report business or workplace conduct concerns. The **Integrity Helpline** is operated by a third-party service provider and allows concerns to be reported confidentially and anonymously. Contact information for the Integrity Helpline is available on cenovus.com and our intranet.

The Cenovus Investigations Committee, comprised of a broad group of senior leaders, oversees investigations of alleged violations of Cenovus's policies, standards, processes and procedures in accordance with Cenovus's Investigations Standard and Investigations Process.

Reported allegations are investigated in accordance with our Investigations Standard, and retaliation against individuals who report concerns or participate in investigations relating to alleged violations is a violation of the Code.

The Investigations Committee prepares and provides reports on investigations to the company's Business Conduct & Integrity Management Committee, the executive leadership team and committees of the Board, which report any significant or material investigations to our Board. Where identified, broader issues and trends may be addressed through additional training programs, increased awareness and/or new policies or standards.

Cenovus launched the Expect Respect program in late 2021 to increase awareness of Cenovus's expectations of a respectful workplace at all Cenovus locations.



Since the program's inception, we have engaged in meaningful discussions and dialogue with more than 50 business units across all major Cenovus geographic locations, to highlight issues, share real life examples and raise awareness on the investigations process. Awareness efforts will continue in 2024 and we're shifting towards reinforcing expectations and accountability. We are also continuing to work with senior leaders to drive understanding of, and accountability for, issues through identifying data and themes, and expectation-setting to encourage them to intervene, take action and escalate when necessary. We also plan to further focus on field locations and other areas that have a higher occurrence of complaints.

Continuing in 2023, all employees and contractors were required to take a course on our Code of Business Conduct & Ethics, as part of our ethics and compliance training. Completion of the course required employees to confirm their commitment to raising any instances of misconduct that they witness, following

all policies related to the prevention of harassment and discrimination and understanding that the organization will protect those who speak up in good faith from retaliation.

Training & compliance

Quarterly ethics and compliance training is provided to all staff. In 2023, mandatory training was provided on the following topics:

- Disclosure and insider trading.
- Intellectual property and trade secrets.
- Personal data privacy.
- Code of Business Conduct & Ethics.
- Expect Respect culture.

Additional training is provided to specific areas of the business based on risk and role requirements.

Cyber security

We have established enhanced cyber security measures using best practices from the industry-leading National Institute of Standards and Technology framework. We continue to evolve our cyber security program in response to an evolving threat landscape, recognizing that data and identities must be protected. We take a proactive approach by continuing to invest in technology, processes and people to protect our infrastructure and data, while enhancing our resilience to cyber incidents. Having these frameworks in place allows us to benchmark our cyber program against best practices and standards and initiate quick action when needed, like any emergency response. Cyber defense is critical to safe operations, protecting the availability, integrity and security of critical infrastructure.

Advocacy & memberships

We comply with the applicable lobbying and election laws and reporting requirements in the jurisdictions where we operate. We have rigorous internal policies and procedures for lobbying and comply with all laws requiring companies to record their lobbying activities with applicable government registries.

All Cenovus lobbying is conducted in alignment with our Code and Cenovus seeks public policy solutions that preserve shareholder value and align with our corporate objectives, strategy, targets and ambition.

We regularly participate in policy discussions as part of our membership with business associations and groups, providing

guidance to encourage alignment of these groups' ESG stances with that of Cenovus. We urge the third-party groups we support to be fact-driven in their public positioning and solutions-oriented. Cenovus supports groups that are generally aligned with our corporate objectives, strategy, targets and ambition, recognizing industry groups must balance the diverse views of their members and perfect alignment with Cenovus's priorities is not always possible. Where misalignment is encountered, Cenovus works to persuade our peers of the merits of our position as we strive to be a constructive voice in the public policy space.

While we might not always be successful in persuading others of our view, we firmly believe in almost all cases it is better to be present and represent a constructive, diverse view than to be absent from the dialogue.

For additional information on our lobbying practices, please see our [website](#).

Our views on key issues

As a leading Canadian-based integrated energy company, we offer perspectives on a wide range of topics related to our industry and are committed to being an active, constructive and factual voice.

We also actively monitor and evaluate public policy developments impacting our industry and work constructively with all levels of government to seek sensible policy solutions that ensure a strong business environment and align with our corporate objectives, strategy and sustainability approach.

AWARDED 2023 ESG CHAMPION OF THE YEAR



Cenovus received the 2023 ESG Champion of the Year award from the Canada Energy Capital Assembly, organized by The Energy Council. This award recognizes oil and gas companies that demonstrate outstanding commitment and dedication to ESG principles and practices.

Supply chain management

Cenovus strives to work with direct suppliers who operate legally, ethically and responsibly, using risk-based prequalification criteria to assess whether they are aligned with our safety and operational integrity requirements, and to protect us from potential legal and reputational risks. Our prequalification assessment includes health, safety, sustainability, technical compliance and financial considerations, among other supply chain management metrics, and is applied based on company size and global presence. Our prequalification questionnaire for certain suppliers domiciled outside of North America includes questions to help us assess considerations related to human rights and labour practices, with minor exceptions based on localized requirements. Prior to commencing work, we require all suppliers and their personnel working at a Cenovus location to complete our life saving rules awareness training, corporate safety orientation and any site-specific orientation.

These orientations, periodic audits of supplier health and safety programs, and spot validation checks of required certifications, help ensure basic safety knowledge. In addition, over the life of the contractual relationship, where applicable, we conduct ongoing monitoring and assessment of contractor performance against previously agreed on key performance indicators, including safety, environmental, health, quality, cost, schedule and technical considerations.

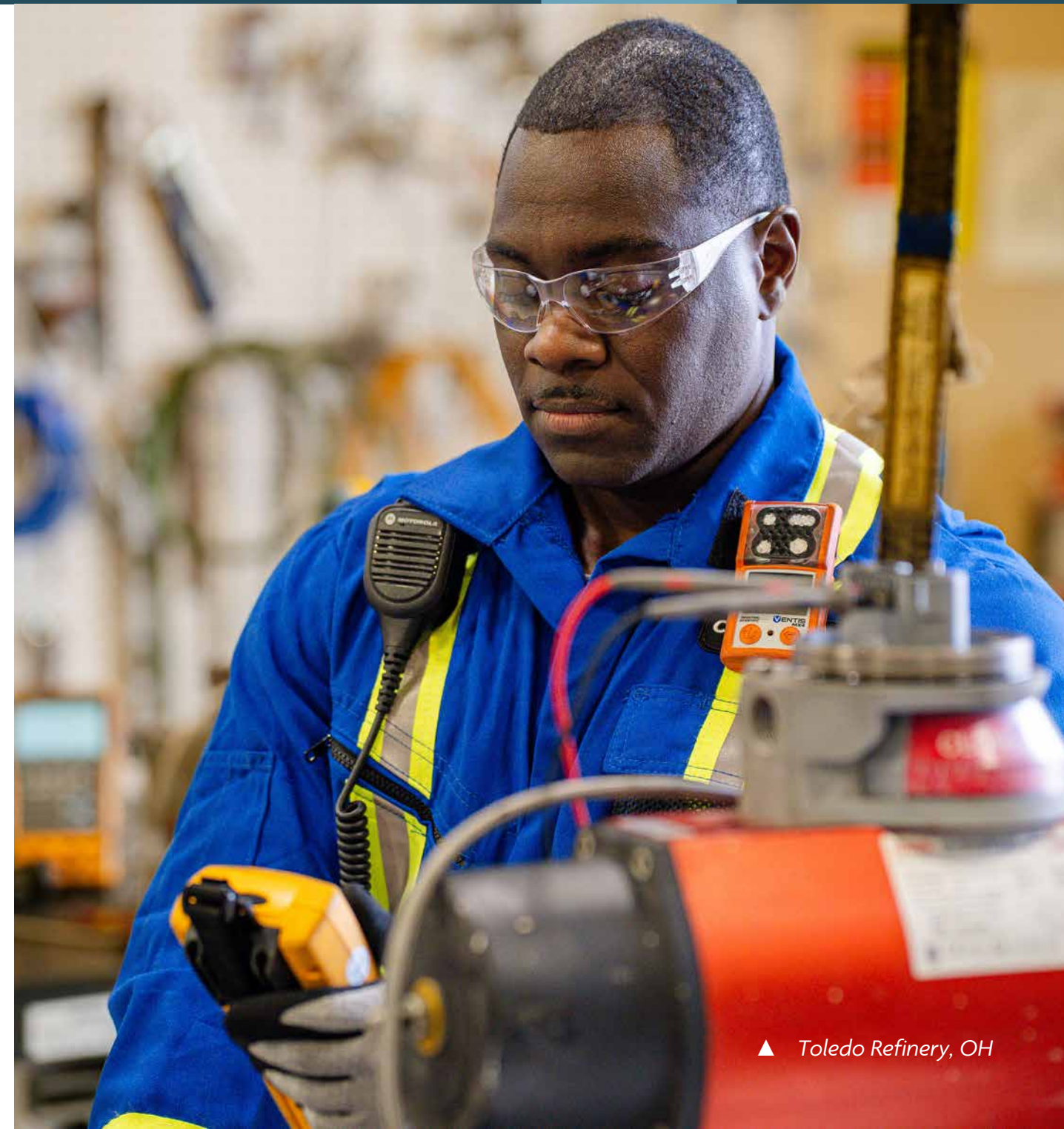
Systems are also in place to ensure suppliers have adequate insurance based on the risk exposure level determined by Cenovus.

Supplier Code of Business Conduct

Cenovus's Supplier Code of Business Conduct ensures our suppliers know and understand Cenovus's values, and encourages suppliers to align with our commitment to ethical operations, human rights and sustainability considerations, among others.

Local suppliers

Whenever possible, we hire locally and actively engage businesses from the areas around our operations. As part of our supply chain management process, we evaluate potential suppliers for safety standards and Indigenous inclusion to ensure strategic businesses are prioritized, when it is feasible to do so. In Canada, to further support the use of Indigenous businesses, our request for proposal process, sourcing templates and other procedures include Cenovus's focus on Indigenous economic reconciliation and capture any potential Indigenous inclusion opportunities across our operating areas.





▲ Head Office, Brookfield Place Calgary, AB

6 DATA

A detailed summary of the reporting boundaries can be found in the Reporting approach section of this report.

We have included pro forma data reflecting the strategic combination of Cenovus with Husky Energy Inc. on January 1, 2021, for certain safety metrics and metrics that support our ESG targets. We include 2019 pro forma data to reflect the starting year for many of our ESG targets and 2020 pro forma data to provide a comparable year-over-year analysis of our performance. Historical five-year data are otherwise legacy Cenovus performance only.

KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	2023	2022	2021	PRO FORMA		LEGACY CENOVUS		GLOBAL FRAMEWORK INDICATORS		LEVEL OF ASSURANCE
					2020	2019	2020	2019	SASB	IPECA	
SAFETY & ASSET INTEGRITY											
Total recordable incident rate (TRIR) ^(SA-1) ^(SA-2)	Rate	0.32	0.28	0.29	0.32	0.42	0.25	0.30	EM-EP-320a.1, EM-RM-320a.1, RT-CH-320a.1		Limited
Employees	Rate	0.31	0.14	0.17	0.35	0.23	0.33	0.15	EM-EP-320a.1, EM-RM-320a.1, RT-CH-320a.1		
Contractors	Rate	0.32	0.32	0.33	0.30	0.49	0.22	0.35	EM-EP-320a.1, EM-RM-320a.1, RT-CH-320a.1		
Lost time incident (LTI) frequency ^(SA-2)	Rate	0.04	0.05	0.03	0.05	0.05	0.02	NPR			SHS-3 Limited
Employees	Rate	0.07	0.01	0.01	0.07	0.08	0.00	NPR			SHS-3
Contractors	Rate	0.03	0.06	0.03	0.05	0.05	0.03	NPR			SHS-3
Near miss frequency rate (NMFR) ^(SA-2)	Rate	3.78	3.50	5.86	-	-	NPR	NPR	EM-RM-320a.1		
Employees	Rate	10.60	8.88	14.16	-	-	NPR	NPR	EM-RM-320a.1		
Contractors	Rate	2.00	1.94	2.63	-	-	NPR	NPR	EM-RM-320a.1		
Fatalities ^(SA-3)	Number	0	0	0	0	0	0	0	EM-EP-320a.1, EM-RM-320a.1, RT-CH-320a.1		Limited
Employees	Number	0	0	0	0	0	0	0	EM-EP-320a.1, EM-RM-320a.1, RT-CH-320a.1		
Contractors	Number	0	0	0	0	0	0	0	EM-EP-320a.1, EM-RM-320a.1, RT-CH-320a.1		
Process Safety Events (PSE) ^(SA-3)	Number	25	21	20	21	33	2	8			
Tier 1	Number	10	9	9	8	6	1	1	EM-EP-540a.1, EM-RM-540a.1, RT-CH-540a.1		Limited
Tier 2 ^(SA-4)	Number	15	12	11	13	27	1	7	EM-RM-540a.1		Limited
Average hours of health, safety and emergency response training ^(SA-5)	Hours	9.83	8.16	8.09	-	-	NPR	11.63	EM-EP-320a.1, RT-CH-320a.1		
Employees ^(SA-6)	Hours	10.50	8.11	8.29	-	-	NPR	12.50	EM-EP-320a.1, RT-CH-320a.1		
Contractors	Hours	9.15	8.36	7.30	-	-	NPR	8.30	EM-EP-320a.1, RT-CH-320a.1		
FINANCIAL INDICATORS											
Gross sales ^(FI-1)	\$ millions	55,474	71,765	48,811	-	-	13,914	21,715			
Cash flow from operating activities	\$ millions	7,388	11,403	5,919	-	-	273	3,285			
Annual capital investments ^(FI-2)	\$ millions	4,298	3,708	2,563	-	-	841	1,176			
Current income tax expense (recovery)	\$ millions	1,181	1,639	276	-	-	(13)	17			
Royalties	\$ millions	3,270	4,868	2,454	-	-	371	1,173			
Proved reserves (before royalties)	MMBOE	5,866	6,082	6,077	-	-	5,030	5,103			
Proved and probable reserves (before royalties)	MMBOE	8,702	8,869	8,278	-	-	6,686	6,871			

KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	2023	2022	2021	PRO FORMA		LEGACY CENOVUS		GLOBAL FRAMEWORK INDICATORS		LEVEL OF ASSURANCE
					2020	2019	2020	2019	SASB	IPECA	
INDIGENOUS & COMMUNITY ENGAGEMENT											
Annual Indigenous business spend ^(IN-1) ^(IN-2)	\$ millions	662	395	221	194	244	135	143		SOC-14	Limited
Number of non-technical delays ^(IN-3)	Number	0	0	0	-	-	0	0	EM-EP-210b.2		
Duration of non-technical delays	Days	0	0	0	-	-	0	0	EM-EP-210b.2		
Total social investment ^(IN-4)	\$ millions	53.43	28.23	19.25	-	-	8.73	6.62		SOC-13	
OUR PEOPLE											
Voluntary employee turnover	Percentage	4.5	4.9	4.3	-	-	1.4	4.0		SOC-6	
Total workforce ^(OP-1)	Number	8,496	7,432	8,786	-	-	3,001	3,189			
Employees	Number	6,925	5,998	6,470	-	-	2,413	2,361			
Contractors	Number	1,571	1,434	2,316	-	-	588	828			
Board gender diversity ^(OP-2)	Percentage	33	27	27	-	-	25	NPR		SOC-5	
Board diversity ^(OP-3)	Percentage	42	36	36	-	-	NPR	NPR		SOC-5	
Percentage female employees ^(OP-4)	Percentage	27	28	29	30	29	29	29		SOC-5	Limited
Leadership roles ^(OP-5)	Percentage	26	25	25	25	24	23	21		SOC-5	Limited
Top leadership roles ^(OP-6)	Percentage	25	19	21	19	17	19	19		SOC-5	
Percentage of employees covered by performance reviews	Percentage	100	100	100	-	-	100	100			
Management by objective appraisal	Percentage	100	100	100	-	-	100	100		GOV-2	
Multi-dimensional performance appraisal	Percentage	100	100	100	-	-	100	100		GOV-2	
BUSINESS ETHICS											
Business conduct investigations ^(BE-1)	Number	39	37	42	-	-	26	29		GOV-1	
Integrity Helpline intakes	Number	155	147	100	-	-	57	78		SOC-8	

KEY PERFORMANCE INDICATOR

NPR	Not previously reported.
NA	Data not available, relevant or considered material.
-	No pro forma calculation completed.

SAFETY & ASSET INTEGRITY

SA-1	Recordable incidents include lost time injuries, restricted-work injuries and medical aid injuries. Medical aid injuries require medical attention but do not result in an employee being absent from work.
SA-2	Total recordable incident rate, lost time incident frequency rate and near miss frequency rate are calculated as (statistic count x 200,000)/hours worked.
SA-3	Adjusted SASB indicator unit of measure from rate to count.
SA-4	SASB indicator specific to Refining & Marketing Standard, however we have reported for all operations.
SA-5	Average hours of health, safety and emergency response training calculated as total qualifying training hours provided/total number of employees or contractors.
SA-6	Includes full-time employees only.

FINANCIAL INDICATORS

FI-1	For additional financial metrics, please see our financial statements on cenovus.com.
FI-2	Includes expenditures on property, plant and equipment, exploration and evaluation assets, and capitalized interest. Excludes acquisition capital, dispositions, asset retirement obligations, and amounts related to Husky-CNOOC Madura Ltd., which is accounted for using the equity method. Applies to years 2022-2023.

INDIGENOUS & COMMUNITY ENGAGEMENT

IN-1	All goods and/or services provided by either an Indigenous-owned company (51% or more ownership) or an Indigenous joint venture. A joint venture is defined as a non-Indigenous company that has a joint venture/agreement/MOU with an Indigenous community or individual. Figures are based on companies or communities self-disclosing that their businesses are Indigenous.
IN-2	Values restated to reflect changes in self-disclosure of Indigenous businesses.
IN-3	Non-technical delays are defined by SASB as shutdowns and project delays, including but not limited to, those resulting from pending regulatory permits or other political delays, community or stakeholder resistance or protest, or armed conflict.
IN-4	Total value of social investments as audited by the London Benchmarking Group Canada. Social investments include cash, employee volunteer time during work hours and in-kind contributions.

OUR PEOPLE

OP-1	Employee total is based on headcount and includes part-time employees.
OP-2	Reflective of women on the Board.
OP-3	In 2021, the Board revised the existing aspirational target included in the Board Diversity Policy to have at least 40% of non-management directors be represented by women, Indigenous peoples, persons with disabilities and members of visible minorities, with at least 30% representation by women, by year-end 2025.
OP-4	Reflects company-wide operations.
OP-5	Cenovus leadership roles include employees at the Supervisor, Team Lead, Manager and Director or equivalent level, where equivalent is determined when the employee is responsible for directly managing employees or contractors (i.e., have at least one direct report). Leaders who manage service providers only are excluded.
OP-6	Cenovus top leadership roles include the President & CEO, Executive Vice-Presidents, Senior Vice-Presidents, Vice-Presidents and Chief positions.

BUSINESS ETHICS

BE-1	Investigations can include (but are not limited to) compliance with laws and regulations, conflict of interest, fraud, confidentiality and disclosure, and other potential breaches of policies and practices.
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▲ Sunrise oil sands asset, AB

7 APPENDIX

OVERVIEW & APPROACH

REPORTING APPROACH

Scope & boundary

This 2023 CSR report communicates our performance for certain ESG metrics for the period January 1 to December 31, 2023, and includes references to relevant actions undertaken by Cenovus in the first part of 2024. This report relates to the annual financial statements for the year ended December 31, 2023.

Unless otherwise noted, our data was collected and reported for all facilities where Cenovus had operational control throughout 2023 (reported on a gross operated basis and not adjusted for ownership share) and does not include joint-venture interests operated by other organizations in 2023.

All financial data is reported in Canadian dollars and excludes discontinued operations. Details of the company's intercorporate relationships are provided in Cenovus's [2023 Annual Information Form](#).

Reportable segments & reporting frameworks

Our reporting is guided by principles of accuracy, balance, clarity, comparability, reliability and timeliness. Cenovus monitors the development of external ESG reporting frameworks and supports efforts to reach consensus and standardize key performance indicators.

For financial reporting purposes, Cenovus has identified three reportable segments, which can be found in our [2023 MD&A](#). The Upstream segment includes Oil Sands, Conventional and Offshore, the Downstream segment includes Canadian Refining

and U.S. Refining and the Corporate and Eliminations segment captures company-wide costs and activity. However, for the purposes of this report, we have aligned our business segments with the Value Reporting Foundation's SASB standards most relevant to our operations.

All partner-operated assets are excluded from our reported metrics. These partner operated assets as of December 31, 2023, are the gas plant at the Liwan Gas Project offshore China and the BD Project offshore Indonesia, both operated by China National Offshore Oil Corporation (CNOOC), the Terra Nova oil field in the Atlantic region operated by Suncor Energy Inc., the U.S. Wood River and Borger refineries operated by Phillips 66, and the Rainbow Lake cogeneration plant in northern Alberta, operated by TransAlata.



Our alignment with SASB standards, unless otherwise noted, is as follows:

Extractives & Minerals Processing – Oil & Gas – Exploration & Production (E&P) Standard

- Onshore includes the development and production of heavy oil and bitumen in northern Alberta including the Foster Creek, Christina Lake and Sunrise oil sands projects, as well as emerging assets that are not yet producing. It also includes the Lloydminster thermal projects in Saskatchewan, conventional heavy oil assets in Alberta and Saskatchewan,

and conventional oil and natural gas production, including processing operations, in the Deep Basin and other parts of Western Canada.

- Offshore includes the offshore operations, exploration and development activities in Atlantic Canada and the drilling and completions operations in the Asia Pacific regions of China and Indonesia.

Extractives & Minerals Processing – Oil & Gas – Midstream Standard

- The crude-by-rail terminal in Bruderheim, Alberta.
- Pipeline terminals in Cold Lake, Hardisty and Lloydminster, Alberta.

Extractives & Minerals Processing – Oil & Gas – Refining & Marketing (R&M) Standard

- Canadian Refining, which includes our upgrader and asphalt refinery in Lloydminster on the Alberta-Saskatchewan border.
- U.S. Refining, which includes the refineries in Toledo and Lima, Ohio and Superior, Wisconsin. The Superior Refinery restarted in March 2023 and the Toledo Refinery restarted in April 2023.
- Canadian refined products, which includes the Canadian commercial and wholesale channels.

Resource Transformation – Chemicals Standard

- The ethanol plants in Lloydminster, Saskatchewan and Minnedosa, Manitoba.



Ipieca

Where there is no guidance within the SASB standards, we leverage the sustainability reporting guidance for the oil and gas industry published by Ipieca. As active members of Ipieca, we participate on several committees with peers to monitor reporting trends and improve our environmental and social performance.

Third-party assurance

We have obtained third-party assurance for select indicators reported in each of our sustainability reports since 2009. This helps us build credible reporting and stakeholder confidence. We continuously look for ways to enhance the credibility of our reporting systems and the accuracy of our data.

For this report, PricewaterhouseCoopers LLP (PwC) provided limited assurance on 9 indicators. Refer to the independent assurance statement on p. 68. Through our membership in London Benchmarking Group Canada, we audit our social investment portfolio yearly to receive a reasonable level of assurance. The audit validates the total value of our social investment cash and in-kind contributions, and employee volunteer time during working hours.

Materiality & target setting

Cenovus's combination with Husky, which closed on January 1, 2021, significantly changed our portfolio. In early 2021, we conducted a detailed materiality assessment to identify focus areas that impact our combined business and are considered the most important by our stakeholders.

Following the assessment, we established targets in each focus area that are measurable and meaningful. These targets and ambition have been endorsed by the executive leadership team and Board of Directors.

In late 2023, Cenovus refreshed its materiality assessment. This was an opportunity to connect with our stakeholders and confirm the continued relevance of our focus areas, assess perception of our sustainability performance and identify new risks or opportunities. While the areas of focus remain relevant, some regional opportunities were identified. With the roll-off of some of our 2025 targets, and as our business continues to evolve, we'll take the opportunity to reassess and adjust as required.



We are transparent in reporting our strategy, performance and progress against our targets through annual disclosure. We remain committed to delivering strong business results and long-term financial resilience while operating in a responsible and respectful way.



▲ Sunrise oil sands asset, AB

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

We recognize businesses have a role in providing solutions that contribute to “a universal call to action to end poverty, protect the planet and improve the lives and prospects of everyone, everywhere”, as directed by the United Nations’ (UN) 2030 Agenda for Sustainable Development. Our business activities contribute to many of the UN’s Sustainable Development Goals (SDGs). In this table we showcase the goals most aligned with our social targets. We will continue to evaluate how we can further incorporate the SDGs into our business activities over time, along with enhancing our role in contributing to this global agenda.

FOCUS AREA	TARGET/AMBITION	SELECTED SDG	OUR ACTIONS
Indigenous reconciliation	Achieve a minimum of \$1.2 billion of spending with Indigenous businesses between 2019 and year-end 2025.	 <p>10 REDUCED INEQUALITIES</p>	<ul style="list-style-type: none"> • Sustain and/or increase economic participation of Indigenous peoples in our business by removing barriers and championing inclusion. • Partner with Indspire, an Indigenous-led national charity to enhance educational opportunities and recognize outstanding achievements of Indigenous peoples. • Advance the Cenovus Indigenous Housing Initiative to build 200 homes in six Indigenous communities, with 121 homes funded since 2020. • Three significant investments in Indigenous youth: \$750,000 in a three-year partnership with Spirit North to launch a new leadership program, \$350,000 to Influence Mentoring Society to support their free mentorship program and \$650,000 to Lakeland College to support student success programs designed to transition post-secondary students through to graduating and joining the workforce.
	Attain Partnership Accreditation in Indigenous Relations gold certification from the Canadian Council for Indigenous Business by year-end 2025.		
Inclusion & diversity	Increase women in leadership roles to 30% by year-end 2030.	 <p>5 GENDER EQUALITY</p>	<ul style="list-style-type: none"> • Bi-annual progression and promotion recommendations are reviewed by gender to assess for potential bias over the long-term and ensure strong representation of women ready to take on future leadership roles. • Performance rating, bonus & LTI awards are reviewed by gender to ensure we are comfortable with the outcome relative to our population split. • Removing barriers to attraction of diverse representation in student and new grad pool by partnering with universities and colleges, and providing scholarships to students working towards education that can support the energy industry. • Established voluntary, employee-led and executive-sponsored inclusion & diversity networks that are intended to foster a diverse and inclusive workplace and are open to all staff at Cenovus. The networks aim to increase awareness around key topics, trends and issues related to the network, influence Cenovus’s practices and programs to enhance the experience of all staff, and provide peer support for staff. • Consider the benefits of all aspects of diversity when reviewing Board composition, identifying suitable candidates for nomination or appointment to the Board, and as part of the annual performance evaluation of the effectiveness of the Board, its committees and individual directors, as described in the Board Diversity Policy.
	Aspire to have at least 40% representation from designated groups among non-management directors, including at least 30% women, by year-end 2025.		

Sustainability Accounting Standards Board (SASB) INDEX

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	CENOVUS DISCLOSURE
Security, Human Rights & Rights of Indigenous People	Percentage of (1) proved and (2) probable reserves in or near areas of conflict.	Quantitative	Percentage (%)	EM-EP-210a.1	Omitted due to lack of applicability.
	Percentage of (1) proved and (2) probable reserves in or near Indigenous land.	Quantitative	Percentage (%)	EM-EP-210a.2	Evaluating disclosure for future reports.
	Discussion of engagement processes and due diligence practices with respect to human rights, Indigenous rights, and operation in areas of conflict.	Discussion and analysis	n/a	EM-EP-210a.3	2023 CSR report, Human Rights p. 54, Supplier Code of Business Conduct p. 57, and Indigenous reconciliation p. 24-35. Cenovus does not operate in areas of conflict.
Community Relations	Discussion of process to manage risks and opportunities associated with community rights and interests.	Discussion and analysis	n/a	EM-EP-210b.1 RT-CH-210a.1	2023 CSR report, Local suppliers p. 57, Indigenous reconciliation p. 24-35, and Social investment p. 60.
	Number and duration of non-technical delays.	Quantitative	Number, days	EM-EP-210b.2	2023 CSR report, Data table p. 60.
Workforce Health & Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, (3) near miss frequency rate (NMFR), and (4) average hours of health, safety, and emergency response training for (a) full-time employees, (b) contract employees, and (c) short-service employees.	Quantitative	Rate, hours (h)	EM-EP-320a.1 RT-CH-320a.1	2023 CSR report, Data table p. 59. Fatality metric is disclosed as number not rate. Evaluating disclosure of rates for short-service employees for future disclosure.
	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees.	Quantitative	Rate	RT-CH-320a.1	2023 CSR report, Data table p. 59. Fatality metric is disclosed as number not rate.
	(1) Total recordable incident rate (TRIR), (2) fatality rate, (3) near miss frequency rate (NMFR) for (a) full-time employees and (b) contract employees.	Quantitative	Rate	EM-RM-320a.1	2023 CSR report, Data table p. 59. Fatality metric is disclosed as number not rate.
	Discussion of management systems used to integrate a culture of safety throughout the exploration and production lifecycle.	Discussion and analysis	n/a	EM-EP-320a.2 EM-RM-320a.2	2023 CSR report, Our safety culture p. 16-23.
	Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks.	Discussion and analysis	n/a	RT-CH-320a.2	2023 CSR report, Our safety culture p. 16-23.

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	CENOVUS DISCLOSURE
Business Ethics & Transparency	Percentage of (1) proved and (2) probable reserves in countries that have the 20 lowest rankings in Transparency International's Corruptions Perception Index.	Quantitative	Percentage (%)	EM-EP-510a.1	Omitted due to lack of applicability. Cenovus does not operate in any of the 20 lowest ranked countries in Transparency International's Corruption Perception Index (2022).
	Total amount of monetary losses as a result of legal proceedings associated with price fixing or price manipulation. Briefly describe the nature, context, and any corrective actions taken as a result of the monetary losses.	Quantitative Discussion and analysis	Reporting currency	EM-RM-520a.1	2023 AIF, Legal proceedings and regulatory actions p. 50. Cenovus has not had any monetary losses as a result of legal proceedings associated with federal pipeline and storage regulations or with price fixing or price manipulation. 2023 CSR report, Our policy management and compliance approach p. 53.
	Description of the management system for prevention of corruption and bribery throughout the value chain.	Discussion and analysis	n/a	EM-EP-510a.2	2023 CSR report, Our policy management and compliance approach p. 53.
Competitive Behaviour	Total amount of monetary losses as a result of legal proceedings associated with federal pipeline and storage regulations. The entity shall briefly describe the nature, context, and any corrective actions taken as a result of the monetary losses.	Quantitative Discussion and analysis	Reporting currency	EM-MD-520a.1	2023 AIF, Legal proceedings and regulatory actions p. 50. Cenovus has not had any monetary losses as a result of legal proceedings associated with federal pipeline and storage regulations or with price fixing or price manipulation.
Management of the Legal & Regulatory Environment	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry.	Discussion and analysis	n/a	EM-EP-530a.1 EM-RM-530a.1 RT-CH-530a.1	2023 MD&A, Risk management and risk factors p. 44-62. 2023 CSR report Advocacy and memberships p. 56.

INDEPENDENT ASSURANCE



Independent practitioner's limited assurance report on selected performance metrics in Cenovus Energy Inc.'s 2023 Corporate Social Responsibility Report

To the Directors of Cenovus Energy Inc. (the "Company")

We have undertaken a limited assurance engagement on the performance metrics detailed in Schedule 1 (the "limited assurance subject matter") as presented in the Company's 2023 Corporate Social Responsibility Report (the "2023 CSR Report"), for the year ended December 31, 2023.

The Company's responsibility for the limited assurance subject matter

The Company is responsible for the preparation of the limited assurance subject matter in accordance with criteria as outlined in the accompanying Schedule 1, as well as the corporate boundaries and policies as outlined in the Company's 2023 CSR Report (together, the "applicable criteria"). The Company is also responsible for the design, implementation and maintenance of internal control relevant to the preparation of the limited assurance subject matter that is free from material misstatement, whether due to fraud or error.

Our responsibility

Our responsibility is to express a limited assurance conclusion on the limited assurance subject matter based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with Canadian Standard on Assurance Engagements (CSAE) 3000, *Attestation Engagements Other than Audits or Reviews of Historical Financial Information*. This standard requires that we plan and perform this engagement to obtain limited assurance about whether the limited assurance subject matter is free from material misstatement.

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"PwC" refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership.



A limited assurance engagement involves performing procedures (primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures) and evaluating the evidence obtained. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users of our report. The procedures are selected based on our professional judgment, which includes identifying areas where the risks of material misstatement, whether due to fraud or error, in preparing the limited assurance subject matter in accordance with the applicable criteria, are likely to arise.

Our engagement included, among others, the following procedures performed:

- Made inquiries of management to obtain an understanding of the overall governance and internal control environment and risk management processes relevant to the data metrics in the limited assurance subject matter;
- Performed analytical reviews and trend analysis of reporting data for the limited assurance subject matter;
- Obtained and inspected a limited sample of underlying documentation to support the limited assurance subject matter; and
- Considered the disclosure and presentation of the limited assurance subject matter.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement and, consequently, the level of assurance obtained is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, we do not express a reasonable assurance opinion about whether the Company's limited assurance subject matter has been prepared, in all material respects, in accordance with the applicable criteria.

Our independence and quality management

We have complied with independence and other ethical requirements of the relevant rules of professional conduct / code of ethics applicable to the practice of public accounting and related to assurance engagements, issued by various professional accounting bodies, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.



The firm applies Canadian Standard on Quality Management 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Significant inherent limitations

Non-financial data is subject to more limitations than financial data, given both the nature and the methods used for determining, calculating, sampling or estimating such data. Qualitative interpretations of relevance, materiality and the accuracy of data are subject to individual assumptions and judgments.

Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Company's limited assurance subject matter for the year ended December 31, 2023 is not prepared, in all material respects, in accordance with the applicable criteria.

Purpose of the limited assurance subject matter and restriction on use of our report

The limited assurance subject matter has been prepared in accordance with the applicable criteria to report to the Directors. As a result, the limited assurance subject matter may not be suitable for another purpose. Our report is intended solely for the Company.

We neither assume nor accept any responsibility or liability to any third party in respect of this report.

PricewaterhouseCoopers LLP

Chartered Professional Accountants

Calgary, Alberta
August 29, 2024



Schedule 1

The limited assurance subject matter

Performance Metric	Level of Assurance	Scope	Criteria	Unit of Measure	2023 Value
Total recordable incident rate (TRIR)	Limited	Company-wide	SASB (EM-EP-320a.1/EM-RM-320a.1/RT-CH-320a.1)	Rate	0.32
Lost time incident (LTI) frequency	Limited	Company-wide	IPIECA (SHS-3)	Rate	0.04
Process safety events (PSE)	Limited	Company-wide	SASB (EM-EP-540a.1/EM-RM-540a.1/RT-CH-540a.1)	Number	25
Process safety events (PSE) - Tier 1	Limited	Company-wide	SASB (EM-EP-540a.1/EM-RM-540a.1/RT-CH-540a.1)	Number	10
Process safety events (PSE) - Tier 2	Limited	Company-wide	SASB (EM-RM-540a.1)	Number	15
Annual Indigenous business spend	Limited	Company-wide	IPIECA (SOC-14)	\$ millions	662
Percentage of female employees	Limited	Company-wide	IPIECA (SOC-5)	Percentage	27
Percentage of female employees – Leadership roles	Limited	Company-wide	IPIECA (SOC-5)	Percentage	26



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▲ *Christina Lake oil sands asset, AB*