

## Emergency Management Program

### Policy

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

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

### Purpose

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

Our EMP meets or exceeds all applicable federal, state and provincial regulatory requirements in addition to our internal policies, standards and is governed by our Cenovus Operations Integrity Management System (COIMS).

The Emergency Management Program document complies with the Cenovus Emergency Management / Business Continuity Standard and with the following Cenovus Operations Integrity Management System (COIMS) Element 7 framework, as per below,

### Element 7: Emergency Management

#### *Purpose:*

Entities are prepared to manage emergency, business interruption and security scenarios to protect people, the environment, and our assets.

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

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

### Priorities, Goals and Objectives

Cenovus has an integrated EM program that includes an all-hazard approach, risk management and detailed response plans to be able to mitigate and respond to any emergency. Cenovus' emergency response priorities are:

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

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

- Maintain emergency response program(s) and plans based on the entity's identifies hazards and associated risks. Communicate the relevant appropriate information to the workforce and external stakeholders, when required
- Identify and verify the availability of competent and effective resources (including mutual aid) required for emergency response, response coordination, and restoration
- Train, exercise and evaluate emergency response exercises and events at least annually and when significant changes to assets have taken place or where risk levels have changed. Review and update plans based on changes in risk, the result of tests and resource availability
- Respond safely and effectively to emergencies using the Incident Command System and aid employees, operations and communities to recover for impacts
- Maintain a system to account for staff during and after an emergency
- Continuously improve the program

### Emergency Response Plans and Guides

Cenovus' ERPs meet or exceed the requirements of all governing agencies and regulatory bodies in operational areas. ERPs are developed by conducting area-specific risk assessments following the Corporate Standard for Hazard Identification and Controls. Emergency plans include, but are not limited to, Emergency Response, Integrated Contingency, Wildfire, Pre-Fire, Oil Spill and Geographic Response Plans. These plans are developed and included in the ERP specifically or as part of the EM program document collection. Response requirements are evaluated to determine the training and equipment needed for on-site response personnel in each ERP area.

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

to participate in, familiarize with, and contribute to Cenovus' emergency response process.

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

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

Cyber-attacks are an increasing threat around the world. All business functions shall have detailed contingency plans established so that transactions and critical workflows will be able to continue without the current technology solutions. Cenovus has developed a Cyber-Attack Response Playbook that outlines the coordination of a comprehensive response to cyber-attacks, including the activation and collaboration of corporate and local response teams.

Guides have also been developed to aid workers with initial response, roles and responsibilities, first aid, and the emergency management planning process, just a name a few.

### Integrity and Environment

Cenovus follows regulatory and industry practices to protect land, aquatic, and air environments. Cenovus' safety and environmental teams support operations to safeguard against a potential release. Cenovus' safeguards ensure inspections, risk assessments and maintenance are completed, while minimizing ground disturbance. A robust inventory of specialized equipment has been procured and is managed to aid in efficient and effective deployment in the unlikely occurrence of a release.

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

### Public Safety

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

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

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

## Stakeholder Engagement

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

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

In the event of an emergency, a member of the Cenovus response organization would communicate with impacted stakeholders and provide updates.

## Incident Management Framework

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

While using the Incident Command System, our assets in the United States also utilize the [National Incident Management System \(NIMS\)](#). NIMS is based on the premise that utilization of a common incident command framework will give emergency management/response personnel a flexible but standardized system for emergency management and incident response activities.

## Emergency Notification

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

## Training, Exercises, and Continuing Education

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

Type of training or exercise	Description	Frequency
Online or classroom training	Curriculum based on ICS; includes regulatory awareness and site-specific orientations. Covers technical, communication and leadership subject matter.	As required
Tabletop exercise	A facilitated practice of an emergency in an informal environment; designed to elicit constructive discussions as participants examine and resolve problems based on existing operational plans, and identify where any parts of the plan should change.	Annual per ERP
Functional exercise	A simulated, interactive test of the capabilities to respond to an event, without moving people or equipment to site. Also referred to as a communications exercise, this type of practice tests multiple functions of an ERP. The exercise uses a carefully designed and scripted scenario, with timed messages and updates leading to internal and external communications.	Annual per BCP
Full-scale exercise	Simulation of a real event portrayed as realistically as possible; includes the mobilization and actual movement of personnel and equipment. This type of exercise may involve multiple agencies and disciplines.	Every 3-5 years
Drills	A coordinated, supervised activity employed to test a single, specific operation or function within an ERP or safety procedure.	Regularly (Entity driven)

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

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

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

Cenovus is committed to being a member in good standing with regulated preparedness and response organizations as well as protecting against potential impact through service agreements with other response and mutual aid groups.

### Continuous Improvement & Program Effectiveness

The Emergency Management Program effectiveness is reviewed through internal and external audits focused on Element 7 of COIMS (ie. Levels of Defense 1, 2, 3) and exercise evaluations.

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

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