



GIBSON ENERGY INC. DIVERSITY & INCLUSION POLICY

1. Purpose

The board of directors (the “**Board**”) of Gibson Energy Inc. (along with its affiliates, “**Gibson**”) believes that a firm made up of individuals with diverse expertise, experience, independence, personal skills, and qualities, including attributes such as gender, ethnicity, race, disabilities, age, sexual orientation, religion and family status contributes to a better culture and enhanced decision-making through the contribution of different perspectives and experiences. Gibson is committed to fostering a respectful and inclusive workplace that provides for equal opportunities, does not tolerate discrimination, and reflects the communities in which it operates.

This Diversity & Inclusion Policy (the “**Policy**”), which is overseen by the Board and its relevant committees as described below, sets out Gibson’s policy for the Board and all Gibson employees (the “**Gibson Workforce**”) with respect to diversity and inclusion. This Policy should be read in conjunction with Gibson’s Code of Conduct and Ethics, Labour and Human Rights Policy and Respectful Workplace Policy.

2. Diversity Implementation

Gibson will take the following actions when identifying and nominating candidates for the Board and when recruiting, hiring, promoting and planning for succession within the Gibson Workforce:

- only consider Board and Gibson Workforce candidates that are highly qualified based on their respective expertise, experience, independence, personal skills, and qualities;
- consider the current strength and constitution of the Board and the Gibson Workforce, including, but not limited to, attributes such as gender, ethnicity, race, disabilities, age, sexual orientation, religion, family status, and other characteristics of the communities where Gibson operates;
- include and consider candidates for Gibson Workforce positions during hiring and succession planning, and for nominations or appointments to the Board, who would enhance the diversity of the Board or the Gibson Workforce as set forth in this Policy;
- ensure diverse candidates make up approximately half of interviewees during the recruitment process for all Board and Gibson Workforce positions; and
- if required, engage a qualified independent advisor to assist with candidate searches for Board and Gibson Workforce positions to help achieve the purpose of this Policy and identify highly qualified individuals who meet Gibson’s diversity and inclusion objectives.

3. Measurement and Assessment of Diversity and Inclusion for the Gibson Workforce

To assess and monitor Gibson’s diversity implementation and progress under this Policy with respect to the Gibson Workforce, Gibson has formed a Diversity & Inclusion Council (the “**Council**”). The Council is sponsored and chaired by the President and CEO and co-chaired by the Head of Human Resources. The purpose of the Council is to connect Gibson’s diversity and inclusion initiatives to a broader business strategy. The Council has identified short and long-term objectives for improving Gibson Workforce diversity and inclusion and has established four key strategic pillars for these efforts: Recruitment, Retention, Advancement and Awareness.

The Sustainability and ESG Committee (the “**ESG Committee**”) shall oversee the implementation of this Policy with respect to the Gibson Workforce and the Council will report quarterly on diversity and inclusion

metrics to the ESG Committee. The ESG Committee will annually review Gibson's progress in achieving the objectives of this Policy and implementation of diversity and inclusion throughout the Gibson Workforce, including achievement of the Gibson Workforce diversity targets outlined below. The ESG Committee will report the results to the Board and make recommendations to the Board regarding any changes to the current practices, implementation efforts, and measurements that it believes are required to achieve the recruitment, retention, advancement and awareness goals of this Policy as they relate to the Gibson Workforce.

4. Diversity and Inclusion Targets for the Gibson Workforce

The Board has established the following diversity and inclusion targets by 2025 and 2030:

Category	2025	2030
Women	40-42%	43-45%
Women Vice Presidents or Above	33-40%	40-45%
Racially or Ethnically Minority Representation	21-23%	23-25%
Indigenous Representation	2.5-3%	3.5-4%
Women Executives*	Achieve at least one person	Maintain at least one person
Racially or Ethnically Diverse and/or Indigenous Executives*	Achieve at least one person	Maintain at least one person

*Executives includes Senior Vice Presidents or above

5. Measurement and Assessment of Diversity and Inclusion for the Board

The Corporate Governance, Compensation and Nomination Committee (the “CGCN Committee”) shall oversee the implementation of this Policy with respect to the Board. The CGCN Committee will annually review progress in achieving the objectives of this Policy and implementation of diversity and inclusion throughout the Board, including achievement of the Board diversity targets outlined below. The CGCN Committee will report the results to the Board and make recommendations to the Board regarding any changes to the current practices, implementation efforts, and, measurements that it believes are required to achieve the recruitment, retention, advancement and awareness goals of this Policy as they relate to the Board.

6. Diversity and Inclusion Targets for the Board

The Board has established the following diversity and inclusion targets by 2025:

Category	2025
Women	40%
Racially or Ethnically Minority and/or Indigenous	Achieve at least one person

In addition to the targets set forth above, the Board will work towards establishing and maintaining a Board in which at least 50% of directors are women.

7. Board Approval

This Policy has been approved by the Board on February 22, 2021.