

## **Board Inclusion, Equity and Diversity Policy**

### **1.0 Purpose and Scope**

All Kiwetinohk Board nominations, appointments and other personnel decisions are done on merit, and it is the policy of Kiwetinohk to ensure equal employment opportunities at the Board and management levels.

The skills, experience and competitiveness of the stakeholders Kiwetinohk engages contributes to our success and forms a key part of Kiwetinohk's competitive advantage.

Talent, skill and opportunity come in many different packages. Kiwetinohk recognizes the benefits of having a diverse Board and believes that successful organizations make good use of people who have varying skills, expertise and industry experience and whose membership is inclusive of varying genders, visible minorities, Indigenous peoples, peoples with disabilities, varying ethnicities, varying geographies, varying ages and other distinctions.

This policy outlines the Kiwetinohk Board's inclusion, equity and diversity principles and goals, and how Kiwetinohk sets about making progress and continuous improvements towards achievement of those goals.

All directors, management and staff of Kiwetinohk are responsible for ensuring a safe and respectful workplace environment where high value is placed on inclusion, equity and diversity.

This Inclusion, Diversity and Equity Policy applies to all Board Directors of Kiwetinohk and its subsidiaries.

### **2.0 Definitions**

"Board" means Kiwetinohk's board of directors.

"CEO" means the Chief Executive Officer

"Kiwetinohk" or the "Corporation" means Kiwetinohk Energy Corp. and its subsidiaries

### **3.0 Principles and Rules**

#### *3.1 Inclusion*

Kiwetinohk values a respectful and inclusive culture and we benefit when all people fully contribute their thinking, experience and skills to our business.

Kiwetinohk acknowledges that biases exist and these can create barriers for some people to fully develop and contribute their skills, abilities and talent. In that context, Kiwetinohk prohibits discrimination based on any protected ground as set out in applicable human rights legislation, which may include race, colour, sex, gender identity or expression, pregnancy, sexual orientation, marital or family status, age (except as provided by law), religion, political convictions, language, ethnic or national origin, social condition, handicap, or any other basis protected by applicable law. Discrimination based on the perception that anyone has any of those characteristics, or is associated with a person who has or is perceived as having any of those characteristics, is also strictly prohibited. Kiwetinohk will not tolerate any such discrimination.

As such, Kiwetinohk works to be inclusive in our Board nomination practices and to provide an atmosphere that encourages mutual respect and positive working relationships where everyone can succeed, feel a sense of belonging to the Kiwetinohk team, and a sense of ownership of our business.

*3.2 Equity*

Systemic barriers such as access to education, may exist that prevent the people of diverse backgrounds from accessing available resources and opportunities, including opportunities to work with Kiwetinohk.

Kiwetinohk promotes opportunities with our company to diverse people to attract the most qualified candidates, regardless of background. Kiwetinohk provides equal opportunity for consideration for employment and advancement based on business needs, job requirements, skills, abilities and potential, that are compliant with laws and regulations that apply to individuals who are qualified to perform certain job requirements.

*3.3 Barriers and Bias*

Kiwetinohk educates our Board and staff on the potential for bias in the workplace and in business decisions and take measures to prevent it.

*3.4 Eliminate Discrimination and Create Inclusiveness*

Kiwetinohk is committed to eliminating discrimination and to integrating inclusiveness across our policies, practices and procedures, including hiring, transfers, promotions, termination, working conditions, compensation, benefits, contracting, talent management, training, community investments, and procurement.

Kiwetinohk fosters a culture of respect and positive interaction and are intolerant of negative, disrespectful and bullying behavior.

Reporting such behavior should be done as outlined in Kiwetinohk's Workplace Violence and Harassment Policy and the Whistleblower Policy. Kiwetinohk will ensure

employees, contractors and other stakeholders are aware of the anonymous Whistleblower process.

### *3.5 Diversity*

Kiwetinohk encourages open competition for contract and employment opportunities without regard to prohibited grounds as set out in applicable human rights legislation.

Kiwetinohk celebrates and supports Canada's diversity and the unique experiences and voices of our people by promoting a safe work environment and eliminating barriers that prevent the full participation of Board members, employees, contractors and suppliers.

Kiwetinohk seeks to measure and report diversity through Board and workforce voluntary self-disclosure surveys.

### *3.6 Board of Directors Nomination Processes*

Kiwetinohk's Board of Directors' Governance and Nominating Committee reviews and assesses Board composition on behalf of the Board and recommends the nomination or appointment of new directors. The Governance and Nominating Committee also oversees the annual review of Board effectiveness.

In reviewing Board composition, the Governance and Nominating Committee will consider the benefits of inclusion, equal opportunity, fair employment, mutual respect and appreciation for cultural, race, ethnicity, country of origin, nationality, generational and gender differences.

In identifying suitable candidates for nomination or appointment to Kiwetinohk's Board, the Governance and Nominating Committee will consider candidates on merit against objective criteria and considering the benefits of diversity on the Board.

### *4.0 Other Matters*

N/A

### *5.0 Related Policies and Mandates*

Prime Directive  
Code of Conduct  
Workplace Violence and Harassment Policy  
Whistleblower Policy  
Governance and Nominating Committee Mandate

### *6.0 Review and Modification*

The Governance and Nominating Committee may revise and modify the Inclusion, Equity and Diversity Policy as required. The policy is reviewed annually, at minimum.

Approved by Board of Directors on August 10, 2022.