

Diversity and Inclusion Policy

Purpose:

This Policy sets out a framework to promote diversity on the board of directors (the “Board”) of Secure Energy Services Inc. (“SECURE” or the “Corporation”), as well as diversity among all SECURE employees (the “Workforce”). This Policy should be read in conjunction with SECURE's Code of Business Conduct, Workplace Non-Discrimination, Violence, Harassment and Bullying Policy and Indigenous Relations Policy.

Commitment and Policy Statement:

SECURE believes that a Board and Workforce composed of qualified individuals with diverse backgrounds, expertise, experience and attributes such as race, ethnicity, gender, age, sexual orientation, disability, family status, religion and other distinct personal characteristics (“Diverse Attributes”) facilitates an optimal exchange of perspectives and ideas. Further, this diversity enhances decision-making, mitigates groupthink and improves oversight as well as corporate governance practices. SECURE values and recognizes the benefits of diversity and inclusion, including organizational strength, improved leadership and increased innovation. SECURE is focused on promoting diversity on the Board and in the Workforce as well as promoting safety, inclusion and dignity within the workplace.

Diverse backgrounds, experiences, skills and thought processes are important for ensuring SECURE's continued success. Diversity ensures that all perspectives are brought to bear when solving problems and proposing creative solutions. SECURE acknowledges that a diverse Board and Workforce will promote effective management and operation of the Corporation as well as a safe, accepting and inclusive workplace.

A. Diversity in Hiring

In evaluating suitable candidates for nomination and election to the Board and when recruiting, hiring and promoting within the Workforce, SECURE shall:

- consider Board and Workforce candidates that are highly qualified based on their respective expertise, experience, independence, skills and qualities;
- assess the current constitution and make-up of the Board and Workforce as it relates to Diverse Attributes to ensure it reflects the diverse nature of the business environment and communities in which SECURE operates;
- ensure candidates with Diverse Attributes make up a significant portion of interviewees during the identification and nomination process for the Board and recruitment process for the Workforce;
- consider candidates for nomination who would enhance the diversity of the Board and Workforce; and
- use search protocols that will extend beyond the networks of existing Board members and executives to identify and bring forward diverse candidates, including, as deemed necessary, engaging qualified independent external advisors and instructing them to identify and assess candidates that meet SECURE's skills and diversity criteria.

B. Measurement and Assessment of Diversity on the Board

The Corporate Governance and Nominating Committee (the "Committee") leads the process for Board appointments. The Committee is responsible for identifying and nominating candidates for election to the Board, subject to approval by the Board. To assess SECURE's effectiveness in promoting a diverse Board, the Committee will annually review the skills, expertise, experience, independence and background as well as the Diverse Attributes of the Board, the committees of the Board, and each of its individual directors. The Committee will report the results of its review to the Board and make recommendations to the Board regarding any changes to current practices, implementation efforts, and measurements necessary to achieve the diversity goals of this Policy as they relate to the Board.

C. Board Diversity Targets

The Board, on the recommendation of the Committee, has adopted a target of maintaining a Board comprised of at least 30% women.

SECURE remains committed to meritocracy in the boardroom. Meritocracy requires a diverse and inclusive culture where all members of the Board believe their views are heard, their concerns are addressed and that they serve in an environment where bias, discrimination and harassment on any matter are not tolerated.

In its commitment to boardroom diversity and renewal, SECURE has also adopted term limits for members of the Board. The tenure of each individual director is limited to the earlier of 20 years of service or the director reaching 75 years of age. Upon the occurrence of either of these events, the director's term expires at the close of the next annual meeting of shareholders of SECURE.

D. Measurement and Assessment of Diversity in the Workforce

The Human Resources and Compensation Committee of the Corporation ("HRCC") is not responsible for hiring all positions within the Workforce, however the HRCC is responsible for overseeing the implementation of this Policy with respect to the Workforce. To assist the HRCC with its oversight responsibilities, management will report bi-annually to the HRCC on the Corporation's progress in implementing diversity and inclusion throughout the Workforce and the workplace, including in such report the Corporation's progress to any goals or defined targets that may be established by the HRCC from time to time.

The Committee and the HRCC will annually review SECURE's progress in achieving the objectives of this Policy, including achievement of any targets or goals established by the Committee or the HRCC, respectively. The Committee and the HRCC will report the results of their reviews to the Board and make recommendations to the Board regarding changes to current practices, processes and programs as well as implementation efforts, and measurements necessary to achieve the diversity and inclusion goals of this Policy as they relate to the Workforce.

E. Supplier Diversity Program

While focusing on promoting diversity and inclusion internally, the Corporation will explore and pursue opportunities to foster diversity in the community. Examples of this could include understanding potential bias in procurement and seeking opportunities to support and promote diversity in communities.

F. Diversity and Inclusivity Training

To facilitate the goals and objectives of this Policy, the Board encourages Board members and executive management to take diversity and inclusion training.

Review of the Policy Statement:

The Committee and the HRCC will review this Policy as necessary and make recommendations on any required changes to this Policy for the Board's consideration and approval but will review it at least biennially.

Adopted and approved by the Board of Directors of the Corporation on April 27, 2021. Last updated/amended on March 4, 2022.