

## **DIVERSITY POLICY STATEMENT**

Canadian Natural Resources Limited (“Canadian Natural”) believes in diversity and values the benefits that a diverse workforce can bring to the entire organization. Diversity promotes the inclusion of different perspectives and ideas, mitigates against group bias and ensures that Canadian Natural has the opportunity to benefit from all available talent and ideas. By creating an atmosphere where all people are welcomed, Canadian Natural is a place where everyone can grow and contribute to the success of the organization. Canadian Natural believes promotion of diversity is best served through careful consideration of all of the knowledge, experience, skills and backgrounds of each individual in light of the needs of the organization without focusing on a single diversity characteristic. Canadian Natural will continue to ensure that it is a representative employer, reflecting all the diversity evident in our society.

Canadian Natural also believes that it is in its best interests to have a Board of Directors whose members are diverse in background and experience and can bring a broad perspective to decision making for the good governance, guidance, direction and leadership of the Corporation. The Board of Directors supports diversity in all its forms and in sufficient numbers to bring a wide range of perspectives to its decision making processes. Director nominees are selected for their ability to exercise independent judgment, experience and expertise and their individual diversity of gender, background, experience and skills is always considered. The Board of Directors believes that a Board composition where 30% of the independent directors are women reflects appropriate gender diversity when the other factors relevant to Board effectiveness are considered, and is committed to identifying and recruiting qualified female directors to satisfy that threshold.

Canadian Natural encourages the advancement of women and minorities within the organization and supports diversity as a means to stimulate creativity and innovation while promoting personal development. As part of the overall management succession plans of the Corporation and in following its mission statement to *develop people*, all employees have the benefit of having access to continuing education and career development opportunities within Canadian Natural. Appointments by the Board of Directors to the executive level are determined on the merit, performance, management skills, expertise and experience of the individual that is relevant to the area of responsibility that they will be assuming.