

# DIVERSITY, EQUITY AND INCLUSION POLICY

Western Forest Products Inc. (the “**Company**”) values the benefits of diversity, equity and inclusion, which promote different perspectives and ideas and improves oversight, decision-making and governance. The Company seeks to maintain a board of directors (“**Board**”) and executive team composed of talented and dedicated individuals with a collectively diverse mix of experience, skills and backgrounds.

The Company believes in promoting diversity through careful consideration of the knowledge, experience, skills and backgrounds of each individual candidate in light of the Company’s needs. Accordingly, the Company has not adopted specific diversity targets.

## Purpose

The purpose of this diversity, equity and inclusion policy (the “**Policy**”) is to set out the Company’s commitment to, and strategy for, establishing and maintaining a diverse and inclusive Board and executive team to foster a Company culture of diversity, equity and inclusion.

## Scope

This Policy applies to the Company, including its directors, officers and employees.

## Responsibility

The Board is responsible for promoting and ensuring compliance with this Policy and shall have full authority to interpret and enforce the Policy. The Nominating and Corporate Governance Committee of the Board will review this Policy annually and assess its effectiveness and will report the results of its review to the Board.

All questions or concerns relating to this Policy should be referred to the Company’s Senior Vice President, General Counsel and Corporate Secretary.

## Definitions

“**designated groups**” has the definition provided in the *Employment Equity Act* and includes women, aboriginal peoples, persons with disabilities and members of visible minorities.

“**diversity**” means differences in race, national or ethnic origin, colour, religion, age, sexual orientation, gender identity, gender expression, marital or family status, disability and other personal characteristics.

“**equity**” refers to fair treatment and practice in access, opportunity, and advancement for individuals. Being equitable means acknowledging and addressing structural inequalities that advantage some and disadvantage others.

“**inclusion**” refers to a work culture where all employees feel respected, have a sense of belonging and are able to participate and achieve their full potential.

## Approach

With a view to promoting diversity, equity and inclusion amongst the executive team and Board, the Company commits:

- That when recruiting executives and identifying suitable candidates for appointment or re-election to the Board, the Company and Board will consider candidates using objective criteria with due regard to the benefits of diversity, equity, and inclusion and the needs of the Company.
- That the Company and the Board will seek to extend its recruitment efforts beyond the network of existing Board members or executive management and to include the identification of candidates who are members of the designated groups.
- That any search firm engaged to help identify candidates for appointment to the Board or as an executive will be directed to include candidates who are members of the designated groups.
- To include diversity, equity and inclusion education and training topics as part of the Company's continuing education program for directors.
- To ensure the Board-level executive talent and organizational review process includes the responsibility of recognizing and influencing how diversity, equity, and inclusion are considered and fostered at the highest levels of the Company.

Dated as of August 7, 2025