REPORT

Emergency Response Plan

Environmental Site Assessments at the Ikhil I-37 and Reindeer C-36 Former Wellsites, East-central Mackenzie Delta, Inuvialuit Settlement Region, Northwest Territories

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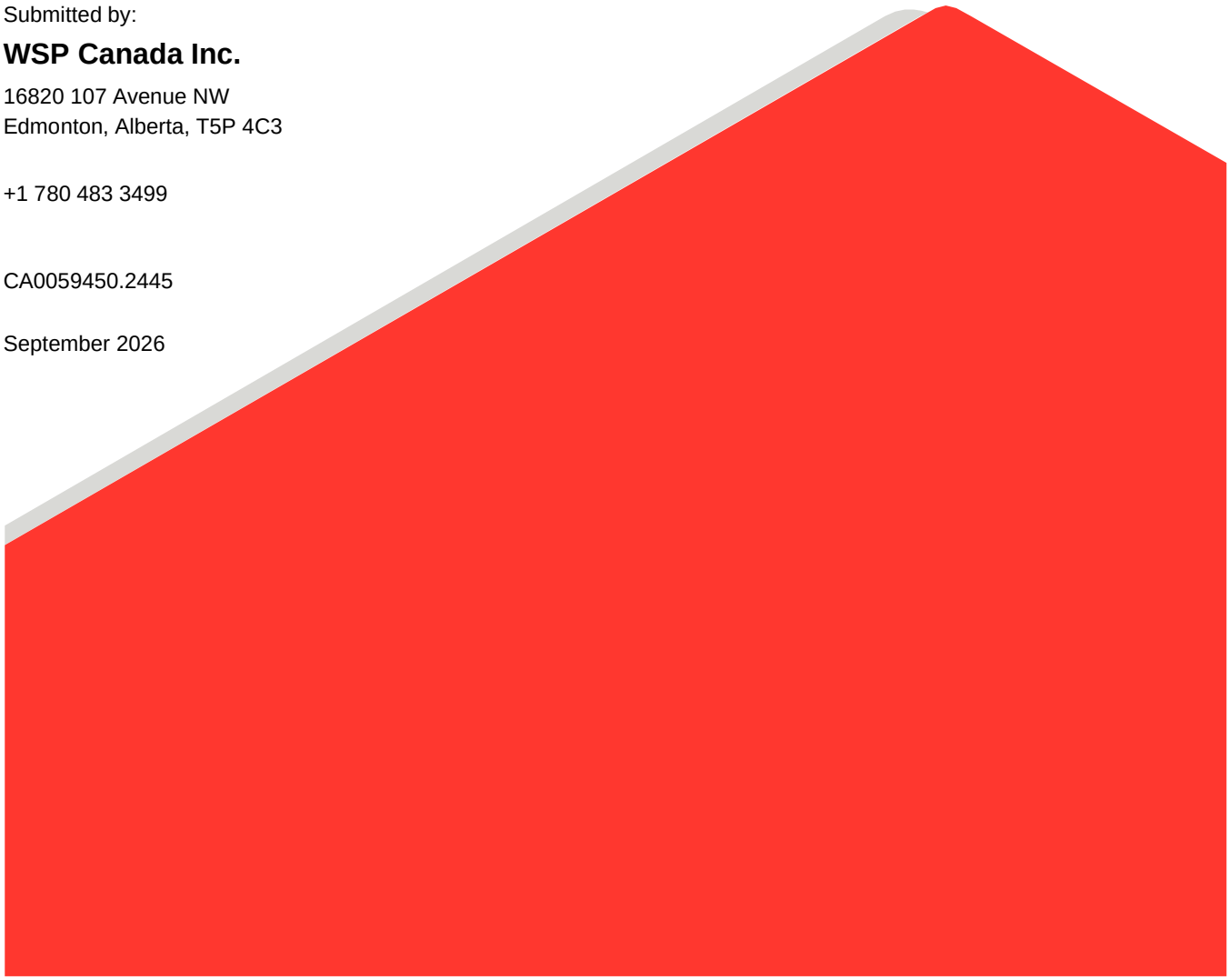
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APPENDIX A
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1.0 INTRODUCTION

1.1 Background

WSP Canada Inc. (WSP) has prepared this Emergency Response Plan (ERP) on behalf of Shell Canada Limited (Shell) to support the environmental site assessments (ESAs) at the Ikhil I-37 and Reindeer C-36 former wellsites (the Sites) on Inuvialuit 7(1)(A) Private Land in the east-central Mackenzie Delta of the Inuvialuit Settlement Region (ISR), Northwest Territories (NWT) (the Project). The purpose of this ERP is to preserve the safety of the crew; minimize the effects of emergencies on the environment, property, equipment and processes; and to restore normal operations as efficiently as possible during the ESA activities at the Sites as well as ice road and temporary overland winter access construction, maintenance and use.

A final version of this ERP will be submitted prior to mobilization. The ERP will be effective upon its approval and will be implemented during the Project. Paper copies of this ERP will be available at the Sites (through the Site Supervisor), and all personnel will have access to paper and digital copies.

1.2 Location and Description

The Sites are between 49 and 90 kilometres (km) northwest of Inuvik, in the ISR. The location of the Sites are presented in Figure 1 (Appendix A) and in Table A.

Table A: Locations of the Sites

Site Name	Latitude	Longitude	Distance from Inuvik (km)
Ikhil I-37	68°46'33.53" N	134° 7'51.26" W	49
Reindeer C-36	69° 5'10.47" N	134°39'25.13" W	90

Access to the Sites in summer will be via helicopter or boat (Reindeer C-36 only). Access to the Sites in winter will be via ice road extension from the Inuvik to Aklavik public ice road, snowpack ramps and temporary overland winter access, as presented in Figure 2 (Appendix A).

Gulf Canada developed and subsequently abandoned the Sites for oil and gas exploration in 1973 (Komex/IEG 2006). Based on a review of available historical information, historical features potentially include: a well centre, drilling waste sump, a former fuel storage area, flare pit, camp sump, wood pilings and/or former access roads.

1.3 Project Summary

The multi-season, multi-year Project will allow staged ESAs to be completed at the Sites. The stages will include summer and winter activities as outlined in the following text.

Summer Scope of Work

The summer stage of the Project may consist of the following activities.

- Light Detection and Ranging and orthographic imagery of the Sites collected through overflights between May and September.

- Site access via helicopter or boat (Reindeer C-36 only). If accessed by boat, a low ground pressure non-rutting summer vehicle [e.g., ARGO/SHERP or similar] may be used to transport field staff and equipment from the boat landing area(s) to the assessment area(s).
- Aerial (via helicopter) and ground-based visual inspection of the Sites, including site photography and drone surveys to collect high resolution imagery.
- Completion of soil sampling from approximately 20 hand auger boreholes. Additional hand auger boreholes may be completed based on field observations.
- Completion of sediment, surface water and porewater sampling from approximately 10 locations using appropriate hand tools and equipment. Co-located sediment, surface water and porewater samples may be collected from ponded areas (potential drilling waste sump, camp sump and/or flare pit) and from background locations.
- Completion of geotechnical soil sampling using hand tools (e.g., hand auger, shovel/spade) from areas near the drilling waste sumps.
- Assessing the depth of the active layer at locations on and around the Sites using a hand auger or a thaw probe/poking rod.
- Collecting ecological information (such as information on aquatic and terrestrial habitats and incidental observations, and vegetation tissue samples).
- Temporary fuel storage at the Sites will be in jerry cans for refueling of the ARGO/SHERPs, if applicable. The boats will be fueled in Inuvik at the start of each trip and at the Sites from jerry cans, as needed.
- Loose and accessible historical debris, if encountered, that can be safely transported by helicopter or boat may be recovered and transported off site for disposal at a licensed facility (e.g., in Inuvik).
- Geophysical surveys (e.g., electromagnetic [EM], electrical resistivity tomography [ERT] or other) and sump pond bathymetry may be completed.

This multi-year (2026 to 2031) Project is proposed to allow for the flexibility to complete the summer scopes of work over multiple summers, as needed.

Winter Scope of Work

The winter stage of the Project may consist of the following activities.

- Construction of an ice road extension from a junction approximately 30 km along the Inuvik to Aklavik public ice road to the Sites (Figure 2, Appendix A). This will allow site access for equipment as well as the off-site transport and disposal of waste materials. The ice road extension may be approximately 70 km long. It is expected that ice road reconnaissance and profiling will begin in early winter and construction will be finished in January/February.
- Construction of spur ice road, snowpack ramps and temporary overland winter access to allow access to the Sites (Figure 2, Appendix A). Access to the Sites will be completed in late winter/early spring.
- Limited vegetation (e.g., willows and small growth trees) brushing may be required for site and borehole access.

- Mobilization of equipment (e.g., environmental drilling rig, trucks) to the Sites on the ice road/temporary overland winter access for the duration of the winter stage of the Project.
- Completion of soil sampling using an environmental drill rig. Approximately 35 boreholes will be drilled at each Site to depths appropriate for assessment. Additional boreholes may be completed based on field observations. Several of these boreholes may be completed with temporary thermistor installations.
- Temporary fuel storage at the Sites will be in a fuel truck and pick-up truck with slip tank for refueling of equipment and vehicles.
- Loose and accessible historical debris, if encountered, may be collected, transported and disposed of off site at approved facilities.
- Geophysical surveys (e.g. EM, ERT or other) may be completed.

This multi-year (2026 to 2031) Project is proposed to allow for the flexibility to complete the winter scopes of work over multiple winters, as needed.

1.4 Project Contacts

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1.5 Roles and Responsibilities

Shell is responsible for the overall content and assignment of responsibilities of this ERP. Shell's contractors are responsible for the implementation of this ERP and are expected to adhere to it. All personnel working on the Project, including Shell employees, contractors and consultants, will be made aware of this ERP.

2.0 EMERGENCY RESPONSE PLAN OBJECTIVE

The purpose of this ERP is to:

- provide all Project staff (including subcontractors) with a list of identified potential emergencies;
- assist the Project team in determining appropriate responses to potential emergency situations;
- provide the Project team with established procedures and guidelines for emergency response;
- provide the Project team with the tools needed to facilitate a quick and effective response to an emergency; and
- provide emergency response flowcharts and contact information to facilitate a quick and efficient response/evacuation if required.

2.1 Emergency Event

An emergency is any event that requires an immediate response to avert damage or threats, such as:

- threats to the health and safety of our employees and/or our subcontractors and visitors to the Sites;
- threats to or damage of the environment;
- damage of the property or equipment; and
- threats to the reputation of our company and client.

If an emergency occurs during the Project, personnel involved must take the appropriate immediate action to protect their own personal safety, the safety of any other people involved and of the environment.

3.0 EMERGENCY RESPONSE TEAM RESPONSIBILITIES

3.1 Field Manager/Site Superintendent

The Field Manager/Site Superintendent ensures that all personnel on site know and understand their responsibilities in the event of an emergency as outlined within this ERP. The role and responsibilities of the Field Manager/Site Superintendent include, but are not limited to the following:

- They will liaise with off-site emergency responders to arrange for off-site medical assistance, if required.
- They will lead the investigation process of all incidents.

- They will lead planned emergency response drills and debrief sessions.
- They will ensure this plan is updated as appropriate and any changes are communicated to on-site personnel.

3.2 Site Supervisor

The Site Supervisor ensures that all personnel on site know and understand their responsibilities in the event of an emergency on site as outlined within this ERP. They establish the muster points on the Sites. The role and responsibilities of the Site Supervisor include but are not limited to the following.

- They are the primary contact for all personnel to report on-site emergencies. They will immediately assess the emergency and ensure that all emergency response procedures are followed according to the ERP.
- They will ensure all personnel are made aware of the emergency and will ensure when an injury has occurred that the injured party receives immediate and appropriate care required for their injury.
- They will communicate all incidents as soon as possible to the WSP Field Manager/Site Superintendent.

3.3 Site Medic

The Site Medic (first aid attendant as per the NWT Occupational Health and Safety Regulations) is responsible for inspecting and maintaining first aid equipment and supplies, and ensuring adequate number of first aid kits for the number of personnel present at the Sites. The Site Medic will provide injury/illness response and immediate care for an injured/ill worker. The Site Medic will assess and determine if an injured/ill person can be safely treated on site or requires emergency evacuation (vehicle, boat or helicopter) from the Site. The Site Medic and Site Supervisor/Field Manager/Site Superintendent will coordinate emergency response actions with off-site medical facilities if necessary. The Site Medic will document all injuries and illnesses in a confidential first aid log which will be kept on site and initiate care management. Complete Alcohol and Drugs testing will be performed by an approved laboratory in the NWT prior to Project commencement.

3.4 Medical Evacuation

The primary mode of access to the Sites is by vehicle along the proposed ice road (winter) and by helicopter or boat (summer). If the injured worker can be safely transported within the capability of the Site Medic's training, the worker will be mobilized by ice road (winter) or by helicopter/boat (summer) to Inuvik, where they will be met by local emergency services or transported directly to the Inuvik Regional Hospital, based on the assessment completed by the Site Medic, the type and condition of the injury, and availability of an ambulance. If an emergency requires medical evacuation, an assessment of evacuating the injured worker by emergency transport vehicle will be made between the local emergency services with the support of the Site Medic and the Site Supervisor/Field Manager/Site Superintendent. All high-risk work will stop if the Site Medic is transporting injured worker off site or is off site for another reason.

3.5 On-Site Personnel

All personnel are expected to promptly report all incidents and fit for duty concerns to the Field Manager/Site Superintendent who will ensure the ERP is followed. Personnel are expected to know and understand how to respond in an emergency as per this ERP. All personnel must participate in planned emergency response drills. Any medical conditions that could jeopardize the health and well-being of personnel on site should be disclosed to

the Field Manager/Site Superintendent prior to starting work such as allergies including stinging insects, prescription medication, fatigue, etc.

4.0 SITE EMERGENCY NOTIFICATION AND COMMUNICATION

During the Project execution, workers will travel along the proposed ice road (winter) or by helicopter/boat (summer). Due to the remote nature of the work, the workers will be required to check-in with a designated contact person at two hour intervals using hand-held radios, GPS-based two-way communication device or by satellite phone. Helicopter transportation during the summer stage of the Project will include frequent communications between the pilots and air traffic control in Inuvik. Emergency response related to any helicopter incident is covered under the ERP of the helicopter service provider.

Prior to departing on the ice road or river, each person carrying a GPS-based two-way communication device must test the device and confirm the communication loop by sending a text to all their designated contacts.

In the event of an emergency (medical and non-medical), the actions initiated by workers shall follow the procedures established in this ERP. Once all immediate actions have been taken to protect life, health and safety of workers, the emergency notification and communication protocol will be followed. The emergency notification and communication flowchart are included in Figure A below.

Two-way radios will be used as the primary source of communication while at the Sites between crew members. Satellite phones will be the primary source for external communication as there is no cell reception at the Sites. Additionally, there will be a backup satellite phone and satellite-based emergency communication devices (inReach, Starlink). All injuries, illnesses and other incidents (e.g., near losses) will be reported to the Field Manager/Site Superintendent as soon as possible. All injuries and incidents will be documented and investigated as soon as practical. Investigations will be led by the Field Manager/Site Superintendent. The Shell Project Manager (PM) must be notified by the WSP PM of all incidents following the matrix below (Table B). Details on site-specific emergencies and associated responses are provided in Section 7.0.

Table B: On-Site Incident Communication and Reporting Matrix

Incident Type	Monday to Friday	Weekends and Holidays

■ Near Loss
■ Security (theft, trespassing, vandalism)
■ Environmental spill (does not meet regulatory compliance)
■ Property/Equipment Damage
■ Injury No Treatment
■ Injury First Aid
	■ Site Supervisor calls Field Manager/Site Superintendent.
	■ Field Manager/Site Superintendent calls WSP PM.
	■ WSP PM informs WSP Project Director (PD) and WSP Health, Safety, Security and Environment (HSSE) Advisor.
	■ WSP PM calls Shell PM to report.
	  ■ If no response, leave a voicemail and follow up with an email.
	  ■ Follow up with call to Shell PM.
		■ Site Supervisor calls Field Manager/Site Superintendent.
		■ Field Manager/Site Superintendent calls WSP PM.
		  ■ If no response, leave voicemail and follow up with email, cc WSP HSSE Advisor and WSP PD.
		  ■ Call WSP PD.
		■ WSP PM/PD to call Shell PM to report.
		  ■ If no response, leave voicemail and follow up with email.
		  ■ Follow up with call to Shell PM.
		■ WSP PM/PD is to ensure incident notification escalates the following business day.

■ Loss Medical Treatment
■ Environmental Spill (regulatory non-compliance)
■ Discharge of Firearm
■ Missing Person
■ Fire/Explosion
■ Site Evacuation
	■ Site Supervisor calls Field Manager/Site Superintendent.
	■ Field Manager/Site Superintendent calls WSP PM.
	■ WSP PM informs WSP PD and WSP HSSE Advisor.
	■ WSP PM calls Shell PM to report.
	  ■ If no response, leave a voicemail and follow up with an email and subsequent call on the following day.
	  ■ Follow up with call to Shell PM.	

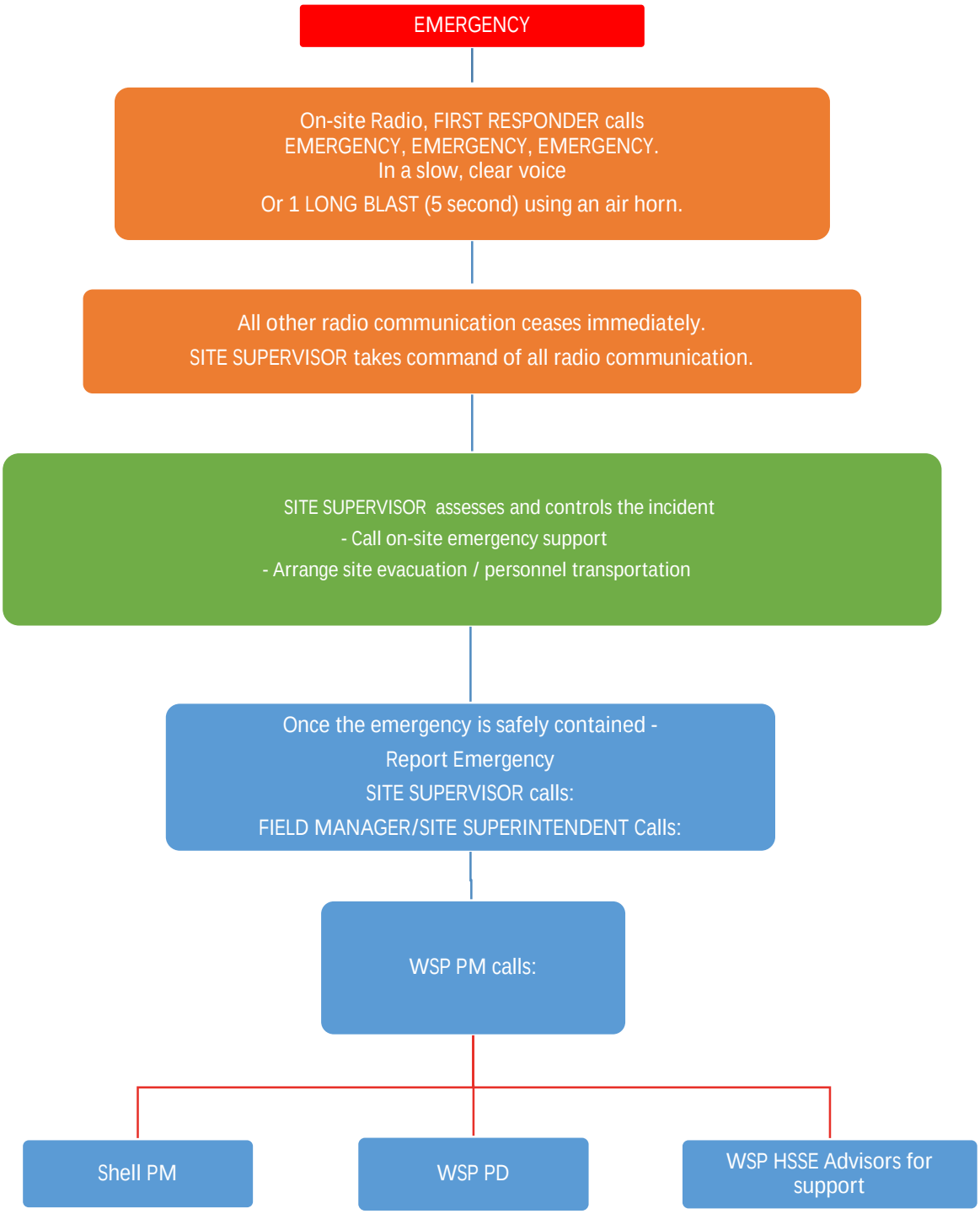


Figure A: Emergency Notification and Communication Flowchart

4.1 Emergency Contact List

Table C below provides a list of key emergency contacts. Information on the site location is provided in Table A and Figures 1 and 2 (Appendix A). Section 7.0 provides details on site-specific emergencies and associated responses.

Table C: Emergency Contact List

Emergency Contacts		Number
Emergency – health safety, property		**911**
Inuvik Regional Hospital		(867) 777-8000
Inuvik Public Health Centre		(867) 777-7246
Inuvik RCMP		(867) 777-1111
Inuvik Fire – Emergency Line		(867) 777-2222
Inuvik Fire – General Inquiries		(867) 777-8611
Aklavik Health Centre		(867) 978-2516
Tuktoyaktuk Health Centre		(867) 977-2321
Canadian Coast Guard Search and Rescue (24 hour)[a]		(800) 267-7270
Canadian Coast Guard Central and Arctic Regional Headquarters		(855) 209-1976 or *16 on a cell phone
NWT 24-Hour Spill Report Line		(867) 920-8130
GNWT – ECC / Wildlife and Forestry, Beaufort Delta Region in Inuvik		(867) 678-8091 ext. 53661
Wildlife Emergencies (24 hour)		(867) 678-0289
To Report a Wildfire (24 hour)		(877) 698-3473 (1-877-NWT-FIRE)
Work Care (consultation for work related injuries/illnesses for WSP)		(833) 977-8001
NWT WSCC Incident and Injury Reporting Line		(800) 661-0792
Poison Control Centre		(800) 332-1414
WSP Emergency Contacts	**Name[b]**	**Number[b]**
ISR ICE ROAD DISPATCH		**CELL: TBD**
Site Superintendent	TBD	Cell: TBD Satellite/inReach: assigned in field
Field Manager	TBD	Cell: TBD Satellite/inReach: assigned in field
Site Supervisor	TBD	Cell: TBD Satellite/inReach: assigned in field
Site HSSE Representative	TBD	Cell: TBD Satellite/inReach: assigned in field
Site Project Coordinator	TBD	Cell: TBD Satellite/inReach: assigned in field

Ice Road Coordinator	Rotating team member	Cell: TBD Satellite/inReach: assigned in field
Project Manager	Tammara Grendus Virginia Anderson	Cell: (587) 892-9976 Cell: (250) 469-4795
Project Director	Patrick Kalita	Cell: (780) 239-1420
HSSE Advisor Lead	Darren Nippers	Cell: (403) 472-0425
Global Shell Safety Support	Darren Nippers	Cell: (403) 472-0425
Human Resources	Stephanie Ozowa	Office: (403) 466-6555
Shell Emergency Contacts	**Name**	**Number**
Program Manager	Kyle Thompson	Office: (403) 691-3174 Cell: (403) 801-6438
Subcontractor Emergency Contacts[(c)]	**Name**	**Number**
E.G.T. Manager	Douglas Saunders	Cell: (867) 678-0045
Northwind Industries Manager	Kurt Wainman	Cell: (867) 678-0777

Notes:

[(a)] Canadian Coast Guard Search and Rescue is connected with the Joint Rescue Coordination Centre Trenton and share Communication and Traffic Services radio systems.

[(b)] Note that a final version of the ERP will be submitted prior to mobilization.

[(c)] Subcontractors listed are for both the summer and winter stages of the project.

ECC – Environment and Climate Change

GNWT – Government of Northwest Territories

RCMP – Royal Canadian Mounted Police

TBD – to be determined and assigned prior to commencement of fieldwork

WSCC – Worker's Safety and Compensation Commission

4.2 Muster Points

On-site Muster points will be established at the start of work at each of the Sites.

4.3 WSP Emergency and Crisis Management Team

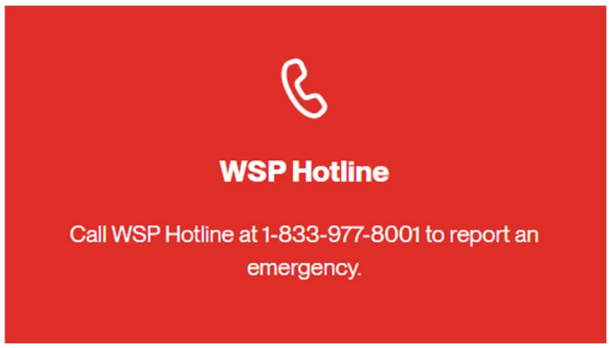
A crisis, triggering the activation of the WSP Emergency and Crisis Management Team (ECMT), is any event or circumstance which requires an immediate response and damages or threatens the following. The ECMT is ready to help all WSP personnel prepare for, respond to and recover from emergencies or crisis that may impact:

- the health and safety of our employees or other people including sub consultants and contractors;
- the properties/assets of our company; and
- the reputation to WSP and Shell.

4.3.1 Activation of WSP Emergency and Crisis Management Team

If a crisis occurs, the incident scene must not be disturbed except so far as is necessary to attend to injured persons (IPs), prevent further injuries or death, and protect the environment that is endangered because of the

emergency. Follow the documented emergency procedures as outlined within this ERP and report the crisis to the WSP PM. The WSP PM is responsible for activating the WSP ECMT. If the WSP PM cannot be reached, the Site Supervisor will place the call to the WSP PD who will activate the WSP ECMT.



- Once activated, the WSP ECMT will:
  - **Report:** advise the ECMT as appropriate.
  - **Assess:** evaluate the impact and severity of the situation and determine the crisis level.
  - **Convene:** assemble the most suitable response team for the situation.
  - **Execute:** contain and manage the situation using all available resources to establish the following:
    - Facts: what do we know?
    - Assumptions: what do we believe?
    - Scenarios: what are best-case, worst-case and likely scenarios?
    - Target objectives: what is our current objective (e.g., obtain more information)?
    - Response options: what is the best response from the options available?
    - Implementation: what needs to be done now, by who (e.g., action plan)?
    - Stakeholders: prioritize key stakeholders according to interest and influence.
    - Key messages: prepare and deliver key messages for priority stakeholders.
  - **Recover:** post-event, conduct a formal review to drive continual improvement.

4.3.2 Defining the Response Level

Incident, emergency and crisis response levels (1 to 4) are based on the scale, impact and complexity of the situation. The response levels are determined by the potential impacts, i.e., Health and Safety, Environment, Reputation, Legal and Regulatory, Financial, Corporate Operations and Project Operations.

4.3.2.1 Incident

An incident is an unplanned event that materializes into harm, damage or loss for WSP. Incidents can be managed through normal incident management processes.

A **Level 1** response is managed and resolved within the facility/project using existing resources and the local ERP or within specific team (Legal, IT, Ethics and Compliance).

4.3.2.2 Emergency

An emergency is an urgent, short-term event that requires immediate action to protect life or property. If not managed properly, it could escalate into a crisis.

A **Level 2** response involves support beyond on-site or routine business resources. It necessitates coordination through ECMT, decision-making at the senior manager or director level and may require external resources.

Call WSP Hotline to report:

1-833-(WSP) 977-8001

4.3.2.3 Crisis

A crisis is an abnormal, unstable and complex event that threatens the strategic objectives, reputation or existence of the organization, requiring urgent attention.

A **Level 3 or 4** response is for complex disruptions triggered by widespread threat to WSP.

A **Level 4** response may include multi-country intervention and will be led by WSP Global HSSEQ.

Call WSP Hotline to report:

1-833-(WSP) 977-8001

5.0 EMERGENCY RESPONSE REQUIREMENTS

A First Aid Risk Assessment is completed for each stage of the Project as required by the NWT Occupational Health and Safety Regulations to determine the following requirements:

- first aid attendants (can be either a holder of a valid: first aid qualification; licence or approval as an emergency medical technician; or licence, certificate or qualification that is equivalent or superior to first two options);
- supplies and equipment; and
- facilities and transportation required to render prompt and appropriate on-site first aid and/or transportation for injured workers to the nearest appropriate medical facility or hospital.

As per the NWT Occupational Health and Safety Regulations, each stage of the Project is categorized with respect to the type of injuries that could occur at the work site (low, medium, high risk).

As per Part 5 of the NWT Occupational Health and Safety Regulations, the Project must meet minimum requirements pertaining to first aid for the Sites. The WSP PM will reference Schedule D and Schedule H of the regulations to determine the minimum first aid requirements for each stage of the Project.

5.1 Training Requirements

All personnel will receive an orientation on this ERP by the Field Manager/Site Superintendent on their first visit to the Site and prior to starting work. All first aid trained personnel will possess a valid first aid training certificate. All site personnel will be trained in the use of fire extinguishers and spill response equipment.

5.2 First Aid Stations

During the winter stage of the Project, the Site Medic will be responsible for operating and maintaining the first aid equipment. Type 2 first aid kits will be made available in select on-site vehicles. Vehicles with first aid kits will be marked with signage and will be communicated to all personnel during the orientation. The first aid kits will contain the minimum first aid requirements including: a manual, a first aid register and emergency contact numbers, and contain supplies and equipment set out in Schedule H of the NWT Occupational Health and Safety Regulations. In addition to the minimum requirements of Schedule H, each first aid kit location will also have an eye wash station. One automated external defibrillator (AED) will be available in the first aid room.

First aid kits will be inspected weekly and equipment (such as the AED) tested monthly.

During the summer stage of the Project, the Sites will be accessed daily by helicopter or boat, and no on-site camp will be established. At least one of the field crew members will be first aid certified and will transport a first aid kit to the Sites each day.

6.0 GENERAL SITE EVACUATION

In the event of a site-wide emergency, the first responder (first person responding to the event) will communicate the nature of the emergency via radio. The process is shown in Figure B (and described in the text below).

Upon the order to muster, the following actions will be taken.

- All personnel will stop working, shut down and secure equipment.
- All personnel will muster at the Muster Point.
- The Site Supervisor will confirm all personnel are present.
- The Site Supervisor will determine if evacuation from Site or shelter in place is required.
- The Site Supervisor has the authority to order a site-wide evacuation in the event of a catastrophic or potentially catastrophic emergency to protect the health and safety of personnel. All personnel will be evacuated to Inuvik by truck (winter) or boat/helicopter (summer), if deemed necessary.

To initiate a site-wide evacuation, the Site Supervisor will call “evacuate, evacuate, evacuate” over the site radio.

Upon the order to evacuate, the following actions will be taken.

- Each crew will confirm the order with the Site Supervisor via in person or radio communication.
- All personnel will stop working, shut off (if safe to do so) and leave equipment in place.
- Move to the Project Muster Point.
- Confirm with the Site Supervisor when all crew members are accounted for and follow instructions from the Site Supervisor for safe evacuation from the Sites.

- Visitors will be ushered by designated site personnel to the Muster Point.

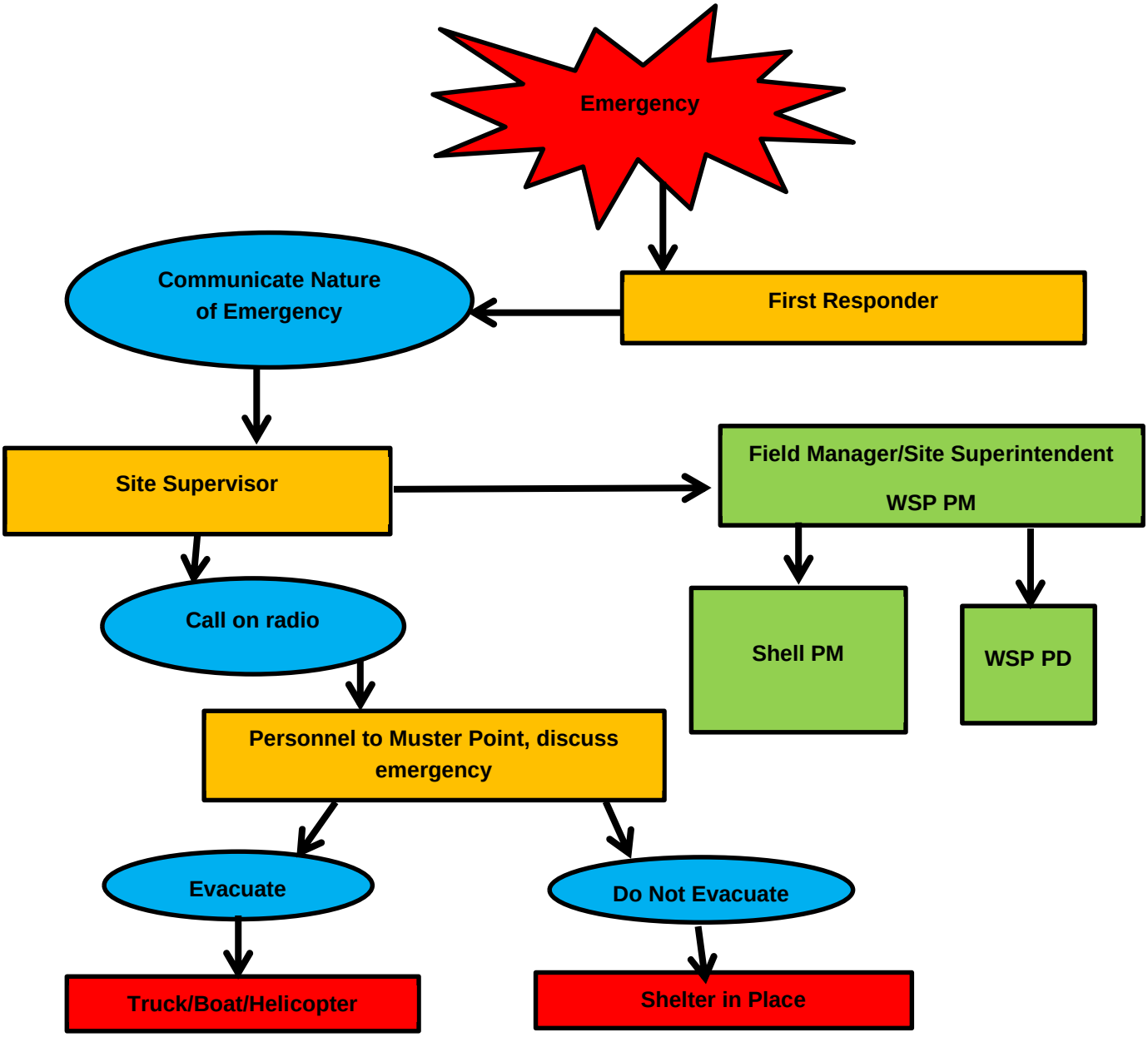


Figure B: General Site Evacuation Flowchart

7.0 SITE-SPECIFIC EMERGENCY RESPONSE PROCEDURES

The emergency situations with the greatest likelihood of occurring at or near the Sites have been identified and are listed in this section. In addition to the potential emergencies identified, it is recognized that emergencies are often unexpected and can arise at any time. It is the responsibility of the Site Supervisor, in consultation with the Site Medic, other first aid attendants and Subcontractor Site Supervisor, if present, to assess conditions on a regular basis and adjust the ERP as new situations are identified. Any changes and/or additions made to this ERP must be communicated to the WSP PM.

7.1 Fire or Explosion

In the event of fire, the first responder will attempt to put out a fire using a fire extinguisher and/or a portable water pump or other firefighting equipment if safe to do so; if not, radio for help.

To report a fire in progress:

- Remain calm.
- Sound the alarm/Call “FIRE, FIRE, FIRE” on a radio.
- Evacuate endangered personnel to Muster Point.

Follow these steps to use a fire extinguisher.

- Before deciding to use a fire extinguisher to fight a fire:
  - Be sure that the fire is small and not spreading.
  - Make sure you have the correct type of fire extinguisher for what is burning.
  - Stand several feet from the fire.
- Pull the pin (if necessary, turn the pin to break the zip tie).
- Aim the nozzle at the base of the fire.
- Squeeze the handle slowly.
- Sweep from side to side.
- Drop the fire extinguisher and evacuate if the fire is spreading.

Follow these steps to use a portable water pump.

- Before deciding to use a portable water pump to fight a fire:
  - Be sure that the fire is small and not spreading.
  - Make sure water is the correct substance to extinguish what is burning.
  - Stand several feet from the fire.
- The portable water pump will have a hose with a fish screen and be staged in a manner that will allow the hose to be unrolled into the river or nearby surface water pond to quickly provide water to a fire.

The fire response equipment available on site in the summer includes the following:

- 20 pound (lb) Fire Extinguishers – Type ABC – as part of helicopter equipment;
- backpack water pump; and
- shovels and assortment of appropriate hand tools.

The fire response equipment available on site in the winter are listed below.

- multiple – 20 to 30 lb Fire Extinguishers Type ABC stored on all vehicles/equipment and camp;
- 20 to 30 lb Fire Extinguisher – Type K for camp kitchen;
- portable water pumps, suction hose (2 to 3”) with fish screen, fire hoses and fire nozzles; and
- shovels and assortment of appropriate hand tools.

In addition, heavy equipment assigned to the Project will be redeployed to assist fire management as much as practical.

As per Table C, the Inuvik Fire Department and 1-877-NWT-FIRE will be contacted for fire response coordination for any fires that cannot be managed with the resources available on the Sites.

7.2 First Aid and Medical Assistance

All minor injuries or illnesses (small cuts, lacerations, sprains, strains, etc.) shall be reported immediately to the Field Manager/Site Superintendent and documented following the injury loss reporting process. The IP’s condition will be assessed and appropriate first aid treatment will be applied if/as required. Care management begins the moment a person is injured and concludes when a worker returns to normal condition and duties. The Site Supervisor will lead care management and work with the injured worker to ensure appropriate mitigations are put in place that allow an injured worker to recover. The injured worker’s condition will be monitored daily following the report of an injury. The process is also shown in Figure C (and described in the text below).

In the event of a serious or potentially life-threatening injury/illness, the following actions will be taken.

- The first responder makes call out on the radio in a calm clear voice “MEDICAL, MEDICAL, MEDICAL”.
- All work on site stops immediately. All crews stand down and maintain radio silence.
- Site Supervisor or alternate takes immediate and sole control of the emergency via radio.
- Site Medic responds immediately, mobilizes first aid equipment and responds to the IP.
- On-site workers will assist with IP(s) carry/move/transport in case it is required.
- Site Medic and Site Supervisor will determine the best option for transporting the IP to the hospital/health centre.
- Site Supervisor or Site Medic to call health centre and determine the appropriate transportation method based on the condition of the IP(s) when assistance beyond on-site capabilities is required.
- Site Supervisor or designated crew member will accompany an IP to the hospital/health centre.

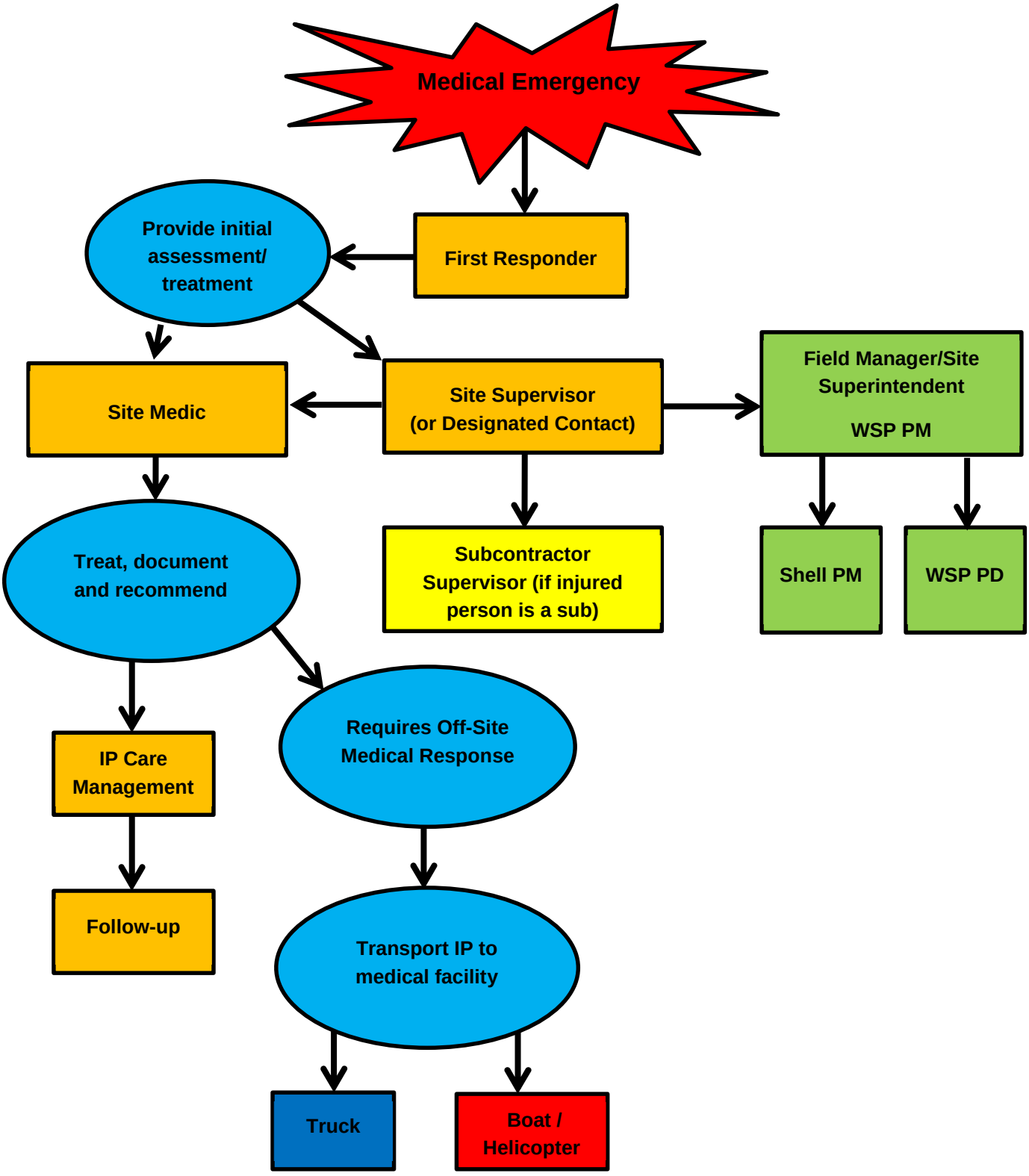


Figure C: Medical Emergency Flowchart

7.3 Missing Crew Member

All personnel will be accounted for at the start and end of the workday and key check-in times. If a worker goes missing, a thorough search of the Site and camp will be conducted immediately. If the person cannot be safely located, the Site Supervisor will make an emergency call to the RCMP and report a missing person.

7.4 Ice Breakthrough

The time of greatest risk to personnel breaking through ice is during the ice road construction phases. Ice road construction is carried out by work crews and not persons working as individuals; therefore, reporting and rescue efforts can be carried out in a timely manner. Pre-construction crew will carry emergency tents with heating capabilities. Depending on location, heated, mobile shelter areas such as vehicles may be available along the route. Standard road construction methods include adequate separation of vehicles to avoid multiple personnel and equipment breaking through the same area.

If an ice breakthrough occurs, persons witnessing a breakthrough will immediately contact the Site Supervisor; if unavailable, contact the RCMP using the Emergency Contact List provided in Table C. Witnesses will provide as much information as possible based on the circumstances at the time of the event. For example:

- location of the breakthrough;
- number of persons involved in the breakthrough;
- type of vehicle involved in the breakthrough; and
- description of the water body where the breakthrough has occurred:
  - approximate depth of the water;
  - ice conditions around the breakthrough; and
  - additional information such as whether the breakthrough occurred:
    - in the middle of the road or along the snowbank/windrow; and
    - during an initial crossing of persons or equipment.

There are numerous concepts to consider during the on-site management of an ice breakthrough event. Prior to deploying onto an ice road for either construction or operational purposes, all personnel will be briefed on the following (details are reviewed as part of orientation and review of safe working procedures):

- effects of cold water on humans;
- ice breakthrough self-rescue;
- ice breakthrough worker rescue;
- vehicle ice breakthrough rescue;
- if the vehicle is hung up or floating; and
- if vehicle cab is submerged.

7.5 Vehicle Breakdown on Ice Cover

The risk of load-induced cracks is increased when a stationary load near the ice load bearing capacity is present on an ice cover over a period as the ice load approaches its plastic or creep failure. This mechanism for failure is significantly different than the normal operation of ice, and therefore, the standard Gold's Formula load calculations do not apply. There are critical differences between the behaviour of ice under short-term and long-term stationary loads. A long-term stationary load is defined as a load remaining in the same location for more than six hours (GNWT Best Practices for Building and Working Safely on Ice Covers). The WSP Safe Work Practices for Ice Road Construction and Operations defines an undesirable long-term stationary load as one that remains in the same location for more than two hours.

For this reason, parking of any vehicle or equipment on ice that is near the ice load bearing capacity limits relative to its combined Gross Vehicle Weight Rating, load and occupants' weight must be avoided. Breakdown of vehicles or equipment on ice must be dealt with quickly. The Contractor should make available to the crew the scaled or manufacturer-provided weight, including additional incidental weights and safe ice thickness within each piece of construction equipment used for over ice construction. Ice load bearing capacity charts, based on either loading guidance from the ice road engineer, Gold's Formula, applicable tables and equipment weight to ice load capacity charts, are documented in the Ice Road Construction plan and the ISR Ice Log data.

Stationary loads must be moved under any of the following conditions:

- when radial cracks develop;
- if noticeable sagging and decrease in freeboard is observed;
- if the rate of sagging increases;
- if continuous cracking is heard or observed; and
- if water appears on the surface of the cover.

7.5.1 Disabled Vehicle or Equipment on Ice

The occupants must be prepared and ready to abandon the vehicle within two hours. All vehicles must be equipped with the required emergency kits and supplies.

The occupants will communicate and describe the situation via radio or direct contact with their supervisor or the WSP Site Superintendent so that help can be dispatched.

Until the vehicle is moved, the disabled vehicle:

- will be left in the driving lane of the ice cover where the ice thickness is greatest;
- will not be parked within 5 metres of the snowbank where ice integrity may be less reliable; and
- will have its position marked with brightly coloured emergency warning triangles or reflective pylons.
- The Contractor will notify the Site Superintendent or designate and inform them of the situation.

7.5.2 Disabled Vehicle or Equipment on Ice Longer than Six Hours

If a vehicle or equipment is disabled on a floating ice cover near its ice load bearing capacity, this will be considered as an emergency scenario with potentially serious consequences.

- The Contractor will immediately inform the WSP Site Superintendent and provide appropriate details on the incident. Guidance for this scenario is for the vehicle to be removed within 6 hours.
- A competent person is to be assigned to monitor the disabled vehicle or equipment and immediately begin monitoring ice deflection and ice integrity at the site.
- Additional ground penetrating radar ice thickness measurements may be required to assess the ice integrity.
- Vehicular traffic is not allowed to pass by any long-term stationary load, parked or disabled vehicles or equipment or any load near its ice load bearing capacity remaining in the same location for longer than two hours, unless given permission to do so by the Site Superintendent or designate.
- Hazard controls will be implemented before through traffic is allowed to pass and before recovery vehicles are allowed near the disabled vehicle or equipment. Hazard controls can include:
  - Monitor ice deflection by measuring freeboard.
  - Brief the recovery workers of the signs of progressive ice failure and review the recovery plan.
  - Ensure only equipment and personnel required for the recovery are on the ice.
  - Outfit recovery workers with personal flotation devices and ice picks.
  - Provide persons and equipment capable to assist.
  - Hazard controls will vary and escalate based on:
    - the weight of the unit and duration the unit has been on the ice; and
    - how close the weight of the unit is to the normal load bearing capacity of the ice.
  - Other observations, including:
    - ice deflection;
    - if water is flowing onto the ice surface indicating that the ice has deflected;
    - cracking; and
    - types of cracking.
  - All possible hazard controls must be in place before moving a disabled vehicle or equipment from ice that is deflected and subject to fracturing.
  - All personnel must evacuate the ice cover if circular or circumferential cracking is apparent as ice failure is imminent.

Note that if a breakdown occurs on confirmed grounded ice, Dispatch or the Site Superintendent should be called to initial recovery efforts.

7.6 Environmental Spill Response Procedures

If there is an environmental release, take the following steps, as depicted in Figure D (also described in the Spill Contingency Plan [Appendix D of the Project Description]).

- Stop work.
- Ensure safety of all personnel in the work area.
- Identify the material released.
- Report spill to Site Supervisor.
- Assess spill hazard and risk. Contain the spill (using spill kits), stop the flow and control hazards by eliminating all ignition sources, define safety parameters by setting up cones and barricades if needed.
- The Site Supervisor will report the spill, status and any injuries to the WSP Field Manager/Site Superintendent and WSP PM.
- Monitor the air at the perimeter of the flagged off area, as necessary.
- Clean up the released material to the extent possible. Waste and cleanup materials will be removed from the Sites at the earliest opportunity and disposed of appropriately (in accordance with the Waste Management Plan).
- Assess and remediate any suspected residual impacts.
- Create a GPS waypoint of spill location.
- The Site Supervisor will document the spill. They will gather photos/drawings and evidence for investigation of the incident, and record time and date that it occurred, record type of chemical released, record environment that the spill occurred (water, land air), record size (amount released, area effected) and equipment involved.
- The WSP PM will report to the Shell PM and, if reporting thresholds are exceeded, to the NWT 24-Hour Spill Report Line.

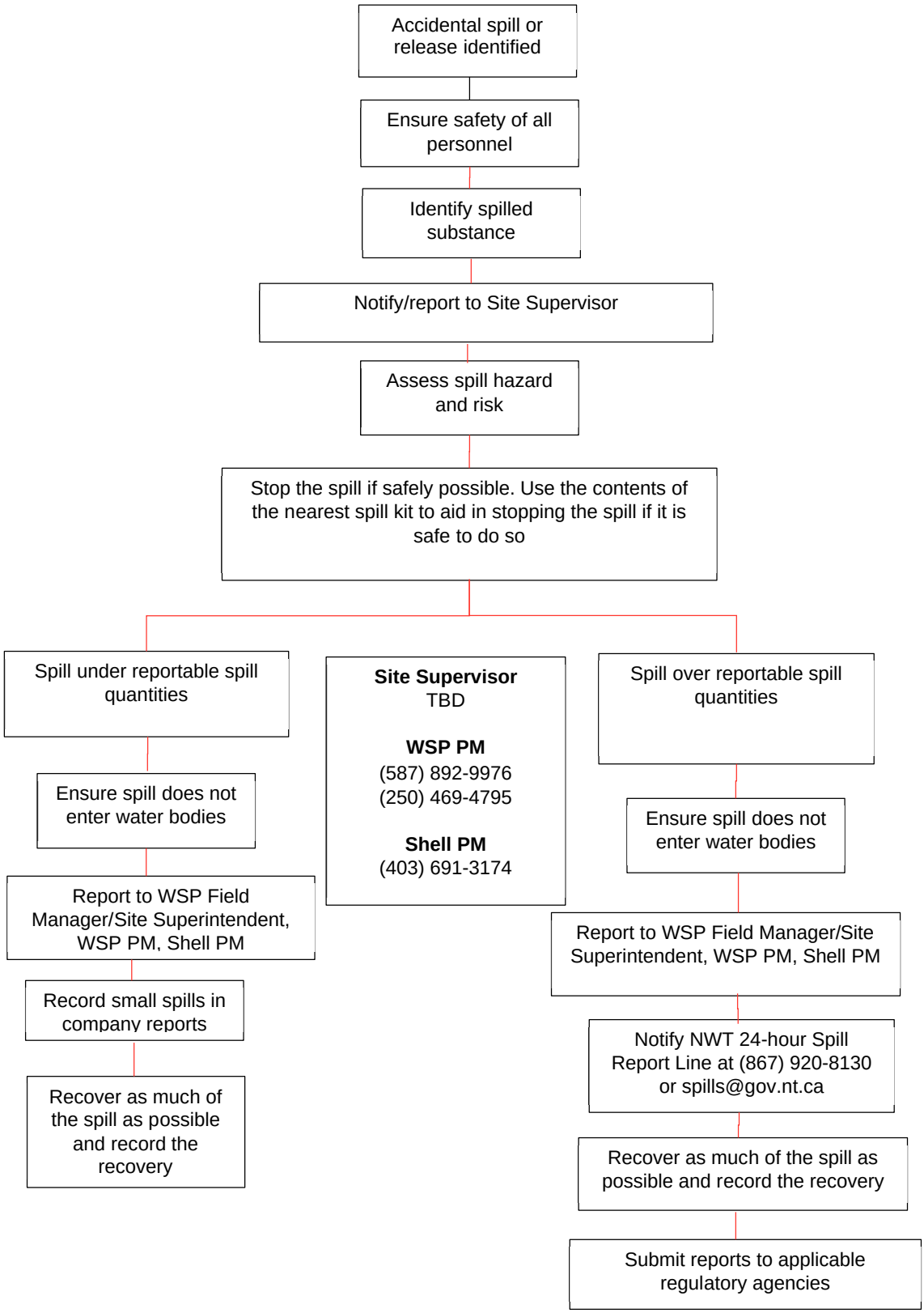


Figure D: Spill Response Flowchart

7.7 Communication System Interruptions

The main method of communication on the Sites will be by using two-way handheld radios operating on the same channel for all crews. Interference is not expected to affect two-way radio usage at the Sites. Radios are to be charged each day and communication checks to be tested each morning. Defective or broken radios are to be taken out of service, tagged and replaced. Satellite phones, inReach and Starlink devices necessary for external communication will be tested before work starts on site and service verified each day. Should all communication systems fail, this would result in the immediate stoppage of work until communication services are restored.

7.8 Severe Weather

Weather in the region can change very drastically in a short amount of time. When working during periods where rapid weather changes or inclement weather may be expected, make sure that workers are appropriately equipped with winter or rain gear, warm clothing and a change of clothing as appropriate. All travel-related decisions will be made by the Site Supervisor or the Field Manager/Site Superintendent, as applicable.

- The Field Manager/Site Superintendent or designate alternate will obtain frequent weather updates throughout the workday and communicate changes so that crews may be prepared to modify or suspend work when severe weather does not allow it to be completed safely.
- High winds are common for the region; conditions will be assessed by the Site Supervisor.
- If forecasted severe weather requires the evacuation of workers from the work area, the Site Supervisor will coordinate the safe mobilization of the field crew back to safety.
- If weather in the area prevents emergency evacuation of an IP, the Site Supervisor, with the consultation of the subcontractor and the project management team, may decide to suspend high-risk work activities until the weather passes.

The Site Supervisor and Field Manager/Site Superintendent will communicate weather and potential evacuation status with the crew, and considering the weather forecast, time of day and activities taking place (in terms of risk), one of the following decisions will be made.

- Continue work as normal.
- Suspend high-hazard activities and wait for weather to improve.
- Suspend all activities and evacuate the work site.

7.9 Wildlife Encounter

Report wildlife encounters immediately to the Inuvialuit Wildlife Monitors so they can determine threat level and response. The Wildlife Management and Monitoring Plan (Appendix B of the Project Description) describes all responses to wildlife and will be implemented throughout the entire Project.

All bear encounters are to be reported to the local ECC office. Report situations that may put public safety at risk to the GNWT – Department of ECC Wildlife Emergency Phone line: (867) 678-0289.

Refer to the Wildlife Management and Monitoring Plan for further reporting requirements once the Wildlife Monitor confirms the encounter has been appropriately managed.

7.10 Workplace Harassment and Violence

Strategies for recognizing and dealing with incidents of harassment and violence in the workplace are outlined within WSP's Harassment and Violence in the Workplace Policy. Acts of harassment and violence are defined within this policy. If personnel encounter aggressive behaviour by another individual, the key responses include the following actions.

- Remain calm.
- Monitor your own non-verbal cues.
- Maintain a safe distance from the aggressor and identify your escape route to safe area.
- Do not make threats or promises.
- Remove yourself from the situation immediately.
- If the situation escalates, call for help using radio or verbally.
- Contact the Field Manager/Site Superintendent when safe to do so and file an incident report.

The Field Manager/Site Superintendent will report the incident to the WSP PM and involve the WSP HSSE Advisor and human resources representative. The incident may be reported to the local authorities depending on the nature of the aggressive act, and arrangements will be made to have the person(s) responsible for the aggressive act to be immediately escorted and permanently removed from the Sites.

8.0 HOSPITAL ADDRESSES

The closest full-service hospital is the Inuvik Regional Hospital (Table D below). Transportation from the Sites to the hospital will be completed via proposed ice road (winter) and by helicopter/boat (summer) unless otherwise initiated by emergency services.

Table D: Hospital Information

Hospital Name	Address	Phone	Level of Care Available
Inuvik Regional Hospital	285-289 Mackenzie Road, Inuvik, NWT	(867) 777-8000	ER 24/7 / Full Care

9.0 REFERENCE

Komex/IEG (Komex International Ltd. and IEG Environmental). 2006. 2005 Drilling Waste Sump Inventory Study in the Inuvialuit Settlement Region. Prepared for ConocoPhillips Canada. June 2006.

10.0 STATEMENT OF LIMITATIONS

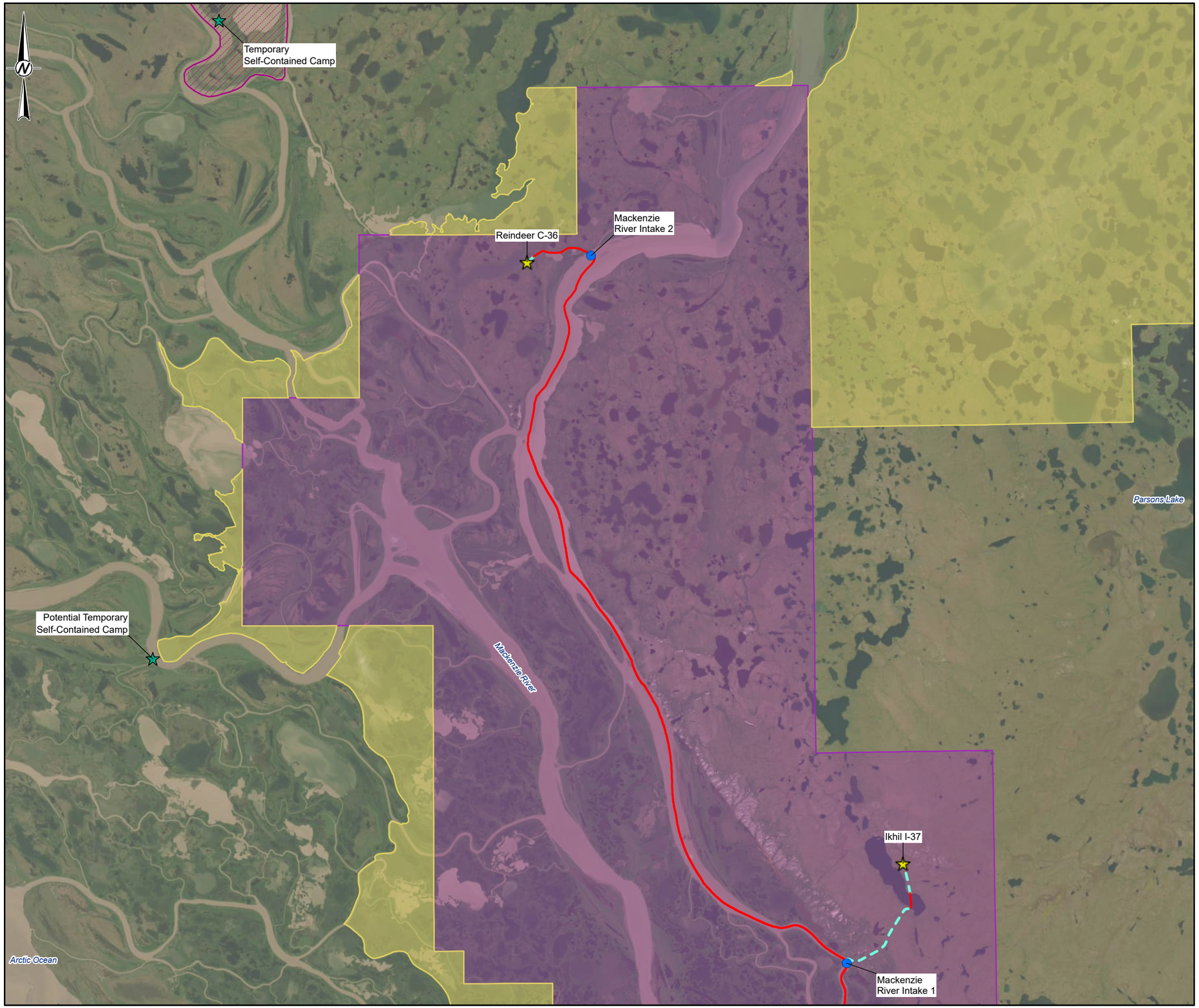
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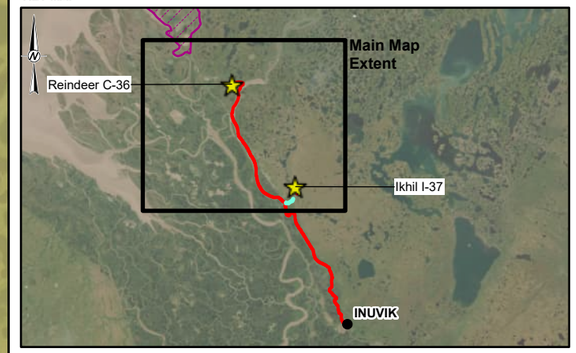
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APPENDIX A

Figures



KEY MAP



SCALE: 1:2,000,000

LEGEND

- SITE LOCATION
- SELF-CONTAINED CAMP
- APPROXIMATE WATER INTAKE
- PROPOSED ICE ROAD
- PROPOSED TEMPORARY OVERLAND WINTER ACCESS
- KENDALL ISLAND BIRD SANCTUARY

PRIVATE LANDS TITLES AND RIGHTS

- INUVIALUIT 7(1)(A) LANDS FOR SURFACE AND SUBSURFACE TITLE
- INUVIALUIT 7(1)(B) LANDS FOR SURFACE TITLE

Feature	Latitude (DMS)	Longitude (DMS)
Temporary Self-Contained Camp	69°12'34.75"N	135° 5'58.25"W
Potential Temporary Self-Contained Camp	68°52'58.51"N	135°11'31.38"W
Mackenzie River Intake 1	68°43'31.49"N	134°12'46.35"W
Mackenzie River Intake 2	69° 5'19.97"N	134°33'57.73"W

0 1,500 3,000 6,000

1:220,000 METRES

NOTE(S)

1. ALL LOCATIONS ARE APPROXIMATE

REFERENCE(S)

1. CONTAINS INFORMATION LICENSED UNDER THE OPEN GOVERNMENT LICENCE - CANADA
2. BASE MAP: EARTHSTAR GEOGRAPHICS
3. COORDINATE SYSTEM: NAD 1983 CSRS UTM ZONE 8N

CLIENT
SHELL CANADA LIMITED

PROJECT
ENVIRONMENTAL SITE ASSESSMENTS
IKHIL I-37 AND REINDEER C-36 FORMER WELLSITES
INUVIALUIT SETTLEMENT REGION, NORTHWEST TERRITORIES

TITLE
IKHIL I-37 AND REINDEER C-36 SITE LOCATION

CONSULTANT

wsp

YYYY-MM-DD	2026-09-28
DESIGNED	S.VILLENEUVE
PREPARED	C.MEDINA
REVIEWED	J.KRIZAN
APPROVED	T.GRENDUS

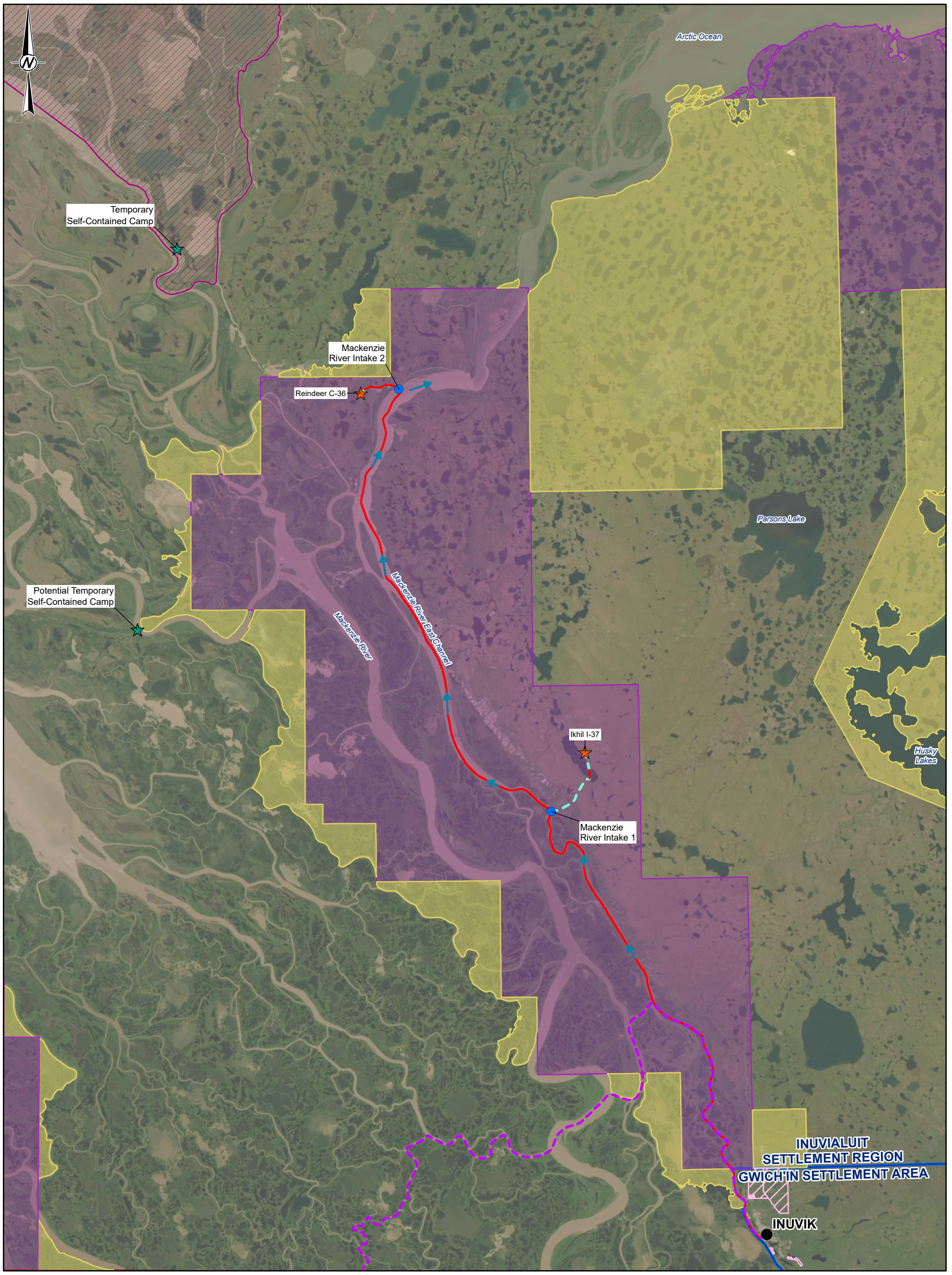
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LEGEND

- SITE LOCATION
- SELF-CONTAINED CAMP
- APPROXIMATE WATER INTAKE
- DIRECTION OF RIVER FLOW
- PROPOSED ICE ROAD
- PROPOSED TEMPORARY OVERLAND WINTER ACCESS
- PUBLIC SEASONAL ICE ROAD
- KENDALL ISLAND BIRD SANCTUARY
- SETTLEMENT REGION BOUNDARY

PRIVATE LANDS TITLES AND RIGHTS

- INUVIALUIT 7(1)(A) LANDS FOR SURFACE AND SUBSURFACE TITLE
- INUVIALUIT 7(1)(B) LANDS FOR SURFACE TITLE
- GWICH'IN LANDS SURFACE AND SUBSURFACE RIGHTS
- GWICH'IN LANDS SURFACE RIGHTS

Feature	Latitude (DMS)	Longitude (DMS)
Temporary Self-Contained Camp	69°12'34.75"N	135° 5'58.25"W
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Mackenzie River Intake 2	69° 5'19.97"N	134°33'57.73"W

0 3,000 6,000 12,000

1:350,000 METRES

NOTE(S)

1. ALL LOCATIONS ARE APPROXIMATE

REFERENCE(S)

1. CONTAINS INFORMATION LICENSED UNDER THE OPEN GOVERNMENT LICENCE - CANADA
2. BASE MAP: EARTHSTAR GEOGRAPHICS
3. COORDINATE SYSTEM: NAD 1983 CSRS UTM ZONE 8N

CLIENT
SHELL CANADA LIMITED

PROJECT
ENVIRONMENTAL SITE ASSESSMENTS
IKHIL I-37 AND REINDEER C-36 FORMER WELLSITES
INUVIALUIT SETTLEMENT REGION, NORTHWEST TERRITORIES

TITLE
IKHIL I-37 AND REINDEER C-36 SITE LOCATIONS WITH PROPOSED ICE ROAD AND TEMPORARY OVERLAND ACCESS

CONSULTANT
wsp

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DESIGNED	S.VILLENEUVE
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PROJECT NO.	PHASE-TASK	REV.	FIGURE
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