



REPORT

Emergency Response Plan

*Soil Remediation at Former Wellsite Unipkat I-22,
Inuvialuit Settlement Region, Northwest Territories*

Submitted to:

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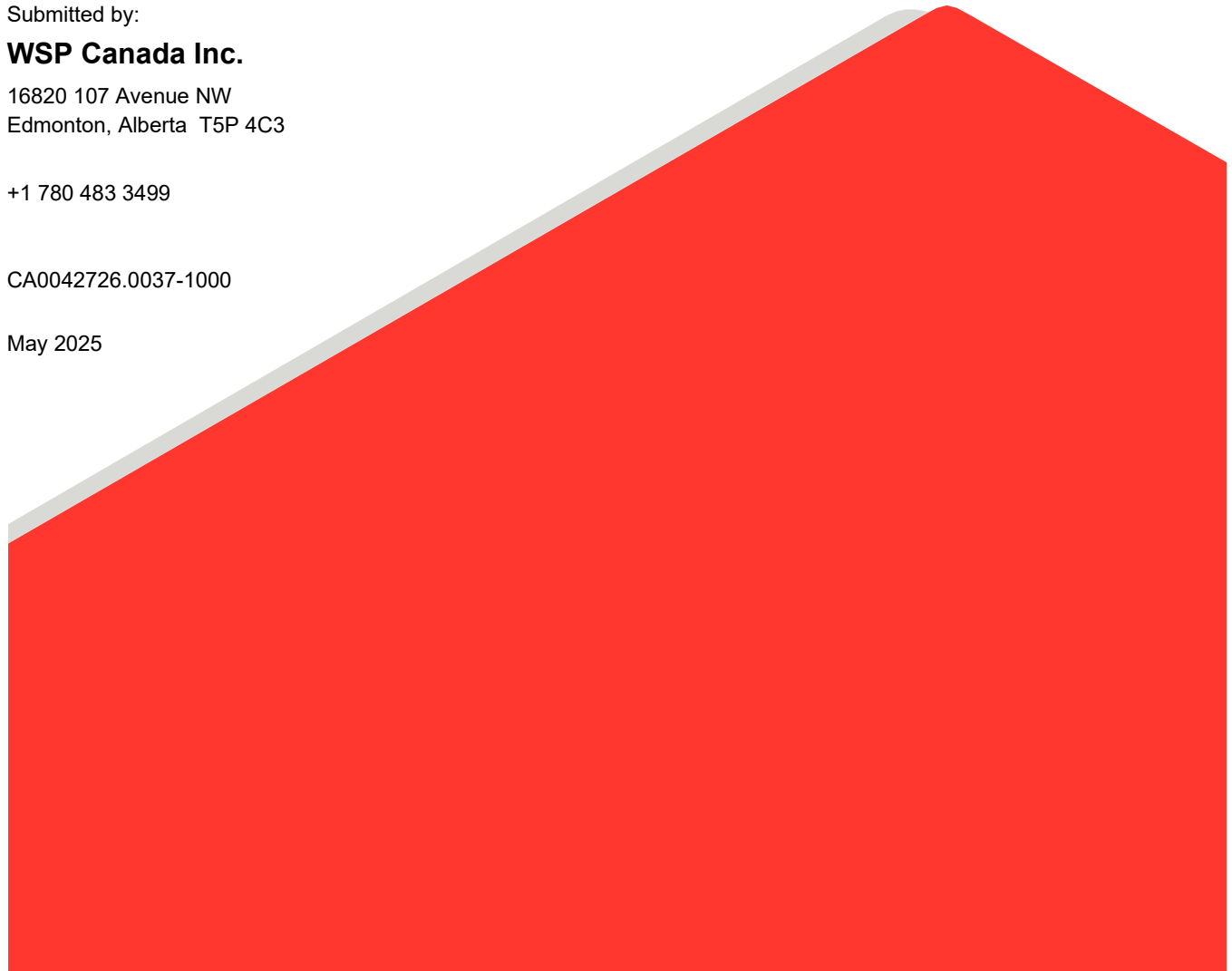
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Crisis Management – Silver Plan

1.0 INTRODUCTION

1.1 Background

WSP Canada Inc. (WSP) has prepared this Emergency Response Plan (ERP; the Plan) on behalf of Shell Canada Limited (Shell) to support the soil remediation at the former wellsite Unipkat I-22 (the Site) in the Inuvialuit Settlement Region (ISR), Northwest Territories (NWT) (the Project). The purpose of this Plan is to: preserve the safety of the crew; minimize the effects of emergencies on environment, property, equipment and processes; and to restore normal operations as efficiently as possible during the ice road construction, maintenance and use, remediation and transportation activities at the Site.

The Plan will be effective upon its approval and will be implemented during the Project. Paper copies of this Plan will be available at the Site (through the Site Supervisor) and all personnel will have access to paper and digital copies.

1.2 Location and Description

The Site is approximately 115 kilometres (km) northwest of Inuvik, in the ISR in the Mackenzie Delta, NWT at latitude 69°11'36.07" N and longitude 135°20'33.88" W. The site location is presented in Figure A1 (Appendix A).

Access to the Site in winter will be via ice road extension from the Inuvik to Aklavik public ice road and snowpack ramp, as presented in Figure A2 (Appendix A). The ice road extension to the Site will pass through Inuvialuit 7(1)(A) Private Lands and will follow the Mackenzie River East Channel and Arvoknar Channel (Figure A2, Appendix A). Access to the Site in summer will be via barge, boat or helicopter.

Shell developed the Site as an exploratory natural gas well site in 1972 and 1973 and re-entered in 1996 for additional well abandonment activities. Historically, the Site consisted of a camp sump, a well centre (e.g., a historical well marker), a drilling waste sump, a drilling flare pit and wood pilings used to support surface infrastructure above the ground.

1.3 Project Summary

The scope of work for the Project consists of the following activities:

- Potential mobilization of a self-contained barge camp with select soil remediation equipment (e.g., soil treatment equipment, loaders, excavators etc.) stored on-board in late summer or early fall of 2025 (submitted under Environmental Impact Screening Committee [EISC] Registry File [04/25-18]) to be anchored at the Site and frozen-in and winterized for the winter field program that will use an ice road extension for access.
- Construction of an approximately 110 km long ice road extension from a junction approximately 30 km north along the Government of Northwest Territories (GNWT) Inuvik to Aklavik public ice road. This will allow site access for equipment as well as the off-site transport and disposal of waste materials. The ice road extension will cross Inuvialuit 7(1)(A) Private Lands and will follow the Mackenzie River East Channel and Arvoknar Channel (Figure A2, Appendix A). It is expected that ice road reconnaissance and profiling will begin in December 2025 and construction will be completed in February 2026. A snowpack ramp will be constructed at the Site to allow access for equipment and crew.
- Mobilization of remaining equipment (office trailer, including heated portable toilets, soil treatment equipment, skid steers, loaders, excavators, fuel trucks and fuel tanks, and other miscellaneous equipment) and self-

contained winter camp (if the barge camp was not mobilized and frozen-in at the Site) to the Site via the ice road for the duration of the winter season.

- Excavation and on-site thermal treatment of approximately 3,800 cubic metres (m³) of soil containing petroleum hydrocarbons (PHCs) contaminants of concern (CoCs; PHC Fraction F2 and Type B Hydrocarbons) at concentrations above the proposed soil quality objectives (SQOs) at the Site using Enhanced Thermal Conduction (ETC). ETC involves transfer of a heated airstream (typically between 300 and 450 degrees Celsius [°C]) to volatilize and destroy PHCs in soil whose concentrations are above the proposed SQOs. To facilitate this, soil will be placed in treatment cells in which heat is applied via a dedicated air burner fueled by diesel. Prior to heating, the cell of soil is covered as a means of capturing the PHC vapour off-gas that is generated by the heating. Throughout the process, the generated PHC vapours will be channeled to a thermal oxidizer outside of the treatment cell for destruction prior to atmospheric release. The thermal oxidizer will be operated within defined parameters and monitored to ensure the efficient and complete destruction of PHC vapours. The proposed site layout and remedial extents are presented in Figure A3 (Appendix A).
- Excavation and off-site disposal of approximately 100 m³ of soil containing barite (i.e., true total barium) at concentrations above the proposed SQOs, at an approved disposal facility.
- If remediation activities are completed during the winter of 2026, select equipment may be demobilized from the Site via the ice road prior to breakup. Some equipment may be secured on site or on the barge camp (potentially anchored at the Site) to be demobilized from the Site following 2026 spring breakup.
- Select equipment that was demobilized from the Site prior to breakup, and a barge camp (if a winter camp was used) will be re-mobilized by barge and boat to the Site in June 2026 to resume soil remediation, if required. If a barge camp was used during the winter of 2026 (potentially anchored at the Site), it will remain during breakup and re-open to continue operations for the summer of 2026, if required.
- If required, remedial activities, including ETC treatment, may resume during the summer and fall months of 2026.
- Installation of post-remedial groundwater monitoring wells and pre- and post-remedial thermistors (proposed locations in Figure A3, Appendix A) during the winter (pre-remedial) and summer/fall (post-remedial) months of 2026, including monitoring well sampling of existing and newly installed groundwater monitoring wells.
- Final demobilization by barge in the summer/fall of 2026, before freeze-up.
- Post-remedial groundwater and thermal monitoring, completed as day trips from Inuvik via boat or helicopter access, in the summer/fall of 2027.
- Removal of remaining wood pilings at the Site using the previously employed perimeter drilling method (EISC Registry File [10/22-01]) anticipated during a 2027/2028 winter field program.
- Fuel storage at the Site will be in appropriate fuel tanks and trucks for refueling of the equipment and ETC units, fuel storage and refueling areas will be bermed. Drip trays and secondary containment will be used at fuel storage and refueling areas.

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 Plan. Shell's contractors are responsible for the implementation of this Plan 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 Plan.

2.0 EMERGENCY RESPONSE PLAN OBJECTIVE

The purpose of this Plan 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 sub-contractors and visitors to the Site;
- 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 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 Plan. They establish the muster points on the Site. 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 Plan.
- 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 Project Manager (PM).
- They will liaise with the Site Medic 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 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 Site. 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 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.

3.2.1 Medical Evacuation

The primary mode of access to the Site is by vehicle along the proposed ice road (winter) and by boat along the river or by helicopter (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 boat/helicopter (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. All high-risk work will stop if the Site Medic is transporting injured worker off site or is off site for another reason.

3.3 On-Site Personnel

All personnel are expected to promptly report all incidents and fit for duty concerns to the Site Supervisor who will ensure the Plan is followed. Personnel are expected to know and understand how to respond in an emergency as per this Plan. 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 Site Medic 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 along the river or by helicopter (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 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 1 below.

Two-way radios will be used as the primary source of communication while at the Site between crew members. Satellite phones will be the primary source for external communication as there is no cell reception at the Site. 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 Site Supervisor as soon as possible. All injuries and incidents will be documented and investigated as soon as practical. Investigations will be led by the Site Supervisor. The Shell PM must be notified by the WSP PM of all incidents following the matrix below (Table A). Details on site-specific emergencies and associated responses are provided in Section 7.

Table A: On-Site Incident Communication and Reporting Matrix

Incident Type	Monday to Friday	Weekends and Holidays
<ul style="list-style-type: none"> ■ Near Loss ■ Security (theft, trespassing, vandalism) ■ Environmental spill (does not meet regulatory compliance) ■ Property/Equipment Damage ■ Injury No Treatment ■ Injury First Aid 	<ul style="list-style-type: none"> ■ Site Supervisor 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 <ul style="list-style-type: none"> ■ If no response, leave a voicemail and follow up with an email ■ Follow-up with call to Shell PM 	<ul style="list-style-type: none"> ■ Site Supervisor calls WSP PM <ul style="list-style-type: none"> ■ If no response, leave voicemail and follow up with email, cc WSP HSSE Advisor and WSP PD ■ Call WSP PD ■ WSP PM/Project Director (PD) to call Shell PM to report <ul style="list-style-type: none"> ■ If no response, leave voicemail and follow up with email ■ Follow-up with call to Shell PM ■ WSP PM/PD to ensure incident notification escalates the following business day
<ul style="list-style-type: none"> ■ Loss Medical Treatment ■ Environmental Spill (regulatory non-compliance) ■ Discharge of Firearm ■ Missing Person ■ Fire/Explosion ■ Site Evacuation 	<ul style="list-style-type: none"> ■ Site Supervisor calls WSP PM ■ WSP PM informs WSP PD and WSP HSSE Advisor ■ WSP PM calls Shell PM to report <ul style="list-style-type: none"> ■ 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 	

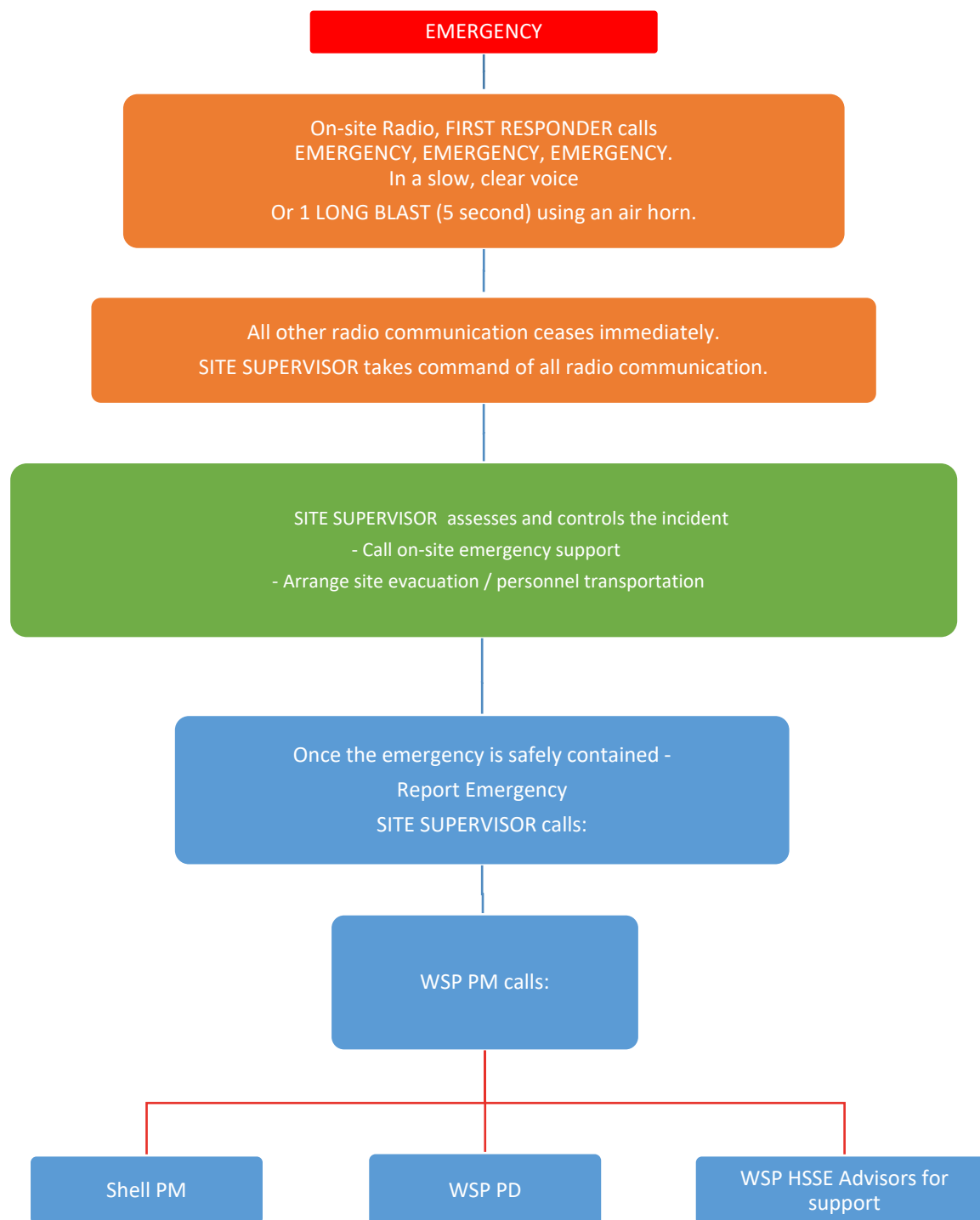


Figure 1: Emergency Notification and Communication Flowchart

4.1 Emergency Contact List

Unipkat I-22 Site Location: (69°11'36.07" N latitude and 135°20'33.88" W longitude)

Table B below provides a list of key emergency contacts. Section 7.0 provides details on site-specific emergencies and associated responses.

Table B: Emergency Contact List

Emergency Contacts		Number
Emergency (for police, fire or medical response)		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
ECC – Regional Office		(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)
Site Supervisor	Todd Bonin Shane Reber	Cell: (587) 439-5244 Cell: (587) 726-0169
WSP Project Manager	Brennan Vervoort	Cell: (343) 997-4349
WSP Project Director	Patrick Kalita	Cell: (780) 239-1420
HSSE Advisor Lead	Lisa Switzer	Cell: (226) 376-2812
HSSE Advisor Alternate	Darren Nippers	Cell: (403) 472-0425

Global Shell Safety Support	Carissa Johnson	Cell: (201) 618 2151
Human Resources	Stephanie Ozowa	Office: (403) 466-6555
Shell Emergency Contacts	Name	Number
PM	Kyle Thompson	Office: (403) 691-3174 ext. 3174 Cell: (403) 801-6438
Subcontractor Emergency Contacts	Name	Number
E.G.T. Manager	Douglas Saunders	Cell: (867) 678-0045

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 Plan will be submitted prior to mobilization.

ECC – Environment and Climate Change

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

4.2 Muster Points

Muster Points will be located both on the camp barge and on the Site. Depending on the type and location of the emergency, both or only one of the Muster Points may be used, the WSP Site Superintendent will announce on the radio if one of the Muster Points is not safe (e.g., due to fire on the barge). Muster points will be communicated during the Site orientation

4.2.1 Emergency Muster Accountability

In the event of an emergency evacuation, all workers will proceed to the designated Muster Point without delay. A head count will be conducted by the Muster Captain, position appointed for emergency muster accountability, to confirm all workers are accounted for. In the event that a worker or workers are unaccounted for during the head count a search plan will be developed and carried out by the Site Supervisor, Site Safety Coordinator and delegates.

4.3 WSP Crisis Management Team

A crisis, triggering the activation of the WSP Crisis Management Team (CMT), is any event or circumstance which requires an immediate response and damages or threatens the following:

- 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.

4.4 Activation of WSP 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 Plan and report the crisis to the WSP PM. The WSP PM is responsible for activating the WSP CMT. If the WSP PM cannot be reached, the Site

Supervisor will place the call to the WSP PD who will activate the WSP CMT. The Crisis Management Silver Plan for WSP is included in Appendix B.

- Once activated, the WSP CMT will take the following actions.
 - **Report:** advise the CMT as appropriate.
 - **Assess:** evaluate the impact and severity of the situation and determine the crisis level per the Crisis and Incident Communications Policy.
 - **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.

5.0 EMERGENCY RESPONSE REQUIREMENTS

A First Aid Risk Assessment was completed for 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, the Project is categorized as high-risk in respect to the type of injuries that could occur at the work site.

As per Part 5 of the NWT Occupational Health and Safety Regulations, the Project must meet minimum requirements pertaining to first aid for the Site (Table C).

Table C: Minimum First Aid Requirements for the Site

Applicable Schedule	Number of Workers at the Site	Minimum First Aid Kit and First Aid Attendant Level
Schedule D: Minimum First Aid Kit Requirements: High Risk Work Sites	<ul style="list-style-type: none"> 2 to 25 Workers at Site 	<ul style="list-style-type: none"> 1 small Type 3 First Aid Kit
Schedule H: Minimum First Aid Attendant Requirements	<ul style="list-style-type: none"> 2 to 10 Workers at Site 11 to 20 Workers at Site 20 to 30 Workers at Site 	<ul style="list-style-type: none"> 1 Advanced First Aid Attendant 2 Advanced First Aid Attendant or 1 paramedic level attendant 3 Advanced First Aid Attendant or 1 paramedic level attendant

5.1 Training Requirements

All personnel will receive an orientation on this Plan by the Site Supervisor 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

A first aid room will be established in the camp. The Site Medic will be responsible for operating and maintaining the first aid room and equipment. In addition to the Type 3 first aid kit, additional 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 post-remedial monitoring, the Site 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 Site 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 2 (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, with assistance from the Muster Captain, 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 Site.
- Visitors will be ushered by designated site personnel to the Muster Point.

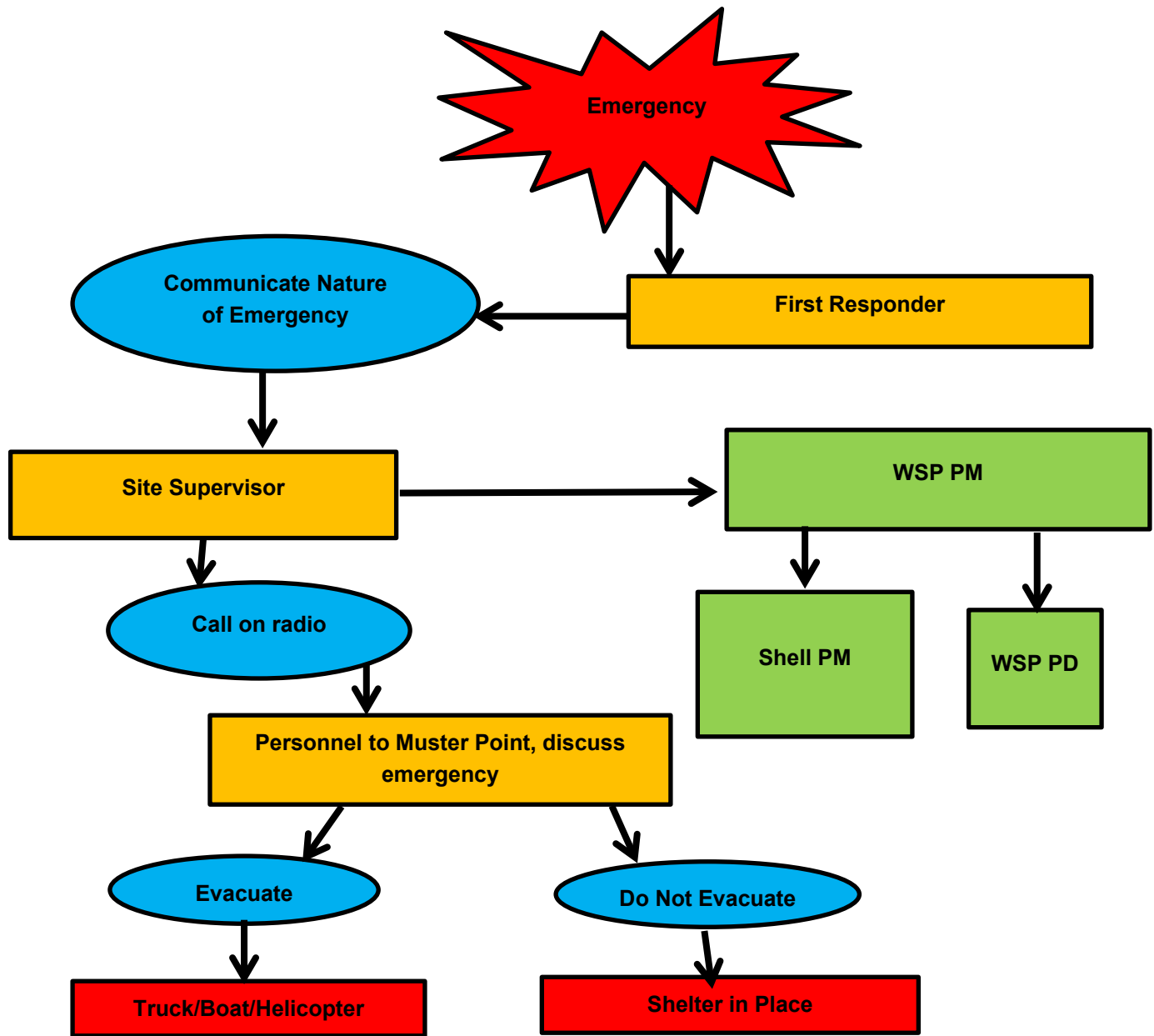


Figure 2: General Site Evacuation Flowchart

7.0 SITE-SPECIFIC EMERGENCY RESPONSE PROCEDURES

The emergency situations with the greatest likelihood of occurring at or near the Site 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 Plan as new situations are identified. Any changes and/or additions made to this Plan 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 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; and
 - 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; and
 - 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.

In case of a large fire, a water truck or pick-up truck with water tote will be readily available on the Site to extinguish fires. The water truck or tote will be refilled whenever used for project purposes so that it is full and ready to respond in the event of a fire that is not extinguishable by a fire extinguisher alone. In addition to the water truck or tote, a portable water pump will be available on the Site for assisting in fire response. The 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 to quickly provide water to a fire. As per Table B, the Inuvik Fire Department and 1-877-NWT-FIRE will be notified for fire response coordination for any fires that cannot be managed with the resources available on the Site.

The fire response equipment available on site during remediation includes the following:

- 1 – Water Truck or pick-up with water tote with hoses equipped with fire nozzles;
- 2 – Water pumps, suction hose (2-3”) with fish screen, fire hoses and fire nozzles;
- Multiple – 20 to 30 pound (lb) Fire Extinguishers – Type ABC – stored on all vehicles/equipment and camp;
- 2 – 20 to 30 lb Fire Extinguisher – Type K – for barge camp kitchen; and
- 4 – 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.

The fire response equipment available on site during post-remedial monitoring includes the following:

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

7.2 First Aid and Medical Assistance

All minor injuries or illnesses (small cuts, lacerations, sprains, strains, etc.) shall be reported immediately to the Site Supervisor 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 conditions will be monitored daily following the report of an injury. The process is also shown in Figure 3 (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.

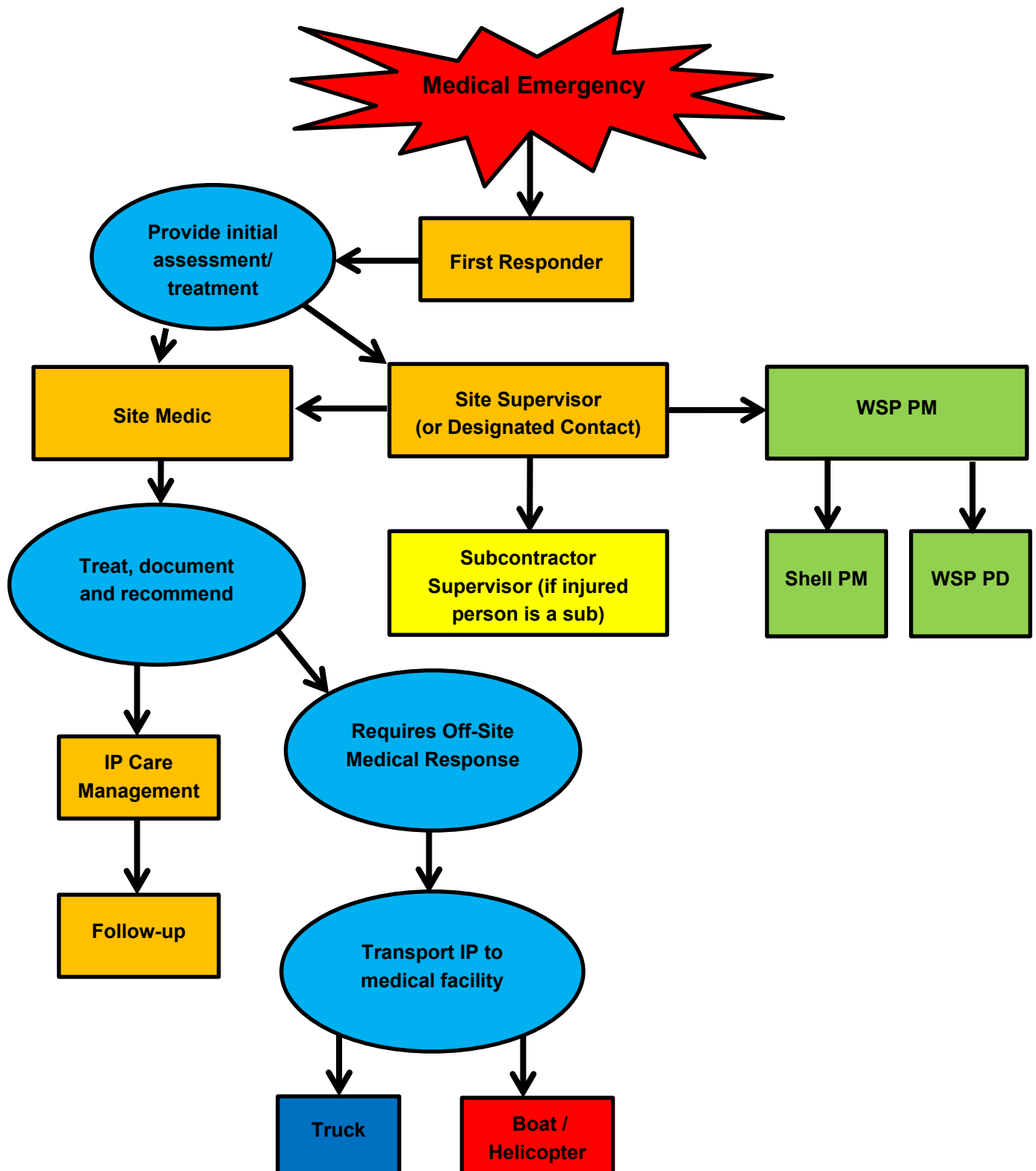


Figure 3: Medical Emergency Flowchart

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 B. 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 Person Overboard

All personnel onboard a crew boat must always be wearing a personal flotation device. If an occupant of the boat happens to fall overboard during the trip to or from Site, personnel still on the boat will attempt to safely rescue the person overboard. Throw bags are located on board and will be deployed to the person overboard and pull them safely back into the boat. Before the person is brought into the boat, the boat's engine will be turned off to eliminate the hazard of the prop causing injury to the person overboard. If attempts are made to rescue the person overboard without success, personnel onboard will contact the Canadian Coast Guard Search and Rescue and RCMP using the Emergency Contact List provided in Table B and contact the WSP Site Supervisor.

Provide as much information as possible based on the circumstances at the time of the event.

- Location of the person overboard.
- Number of persons involved in the person overboard.
- Description of the water body where the event occurred:
 - Approximate depth of the water.
 - Distance to shore.
 - Speed of the water.

Prior to deploying onto the river for operational purposes, all personnel will be briefed on the following:

- Effects of cold water on humans.
 - Immediately upon submersion into cold water, the victim involuntarily intakes a sudden gasp of air, referred to as the cold gasp reflex. If the victim's head is underwater when the gasp takes place, this may result in inhaling water.
 - The person will continue to hyperventilate for one to two minutes; this is normal and will subside.
 - The person will have control of their hands and limbs for five to seven minutes. After that point, the victim will be unable to grasp onto ropes or reaching aids.
 - A person will not become even mildly hypothermic for a full 15 minutes when submerged in cold water. If capable of floating or otherwise remaining on top of the water, a reasonably fit person will survive one hour or more in cold water.
 - The body naturally redirects warm blood from the hands and limbs to the inner core to preserve heat. While this preserves vital organs, it also deprives the victim of their ability to swim. The overwhelming majority of cold-water victims die by drowning, not hypothermia.
- Overboard worker rescue.
 - Rescuer safety is always the priority. Don't become a casualty.
 - Call for help. Getting help on the way is important before putting yourself in danger. Equip the crew with flotation rings and floating rope. Bring all available lifesaving tools. Use the Preach-Reach-Throw-Go method.

- **Preach** to the victim. Encourage the victim to keep trying to stay afloat and not to give up. Let them know you're there and trying to help.
- **Reach** out to the victim without leaning over the side of the boat if possible. Use ropes, poles, throw bags or anything handy to reach the victim.
 - Don't go any closer to the victim than you must. Think first, protect yourself, then react.
 - Use a rope, tie it around your body and have someone hold it, or tie it to something solid in the boat.
- **Throw** something to the victim and pull them out.
 - A throw rope is made for this purpose, but anything handy and strong enough to pull the victim from the water can be used such as tow ropes or anchor ropes.
 - If possible, have the victim tie the rope around them before hypothermia makes it difficult to grasp.

7.6 Crew Boat Breakdown

The risk of crew boat breakdown is possible when travelling along the river on the way to the Site. In the event of a breakdown, a second crew boat and operator located in Inuvik is available for rescue.

The crew boat is equipped with multiple forms of communication (satellite phone, VHF radio, Marine navigation, GPS device), and in the event of a crew boat breakdown the WSP Site Supervisor can call for the second crew boat and relay information regarding its location and repair details. The inReach will relay the GPS coordinates of the exact location when a message is sent from the device, and these coordinates can be used to find the boat during a breakdown.

7.7 Environmental Spill Response Procedures

If there is an environmental release, take the following steps, as depicted in Figure 4 (also described in the Spill Contingency Plan [Appendix E of the Project Description]).

- Stop work.
- Ensure safety of all personnel in the work area.
- Identify the material released.
- 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.
- Report spill to Site Supervisor. The Site Supervisor will report the spill, status, and any injuries to the 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 Site at the earliest opportunity and disposed of appropriately (in accordance with the Waste Management Plan [Appendix D of the Project Description]).
- 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.

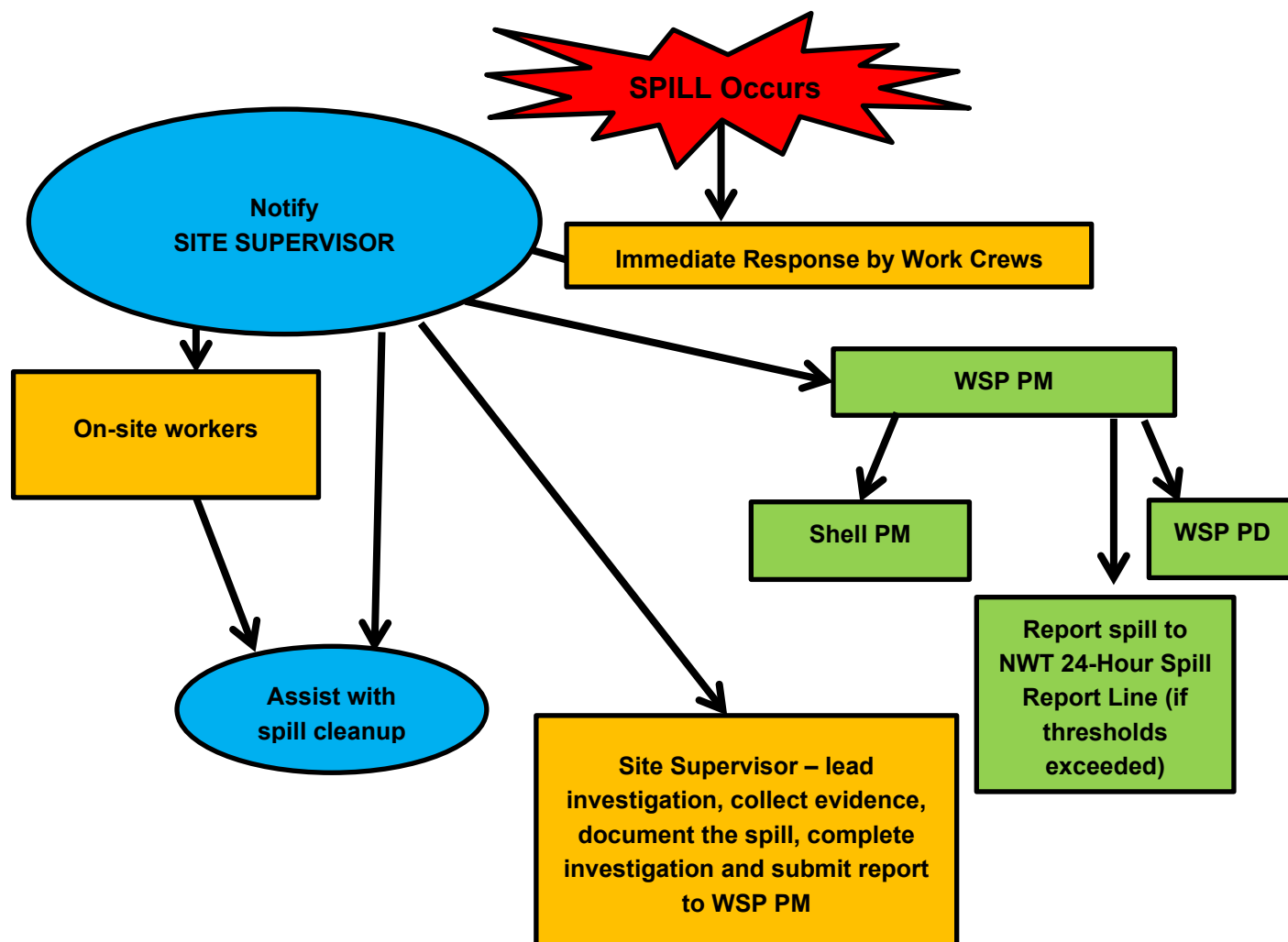


Figure 4: Spill Response Flowchart

7.8 Communication System Interruptions

The main method of communication on the Site 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 Site. 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.

7.9 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.

- The Site Supervisor 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 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.

7.10 Wildlife Encounter

If wildlife is observed, report sighting immediately to the Inuvialuit Wildlife Monitors so they can determine threat level and appropriate response. The Wildlife Management and Monitoring Plan (Appendix C of the Project Description) describes possible responses to wildlife encounters and will be implemented throughout the Project.

All bear conflicts are to be reported to the local ECC office. Situations that may put public safety at risk will be reported to the Government of the Northwest Territories – 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.

7.11 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 Site Supervisor when safe to do so and file an incident report.

The Site Supervisor 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 Site.

8.0 HOSPITAL ADDRESSES

The closest full-service hospital is the Inuvik Regional Hospital (Table D below). Transportation from the Site to the hospital will be completed via proposed ice road (winter) and by boat along the river or by helicopter (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, NT	(867) 777-8000	ER 24/7 / Full Care

9.0 STATEMENT OF LIMITATIONS

WSP Canada Inc. (WSP) has prepared this document in a manner consistent with that level of care and skill ordinarily exercised by members of the engineering and science professions currently practising under similar conditions in the jurisdiction in which the services are provided, subject to the time limits and physical constraints applicable to this document. No warranty, express or implied, is made.

This document, including all text, data, tables, plans, figures, drawings and other documents contained herein, has been prepared by WSP for the sole benefit of Shell Canada Limited (Shell). It represents WSP's professional judgement based on the knowledge and information available at the time of completion. WSP is not responsible for any unauthorized use or modification of this document. All third parties relying on this document do so at their own risk.

The factual data, interpretations, suggestions, recommendations, and opinions expressed in this document pertain to the specific project, site conditions, and are not applicable to any other project or site location. In order to properly understand the factual data, interpretations, suggestions, recommendations and opinions expressed in this document, reference must be made to the entire document.

APPENDIX A

Figures



REFERENCE

TOPOGRAPHIC MAP 107C/04 OBTAINED FROM Canmatrix. © 1958 THE ARMY SURVEY ESTABLISHMENT, R.C.E. PROJECTION: TRANSVERSE MERCATOR; DATUM: NAD27; COORDINATE SYSTEM: UTM ZONE 8. TOPOGRAPHIC MAP HAS BEEN SHIFTED FROM NAD27 TO NAD83 FOR MAPPING PURPOSES.

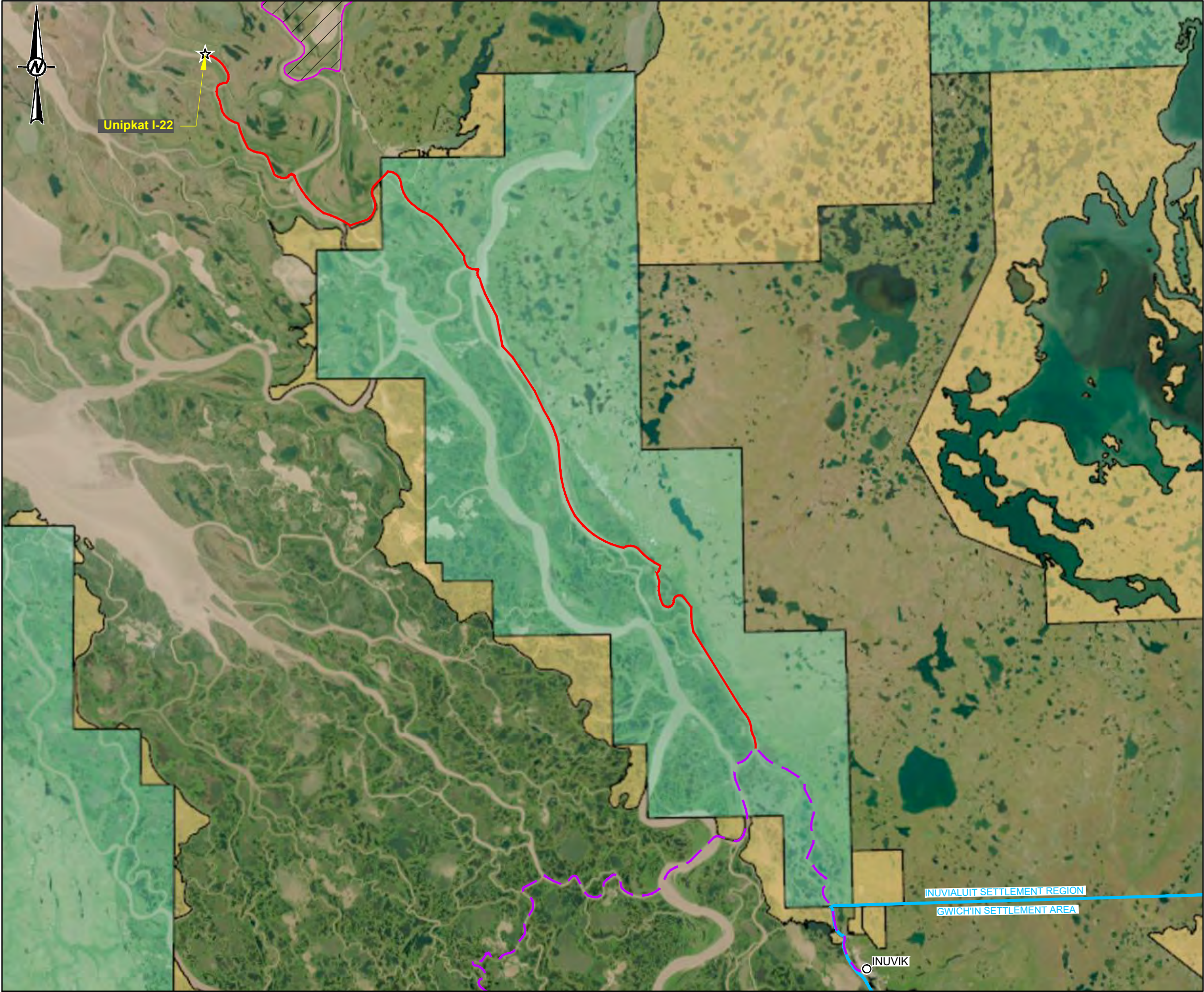


APPROVED PKalita

TITLE
SITE LOCATION PLAN

FIGURE
A1

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LEGEND

★

SITE LOCATION

—

CONSTRUCTED UNIPKAT I-22 ICE ROAD

- - -

AKLAVIK ICE ROAD

▭

SETTLEMENT REGION BOUNDARY

▨

KENDALL ISLAND BIRD SANCTUARY

INUVALUIT PRIVATE LANDS

▭

SURFACE TITLE

▭

SURFACE AND SUBSURFACE TITLE

NOTES

1. ALL LOCATIONS ARE APPROXIMATE.

REFERENCE

1. CONTAINS INFORMATION LICENSED UNDER THE OPEN GOVERNMENT LICENSE - CANADA

2. BASE MAP: EARTHSTAR GEOGRAPHICS

3. COORDINATE SYSTEM: NAD 1983 CSRS UTM ZONE 8N

01020

(APPROX.)KILOMETRES

CLIENT

SHELL CANADA LIMITED

PROJECT

SOIL REMEDIATION
FORMER UNIPKAT I-22 WELLSITE
INUVALUIT SETTLEMENT REGION, NORTHWEST TERRITORIES

TITLE

SITE LOCATION WITH PROPOSED ICE ROAD

CONSULTANT

WSP

YYYY-MM-DD	2025-05-07
DESIGNED	SVilleneuve
PREPARED	APaul
REVIEWED	JKrizan
APPROVED	PKalita

PROJECT NO.

CA0042726.0037

PHASE-TASK

1000-2403

REV.

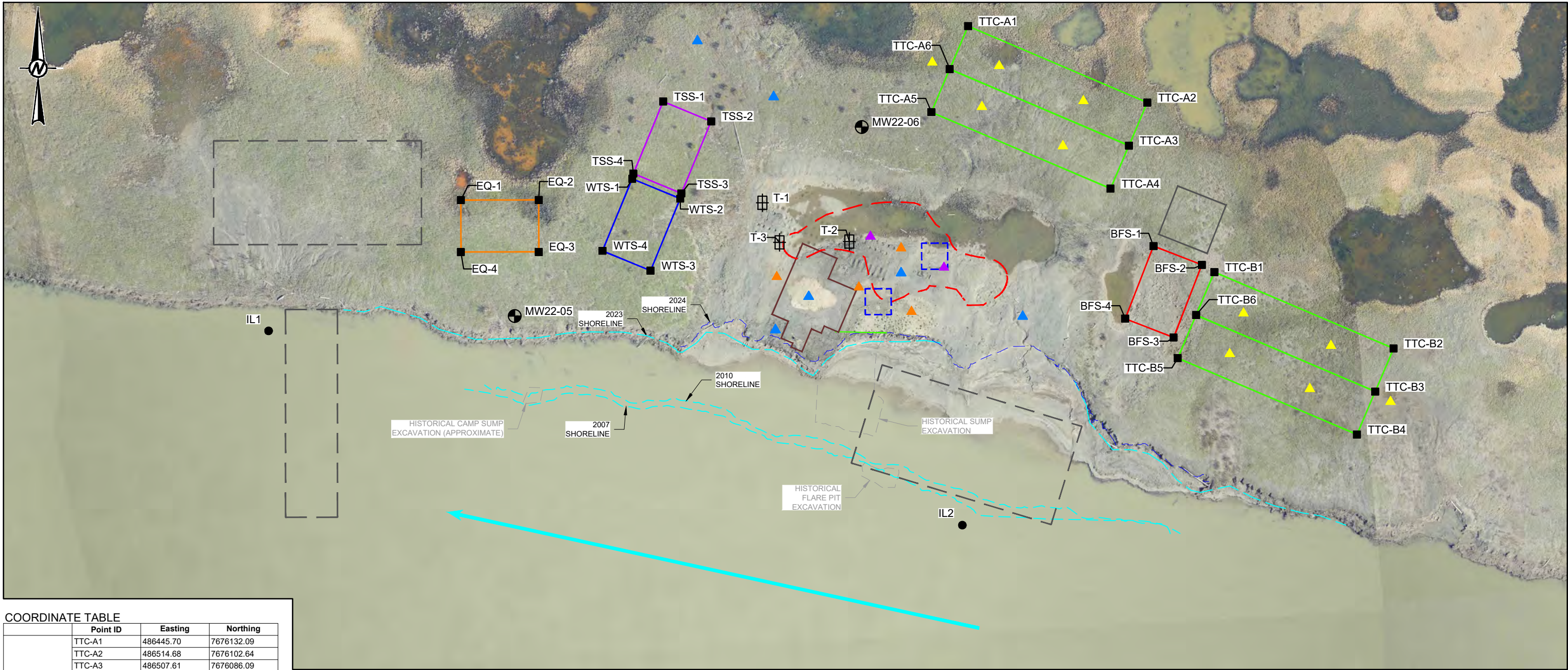
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FIGURE

A2

25 mm
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COORDINATE TABLE

	Point ID	Easting	Northing
Thermal Treatment Cells	TTC-A1	486445.70	7676132.09
	TTC-A2	486514.68	7676102.64
	TTC-A3	486507.61	7676086.09
	TTC-A4	486500.54	7676069.53
	TTC-A5	486431.57	7676098.98
	TTC-A6	486438.63	7676115.53
Bermed Fuel Storage Area	TTC-B1	486540.52	7676037.38
	TTC-B2	486609.50	7676007.94
	TTC-B3	486602.43	7675991.38
	TTC-B4	486595.36	7675974.83
	TTC-B5	486526.39	7676004.27
	TTC-B6	486533.45	7676020.83
Temporary Soil Storage	BFS-1	486517.07	7676047.41
	BFS-2	486535.71	7676040.15
	BFS-3	486524.81	7676012.20
	BFS-4	486506.18	7676019.46
Water Treatment System	TSS-1	486328.31	7676103.05
	TSS-2	486346.79	7676095.40
	TSS-3	486335.31	7676067.68
	TSS-4	486316.83	7676075.34
Equipment Lay Down Area	WTS-1	486316.40	7676073.30
	WTS-2	486334.88	7676065.65
	WTS-3	486323.40	7676037.93
	WTS-4	486304.92	7676045.58
Water Intake Locations	EQ-1	486250.42	7676065.12
	EQ-2	486280.42	7676065.12
	EQ-3	486280.42	7676045.12
	EQ-4	486250.42	7676045.12
	IL1	486176.36	7676014.73
	IL2	486443.46	7675939.95

LEGEND

- AREA OF REMAINING WOOD PILES
- EXCAVATION LIMITS (FORMER)
- SHORELINE
- OVERALL EXCAVATION EXTENTS FOR SOIL WITH PHC CONCENTRATIONS EXCEEDING SQOs FROM SURFACE TO 3.0 mbgs
- OVERALL EXCAVATION EXTENTS FOR SOIL WITH PHC CONCENTRATIONS EXCEEDING SQOs FROM SURFACE TO 1.5 mbgs
- POTENTIAL LOCATIONS OF LAND, ICE OR BARGE-BASED CAMP
- BERMED FUEL AND HAZARDOUS WASTE STORAGE

—

EQUIPMENT PARKING / LAY DOWN AREA

—

THERMAL TREATMENT CELLS

—

WATER TREATMENT SYSTEM AND TEMPORARY WATER STORAGE

—

TEMPORARY SOIL STORAGE AND SEGREGATION AREA

—

THERMAL TREATMENT OFFICE / CONTROL CENTER

●

MONITORING WELL (EXISTING)

⊞

THERMISTOR LOCATION

●

WATER INTAKE LOCATIONS

▲

THERMISTOR TO MONITOR ETC TREATMENT CELLS

▲

POST-REMEDIAL GROUNDWATER MONITORING WELL

▲

PRE-REMEDIAL THERMISTOR

▲

POST-REMEDIAL THERMISTOR

→

DIRECTION OF WATER CHANNEL FLOW

NOTES

- ALL LOCATIONS ARE APPROXIMATE AND SUBJECT TO CHANGE BASED ON ACTUAL FIELD CONDITIONS.
- GPS COORDINATES PROJECTION: TRANSVERSE MERCATOR; DATUM: UTM83; COORDINATE SYSTEM: UTM ZONE 8.

REFERENCE

ORIGINAL DRAWING OBTAINED FROM CHALLENGER GEOMATICS LTD.; DWG No.: 22-35141-002; SCALE: 1:1,250; DATE: SEPTEMBER 12, 2022.
ADDITIONAL INFORMATION OBTAINED FROM IEG CONSULTANTS LTD.; PROJECT No.: A04025A02; SCALE 1:750; DATE: SEPTEMBER 20, 2011.

CLIENT
SHELL CANADA LIMITED

CONSULTANT



YYYY-MM-DD	2025-05-07
DESIGNED	SVilleneuve
PREPARED	APaull
REVIEWED	JKrizan
APPROVED	PKalita

PROJECT
SOIL REMEDIATION
FORMER UNIPKAT I-22 WELLSITE
INUVALUIT SETTLEMENT REGION, NORTHWEST TERRITORIES

TITLE
PROPOSED SITE LAYOUT AND REMEDIAL EXTENTS FOR TYPE B PETROLEUM HYDROCARBONS AND BARITE (TRUE TOTAL BARIUM)

PROJECT NO.	PHASE-TASK	REV.	FIGURE
CA0042726.0037	1000-2403	0	A3

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APPENDIX B

Crisis Management – Silver Plan



Crisis Management – Silver Plan for WSP Canada

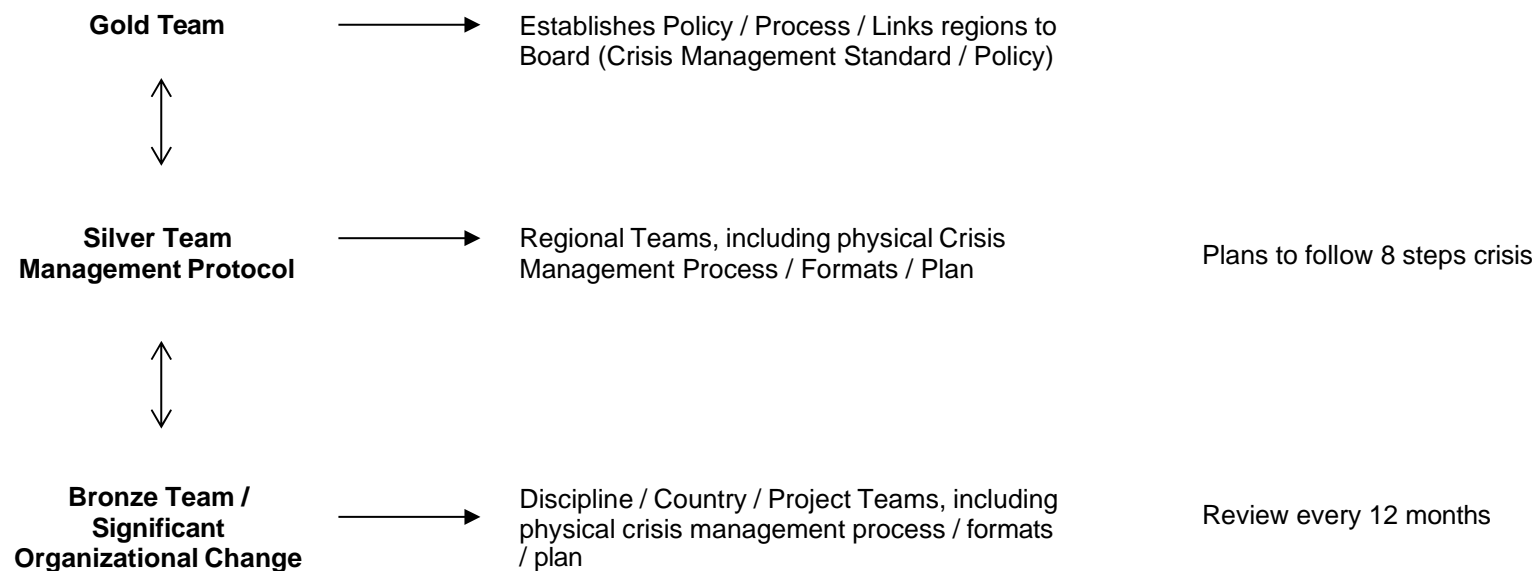
Introduction – WSP makes every effort to ensure that our people, clients, and assets are protected against threats and risks, including unplanned and undesired events such as natural or manmade disasters, accidents, crime, civil unrest that has the potential to cause harm to an employee or groups of employees. This document arises from the requirements of the WSP Global Standard 105 for Crisis Management.

Impacts of unplanned and unexpected events may compromise the company's ability to continue operations in a safe and secure manner. Implementation of this Silver Plan is required where there is a need to protect our people, clients, brand, reputation, assets, and the general interests of our stakeholders and the wider community.

The objectives of this plan are to 1.) Identify potential/foreseeable threats and treat them before they are realized, 2.) Contain and manage the immediate of impact unplanned and unexpected events should they eventuate and 3.) Recover to a safe state key business operations and deliverables.

The **Silver Team** operates at a Regional Level and is responsible through business processes for identifying threats to overseas travellers or projects (horizon scanning), providing **strategic** direction in terms of effective crisis management.

During a crisis event the Silver team supports the Gold/Bronze team's response by driving and setting the strategic agenda (this includes the provision of functional support e.g. human resources, IT, H, S&S legal, and communications support when requested by the Gold/Bronze Teams). Decision support will be provided based on the scenario being managed.





Crisis Management – Silver Plan for WSP Canada

Implementation of this **Silver Plan** is required where there is a need to protect our people, clients, brand, reputation, assets, and the general interests of our stakeholders and the wider community.

The objectives of this plan are to:

- 1 Identify potential/foreseeable threats and treat them before they are realized,
- 2 Contain and manage the immediate impact of crisis, and
- 3 Return to normal operations.

Silver Team

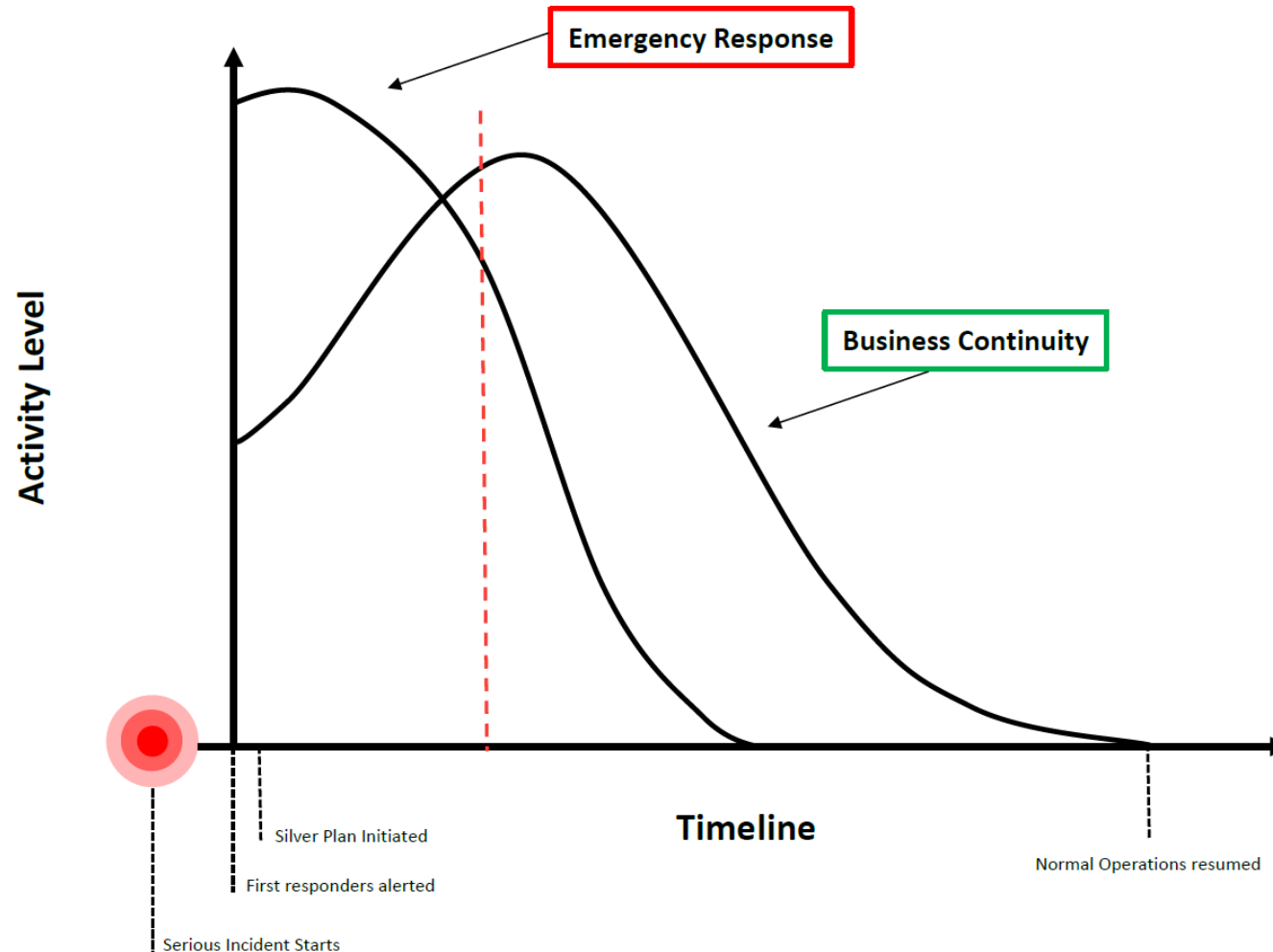
The Silver Team operates at a Canada Region Level and is responsible for identifying threats to its operations and providing strategic direction during a crisis.

The Silver Team will appoint an *emergency response leader* and a *business continuity leader* who will establish their respective teams based on the identified crisis at hand. They will also keep in contact with the Gold team as needed.

When responding to any crisis the Silver Team will follow the **RACER** approach:

- **Report:** Advise the Bronze/Gold Team/SHEQ Team ASAP
- **Assess:** Evaluate the impact and severity of the situation
- **Convene:** Assemble the most suitable response team for the situation
- **Execute:** Contain & manage situation using all available resources
- **Recover:** Post-event, conduct a formal review to drive continual improvement.

Crisis Actions Timeline





Crisis Management – Silver Plan for WSP Canada

Roles and Responsibilities of Silver Team:

Title: Silver Team Membership

Scope	All operations	Author	Shawn Scott	Last review	2023-01-27
Country	Canada	ISOS rating		Last test date	
Key contacts	Role	Email		Mobile	
International SOS	International support	Membership: 02AABC000037		+61 2 9372 2468	
Michael Marley	Global Safety & Security	michael.marley@wsp.com		+44 781 606 3428	
Anne- Sophie Tétreault	HSE	Anne-Sophie.Tetreault@wsp.com		+1 514 561-3003	
Janet Oh	Legal & Regulatory	janet.oh@wsp.com		+1 514 340-0046	
Gary Black	Security	gary.black@wsp.com		+ 1 647-539-8992	
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Marc Albert	IT & IT Security	marc.albert@wsp.com		+1 514 349-5309	
Peter Hatcher	Regional Leader Ontario, Atlantic, and West Canada	peter.hatcher@wsp.com		+1 403 589 0408	
Sébastien Fecteau	Regional Leader Québec	sebastien.fecteau@wsp.com		+1 418 564-6363	
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Charles-Olivier Bernard	Commercial & Risk Management	charles-olivier.bernard@wsp.com		+1 438 337-2875	
Nadine Lalonde	Silver Team Call Lead – NON HSE Related	nadine.lalonde@wsp.com		+1 438 462-3379	
Myriam Beauchemin	Silver Team Call Lead – HSE Related	myriam.beauchemin@wsp.com		+1 819 570-6032	



Crisis Management – Silver Plan for WSP Canada

Nature of Threat: The following groupings list the potential threats that may occur within WSP Canada Operations. The identified threat and impact that should be considered by Silver/Bronze Teams when establishing local plans. These threats are categorized into HSE Led or Non-HSE led as identified in the chart above and this will help identify who is the emergency response coordinator responsible to initiate. Each call will identify the nature of the threat and the identified Emergency Response Leader and Business Continuity Leaders for each type, as identified below, will act as the Silver Team Call Co-Chairs and decision makers.

Category	Threat	Impact to Critical Business Activities	Emergency Response Leader	Business Continuity Leader	External Stakeholders
Workplace emergency	Emergency impacting one or more workplaces - Natural disaster or utilities outage (non IT)	Blocked worker access to/from workplace and/or safety risk travelling to/from project sites or home	Anne-Sophie Tétreault (HSE led)	Office Leaders Note: Office Leader to <i>interface with John Lopes (Facilities/Real Estate) as needed</i>	Local utilities companies Local news media Emergency Services Landlord Public Safety Canada
HSE	Health or Safety Critical (Severe Injury or Fatality) Significant Environmental Incident	Stop to project, WSP or client operations	Anne-Sophie Tétreault (HSE led)	Sector Leader <i>Note: if across Sectors Regional Leader to be added</i>	Provincial Ministry of Labour or equivalent Provincial Ministry of Environment
Security	Terrorism/Active Shooter /Crime/Physical Security threat/Social Unrest	Blocked worker access to/from workplace and/or immediate safety risk travelling to/from project sites or home	Anne-Sophie Tétreault (HSE led)	Regional Leader	Emergency Services Public Safety Canada Municipal and Provincial police
Travels	International travels emergency	Blocked worker access to workplace and/or immediate safety risk	Anne-Sophie Tétreault (HSE Led)	Sector Leader	Foreign Affairs and International Trade Canada (DFAIT) International SOS (iSOS)
Epidemic Pandemic	Epidemic or Pandemic	Blocked worker access to/from workplace and/or safety risk travelling to/from project sites or home, quarantines established by authorities, unplanned absences from work.	Anne-Sophie Tétreault (HSE led)	Regional Leader	Public Safety Canada Public Health Agency of Canada Provincial Ministries (Ministry of Labour, Ministry of Health, etc)
IT	Phone/IT Security/IT network outage/Core System eg. ERP	Inability to communicate or access critical information and continue operations	Marc Albert (Non-HSE led)	Regional Leader	Server provider ATOS Clients
Legal and Regulatory (includes EI)	Authorities, Regulations, Liabilities, Insurance	Major dispute, litigation	Janet Oh (Non-HSE led)	Regional Leader	
Financial	Capital, Financial, Guarantees	Pull on guaranties, major project claim, damages	George Niktaris	Regional Leader	
Reputation	Reputational	Adverse media attention, including due to involvement and/or failure in high profile project	Renee Sauriol (Non-HSE led)	Regional Leader	National news media Social media contacts – LinkedIn, Facebook, Twitter Clients



Crisis Management – Silver Plan for WSP Canada

Silver Crisis Team: In the event that a threat should develop, the first point of reference for an employee is to raise the issue to their Office Leader or Site Supervisor using the RACER methodology. The first point of contact for the Silver Team is the identified Emergency Response Leader and/or the identified Business Continuity leader associated with the nature of the threat in the chart above. The Emergency Response Leader will then inform the appropriate Silver Team Call Lead to initiate a call with the required team members as identified in the chart below.

Key Contacts				IT	Workplace Emergency	Security	Reputational	Travels	HSE	Epidemic Pandemic
Key contacts	Role	Email	Mobile							
Call Leader Type				Non HSE Led	HSE Led	HSE Led	Non-HSE Led	HSE-Led	HSE Led	HSE Led
Michael Marley	H&S (EMEIA)	michael.marley@wsp.com	+44 781 606 3428							
Anne-Sophie Tetreault	HSE	Anne-Sophie.Tetreault@wsp.com	+1 514 561-3003		X	X		X	X	X
Janet Oh	Legal & Regulation	janet.oh@wsp.com	+1 514 340-0046			X	X	X	X	X
Gary Black	Security Services	gary.black@wsp.com	+1 647-539-8992		X	X				X
Maryse Tremblay	Ethics & Integrity	maryse.tremblay@wsp.com	+1 438-843-8076				X			
John Lopes	Facilities/Supply Chain	john.lopes@wsp.com	+1 289 218-9024	X	X	X				X
Renée Sauriol	Communications	renee.sauriol@wsp.com	+1 514 830-2892		X	X	X	X	X	X
Zoe Nutten	HR	zoe.nutten@wsp.com	+1 416 578-1292			X	X	X		X
Marc Albert	IT & IT Security	marc.albert@wsp.com	+1 514 349-5309	X						X
Peter Hatcher	Regional Leader Ontario, Atlantic & West	peter.hatcher@wsp.com	+1 403 589 0408	X	X	X	X	X	X	X
Sébastien Fecteau	Regional Leader Québec	sebastien.fecteau@wsp.com	+1 418 564-6363	X	X	X	X	X	X	X
Cari Anderson	Corporate Travel Booker/Admin	Cari.anderson@wsp.com	+1 647 643-1664			X		X		X
Charles-Olivier Bernard	Commercial & Risk Management	charles-olivier.bernard@wsp.com	+1 438 337-2875	X		X	X	X	X	X
Nadine Lalonde	Silver Team Call Lead – NON HSE Related	nadine.lalonde@wsp.com	+1 438 462-3379	X			X			
Myriam Beauchemin	Silver Team Call Lead – HSE Related	myriam.beauchemin@wsp.com	+1 819 570-6032		X	X		X	X	X
Satvinder Flore	ERI Sector Leader	Satvinder.flore@wsp.com	+1 403 612-1981					X	X	
François Lemay	Building Sector Leader	Francois.lemay@wsp.com	+1 613 292-2000					X	X	
Greg Herasymuik	E&E Sector Leader	Greg.herasymuik@wsp.com	+1 403 852-2239					X	X	
Joe Sframeli	T&I Sector Leader	Joe.sframeli@wsp.com	+1 647 222-7626					X	X	

Detailed Roles and Responsibilities: For each potential threat identified, different SME and business leaders will be called upon to participate on a crisis call as identified in the chart above.
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Crisis Management – Silver Plan for WSP Canada

Specific roles and responsibilities of each of these roles are identified below:

Role	High Level Role Responsibilities	Accountabilities
HSE	Subject matter expert (SME) for all areas under HSE. They must retain an overview of the HSE impacts and activities to return to normal operations. They direct other team members within HSE to gather and analyse information, or complete specific tasks, and then make decisions based on the information available. They will coordinate with other SME groups as required	<ul style="list-style-type: none">▶ Liaise with Global Health, Safety & Wellbeing Team and any external Security support required▶ Ensure all HSE statutory commitments are identified, acted on and fully understood by the Team;▶ Manage Health & Safety, Environment (HSE) responses consistent with the WSP Safety Management System;▶ Maintain a strategic security overview of the incident, ensuring strategic security issues are appropriately managed; and,▶ Assist the Team in addressing health, safety and environmental related issues.
Security Services	Subject matter expert (SME) for all areas under Security. They must maintain an overview of Security related impacts and activities during an incident leading to recovery operations. Members of Security Services will work with HSE, Facilities, Civil Police and other First Responders during the response and recovery phases of all incidents.	<ul style="list-style-type: none">▶ Liaise with First Responders, Police/fire/Ambulance during a response to an incident;▶ Ensure communications are maintained with CMT during an incident;▶ Maintain a strategic security overview of the incident, ensuring strategic security issues are appropriately managed;▶ Assist HSE, Facilities to maintain health and safety of all employees during an active incident.
Corporate Travel	Subject matter expert (SME) for all areas under Corporate Travel and the tracking of WSP employees travel movements. They gather and analyse information, or complete specific tasks, and then make decisions based on the information available. They will coordinate with other SME groups as required	<ul style="list-style-type: none">▶ Work with Travel Management Company, ISOS, and Global Mobilty to identify and create a list of the employees that are either travelling to or have already arrived in the specified regions▶ Advise Silver team of the list of employees and work with other SME groups, as required, on the development of a safe return strategy▶ Work with HR and people managers to ensure the employee has been contacted and has confirmed that they are safe▶ Implement the safe return strategy with employee, people manager, and HR▶ Update Permissible Travel Matrix as required▶ Work with Travel Management Company to ensure no further employees travel to the specified regions until issue resolved

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IT & IT Security	Subject matter expert (SME) for all areas under IT and IT Security. They must retain an overview of the IT and IT Security impacts and activities to return to normal operations. They direct other team members within IT and IT Security to gather and analyse information, or complete specific tasks, and then make decisions based on the information available. They will coordinate with other SME groups as required	<ul style="list-style-type: none"> ▶ Ensure that the Teams are provided with all IT capability and solutions to operate effectively in the event of a crisis; ▶ Maintenance of Crisis management related IT capability and solutions in readiness for a Crisis event; ▶ Provide support to the Team in terms of continuity of IT systems during the Crisis, and the provisional of additional capability, as required; ▶ Develop, own and maintain required Disaster Recovery Plans in readiness to meet defined success criteria; ▶ Implement and manage Disaster Recovery Plans to conclusion; and, ▶ Provide general IT systems advice and support to the Team on financial planning impacts and aspects
Corporate Real Estate & Facilities Management	Subject matter expert (SME) for all areas under Corporate Real Estate & Facilities Management. Work with internal and external partners to restore critical business operations as quickly and safely as possible. Manage the Lease review, Landlord engagement and 3rd party	<ul style="list-style-type: none"> ▶ Assess vulnerabilities: Fire, flood, power outages, inclement weather, terrorism, and natural disasters are examples of effects that can prevent the continued operation to the physical property. ▶ 3rd Party Management: Work with vendors/suppliers to bring the property and space back to business operational status. ▶ Communicate Updates: Advise the business of updates towards timeline to return to physical business as usual.
Legal & Regulation	Subject matter expert (SME) for all areas under Legal. They must retain an overview of the Legal impacts and activities to return to normal operations. They direct other team members within Legal to gather and analyze information, or complete specific tasks, and then make decisions based on the information available. They will coordinate with other SME groups as required.	<ul style="list-style-type: none"> ▶ Assist in the development of a positive legal direction; advise on legal landscape and implications; ensuring the Team(s) recognize actions which could have adverse legal effects for WSP. ▶ Manage legal risk and insurance issues; and ▶ Ensure suitable investigative processes are undertaken. ▶ Ensure all legislative and ethical commitments required to be taken by WSP Canada and fully understood by the Team ▶ Review draft communications, and assess disclosure obligations
Ethics & Integrity	Subject matter expert (SME) for all areas under Ethics & Integrity. They must retain an overview of the ethical impacts of an event and activities that could put WSP's business integrity practices in question.	<ul style="list-style-type: none"> ▶ Provide ethics and compliance related advice ▶ Provide guidance in relation to reputational impact tied to a business integrity risk ▶ Advise on how to manage files related to business integrity involving public bodies or public authorities

Crisis Management – Silver Plan for WSP Canada

HR	Subject matter expert (SME) for all areas under People and Culture. They must retain an overview of the People and Culture impacts and activities to return to normal operations. They direct other team members within People and Culture to gather and analyse information, or complete specific tasks, and then make decisions based on the information available. They will coordinate with other SME groups as required	<ul style="list-style-type: none"> ▶ Ensure all social, legislative and ethical commitments in regard to the treatment of staff and their families are acted on and fully understood by the Team; ▶ Ensure country-specific HR issues are adequately considered and dealt with; ▶ Ensure communication messages are appropriate to the current circumstances; ▶ Liaise with HR members from activated Teams; and ▶ Ensure accurate, consistent HR approach between response teams during the Crisis
Communications	Subject matter expert (SME) for all areas under Marketing and Communications. They must retain an overview of the Marketing and Communication impacts and activities to return to normal operations. They direct other team members within Marketing and Communications to gather and analyse information, or complete specific tasks, and then make decisions based on the information available. They will coordinate with other SME groups as required Communications during the first 48 hours of any Crisis are crucial.	<ul style="list-style-type: none"> ▶ Identify and evaluate implications of the incident on WSP / Partners' reputation and future operability; ▶ Advise Team on development of internal and external communications strategy; ▶ Turns all information to the media spokesperson(s); ▶ Manages any Communications Support personnel deployed at the Team location; ▶ Manages any Pre-recorded message updates, if applicable
Regional Leaders	Regional Leaders act as the Business Continuity Leader for their appointed region on behalf of all the Sectors in their identified region. They must retain an overview of the business impacts and activities to return to normal operations. They direct other team members to gather and analyse information, or complete specific tasks, and then make decisions based on the information available.	<ul style="list-style-type: none"> ▶ Providing guidance and support to operations (sectors) ▶ The decision maker with respect to operations (sectors), ▶ Ensure an integrated team response is coordinated, reporting and communicating is maintained; ▶ Lead the Team in managing the return to normal Operations
Sector Leaders	Sector Leaders act as the Business Continuity Leader for their appointed sector They must retain an overview of the business impacts and activities to return to normal operations. They direct other team members to gather and analyse information, or complete specific tasks, and then make decisions based on the information available.	<ul style="list-style-type: none"> ▶ Providing guidance and support to operations (sectors) ▶ The decision maker with respect to operations (sectors), ▶ Ensure an integrated team response is coordinated, reporting and communicating is maintained; ▶ Lead the Team in managing the return to normal Operations

Crisis Management – Silver Plan for WSP Canada

Commercial & Risk Management	<p>Subject matter expert (SME) for all areas under Commercial and Risk Management. They must retain an overview of the Commercial and Risk Management impacts and activities to return to normal operations. They direct other team members within Commercial and Risk Management to gather and analyse information, or complete specific tasks, and then make decisions based on the information available. They will coordinate with other SME groups as required.</p>	<ul style="list-style-type: none"> ▶ Identify risks and related mitigations. ▶ Evaluate commercial positions and impacts. ▶ Assist in the development of a balanced commercial and risk direction on behalf of WSP's commercial commitments; ensuring the Team(s) recognise actions which could have adverse commercial impact for WSP. ▶ Manage risk and commercial impacts and/or issues; ▶ In collaboration with Finance, ensure all applicable financial notifications and tracking is carried out; ▶ Ensure adequate funds are available for incident response and recovery efforts; and ▶ Provide advice and support to the Team on financial planning impacts and aspects
Silver Team Call Lead HSE	<p><i>The call coordinator for HSE threats acts as both the Emergency Team Call Coordinator and Information Manager for the identified threat</i></p> <p>Emergency Team Coordinator: The Emergency Team Coordinator is the person who gets things done, and takes full responsibility for the execution of the Leaders instructions. The Coordinator reports only to the Emergency Response Leader for the duration of the Crisis.</p> <p>Information Manager: The Information Manager controls and monitors the flow of information to/from all stakeholders during the call and post call follow</p>	<p>Emergency Call Lead Coordinator:</p> <ul style="list-style-type: none"> ▶ Coordinate personnel and provide guidance to Silver members on their roles and tasks; ▶ Support the two-way flow of information, assist with support to other teams; and ▶ Maintain a strategic overview of the incident <p>Information Manager:</p> <ul style="list-style-type: none"> ▶ Coordinating the recurring meetings ▶ Receive, sort and make sense of incoming intelligence and information ▶ Maintain a chronological record of events and current status of response and recovery actions; ▶ Ensure relevant incoming information is noted and brought to the Team's attention; and, ▶ Maintain regular communication with the other Teams.

Crisis Management – Silver Plan for WSP Canada

Silver Team Call Lead NON HSE	<p>The call coordinator for non-HSE threats acts as both the Emergency Team Call Coordinator and Information Manager for the identified threat</p> <p>Emergency Team Coordinator: The Emergency Team Coordinator is the person who gets things done, and takes full responsibility for the execution of the Leaders instructions. The Coordinator reports only to the Emergency Response Leader for the duration of the Crisis.</p> <p>Information Manager: The Information Manager controls and monitors the flow of information to/from all stakeholders during the call and post call follow</p>	<p>Emergency Call Lead Coordinator:</p> <ul style="list-style-type: none"> ▶ Coordinate personnel and provide guidance to Silver members on their roles and tasks; ▶ Support the two-way flow of information, assist with support to other teams; and ▶ Maintain a strategic overview of the incident <p>Information Manager:</p> <ul style="list-style-type: none"> ▶ Coordinating the recurring meetings ▶ Receive, sort and make sense of incoming intelligence and information ▶ Maintain a chronological record of events and current status of response and recovery actions; ▶ Ensure relevant incoming information is noted and brought to the Team's attention; and, ▶ Maintains regular communication with other other teams identified in the particular threat
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Process:

Crisis management planning:

Canada will prepare a Crisis Management Plan (“**CMP**”/Silver/Bronze) Plan for each scoped area or situation (e.g. Region/Country/Major Project) that identifies the following based on the nature of operations/situation:

- ▶ Location details including key contacts to assist in a crisis
- ▶ Related response plans (e.g. playbooks)
- ▶ Critical activities
- ▶ Foreseeable threats including death, medical emergency, security threat, natural disaster, or civil disturbance
- ▶ Response time objectives for each threat event
- ▶ Threat mitigation planning.
- ▶ For work in high or critical risk countries (based on ISOS or on WSP’s High-Risk Country list and policy) a thorough Health, Environment & Safety Plan must be completed and reviewed with the HSE team (and validated by Global HSE team) that includes details of robust security, medical and travel risk controls and a workable country evacuation plan.

Communicate, Train & Test:

- ▶ Communicate the CMP to affected people
- ▶ Provide crisis response training and refresher sessions for likely respondents
- ▶ At a minimum, each CMP must be scenario tested annually

Crisis response:

- ▶ **Report:** Advise the Gold/Silver/Bronze Team as appropriate.
- ▶ **Assess:** Evaluate the impact and severity of the situation and determine the crisis level per the [Crisis and Incident Communications Policy](#).
- ▶ **Convene:** Assemble the most suitable response team for the situation.
- ▶ **Execute:** Contain & manage situation using all available resources.
 - **Facts:** what do we know?
 - **Assumptions:** what do we believe?
 - **Scenarios:** what are best-case, worst-case & likely scenarios?
 - **Target objectives:** what is our current objective? (e.g. more info, restore power)
 - **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 & influence
 - **Key messages:** prepare & deliver key messages for priority stakeholders
- ▶ **Recover:** Post-event, conduct a formal review to drive continual improvement

Review effectiveness of arrangements

- ▶ Each Crisis Management Plan/Playbook shall be reviewed and updated periodically, at least annually or following major organizational change of acquisition activity.
- ▶ Opportunities to continually improve our approach to Crisis Management should be actively pursued

