REPORT

Emergency Response Plan

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

Submitted to:

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CA0042726.0037-1000

20 February 2026

REV 2

Distribution List

1 Electronic Copy - Shell Canada Limited

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Version and Review History

Rev	Date	Description	Author Name	Peer Review	PM Review	SME Review	Production Review	Senior Review
A	15 April 2025	Issued as Draft	Stephanie Villeneuve 25 February 2025	n/a	Brennan Vervoort 6 March 2025	Julia Krizan 13 March 2025	Kate De Castro 21 April 2025	Patrick Kalita 7 April 2025
0	8 May 2025	Issued as Final	Stephanie Villeneuve 5 May 2025	n/a	Brennan Vervoort 2 May 2025	Julia Krizan 1 May 2025	Kate De Castro 7 May 2025	Patrick Kalita 1 May 2025
1	23 January 2026	Updated Project Summary in Section 1.3 Updated Project Contacts in Section 1.4 Updated Table B: Emergency Contact List Updated Section 4.3	Stephanie Villeneuve 2 December 2025	n/a	Joseph Hyrich 16 January 2026	n/a	Slane Hahn 23 Jan 2026	Julia Krizan 16 January 2026
2	20 February 2025	Updated Project Contacts in Section 1.4 Updated Table B: Emergency Contact List	Stephanie Villeneuve 13 February 2025	n/a	Joseph Hyrich 19 February 2026	n/a	Mari Cancel 20 February 2026	n/a

Table of Contents

TABLES [in text]

FIGURES [in text]

APPENDIX

APPENDIX A
Figures

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 updated scope of work for the Project consists of the following activities for the winter of 2026:

- 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). Ice road reconnaissance and profiling began in January 2026 and it is expected that 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 equipment (office trailer, including heated portable toilets, skid steers, loaders, excavators, fuel trucks and fuel tanks, and other miscellaneous equipment) to the Site via the ice road for the duration of the winter 2026 season.
- Accommodations will be off-site at a temporary self-contained camp established on the gravel pad at Camp Farewell.

- Excavation and off-site disposal of soil containing barite (i.e., true total barium) at concentrations above the proposed soil quality objectives (SQOs), at an approved disposal facility.
- Removal of wood pilings from the future remediation operational area using the previously employed perimeter drilling method (EISC Registry File [10/22-01]).
- Borehole drilling and pre- remedial thermistor installation.
- Destabilization of the top 10 metres (m) of grout fill above the well stub through a combination of excavation and drilling.
- Fuel storage at the Site will be in appropriate fuel trucks and slip tanks for refueling of the equipment; fuel storage and refueling areas will be bermed. Drip trays and secondary containment will be used at fuel storage and refueling areas.
- Personnel and equipment demobilization by ice road in April 2026, before break-up.

Summer of 2026 activities may include the following tasks:

- Personnel and equipment will be mobilized by boat or helicopter from off-site accommodations in Inuvik or at Camp Farewell.
- Limited Site reconnaissance activities in preparation for the planned winter 2027 remediation activities.

1.4 Project Contacts

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Winnipeg, Manitoba, R3T 6B8, Canada

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

■ 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 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 WSP PM
		  ■ 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
		  ■ 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

■ Loss Medical Treatment
■ Environmental Spill (regulatory non-compliance)
■ Discharge of Firearm
■ Missing Person
■ Fire/Explosion
■ Site Evacuation
	■ Site Supervisor 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	

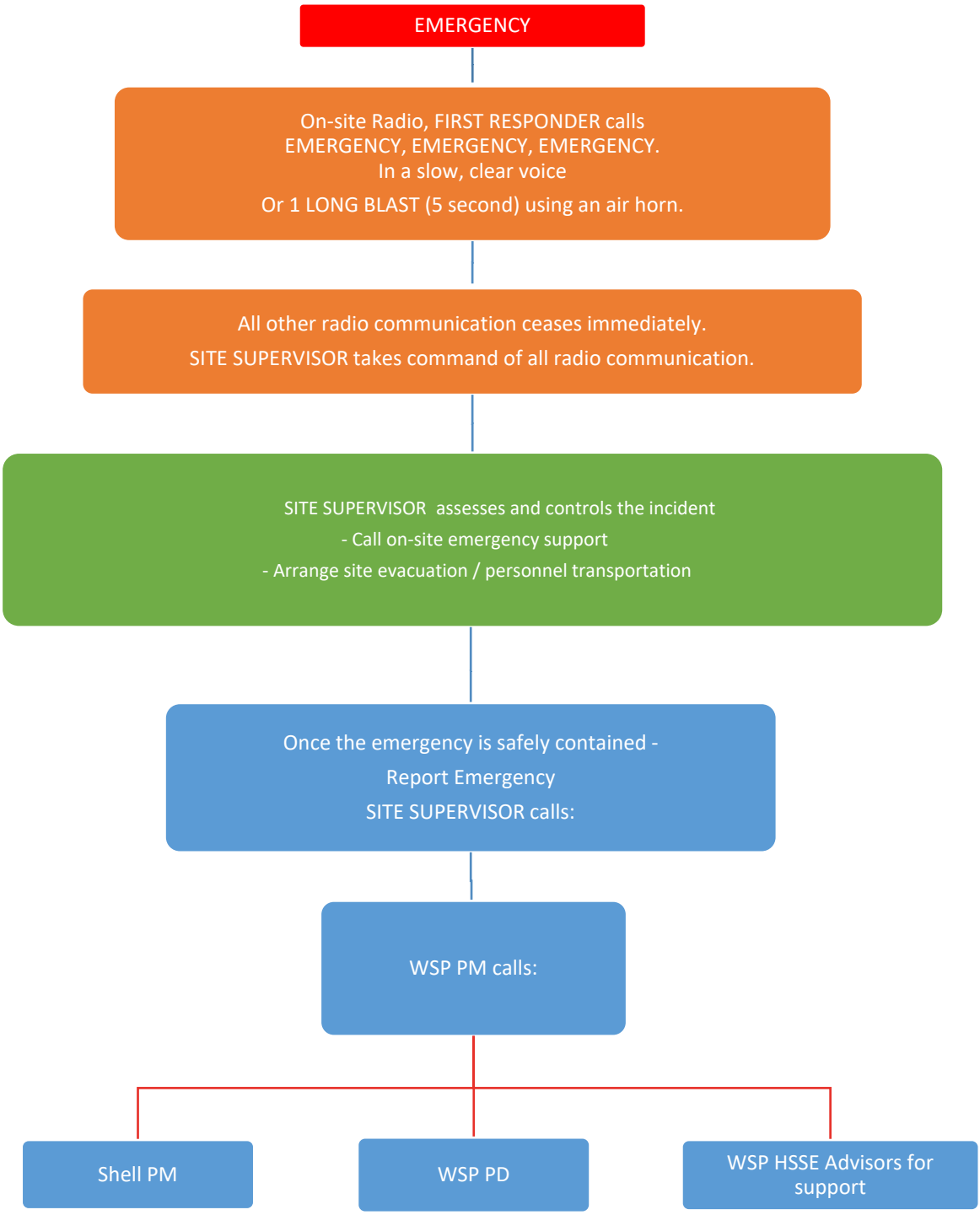

Figure 1: Emergency Notification and Communication Flowchart

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]**
ISR ICE ROAD DISPATCH		**CELL: (867) 686-2260**
Site Supervisor	Lisa Switzer Navdeep Singh TBD	Cell: (226) 376-2812 Cell: (587) 341-6656 Sat. Phone: TBD – assigned in field inReach: TBD – assigned in field

Site HSSE Representative	Brian Kinsella Tanya Sullivan	Cell: (368) 882-0239 Cell: (780) 906-4193 Sat. Phone: TBD – assigned in field inReach: TBD – assigned in field
Site Project Coordinator	TBD	Sat. Phone: TBD – assigned in field inReach: TBD – assigned in field
Ice Road Coordinator	Rotating team member	Cell: (867) 686-2260 Sat. Phone: TBD – assigned in field inReach: TBD – assigned in field
WSP Project Manager	Joseph Hyrich	Cell: (204) 588-8288
WSP Project Director	Patrick Kalita	Cell: (780) 239-1420
HSSE Advisor	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**
PM	Kyle Thompson	Office: (403) 691-3174 Cell: (403) 801-6438
Subcontractor Emergency Contacts	**Name**	**Number**
E.G.T. Manager	Douglas Saunders	Cell: (867) 678-0045
Tundra Drilling Services	Guy Pemberton	Cell: (403) 702-1307
Mackenzie Delta Geomatics	Wayne Fawcett	Direct: (587) 340-6386
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 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 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 Plan 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 take the following actions.
  - **Report:** advise the ECMT as appropriate.
  - **Assess:** evaluate the impact and severity of the situation and determine the crisis.
  - **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 Emergency Response Plan (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 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	■ 2 to 25 Workers at Site	■ 1 small Type 3 First Aid Kit
Schedule H: Minimum First Aid Attendant Requirements	■ 2 to 10 Workers at Site ■ 11 to 20 Workers at Site ■ 20 to 30 Workers at Site	■ 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.

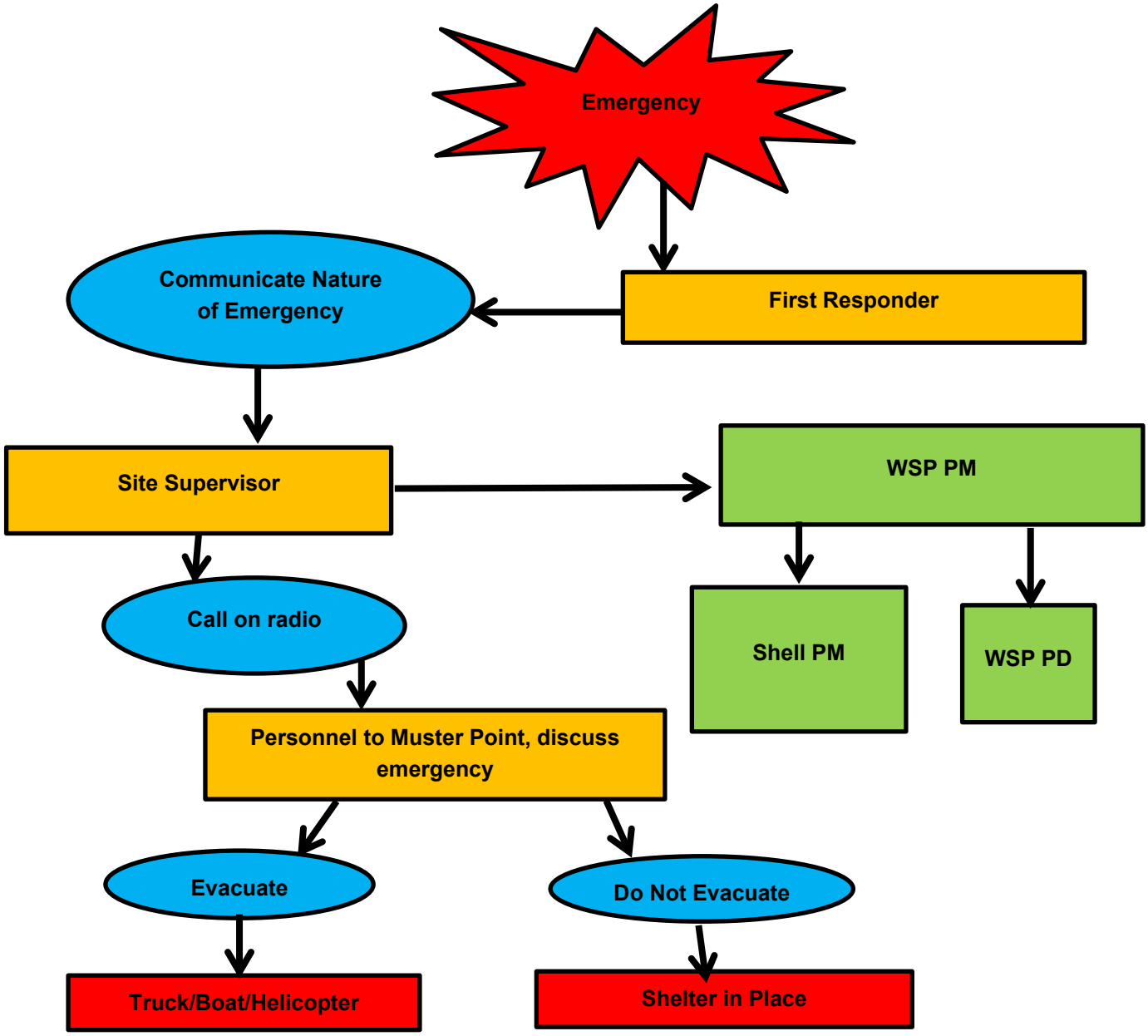

Figure 2: General Site Evacuation Flowchart

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.

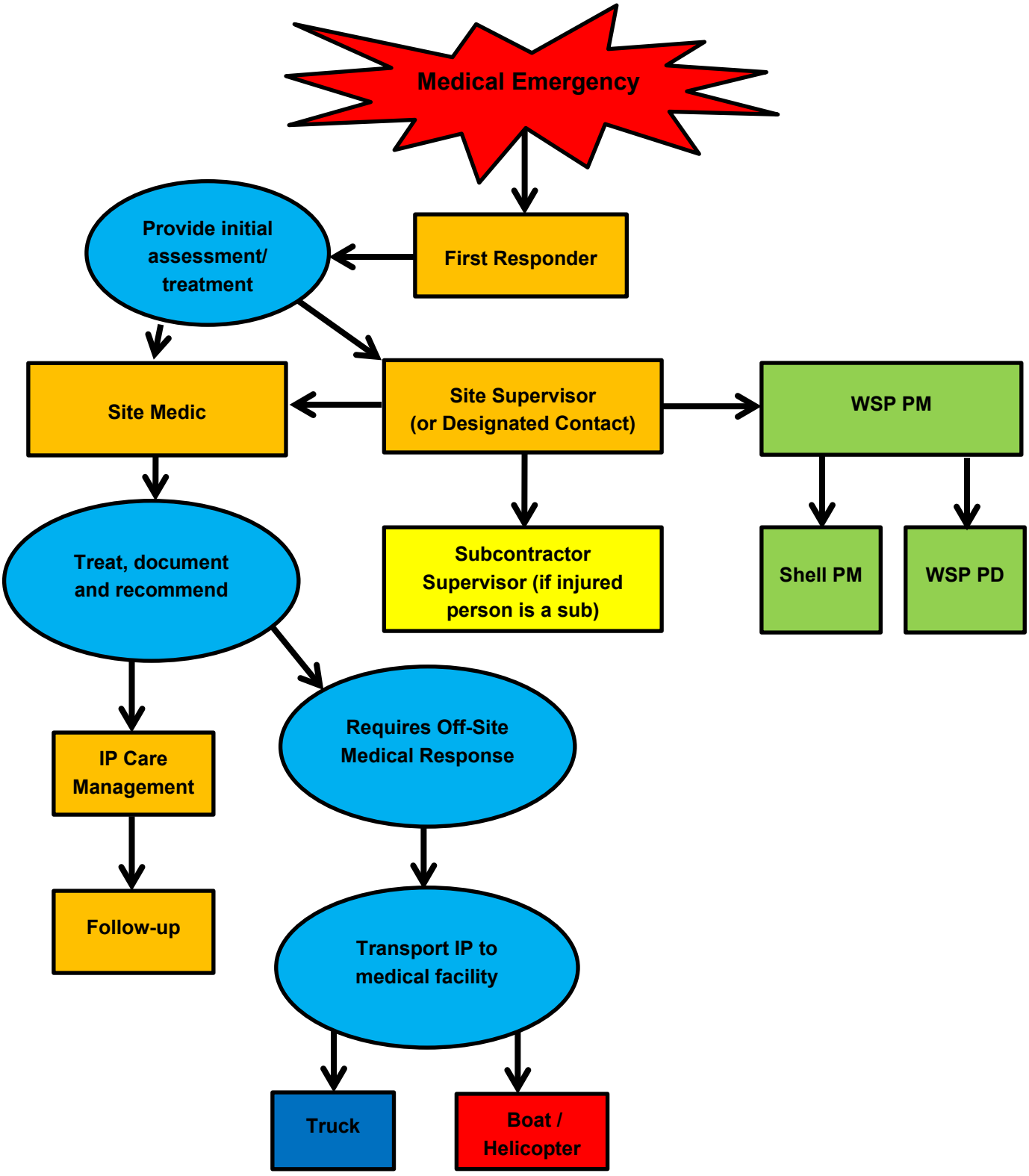

Figure 3: Medical Emergency Flowchart

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 floatation 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 or 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.

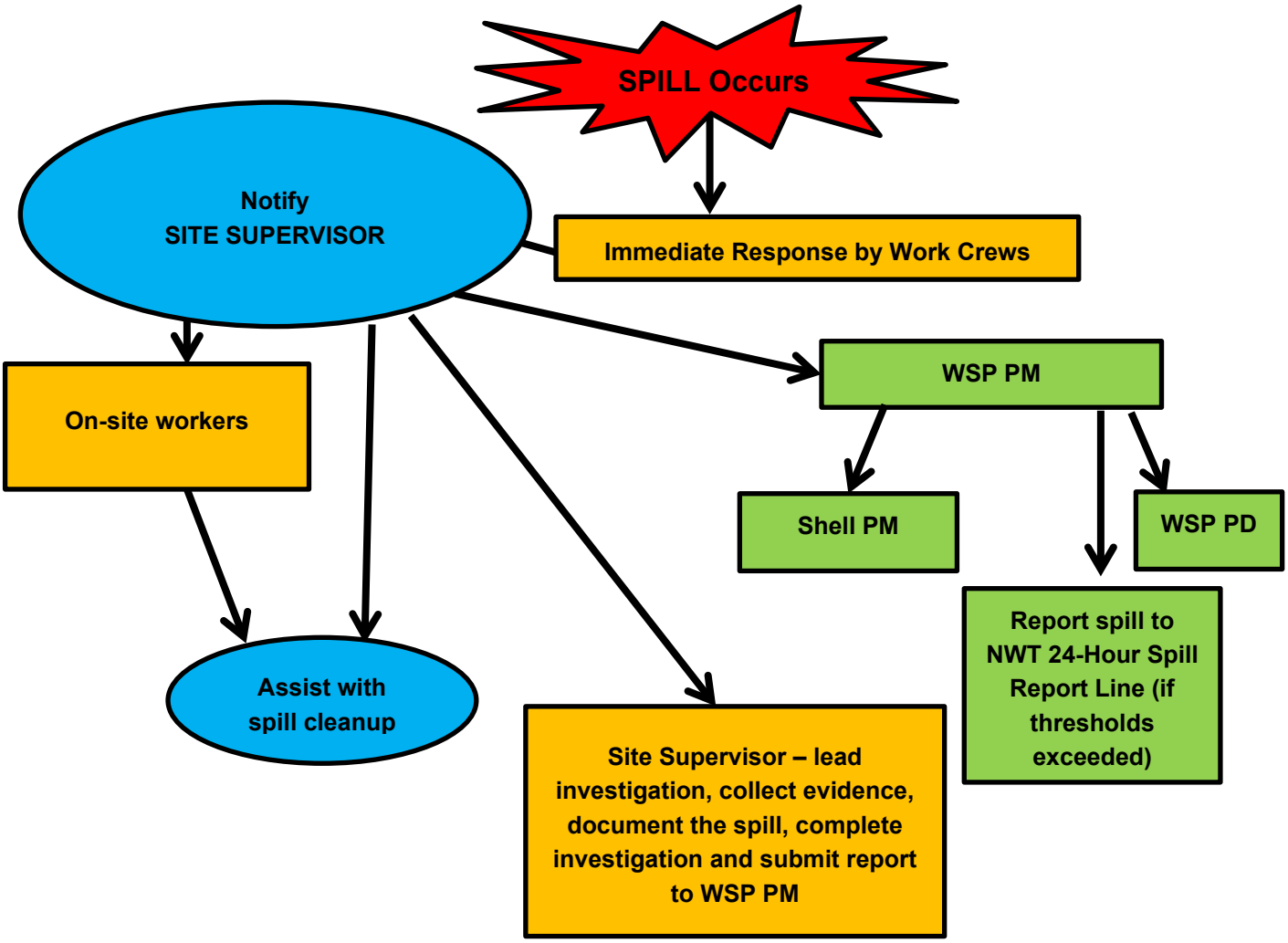

Figure 4: Spill Response Flowchart

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.

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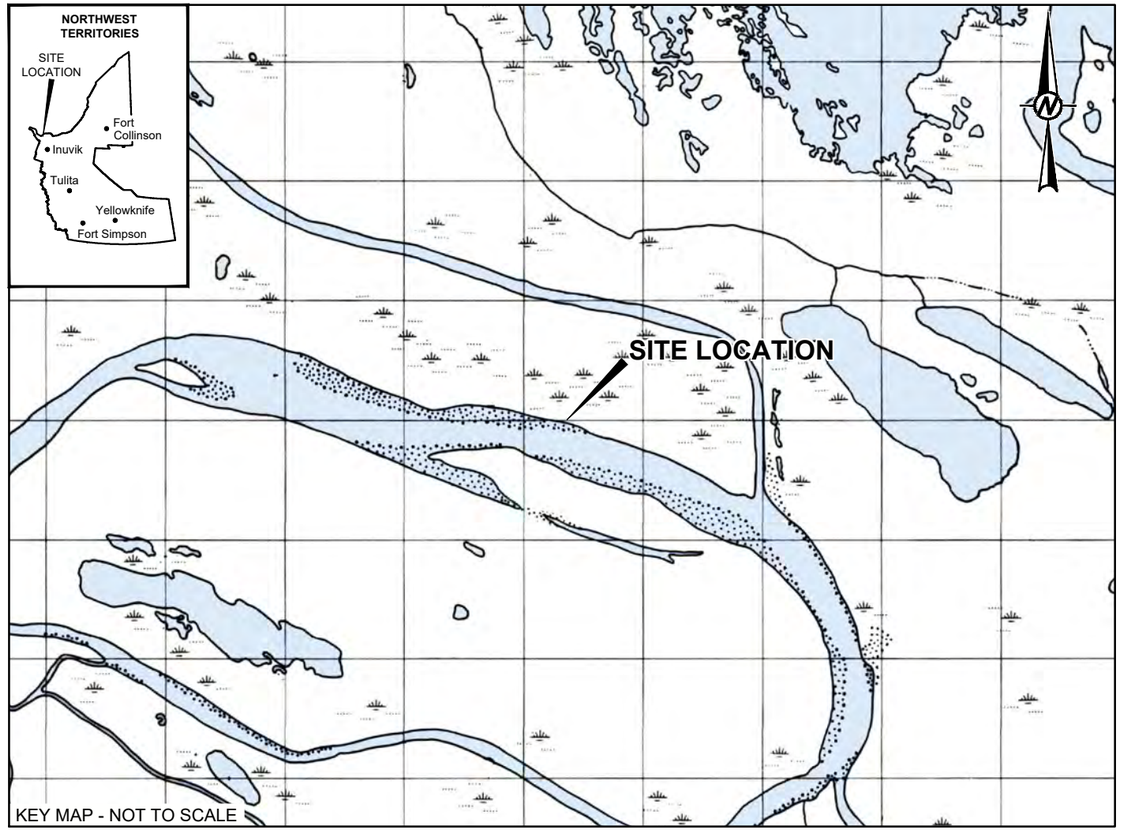
APPENDIX A

Figures



LEGEND

2024 SHORELINE

REFERENCE

IMAGE OBTAINED FROM GOOGLE EARTH © 2024 GOOGLE INC. USED WITH PERMISSION. GOOGLE AND GOOGLE LOGO ARE REGISTERED TRADEMARKS OF GOOGLE INC.
IMAGERY DATE: 4 JUNE 2019. GOOGLE EARTH IMAGE IS NOT TO SCALE. DATUM: NAD83, PROJECTION: UTM ZONE 8.

TOPOGRAPHIC MAP 107C/04OBTAINED 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.

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(APPROX.) METRES

CLIENT
SHELL CANADA LIMITED

CONSULTANT
wsp

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

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

TITLE
SITE LOCATION PLAN

PROJECT NO.	PHASE-TASK	REV.	FIGURE
CA0042726.0037	1000-2403	0	A1

IF THIS MEASUREMENT DOES NOT MATCH WHAT IS SHOWN, THE SHEET SIZE HAS BEEN MODIFIED FROM: ANSI B

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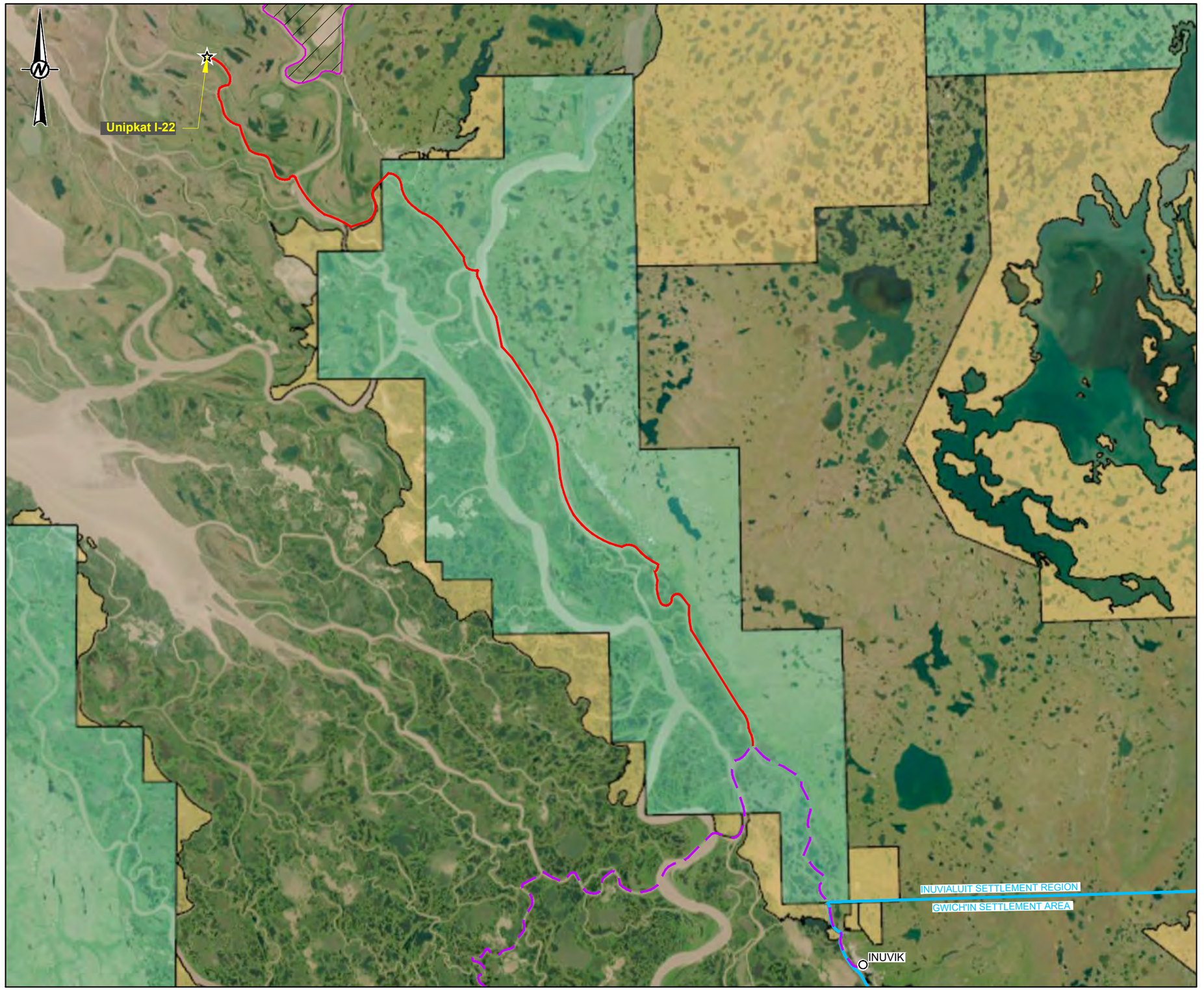

LEGEND

- SITE LOCATION
- CONSTRUCTED UNIPKAT I-22 ICE ROAD
- INUVIK TO AKLAVIK ICE ROAD
- SETTLEMENT REGION BOUNDARY
- KENDALL ISLAND BIRD SANCTUARY

INUVIALUIT 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

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(APPROX.) KILOMETRES

CLIENT
SHELL CANADA LIMITED

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

TITLE
SITE LOCATION WITH PROPOSED ICE ROAD

CONSULTANT

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

PROJECT NO.	PHASE-TASK	REV.	FIGURE
CA0042726.0037	1000-2403	0	A2

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