


	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 1 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

Baffinland Iron Mines Corporation

Emergency Response Plan

BAF-PH1-840-P16-0002

Rev 1

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Date: February 9, 2016
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Date: February 9, 2016
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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 2 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

DOCUMENT REVISION RECORD

Issue Date MM/DD/YY	Revision	Prepared By	Approved By	Issue Purpose
03/03/15	0	GH	EM	Use
02/09/16	1	SP 	EM 	USE; updated roles and responsibilities, contact information, titles and maps

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 3 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

TABLE OF CONTENTS

1	INTRODUCTION.....	9
1.1	Purpose and Scope	9
1.2	Guiding Principals.....	9
1.3	Regulatory Framework.....	9
1.4	Update of this Management Plan	9
1.5	Glossary of Terms.....	10
1.6	Acronyms	11
2	ORGANIZATION.....	11
2.1	Level of Emergency.....	11
2.1.1	Level I (Low)	12
2.1.2	Level II (Medium).....	12
2.1.3	Level III (High)	12
2.2	Response Plans.....	13
2.2.1	Spill Contingency Plan.....	14
2.2.2	Polar Bear Safety Plan.....	14
2.2.3	Oil Pollution Emergency Plan.....	14
2.2.4	Spill at Sea Response Plan	14
2.2.5	Aerodrome Operations Manual.....	15
2.3	Management Control Centre.....	15
2.3.1	Management Control Centre Equipment/Supplies.....	16
2.4	Mine Rescue Team.....	16
3	ROLES AND RESPONSIBILITIES.....	17
3.1	Emergency Management Team Lead	17
3.2	Incident Commander	18
3.3	Health and Safety Coordinator	19
3.4	Environmental Coordinator.....	19
3.5	Security.....	20
3.6	Emergency Management Team.....	20

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 4 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

3.7	Environmental Superintendent/Manager	21
3.8	Health and Safety Superintendent.....	21
3.9	Front-Line Supervisor.....	22
3.10	Medic Personnel	22
3.11	Muster Station Coordinator.....	23
3.12	IT Support Technicians.....	23
3.13	Employees	23
4	EMERGENCY RESPONSE.....	24
4.1	Notification and Communication.....	24
4.1.1	Code 1 Notification.....	24
4.1.2	Communication.....	25
4.2	Probable Emergencies and Response Actions	26
4.2.1	Serious Injury	26
4.2.2	Fatality.....	26
4.2.3	Missing Employee.....	27
4.2.4	Missing Member of the Public.....	28
4.2.5	Person Overboard	28
4.2.6	Extreme Weather Condition.....	29
4.2.7	Fires and Explosions.....	29
4.2.8	Ground Instability.....	31
4.2.9	Vehicle Incidents	31
4.2.10	Airplane/Helicopter Incidents.....	32
4.2.11	Bomb Threat.....	32
4.2.12	Fuel and Other Chemical Spills.....	33
4.3	End of Emergency.....	33
5	CONTACTS LIST.....	34
5.1	Internal Contacts	34
5.2	External Contacts.....	35
6	TRAINING	37
6.1	Qualifications	37
6.2	Training Content.....	38
6.3	Drills and Exercises	38

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 5 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

6.3.1	Preparations.....	39
6.3.2	Debrief.....	39
7	RESOURCES	40
7.1	Emergency Response Equipment.....	40
7.1.1	Medical Response.....	40
7.1.2	Fire Response Equipment.....	40
7.1.3	Ambulatory Equipment.....	40
7.2	Spill Response Equipment.....	40
8	REPORTING	41
8.1	Mines Health and Safety Reportable Incidents.....	41
8.2	Spill Reporting.....	41
8.3	ArcelorMittal Reporting.....	42

List of Appendix

- Appendix A - Concordance Table and Regulatory Framework
- Appendix B - Mine and Port Layouts (2016)
- Appendix C - Emergency Response Activation Flowchart
- Appendix D - Protocol for Baffinland-Provided Evacuation to GN Health Services
- Appendix E - Protocol for GN-provided Medevac (Air Ambulance Medical Evacuation)
- Appendix F - Flowchart for External Requests for Search and Rescue and Emergency Services

	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 6 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

Foreword

The Emergency Response Plan is the overarching emergency plan which are supported by and reference more detailed and specific response plans including:

Spill Contingency Plan;

Oil Pollution Emergency Plan (OPEP);

Spill at Sea Response Plan (SSRP);

Aerodrome Operations Manual (Appendix – Emergency Response Plan)

In addition to Baffinland's plans, Canadian regulations require every vessel transiting in Canadian water to have Transport Canada approved Shipboard Oil Pollution Emergency Plan (SOPEP). SOPEPs are proprietary documents specific to each vessel. For Canadian flagged vessels, SOPEPs are reviewed and approved by Transport Canada.

For the external distribution list of the plan, see Table A. Internal distribution is provided in Table B. Additional copies of this Plan may be obtained from:

Baffinland Iron Mines Corporation

2275 Upper Middle Road East, Suite 300

Oakville, Ontario L6H 0C3

Tel: (416) 364-8820 Fax: (416) 364-0193

Future revisions to the Emergency Response Plan will include references to the Railway Emergency Plan and Steensby Port Oil Pollution Emergency Plan as construction activities proceed in these areas.

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 7 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

Table A: External Distribution List for the Emergency Response Plan

Department of Environment - Environmental Protection Division PO Box 1000 Station 1300 Iqaluit, NU, Canada X0A 0H0 Tel: (867) 975-7700, 1-866-222-9063 Fax: (867) 975-7742	Department of Fisheries and Oceans - Central and Arctic Region 520 Exmouth Street Sarnia, ON N7T 8B1 Tel: (519) 383-1813, (866) 290-3731 Fax: (519) 464-5128
Qikiqtani Inuit Association Iglood Building, 2nd floor PO Box 1340 Iqaluit, NU X0A 0H0 Tel: (867) 975-8400, 1-800-667-2742 Fax: (867) 979-3238	Indian and Northern Affairs Canada - Nunavut Regional Office Qimugjuk Building PO Box 2200 Iqaluit, NU X0A 0H0 Tel: (867) 975-4500 Fax: (867) 975-4560
Indian and Northern Affairs Canada - Water Resources Division Qimugjuk Building PO Box 100 Iqaluit, NU X0A 0H0 Tel: (867) 975-4550 (Water Resources Manager) Fax: (867) 975-4560	Mittimatalik Hunters and Trappers Organization PO Box 189 Pond Inlet, NU, Canada X0A 0S0 Tel: (867) 899-8856 Fax: (867) 899-8095
Nunavut Impact Review Board PO Box 1360 Cambridge Bay, NU, Canada X0B 0C0 Tel: (867) 983-2574, 1-866-233-3033 Fax: (867) 983-2594	Nunavut Water Board PO Box 119 Gjoa Haven, NU, Canada X0B 1J0 Tel: (867) 360-6338 Fax: (867) 360-6369
Mine Safety – Prevention Services Workers Safety & Compensations Services (WSCC) Northwest Territories & Nunavut Box 669 Iqaluit, Nunavut X0A 0H0 Tel: 867-979-8527 Fax: 867-979-8501	Royal Canadian Mounted Police Pond Inlet Detachment PO Box 210 Pond Inlet, Nunavut Tel: 867-899-0123 Fax: 867-899-8832
Hamlet of Pond Inlet (867) 899-8934	Hamlet of Hall Beach (867) 928-8829 ext 211

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 8 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

Hamlet of Cape Dorset (867) 897-8943	Hamlet of Arctic Bay (867) 439-9917
Hamlet of Igloolik (867) 934-8940	Hamlet of Clyde River (867) 924-6220
Hamlet of Kimmirut (867) 939-2247	

Table B: Internal Distribution List for the Emergency Response Plan

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01	Brett McLeod	21	Brenda Roberts
02	Michael Anderson	22	Beatrix Weiner
03	Bernard Laflamme	23	Sylvain Talbot
04	Stephanie Anderson	24	Richard Langley
05	Erik Madsen	25	Roger Doyle
06	Richard Matthews	26	Jaan Pedjase
07	Michael Zurowski	27	Andrew Esak
08	Bikash Paul	28	Mervin Markling
09	Tony Woodfine	29	Deon Pope
10	Stephane Houde	30	Michael Sullivan
11	Scot Klingmann	31	Dean Weedmark
12	Denis Doucet	32	Joshua Manning
13	Lyle Hemmerling	33	Adam Gyorffy
14	Anant Minhas	34	Ahoora Samiei
15	James Millard	35	Shawn Parry
16	Tony Noseworthy	36	Remi Pelletier
17	JC Perrelet	37	Jeff Bush
18	Allan Knight	38	Jimmy Puk
19	Trevor Myers	39	Yvan DesLauriers
20	Hal Finley		

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 9 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

1 INTRODUCTION

1.1 PURPOSE AND SCOPE

This Emergency Response Plan identifies potential environmental, health and safety emergencies that could arise during the construction and operation phases at Baffinland. This Plan establishes the framework for responding to these situations and applies to all aspects of the operation. All Baffinland employees and contractors are required to comply with the requirements of the Emergency Response Plan.

1.2 GUIDING PRINCIPALS

Emergency events or situations are characterized by immediate threat to life, health, safety, environment, or property. The Emergency Response Plan and its supporting Plans are designed to address these characteristics using the following principles:

- Ensure safety and well-being of personnel, the environment, and property.
- Identify the types of emergencies that may occur and the procedures to respond, intervene, stop, or limit the emergency situation.
- Ensure effective communication between personnel and the mine rescue team.
- Ensure that personnel responding to emergencies are trained and have appropriate resources for the response.

The information contained in this document has been prepared to act as a guide only and may require some additional responses, depending on the circumstances of the individual emergency situation.

1.3 REGULATORY FRAMEWORK

The Plan, herein, also addresses specific terms and conditions of Project Certificate No. 005, Type A Water Licence 2AM-MRY1325, and the Commercial Lease signed with the Qikiqtani Inuit Association Concordance with the terms and conditions of Project Certificate No 005 is provided in Appendix A.

This Emergency Response Plan has been developed and implemented to ensure that Baffinland respects all applicable laws, regulations, and requirements from federal and territorial authorities along with the permits, approvals, and authorizations required for the operations. The Acts and regulations guiding the development of this Emergency Response Plan are listed in Appendix A.2.

1.4 UPDATE OF THIS MANAGEMENT PLAN

This Emergency Response Plan has been updated to reflect changes in the Baffinland organization at the site level. Due to changes in Baffinland personnel, refinements were made to the emergency response roles and responsibilities to more clearly define an incident command structure with corporate emergency management team support. Regular updates to this Plan, as well as the Spill Contingency Plan, OPEP,

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 10 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

Aerodrome Manual, and Spill at Sea Response Plan will take place as a result of management reviews, incident investigations, regulatory or other changes.

1.5 GLOSSARY OF TERMS

Incident:	An unplanned event that can or does result in ill health, injury, property damage or loss, adverse environmental impact, or business interruption.
Emergency:	A sudden, urgent, usually unexpected occurrence or occasion requiring immediate action.
Crisis:	A sudden event or set of circumstances that could significantly impact Baffinland's ability to carry out our business, damages our reputation and/or threatens the environment, the health, safety and well-being of employees, neighbouring communities or the public at large.
Code 1:	A "Code 1" announcement signifies an emergency situation requiring activation of the mine rescue team.
Management Control Centre (MCC):	Designated location where the emergency response management team gathers to coordinate and support the response to the emergency.
Incident Commander (IC):	Person responsible for the management of incident activities at the site of the emergency. This role is filled by the Mine Rescue Trainer or in his/her absence on site the Mine Rescue Captain and reports to the emergency management team leader (EMTL) at the Management Control Centre.
Emergency Management Team Lead (EMTL):	Person responsible for the overall coordination and support for the emergency response activities at the operation. This role is filled by the on-site senior manager or designated senior manager for Operations.
Mine Rescue Team (MRT):	A group of employees trained in mine rescue and emergency response that provide the field response activities to an emergency.
Emergency Management Team (EMT):	A group consisting of department managers and/or supervisors that provide internal resources (people, equipment, materials) to support the emergency response activities.
Corporate Emergency Management Team (CEMT):	Senior corporate management group responsible for providing corporate coordination and support during a crisis or emergency.
Crisis Management Plan (CMP):	A plan that defines the roles and responsibilities of the EMT and CEMT in the event of a crisis.

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 11 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

Muster Station: A designated gathering area for the purpose of identifying and recording all occupants/evacuees present during an emergency and ensuring their safety until the emergency has ended

Muster Station Coordinator: A designated individual appointed to direct occupants/evacuees to the Muster Station and to coordinate identification of any missing personnel to the Incident Command.

1.6 ACRONYMS

ER	Emergency Response
MCC	Management Control Centre
EMTL	Emergency Management Team Lead
EMT	Emergency Management Team
CEMT	Corporate Emergency Management Team
CMP	Crisis Management Plan
MRT	Mine Rescue Team
MSC	Mine site complex
IC	Incident Commander
OPEP	Oil Pollution Emergency Plan
PSC	Port site complex
SCP	Spill Contingency Plan
SSRP	Spill at Sea Response Plan

2 ORGANIZATION

2.1 LEVEL OF EMERGENCY

In order to effectively manage emergency response, Baffinland has adopted a classification system that includes three levels of emergencies. Each level of emergency, based on the significance of the event, requires varying degrees of response, effort and support. The impact on normal business operations will also differ as will the requirements for investigation and reporting.

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 12 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

For the flow chart determining which emergency response needs to be activated refer to Appendix B and the following:

2.1.1 LEVEL I (LOW)

A Level I emergency is defined as an incident where any or all of the following has occurred:

- Minor personal injury
- Minor fire
- Minor accidental release of a deleterious substance with:
 - No threat to public safety; and/or
 - Negligible environmental impact
- Wildlife interaction with minor risk
- Polar Bear within 8 km of a camp or worksite
- Wolf within the camp or worksite
- Extreme weather conditions force shutdown of work activity in an area
- No impact on reputation
- Loss of generators (less than four (4) operable generators at powerhouse)
- Report to government after the fact

Activation of MCC at the discretion of the Emergency Management Team Lead (EMTL).

2.1.2 LEVEL II (MEDIUM)

A Level II emergency is defined as an incident where any or all of the following has occurred:

- Serious injury
- Major accidental release of a deleterious substance with:
 - Some threat to public safety; and/or
 - Moderate environmental impact.
- Fire to a facility
- Wildlife interaction with potential risk to employees / contractors
- Polar bear within 1.5 km of the accommodation complex or worksite
- Extreme weather conditions or malfunctions threaten life safety systems such as building heat
- Local impact on reputation.
- Local/regional media interest/coverage.
- Government involvement.

Activation of MCC required by Emergency Management Team Lead (EMTL).

2.1.3 LEVEL III (HIGH)

A Level III emergency is defined as an incident where any or all of the following has occurred:

- Uncontrolled release of a deleterious substance which:

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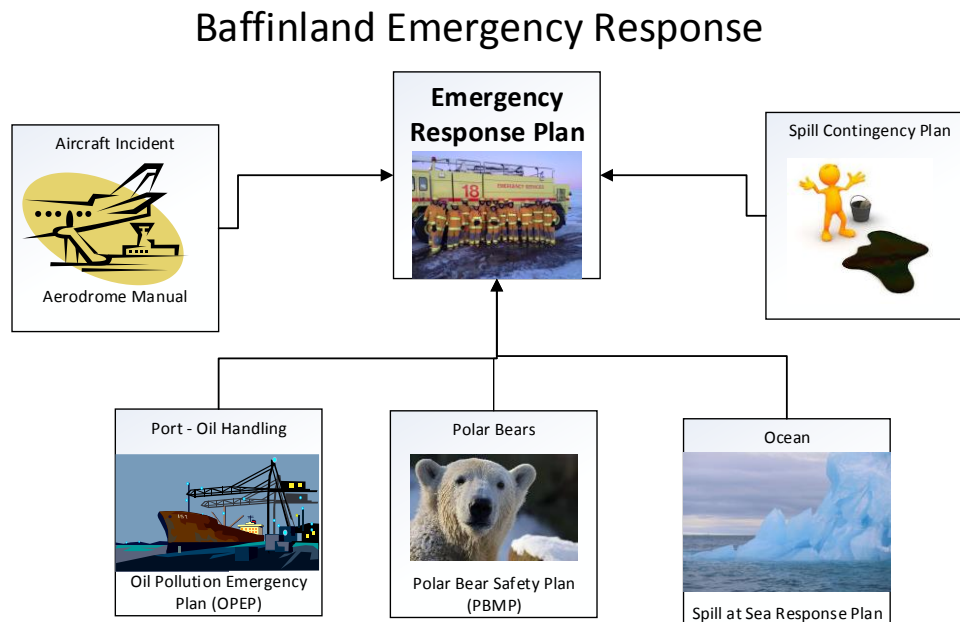
	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 13 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

- Jeopardizes project personnel safety; and/or
- Jeopardizes public safety; and/or
- Significant environmental impacts.
- Single or multiple fatalities
- Major fire to a Production or Accommodations complex
- Wildlife interaction with serious risk to employees or contractors
- Polar bear at the accommodation complex or worksite
- Weather conditions or malfunctions result in loss of life safety systems such as building heat
- Uncontrolled explosion
- Negative impact on reputation
- National/international media

Activation of MCC and Crisis Management required by the EMTL.

2.2 RESPONSE PLANS

The Emergency Response Plan is the overarching document to describe the organization, roles, responsibilities and resources for responding to emergencies at Baffinland. However, in some cases specific regulatory requirements require separate emergency response plans. Baffinland has prepared the following supporting response plans which layout specific actions to be followed in the event of specific emergency situations at the operation:



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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 14 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

2.2.1 SPILL CONTINGENCY PLAN

Land-based environmental emergencies that may occur are addressed by the Spill Contingency Plan (SCP). Credible spill scenarios are identified and protocols and procedures for effectively dealing with these emergencies at Baffinland. A specific plan for preventing, responding to, and recovering from an environmental emergency involving hazardous substances are provided in the SCP.

2.2.2 POLAR BEAR SAFETY PLAN

Baffinland's Polar Bear Safety Plan (PBSP) has been developed to provide specific procedures to ensure the safety and well-being of Project personnel, the environment, and property during polar bear encounters at or near Project areas. The PBSP provides information pertaining to polar bear behavior and the types of polar bear emergencies that may occur at Project areas.

The PBSP also provides specific procedures for the effective communication between Project personnel and the mine rescue team to ensure that personnel responding to emergencies are trained and have appropriate resources when responding to a polar bear encounter to respond, intervene, stop, or limit the emergency situation.

2.2.3 OIL POLLUTION EMERGENCY PLAN

The Canada Shipping Act and Oil Handling Facilities Regulations stipulates that operators of designated Oil Handling Facilities must have an onsite Oil Pollution Emergency Plan (OPEP – standards, TP12402 applies). As such, Baffinland developed the Oil Pollution Emergency Plan (OPEP) for the Port to meet the requirements of TP12402.

The OPEP provides instructions to guide all personnel in emergency spill response situations, the related exercise and evaluation programme, and the mechanism for regular updates to the plan. The OPEP addresses all environmental emergencies associated with the oil handling facility at the Port Facility, as well as environmental emergencies resulting in marine fuel spills of less than 7,000 L (7 m³) of fuel.

2.2.4 SPILL AT SEA RESPONSE PLAN

Baffinland will develop and implement the following three tiered approach for spill response at sea:

Tier	Risk	Action
1	Moderate	Response will rest with the ship operator. The ship itself is the primary responder for any incident occurring at sea in which the ship is involved. This is the purpose of the Shipboard Oil Pollution Emergency Plan which outlines the sequence of actions and procedures to be implemented should the ship be responsible for a fuel spill. Refer to Section 4 and 5 of the SSRP for specifics related to Tier 1 response.

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 15 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

2	Serious	Baffinland's Mine Rescue Team will support the ship operator and their Shipboard Oil Pollution Emergency response activities. Spill response equipment located at the Port would be made available for the response. Refer to Section 4 and 5 of the SSRP for specifics related to Tier 2 response.
3	Major	Baffinland will call upon the services of Oil Spill Response Limited (OSRL) an industry-owned cooperative which exists to respond effectively to fuel spills wherever in the world they may occur. OSRL membership consists of over 160 corporations which are mostly oil majors, national / independent oil companies, and energy-related companies operating in the oil supply/transportation chain. The services provided by OSRL include technical advisory, provision of specialist personnel, equipment hire and maintenance, and training. As an associate member of the OSRL cooperative, Baffinland can draw on OSRL's expertise for spill response preparedness and response for spills which go beyond the ship operator and Baffinland's response capability. Refer to Section 4 and 5 of the SSRP for specifics related to Tier 3 response.

The Spill at Sea Response Plan requires the deployment of specialized services, close cooperation with the Canadian Coast Guard, and the involvement of multiple organizations. Therefore, a stand-alone response plan was developed early in 2015 in consultation with the Canadian Coast Guard, Transport Canada and Environment Canada.

2.2.5 AERODROME OPERATIONS MANUAL

The Aerodrome Operation Manual sets out the standards that are met, and the services that are provided by the aerodrome operations. Included in this manual is an emergency response plan for aerodrome operations. The possible scenarios identified included an overdue and missing aircraft; precautionary and forced landings; and an aircraft crash. In the event of an aircraft incident, the Emergency Response Plan within the Aerodrome Operations Manual would be consulted to guide emergency response and notification requirements.

2.3 MANAGEMENT CONTROL CENTRE

The Management Control Centre (MCC) functions to provide a place for the coordination and direction of response efforts during an emergency. The conference room at the main office in the Mine Site Complex (MSC) is the primary MCC for incidents occurring at the Mine. The conference room is also used for MCC activities at the Port Site Complex (PSC). Both MCCs may be activated during a crisis emergency, or in response to an emergency along the tote road where both MRT respond. In this case, the Mine MCC will

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 16 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

be the primary centre unless changed by the direction of the EMTL. Alternative MCC are properly stocked and available should the primary location be unavailable due to the emergency. The secondary MCC is the maintenance garage boardroom for both sites. For those incidents where command centre must be established in Corporate Office, conference room #3 shall be designated for use.

2.3.1 MANAGEMENT CONTROL CENTRE EQUIPMENT/SUPPLIES

The MCC has all the necessary tools for organizing response to an emergency - dispatching internal/external emergency services, directing strategic deployment of emergency resources and equipment, monitoring response efforts and establishing critical communications with the Baffinland Corporate Office.

The MCC contains:

- The most current version of the Emergency Response Plan along with supporting response plans
- Log book
- Stationary
- Emergency site maps and current site plans (Appendix C)
- Emergency contact information (ERP)
- 2-way radio communication (base station or handheld)
- Satellite Phone System
- VOIP phone system
- Network Connections

2.4 MINE RESCUE TEAM

The Mine Rescue Team (MRT) is comprised of volunteers from the on-site employees and contractors. With different work schedules, it is necessary to have enough team members to maintain sufficient numbers of responders at site at all times.

Recruitment of volunteer MRT members is an informal process through general solicitation of interest. All full time employees and long term contractors, including Inuit and those from the north, are encouraged to apply for the team and no prior experience is necessary. Emergency response training of Inuit is designed to both maintain a balanced response team and provide trained responders to the northern communities. However, to build an adequate level of team competency, solicitations indicates a preference for volunteers that have had previous exposure to mine rescue and/or training in some aspect of emergency response.

	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 17 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

3 ROLES AND RESPONSIBILITIES

The initial stage of any emergency is critical. An effective and timely response is essential to prevent an emergency situation from escalating to a higher level. Therefore, all personnel must be fully aware of their individual duties and responsibilities as they are presented in this plan.

Personnel identified as having key roles in effective emergency response include the Incident Commander, Mine Rescue Team, Security personnel, Emergency Management Team Lead (EMTL) and trained medical response professionals.

Specific responsibilities and duties inherent to personnel involved in emergency response are outlined below.

3.1 EMERGENCY MANAGEMENT TEAM LEAD

The Emergency Management Team Lead (EMTL) will be the most senior operations manager present at the site where the emergency is declared. At the Mine site, the Chief Operating Officer (COO), or designate will be the EMTL. At the Port, the EMTL will be the most senior operations manager at the site. Where an emergency occurs on the tote road, where both sites direct MRT resources, both command centres shall be established, with control provided by the Mine EMTL.

Duties during an Emergency

- The EMTL will ensure coordination of MRT support systems from the MCC.
- Upon being notified of a Code 1 or a Level II or III emergency by the IC or Security, the EMTL will initiate activities in the MCC and assess the situation based on current information from the IC.
- Activate the MCC system and escalate according to severity of incident.
- Coordinate all activities in the MCC. In the event the EMTL leaves the MCC, the EMTL will designate an individual to coordinate the MCC, notifying the IC.
- Ensure that the appropriate area manager(s) has been notified.
- Provide internal notification as applicable based on the level of emergency.
- Notify the Corporate Emergency Management Team (CEMT) representative for level II or III emergencies.
- Provide regular updates to the CEMT throughout the response effort, up to and including external agencies (RCMP, Government agencies, etc.) coming to site to perform investigations related to the incident.
- Provide instruction to ensure that appropriate External Resources are notified.
- Receive information from the IC and ensure appropriate resources are made available.
- Ensure at least one Log Keeper, preferably two, is or are present in the MCC at all times to maintain a log of all events, actions and outcomes.

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 18 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

Duties Post Emergency

- Notify site personnel and CEMT of the “all clear”.
- Ensure the coordination and establishment of an emergency debriefing session.
- Review MCC incident log and post-response incident report.
- Post-incident debrief with IC.
- Provide necessary information to Corporate Affairs for a media statement release if required.
- Coordinate a report on the events surrounding the incident.
- Coordinate collection of all incident notes, reports, statements and log of events.
- Ensure the responsible department completes an investigation into the event.

3.2 INCIDENT COMMANDER

The Mine Rescue Trainer is the site lead administrator for the MRT, responsible for ensuring the necessary emergency response equipment and adequate level of training for MRT members. The Mine Rescue Trainer directs the Mine Rescue Team (MRT) at the scene but reports to the EMTL at the MCC. In the absence of the Mine Rescue Trainer, the Mine Rescue Captain will be designated as the IC. The following duties are performed by the IC at an emergency scene:

Duties during an emergency

Upon being notified of an emergency, the IC will:

- Will respond to the scene of the incident, determine which resources are required and instruct the captain at the garage on what resources to send to the scene (equipment, members, etc.).
- Take charge of the scene.
- Evaluate the details of the emergency as presented by the first person on-scene. Assess the immediate situation, confirm the level of emergency and notify the Emergency Management Team Lead (EMTL) via radio.
- Maintain contact with the EMTL and provide support in coordination of the response.
- Request internal/external resources to the EMTL as required.
- Advise MRT on aspects of internal/external support as they are received.
- Obtain results of muster station head counts and direct the MRT accordingly to ensure full evacuation.

Duties Post Emergency

- Account for all MRT members.
- Announce the ‘all clear’ to the EMTL when the emergency has ended.
- Inform external resources that the emergency has ended (if external resources were mobilized during the emergency).

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 19 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

- Lead the emergency debriefing session.
- Ensure that all ERT equipment is returned to original order and/or replaced to ensure future rapid response.
- Ensure that the MRT Garage and equipment response ready.
- Develop a written log of events indicating instructions given, action taken and outcomes achieved.
- Provide assistance with ongoing investigation.
- Prepare a written report on response activities.

3.3 HEALTH AND SAFETY COORDINATOR

Duties during an Emergency

- Respond to the scene and make direct contact with the IC
- Establish perimeters around the area of the emergency and direct appropriate resource personnel responsible for traffic flow
- Assist with identifying and assessment of potential hazards of the MRT response and notify the IC
- Carries out field safety duties as assigned by the IC, including surveillance of activities such as general field activities, entries into "hot" zones, identification of health safety equipment needs, etc.
- Ensure appropriate personal protective equipment for involved non MRT personnel
- Note pertinent information that may be relative to the investigation.
- Maintain a log record of first responders entering and exiting the "hot zone" and time in the zone. All logged information will be given to the IC.

Duties Post Emergency

- Secure the area with red "DANGER" tape and sufficient tags. Post guards if necessary.
- Participate in post-emergency debriefing.
- Assist in the accident/incident investigation report.

3.4 ENVIRONMENTAL COORDINATOR

In the event of an environmental incident involving accidental release of a hazardous substance, the Environmental Coordinator shall liaise with IC to direct environmental response efforts once the scene has been assessed by the IC and all medical and/or fire emergencies are under control.

Duties during an Emergency

- Proceed to the scene of the incident as directed by the EMTL or IC
- Coordinate internal resources during spill clean-up.
- Request additional resources through the IC as necessary.

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 20 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

- Maintain a log of events, actions, and outcomes.

Duties Post Emergency

- Secure the area with red "DANGER" tape and sufficient tags. Post guards if necessary.
- Participate in post-emergency debriefing.
- Assist in the accident/incident investigation report.

3.5 SECURITY

Security personnel or their designate are key in an emergency response in that they will receive an initial notification of an emergency and provide first communications to essential personnel.

Duties during an Emergency

- Receive initial emergency call and document vital information used to plan response. All logged information will be given to the IC.
- Provide appropriate notification of the employees and emergency responding group (including management) through the use of the radio system and Code 1 announcement.
- If evacuation is necessary, notify all PSC or MSC personnel of emergency evacuation.
- Assist in controlling access to the emergency area.
- Maintain open radio communication (via radio or telephone intercom system).
- Keep a written record of events throughout incident.
- Assist in the coordination of support and internal services as directed by the EMTL and IC.
- Document all actions, decisions and communications.

Duties Post Emergency

- Relay notification of 'all clear' order when directed by IC
- Provide a summary of all documentation to the IC and EMTL.
- Maintain Security of the scene as directed by the IC or EMTL.
- Direct all off-site inquiries regarding the emergency to the EMTL or designate.
- Participate in a debriefing session for the emergency response.

3.6 EMERGENCY MANAGEMENT TEAM

Duties during an Emergency

- Upon notification of a Level II or III emergency, report to the MCC.
- Work closely with the EMTL to determine appropriate response strategy for their respective work area.
- Provide supplies and resources as requested by the EMTL.

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 21 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

- Contact departmental resources via radio as required during the emergency response.
- Confirm that effective evacuation of the work area occurred.
- Confirm that the shift supervisor has contacted the IC.
- If trained management representation is low at one site during an emergency, the other sites management team will activate the MCC to support the other site.

Duties Post Emergency

- Participate in an emergency debriefing session.
- Review recommendations from the accident/incident investigation.
- Ensures follow up on remedial action to prevent or mitigate possibility of reoccurrence of emergency.

3.7 ENVIRONMENTAL SUPERINTENDENT/MANAGER

Duties during an Emergency

- For Level II and III emergencies report to the MCC.
- At the direction of the EMTL, notify the required external agencies.
- Provide additional supplies and resources as requested by the EMTL
- Contact departmental resources via radio as required during the emergency response.
- Document all actions and decisions.

Duties Post Emergency

- Participate in post-emergency debriefing.
- Assist in the accident/incident investigation process.
- Complete Government and Stakeholder Agencies notification process.

3.8 HEALTH AND SAFETY SUPERINTENDENT

Duties during an Emergency

- For Level II and III emergencies report to the MCC.
- At the order of the EMTL, notify the required external agencies.
- Provide additional supplies and resources as requested by the EMTL
- Contact departmental resources via radio as required during the emergency response.
- Document all actions and decisions.

Duties Post Emergency

- Participate in post-emergency debriefing.

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 22 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

- Assist in the accident/incident investigation process.
- Complete Government Agencies notification process.

3.9 FRONT-LINE SUPERVISOR

Duties during an Emergency

- Pre-investigate alarms if in work structure without harm to self, activate “Code 1”
- Ensure evacuation or stand down of their work area.
- Assist to ensure accountability of evacuees at muster station.
- Report to supervisor and identify self and location, acting as a direct resource to the EMT as requested.
- Ensure restricted access allowing only authorized personnel.
- Direct the isolation, de-energizing and lock-out of systems if required.

Duties Post Emergency

- Confirm that work area is safe to return to after an “all clear” has been called by the IC.
- Ensure that area of incident is secure until all investigations are completed.
- Participate in an emergency debriefing session.
- Ensure witness statements are completed by any personnel involved in the incident
- Ensure that the incident investigation is completed.

3.10 MEDIC PERSONNEL

Medical personnel will consist of the physician assistant and/or emergency medical technician provided by the contracted medical services provider. Responsibilities in the event of an emergency include:

Duties during an Emergency

- Respond to all Code 1’s as directed by the IC.
- Responsible for all decisions of medical-related situations on site.
- Act as team leader to the MRT during medical emergencies.
- Assess, administer and delegate emergency medical care.
- Advise the IC of the number and condition of ill/injured personnel.
- Advise the EMTL of off-site resources that may be required, contact their Medical Director for direction, and if agreed contact these off-site resources (eg. Medi-vac, Iqaluit hospital, etc.)
- Maintain a log of events, actions and outcomes.

Duties Post Emergency

- Participate in an emergency debriefing session.

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 23 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

3.11 MUSTER STATION COORDINATOR

During an evacuation of any area that is designated to evacuate, the senior Human Resources department member will assume the role of Muster Station Coordinator role. This position will be responsible for:

Duties during an Emergency

- Provide direction (traffic control) for workers and visitors to find the muster station
- Direct supervisors in the muster station to document the names of employees reporting to them and located in the muster station
- Documents the names of workers and visitors with no supervisor in the muster station
- Relay missing person's name, room number, or work area to IC.
- Log time of events at muster station.

Duties Post Emergency

- Notify evacuees once the "all clear" has been called by the EMTL and instruct employees to return to work or accommodations.

3.12 IT SUPPORT TECHNICIANS

IT technicians are responsible to aiding the EMT in ensuring that communication lines do not fail during an emergency.

Duties during and Emergency

- Limiting internet and phone access to the MCC in the event of a level II or III emergency.
- Repairing or assisting with internet and phone issues during an emergency.
- Assisting with radio issue troubleshooting as needed.

Duties Post Emergency

- Once instructed by the EMTL, restore internet and phone lines.
- If requested by the EMTL, participate in the debriefing session.

3.13 EMPLOYEES

Employees perform an integral part of emergency response because often times they are the first to witness an incident and provide initial reporting that an emergency has occurred.

Any person involved in, or witnessing an incident should follow the emergency notification procedure and immediately initiate a required emergency response.

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 24 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

- As first person on the scene and after notifying that an incident has occurred, attempt to provide as much information as possible to assist in the initial response (e.g. type of incident, number of people injured and location).
- Assess and attempt to control the scene only without causing self-harm or harm to others.
- Upon hearing a site fire alarm, proceed to the designated muster area and await instruction from security personnel.
- Cooperate with instruction and assist only when requested.
- Once the all clear has been called, make yourself known to Safety and complete a witness statement for the investigation.

4 EMERGENCY RESPONSE

4.1 NOTIFICATION AND COMMUNICATION

4.1.1 CODE 1 NOTIFICATION

In order for an emergency response to occur, notification has to reach the Mine Rescue Team. This initial notification should occur quickly and provide essential information. Most often, the First Person On-Scene is the individual that provides this information.

An individual involved in, or witnessing, as First Person On-Scene, shall make every effort to quickly initiate the emergency “Code 1” notification procedure as follows:

1. Employ the site radio or call site Security at extension 6911 (MSC) or 4911 (PSC) and announce:

“Code 1, Code 1, Code 1”

Nature of the emergency (Fire/Rescue, Medical, Environmental)

Location of the emergency

Your name

Pause and repeat

- Remain calm and in a safe location
- Stay on channel/phone
- Give all requested information
- Follow instructions given by Security personnel

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 25 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

2. The site security department will initiate their Code 1 protocol, announcing Code 1 on the main radio channels and calling out the MRT and EMT.

4.1.2 COMMUNICATION

Effective communication systems are critical to the success of emergency responses. Personnel involved, from first person on scene to the IC and EMTL rely on the ability to quickly relay accurate information.

During an emergency, the primary communications link between all emergency response personnel is through radio communication. MRT members will be issued radios. Additionally, other individuals involved in emergency response will also carry hand-held radios as part of their regular work requirement.

During an emergency, radio communications should be kept to a minimum. If radio silence is requested on other channels, Security personnel, upon receiving instruction by the EMTL or IC will announce this. This ensures open and free communications among personnel involved in the actual response. For example, if resources have to be requested on any channel other than the designated emergency channel, then this request will be unaffected by other unnecessary conversation.

Additionally, only authorized persons are permitted to release the following information:

- Names of third parties who may have been involved in the incident.
- Identification of fatalities or injured personnel.
- Cause of the incident and liability; and
- Statements that may infer negligence.

During an emergency, other site radio channels may be used to:

- Locate MRT personnel.
- Obtain additional internal resources.
- Emergency notification.
- Evacuation of employees from work areas.
- Maintain communications with aircraft/marine vessels.

During an emergency, telephone communications will be used to:

- Notify internal personnel and resources.
- Notify external personnel and resources.

To supplement radio communications, the site telephone system may be used to alert site personnel during an emergency response. Communications links with the Corporate Emergency Management Team (CEMT) may also be required during some emergency situations. Constant communications links will be established by telephone where offsite assistance is required.

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 26 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

4.2 PROBABLE EMERGENCIES AND RESPONSE ACTIONS

4.2.1 SERIOUS INJURY

In the event of an incident involving personal injury, the degree of treatment and response will depend on the severity of the occurrence. However, in the event of an emergency involving personal injury, the following general actions will be initiated.

- Assessment of the emergency situation. Ensure personal safety and the safety of people near emergency location.
- Identify yourself to the injured person(s) and attempt first aid only if safe to do so.
- Activate a Code 1 yourself, or designate it to a bystander, stating your Name, Nature and Location of the incident.
- Obtain names of all witnesses to the incident and any pertinent information required for investigation purposes.
- All material and equipment involved in the incident is to remain untouched until cleared for use by the IC or EMTL.
- Provide all pertinent information to the IC once they arrive on scene

In the event of medical or related emergencies, any person who discovers someone injured will implement initial response and identify back-up assistance, preferably the dedicated onsite medical professionals or the MRT will respond.

The onsite medical professionals will implement their protocols to address medical emergencies, providing further care, coordinating uninjured personnel to assist in the response, and arrange transfer to other health care facilities in adjacent hamlets or Iqaluit as necessary.

If the victim(s) will require facilities and services beyond that which can be given onsite, the victim(s) could be evacuated from site to receive further medical treatment in adjacent hamlets or Iqaluit as per agreement. A fixed-wing aircraft or rotary-wing aircraft (non-winter periods) will be available at Mine for non-emergency medical evacuation. Where emergency medical evacuation is required or where the on-site aircrafts are unavailable for evacuation, the Government of Nunavut (GN) medical evacuation will be implemented. Appendix D describes the protocol for notification for Baffinland provided medical evacuations to GN medical facilities while Appendix E provides the protocol of GN Air Ambulance medical evacuations.

4.2.2 FATALITY

In case of a fatal incident, the following procedures will be carried out:

- Assessment of the emergency situation. Ensure personal safety and the safety of people near emergency location.
- Shut down/turn off any equipment/machinery that may cause additional safety hazard.

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 27 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

- The first person on-scene activate a Code 1, stating your Name, Nature and Location of the incident.
- Once identified as a scene of a fatal accident/incident, the MRT will secure all material and equipment involved at the scene to preserve evidence until required investigations are complete and cleared by all regulatory agencies.
- External services such as the Pond Inlet RCMP detachment and the hospital shall be contacted as required by the EMTL.
- The WSCC Mines Inspector shall be immediately contacted in the event of a work related fatality incident.
- The EMTL will be responsible for subsequent communication to the CEMT and initiation of the CMP.
- Any reporting to the public or media regarding Emergency Response events or actions will be made directly by or on authority of the CEMT.
- Notification to next-of-kin shall be conducted under the direction of the CEMT.
- Only the RCMP is permitted to release the victim's name. This shall be done only after the employee's next-of-kin have been notified.

In the event of a fatality at a work site, Baffinland will exercise discretion for, offer counselling to, and consult with family and/or community members as well as meet all regulatory requirements for notification and scene preservation. Critical incident stress management services will be organized.

4.2.3 MISSING EMPLOYEE

The remoteness of the project site, and sometimes-unfavourable weather conditions, necessitates that a person's whereabouts should be known at all times while on the site during their work rotation. However, there may be instances where workers may inadvertently wander from the project area without properly notifying security personnel, fellow workers or supervisors.

If an individual does not report to work on their next scheduled work shift, the supervisor responsible for the worker shall contact Security personnel to conduct a preliminary search of their personal accommodations area, and the area surrounding. A person may be declared missing if they cannot be accounted for by their supervisor or fellow workers, and cannot be located in other areas of the PSC or MSC by Security personnel.

Once a person is declared missing, Security personnel will notify the IC and subsequently the EMTL. The IC will assess the situation, and initiate and assign responsibility for the following actions, where required:

- Mobilize the MRT and security personnel to conduct a property-wide search.
- The IC shall determine the requirement to conduct a ground search outside of the property footprint.
- The Pond Inlet RCMP shall be notified as instructed by the EMTL.

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 28 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

- The MRT shall formulate search patterns and assign priority areas based on information obtained from Security personnel.
- When the EMTL deems that local efforts to locate a missing person are unsuccessful or not possible, outside assistance will be requested through the RCMP.

To reduce the potential for missing persons, personnel will check-in regularly and execute proper remote work practices. Resources such as personnel, equipment, land vehicles, and aircraft will be mobilized to aid search and rescue operations. Additional resources and services from local communities will be drawn upon as needed and if available access external Search and Rescue (SAR).

4.2.4 MISSING MEMBER OF THE PUBLIC

Baffinland recognizes the moral and ethical responsibility to support SAR activities in the event of a missing member of the public. This responsibility is balanced against the abilities of Baffinland to provide support without risking the safety of Baffinland personnel or ability to respond should an emergency occur at the operation. The decision flowchart for external SAR requests is depicted in Appendix F and summarized below:

- Requests for SAR assistance must originate from the responsible government agency leading the SAR. This is necessary to ensure Baffinland response is properly coordinated with the government resources.
- In the event of a good Samaritan request, not originating from SAR authorities, Baffinland will direct the person to the appropriate authorizing agency to contact Baffinland for SAR resources if required.
- Should a formal request for SAR assistance be made by the authorizing agency the EMTL will contact the CEMTL for authorization to provide support. The Vice President of Sustainable Development, Health and Safety will be notified of the request and CEMTL response.
- The EMTL will lead the coordination of support resources with SAR. The use of fixed wing aircraft or helicopter resources are resources that have been applied in past SAR requests. Prior to mobilizing resources an assessment of risks associated with the response will be performed and reasonable mitigating controls implemented.
- Upon completion of the SAR activities the EMTL shall notify the CEMTL. The cost for SAR services provided by Baffinland will be determined by the EMTL and provided to Baffinland Accounts Payable to invoice the SAR authorizing agency.

4.2.5 PERSON OVERBOARD

Work in and around the marine environment at the Port could potentially result in a person overboard situation. Upon initial notification of a person overboard by a first person on-scene, primary response will involve an attempt to retrieve the victim using locally available water rescue equipment. Areas that involve work in or near water will be equipped with life rings, and adequate rescue rope. Additionally, if workers are required to work on or near water they will be required to wear a personal flotation device.

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 29 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

For emergency situations at the Port, the MRT & workers will have access to an emergency response boat designated for both water rescue and environmental emergency response. Rescue equipment available will include life-rings and throw ropes.

For emergency situations involving equipment submersion in water, additional resources may be required including heavy equipment such as dozers and excavators used for retrieval of submerged unit and diving services to establish secure attachment points for equipment retrieval.

Additional resources may be required at the discretion of the IC and the EMTL.

4.2.6 EXTREME WEATHER CONDITION

Baffin Island experiences extreme weather conditions nearly year-round and snow is possible during any month of the year. This, by necessity, requires the operation to develop health and safety plans tailored to these conditions. These extreme weather conditions will be considered emergencies when prolonged and affecting the safety of employees, equipment or facilities.

When prolonged extreme weather conditions such as cold or poor visibility presents health and safety concerns, risk will be assessed and activities will be curtailed or modified, as appropriate. If white-out conditions persist, communications with the EMTL or designate might be necessary to decide the course of action and if travel or rescue is necessary. Work activities that are affected by severe winds, such as aircraft departures/arrivals and work at height, will be curtailed as appropriate.

Individuals travelling by vehicles between camps during the months of October and May are required to follow the directives provided in the Tote Road Safety Travel Procedure.

All vehicles are equipped with survival packs in the event of equipment malfunction between camps. Further response will involve moving personnel to other onsite facilities or evacuation to offsite facilities.

4.2.7 FIRES AND EXPLOSIONS

A fire/explosion emergency is “any uncontained fire that requires an on-site response greater than an individual using a hand-held portable extinguisher”. In providing initial response to a fire/explosion emergency, the cause of the fire and remedial action necessary must be immediately identified and controlled by on-site personnel to prevent escalation of the hazard level, including the possibility of further injury and/or damage to the environment, structures or equipment.

The on-site explosives mixing plant, once constructed, is an area of the Mine site that does present potential concern for fire or explosion. This plant is managed in accordance with the Explosives Management Plan. Should an emergency situation occur, the contractor of this facility shall enact an emergency evacuation and response plan as primary response to ensure the safety of the facility workers. Notification and response of the MRT shall occur for emergencies in this area.

In the event of a fire or explosion, the emergency response will involve:

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 30 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

- Assessing the situation and determining emergency response needs.
- Directing and ensuring evacuation, and accountability of personnel.
- Identifying the requirement for additional internal resources such as heavy equipment, water truck, and others.
- Securing area to prevent unauthorized access and protecting equipment, facilities and records; and
- Taking other actions as required and controlling the emergency situation.

The office/accommodation complex at the Mine (MSC) and Port (PSC) are critical support infrastructure and the most frequently occupied buildings at each site. These facilities are equipped with a fire alarm system including automatic smoke and heat detectors, sprinkler system, fire hoses and manual fire pull stations. Security personnel upon activation of a fire alarm shall adhere to the following chronological procedures:

- Activate the full fire alarm for the accommodations complex to activate the evacuation and muster of accommodations personnel.
- Call a Code 1 to alert the MRT and medical response personnel via radio that an alarm has sounded.
- Verify from the annunciation panel, the location of the alarm and provide that information to the MRT.
- Announce the fire emergency on all radio channels to all personnel.
- Assist with evacuation if necessary.
- Contact the muster station to ensure the roll call is being conducted.
- Inform IC of persons not accounted for at Muster Station and when all employees have been accounted for.
- Once the “all clear” has been issued by the IC, relay the message to the muster station.
- Reset the local panel at the scene of the alarm.

Upon receiving the ‘Code 1’ announcement from Security personnel, the IC shall:

- Determine the nature of the alarm at the activation location. Identify any signs of smoke or fire.

If there is no sign of fire or smoke:

- Check the smoke detectors and heat detectors to determine which one was activated.
- Activated smoke detectors will be indicated by a red light. Activated heat detectors will be dropped down from the mounting base.
- Report the location of the activated detector to Security personnel.
- Silence the local alarm panel once the area is deemed safe to reoccupy.

If there are signs of fire or smoke:

- Immediately notify Security, who will in turn notify the EMTL.

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 31 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

- Ensure back-up resources are available as required by the IC

Any scheduled burning onsite, such as incineration, will follow regulatory requirements and control procedures. Fire extinguishers will be stationed at work areas including shops, fuel farms and dispensing areas, kitchens, incinerators, generators, etc. Personnel will be evacuated from site if a fire cannot be immediately controlled or impacts necessities of life or personnel issues. Trained onsite personnel will respond to fires using onsite equipment and notify regulatory authorities as needed. All on-site personnel will be trained in the use of fire extinguishers.

4.2.8 GROUND INSTABILITY

Incidents relating to ground instability could involve road embankment, pit wall, waste rock or ore stockpile embankment, leading to injuries or damage to equipment or facilities. There will be a focus on incorporating geo-technical knowledge, adequate design and quality installation into all project facilities. If a qualified professional feels there is a risk of geotechnical failure proactive preventative measures will be taken to address the problem and ensure geotechnical stability of the area in question. In such emergencies, the EMTL or designate will be notified so that necessary response action can be implemented. A qualified professional will inspect the suspected area of failure and will ensure that the area is properly secured and isolated. The incident will be documented and appropriate mitigation and preventative programs developed to limit or minimize subsequent incidents and risks. In the event of an incident pre-existing preventative measures will be reevaluated and updated/adjusted to ensure similar.

4.2.9 VEHICLE INCIDENTS

Potential for vehicle incidents at the project site exist with activities such as:

- Passenger vehicle movement carrying people and freight throughout the project site.
- Ore haul from the mine site to the port site.
- Ore/waste load-haul-dump operations; and
- Heavy equipment travel and transport on access roads throughout the project site.

The potential risk of vehicle incident varies according to changing conditions. These conditions may include:

- Road conditions (including dust, loose roadbed or unstable road shoulders, ice/snow cover);
- Mechanical failure in vehicle systems; and/or
- Operator error.

Where vehicle upset presents risk of injury and environmental spill, preservation of life and health will be first priority.

In case of an incident involving vehicle and operator, the following steps will be taken after the emergency notification procedure has been initiated:

- MRT will secure the scene.

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 32 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

- Assess the situation and determine if the vehicle is stable.
- If fuels are apparent (signs of leaks or odor) eliminate any ignition sources by turning off engines.
- If the vehicle is stable determine if personnel can be immediately extricated from the vehicle without injury or immediate first aid requirements.
- If the vehicle is unstable the MRT must secure it with blocking for stability if required.
- If medical condition is unknown or serious, the MRT will extricate the individual under the direction and assistance of site medical personnel.
- Attempt to secure any leak or spill of hazardous substance that may be leaking from the vehicle (internal storage systems or cargo) and contain any spilled substance if possible.
- Once the vehicle has been stabilized (may be under the direction of designated maintenance personnel) and person(s) extricated, begin spill recovery of accidentally released substances.

Incidents involving vehicles and other equipment will be reported to a supervisor as soon as possible to initiate the Emergency Response Plan. If a fuel spill has occurred, the underlying Spill Contingency Plan will be initiated.

4.2.10 AIRPLANE/HELICOPTER INCIDENTS

Contracted commercial air carriers will be equipped with standard operating procedures to address specific response actions to be taken in airplane emergency situations. Baffinland has developed emergency response procedures for aircraft incidents occurring on the airstrip. In the event of an incident the actions/procedures outlined in the Mary River Aerodrome Operations Manual shall be followed.

4.2.11 BOMB THREAT

A bomb threat is always considered an emergency situation and cannot be regarded as false until proven otherwise. During operations there will be a requirement to store large amounts of petroleum products, explosives, and hazardous chemicals. Any bomb threat will be considered real until gathered information confirms otherwise. If a bomb threat is received, primary responsibility for further action and investigation will rest with the RCMP. Since the Pond Inlet RCMP detachment is nearest the project site, notification and request for support during the initial stages of the response will be directed there. Until RCMP officers are available to offer on-site support, site personnel will strictly follow the following procedures.

Threat Received

When receiving a bomb threat, the person in receipt of the initial call or notification should adhere to the following protocol:

- Listen.
- Be calm and courteous.
- Do not interrupt the caller.
- Concentrate on recording the exact wording of the message.

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 33 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

- Obtain as much information as possible.

When Caller Hangs Up

- Report all details of threat to immediate Supervisor.
- Unless ordered to evacuate immediately, provide as many details as possible that may aid in further determining the origin/realism of the threat.

Roles and Responsibilities

Responsibilities during receipt of a bomb threat will focus on securing the safety of workers and minimizing potential damage to infrastructure. The conduct of site search and surveillance shall be the responsibility of the RCMP and their supporting resources that have been highly trained in responses of this nature. Prior to site arrival of external resources, the primary action plan for the site would focus on minimizing risk of injury to site workers and damage to existing infrastructure.

- Notify all site personnel to cease activity and report to the muster station. If the location of the bomb threat is known, immediately remove all personnel from the area.
- Secure fuel systems, equipment and other infrastructure that may have the potential to cause additional safety hazards.
- Maintain contact with the RCMP, providing periodic updates of site status. Ensure all instruction from the RCMP are communicated and followed.

4.2.12 FUEL AND OTHER CHEMICAL SPILLS

A Spill Contingency Plan has been developed specifically to address fuel and hazardous materials land-based spills, and releases or discharges to freshwater sources. The Spill Contingency Plan provides possible spill situations and the methods and resources to be employed in response to the spill. While the Spill Contingency Plan provides the methodology for spill response and cleanup, the overall response to the emergency including that of the IC and EMTL and MCC will follow the Emergency Response Plan.

Baffinland has also developed an Oil Pollution Emergency Plan (OPEP) for marine spills that result from fuel offloading activities at the Port Facility. With regards to spills at sea, a stand-alone response plan is required to address potential spill at sea. This plan will be developed in consultation with the Canadian Coast Guard, Transport Canada and Environment Canada during 2014.

4.3 END OF EMERGENCY

Activation of the MRT occurs when an emergency has been declared through the announcement of a Code 1, as indicated in the emergency response activation procedure. However, declaring a stand-down and denoting the end of an emergency is left to the discretion of the IC in consultation with the EMTL. In determining when an emergency has ended consideration will be given for the following:

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 34 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

- Stability of the affected area.
- Requirement for further action by the MRT or assisting external resources; and
- Potential risk of further injury or damage to people, property or the environment.

Through detailed assessment of the emergency response efforts, the area affected, and affected people and/or property the EMTL and IC may determine that there are no existing circumstances that present potential risk for further injury or property damage if the normal course of activities resume.

5 CONTACTS LIST

5.1 INTERNAL CONTACTS

Position	Name	Phone*
Chief Executive Officer	Brett McLeod	5049011 44 7468 710475
Chief Operating Officer	Bernard Laflamme	6091 416 529 2624
Chief Technology Officer	Michael Anderson	6030 416 526 0004
Chief Financial Officer	Stephanie Anderson	5001 416-200-6744
Vice-President, Sustainable Development Health, Safety & Environment	Erik Madsen	5031 416-996-5523
Vice-President, Technical Services	Richard (Dick) Matthews	5033 647-938-8147
Executive Vice President	Michael Zurowski	5054 416-456-1698
General Manager	Tony Woodfine	6045 416-970-6983
General Manager	Bikash Paul	6015 416-432-8825
Mine Manager	Scot Klingmann	6099 289 834 2470
Mine Superintendent	Josh Manning	6043 647.472.9842
Site Services Manager	Anant Minhas	6065 647-469-4880
Chief Procurement Officer	Sandeep Kumar	5181 416-919-4377
Logistics Superintendent	Mike Sullivan Mervin Markling	6009 289-834-0930 416-629-5629
Maintenance Manager	Stephane Houde	6217 416 700 6397
Ore Handling Manager	Lyle Hemmerling	6105 289 795 8689
Ore Handling Superintendent	Remi Pelletier Shawn Parry	6059 289-834-0744

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 35 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

HR Superintendent	Beatrix Berdan Brenda Roberts	6027
Environment Manager	Jim Millard	6016 902-403-1337
Environment Superintendent	Allan Knight	6010 226-234-5499
Health and Safety Manager	Tony Noseworthy	6006 647-227-7122
Health and Safety Superintendent	Hal Finley	6006 289 795 9749
Health and Safety Coordinator - PORT	Darryl Finlay Mario Vottero	4122
Health and Safety Coordinator - MINE	Brian Larson Tige Collins	6052
Medic – Mine	Richard Chartrand Claudine Daigle	6008
Medic - Milne	Steve Koppang Wayne Cummings	4107

* To reach an extension dial 416-364-8820 followed by the extension

5.2 EXTERNAL CONTACTS

Y – Required	N – Not Required							M – More information required to determine reporting – refer to notes
	Serious Injury	Fatality	Fire	SAR	Dangerous Occurrence	Spill – Reportable	Spill - Ocean	Telephone/Fax Numbers
Workplace Safety and Compensation Commission (WSCC)								
24 – hour phone line	Y	Y	Y*	N	Y	N	N	(800) 661-0792 (24hr)
Mines Inspector								(867) 979-8527
Chief Mines Inspector								(867) 669-4412
Royal Canadian Mounted Police								
Iqaluit – Headquarters	N	Y	Y	Y	N	M ¹	M	(867) 975-4409
Iqaluit								(867) 979-0123
Arctic Bay								(867) 439-0123
Clyde River								(867) 924-0123
Hall Beach								(867) 928-0123
Pond Inlet								(867) 899-0123
Iglolik								(867) 934-0123
Spill Reporting								
Qikiqtani Inuit Association (QIA)	Y	Y	Y	Y	M	Y	Y	(867) 975-8422

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 36 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

Y – Required	N – Not Required							M – More information required to determine reporting – refer to notes
	Serious Injury	Fatality	Fire	SAR	Dangerous Occurrence	Spill – Reportable	Spill - Ocean	Telephone/Fax Numbers
NT-NU 24-hour Spill Report Line	N	N	N	N	N	Y	Y	(867) 920-8130
AANDC Water Resources Officer	N	N	N	N	N	Y	Y	(867) 975-4555
AANDC-Field Operations								(867) 975-4289 Cell (867) 222-8462
DFO-Iqaluit	N	N	N	N	N	Y*	Y	(613) 925-2865 Ext. 131
Environment Canada - Iqaluit								(867) 975-4644
GN- DOE								(867) 975-5907
Nunavut Emergency Services						M ¹	M	1-800-693-1666
Canadian Coast Guard (Arctic region)							Y	1-800-265-0237 (24-hr)
Medical Services								
Medical Director – Advanced Medical Solutions (Dr. Rahul Khosla)	Y	Y	N	N	N	N	N	(867)-445-7225
VP Medical Operations – Kara Livy	M	M						(867)-446-2000
Qikiqtani General Hospital – Iqaluit Emergency Room	Y ²							(867) 975-8600 ext 1539
Pond Inlet Health Clinic								(867) 899-7500 (867) 899-7538 (fax)
Iqaluit								(867) 975-4800 (867) 975-4830 (fax)
Iglolik								(867) 934-2100 (867) 934-2149 (fax)
Hall Beach								(867) 928-8827 (867) 928-8847 (fax)
Arctic Bay								(867) 439-8816 (867) 439-8315 (fax)
Clyde River								(867) 924-6377 (867) 924-6244 (fax)
Transport Canada								
National 24 hour number – Duty officer Canadian Transportation Emergency Centre								(613) 996-6666 (24hr) (613) 954-5101 (fax) (613) 996-9439 (fax)

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 37 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

Y – Required	N – Not Required							M – More information required to determine reporting – refer to notes
	Serious Injury	Fatality	Fire	SAR	Dangerous Occurrence	Spill – Reportable	Spill - Ocean	Telephone/Fax Numbers
Search and Rescue								
Nunavut Emergency Services								1 800 693-1666 (24hr) (867) 975-5403
RCMP								(867) 979-1111
Joint Rescue Coordination Centre (CFB Trenton)								1 800 267-7270 (24hr) (613) 965-3870

1. In the event of a spill of hazardous materials (exceeding the quantities listed in Part 8.1 (1) of the TDGR) during transport, the shipping company will immediately report the incident to the RCMP and the Nunavut Emergency Services. The immediate report must include as much of the information listed in Part 8.2, TDGR, as is known at the time of the report. A follow-up report must be made, in writing, to the Director General within 30 days after the occurrence of the accidental release, the "dangerous goods accident" or the "dangerous goods incident". The follow-up report must include the information listed in Part 8.3, TDGR

2. In the event of an injury requiring Baffinland provided evacuation to Government of Nunavut (GN) Health Services or GN provided Medevac (air ambulance medical evacuation) the on-site medical professional shall contact the Emergency Department at the Qikitqani General Hospital in Iqaluit. The protocols provided in Appendix D and E shall be used in communicating with the GN.

6 TRAINING

The Mine Rescue Trainer will identify training needs and resources needed to provide the necessary skills to those personnel tasked with various duties in emergency response at Baffinland. This responsibility includes development of training materials and implementation of training is to ensure training:

- meets or exceeds the requirements of NWT/Nunavut Mines Health and Safety Regulations;
- enables MRT and EMT members to competently operate the equipment employed for emergency response purposes; and
- includes practices, drills and full scale exercises for responding to the types of emergencies that are reasonably predictable for the operation.

6.1 QUALIFICATIONS

All active MRT members must have:

- been certified within the last 12 months, by a physician or by a nurse in charge of a nursing station, to be fit to work in breathing apparatus under arduous conditions;
- a valid mine rescue certificate issued by the chief inspector;

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 38 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

- a valid standard first aid certificate; and
- taken part in the practice sessions required by this Plan.

The Mine Rescue Trainer will establish and maintain a process to submit to WSCC proof of qualification for each MRT Member. The Mine Rescue Trainer will maintain the training records and the WSCC mine rescue certificate issued for each team member.

6.2 TRAINING CONTENT

Emergency response personnel, as members of the MRT, have response requirements which may include administering first aid, firefighting, performing work at height or in confined spaces, handling and transferring hazardous/controlled substances, working in/around water. Each of these demands must be supported with adequate training that will allow members to safely and effectively conduct their tasks.

Additional training requirements may be provided for specific roles within the emergency response plan and for specific functions to be performed during response including:

- Aircraft Rescue Fire Fighting (ARFF) training
- Incident command training
- Cold water rescue and boat operators safety
- Boom Deployment

Ongoing MRT training shall be scheduled as necessary to accommodate MRT members with different work rotations. Training time shall be a minimum of eight (8) hours every 2 months. Training content may include:

- Theory information on aspects of emergency response;
- Medical response training with the site medical services provider;
- Facility tours to ensure MRT member awareness of changing work environments; and
- Familiarization of site explosives plant and facility emergency response plan
- Marine shoreline recovery operations and marine spill response (refer to OPEP).
- Practical drills and exercises for familiarization with equipment and procedures;
- Fire Evacuation Drill for accommodations

6.3 DRILLS AND EXERCISES

While drills and exercises can be used for training purposes, their primary function for this plan is to provide the means of testing the adequacy of the plan's provisions and the level of readiness of response personnel.

The Mine Rescue Trainer is responsible for coordinating the development of and assisting in conducting drills and exercises. The following types of drills and exercises are to be used:

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 39 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

- Tabletop Exercises involve presenting to key emergency personnel a simulated emergency situation in an informal setting to elicit constructive discussion as the participants examine and resolve problems based on the plan. These exercises will be routinely performed during the MRT training throughout the year.
- Functional Drills are practical exercises designed to test the capability of personnel to perform a specific function (i.e. communications, first aid, and rescue). Functional drills will be performed at least annually with both shift rotations.
- Full-Scale Exercises are intended to evaluate the operational capability of Baffinland's emergency organization and the adequacy of this Plan. Full-Scale Exercises are to be conducted annually with sufficient notice to allow the correct exercise preparation.

6.3.1 PREPARATIONS

Preparations for a drill or exercise will vary depending on the type and scope involved, however the planning should include:

- Plan review and identification of possible problem areas.
- Establishing objectives.
- Identifying resources to be involved including personnel.
- Develop exercise scenarios, a major sequence of events list, and expected action checklists.
- Assigning and training controllers and evacuators.

Baffinland has committed to engaging local community representatives, the Government of Nunavut and the Canadian Coast Guard as applicable in training, drills and exercises.

The scenarios used will be realistic and based upon current operating conditions. The primary event (fire, spill, etc) is to be determined based on the objective of the exercise, and in accordance with regulatory requirements.

A sequence of major events list is to be developed to help simulate an actual emergency incident. Generally conditions for exercises should simulate, as closely as possible, actual emergency situations.

6.3.2 DEBRIEF

Results of drills, exercises and emergency response activations are to be reviewed by the participants, evaluators and the IC and EMTL to identify problem areas such as deficiencies in the plan, training, personnel or equipment. Debriefing will commence immediately after the incident or drill / exercise has been resolved.

The IC will prepare a report which will include the following:

- A summary of the exercise, including a review of the purpose, objectives and scenario used or summary of the emergency;
- A summary of the major discrepancies/deficiencies.

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 40 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

- Recommendations and corrective measures.
- A proposed schedule for the completion of these corrective measures.

These reports and recommendations will then be evaluated by the Health and Safety Superintendent for a decision on the merits of all recommendations.

7 RESOURCES

7.1 EMERGENCY RESPONSE EQUIPMENT

7.1.1 MEDICAL RESPONSE

Baffinland has equipped the Mine and Port sites with medical clinics capable of providing advanced life support (ALS) support in the event of a medical emergency. The clinics are resourced by physician assistants (PAs) working under the direction the Medical Director (physician) of our contracted medical services contractor. The PAs are able to provide advanced cardiac life support, basic trauma life support, administration of pain medication and narcotics, prescribe antibiotics, cardiac defibrillation and monitoring, cast application, and audiometry testing.

7.1.2 FIRE RESPONSE EQUIPMENT

Located at the Port is an Oshkosh T13000 Aircraft Rescue Fire Fighting (ARFF) truck with 3000 Gallon water tank, 420 Gallon foam tank, 450 lb dry chemical tank and ARFF snozzle. At the Mine is the Oshkosh T1500 ARFF with 1500 gallon water tank, 210 gallon foam tank, 450 lb dry chemical tank with an ARFF snozzle.

The MRT is equipped with Scott Air Pack 75 NFPA 2013 compliant SCBA and associated turn-out gear for responding to emergencies and fires. Equipment is also available to support vehicle accidents such as hydraulic cutters, spreaders and rams, reciprocating saws, high pressure air lifting bags.

7.1.3 AMBULATORY EQUIPMENT

In the event of a medical emergency at the Port or the requirement to move an injured person to the Mine, an ambulance is stationed at both facilities. Each of these ambulances are 4x4 Wheeled Coach models fitted with equipment to facilitate emergency medical care while in transit. A third ambulance is also available for backup purposes.

7.2 SPILL RESPONSE EQUIPMENT

To prevent spills and to provide adequate response in case of spill events, Baffinland maintains the appropriate type and quantity of response equipment and materials onsite. Spill kits are strategically placed primarily in areas of fuel handling to facilitate immediate first response in the event of a hydrocarbon release to land.

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 41 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	

Over the course of operations, when materials in spill kits have been utilized, replacement materials may differ from that originally present in kits. Substituted spill kit materials will be of sufficient quality and quantity as appropriate to their locations and potential use.

In addition to the spill response material, a variety of mobile heavy equipment including excavators, front end loaders, bull-dozers, haul trucks, Zodiac boat for in land water use, and marine support boat are available to aid in spill response and recovery efforts.

8 REPORTING

8.1 MINES HEALTH AND SAFETY REPORTABLE INCIDENTS

Under Section 16.02(1) in the event of a fatality or serious injury (reportable incident) the corporate crisis management team will be initiated and the CEMT shall without delay notify a WSCC inspector and OHC Committee co-chairs. Reporting to WSCC shall be directly to the mines inspector (867-979-8527), chief mines inspector (867-669-4412), or to the 24 hour reporting phone line (800) 661-0792. A written report must be provided to the inspector within 72-hours of the occurrence.

8.2 SPILL REPORTING

Quantities of hazardous substances spilled that require reporting are listed in Schedule B of the Nunavut Spill Contingency and Reporting Regulation. After the initial field emergency response to the spill event, a spill report is filled out and reported to the 24-hour Spill Report Line:

24-Hour Spill Report Line
spills@gov.nt.ca
Tel. (867) 920-8130 or
Fax (867) 873-6924

Failure to report a spill can lead to fines. The Qikiqtani Inuit Association (QIA) Lands Administrator will also be promptly notified at (867) 975-8422 or via e-mail. Similarly, the AANDC Water Resources Officer will be promptly notified of the spill event at (867) 975-4289 or via e-mail. In the event of a spill on the ocean, the incident will be reported to the Canadian Coast Guard (Arctic region) 1-800-265-0237 (24 hour).

It is the responsibility of the Environmental Superintendent on behalf of the Operations Manager to prepare the proper reports and transmit them to regulatory authorities. The Environmental Superintendent will determine on a spill by spill basis whom in addition to those above, should be contacted.

QIA requests that Baffinland produce a site map(s) listing the location in UTM coordinates, date, amount, and nature of the substance spilled. The map(s) should be updated annually and will be provided along

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	Emergency Response Plan	Issue Date: February 9, 2016 Rev.: 1	Page 42 of 42
	Crisis & Emergency Management / Site Wide	Document #: BAF-PH1-840-P16-0002	


with annual report requirements. The map(s) will also detail major project components and relevant water-bodies.

In the event of a spill involving the marine carrier delivering bulk fuel, Baffinland will notify the subcontractor that a spill report must be made under its responsibility.

8.3 ARCELORMITTAL REPORTING

Significant incidents must be reported to ArcelorMittal management according to AM Safety ST 009 Alert -Alert procedure for significant incidences. A significant incident is an incident that has resulted in one or more fatalities or where one or more people are suffering life threatening injuries. According to this procedure an email must be submitted within 4-hours of the incident, with the Safety Alert issued no more than 24 hours of the incident. A follow-up presentation with details of the incident, causal factors and corrective actions is made to the GMB within 4 weeks of the incident.

In the event of an employee or contractor being hospitalized after an occupational injury, the Health and Safety Manager or designate will inform ArcelorMittal safety representatives by phone or email within 4 hours and issue a Safety Alert according to AM Safety ST 009.


	Emergency Response Plan	Issue Date: January 31, 2016 Rev.: 1	
	Environment / Site Wide	Document #: BAF-PH1-830-P16-0007	

Appendix A

Concordance Table and Regulatory Framework

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	Emergency Response Plan	Issue Date: January 31, 2016 Rev.: 1	
	Environment / Site Wide	Document #: BAF-PH1-830-P16-0007	

Appendix A.1: Project Certificate Terms and Conditions Applicable to Emergency Response

Accidents and Malfunctions


No.	Term and Condition	Comments	Reference
173	The Proponent shall employ full containment booms during all ship-to-shore and other marine-based fuel transfer events.		Please refer to Annex 4 of the Oil Pollution Emergency Plan - Milne Inlet.
174	The Proponent and the Canadian Coast Guard are required to provide spill response equipment and annual training to Nunavut communities along the shipping route to potentially improve response times in the event of a spill.		Please refer to the Oil Pollution Emergency Plan - Milne Inlet.

Appendix A to NIRB Decision Report

No.	Subject	Commitment	Action	Reference
8	Fuel Transport (Overwintering of Fuel Vessel)	As part of standard operation procedures, Baffinland is committed to avoiding ship-to-shore transfer of fuel during freeze-up or break-up periods.	This will be applicable for refuelling of tug boats at Milne Port	Not Applicable for 2014 Works
9	Fuel Transfer	Baffinland is committed to undertaking fuel transfer from vessels to shore under good weather conditions. Once the ore dock is constructed at Steensby, fuel transfer will be carried out at the freight dock.	Not applicable until Steensby Port is constructed.	Please refer to the Oil Pollution Emergency Plan - Milne Inlet.
10	Fuel (Spill / Leak Detection)	Baffinland is committed to installing leak detection instrumentation on the overwintering fuel vessel and to conduct ongoing monitoring in the vicinity of the vessel, in accordance with relevant guidelines and regulations. Baffinland is committed to using best management practices to reduce the possibility of spills.	Not applicable until construction at Steensby Port gets underway	Not Applicable for 2014 Works
11	Spill Contingency Planning	Baffinland is committed to maintaining an up to date Spill Contingency Plan and will distribute copies of the Plan to stakeholders.	The present update relates to construction activities undertaken in the 2014 Work Plan.	Please refer to the Spill Contingency Plan.
12	Disaster Management Plan	Baffinland is committed to developing and implementing a Security Plan in accordance with regulatory requirements.		The Emergency Response Plan and Crisis Management Plans provides for response to emergency and disaster (crisis) events.

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	Environment / Site Wide	Document #: BAF-PH1-830-P16-0007	

No.	Subject	Commitment	Action	Reference
26	Marine (Safety Officer)	Baffinland is committed to appointing one of its personnel to act as a Marine Safety Officer during the construction, operation, and closure phases of the Mary River Project.		Please refer to the Oil Pollution Emergency Plan - Milne Inlet.
57	Management Plans	Baffinland is committed to updating its management plans to reflect new information, new practices and changes to operating conditions.		Management plans, including the Emergency Plan are updated to reflect new information, practices and conditions.
99	Medical Facilities (Design)	Baffinland is committed to working with the Government of Nunavut to provide details on the design of medical facilities for the Mary River Project during the regulatory phase of the project.		Medical facilities are described in Section 7.1.1 of the plan. In addition a MOA was signed with the GN that included a medical plan by our medical contractor.
100	Medical Facilities (Staffing)	Baffinland is committed having an on-site medical facility staffed by a registered nurse or certified paramedic in order to attend to any injury that workers might experience on-site, and is further committed to providing medi-vac services as may be required from the mine site to Iqaluit.		Refer to sections 3.10, 4.21. and 7.1.1. of the Emergency Response Plan.
106	Emergency Response Plans	Baffinland is committed to seeking and utilizing external expertise to assist them with the development of emergency response planning and to provide formal training specific to accidents and emergency response for the Emergency Response Team, which will be stationed at site at all times. This training would include responding to Railway specific emergencies.		Please refer to the Oil Pollution Emergency Plan - Milne Inlet.
107	Spill Training/Spill Exercises	Baffinland is committed to conducting routine training exercises and strategically placing resources and equipment on site for spill response.		Please refer to Section 6.3
108	Spill Training/Spill Exercises	Baffinland is committed, during operations, to conducting regular and annual spill response exercises and training in known and effective techniques for responding to spills and invite the relevant communities of the North Baffin Region to participate.		Please refer to Section 6.3 and the Oil Pollution Emergency Plan - Milne Inlet.

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	Environment / Site Wide	Document #: BAF-PH1-830-P16-0007	

No.	Subject	Commitment	Action	Reference
109	Emergency Response	Baffinland is committed to meeting on a regular basis with the emergency response and preparedness working group to review emergency preparedness.		Please refer to the Oil Pollution Emergency Plan - Milne Inlet.
110	Emergency/Spill Response Planning	Baffinland is committed to ensuring that adequate resources are allocated to the development and deployment of emergency and spill response capabilities.		Please refer to Section 6, and the Oil Pollution Emergency Plan - Milne Inlet.
111	Marine Regulatory (Spill Prevention Plans)	Baffinland is committed to requiring that all project vessels have Shipboard Oil Pollution Emergency Plans (SOPEPs) in place which meets or exceeds the international standards set out in the Port State Control Memorandum of Understanding, as well as trained personnel on board to respond to spills. Baffinland will be self-sufficient for spill response and will contract the services of an established Response Organization to enable the Company to escalate response capabilities to deal with spills of up to 10,000 tonnes. This Response Organization will have expertise in recovery and cleanup of spills along coast line and involving wildlife.		Please refer to the Shipping Marine Mammals Management Plan
112	Spills (Fuel)	Baffinland is committed to ensuring that all spills are reported in accordance with the relevant spill contingency planning and reporting regulations and guidelines.		Please refer to Section 8.0, and the Oil Pollution Emergency Plan - Milne Inlet.
113	Spills (Fuel)	Baffinland is committed to exploring and implementing measures designed to recover residual fuel from spills under the surface of sea ice.		Please refer the Oil Pollution Emergency Plan - Milne Inlet.

Appendix A.2: Regulatory Framework


The regulatory and government documents that constitute an integral part of the Plan are listed below:

General

- Environmental Emergency Regulations (E2 Regulations) under the Canadian Environmental Protection Act, 1999 (CEPA 1999).

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	Environment / Site Wide	Document #: BAF-PH1-830-P16-0007	

- Environmental Code of Practice for Aboveground and Underground Storage Tanks Systems Containing Petroleum and Allied Petroleum Products, 2003, CCME.
- National Fire Code 2010.
- Territorial Lands Act 1985.
- Territorial Land Use Regulations 1524.
- Canada Oil and Gas Operations Act 1985.
- Canadian Environmental Protection Act 1991.
- Fisheries Act 1986.
- Transportation of Dangerous Goods Act and Regulations.
- Storage Tanks Systems for Petroleum Products and Allied Petroleum Products Regulation 2008.
- TP12402 – Oil Handling Facilities Standards, 1995, Transport Canada.

Shipping

- Canada Shipping Act Response Organizations and Oil Handling Facilities Regulations.
- Arctic Waters Pollution Prevention Act.
- Marine Liability Act.
- Environmental Protection Act.
- Spill Contingency Planning and Reporting Regulations, 1993.
- Mine Site Reclamation Policy for Nunavut.

Territorial Acts and Regulations


- Nunavut Waters and Nunavut Surface Rights Tribunal Act 2002.
- Nunavut Environmental Protection Act.
- Nunavut Spill Contingency Planning and Reporting Regulations.
- Nunavut Mine Health and Safety Act and Regulations.
- Nunavut Coroners Act.

Site Specific

- Canada National Parks Act 2000.
- Canada Wildlife Act 1985.
- Migratory Birds Convention Act 1994.

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Appendix B

Mine and Port Layouts (2016)

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