

| | | | |
|---|---|--|--------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | 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 4

Prepared by: Shawn Stevens
Department: Health and Safety
Title: Health and Safety Superintendent
Date: September 25, 2018
Signature:

Approved by: Tim Sewell
Department: Health and Safety
Title: Head of Health, Safety and Environment
Date: September 25, 2018
Signature:

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|---|--|--------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | 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 |
| 03/03/16 | 1 | SP | EM | USE: updated roles and responsibilities, contact information, titles and maps |
| 31/03/17 | 2 | TN | TB | USE: update of contacts and telephone numbers |
| 30/03/17 | 3 | KW | TRS | USE: updated roles and responsibilities, contact information and titles, added sections on evacuation and loss of critical infrastructure |
| 13/08/18 | 4 | ST | | USE: Updated Glossary of Terms, Acronyms, Contacts, Distribution List |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|---|--|--------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | 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 Principles..... | 9 |
| 1.3 | Regulatory Framework | 9 |
| 1.4 | Update of this Management Plan | 10 |
| 1.5 | Glossary of Terms | 10 |
| 1.6 | Acronyms | 11 |
| 2 | ORGANIZATION..... | 12 |
| 2.1 | Level of Emergency..... | 12 |
| 2.2 | Response Plans..... | 14 |
| 2.2.1 | Spill Contingency Plan..... | 14 |
| 2.2.2 | Polar Bear Safety Plan..... | 14 |
| 2.2.3 | Oil Pollution Emergency Plan..... | 15 |
| 2.2.4 | Spill at Sea Response Plan..... | 15 |
| 2.2.5 | Aerodrome Operations Manual..... | 16 |
| 2.3 | Incident Control Centre..... | 16 |
| 2.3.1 | Incident Control Centre Equipment/Supplies..... | 17 |
| 3 | ROLES AND RESPONSIBILITIES..... | 18 |
| 3.1 | Emergency Management Team Lead | 18 |
| 3.2 | Incident Commander | 19 |
| 3.3 | Health and Safety Coordinator | 20 |
| 3.4 | Environmental Coordinator..... | 21 |
| 3.5 | Security | 21 |
| 3.6 | Emergency Management Team | 22 |
| 3.7 | Environmental Superintendent/Manager | 22 |
| 3.8 | Health and Safety Superintendent | 23 |
| 3.9 | Front-Line Supervisor..... | 23 |

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|--------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 4 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

| | | |
|-------------|--|-----------|
| 3.10 | Medic Personnel | 23 |
| 3.11 | Muster Station Coordinator | 24 |
| 3.12 | IT Support Technicians..... | 24 |
| 3.13 | Employees | 25 |
| 4 | <i>EMERGENCY RESPONSE</i> | 26 |
| 4.1 | Notification and Communication..... | 26 |
| 4.1.1 | Code 1 Notification | 26 |
| 4.1.2 | Communication | 26 |
| 4.2 | Probable Emergencies and Response Actions | 27 |
| 4.2.1 | Serious Injury | 27 |
| 4.2.2 | Fatality..... | 28 |
| 4.2.3 | Missing Employee | 29 |
| 4.2.4 | Missing Member of the Public..... | 30 |
| 4.2.5 | Person Overboard | 30 |
| 4.2.6 | Extreme Weather Condition | 31 |
| 4.2.7 | Fires and Explosions | 31 |
| 4.2.8 | Ground Instability | 32 |
| 4.2.9 | Vehicle Incidents | 32 |
| 4.2.10 | Airplane/Helicopter Incidents..... | 33 |
| 4.2.11 | Bomb Threat | 33 |
| 4.2.12 | Fuel and Other Chemical Spills | 34 |
| 4.2.13 | Site or Camp Evacuation | 35 |
| 4.2.14 | Major Power Failure | 35 |
| 4.3 | End of Emergency | 36 |
| 5 | <i>CONTACTS LIST.....</i> | 36 |
| 5.1 | Internal Contacts | 36 |
| 5.2 | External Contacts..... | 38 |
| 6 | <i>Emergency Response Training.....</i> | 40 |
| 6.1 | Emergency Rescue Team..... | 40 |
| 6.2 | Qualifications | 40 |
| 6.3 | Training Content..... | 41 |
| 6.4 | Drills and Exercises | 42 |
| 6.4.1 | Preparations..... | 42 |

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|--------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 5 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

| | | |
|------------|---|-----------|
| 6.4.2 | Debrief | 42 |
| 7 | RESOURCES | 43 |
| 7.1 | Emergency Response Equipment..... | 43 |
| 7.1.1 | Medical Response | 43 |
| 7.1.2 | Fire Response Equipment | 43 |
| 7.1.3 | Ambulatory Equipment..... | 43 |
| 7.2 | Spill Response Equipment | 43 |
| 8 | REPORTING | 44 |
| 8.1 | Mines Health and Safety Reportable Incidents | 44 |
| 8.2 | Spill Reporting | 44 |
| | Level I (Low)..... | 55 |
| | Level II (Medium)..... | 55 |
| | Level III (High) | 55 |

List of Appendix

| | |
|--------------|--|
| Appendix A - | Concordance Table and Regulatory Framework |
| Appendix B - | Mine Site and Milne Port Layouts |
| 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 |

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|--------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | 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 is supported by and references more detailed and specific response plans including:

Spill Contingency Plan;

Polar Bear Safety Plan;

Oil Pollution Emergency Plan (OPEP);

Spill at Sea Response Plan (SSRP); and,

Aerodrome Operations Manual (Appendix – Emergency Response Plan)

In addition to Baffinland's plans, Canadian regulations require every vessel transiting in Canadian waters 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 this Plan, refer to 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.

| | | | |
|---|--|--|--------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | 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 Igluvut Building, 2nd floor PO Box 1340 Iqaluit, NU X0A 0H0 Tel: (867) 975-8400, 1-800-667-2742 Fax: (867) 979-3238 | Crown-Indigenous Relations and Northern Affairs Canada – Field Operations Division Qimugjuk Building PO Box 2200 Iqaluit, NU X0A 0H0 Tel: (867) 975-4295 (Director, Lands and Field Operations: Erik Allain) Fax: (867) 979-6445 |
| Crown-Indigenous Relations and Northern Affairs Canada - Water Resources Division Building 918 PO Box 100 Iqaluit, NU X0A 0H0 Tel: (867) 222-9278 (Manager, Water Resources: Ian Parsons) Fax: (867) 975-4585 | 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 (WSSC) Northwest Territories & Nunavut Box 669 Iqaluit, Nunavut X0A 0H0 Tel: 1-800-661-0792 Fax: 867-979-8501 | Royal Canadian Mounted Police Pond Inlet Detachment PO Box 210 Pond Inlet, Nunavut Tel: 867-899-1111 Fax: 867-899-8832 |
| Hamlet of Pond Inlet (867) 899-8934 | Hamlet of Hall Beach (867) 928-8829 ext 211 |

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|--------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | 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

| Copy # | Recipient | Copy # | Recipient |
|---------------|--------------------|---------------|------------------|
| 01 | Brian Penney | 22 | Brenda Roberts |
| 02 | Michael Anderson | 23 | Steve Janknegt |
| 03 | Sylvain Proulx | 24 | Vanessa Bryan |
| 04 | Stephanie Anderson | 25 | David Soares |
| 05 | Todd Burlingame | 26 | JP Provencher |
| 06 | Richard Matthews | 27 | Andrew Esak |
| 07 | Tim Butler | 28 | Al Wertz |
| 08 | Gerald Rogers | 29 | Deon Pope |
| 09 | Francois Gaudreau | 30 | Michael Sullivan |
| 10 | Lee Dixon | 31 | Drew Blais |
| 11 | Tim Sewell | 32 | Ray Poulin |
| 12 | Rodney Fagan | 33 | Shawn Parry |
| 13 | Lyle Hemmerling | 34 | Remi Pelletier |
| 14 | Gordon Mudryk | 35 | Jeff Bush |
| 15 | William Bowden | 36 | James Martin |
| 16 | Keith Winship | 37 | D. Demers |
| 17 | Ted Bajno | 38 | Cody Gagne |
| 18 | Connor Devereaux | 39 | Rinaldo Stefan |
| 19 | Steve Dew | 40 | |
| 20 | Shawn Stevens | 41 | |
| 21 | Harold Audet | 42 | |

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|--------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | 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 operational phases of Baffinland's Mary River Project (the Project). 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 PRINCIPLES

Emergency events or situations are characterized by immediate threat to life, health, safety, environment, and/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/or property;
- The potential for asset loss is mitigated;
- 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 Emergency Response Team;
- Ensure that personnel responding to emergencies are trained and have appropriate resources for the response; and,
- Business continuity and recovery are assured.

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

1.3 REGULATORY FRAMEWORK

The Plan, herein, also addresses specific terms and conditions of:

- Baffinland Iron Mines Corporation,
- Baffinland HSE Policy and Procedure,
- Sustainable Development Policy,
- Project Certificate No. 005 (Amended No. 1),
- Type A Water Licence 2AM-MRY1325 (Amendment No. 1),
- Commercial Lease signed with the Qikiqtani Inuit Association, and
- Federal and Territorial Government Legislation

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 10 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

1.4 UPDATE OF THIS MANAGEMENT PLAN

Reviews of the ERP and all supporting documents will occur annually, and/or:

- Whenever enhancements have been identified during the normal course of business;
- Following a Baffinland incident/issue, to incorporate any lessons learnt;
- Whenever any lessons have been learnt from other sources (i.e. mock emergencies or internal training exercises);
- After an employee change which would have a significant effect on an emergency-related team's capability;
- Whenever details on stakeholder contact lists change; and
- After an organizational restructure.

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 Emergency Response Team. |
| Incident Control Centre (ICC): | 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 Emergency Rescue Coordinator or in his/her absence on site the Mine Rescue Captain and reports to the emergency management team leader (EMTL) at the Incident 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. |

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 11 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

| | |
|---|---|
| Emergency Response Team (ERT): | 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. |
| 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 by the EMTL to direct occupants/evacuees to the Muster Station and to coordinate identification of any missing personnel to the Incident Command. |

1.6 ACRONYMS

| | |
|------|---|
| CEMT | Corporate Emergency Management Team |
| CMP | Crisis Management Plan (BAF-PH1-830-P16-001) |
| EMTL | Emergency Management Team Lead |
| EMT | Emergency Management Team |
| ERT | Emergency Response Team |
| ER | Emergency Response |
| IC | Incident Commander |
| ICC | Incident Control Centre |
| MSC | Mine Site Complex |
| OPEP | Oil Pollution Emergency Plan (BAF-PH1-830-P16-0013) |
| PSC | Port Site Complex |
| SCP | Spill Contingency Plan (BAF-PH1-830-P16-0036) |

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 12 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

SSRP Spill at Sea Response Plan (BAF-PH1-830-P16-0042)

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.

Refer to Appendix C and Table 2.1 below for the process and flowchart used at the Project to determine which emergency response(s) will need to be activated in the case of an emergency.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 13 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

Table 2.1 Levels of Emergency Response Chart

| Level | Personnel | Asset Damage Downtime | Environmental Impact | Company Reputation | Management Impact | NOTIFICATION AND ACTIVATION REQUIRED |
|------------------|--|--|---|--|---|--|
| Level III | Single or Multiple Fatalities | Uncontrolled Hazard Major Fire | Uncontrolled hazard Polar Bear or wolf in camp or work area | Adverse media campaign. Investigation from external authorities. National or International impact on reputation. | Requires significant senior management attention | The Emergency Management Team and Crisis Management Team Are Activated The situation is not under control. |
| Level II | Serious or Multiple Injuries | Fire in a facility or uncontrolled fire involving equipment | Major reversible environmental impact. No threat to land tenure. Polar Bear or wolf within 1.5 km of camp or work area | Local/regional media interest/coverage Local impact on reputation | Can be managed by targeted senior management attention. | Activation of the ICC required by the EMTL |
| Level I | Medical Treatment Injury that may require Medivac | Minor fire that is not growing in size or has been controlled Loss of Generators (Less than 4) or power | Extreme weather conditions force shutdown of activities Minor accidental spill or release Wildlife interaction with minor risk, aggressive fox, Polar Bear within 8km of camp/worksites | Short term (1 media cycle) negative media articles or internet activity resulting in minor changes in key stakeholder perceptions. | Can be managed by targeted management attention. Impact of event can be absorbed into normal activities. | The Emergency Response Team and Emergency Management Team at the site and may be required to respond Emergency Management Team meets to review plans and procedures for events that could cause the emergency Level to increase Emergency Response may be required with notification of line management. |

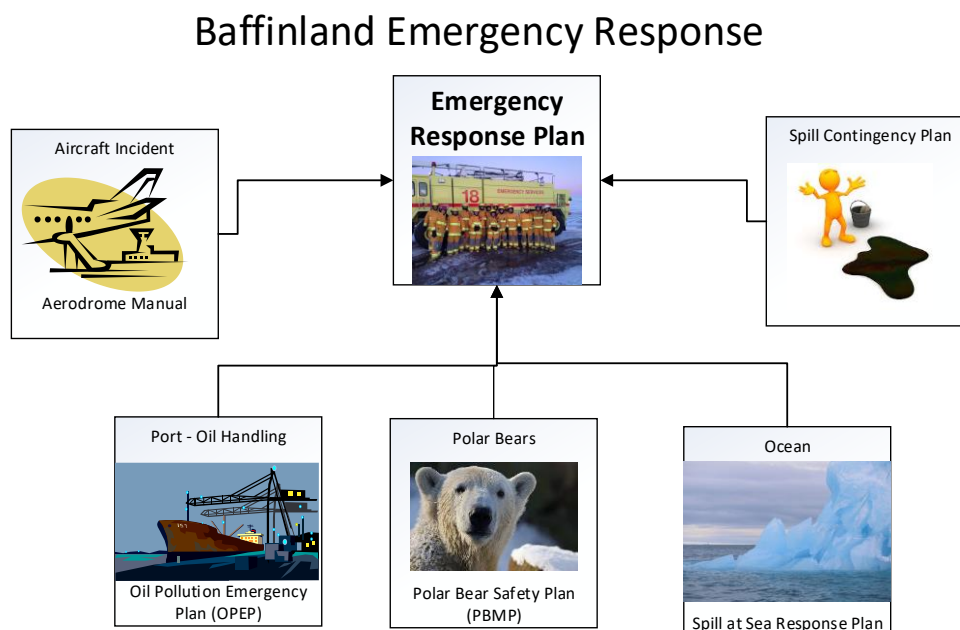
The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 14 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

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 the Project. 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 Project:



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 are in place at the Project. A specific plan for preventing, responding to, and recovering from an environmental emergency involving hazardous substances is 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 Baffinland personnel, the environment, and property during polar bear encounters at or near work or accommodation areas. The PBSP provides information pertaining to polar bear behavior and the types of polar bear emergencies that may occur at the Project.

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 15 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

The PBSP also provides specific procedures for the effective communication between personnel and the Emergency Response Team. The PBSP also ensures that personnel responding to emergencies are trained and have appropriate resources to respond, intervene, stop, or limit a polar bear encounter.

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 has developed the Oil Pollution Emergency Plan (OPEP) for Milne 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 program, and the mechanism for regular updates to the Plan. The OPEP addresses all environmental emergencies associated with the oil handling facility at Milne Port, 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 has developed 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. |
| 2 | Serious | Baffinland's Emergency Response Team will support the ship operator and their Shipboard Oil Pollution Emergency response activities. Spill response equipment located at Milne 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 (see the SSRP for contact information) 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, |

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 16 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

| | | |
|--|--|---|
| | | 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, the 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/or 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 INCIDENT CONTROL CENTRE

The Incident Control Centre (ICC) functions to provide a place for the coordination and direction of response efforts during an emergency. In the event of no senior operations managers being available at the Project site experiencing the emergency, the location of the senior operations manager will host the ICC.

The conference room at the main office in the Mine Site Complex (MSC) is the primary ICC for incidents occurring at the Mine Site. The conference room is also used for ICC activities at the Port Site Complex (PSC). Both ICCs may be activated during a crisis emergency, or in response to an emergency along the Tote Road where both ERT would respond. In this case, the Mine Site ICC will be the primary centre unless changed by the direction of the EMTL. Alternative ICCs are properly stocked and available should the primary location be unavailable due to the emergency. The secondary ICC is the maintenance garage boardroom for both sites. For incidents where the ICC must be established in the Corporate Office, Mary River Conference Room shall be designated for use.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 17 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

2.3.1 INCIDENT CONTROL CENTRE EQUIPMENT/SUPPLIES

The ICC 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 ICC 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, and
- Network connections.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 18 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 presented in this Plan.

The objectives of the Baffinland Emergency Management Team are to:

- Protect Baffinland's employees, assets and the environment;
- Enable Baffinland's ERT to conduct response and recovery;
- Support Baffinland's community;
- Protect Baffinland's reputation; and
- Keep Baffinland's employees and contractors informed and updated on the emergency situation.

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. When both sites ERT resources are utilized, both command centres shall be established, with control given to the most senior operations manager (EMTL). During a Level I Code 1, a trained management representative may assume the role of the EMTL.

Duties during an Emergency

- The EMTL will ensure coordination of ERT support systems from the ICC.
- 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 ICC and assess the situation based on current information from the IC.
- Activate the ICC system and escalate according to severity of incident.
- Coordinate all activities in the ICC. In the event the EMTL leaves the ICC, the EMTL will designate an individual to coordinate the ICC, notifying the IC.
- Ensure that the appropriate area manager(s) has been notified.
- Appoint a Muster Station Coordinator to conduct a roll call of all evacuated personnel.
- Advise the IC of the number of missing personnel and the room number or area of their last known location.
- Dispatch the medical personnel when requested by the IC.
- Provide internal notification as applicable based on the level of emergency.
- Advise IC on aspects of internal/external support as they are received.
- Notify the Corporate Emergency Management Team (CEMT) representative for level II or III emergencies.

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 19 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

- 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 ICC at all times to maintain a log of all events, actions and outcomes.

Duties Post Emergency

- Notify site personnel and CEMT of the “all clear”.
- Ensure the coordination and establishment of an emergency debriefing session.
- Review ICC 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 Emergency Rescue Coordinator is the site lead administrator for the ERT, responsible for ensuring the necessary emergency response equipment is available and on scene and that ERT members have received an appropriate level of training. The Emergency Rescue Coordinator directs the Emergency Response Team (ERT) at the scene, however the Emergency Rescue Coordinator reports to the EMTL at the ICC. In the absence of the Emergency Rescue Coordinator, the Emergency 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 and direct responding ERT members in regards to the equipment and personnel required to respond.
- 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 from the EMTL as required.

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 20 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

- Obtain results of muster station head counts and direct the ERT accordingly to ensure full evacuation.

Duties Post Emergency

- Account for all ERT 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).
- 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 ERT 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 ICC and assist with duties as assigned by the EMTL.
- At the direction of the EMTL, respond to the scene and make 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 ERT response and notify the IC
- Carries out field safety duties as assigned by the IC, including surveillance of activities such as general field activities, identification of health safety equipment needs, etc.
- Ensure appropriate personal protective equipment for involved non ERT personnel.
- Note pertinent information that may be relative to the investigation.

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.

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 21 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

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.
- 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 EMTL
- Provide a summary of all documentation to the IC and EMTL.
- Maintain Security of the scene as directed by the IC or EMTL.

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 22 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

- 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 ICC.
- Work closely with the EMTL to determine appropriate response strategy for their respective work area.
- Provide supplies and resources as requested by the EMTL.
- 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 of an emergency, the other sites management team will activate the ICC for support.

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 ICC.
- 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.

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 23 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

3.8 HEALTH AND SAFETY SUPERINTENDENT

Duties during an Emergency

- Report to the ICC for Level I emergencies and act as the EMTL
- For Level II and III emergencies report to the ICC.
- 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.
- 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 provided by the contracted medical services provider. Responsibilities in the event of an emergency include:

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 24 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

Duties during an Emergency

- Respond to Code 1's as directed by the IC.
- Responsible for all decisions of medical-related situations on site.
- 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 (e.g. Medi-vac, Iqaluit hospital, etc.)
- Maintain a log of events, actions and outcomes.

Duties Post Emergency

- Participate in an emergency debriefing session.

3.11 MUSTER STATION COORDINATOR

During an evacuation of any area that is designated to evacuate, the EMTL will designate a person responsible to assume the role of Muster Station Coordinator.

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 EMTL
- 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 ICC 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.

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 25 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

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.

- 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.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 26 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

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 Emergency Response 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
2. The site security department will initiate their Code 1 protocol, announcing Code 1 on the main radio channels and calling out the ERT 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. ERT members are issued radios. Additionally, other individuals involved in emergency response will also carry hand-held radios as part of their regular work requirement.

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 27 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

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 ERT 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) will also be required during some emergency situations. Constant communications links will be established by telephone where offsite assistance is required.

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.

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 28 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

- 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 ERT 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 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.
- 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 ERT will secure all material and equipment involved at the scene to preserve evidence until required investigations are complete and cleared by all regulatory agencies.
- Internet and telephone services to be limited by the authority of the EMTL.
- 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.

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 29 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

- 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 ERT 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.
- The ERT 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).

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 30 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

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. A formal request should be accompanied by a warrant number for invoicing purposes. The Vice President of Sustainable Development 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 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.

For emergency situations the ERT will have access to an emergency response boat or zodiac boats designated for both water rescue and environmental emergency response. Rescue equipment available includes dry suits, life jackets, 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 submersed 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.

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 31 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

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.

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 emulsion plant 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 ERT shall occur for emergencies in this area.

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

- 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

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 32 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

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 ERT via radio that an alarm has sounded.
- Verify from the annunciation panel, the location of the alarm and provide that information to the ERT.
- 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 EMTL, relay the message to the muster station.

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 feel 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 revaluated 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

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 33 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

- 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, environmental spill, preservation of life and health will be first priority.

If the operator is not injured, but the vehicle is causing a spill, it is unstable or resting in a waterway, request the ERT to assist with protecting the environment and stabilizing the vehicle.

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

- ERT will secure the scene.
- 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 ERT must secure it with blocking for stability if required.
- If medical condition is unknown or serious, the ERT will extricate the individual.
- 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 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,

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 34 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

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.
- 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 period 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 information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 35 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

the Spill Contingency Plan provides the methodology for spill response and cleanup, the overall response to the emergency, including the IC, EMTL and ICC, will follow the procedures outlined in the Emergency Response Plan.

Baffinland has also developed an OPEP (BAF-PH1-830-P16-0013) for marine spills that result from fuel offloading activities at Milne Port and a Spill at Sea Response Plan (BAF-PH1-830-P16-0042) for marine spills that result from Project shipping activities. Transport Canada and Environment and Climate Change Canada were consulted during the development these plans.

4.2.13 SITE OR CAMP EVACUATION

In an event requiring partial or total evacuation of a site, several options are available and must be considered depending on the time of year and the availability of transportation. With the exception of medical aid incidents, site evacuations (including evacuation arrangements and external resources) will be authorized by the General Manager or his designate. Options for evacuation include road or air transportation, depending on the time of year and reason for the evacuation. Transportation is dependent on weather and availability of aircraft. Early communication with airlines is critical for the preparation of staff and aircraft. Accurate weather assessment by flight operations from site is critical to incoming aircraft.

- Transportation by bus to the unaffected camp or area for all non essential employees
- Transportation by air – Arrangements made by the Surface Works Superintendent for transportation of all non essential personnel to safe havens, such as local communities, Iqaluit, southern cities that can assist with an influx of 300+ people

4.2.14 MAJOR POWER FAILURE

In the event of a major power failure affecting any portion of the operating facilities at Baffinland, the employees within the working areas need to be aware of the hazards of unexpected loss of power and safely retreat to the nearest control room, lunch room or office to be accounted for by their supervisor.

Supervisor of the area of concern shall notify Health and Safety at onset of power outage.

Electrical supervisor needs to be contacted as soon as reasonably possible to assess the reason for the outage, provide alternate power if able. There are several satellite phones available for this reason.

Minimizing radio traffic is essential during a Power failure so the bulk of communication related to accountability should be done face to face.

Supervisors will attempt to locate and account for all workers under their control and be available to report the accountability check to EMTL

When weather permits, fire hall doors shall be manually opened by ERT personnel.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 36 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

Muster Station Coordinator will make contact with area supervisor to confirm accountability of the respective workers.

Any missing or identified as injured workers will require search and rescue efforts. This would require initiation of Code 1.

Once all personnel are accounted for and it has been confirmed that there is no risk to life by the power outage, operating supervisors will be advised and work can continue or reassigned depending on the job and the location of power failure.

Once the power has been restored safe start up procedures must be followed and all work must be directed by the supervisor in charge of the affected areas.

4.3 END OF EMERGENCY

Activation of the ERT 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:

- Stability of the affected area.
- Requirement for further action by the ERT 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. The EMTL will direct Security to announce the Code 1 has been stood down.

5 CONTACTS LIST

5.1 INTERNAL CONTACTS

| Position | Name | Phone* |
|--|--------------------|----------------------|
| Chief Executive Officer | Brian Penney | 5038 416-427-6907 |
| Chief Operating Officer | Sylvain Proulx | 6091 416-970-6983 |
| Chief Technology Officer | Michael Anderson | 6030 416 526 0004 |
| Executive Vice President Corporate Development | Stephanie Anderson | 5001 416-200-6744 |
| Executive Vice President, General Counsel | Mark O'Brien | 5114 416-364-8820 |

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 37 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

| | | |
|---|------------------------------------|--------------------------------------|
| Vice President, Sustainable Development and HR | Grant Goddard | 5104 416-996-5523 |
| Vice President, Technical Services | Richard (Dick) Matthews | 5172 647-938-8147 |
| General Manager | Gerald Rogers | 6114 416-886-7348 |
| General Manager | Francios Gaudreau | 6072 418-297-0736 |
| Mine Manager | Simon Fleury | 6099 289-937-9699 |
| Mine Superintendent | Trevor Brisco | 6064 647-253-0596 |
| Site Services Manager | Gordon Mudryk | 6065 416-557-7843 |
| Chief Procurement Officer | Sandeep Kumar | 5181 416-919-4377 |
| Logistics Superintendent – Mine Site | Deon Pope Al Wertz | 6009 905-483-0261 647-709-4029 |
| Logistics Superintendent – Port Site | Michael Sullivan Andrew Esak | 4115 289-834-0930 647-456-1131 |
| Maintenance Manager | Lee Dixon | 6038 416 526 7785 |
| Primary Control Centre – Mine Site | | 6078 6074 |
| Primary Control Centre – Port Site | | 4902 4905 |
| Secondary Control Centre – Mine Site | | 6119 6146 |
| Secondary Control Centre – Port Site | | 4904 4906 |
| Ore Handling Manager | Sangjin Yun-ore | 5181 647-278-4842 |
| Ore Handling Superintendent | Lyle Hemmerling J-P Provencher | 6105 289 795 8689 418-455-9789 |
| Road Maintenance Manager Road Maintenance Superintendent | Shawn Parry Remi Pelletier | 6057 416-209-6444 406-919-1735 |
| HR Manager | Brenda Roberts | 6027 437-344-7342 |
| Human Resources Advisor | Vanessa Bryan | 4505 |
| Environment Superintendent | William Bowden Connor Devereaux | 6016 |
| Head of Health, Safety and Environment | Tim Sewell | 6054 647-828-3432 |
| Health and Safety Superintendent | Shawn Stevens Keith Winship | 6006 647-710-5974 |

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 38 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

| | | |
|--------------------------------------|-----------------------------------|------|
| Health and Safety Coordinator - PORT | Darryl Finlay Wayne LeDrew | 4122 |
| Health and Safety Coordinator - MINE | Mario Vottero Blaine Taylor | 6052 |
| Emergency Rescue Team Trainer I/C | Steve Janknegt Vacant | 4145 |
| Medic – Mine | Michel Gagnon Claudine Daigle | 6008 |
| Medic - Milne | Sylvie Seward Charles Briggins | 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) 669-4430 |
| 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 |
| 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 |

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 39 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 |
| 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) |
| Igloolik | | | | | | | | (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) |
| Search and Rescue | | | | | | | | |
| Nunavut Emergency Services | | | | | | | | 1 800 693-1666 (24hr) (867) 975-5403 |
| RCMP | | | | | | | | (867) 979-1111 |

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 40 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 |
| 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 Qikiqtani General Hospital in Iqaluit. The protocols provided in Appendix D and E shall be used in communicating with the GN.

6 EMERGENCY RESPONSE TRAINING

The Emergency Rescue Coordinator 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;
- Follows the WSCC NT NU Mine Rescue Training Standards
- enables ERT 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 EMERGENCY RESCUE TEAM

The Emergency Response Team (ERT) 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.

6.2 QUALIFICATIONS

All active ERT 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;

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 41 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

- a valid mine rescue certificate issued by the chief inspector;
- a valid standard first aid certificate; and
- taken part in the practice sessions as identified in the WSCC NT NU Mine Rescue Training Standards

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

6.3 TRAINING CONTENT

Emergency response personnel, as members of the ERT, 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 Small vessel operators proficiency (SVOP) Certificate.
- Boom Deployment
- High Angle Rescue

Ongoing ERT training shall be scheduled as necessary to accommodate ERT members with different work rotations. Training time shall be a minimum of five – 11 hour refresher training sessions yearly. Training content will include:

- Mine rescue organization
- Care and use of respiratory protective equipment
- The properties of normal air and gases encountered in a contaminated mine atmosphere
- Oxygen therapy
- Gas detection methods and use of gas detection equipment
- Rope rescue
- Environmental conditions
- Electrical hazards
- Rescue tools
- Fire
- Mine operations
- Operation skills

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 42 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

6.4 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 plans provisions and the level of readiness of response personnel.

The Emergency Rescue Coordinator 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:

- 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 ERT 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.

6.4.1 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.

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.

6.4.2 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:

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 43 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

- 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.
- 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, intubation, 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, 750 litre foam capacity, 450 lb dry chemical tank with an ARFF snozzle.

The ERT is equipped with Avon Deltair 4500, Scott Air Pack 75 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

The ERT is equipped and trained to respond to spills using the following equipment:

- Rescue and spill response truck at both the Mine Site and Milne Port;

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 44 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

- Pumps and containment structures;
- Floating booms, spill pads and containers;
- Diking and damming supplies;
- Spill kits; and,
- Safety equipment for working on or near water and/or specific hazardous materials.

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 CIRNAC Water Resources Officer will be promptly notified of the spill event at (867) 975-4295 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 with annual report requirements. The map(s) will also detail major project components and relevant water-bodies.

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.


Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--|--|---------------|
|  | Emergency Response Plan | Issue Date: August 13, 2018 Rev.: 4 | Page 45 of 42 |
| | Crisis & Emergency Management / Site Wide | Document #: BAF-PH1-840-P16-0002 | |

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.

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.


| | | | |
|---|--------------------------------|---|--|
|  | 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

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--------------------------------|---|--|
|  | 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 Appendix D of the OPEP (BAF-PH1-830-P16-0013). |
| 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 OPEP (BAF-PH1-830-P16-0013). |

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. | |
| 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. | Refer to the OPEP (BAF-PH1-830-P16-0013). |
| 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 becomes underway. | Not applicable. |
| 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. | Completed regularly to ensure SCP reflects current operations. | Refer to Spill Contingency Plan (BAF-PH1-830-P16-0036). |
| 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. |

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.


Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

| | | | |
|---|--------------------------------|---|--|
|  | Emergency Response Plan | Issue Date: January 31, 2016 Rev.: 1 | |
| | 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. | Marine Safety Officer needs to be Identified | Refer to the OPEP (BAF-PH1-830-P16-0013). |
| 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 Response 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 Emergency Response 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, 4.2.1. 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. | | Refer to the OPEP (BAF-PH1-830-P16-0013). |
| 107 | Spill Training/Spill Exercises | Baffinland is committed to conducting routine training exercises and strategically placing resources and equipment on site for spill response. | | Refer to Section 6.3 of the Emergency Response Plan. |
| 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 | | Refer to Section 6.3 of the Emergency Response Plan as well as Section 9 of the OPEP (BAF-PH1-830-P16-0013). |

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.


Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

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

| No. | Subject | Commitment | Action | Reference |
|-----|--|---|--------|---|
| | | of the North Baffin Region to participate. | | |
| 109 | Emergency Response | Baffinland is committed to meeting on a regular basis with the emergency response and preparedness working group to review emergency preparedness. | | Refer to the OPEP (BAF-PH1-830-P16-0013). |
| 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. | | Refer to Section 6 of the Emergency Response Plan as well as the OPEP (BAF-PH1-830-P16-0013). |
| 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. | | Refer to the Spill at Sea Response Plan (BAF-PH1-830-P16-0042). |
| 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. | | Refer to Section 8.0 of the Emergency Response Plan as well as the OPEP (BAF-PH1-830-P16-0013). |
| 113 | Spills (Fuel) | Baffinland is committed to exploring and implementing measures designed to recover residual fuel from spills under the surface of sea ice. | | Refer to the OPEP (BAF-PH1-830-P16-0013). |

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

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

Appendix A.2: Regulatory Framework

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

General

- Environmental Emergency Regulations (E2 Regulations) under the Canadian Environmental Protection Act, 1999 (CEPA 1999).
- Environmental Code of Practice for Aboveground and Underground Storage Tanks Systems Containing Petroleum and Allied Petroleum Products, 2003, CCME.
- National Fire Code 2016
- 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.
- Canadian Building Code 2016

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.

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.


Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

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

- Canada Wildlife Act 1985.
- Migratory Birds Convention Act 1994.

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.


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

Appendix B

Mine Site and Milne Port Layouts

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.


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

Appendix C

Emergency Response Activation Flowchart

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

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

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 that is not growing in size or has been controlled
- 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 8 km of a camp or worksite
- Fox with unusually aggressive behaviours
- 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 ICC at the discretion of the Emergency Management Team Lead (EMTL).

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 or uncontrolled fire involving equipment
- Wildlife interaction with potential risk to employees / contractors
- Polar bear within 1.5 km of the accommodation complex or worksite
- Wolf within 1.5 km of the accommodation complex or worksite
- Extreme weather conditions or malfunctions threaten life safety systems such as building heat
- Protesters approaching with the threat of occupation or attack
- Local impact on reputation.
- Local/regional media interest/coverage.
- Government involvement.

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


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:

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.


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

- Jeopardizes personnel safety; and/or
- Jeopardizes public safety; and/or
- Significant environmental impacts.
- Single or multiple fatalities
- Major fire to a Production, Accommodations complex, waste storage or multiple pieces of equipment
- Wildlife interaction with serious risk to employees or contractors
- Polar bear in a camp or worksite
- Wolf in a camp or worksite
- Weather conditions or malfunctions result in loss of life safety systems such as building heat
- Uncontrolled explosion
- Attack or occupation by protesters
- Negative impact on reputation
- National/international media

Activation of ICC and Corporate Emergency Management Team required by the EMTL.

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.


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

Appendix D

Protocol for Baffinland-Provided Evacuation to GN Health Services

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

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

D.1 Protocol for Baffinland-Provided Evacuation to GN Health Services

STEP 1:

The on-site Medical Professional will contact his or her on-call Medical Director for direction regarding the need to evacuate the patient to a higher level of care.

STEP 2:

If the Medical Director determines that the patient requires evacuation to the Qikiqtani General Hospital (QGH) and can be safely transported using BIMC contracted transportation, the on-site Medical Professional will contact the on-call Physician of the Emergency Department at the QGH in Iqaluit. The contact phone number is:

(867) 975 – 8600, Ext. 1539

BIMC's on-site Medical Professional and the QGH on-call Physician will discuss the patient assessment, clinical management and the need to refer the patient to a higher level of care. The on-call Physician may speak to the Medical Director if he or she determines Physician-to-Physician consultation is required.

For 3-way consultation between BIMC's on-site Medical Professional, the Medical Director and QGH's on-call Physician, the following dedicated telephone conference number can be used:

Step 1: Dial your Access Number 1-866-251-3220

Step 2: Enter your participant PIN - 96399876#


STEP 3:

The BIMC on-site Medical Professional will provide the following information to the on-call Physician at the QGH:

1. Name of person calling and the phone number
2. Patient's Name
3. Sex of the Patient
4. Date of birth
5. Health care number
6. Allergies
7. Relevant Medical History
8. Language spoken

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

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

9. Diagnosis

STEP 4:


BIMC will arrange for transportation of the patient to the Emergency Department at the QGH. This will include making all arrangements and paying for the patient's transportation from the Iqaluit Airport to the QGH.

Upon discharge from the QGH, BIMC will arrange and pay for any further required transportation and accommodation for the patient, including transportation back to the work site or to the patient's home community.

Exceptions:

In a small number of cases, there may be reason for a patient to be transported to the Pond Inlet Health Centre instead of being treated on-site or in the patient's home community or at the QGH.

In such cases, BIMC's on-site Medical Professional will call the on-call Physician at QGH before contacting the Pond Inlet Health Centre. If there is agreement that evacuation to the Pond Inlet Health Centre is required, BIMC should contact the Nurse-in-Charge at the Pond Inlet Health Centre to discuss the patient transfer.


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

Appendix E

Protocol for GN-provided Medevac (Air Ambulance Medical Evacuation)

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

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

E.1 Protocol for GN-provided Medevac (Air Ambulance Medical Evacuation)

STEP 1:

The on-site Medical Professional will contact his or her on-call Medical Director for direction regarding the need to medevac the patient to a higher level of care.

STEP 2:

If the Medical Director agrees that a medevac is required, the Medical Professional will contact the on-call Physician of the Emergency Department at the Qikiqtani General Hospital (QGH) in Iqaluit. The contact phone number is:

(867) 975 – 8600, Ext. 1539

BIMC's Medical Professional and the QGH on-call Physician will discuss the need to medevac the patient to a higher level of care. The on-call Physician may speak to the Medical Director if he or she determines Physician-to-Physician consultation is required.

For 3-way consultation between BIMC's on-site Medical Professional, the Medical Director and QGH's on-call Physician, the following dedicated telephone conference number can be used:

Step 1: Dial your Access Number 1-866-251-3220

Step 2: Enter your participant PIN - 96399876#

If the QGH on-call Physician agrees that a medevac is necessary, he or she will initiate QGH's normal medevac process.


STEP 3:

BIMC's on-site Medical Professional or Medical Director must provide the following information to the on-call Physician at the QGH:

1. Name of person calling and the phone number
2. Patient's Name
3. Sex of the Patient
4. Date of birth
5. Health care number
6. Allergies
7. Relevant Medical History
8. Language spoken

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

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

9. Diagnosis

10. Patient's Location (coordinates - latitude and longitude)


STEP 4:

Once the Medevac Provider receives the warrant for transport from QGH, the medevac provider will contact BIMC's on-site Medical Professional in order to provide an expected time of arrival.

Any changes in the patient's condition must be communicated to both the medevac provider and the accepting Physician at the medevac's destination hospital.

STEP 5:

DH will invoice BIMC for all costs related to the medevac including, but not limited to, charter costs, medical transportation crew, standby fees, ground transportation, physician consultation fees and administration fees.


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

Appendix F

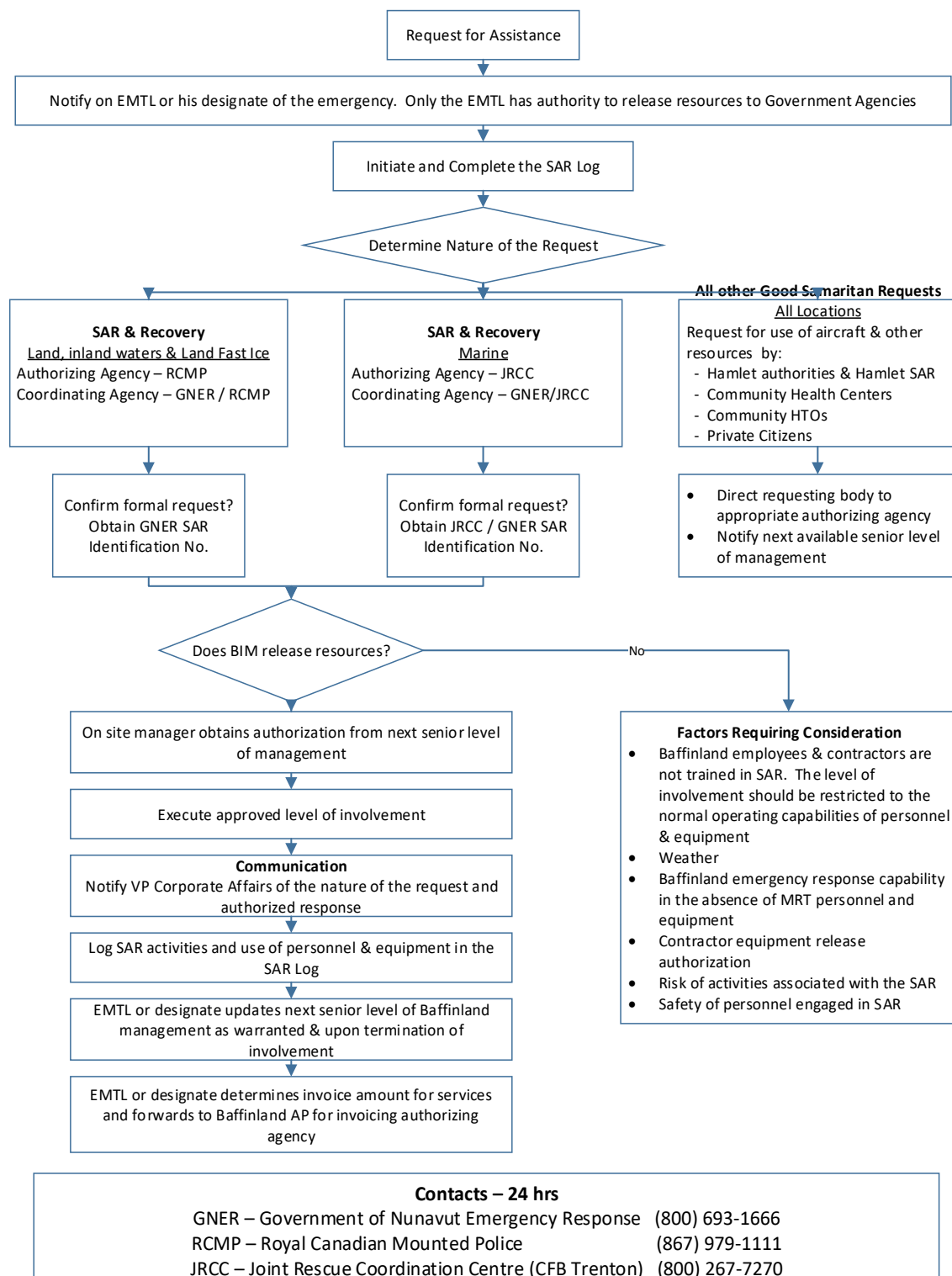
Flowchart for External Requests for Search and Rescue and Emergency Services

The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.

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

FLOWCHART FOR EXTERNAL REQUESTS FOR SAR AND EMERGENCY SERVICES



The information contained herein is proprietary to Baffinland Iron Mines Corporation and is used solely for the purpose for which it is supplied. It shall not be disclosed in whole or in part, to any other party, without the express permission in writing by Baffinland Iron Mines Corporation.

Note: This is an UNCONTROLLED COPY. All staff members are responsible to ensure the latest revision is used.