

Appendix G: Updated Monitoring and Management Plans

APPENDIX G.2: EMERGENCY RESPONSE PLAN



AGNICO EAGLE

HOPE BAY PROJECT

Emergency Response and Crisis Management Plan

MARCH 2024
VERSION 6

EXECUTIVE SUMMARY

The Emergency Response and Crisis Management Plan (ERP) activates when an emergency, accident or malfunction occurs, or if such an incident is foreseeable. The ERP outlines potential emergency scenarios, initial actions for emergencies and the internal and external resources available including personnel, emergency response equipment and communication systems. The Hope Bay ERP complements and outlines when AEM’s Crisis Management Plan must be activated.

IMPLEMENTATION SCHEDULE

This Plan will be immediately implemented.

DISTRIBUTION LIST

AEM – Hope Bay Management team including all personnel whom may be Manager on Duty

AEM – Corporate Safety

AEM – Hope Bay H&S Department

AEM – Permitting Department

AEM – JOHSC Co-Chairs

Hard copies distribution list.

AEM – Hope Bay Admin Conference Room

AEM – Hope Bay Geo Hub Conference Room

DOCUMENT CONTROL

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1	March 2019	Througho ut		Combined previous Surface ERP and UG ERP plan into one document. Updates to	D. Brown HS Manager
2	March 2020	Througho ut			K Cook HS Superintendant / D. Brown HS Manager
3	Febuary 2021	Througho ut		Entire plan revised to reflect Agnico Eagle as the Operator. Reference Spill contingency Plan	K. Cook HS Superintendent / D. Brown HS Manager
5	March 2022	Througho ut		Entire Plan Revised to reflect Hope Bay's 2022 Production Ramp down	B. Towle HS Superintendent
6	March 2024	Througho ut		Benchmark against Meliadine (Nov 2022), Meadowbank (OCT 2021), Detour, Macassa, and Fosterville ERP's, AEM Corporate CMP (March 2023), and Mining Association of Canada Crisis Management Guide. Revise Muster Points. Update Radio Communications. Removal of shutting down site wide communications. Update contact lists.	M. Hjorth HS Coordinator

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SECTION 1 - INTRODUCTION

1.1 Purpose and Scope of the Emergency Response Plan

The purpose of this Emergency Response and Crisis Management Plan (ERP) is to provide a consolidated source of information for employees, contractors, and site visitors to respond quickly and efficiently to any foreseeable emergency that would likely occur at the Hope Bay site. The objectives of the ERP are to prevent fatalities and injuries, protect the environment & community, and to reduce damage to buildings and facilities. It is a working document that will be reviewed and updated on a regular basis.

AEM's Crisis Management Plan (CMP) describes the actions taken by Agnico Eagle and the Hope Bay division to minimize harm, continue to run the business safely and effectively during the crisis, and to restore normal operations. Hope Bay's ERP is complementary to AEM's CMP to ensure any emergency that evolves into a crisis is managed effectively and provide a clear path of communications to stakeholders, media, and those persons who may be affected.

An Emergency is a situation that poses an immediate risk to health, life, property, or environment. A situation that would require immediate intervention to prevent escalation of the event but can be handled by on-site responders and on-site management. (Emergency Level 1-2).

Whereas a Crisis According to the Mining Association of Canada is a sudden event that may affect the company's ability to carry out its business. It is important to distinguish between an emergency that can and should be handled by local management in accordance with its Emergency Response plans, and a crisis that requires corporate or senior management involvement and action (Emergency Level 3-5). A crisis may

- Significantly affect a company's ability to carry out its business,
- Damage the company's reputation and/or
- Threaten the environment, the health, safety and well-being of employees, neighboring communities or the public at large.

Throughout this document, "Emergency" will be the term used, and can be substituted by the term "Crisis" if the situation is elevated to a Level 3-5 Emergency

This ERP addresses all related activities at all Agnico Eagle active work areas, Hope Bay surface and underground. Guiding the development of this document has been the principle that an effective ERP must provide:

- A clear chain of command for safety and health activities.
- Well-defined corporate expectations regarding safety and health.
- Comprehensive hazard prevention and control methods; and
- Record-keeping requirements to track program progress.

AEM will ensure that all employees, contractors, and site visitors fully understand and comply with all legislated safety standards, and the policies and procedures outlined in the ERP. This ERP will be reviewed annually, or more frequently as required, to ensure compliance with applicable legislation, to evaluate its effectiveness and to continually improve the procedures. While this ERP delineates potential emergencies, the most impactful strategy for any emergency is the prevention of such incidents. All employees, contractors and site visitors are encouraged to offer suggestions for ways to eliminate potential hazards and improve work procedures.

1.2 AEM'S Policy Statement

AEM is committed to protecting the health and safety of all its workers and the environment, and to adhering to all legislated safety standards. Sustainable development – health, safety, environment, and social acceptability is integrated into our business strategy and our management principles. For Agnico Eagle, it is a non-negotiable item of good management.

The necessary resources will be available to respond quickly and efficiently to all emergencies to prevent injury to, or degradation of, the health of individuals or the environment. In implementing this emergency response plan, AEM will set preparedness targets and report its progress on a regular basis.

To this end, all relevant safety and emergency response laws and regulations will be incorporated into the ERP as a minimum standard. **Senior management is responsible** for funding and to ensure other resources are available, including hiring and training qualified personnel, to ensure the successful implementation of the ERP in the event of an emergency.

All supervisors are responsible for ensuring that their employees are aware of, and trained in, the proper emergency response procedures and that procedures and contact information are posted in all work areas. Supervisors are also responsible for ensuring that all employees follow safe work methods and all related regulations to prevent emergencies from occurring, and that they are provided with the proper tools to do so, including Personal Protective Equipment (PPE).

An emergency response team and coordination centre are established at the Hope Bay site. The ERP will be tested on a periodic basis to ensure its effectiveness, minimum of once per year.

1.3 Policy with Respect to Contractors and Visitors

Every person working at or visiting the Hope Bay site receives orientation upon arrival prior to starting work. The orientation outlines what is required to initiate the ERP and policies and procedures set forth in this manual. For a list of responsibilities, see Section 2.

1.4 Environmental Policy

AEM is committed to achieving a high standard of environmental care in conducting its operations as per AEM's Environmental Policy which includes:

- Compliance with all applicable legislation including laws, regulations, and standards. Where laws do not exist, appropriate standards will be applied to minimize environmental impacts resulting from mining activities.
- Open communication with government, the community, and employees on environmental issues.
- Development and adherence to management systems that adequately identify, monitor, and control environmental risks associated with AEM's mining activities.
- Assurance that the employees are aware of their responsibilities and comply with AEM's Environmental Policy and field guide.

It is the policy of AEM to protect the environment, public health and safety, and natural resources by conducting operations in an environmentally sound manner while pursuing continuous improvement of our environmental performance.

SECTION 2 - ACTIVATION OF AN EMERGENCY RESPONSE

Emergency response is activated following the activation of the HOP-HSS-PRO-3001 Code 1. The procedure is triggered when an employee contacts the Incident Commander (IC) by pushing the Red Button on any radio, Calls 460-0911, or in person. The Incident Commander acknowledges that this situation requires triggering an Emergency Response. From there, ERT will be dispatched, Manager on Duty contacted, and the On-site Emergency Management and Corporate Crisis Management Teams may be triggered if the situation requires it as per the incident commanders assessment and in collaboration with the Manager on Duty.

SECTION 3 - LEVEL OF EMERGENCIES

As defined in the AEM Crisis Management Plan, there are 5 levels of Emergencies, with Levels 3-5 being deemed as a Crisis and requiring the activation of the AEM Corporate Crisis Management Plan.

3.1 Level One – Local, Contained Event / Issue

A level one Emergency is usually a one-dimensional event that has a limited duration and has little or no impact on Agnico Eagle personnel, operations, or reputation. A level 1 emergency has the following characteristics:

- Impact not expected to extend beyond Agnico Eagle facility.
- Local and/or national media not likely to be interested.
- Can be resolved with existing Agnico Eagle resources or limited help.
- On-duty employees trained to respond to this kind of emergency can handle the situation.
- IC will manage situation and alert the Manager on Duty. Generally, does not require a site wide shut down for any significant amount of time.

Corporate Notification: None necessary

3.2 Level Two – Local Event but Requires Assistance to Resolve

A level 2 Emergency has the following characteristics:

- Can be handled by employees who respond with help from their managers or fellow employees who have been called in before normal operations can resume.
- IC will alert Manager on Duty to Activate the Emergency Management Team. Generally, will require a site wide shutdown until the situation is under control.

Notification: General Manager same day as event & Corporate office shall be notified in the normal reporting.

3.3 Level Three – More Serious Event / Issue Uncontrolled or Unresolved

A level Three Emergency or Crisis has the following characteristics:

- Requires the help of off-duty or off-site people, outside vendors as well as local police, fire, EMS crews, and/or Mutual Aid Partners
- Circumstances of the incident/issue are known outside the corporate office or operation.
- Media and/or other stakeholders are calling or inquiring about the incident.
- IC will alert Manager on Duty to Activate the Emergency Management Team, site may be shut down for a significant period.

Notification: General Manager & Corporate Crisis Management Co-chair / Crisis Coordinator must be notified immediately.

3.4 Level Four – Severely Damaging Event that Threatens to Impact Agnico Eagle’s Credibility if Control is not Immediately Re-Established

A level Four Emergency or Crisis has the following characteristics:

- Out of control event that will impact an extended area and numerous people indefinitely.
- Normal business operations will be curtailed, and employees diverted from routine duties until situation resolved. Local response agencies might be in charge.
- Federal and provincial/state response agencies may be called in to assist.

- IC will alert Manager on Duty to Activate the Emergency Management Team, site may be shut down for a significant period.

Notification: General Manager & Corporate Crisis Management Co-chair / Crisis Coordinator must be notified immediately.

3.5 Level Five – Situation Controlled by The Site That Could Severely Impact Agnico Eagle’s Reputation if The Communication Is Not Managed Appropriately

A level Five crisis has the following characteristics:

Situation that has been controlled by the site however, it could generate a Crisis related to the reputation of the company after the fact.

- Does not have a direct impact on the operations at the time of the situation.
- Situation occurred on the premises of the company
- Likely involves employees of the company.

Notification: General Manger & Executive Vice President Operational Excellence must be notified immediately.

Example of level 5 Crisis:

- Sexual Harassment on the premises of the company.
- Violent fight between employees
- Cultural intimidation
- Rape occurring at a camp of an operation

Etc.

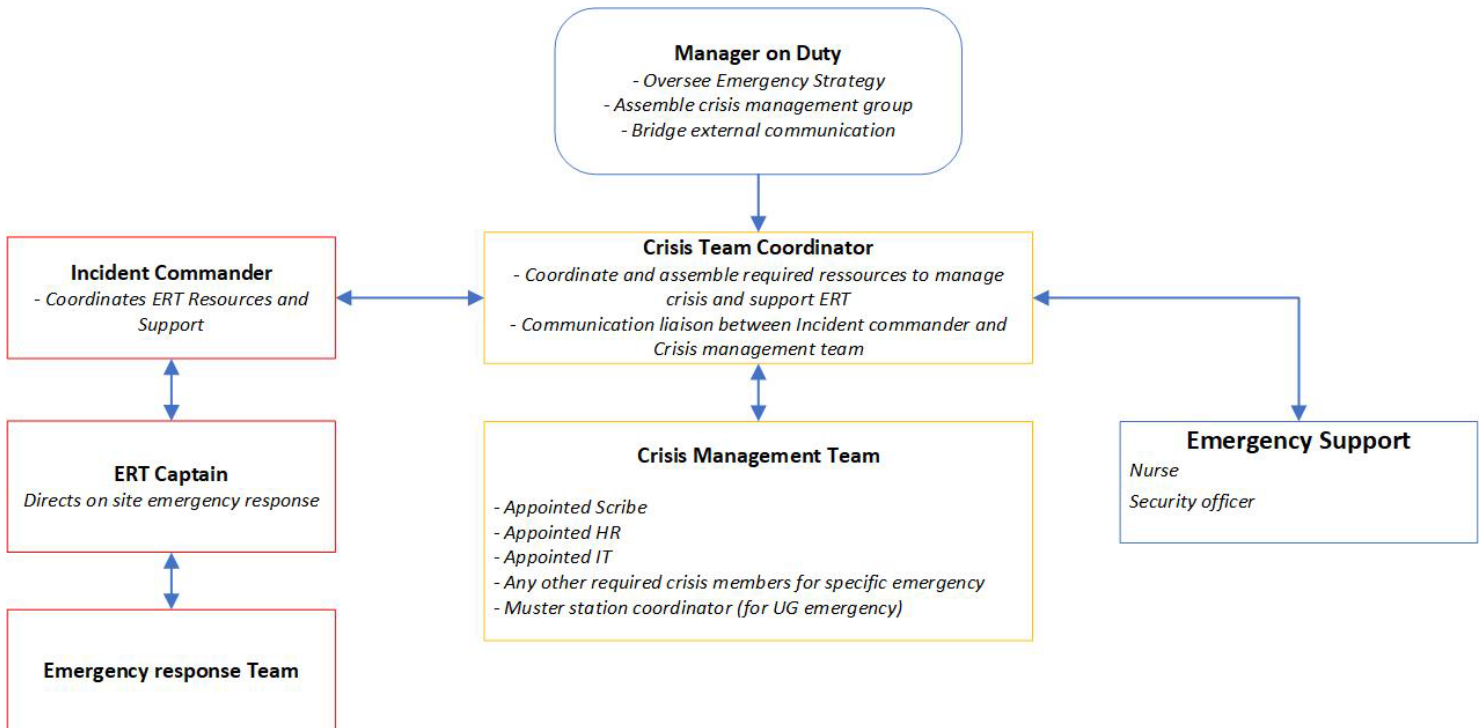
Note: The criteria for these categories are BROAD because what may seem to be a level one or two situations when it first occurs may escalate to a higher level.

Table 3.1 Notification Guide (from section 13.3 of the AEM CMP)

CRISIS LEVEL	Event Characteristics	Event Scenarios Examples	Notification Protocol
Level One Local, Contained event / issue	<ul style="list-style-type: none"> Impact not expected to extend beyond Agnico facility; Local and/or national media not likely to be interested; Can be resolved with existing Agnico resources or limited help; On-duty employees trained to respond to this kind of emergency can handle the situation. 	<ul style="list-style-type: none"> Fuel spill inside facility Lube system fire Cyanide containment overflow Virus/malware/Phishing infection impacting 1 user / laptop stolen 	None necessary
Level Two Local event but require assistance to resolve	<ul style="list-style-type: none"> Can be handled by employees who respond with help from their managers or fellow employees who have been called in before normal operations can resume. 	<ul style="list-style-type: none"> Underground ventilation failure Fire at the electrical sub-station Major Equipment Failure Distributed Denial of Service Attack (DDos) on our corporate Website – website becomes compromised or defaced. 	Corporate Office should be notified through the routine reporting process (weekly report)
Level Three More serious event /issue uncontrolled or resolved	<ul style="list-style-type: none"> Requires the help of off-duty or off-site people, outside vendors as well as local police, fire and/or EMS crews; Circumstances of the incident/issue are known outside the corporate office or operation; Media and/or other stakeholders are calling or inquiring about the incident. 	<ul style="list-style-type: none"> Employee fatality/trauma/cyanide related Tailings pipe failure / Major spills (external): fuel, chemical / SO2 tank fire and explosion/cyanide release Ramp/shaft accident blocking access for a long period Open pit wall collapse Protests/Demonstrations Ransomware impacting a single site or region 	Corporate crisis management chair or crisis coordinator must be notified immediately.
Level Four Severely damaging event that threatens to impact Agnico's credibility if control is not immediately re-established	<ul style="list-style-type: none"> Out of control event that will impact an extended area and numerous people indefinitely. Normal business operations will be curtailed and employees diverted from routine duties until situation resolved. Local response agencies will be in charge. Federal and provincial/state response agencies may be called in to assist. 	<ul style="list-style-type: none"> Tailings dam failure Mine collapse Plane crash with AEM employees on-board Harassment of any type Abuse of Power Theft of gold Discharge of firearm on premise Major event involving cyanide Major technology breach Datacentres (Q9)/ exposing of Personally Identifiable Data/credentials/login are breached 	Corporate crisis management chair/coordinator must be notified immediately.
Level Five Situation controlled by the site that could impact severely the reputation of the company if the communication is not managed appropriately	<p>Situation that have been controlled by the site however, it could generate a Crisis related to the reputation of the company after the fact;</p> <ul style="list-style-type: none"> Does not have a direct impact on the operations at the time of the situation. Situation occurred on the premises of the company Likely involves employees of the company. 	<ul style="list-style-type: none"> Sexual Harassment on the premises of the company; Fight between employees Cultural intimidation Rape occurring at a camp of one operation Major Human Rights violations 	VP People

SECTION 4 - ORGANIZATION AND JOB RESPONSIBILITIES DURING EMERGENCY MANAGEMENT

This section details the roles and responsibilities of all parties involved in emergency response planning and implementation at the Hope Bay site.



*In many emergencies, the Incident Commander will often be the same person as the onsite Crisis Team Coordinator and the emergency management team being under the direction of the Manager on Duty. If an Emergency is elevated to a Crisis, it may be required to appoint an on site Crisis Team Coordinator. Generally, this will either be H&S or the department head where the emergency is occurring (or their designate).

4.1 General Manager

The General Manager is responsible for implementing and maintaining the ERP. In addition, the General Manager's responsibilities in an emergency are to:

- Act as a spokesperson on behalf of AEM with the public, media, and government agencies, as required.
- Ensure that Health, Safety and Environment have the means (financial and otherwise) to ensure that all required resources are made available or provided from off-site if required.
- Prepare and submit any formal reports (within the required time frame) to regulators and AEM management detailing the occurrence of an emergency; this includes submitting an incident reporting form.
- Work with the H&S, Human Resources and Environment teams to evaluate what training is required by all staff, ensure that all staff are given appropriate training, and ensure that all staff are retrained as needed.
- Ensure that emergency response training practices and emergency response equipment inspections are carried out.
- Ensure that emergency response exercises are conducted annually,
- Ensure that the results of the regular inspections are used to improve emergency response practices and improve relevant plans accordingly.
- Complete an annual review of the ERP and that updated versions are available.
- Ensure that updates to new emergency communications information (new phone numbers, changes in reporting structure, etc.) are distributed as soon as the new information becomes available.
- Keep a formal record of distribution and amendments to the ERP.

4.2 Manager on Duty

In any level of an Emergency / Crisis, the role of the Manager on Duty is to Contact & Consult the General Manager and to "be the voice" of the General Manager.

Collaborate with the Incident Commander and act as a contact point with other departments to request assistance that may be needed for the ERT.

4.3 On-Site Management Team (Emergency/Crisis Management Team)

No single department can handle an emergency alone. Everyone must work together to manage the emergency and coordinate the effective use of all available resources. Therefore, at the time of any emergency requiring the assistance of the management team, the members will report to the Incident Command room(s) that will be the Emergency Control room. In General, the Incident Commander will request that the Manager on Duty activates the onsite Management Group.

Incident Command Center includes:

1. Admin Board Room.
2. GeoHub Conference Room (Alternate)

The Emergency management team structure lends support, fosters efficiency, and provides additional knowledge during an emergency response situation.

The Manager on Duty maintains the overall coordination and direction of the Emergency and ensures the continued safety of all employees and the public. The Incident Commander and the on-site Department

Head of the area affected by the emergency will assist with the development of the overall emergency response. The determination that the ongoing emergency has progressed into a crisis, requiring the activation of the AEM's CMP will be made collaboratively between the Manager on Duty and the Incident Commander, with the final decision being up to the Manager on Duty.

The remainder of the Emergency management group will be given specific tasks to perform that will assist with the management and coordination of the emergency response plan.

Appendix A has a checklist for the Manager on Duty and the Emergency Management team to guide them during an emergency.

Additional Checklists can be found in Section 8 of AEM's CMP

4.4 Joint Occupational Health & Safety Committee

The Joint Occupational Health and Safety Committee (JOSHC) are responsible for:

- Review the emergency response plan on an annual basis.
- Assist with any investigation resulting from the emergency.
- Encourage and promote incident Prevention.

4.5 Other Personnel

Depending on the nature of the emergency (medical, electrical, mechanical, fire, etc.) other site personnel may be called upon to play key roles. The Incident Commander must be made aware of any use of work completed by personnel not on the ERT.

4.6 Supervisors

All Supervisors are responsible for:

- Ensuring personnel under their supervision are accounted for in muster point.
- Informing the incident commander of the emergency and provide details regarding the type, the location, and the nature of the emergency, including possible hazardous materials involved and health and safety concerns.
- Supervisors may also be requested to guide the ERT to or at the site of the emergency.

4.7 All Employees

All employees are responsible for:

- Ensuring site and personnel safety.
- Remain calm and report to the nearest Muster Station when a fire alarm is sounded.
- Employee's must be quiet and await the "head count" when at a Muster Point or UG refuge.
- Reporting any emergency by using a two-way radio as per HOP-HSS-PRO-3001 Code 1
- Know the location of first aid stations and supplies, emergency and safety equipment (e.g., fire water pumps, fire extinguishers, gas monitors, Safety Data Sheets (SDS), emergency exits, and muster stations.)
- Wear appropriate personal protective equipment (PPE) for the task at hand.
- Report all incidents & emergencies to their supervisor without delay

- Be aware of AEM’s Social Media Policy and the issues with posting comments / photographs of an ongoing situation.

4.8 Emergency Response Contact Information

An accurate list of available responders is always available via Hope Bay PowerBI dashboard.

[NSO-HOB-2023-001_ERT_Training_Model – Power BI](#)

In addition to this, a hard copy is updated after every crew change and placed on the ERT board as well as at the ERT Hall. On site ERT members are also required to Tag In on the board at the ERT Hall.

Table 4.8.1: Hope Bay Internal Emergency Response Contact Information

NAME	POSITION	EXTENTION	MOBILE
Eric Steinmetzer	General Manager	460-0104	819-763-0187
Philemon Desrochers-Gagnon	General Superintendent	460-0106	819-355-0815
Conrad Dix	Exploration Manager, Nunavut		905-975-6150
Morgan Hjorth	Health and Safety Coordinator	460-0123 &	639-470-2909
Jason Sanderson	Health and Safety Coordinator	460-0911	306-361-1866
Dr. Marc Lee	AEM Medical Director		819-856-5092
Guy Dufour	Environment General Supervisor	460-0102	418-933-5799
Brennan Jay	Geotechnical Engineer	Microsoft Teams	
Dan Izzard	Logistics superintendent	460-0154	780-245-4293
Emma Geist	HR Superintendent	460-0159	819-860-2898
Cody Kerr	Maintenance General Supervisor	460-0131	778-220-8688
Stephan Quessy	IT Coordinator		819-598-0445
Ashley Leblanc	Exploration General Supervisor	460-0135	902-292-8659
Richard Mann	Exploration Advisor	460-0135	819-279-1749
Adam Johnson	Exploration H&S Coordinator		819-860-7912
Mike Malocsay	Exploration H&S Superintendent		720-320-4189
Norman Ladouceur	Corporate Manager, H&S / Mine Rescue		819-860-6258
Denis Vaillancourt	Exploration Manager, Special Projects	410-3605	819-354-9023
Jason Allaire	VP Health, Safety, Social Affairs and People, Crisis Management Coordinator	460-8004	819-355-2608
Benoit Massicotte	Corporate Health & Safety Advisor, Crisis Management Coordinator (alt)	410-5850	819-762-2870
Dominique Girard	EVP, Chief Operating Officer, Co-Chair AEM Crisis Team (Nunavut)	401-3747	416-568-8513
Martin Plante	VP Nunavut, Co-Chair AEM Crisis Team (Alt)		819-856-1873

**All personnel are also available via Microsoft Teams and company emails: firstname.lastname@agnicoeagle.com*

Table 4.8.2 Radio List of key Personnel onsite

Group	DEPARTMENT	Number	Name
MGMT		4600909	Manager on duty
MGMT	WH	4600652	John Pruden/Kevin Rutter
MGMT	E&I	4600609	Cody Kerr
MGMT	CAMP	4600634	Eric Desbrien/Mike Hollick
MGMT	ENV	4600675	Guy Dufour
COORD	IT	4600997	Stephan Quessy
MGMT	EXPLO	4600682	Ashley Leblanc / Richard Mann
MGMT	H&S	4600910	Philemon Desrocher Gagnon
SUPERVISOR	E&I	4600610	Nelson Bell/George Miller
ERT	IC	4600911	Jason Sanderson/Morgan Hjorth
ERT	MEDIC	4600912	Vicky Hamelin/Sean Howe
ERT	SECURITY	4600914	John Fitzgerald
ERT	EXPLO LOG	4600915	Pierre-Olivier Lamontagne/Sheldon Cameron
ERT	UG	4600916	Rod Keats/Charlie Riley
ERT	UG	4600917	Daryl Drinkwater/Winston Gunn
ERT	E&I	4600918	Jason Silverwood
ERT	E&I	4600919	Jon Hill/Edwin Munyoro
ERT	E&I	4600920	Ron O'Neil/Morgan Ross
ERT	MECH	4600922	Eric Wheat/Todd Scheutt
ERT	GEO	4600923	Yan Paquet
ERT	GEO	4600924	Matthew Melchiorre/Jessica Macdonald
ERT	GEO	4600925	Marc Nash/Todd Murray
ERT	UG / E&I	4600926	Claude Swiderski
ERT	GEO	4600927	Braden Dowzansky/Sean Qitsualik
ERT	GEO	4600928	Christian Beros / Anette Pardy
ERT	GEO	4600929	Jackie Kameemalik
ERT	GEO	4600930	Keith Milne / Karley Fugel
ERT	GEO	4600931	Muzorodzi Zhou
ERT	GEO	4600934	Sam Wigmore
ERT	UG	4600936	Fred Doody/Peter Johnson
MEDIC	BASE	4600938	Clinic
ERT	BASE	4600939	ERT Hall
ERT	BASE	4600940	Admin Board Room

*Blue indicates in PA-MGMT and Orange in PA-ERT, Orange and blue indicates in both groups

**An up to date contact list is stored on the public drive W:\Public\IT\Sepura Radios

Table 4.8.3: External Emergency Phone Numbers

Organization / Authority	Phone Number	Other
Medical		
WSCC Reporting 24 Hour Hotline	800-661-0792	
Med Response (Medevac)	1-844-633-9999	
Keewatin Air Ambulance (Medevac)	1-800-913-4352 or 1-204-784-6568	
Nunavut Emergency Management	800-693-1666	
Cambridge Bay Health Centre	867-983-4500	
Stanton Hospital 24-hour hotline	867-669-4100	
Canadian Association Poison Control	1-844-764-7669	
Yellowknife Coroner's Office	867-920-8713	
RCMP Cambridge Bay	867-983-1111 (24/7) or 867-983-0123 (admin)	
Environment		
A detailed list of contacts for environmental regulators is kept up to date in the Spill Contingency Plan		
On site Contracting Companies		
Major Drilling	306-380-8756	Tyler Lief - Field Superintendent
	204-250-6036	Ian Wilson - Regional Manager
Geotech Drilling	250-640-5447	Noah Naylor - Project Manager
Kitikmeot Camp Services - (Andrew Desilets - Regional Operations Director)	780-690-1590	adesilets@dexterra.com
	866-305-6565	Dexterra 24hr emergency line
Acasta Helicopters	(o) 867-873-3306 or (c) 867-445-1592	Dennis Rusch
Logistics		
Air Tindi	867-669-8201	
Summit Air	867-873-4464	
Buffalo Airways	867-765-8092 or 867-446-2479	
Adlair (Cambridge Bay)	867-983-2569 or 867-983-2247	
Search and rescue – Arctic Armed Forces	800-267-7270	
Rescue Coordination Centre Trenton	613-965-3870	
NAVCAN (Flight Information Center North Bay)	866-541-4109	

4.9 Emergency Management Centre

Emergency management operations will be directed out of the Emergency Management Centre located at the Admin Conference Room (Alternate – GeoHub Conference Room). However, the location will depend on the nature and circumstances of the emergency.

- Key decisions will be made, and operations will be managed.
- Technical information to direct emergency activities will be provided.
- A communications centre will be established for emergency operations and to communicate with other organizations.
- Resource procurement will be provided, and resource use will be directed.
- Information on the emergency will be logged for accuracy and disseminated to all necessary internal and external parties.

The following information is available at the Emergency & Crisis Management Centre:

- Locations of hazardous material storage areas.
- Emergency Response Guidebook (orange book)
- Locations of emergency and safety equipment.
- Locations of first aid stations and muster areas.
- Safety Data Sheets (SDS).
- Hard Copies of the Hope Bay ERP, Spill Response, OPPP/OPEP, and Dam Emergency Plan (DEP), as well as hard copies of any other relevant Emergency Plan.
- Notification lists, staff lists, contact lists, with regular and emergency telephone/radio numbers, etc.

All response and mitigation efforts developed at the Emergency Management Group will be implemented through the IC.

In the event of an emergency, security personnel may be required to establish and maintain a security perimeter to prevent or minimize injury to personnel, to preserve evidence for investigation, or to prevent unauthorized access to the scene.

4.10 Training

The Health and Safety Department is responsible for documenting, tracking, and updating all training activities. Training records shall be kept up to date in the Training Management System (TMS). AEM will ensure a sufficient number of trained and active ERT members are on site at all times. A minimum of 10 rescuers must always be readily available. All members of the ERT will be trained and familiar with emergency response for all potential emergencies that might occur at Hope Bay, including but not limited to.

- Medical Emergencies, including major burns, severe cuts / bleeds, heart attacks, and fatalities.
- Fires – Surface and Underground
- Spills – On Land and on/near Water Bodies
- Search and Rescue – UG, Surface Buildings, and Remote Locations
- Hazmat
- High Angle Rescue
- Ice and Cold-water rescue, including overturned equipment.
- Aircraft (Plane) incidents on or near the airstrip
- Helicopter crash
- Major Power Outage

Regular ERT practises are recorded under “Mine Rescue – Practise (HB 4.2)”. All senior site staff shall receive the training “Emergency and Crisis Management Training (HB 4.10)”.

Training will be conducted on a regular basis as outlined in HOP-HSH-PLN-3002 Emergency Response Training Plan. Regular trainings will use various combinations of the above potential emergencies (i.e. vehicle incident with an injured driver creating a fire and causing a spill directed towards a water body)

SECTION 5 - EMERGENCY RESPONSE EQUIPMENT

The H&S Department will ensure that site drawings with emergency equipment are posted conspicuously across the site. These should include clearly mark all Muster Points and the location of First Aid Equipment, AED's, Eye Wash, and Fire Extinguishers.

The H&S Department will ensure that all the Emergency Response equipment around site is in good condition. This includes, but not limited to;

- Readiness of emergency equipment in the ERT hall (e.g. SCBA, BG4's, AED's, First Aid Kits, Fire Extinguishers, etc.)
- Availability of internal medical support
- Primary Response Vehicles including the Fire Truck, Ambulance, and UG Toyota
- Location of alternate Response Vehicles and how to contact the Acting Department Head. This includes but is not limited to; Loaders, Excavators, Fat Truck, Tucker, and Helicopters.

The Incident Commander will know where the above information is posted and where emergency equipment is stored.

SECTION 6 - COMMUNICATION SYSTEMS

The primary basis for off-site communication will be the phone system; back-up communication will be available via satellite. For on-site communication, hand-held radios will be mandatory for all employees working or travelling in remote areas from the main camp. Back-up power sources and replacement batteries for communication equipment will be available to provide continuous, uninterrupted operation either at fixed facilities or at emergency sites.

Other key site personnel will be accessible at all times by either portable radios (see table 4.2), radios in vehicles, office radios, and / or have their rooms listed on the call-out board. The Incident Commander will monitor the Red Button Talk Group at all times. Clinic staff will always carry a hand-held radio. They will also monitor the Red Button Talk Group as a backup to the IC.

SECTION 7 - EMERGENCY MEASURES

In the event of an emergency, the employee will initiate the emergency response by following HOP-HSH-PRO-3001 Code 1, in summary.

- Emergency call is initiated by any individual pushing the Red Button
- **Caller** – will give a brief description of the Emergency – their own name, location and what is wrong
- **IC** will confirm location and details of incident, including prompting for more information. They will advise caller to respond within their capacity if safe to do so.
- **IC** will activate the **ERT** using the Public Announcement channel for ERT (**PA-ERT**).
- **IC** will alert the **Manager on Duty**. If necessary, they will make a joint decision to announce a site wide shut down. This will be based on incident severity and amount of ERT available to respond to a second Emergency.
- All work stops in affected area.



- In the event of a site wide shut down, all work at the Hope Bay site including remote areas will stop. All personnel will park their equipment safely and out of the way of potential emergency vehicles. All personnel will adhere to radio silence, with exception for communication that is pertinent to the emergency operation.
- The emergency management team will be mobilized if required, to ensure that communications, transportation, and effective deployment of **ERT** resources are conducted.

ERT members will assemble as quickly and safely as possible. Regular pager tests are conducted on a weekly basis after the plane arrives to ensure **ERT** members are reachable and ready to respond.

7.1 Fire

The Camp accommodations are equipped with fire detection, alarm-warning system, and sprinklers. All site operating personnel receive basic training in the use of fire extinguishers.

For any situation involving fires, we will adhere to the R.A.C.E.P.A.S.S. method. The first action if safe to do so will be to **R**escue anyone in immediate danger. Then **A**lert anyone in the immediate area and activate the emergency procedure. The next step will be to **C**ontain the fire (i.e. closing doors, etc.). Lastly, either **E**vacuate or if safe to do so **E**xtinguish the fire using a fire extinguisher and the P.A.S.S. method (**P**ull **A**im **S**queeze **S**weep). If the person cannot safely put out the fire, it must be reported as quickly as possible.

In the event of a fire alarm, all employees not directly involved with fighting the fire will report to the designated muster location. Employees will remain in this area until the "All Clear" is given by the IC or assigned other duties to assist the ERT.

The incident commander must

- Locate the source of fire.
- Assign captains and their teams.
- Ensure the safety of all the ERT's members or any other service persons (medics, security guard, electricians, etc...).
- Ensure the ALL CLEAR is given once the fire is contained or at the end of the emergency, so normal operations can resume.
- Ensure the scene is frozen until an investigation can be completed.

If a fire causes damage to mining equipment, site buildings, or chemical containers, particulates and/or gases could be released into the air, and hazardous materials and/or other chemicals (e.g., fuels, oils, battery acid, lime, etc.) could be spilled. In the short-term, this could result in air quality degradation, and potentially affect the local vegetation in the case of a spill or burn scar. Should such scenarios occur, the following actions will be taken, as required and when it is safe to do so:

- Air quality monitoring for airborne emissions.
- Collection and incineration of all putrescibles (food items).
- Removal of debris and contaminated soil for disposal on-site or off-site at a licensed disposal facility.

Further details on the clean-up of chemical spills are provided in the Hope Bay Spill Contingency Plan.

Manager on Duty can decide to use any available machinery to separate all or part of a building to protect people or minimize loss.

Incident Reports are to be filed detailing the causes of the fires and responses undertaken. This information will be used by the H&S dept. in subsequent fire prevention activities.



7.1.1 Underground Fire / Smoke

All personnel working underground are required to take the full UG orientation in which survival rescue techniques are made clear. All personnel going underground must have an OXY-3000 self-rescuer. Personnel underground are to remain calm, safely park equipment and then immediately proceed on foot to the nearest Refuge Station. Caches of additional self-rescuers are strategically placed throughout the mine.

Controllable

The person who can control the fire **MUST**:

- The person discovering an emergency must try to control the situation rapidly without taking any risks.
- Advise their Supervisor and H&S, replace any material or equipment used to control the situation, (i.e. Ansul System, fire extinguishers, hoses, axes, etc.)

Uncontrollable

The person who cannot control the emergency must report the emergency as quickly as possible via the “20 Underground” radio channel on the Motorola radio. This will transmit a message on the “CAMP” Talkgroup on the Sepura Radios. They will say “Code 1 Code 1 Code 1” and state the emergency. Anyone hearing this will take appropriate steps to ensure the IC is informed.

The IC will activate the ERT, announce a site wide Code 1 (if necessary) and follow emergency protocols (i.e. activate stench system). The IC will ensure everyone is accounted for both on surface and underground. Before dispatching a team underground, the IC will ensure that a second team is ready to respond.

They will conduct a briefing prior to each team going Underground. The briefing will outline the priorities of the team, including team safety, number and suspected location of missing and / or injured personnel, type and location of the emergency and any other relevant information.

7.2 Muster Points


During the on-site induction, all personnel are instructed in what to do in case of an evacuation alarm. If an evacuation is necessary, it is important that all affected personnel leave the area and head to the Muster point for the area so that a head count can be taken. When it’s an underground emergency a muster can be conducted to determine if there are any missing persons. Employees must remain at the muster point until the supervisor of the emergency area gives permission to return to work. An up to date list of all site personnel will be kept at each muster point. This will be updated upon each flight arrival.

Upon hearing a fire alarm, smoke alarm, or evacuation alarm you shall.


- Remain calm and **Do Not Panic** – Always ensure that you are prepared for the weather conditions – Dress appropriately – (Winter clothing readily available in dorm room during winter months).
- **DO NOT** delay and **DO NOT** stay to finish work before taking the proper steps to evacuate.
- Always **close** windows/doors as you leave your office / room etc.
- **Always** head to the **closest EXIT** door and follow **EXIT** signs to the closest outside door.
- Once outside head to the designated **Muster Station**
- **DO NOT enter** a building when the alarm is sounding. Head straight to the **Muster Station**.
- **Never** go through a building to get to a **Muster Station**. Once you are outside, the first door you open should be the one to the **Muster Station**.
- **Never** disregard an evacuation alarm. We understand that the system goes off without incident on occasion, but to disregard an **alarm is to endanger your life and the lives of others**.
- **Stay in Muster Station** until you are instructed to **Resume Operation** by the Incident Commander.
- **Do Not** leave **Muster Station** to go outside for a smoke. It is important for your supervisor to know where you are at all times – especially during an **Emergency**.
- The only person authorized to initiate an **ALL CLEAR** is the incident commander or the Manager on Duty.
- **Failure to follow** proper Evacuation Procedures will result in Discipline.
- The Primary Muster point for the Doris Camp area will be the Cafeteria. If the Cafeteria is compromised, the Maintenance Shop will be used as an Alternate Muster Point.

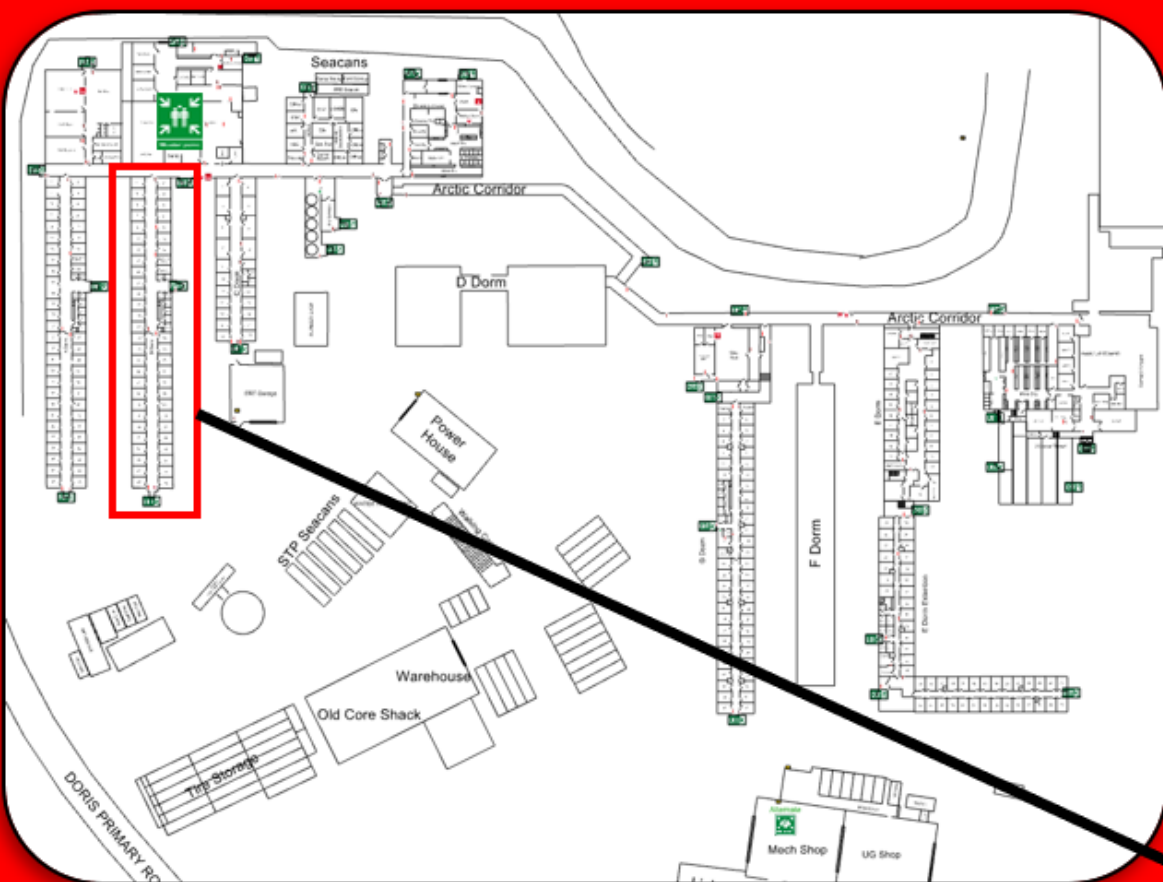











Figure 1 – Doris Camp Evacuation B Wing




Fire & Emergency Procedures





 AED	 Fire Extinguisher
 First Aid Kit	 Pull Station
 Eyewash	 Muster Point
 Spill Kit	 Radio
 Emergency Exit	



In Case of Fire

Rescue help anyone in immediate Danger to leave the area

Alert anyone in the immediate area by shouting Fire Fire Fire and Push the **Red Button** to Alert the Incident Commander and / or pull the Fire Alarm

Contain the fire by closing doors to prevent the spread

Evacuate to the Primary Muster Point (kitchen) following the safest route. If unsafe to access Kitchen go to Alternate Muster Point (Main Shop), or

Extinguish if safe to do so

If Safe to use an Extinguisher

Pull the Pin

Aim the hose


Squeeze the handle

Sweep in a slow and controlled method


Always Remember

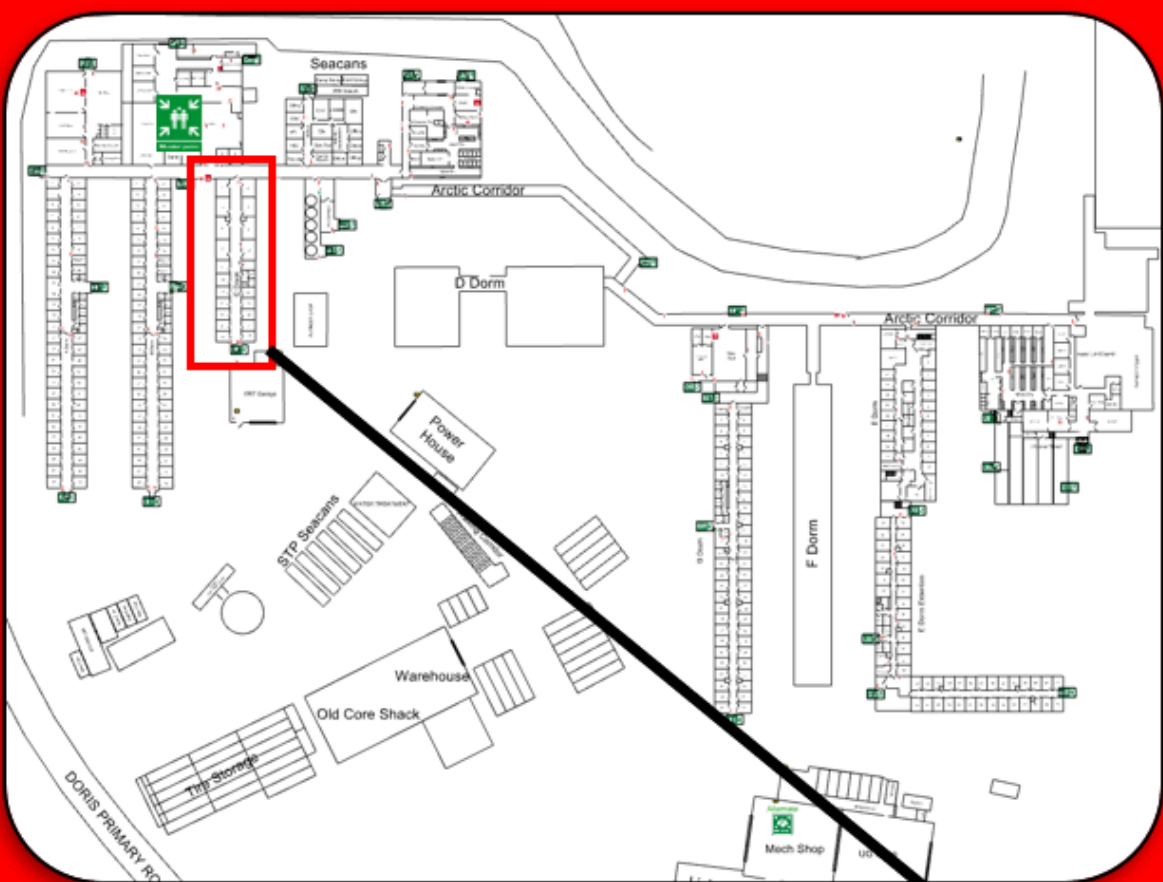
- To remain calm and head directly to the Muster Point
- Use the safest path and never travel in smoke
- Never go back to your room once you have left
- Keep seasonably appropriate clothing ready in your room incase you have to get out quick.










Figure 2 Doris Camp Evacuation C Wing



Fire & Emergency Procedures





 AED	 Fire Extinguisher
 First Aid Kit	 Pull Station
 Eyewash	 Muster Point
 Spill Kit	 Radio
 Emergency Exit	

In Case of Fire

Rescue help anyone in immediate Danger to leave the area

Alert anyone in the immediate area by shouting Fire Fire Fire and Push the **Red Button** to Alert the Incident Commander and / or pull the Fire Alarm

Contain the fire by closing doors to prevent the spread

Evacuate to the Primary Muster Point (kitchen) following the safest route. If unsafe to access Kitchen go to Alternate Muster Point (Main Shop).
or

Extinguish if safe to do so

If Safe to use an Extinguisher

Pull the Pin

Aim the hose

Squeeze the handle

Sweep in a slow and controlled method

Always Remember

- To remain calm and head directly to the Muster Point
- Use the safest path and never travel in smoke
- Never go back to your room once you have left
- Keep seasonably appropriate clothing ready in your room incase you have to get out quick.

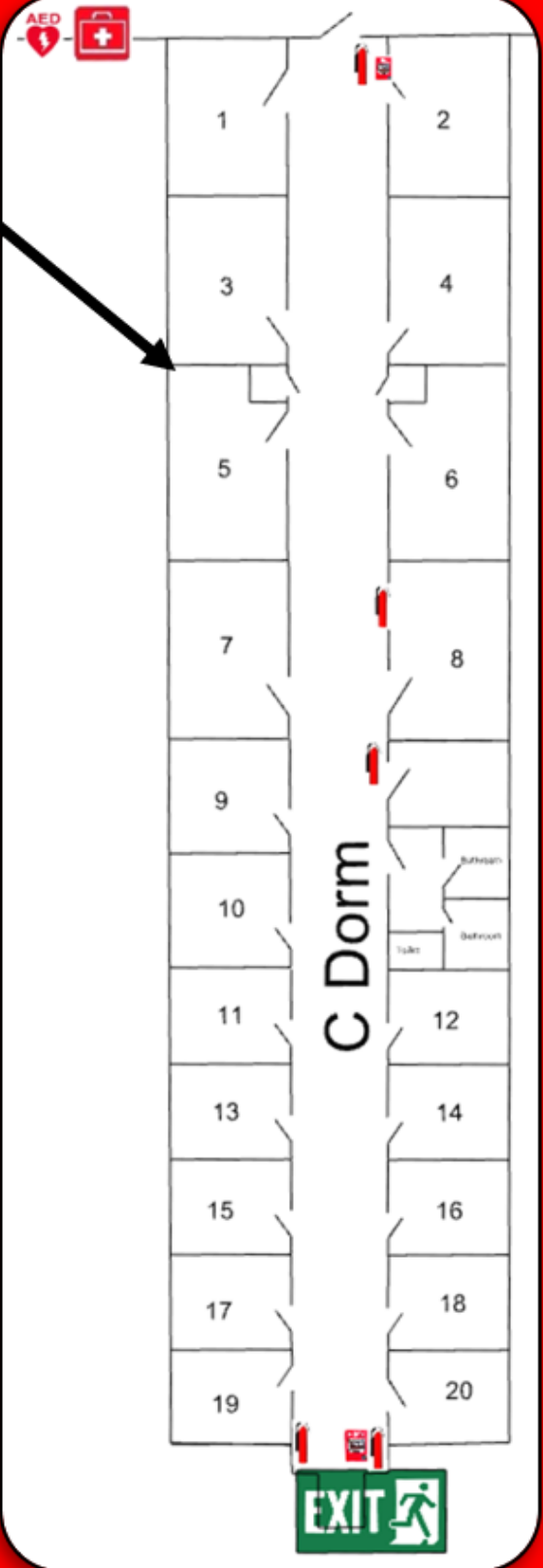


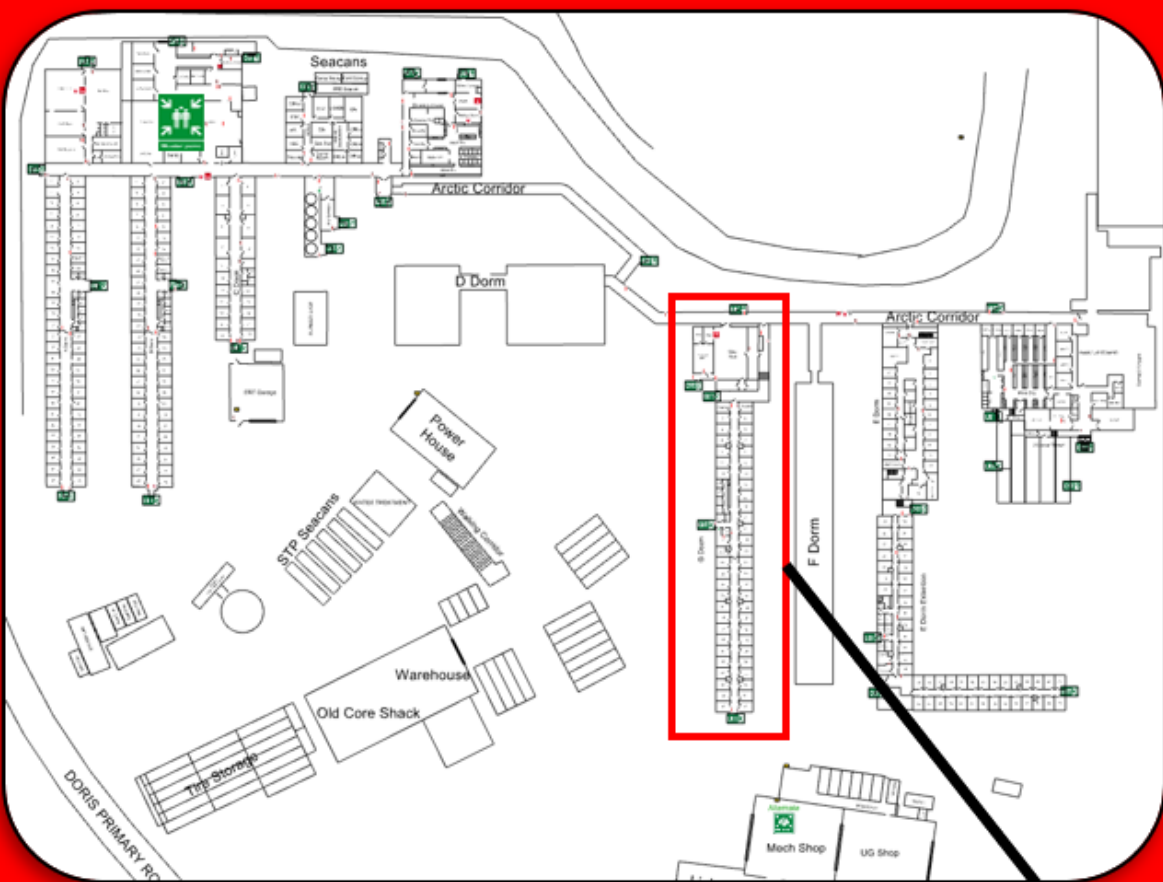











Figure 3 – Doris Camp Evacuation G Wing

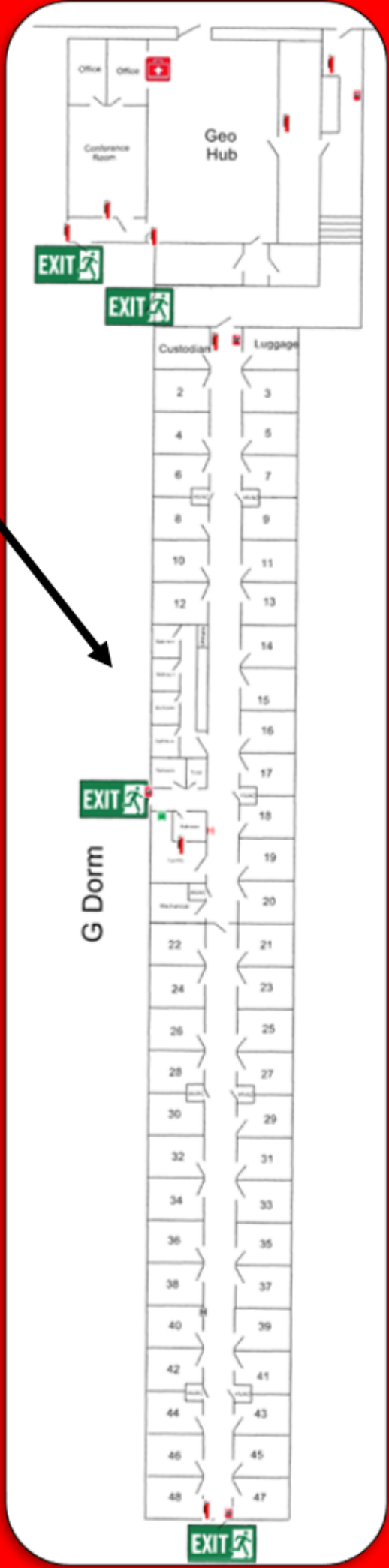


Fire & Emergency Procedures





 AED	 Fire Extinguisher
 First Aid Kit	 Pull Station
 Eyewash	 Muster Point
 Spill Kit	 Radio
 Emergency Exit	



In Case of Fire

Rescue help anyone in immediate Danger to leave the area

Alert anyone in the immediate area by shouting Fire Fire Fire and Push the **Red Button** to Alert the Incident Commander and / or pull the Fire Alarm

Contain the fire by closing doors to prevent the spread

Evacuate to the Primary Muster Point (kitchen) following the safest route. If unsafe to access Kitchen go to Alternate Muster Point (Main Shop).
or

Extinguish if safe to do so

If Safe to use an Extinguisher

Pull the Pin

Aim the hose


Squeeze the handle

Sweep in a slow and controlled method


Always Remember

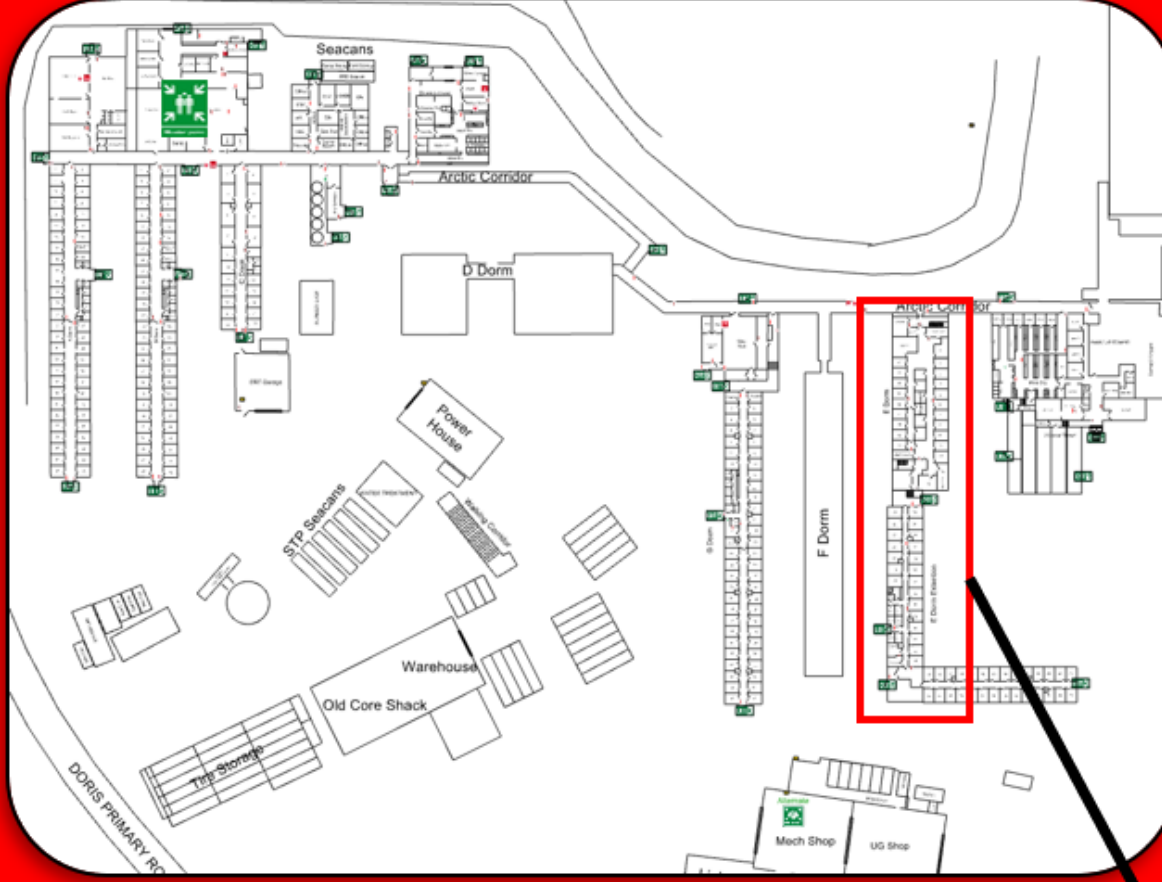
- To remain calm and head directly to the Muster Point
- Use the safest path and never travel in smoke
- Never go back to your room once you have left
- Keep seasonably appropriate clothing ready in your room incase you have to get out quick.










Figure 4 – E-Wing Evacuation Route and Muster Point




Fire & Emergency Procedures





 AED	 Fire Extinguisher
 First Aid Kit	 Pull Station
 Eyewash	 Muster Point
 Spill Kit	 Radio
 Emergency Exit	



In Case of Fire

Rescue help anyone in immediate Danger to leave the area

Alert anyone in the immediate area by shouting Fire Fire Fire and Push the **Red Button** to Alert the Incident Commander and / or pull the Fire Alarm

Contain the fire by closing doors to prevent the spread

Evacuate to the Primary Muster Point (kitchen) following the safest route. If unsafe to access Kitchen go to Alternate Muster Point (Main Shop), or

Extinguish if safe to do so

If Safe to use an Extinguisher

Pull the Pin

Aim the hose


Squeeze the handle

Sweep in a slow and controlled method


Always Remember

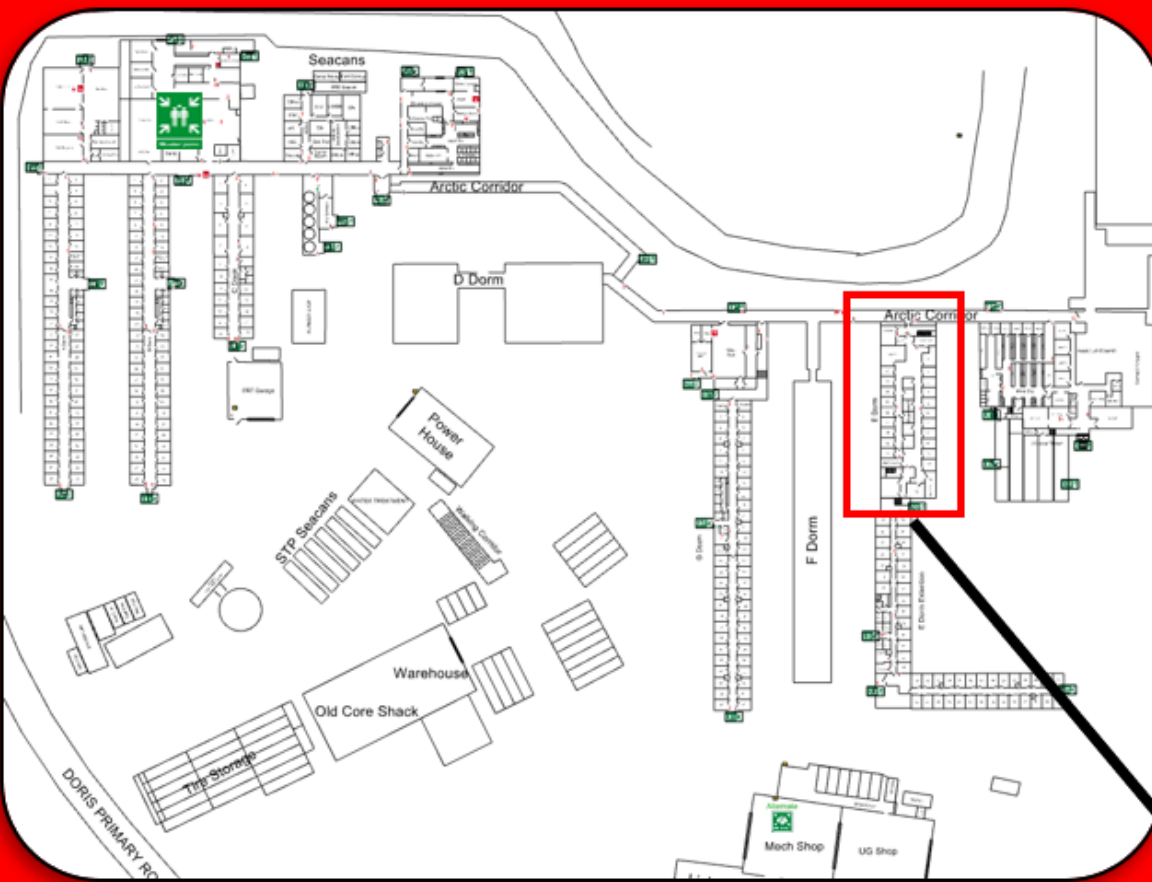
- To remain calm and head directly to the Muster Point
- Use the safest path and never travel in smoke
- Never go back to your room once you have left
- Keep seasonably appropriate clothing ready in your room incase you have to get out quick.










Figure 5 – E-Wing 2nd Floor Evacuation Route and Muster Point



Fire & Emergency Procedures





 AED	 Fire Extinguisher
 First Aid Kit	 Pull Station
 Eyewash	 Muster Point
 Spill Kit	 Radio
 Emergency Exit	

In Case of Fire

Rescue help anyone in immediate Danger to leave the area

Alert anyone in the immediate area by shouting Fire Fire Fire and Push the **Red Button** to Alert the Incident Commander and / or pull the Fire Alarm

Contain the fire by closing doors to prevent the spread

Evacuate to the Primary Muster Point (kitchen) following the safest route. If unsafe to access Kitchen go to Alternate Muster Point (Main Shop).
or

Extinguish if safe to do so

If Safe to use an Extinguisher

Pull the Pin

Aim the hose

Squeeze the handle

Sweep in a slow and controlled method

Always Remember

- To remain calm and head directly to the Muster Point
- Use the safest path and never travel in smoke
- Never go back to your room once you have left
- Keep seasonably appropriate clothing ready in your room incase you have to get out quick.

E Dorm 2nd Floor

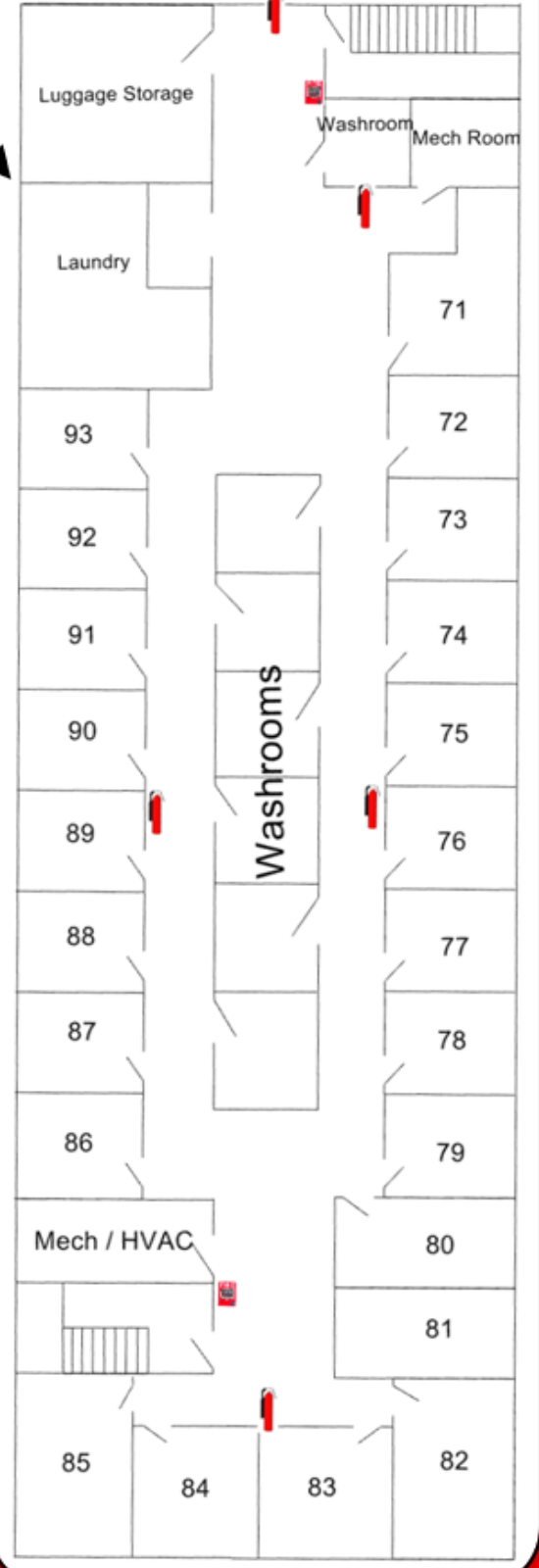


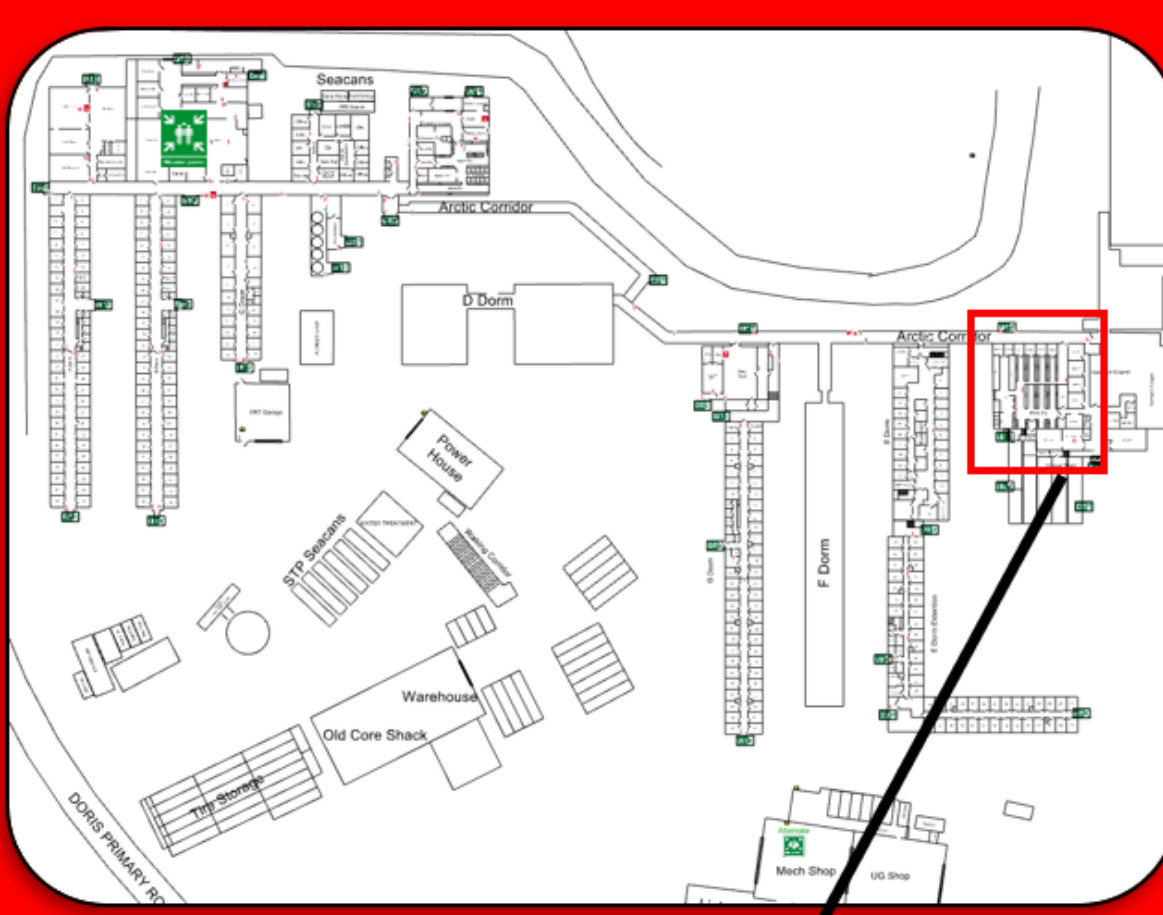


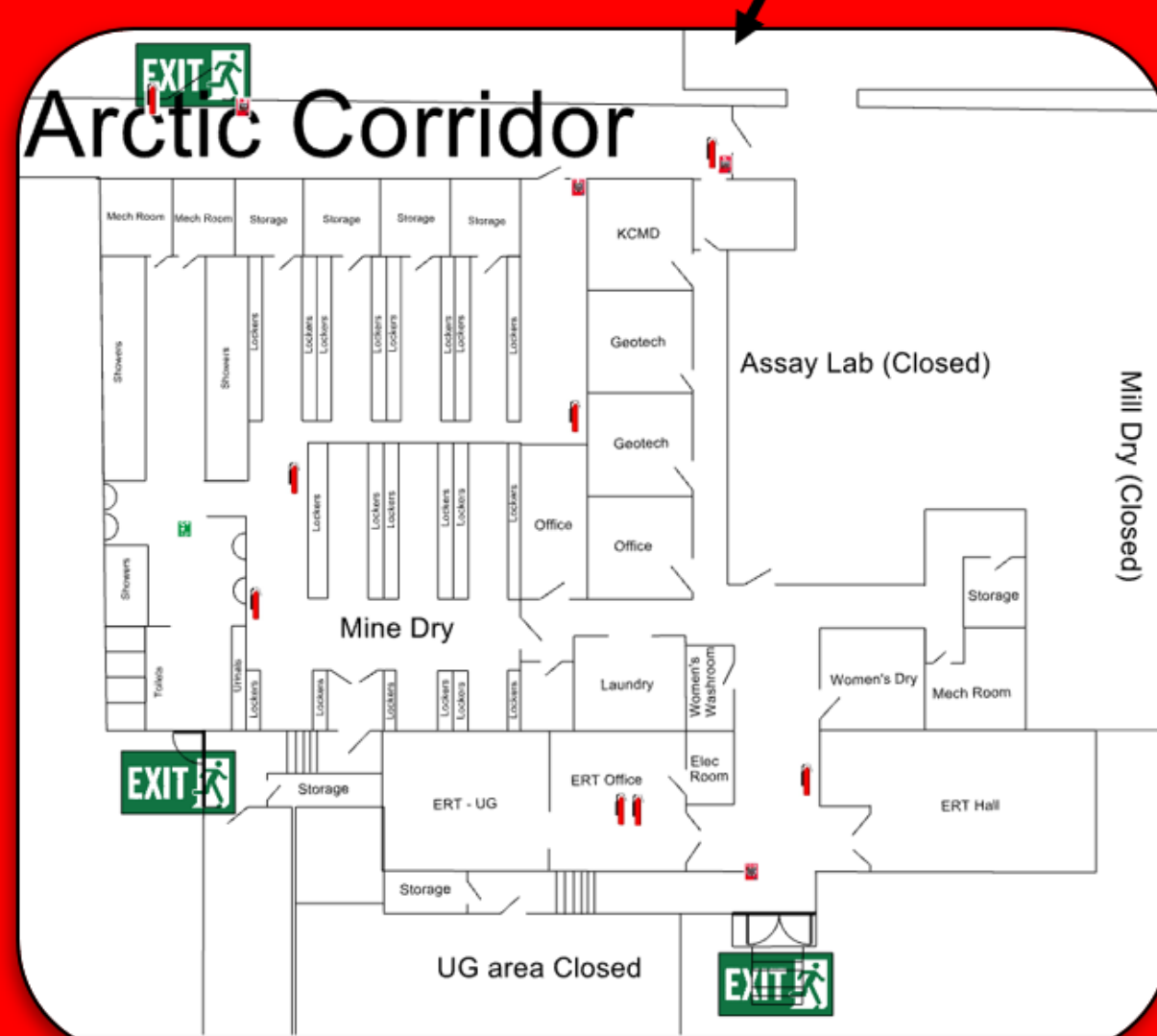
Figure 6 – UG Dry / Office area Evacuation Route and Muster Point



Fire & Emergency Procedures







AED	Fire Extinguisher
First Aid Kit	Pull Station
Eyewash	Muster Point
Spill Kit	Radio
Emergency Exit	

In Case of Fire

Rescue help anyone in immediate Danger to leave the area

Alert anyone in the immediate area by shouting Fire Fire and Push the **Red Button** to Alert the Incident Commander and / or pull the Fire Alarm

Contain the fire by closing doors to prevent the spread

Evacuate to the Primary Muster Point (kitchen) following the safest route. If unsafe to access Kitchen go to Alternate Muster Point (Main Shop). or

Extinguish if safe to do so

If Safe to use an Extinguisher

Pull the Pin

Aim the hose

Squeeze the handle

Sweep in a slow and controlled method

Always Remember

- To remain calm and head directly to the Muster Point
- Use the safest path and never travel in smoke
- Never go back to your room once you have left
- Keep seasonably appropriate clothing ready in your room incase you have to get out quick.

7.3 Medical Emergency

The Hope Bay site will consistently have >60 personnel at site at any one time. As per Schedule 3.1 of MHSR, we will always maintain a medical professional on site, whom will be a member of the H&S department and under the direction of the AEM Medical Director.

In the event of a serious injury the individual will be removed from the source of the danger and will be administered first aid. The IC and / or Medical Staff will be notified immediately to take charge of the situation and ensure the safe removal of the injured person to the clinic if possible.

- The **ERT** will respond and assist as necessary with equipment, treatment etc.
- As many **ERT** members as required will respond to the incident site as directed by the IC.
- First Aid will be administered to casualty(s); the casualty(s) will be secured and transported to the clinic. Vehicles transporting casualty(s) will have priority over any other vehicle on site. If necessary, a public announcement will be made over the radio by the IC to stop all vehicle traffic.
- Once the Mechanism of Injury and the patient's condition have been assessed, a decision will be made by the Medical Staff in collaboration with the Medical Director / Doctor on duty at the nearest Health Centre whether a Medevac is required. The on-site medical staff will ensure they are familiar with the Medevac procedure.
- The Medical Staff will make all necessary arrangements for the medevac in conjunction with the Logistics department.

Severe medical injuries that could occur at site include, but not limited to.

- Heart Attack
- Severe cut / amputation
- Severe burn
- Fall from heights, including suspension trauma.

If a Multiple Casualty Incident (MCI) is declared, a Triage centre will be established. ERT members will be assigned to work under the direction of the on-site Medical Staff.

7.4 Aircraft Emergency Landing

Emergency Response will begin as soon as the pilot advises the site of an emergency landing. Potential emergency landings could involve but are not limited to; Engine Fire, Damage to the Plane, and Medical (including MCI) Emergencies. The incident commander will assess the situation, with the priority to evacuate personnel a safe distance from the final position of the plane.

Three potential scenarios relating specifically to the aircraft include

Plane on fire on airstrip: Plane crew activates fire suppression system and use hand handle fire extinguisher if safe to do so. If plane continues to burn move employees away from plane and set up spill control for fluids and burnt material. The fire truck may be used conservatively from as far away as possible to assist in the safe evacuation of personnel from the plane.

Plane crash on airstrip: Move firefighting equipment as close as safe to do so. Remove passengers and crew members from plane. If the aircraft blocks the airstrip for incoming aircraft related to the investigation, permission from the WSCC and NAV Canada will be required before removing anything. Detailed photographs of the scene should be taken and sent when asking for permission to move any part of the aircraft prior to the

investigation. *Note all non-essential landings to the rescue / investigation operation will have to be diverted to their alternate airport.

Plane / Helicopter crash off airstrip: If helicopters on site use them to access the crash site with onsite emergency crews. In winter months with a good snowpack use snowmobiles or the Sherp (Fat Truck) to access site up to an estimated maximum distance of 15 kilometers. Aerial drones may be utilized to inspect the downed aircraft if physical access cannot be achieved.

In the event of any aircraft related incident NAV Canada must be informed. They will coordinate any air traffic in proximity to the scene.

7.5 Toxic Gas Release

In the event of a toxic gas release, the following actions will be taken:

- Immediately evacuate the area/building and notify the incident commander.
- If possible and safety permits, turn off the source of the gas and/or ventilate the area (i.e., open windows/doors to outdoors);
- Isolate the area and restrict access to ERT personnel only; and
- Implement air quality monitoring.
- Emergency Response Guidebook (ERG) is readily available on site for details on how to respond to specific gasses.

7.6 Pipeline Breakage

Pipelines will be for, but not limited to contact water, fuel, and domestic sewage on site. Pipeline breakage could lead to localized, short-term smothering of vegetation, the release of poor-quality water, and potentially exposure of mine personnel to infectious or toxic substances. In the event of a pipeline breakage, the following actions will be taken as required and when it is safe to do so.

- Shut off the feed to the pipeline.
- Physically contain the spill through the construction of dikes, berms, sumps and collection ditches.
- Depending on the contaminant, it will be removed and stored in its decontamination facility as per environmental policies.
- Monitor for residual contaminants on land and in surface water.
- A general response procedure for the handling of spilled domestic sewage (infectious substances) is provided in the Spill Contingency Plan

7.7 Dike Failure

The Dam Emergency Plan (DEP) is a formal document identifying potential emergency conditions that may occur at Agnico Eagle Mines Hope Bay Project dams and includes specific preplanned actions to minimize potential failure of the dam or minimize failure consequences including loss of life, property damage, and environmental impacts during an unusual or emergency event.

In the event of a dike failure, the following actions will be taken:

- Immediately evacuate the area where failure could occur and notify the incident commander.
- Ensure areas down stream are evacuated and guarded.
- Isolate the area and restrict access to ERT personnel only.
- Use any material, heavy equipment, and tools to make temporary or permanent repairs. All work to be conducted under emergency/crisis management team supervision.

7.8 Explosives Storage

Although no blasting or explosive manufacturing is currently ongoing at Hope Bay, there is still bulk explosive storage. In the Event of a fire at the explosives magazine, the area will be evacuated to the designated safe area. No personnel will be authorized to approach the area closer than the designated muster points unless approved by the Manager on Duty.

Weekly checks are conducted on all surface and underground explosive magazines by a qualified Nunvaut Blasting permit holder.

7.9 Reagents and other Chemicals

There are currently no Reagents in use at the Hope Bay site. However, there is Bulk Storage of some reagents until they can be safely transported to other operations. Potential reagents at the site include.

- Cyanide (Sodium Cyanide), Copper Sulphite, Lime (Calcium Oxide) (Quick Lime), Sodium Metabisulphite, Caustic Soda (Sodium Hydroxide), Sulphur (Prill form), Nitric Acid, Calcium Chloride (Dust Suppression), Flocculants, Lead Nitrate, Milsperser (Antiscalant)

For all spills and releases of any hazardous material, the following steps should always be taken:

- Stop the flow of material and/or contain it, using proper safety equipment and precautions.
- Administer first aid if required. If anyone comes in direct contact with cyanide solution decontaminate them immediately, monitor them closely and give oxygen.
- Contact your supervisor or push the Red Button if the spill cannot be remediated safely.
- Secure the area.
- Prevent unnecessary exposure.
- Perform remedial action for cleanup.

First responders might address emergencies involving reagents, by using EMERGENCY RESPONSE GUIDEBOOK (Orange Book)

In an emergency, CANUTEC may be called collect at 613-996-6666 (24 hours) or *666 cellular (Press star 666, Canada only)

7.10 Fatalities

Work or non-work-related fatality:

- Incident site must be barricaded off, guarded and undisturbed except for the purpose of preventing injury or to relieve suffering, until appropriate personnel RCMP, Coroner, and Mines Inspector have conducted their investigations and have released the scene.
- Only the coroner or the medical director is eligible to declare that a person is officially dead. Medical staff at Hope Bay should be the first to be put in contact with medical authorities for this purpose.
- The RCMP shall be notified of a fatality on site and all facilities be made available to their representatives to assist them with the required investigation.
- RCMP is the only communication channel that will be issued toward victim's relatives. The RCMP will make all arrangements to make sure that the relatives are aware of the situation.
- All personnel should be reminded of the Social Media Policy in order to ensure mis-information is not spread on Social Media.
- If involving chemical, biological, radiological, or nuclear agent, consult with the Incident Commander regarding the agent dispersed, dissemination method, level of PPE required, location, geographic complications (if any), and the number of person(s) involved.
- Ensure that all person(s) involved have the proper level of PPE protection, training, and knowledge to deal with the situation.
- Notification of a work-related fatality (or "reportable incident") shall be made to WSCC according to Mine Act and Regs 16.01

RECOVERY AND ON-SITE MORGUE:

- Gather all necessary information and document all findings.
- Wear PPE until all bodies(s) are deemed free of contamination if necessary.
- Establish a preliminary (holding) morgue. The remaining's should be kept at cool temperature and away from freezing. Camp refrigerator units will be made available if necessary.
- Depending on the situation, it might be possible that RCMP will require the remains to be sent to their facilities for extensive investigation.
- Gather all necessary information and document all findings.
- According to the situation the Manager on Duty will take all actions in order to respectfully evacuate the remains to the required destination.
- If suspecting contamination, see the Decontamination section for decontamination procedures.
- If needed, decontaminate affected bodies before they are removed from the incident site.

7.11 Missing Person (in camp)

As soon as a worker is missing from their regular work (at beginning of shift or during the day) the supervisor will ensure that the worker's room, workplace, and public areas have been searched, in addition to checking with the Clinic Personnel and trying to reach them on their cellphone / social media. After this primary search, if the worker is still missing, the Hope Bay H&S department must be advised.

Following Steps:

- The Security Officer or IC will obtain from room neighbors, colleagues, or friends the last area the missing person was seen.
- After initial assessment, the IC will advise the Manager on Duty and a Search and Rescue (SAR) operation will be initiated.

Searches Inside Main Camp:

- If searches are required in the Main Camp wings, the IC will dispatch ERT members.
- IC will assign SAR teams to search areas.
- Each team will be equipped with a radio.
- Master keys for Main Camp rooms are available at Camp Manager's office.
- IC or Security Officer will keep track of the master keys. All keys should be brought back after searches are completed.
- Upon finding the missing person: First Aid must be given by a team member if required, and the IC will be notified immediately. At all times, the Patient will be brought to the Medical Clinic for medical evaluation.

Outdoor searches:

- If outdoor searches are required, IC will dispatch ERT members to conduct a coordinated search.
- A Search and Rescue (SAR) Plan will be initiated depending on alleged location, weather conditions and any other situation affecting the plan.
- The Manager on Duty may require, any personnel, vehicle, machinery, tool, or help from outside agencies.
- In case additional support is required, refer to section **7.12**

7.12 Search and Rescue

Any work being performed away from the permanent infrastructure, ie on the tundra and away from roads / permanent industrial pads, supervisors of the working being conducted shall give the IC a map of where the work is being conducted.

For any remote fieldwork, off the industrial pads or roads of the Hope Bay site, the supervisor must provide the H&S department with a map of and to the area, type of work being conducted, and be available to assist with a means of transport in the event of an emergency. If someone does not check in or return at the designated time, the supervisor must notify the I.C., whom with the assistance of the department head, will organize a coordinated search of the location.



7.12.1 Local – community

The local RCMP is the competent authority in search and rescue operations in our region. If a request for assistance is received from the RCMP / SAR we will do our best to help out without compromising our operation.

All pertinent information and assessment from the RCMP will be gathered and evaluated by the Incident Commander and the Manager on Duty. They will check our equipment and the available personnel to see if we could render assistance. There should be regular communication with the search authority on progress.

A full briefing and report of the intervention must be presented after the incident has been resolved.

7.13 Threat of Terrorism

A threat by persons or a group intending to cause injury to personnel, damage to equipment or property, disruption to operations, or compromise of information including but not limited to Active Shooters / Bomb Threats / Intruders. RCMP must be contacted as soon as possible and will be used to assist in removing the threat from the facility. In collaboration with the department heads and the ERT, if possible, move all personnel to an area of safety.

Employees and Contractors

Proactive steps are taken to protect Hope Bay workforce.

- Protect your own safety and that of all other personnel.
- If safe to do so, try to contain intruder until they can be removed by RCMP.
- Use the public announcement channel to ask all employees to stay away from certain areas that would be defined depending on where the intruder is going.

7.14 Major Power Failure

In the event of a simultaneous power failure in both the main and backup gensets. The Manager on Duty will have the situation assessed to determine the length of the power failure. In the event of a prolonged failure, all personnel must be accounted for and moved to a safe area while a plane is mobilized via SAT phone. As no fire detection systems will be active, the Incident Commander in collaboration with the Manager on Duty will designate a “Fire Watch” to ensure the security of potential infrastructure as deemed necessary.

7.15 Wildlife

When there is a potential for an incident involving wildlife, the Environment Department will be alerted and will activate the Wildlife Response Team. The WRT Lead will fill the role of the I.C. unless the situation escalates, and they request the assistance of the ERT.

The WRT is made up of personnel licensed and trained in the use of firearms. All individuals are trained to follow the wildlife response plan. Attempts will be made to scare off the wildlife using warning shots from firearms or loud equipment. Unless there is an immediate threat to the life of an individual, no attempts to shoot the animal will be made unless approved via the Environment department head (or their Designate) in collaboration with the Manager on Duty and any necessary Environment Regulators.

7.16 Ice / Cold Water Emergencies

All employees working on Ice at Hope Bay are required to take the annual Working on Ice Training (HB 1.17). This includes an overview for all workers on the initial steps any worker can take (Yell / Throw / Reach). ERT members have received training to use the Rapid Deployment Craft (RDC) and Ice Commander Suits to Row and Go. Before working on ice, the ice thickness will be surveyed following the appropriate procedures.



Employees working on ice will always be working in teams and be equipped with a radio. If an employee falls into the water, their partner should push the Red Button. The IC will activate the ERT and coach the employee via the radio to use the 1-10-1 rule of Ice / Cold water Rescue.

- 1 minute to control their breathing
- 10 minutes of meaningful movement to self-rescue
- 1 hour before hypothermia sets in.

More details can be found in the Exploration Emergency Response Plan.

7.17 Spills

In the event of an unanticipated discharge or spill, immediately assess the scene and if safe to do so stop the flow of the spill. Contact your supervisor and initiate the actions outlined in the Hope Bay Spill Contingency Plan. If not safe to do so, evacuate the area and initiate the Emergency Notification Process via the Red Button on any radio.

7.18 Communicable Diseases

In the event of large scale spread of influenza or similar virus / disease (or pandemic), it is critical to limit human exposure.

- Isolate affected personnel and consider separation from the general population.
- Use extra care to disinfect camp areas and prevent contamination of public areas.
- Contact the NWT Office of the Chief Public Health Officer to notify them of the severity of the outbreak.
- Follow recommendations from the Medical Director, Public Health Canada, Provincial Health Guidelines, and common best practices



7.19 Confined Space

7.19.1 Self Rescue

In the event that a rescue is required in a confined space, the worker in cooperation with the confined space attendant shall attempt a self-rescue. A detailed rescue plan shall be provided prior to entry into a confined space. Refer to IV-0003 Confined Space Entry Work Procedure prior to beginning any confined space work.

7.19.2 Non-Entry Rescue

If the rescue plan fails to extricate the worker in the confined space immediately begin the Emergency Notification Process. A non-entry rescue involves attempting to extricate an incapacitated person without having anyone else enter the confined space. This can be done via a safety line attached to the personnel in the confined space or by grabbing the worker with a rope, strap or pole and pulling them to safety.

7.19.3 Entry Rescue

Entry rescue shall only be completed by trained and competent ERT personnel. Due to the unique nature of confined space rescues, specialized equipment and training are required in order to perform a safe and successful rescue.

One of the initial pieces of equipment employed in a confined space is a method of ventilation to disperse collected hazardous gases and introduce fresh air into the environment.

In the event that an entry rescue must be performed, rescue personnel will wear protective clothing appropriate for the situation. This may include a self-contained breathing apparatus (SCBA), protective headgear and the use of explosion proof lighting (to prevent igniting any gases). The rescuer may also wear a full body harness with an attached safety line, especially if a vertical descent is required. To assist in vertical descents, a mechanical winch and tripod may be set up over the access point, if the bottom of the confined space is more than five feet from the entrance.

The rescuers may also carry monitoring equipment by which they can ascertain the quality of the air in the environment. Even if the air quality reading does not indicate any hazardous conditions, it is still recommended that rescuers wear SCBA.

SECTION 8 - MUTUAL AID AGREEMENTS

Any emergency at any mine can quickly overwhelm the capacity of the site ERT. It is therefore important that we maintain our Mutual Aid agreement with other mines in the area. If an emergency overwhelms the Hope Bay ERT, the IC in conjunction with the Manager on Duty will activate the Mutual Aid agreement and request assistance from as many of our partners as necessary. Even a simple emergency can quickly be escalated. With the remote nature of Hope Bay, the initial call should be made as early as possible. The Manager on Duty will coordinate with the Logistics department to bring the personnel and materials to site.

As part of the agreement, Hope Bay must also be prepared to send personnel and / or materials to other sites. After receiving the initial mutual aid request, approval from the Manager on Duty and / or the General Manager should be received. The initial plan should be to fulfill the mutual aid request without impact to operations at Hope Bay (i.e. maintain at least the minimum number of rescuers and equipment to keep the operation active).



Table 8.1: Mutual Aid Partners and contact information

Company	Site	ERT Coordinator	Phone	24/7 Monitored Number	Email
Agnico Eagle	Meadowbank / AMQ	Philippe Beaudoin	819-759-3555 ext. 460-5128	ext. 460-6911	philippe.beaudoin@agnicoeagle.com
		Fanny Laporte	819-759-3555 ext. 460-5148		fanny.laporte@agnicoeagle.com
	Meliadine	Dave Loder	891-759-3555	ext. 460-3911	david.loder@agnicoeagle.com
		Darren Wilcox	ext. 460-3113		darren.wilcox@agnicoeagle.com
	Hope Bay	Morgan Hjorth	819-759-3555	ext. 460-0911	morgan.hjorth@agnicoeagle.com
		Jason Sanderson	ext. 460-0123		jason.sanderson@agnicoeagle.com
Burgundy Diamonds	Ekati	Geoff Kinder	867-880-4400	Security Control ext. 2201	geoff.kinder@burgundydiamonds.com
		Alex Morris	ext. 2371		Alexander.Morris@burgundydiamonds.com
De Beers	Gahcho Kue	Jakub Matecki	867-679-5866	Protective Services 867-679-5864	Jakub.Matecki@debeersgroup.com
		Jon Gale			Jonathan.gale@debeersgroup.com
Baffinland Iron Mine	Baffinland	Steve Janknegt	647-253-0596 ext. 4048	Mary River Security ext. 6047 Milne Inlet Security ext. 4129	Steve.Janknegt@baffinland.com
		Chris MacDonald			Chris.Macdonald@baffinland.com
		Kyle Hewey			Kyle.Hewey@baffinland.com
		Dean Metzler			Dean.Metzler@baffinland.com
B2GOLD	Back River	Pascale Claveau	418-698-8388		P.Claveau@b2gold.com
		Allan Baxter			Allan.Baxter@b2gold.com
Parsons Inc.	Giant Mine	Doug Hayes	867-688-1036	Security 867-686-1259	Doug.Hayes@parsons.com
Rio Tinto	Diavik	Richard Kretschmar	867-669-6500		Richard.Kretschmar@riotinto.com
		Nathan Pitre	ext. 5462		Nathan.Pitre@riotinto.com

*Updated October 2023

SECTION 9 - LIST OF ANCRONYMS

AEM	Agnico Eagle Mines
CDA	Canadian Dam Association
CIRNAC	Crown-Indigenous Relations and Northern Affairs Canada
CMP	AEM's Crisis Management Plan
DEP	Hope Bay Dam Emergency Plan
DFO	Fisheries and Oceans Canada
EIA	Environmental Impact Assessment
EMS	Environmental Management System
EPP	Emergency Preparedness Plan
ERP	Emergency Response Plan
ERT	Emergency Response Team
GN	Government of Nunavut
HAZCOM	Hazard Communication
HMMP	Hazardous Materials Management Plan
HR	Human Resources
ICC	Incident Command Centre
IATA	International Air Transport Association
KIA	Kitikmeot Inuit Association
MDMER	Metal and Diamond Mining Effluent Regulations
MSDS	Materials Safety Data Sheets
ERT	Emergency Response / Mine Rescue Team
NWB	Nunavut Water Board
JOHSC	Joint Occupational Health & Safety Committee
PPE	Personal Protective Equipment
SAR	Search and Rescue
SCP	Spill Contingency Plan
TDG	Transportation of Dangerous Goods
WRT	Wildlife Response Team
WSCC	Workers Safety Compensation Commission
WHMIS	Workplace Hazardous Materials Information System

APPENDIX

Appendix 1 - Emergency Checklist for Manager on Duty

Checklist for Manager on Duty	
Level	Upon receiving the initial call from the IC, determine the level of Emergency / Crisis. Note: the level of the situation may change with the evolution of an emergency.
Yes / No	Is a site wide shutdown required?
	Ensure good communication between Manager on Duty and IC
Yes / No	Do we need to activate the on-site Emergency Management Team (level 2-4)? (PA MGMT or via radio list, personnel contacted will vary depending on the situation)
	Designate a Scribe to record all facts / communications
	Brief Emergency Management group on the situation and facilitate an Emergency Planning Meeting to determine next steps and assign tasks.
	Ensure all phone calls are logged using HOP-HSH-FOR-3001 ERP Telephone Call Log
	Level 2 Emergency – Advise General Manager. Level 3 & 4 - Crisis, immediately inform General Manager, Crisis Team Coordinator, and Crisis Team Co-Chair respectively (contact info in ERP).
	Draft initial written communication to the above personnel explaining the situation (Detailed checklists can be found in the AEM CMP)
Yes / No	Are External Agencies required (such as WSCC, RCMP, Coroner, Environmental, see list in ERP).
	Do we need to contact Mutual Aid Partners and Ensure someone from Flight Logistics (4600652) is in the Emergency Management Team
As the situation progresses, consider the following	
Yes / No	Are additional personnel (non-ERT) required?
	Is there a need for Heavy Equipment? Contact Site Services supervisor (4600610)
	Ensure Food / Water is available for the ERT (contact Camp Manager 4600634)
	Do we need a list of all personnel on site with their Room #'s, (contact Camp Manager 4600634)
	Ensure a thorough Debrief of the incident is conducted and an All Clear is given once the situation permits, see CMP section 8.7 and 8.8
	Post incident in collaboration with IC / HR evaluate necessity for Critical Incident Stress Management.

Appendix 2 - Cyanide (Sodium Cyanide)

*Currently there is no Sodium Cyanide in use at the Hope Bay Site. However, there is currently Bulk Storage of Sodium Cyanide from when the process plant was in operation.

Release of HCN from storage

- Large quantities of sodium cyanide are stored at the Hope Bay site to optimize gold recovery from the ore. Due to transportation restrictions, normally a full year's supply of sodium cyanide will be transported and stored on site. This product will be stored on secured and separate laydown. The product will also be handled, transferred, and used in compliance with appropriate legislation and applicable Best Management Practices.
- In the event of a major release of HCN from the storage area it will be critical that any worker in the immediate area of the release evacuate upwind and call for help by following the Code 1 procedure.
- Upon receiving the HCN release call, the IC will initiate the mine's Emergency Response Team. The I.C. will then call out the required Emergency Response Personnel to assist at the release site. They will also make sure to inform the Manager on Duty of the situation.
- Emergency Response Team will make sure evacuation is completed in red and yellow zones as determined in the Emergency Response Guidebook 2020 and then will monitor the area by using gas monitors. Following monitoring, and analyzing wind direction, air dampness and any other significant input, the decision will be then taken to evacuate a larger perimeter if needed to do so.
- After re-assessing the situation, Emergency I.C. and Manager on Duty will decide if a complete site evacuation or if any other Emergency or remediation measure are required.



Related Documents
Agnico Eagle Crisis Management Plan Hope Bay Division, March 2023
Hope Bay Wildlife Response Plan
Hope Bay Spill Response Plan
Hope Bay Dam Emergency Response Plan
HOP-HSH-PRO-3001 Code 1 procedure
HOP-HSH-PLN-3002 Emergency Response Training Plan
HOP-HSH-FOR-3001 ERP Telephone Call Log
References
Mining Association of Canada Crisis Management and Communications Planning Reference Guide
Western Canada Mine Rescue Manual
Email directive from VP H&S Jason Allaire “Communications Access During Crisis Situations” on 21 September 2023
Meliadine Emergency Response Plan (May 2023)
Meliadine Crisis Management Plan (June 2023)
MBK-HSS-EMR-PLN Meadowbank Complex Emergency Response Plan V17
MBK-HSS-EMR-PLN Crisis Management Plan revision V6.1
Macassa Emergency Response Plan & Fire Procedures Control Group Responsibilities
DLM-AP-IMP-001 Incident Management Plan
Emergency Response Guidebook 2020
tmac Eagle Social Media Policy