

Preparation for an Emergency Response

Husky has an integrated Emergency Management (EM) Program to effectively assess hazards, mitigate risk and respond to, and manage, incidents. Husky's EM Program is governed internally through the Company's Corporate Procedures on Emergency Management. The procedure ensures the establishment, implementation and continual development of an all-hazards response capability for managing emergency situations. Husky's emergency response priorities are:

- Protection of life
- Protection of the environment
- Protection of assets and reputation

The EM program and individual Emergency Response Plans (ERPs) are regulated and approved by local, provincial and federal governments. ERPs are tailored using area-specific hazard and risk assessment. Local response requirements are evaluated to determine the training and equipment needed for individual emergency response teams. These teams are supported by local management as well as a multi-discipline corporate emergency response team.

Key Public Safety Information

Husky's priority is the safety of the public and its workers, and the protection of the environment.

The Company consults with residents, landowners and other stakeholders. It keeps neighbours informed of activities, solicits input and works to address concerns.

It engages with individuals and organizations along the pipelines that it operates and within its identified Emergency Planning and Hazard Zones to ensure contact information is current and that they are informed of critical information. An information handout is provided that includes:

- Overview of operations, including description of products and potential hazards
- Detailed information on potential health impacts of products
- Outline of Public Protection Measures including instructions on:
 - Shelter in Place
 - Evacuation Procedures
 - Early Notification
 - Other Emergency Procedures
- Information on what to do in the event of an emergency
- Husky's 24-hour Emergency Contact information
- Map of the area and identified emergency planning zones

Emergency Procedure Manual

Husky's Emergency Procedures Manual and Emergency Response Plans (ERPs) meet or exceed the requirements of all applicable governing agencies and regulatory bodies where the Company operates. The plans comply with Husky's Operational Integrity Management System (HOIMS), which provides a systematic approach to anticipating, identifying and mitigating hazardous situations within its operations. The plans include an area specific hazard assessment and outline the necessary resources, personnel, equipment and initial actions to facilitate a safe, coordinated and effective response. ERPs are reviewed and updated as required to ensure they are current. The Company conducts regular emergency preparedness exercises where responders, equipment and plans are tested.

The ERP regulated through the NEB can be accessed on the [Company's website](#) . Portions of this document have been redacted in accordance with the NEB's order to protect personal information and security of operations.

The ERP is a portion of Husky's overall Emergency Management Program.

Emergency Management Program Summary

Husky has a Corporate Standard that outlines expectations for an effective emergency management program including being prepared for emergencies and security threats, responding in the event of an emergency or security threat and ensuring that operations are able to continue safely or can recover in a timely and efficient manner.

Policy and Commitment

An effective program requires commitment from all levels within a Company. Husky has documented its commitment and expectations through HOIMS Element 4 – Corporate Emergency, Business Continuity and Security Management Standard. Corporate Responsibility within Husky maintains the overall governance of the Emergency Management Program and reports to the Executive HSE Committee and the HSE Committee of the Board of Directors. Specific expectations outlined in the standard include:

- Each area will assess the probability and consequence of all hazard incidents
- Each business unit will establish and maintain documented ERPs using a common template
- Each business unit will identify, clearly define and make readily available the necessary resources, including personnel, equipment and assets needed for emergency response
- Each business unit will ensure that personnel performing roles in the response are competent on the basis of appropriate education, training, and experience
- Key performance indicators are used to track training, exercises and plan maintenance
- Internal audits are conducted to assess capability and compliance/conformity of the Emergency Management Program

Goals and Objectives

Husky's Emergency Management Program is integrated with other programs and initiatives to safeguard pipelines against a potential release. The Company monitors and manages the pipelines it operates through a Pipeline Integrity Management Program, including patrols of right-of-ways, pipeline inspections, maintenance and risk assessments and minimizing ground disturbance. Its Damage Prevention program includes information for excavation, installations and pipeline crossings.

Husky is a member in good standing of the Western Canada Spill Services (WCSS) co-operative, actively participating in annual training and exercises as well as fulfilling roles such as equipment custodian, Area Chairman and member on the Board of Directors.

In addition to being a member of the WCSS, Husky is developing Geographic Response Plans (GRPs) specific to its operations, which will aid responders in mobilizing equipment safely and efficiently for containment and recovery in the event of a product release. In addition wildlife management plans are being developed to help safeguard resources at risk and sensitive areas. GRP development will also include engaging local stakeholders to ensure local knowledge is captured where applicable.

Hazard Identification, Risk Assessment and Controls and Clean-up and Remediation

Husky's Corporate Standard on Emergency Management outlines that each area will assess the probability and consequences of all site-specific hazards. The ERP hazard identification process examines the potential adverse consequences on people, the environment (including air, ground, wildlife, vegetation and water), assets and reputation. The Lloydminster Pipeline system maintains a comprehensive Operational Risk Register of its sites, which is reviewed annually and revised as required. Fire and hazmat assessments have been completed on larger facilities.

Stakeholder Liaison

Husky engages various external stakeholders within its operating areas, including First Nations, Aboriginal associations, Métis groups, landowners, communities, governments, municipal associations and various other interested parties. Public and stakeholder engagement activities are undertaken by Husky's Corporate Affairs department as well as appropriate business units.

Husky's engagement approach is based on the following principles:

- Proactive, consistent and meaningful engagement throughout the life of facilities, pipelines and associated infrastructure.
- Balanced approach that ensures consistency while maintaining flexibility to tailor engagement to the needs and capacity of each community.
- Engagement practices that are inclusive, respect the unique interests, customs and cultures of local communities, and are aligned with the Company's diversity and inclusion program.
- Respect that Aboriginal peoples in Canada have constitutionally protected Aboriginal and Treaty Rights under Section 35 of Canada's Constitution Act 1982.
- Respond to communities, stakeholders and public queries in a full, fair, accurate, easy to understand and timely manner.
- Provide a full and fair opportunity to local and Aboriginal vendors to participate in the Company's supply chain.

A critical component in plan maintenance is consulting with key stakeholders identified in the Emergency Response Plan. Public consultation is completed annually or as required, and individuals and organizations are provided the information outlined in *Key Public Safety Information*.

In the event of an emergency, the External Liaison Officer, under direction of the Incident Commander, would engage impacted stakeholders and communicate a strategy to provide updates and important information.

Continuing Education

Husky consults with and educates any external organization or persons that could potentially be the first on scene of an incident at one of the pipelines the Company operates. The consultation includes education and awareness of the pipelines and how to identify a leak. Specific information is provided on what to do when responding to a pipeline incident. Husky invites first responders and other agencies to participate in exercises where applicable.

Husky has recently developed a comprehensive training presentation specifically for First Responders.

Training and Exercises

Husky is committed to ensuring personnel involved in an emergency response fully understand their roles and the roles of others with whom they may interact during an incident. It has an integrated Emergency Response Learning program that connects emergency response training to execution by way of a standardized multi-year program across the organization. Husky uses a combination of discussion and application-based training to build the capability of its responders. Training and exercises include the following:

- Online or classroom training consists of a combination of Incident Command System curriculum, regulatory awareness and site specific orientations, and covers technical, communication and leadership information.
- Table Top is facilitated analysis of an emergency situation in an informal, stress-free environment, designed to elicit constructive discussions as participants examine and resolve problems based on existing operational plans and identify where those plans need to change.
- Drill is a coordinated, supervised activity usually employed to test a single, specific operation or function within a single entity, or specific steps identified in an emergency operating or safety procedure.
- Functional Exercise is a simulated interactive exercise that tests the capabilities in responding to a simulated event, without moving people or equipment to site, and is sometimes referred to as a Communications exercise, testing multiple functions of ERPs. The exercise uses a carefully designed and scripted scenario, with timed messages and updates leading to internal and external communication.
- Full Scale Exercise is a simulation of a real event, portrayed as realistically as possible, including the mobilization and actual movement of personnel and equipment, and may involve multiple agencies and disciplines.

The scenarios for the exercises are built from realistic hazards and vulnerabilities within the specific area and the response is tested against the plan.

Husky has a Corporate Training Matrix for Emergency Management which outlines mandatory ICS training requirements by position and role, as well as other mandatory and recommended Emergency Management Courses. The training is managed and tracked through Husky's Learning Management System.

Husky Lloydminster Pipelines incorporates an activity schedule for Emergency Management that schedules a hazard assessment, emergency planning, training, exercises, capability and process improvements (lessons learned), community engagement and technology enhancements.

Incident Management System

The Company bases its plans and procedures on the Incident Command System (ICS), a standard emergency response model used in Canada and internationally to provide an effective response across all operations. It focuses the response so that the most important actions are addressed in priority and under clear accountabilities. By adopting ICS principles and terminology, Husky is better equipped to align with mutual aid partners and government agencies in training, simulations and emergency response efforts.

Husky uses a Scope-Based Response model consisting of four levels of response: Crisis Management, Response Management, Response Support and Physical Response. This model is based on the principle that each team supports one another and that each team responds independently to deal with their own mandate as appropriate.