

# Emergency Management Program Information

## Introduction

How we do our work at Cenovus is as important as what we do. Cenovus is dedicated to ensuring efficient and effective management of emergency situations and maintains a comprehensive Emergency Management Program to ensure we are properly prepared.

The Cenovus Emergency Management Program (EM Program) is subject to continual improvement and the Emergency Procedures Manual (also known as Emergency Response Plan or ERP in CSA Z246.2) is a part of the overall EM Program. During the development of an ERP all hazards are considered and mitigation is in place to address them and any potential effects arising from an emergency.

The Cenovus EM Program complies with all federal, provincial, local, and industrial regulations applicable to the asset and/or hazard including, but not limited to those regulations administered by the following governmental regulatory agencies:

- Alberta Energy Regulator (AER)
- British Columbia Oil and Gas Commission (BCOGC)
- National Energy Board (NEB)
- Environmental Emergency (E2) Regulations
- Saskatchewan Ministry of the Economy

## Key Public Safety Information

In case of an emergency, the public, First Responders, municipalities, Indigenous Communities, and provincial and federal agencies are notified through the most efficient means possible for the entity that is required to or may need to assist in response, or the community that may be impacted. This may include, but is not limited to, activation of the automated notification system and/or direct calls to the public inside Emergency Planning Zones (EPZ); direct calls to 911, impacted municipalities, communities, and/or regulators; coordination with emergency services to notify the public; and the use of available media systems to share information on a larger scale. Contact information is reviewed annually as part of ERP reviews and updates.

For more information on Environment and Safety considerations see:

- Environment commitments: <https://www.cenovus.com/responsibility/environment.html>
  - air quality <https://www.cenovus.com/responsibility/environment/air-quality.html>
  - water <https://www.cenovus.com/responsibility/environment/water.html>
  - wildlife <https://www.cenovus.com/responsibility/environment/wildlife-biodiversity-land.html>
- Safety commitments: <https://www.cenovus.com/responsibility/safety.html>

For those residing within an EPZ, information regarding the specific hazards is provided as part of the consultation process.

To notify Cenovus of an emergency, or a suspected emergency, the public can contact the Cenovus Emergency Call Centre at 1-877-458-8080.

# Emergency Procedures Manual

Emergency response is guided by an Emergency Procedures Manual (also known as an Emergency Response Plan (ERP)). The Manual is comprised of two documents: a Core document that outlines the all-hazards response system and a site specific plan containing detailed information regarding hazards, mitigation and response, contacts, and maps required during a response. The site specific plans are available to the public with certain information redacted due to the confidential/sensitive nature of the information including, but not limited to, personal information of a person/individual or information that could impact the security of the assets.

As per NEB Order MO-002-2017 <https://apps.neb-one.gc.ca/REGDOCS/Item/Filing/A81701> The Cenovus Core and ERPs can be viewed on [cenovus.com](http://cenovus.com)

## Emergency Management Program Summary

### *Policy and Commitment*

Cenovus operates according to the Cenovus Operations Management System (COMS) which:

- Sets minimum standards for how we work
- Ensures that we have goals and targets in place
- Explains how we identify and mitigate risks
- Drives value through consistency and standardization

The purpose of the Emergency Preparedness and Response COMS Standard is to ensure that the minimum requirements are in place to conform to the company's Corporate Responsibility Policy which states "Cenovus ensures efficient and effective management of emergency situations with the potential to impact Cenovus, its stakeholders, the environment, assets, financial condition or reputation."

Although the Emergency Preparedness and Response COMS Standard is the guidance document for Cenovus's EM Program, it is intended to integrate with the requirements articulated under other process elements of COMS, specifically:

- People
- Risk Identification & Assessment
- Risk Mitigation
- Knowledge Sharing

### *Goals and Objectives*

The overall objective of Cenovus's EM Program is to have consistent, coordinated and effective management of emergencies throughout Cenovus and to confirm that Cenovus's emergency preparedness and response capacity will address all credible and significant incidents.

Cenovus's Emergency Preparedness and Response COMS Standard is in place to confirm:

- Emergency Response Plans are in place and tested
- Adequate resources (people, facilities and equipment) are in place to implement the plans
- Training and exercising site plans are completed
- Assessment and maintenance of emergency preparedness are regularly conducted

The plans, people, training and tools all work together to ensure Cenovus's ability to respond to an emergency and to ensure the consequences of an emergency are minimized.

## **Preparedness**

In order to prepare for emergencies, Cenovus develops strategies to mitigate risks and plans for likely scenarios. Preparedness is achieved through:

### **Planning**

The Risk Identification and Assessment COMS Standard which requires functional leads to ensure risk identification and assessment information is used to designate critical operating processes and equipment (including safety critical equipment), as well as operating limits.

For the EM Program, this means Emergency Response Plans (ERPs) are produced that reflect identified risks and their potential impact upon the business, assets and employees. Emergency management plans, therefore, may incorporate risk assessment, business impact analysis and resource needs analysis which inform the development of prevention and mitigation strategies, emergency operations/response, crisis communications, crisis management and recovery plans. Issues that threaten the strategic, reputational and intangible elements of the organization are addressed in these plans.

### **Training**

Best practice and the Training and Certification COMS Standard require a competency based training program to ensure Cenovus personnel are ready to deal with the potential emergencies identified in the planning stages.

### **Validation**

The presence of plans and a competency based training system does not guarantee effective response and recovery. Both are validated through robust exercises. Lessons learned from these exercises and post incident reports create corrective actions to address shortfalls. Exercises also serve to develop the competencies of personnel taking part in them. It is only through participation in emergency situations and exercises that true competency in emergency management is achieved.

### **Response**

When an incident occurs, we respond to it ensuring life and safety are our first priority, followed by stabilizing the incident and then reducing the impact to the environment and property.

### **Recovery**

Recovery from an incident starts as soon as the incident occurs. The efforts directed at recovery may initially be lower as the initial focus will be upon life and safety, but the resumption of normal service levels is always a goal.

The aim of long term recovery is to enhance the overall service level and ensure the economic, financial and reputational well-being of the public, partners and Cenovus is a priority.

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

Proactive risk identification, assessment, monitoring, mitigation and controls guide everything we do at Cenovus. Each site maintains a risk registry and has processes in place to address operations, provide safeguards to prevent potential incidents from occurring, and guide emergency response.

We address a wide range of hazard types including, technological (explosion or fire, spill or release, critical infrastructure failure, etc.), natural (weather, wildfire, pandemic, etc.) and human-caused (cyber-attack, sabotage, etc.) during the hazard identification and risk assessment.

As part of the analysis, Cenovus uses dispersion modelling software to determine EPZs; EPZs are mandated by applicable regulation(s).

Mapping software is used to identify stakeholders within the planning zones. These stakeholders must be contacted to ensure they are aware of the hazard and potential risks. Once the hazard and the risks have been clarified, mitigation processes are established to further reduce the risk where possible. Emergency response processes are also developed to address the potential impact of the hazard.

Emergency response plans are created or updated to address the unique needs of the site and hazard(s). Maps are included as key visual tools for managing the response to an incident. The maps provide critical response data such as potentially impacted populations, sensitive areas, access and egress routes, and the proximity of additional resources. These maps are incorporated in the site specific ERP. The documentation also includes contact information for the identified stakeholders.

Cenovus's ERPs are closely tied to operations procedures and safety processes to ensure the prompt response to any spill or release, no matter how small. Select personnel are trained in response techniques and the required tools and resources are maintained at the site to ensure readiness.

## ***Stakeholder Liaison to Prepare for Emergencies***

As part of the annual ERP review, Cenovus contacts key stakeholders. This is to ensure correctness and currency of information. Our annual consultations are generally conducted by telephone, electronically or one-on-one meetings. Information collected during this process is incorporated into our ERPs along with required provincial and federal authority incident reporting information. Consultations include:

- Confirm and collect key contact information
- Identify and clarify roles and responsibilities
- Explore possible mutual aid options

As part of the public consultation, stakeholders are provided with information about the Canadian Environmental Protection Act, Environmental Emergency (CEPA E2) Regulations and Hydrogen Sulphide, where applicable.

## ***Continuing Education***

Cenovus maintains ongoing communication with local emergency services and health authorities, other stakeholders, as well as members of the public living near our operations. We share information regarding the location of our operations, potential hazards, potential emergency situations, and safety procedures in the case of an emergency.

Our safety program adds to our focus on continuous education by mandating the use of hazard assessments as part of regular operations and safety orientations for all persons attending Cenovus sites.

## ***Training and Exercises***

Cenovus maintains an emergency response training and exercise schedule for all personnel identified for roles within the emergency response teams. Training and exercises are mandatory for all named program participants, at all levels of the company. Exercises are held at minimum on an annual basis and may consist of discussion or operations-based exercises.

To ensure a coordinated response to any emergency, local municipalities, regional health authorities, local law enforcement, applicable regulatory agencies (e.g. NEB, AER, BC OGC) and other identified stakeholders are invited to attend our full-scale exercises.

Emergency management training includes, but is not limited to:

- The Incident Command System (ICS)
- Emergency response roles and responsibilities
- Quick Response Guide
- Emergency Response Plan
- Use of Standard ICS Canada forms for documentation
- Emergency Notification processes

## ***Incident Management System***

An incident management system is a standardized approach to emergency management that includes personnel, facilities, equipment, procedures and communications operating within a common organizational structure. Cenovus manages emergencies through the use of the Incident Command System (ICS).

Each field office houses an Incident Command Centre (also known as an Incident Command Post) to use as a base for coordinating the response. Select field personnel are trained to perform key Command and General Staff roles as outlined by ICS Canada.

The Cenovus Emergency Operations Centre (EOC) located in Calgary is the base of operations for the Cenovus Emergency Coordination Team (ECT), a cross-functional group trained in supporting the impacted site(s) and providing strategic support to the incident response.

In the event of an incident involving other jurisdictions, Cenovus will coordinate with the response agencies of the surrounding jurisdictions that retain the responsibility for emergency response under the relevant provincial emergency management legislation and local bylaws.