

CHAMPION IRON: RESPONSE TO THE COVID-19 PANDEMIC

In line with Government guidelines, our company has implemented a number of **MEASURES** in its efforts to **MITIGATE RISKS RELATED TO COVID-19**, which apply to its workforce and contractors.

These safety precautions include the following:

REDUCED WORKFORCE AND ROTATION

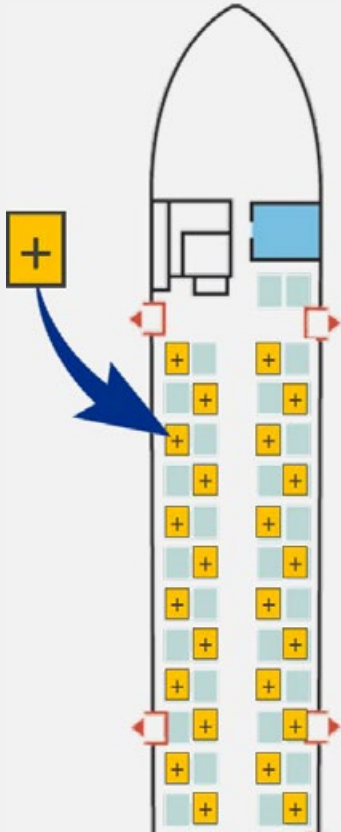
- Optimized workforce to reduce volume of employees at site.
- Reduced number of travellers to the region; changed work schedules to reduce travel.
- Optimized shift rotation schedules to reduce the number of inbound flights.

CONTRACTORS

- All contractors must obey government directives as well as additional measures implemented by our company.
- Most discretionary growth expenditures have been suspended.
- Only contractors necessary for the continuity of operations are granted access to the site.
- An enhanced maintenance shutdown schedule has been deployed to reduce the need for external contractors on the site.
- Contractors must attend a mandatory information session on rules and regulations related to COVID-19.
- Contractors are instructed to remain in their lodging and avoid visits to any establishments in Fermont, Labrador City, Wabush or surrounding communities.
- Contractors are transported on company buses, provided with food delivery service to avoid the use of the cafeteria or contact with other workers, and are subject to medical monitoring and screening as per company procedure.

ADMINISTRATION

- A crisis management team has been established on site to facilitate adaptation to daily measures implemented.
- Frequent conference calls are held with executive management to follow the situation closely and respond to the concerns of our employees, communities and partners.
- Enforced telework for employees with the ability to work from home.
- Ongoing dialogue is maintained with local municipalities to respond and adapt to residents' questions and concerns.



AIR TRANSPORTATION

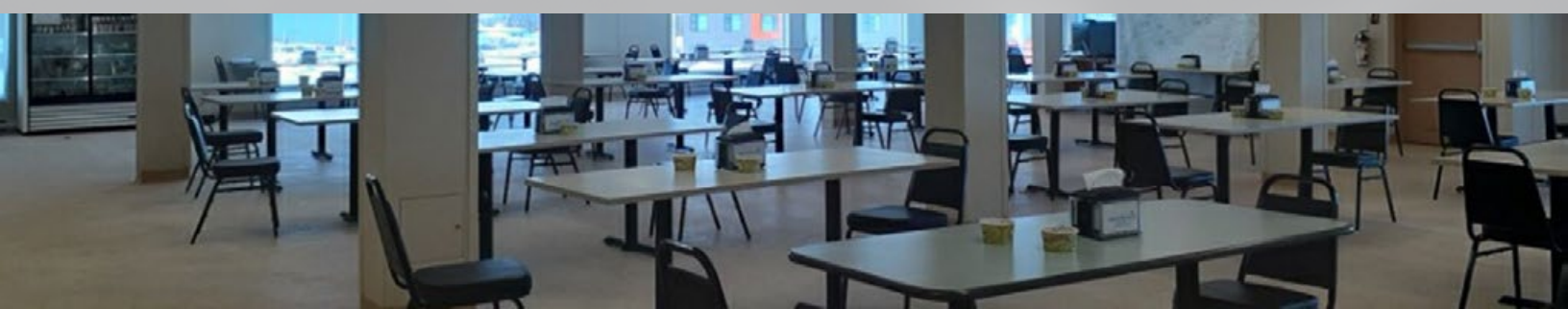
- A first screening is performed 3 days prior to departure. Employees are contacted by the site to review their health status.
- All employees complete a health and travel questionnaire before boarding one of our chartered aircraft.
- A healthcare professional takes the temperature of passengers prior to boarding and confirms the absence of symptoms or risk factors.
- Fly-in/fly-out airport terminals across Québec have been reconfigured to maintain social distancing in waiting areas and at check-in counters.
- The number of aircraft has been doubled to allow appropriate social distancing between travellers (zigzag seating for maximal distance).
- Aircraft are sanitized prior to each flight and travellers are provided with masks for the transportation to site.
- Employees will embark and disembark the plane directly to and from company buses, bypassing the Wabush terminal and surrounding communities. This applies to both incoming and outgoing traffic. All travellers are directed to use facilities onboard the aircraft to further prevent unnecessary contacts in regional airports.

MINE SITE

- Everyone wishing to enter the mine site must undergo a thermal scan control.
- Employees who live in Fermont are reassigned to work from home or isolated from other workers on the mine site to prevent contact with workers from different regions.
- The number of buses has been doubled to allow the recommended social distancing during land transportation.
- Additional employees have been assigned to disinfect work areas daily, including railings, door handles and other surfaces.
- A team is dedicated to reviewing the working methods of our employees and making adjustments when necessary.
- Toolbox meetings are held respecting the required distancing.
- Disinfection stations have been installed across the site.
- Additional medical support personnel have been deployed.
- Additional security guards have been deployed to monitor the safe handling of parts delivery and monitor all personnel.
- 7/7 work schedules have been eliminated to reduce employee travel volume.
- Work hours have been staggered to further reduce employee interactions.
- Measures have been taken to prevent contact with external deliveries, including local goods and operational supplies. Goods are dropped off at the site entrance and then recovered by our employees after delivery personnel have left.
- Measures have been implemented to isolate contractors (from Labrador City and surrounding communities) from our regular staff to prevent potential contamination of COVID-19 between employees.

FERMONT FACILITIES

- A directive has been issued to avoid all public areas in the town of Fermont and surrounding communities.
- Additional hand-washing hygiene measures have been added.
- A person is posted at the cafeteria entrance to ensure that each person washes their hands thoroughly upon arrival.
- A small convenience store has been set up in our complex so that employees do not need to shop at local stores in town.
- The cafeteria seating arrangement has been reorganized to respect recommended social distancing.
- The floor has been marked to enforce social distancing in the cafeteria lineup.
- Maximum occupancy for each room is now displayed to reflect social distancing requirements.
- We offer take-out meals and encourage people to eat in their respective rooms.
- All meals are individually portioned and wrapped. Buffet services have been suspended.
- Community facilities are closed (gym, ice rink, etc.).



In these unprecedented times, **CHAMPION IRON** is fully committed to being part of the collective effort **TO LIMIT THE SPREAD OF COVID-19** and our company is rapidly and vigorously adapting to the fast-evolving situation. The health and safety of our employees, partners and communities being our number one priority, we are taking a proactive and thorough approach to the crisis by strictly adhering to and exceeding all government guidelines and applying them to our specific working environment, location and situation. We are confident that these comprehensive measures will mitigate the risks and greatly contribute to providing a safe environment for our workers and subcontractors and protecting surrounding communities.

Rest assured that Champion Iron is addressing the COVID-19 crisis with the utmost care and precision and will be closely following up on all new developments.

CHAMPION IMPLEMENTS MEASURES TO SAFEGUARD ITS EMPLOYEES,
PARTNERS AND COMMUNITIES.

TOGETHER, WE ENSURE A BRIGHT FUTURE FOR ALL.

FOR QUESTIONS OR FURTHER INFORMATION:

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