

Community update



Josh Hutchings, Imperial Norman Wells Operations Manager

Sarah McLaren, Imperial Norman Wells Operations Closure Director

April – June 2026

Agenda

- Norman Wells end of production update
 - Workforce update
- Timeline and activity outlook
- Maximizing Indigenous and Northern benefits
 - Training and skill development
 - Ongoing social investment
- Engagement opportunities



Norman Wells Operations update

End of production announced

- Operations are no longer economic to operate
- Asset has reached end-of-life
- Withdrew Operations Authorization renewal and line 490 applications

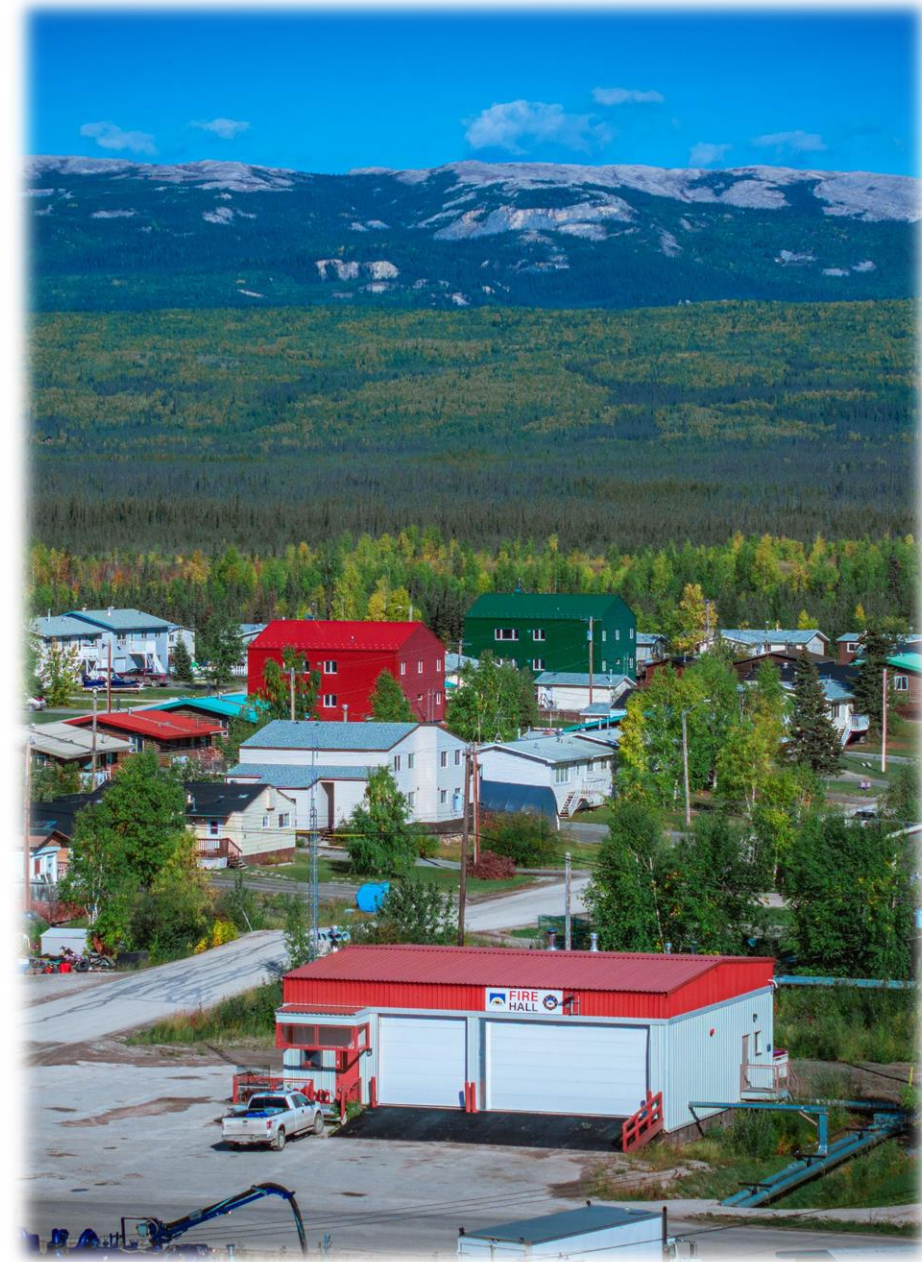
What's next

- Now to August 2026: **safely** and permanently shut-in production (under existing permits)
 - Well suspensions
 - Decommissioning
 - Early-stage abandonment
- NTPC transitions to diesel-generated power
- No near-term changes to fuel supply program
- Transition to monitoring and surveillance state
- Internal staffing and contractor staffing transition underway



Workforce update

- Employee and contractor staffing transition underway
- Norman Wells Operations employees today:
 - ~60 employees + ~70 contractors support involved; ~70 on-site daily
 - 10 northern residents and 16 Sahtu beneficiaries (26 total)
 - ~30% Sahtu beneficiaries
- A small team will remain in Norman Wells to support surveillance post cessation of production.
- **Goal: maximize local business and workforce participation**
 - Today, the majority of direct labour, capital, and business services needed for production at Norman Wells are imported.
 - Approximately 85% of the direct and indirect jobs and 82% of the inputs originate from Alberta or beyond.



Timeline to shut-in state and activity outlook



Operations

Now til then

- Maintain Operations Integrity



End of Production

August 2026

- Shut in
- Removal of site energy sources



Decommissioning

September 2026 into 2027

- Facility decontamination
- Remove hazards, pipe/tank clean out + air gapping



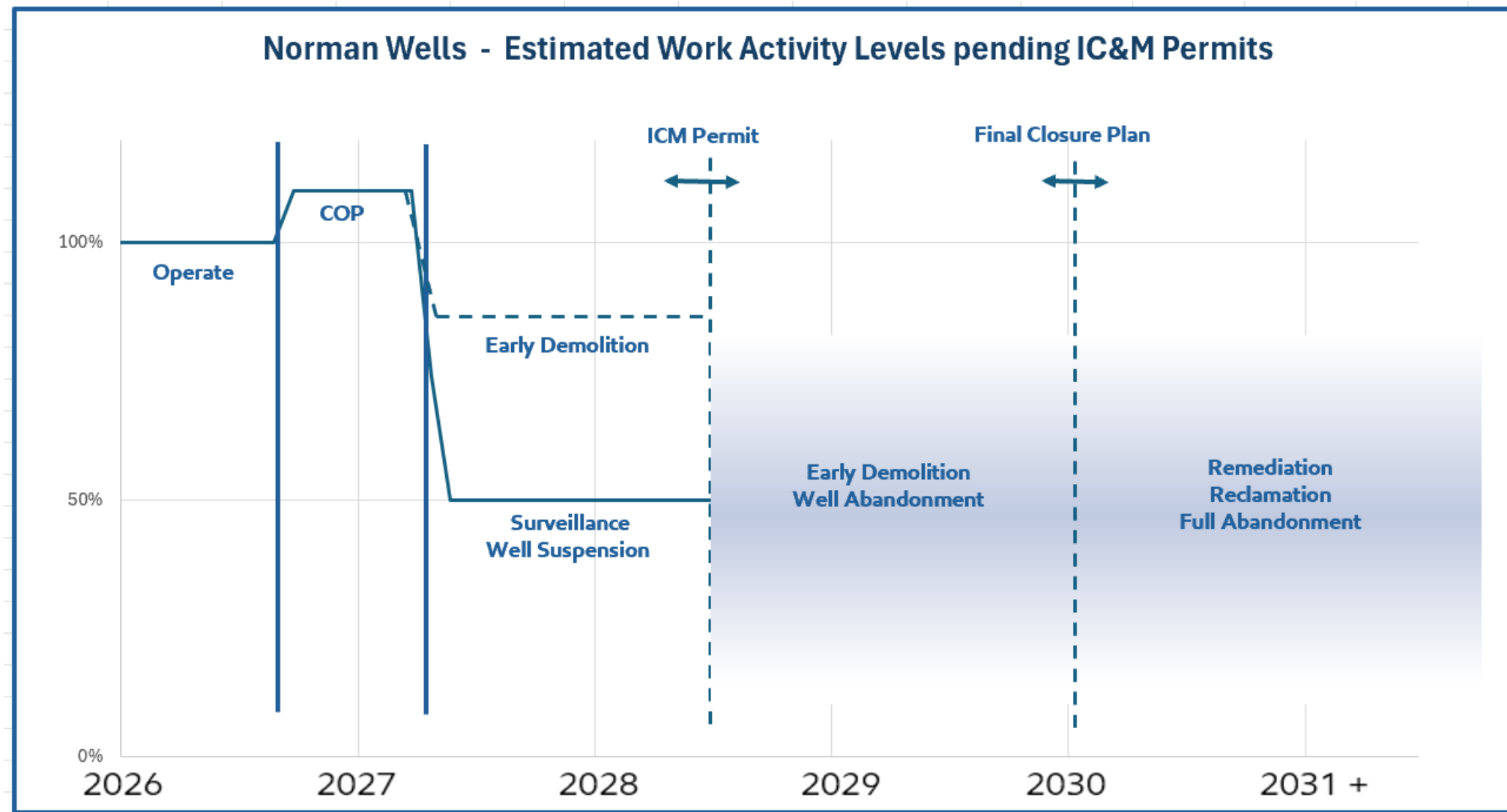
Interim Care & Maintenance

2027+

- Continued environmental monitoring, early-stage abandonment

Ongoing environmental monitoring, assessments and well suspensions + early-stage well abandonments

Estimated activity outlook





Indigenous and Northern economic development commitment

Goal: Maximize benefits locally

Principles

- Support long-term Indigenous business growth through capacity building and shared learning
- Maintain strong Indigenous content plans embedded in contracting decisions
- Use Indigenous suppliers that meet safety, quality and technical standards and are price competitive
- Provide clear information and training on procurement processes and expectations

Performance

- Since 2020, more than **\$130M in goods and services** sourced from Sahtu and Northern businesses (~40%+ total spend)
 - Consistently over 50% Sahtu and Northern content in operations spend
 - Imperial spends \$20–\$30 million annually with Sahtu Indigenous companies
- Indigenous community JV partnerships (Sahtu United/Waterline, TRSA)
- Over the past decade, more than \$4 million has been invested in Sahtu regional workforce training through the Northern Development Program (NDP) [NDP video](#)

Preferential major contracting approach

- Tier 1: Local Sahtu Indigenous community-owned (51%+) businesses and partnerships designed to direct economic benefits to the region (employment, business development, JV partnerships)
- Tier 2: Local Sahtu individual Indigenous businesses, local businesses (staffed offices/pay taxes in region), non-region Indigenous community-owned enterprises
- Requirement to report on workhours, indigenous content – workforce and subcontracting

Training and skill development + social investment

- Imperial and our contractors will continue to be part of this community for decades to come
- Committed to investing in capacity building programs in collaboration with governments and communities
- We continue to listen and learn from communities and leaders about current and future needs



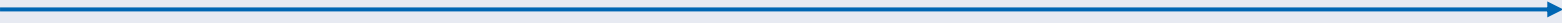
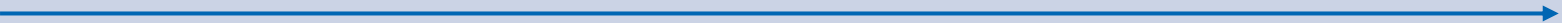
Ongoing social investment

\$200K/year
contributed to
community
programs across
Sahtu



Engagement opportunities (near term)

☒	Complete
☒	In progress
☐	Planned

	March	April	May	June	July	August	September	October	December
Community meetings (cessation of production)	☒	☒	☒	☒					
Ongoing Social investment - Sahtu Cup, Sahtu Mackenzie River Classic (Norman Wells) - STEAM makerspace pop ups - Queens Indigenous STEM futures academy - Highschool achievement awards, scholarships	☒			☒		☐		☐	
AEMP school Knowledge sharing and community sessions (fish health) Norman Wells, Tulita, Fort Good Hope		☒		☒			☐		
IC&M engagement, including leadership and community meetings			☒	☒	☐	☐	☐	☐	
MVEIRB-led closure community meetings		☒					☐		
Community participation in emergency response spill exercise in Norman Wells					☐				
Community Liaison Officer job posting and close				☒	☒				
Indigenous Knowledge studies									
Capacity funding and economic opportunities									

A scenic landscape featuring a moose in a forest of tall evergreen trees, with a mountain in the background. The moose is standing in a clearing, facing left. The forest is dense with tall, thin evergreen trees. In the background, a large, rocky mountain rises above the treeline. The sky is overcast.

www.imperialoil.ca/normanwellsclosure

NEIGHBOURLY
ADVISORY INC.

Imperial | Norman Wells

Join our team

Community Liaison Officers

Application deadline: June 19, 2026

Email your application to normanwellscommunity@esso.ca

Please email your application before June 19 to:

normanwellscommunity@esso.ca

Scan here to learn more >>



Imperial | Norman Wells



Norman Wells Pop-Up Makerspace

STEAM PROGRAMMING FOR THE WHOLE FAMILY

(Drop-in Style!)

Come explore, create,
and learn together.

- Build digital skills for the workplace, school, and beyond
- Hands-on fun with Dash Robots
- Share your voice and help guide the future of STEAM programming in Norman Wells
- Group activities + breakout sessions for adults and youth (based on interest)
- Sponsored by Imperial

AMPERE

March 13, 14, 15
1:00 PM – 5:30 PM
Dennis Drolet Community Hall



Sahtu Mackenzie River Classic

4 on 4 Hockey Tournament

Saturday, March 28 • 9 a.m. player check in • 10 a.m. puck drop
Hosted by Imperial

Whether you're lacing up to play or cheering from the sidelines, everyone's welcome to be part of this exciting community event. Join us for an amazing day of hockey on the Mackenzie River! Open to adults and youth.

Featuring:



Brent Dodginghorse, former pro hockey player and NHL Willie O'Ree Community Hero Award recipient



NHL Hockey Hall of Fame Trophies: Hart Memorial (MVP), Conn Smythe (Playoff MVP), Willie O'Ree (Community Hero)

To register, contact:
normanwellscommunity@esso.ca



Queen's
UNIVERSITY



SMITH
ENGINEERING
Queen's University

First Nations STEM Futures Academy Application

The First Nations STEM Futures Academy is a dynamic program designed to empower First Nations youth through immersive learning experiences in Science, Technology, Engineering, and Mathematics (STEM). This academy provides students with culturally grounded, hands-on STEM activities, mentorship from indigenous professionals and scholars, and opportunities to explore future academic and career pathways in STEM fields. By completing this application, you are taking the first step toward joining a community of future leaders and innovators who are passionate about making a difference in their communities and beyond. We are looking for motivated students who are curious, open to new experiences, and excited to explore how STEM can be used to shape a better future.

Indigenous Futures in Engineering

MENU ▾



First Nations STEM Futures Academy

Inspiring Curiosity, Building Futures

Home > Youth Outreach >

First Nations STEM Futures Academy

The First Nations STEM Futures Academy is
now accepting applications!

Apply by March 31, 2026

