

Norman Wells Contractor & Business Community Discussion



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Agenda

- Introductions
- Safety moment
- Norman Wells Operations update
- Timeline: production to shut-in state
- Activity outlook
- Indigenous and Northern economic development commitment
- Training and skill development
- Looking ahead to closure
- Questions



Safety Moment: PSMS and Elimination of Distractions

Distraction = Fast Growing Risk

- Undermines situational awareness and increases the chance of serious incidents.
- Driven by mental overload, personal stress, and work-pace pressure.

Leadership Expectations

- Create conditions where crews can **focus, speak up, and slow down**.
- Reinforce fundamentals: **clear communication, well-planned tasks, and no unnecessary pressure**.
- When leaders model focus, people make better decisions.

Why This Matters

- Most serious incidents involve contractors and link back to **Life Saving Actions**.
- The numbers are somber — but solutions **don't have to be**.
- Managing distraction isn't compliance... **it's protecting people**.

Our Path Forward

- Execute work with sharp focus on **eliminating LAI**.
- Keep attention on **safeguards** and how work is actually performed.
- Put people first: Human Performance mindset. Stay **transformational, proactive**, and intentional.
- Encourage meaningful **two-way engagement**.
- Recognize human error often reflects **deeper system causes**.
- **LEARN** continuously



Safety Moment: PSMS and Elimination of Distractions

Recently, The Norman Wells asset took part in what's called the PSMS Progress Check #1

- **PC1** provides a comprehensive view of PSMS to ensure sites are progressing and are aligned with expectations.
- Enabling PSMS Success consistent with Leadership Expectations and Leadership Reset Observables
- Some highlights from the Norman Wells PC1 are:



Leadership Behaviors	<p>Met criteria: Leaders engaging with teams are intentional and supportive of PSMS. Safety is viewed by all as the number one priority. Response to unplanned events has an emphasis on learning and improving.</p> <p>More work to do: Keeping PSMS skills refined may be challenging as workload decreases within the organization.</p>
Safety in the Moment	<p>Met criteria: Consistent recognition of LAI potential activities and general effectiveness of SitM tools.</p> <p>More work to do: Improve deliberate verification of safeguards before and during LAI work, leveraging SWC.</p>
Safety Capacity	<p>Met criteria: LEAD process executed by majority of FLS with work teams, target areas are generally aligned with specific safeguards.</p> <p>More work to do: LEAD process effectiveness still growing (leveraging across all SC tools --- AAR, TLO, V&V).</p>
Contractor Engagement	<p>Met criteria: EM Oversight and Contractor FLS aligned on engagements and V&Vs. Buddy Manager role understood and operationalized.</p> <p>More work to do: Ensure EMO roles & responsibilities are clearly defined and understood for E&PS work scopes. Appropriate leadership resourcing for COP and throughout transition.</p>
Sustainment Progress	<p>Met criteria: Champions intentionally supporting all parts of Norman Wells Operations (Ops, Mtce, Wells, Supply Chain, E&PS).</p> <p>More work to do: Plan PSMS support into future state of the asset. Engage PSMS E&PS point of contact as plan matures. Share reclamation and remediation plan (including PSMS integration) with PSMS Sustainment Advisor and PSMS E&PS point of contact.</p>

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 planning underway



Timeline to shut-in state and activity outlook



Operations

Now till 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

Following shut-in to IC&M surveillance state



Decommissioning

September 2026 into 2027

- Scaffolding
- Pipefitting
- Electrical
- Fluid hauling
- Heavy equipment usage
- Trucking
- Picker/crane use
- Equipment rentals



Interim Care & Maintenance

2027+

Surveillance state activities

- Site security (new)
- Fuel services ongoing
- Equipment rentals
- Annual integrity river surveys
- Emergency response

Well Servicing

- Well Site Supervision
- Wireline crews
- Rig crews
- Fluid hauling
- Use of F-31 facility
- Equipment rentals

Mob/Demob activities

- Heavy equipment Hauling
- Trucking
- Coil Tubing Unit
- Boiler services
- Diesel fuel usage

Logistics

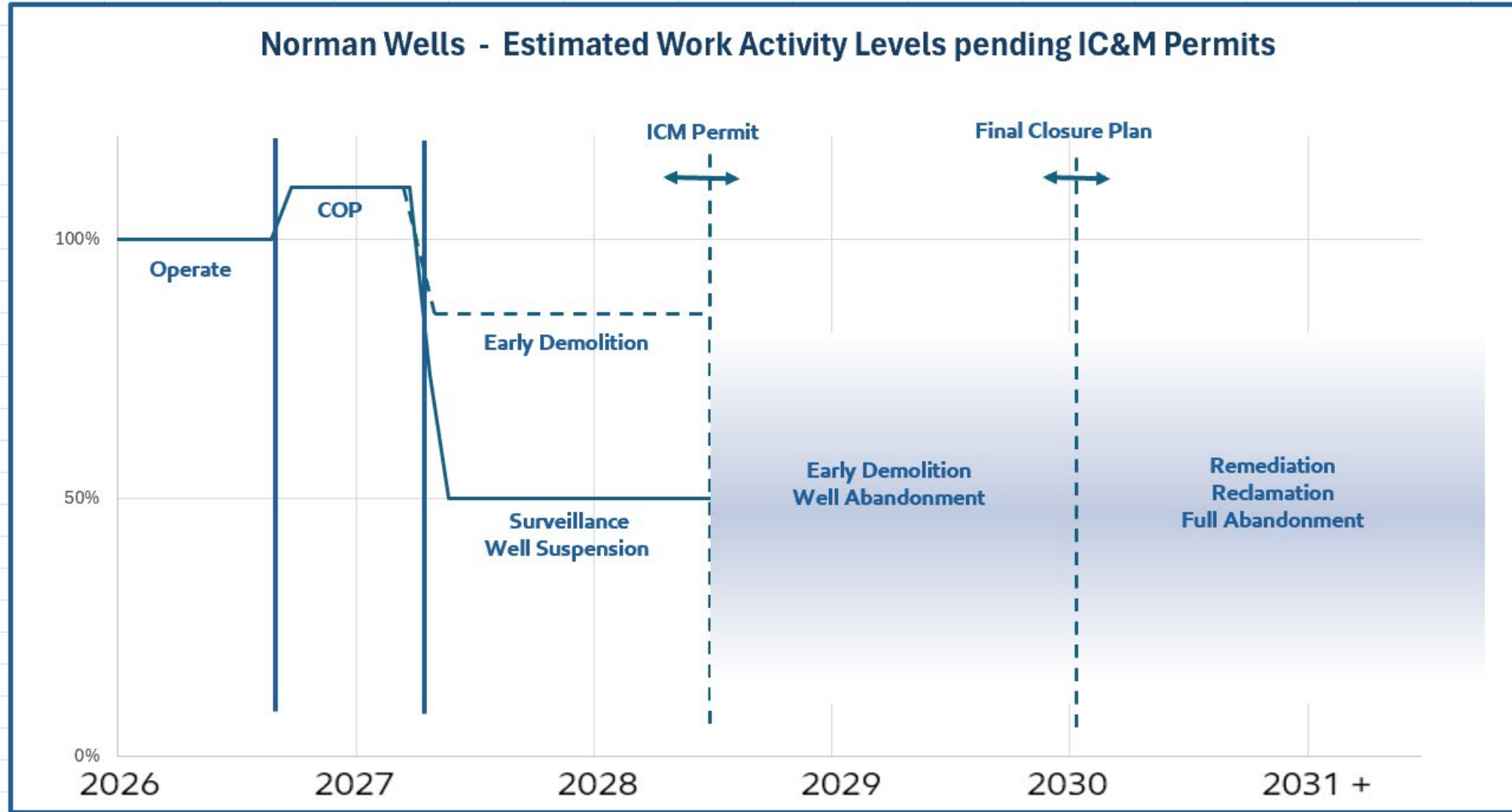
- Aviation
 - Charter, helicopter, drones
- Ice road building
- Marine crews for IOL boats
- Small materials warehouse

- Well servicing, vehicle & marine maintenance
- Accommodations
 - Camp
 - Housing
- Building maintenance + janitorial

Roads + lease maintenance

- Bridge inspections
- Vegetation control

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

- Imperial and our contractors will continue to be part of this community for years to come
 - Imperial contributes more than \$200,000 each year to community programs, events, and education initiatives across the Sahtu region.
- We are committed to investing in capacity building programs including STEM education and skills training in collaboration with governments
- Imperial expects that major contractors invest in workforce development programs
- We look forward to collaborating with communities and governments to invest in programs to support economic prosperity in the North
- We continue to listen and learn from communities and leaders about current and future needs





Looking ahead: 20+ years of local work

- Imperial will work with contractors individually on near-term transition planning as appropriate
- Transition to IC&M, remediation and reclamation offers long-term economic participation opportunities
- We will continue to collaborate with our contractors and governments to support Indigenous and Northern business and workforce opportunities
- We will continue to share relevant information as it is available

AMPERE



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)

March 13, 14, 15
10:00 AM – 6:00 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), Conne Smythe (Playoff MVP), Willie O'Ree (Community Hero)

To register, contact:
normanwellscommunity@esso.ca





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