

## **Northern Socioeconomic Engagement Plan**

### **Objective**

Imperial recognizes that socioeconomic benefits and opportunities are key focus areas for Sahtu communities, and must have a significant consideration and profile in ongoing closure and reclamation planning for our Norman Wells asset. The objective of this Northern Socioeconomic Plan is to demonstrate Imperial's commitment to working with local communities during the closure and reclamation process for the Norman Wells Operations.

Imperial's broader intent is to provide opportunities for Sahtu Indigenous and local companies and workers to participate in all work being performed at the Norman Wells Operation, and other Imperial projects elsewhere in Canada's north. Our activities will be executed in alignment with Imperial's Indigenous Relations Guiding Principles (provided at the end of this document).

### **Business Engagement**

Imperial is committed to providing Sahtu Indigenous and locally owned companies with access to business opportunities in all aspects of closure and reclamation for the Norman Wells asset. Business opportunities will be communicated widely within the local communities to ensure that interested businesses have an opportunity to participate. Imperial will work with local stakeholders to determine the best communication channels to ensure wide participation.

All companies must meet Imperial's standards of safety, competency, capability, and competitiveness. It is recognized that ensuring northern companies meet Imperial's standards may require a regular, deliberate, and concerted effort.

Where it is safe and economic to do so, Imperial will consider breaking work scopes into appropriate sizes to match capacity within the local region. Bids will be evaluated on the basis of Best Total Value, where safety, quality, cost competitiveness, Sahtu Indigenous and local ownership and employment are all considered.

It will be Imperial's expectation that all contractors working on our assets share our commitment to local communities and follow our Indigenous Relations Guiding Principles.

### **Workforce Engagement and Training**

Imperial is committed to prioritizing employment opportunities at our Norman Wells asset to Sahtu Indigenous individuals and local residents, both directly and through our contractors. Imperial also recognizes that employment and training go hand in hand. Training should begin early and focus on long-term needs and work requirements.

Mechanisms to implement Imperial's workforce engagement and training priorities include:

- ▶ communication of employment opportunities widely through local communities and other local employment media to ensure as many individuals as possible have an opportunity to participate in the application process;
- ▶ continued implementation of the Imperial's co-op student and internship program through of the closure and reclamation process, wherever possible;

- ▶ a commitment to working with local communities, local training organizations, and government programs to help identify and prioritize training programs that will help workers gain the long-term skillset required for closure and reclamation activities; and
- ▶ required Imperial Indigenous Cultural Awareness training for all workers working on the closure and reclamation activities at the Norman Wells asset, and elsewhere in the north.

### **Reporting and Communication**

Contractors providing services to Imperial will be required to report regularly on their engagement performance, including the areas of indigenous and local employment, and subcontracting. This performance will be stewarded as appropriate by contract.

Imperial will share with Sahtu leadership non-confidential, mutually-agreed performance indicators, including employment, opportunity generation, training, and contracting.

### **Closure and Reclamation Scopes of Work**

Closure and reclamation of the Norman Wells asset will be a long-term, multi-phased process. Imperial will require a variety of services during each of these phases to successfully and ultimately reach closure.

Closure and reclamation activities can be broadly grouped into five categories: Well Abandonments, Decommissioning, Demolition, Environmental Remediation, and Surface Reclamation. Examples of typical services required under each category are listed below, along with a corresponding breakdown of the required skillsets anticipated.

#### **1. Well Abandonments**

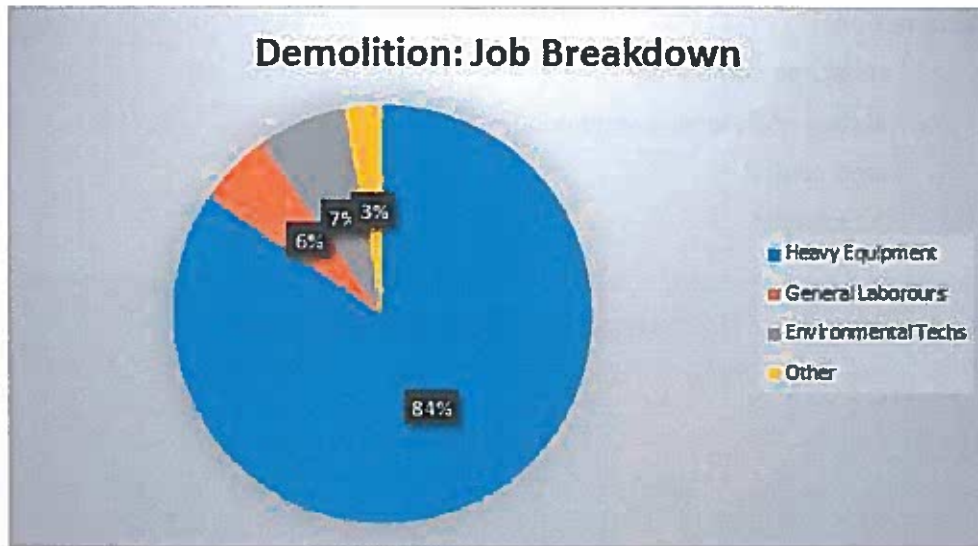
- Service rigs
- Trucking, rig moves and material hauling
- Fluid hauling, water and vacuum trucks
- Wireline, logging and perforating
- Cementing
- Cut and cap welding

#### **2. Decommissioning of existing facilities**

- Hazmat survey
- Cleaning, purging, abandonment

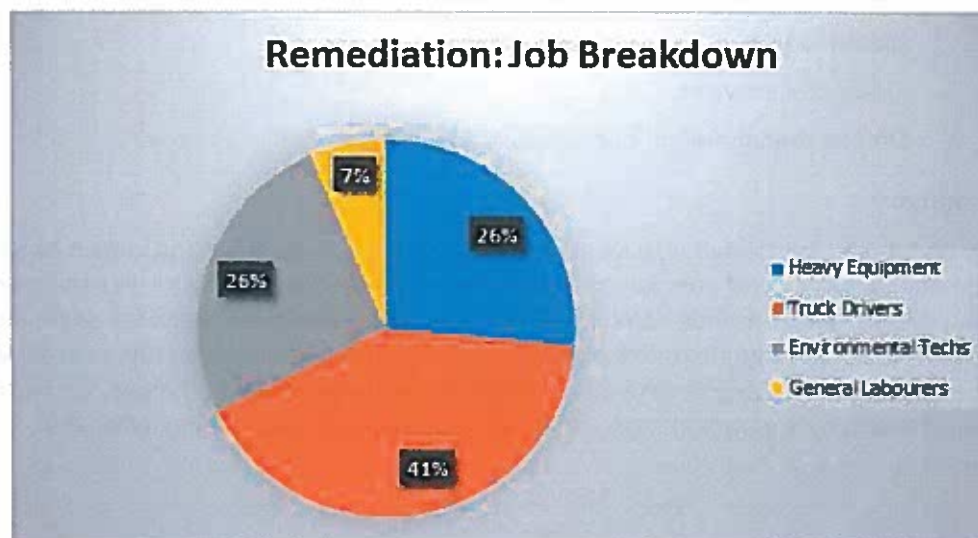
#### **3. Demolition of all facilities**

- Demolition services
- Craning
- Waste management, materials handling and transport



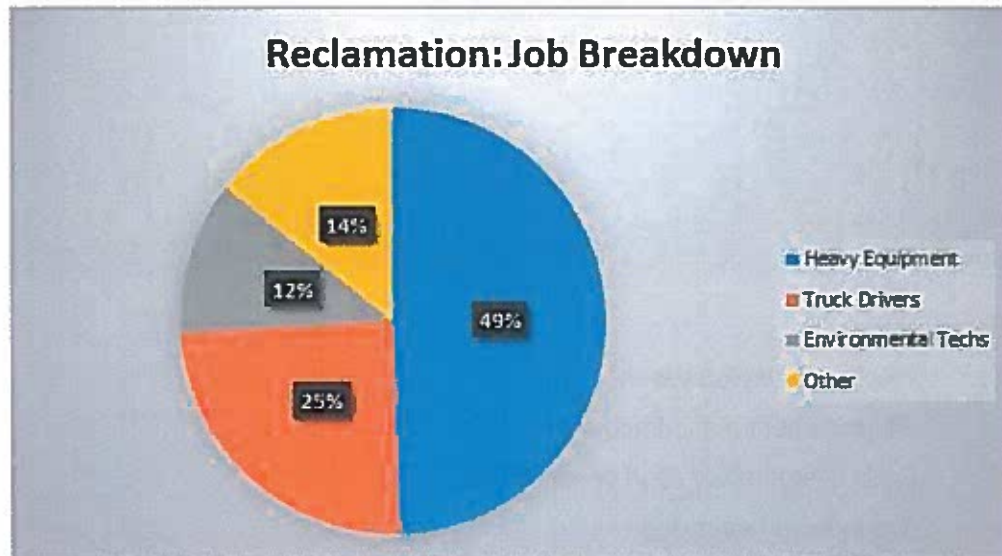
#### 4. Remediation

- Trucking and excavation
- Fill placement and contouring
- Landfill engineering and construction
- Groundwater sampling
- Environmental drilling and soil sampling
- Fluid hauling, water and vacuum trucks
- Survey
- General labour



## 5. Reclamation

- Landscape contouring
- Seeding and planting vegetation
- Weed control
- Line location



In addition, there are common services required throughout all phases. These services would include:

## 6. Common Services

- Ice road construction and maintenance
- Marine crews, inspections and repairs
- Helicopter services
- Project management, coordination & reporting

## 7. Summary

Imperial is committed to working with local communities to facilitate the participation of Sahtu Indigenous and locally owned companies in the closure and reclamation activities planned for the Norman Wells operation. This commitment is reflected in Imperial's plans for engaging local stakeholders and supporting the development of Sahtu and Indigenous company capabilities. This will be done by prioritizing employment opportunities towards Sahtu Indigenous individuals and contractors and by supporting local workforce engagement and training initiatives.



Many of Imperial's operations and development opportunities are located within indigenous communities or on their traditional lands. Imperial supports communities in areas where it explores, develops and operates, and strives to establish meaningful relationships built on mutual trust and respect.



## Principles

Imperial conducts its business in a manner that respects the land, environment, rights and cultures of Indigenous communities, in accordance with the laws of Canada and corporate policies and guidelines that underlie the company's commitment to ethics, equity, environment and safety.

Imperial engages indigenous communities and their representatives in open and forthright consultation. We seek to understand indigenous perspectives on issues of mutual interest and to deal constructively with differing views.

Imperial supports recruitment and development programs that enable indigenous people to meet the company's employment requirements and business needs.

Imperial fosters the development of indigenous businesses in ways that provide benefits to the company and to indigenous communities.

Imperial creates meaningful relationships with indigenous peoples by supporting programs that build capacity through leadership development and community initiatives.

Imperial expects its contractors to conduct their business in accordance with these principles and guidelines.

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## Indigenous relations guidelines

### Consultation

Imperial maintains ongoing dialogue with indigenous leaders, community members and their representatives by:

- Respecting the legal rights of indigenous people and adhering to government requirements.
- Ensuring timely discussions when activities have the potential to impact the community.
- Supporting the identification of specific infringements on traditional uses and rights in order to minimize or mitigate impacts.
- Treating all parties fairly.
- Respecting traditional practices, decision-making processes, cultural activities and language.
- Coordinating with Crown consultation.

### Workforce development

In accordance with Imperial's equal employment opportunity policy, the company's goal is to achieve a workforce that is representative of the available qualified indigenous peoples in the labour market.

To this end, Imperial focuses on:

- Developing and supporting educational programs and recruiting practices that facilitate employment of qualified indigenous people.
- Establishing internal training and development programs that enhance retention of indigenous staff.
- Addressing workplace barriers that may exist.
- Supporting indigenous staff and promoting a culturally inclusive workplace.

### Business development

Imperial recognizes that indigenous communities may be interested in maximizing the economic benefits of development on their lands. The company fosters the development of indigenous businesses in ways that benefit the company and the community by:

- Using indigenous suppliers of goods and services that are competitive and meet Imperial's safety, technical and quality standards and timing needs.
- Providing information and training on Imperial's procurement processes, safety standards and expectations of business conduct.
- Developing local indigenous content plans, which address employment of indigenous people alongside the amount of work subcontracted to indigenous businesses, as a factor in evaluating and awarding contracts.

### Community relations

Imperial builds meaningful relationships with indigenous communities in areas where it explores, develops and operates by:

- Working collaboratively in the design and implementation of programs that build capacity through leadership development and community initiatives.
- Participating in community events.

