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Fail-Fast, Kill Zombies, and Be Harsh

Energy Self-Reliance: Unlocking New Heavy Oil Production

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FOREWORD

BY CHRISTINA WIANKO, PROJECT MANAGER, PONOKA, SCOVAN



“
Powered from Within. **”**

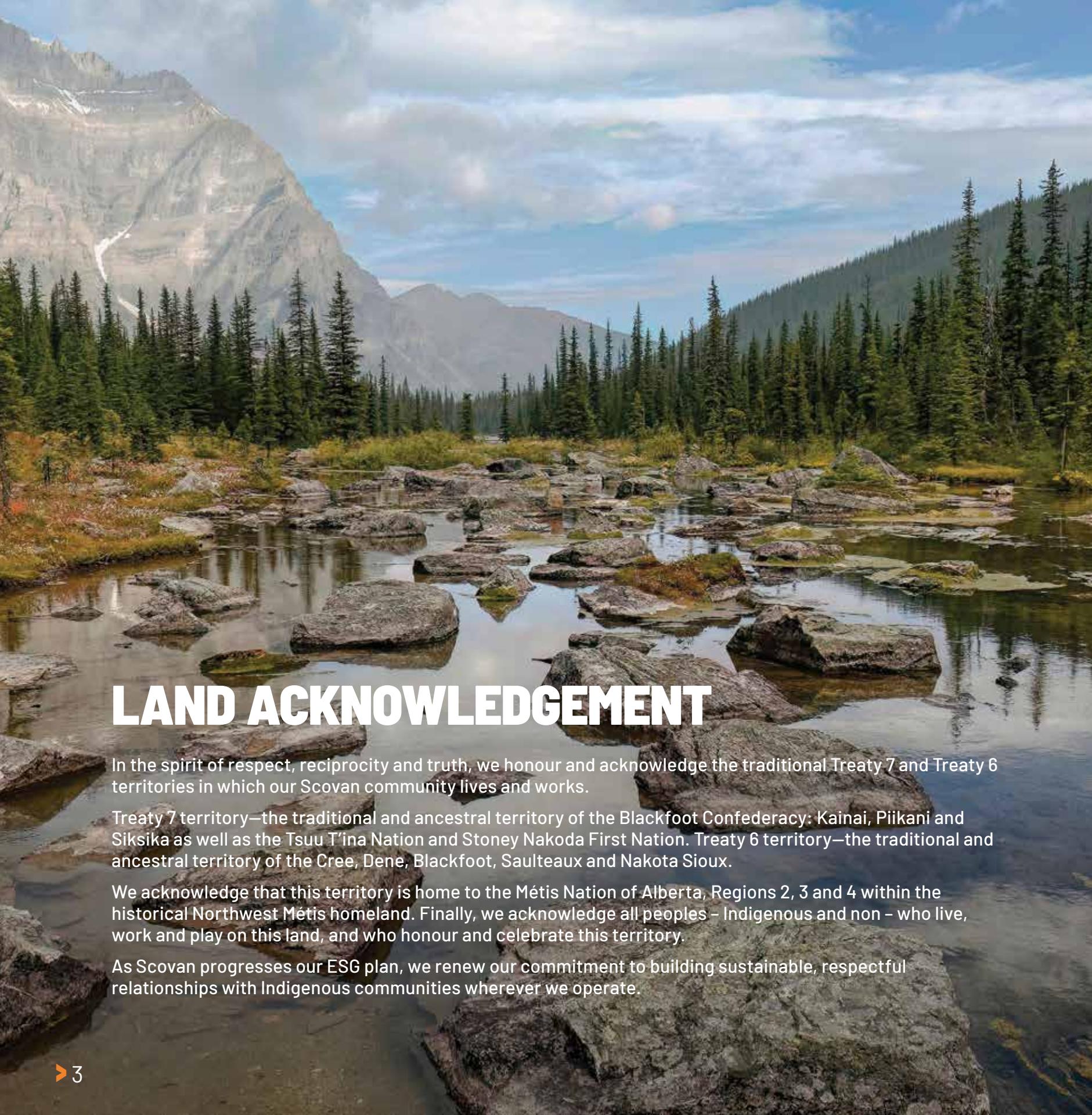
There's something unmistakable about communities like Ponoka, a strength that isn't loud or showy, but steady, rooted, and woven into the everyday lives of the people who call this place home. In Ponoka, power doesn't come from the outside. It's built from within.

It comes from families who've lived here for generations and from new families planting their roots. It comes from small businesses who open their doors before sunrise, the local organizations who show up when it matters, and industry who are shaping what the future of this town will look like. It comes from the way we support one another; whether in energy, trades, agriculture, or community services, and the understanding that when Ponoka grows, everyone grows with it.

Choosing Ponoka is not a compromise, it's a strategic decision rooted in strength. This region sits at the heart of the engine that powers Western Canada's energy sector, and Scovan's fabrication facility finds its home here for that reason. Ponoka is where skilled hands, deep industry knowledge, and community values come together. Investing here means investing in the people and ideas that keep our energy economy moving forward. The return shows up not only in productivity and innovation, but also in stronger programs, healthier families, and a community that continues to grow its own momentum.

“Powered from Within” isn't just a theme, it's the lived reality of this place. The resilience, ingenuity, and unwavering work ethic found here are homegrown, not imported. This is where Canada's energy future takes shape: local talent creating national impact, local investment strengthening long-term energy security. Ponoka embodies the idea that real strength comes from within—and it fuels every project, every partnership, and every step into the future.

As you explore this issue of IGNITE, I hope you're reminded of what's possible when a community believes in itself, and invests in its own people. Ponoka is proof that when you cultivate what's within, you create something powerful enough to carry everyone forward. ■



LAND ACKNOWLEDGEMENT

In the spirit of respect, reciprocity and truth, we honour and acknowledge the traditional Treaty 7 and Treaty 6 territories in which our Scovan community lives and works.

Treaty 7 territory—the traditional and ancestral territory of the Blackfoot Confederacy: Kainai, Piikani and Siksika as well as the Tsuu T'ina Nation and Stoney Nakoda First Nation. Treaty 6 territory—the traditional and ancestral territory of the Cree, Dene, Blackfoot, Saulteaux and Nakota Sioux.

We acknowledge that this territory is home to the Métis Nation of Alberta, Regions 2, 3 and 4 within the historical Northwest Métis homeland. Finally, we acknowledge all peoples – Indigenous and non – who live, work and play on this land, and who honour and celebrate this territory.

As Scovan progresses our ESG plan, we renew our commitment to building sustainable, respectful relationships with Indigenous communities wherever we operate.



POWERING CHANGE FROM THE GROUND UP: THE LEAN 5S STORY AT PONOKA

BY: MIKE PUCKETT, JOURNEYMAN, SHIPPING & RECEIVING MANAGER, SCOVAN

It's no small feat Disrupting for the Better. It's a calculated mix of continuous improvement, challenging your own processes, and equipping yourself with a sharp pencil and open mind.

A little over a year ago, myself and the other team leaders at our Ponoka facility went through a crash course of Lean - 5S to begin the start of asking the whys, figuring out the hows, and implementing healthy much needed changes to the ways we operated. We learned that structure would drive efficiency, but we had to introduce it where we weren't necessarily looking. We learned that when we did find a gap or a shortcoming, the fundamentals of 5S and collaboration can fill it.

5S is broken into five elements to give each task flow. Sort - Determine the essential tools required to do your task. Set in order - Arrange tools, information, and your work area to guide task progression. Shine - Clean and keep it clean. Standardize - Each task station and process should have the same rhythm and familiar layout. Sustain - Maintain the flow.

It's a circular effort that makes it easy to find issues by listening to the people who carry out all the functions it takes to complete a module. No one can tell you how to better improve a task than the person who does that task every day, and nearly all tasks at our facility are carried out by a team member who has done the task enough times to master it. It's become an exercise in accepting the fact that maybe the way we do things isn't the best way and encouraging everyone to challenge the status quo.

Over the last year, our team has been injecting 5S into our day to day. From putting up broom hangers to end the hunt for a broom, to completely restructuring our warehouse to give team members more room to work. We've answered problems with the simplest solutions like "why is it so hard to keep track of the same thirty tools we use throughout the week?". It turned out the reason was we only needed about ten tools, and they were just getting buried by all the tools we didn't need.

Our facility has always had its own structure, and we've always been high performers. At the end of each day we've always cleaned our work areas, we've always turned a challenge into a success, and we've always made whatever was on our plate work. But now,

we clean less because we don't need to make such a mess, we've solved challenges so they can't come up again, and we put things on our plate in a place they belong and in the order we want them on it. Things still go wrong, but as 5S seeps deeper into the fabric of Scovan we have stronger tools to fix them instead of just dealing with them.

With the adoption of Lean - 5S, our warehouse team has seen great benefit from standardizing processes from data entry to material distribution. During our busiest year to date fabricating multiple projects and expanding our manufacturing line, we saw our material deliveries rise from an average of 2100 deliveries per year, to just over 3500 deliveries for our fiscal 2025. During this period, we not only improved our average material release time from 4.72 days for receipt and data verification to an average of 3.79 days, but we did so without increasing the team's size, and without sacrificing our facilities high quality and safety standards.

Lean - 5S makes us more efficient, and it gives us cost savings by eliminating redundant problems, but the best win I've seen from this shift is how it's been eliminating the daily frustrations and stress from my team along the way. ■



Change can be difficult, but it's **absolutely** been **worth it.**



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ENERGY SELF-RELIANCE: UNLOCKING NEW HEAVY OIL PRODUCTION

BY KATE TOURIGNY, VICE PRESIDENT, DECARBONIZATION, ACCELEWARE

Canada stands at a pivotal moment in its energy journey. Amid national calls for economic growth yet cleaner heavy oil production, our strength lies not only in resources but in Canadian technical leadership. Leveraging homegrown innovations like Acceleware's RF XL 2.0 could significantly increase heavy oil production and reinforce energy independence, while also offering the potential for lower emissions production, making it a key technology for the future of Canada's heavy oil industry.

Unlocking New Production

Much of Canada's unconventional oil remains unrecovered because existing enhanced oil recovery (EOR) methods cannot economically reach it. Post-CHOPS reservoirs or those that are deep, small, thin, shallow or fractured often retain up to 90% or more of their oil. Previously produced or bypassed reservoirs also hold significant oil in place. RF XL 2.0 targets these reserves, with estimates showing recovery factors could increase from roughly 5% from primary production to over 30% in suitable formations while potentially unlocking billions of barrels in bypassed reservoirs.

RF XL 2.0 could enable more barrels to be produced faster and at lower operating cost. With Acceleware's first RF XL pilot complete and the RF XL 2.0 demonstration pilot to begin near Lloydminster shortly, production could potentially begin at commercial scale in a matter of years, providing operators and provinces with a tangible near-term opportunity.

About RF XL 2.0: A Canadian Innovation with Economic Leverage

Acceleware's RF XL is a patented, all-electric, radio frequency (RF) thermal EOR technology designed to dramatically augment production capabilities of heavy oil reservoirs. It is a first-of-a-kind technology for heavy oil production which injects RF energy to heat water molecules in situ, thereby mobilizing oil without surface steam, fresh water, or solvents. Accordingly, RF XL 2.0's system design is simple, low cost and low energy intensity.



In Acceleware's earlier \$30M Marwayne pilot, RF XL demonstrated its ability to heat reservoirs and maintain continuous power injection - advancing the technology readiness level from TRL-4 toward TRL-8. These attributes present economic opportunity: lower upfront investment per flowing barrel, faster payback, and scalable deployment that can suit both large and smaller operators.

Economic Impact Across Provinces and the Country

Deploying RF XL at scale could have direct effects on provincial and federal economies. By unlocking previously uneconomic reservoirs, royalty streams and resource rents grow. Producers see improved margins, while local service industries (drilling, instrumentation, power systems) expand. High-tech manufacturing, software, monitoring, and control systems for RF delivery further diversify regional economies.

Because the technology is developed domestically, much of the value chain remains in Canada. Rather than importing specialty hardware or systems, we retain the intellectual capital, jobs, and export potential. This reinforces energy self-reliance and reduces exposure to global supply chain disruptions.

Moreover, as Canada seeks to compete in global energy markets, lower-cost oil that meets stricter emissions criteria becomes more attractive, giving our heavy oil assets a competitive edge.



Powered From Within

"Powered From Within" captures the essence of Canada's opportunity: to leverage domestic innovation, expand resource potential, and reinforce the national economy. RF XL 2.0 shows that we can produce more oil, faster and cheaper - while also adding meaningful environmental improvements. In doing so, Canada can strengthen provincial treasuries, attract investment, and lead globally in value-added energy technology. The pathway is clear: build from within, unlock new production, and let Canadian ingenuity drive our energy future.

Acceleware and Scovan have established a strategic partnership, with Scovan serving as the exclusive distributor of RF XL technology in Western Canada. To learn more about RF XL, its benefits, and its potential application for your facility, please contact the Scovan team. ■

Footnotes

1. Government of Canada - Oil & Gas Sector Greenhouse Gas Emissions Cap Regulations, November 2024.
2. Canadian Climate Institute - 2024 early emissions estimate.

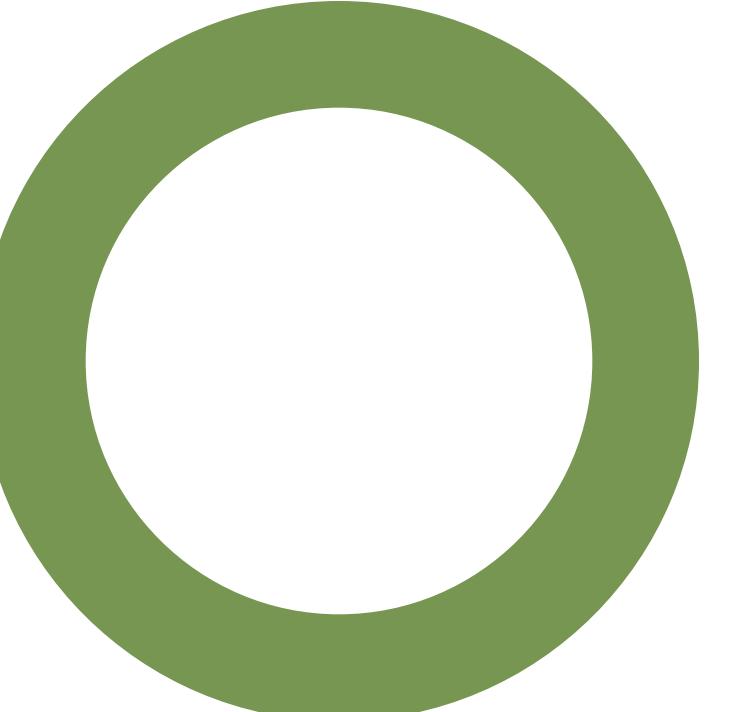
Decarbonization: A Valuable Advantage

While RF XL 2.0's strength certainly lies in unlocking barrels faster, cheaper, and at scale - with production expansion being the primary objective - RF XL also offers meaningful environmental benefits. RF XL can cut emissions intensity and cut energy demand, and could approach near-zero emissions when powered by clean electricity.

It also eliminates fresh-water use, requires no solvents, and reduces land footprint, making it more environmentally compelling.

From Pilot to Commercial Deployment

RF XL's trajectory to commercialization is advancing. Acceleware aims for a multi-well demonstration in 2027, with broader commercial deployment immediately following. This timeline means operators and governments could see economic returns from expanded production and cost savings within a few years - far sooner than many large-scale decarbonization alternatives.



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FAIL-FAST, KILL ZOMBIES, AND BE HARSH: HOW TO FULLY EXPLOIT CANADA'S ENERGY INNOVATION ECOSYSTEM POTENTIAL

BY HEATHER A. CAMPBELL, P.ENG.

Business schools often teach failing fast, an entrepreneurial skill and a strategy that focuses on quick experimentation and iterative ideation to learn quickly from errors and only dedicate minimal time to product or technology perfection prior to launching a business or a technology solution. In theory, when fail-fast approaches are used businesses maximize resource efficiency, develop viable products and solutions through quick decision-making, and shrewdly pivot to increase productivity.

The Canadian energy innovation ecosystem talks a good game about failing fast and consistently appeals for agility, resiliency, and recovery from failure. These are all excellent for a thriving entrepreneurial system, appropriate for Canada's energy resources, and helpful to Canada's energy innovation ecosystem.

Does Canada fail companies fast in practice? If Canada were failing companies fast in practice, Canada wouldn't have a prolific number of zombie firms. Fail-fast approaches and zombie firms are connected. The Canadian energy innovation ecosystem must actively address zombie firms and simultaneously apply fail-fast approaches to stimulate productivity and performance in Canada's energy innovation ecosystem.

Technical calculations aside, zombie firms are economically underperforming businesses which are often kept alive by government intervention, bank loans, and fluctuations in commodity prices. These are firms which perform poorly over a long period of time without folding, and drag down Canada's productivity, performance, and economic potential. Statistics Canada (Amundsen, Lafrance-Cooke, & Leung, 2023) reported that: "Zombies were prevalent in all industries, but the share was highest (10.6%) in mining, quarrying, and oil, and gas extraction in 2019. Among publicly traded firms, the zombie share in mining, quarrying, and oil and gas extraction reached upwards of 50%." This is completely counter to the fail-fast principles the energy innovation ecosystem hypes that it readily deploys.

The good and talented people embedded in various innovation and research bodies are quintessentially Canadian: they're nice, to a fault. They are the folks who will try multiple solutions and seek out myriad opportunities to assist a project, a small-medium enterprise (SME), a burgeoning startup, or other Canadian company to be successful with their energy innovation. These folks are Canada's helpers - abundantly understanding and empathetic people. A cultural shift in their approach to their oversight of energy innovation ecosystem initiatives is required to allow companies, technologies, and projects in the energy innovation sector to fail fast. The drain on government resources that results from talented government and government agency team members working to help zombie firms survive must be stemmed. Weak firms and weak solutions need to exit the market and stop consuming government investment capacity, hoarding innovation talent, and taking up limelight and

visibility. To address zombie firms and enable innovative Canadian energy firms to efficiently thrive, Canada needs to deliberately take action to ensure unsuccessful ideas, weak firms, and unviable technologies fail fast.

This deliberate action could take shape by attaching each energy technology innovation investment to a mandatory key metric and deliverable that assesses and calculates fast failure. The deliverable is either met or exceeded, or the project is cancelled, the technology is buried, and the company is folded. This approach will seem harsh to Canadian firms, startups, SMEs, and developers who are accustomed to an energy technology innovation ecosystem that is caring, empathetic, and highly supportive of their business needs. A fast failure mindset however may need to be presented as a kindness and a critical need to accelerate the efficiency of the energy technology innovation ecosystem in Canada. Those nice people in Canada's innovation and research bodies may need to learn to be ruthless.

Getting rid of zombies is hard, at least it was on 'The Walking Dead'. To disrupt the comfort and proliferation of zombie firms in Canada's energy resource sector, stimulate Canada's productivity and performance, and fully exploit Canada's energy innovation ecosystem potential, Canada will need to take fail-fast approaches out of theory, embed them in our investment mindset, and put fail-fast tangibly into practice. ■

Heather A. Campbell, P.Eng. Heather Campbell is an accomplished energy professional focused on energy transition, sustainability & inclusion. She provides independent advice on low-cost, low-carbon energy solutions, clean technology, and zero-emissions projects. With a B.E.Sc. in Biochemical & Chemical Engineering (Western University) & a LL.M. in Energy Law & Policy (University of Dundee) she's a licensed professional engineer with APEGA. She is a board director at Werklund Centre, an advisor to NorthX Climate Tech, and an advisor to Western Engineering. She was awarded the Queen Elizabeth II Platinum Jubilee Medal, Calgary Black Chambers Black Achievement Award in Energy & the 2024 Harry Jerome Decade Leader Award. As well, Heather is a Scovan International Women's Day keynote speaker alumni.

References: Amundsen, A., Lafrance-Cooke, A., & Leung, D. (2023). *Zombie Firms in Canada*. Statistics Canada, Economic and Social Reports. Ottawa: His Majesty the King in Right of Canada as represented by the Minister of Industry responsible for Statistics Canada. doi: <https://doi.org/10.25318/36280001202300300003-eng>



BUILDING THE FUTURE FROM THE INSIDE OUT.

BY MARTIN SAN JOSE, VP PEOPLE & CULTURE &
LINDSAY HILL, MARKETING MANAGER

In Conversation with Scovan's VP of People & Culture



Lindsay Hill: Let's start with the big picture – what does "Powered From Within" mean to you when it comes to Scovan's people and culture?

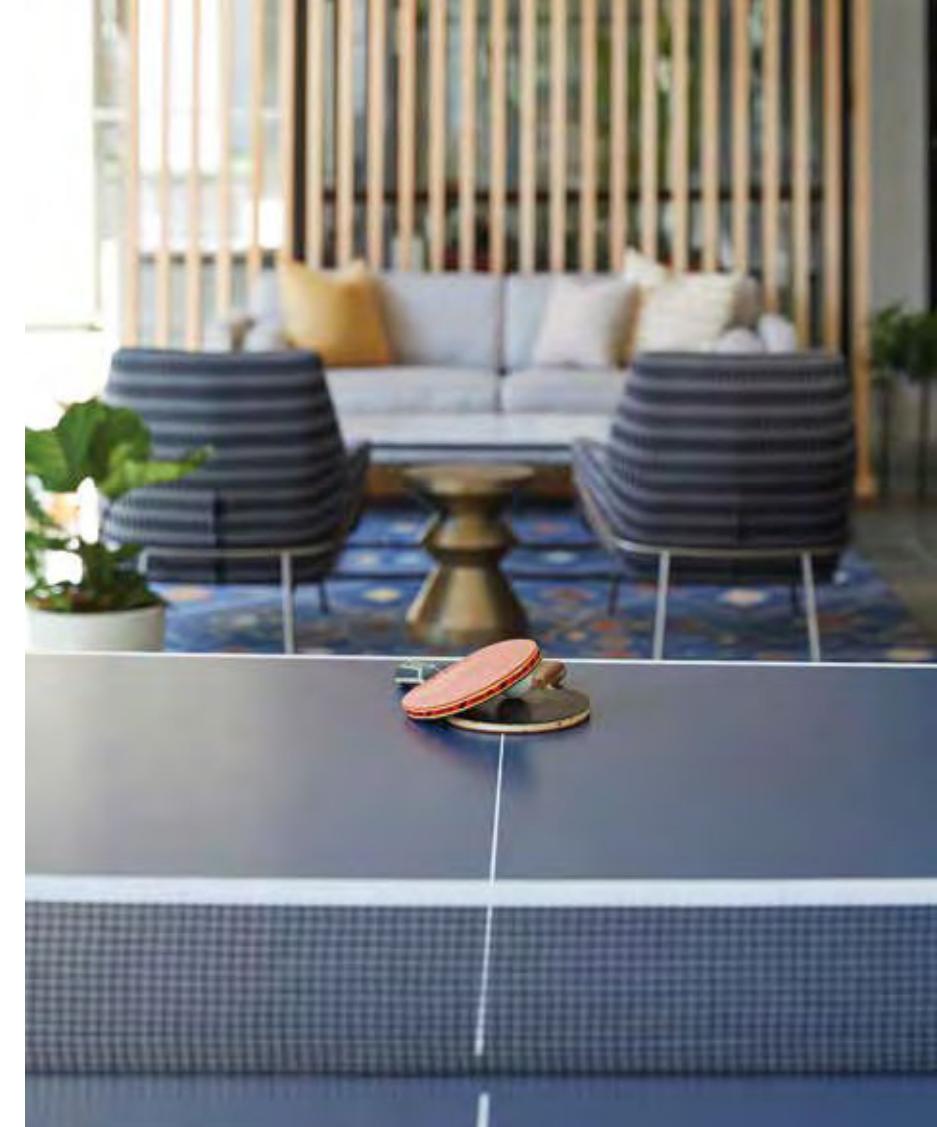
Martin San Jose: To me, "Powered From Within" represents the engine that drives Scovan forward—and at its core, that engine is our people. It's their knowledge, expertise, dedication, and engagement that give the organization its strength and momentum. Without them, the engine doesn't run. Our people are not just contributors—they are the catalysts who define our culture and bring our core values to life in everything we do. When we're "Powered From Within," it's a reflection of how every individual's effort, commitment, and passion fuels the success of the organization as a whole.

LH: Scovan has always been about innovation driven by people. How do you ensure that spirit continues to thrive as the company moves forward?

MS: Innovation has always been a key ingredient in Scovan's "secret sauce," and it starts with our people. We foster a culture where curiosity, creativity, and a drive for improvement are celebrated—from hiring and retaining team members to the way we empower them to contribute ideas every day. Our core value of "Disruption for Better" captures this mindset perfectly: innovation doesn't always mean grand breakthroughs—it means consistently striving to do things better, challenging assumptions, and finding new ways to improve. By embedding this mentality into everything we do, we ensure that Scovan's spirit of innovation continues to thrive as we grow and evolve.

LH: What makes Scovan's culture distinct within the Canadian energy landscape?

MS: Scovan's culture has grown organically—it's something we live every day, not just something on paper. It's consistent across the organization and shared from the top down, creating a sense of connection and belonging at every level. It's not uncommon, for example, for a Friday Happy Hour to include the President sharing stories with a summer intern—moments like these reflect how accessible, authentic, and people-centered our culture is. At its foundation, our culture is built on our core values, which define who we are and differentiate us from peers in the industry. It's a culture of collaboration, respect, and shared purpose that fuels engagement, innovation, and a sense of pride in being part of Scovan.



LH: In your view, how does the idea of Canadian energy self-reliance connect to how Scovian invests in its people?

MS: Canadian energy self-reliance is about having the talent, expertise, and innovation in-house to lead our industry forward—and at Scovian, that starts with our people. We operate with an entrepreneurial spirit, giving every team member ownership and accountability over their work. Whether it's a project or an internal initiative, employees are empowered to own the roadmap and the results, supported with the right tools, resources, and guidance to succeed.

Being a people-focused organization, we also invest heavily in development opportunities at every level—from helping engineers achieve their P.Eng. designation to strengthening leadership and

management skills. By cultivating talent from within, we ensure that Canada's energy leadership remains homegrown, capable, and innovative—reflecting both our commitment to self-reliance and our belief in empowering our people to reach their full potential.

LH: How do you identify and develop leaders who embody Scovian's values of disruption for the better, figure it out, work hard and good vibes, great energy?

MS: At Scovian, leadership isn't defined by title—it exists at every level and can show up in countless ways: through projects, initiatives, team collaboration, or simply in how someone embodies our core values. We focus on empowering leadership within people, giving them the space and support to take initiative and make an impact.

To nurture this, we use consistent engagement and feedback mechanisms to stay connected to the culture and identify rising leaders. These individuals are encouraged to act as agents of change—driving innovation, reinforcing our values, and inspiring their teams. By recognizing and cultivating leadership wherever it appears, we ensure Scovian continues to grow a strong, values-driven culture fueled by people who lead with energy, accountability, and purpose.

LH: Scovian's work often involves solving complex, future-focused challenges. How do you build teams that stay resilient and optimistic when facing the unknown?

MS: At Scovian, we embrace a win together, lose together mentality. Success comes from teamwork, engagement, and strong execution,

and when things don't go as planned, we address challenges collectively—learning, growing, and strengthening camaraderie along the way.

We go beyond simply creating a "safe space" for people to make mistakes. We foster a courageous space—one where individuals feel empowered to take risks, share ideas, and push boundaries, knowing they have the full support of their peers and managers, regardless of the outcome. This mindset builds resilience, optimism, and a sense of shared purpose, ensuring our teams are ready to tackle even the most complex, future-focused challenges.

LH: Energy transition and technology transition are not just technical shifts—they are human ones. What role do people and culture play in driving that change?

MS: At Scovan, we know that if we don't evolve, we fall behind—and it's our people and our culture that make transformation possible. Innovation is the vehicle for change, and our team members are the fuel that propels it forward. This is embodied in our core value of "Disruption for Better"—a mindset of curiosity, continuous improvement, and challenging the status quo. By encouraging people to look at problems from new perspectives, take calculated risks, and explore different ways of doing things, we ensure that both technology and energy transitions are not just implemented—they are embraced, driven, and sustained by the very people who make Scovan what it is.

LH: You often talk about "creating space for people to shine." What does that look like in practice at Scovan?

MS: At Scovan, creating space for people to shine starts with our philosophy of "Right People, Right Seat." The Right People are those who align with and live our core values—individuals who thrive within our culture and help strengthen it every day. The Right Seat ensures that team members understand what success looks like in their role, are passionate about the work they do, and have the skills and support to excel.

When both come together, individuals are empowered to showcase their unique abilities, take ownership, and make a meaningful impact. It's about placing people where they can succeed, feel fulfilled, and contribute in ways that elevate both themselves and the organization. At Scovan, this is how we turn potential into performance and create an environment where everyone has the space—and encouragement—to shine.

LH: Scovan's careers page emphasizes purpose-driven work. How do you help employees find and fuel that sense of purpose?

MS: From the beginning, we've said, "we just want to build cool sh*t." While not a formal mission statement, it reflects the type of work we aspire to do, the way we approach it, and the impact we aim to make.

At Scovan, purpose comes from doing things differently and better—whether through innovation, leveraging technology, or improving processes and standards. We encourage employees to take ownership, push boundaries, and contribute ideas that make a real difference. This sense of purpose fuels engagement, drives meaningful results, and creates a workplace where employees feel their work matters—not just to the company, but to our clients and the energy industry as a whole.



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At its core, **Canadian-made energy leadership** is about investing in people, igniting potential, and **shaping a future where Canada sets the standard for energy innovation.**

MS

LH: Culture is never static. What shifts have you seen in what people value most at work—and how is Scovan adapting?

MS: Culture can stagnate if it doesn't evolve. In today's fast-changing world, employers must pay close attention to economic trends, global influences, and generational differences within the workforce. Events like COVID have reshaped how people work, redefining productivity, engagement, and what it means to feel supported at work.

Over the past few years, we've seen a meaningful shift in what employees value most: balance, purpose, recognition, and opportunities for growth—beyond traditional measures of success.

At Scovan, we've been intentional in adapting our culture and programs to reflect these evolving expectations:

- **Flexible Work Hours:** Flexibility is a key driver of engagement and retention. Our flexible work arrangements empower employees to manage their time effectively, supporting both performance and well-being.

- **Recognition and Appreciation:** People want to know their contributions matter. We continue to strengthen our recognition culture—celebrating achievements, milestones, and everyday contributions that drive our success.
- **Project Diversity and Opportunity:** Employees value challenge and growth. Our diverse project portfolio allows teams to apply their expertise in new ways, fostering innovation, learning, and continuous development.
- **Total Rewards:** Competitive, holistic total rewards remain a priority. We regularly review and enhance compensation, benefits, and incentive programs to ensure they reflect the value our people bring and support their overall well-being.

As expectations evolve, so does our culture. Scovan is committed to creating an environment where people are supported, recognized, and inspired—empowered to do their best work and contribute to a workplace that continues to grow and thrive.

LH: From an HR leadership standpoint, what does "Canadian-made energy leadership" mean when it comes to developing talent?

MS: At Scovan, "Canadian-made energy leadership" is about more than delivering world-class energy solutions—it's about growing the people who make it possible. It's a commitment to building talent at every level, empowering individuals to reach their full potential, and ensuring Canada continues to lead in energy innovation.

- **Nurturing Talent from the Ground Up:** We invest in apprentices, interns, and shop-level team members, giving them hands-on experience, mentorship, and the confidence to become the energy leaders of tomorrow.
- **Empowering Emerging Professionals:** Our engineers in training and early-career professionals receive structured guidance, project exposure, and leadership opportunities, creating a path from learning to leading.
- **Fostering Expertise and Innovation:** We cultivate subject matter experts, project managers, and product development leaders who push boundaries, solve complex challenges, and inspire their teams to achieve excellence.
- **Building a Legacy of Leadership:** By developing people at every stage—from grassroots talent to seasoned experts—we ensure that Canadian energy leadership is homegrown, innovative, and sustainable, anchored in the passion, skill, and dedication of our people.

At its core, Canadian-made energy leadership is about investing in people, igniting potential, and shaping a future where Canada sets the standard for energy innovation.

LH: Finally, if you could leave every Scovan team member with one thought about what it means to be 'Powered From Within,' what would it be?

MS: Being "Powered From Within" means owning your impact, embracing your potential, and lifting those around you. It's about taking extreme ownership of your work, your choices, and the culture we create together. Every action shapes our teams, our projects, and the future of Scovan. When we each step into this mindset, we inspire excellence, fuel innovation, and build a workplace where people feel empowered, valued, and capable of achieving extraordinary things. Own it. Live it. Inspire it. That is what it means to be Powered From Within. ■



INNOVATION AS AN OPERATING SYSTEM

BY: ALOK KUMAR, MBA, PMP, CSPO, PRODUCT DEVELOPMENT MANAGER AND SEP SHAHKARAMI, PHD, PMP, P.ENG, PRODUCT DEVELOPMENT MANAGER, SCOVAN



Innovation is one of those words that can lose its weight through repetition. It appears in annual reports, mission statements, and presentations, but too often it sits on the surface, detached from real impact. At Scovan, innovation isn't a slogan or a side initiative. It is the discipline that powers the company's work and the mindset that guides every decision. In an industry defined by scale and complexity where projects unfold over years, innovation cannot be performative. It must be deliberate, measurable, and enduring. It must create progress that lasts, not just change that looks good on paper.

At Scovan, innovation isn't a department or a side effort. It functions as the company's operating system, a framework that shapes how teams collaborate, how strategies evolve, and how success is measured. By embedding innovation into every layer of the organization, from engineering to leadership, Scovan has built a culture that blends creativity with accountability and entrepreneurial thinking with technical precision.

Progress here is not judged by the number of ideas generated, but by the tangible outcomes they create. Scovan treats innovation as a system of continuous performance. Each initiative, whether a process improvement, a digital tool, or a new partnership model must demonstrate measurable values.

This focus on evidence ensures that innovation remains grounded in reality. When initiatives are piloted, their results are analyzed; those that deliver are scaled, and lessons from others are captured and shared. This rhythm of trial, learning, and refinement turns creativity into a disciplined practice. Measurability creates confidence within teams, with clients, and across partnerships. It signals that innovation at Scovan is not just activity but advancement, not ideas for their own sake but for the sake of real, visible improvement.

Listening Deeply, Leading Decisively

True innovation balances attentiveness with action. Scovan listens closely to its clients, partners, and employees to understand the challenges shaping today's energy landscape. That insight fuels solutions that are grounded in real need, not assumptions.

Yet listening alone is not enough. Scovan also leads anticipating future demands, exploring technologies before they are mainstream, and building systems that will matter years from now. This blend of responsiveness and foresight keeps the company positioned ahead of industry change rather than chasing it.

Partnership is central to this approach. Scovan collaborates with industry peers, researchers, and public programs to co-develop new methods and frameworks. These alliances reflect a belief that innovation thrives in collaboration, where diverse expertise meets shared ambition. In this way, Scovan not only meets expectations but also redefines them.

Inclusive by Design

Innovation at Scovan is designed to be inclusive. The company understands that progress comes from the intersection of different disciplines and experiences. Engineers, designers, coordinators, and field specialists are encouraged to contribute ideas and question existing norms.

Structured feedback loops, open forums, and collaborative initiatives ensure that every employee has a voice in shaping improvement. This approach embeds innovation into daily operations instead of isolating it to specific teams or functions.

Externally, Scovan extends that inclusivity through its network of partnerships with universities, government programs, and industry associations. These relationships broaden the company's exposure to emerging talent, research, and technologies. By connecting with innovators across Canada, Scovan helps build an ecosystem where knowledge, opportunity, and creativity circulate freely.

This combination of internal empowerment and external collaboration ensures that innovation at Scovan remains vibrant, not just a project, but a shared, living practice.

Entrepreneurship as Everyday Behavior

Entrepreneurship has always been part of Scovan's identity. What sets the company apart is how that spirit has been made accessible to everyone. Every employee is encouraged to think like an owner: to identify opportunities, challenge inefficiencies, and act with initiative.

Leadership supports this culture by providing both freedom and framework, room to experiment, resources to test, and structure to evaluate outcomes. Ideas that prove effective are celebrated and expanded, while even the unsuccessful ones are recognized for what they contribute to learning.

This culture of thoughtful risk-taking and accountability turns entrepreneurship from aspiration into everyday behavior. It transforms innovation from something occasional into something habitual, a steady rhythm of curiosity and improvement.

Empowering through the Innovation Team

Scovan's Innovation Team serves as the connective tissue of this culture. Their purpose is to cultivate, guide, and accelerate the innovation process across the company. They mentor teams, help frame problems, facilitate testing, and ensure that promising ideas receive the attention and structure needed to evolve.

Beyond internal coordination, the team also builds bridges to the broader innovation community, through engaging with research groups, technology partners, and public innovation platforms. By maintaining these connections, Scovan stays open to new thinking and new collaboration models.

The Innovation Team doesn't invent on behalf of the company; it empowers the company to invent for itself. It ensures that creativity moves from inspiration to implementation, and that innovation remains intentional rather than incidental.

Processes That Evolve

Innovation at Scovan is not limited to ideas or technologies; it also defines how the company works. Processes are treated as living systems adaptable, responsive, and capable of learning.

Drawing on principles of Lean and Agile, Scovan designs workflows that emphasize transparency, collaboration, and continuous feedback. Each project informs the next, and lessons are embedded into operations rather than archived. Digital tools enable teams to visualize performance in real time, making improvement an ongoing activity instead of a retrospective one.

This adaptability is essential in an industry where change is constant. It allows Scovan to move quickly without compromising quality, to stay flexible without losing focus, and to turn experience into foresight.

Investing in People and Potential

Behind every advancement at Scovan is a person someone curious enough to ask, "what if" and committed enough to find an answer. The company invests deeply in nurturing this curiosity. Leadership programs, mentorship opportunities, and cross-disciplinary collaboration create an environment where learning is continuous and collective.

Knowledge-sharing sessions and professional development initiatives encourage employees to expand their perspectives and skills. Scovan's people are not just trained to execute; they are empowered to shape how work is done.

By treating every employee as a potential innovator, the company transforms individual growth into organizational capability. The result is a workforce that is confident, capable, and connected - ready to tackle the challenges of an evolving energy landscape.

A System Built for the Future

Measurability, inclusivity, entrepreneurship, adaptability, and people together, these elements form Scovan's innovation operating system. It is a structure that balances discipline with imagination and short-term results with long-term vision.

As the energy industry navigates transformation, Scovan's approach does more than help it keep pace it enables the company to shape what comes next. By creating opportunities to innovate before the market demands them, Scovan continues to deliver value that is both practical and progressive.

Innovation at Scovan is not a department or a slogan. It is the language of progress, the framework for growth, and the promise that the company will always look forward building the future through action, collaboration, and purpose. ■



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MIND OVER MILES

BY JASON POHL, PROFESSIONAL TRIATHLETE AND SCOVAN SPONSORED ATHLETE

Three lessons from a season that tested everything I thought I knew about performance.

Sometimes it's easy to look at the headline or the results and make a quick judgment.

If you looked at my season on paper, you might call it a struggle – two DNFs, a missed World Championship, and a body that shut down when it mattered most. But what you wouldn't see is how much this year taught me.

This season was a masterclass in adversity – not in how to avoid it, but in how to grow through it. I learned lessons I'll carry not just into next season, but into every part of life.

Lesson One: Mental Health Is Performance Health

For most of my career, I've equated mental toughness with pushing harder. When things got tough, I told myself to dig deeper, grind longer, suffer more. But I learned the hard way that there's a limit – and that the mind will always find a way to protect itself when it's pushed too far.

Mid-season, after two races that didn't go my way, I realized I wasn't just physically tired – I was mentally exhausted. My body was sending a message my mind refused to hear.

This year taught me that mental health isn't a side component of performance – it is performance. It's the capacity to stay calm under pressure, to reframe setbacks, and to rebuild confidence when things fall apart. You can't fake mental fitness. You have to train it just like you train your body.

"Prioritize the health of your mind, and peak performance will follow."

Lesson Two: Be Kind

In sport – and in business – results can define so much of how we see ourselves. The next race, the next win, the next big project. But the truth is, those moments fade faster than we think.

What doesn't fade is how we treat people.

This season reminded me that kindness isn't weakness – it's legacy. Be polite. Be a good listener. Lift others up, especially when you're struggling yourself. The conversations you have after a tough race, or the support you give to someone else on their worst day, matter more than any podium ever will.

"The win gets forgotten. Character doesn't."

Lesson Three: Your Work Is Your Craft

I've always been driven by performance – the pursuit of faster, stronger, better. But in chasing perfection, it's easy to lose sight of why you started.

Toward the end of the year, I started to rediscover that "why." I began seeing my work as a craft – something to be refined, shaped, and enjoyed. Whether I'm on the bike, in the pool, or analyzing data, I remind myself that what I create carries my name on it. That perspective changed everything.

When you treat your work as art – when you have fun with it, learn from it, and take pride in it – performance naturally rises. Fulfillment follows effort.

"Whatever you put out has your good name on it. See it as art."

Looking Ahead

At 34, I'm entering my prime years as an athlete – but this season reminded me that being "in your prime" isn't about having everything go right. It's about knowing how to handle it when things don't, and continue to do your absolute best.

I've changed my training, my coaching, and my mindset. I'm focused on healing fully and preparing for what I hope will be my strongest season yet – set on the Ironman World Championships in Kona 2026.

This next year is my all-or-nothing shot. But I'm not afraid of that anymore. I've learned that the best results don't come from control – they come from growth. ■



PADX AT BLACKROD: HOW A MADE-IN-CANADA TEMPLATED WELL PAD IS REDEFINING SOVEREIGNTY, SPEED, AND SAGD SUCCESS

BY LUKAS CONWAY, PROJECT MANAGER, SCOVAN

In an era when energy security, efficiency, and execution certainty matter more than ever, Canada's ability to design and manufacture its own critical infrastructure is becoming a strategic advantage. At the centre of this shift is PadX—Scovan's templated well pad system—and the Blackrod project, where the product's full potential came to life.

For International Petroleum Corporation (IPC), Blackrod Well Pad Project wasn't just another pad program. It was a multi-year, multi-pad development that needed clarity, predictability, and a repeatable solution they could trust. When they evaluated the options, one product stood apart: PadX.

What followed was a milestone project—not only for Scovan and IPC, but for what it represents: Canadian-made innovation powering Canadian energy sovereignty.



A Simple Idea with Powerful Impact: Standardization

IPC selected PadX because they needed a simple, repeatable, templated solution for a long-term development program. PadX offered exactly that—a standardized, pre-defined product that eliminated complexity without sacrificing performance.

Once IPC understood the module layout, functions, and the logic behind the templated system, the installation process became straightforward and highly efficient, requiring minimal internal engineering hours and minimal field resourcing. Instead of a bespoke design exercise each time, IPC was able to plug into a proven system and stay focused on their development plan.

PadX's operability has also proven itself in the field. With predictable module performance and minimal commissioning effort, the system delivers what it promised: consistency, reliability, and low operating friction.

Scaling Up—And Proving the Model

One of the clearest signs of the program's strength was IPC's commitment:

- 46 well pairs and 3 BOP modules—a volume that exceeded previous PadX deployment to that point.

Scaling from single digit orders to this level could have introduced risk. Instead, it became a demonstration of PadX's scalability and Scovan's manufacturing capability. Scovan's teams quickly expanded production, aligning schedules, materials, and fabrication capacity to meet the increased demand.

That success reinforced the PadX value proposition: repeatable design enables repeatable manufacturing, which in turn enables repeatable project success.

Execution Certainty: What Made Blackrod Exceptional

Blackrod stands out because the execution was clean, predictable, and collaborative. Several key factors contributed to the project's stability and success:

1. Concurrent Engineering + Fabrication

With a templated design, fabrication progressed while engineering was still running—shrinking timelines without increasing risk.

2. Fabrication Efficiencies

When workers build the same design repeatedly, quality improves while hours decrease. Each module was better and faster than the last.

3. Early Procurement of Long-Lead Items

Standardized BOMs meant IPC and Scovan could purchase long-lead materials before engineering was complete.

4. Streamlined HAZOP

Using the established PadX HAZOP significantly shortened the review process—only site-specific changes needed evaluation.

5. Local Manufacturing Advantage

Because PadX is built in Ponoka, IPC avoided potential U.S. tariffs, reduced supply chain uncertainty, and benefited from Ponoka's high-load corridor, cutting heavy haul freight costs.

6. Construction Savings

Pad to pad deployments demonstrated clear construction efficiencies. With the design locked on the first pad, IPC now enters future pads with fewer changes and greater predictability.

7. A Proven Supply Chain

PadX's Alberta-based supply chain provided stable delivery timelines and reduced execution risk—something increasingly valuable in today's environment.

8. Knowledge Transfer Across Clients

Each PadX deployment strengthens the design. IPC benefitted from lessons learned from other sites—and future clients will benefit from Blackrod.



A Smooth Project, Powered by People

From start to finish, IPC emphasized how clean and well-managed the Blackrod execution was. Scovan's Phil Henderson, PadX Program Manager, commented, "Scovan's execution of PadX at IPC's Blackrod project was a fantastic example of the PadX value proposition, fully realized. The combination of PadX's industry-proven design, deferred capital exposure and accelerated schedule delivery made it an easy choice for IPC for its 3 new, greenfield pads. Scovan's depth of expertise delivering SAGD well pads, paired with the cost+ model and assembly-line manufacturing approach of PadX ensured the program delivery was predictable, fast, and of high quality."

Fabrication moved with discipline. Installation proceeded without major issues. Collaboration between IPC and Scovan remained strong throughout—exactly what a templated product is designed to support.

And importantly, PadX delivered clear value: standard pricing, predictable costs, and the right price point for a multi-year development.

A Strong Case for Canadian Sovereignty in Energy Infrastructure

Blackrod is more than a successful project—it's proof of what's possible when Canadian companies design, build, and deliver the infrastructure that powers Canadian energy.

PadX represents a shift away from bespoke, time-consuming, or overseas, high-risk pad development and towards a national capability—a Made-in-Canada solution that strengthens sovereignty, lowers risk, and accelerates responsible development.

As the industry looks toward efficiency, repeatability, and domestic capability, Blackrod stands as a flagship example:

- PadX isn't just a product. It's a platform—one that positions Canada as a leader in modern SAGD development. ■



A PATH FORWARD, BUILT FROM WITHIN

BY STEPHEN MASON, CHAIRMAN & CHIEF EXECUTIVE OFFICER, RECONCILIATION ENERGY TRANSITION INC.

Real progress towards reconciliation requires a change in approach to the project process of yesterday. To make reconciliation real, we, as industry, must ensure Indigenous communities have a seat at the economic decision-making table and enjoy real partnerships that take into account Indigenous values.

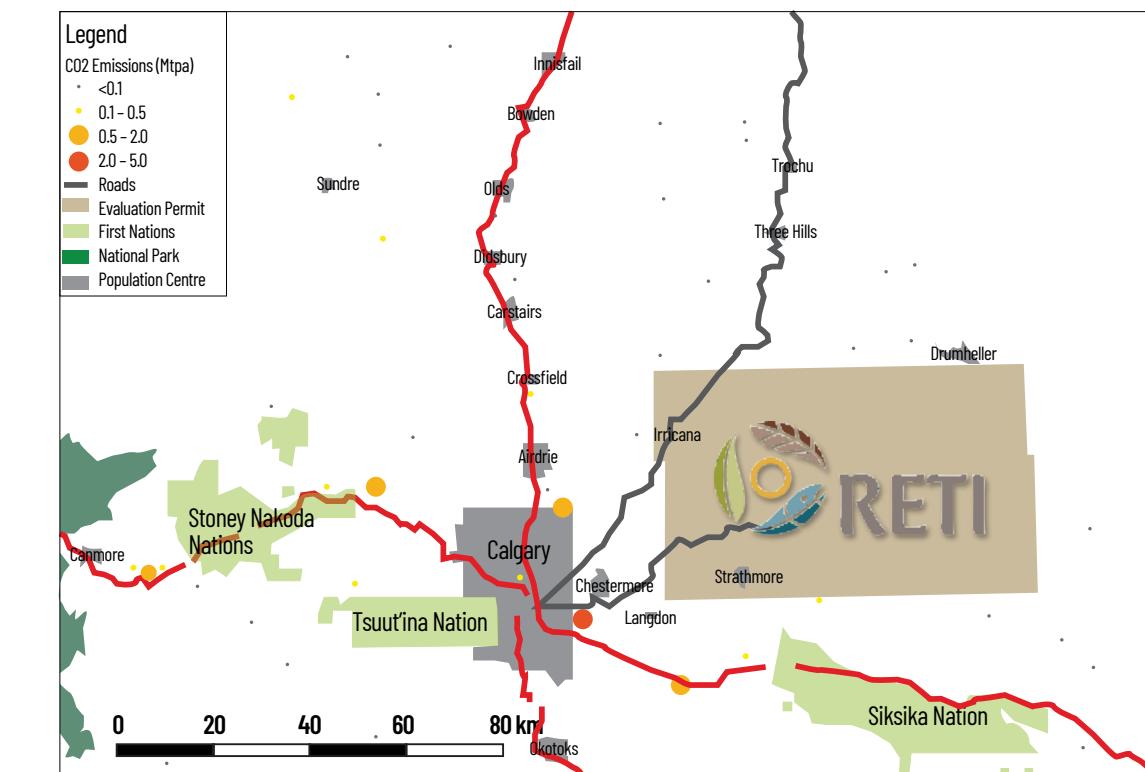
Reconciliation Energy Transition Inc. (RETI) is a Midstream Development Company that is focussed on bringing material Indigenous equity partnerships into its projects. Our vision is driven by a need to change the conversation with impacted First Nation communities on major infrastructure projects to create more sustainable, fiscally, and socially responsible outcomes for all involved.

We envision a process and structure that moves the conversation from, "We will provide jobs while we are building the infrastructure" to "You should have an opportunity to own a material equity ownership in the Project".

The East Calgary Carbon Transportation & Sequestration Project

RETI's approach puts this principle into action by designing energy-transition infrastructure that embeds Indigenous ownership from the outset, not as an afterthought. As a Midstream developer advancing carbon transportation and sequestration solutions across Western Canada, RETI is committed to ensuring that economic participation is meaningful, material, and long-term. Our projects connect industrial CO₂ sources to secure geological storage while simultaneously creating sustainable revenue pathways for Indigenous nations.

This commitment is already reshaping how major projects move forward: in 2022, RETI was awarded the highly competitive Calgary Carbon Hub Permit, with Siksika Nation at the table during the application phase, a decisive factor in the project's approval. By integrating Indigenous values, leadership, and equity directly into the development process, RETI is helping redefine what responsible, future-focused energy infrastructure can and should look like.





Now Is The Time

Highlights of the 2022 award:

- Agreements are in place with leading rail, midstream industrial partners and active engagement with Provincial and Federal governments.
- Ongoing discussions with data centres, industrial emitters, and bio-energy operators, representing a total addressable market of approximately 18M tonnes per year.

A testament to where Canada needs to move in working WITH impacted First Nations, getting major projects permitted was represented at the Indian Resource Council Conference in November, titled "Unlock the Pipeline Gridlock".

The Conference was well attended by Chiefs from Saskatchewan, Alberta & British Columbia. It was incredible timing as the Conference was held at the same time as the Alberta Provincial Government and Canadian Federal Government's announcement on a new bitumen pipeline Memorandum of Understanding (MOU) between Danielle Smith and Mark Carney.

The Federal Government's support for the proposed bitumen pipeline is categorically a huge moment for Alberta. Added, the basis of "showing the world" on the attention of Canada being focussed on clean solutions with maintaining the industrial carbon tax to support the Pathways Project is a significant boost to RETI's Carbon Sequestration Project.

Some of the key components of the MOU in the CCS aspect are as follows:

- Alberta's Technology Innovation and Emissions Reduction (TIER) program is formally acknowledged as the regulatory framework that will provide long-term certainty for developing CCUS, direct air capture, nuclear infrastructure, and other emissions-reduction technologies needed for a net-zero grid by 2050. This regulatory stability directly strengthens RETI's project by ensuring its sequestration infrastructure aligns with a federally recognized, future-proof emissions framework.
- The Clean Electricity Regulations (CER) will be suspended in Alberta while a new carbon-pricing agreement—administered through TIER—is negotiated by April 1, 2026, establishing competitive long-term carbon prices and recycling protocols for major emitters. By creating clarity and competitiveness in industrial carbon pricing, this transition supports RETI's carbon project by improving investment confidence for CO₂ capture and transportation infrastructure.
- The parties must determine practical details such as when the effective carbon price begins and how it escalates over time. This price-certainty framework underpins the economics of RETI's project by reinforcing predictable revenue pathways for long-term sequestration services.
- A new industrial carbon-pricing agreement will include a financial mechanism ensuring both governments maintain long-term commitments, providing industry the certainty needed to achieve emissions-reductions targets. This embedded financial stability directly enhances the viability and longevity of RETI's East Calgary Carbon Transportation & Sequestration project, supporting sustained carbon-reduction outcomes for participating Indigenous and industry partners.

Recognizing Alberta's jurisdiction over the TIER system, Canada and Alberta agree to work co-operatively to ensure the Alberta carbon market functions reliably and provides a predictable basis for decision-making by industry and investors. This includes a shared undertaking that following the completion of this MOU, the two governments will work cooperatively to ensure the application of Alberta's carbon pricing system (including pricing and stringency) is adapted to the specific circumstances of the electricity sector, the oil and gas sector, and other large emitters such as fertilizer and cement sectors.

Canada is entering a pivotal moment where reconciliation, energy transition, and regulatory alignment are finally moving in the same direction—and RETI is positioned at the centre of that shift. By embedding Indigenous equity into carbon-management infrastructure and advancing projects like the East Calgary Carbon Transportation & Sequestration Project, RETI demonstrates how major development can honour community values while meeting national climate commitments. As governments refine carbon-pricing frameworks and reaffirm their support for large-scale decarbonization, RETI's model shows what the future of responsible infrastructure must look like: collaborative, technically rigorous, economically sound, and rooted in true partnership with the First Nations who have always been the stewards of these lands.

RETI is ready to facilitate CO₂ transportation and Sequestration for the greater Calgary Region. ■

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Scovan is an industry leading EPFC that specializes in offering innovation and expertise for energy sector projects by providing engineering, procurement, complete fabrication, construction and construction management services.