BC Hydro
Power smart

Site C Clean Energy Project

Quarterly Progress Report No. 38

Fiscal 2026 - First Quarter

April 1, 2025 to June 30, 2025

PUBLIC

Table of Contents

List of Figures

List of Tables

Appendices

1 Executive Summary

1.1 Overview and General Project Status

Site C is the third dam and hydroelectric generating station on the Peace River in northeastern British Columbia (**B.C.**). Once complete, Site C will produce about 5,100 gigawatt hours of energy per year – enough to power the equivalent of 450,000 homes or 1.7 million electric vehicles per year in B.C.

Figure 1 The Site C Dam Site (as seen in March 2025).

Construction on Site C began on July 27, 2015.

Quarterly Progress Report No. 38 covers the period April 1 to June 30, 2025 (**the reporting period**).

As of June 30, 2025, the Site C Project (**the Project**) is more than 92% complete. BC Hydro remains on track to complete the Project within the budget ($16 billion) and schedule (final unit in-service date of November 2025), which were approved in 2021.

The overall Project health status remains “green”, as several large Project milestones have now been achieved. Due to the excellent performance of the completed damsite structures including the dam, powerhouse, spillways, and approach channel, BC Hydro has concluded its engagement with the independent international dam experts and the Technical Advisory Board to provide technical oversight of the activities associated with the foundation enhancements and construction of the Project. BC Hydro continued to work collaboratively during the reporting period with the Project Assurance Board and Ernst and Young Canada to actively manage ongoing Project risks.

The Project Team continues to closely monitor the tariff situation between the United States and Canada. At this time, the impacts on the Project from tariffs are expected to be minimal based on the amount of work already completed at site.

The following sections discuss highlights from the reporting period and some of the current risks facing the Project.

1.2 Key Milestones Achieved During Reporting Period

Subsequent to the reporting period, on July 16, 2025, the fifth generating unit went into service, over two months ahead of the approved schedule.

The first generating unit (first power) was placed into service on October 27, 2024, approximately six weeks ahead of the approved schedule. The second unit followed on December 14, 2024, going into service nearly two months ahead of the approved schedule. The third and fourth units were brought into service on February 22 and March 31, 2025, respectively. All of the in-service generating units were safely brought into operation following the successful completion of the required testing and commissioning processes.

The Site C Project remains on track to have all six generating units in-service by the approved final unit in-service date in November 2025. The construction and commissioning activities for the sixth generating unit are underway.

Since the reservoir reached its normal operational level of 460 metres to 461.8 metres elevation above sea level in November 2024, the structural performance of the damsite water-retaining structures, including the earthfill dam, the roller-compacted concrete buttresses, the approach channel, and the dam abutments continue to perform as expected.

1.3 Construction Progress

Work on the Site C Project continues to advance consistent with the approved schedule.

During the reporting period, construction continued with the installation of the generating equipment and the electrical and mechanical balance of plant equipment. Subsequent to the reporting period, on July 16, 2025, the fifth generating unit was successfully placed into service, ahead of the approved schedule. Work to complete the installation and commissioning of the remaining generating unit continues as planned.

The mechanical and electrical work continues to progress in the powerhouse. The mechanical contractor has completed the final work on the unit 1 to unit 6 common mechanical systems and is in the process of transferring the completed work, including the required documentation, over to BC Hydro. The main focus of the remaining work for the mechanical contractor is the handover of the cranes to BC Hydro Operations, the completion of deficiencies, and the hydronic heat system, which is scheduled to be completed in the fall.

The electrical contractor has completed the heavy electrical scopes of work, including all of the station service and the isolated phase bus that connects the

generators for unit 1 to unit 6 to the main step-up transformers. The contractor has now shifted to completing the architectural, fire protection, and heating, ventilation, and air conditioning (**HVAC**) scopes of work and rectifying all noted deficiencies.

The permanent upstream fishway is now in-service and has started to be used to capture and transport fish.

The penstock upper flexible couplings (penstock sections that allow the penstocks to expand and contract) were redesigned to fully meet BC Hydro's specifications. The installation of the six couplings was completed in October 2024, and minimal leakage was detected in the flexible couplers for the five penstocks (penstocks 1, 2, 3, 4, and 5) that have been filled with water. This minimal leakage was anticipated, and adjustments will be made to the seals in the flexible couplers to address any ongoing minor leakage. BC Hydro will continue to monitor the seals and will make a decision on the timing for readjustment prior to winter 2025.

The final commissioning on permanent power and permanent controls is complete for the six intake gates.

The final commissioning is progressing for the three spillway operating gates on permanent power and permanent controls, with gate 1 and 3 now complete and gate 2 scheduled for completion in August. Commissioning is also progressing for the remaining low-level operating gates on permanent power and permanent controls. Commissioning of the low-level operating gates will continue through the fall and will pause as freezing temperatures set in. It is likely that some commissioning activities carry over to the spring of 2026.

All of the planned work for stabilizing the bedrock foundations for the dam, powerhouse and spillways was complete as of the end of March 2024, except for a couple of minor deficiencies including riprap placements on the embankment of the

tailrace above the water line that were not required to be completed prior to reservoir fill. Construction of the remaining work is scheduled for completion in fall of 2025.

Since the temporary diversion tunnels are not required for the ongoing operation of the facility, they are in the process of being decommissioned. The decommissioning scopes of work include backfilling the diversion tunnels with granular material, construction of a concrete plug within each tunnel located slightly upstream of the tunnel's mid-point, and the placement of granular fill overtop of the downstream portal.

In support of reservoir filling, the diversion tunnel intake gates were permanently closed in September 2024. In November 2024, the construction of the outlet channel cofferdam was completed, allowing both of the diversion tunnels to be dewatered and inspected. Upon inspection, limited seepage was observed flowing through the tunnel's intake structures, and the concrete lining within both tunnels was observed to be in good condition.

In April, the installation of the temporary electrical and ventilation systems in the diversion tunnels was completed. These systems allowed for the commencement of the hauling and placement of granular material inside the tunnels starting in May which will allow for the next phase of grouting work to commence in July.

The first of three transmission lines between the powerhouse and the Site C substation was completed and energized in August 2024. The second transmission line was energized on January 17, 2025. The third and final transmission line was energized on May 15, 2025.

The operations and maintenance of the right bank drainage tunnel and left bank drainage adit continued during the reporting period. The remaining work required in the right bank drainage tunnel and left bank drainage adit includes structural enhancements to the shotcrete and rock bolt linings of the tunnels, and the

installation of the permanent portal structures and electrical and mechanical systems.

Road maintenance continued throughout the reporting period and a new contractor has been awarded the contract to complete the onsite road maintenance activities starting July 2025.

The planning for the Site C final road construction, including paving, was ongoing throughout the reporting period. A 2025 procurement package was issued during the reporting period for a scope of road construction work to commence in August 2025. A separate 2026 road construction procurement package is targeted to be issued in September 2025 which will include paving as well as the final outdoor security.

The physical reclamation of Central Area A started on April 24, 2025, and is scheduled to be complete by October 31, 2025. As of the end of the reporting period, the reclamation planting at Portage Mountain Quarry, Area E, P3-P8, and Northeast Area A, was complete.

1.4 Look Ahead – July 2025 to March 2026

From July 2025 to March 2026, the primary focus on the Project is the safe completion of the remaining major Project milestones. In 2024, the focus was safely filling the reservoir and achieving first power. Now that those milestones have both been achieved, the focus has shifted to placing the remaining generating units into service, turning over assets to BC Hydro Operations, Project documentation, contract closeouts, deficiency management, and site reclamation and facility completion.

Work continues to advance on the Project consistent with the approved schedule. The time available to complete the remaining scopes of work is expected to be sufficient to meet the Project’s approved schedule.

The sixth and final remaining generating unit is scheduled to be brought into service within the approved schedule (November 2025).

1.5 Safety Performance

The Project workforce continued to decline during the reporting period as major construction milestones were achieved, including the successful commissioning of units 3 and 4, and unit 5 going into service shortly after the end of the reporting period. While there continues to be remaining construction activities in the powerhouse with the ongoing mechanical and electrical installations, new activities also commenced in other areas, including the diversion tunnel backfill and the reclamation work.

During the reporting period, the safety performance metrics for the Project continue to outperform WorkSafeBC comparators in the heavy construction and forestry industries. Compared to the same period in 2024 on the Project, there was an improvement in the safety performance metric for all-injury frequency, a slight increase in the serious incident frequency, and an increase in the lost time injury frequency.

Between April and June 2025, in response to a serious safety incident, WorkSafeBC conducted one regulatory inspection and issued inspection reports to both BC Hydro and a Balance of Plant contractor. BC Hydro was issued two inspection reports, one with two orders, and the other acknowledging BC Hydro’s investigation. The Balance of Plant contractor was issued one inspection report with five orders. In response to a different serious incident, a generating station and spillways contractor was issued an inspection report with two orders. All of the issued orders have been closed. The report notes BC Hydro was also issued an inspection report from WorkSafeBC related to a 2023 investigation into claims suppression. The inspection report confirmed that no evidence was found to support any claims suppression findings. The investigation was closed an no orders were issued.

1.6 Upholding Commitments to the Environment, Indigenous Nations, and Local Communities

BC Hydro continued to secure the appropriate permits, authorizations and leaves to commence construction required for the Project. As of June 30, 2025, 660 of 673 permits (approximately 98%) for the construction of the Project have been issued. The remaining approvals for construction are related to the permanent upstream fishway (Leave to Commence Operations), the future Peace River Construction Bridge decommissioning, the site completion works, and the future Cultural Centre. All construction permits continued to be managed and renewed as needed for demobilization and the reclamation works.

Multiple conditions are attached to the construction and operations permits and approvals. As of June 30, 2025, all required conditions and submissions have been met in accordance with the schedule and requirements of the conditions.

Environmental compliance on the Project remains high.

During the reporting period, BC Hydro continued to commission and operate the permanent fish passage facility and implement any required repairs.

BC Hydro and the contractor continue to work on advancing wetland re-builds and new wetland construction options in the Peace Region. The main focus during the reporting period was preparing a memo for regulators summarizing the wetland impact quantification results and the progress constructing / re-building wetlands to date. This memo is expected to conclude that BC Hydro has satisfied its requirements, but that conclusion must be accepted by regulators before it can be considered final.

Greenhouse gas (**GHG**) monitoring continued through the reporting period.

Indigenous Engagement

During the reporting period, BC Hydro continued to engage with Indigenous Nations on Project activities and milestones through regular Project update meetings and other venues.

BC Hydro held the 40th meeting of the Environmental Forum on May 8, 2025, with participation from eight Indigenous Nations. The participants attended a dam site tour where they observed and discussed debris management, reclamation work, and the operation of the permanent upstream fishway. The group also visited the auxiliary spillway and had a discussion about the ongoing work to mitigate the risks to beavers in that area. BC Hydro received positive feedback from the participants about the tour and the information provided.

Local Communities

BC Hydro continues to advance commitments within five community agreements: the District of Chetwynd (2013), the District of Taylor (2014), the City of Fort St. John (2016), the District of Hudson's Hope (2017), and the Peace River Regional District (2024).

The Generate Opportunities (**GO**) Fund, started by BC Hydro in 2016 to support Peace Region non-profit organizations, concluded in March 2025. Since the fund was launched, 118 projects received support and over $1,000,000 was distributed to local organizations that provide services to vulnerable populations including children, families, and seniors.

The GO Fund was administered by Northern Development Initiative Trust on behalf of BC Hydro.

More information about the GO Fund can be found at the following link: https://www.sitecproject.com/GoFund.

1.7 Project Status Dashboard for the Quarter

BC Hydro, with oversight from the Project Assurance Board, is focused on completing the Site C Project within the 2021 approved budget of $16 billion and the final unit in-service date in November 2025, without compromising safety, scope, and quality. To report on Project status, BC Hydro uses a dashboard system where key Site C Project areas are classified as red (at risk), amber (moderate issues) or green (on target).

The Project Status Dashboard as of June 30, 2025, is provided in Table 1. The status of the performance indicators for overall Project health, scope, schedule, and cost remains “green” due to the substantial construction and commissioning progress made up to the end of the reporting period that enabled several major Project milestones to be achieved.

Table 1 Project Status Dashboard

● On Target ● Moderate Issues ● At Risk

Status as of:		June 30, 2025
Overall Project Health	●	The overall Project health status remains “green.” On October 27, 2024, the first generating unit (first power) was placed into service approximately six weeks ahead of schedule and began providing electricity to BC Hydro customers. The second unit went into service on December 14, 2024, approximately two months ahead of schedule. Unit three was placed into service on February 22, 2025, more than two months ahead of schedule, followed by unit four on March 31, 2025, more than three months ahead of the approved schedule. After the reporting period, on July 16, 2025, unit 5 came into service more than two months ahead of the approved schedule. In addition to achieving the in-service of units 1, 2, 3, 4, and 5, BC Hydro completed the filling of the Site C reservoir on November 7, 2024. The reservoir is now being operated within its normal operating range of 460 metres to 461.8 metres elevation above sea level. The Project is more than 92% complete and work continues to advance; however, there are still potential risks remaining. BC Hydro continues to review, assess, mitigate, manage, and monitor potential risks to the Project.

Status as of:		June 30, 2025
Safety	●	The Safety status remains "green". During the reporting period, the Project saw a further reduction in the workforce as more work fronts reached completion, with most of the ongoing activities now concentrated around the powerhouse and in new work fronts, including the diversion tunnel backfill and the reclamation work. Compared to the same period in 2024, there were improvements in the safety performance metric for all-injury frequency, while there were slight increases for the safety metrics for serious injury frequency and lost time injury frequency. Between April and June 2025, in response to a serious safety incident, WorkSafeBC conducted one regulatory inspection and issued two inspection reports, which included two orders to BC Hydro, and five orders to a Balance of Plant contractor. BC Hydro and the contractor have now complied with all seven orders.
Scope	●	The Scope status remains "green". All major scopes of work for the Project have now been defined, and the Project is more than 92% complete. The Project team continues to work to define the relatively small remaining scopes of work on the Project.
Schedule	●	The Schedule status remains "green". The Project remains on schedule to have all six generating units in-service by November 2025 and achieve the approved Project schedule. The Project is more than 92% complete. • Reservoir filling was completed on November 7, 2024; • Unit 1 in-service date: October 27, 2024; • Unit 2 in-service date: December 14, 2024; • Unit 3 in-service date: February 22, 2025; • Unit 4 in-service date: March 31, 2025 ; and • Unit 5 in-service date: July 16, 2025 (after the reporting period).
Cost	●	The Cost status remains "green". The Project remains on target to be completed within the budget of $16 billion, which was approved in 2021. However, a number of cost risks remain, as described in this report. As of June 30, 2025, the life-to-date actual costs are $14.5 billion, which results in an estimated $1.5 billion of remaining costs based on the forecast of $16 billion.

Status as of:		June 30, 2025
Quality	🟢	The quality status for the Project remains "green", indicating that the work generally conforms to the requirements of the drawings and specifications. During the reporting period, the performance of the main dam, the approach channel, the structures and the hydromechanical equipment during the filling of the reservoir and early operations phase has continued to be good and is evidence of the good quality of work during the manufacturing and construction phases of the Project. The 27th and final Technical Advisory Board (**TAB**) meeting was held on June 10, where the Project team reported out on the performance of the Project six months after the completion of reservoir filling and following a cycle of winter operation. The TAB was satisfied with BC Hydro's monitoring programs and agreed with the Project team's assessment that the facility continues to perform in a positive manner and in accordance with the design requirements. A closure report was provided subsequent to the reporting period on July 22, 2025.
Regulatory, Permits and Tenures	🟢	The regulatory, permits and tenures status remains "green". As of June 30, 2025, almost all permits (approximately 98%) for the construction of the Project have been issued. The remaining approvals for construction are related to the permanent upstream fishway (Leave to Commence Operation), the future Peace River Construction Bridge decommissioning, site completion works, and the construction of the future Cultural Centre. All construction permits continued to be managed and renewed as needed for demobilization and the reclamation works. All key permits and approvals for the operation of Site C have been issued, including the *Fisheries Act* Authorization, the *Canadian Navigable Waters Act* approval, and the Conditional Water licenses for diversion and use of water, as well as the storage of water.
Environment	🟢	The environment status remains "green". Environmental compliance on the Project remains high.
Procurement	🟢	The procurement status remains "green". The majority of the Project's commercial agreements are in place; however, there are a few remaining commercial agreements that still need to be prepared for Project completion scopes of work such as the roads and site reclamation.
Indigenous Relations	🟡	The Indigenous Relations status remains "amber". BC Hydro has a mandate from the Government of British Columbia to reach Project or impact benefit agreements with the 10 Indigenous groups that are most impacted by Site C. Eight of 10 agreements are fully executed and in implementation. BC Hydro has a standing offer to negotiate with the remaining two First Nations that have not signed agreements related to the Site C Project. BC Hydro also maintains a working relationship with those Nations through ongoing consultations and engagement.
Stakeholder Engagement	🟢	The stakeholder engagement status remains "green". BC Hydro continues to work with the communities, regional district, and stakeholder groups on the implementation of various community agreements.

1.8 Significant Project Updates for the Quarter

Significant Project updates that occurred between April 1 and June 30, 2025, include the following:

April 2025

- The installation of the temporary electrical and ventilation systems was completed to allow for the commencement of the hauling and placement of granular materials inside the diversion tunnels for the tunnel backfilling process.

May 2025

- The third and final 500 kilovolt (**kV**) transmission line that connects the Site C substation to the Site C powerhouse was energized.

July 2025

- Subsequent to the reporting period on July 16, 2025, the fifth generating unit went into service, more than two months ahead of schedule.

Refer to Appendix A for Site Construction photos from the reporting period and refer to Appendix B for a list of work completed since the Project commenced in 2015.

2 Safety and Security

During the reporting period, the Project saw a further reduction in workforce numbers as additional work fronts reached completion. Scopes outside the powerhouse have become more active such as the diversion tunnel backfill work and the reclamation of Area A.

2.1 Reservoir Slope Performance and Monitoring

The reservoir slopes and shoreline conditions are being monitored using aerial inspections, manual readings, and real-time instrumentation. Recent activities

included aerial inspections of the Peace, Halfway, and Moberly Rivers, the completion of the North Bank manual readings, and data collection from culturally significant sites.

At previously identified hazard areas, no significant changes have occurred. The landslide zone between Tea Creek and Wilder Creek remains active and continues to be monitored. Contractors working on the reservoir have been advised of the landslide zone and to stay on the south (right) side of the reservoir and to maintain at least 100 metres distance from the north bank. While erosion and shallow landslides persist throughout the reservoir, all current slope performance falls within expected parameters. Due to improved stability, monitoring and reporting for the reservoir slopes is now on a monthly basis. Crews have been reminded to stay alert during and after rainfall events, as increased precipitation can trigger slope activity.

2.2 Handover to Operations

The focus of the Project team is transitioning from construction and commissioning activities to the handover of assets to BC Hydro Operations and the long-term operation of the facility. The Project team is collaborating with other functional areas of BC Hydro to support asset turnovers, and the completion of documentation and deficiency list items. To address the interim needs during the transition, the Project team continues to manage the service contracts for first aid, rescue support, and fire protection to ensure continuous coverage until the BC Hydro Operations team assumes full responsibility of the facility. The Project team has retained the services of Trojan Rescue Services and they have developed 24 rescue plans specific to Site C, which have already supported critical activities including crane operations and confined space entries. These plans will serve as resources for future maintenance activities. Trojan is also assisting with the training of members of the Operations rescue team as they prepare to take over rescue responsibilities within the facility. The Safety team has collaborated closely with BC Hydro Operations to

develop Safe Work Procedures. During the reporting period, efforts focused on completing the procedures required for operating and maintaining unit 1 and the Permanent Upstream Fishway.

2.3 First Aid Improvements

During the reporting period, the Project team continued to focus on enhancing the first aid resources and capabilities at the Site C facility. BC Hydro's primary first aid provider began conducting scheduled on-site drills with the first aid attendants. A recent drill identified areas for improvement related to first aid documentation procedures and revealed that some attendants need better familiarity with the facility layout. Corrective actions were then developed and have been implemented or are in progress. To address the areas for improvement, the Project team has also brought in additional support from an outside safety consultant to enhance skill levels and ensure regulatory compliance. This outside safety consultant has been working alongside the first aid attendants to review the emergency response protocols, medical scenarios, the daily equipment inspections, and the development of reference materials for continuing education. The first aid room in the operations building also became fully operational in mid-June.

2.4 Summary of Safety Performance Metrics

From July 2015 through June 2025, more than 65.2 million work hours have been completed across the Project, with no fatalities and one permanent partial disabling injury in August 2017.[1]

During the reporting period, there were four serious incidents, one serious injury and one lost time injury. In addition, there were 21 non-serious incidents recorded. Of

[1] In August 2017, a Site C worker injured their arm in a lost time injury incident related to a 7.5-foot fall from the back of a flatbed truck. In June 2018, the worker received a permanent partial disability award from WorkSafeBC. BC Hydro reclassified this incident as a permanent disabling injury after receiving the update on the WorkSafeBC award in June 2018. The incident is identified as a serious injury in the BC Hydro Incident Management System.

these 21 incidents, 12 incidents were classified as near misses, with the potential for causing harm, 7 incidents involved injuries that required first aid, and two incidents required medical treatment.

A near miss is defined as an incident that could have resulted in an injury but did not because of effective hazard barriers or the person was out of harm's way/missed. BC Hydro considers near miss reporting as indicative of an effective and transparent safety culture and strongly encourages all contractors and employees to report near misses.

Table 2 reflects the safety performance results for the Project, including all contractors and all sub-projects.

Table 2 Summary of Site C Safety Metrics

	Reported April 1, 2025 to June 30, 2025[2]	Reported Since Inception (July 27, 2015 to June 30, 2025)[2]
Fatality[3]	0	0
Permanently Disabling Injury[4]	0	1
Serious Incidents[5]	5	221
Lost Time Injuries[6]	1	52
All-Injury Incidents[7] (Lost Time Injuries[6] and Medical Attention Requiring Treatment[8])	3	399

2 Numbers are subject to change due to timing of when data is retrieved and when the injury is categorized.

3 Excludes any non-occupational incidents.

4 A permanently disabling injury is one in which someone suffers a probable permanent disability.

5 Serious incidents are any injury or near miss with a potential for a fatality or serious injury.

6 Lost time injuries are those where a worker (employee or contractor) misses their next shift (or any subsequent shift) due to a work-related injury/illness. If a worker only misses work on the day of the injury, it is not considered a lost time injury.

7 All-injury incidents include all work-related medical attention requiring treatment, lost time injuries, and fatalities.

8 Medical attention requiring treatment is where a medical practitioner has rendered services beyond the level defined as "diagnostic or first aid" and the worker (employee or contractor) was not absent from work after the day of the injury. Services beyond diagnostic/first aid include (but are not limited to) receiving stitches, a prescription, or any treatment plan such as physiotherapy or chiropractic.

2.5 Safety Performance Frequency Metrics

To assess safety performance over time, the Project considers key safety metrics in the context of the total amount of hours worked (frequency), which corrects for the volume of work. Table 3 summarizes these key safety metrics by quarter, for a rolling 12-month average.

Table 3 Summary of Safety Performance Frequency Metrics (2023 vs 2024)

	January – December 2024 (Rolling 12-Month Average)				January – December 2025 (Rolling 12-Month Average)			
	Q1 Jan-Mar	Q2 Apr-Jun	Q3 Jul-Sep	Q4 Oct-Dec	Q1 Jan-Mar	Q2 Apr-Jun	Q3 Jul-Sep	Q4 Oct-Dec
Serious Incident Frequency	0.78	0.72	0.43	0.34	0.38	0.75	N/A	N/A
Lost Time Injury Frequency	0.05	0.03	0.04	0.08	0.10	0.17	N/A	N/A
All Injury Frequency	1.05	1.11	0.82	0.68	0.86	0.98	N/A	N/A

The safety performance metrics for the Project continue to outperform WorkSafeBC comparators in the heavy construction and forestry industries. As shown in Table 3 above, the serious incident frequency for the Project increased and was 0.75 compared to 0.72 for the same period in 2024, the all-injury frequency improved and was 0.98 compared to 1.11 for the same period in 2024, while the lost time injury frequency increased from 0.03 to 0.17.

Key safety concerns identified through these incidents include gaps in Work Protection Practices (**WPP**), the incorrect application of locks (contractor locks as compared to WPP locks), and unauthorized crossing of safety barriers during testing and commissioning activities. Procedural compliance gaps were highlighted in work involving electrical isolation verifications, fall protection systems, pre-use equipment inspections, limits of approach protocols, and work planning coordination. Incident

trends included electrical safety violations, equipment contact incidents, hand/finger injuries from tool use and material handling, slip/trip/fall incidents, and vehicle damage from wildlife encounters and parking lot incidents.

Refer to Appendix C, Figure C-1 for a graphic summary of Site C safety performance metrics, including both BC Hydro employees and Project contractors.

2.6 Regulatory Inspections and Orders

WorkSafeBC, under the authority of the *Worker's Compensation Act*, is the primary regulator with jurisdiction over safety for the Project. WorkSafeBC oversees worker safety (employee and contractor) for the Project, both on and off the dam site. The Ministry of Mining and Critical Minerals is the regulatory authority for worker safety on any work fronts subject to the *Mines Act*, including West Pine Quarry, Portage Mountain Quarry, and Area E.

As shown in Table 4, from April to June 2025, in response to a serious safety incident, WorkSafeBC conducted one regulatory inspection and issued inspection reports to both BC Hydro and a Balance of Plant contractor. BC Hydro was issued two inspection reports, one with two orders, and the other acknowledging BC Hydro's investigation. The Balance of Plant contractor was issued one inspection report with five orders. In response to a different serious incident, a generating station and spillways contractor was issued an inspection report with two orders. All of the issued orders have been closed. BC Hydro was also issued an inspection report related to a 2023 investigation into claims suppression. No evidence was found to support any claims suppression findings and no orders where issued.

From April to June 2025, there were no regulatory inspections by the Ministry of Mining and Critical Minerals.

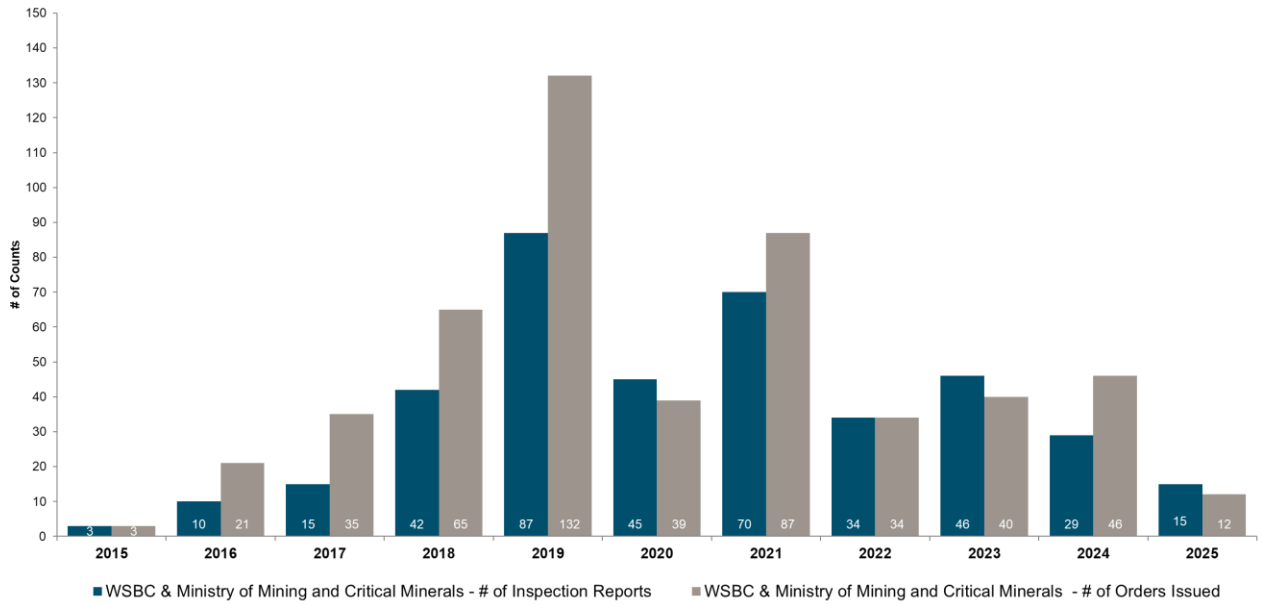
Table 4 Safety Regulatory Inspections and Orders

	Reported April 1 to June 30, 2025[9]	Reported Since Inception (July 27, 2015 to June 30, 2025)[9]
Regulatory Inspections	5	396
Regulatory Orders	9	514

Figure 2 shows the number of regulatory inspections and orders issued for the Project since 2015.

Refer to Appendix C, Table C-1 for a summarized listing of the regulatory inspection reports.

Figure 2 WorkSafeBC and Ministry of Mining and Critical Minerals Inspections and Orders, July 2015 to June 2025.



[9] Numbers are subject to change due to timing of when data is retrieved and when the injury is categorized.

3 Construction, Engineering, Quality Management, Commissioning and Assets in Service

3.1 Construction

Work on the Site C Project continues to advance consistent with the approved schedule. Reservoir filling was safely completed on November 7, 2024, when it reached the normal operating range of 460 metres to 461.8 metres above sea level. The monitoring of the slopes around the reservoir also commenced at the start of reservoir filling and to date, all reservoir slopes are performing as expected.

The Project remains on-track to have all six generating units in-service by the approved final unit in-service date of November 2025.

The Project reached a key milestone subsequent to the reporting period. On July 16, 2025, the fifth generating unit went into service, more than two months ahead of the approved schedule.

On October 27, 2024, the first generating unit (first power) was placed into service approximately six weeks ahead of schedule. The second unit went into service on December 14, 2024, approximately two months ahead of the approved schedule. On February 22, 2025, the third generating unit went into service, over two months ahead of the approved schedule and the fourth generating unit went into service on March 31, 2025, more than three months ahead of the approved schedule. All of the in-service generating units were safely brought into operation following the successful completion of the required testing and commissioning processes.

The construction and commissioning activities for the sixth generating unit are underway.

3.1.1 Dam and Reservoir Performance

The reservoir level continues to be maintained in its normal operating range between elevation 460.0 m to 461.8 m. Surveillance inspections and instrumentation

monitoring continue to indicate positive results with respect to the performance of the dam and water retaining structures. Consistent with the BC Hydro Operations, Maintenance and Surveillance standard, the frequency of the current inspections is once per week.

Since the end of reservoir filling in November 2024, the instrument readings have stabilized as expected. The engineering team continues to meet once per month to review the instrumentation data and discuss trends, and the team continues to confirm that the performance of the structures and foundation is positive and as expected.

3.1.2 Main Civil Works

During the reporting period, construction activities took place on the earthfill dam, and the right and left banks as described below:

The construction of the earthfill dam is substantially complete. The remaining planned construction activities are the paving of the dam roads, the installation of lighting, the installation of the permanent instrumentation buildings, and the final grading and removal of stockpiled materials on the downstream toe of the earthfill dam. Since the main civil works contractor has demobilized from site, this work is being performed by various other contractors.

BC Hydro processed the final payment to the main civil works contractor and issued the Certificate of Total Completion on May 14, 2025.

3.1.3 Generating Station and Spillways

During the reporting period, construction progressed on the generating station and spillways civil works, and the hydromechanical equipment, as described in the following sections.

Generating Station and Spillways Civil Works

The generating station and spillways civil works contract includes the delivery of civil works associated with the powerhouse, intakes, penstocks and spillways.

All concrete placements for the powerhouse, intakes and spillways were complete as of March 2024.

Penstocks

The penstock upper flexible couplers (penstock sections that allow the penstocks to expand and contract) were redesigned to fully meet BC Hydro's specifications. The installation of the six couplers was completed in October 2024, and minimal leakage was detected in the flexible couplers for the five penstocks (penstocks 1, 2, 3, 4, and 5) that have been filled with water. This minimal leakage was anticipated, and adjustments will be made to the seals in the flexible couplers to address any ongoing minor leakage. BC Hydro will continue to monitor the seals and will make a decision on the timing for readjustment prior to winter 2025.

Hydromechanical Equipment

The final commissioning on permanent power and permanent control is complete for the six intake gates.

The final commissioning is progressing for the three spillway operating gates on permanent power and permanent controls, with gate 1 and 3 now complete and gate 2 scheduled for completion in August. Commissioning is progressing for the remaining low-level operating gates on permanent power and permanent controls with the commissioning scheduled to be completed in the fall of 2025.

Right Bank Drainage Tunnel and Left Bank Drainage Adit

The operations and maintenance of the right bank drainage tunnel and left bank drainage adit continued during the reporting period. The remaining work required in the right bank drainage tunnel and left bank drainage adit includes structural enhancements to the shotcrete and the rock bolt linings of the tunnels, and the installation of the permanent portal structures and electrical and mechanical systems.

3.1.4 Right Bank Foundation Enhancements

All the planned work for stabilizing the bedrock foundations for the dam, powerhouse and spillways was complete as of the end of March 2024, except for a couple of minor deficiencies, including riprap placements on the embankment of the tailrace above the water line that were not required to be completed prior to reservoir fill. Construction of the remaining work is scheduled for completion in summer 2025.

3.1.5 Diversion Tunnel Backfill

Since the temporary diversion tunnels will not be used for the ongoing operation of the facility, they are in the process of being decommissioned. The decommissioning scopes of work include backfilling the tunnels with granular materials, construction of a concrete plug within each tunnel located slightly upstream of the tunnel's mid-point, and the placement of granular fill overtop of the downstream portal.

In support of reservoir filling, the diversion tunnel intake gates were permanently closed in September 2024. In November 2024, construction of the outlet channel cofferdam was completed allowing both diversion tunnels to be dewatered and inspected. Upon inspection, limited seepage was observed flowing through the tunnel's intake structures, and the concrete lining within both tunnels was observed to be in good condition.

In April, the installation of temporary electrical and ventilation systems in the tunnels was completed. These systems allowed for the commencement of the hauling and placement of granular material inside the tunnels, which started in May, which will allow for the next phase of grouting work to commence in July.

3.1.6 Balance of Plant

The balance of plant contracts are split between three contractors and include the following scopes of work: (1) mechanical; (2) electrical (includes architectural, heating, ventilation, and air conditioning, and fire detection and protection work); and (3) permanent upstream fishway and other out structures.

The mechanical and electrical work continues to progress in the powerhouse.

The mechanical contractor has completed the final work on the unit 1 to unit 6 common mechanical systems and is in the process of transferring the completed work, including the required documentation, over to BC Hydro. The main focus of the remaining work for the mechanical contractor is the handover of the cranes to BC Hydro Operations, the completion of deficiencies, and the hydronic heat system, which is scheduled to be completed in the fall.

The electrical contractor has completed the heavy electrical scopes of work, including all of the station service and the isolated phase bus that connects the generators for unit 1 to unit 6 to the main step-up transformers. The contractor has now shifted to completing the architectural; fire protection; and heating, ventilation, and air conditioning (**HVAC**) scopes of work and rectifying all noted deficiencies.

The permanent upstream fishway is now in-service and has started to be used to capture and transport fish.

3.1.7 Turbines and Generators

The scope of work for turbines and generators includes the complete design, supply, installation, testing and commissioning of six turbines, generators, governors, and exciters.

Units 1, 2, 3, 4 and 5 are now in-service (unit 5 came into service subsequent to the reporting period) and providing electricity to BC Hydro customers. With the fifth generating unit in-service, the Site C Generating Station provided a generating capacity of 1 gigawatt (**GW**) of energy in July. Once all six generating units are in-service, the installed capacity of the Site C generating station will be between 1,150 megawatts (**MW**) and 1,230 MW. The commissioning activities for the sixth generating unit are underway.

3.1.8 Transmission

The first of three transmission lines between the powerhouse and the Site C substation was completed and energized in August 2024. The second transmission line was energized on January 17, 2025. The third and final transmission line was energized on May 15, 2025.

3.1.9 Highway 29 and Boat Launches & Recreation Sites

The construction of the approximately 30 kilometres of highway and five new bridges along Highway 29 is complete with some minor deficiencies. The Project team is working to resolve the remaining deficiencies related to the small, non-structural bridge deck cracking, some broken BC Hydro and Telus conduits, and the emergency turnarounds.

Portage Mountain Quarry

No construction activity occurred at Portage Mountain Quarry during the reporting period. The final reclamation phase at Portage Mountain is complete.

Boat Launches and Recreation Sites

- DA Thomas Road and Recreation Site – DA Thomas Road construction resumed in April of this year and completion is anticipated in August 2025;
- Lynx Creek Boat Launch – The final site completion construction works are under negotiation with the contractor and work is expected to restart in late summer 2025; and
- Halfway River Boat Launch – The gangway and dock installations will occur at all three sites after the reservoir has been deemed safe for recreation, including boating.

3.1.10 Site Operations and Infrastructure

The site operations and infrastructure section of this report includes updates for the reporting period on the worker accommodation and infrastructure projects.

Worker Accommodation

During the reporting period, the worker accommodation facility housed an average of 326 workers on a daily basis. The room utilization was 20% for the period.

The contract for the worker accommodations was originally set to expire on December 31, 2024. However, based on an updated schedule forecast for the remaining number of workers required to complete the Project, the term of the contract has been extended to September 2025 as this was the most cost-effective option to house the Project workers.

Options to repurpose the camp continue to be explored, including discussions with interested parties that could be potential buyers of some or all of the assets. BC Hydro continues to also prepare for a scenario where a buyer does not materialize, resulting in the need to proceed with decommissioning the remaining

worker accommodation camp facilities once they are no longer required for the Project, and completing site reclamation.

Debris Management

Work activities for management of debris in the reservoir continued through the reporting period by the BC Hydro Project and Contracts Management group.

Roads and Reclamation

Road maintenance continued through the reporting period and a new contractor has been awarded the contract to complete the onsite road maintenance activities starting in July 2025.

The planning for the Site C final road construction, including paving, was ongoing throughout the reporting period. A 2025 procurement package was issued during the reporting period for a scope of road construction work to commence in August 2025. A separate 2026 road construction procurement package is targeted to be issued in September 2025 which will include paving as well as the final outdoor security.

The physical reclamation of Central Area A started on April 24, 2025, and is due to be complete by October 31, 2025. The reclamation planting at Portage Mountain Quarry, Area E, P3-P8, and Northeast Area A is now complete.

3.2 Engineering

The Site C engineering team is responsible for defining the Project's design requirements, preparing the Project designs and contract specifications, and ensuring the safety and quality of the assets during construction. The team consists of in-house design specialists from BC Hydro and a range of external consultants from engineering firms who are responsible for the various design components.

3.2.1 Main Civil Works

The reservoir level continues to be maintained in its normal operating range between elevation 460.0 m to 461.8 m. Surveillance inspections and instrumentation monitoring continue to indicate positive results with respect to the performance of the dam and water retaining structures. Consistent with the BC Hydro Operations, Maintenance and Surveillance standard, the frequency of the current inspections is once per week.

Since the end of reservoir filling in November 2024, the instrument readings have stabilized as expected. The engineering team continues to meet once a month to review the instrumentation data and discuss trends. The team confirms that the performance of the structures and foundation continues to be positive and as expected.

The final Technical Advisory Board (**TAB**) meeting was held on June 10 where a comprehensive update was provided to the TAB. A closure report was provided by the TAB in July which concludes the TAB's technical oversight of the Project.

3.2.2 Right Bank Foundation Enhancements

Due to the excellent performance to date of the earthfill dam and the right bank foundations, BC Hydro has concluded the engagement of the independent international dam experts, TAB, and other subject matter experts to provide oversight of the technical activities associated with the Project construction.

3.2.3 Large Cranes, Hydromechanical, and Turbines and Generators

During the reporting period, the focus continued to be on supporting turbine and generator commissioning activities at site, resolving deficiencies, and reviewing the final quality documentation and record drawings.

3.2.4 Generating Station and Spillways, Balance of Plant, and Equipment Supply

During the reporting period, work continued on the production of record drawings for the powerhouse, intakes, penstocks, and spillways, and this work is proceeding according to plan. The monitoring of assets is ongoing following the filling of the reservoir, with all structures performing as intended. The close-out of the final technical re-submissions for the generating station and spillways contractor is also in progress.

The balance of plant scopes of work continued with the preparation and issuance of issued for construction drawings, as needed, to support the integration design for contractor designed equipment for the balance of plant mechanical; electrical (includes architectural, heating, ventilation, and air conditioning, and fire detection and protection work); and the permanent upstream fishway and other out structures contract packages.

The balance of plant team also continued with the preparation of a proponent technical information package for the permanent electrical and mechanical equipment for the right bank drainage tunnel and left bank drainage adit. Support for the construction and commissioning activities for these contracts, including the review of the technical submittals and contractor design drawings, field reviews, and technical support to the commissioning team, also continued. Installation and commissioning of the two 13.8 kV emergency backup generators, and the 600 volts (**V**) emergency backup generator, commenced.

Engineering support to construction for the BC Hydro designed protection and controls and telecom systems continued. With the issued for construction drawings now being provided by contractors for contractor designed, supplied, and installed equipment, a major focus for the engineering team is integration and interface design and support during integrated testing for BC Hydro protection and control systems that interface with contractor supplied equipment. Engineering support to

the commissioning team for the commissioning of the water-to-wires equipment and the spillway equipment also continued.

3.2.5 Technical Advisory Board and Independent International Dam Experts

The 27th and final TAB meeting was held on June 10 where the Project team reported out on the performance of the Project six months after the completion of reservoir filling and following a cycle of winter operation. Key topics covered included: a construction and operations progress update, spillway performance, flexible coupling performance, performance of the foundation and structures, performance of the reservoir slopes, and the handoff process to BC Hydro's dam safety asset management team. The TAB was satisfied with BC Hydro's monitoring programs and agreed with the Project team's assessment that the facility continues to perform in a positive manner and in accordance with the design requirements.

3.3 Quality Management

BC Hydro continues to implement the Site C Quality Management Plan in order to achieve the quality objectives of the Project. When a quality issue is identified during construction, BC Hydro and its contractors continue to work to rectify the issue to ensure that the quality of the completed work achieves the quality specifications.

During the reporting period, the performance of the main dam, the approach channel, the structures, the foundation and the hydromechanical equipment during the reservoir filling and early operations phase have continued to be good and is evidence of the good quality of work during the manufacturing and construction phases of the Project.

For the generating station and spillways civil works sub-project, the main construction activities are complete, and BC Hydro is focusing its efforts on rectifying outstanding deficiencies and collating quality documentation to facilitate the handover of assets to the BC Hydro Operations team.

For the turbines and generators sub-project, units 1 to 4 have been put into commercial service and continue to operate reliably. For unit 5, the mechanical offline commissioning (overspeed testing) and online electrical testing was completed, and on July 16, 2025, subsequent to the reporting period, the unit was successfully placed into service, ahead of the approved schedule. For unit 6, the installation and assembly work are complete, and the mechanical and electrical commissioning is ongoing.

For the electrical and mechanical balance of plant sub-projects, there are no significant quality issues to report.

3.3.1 Quality Nonconformance Management

The identifying and reporting of nonconformances continues to be an important part of quality management on Site C.

Table 5 summarizes quality nonconformity instances during the reporting period.

Table 5 Quality Management Nonconformity Report (NCRs) Metrics

Reporting Period – April 2025 to June 2025

Contract	NCRs Reported April 1 to June 30, 2025	NCRs Closed April 1 to June 30, 2025	NCRs Reported as of June 30, 2025	NCRs Closed as of June 30, 2025	NCRs Open as of June 30, 2025
Turbines and Generators (total = manufacturing + installation)	36 (=0+36)	62 (=1+61)	1740 (=655+1085)	1663 (=647 +1016)	77 (=8+69)
Generating Station and Spillways Civil Works	3	6	1898	1892	9

3.3.2 Deficiency Management

Deficiencies are a normal and expected part of completing complex infrastructure projects. A deficiency is typically a minor outstanding item or issue identified during

the project that does not prevent the system from operating safely, but still requires a resolution before full project closeout.

BC Hydro implements a comprehensive deficiency management program to identify, track and resolve any outstanding issues as projects near completion. This process supports a smooth transition to operations and ensures contractual obligations are met during close-out. Examples of common deficiencies include minor paint touch ups, labeling updates, or equipment re-certifications. In one instance, handrails on the spillway were damaged due to ice jacking caused by misting during winter spilling. These deficiencies were identified and scheduled for repair prior to final handover.

To further strengthen this process, the Site C Deficiency Management Plan was updated in January 2025 to improve accountability, streamline workflows, and prioritize the timely resolution of deficiencies. A dedicated Deficiency Management Committee was also established, supported by the Project Engineering, Quality Assurance (**QA**), and Construction Management teams. The revised process includes a new Master Deficiency Log (**MDL**) that consolidates historical data, a new deficiency entry tool, evidence repositories, and formalized workflows for tracking, reviewing, and closing deficiencies. The Master Deficiency List (**MDL**) Entry Tool is now fully adopted across the Project.

Current priorities include identifying and rectifying deficiencies on key asset systems being handed over to BC Hydro Operations (e.g., Units 1–4, and the Permanent Upstream Fishway). Deficiencies are being tracked across all work fronts, with focused effort on systems approaching Fit-for-Service (**FFS**) milestones.

Training has been delivered to key Project personnel, and evidence export packages are being prepared to meet the requirements of the BC Hydro Generation Project Acceptance Checklists (**GPAC**). As the system matures, progress will be monitored through a comparison of open to closed deficiencies, similar to historical

nonconformity report (**NCR**) tracking, with a reporting dashboard under development.

Table 6 Master Deficiency List (MDL) Metrics

Reporting Period – April 2025 to June 2025

Subproject	Closed Deficiencies	Open Deficiencies	% Completed
Balance of Plant	2,888	3,283	47%
Generating Station and Spillways	550	1,610	25%
Turbines and Generators	54	605	8%
Others	2,002	1,655	55%
Total	5,494	7,153	43%

3.3.3 Commissioning

A comprehensive commissioning plan for the Site C Project has been developed and is being implemented as equipment is constructed and installed. The plan includes a detailed schedule to sequence commissioning activities, including each test, its duration, and the resources required. The commissioning process is comprised of safely testing and proving intended function and integration of Site C equipment with other systems. This commissioning workplan is based on BC Hydro's decades of experience building hydroelectric generating stations and operating the BC Hydro system, and on accepted industry standards.

The commissioning of the Site C assets follows a process that includes testing/pre-commissioning; dry commissioning (energization); wet commissioning (offline); wet commissioning (online); then handover to BC Hydro Operations as the final step.

The pre-commissioning testing includes offline testing of individual pieces of equipment. Once the offline testing is completed, BC Hydro prepares and signs a Commissioning Notice to Energize, which states that the asset is safe to connect to the BC Hydro transmission grid and the online testing can commence. At the

conclusion of the online testing, the signing of a Commissioning Notice to Operate formalizes the commercial operation and places the unit in-service. The commissioning process undertaken for the earthfill dam and associated assets forms part of the comprehensive dam safety and reservoir filling plan.

Once assets are placed in-service, BC Hydro Operations is responsible for the long-term operations and maintenance of the equipment and assets.

3.4 Assets In Service

Before all major pieces of equipment and assets are placed into service on the Project, inspecting, testing, and commissioning activities are completed to ensure that all components are fit-for-service and safe to transition to BC Hydro Operations.

As of June 30, 2025, the following permanent assets have been placed into operational service on the Project:

- Site C substation;
- 500 kV gas-insulated switchgear expansion at the Peace Canyon substation;
- Two new 500 kV transmission lines that connect the Site C substation to the Peace Canyon substation;
- Three new 500 kV transmission lines that connect the Site C substation to the Site C powerhouse (the third transmission line was completed during the reporting period in May 2025);
- Three sets of new Generator Step-Up Transformers (the third set was completed during the reporting period in May 2025);
- Generating units 1 through 5. (Unit 5 went into service subsequent to the reporting period in July 2025); and
- Spillway Operating Gates (SPOG) 1 and 3. (SPOG 3 went into service subsequent to the reporting period on July 7, 2025).

4 Project Schedule

4.1 Project In-Service Dates

The Project remains on-track to have all six generating units in-service by the approved final unit in-service date of November 2025.

Table 6 shows the status of the key Project milestones in relation to the approved schedule with a final unit in-service date in November 2025.

Table 6 In-Service Dates

Description	In-Service Dates based on Approved Budget and Schedule (June 2021)[10]	Status
5L5 500 kV Transmission Line	October 2020	Complete
Site C Substation	October 2020	Complete
5L6 500 kV Transmission Line	July 2023	Complete
Unit 1 (first power)	December 2024	Complete (October 27, 2024)
Unit 2	February 2025	Complete (December 14, 2024)
Unit 3	May 2025	Complete (February 22, 2025)
Unit 4	July 2025	Complete (March 31, 2025)
Unit 5	September 2025	Complete (July 16, 2025)
Unit 6	November 2025	On Track

5 Transition to BC Hydro Operations

The Project team continues to develop the comprehensive packages of documentation required by BC Hydro's operations and asset management teams for the ongoing operation and maintenance of the assets. Examples of this documentation include drawings, manuals, maintenance programs, work procedures, spare parts lists, and training. The plan is to progressively handover the

[10] In-service dates based on Treasury Board's approval of the revised budget and schedule in June 2021.

assets as they are commissioned and their associated documentation is completed, and this will happen throughout the remainder of 2025 and into 2026.

5.1 Generation Project Acceptance Checklists – Fit for Service (GPAC-FSS)

The development of deliverables for the BC Hydro Generation Project Acceptance Checklists (**GPAC**) is ongoing. This includes key documentation such as operating orders, isolation and staging diagrams, maintenance instructions, operation and maintenance (**O&M**) manuals, drawings, and training materials.

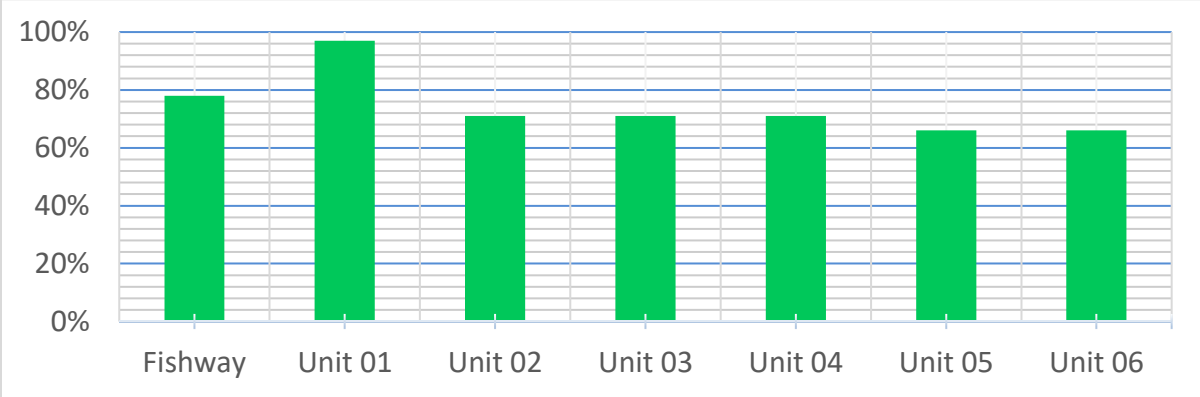
The Project team initiated an interim Fit-for-Service (**iFFS**) stage in the process that recognizes the progress to date, allowing the transfer of the maintenance and operation of an asset to Operations, while maintaining Project accountability for the asset. Starting with unit 01 iFFS in July, the interim stage for the remaining units is scheduled to be complete by the end of the summer.

The FFS handover for units 1-6 is targeted to be all complete by the fall of 2025. As of July 2, unit 1 is 97% complete, with 22 of 28 deliverables finalized. Full completion is targeted for July 31. The remaining checklist items are expected to be completed upon submission of the filing of the installation, commissioning, Operations and Maintenance manuals, marked up redline drawings, regulatory crane documents, and contractually obligated tools in their designated folders.

The upstream fishway handover is expected to occur in the fall of 2025, with the remaining units, spillways, dam, and powerhouse progressing through the fall and winter.

Table 7 below summarizes the current GPAC-FFS progress by asset area:

Table 7 Current GPAC-FFS Progress by Asset Area



6 Project Governance, Costs and Financing, and Risk

6.1 Project Governance

During the reporting period, activities supporting Project governance included:

- The BC Hydro Board of Directors met in June 2025 to provide governance, financial approvals of committed contracts over $75 million (and their related changes) and received updates on Project progress and key remaining risks;
- The Project Assurance Board, which will wind down following the sixth and final generating unit being brought into service, met in May 2025 to provide independent due diligence and oversight of the Site C Project to enable the Project to be fit-for-purpose and to be completed safely, on time and on budget;
- The final TAB meeting was held on June 10 where a comprehensive update was provided to the TAB; and
- Ernst & Young Canada continued to provide independent oversight for the Project, specifically with respect to risk management, which included reviewing Project risks, the analysis of the Project costs, and schedule progress. During the reporting period, BC Hydro and Ernst & Young Canada worked closely and collaboratively in monthly risk review committee meetings. Ernst & Young

Canada also conducted a final site visit in May 2025. EY involvement in the Project concluded on June 30, 2025.

6.2 Project Budget Summary

As of June 30, 2025, the life-to-date actual costs for the Project are $14.5 billion, which results in an estimated $1.5 billion of remaining costs based on the forecast of $16 billion. The Project remains on track to be completed within the budget of $16 billion, which was approved in 2021. BC Hydro continues to actively manage the Project budget and potential Project risks for the remaining work.

6.3 Project Expenditure Summary

Table 8 includes a breakdown of the $16 billion Project budget, approved in June 2021, by key work area, life-to-date actual expenditures to June 30, 2025, and the remaining budget.

Table 8 Project Budget by Key Work Area ($ million)

Description	Project Budget[11]	Actuals, Life-to-Date (as of June 30, 2025)	Remaining Budget (as of June 30, 2025)
Dam, Power Facilities and Associated Structures and Transmission[12]	8,258	8,370	(112)
Off Dam Site Works, Direct Construction Supervision and Site Services[13]	2,895	2,600	295
Total Direct Construction Cost	**11,153**	**10,970**	**183**
Indirect Costs[14]	2,082	1,657	425
Total Construction and Indirect Costs	**13,235**	**12,627**	**608**
Interest During Construction and Contingency	2,765	1,902	863
Total	**16,000**	**14,529**	**1,471**

Table 9 provides a summary of the approved total Project budget, the current forecasts, and related variances. The table also presents the cumulative plan and actual costs to June 30, 2025, and the related variances. The plan amount reflects the Project budget of $16 billion approved in June 2021, and the related preliminary forecasted annual spend at that time.

11 The total Project budget was approved in June 2021 by Treasury Board.

12 Key items included are river diversion infrastructure, earthfill dam and related works, spillways, powerhouse, generation equipment and transmission and substation work.

13 Key items included are highway re-alignment and reservoir related work, direct construction supervision, and site services such as worker accommodation.

14 Key items included are mitigation and compensation programs, development and regulatory costs, project management, engineering, and other support services such as Project controls, contracts management, environmental, and Indigenous relations.

Table 9 Total Project Budget Compared to Forecast to Completion and Life-to-Date Plan Compared to Actuals to June 30, 2025 ($ million)

	Total Project			Life-to-Date (LTD) to June 30, 2025		
Description	**Budget**	**Forecast to Completion**	**Variance**	**Plan**	**Actual**	**Variance**
Total Construction & Indirect Costs	13,235	13,235	0	12,774	12,627	147
Interest During Construction and contingency	2,765	2,765	0	2,523	1,902	621
Total	**16,000**	**16,000**	**0**	**15,297**	**14,529**	**768**

Details of the variances between life to date actuals and plan are in Appendix G.

Table 10 provides a Fiscal 2026 summary, for the plan, actual cost and related variance based on the 2025/26 to 2027/28 Service Plan.

Table 10 2025/26 to 2027/28 Service Plan Fiscal 2026 Plan Compared to Actuals ($ million)

Description	2025/26 to 2027/28 Service Plan, Fiscal 2026	Actuals, Fiscal 2026	Variance
Total Project	308	150	158

Details of the variances between actual and plan are in Appendix G.

6.4 Site C Project Financing

Most of BC Hydro's capital projects, including the Site C Project, are debt financed. The Site C Project costs are included as part of BC Hydro's overall borrowing and are included in the Government of B.C.'s budget and fiscal plan. The debt and related interest costs are managed corporately by BC Hydro.

6.5 Material Project Risks and Opportunities

Material Project risks and opportunities are identified and reviewed by BC Hydro management and the Project Assurance Board on an ongoing basis. Project risks are uncertain events that, if they occur, could result in a negative impact or loss to a project. Similarly, opportunities are uncertain events that, if they occur, could result in a positive impact, or benefit, to a project.

As the Project progresses through the implementation phase, the Project risks and opportunities will continue to evolve.

The criteria for selecting which risks and opportunities to include in internal and external reporting include both objective and subjective measures; these criteria have been utilized to select the risks and opportunities included in this report.[15]

For the reporting period ending June 30, 2025, no material opportunities have been identified. Please refer to Table 11 for the list of the material project risks.

Table 11 Material Project Risks

Risk Description	Impact and Response Plan Summary
Safety incident resulting in a fatality or disabling injury	**Impact:** Serious worker injury or fatality; Project delays and associated costs. **Response:** Continue to monitor safety performance through BC Hydro's field-based Safe Work Observations program and ongoing safety management and analytics; support continuous improvements to the Safe Work Observations program to reinforce safety behaviours in the field; continue to share safety learnings; work with Project contractors on more collaborative safety incident investigations and track/follow-up on corrective actions; work with WorkSafeBC and contractors on safety equipment and process audits and programs focused on high hazard work activities at site; conduct joint safety planning workshops for upcoming work scopes; and continue to include safety in BC Hydro and contractor onboarding orientations to promote and encourage a strong safety culture across the Project.

[15] The risks and opportunities included in Table 11 are grouped thematically. The lists do not include risks and opportunities that are subject to confidentiality obligations or solicitor-client privilege, or that disclose commercially sensitive information relating to matters that are currently outstanding, including procurements and negotiations that are in progress at the time of this report, the disclosure of which would be harmful to BC Hydro's commercial interests.

Risk Description	Impact and Response Plan Summary
Wildfire on or off site	**Impact:** Injuries and fatalities, impacts to construction site, work stoppages and delay to the Project schedule. **Response:** Notify and follow orders from BC Wildfire Service, contractor fire brigade on site, Fort St. John Fire Department off site, and conduct fire safety assessments and implement recommendations.
RBDT/LBDA additional quantity variation, steel market pricing and scope increases	**Impact:** Increased costs resulting from necessary improvements in the tunnel lining thickness, adjustments due to bedrock conditions, and tariff impacts on steel pricing. **Response:** Monitoring shotcrete volumes and steel pricing monthly, flexible design solutions in case of unfavorable ground conditions.
Defects or deficiencies surface during installation or commissioning for units 5 and 6	**Impact**: Delay to units 5 and 6 in-service and potential additional costs. **Response:** A commissioning plan has been developed. The plan is being implemented with commissioning activities starting as early as possible.
Project cannot close out on time	**Impact**: Project does not transition to BC Hydro Operations as planned, requiring additional effort and trailing costs. **Response**: Prepare and coordinate close out plan with BC Hydro Operations; identify key project resources; close out Project in segments as it becomes operational; meet the requirements of the GPACs.
Risk of contractor claims	**Impact**: Increased construction management and contract management effort required to respond to and investigate claims; settlement of claims may result in increased costs. **Response**: Ensure sufficient commercial management resources in place, proactively resolve claims as received, and ensure commercial management procedures are in place and are being followed.
Project pays higher contractors' craft labour market increases	**Impact:** Increased labour market pressures could result in industry benchmarks exceeding the contracted baseline, resulting in Project cost increases. **Response**: Follow the contractual provisions related to labour escalation rates.
Transition to operations prolonged due to volume and level of complexity	**Impact:** Additional cost to BC Hydro and the Site C project. **Response:** Clear communications and regular meetings between the Site C team and BC Hydro Operations to address the items not meeting the Operations User Requirements and to allow a smooth handover/transition.
Increasing scope for the Indigenous Cultural Centre design work	**Impact:** Redesign or additional design work results in higher cost estimates for the construction of the Cultural Centre **Response:** Continue to engage with Indigenous Nations to obtain their input into the conceptual design. Prepare and evaluate cost estimates prior to construction.

Risk Description	Impact and Response Plan Summary
Tunnel backfill scope increase	**Impact:** Additional costs due to additional grouting due to as-found bedrock conditions, additional material handling for potentially acid generating (**PAG**) rock, and water management requirements in the tunnel. **Response:** Continuous assessment of bedrock conditions, adjustments of the grouting strategies, optimization of the PAG rock placements, and enhancements related to the water conveyance and treatment systems to control additional expenses.
Delays in completing tunnel backfill due to scope coordination	**Impact:** Potential extension of the contract duration creating cost overruns. **Response:** Proactive coordination between the subcontractors with improved scheduling, and enhanced oversight of the workflow transitions.
Water management requires additional funds after contract obligation is completed	Water management requires additional funds after contract obligation is completed. **Response:** Negotiate to extend water management services.

7 Key Procurement and Contract Developments

7.1 Key Procurements

The vast majority of the major Site C contracts have been awarded. The remaining major procurements on the Project are summarized in Table 12.

Table 12 Remaining Major Project Procurements and their Planned Delivery Models

Component	Contract	Procurement Model	Anticipated Timing
Permanent Roads	Permanent road construction contract(s)	Design-Bid-Build	Procurement will start in 2025
Cultural Centre	Cultural Centre design and construction contracts	Design-Build	Procurement began with the Request for Proposals (RFP) issued in February 2025 and the Phase 1 contract is anticipated by Summer 2025.
Reclamation Program	Multiple contracts to be awarded over the next two years	Design-Bid-Build	2025 season: • Three seedling packages; procurement started in fall 2024 and awarded in January 2025; • Two planting packages identified; procurement started in fall 2024 and awarded in January 2025; and • One physical works package identified; procurement started in fall 2024 and the contract was awarded in April 2025. This work pertains to Central Area A. 2026 season: • Three seedling packages; procurement will start in fall 2025; • Two planting packages identified; procurement will start in fall 2025; and • One physical works package identified; procurement will start in fall 2025.

7.2 Major Construction Contracts Exceeding $50 Million

Since inception of the Project, 16 major construction contracts have been awarded that exceed $50 million in value, as shown in Table 13. The contract values reflect the current value including executed approved changes to the end of the reporting period.

All construction contracts have been procured and awarded in accordance with BC Hydro procurement policies.

Table 13 Major Project Construction Contracts Awarded

Contract	Contract Value at March 31, 2025[16] ($ million)	Contract Execution Date
Site Preparation: North Bank	60	July 2015
Worker Accommodation	724	September 2015
Main Civil Works[17]	3,354	December 2015
Turbines and Generators	623	March 2016
Transmission and Clearing	92	October 2016
Quarry and Clearing[18]	150	February 2017
Generating Station and Spillways Civil Works[19]	3,169	March 2018
Hydromechanical Equipment	81	April 2018
Transmission Line Construction	139	May 2018
Clearing and Aggregates	87	December 2018
Highway 29	378	October 2019
Balance of Plant Mechanical	108	July 2021
Balance of Plant Electrical (includes balance of plant architectural; heating, ventilation, and air conditioning; and fire detection and protection work)	367	September 2021
Balance of Plant Permanent Upstream Fishway and Other Out Structures	187	January 2022
Fish Habitat and Debris Clearing	65	July 2021
Erosion and Sediment Control, Reclamation and Site Maintenance	62	October 2017(added new this reporting period as the current contract value now exceeds $50 million)

16 Contract value reflects the current value including executed change orders to the end of the reporting period. Contract values are rounded to the nearest million.

17 Includes some of the scope of work for the right bank foundation enhancements.

18 The Quarry and Clearing value only reflect work executed under the blanket Master Services Agreement related to construction. Unique purchase orders with this vendor not under this Master Services Agreement are not included in this table but are identified in Table F-2 where they exceed $10 million.

19 Includes some of the scope of work for the right bank foundation enhancements.

7.3 Contracts Exceeding $10 Million

For open contracts procured and awarded in excess of $10 million, refer to Appendix E.

7.4 Contract Management

7.4.1 Material Changes to the Major Contracts

The main civil works contract was a unit price contract and, as such, variations in quantities and design are expected over the term of the contract. Since contract award in December 2015, the main civil works contract value increased by a total of $1.61 billion to reflect approved changes throughout the term of the contract. These approved changes include work for the right bank foundation enhancements. The main civil works contractor was issued the Certificate of Total Completion on May 14, 2025 and this contract is now closed.

The generating station and spillways contract is also a unit price contract and, as such, variations in quantities and design are expected over the term of the contract. Since contract award in March 2018, the generating station and spillways contract value has increased by a total of $1.565 billion to reflect approved changes to June 30, 2025. These approved changes include work for the right bank foundation enhancements and the diversion tunnel backfilling.

The turbines and generators contract is a milestone-based contract for the design, supply, installation, testing and commissioning of six turbines, generators, governors and exciters. Since the March 2016 contract award date, the contract has increased by a total of $159 million to reflect approved changes to June 30, 2025, which includes settlement agreements in 2022 and 2024.

The balance of plant contracts are split between three contractors and include the following scopes of work: (1) mechanical; (2) electrical (includes architectural, heating, ventilation, and air conditioning, and fire detection and protection work); and

(3) permanent upstream fishway and other out structures. Since the contract award dates in 2021 (for contracts 1 and 2) and 2022 (for contract 3), the contract values have increased to reflect approved changes to June 30, 2025 as follows: the mechanical contract has increased by a total of $25 million which includes a settlement agreement in 2024, the electrical contract has increased by a total of $144 million which includes settlement agreements in 2024 and 2025, and the permanent upstream fishway and other out structures has increased by a total of $88 million which includes a settlement agreement in 2024 and work for the right bank drainage tunnel and left bank drainage adit.

8 Indigenous Engagement

Pursuant to the Environmental Assessment Certificate and Federal Decision Statement, BC Hydro is required to engage with 13 Indigenous Nations with respect to the construction stage of the Project. This consultation includes the provision of information on construction activities, support for the permit review process, and the review and implementation of mitigation, monitoring and management plans, and permit conditions.

During the reporting period, BC Hydro continued to engage with Indigenous Nations on Project activities and milestones through regular Project update meetings and other venues.

BC Hydro held the 40th meeting of the Environmental Forum on May 8, 2025, with participation from 8 Indigenous Nations. The participants attended a dam site tour where they observed and discussed debris management, reclamation work, and the operation of the permanent upstream fishway. The group also visited the auxiliary spillway and had a discussion about the ongoing work to mitigate the risks to beavers in that area. BC Hydro received positive feedback from the participants about the tour and the information provided.

[redacted]

8.1 Indigenous Procurement, Training and Employment

BC Hydro continues to advance economic opportunities for Indigenous Nations through capacity building and procurement opportunities. Over $847 million in Site C directed procurement opportunities have been awarded to companies designated by Indigenous Nations since the beginning of the Project, pursuant to BC Hydro's Indigenous Procurement Policy. Information on BC Hydro's Indigenous Procurement Policy can be found on the BC Hydro website at the following link: https://www.bchydro.com/work-with-us/suppliers/indigenous-procurement.html.

In May 2025, 53 Indigenous people were working on the Site C Project, which represents approximately 6% of the total workforce.

In June 2025, BC Hydro provided training for Indigenous community members to participate in the Indigenous Community Fish Sampling Program, as part of the Site C Methylmercury Monitoring program. BC Hydro also met with Indigenous representatives of the reclamation subcommittee, to discuss reclamation planning and review the reclamation work completed to date.

8.2 Cultural Centre

BC Hydro continued to work with Indigenous Nations on the development of the future Cultural Centre. The Cultural Centre project is an important accommodation for the cultural impacts of Site C. The facility will showcase local Indigenous culture and history in the region, and store and display many of the artifacts uncovered during the construction of Site C. During the reporting period, BC Hydro worked with participating Indigenous Nations to further develop the cultural content for the exhibits that will be produced for the cultural center. A request for proposals was

completed to select a general contractor for the construction of the Cultural Centre. The Cultural Centre is on schedule for completion in spring 2027.

9 Litigation

The details of open proceedings as of June 30, 2025, are summarized in Table 14.

Table 14 Litigation Status Summary

Description		Date
B.C. Supreme Court: Treaty Infringement Claims		
West Moberly First Nations	Civil claim filed.	January 15, 2018
	Settlement of claims related to Site C.	June 24, 2022
B.C. Supreme Court: Civil Claims		
Building and Construction Trades Council	Civil claim filed. No steps have been taken in litigation that require a response from BC Hydro.	March 2, 2015
Michael Acko, etal (Residents of Old Fort community)	Civil claim filed.	January 18, 2021
	Response to claim filed.	September 8, 2021
Vezer Industrial Professionals Canada Ltd.	Civil claim served. No steps have been taken in litigation that require a response from BC Hydro.	March 29, 2022
Armitage	Civil claim filed. Response to claim filed.	October 24, 2022 January 5, 2023
Impact Drywall Inc.	Civil claim served. No steps have been taken in litigation that require a response from BC Hydro.	July 12, 2024
B.C. Supreme Court: Civil Claims – *Expropriation Act*		
Property owners	Of 29 notices of claims filed to keep open each plaintiffs' rights to claim further compensation under the *Expropriation Act,* 11 have been resolved during this period and 18 remain active. BC Hydro has filed responses to all of the outstanding claims.	July 2019 to June 30, 2025.

10 Permits and Government Agency Approvals

The regulatory, permits and tenures performance indicator on the Project status dashboard in section 1.7 remains "green." As of June 30, 2025, 660 of 673 permits (approximately 98%) for the construction of the Project have been issued. The remaining approvals for the construction are related to the permanent upstream fishway (Leave to Commence Operation), the future Peace River Construction Bridge decommissioning, site completion works, and the future Cultural Centre. All construction permits continued to be managed and renewed as needed for demobilization and the reclamation works.

All key permits and approvals for the operation of Site C have been issued. These include:

- *Fisheries Act* Authorization, issued in July 2016 and amended in July 2022;
- *Canadian Navigable Water Act* approval, issued in July 2016 and most recently amended in April 2024;
- Conditional Water Licences 132990 (for diversion and use of water) and 132991 (for the storage of water), issued in 2016; and
- Conditional Water Licence for the Permanent Upstream Fishway, issued in 2018.

Multiple conditions are attached to construction and operations permits and approvals. As of June 30, 2025, all required conditions and submissions have been met in accordance with the schedule and requirements of the conditions.

10.1 Environmental Assessment Certificate

Compliance with the Project conditions in the Environmental Assessment Certificate is regularly monitored, and evidence is collected by various federal and provincial

regulatory agencies, the Independent Environmental Monitor, BC Hydro, and contractors.

As with any large construction project, refinements to the design are expected. As of June 30, 2025, BC Hydro has requested and received 12 amendments to the Project's Environmental Assessment Certificate to reflect changes in the Project design. The amendments have not resulted in any material impacts to the cost of the Project.

BC Hydro remains in compliance with all requirements of the Environmental Assessment Certificate amendments. All amendments and amendment requests are posted on the Environmental Assessment Office website.

11 Environment

11.1 Mitigation, Monitoring and Management Plans

As per the requirements of the Environmental Assessment Certificate and Federal Decision Statement, all mitigation, monitoring and management plans and related reports can be found on the Site C Project website at this link: https://www.sitecproject.com/document-library/environmental-and-socio-economic-plans-and-reports.

11.2 Project Environmental Compliance

Environmental compliance on the Project remains high.

11.3 Potentially Acid-Generating Rock Management

The Project's Construction Environmental Management Plan has a well established potentially acid-generating rock management plan that employs a variety of recognized techniques to identify, test, monitor and treat, if necessary, any potentially acid-generating rock during construction. Any potentially acid-generating rock sites located within the reservoir are rendered inert now that the reservoir is

filled. Any potentially acid-generating rock sites remaining outside the reservoir post construction will be addressed through location specific prescriptions provided by qualified environmental professionals.

The April 2022 Environmental Assessment Office order related to potentially acid-generating rock exposures necessitated revisions to the Construction Environmental Management Plan. The revision process began in October 2022, and included a consultation period, which was initiated in April 2023 and concluded in October 2023 when BC Hydro published the revised plan on the Project website, and notified regulators that the revised plan would be followed from that date forward.

In parallel with these revisions, this order accelerated the need to consider potential mitigation options for potentially acid-generating rock exposures on the dam site that will not be covered by the reservoir. For this, the Project is seeking engineered options and cost estimates for a subset of the potentially acid-generating rock exposures across the Project that were not inundated by the reservoir or that have been identified in past Environmental Assessment Office inspection reports.

Most of the mitigation was complete prior to the reporting period, with the balance of the mitigation scheduled to occur with the final road / paving scopes of work and when the reservoir debris haul-out is switched to the permanent debris handling facility, allowing the reservoir access road to be narrowed and the remaining mitigation on the western left bank excavation to be completed. The Environmental Assessment Office continues to assure BC Hydro that it will not pursue enforcement against the April 2022 order.

11.4 Temporary and Permanent Fish Passage Facilities

During the reporting period, BC Hydro continued to commission and operate the permanent fish passage facility and implement required repairs.

11.5 Wetland Compensation Plan

BC Hydro and the contractor continue to work on advancing wetland re-builds and new construction options in the Peace Region. The main focus during the reporting period was preparing a memo for regulators summarizing the wetland impact quantification results and progress constructing / re-building wetlands to date. This memo is expected to conclude that BC Hydro has satisfied its requirements, but that conclusion must be accepted by regulators before it can be considered final.

11.6 Greenhouse Gas Monitoring

Greenhouse gas monitoring continued through the reporting period.

11.7 Agricultural Mitigation and Compensation Plan

The BC Hydro Peace Agricultural Compensation Fund has distributed more than $3.7 million to 124 projects.

12 Employment and Training Initiatives and Building Capacity Initiatives

12.1 Labour

Since the beginning of the Project, unions that have participated in the construction of Site C are listed in Table 15.

Table 15 Participating Unions

Union
Construction Maintenance and Allied Workers (**CMAW**)
Christian Labour Association of Canada (**CLAC**), Local 68
Canada West Construction Union (**CWU**)
Construction and Specialized Workers Union (**CSWU**), Local 1611
International Union of Operating Engineers (**IUOE**), Local 115
Millwrights Union, Local 2736
Ironworkers, Local 97
International Brotherhood of Electrical Workers (**IBEW**)
MoveUP, Local 378
Pile Drivers Union, Local 2404
Boilermakers, Lodge 359
United Association of Journeymen & Apprentices of the Plumbing & Pipefitting Industry of the U.S. & Canada, Local 170
Teamsters, Local 213

In addition, ten unions affiliated with the B.C. Building Trades are signatory to the special project needs agreement for the installation of the turbines and generators.

The Site C balance of plant contractors are signatory to a special project needs agreement between the Construction Labour Relations Association and the Bargaining Council of B.C. Building Trades Unions.

12.2 Employment

Contractors submit monthly workforce data electronically to BC Hydro. Table 16 presents the monthly number of construction contractors, non-construction contractors, engineers, and Project team workers for the reporting period.

As with any construction project, the number of workers – and the proportion from any particular location – will vary month-to-month and also reflects the seasonal nature of construction work.

Table 16 Site C Jobs Snapshot Reporting Period – April 2025 to June 2025

Month	Number of B.C. Primary Residents[20]	Total Number of Workers[21]
April 2025	1,154	1,449
May 2025	1,186	1,472
June 2025	1,094	1,349

Data is subject to change based on revisions received from the contractors.

In June 2025, there were 1,349 total workers on the Site C Project. Residents of British Columbia made up 81% of the workforce (1,094), while 31% of the on-Site Contractor workforce (253 workers) lived in the Peace River Regional District. The on-Site Contractor workforce number also includes 19% women (160 workers) and 6% Indigenous (46 workers). There were 30 apprentices working on the Project, which is 15% of the apprenticeable trades within the construction and non-construction workforce. These workers were working for various contractors as apprentice electricians, pipefitters, sheet metal workers, and plumbers. Refer to

[20] Employment numbers provided by Site C contractors and consultants are subject to revision. Data not received by the Project deadline may not be included in the above numbers. Employment numbers are direct only and do not capture indirect or induced employment.

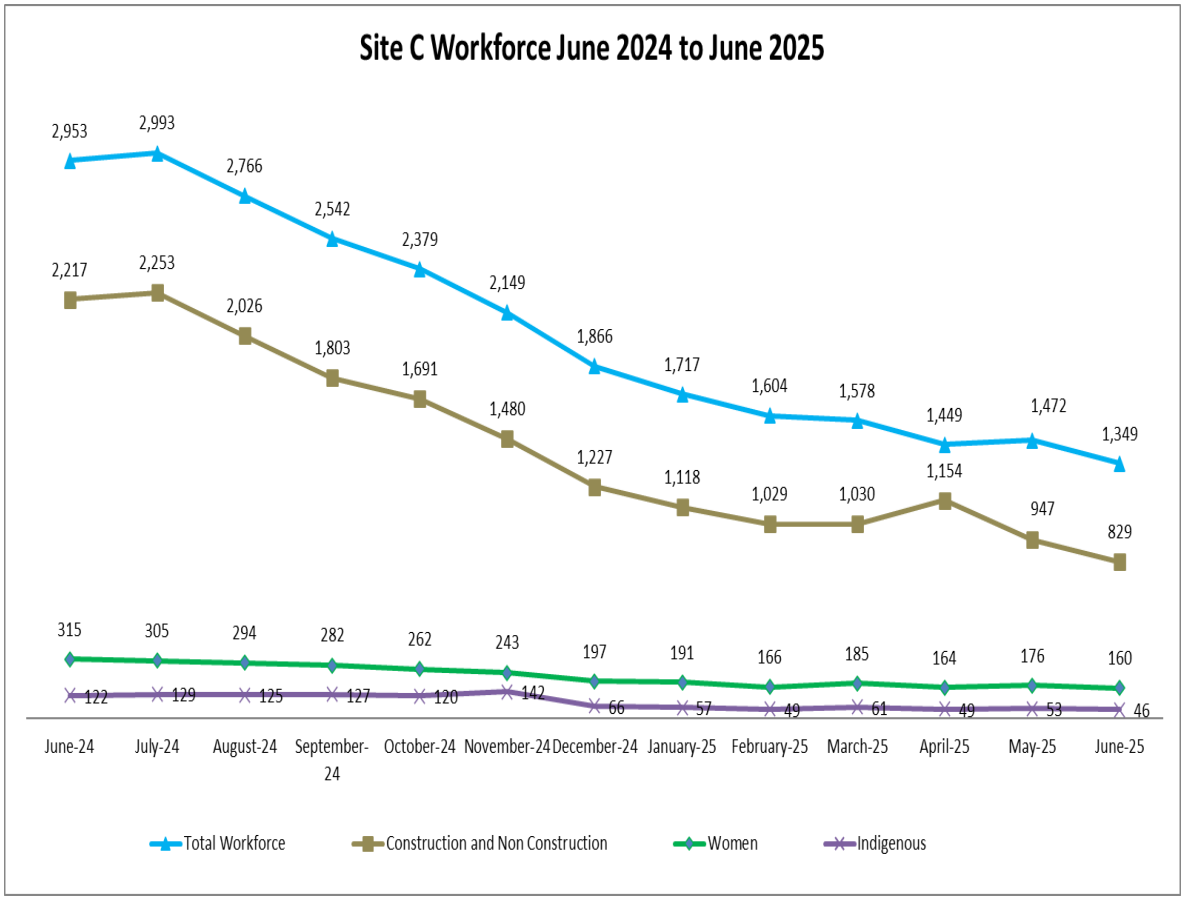
[21] Total workers include:

- Construction and non-construction contractors performing work on the Site C dam site, transmission corridor, reservoir clearing area, public roadwork, worker accommodation and services; and
- The Project Team, which includes Engineers and BC Hydro construction management and other onsite and offsite personnel. An estimate is provided where possible if primary residence is not given.

Appendix D for an overview of the current Site C workforce that includes the following information from April to June 2025: the Site C jobs snapshot (Table D-1), the Site C apprentices snapshot (Table D-2), the Site C job classification groupings (Table D-3), and the Indigenous inclusion snapshot (Table D-4).

Figure 3 shows the monthly Site C workforce over the period from June 2024 to June 2025.

Figure 3 Site C Workforce June 2024 to June 2025[22]



22 The Indigenous workers and women workers numbers are a subset of the construction and non-construction contractors workforce number.

12.3 Training and Capacity-Building Initiatives

BC Hydro has included apprentice targets in the generating station and spillways civil works contract, the transmission lines and the substation contracts, the balance of plant contracts, and the Highway 29 work procured by BC Hydro, as appropriate.

Northern Lights College Foundation continues to distribute the BC Hydro Trades and Skilled Training Bursary Awards, established in 2013. As of June 30, 2025, a total of 295 students, including 137 Indigenous students, have benefitted from these awards and received bursaries in programs such as electrical, welding, millwright, cooking, social work, and many others.

12.4 Labour and Training Plan

In accordance with an Environmental Assessment Certificate condition, a Labour and Training Plan was developed and submitted to the Environmental Assessment Office on June 5, 2015. This plan, as well as Environmental Assessment Certificate Condition 45, include annual reporting requirements to support educational institutions in planning their training programs to support potential workers in obtaining Project jobs in the future. This report has been issued to the appropriate training institutions in the northeast region annually since 2016. The final report will be issued in July 2025. This will be the last labour report from BC Hydro on the Site C Project as the Project is forecasting to have all six generating units in-service by the end of 2025.

13 Community Engagement and Communication

13.1 Local Government and Community Engagement Activities

BC Hydro continues to advance commitments within five community agreements: the District of Chetwynd (2013), the District of Taylor (2014), the City of Fort St. John (2016), the District of Hudson’s Hope (2017), and the Peace River Regional District (2024).

The Regional Community Liaison Committee (**RCLC**), which is comprised of local elected officials and local First Nations communities, met for a final time on November 27, 2024.

Over the construction period, the RCLC has been a valuable forum for BC Hydro to share Project updates and receive information from community representatives and it helped to identify and address important issues in a timely manner.

Eight local governments and four local First Nations communities (McLeod Lake Indian Band, Doig River First Nation, Saulteau First Nations, and Blueberry River First Nations), as well as the two Members of the Legislative Assembly (**MLAs**) for Peace River North and Peace River South, participated as committee members. Representatives from the Project's major contractors also attended the meetings as invited guests.

13.1.1 District of Hudson's Hope Water System

In the fall of 2022, the District of Hudson Hope initiated a three-phase plan to switch its raw water source from a well water system back to the Peace River. In early 2023, BC Hydro and the District of Hudson's Hope finalized an agreement that provided funding to support the initial two phases of this plan. The District of Hudson Hope has installed a temporary surface water intake along with upgrades to the treatment facility and is providing the community with potable water. In September 2024, BC Hydro submitted a revised proposal to the District of Hudson Hope, which included a commitment to complete the permanent water treatment system and fund the rental of a water clarifier until the permanent clarifier is operational. Based on BC Hydro's revised offer, the District of Hudson Hope and BC Hydro signed a Memorandum of Understanding in December 2024.

BC Hydro and the District of Hudson Hope continue to negotiate the terms of a final agreement.

13.1.2 Generate Opportunities Fund

The GO Fund, started by BC Hydro in 2016 to support Peace Region non-profit organizations, concluded in March 2025. Since the fund was launched, 118 projects received support and over $1,000,000 was distributed to local organizations that provide services to vulnerable populations including children, families, and seniors.

The GO Fund was administered by Northern Development Initiative Trust on behalf of BC Hydro.

More information about the GO Fund can be found at the following link: https://www.sitecproject.com/GoFund.

13.1.3 Community Relations and Construction Communications

BC Hydro continued to communicate about construction progress throughout the reporting period. These communications included updating and maintaining the Project website (www.sitecproject.com) with current information, photos, and videos of construction activities, as well as providing information to local and regional stakeholders as required.

With summer approaching and outdoor activity on the rise, public safety around the newly created Site C reservoir remains a top priority for the Project. In April, BC Hydro relaunched its public safety campaign across traditional and social media channels, reinforcing the message to avoid the reservoir area. These targeted communications are part of the ongoing efforts to ensure the public remains informed and safe while the reservoir closure continues.

On April 2, BC Hydro announced publicly the fourth generating unit had come into service. On April 10, BC Hydro announced it was awarding $80,000 to nine non-profit organizations in the Peace region through the final intake of the Project's GO Fund, concluding the program as the Project nears completion.

Business Liaison and Outreach

No procurement notifications were sent out during the reporting period.

Public Enquiries

In total, BC Hydro received 152 public enquiries between April 1 and June 30, 2025. Table 17 shows the breakdown of some of the most common enquiry types.

In total, BC Hydro has received 14,992 enquiries since August 2015.

Table 17 Public Enquiries Breakdown by Topic

Enquiry Type[23]	January 1 to March 31, 2025
Employment Opportunities	9
Business Opportunities	5
General Information	118
Construction Impacts[24]	12
Other[25]	8

13.2 Human Health

13.2.1 Health Care Services Plan and Emergency Service Plan

The on-site health clinic provides workers with access to primary and preventative health care and work-related injury evaluation and treatment services and is currently open seven days a week, from 6 a.m. to 8 p.m. Outside these hours, workers can access medical care from ATCO security, and for any emergency situations, the nurse practitioner is on call. Since opening the health clinic, there have been more than 53,682 patient interactions. During the reporting period, there

[23] This table is a sample of enquiry types and does not include all enquiry types received. Some enquiries that were received cover more than one topic.

[24] The nature of the construction impact enquiries were primarily related to air quality and dust, traffic and road conditions, and safety.

[25] "Other" accounts for enquiries related to a variety of other topics, such as wildlife and beavers, river closure, and tour requests.

were 169 patient interactions, of which 30 were occupational and 139 non-occupational. Several preventive health themes were provided to workers during the reporting period, including information on diabetes, awareness around smoking and the importance of Food Safety and Hygiene.

Property Acquisitions

Property acquisitions required for the Project are now complete.

In cases where BC Hydro acquired or expropriated land or rights for the Project under the *Expropriation Act*, notices of claim have been filed by owners to keep open their rights to claim further compensation under the *Expropriation Act* as noted in section 9 of this report.

14 Plans During Next Six Months

Table 18 shows the key milestones for the Project over the next six months, from July 2025 to December 2025, including the work to complete the final generating unit on the Site C Project. The in-service dates for units 1 to 5 are also included.

Plan dates will be adjusted as contract changes are approved to amend milestone dates. BC Hydro remains on track to achieve the approved final unit in-service date of November 2025.

Table 18 Key Milestones for Activities Planned During the Next Six Months (July 2025 to December 2025)

Milestone	Performance Measurement Baseline (June 2021[26])	Plan Date (Control Date[27])	Forecast[28]	Status (Measured by Month)
Turbines and Generators				
Unit 5 – Ready to Turn	February 2024	April 2025	April 2025	Complete (April 11, 2025)
Unit 6 – Ready to Turn	April 2024	June 2025	June 2025	Complete (June 28, 2025)
Unit 1 – In-Service Date	December 2024	December 2024	October 2024	Complete (October 27, 2024)
Unit 2 – In-Service Date	February 2025	February 2025	December 2024	Complete (December 14, 2024)
Unit 3 – In-Service Date	May 2025	May 2025	February 2025	Complete (February 22, 2025)
Unit 4 – In-Service Date	July 2025	July 2025	March 2025	Complete (March 31, 2025)
Unit 5 – In-Service Date	September 2025	September 2025	July 2025	Complete (Completed subsequent to the reporting period on July 16, 2025)
Unit 6 – In-Service Date	November 2025	November 2025	November 2025	On Track
Transmission				
5L17 In-Service Date	July 2023	July 2023	May 2025	Complete (May 15, 2025)

[26] The Performance Measurement Baseline dates included in the table were established to support the possibility that reservoir filling could start in late fall 2023, one year earlier than the approved schedule.

[27] As of June 30, 2025, control dates reflect plan, adjusted for approved contract changes to milestone dates.

[28] Forecast dates reflect schedule progress up to June 30, 2025.

BC Hydro
Power smart

Site C Clean Energy Project

Quarterly Progress Report No. 38

Appendix A

Site Photographs

Figure A-1 **The back of the powerhouse (left) and the transformer yard, showing the six penstocks and the three transmission lines between the powerhouse and the Site C substation. (April 2025)**

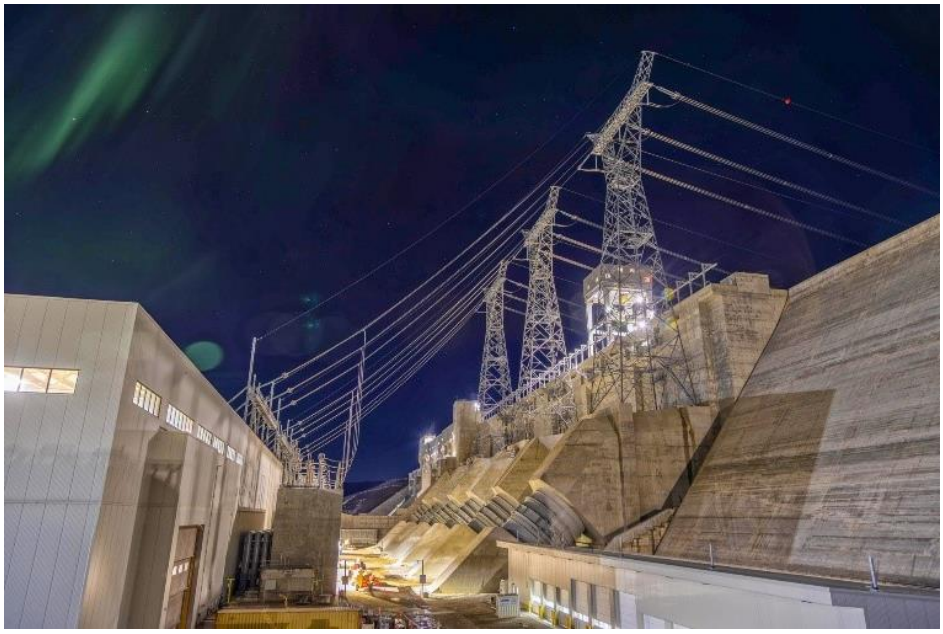


Figure A-2 **The downstream side of the spillways and generating station, with the earthfill dam on the right. (April 2025)**

Figure A-3 **Downstream view from the dam crest of the concrete buttress wall, showing the transformer yard and powerhouse. (April 2025)**

Figure A-4 **Photograph looking downstream. In the bottom left of the photo are the north abutment drainage channel and the diversion tunnel outlet. On the right of the photo are the spillways and generating station. (April 2025)**

Figure A-5 **Photograph showing the completed emergency responder building (bottom centre). (April 2025)**

Figure A-6 **Photograph looking down on the Site C facility. The spillways are on the left, and the powerhouse is on the right. (April 2025)**

Figure A-7 **The dewatered diversion tunnel outlet portals. Temporary ventilation maintains airflow in the tunnels while the backfilling work is underway. (June 2025)**

Figure A-8 **The removal of the temporary upstream fish passage structure. (April 2025)**

Figure A-9 **The office trailers at the powerhouse are gradually being relocated in preparation for road paving. (June 2025)**

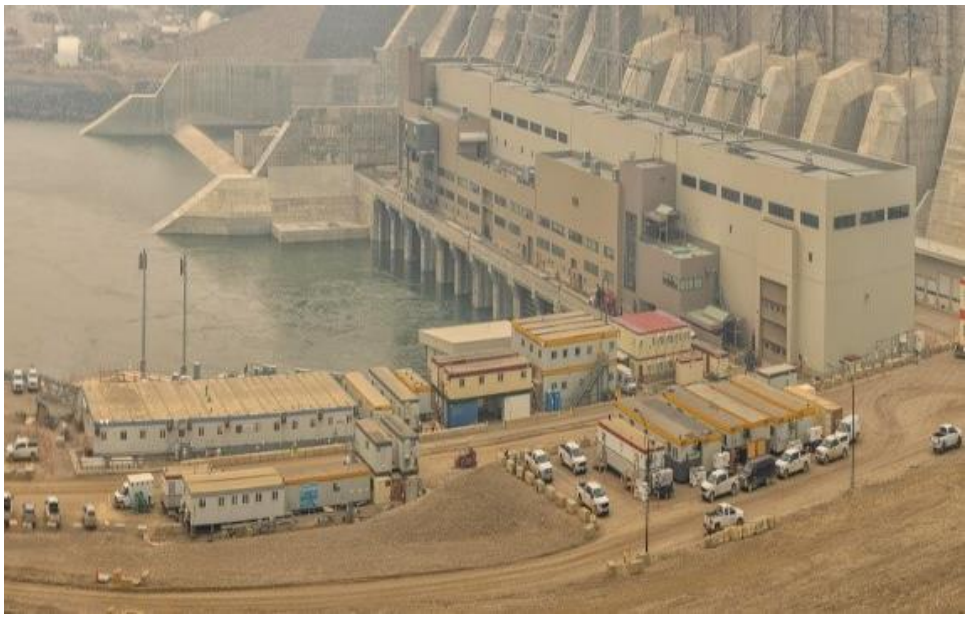


Figure A-10 Reservoir debris being collected and relocated to where it can be removed from the reservoir and stockpiled. (June 2025)

Figure A-11 Upstream of the dam and generating station, showing the debris broom collecting debris from the Moberly River. (June 2025)

Figure A-12 **The downstream side of the spillways, with the two transmission lines to the Peace Canyon Generating Station in the background. (May 2025)**

Figure A-13 **Inside the powerhouse, looking along the main floor, with the yellow powerhouse cranes above. (May 2025)**

Figure A-14 Looking across the powerhouse floor at the generating units. (June 2025)

Figure A-15 Inside the unit 6 scroll case. (April 2025)

Figure A-16 Re-grading the grassland reclamation area. (May 2025)

Figure A-17 Re-grading the grassland reclamation area. (May 2025)

Figure A-18 BC Hydro is developing a wetland at the former gravel extraction areas used for the construction, featuring grasslands and forested areas. (May 2025)

Figure A-19 The wetland basins two and three in Area A are starting to revegetate. (May 2025)

Figure A-20 Unit 4 in-service on March 31, 2025

BC Hydro
Power smart

Site C Clean Energy Project

Quarterly Progress Report No. 38

Appendix B

Work Completed Since Project Commencement in 2015

Construction began on July 27, 2015, and is ongoing. Since the commencement of construction, the following work has been completed up to the end of the reporting period:

- Site preparation, including onsite access roads;
- Clearing of the left and right banks at the dam site and clearing of the lower reservoir area;
- Construction of the worker accommodation lodge and Peace River construction bridge;
- Powerhouse excavation, and the placement of 650,000 cubic metres of roller-compacted concrete in the powerhouse buttress;
- Spillways excavation, and the placement of 600,000 cubic metres of roller-compacted concrete in the spillways buttress;
- Construction of dam site access public roads;
- Construction of the Site C viewpoint;
- Construction of 50 affordable housing units in Fort St. John;
- Fish habitat enhancements downstream of the dam site;
- Excavation of the diversion tunnel inlet (upstream) and outlet (downstream) portals, allowing for the commencement of diversion tunnel excavations;
- Excavation of the right bank drainage tunnel, which will be used to monitor and drain the water from within the foundation under the powerhouse, spillways and dam buttresses and will be connected to services within the powerhouse;

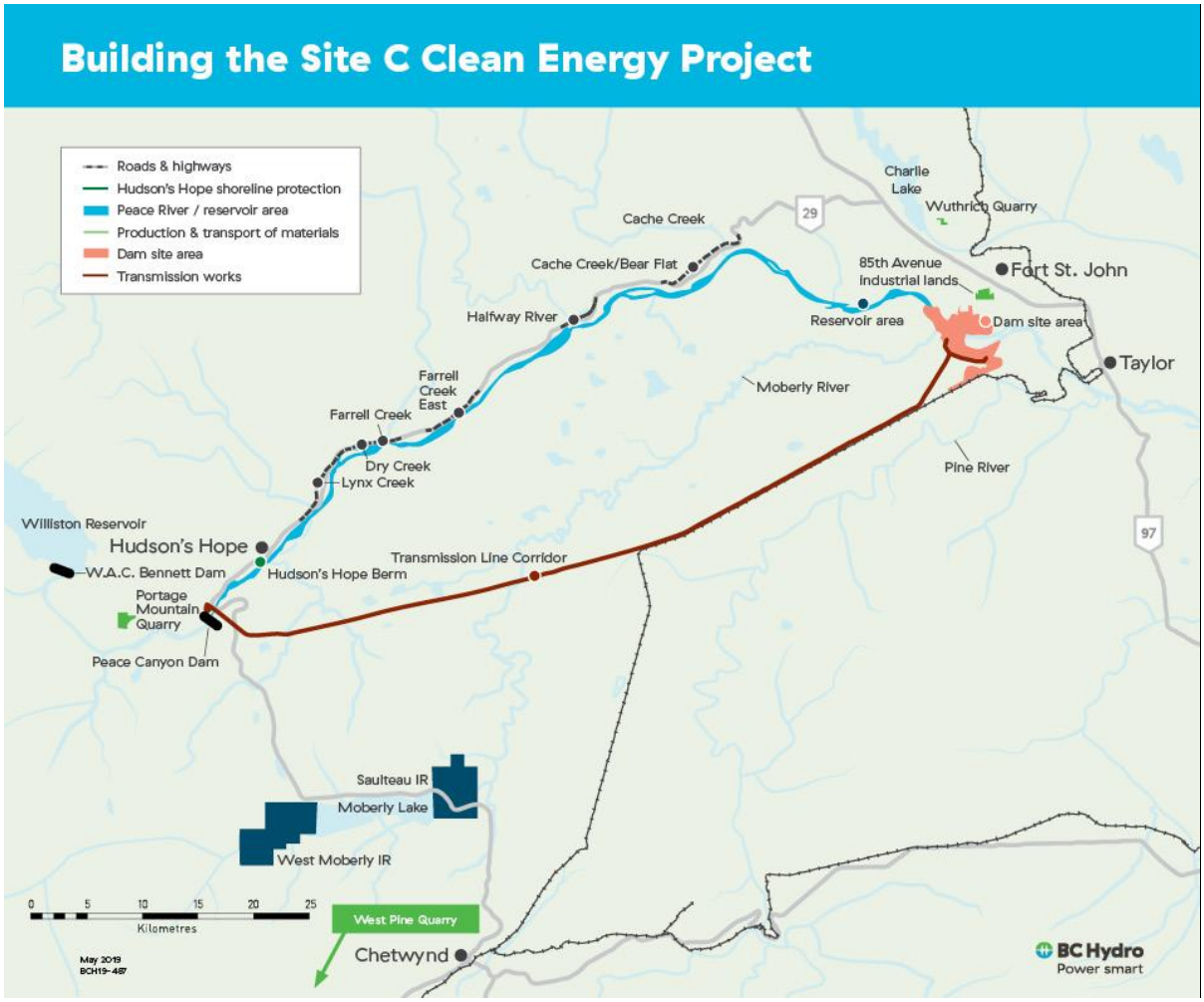
- Completion of two river diversion tunnels, which are used to reroute a short section of the Peace River to allow for the construction of the main earthfill dam;
- Completion of the upstream and downstream cofferdams;
- Construction and commissioning of the temporary fish passage facility;
- Diversion of the Peace River around the Site C construction site;
- Completion of the Peace Canyon 500 kV gas-insulated switchgear expansion to enable connection of Site C to the BC Hydro electrical system;
- Completion of the Site C substation and the first of two new 500 kV transmission lines that connect Site C to the Peace Canyon generating station;
- Completion of the initial concrete work inside the 454-metre-long left bank drainage adit;
- Earthfill dam excavation, and the placement of 450,000 cubic metres of roller-compacted concrete in the dam and core buttress, marking the completion of the Project's overall roller-compacted concrete placement program. In total, nearly 1.7 million cubic metres of roller-compacted concrete was placed since 2017;
- Completion of the steel super-structure for the powerhouse;
- Completion of the second of two new 500 kV transmission lines that connect Site C to the Peace Canyon generating station;
- Completion of the bridges at Dry Creek, Lynx Creek, Farrell Creek, Halfway River, and Cache Creek as part of the Highway 29 realignment;
- Completion of the shoreline protection berm at Hudson's Hope;
- Completion of the Maurice Creek spawning shoals;

- Completion of the headworks gantry crane;
- Completion of the concrete work for the intakes;
- Completion of the 96 steel piles in the spillway and downstream of the powerhouse, as part of the right bank foundation enhancements;
- Completion of the concrete pile caps in the powerhouse tailrace excavation;
- Completion of the Highway 29 realignment;
- Decommissioning of the old sections of Highway 29 that were realigned;
- Completion of the earthfill dam to the elevation required to enable reservoir filling;
- Completion of the tunnel conversion process, which involved installing four large rings inside one of the two tunnels that are diverting the Peace River around the dam site, to restrict the flow of water through the tunnel;
- The removal of the right bank cofferdam and the placement of riprap in the tailrace channel;
- The completion of the approach channel, including the enhancements that were part of the right bank foundation enhancements. These enhancements included bedrock surface excavations and cleaning, the installation of waterproofing lining materials, grouting, and reinforced concrete and granular fill placements;
- The final placements of riprap in the approach channel;
- Completion of all concrete placements in the powerhouse;
- The installation of all six turbine runners;
- Assembly and installation of the three transmission towers on top of the intake structures for the transmission lines that connect the Site C substation to the powerhouse;

- Completion of the coatings for the penstocks;
- Substantial completion of the construction of the earthfill dam including the final work on the toe of the dam, road construction, and the installation of the duct banks for lighting and instrumentation;
- Construction of the permanent fishway;
- Installation of all six upper flexible couplers on the penstocks;
- The first 500 kV transmission line between the Site C substation and the Site C powerhouse was successfully energized;
- The approval and commencement of reservoir filling. In advance of the start of reservoir filling, all required regulatory, construction and commissioning activities were completed;
- Closure of both diversion tunnels 1 and 2;
- Generating unit 1 brought into service;
- The safe completion of reservoir filling;
- Generating unit 2 brought into service;
- The second 500 kV transmission line between the Site C substation and the Site C powerhouse was successfully energized;
- Generating unit 3 brought into service;
- Generating unit 4 brought into service;
- The third and final 500 kV transmission line between the Site substation and the Site C powerhouse was successfully energized; and
- Subsequent to the reporting period, unit 5 was brought into service.

Figure B-1 shows the location of the key Site C components that are being constructed.

Figure B-1 Site C Project Components



BC Hydro
Power smart

Site C Clean Energy Project

Quarterly Progress Report No. 38

Appendix C

Safety

Safety Incidents

From April 1 to June 30, 2025, there were four serious incidents, one serious injury and one lost time injury. In addition, there was one all-injury incident requiring medical treatment.

Serious Safety Incidents:

1. A serious injury occurred when a worker's hand was crushed between a lowering shipping container and dunnage. The worker suffered a fracture and multiple lacerations that required surgery.
2. A serious near miss occurred when a 12-inch insulator's knife fell from height, landing near a worker on the main floor walkway by Unit 1.
3. A serious near miss occurred when a truck driver proceeded forward at the security gates without accounting for the width of the trailer. The truck struck a scanner pedestal and an occupied security shack; no injuries were reported.
4. A serious incident occurred when during the installation of a tie breaker motor operator, control wiring came into contact with a 600 V live bus, causing an arc flash. A worker sustained minor burns to their wrist. Preliminary findings indicate that a miscommunication appears to have led to the unnecessary exposure of the energized bus. WorkSafeBC issued a stop-use order and required a special inspection to verify safe operation before resumption of this work. WorkSafeBC orders related to this incident are now closed.
5. A serious near miss occurred when a light-duty vehicle swerved to avoid wildlife and struck a concrete barrier. A tire caught and the vehicle rotate 180 degrees and landed on its passenger side. A fuel-filled tidy tank was ejected but did not ignite, and no injuries were reported.

All Injury Incidents (includes all work-related medical attention requiring treatment incidents, lost time injuries, and fatalities):

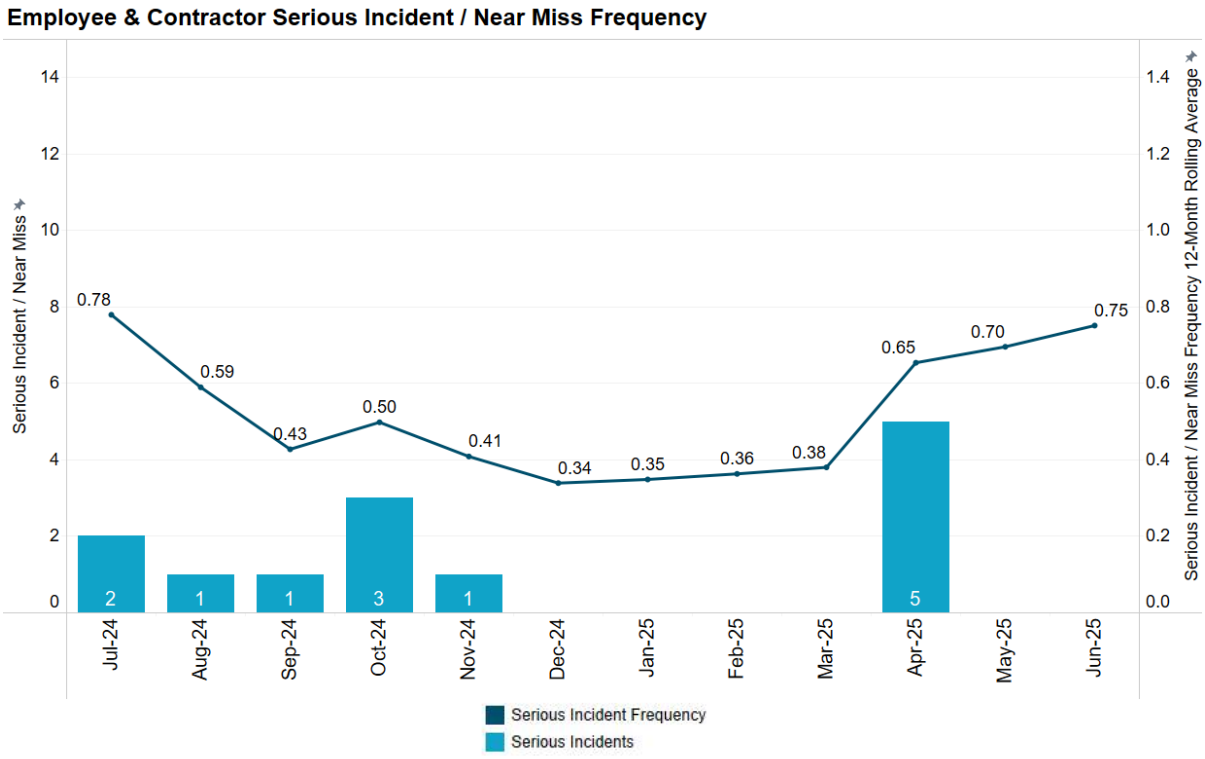
A lost time injury occurred when a worker sustained a fractured ankle and torn ligament after stepping on a 4x4 piece of lumber near the base of a ladder while descending, resulting in a fall. The worker is currently recovering and receiving treatment.

Over the course of a few days, a worker started experiencing tingling, discomfort, swelling and discoloration on the bottom of their left foot. The worker visited a doctor who determined the worker had athlete's foot and was prescribed cream and antibiotics.

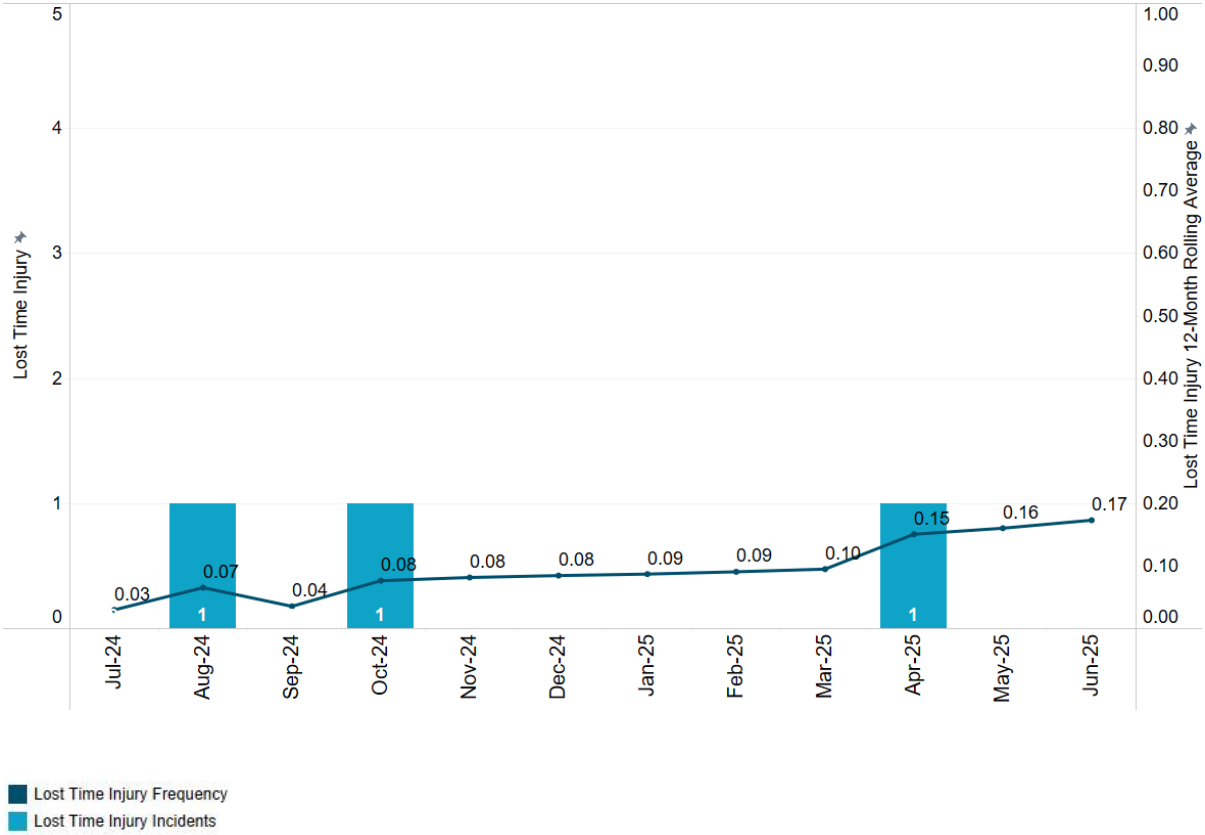
Safety Performance Frequency Metrics

The following graphs provide information on employee and contractor serious incidents/near miss frequency, lost time injury frequency and all-injury frequency from July 2024 to June 2025.

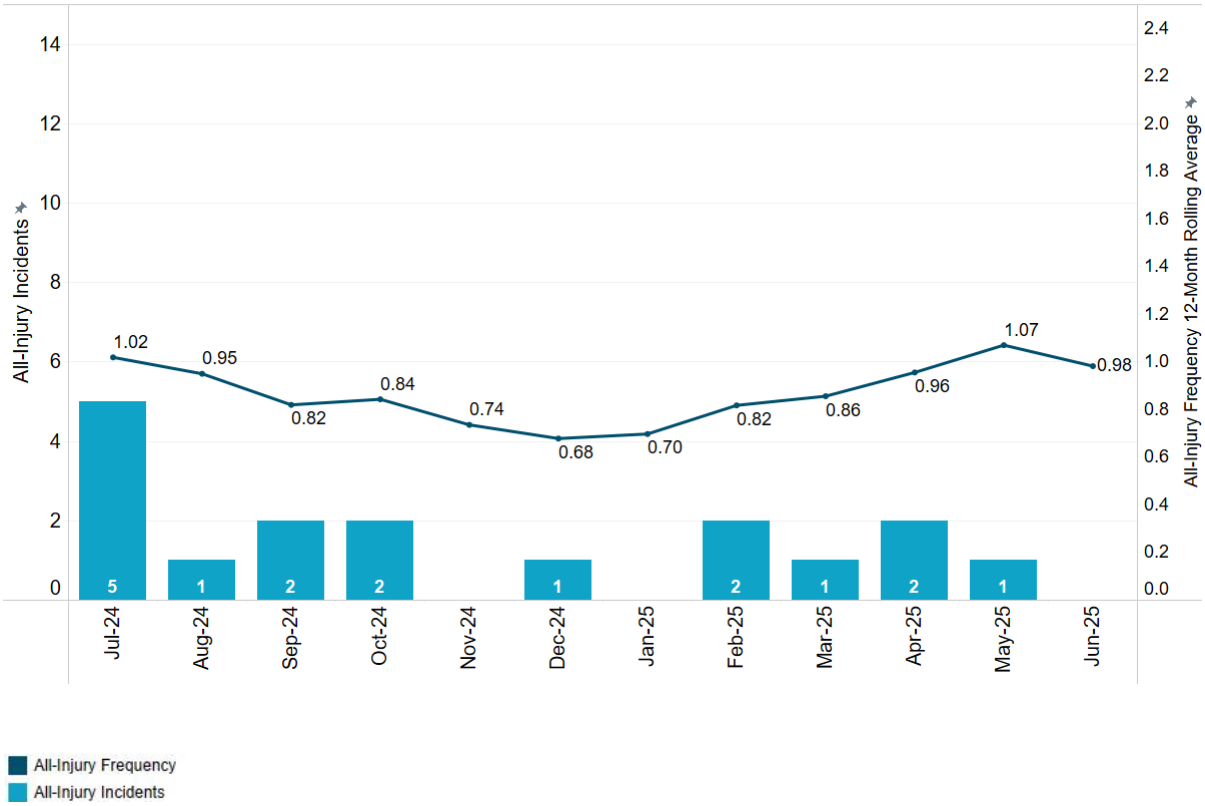
Figure C-1 Employee and Contractor Serious Incident/Near Miss Frequency, Lost Time Injury Frequency and All-injury Frequency



Employee & Contractor Lost Time Injury Frequency



Employee & Contractor All-Injury Frequency



Regulatory Inspections and Orders

Table C-1 lists the safety regulatory inspections and orders received from WorkSafeBC and the Ministry of Energy and Climate Solutions from April 1 to June 30, 2025.

Table C-1 Safety Regulatory Inspections and Orders

#	Date of Inspections	Regulatory Agency	PPM Subproject	Inspection Report Number Title	Inspection Report Type	Inspection Report Status	Number of Orders Issued	Subject of Order	Regulation Order / Reference
1	April 9, 2025	WorkSafeBC	GSS	202517876027A/B	Incident Investigation - Serious Injury of a Worker	Closed	2	Safe Loading Practices for Heavy Equipment	Order(s): OHS16.6(3); OHS16.12(1) Reference(s): WCA69(1); WCA71(2)(c); WCA72(2)(b); OHS16.30(1); OHS16.13(1); OHS14.44(3); OHS16.31(1); WCA21(2)(c); WCA22(2)(a)
2	April 29, 2025	WorkSafeBC	Balance of Plant	202517876029A/B	Incident Investigation	Closed	5	Lockout Procedures	Order(s): OHS10.3(1)(b); OHS10.3(1)(c); OHS10.4(1); OHS10.6(2); WCA21(2)(e) Reference(s): WCA69(1); WCA71(2)(c); WCA72(2)(b); OHS19.10(1); OHS19.10(2); OHS3.7; WCA88(1); WCA88(2);
3	April 30, 2025	WorkSafeBC	Balance of Plant	202517876030A	Incident Investigation - Serious Incident	In Progress	2	Stop Use	Order(s): WCA89(1); OHS3.7 Reference(s): WCA89(4); WCA88(1); WCA88(2); WCA69(1); WCA71(2)(c WCA72(2)(b)
4	May 5, 2025	WorkSafeBC	All	202516192007A	Investigation of Potential WCA Violation	Closed	0	No Orders	Reference(s): WCA73(1)(a); WCA73(1)(b); WCA73(1)(c); WCA73(1)(d); WCA73(2)(a); WCA73(2)(b)
5	June 16, 2025	WorkSafeBC	Balance of Plant	202517876035A	Receipt of Investigation	Closed	0	No Orders	Reference(s): WCA72(2)

Total **9**

BC Hydro
Power smart

Site C Clean Energy Project

Quarterly Progress Report No. 38

Appendix D

Workforce Overview

Table D-1 Current Site C Jobs Snapshot (April 2025 to June 2025)[29]

	Number of B.C. Workers and Total Workers	Construction and Non-Construction Contractors[30] (Including Some Subcontractors). Excludes Work Performed Outside of B.C. (e.g., Manufacturing)	Engineers and Project Team[31]	Total
April 2025	B.C. Workers	680	474	1,154
	Total Workers	914	535	1,449
May 2025	B.C. Workers	714	472	1,186
	Total Workers	947	525	1,472
June 2025	B.C. Workers	620	474	1,094
	Total Workers	829	520	1,349

Data is subject to change based on revisions received from the contractors.

Employment numbers are provided by Site C contractors and are subject to revision. Data not received by the Project deadline may not be included.

BC Hydro has contracted companies for major contracts, such as the turbines and generators work, who have substantial global expertise. During the month of June 2025, there were no workers in specialized positions working for a Site C construction or non-construction contractor, who were subject to the Labour Market Impact Assessment process under the Federal Temporary Foreign Worker Program. Additionally, there were eight management and professionals working for Site C

29 Employment numbers are direct only and do not capture indirect or induced employment.

30 Construction and non-construction contractors total workforce employment numbers include work performed on the Site C dam site, transmission corridor, reservoir clearing areas, public roadwork, worker accommodation and services.

31 Engineers and Project team are comprised of both onsite and offsite workers. The Project team includes BC Hydro construction management and other offsite personnel. An estimate is provided where possible if primary residence is not given.

construction and non-construction contractors through the Federal International Mobility Program.

Table D-2 Site C Apprentices Snapshot (April 2025 to June 2025)

Month	Number of Apprentices
April 2025	52
May 2025	41
June 2025	30

Data is subject to change based on revisions received from the contractors.

Table D-3 Current Site C Job Classification Groupings

Biologists and Laboratory	Carpenters	Inspectors	Construction managers/ supervisors	Crane Operators	Electricians	Engineers
Foresters	Health Care Workers	Heavy Equipment Operators	Housing Staff	Heating, Ventilation, and Air Conditioning	Kitchen Staff	Labourers
Mechanics	Millwrights	Office Staff	Pipefitters	Plumbers	Sheet Metal Workers	Truck Drivers
Underground Mining	Welders	Surveyors	Security Guards	Cement Masons	Social Science	Ironworkers
Office managers/ supervisors	Other construction trades					

Data is subject to change based on revisions received from the contractors.

Table D-4 Indigenous Inclusion Snapshot (April 2025 to June 2025)

Month	Number of Indigenous Workers
April 2025	49
May 2025	53
June 2025	46

Data is subject to change based on revisions received from the contractors.

The information shown has been provided by BC Hydro's construction and non-construction contractors and their subcontractors that have a contractual requirement to report on Indigenous inclusion in their workforce.

Employees voluntarily self-declare their Indigenous status to their employer and there may be Indigenous employees that have chosen not to do so; therefore, the number of Indigenous employees may be higher than shown in Table D-4.

As with any construction project, the number of workers, and the proportion from any location will vary month-to-month and reflects the seasonal nature of construction work. The number of workers will also vary as a contract's scope of work is completed by the contractor.

Women

In June 2025, there were 160 women working for Site C construction and non-construction contractors. The number of women was provided by on-Site Construction and non-construction contractors and engineers that have a contractual requirement to report on the number of women in their workforce.

BC Hydro
Power smart

Site C Clean Energy Project

Quarterly Progress Report No. 38

Appendix E

Summary of Individual Contracts Exceeding $10 Million

PUBLIC

CONFIDENTIAL APPENDIX

BC Hydro
Power smart

Site C Clean Energy Project

Quarterly Progress Report No. 38

Appendix F

Project Progression

PUBLIC

CONFIDENTIAL APPENDIX

BC Hydro
Power smart

Site C Clean Energy Project

Quarterly Progress Report No. 38

Appendix G

Detailed Project Expenditure

PUBLIC

CONFIDENTIAL APPENDIX

.

BC Hydro
Power smart

Site C Clean Energy Project

Quarterly Progress Report No. 38

Appendix H

[redacted]

[redacted]

PUBLIC

CONFIDENTIAL APPENDIX