BC Hydro
Power smart

Site C Clean Energy Project

Quarterly Progress Report No. 39

Fiscal 2026 - Second Quarter

July 1, 2025 to September 30, 2025

PUBLIC

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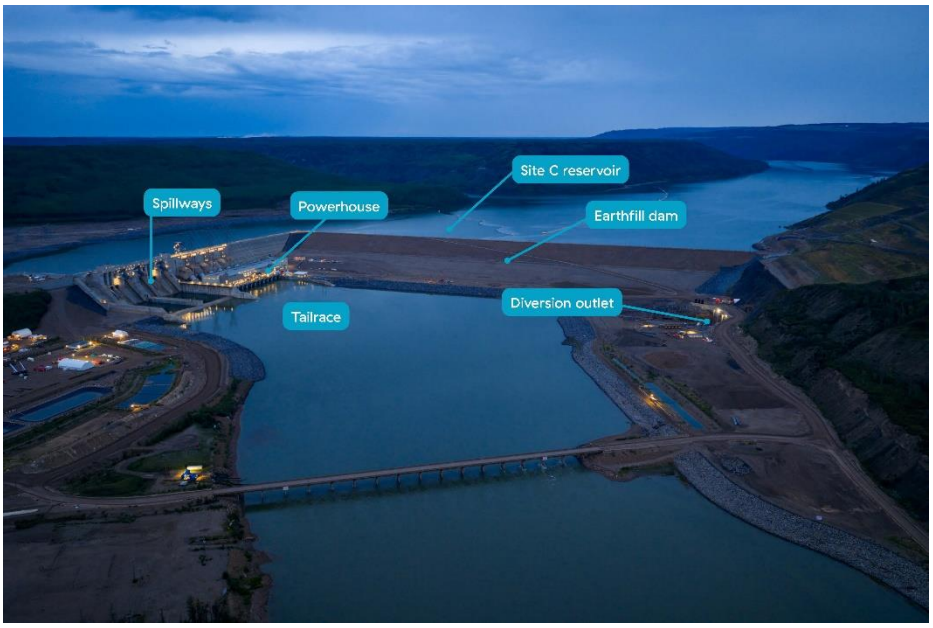
1 Executive Summary

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.**). With all six generating units in-service, the installed capacity of the Site C generating station is between 1,150 megawatts (**MW**) and 1,230 MW, which is 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. 39 covers the period July 1 to September 30, 2025 (**the reporting period**).

As of September 30, 2025, the Site C Project (**the Project**) is more than 93% complete. BC Hydro remains on track to complete the Project within the

approved budget ($16 billion). On July 16, 2025, the fifth generating unit was brought into service, ahead of the approved schedule. On August 8, 2025, the sixth and final generating unit was brought into service approximately three months ahead of the approved schedule.

The overall Project health status remains “green”, as Site C is now fully operational. 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 that provided technical oversight of the activities associated with the foundation enhancements and construction of the Project. Oversight from both Ernst and Young and the Project Assurance Board concluded as well once the sixth and final generating unit being brought into service.

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

On July 16, the fifth generating unit went into service, more than two months ahead of the approved schedule. On August 8, 2025, the sixth and final generating unit went into service, approximately three 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.

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 structures, including the earthfill dam, the roller-compacted concrete buttresses, the powerhouse, the spillways, 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, the electrical and mechanical balance of plant equipment and the fifth and sixth generating units successfully being placed into service.

The powerhouse is fully operational and installation work is largely complete across the balance of plant contracts. The focus is now on deficiency rectification and document review to achieve the completion of the contracts.

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 over to BC Hydro. Remaining work for the mechanical contractor is the handover of the cranes to BC Hydro Operations, testing and commissioning the hydronic heat system, deficiency rectification, and required documentation.

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 applied for Substantial Completion of their contracts and continues to work on deficiency rectification and required documentation.

The permanent upstream fishway is now in-service and has started to be used to capture and transport fish. During the reporting period, BC Hydro passed 3,961 fish at the permanent upstream fish passage facility.

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 has been detected in the flexible couplers now that all of the penstocks have been filled with water. This minimal leakage was anticipated, and BC Hydro will continue to monitor the seals and make any required adjustments in the future to address any ongoing minor leakage.

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

The final commissioning on permanent power and permanent controls is complete for the three spillway operating gates. The final commissioning of the low-level operating gates on permanent power and permanent controls is progressing and is scheduled to be complete in fall 2025.

All of the planned work for stabilizing the bedrock foundations for the dam, powerhouse and spillways is substantially complete as of the end of September 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 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 allowed for the next phase of grouting work to commence in July.

The grouting work commenced in July of 2025 and as of the end of September 2025, is very close to completion. The installation of the concrete plugs is forecast to start in October 2025, and are forecast to be completed in December 2025. The final backfill of the tunnels and portal structures will follow in the spring and summer of 2026.

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 structural enhancements for the right bank drainage tunnel and left bank drainage adit commenced in summer 2025. Production bolting and meshing has commenced in the left bank drainage adit with all structural work in the left bank adit and right bank drainage tunnel scheduled for completion in summer 2026. The installation of the permanent portal structures and electrical and mechanical equipment will follow the structural enhancements.

Road construction has commenced for the 2025 road package for the earthfill dam roads, plus the section of road between the viewpoint and guardhouse A. The site completions and roads work, including final outdoor security, was issued for pricing.

The physical reclamation of Central Area A started on April 24, 2025, and is scheduled to be complete by October 31, 2025. Reclamation planting of Central Area A is planned for May 2026.

1.4 Look Ahead – October 2025 to March 2026

From October 2025 to March 2026, the primary focus on the Project is the safe completion of the remaining Project work. Now that all six generating units are in-service, the focus has shifted to turning over assets to BC Hydro Operations, facility completion, Project documentation, contract closeouts, and deficiency management. The remaining construction activities include the tunnel backfill and concrete plug construction, completion of the remaining work in the right bank drainage tunnel and left bank drainage adit, tailrace riverbed excavation, permanent site roads, the completion of the Cultural Centre, the final spillway gate commissioning, and site reclamation.

Work continues 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.

1.5 Safety Performance

The Project workforce continued to decline during the reporting period as major construction milestones were achieved, and with all six generating units now in-service and transitioning to BC Hydro Operations.

During the reporting period, the safety performance metrics for the Project continue to outperform WorkSafeBC comparators in the heavy construction industry. Compared to the same period in 2024, the all-injury frequency improved slightly

from 0.82 to 0.80, while the serious incident frequency (which includes serious near-misses) increased from 0.43 to 0.80, and the lost time injury frequency increased from 0.04 to 0.22. The Project team continues to prioritize proactive hazard identification, risk assessment, and control measures to address these trends and maintain a strong safety culture through the final phases of construction.

Between July and September 2025, WorkSafeBC conducted two regulatory inspections and issued inspection reports to Project contractors. The Generating Station and Spillways contractor received one inspection report related to risk management practices during diversion tunnel decommissioning activities. The report provided guidance on hazard identification, risk assessment, and control measures for activities including drainage, backfill placement, drilling, grouting, and concrete plug installation. No orders were issued.

A small watercraft operations contractor received an inspection report with two orders related to a safety incident. The orders addressed safe work procedures for river boat operations near in-water structures and compliance with drug and alcohol policies. Both orders were complied with and closed following the employer's development of new procedures for the safe operation and navigation of small marine vessels. The new procedures were also reviewed with their supervisors and workers.

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 September 30, 2025, all material permits for the construction of the Project have been issued. Any additional required approvals will be undertaken as part of Project operations.

Multiple conditions are attached to the construction and operations permits and approvals. As of September 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 passed 3,961 fish at the upstream fish passage facility.

BC Hydro and the contractor continue to work on advancing wetland re-builds and new wetland construction options in the Peace Region. In July 2025, BC Hydro submitted a memo to regulators summarizing the wetland impact quantification results and the progress constructing / re-building wetlands to date. BC Hydro's position in the memo is that all requirements have been satisfied, 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 hosted two dam site tours with First Nation communities where they observed various Project components including the reclamation work, the powerhouse, and the permanent upstream fishway. BC Hydro received positive feedback from the participants about the tours and the information provided. BC Hydro also held a meeting of the reclamation sub-committee, where Indigenous Nation representatives received updates on the progress of reclamation work.

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).

1.7 Project Status Dashboard for the Quarter

BC Hydro is focused on completing the Site C Project within the 2021 approved budget of $16 billion, 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 September 30, 2025, is provided in Table 1. As shown in Table 1, the performance indicators for overall Project health; safety; scope; schedule; cost; quality; regulatory, permits and tenures; environment; procurement; and stakeholder engagement are "green".

Table 1 Project Status Dashboard

● On Target ● Moderate Issues ● At Risk

Status as of:		September 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. On July 16, 2025, unit 5 came into service more than two months ahead of the approved schedule. On August 8, 2025, the sixth and final generating unit came into service, approximately three months ahead of the approved schedule. In addition to achieving the in-service of all units, 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 93% 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:		September 30, 2025
Safety	🟡	The Safety status has been changed from “green” to “amber". The overall Safety Status changed to Amber due to two serious safety incidents during the reporting period. A jet boat lost power, contacted a bridge pier, and sank; one worker sustained a moderate injury and returned to light duty. In a separate incident, a worker sustained a leg fracture during a fish-stranding survey when a boat struck a submerged gravel bar. The Project workforce continued to decline as major construction milestones were achieved, with all six generating units now in service and transitioning to BC Hydro Operations. Despite the incidents, Project safety performance continues to outperform WorkSafeBC comparators for the heavy construction industry. Remaining construction activities include tunnel backfill and concrete plug construction, completion of the right bank drainage tunnel and left bank drainage adit, tailrace riverbed excavation, permanent site roads, completion of the Cultural Centre, and final spillway gate commissioning.
Scope	🟢	The Scope status remains “green”. All major scopes of work for the Project have now been defined, and the Project is more than 93% 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”. All six generating units went into service ahead of the approved Project schedule. The Project is more than 93% complete. The in-service dates for all six generating units are: • 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 ; • Unit 5 in-service date: July 16, 2025; and • Unit 6 in-service date: August 8, 2025
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, some cost risks remain, as described in this report. As of September 30, 2025, the life-to-date actual costs are $14.7 billion, which results in an estimated $1.3 billion of remaining costs based on the forecast of $16 billion.
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 civil structures and the generating station and spillway equipment has continued to be good and is evidence of the good quality of work during the manufacturing and construction phases of the Project.

Status as of:		September 30, 2025
Regulatory, Permits and Tenures	●	The regulatory, permits and tenures status remains "green". As of September 30, 2025, all material permits for the construction of the Project have been issued. Any additional required approvals will be undertaken as part of the ongoing operation of the facility.
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 permanent roads, Cultural Centre 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 July 1 and September 30, 2025, include the following:

July 2025

- The fifth generating unit was successfully placed into service.
- Spillway Operating Gate (**SPOG**) 3 was successfully placed into service.

August 2025

- The sixth and final generating unit was successfully brought into service.

September 2025

- Completion of the fire protection and powerhouse evacuation system.

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 workforce continued to decline as major construction milestones were achieved, and with all six generating units now in-service, the remaining Project work includes the turning over assets to BC Hydro Operations, facility completion, Project documentation, contract closeouts, and deficiency management. The remaining construction activities include the tunnel backfill and concrete plug construction, completion of the remaining work in the right bank drainage tunnel and left bank drainage adit, tailrace riverbed excavation, permanent site roads, the completion of the Cultural Centre, the final spillway gate commissioning, and site reclamation.

2.1 Evacuation Planning and Training

Following the commissioning of the permanent evacuation alarm system in September, the Project team initiated regular evacuation practice drills at the generating station. As a result of these practice drills, the Project team completed a lessons learned exercise and identified a number of opportunities for improvement. The opportunities for improvement included enhancements to the tracking systems for the entry and exit from the powerhouse, further clarifications to the roles and responsibilities for incident commanders and muster captains, and updates to site signage and drawings to improve understanding. In addition, hands-on field training sessions were conducted by the safety team with site personnel to review the updated emergency response protocols.

Response plans were then developed for each of the identified opportunities for improvement, and these plans have now been implemented. For example, identification badge scanners and sign-in sheets have been implemented at key access points to improve personnel tracking. The safety team has also introduced further corrective measures and continues to conduct regular training sessions. Plans have also been established to have Project and BC Hydro Operations' teams routinely review the evacuation procedures and practice their responses to enhance their preparedness, especially with the newly commissioned alarm system.

2.2 Emergency Response Team Development

The Site C safety team is collaborating with the Emergency Response Team (**ERT**) in BC Hydro Operations, to build the long-term rescue capability of the team as they take over the operations of the generating station. In September, the safety team met with the ERT to develop the process for creating rescue plans, identifying equipment needs, and preparing a training program.

In particular, the Project team is working with BC Hydro Operations to compile a list of rescue plans, including fall protection plans, confined space entry procedures, and BC Hydro's working-near-water requirements. The working teams are utilizing a standardized template that is pre-populated with common information to streamline this process.

As the teams finalize their rescue plans, they are also identifying the equipment, techniques, and competencies required for their specific rescue needs. Additionally, the ERT will develop a governance document that defines the team's scope, roles and responsibilities, maintenance requirements, and other relevant information. This structured approach will enable the BC Hydro Operations team to maintain a competent and self-sustaining Emergency Response Team.

2.3 Collaboration with Other Hydro Providers

A Director of Projects from Hydro-Québec contacted the Site C safety team to discuss lessons learned during the construction process on Site C. With several major hydroelectric projects planned for the coming years, Hydro-Québec wishes to enhance its safety management practices by learning from others with recent hydroelectric construction experience. The Director was particularly interested in Site C's safety record.

Members of BC Hydro's safety team met with representatives from Hydro-Québec to share insights from different phases of the Site C project and to learn about Hydro-Québec's recent hydropower developments.

2.4 Summary of Safety Performance Metrics

From July 2015 through September 2025, more than 65.7 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 two serious safety incidents that included one serious lost time injury and one serious incident with a non-serious injury. In addition, there were 19 non-serious incidents recorded. Of these 19 incidents, 15 incidents were classified as near misses, with the potential for causing harm, three incidents involved injuries that required first aid, and one incident 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

[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.

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 July 1, 2025 to September 30, 2025[2]	Reported Since Inception (July 27, 2015 to September 30, 2025)[2]
Fatality[3]	0	0
Permanently Disabling Injury[4]	0	1
Serious Incidents[5]	2	223
Lost Time Injuries[6]	1	53
All-Injury Incidents[7] (Lost Time Injuries[6] and Medical Attention Requiring Treatment[8])	2	402

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.

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.

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	0.80	N/A
Lost Time Injury Frequency	0.05	0.03	0.04	0.08	0.10	0.17	0.22	N/A
All Injury Frequency	1.05	1.11	0.82	0.68	0.86	0.98	0.80	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 0.80 compared to 0.43 for the same period in 2024, the all-injury frequency improved and was 0.80 compared to 0.82 for the same period in 2024, while the lost time injury frequency increased from 0.04 to 0.22.

Key safety concerns identified included incidents involving boat operations and one incident involving a hand tool.

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 Are E.

As shown in Table 4, from July to September 2025, WorkSafeBC conducted two regulatory inspections on Project contractors. The Generating Station and Spillways contractor received one inspection report related to risk management practices during the diversion tunnel decommissioning activities, with emphasis on worker participation in hazard identification, risk assessment, and control measures. No orders were issued. A small watercraft operations contractor received an inspection report with two orders related to the safe work procedures for river boat operations and drug and alcohol policy compliance. Both orders were complied with and closed following the implementation of corrective measures.

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

Table 4 Safety Regulatory Inspections and Orders

	Reported July 1 to September 30, 2025[9]	Reported Since Inception (July 27, 2015 to September 30, 2025)[9]
Regulatory Inspections	2	398
Regulatory Orders	2	516

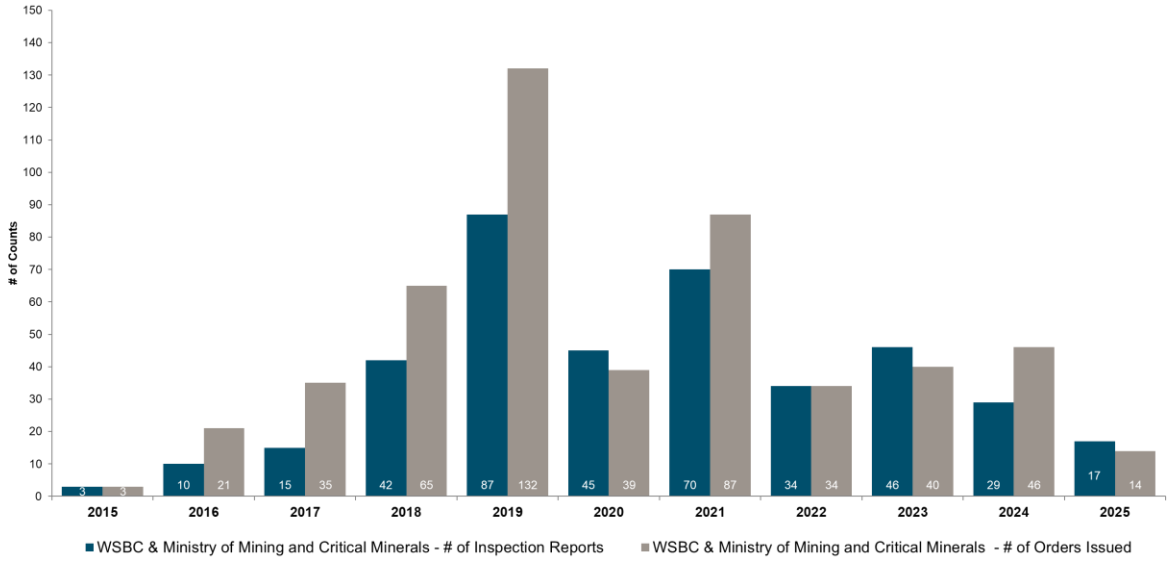
Figure 2 shows the number of regulatory inspections and orders issued for the Project since 2015.

Refer to Appendix C,

Table C-1 for a summarized listing of the regulatory inspection reports.

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

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



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.

Site C is now fully operational, with all six generating units in-service. All of the in-service generating units were safely brought into operation following the successful completion of the required testing and commissioning processes.

3.1.1 Dam and Reservoir Performance

The reservoir level continues to be maintained in its normal operating range between elevation 460.0 metres to 461.8 metres. 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.

3.1.2 Main Civil Works

During the reporting period, construction activities took place on the earthfill dam, and the right and left banks at the damsite.

The construction of the earthfill dam is substantially complete, the final lighting is substantially complete, and the paving of the final roads commenced in September. The remaining planned construction activities are the completion of the paving of the dam roads, 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 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 has been detected in the flexible couplers now that all of the penstocks have been filled with water. This minimal leakage was anticipated, and BC Hydro will continue to monitor the seals and make any required adjustments in the future to address any ongoing minor leakage.

Hydromechanical Equipment

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

The final commissioning on permanent power and permanent controls is complete for the three spillway operating gates. The final commissioning of the low-level operating gates on permanent power and permanent controls is progressing and is scheduled to be complete in fall 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 structural enhancements for the right bank drainage tunnel and left bank drainage adit commenced this summer

with trials for the structural enhancements to the shotcrete and the rock bolt linings of the tunnels. Production bolting and meshing has commenced in the left bank drainage adit with all structural work in the left bank adit and right bank drainage tunnel scheduled to be complete in the summer of 2026. The installation of the permanent portal structures and electrical and mechanical systems will follow after the structural enhancements.

3.1.4 Right Bank Foundation Enhancements

All of the planned work for stabilizing the bedrock foundations for the dam, powerhouse and spillways is substantially complete as of the end of September 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 2025, the installation of temporary electrical and ventilation systems in the tunnels was completed.

The grouting work in the tunnels commenced in July 2025, and as of the end of September, is close to completion. The installation of the concrete plugs is

scheduled to start in October 2025, and is scheduled to be completed in December 2025. The final backfill of the tunnels and portal structures will follow in spring and summer 2026.

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 powerhouse and spillways are fully operational, and the installation work is largely complete across the balance of plant contracts. The focus is now on the resolution of any outstanding deficiencies (deficiency rectification) and document review to achieve the completion of the contracts.

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 over to BC Hydro. The remaining work for the mechanical contractor is the handover of the cranes to BC Hydro Operations, the testing and commissioning of the hydronic heat system, deficiency rectification, and required documentation.

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 applied for Substantial Completion and continues to work on deficiency rectification and required documentation.

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.

All units are now in-service and providing electricity to BC Hydro customers. With all six generating units in-service, the installed capacity of the Site C generating station is between 1,150 MW and 1,230 MW.

The turbines and generators contractor continues to work on performance testing and optimization, deficiency rectification and required documentation.

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 the exception of some minor outstanding 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 Quarry is complete.

Boat Launches and Recreation Sites

- DA Thomas Road and Recreation Site – DA Thomas Road construction resumed in April of this year and is substantially complete.
- Lynx Creek Boat Launch – The final site completion construction works are under negotiation with the contractor and the work restarted 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 213 workers daily. The room utilization was 13% 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 further extended to December 2025 as this was the most cost-effective option to house the Project workers.

Options to repurpose the camp continue to be explored, and a letter of intent (**LOI**) was signed with a prospective buyer in September which includes an exclusivity clause. The interested party is currently conducting their due diligence, and a definitive contract may be signed by December 2025. BC Hydro also continues to prepare for a scenario where a sale 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 the site reclamation.

Debris Management

Work activities for the management of debris in the reservoir continued through the reporting period.

Roads and Reclamation

Road construction has commenced for the 2025 road package for the earthfill dam roads, plus the section of road between the viewpoint and guardhouse A. The site completions and roads work, which includes the final perimeter security, was issued for pricing during the reporting period.

The physical reclamation of Central Area A started on April 24, 2025, and is scheduled to be complete by October 31, 2025. Reclamation planting of Central Area A is planned for May 2026. The reclamation planting at Portage Mountain Quarry, Area E, P3-P8, and Northeast Area A is 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 metres to 461.8 metres. 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, 2025, 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.

The engineering team has started work on the first annual performance report for the dam and the civil structures that retain the Site C reservoir. The first report is currently targeted for issuance in December 2025.

3.2.2 Large Cranes, Hydromechanical, and Turbines and Generators

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

3.2.3 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 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 V emergency backup generator, continued.

Engineering support to construction for the BC Hydro designed protection and controls and telecom systems continued. A major focus for the engineering team was integration and interface design and support during 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.

3.3 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 civil structures, the foundation and the generating station and spillway equipment has 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 and turbines and generators sub-projects, 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 electrical and mechanical balance of plant sub-projects, there are no significant quality issues to report.

For the diversion tunnel backfilling and the right bank drainage tunnel and left bank drainage adit structural enhancements, there are no significant quality issues to report.

3.3.1 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. Examples of deficiencies include incorrect labelling, missing signage, missing cable testing records, missing fall arrest ratings, cleanliness, paint damage and incomplete documentation.

BC Hydro has implemented a comprehensive deficiency management program to identify, track and resolve outstanding deficiencies. The process is described in the Site C Deficiency Management Plan and the deficiencies are tracked in a consolidated Master Deficiency Log.

Weekly meetings are held with Project team members from Quality Management, Engineering, Construction Management and Operations to prioritize deficiencies and plan for their rectification, with focus on topics including worker safety, equipment outage requirements, and contractor availability. As the process around data entry into the Master Deficiency Log continues to mature, the Project team tracks the status and progress of deficiencies across each sub-project until they are resolved.

3.3.2 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 September 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;
- Three sets of new Generator Step-Up Transformers;
- Generating units 1 through 6;
- Spillway Operating Gates (**SPOG**) 1, 2 and 3;
- Public Warning System (**PWS**) and Autospill; and
- Fire protection and powerhouse evacuation system.

4 Project Schedule

4.1 Project In-Service Dates

All of the approved in-service dates for the Project have been achieved. Unit 6 was placed in-service in August 2025.

Table 5 shows the status of key Project milestones in relation to the approved schedule.

Table 5 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 (October 9, 2020)
Site C Substation	October 2020	Complete (October 9, 2020)
5L6 500 kV Transmission Line	July 2023	Complete (March 3, 2022)
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	Complete (August 8, 2025)

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

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 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 the 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 interim Fit-for-Service (**iFFS**) process serves as a structured transition phase, bridging the period between construction completion and full Fit-for-Service acceptance. During this stage, operations can begin using and maintaining the equipment under controlled conditions, while the Project team continues to finalize outstanding documentation, testing, and verification requirements.

Units 1 through 5 interim fit-for-service handover is complete, and unit 6 documentation is on track for the end of October 2025.

The Fit-for-Service handovers for the upstream fishway and Balance of Plant assets are expected to be complete in the spring of 2026, and the Project team is targeting to complete the full handovers for units 1 to 6 and the spillways in summer 2026.

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 September 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 (**PAB**) met for the final time in August 2025, winding down in connection with the sixth and final generating unit being brought into service. The PAB provided 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 Technical Advisory Board (**TAB**) meeting was held on June 10 where a comprehensive update was provided to the TAB; and
- Ernst & Young Canada (**EY**), which provided 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, 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 September 30, 2025, the life-to-date actual costs for the Project are $14.7 billion, which results in an estimated $1.3 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 6 includes a breakdown of the $16 billion Project budget, approved in June 2021, by key work area, life-to-date actual expenditures to September 30, 2025, and the remaining budget.

Table 6 Project Budget by Key Work Area ($ million)

Description	Project Budget[11]	Actuals, Life-to-Date (as of September 30, 2025)	Remaining Budget (as of September 30, 2025)
Dam, Power Facilities and Associated Structures and Transmission[12]	8,258	8,468	(210)
Off Dam Site Works, Direct Construction Supervision and Site Services[13]	2,895	2,640	255
Total Direct Construction Cost	**11,153**	**11,108**	**45**
Indirect Costs[14]	2,082	1,682	400
Total Construction and Indirect Costs	**13,235**	**12,790**	**445**
Interest During Construction and Contingency	2,765	1,903	862
Total	**16,000**	**14,693**	**1,307**

Table 7 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 September 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 7 Total Project Budget Compared to Forecast to Completion and Life-to-Date Plan Compared to Actuals to September 30, 2025 ($ million)

	Total Project			Life-to-Date (LTD) to September 30, 2025		
Description	**Budget**	**Forecast to Completion**	**Variance**	**Plan**	**Actual**	**Variance**
Total Construction & Indirect Costs	13,235	13,235	0	12,864	12,790	74
Interest During Construction and contingency	2,765	2,765	0	2,620	1,903	717
Total	**16,000**	**16,000**	**0**	**15,484**	**14,693**	**791**

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

Table 8 provides a Fiscal 2026 summary, for the plan, actual cost and related variance based on the 2025/26 to 2027/28 Service Plan.

Table 8 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	550	314	236

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 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 September 30, 2025, no material opportunities have been identified. Please refer to Table 9 for the list of the material project risks.

Table 9 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 9 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:** Serious worker injury or fatality; impacts to construction site; work stoppages and delays 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.
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 Generation Project Acceptance Checklists (**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 User Requirements in BC Hydro Operations 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	**Impact:** 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 10.

Table 10 Remaining Major Project Procurements and their Planned Delivery Models

Component	Contract	Procurement Model	Anticipated Timing
Permanent Roads	Multiple contracts	Design-Bid-Build	Procurement started in 2025
Cultural Centre	Cultural Centre design and construction contracts	Design-Build	The Phase 1 preconstruction contract was awarded in July 2025 with the Phase 2 construction contract award anticipated by January 2026.
Reclamation Program	Multiple contracts	Design-Bid-Build	The procurements below will start in fall 2025 for the 2026 season: • Three seedling packages; • Two planting packages; and • One physical reclamation package

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 11. 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 11 Major Project Construction Contracts Awarded

Contract	Contract Value at September 30, 2025[16] ($ million)	Contract Execution Date
Site Preparation: North Bank	60	July 2015
Worker Accommodation	730	September 2015
Main Civil Works[17]	3,354	December 2015
Turbines and Generators	624	March 2016
Transmission and Clearing	92	October 2016
Quarry and Clearing[18]	150	February 2017
Generating Station and Spillways Civil Works[19]	3,190	March 2018
Hydromechanical Equipment	81	April 2018
Transmission Line Construction	139	May 2018
Clearing and Aggregates	87	December 2018
Highway 29	375	October 2019
Balance of Plant Mechanical	109	July 2021

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 reflects 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.

Contract	Contract Value at September 30, 2025[16] ($ million)	Contract Execution Date
Balance of Plant Electrical (includes balance of plant architectural; heating, ventilation, and air conditioning; and fire detection and protection work)	371	September 2021
Balance of Plant Permanent Upstream Fishway and Other Out Structures	202	January 2022
Fish Habitat and Debris Clearing	72	July 2021
Erosion and Sediment Control, Reclamation and Site Maintenance	61	October 2017 (added in prior reporting period as current contract value now exceeds $50 million)

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 were 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 $1.571 billion to reflect approved changes to

September 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 $160 million to reflect approved changes to September 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 September 30, 2025 as follows: the mechanical contract has increased by a total of $39 million which includes a settlement agreement in 2024, the electrical contract has increased by a total of $148 million which includes settlement agreements in 2024 and 2025, and the permanent upstream fishway and other out structures has increased by a total of $114 million which includes a settlement agreement in 2024, 2025, 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 hosted two dam site tours with First Nation communities where they observed various Project components including reclamation work, the powerhouse, and the permanent upstream fishway. BC Hydro received positive feedback from the participants about the tours and the information provided. BC Hydro also held a meeting of the reclamation sub-committee, where Indigenous Nation representatives received updates on the progress of reclamation work.

8.1 Indigenous Procurement, Training and Employment

BC Hydro continues to advance economic opportunities for Indigenous Nations through capacity building and procurement opportunities. Over $876 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 September 2025, 34 Indigenous people were working on the Site C Project, which represents approximately 5% of the on-site contractor workforce.

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 Centre. 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 summer 2027.

9 Litigation

The details of open proceedings as of September 30, 2025, are summarized in Table 12.

Table 12 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

Description		Date
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 30 notices of claims filed to keep open each plaintiffs' rights to claim further compensation under the *Expropriation Act,* 12 have been resolved during this period and 18 remain active. BC Hydro has filed, or is preparing to file, responses to all of the outstanding claims.	July 2019 to September 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 September 30, 2025, all material permits for the construction of the Project have been issued. Any additional required approvals will be undertaken as part of the ongoing operation of the facility.

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 the operations approvals. As of September 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 of September 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 are not 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 passed 3,961 fish at the permanent fish passage facility. Specifically, 2,738 Mountain Whitefish, 416 Largescale Sucker, 345 Longnose Sucker, 176 Bull Trout, 139 Kokanee, 59 Rainbow Trout, 38 Northern Pikeminnow, 27 Redside Shiner, 12 White Sucker, and 11 Arctic Grayling were passed.

11.5 Wetland Compensation Plan

BC Hydro and the contractor continue to work on advancing wetland re-builds and new wetland construction options in the Peace Region. In July 2025, BC Hydro submitted a memo to regulators summarizing the wetland impact quantification results and the progress constructing / re-building wetlands to date. The memo clarified that BC Hydro’s position is that all requirements have been satisfied, 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

As of September 30, 2025, the BC Hydro Peace Agricultural Compensation Fund has distributed over $4.7 million to 126 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 13.

Table 13 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 14 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 14 Site C Jobs Snapshot Reporting Period – July 2025 to September 2025

Month	Number of B.C. Primary Residents[20]	Total Number of Workers[21]
July 2025	1,047	1,266
August 2025	1,073	1,251
September 2025	930	1,130

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

In September 2025, there were 1,130 total workers on the Site C Project. Residents of British Columbia made up 82% of the workforce (930), while 31% of the on-site Contractor workforce (651 workers) lived in the Peace River Regional District. The on-site Contractor workforce number also includes 18% women (119 workers) and 5% Indigenous (34 workers). There were 11 apprentices working on the Project, which is 9% 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.

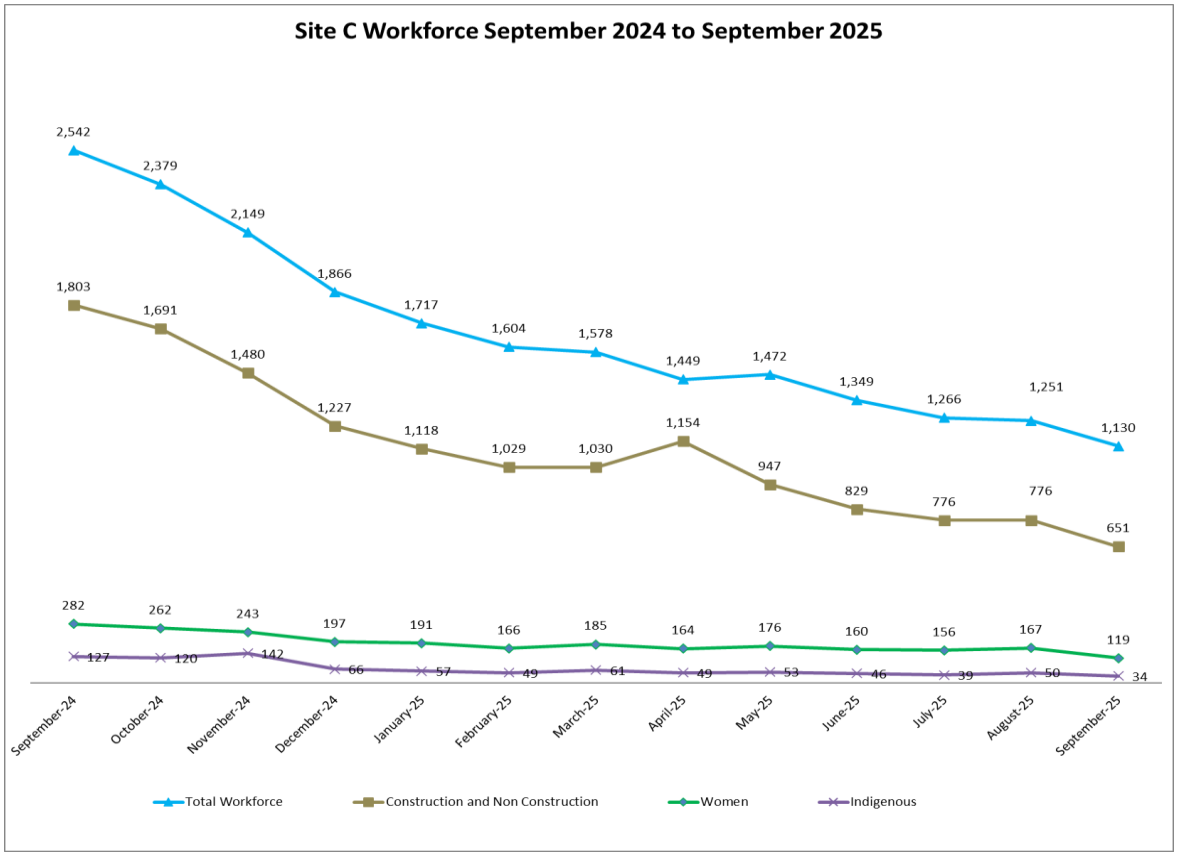
[21] Total workers include:

- 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 July to September 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 September 2024 to September 2025.

Figure 3 Site C Workforce September 2024 to September 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 September 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 was issued in July 2025. This was the last labour report from BC Hydro on the Site C Project as the Project had all six generating units in-service as of the end of August 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's 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's 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's

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's Hope and BC Hydro signed a Memorandum of Understanding in December 2024.

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

13.1.2 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.

Leading up to and during the summer, public safety remained a top priority around the newly created Site C reservoir for the Project. BC Hydro continued its public safety campaign across traditional and social media channels, reinforcing the message to avoid the reservoir area. These targeted communications were part of the ongoing efforts to ensure the public remains informed and safe while the reservoir closure continues.

The final two generating units went into service during the reporting period (unit 5 on July 16 and unit 6 on August 8), with BC Hydro announcing on August 9 that the Site C Project was in full operation. In late July, a site tour was given to the staff of the UK YouTube channel Everything Electric, with a video about Site C being released on September 17. On September 18, BC Hydro announced it had approved $1 million in funding for two projects in the Peace region via the BC Hydro Peace Agricultural Compensation Fund.

Business Liaison and Outreach

No procurement notifications were sent out during the reporting period.

Public Enquiries

In total, BC Hydro received 46 public enquiries between July 1 and September 30, 2025. Table 15 shows the breakdown of some of the most common enquiry types.

In total, BC Hydro has received 15,038 enquiries since August 2015.

Table 15 Public Enquiries Breakdown by Topic

Enquiry Type[23]	July 1 to September 30, 2025
Employment Opportunities	1
Business Opportunities	6
General Information	30
Construction Impacts[24]	0
Other[25]	9

13.2 Human Health

13.2.1 Health Care Services Plan and Emergency Service Plan

The on-site health clinic contract term expired on July 31, 2025. Since opening the health clinic, there have been more than 53,770 patient interactions. During the reporting period, there were 44 patient interactions, all being non-occupational. The preventive health theme provided to workers during the reporting period included information on the awareness of gastroenteritis.

[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 was 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.

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

All of the approved in-service dates for the Project have been achieved.

From October 2025 to March 2026, the primary focus on the Project is the safe completion of the remaining Project work. Now that all six generating units are in-service, the focus has shifted to turning over assets to BC Hydro Operations, facility completion, Project documentation, contract closeouts, and deficiency management. The remaining construction activities include the tunnel backfill and concrete plug construction, completion of the remaining work in the right bank drainage tunnel and left bank drainage adit, tailrace riverbed excavation, permanent site roads, the completion of the Cultural Centre, the final spillway gate commissioning, and site reclamation. Final Project completion is scheduled for March 2027.

Work continues to advance on the Project consistent with the approved schedule. BC Hydro is now focused on safely completing the remaining scopes of work required to bring the Project to full completion, which is expected by March 2027.

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Appendix A

Site Photographs

Figure A-1 **The Site C spillways (left) and generating station (right). (August 2025)**

Figure A-2 **Looking downstream with the Site C earthfill dam (left) and the approach channel (right). Permanent debris booms continue to direct debris to the north (left) bank away from the approach channel. (July 2025)**

Figure A-3 **Looking north along the crest of the earthfill dam. Light standards have now been installed at various locations on the earthfill dam. (July 2025)**

Figure A-4 **Looking downstream with the powerhouse in the centre. Construction buildings have now been removed from the lower bench at the powerhouse to prepared for road paving. (July 2025)**

Figure A-5 **Looking upstream at the Site C reservoir, the earthfill dam, the approach channel, intakes and spillways. The transmission lines between the powerhouse and substation are in the lower left. (July 2025)**

Figure A-6 **The Site C spillways (left) and generating station (right). (August 2025)**

Figure A-7 **Aerial view of the Site C intake deck, penstocks, main transformers, and powerhouse. (August 2025)**

Figure A-8 **The excavation of the tailrace area. This excavation also mitigates the potential for fish stranding. (August 2025)**

Figure A-9 **The D.A. Thomas Road day-use area and access to the Site C reservoir at Hudson's Hope. (August 2025)**

Figure A-10 **BC Hydro has reclaimed the former gravel extraction areas. This area will be wetlands, grasslands, and forest. (September 2025)**

Figure A-11 The Farrell Creek Bridge on Highway 29. (August 2025)

Figure A-12 The Lynx Creek boat launch. (August 2025)

Figure A-13 Generating units 1 (foreground) through 6 in the powerhouse. The lifting beam for the cranes is shown at the bottom of the photo. (July 2025)

Figure A-14 Generating units 6 (foreground) through 1 in the powerhouse. (July 2025)

Figure A-15 **Generating unit 6 was successfully brought into service on August 8, 2025. (July 2025)**

Figure A-16 **The eastern edge of the right bank reclamation area. The fencing shown in the foreground is used to prevent amphibians from entering the construction area. (July 2025)**

Figure A-17 **Three wetland basins have been completed on the right bank, downstream of the dam. As planned, the wetlands are now gradually filling with ground water. (July 2025)**

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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;

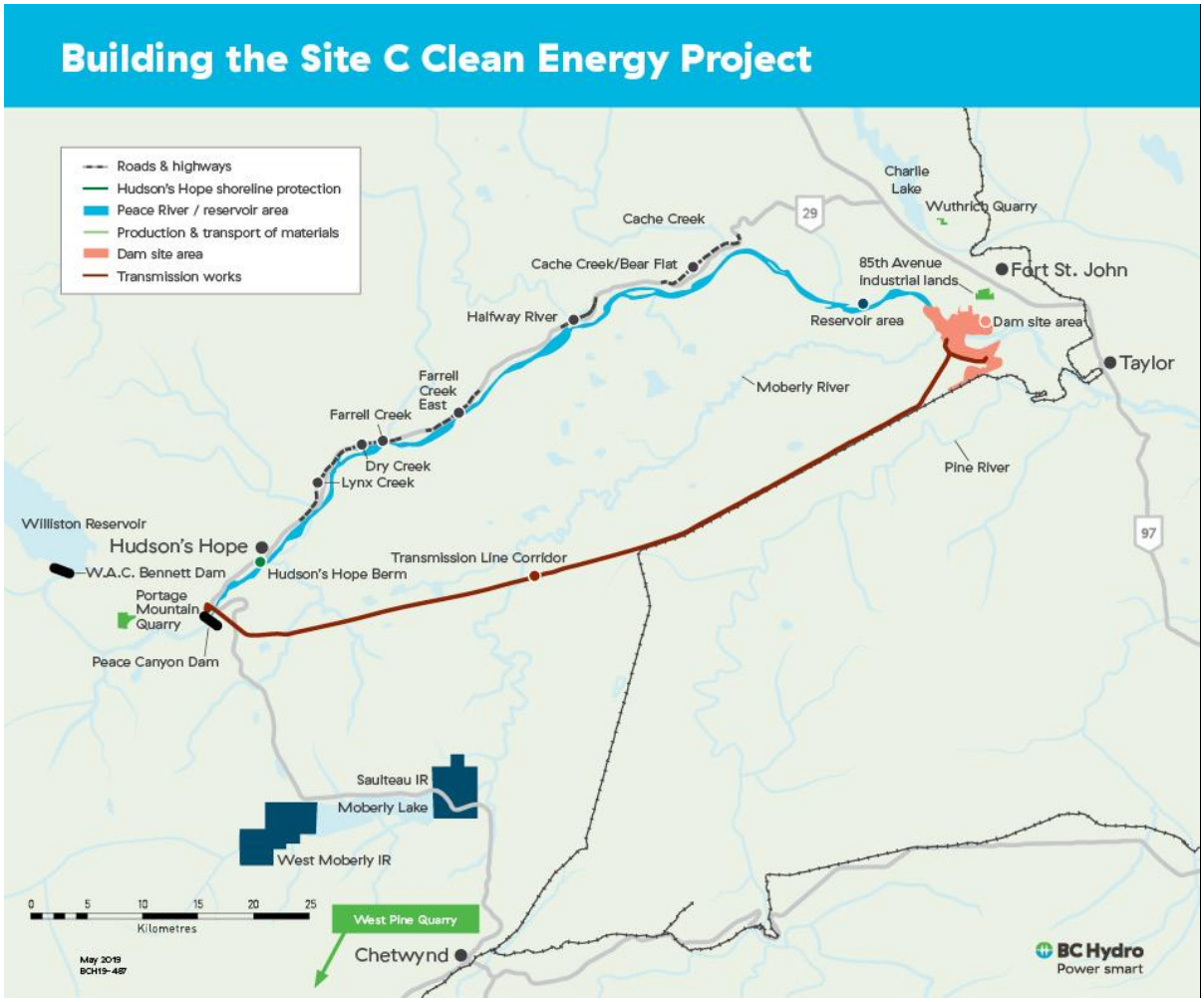
- Completion of two river diversion tunnels, which are used to reroute a short section of the Peace River to allow for the construction of the main earthfill dam;
- Completion of the upstream and downstream cofferdams;
- Construction and commissioning of the temporary fish passage facility;
- Diversion 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;
- Generating unit 5 brought into service; and
- Generating unit 6 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



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Appendix C

Safety

Safety Incidents

From July 1 to September 30, 2025, there were two serious safety incidents that included one serious lost time injury and one serious incident with a non-serious injury. In addition, there was one all-injury incident requiring medical treatment.

Serious Safety Incidents:

1. A Serious Lost Time Injury occurred during a fish stranding survey on the Peace River when the contractor's boat struck a submerged gravel bar, causing a worker to fall into the river and sustain a leg fracture requiring surgery.
2. A Serious Incident with a non-serious injury occurred when a jet boat lost power while traveling upstream, struck a bridge pier, took on water, and subsequently sank. All three workers were rescued. One worker was transported to the hospital and treated for a minor contusion to their arm.

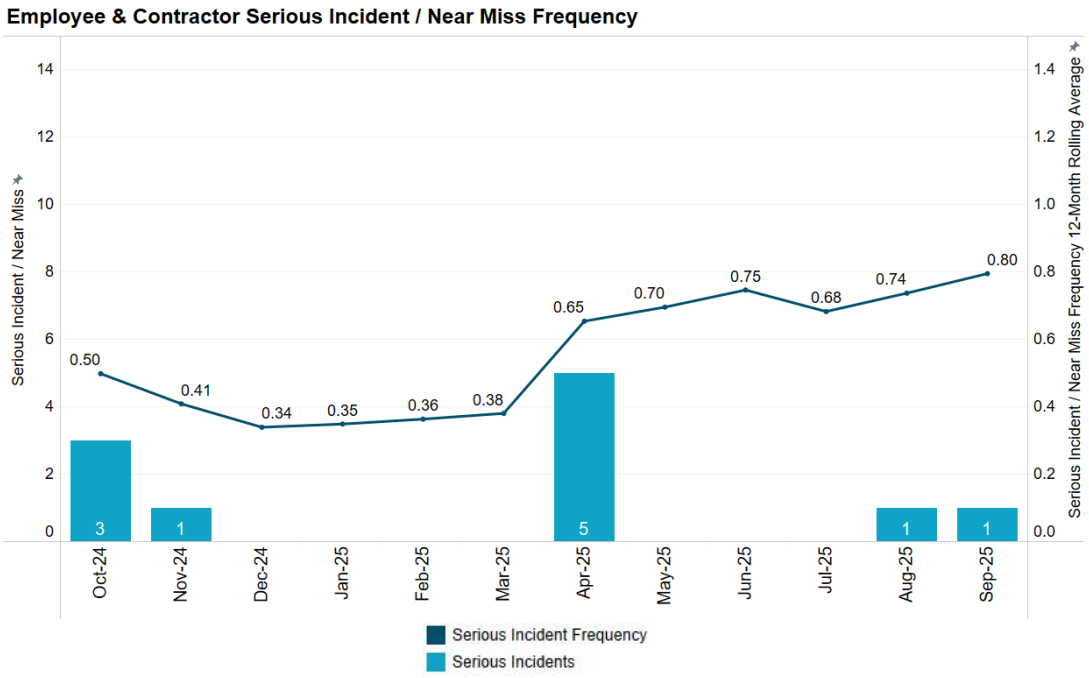
All Injury Incidents (includes all work-related medical attention requiring treatment incidents, lost time injuries, and fatalities):

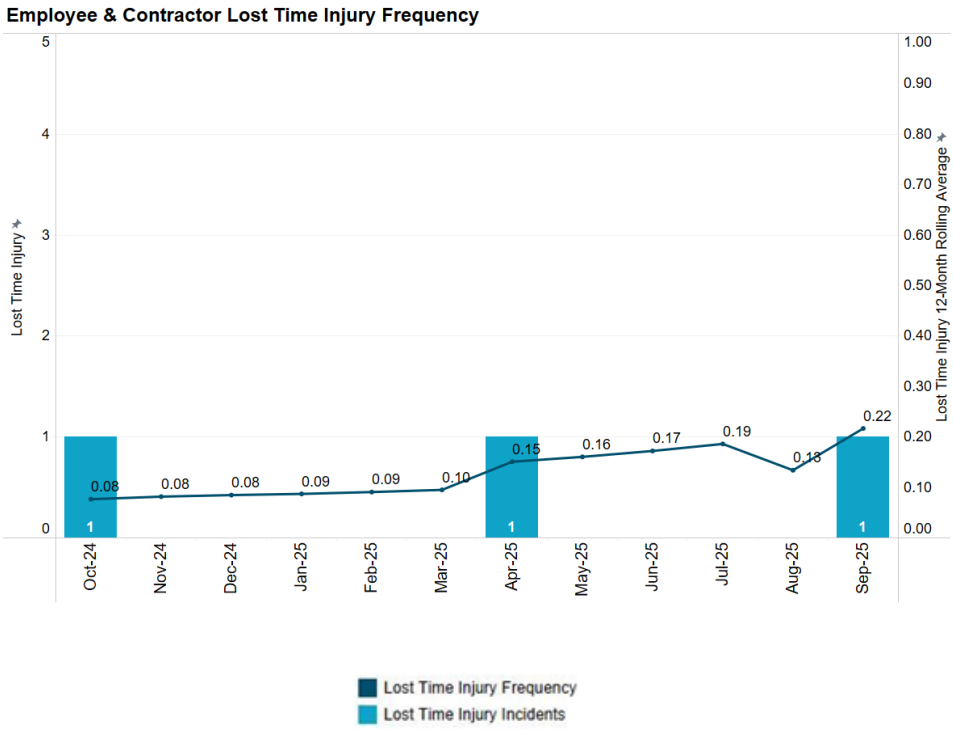
1. While cutting zip ties with a utility knife, a worker sustained an arm laceration that required stitches.

Safety Performance Frequency Metrics

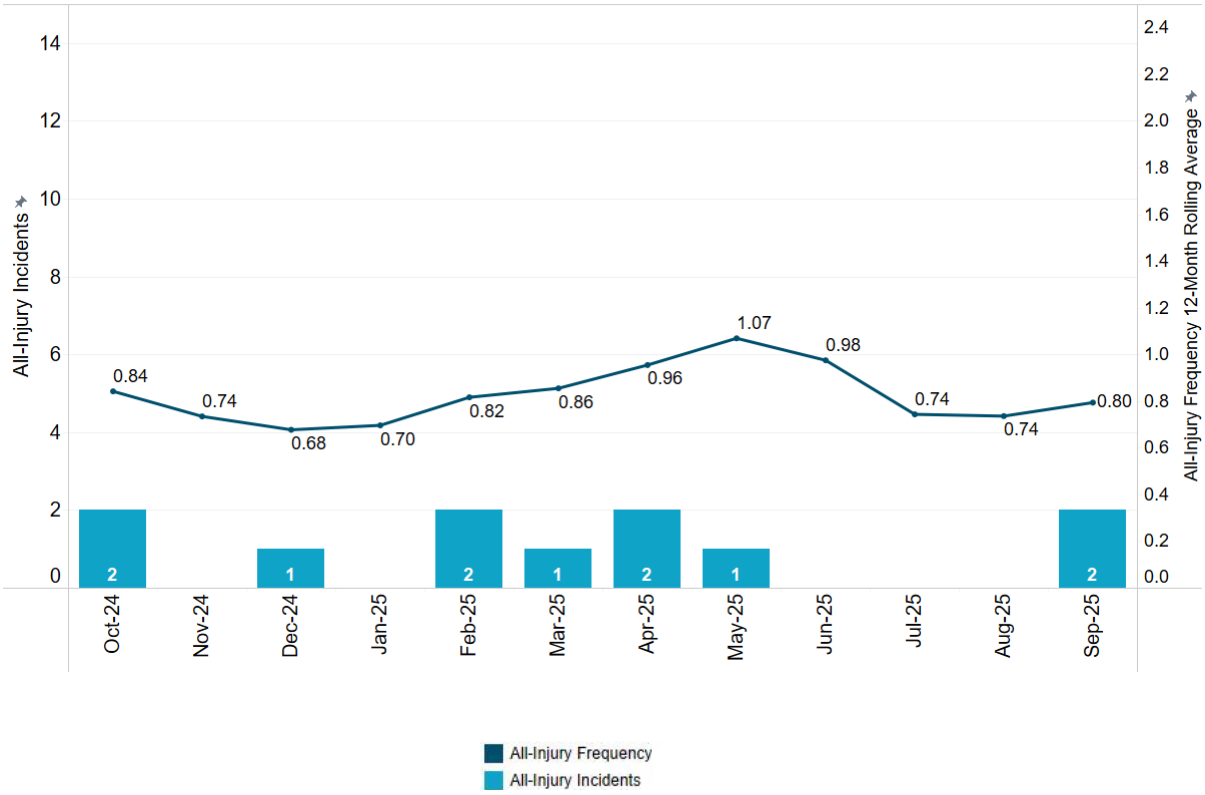
The following graphs provide information on employee and contractor serious incidents/near miss frequency, lost time injury frequency and all-injury frequency from October 2024 to September 2025.

Figure C-1 Employee and Contractor Serious Incident/Near Miss Frequency, Lost Time Injury Frequency and All-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 Mining and Critical Minerals from July 1 to September 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	August 7, 2025	WorkSafeBC	GSS	202517876043A	Risk Management Overview	Closed	0	No Orders	Reference(s): OHS3.3; OHS3.5; WCA31; OHS3.26(1); OHS3.26(2); WCA69(1); WCA21(1)
2	September 25, 2025	WorkSafeBC	Infrastructure	02517876051A/B	Marine Vehicle Safety	Closed	2	Safe Work Practice	Order(s): OHS4.3(1)(b)(ii); OHS4.20(3)

Total 2

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Appendix D

Workforce Overview

Table D-1 Current Site C Jobs Snapshot (July 2025 to September 2025)[26]

	Number of B.C. Workers and Total Workers	Construction and Non-Construction Contractors[27] (Including Some Subcontractors). Excludes Work Performed Outside of B.C. (e.g., Manufacturing)	Engineers and Project Team[28]	Total
July 2025	B.C. Workers	598	449	1,047
	Total Workers	776	490	1,266
August 2025	B.C. Workers	621	452	1,073
	Total Workers	766	485	1,251
September 2025	B.C. Workers	498	432	930
	Total Workers	651	479	1,130

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 September 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 four management and professionals working for Site C

[26] Employment numbers are direct only and do not capture indirect or induced employment.

[27] 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.

[28] 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 (July 2025 to September 2025)

Month	Number of Apprentices
July 2025	34
August 2025	14
September 2025	11

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 (July 2025 to September 2025)

Month	Number of Indigenous Workers
July 2025	39
August 2025	50
September 2025	34

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 September 2025, there were 119 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.

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Appendix E

Summary of Individual Contracts Exceeding $10 Million

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1

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Appendix F

Project Progression

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Appendix G

Detailed Project Expenditure

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