BC Hydro
Power smart

Site C Clean Energy Project

Semi-Annual Progress Report No. 1

October 1, 2025 to March 31, 2026

PUBLIC

Table of Contents

List of Figures

List of Tables

Appendices

1 Executive Summary

1.1 Overview and General Project Status

Site C is the third dam and hydroelectric generating station on the Peace River in northeastern British Columbia (**B.C.**). With all six generating units now in-service, the installed capacity of the Site C generating station is between 1,100 megawatts (**MW**) and 1,230 MW, which is enough to power the equivalent of 500,000 homes.

Figure 1 The Site C Dam Site (as seen in March 2026).

Construction on Site C began on July 27, 2015.

As of October 1, 2025, the reporting frequency for the Site C Project transitioned from a quarterly to semi-annual. The last quarterly progress report for the Site C Project was Quarterly Progress Report No. 39 which covered the period July 1 to September 30, 2025. This report is the first Semi-Annual Progress Report, Report No. 1, and it covers the period October 1, 2025, to March 31, 2026 (**the reporting period**).

As of March 31, 2026, the Site C Project (**the Project**) is more than 94% complete. BC Hydro remains on track to complete the Project within the 2021 approved budget ($16 billion). During the reporting period, the Project achieved several key construction and commissioning milestones. The six Low-Level Operating Gates (**LLOGs**) and the powerhouse diesel generator were placed into service in December 2025. Additional construction progress was also achieved with the completion of the diversion tunnel backfill concrete plugs and the reclamation activities in Central Area A. In February 2026, the Balance of Plant – Electrical contractor achieved Substantial Completion on their contract. The Project also marked an important milestone with the closure of the Worker Accommodation camp on March 31, 2026.

The overall Project health status remains “green”, as Site C is now fully operational. On December 15, 2025, Site C was successfully operated at 1,184 MWs of output.

1.2 Key Milestones Achieved from April 1, 2025, to March 31, 2026 (Fiscal 2026)

From April 1, 2025, to March 31, 2026 (**Fiscal 2026**), the Project achieved key milestones across generation, construction, and commissioning, marking the transition from major construction to full operations.

During this period, major milestones were achieved with the final two generating units placed into service ahead of schedule, completing the Project’s full generating capacity. The fifth unit was placed into service on July 16, 2025, more than two months ahead of the approved schedule, followed by the sixth and final unit on August 8, 2025, approximately three months ahead of the approved schedule. These achievements build on the first four units that were placed into service between October 27, 2024, and March 31, 2025, all ahead of schedule. All six generating units were safely commissioned and are now in full operation.

Key construction and commissioning milestones were also achieved throughout the reporting period. In October 2025, the operations building and powerhouse parking lot were completed, along with the commissioning of the six low-level operating gates. In November 2025, the physical reclamation activities in Central Area A and the work included in the 2025 Site Permanent Roads Contract were completed. In December 2025, the six low-level operating gates and the powerhouse diesel generator were placed into service, and the construction of the diversion tunnel concrete plugs in both tunnels was completed. In January 2026, the 2026 Permanent Road and Site Completions Change Order was issued to the Permanent Upstream Fishway and Other Out Structures (**PUFOS**) contractor. In February 2026, the powerhouse heating, ventilation, and air conditioning (**HVAC**) system was completed, and the Balance of Plant – Electrical contractor achieved Substantial Completion on their contract. On March 23, 2026, the Generation Project Acceptance Checklist – Fit for Service (**GPAC-FFS**) was achieved for units 1 through 6. The Project also reached an important milestone with the closure of the Worker Accommodation site on March 31, 2026, with the assets being prepared for reuse on the North Coast Transmission Line (**NCTL**) project.

On December 15, 2025, Site C was successfully operated at 1,184 MWs of output.

1.3 Construction Progress

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

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

The mechanical contractor has completed the final work on the units 1 through 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 deficiency rectification, demobilization and the required documentation.

The electrical contractor has completed the major electrical scopes of work, including the station service and the isolated phase bus that connects the generators for units 1 through 6 to the main step-up transformers. The contractor has achieved Substantial Completion on their contract and is finalizing the handover documentation and record drawings.

The permanent upstream fish passage facility (**the Facility**) is now in-service and operational for fish capture and transport. The Facility operates from April 1 to October 31 each year and is closed during the winter period from November 1 to March 31. The Facility is expected to reopen in April 2026, once the winter period ends to resume fish passage operations. During October 2026, BC Hydro passed 4,698 fish at the 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 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 leakages.

The final commissioning on the permanent power and controls systems has been completed for the six intake gates, the three Spillway Operating Gates (**SPOGs**), and the six Low-Level Operating Gates (**LLOGs**), and all of these gates are in-service.

All the planned work for stabilizing the bedrock foundations for the dam, powerhouse and spillways was completed in September 2025.

Decommissioning of the temporary diversion tunnels is well advanced, as they are not required for the ongoing facility operations. Construction of the concrete plugs in both tunnels was completed in December 2025, and the final curtain and consolidation grouting around the plugs and the adjacent concrete liner are complete. Granular backfilling within both tunnels is progressing on schedule. The remaining work includes the backfilling of the cofferdam and portal areas, followed by slope backfilling and the completion of the final drainage features.

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.

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 in January 2025. The third and final transmission line was energized in May 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.

In October 2025, the operations building and powerhouse parking lot were completed. The paving of the Dam Crest Road and North Bank Road was

completed in November 2025, including signage and road markings. The 2025 paving program is now fully complete. The remaining road work is scheduled to begin in spring 2026.

The physical reclamation of Central Area A was completed in November 2025, with further reclamation planting planned for May 2026. The reclamation planting at Portage Mountain Quarry, Area E, Areas P3 to P8, and Northeast Area A is complete.

On March 23, 2026, the Generation Project Acceptance Checklist – Fit for Service (**GPAC-FFS**) was achieved for units 1 through 6. The Project also reached an important milestone with the closure of the Worker Accommodation site on March 31, 2026, with the assets being prepared for reuse on the North Coast Transmission Line (**NCTL**) project.

On March 7, 2026, a wind event in the Peace Region damaged the G.M. Shrum Generating Station switchyard, interrupting Site C's primary power supply. Backup diesel generators did not operate as designed, requiring manual restoration. The event caused a temporary interruption of flows to the Peace River and was reported to the regulators.

1.4 Look Ahead – April to September 2026

From April to September 2026, the Project will focus on the safe completion of the remaining work and the transition of the assets to BC Hydro Operations. With all six generating units in-service, priorities include asset handovers, facility completion, documentation, contract closeouts, and deficiency management.

The key remaining construction activities include the remaining work for the diversion tunnel backfill, the completion of the right bank drainage tunnel and left bank drainage adit, the remaining tailrace riverbed excavation, the permanent site roads, the spillway gate seal improvements, site reclamation, and the award of the Phase two Cultural Centre contract. Additional scopes of work include the Single Point of Telecom Failure Elimination and Reduction (**SPOTFER**) system to enhance telecommunications redundancy, grid reliability, and remote control integration from the G.M. Shrum Generating Station. Physical security works for the powerhouse and spillways are scheduled to commence in June 2026, with site-wide security to follow in fall 2026.

Work on the Project continues in accordance with the approved schedule.

1.5 Safety Performance

During the reporting period, the safety performance metrics for the Project continue to outperform WorkSafeBC comparators in the heavy construction industry, and no serious safety incidents or lost time injuries were reported. As the Project enters the final stages, workforce hours have decreased by 56% compared to the previous year, influencing the calculation of the frequency-based metrics. Compared to the same period in 2025, the serious incident frequency for the Project increased to 0.76 from 0.38, all-injury frequency increased slightly to 0.87 from 0.86, and the lost time injury frequency increased to 0.22 from 0.10.

Between October 2025 and March 2026, WorkSafeBC conducted five regulatory inspections of Project contractors and BC Hydro. Four inspections resulted in no orders. These inspections focused individually on repetitive strain and musculoskeletal injury prevention, personal protective equipment, general safety, and ladder safety.

One inspection resulted in two orders, which focused on racking and forklift use. Both orders have since been fully addressed and closed.

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

As of March 31, 2026, 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 March 31, 2026, 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.

BC Hydro has formally closed the Wetland Mitigation and Compensation Program, having met all requirements under the Federal Decision Statement (**FDS**) and Environmental Assessment Certificate (**EAC**), supported by comprehensive documentation submitted to regulators. The remaining obligations are limited to long-term monitoring and reporting, which will continue for 30 years into Site C operations. The 2025 Vegetation and Wildlife Mitigation and Monitoring Plan Annual Report has been submitted to regulators in accordance with applicable federal and provincial requirements and is publicly available.

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

Indigenous Engagement

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

BC Hydro held an Environmental Forum Meeting in February 2026. During the virtual meeting, the following topics were discussed: Indigenous Traditional Use Fund; dam, generating station and reservoir performance monitoring; fisheries and aquatics; vegetation and wildlife monitoring programs; reclamation; and the reservoir opening plan. BC Hydro also held a meeting of the reclamation sub-committee, where Indigenous Nation representatives received updates on the progress of the reclamation work.

Local Communities

BC Hydro continues to advance commitments within four community agreements: 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). In February 2026, BC Hydro confirmed the completion of all commitments under the District of Chetwynd Community Agreement (2013).

1.7 Project Status Dashboard for the Fiscal Year-End

BC Hydro is focused on completing the Site C Project within the 2021 approved budget of $16 billion, without compromising safety, scope, and quality. The approved Project in-service date was achieved approximately three months ahead of schedule, when the sixth and final generating unit went into service on August 8, 2025.

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 March 31, 2026, 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". The Indigenous Relations performance indicator remains "amber".

Table 1 Project Status Dashboard

● On Target ● Moderate Issues ● At Risk

Status as of:		March 31, 2026
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 94% 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.
Safety	●	The Safety status has been changed from "amber" to "green". From October 1, 2025, to March 31, 2026, there were no serious safety incidents or lost time injuries reported during the reporting period. During the reporting period, Site C continued its transition from major construction to operations. Safety oversight continued through weekly site-wide safety lookaheads, safety verifications and regular safety governance meetings, with a focus on human–machine interactions, dropped objects, and worker responsibilities.
Scope	●	The Scope status remains "green". All major scopes of work for the Project have now been defined, and the Project is more than 94% complete. The Project team continues to work to define the relatively small remaining scopes of work on the Project.

Status as of:		March 31, 2026
Schedule	●	The Schedule status remains "green". All six generating units went into service ahead of the approved Project schedule. The approved Project in-service date was achieved approximately three months ahead of schedule, when the sixth and final generating unit went into service on August 8, 2025. The Project is more than 94% 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 March 31, 2026, the life to date actual costs are $14.9 billion, which results in an estimated $1.1 billion of remaining costs.
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.
Regulatory, Permits and Tenures	●	The regulatory, permits and tenures status remains "green". As of March 31, 2026, 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 Cultural Centre and site reclamation.

Status as of:		March 31, 2026
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 provide timely Project updates, as required. The Reservoir Opening Plan has been updated and is ready for implementation for the planned 2026 reservoir opening. A communications and stakeholder engagement plan has been developed, prioritizing public safety and outlining targeted outreach to key audiences. Implementation is scheduled to begin in spring 2026.

1.8 Significant Project Updates for the Reporting Period

Significant Project updates that occurred between October 1, 2025, and March 31, 2026, include the following:

October 2025

- Completion of the Operations Building;
- Completion of the Powerhouse Parking Lot; and
- Commissioning of the Low-Level Operating Gates (**LLOGs**) completed.

November 2025

- Physical reclamation activities in Central Area A were completed; and
- The work included in the 2025 Site Permanent Roads contract was completed.

December 2025

- All six **LLOGs** were successfully placed into service;
- The powerhouse diesel generator was successfully placed into service;

- Site C was successfully operated at 1,184 MWs of output; and
- Construction of the diversion tunnel concrete plugs in both tunnels was completed.

January 2026

- The 2026 Permanent Road and Site Completions change order was issued to the Permanent Upstream Fishway and Other Out Structures (**PUFOS**) contractor.

February 2026

- The powerhouse heating, ventilation, and air conditioning (**HVAC**) system was completed; and
- The Balance of Plant - Electrical contractor achieved Substantial Completion on their contract.

March 2026

- The Generation Project Acceptance Checklist – Fit for Service (**GPAC-FFS**) for units 1–6 was achieved; and
- The Worker Accommodation camp was closed.

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

As the Site C Project continues its transition towards completion, the year ahead will be characterized by lower overall work volumes as compared to previous years, with some areas of higher-risk activities that require deliberate planning and

strong coordination. The Project During the reporting period, regular evacuation drills and emergency preparedness activities were conducted to validate site readiness and ensure workers remained familiar with evacuation routes, muster locations, and response expectations.

As part of this effort, incident command training was delivered to reinforce the command structures, decision-making, and the communications during emergencies. These sessions focused on clarifying the roles and responsibilities of the Incident Commander and on reinforcing how information is conveyed during an evacuation or first-aid response. This training supported greater consistency and confidence in how emergencies are managed on site.

Lessons learned from evacuation drills highlighted the critical importance of reliable communications, particularly given the size and complexity of the site. Based on these lessons, the Project has moved to rely on the Tetra radio system as the primary means of communications for first aid and emergency response, including evacuation coordination. The Tetra system provides consistent coverage across site facilities and is now embedded in the emergency procedures and drills as the main communication platform for incident command and response coordination.

These improvements, combined with updates to emergency plans and ongoing engagement with operations staff, helped ensure emergency preparedness arrangements remained effective and aligned with the Project's evolving conditions.

2.1 Managing Construction Risk Through Early Collaboration and Planning

With fewer active work fronts and a reduced workforce, the most significant safety risks were tied to isolated scopes of work that required careful coordination between construction, operations, and the safety teams.

To address these safety risks, the Project adopted an early collaboration approach with contractors, bringing safety, Construction Management, and contractors together well in advance of the work execution to jointly plan higher-risk activities. This approach was used to identify hazards early, challenge assumptions, and agree on controls before the work began, rather than relying solely on plan reviews during mobilization.

This collaborative planning model was applied to several significant completion activities, including the discussions around the demolition of the roller-compacted concrete (**RCC**) batch plant silos and the planned dismantling of the on-site concrete batch plants. Early meetings were held to walk through the proposed demolition methods, access constraints, sequencing, and interfaces with nearby infrastructure. These discussions allowed safety risks such as work at height, dropped objects, equipment stability, silica exposure and exclusion zones to be addressed upfront and informed the safety documentation that will be required prior to execution.

This same collaborative approach was also used to plan site road shutdowns required for paving and final road construction works. Early coordination meetings with contractors and other stakeholders focused on how specific roads could be fully closed while maintaining alternative routes for ongoing work and emergency access. Through this planning process, traffic management strategies, work sequencing, and communication expectations were refined using lessons learned from road construction activities in previous seasons.

This collaborative approach helps ensure that the remaining work is planned with a clear understanding of the hazards involved.

2.2 Safety Focus in the Year Ahead

Looking ahead, the Site C Project will continue to manage a variety of safety challenges as it progresses through final construction, site transitions, and

preparations for longer-term operations. While overall activity levels are expected to continue to decline, the remaining work will involve complex interfaces that require careful planning and coordination.

The remaining road construction will be a key focus in the year ahead. Planning has been completed to allow certain critical site roads to be fully shut down while other routes remain active to support ongoing work and emergency access. This approach required coordination between the contractor, Construction Management, and other stakeholders to safely sequence work and manage traffic interactions. Lessons learned from road construction and paving activities in previous years are being applied to improve planning, traffic control, and oversight to help ensure upcoming work proceeds safely.

The worker accommodation has now been closed and placed into a care and preservation state. Although decommissioning has not yet begun, risks associated with the unoccupied camp are being managed through an agreement with the local fire department to respond to any fires should they occur. When decommissioning work does commence, it will be treated as a distinct scope of work and will require formal safety submittals from the contractor to ensure hazards and controls are reviewed prior to mobilization.

The Project will also continue to manage safety risks associated with in-river work and downstream activities. Planning for this season’s in-river excavation work has been carried out in collaboration with BC Hydro Operations to inform decisions around isolation of discharge points from the generating station to protect workers operating in the river. Lessons learned from similar work in the previous year were deliberately applied and have contributed to broader discussions across BC Hydro regarding safety considerations for work downstream of dams, helping to drive more consistent and risk-informed planning.

2.3 Summary of Safety Performance Metrics

From July 2015 through March 2026, more than 66.5 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 no serious safety incidents and no lost time injuries. There were 43 non-serious safety incidents recorded. Of these 43 incidents, 31 incidents were classified as near misses, with the potential for causing harm, nine incidents involved injuries that required first aid, and three incidents required medical treatment.

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

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

[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.

Table 2 Summary of Site C Safety Metrics

	Reported October 1, 2025 to March 31, 2026[2]	Reported Since Inception (July 27, 2015 to March 31, 2026)[2]
Fatality[3]	0	0
Permanently Disabling Injury[4]	0	1
Serious Incidents[5]	0	223
Lost Time Injuries[6]	0	53
All-Injury Incidents[7] (Lost Time Injuries[6] and Medical Attention Requiring Treatment[8])	3	405

2.4 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 (F2025 vs F2026)

	April 2024 – March 2025 (Rolling 12-Month Average)				April 2025 – March 2026 (Rolling 12-Month Average)			
	Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar	Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar
Serious Incident Frequency	0.72	0.43	0.34	0.38	0.75	0.79	0.62	0.76
Lost Time Injury Frequency	0.03	0.04	0.08	0.10	0.17	0.21	0.18	0.22
All Injury Frequency	1.11	0.82	0.68	0.86	0.98	0.79	0.98	0.87

The safety performance metrics for the Project continue to outperform WorkSafeBC comparators in the heavy construction and forestry industries. With the Project entering the final stages, workforce hours have decreased by 56% compared to last year, influencing the frequency-based metrics and contributing to the observed increases. As shown in Table 3 above, the serious incident frequency for the Project increased and was 0.76 compared to 0.38 for the same period in 2025, the all-injury frequency slightly increased and was 0.87 compared to 0.86, and the lost time injury frequency increased from 0.10 to 0.22.

For clarity, since the key safety metrics are a rolling 12-month average, which is consistent with standard safety performance reporting practices, the serious incident frequency and the lost time injury frequency metrics increased even though there were no serious safety incidents and no lost time injuries during the reporting period.

The predominant safety issues during the period involved low-speed vehicle and mobile equipment interactions, often influenced by winter conditions. Refer to Appendix C.

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

2.5 Regulatory Inspections and Orders

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

As shown in Table 4, from October 2025 to March 2026, WorkSafeBC conducted five regulatory inspections of Project contractors and BC Hydro. Four inspections resulted in no orders. Of these inspections, one focused on repetitive strain and musculoskeletal injury prevention, one focused on personal protective equipment, one on general safety, and one on ladder safety.

One inspection resulted in two orders, which focused on racking and forklift use. Both orders have since been fully addressed and closed.

From October 2025 to March 2026, there were no regulatory inspections by the Ministry of Mining and Critical Minerals.

Table 4 Safety Regulatory Inspections and Orders

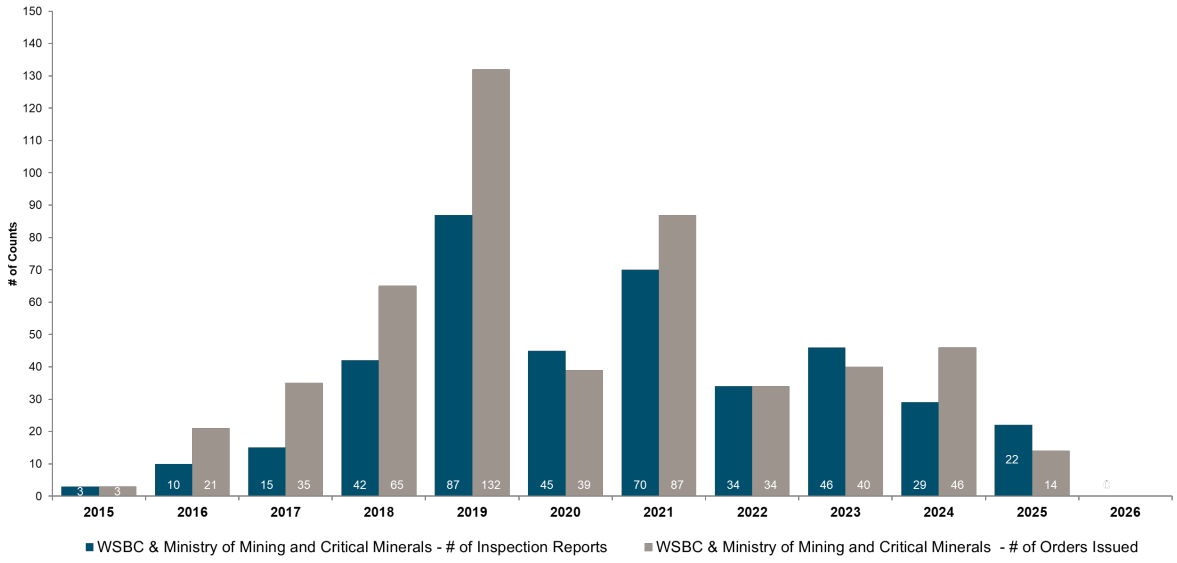
	Reported October 1, 2025 to March 31, 2026[9]	Reported Since Inception (July 27, 2015 to March 31, 2026)[9]
Regulatory Inspections	5	403
Regulatory Orders	2	518

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

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

Refer to Appendix C, Table C-1 Safety Regulatory Inspections and Orders , for a summarized listing of the regulatory inspection reports.

Figure 2 WorkSafeBC and Ministry of Mining and Critical Minerals Inspections and Orders, July 2015 to March 2026.



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

3.1 Construction

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

Site C is now fully operational, with all six generating units in service. All 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 (MCW)

During the reporting period, the MCW Completions Report was finalized within the BC Hydro Site C organization.

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

The warranty period under the MCW contract ends May 1, 2026. BC Hydro is currently working on the closure of the contractual Parental and Performance Guarantee items.

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 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 of the permanent power and control systems is complete for the six intake gates, three spillway operating gates, and six low-level operating gates (**LLOGs**), all of which have been placed into service. The LLOGs were placed into service in December 2025.

Right Bank Drainage Tunnel and Left Bank Drainage Adit

The operations and maintenance of the right bank drainage tunnel (**RBDT**) and left bank drainage adit (**LBDA**) continued during the reporting period. The structural enhancements including shotcrete and the rock bolt linings improvements, are underway. Production bolting and meshing has commenced in the LBDA, with all structural work in the LBDA and RBDT scheduled for completion in summer 2026. The installation of the permanent portal structures and electrical and mechanical systems will follow.

3.1.4 Right Bank Foundation Enhancements

Stabilizing the bedrock foundations for the dam, powerhouse and spillways was completed in 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 the temporary electrical and ventilation systems in the tunnels was completed.

All grouting work in the tunnels was completed in September 2025. Installation of the concrete plugs in both tunnels was completed in December 2025. Granular backfilling within both tunnels is progressing on schedule. The remaining work includes backfilling the cofferdam and portal areas, followed by slope backfilling and the completion of final drainage features.

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 units 1 through 6 common mechanical systems and has transferred the completed work over to BC Hydro. The remaining work for the mechanical contractor is deficiency rectification, and the required documentation. Substantial Completion of the Contract work has now been achieved.

The electrical contractor has completed the electrical and architectural scopes of work, including the station service and the isolated phase bus connecting units 1 through 6 to the main step-up transformers. Commissioning of the heating, ventilation, and air conditioning (**HVAC**) and fire protection systems were completed, and Substantial Completion of their contract was achieved in February 2026. The contractor is finalizing the handover documentation and record drawings.

The permanent upstream fishway facility is now in-service and operational for fish capture and transport.

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 1,100 MW and 1,230 MW.

The turbines and generators contractor continues to work towards contract completion with only deficiency rectification and required documentation remaining.

3.1.8 Transmission

The Peace Canyon 500 kV gas-insulated switchgear expansion to enable the connection of Site C to the BC Hydro electrical system was completed in July 2019. The Site C substation and the first 500 kV transmission line that connects the Site C substation to the BC Hydro transmission system at Peace Canyon went into service in October 2020, and the second 500 kV transmission line went into service in March 2022.

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 in January 2025 and the third and final transmission line was energized on May 15, 2025.

BC Hydro continues to monitor the transmission line right-of-way slope above the Site C substation. Slope movement in this area was first detected following several significant rainfall-related events in September 2020. Movement in this slope could result in potential damage to or failure of the two 500 kV transmission lines connecting the Site C substation to the BC Hydro transmission system. Between 2020 and 2022, BC Hydro completed slope mitigation measures which included geotechnical assessments, slope stabilization works and the installation of monitoring instruments. In addition to continuing to monitor this area of the right-of-way, investigations are also underway to determine if additional future mitigation measures are required.

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.

Boat Launches and Recreation Sites

The construction is complete for DA Thomas Recreation Site, Lynx Creek Boat Launch and Halfway River Boat Launch. Minor warranty and finishing work at DA Thomas Recreation Site and Lynx Creek Boat Launch is scheduled for May 2026. The gangway and dock installation at all three sites will occur once the reservoir is deemed safe for recreational use, including boating.

Portage Mountain Quarry

The final reclamation phase at Portage Mountain Quarry is complete.

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, infrastructure projects, and the March 2026 Peace Region wind event.

Worker Accommodation

During the reporting period, the worker accommodation camp housed an average of 132 workers daily. The room utilization was 7% for the period.

The last day of operation for the worker accommodation camp was March 31, 2026. To maintain the asset until decommissioning commences, care and preservation activities for the facility will continue.

Decommissioning and asset planning for the facility are currently underway. A significant portion of the camp will be reused by the BC Hydro NCTL project.

Debris Management

Debris Management activities in the reservoir continued through the reporting period and have now been fully transferred to BC Hydro Operations.

Roads and Reclamation

The paving of the Dam Crest Road and North Bank Road was completed in November 2025, including signage and road markings. The work included in the 2025 paving program is now fully complete. The remaining road work is scheduled to begin in spring 2026.

The physical reclamation of Central Area A was completed in November 2025, with further reclamation planting planned for May 2026. The reclamation planting at Portage Mountain Quarry, Area E, Area P3-P8, and Northeast Area A is complete.

Peace Region Wind Event

On March 7, 2026, a wind event in the Peace Region damaged the GM Shrum Generating Station switchyard, which caused an interruption to the electrical output from Site C and resulted in a loss of primary power supply to the Site C generating station. The three backup diesel generators that are in place at Site C to automatically supply power in such events, one powerhouse diesel generator and two spillway diesel generators, did not operate as planned. As a result, BC Hydro had to manually restore power to the powerhouse and spillways. Corrective actions have been taken to ensure the backup diesel generators automatically start if a power outage occurs in the future. Since the backup diesel generators did not automatically restore power, there was a temporary interruption of the flow from

Site C to the Peace River. This event was reported to the Comptroller of Water Rights, and the Department of Fisheries and Oceans was notified.

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 surveillance inspections and instrumentation monitoring continue to indicate positive results with respect to the performance of the reservoir slopes, the dam and the water retaining structures. During the reporting period, the design packages for the dam site roads were completed and issued to the construction contractors. At site, the engineering team focussed on supporting the implementation of the diversion tunnel backfill and the structural enhancements in the right bank drainage tunnel and left bank drawing adit.

3.2.2 Large Cranes, Hydromechanical, and Turbines and Generators

During the reporting period, work focused on resolving site deficiencies and reviewing final quality documentation and record drawings to support handover of equipment to BC Hydro operations, progressing as planned.

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

During the reporting period, production of record drawings for the powerhouse, intakes, penstocks, and spillways, progressing as planned.

The balance of plant team completed preparation of drawings and technical information packages for the permanent electrical and mechanical equipment for the right bank drainage tunnel and the left bank drainage adit, and supported the contract and construction management teams with contractor negotiations. The team also supported the on-site commissioning of the generating station and spillways heating, ventilation, air conditioning and fire detection and protection systems, and the emergency backup diesel generators. Looking ahead, the team will focus on preparing work plans and schedules for the review and completion of the record drawings.

Engineering continued to support commissioning of the BC Hydro designed protection and controls and telecommunications systems. The integration testing and support for the turbine and generator specialized type-testing were completed in October 2025. Looking ahead, the engineering team will focus on issuing the commissioning reports and preparing the record drawings.

The site-based project maintenance engineering team continues to focus on resolving deficiencies and supporting equipment maintenance as the Project transitions assets to BC Hydro operations.

3.3 Quality Management

BC Hydro continues to implement the Site C Quality Management Plan 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.

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.

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

During the reporting period, the Project made substantial progress in deficiency management, with the rate of closure consistently exceeding the rate of new deficiencies identified, resulting in a substantive reduction in open deficiencies. While periodic increases are anticipated as contractor deficiency lists are incorporated following substantial contract completion, overall trends remain positive.

Key improvements include the implementation of a more robust verification and data sanitization process to ensure only valid deficiencies are captured, enhanced coordination with Asset Performance and Planning (including BC Hydro Generation Asset Management and Dam Safety) to prioritize and address deficiencies, and ongoing collaboration between Construction Management (**CM**), Construction Services (**CS**), and Stations Field Operations (**SFO**) to manage both outage- and non-outage-dependent work. A portion of the remaining deficiencies are dependent on outage coordination between CM and SFO, supported by Site C Engineering, and will be addressed through planned unit outages. In addition, Master Deficiency List functionality has been enhanced to support integration with BC Hydro's enterprise resource planning software (**SAP**), enabling more effective planning for fiscal 2027 unit outages.

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 March 31, 2026, 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;
- Fire protection and powerhouse evacuation system;
- All six Low-Level Operating Gates (**LLOGs**);
- Powerhouse Diesel Generator;
- Powerhouse heating, ventilation, and air conditioning (**HVAC**) system;
- Site C Control Room;
- Permanent Upstream Fishway Passage Facility;
- Compressed Air and Oil Systems that support unit operation;
- Full AC and DC Station Service;

- Heat Recovery System;
- Powerhouse Service and Domestic Water Systems;
- Service Air Systems;
- Operations Building office spaces; and
- Mechanical, Electrical, and General Trades Shops.

4 Project Schedule

4.1 Project In-Service Dates

All of the approved component in-service dates for the Project have been achieved. The approved Project in-service date was achieved approximately three months ahead of schedule, when the sixth and final generating unit went into service on August 8, 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 collaborate with BC Hydro's operations and asset management teams to deliver Generation Project Acceptance Checklist – Fit for Service packages (**GPAC-FSS**) for in-service Site C assets. GPAC-FFS packages for units 1 through 6 were successfully signed off in March 2026 by BC Hydro Dam Safety (**DS**) and Generation Asset Management (**GAM**), representing a significant milestone in the transition to operations. A GPAC schedule has been established that meets the needs of BC Hydro operations and asset management. GPAC requirements and expectations are reviewed regularly with key stakeholders through asset-specific meetings and will continue through Project completion.

5.1 Generation Project Acceptance Checklists – Fit for Service

GPAC-FFS packages for the Permanent Upstream Fish Passage Facility to BC Hydro Environment; powerhouse cranes and auxiliary systems to BC Hydro GAM; and the Water Conveyance Assets (including spillway, low-level operating gates, and auxiliary systems) to BC Hydro DS are scheduled to be signed off by September 2026. The remaining GPAC-FFS packages for all in-service assets, including building systems and outdoor infrastructure, are targeted for acceptance by the end of March 2027.

5.2 Generation Project Acceptance Checklists – Completion

Generation Project Acceptance Checklists – Completion (**GPAC-COMP**) meetings commence within one month of GPAC-FFS acceptance (by asset) and occur every 6-8 weeks until packages are successfully signed-off. The GPAC-COMP packages are targeted for acceptance throughout calendar year 2027 as deliverables are completed, with the final acceptance targeted by December 31, 2027.

6 Project Governance, Costs and Financing, and Risk

6.1 Project Governance

During the period from April 1, 2025, to March 31, 2026, activities supporting Project governance included:

- The BC Hydro Board of Directors met in September 2025 and December 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 2025 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 March 31, 2026, the life-to-date actual costs for the Project are $14.9 billion, which results in an estimated $1.1 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 March 31, 2026, and the remaining budget.

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

Description	Project Budget[11]	Actuals, Life-to-Date (as of March 31, 2026)	Remaining Budget (as of March 31, 2026)
Dam, Power Facilities and Associated Structures and Transmission[12]	8,258	8,599	(341)
Off Dam Site Works, Direct Construction Supervision and Site Services[13]	2,895	2,703	192
Total Direct Construction Cost	**11,153**	**11,302**	**(-149)**
Indirect Costs[14]	2,082	1,712	370
Total Construction and Indirect Costs	**13,235**	**13,014**	**221**
Interest During Construction and Contingency	2,765	1,903	862
Total	**16,000**	**14,917**	**1,083**

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 March 31, 2026, and the related variances. The plan amount

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.

reflects the Project budget of $16 billion approved in June 2021, and the related preliminary forecasted annual spend at that time.

Table 7 Total Project Budget Compared to Forecast to Completion and Life-to-Date Plan Compared to Actuals to March 31, 2026 ($ million)

	Total Project			Life-to-Date (LTD) to March 31, 2026		
Description	**Budget**	**Forecast to Completion**	**Variance**	**Plan**	**Actual**	**Variance**
Total Construction & Indirect Costs	13,235	13,235	0	12,984	13,014	(30)
Interest During Construction and contingency	2,765	2,765	0	2,765	1,903	862
Total	**16,000**	**16,000**	**0**	**15,749**	**14,917**	**832**

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	906	537	369

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 approaches completion, the overall risk profile is expected to continue to trend positively. The number and significance of risks are anticipated to decrease as major contract works are substantially complete and remaining activities are limited and progressively closed out.

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 March 31, 2026, no material opportunities have been identified. Please refer to Table 9 for the list of the material project risks.

[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.

1 **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.
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 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.
Drainage tunnels portal upgrades and tunnel service removal/replacement post reservoir filling	**Impact:** Tunnel mechanical and electrical scope may cost more and take longer than planned due to complexity, interface challenges, commissioning issues, or rework. **Response**: Prepare final design and perform detailed design review, prepare detailed quantity takeoff and prepare detailed estimate, adjust budget as required
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.

Risk Description	Impact and Response Plan Summary
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.
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.

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
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 May 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 March 31, 2026[16] ($ million)	Contract Execution Date
Site Preparation: North Bank	60	July 2015
Worker Accommodation	736	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]	3,179	March 2018
Hydromechanical Equipment	81	April 2018
Transmission Line Construction	139	May 2018
Clearing and Aggregates	87	December 2018
Highway 29	373	October 2019
Balance of Plant Mechanical	114	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 March 31, 2026[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)	374	September 2021
Balance of Plant Permanent Upstream Fishway and Other Out Structures	303	January 2022
Fish Habitat and Debris Clearing	73	July 2021
Erosion and Sediment Control, Reclamation and Site Maintenance	64	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 March 31, 2026. 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 March 31, 2026, which includes settlement agreements in 2022 and 2024.

The balance of plant contracts are delivered by three contractors and include mechanical, electrical and permanent upstream fishway and other out structures (**PUFOS**). Since the contract award dates in 2021 (mechanical and electrical) and 2022 (for PUFOS), the contract values have increased to reflect approved changes to March 31, 2026 as follows: the mechanical contract has increased by a total of $44 million which includes a settlement agreement in 2024, the electrical contract has increased by a total of $152 million which includes settlement agreements in 2024 and 2025, and the PUFOS contract has increased by a total of $215 million which includes a settlement agreement in 2024, 2025, and work related to the right bank drainage tunnel, left bank drainage adit, permanent roads, and other site completion works.

The worker accommodation contract is comprised of the camp construction as well as camp operations and maintenance. Since the September 2015 award date, the contract has increased by $273 million to reflect approved changes to March 31, 2026. The last day of operation of the camp was March 31, 2026. Care and preservation of the camp is now in progress to support disposition of the assets to BC Hydro's North Coast Transmission Line (**NCTL**) project. BC Hydro took ownership of the camp as of April 1, 2026 in order to facilitate this disposition.

8 Indigenous Engagement

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

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

BC Hydro held an Environmental Forum Meeting in February 2026. During the virtual meeting the following topics were discussed: Indigenous Traditional Use Fund; dam, generating station and reservoir performance monitoring; fisheries and aquatics; vegetation and wildlife monitoring programs; reclamation; and the reservoir opening plan. 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 $891 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.

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, work on the Site C Cultural Centre continued to advance through coordinated design, engagement, and procurement activities. The design team has been advancing exhibits toward 90% design completion, informed by Working Group meetings held throughout the period. BC Hydro hosted three Working Group meetings with representatives from 10 Nations to refine exhibit content and support training opportunities for future Cultural Centre operations.

The first meeting focused on exhibit and building design and overall layout. The design team completed the 50% exhibit design, confirming the overall layout and design which incorporates interactive experiences, cultural storytelling, and outdoor features that reflects Indigenous heritage. Discussions centered on strengthening cultural representation, addressing accessibility and practical needs.

The next meetings addressed building, interior, and architectural updates. The extension of the worker accommodation camp schedule resulted in relocation of the Cultural Centre site from its original location within the camp to a parking area north of the camp. This change provides improved views of the Peace River and enhanced accessibility.

Additionally, during the reporting period, an exhibit review with Nations, and two story-recording sessions Elders from one Nation further supported the development of exhibit content.

Construction planning continues to move forward to 90% completion, with the Indigenous Inclusion Plan finalized, and sharing the scopes of work with the First Nation Designated Businesses in preparation for the start of construction this spring.

9 Litigation

The details of open proceedings as of March 31, 2026, 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
	Parties enter into abeyance agreement to pursue a negotiated settlement of the civil claim.	February 23, 2022
	Settlement of claims related to Site C.	June 24, 2022
	West Moberly gives notice of its intent to end the abeyance and take further steps in the litigation.	February 12, 2026
B.C. Supreme Court: Civil Claims		
Building and Construction Trades Council	Civil claim filed. No steps have been taken in litigation that require a response from BC Hydro.	March 2, 2015
Michael Acko, etal (Residents of Old Fort community)	Civil claim filed.	January 18, 2021
	Response to claim filed.	September 8, 2021
Vezer Industrial Professionals Canada Ltd.	Civil claim served. No steps have been taken in litigation that require a response from BC Hydro.	March 29, 2022
Armitage	Civil claim filed. Response to claim filed.	October 24, 2022 January 5, 2023

Description		Date
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,* 19 have been resolved during this period and 11 remain active. BC Hydro has filed, or is preparing to file, responses to all of the outstanding claims.	July 2019 to March 31, 2026.

10 Permits and Government Agency Approvals

The regulatory, permits and tenures performance indicator on the Project status dashboard in section 1.7 remains "green." 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 March 31, 2026, 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 March 31, 2026, 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 Vegetation and Wildlife Mitigation, Monitoring and Management Plans

As per the requirements of the Environmental Assessment Certificate and Federal Decision Statement, all vegetation and wildlife 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. This includes the annual reports documenting the findings of the Vegetation and Wildlife Mitigation and Monitoring Program.

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 (**PAG**) 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.

PAG Mitigation at River Road – Blind Corner was implemented in 2025, with work at the nearby Lower Chimney section in progress and scheduled to be completed in Spring 2026. The remaining locations, South Bank Initial Access Road (**SBIAR**) and the Left Bank Excavation (**LBEX**) are scheduled for completion in Summer 2026, which will reduce the need to manage Acid Rock Drainage and Metal Leachate (**ARD-ML**) impacted water at the Mobile Water Treatment Facility. The potentially acid generating stockpile in Area 21 was buried as part of the Left Bank Diversion Tunnel Outlet work. North Bank Road has a small acid generating exposure that is scheduled to be mitigated in 2027.

11.4 Permanent Fish Passage Facility

The permanent upstream fish passage facility (the **Facility**) is now in-service and operational for fish capture and transport. The Facility operates from April 1 to October 31 each year and is closed during the winter period from November 1 to March 31. The Facility is expected to reopen in April 2026, after the winter period to resume fish passage operations.

During the month of October 2026, BC Hydro passed 4698 fish at the Facility which included 4661 Mountain Whitefish, 18 Bull Trout, six Rainbow Trout, five Arctic Grayling, five Largescale Sucker, two Longnose Sucker, and one Lake Trout. All of the fish were sorted and sampled at the Facility and then transported and released into the Site C Reservoir.

11.5 Wetland Mitigation and Compensation Plan

In July 2025, BC Hydro submitted a memo to regulators summarizing the finalized wetland impact assessment results and calculations quantifying wetland impacts and compensatory wetland offsetting through wetland re-builds and new wetland construction in the Peace Region. The memo clarified that BC Hydro's position is that all requirements have been satisfied. As such, and after replies from the regulators with no further comments on our determination, BC Hydro closed the Wetland Mitigation and Compensation program. The finalized Wetland Mitigation and Compensation Plan detailing the assessment is included in the 2025 Vegetation and Wildlife Mitigation and Monitoring Program Annual Report.

11.6 Greenhouse Gas Monitoring

Greenhouse gas monitoring continued through the reporting period.

11.7 Agricultural Mitigation and Compensation Plan

As of March 31, 2026, the BC Hydro Peace Agricultural Compensation Fund has distributed nearly $5.5 million to 153 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 signatories 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 location – varies month-to-month and reflects the seasonal nature of construction work.

Table 14 Site C Jobs Snapshot Reporting Period October 2025 to March 2026

Month	Number of B.C. Primary Residents[20]	Total Number of Workers[21]
October 2025	918	1,127
November 2025	790	958
December 2025	740	880
January 2026	701	834
February 2026	700	834
March 2026	594	737

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

In March 2026, there were 737 total workers on the Site C Project, of which 81% (594) were residents of British Columbia. The on-site contractor workforce totalled 389 workers, of which 32% (128) resided in the Peace River Regional District, 19% (74) were women, and 4% (16) were Indigenous workers. Refer to Appendix D for an overview of the current Site C workforce that includes the following information

[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.

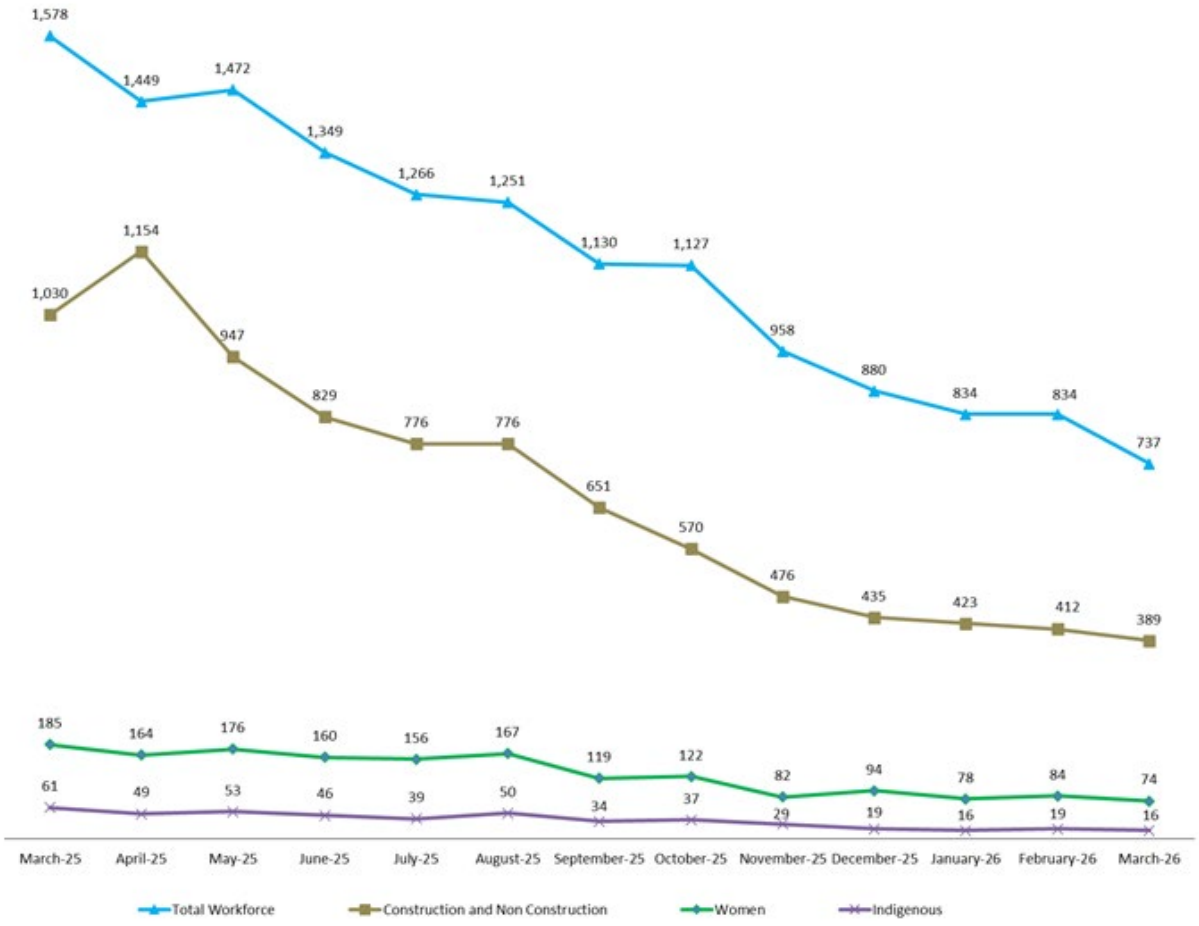
[21] Total workers include:

- 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.

from October 2025 to March 2026: 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 March 2025 to March 2026.

Figure 3 Site C Workforce March 2025 to March 2026[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, as appropriate, across the generating station and spillways civil works contract, transmission lines and substation contracts, balance of plant contracts, and Highway 29 work contracted by BC Hydro.

The Northern Lights College Foundation continues to distribute the BC Hydro Trades and Skilled Training Bursary Awards, established in 2013. As of March 31, 2026, a total of 295 students, including 137 Indigenous students, have benefited from these awards and receiving bursaries in programs such as electrical, welding, millwright, cooking, social work, and 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. The plan, together with Environmental Assessment Certificate Condition 45, includes annual reporting requirements to support educational institutions in planning training programs for potential Project workers. Reports were issued annually from 2016 to July 2025. The July 2025 report was the final labour report for the Site C Project, following all six generating units being put in service in August 2025.

13 Community Engagement and Communication

13.1 Local Government and Community Engagement Activities

BC Hydro continues to advance commitments within four community agreements: 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). In February 2026, BC Hydro confirmed completion of all commitments under the District of Chetwynd Community Agreement (2013).

13.1.1 District of Hudson's Hope Water System

In fall 2022, the District of Hudson's Hope (**the District**) initiated a three-phase plan to transition its raw water source from a well water system back to the Peace River. In early 2023, BC Hydro and the District finalized an agreement to fund the initial two phases of the plan. The District installed a temporary surface water intake and upgraded the treatment facility and is currently providing potable water to the community.

In September 2024, BC Hydro submitted a revised proposal committing to completion of a permanent water treatment system and funding for a rental water clarifier, leading to execution of a Memorandum of Understanding between BC Hydro and the District in December 2024. Based on the Memorandum of Understanding, the parties finalized the 2025 Water Agreement in October 2025, which covers transition from the temporary to a permanent water treatment system and interim use of the rental clarifier.

Construction commenced in October 2025. Demolition, removals, reconfiguration of the temporary system, and roof upgrades have been completed, and work is ongoing on installation of civil, mechanical, and electrical infrastructure. Upgrades to walls and foundations are scheduled to begin in May 2026, with overall project completion targeted for fall 2026.

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.

On February 27, 2026, BC Hydro sent a letter to the Peace River Regional District (**PRRD**) confirming BC Hydro's 2025 (Year 2) payment under the Site C Regional Legacy Benefits Agreement is $2,450,400.

On March 27, 2026, BC Hydro announced the repurposing of the Site C worker camp for use by the North Coast Transmission Line project.

Business Liaison and Outreach

No procurement notifications were sent out during the reporting period.

Public Enquiries

In total, BC Hydro received 62 public enquiries between October 1, 2025 and March 31, 2026. Table 15 shows the breakdown of some of the most common enquiry types.

In total, BC Hydro has received 15,100 enquiries since August 2015.

Table 15 Public Enquiries Breakdown by Topic

Enquiry Type[23]	October 1, 2025 to March 31, 2026
Employment Opportunities	5
Business Opportunities	2
General Information	46
Construction Impacts[24]	5
Other[25]	4

[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.

13.2 Human Health

13.2.1 Health Care Services Plan and Emergency Service Plan

The on-site health clinic contract term ended on July 31, 2025. Since opening the health clinic, the clinic handled and completed more than 53,770 patient interactions.

14 Plans During Next Six Months

From April to September 2026, the Project will focus on the safe completion of the remaining work. With all six generating units in-service, the priority 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 final diversion tunnel backfill work, the completion of the right bank drainage tunnel and left bank drainage adit, the remaining tailrace riverbed excavation, the permanent site roads, the award of the Phase two Cultural Centre contract, spillway gate seal improvements, and site reclamation.

The remaining scopes of work also includes the Single Point of Telecom Failure Elimination and Reduction (**SPOTFER**) system to provide redundant telecommunications paths and improve grid reliability and remote control integration from Gordon M. Shrum Generating Station. The powerhouse and spillway physical security works are scheduled to commence in June 2026, with the site-wide security to follow in fall 2026.

Work on the Project continues in accordance with the approved schedule, and completion is targeted by March 2028.

BC Hydro
Power smart

Site C Clean Energy Project

Semi-Annual Progress Report No. 1

Appendix A

Site Photographs

Figure A-1 **Site C Dam and Generating Station (Looking Downstream) (October 2025)**

Figure A-2 **Upstream side of the generating station and spillways. From the left, the dam buttress, the six generating station intakes, and the spillways on the right side. The three transmission towers sit on top of penstock units 1,3 and 5 (October 2025)**

Figure A-3 Dam Crest Road Paving (October 2025)

Figure A-4 Transformer Yard (October 2025)

Figure A-5 **In-river excavation work. This work will improve fish habitat, reduce fish stranding risk, increase plant discharge capacity and provide gravel for the diversion tunnels. (October 2025)**

Figure A-6 **Overview of the Diversion Tunnel Downstream Portal (Left photo is looking upstream, the right photo is looking downstream) (October 2025)**

Figure A-7 **Construction of the concrete plug for the Diversion Tunnel 1 backfilling. Carpenters are installing formwork coil rods and crews are completing rebar installation. (October 2025)**

Figure A-8 **Construction of the concrete plug for the Diversion Tunnel 2 backfilling. Crews are drilling holes for dowels. (October 2025)**

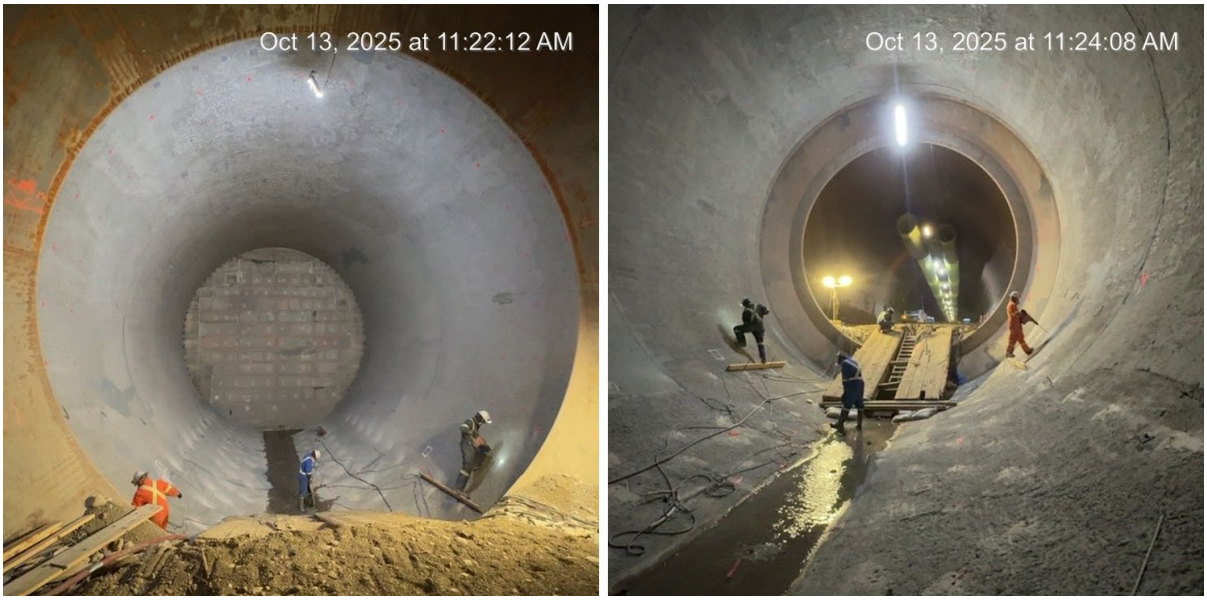


Figure A-9 Left Bank Drainage Adit - Production bolting, mesh and shotcrete placement (November 2025)

Figure A-10 Construction of the concrete plug for the Diversion Tunnel 1 backfilling (November 2025)

Figure A-11 Diversion Tunnels - Heat and fresh air ducting lines and backfill material (November 2025)

Figure A-12 D.A. Thomas day use and recreation area in Hudson's Hope (November 2025)

Figure A-13 Permanent Upstream Fish Passage Facility (left), Tailrace (centre) and Operations Building (right) (November 2025)

Figure A-14 Transformer Yard – Final Paving Works Complete (November 2025)

Figure A-15 Powerhouse and Generating Station (November 2025)

Figure A-16 Construction Activities in Progress at the Lynx Creek Boat Launch (December 2025)

Figure A-17 Right Bank Drainage Tunnel – Rock bolt Torque and Tension Test (December 2025)

Figure A-18 Area A Reclamation (January 2026)

Figure A-19 Left Bank Drainage Adit: Completed Structural Enhancements (January 2026)

Figure A-20 Site C reservoir facing west to the Halfway River bridge (January 2026)

Figure A-21 The Indigenous lean-to installation at the Lynx Creek boat launch, with the display created by First Nation youth artists and beadwork by artists from the Doig River First Nation (January 2026)

Figure A-22 The 500kV Transmission Line Right of Way Above the Site C Dam (January 2026)

Figure A-23 Turbine pit access floor with cooling water piping, HVAC ductwork and operational monitoring panels (January 2026)

Figure A-24 Powerhouse Diesel Generator (January 2026)

Figure A-25 Spillway Diesel Generator (January 2026)

Figure A-26 Spillway and Powerhouse (January 2026)

Figure A-27 Backfill of Diversion Tunnel 1 and 2 (March 2026)

Figure A-28 Diversion Tunnel 1 and 2 Outlet – Setting up Lock Blocks For Backfill (March 2026)

Figure A-29 Site C Worker Accommodation Camp (March 2026)

BC Hydro
Power smart

Site C Clean Energy Project

Semi-Annual Progress Report No. 1

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;

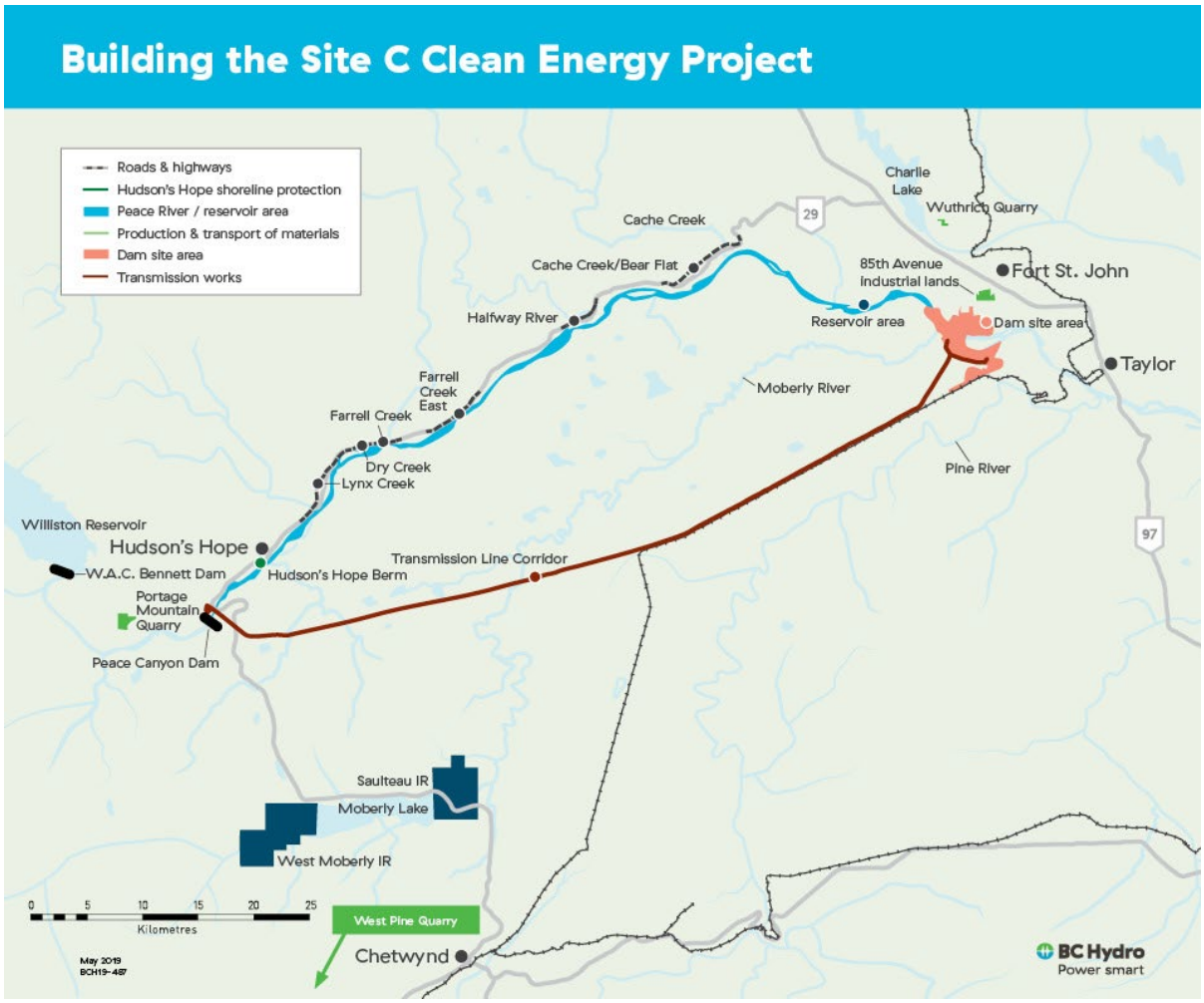
- Completion of the headworks gantry crane;
- Completion of the concrete work for the intakes;
- Completion of the 96 steel piles in the spillway and downstream of the powerhouse, as part of the right bank foundation enhancements;
- Completion of the concrete pile caps in the powerhouse tailrace excavation;
- 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;
- Generating unit 6 brought into service;

- Completion of the fire protection and powerhouse evacuation system;
- Completion of the powerhouse parking lot;
- Completion of the Operations building;
- All three Spillway Operating Gates (**SPOG**s) were successfully placed into service;
- Physical reclamation activities in Central Area A were completed;
- The work included in the 2025 Site Permanent Roads Contract was completed;
- All six Low-Level Operating Gates (**LLOG**s) were successfully placed into service;
- The powerhouse diesel generator was successfully placed into service;
- Construction of the diversion tunnel concrete plugs in both tunnels was completed;
- The powerhouse heating, ventilation, and air conditioning (**HVAC**) system was completed;
- Generation Project Acceptance Checklist – Fit for Service (**GPAC-FSS**) for units 1–6 was achieved; and
- The Worker Accommodation camp was closed.

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

Figure B-1 Site C Project Components



BC Hydro
Power smart

Site C Clean Energy Project

Semi-Annual Progress Report No. 1

Appendix C

Safety

Safety Incidents

From October 1, 2025 to March 31, 2026, there were no serious safety incidents.

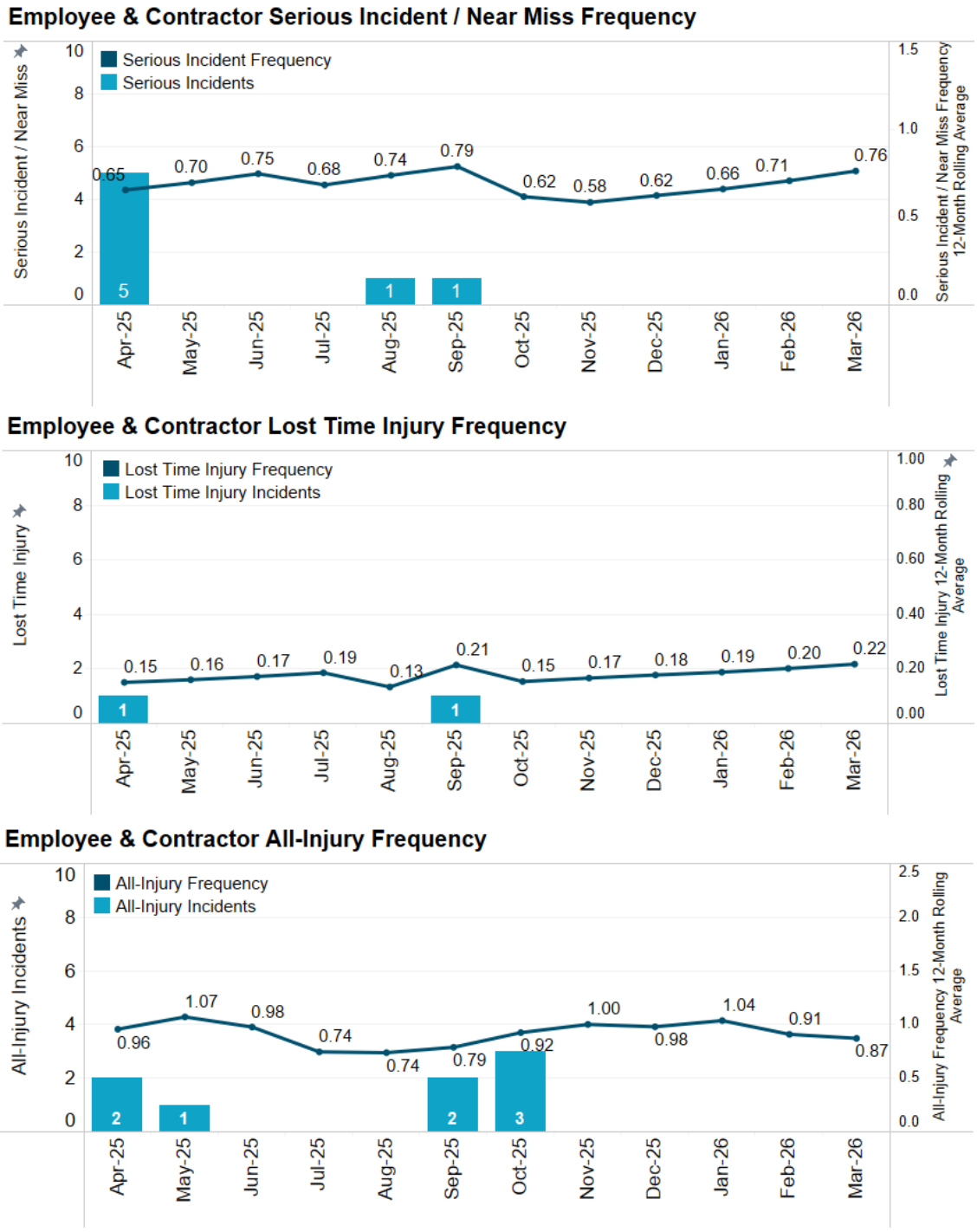
All Injury Incidents (includes all work-related medical attention requiring treatment incidents, lost time injuries, and fatalities):

1. While clearing gravel around a drainage pipe, a worker experienced shoulder discomfort. Symptoms persisted, and the worker was referred to the hospital for treatment.
2. While inspecting heavy equipment after an incident, a worker cut their hand on a sharp piece of metal, resulting in a laceration that required stitches.
3. A worker's hand was caught between chute sections when the chute dropped, resulting in a fracture that required surgery.

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 April 2025 to March 2026.

Figure C-1 Employee and Contractor Serious Incident/Near Miss Frequency, Lost Time Injury Frequency and 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 October 1, 2025 to March 31, 2026.

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	October 7, 2025	WorkSafeBC	All	202517876053A	MSI Safety	Closed	0	No Orders	Reference(s): OHS4.49; OHS7.16
2	October 7, 2025	WorkSafeBC	All	202517876060A	Safety Inspection	Closed	0	No Orders	Reference(s): OHS4.33(1); OHS8.24(1); OHS8.25; OHS16.6(3); OHS16.6(4); OHS16.9(1); OHS16.10(1); WCA24(1)
3	October 8, 2025	WorkSafeBC	All	202517876991A	Ladder Safety	Closed	0	No Orders	Reference(s): OHS13.2(1)(a); OHS13.3; OHS13.6(1)
4	October 8, 2025	WorkSafeBC	All	202517876992A	Storage Rack Safety	Closed	2	Storage Rack Safety	Reference(s): OHS4.43.1(2); OHS4.43.1(3)(a); OHS4.43.1(3)(c); OHS4.43.1(8)(b); OHS16.43(1); OHS16.43(2) Order(s): OHS4.43.1(5); OHS4.43.1(6)
5	October 8, 2025	WorkSafeBC	All	202517876993A	PPE	Closed	0	No Orders	Reference(s): OHS8.11(2); WCA21(1); WCA21(2)(e); OHS8.11(1)

Total **2**

BC Hydro
Power smart

Site C Clean Energy Project

Semi-Annual Progress Report No. 1

Appendix D

Workforce Overview

Table D-1 Current Site C Jobs Snapshot (October 2025 to March 2026)[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
October 2025	B.C. Workers	496	422	918
	Total Workers	670	457	1,127
November 2025	B.C. Workers	346	444	790
	Total Workers	436	482	958
December 2025	B.C. Workers	329	411	740
	Total Workers	435	445	880
January 2026	B.C. Workers	326	375	701
	Total Workers	423	411	834
February 2026	B.C. Workers	313	387	700
	Total Workers	412	422	834
March 2026	B.C. Workers	265	329	594
	Total Workers	389	348	737

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

[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.

March 2026, 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 three management and professionals working for Site C construction and non-construction contractors through the Federal International Mobility Program.

Table D-2 Site C Apprentices Snapshot (October 2025 to March 2026)

Month	Number of Apprentices
October 2025	3
November 2025	2
December 2025	2
January 2026	0
February 2026	0
March 2026	0

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 (October 2025 to March 2026)

Month	Number of Indigenous Workers
October 2025	37
November 2025	29
December 2025	19
January 2026	16
February 2026	19
March 2026	16

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 March 2026, there were 74 women working for Site C construction and non-construction contractors. The number of women was provided by on-site Construction and non-construction contractors and engineers that have a contractual requirement to report on the number of women in their workforce.

BC Hydro
Power smart

Site C Clean Energy Project

Semi-Annual Progress Report No. 1

Appendix E

Summary of Individual Contracts Exceeding $10 Million

PUBLIC

CONFIDENTIAL APPENDIX

BC Hydro
Power smart

Site C Clean Energy Project

Semi-Annual Progress Report No. 1

Appendix F

Project Progression

PUBLIC

CONFIDENTIAL APPENDIX

BC Hydro
Power smart

Site C Clean Energy Project

Semi-Annual Progress Report No. 1

Appendix G

Detailed Project Expenditure

PUBLIC

CONFIDENTIAL APPENDIX