

Awards

- Allard Chair in Business 2016 at MacEwan University
- Alberta Women Entrepreneurs Celebration of Achievement Award, 2015
- Canada's Most Powerful Women: Top 100 Award, 2015
- Regional Aboriginal Recognition Awards, Entrepreneur of the Year Award, 2015
- Carillion Health & Safety Award, 2015 and 2014
- Carillion Sustainability President Award, 2014
- Ernst & Young's Oil and Gas Entrepreneur of the Year Award, 2014
- Fort McKay Business of the Year, 2014
- Rotary Club of Fort McMurray Oilsands Integrity Award, 2014
- Fort McKay Cultural & Community Enrichment Award, 2013
- Girls Inc. Woman of Inspiration, 2013
- Esquao Award for Business from the Institute for the Advancement of Aboriginal Women

Recognitions

- Enbridge Famous 5 Speaker Series
- Alberta Venture—50 Most Influential People

WE CARE.

We believe in doing the right things in the right way. We care deeply about our people, our community and our environment.

WE INSPIRE.

We encourage and are committed to building mutually beneficial, long-term relationships that help create a better place for us all.

WE DELIVER.

We provide customized solutions locally, to the highest standards of safety and quality, through a full-range of support services. Our capabilities are supported and enhanced by access to global experience, expertise and resources.



2015 Sustainability Summary Report

We work to ensure we continue to be a leading service provider, committed to building and enhancing sustainable business relationships that strengthen our community.

From our base in Fort McKay, Alberta, the company now employs more than 862 dedicated staff and commands a fleet of over 200 pieces of heavy equipment and a fleet of light vehicles.

With a strong belief in doing the right things in the right way, Bouchier is now one of the largest Aboriginal owned and operated companies in the area providing contracting, construction, facilities maintenance and general site services.



We work to strengthen capacity and sustainability that address economic and social factors related to business development. Our business is governed by our Guiding Principles and Values—We Care. We Inspire. We Deliver.

Founders and Owners:
Nicole Bourque-Bouchier,
Mikisew Cree First Nation and
David Bouchier,
Fort McKay First Nation

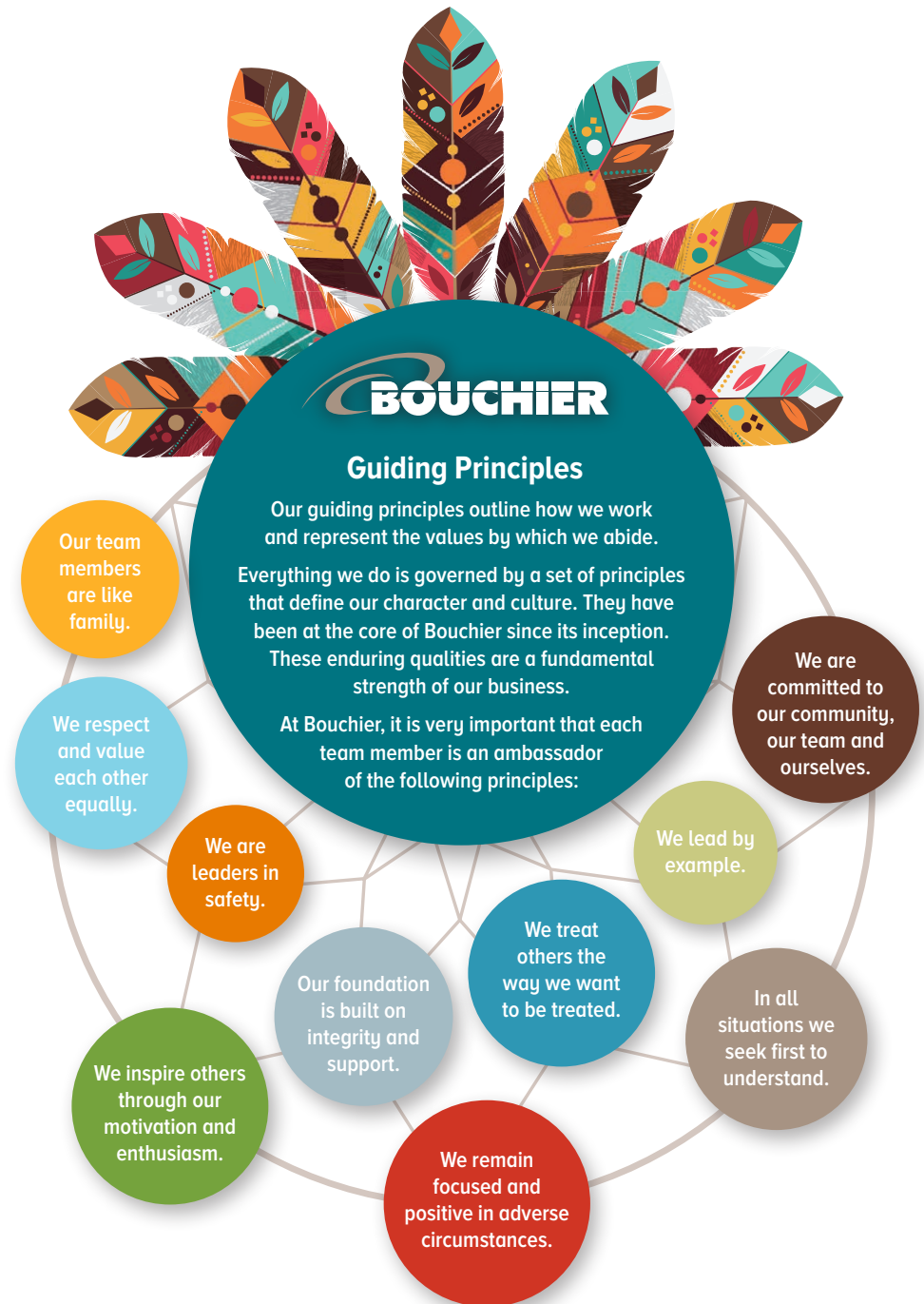
While Bouchier provides customized solutions locally, our capabilities are supported and enhanced by access to the global experience, expertise and resources of our partner, Carillion.

Our goal is to be recognized as a leading sustainable business within the Regional Municipality of Wood Buffalo and a support to the clients we serve in enhancing their sustainable objectives.



Our partnership in the Bouchier Carillion Group enables us to leverage global experience and resource and deliver through local capability. This combination provides our clients with a full suite of value added integrated solutions through a leading Aboriginal business. It's a true partnership in every respect, one in which local Aboriginal management has access to global experience and resource while maintaining majority control.

John MacCuish
Executive Vice President,
Services | Carillion
Bouchier Board Executive



Employment

A combination of broadening our recruitment zone and investing in Aboriginal employees with training, mentoring and apprenticeships ensures that Bouchier remains a leading employer for years to come.

Bouchier currently employs 862 team members. The preference is to hire local to the Regional Municipality of Wood Buffalo with priority to the community of Fort McKay.

862
Team Members

40%
BCL Aboriginal
Non-Trades Personnel

21%
Local Hires

58%
Women within
Management Services



Community Investment

Through our **Employee Assistance Services Program**, we encourage and assist Bouchier Management Services team members to contribute \$500 annually to their charities of choice that meet the Community Investment Guidelines.

Bouchier is committed to enabling team members to support their local community by sharing the knowledge and skills of their community activities, programs and organizations.

We encourage team members to participate in our **Volunteer Program** to help make a positive contribution to our local communities. Volunteer time is a crucial part of team member performance reviews.

Bouchier encourages all team members to participate during sponsored community events where possible.

Bouchier Team Members in the Community

In September 2014, I had the opportunity to volunteer on behalf of Bouchier at the 14th Annual Infinity Golf Tournament and Banquet held by McMurray Métis. This annual event is a fundraiser for their Métis Education Bursary Program which assists Métis students in this community to pursue their educational goals. I am delighted to report that a total of \$137, 242 was raised with the support of their members, local businesses and oil sands partners. I have seen a lot of young lives changed through the help and education they are able to receive through this event. Many have become Doctors, Teachers, Lawyers, Tradesman, etc. More than half of these young people return to Fort McMurray to give back to their community.

Laurie Marion, HR Recruiter

Procurement

We adhere to our commitment of working with local subcontractors through our contractor controls procedure.

As part of our membership and close working relationship with the Northeastern Alberta Aboriginal Business Association (NAABA), we thrive to ensure we assist local Aboriginal businesses with the opportunities to promote and grow within their procurement capacity. We aim to build strong awareness of the contracting, subcontracting and supply expertise that exists within the local and local Aboriginal communities.



7.3%
Local Aboriginal Spend
of Company Expenditures

31.6%
Overall Local Spend, incl.
Aboriginal & Non-Aboriginal

Dreamline Promotions

Dreamline Canada is a locally owned aboriginal business in Fort McMurray and a full member of NAABA. Bouchier was one of my first clients and I have to thank them for the support they have given me and my company over the years. We currently supply Bouchier's promotional products, safety wear and safety products.

It's a rewarding feeling that Bouchier supports the local aboriginal businesses in Wood Buffalo. They have high expectations from their suppliers, so the fact that we are still a supplier of theirs is encouraging to me, as a business owner, that we are doing everything necessary to ensure they are happy with our service and products.

Thank you Dave and Nicole for your continued support.

Todd Pruden

Retention of Culture

Bouchier's owners are long-time residents of the area who are actively involved in their community. As Bouchier continues to grow it is important we remain humble to our beginnings and roots.

We believe strongly in promoting Aboriginal culture and values and ensure that all employees and suppliers working with Bouchier take part in an extensive **Cultural Awareness Training program** through Nisto Consulting, that gets them in touch with the local area and dynamics.

65%
Supervisors attended Cultural Awareness Training

26%
Cultural Spend

100%
Participation in Cultural Events

- NAABA: 68 team members out of 68 invited
- Fort McKay First Nation Events: 72 team members out of 72 invited
- Regional Aboriginal Recognition Awards: 40 team members out of 40 invited

Nisto Consulting

Telling the story of "Where we come from and Where we are going."

I have been honored to provide Aboriginal Awareness Training for Bouchier, a progressive, equal opportunity employer that takes pride in offering safe and rewarding work opportunities to those of aboriginal descent. Also, Bouchier builds meaningful and respectful relationships with the Indigenous Peoples from the Traditional Territories on which their businesses are on. They hire me to help them in these efforts. It is such a privilege to know and be a consultant for such a progressive and reputable company...and beautiful leadership within Bouchier.

Holly Fortier

Employment

Bouchier recruits a local and local Aboriginal workforce whenever possible. We strive to maintain a minimum of 60% Aboriginal team members with an emphasis on management training and succession planning.

Health, Safety & the Environment

Bouchier believes that safety is a core value and a priority that must be built into every aspect of our work.

Retention of Culture

Bouchier supports ongoing cultural values with an emphasis on local heritage within the area. As an Aboriginal owned and operated business, we are committed to retaining our culture.

Building a SUSTAINABLE BUSINESS

Procurement

Bouchier supports procurement opportunities for local and local Aboriginal businesses where possible and is competitive within the area through working with local subcontractors and preferred local suppliers.

Community Investment

Bouchier is passionate about giving back to the community in which we live and work. We have developed a community engagement policy that outlines an annual contribution towards initiatives which meet our guidelines, with special attention to Aboriginal groups.

Health, Safety and the Environment

We have a proven safety record with an incident rate significantly lower than the industry average.

We also have a fully implemented **Health, Safety & Environment program** based on written standards and forms. Our safety program is COR certified.

We encourage safe work practices through our corporate **Safety Incentive Program**, which rewards employees for going above and beyond for safety, being involved in prevention, and meeting milestones without incident or harm to the environment.



Low Carbon

4%

Under Comparable
Fleets Idling Time

We strive to reduce our use of energy and emissions arising from our operations.

Protecting the Environment

0

Environmental spills

We work with our clients and suppliers to reduce waste, manage our use of water and protecting Biodiversity wherever we operate.



6

Million
Loss Time Injury (LTI)
Free Hours

0.41

Total Recordable
Injury Frequency (TRIF)

10

Minute
Maximum Cold Weather
Start-up for Light Vehicles

