

2023 SUSTAINABILITY REPORT



INDIGENOUS EXCELLENCE – BETTER TOGETHER

TABLE OF CONTENTS

- | | | |
|---------------------------------|----------------------|-------------------------------|
| 1 Introduction | 7 Our Values | 18 Governance |
| 2 Acknowledging our Land | 9 Environment | 19 Year in Review 2023 |
| 4 Message from Owners | 13 Social | 20 Our Future |



INTRODUCTION

mâci- Lr (beginning)

We are proud to share our 2023 sustainability report. Our journey is deeply rooted in over 25 years of commitment to quality, service, delivery, and sustainability. As an Indigenous company, we believe in creating positive impact now and into the future. Since our inception, we have established ourselves as a trusted partner for clients seeking reliable and innovative solutions for their civil contracting and facility service needs. As we embark on this reflective journey, we invite you to delve into the narrative of our

evolution, influenced profoundly by Indigenous culture and teachings.

As you navigate the pages of this report, we invite you to join us in celebrating not only our achievements but also our ongoing commitment to sustainability, guided by the wisdom of the land and the enduring values that define us as Bouchier. Together, let us continue to nurture and 'Love the Land' that sustains us all.

LOVE THE LAND

The artwork depicted on the cover of this report is titled 'Love the Land,' a symbolic portrayal intricately woven with the essence of our foundational values and Indigenous roots. At its heart lies the profound teaching of truth encapsulated within the Seven Sacred Teachings—a guiding light illuminating our path from our beginning.

In the timeless symbolism of a turtle, representing steadfastness and truth, we find echoes of our commitment to these foundational values. This symbolic depiction of Turtle Island represents our connection to the land. The left and right sides of the image symbolize the intertwining journeys of two individuals—the owners of Bouchier, Nicole and David—coming together in harmony, guided by the wisdom of the land and the teachings passed down through generations.

On the left side, we see Nicole, a beacon of forward-thinking and growth, standing

by the shores of Lake Athabasca in Fort Chipewyan, embracing the promise of spring—a season of renewal and new beginnings. Her outstretched hand, intertwined with David's, reflects her innate character of lifting others as she forges ahead into the future. Conversely, on the right side, David stands by the McKay River, embodying the strength and perseverance depicted in the fall—a season of harvest and sustenance. His resilience mirrors the fortitude required to navigate life's challenges, drawing sustenance from the land and its teachings.

Together, Nicole and David embody the essence of unity and partnership, walking side by side, their journeys converging to form a tapestry of shared values and experiences. Amidst the vibrant hues of the painting, the Seven Sacred Teachings are intricately woven, guiding every step we take as an organization.

ABOUT THE ART

This gift was given to Nicole and David with love and respect from their employees to celebrate their 25th business anniversary. In keeping with Indigenous tradition, a long-term Bouchier employee, Maryanne Campbell, created this visual narrative to share Nicole and David's journey on a buffalo hide story robe.

ACKNOWLEDGEMENT OF OUR LAND

Bouchier humbly acknowledges that we operate on Treaty 8 territory, which encompasses the traditional gathering grounds and home of the Cree, Dene, and Métis peoples. We acknowledge the Chiefs of our territories, both past and present, and recognize that our presence here is on lands that have been cared for and inhabited since time immemorial.

Influenced by indigenous teachings, we approach our sustainability endeavors from a place of respect and gratitude for these borrowed lands. The wisdom of Indigenous peoples has taught us the interconnectedness of all life and the importance of stewardship for future generations. We acknowledge that everything must come full circle. We thank the Creator for the natural resources this land offers and are committed to restoring the land to its natural state.



askîy ᐱᓄᓂᓂ (land)

We honor the resilience of Indigenous communities and are deeply privileged to learn from their stories and traditional teachings. It is through this understanding that we strive for reconciliation, knowing that acknowledgment and commitment are the first steps towards healing and meaningful collaboration.

In our sustainability report, we embed these values into our actions, acknowledging that our responsibility extends beyond environmental stewardship to encompass fostering mutually respectful relationships with our neighbors. Through leadership and collaboration, we endeavor to contribute to the healing and maintenance of these vital connections. Together, we acknowledge the past, commit to the present, and envision a sustainable future for all.

A MESSAGE FROM NICOLE AND DAVID BOUCHIER

nitôtêm ᓂᓃᓂᓐ (my friend),

We are proud to share our 2023 sustainability report, which encapsulates our commitment to weaving Indigenous wisdom into the fabric of our organization's sustainability practices. At Bouchier, we take immense pride in being an Indigenous business operating in the challenging landscape of the oil sands. Our journey is not merely about profitability; it's about stewardship, community, and honoring our cultural heritage.

Sustainability is a way of life deeply rooted in Indigenous principles. Our approach acknowledges the interconnectedness of all living beings and the imperative to preserve our natural resources for future generations. By integrating Indigenous wisdom into our sustainability framework, we are embracing a holistic perspective that goes beyond short-term gains and prioritizes long-term harmony with the environment and communities we serve.

Central to our sustainability ethos is our unwavering commitment to collaborating with Indigenous communities. We recognize that meaningful engagement and partnership are essential for sustainable development. Through dialogue and mutual respect, we strive to foster economic opportunities that empower Indigenous peoples, businesses, and communities.

Our sustainability report underscores our dedication to transparency, accountability, and ethical governance. By openly sharing our progress, challenges, and initiatives, we invite scrutiny and feedback from our partners. This transparency not only builds trust but also ensures that our actions are aligned with our values and aspirations.

By shining a light on our journey, we hold ourselves accountable to our commitments and inspire others to join us in our quest for a more sustainable future. Moreover, by showcasing the tangible impact of our initiatives, we demonstrate the value we create not only for our partners but for society.

Thank you for your continued support and partnership on this important journey.

ototemihtowinihk ᐅᓃᓂᓐᓃᓂᓐᓐ
(in friendship)

Nicole and David

Enisowin ᐃᓂᓐᓃᓂᓐᓐ (wisdom)





ρρρ_ο"C"Δ▽·Δ·) (guidance)



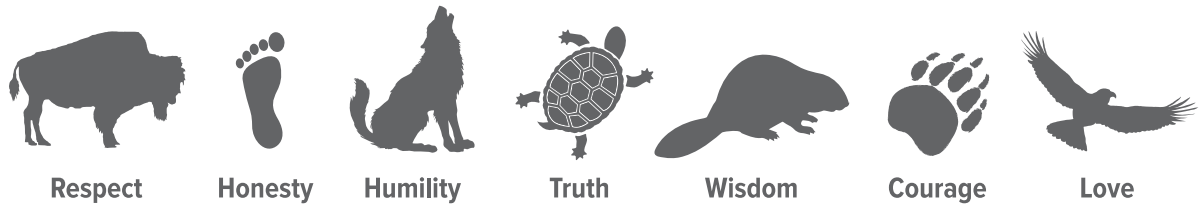
OUR VALUES

VISION

To be Canada’s leading 100% Indigenous owned organization, setting benchmarks for others to learn and grow. Our business success allows us to create opportunities for Indigenous people to achieve their full potential and shared prosperity. Together with our clients and partners, we make a powerful and positive impact in the world.

MISSION

We believe in the importance of always being a good neighbour. We are a quality partner, returning added-value to our clients with ease of service and our integrated turn-key approach.



Okâwîmâwashkiy ᐃᓄᔨ (mother earth)

8 BOUCHIER / 2023 REPORT ON SUSTAINABILITY

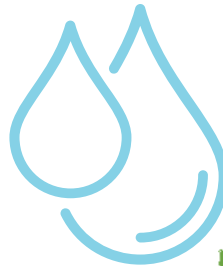
ENVIRONMENT

Harmony with Mother Earth

Through our sustainability practices, we believe in forging a harmonious relationship with nature that is rooted in Indigenous principles to address urgent challenges posed by climate change. We are stewards of the land and our commitment to environmental sustainability goes beyond mere compliance with regulations; it is ingrained in our cultural heritage and drives every aspect of our operations. We operate our business in a manner that incorporates practices to reduce our impact on the environment. Incorporating the concept of natural law into our environmental reporting embraces a holistic approach that recognizes the interconnections between humans and the natural world, emphasizing the need for balance and coexistence.

At the heart of natural law is the understanding that the land is not merely a resource, but a living entity deserving of utmost respect. By acknowledging and incorporating Indigenous perspectives, we aim to foster a deeper connection to the environment and instill a sense of responsibility for its preservation.

At Bouchier, we hold a deep reverence for the land upon which we operate. We understand that our actions have consequences, not only for our immediate surroundings but for the entire ecosystem and for generations to come. Therefore, we prioritize sustainable practices that minimize our environmental footprint and ensure the long-term health of the land.





Honesty as one of the Seven Sacred Teachings revered by many indigenous cultures, holds a central place in our journey towards sustainable practices and accountability. We speak and live the truth and feel it's imperative we do the same when it comes to reporting.

17%

DECREASE IN
IDLE TIME

2

REPORTABLE
ENVIRONMENTAL
OCCURRENCES

It's imperative we operate safely and reliably in ways that prevent environmental incidents. We strive to maintain a target of zero environmental reportable occurrences. In 2023, we had two reportable environmental occurrences to the Alberta Energy Regulator (AER). These were near-miss incidents due to water release issues where we saw no environmental impact. We are committed to taking proactive measures to mitigate incidents like this moving forward.



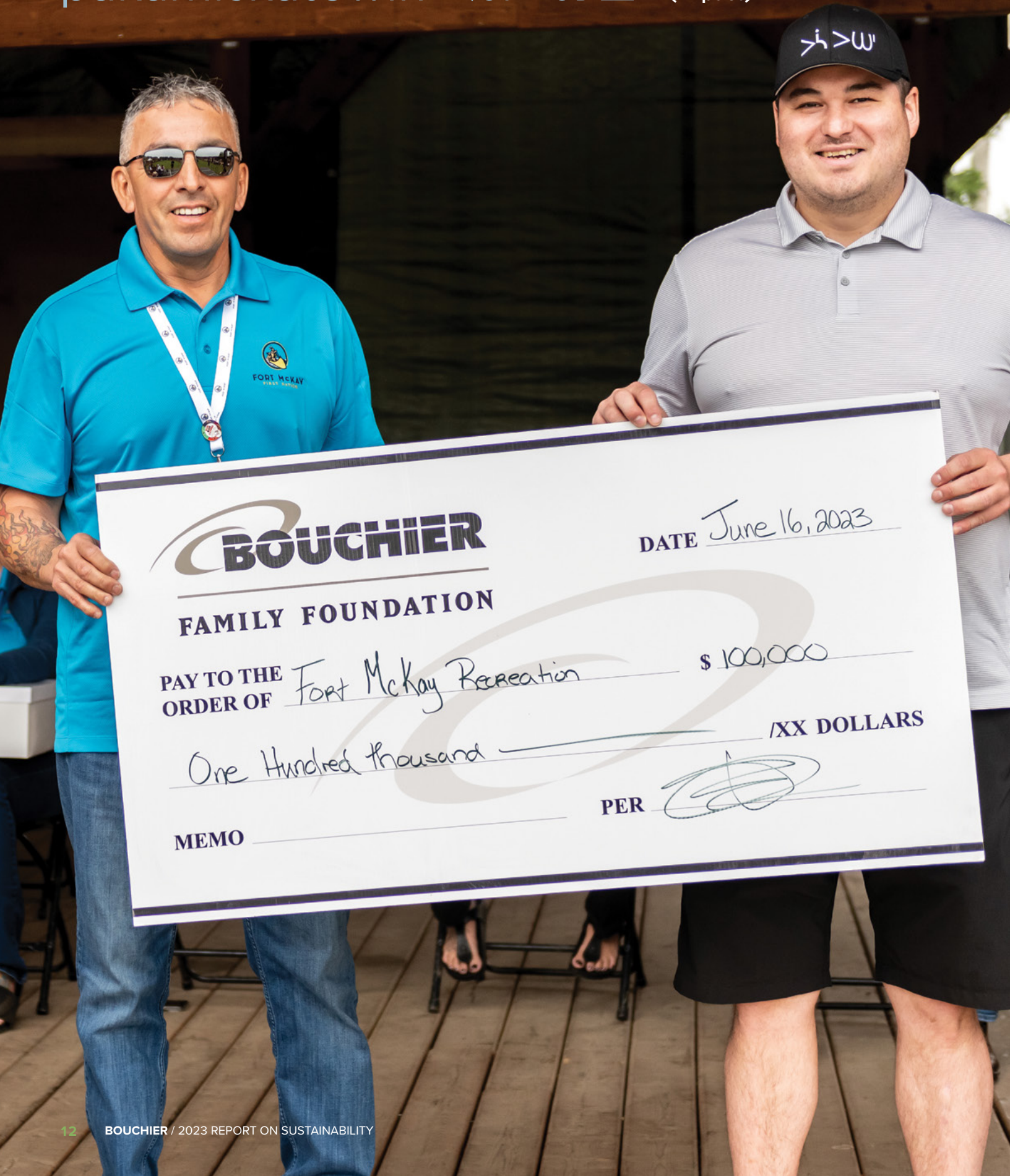
Overall, we are focused on minimizing our environmental impact by reducing greenhouse gas emissions. This plays a big role in our operations as our current equipment fleet has grown. As part of this commitment, we follow a zero idle policy to help reduce our overall footprint. We continuously monitor our equipment hours and introduce initiatives to reduce idle time. Our current equipment idle hours are 65 hours/month/asset based on 276 assets. In the last year, we have reduced our idle time by 17%.

Aside from lowering our greenhouse gas emissions, we are committed to incorporating environmental practices that honour the land into our everyday operations. In 2024, we have plans in place to bring our Traditional Knowledge Keeper to our sites to assess our practices and provide guidance on how we can uphold the principles of natural law.





pakamiskatowin <bΓ^bDΔ.ᐅ (impact)



SOCIAL

Empowering People & Communities

1,200

EMPLOYEES

40%

INDIGENOUS FROM
80 FIRST NATIONS

14%

FEMALE

18%

PROFESSIONAL
GROWTH

Our commitment to sustainability extends far beyond environmental initiatives. We understand that true sustainability encompasses social responsibility and cultural inclusion. As we continue our journey towards a more sustainable future, we are focused on people-centric initiatives that prioritize community well-being, inclusivity, and empowerment.

By embracing diversity, supporting local communities, and championing Indigenous inclusion, we are laying the foundation for a brighter, more equitable future for all. Together, we aim to build a world where everyone thrives.

We recognize the invaluable contributions of Indigenous peoples to our company and our communities. That’s why we’re dedicated to increasing Indigenous representation within our workforce. Our goal is to grow our current 40% Indigenous workforce to 48% by 2027. With yearly targets incrementally increasing, we are committed to fostering a diverse and inclusive workplace that reflects the richness of our society. We collaborate with over 80 first nations across Canada to attract and grow Indigenous talent and in 2023, we participated in 10 job fairs in Indigenous communities throughout Western Canada to attract top talent to our

organization. Additionally, we aim to increase female representation, aspiring to elevate our current 14% female workforce to 20% by 2027.

We also believe in the power of education and mentorship to nurture talent and leadership. We provide learning and development opportunities that foster personal and professional growth for all employees. In 2023, we had 21 apprentices in our company—33% of our apprentices identify as Indigenous. As part of our Grow Our Own program, we saw 210 progressions and promotions. Through this program that focuses on promoting and growing within, 18% of our workforce was promoted—of those promoted, 40% were Indigenous. Overall, 40% of our leadership is Indigenous.



Throughout the year, our employees had ample opportunity to participate in learning and development opportunities.

- We hosted quarterly events as part of our Female Empowerment Initiative that is focused on uplifting and inspiring women in the workforce.
- We participated in 4 culture awareness sessions, with Nisto Consulting, and learning opportunities to further our understanding and increase our awareness of Indigenous culture and history.
- We hosted various cohorts to enhance our leaders' skills and capabilities offering two programs – UpClose and FranklinCovey. In our FranklinCovey program, 52% of our cohort is Indigenous.

We also launched our Culture and Engagement survey to gather valuable insights on our employee experience and identity opportunities for continuous improvement. Based on feedback received from over 75% of our workforce, our corporate culture impact score is 77%. Our goal is to achieve an 85% Corporate Culture Score by 2027, reflecting our commitment to a supportive and inclusive work environment.

We believe our people are our greatest strength and are committed to creating a positive impact in their lives through meaningful opportunities.



PROCUREMENT WITH PURPOSE

Our commitment to supporting local businesses and Indigenous entrepreneurs is unwavering. Bouchier is committed to supporting local and Indigenous businesses by working with local subcontractors and assisting Indigenous businesses to promote and grow within their supply chain capacity.

In 2023, we achieved 71% in local spend and 19% in Indigenous spend. Our target was to procure a minimum of 65% of our spend annually with local businesses, driving economic growth in our communities. Working together, we were able to surpass this goal. By 2027, we aim to allocate at least 25% of our spend annually to Indigenous businesses, empowering Indigenous communities and fostering economic self-sufficiency. This year alone we were able to achieve a 6% increase and know we can and will reach and surpass this goal by 2027.

71%

LOCAL SPEND

19%

INDIGENOUS SPEND



INVESTING IN OUR COMMUNITIES

We believe in giving back to the communities that sustain us. Through our community investment initiatives, we are committed to making meaningful contributions. In recognition of our 25th anniversary, we invested \$1 million dollars in three main areas: youth and recreation, culture and community and female empowerment. We marked the year with two significant legacy donations at Keyano College and Grant McEwan University to enhance educational opportunities for Indigenous students and northern communities. We were proud to be presenting sponsor for Fort McKay Treaty Days, the Women of Inspiration Celebration with Girls Inc. of Northern Alberta, the Regional Aboriginal Recognition Awards, and Fort McMurray Minor Hockey Association. Other notable contributions included supporting the Canadian Council of Aboriginal Business, Northeastern Alberta Aboriginal Business Association, Indspire Awards and the Fort McKay Recreation Corporation.

\$500,000

IN LEGACY DONATIONS

\$107,000

YOUTH & RECREATION

\$381,000

CULTURE & COMMUNITY

\$37,000

FEMALE EMPOWERMENT

Moving forward we are committed to investing 25% of our giving dollars to support Indigenous youth, businesses, people, and communities. By investing in education, entrepreneurship, and cultural preservation, we aim to create lasting positive change.



TRUTH+ RECONCILIATION

We believe Truth must come before reconciliation. To this end, we are committed to providing opportunities for our employees to learn and understand the truth, fostering a culture of empathy and understanding. In 2023, we held several sessions where employees had the opportunity to learn from elders and subject matter experts. Through these opportunities we participated in blessing ceremonies, learned about trapping, and the history of residential schools within Canada. We are committed to expanding on these opportunities in the years to come.

As part of our commitment to truth and reconciliation, we are dedicated to supporting ongoing cultural values, with a focus on Indigenous awareness and local heritage. To recognize and honour the Indigenous heritage of our owners, we have introduced Indigenous language into our communications and company apparel.

We prioritize the community of Fort McKay within the Regional Municipality of Wood Buffalo, striving to honor and preserve Indigenous traditions. We have a strong relationship with the community of Fort McKay and work in collaboration with the nation to support community initiatives. Aside from sponsorship community events, last year we hosted a grand opening for a donated playground to support the new school in the community.

We fully support and have adopted the Truth and Reconciliation Commission Calls to Action 92. This has laid the foundation for businesses such as ours to build trust, promote equitable opportunities, foster sustainable development, and contribute to educational initiatives aimed at reconciliation and healing in Canada. We have showcased our commitment and been recognized with GOLD certification as part of the Progressive Aboriginal Relations program through the Canadian Council of Aboriginal Business. Obtaining PAR certification is both a recognition of our values and a testament to our role in shaping a more inclusive and respectful business environment.



ABOUT PROGRESSIVE ABORIGINAL RELATIONS (PAR)

PAR is a CCAB certification program that confirms corporate performance in Indigenous relations. The program supports participants' efforts towards progressive improvement and commitment to prosperity in Indigenous communities and with Indigenous businesses. This certification signals to communities that a business is a good business partner, a great place to work and committed to prosperity in Indigenous communities. The four key drivers of the program that a company is measured on include:



LEADERSHIP ACTIONS



EMPLOYMENT



BUSINESS DEVELOPMENT



COMMUNITY RELATIONSHIPS



GOVERNANCE

Doing the right thing, the right way

mamisiwin ᐃᓕᓐᓂᓐ (trust)

We recognize that ethical governance is the cornerstone of sustainability. With a deep respect for our Indigenous heritage and values, we are committed to conducting business with the utmost integrity and transparency. Our governance framework is designed to foster trust, accountability, and responsible decision-making at every level.

TRANSPARENT REPORTING

We hold ourselves to the highest standards of integrity, which is why we have adopted a zero-tolerance policy for bribery and corruption. Transparency is fundamental to our operations, and we are dedicated to ensuring that our reporting practices are clear, honest, and compliant with legal and ethical standards. By upholding transparent reporting, we strive

to build trust with our stakeholders and demonstrate our unwavering commitment to ethical conduct.

WHISTLEBLOWING & CONFLICT OF INTEREST

We believe in the importance of providing a safe and confidential avenue for employees to report any concerns regarding unethical behavior or conflicts of interest. Our whistleblowing policy encourages employees to speak up without fear of retaliation, empowering them to uphold our values and hold themselves and their colleagues accountable. Additionally, we are committed to conducting annual reporting on whistleblowing and conflict of interest issues, ensuring that any potential risks or breaches are promptly addressed and resolved.



YEAR IN REVIEW 2023

kiskêyiẖtamowin ᐃᓄᑦᐸᓂᓕᓗᓂᓐ
(knowledge/experience/learning)

HIGHLIGHTS

0.18
TRIF

40%
INDIGENOUS
WORKFORCE

\$1 million
COMMUNITY
INVESTMENT

19%
INDIGENOUS
PROCUREMENT

In 2023, we celebrated 25 years of Indigenous excellence continuously pushing boundaries, embracing challenges, and forging lasting partnerships. As we commemorated a quarter-century of accomplishments, we reflected on the journey that has shaped us and look ahead with excitement to the limitless possibilities.

HEALTH, SAFETY AND ENVIRONMENT

2,167,306 TOTAL HOURS
WORKED

0.18
TRIF

2 ENVIRONMENTAL INCIDENTS

NEAR MISSES WITH NO ENVIRONMENTAL DAMAGE

1M+
CONSECUTIVE HOURS
WORKED WITHOUT
RECORDABLE INJURY



TWO STREAMS OF SERVICE:

CIVIL CONTRACTING & FACILITY SERVICES

**PROGRESSIVE
ABORIGINAL
RELATIONS GOLD
CERTIFICATION**

FLEET - 400+

COMMUNITY INVESTMENT

\$1 million+ TOTAL INVESTMENT

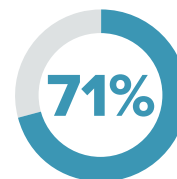
\$381,000
CULTURE/COMMUNITY

\$37,000
FEMALE EMPOWERMENT

\$107,000
YOUTH & RECREATION

\$500,000
LEGACY DONATIONS

PROCUREMENT



LOCAL PROCUREMENT

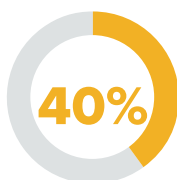


INDIGENOUS PROCUREMENT

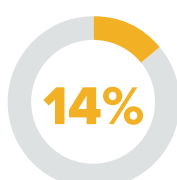
CULTURE & PEOPLE

1,200 ACTIVE EMPLOYEES

REPRESENTATION FROM OVER
80 FIRST NATIONS



INDIGENOUS WORKFORCE



FEMALE WORKFORCE



LOCAL WORKFORCE

THANK YOU TO OUR TOP VALUED CLIENTS

Canadian Natural Resources Limited

Suncor

Imperial Oil

OUR FUTURE

As we conclude our sustainability report, we are inspired by the profound wisdom of Indigenous knowledge and the invaluable influence it has had on our journey toward a more sustainable future.

With each step forward, we embrace the teachings of Indigenous peoples, recognizing the interconnectedness of all life and the sacred responsibility we hold as stewards of the land. Profound respect for the natural world has guided our actions, shaping our business and commitment to environmental stewardship and fostering mutually respectful relationships with our Indigenous neighbors.

As we look to the future, we are filled with hope and determination. We envision a world where sustainability is not just a goal, but a way of life deeply rooted in Indigenous values of respect, reciprocity, and harmony with nature.

Our commitment to incorporating Indigenous knowledge into our sustainability efforts will only



grow stronger. We will continue to listen, learn, and collaborate with Indigenous communities and people, recognizing that their ancestral wisdom holds the key to unlocking innovative solutions to the challenges we face.

As we embark on this journey together, let us carry forward the lessons of the past, honor the present, and embrace the possibilities of tomorrow.



nîkânihk ôbô^x (in the future)





BOUCHIER | **25TH**
ANNIVERSARY

INDIGENOUS EXCELLENCE – BETTER TOGETHER