

## EMPOWERING PEOPLE

1300+

active team members (=2024)

307

team members grew through progressions and promotions (>2024)

41%

of Indigenous employees in leadership roles (=2024)

90+

Indigenous communities represented (=2024)

74%

culture & engagement score (<2024)

39%

Indigenous workforce (>2024)

31

Apprentices (>2024)



## SERVING THE COMMUNITY

\$580,000+

invested in community (>2024)

\$219K (37.5%)  
Indigenous-aligned investments

52

community initiatives supported (163 funding requests received)

## 3 MAIN INVESTMENT AREAS

\$331,653

Culture & Community (>2024)

\$214,500

Education & Training (new for 2025)

\$38,000

Female Empowerment (>2024)

## TRUSTED PARTNER

### 3 SERVICE LINES

- Civil Contracting
- Facility Services
- Logistics

- 90% corrective action compliance (HSE)

- Expanded fleet services & preventative maintenance capacity

- Expanded into new geographic markets



### CCIB BUSINESS OF THE YEAR

Recipient of the CCIB Business of the Year Award recognizing Indigenous leadership, sustained growth, operational excellence, and commitment to creating opportunity through strong partnerships.

### GOVERNANCE HIGHLIGHTS

- Cybersecurity: zero data breaches

- Whistleblowing: zero incidents

- Policy Governance: All key policies reviewed

# PEOPLE. PERFORMANCE. RESPONSIBILITY.



**THIS YEAR WAS DEFINED NOT ONLY BY WHAT WE ACHIEVED, BUT BY THE ENVIRONMENT IN WHICH WE ACHIEVED IT.**

In 2025, amid geopolitical tension, softening oil prices, and shifting client budgets, Bouchier remained focused, disciplined, and united. While markets tightened, our teams delivered strong results across Civil Contracting, Facility Services, and Logistics, securing new work, strengthening client relationships and completing projects safely and successfully.

We invested where it matters most. More than \$580,000 was directed to community initiatives, and we were honoured to be named 2025 Business of the Year by the Canadian Council for Indigenous Business (CCIB), a national recognition that reflects the strength of our people, culture, and partnerships. Indigenous representation reached 39% across our workforce, with 41% of Indigenous employees serving in leadership roles, meaningful progress toward long-term economic inclusion and opportunity.

Even in a challenging year, we strengthened the foundation of our business. We advanced Doing Safety Differently, refreshed our approach to recognizing safe work, and listened closely through comprehensive culture and wellness surveys. We extended the life of major assets through disciplined rebuild programs, reduced waste and strengthened corrective-action follow-through, and introduced new ESG reporting.

In a year that tested markets, we reinforced culture. In a year that required resilience, we delivered performance. And in a year of uncertainty, we continued building a trusted company grounded in responsibility, partnership, and long-term value.

*Nicole Bourque-Bouchier, CEO*