



2025

Reconciliation Action Plan
Progress Report



TRANSMOUNTAIN





Land Acknowledgement

In the spirit of respect and reconciliation, Trans Mountain honours the land upon which we operate as the Treaty areas and traditional territories of many First Nations and Métis people. We acknowledge the past, present and future generations of the Indigenous Peoples who continue to steward the land and the benefits these lands provide us all.

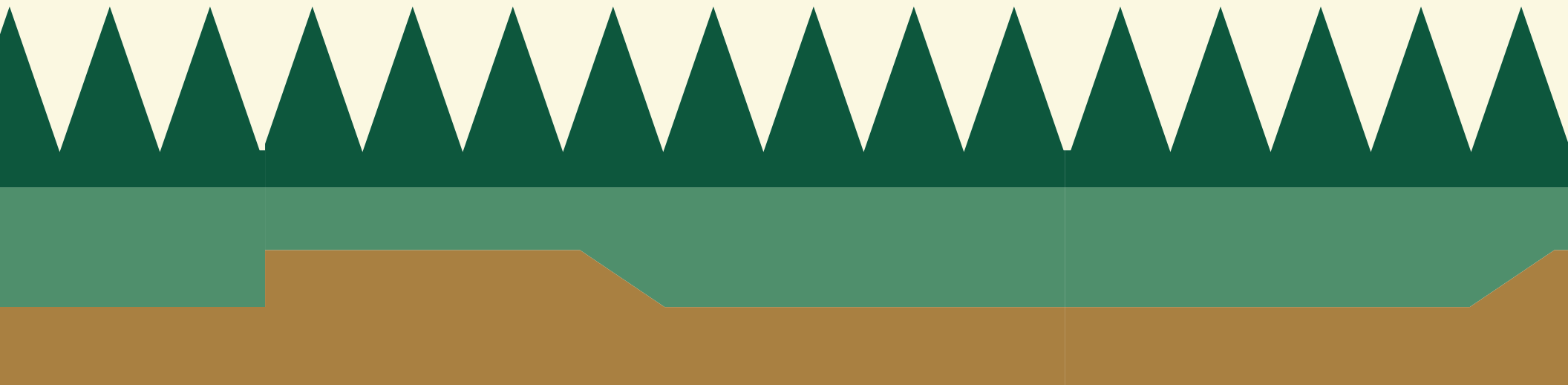


Table of Contents

Reconciliation in Action 4

Message from the Chief
Administrative Officer 5

Pulse Check – What we Heard
from Employees 6

Six Pillars of Reconciliation 7

 Governance 8

 Education 11

 Employment 14

 Community Engagement 18

 Economic Empowerment 20

 Environmental and Social Impact 23

2026 and Beyond 26



Reconciliation In Action

Reconciliation with Indigenous Peoples involves ongoing dialogue and collaboration among governments, businesses, communities and individuals. Trans Mountain is dedicated to building respectful and lasting relationships while providing economic opportunities for Indigenous Peoples.

**View
Trans Mountain's
Reconciliation
Action Plan [here](#).**

This Reconciliation Action Plan Progress Report outlines the ways that Trans Mountain has demonstrated its commitment to Indigenous Peoples and embraced the Reconciliation Action Plan (RAP) throughout the organization. Our progress has been steady, and although there is more work to be done, we are pleased to report that all targets were completed or exceeded in 2025.

Trans Mountain is committed to accountability and transparency regarding its reconciliation efforts. We have contributed to capacity building and creating opportunities for Indigenous Peoples in Western Canada through the Trans Mountain Expansion Project and in our operations. Our pipeline system in Alberta spans the traditional territories of Treaty 6, Treaty 8 and the Otipemisiwak Métis Government North Saskatchewan River Territory. In British Columbia, the system crosses many traditional territories and 15 First Nation reserves.

This report is designed to outline the company's progress towards implementing commitments with Indigenous Peoples, employees and other stakeholders along the pipeline system. We are also sharing our plans for 2026 and beyond, as we look towards the future and creating a legacy that benefits Indigenous Peoples along the Trans Mountain pipeline and marine corridor.

Message From The Chief Administrative Officer

I am pleased to share the 2025 Progress Report for the Trans Mountain Reconciliation Action Plan, demonstrating our growth and ongoing commitment to shared prosperity between Trans Mountain and Indigenous communities along the pipeline and marine corridor. We are observing stronger and more collaborative relationships with Indigenous Peoples and real progress around economic benefits that reach beyond today for future generations.

The early years of this action plan are focused on listening, learning and laying the groundwork for building strong and sustainable partnerships. I want to thank the Indigenous communities that supported this development process and who graciously shared their knowledge, guidance and priorities with us. I also want to extend thanks to our employees and contractors who committed to achieving the RAP targets and taking steps every day to advance reconciliation.

We have now established our framework to integrate Indigenous perspectives into our operations and, while we recognize there is much more to do, this will provide the foundation for our continued efforts. I look forward to working with Trans Mountain's Indigenous advisory council, that will be known as the Reconciliation Advisory Council going forward, and receiving their trusted guidance on establishing priorities and preparing for our next plan.

As we continue this work, Trans Mountain is shaping a more equitable workplace that is grounded in respect and guided by a commitment to making Indigenous reconciliation part of our everyday culture. This commitment will also shape how we continue to build relationships and identify new opportunities for partnership. By working together, we will create value and meaningful change for generations to come.

– **Jennifer Pierce, Chief Administrative Officer**



We are observing stronger and more collaborative relationships with Indigenous Peoples and real progress around economic benefits that reach beyond today for future generations.

✔ Pulse Check – What We Heard From Employees

At the end of 2025, Trans Mountain surveyed employees and contractors to gather feedback on the RAP and how it was perceived.

Survey responses confirm a clear understanding of reconciliation as it relates to Trans Mountain's work and values and a deeper understanding of how the RAP connects to their role. Most respondents report that since the 2025 launch of Trans Mountain's RAP commitments, they have participated in reconciliation or Indigenous cultural learning events at Trans Mountain or outside of work.

Overall, employees and contractors expressed appreciation for the reconciliation work being done across the company, while some identified opportunities to deepen reconciliation work with more practical toolkits and experiential training. The Pulse Check Survey will continue being conducted annually as the RAP matures and we look forward to receiving more feedback to guide future actions, commitments and communications.

Six Pillars of Reconciliation

Trans Mountain developed its Six Pillars of Reconciliation in 2023-2024 based on input gathered through engagement sessions with Indigenous Peoples along the pipeline corridor, as well as employees and contractors. These Pillars capture the key themes and priorities from those conversations and the resulting What We Heard Report. This year's Progress Report highlights our progress on 2025 objectives and targets and outlines our focus for 2026 and beyond.

In the following tables, ☑ signifies completed targets and ☑☑ signifies exceeded targets.

View
Trans Mountain's
What We Heard
Report [here](#).

1

Governance



2

Education



3

Employment



4

Community Engagement



5

Economic Empowerment



6

Environmental and Social Impact



1

Governance

We focused our 2025 Governance commitments and targets on establishing communication channels, internal reporting systems, policies and key performance indicators (KPIs) to support the RAP and ongoing planning and execution.

Overview: Ensure inclusive and transparent governance by integrating Indigenous perspectives into our decision-making, actively communicating our reconciliation journey and embedding our commitments throughout the organization.



Spotlight On Governance

What gets measured gets managed, driving improvement in our performance. For the governance pillar, it was most important to develop the governance structures, policies and key performance indicators to support a system where teams are evaluated on alignment and commitment to the RAP. In some cases, that meant establishing and monitoring new KPIs, and in others it resulted in the updating and integrating of indicators and relevant policies. In all cases, the goal was to integrate Indigenous perspectives, making it part of our daily work.

We look forward to working with the Indigenous advisory Council and the ideas and guidance they will provide.



Employee preparing equipment inside a field operations facility.

1

Pulse Check

Employees who completed the survey agree that Trans Mountain leaders actively support reconciliation and model respectful relationships with Indigenous Peoples.



Governance

Legend: ✓ = completed targets, ✓✓ = exceeded targets

Commitment	Target	2025 Outcome	Result
Communicate the importance of the company’s reconciliation journey.	Message communicated through dedicated internal and external communication campaigns.	Communication campaigns implemented for all quarters of 2025.	✓✓
Successful delivery of RAP commitments through regular monitoring and tracking.	RAP responsibilities for internal Task Force identified and monitoring system established.	Monitoring and Reporting System presented and accepted at Indigenous Reconciliation Task Force Meeting in Q1 2025.	✓
Develop KPIs related to certain commitments in the RAP.	KPIs established and communicated to Trans Mountain executives for alignment and presentation at Board Strategy Session.	KPIs approved by Trans Mountain’s Executive Council in Q1 2025.	✓
Review and update the Indigenous Relations Policy to be relevant for an operational context.	Indigenous Relations Policy reviewed, updated and verified by Indigenous community members.	Indigenous Relations Policy updated and approved in Q1 2025.	✓
Recruit, develop and launch an external Indigenous advisory council.	Launch of an external Indigenous advisory council.	Indigenous advisory council Chair appointed in Q4 2025.	✓
Integrate RAP commitments across other relevant organizational policies.	Other relevant policies updated.	Policies identified and updated to align with reconciliation commitments. Updates announced to staff in December 2025.	✓

View
Trans Mountain’s
Indigenous Relations
Policy [here](#).

2

Education

Education commitments and targets included mandatory training for all employees and contractors, updated online resources and the establishment of an Indigenous Speaker Series.

Overview: Enhance internal knowledge, understanding and appreciation of Indigenous histories, cultures and knowledge among employees, contractors and the leadership team by providing ongoing cultural learning and development opportunities.



Spotlight On Education

"When Indigenous nations are at the table, innovation follows. Economic reconciliation is not just the right thing to do; it's the smart thing to do."

– Crystal Smith, former Chief Councillor of the Haisla Nation

Indigenous Speaker Series presenter, Crystal Smith with Trans Mountain team members after speaker session.



The Trans Mountain Indigenous Speaker Series was developed in early 2025 to provide culturally appropriate events featuring Indigenous Knowledge Keepers to further educate the workforce. In September, former Chief Councillor of the Haisla Nation, Crystal Smith, addressed Trans Mountain staff on the topic of Leadership, Legacy & Reconciliation. She shared her journey not just as a leader and business partner, but as a mother and grandmother.

"Every decision I've made has been with the future of my children and grandchildren in mind," she said addressing staff in-person and virtually for the fourth installment of the series.

"I envision a future where reconciliation is not an aspiration but a reality, and where their potential is limitless because of the groundwork we've laid."

Haisla Nation went from watching projects happen around them to leading projects under Crystal's leadership. By asking questions and becoming decision-makers, Crystal says Indigenous communities can be partners in building infrastructure and projects that include both environmental protection and economic growth.



 Pulse Check

Education is the Reconciliation Pillar that resonates most with Trans Mountain employees and contractors who participated in the survey. They noted that education helps build understanding and expressed interest in receiving further training opportunities with Indigenous presenters.

Education

Legend:  = completed targets,  = exceeded targets

Commitment	Target	2025 Outcome	Result
Require all staff to complete Trans Mountain’s annual and mandatory Indigenous Cultural Awareness Training.	Indigenous Cultural Awareness Training module updated.	Module updated with required knowledge evaluation in 2025.	
	Mandatory training completed by all employees and contractors.	99% of Trans Mountain employees and contractors have completed the required training.	
Update internal internet platforms to include reconciliation resources and Indigenous content.	Intranet platform updated.	New reconciliation resources added to internal website prior to National Day for Truth and Reconciliation.	
Increase Trans Mountain’s workforce awareness of local Indigenous Knowledge by hosting culturally appropriate events.	Indigenous Speaker Series established.	Indigenous Speaker Series events held five times in 2025 for employees and contractors.	
Develop training that informs employees about Trans Mountain’s RAP and incorporate into existing annual mandatory Indigenous Cultural Awareness Training.	Training developed and incorporated into Trans Mountain’s existing annual mandatory Indigenous Cultural Awareness Training.	RAP Training developed and rolled out with annual training requirement in Q2 2025.	

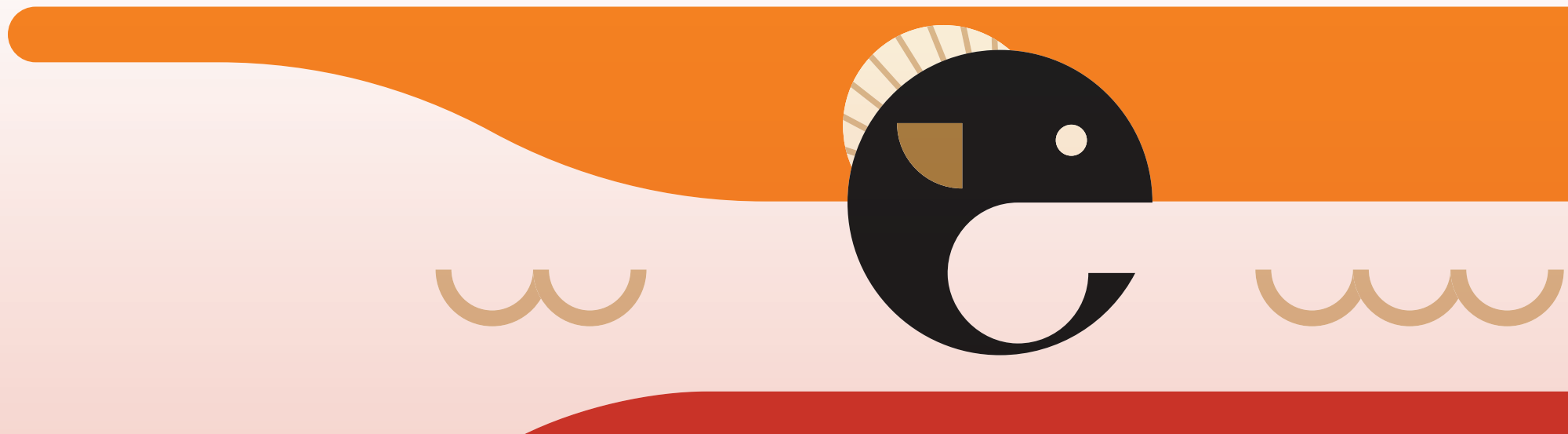


3

Employment

Employment commitments and targets were focused on updating the company website to be inclusive of Indigenous talent, engaging youth through summer internships, creating an annual scholarship for Indigenous students and continuing to offer a professional development program for Indigenous candidates.

Overview: Attract, retain and advance Indigenous talent by removing barriers to employment, enhancing engagement and development opportunities and promoting a strong sense of community within our organization.



Spotlight On Employment



Indigenous student in a learning environment.

Trans Mountain Excellence Scholarship for Indigenous Students

In 2025, Trans Mountain partnered with Indspire to develop a new scholarship program for Indigenous students and the futures they're building. Indspire is one of Canada's leading Indigenous led organizations that invests in the education of First Nations, Inuit and Métis people.

The **Trans Mountain Excellence Scholarship for Indigenous Students**, announced in May 2026, supports up to eight First Nations, Inuit and Métis students annually from Alberta and British Columbia. Trans Mountain has invested \$100,000 and with matching funds from the Government of Canada in 2026, the scholarship program will provide \$200,000 in financial support for Indigenous students annually. The scholarships support Indigenous students studying in full-time programs connected to our areas of work and community priorities. In August 2026, successful recipients will each receive a \$25,000 scholarship for their 2026-2027 academic year to help remove financial barriers.

Student in university laboratory, engaging in learning.



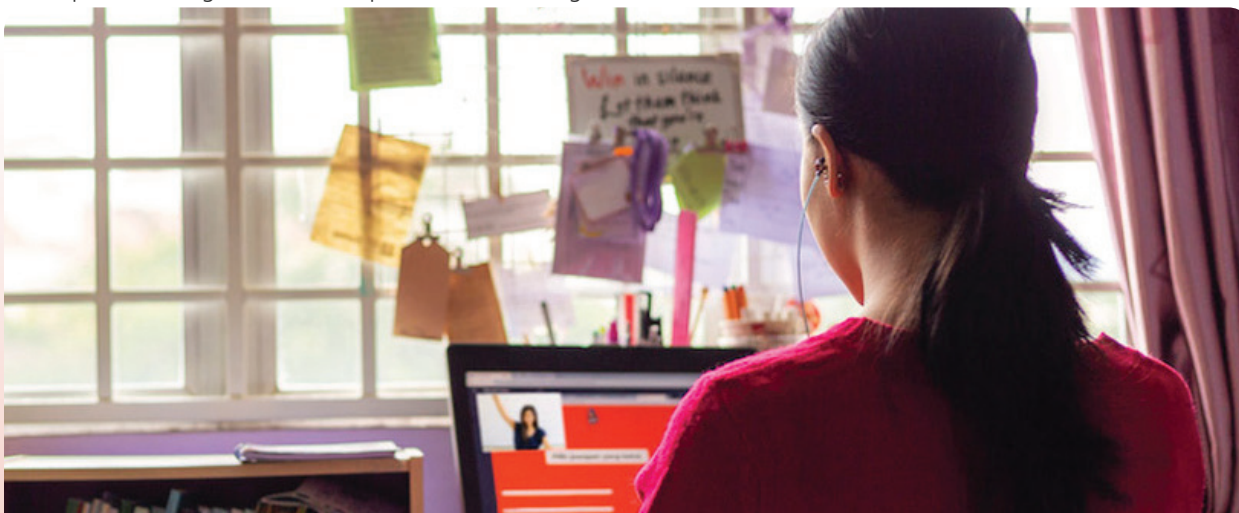
Spotlight On Employment

Project Management Program: Sponsoring Educational Opportunities for Indigenous Women

In 2025, we celebrated our fifth year of continued sponsorship of the online Project Management Extension Certificate Program for Indigenous women through Mount Royal University in Calgary, Alberta. Participants have access to a Trans Mountain mentor to support their learning and extend their network.

Fifteen Indigenous women enrolled in this certificate program in 2025 bringing the total number of Indigenous women accepted into the Program to over 100 since 2020. The Program includes modules on workplace communication, identifying project stakeholders, and developing a project approach, life cycle and plan. Participants also learn about project measurement and finish the course with a project management capstone.

Participant working at a desk in a professional setting.



Indigenous youth and staff participating in the Outland Youth Employment Program.

Outland Youth Employment Program: Sharing Opportunities with Indigenous Youth

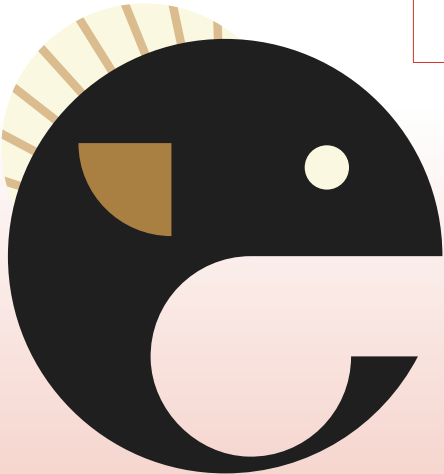
Trans Mountain continues to support the Outland Youth Employment Program (OYEP), which provides opportunities for Indigenous youth (ages 16–19) to explore various work environments and receive training to support their future careers. In 2025, members of the Trans Mountain team visited the OYEP camp to discuss careers in the pipeline industry, to share information about our company and to discuss our approach to environmental and social governance.



Employment

Legend: ✓ = completed targets, ✓✓ = exceeded targets

Commitment	Target	2025 Outcome	Result
Promote Indigenous employment opportunities by updating company webpages to demonstrate inclusivity for Indigenous employees.	Website updated with content that includes opportunities for Indigenous employment.	Indigenous Relations Team reviewed recommended website updates and changes were implemented in Q4 2025.	✓
Continue Indigenous youth engagement campaigns.	Summer internship positions available for Indigenous candidates.	Summer student hired for 2025.	✓
	Development of a scholarship for Indigenous students. Annual scholarship for Indigenous students established.	Scholarship program and budget approved for 2026.	✓
Continue professional development programs for Indigenous candidates.	Professional development programs offered.	Contract signed to continue Mount Royal University Project Management Program for Indigenous Women in 2026. Conducted Professional Development Survey to inform future programs.	✓✓



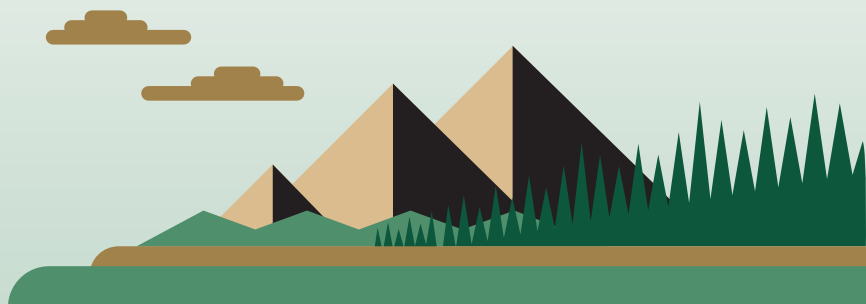
4

Community Engagement

The Community Engagement commitment for 2025 was to implement a phased review of Comprehensive Community Plans (CCPs) developed by Indigenous communities. The intent of this commitment was to help Trans Mountain gain a deeper understanding of the priorities, goals and future needs of the communities we engage with - particularly within our activity area.

Overview: Support Indigenous communities by collaboratively addressing priorities such as land use, economic development and health and wellness.

Requests for sharing CCPs, for information purposes only, were distributed; however, there was a limited response. While available CCP data was assessed, it was determined that it did not provide appropriate information to inform Trans Mountain operations. As a result, the Indigenous Relations Team recommended that the commitment be closed, reported as complete and efforts refocused elsewhere. This recommendation was approved in December 2025. Trans Mountain will identify additional commitments under the Community Engagement Pillar that can be implemented as early as 2027. Meanwhile, Trans Mountain will continue regular engagement for operations and projects with Indigenous partners to gain further understanding of community priorities.





 Pulse Check

Employees and contractors who completed the survey are interested in taking their next step in reconciliation through experiences such as community visits, on-the-land learning or cultural activities led by Indigenous partners.

Community Engagement

Legend:  = completed targets,  = exceeded targets

Commitment	Target	2025 Outcome	Result
Implement a phased review of Comprehensive Community Plans (CCPs) developed by Indigenous communities.	Phased review of key community CCPs based on: • First Nation Reserves that Trans Mountain assets traverse. • Reserves within one kilometre of the corridor. • Other communities in relation to Trans Mountain’s priorities and plans.	Trans Mountain exceeded outreach targets; however, received limited response and was therefore unable to assess CCPs. IRT assessed available CCP data and determined that not enough information was provided to inform Trans Mountain Operations. Recommendation to close commitment and refocus efforts elsewhere was approved in December 2025.	

5

Economic Empowerment

Economic Empowerment targets were developed to update the Trans Mountain Procurement Policy, provide opportunities to participate in future projects and operations and engage Indigenous suppliers for environmental services.

Overview: Embed Indigenous procurement priorities into our policies and increase Indigenous participation to foster economic growth and collaboration.



Spotlight On Economic Empowerment

Trans Mountain invests in long-term pipeline maintenance agreements with Indigenous contractors in five different regions along our operating corridor from Edmonton to Burnaby. These five companies are either majority or fully owned by Indigenous communities. Contractors are responsible for pipeline and right-of-way maintenance along the pipeline corridor in their region, including integrity digs, brushing and clearing services and other civil related scopes.

Contractors have received multi-year contracts, demonstrating Trans Mountain's long-term commitment to Indigenous economic opportunities. These companies continue to grow in their service capacity alongside Trans Mountain as Trans Mountain journeys towards its goals of Operational Excellence and being a High Reliability Organization.

This work is crucial to the safety and security of Trans Mountain's operations. As the relationship between Trans Mountain and the Indigenous maintenance contractors matures, the company looks forward to continuing opportunities for meaningful economic participation.

"The Indigenous contractors we work with on maintenance along the pipeline are long-term strategic partners. We are committed to growing this relationship."

– Adam Layton, Senior Contract and Indigenous Supply Chain Specialist

Heavy equipment supporting Indigenous-led pipeline maintenance work.

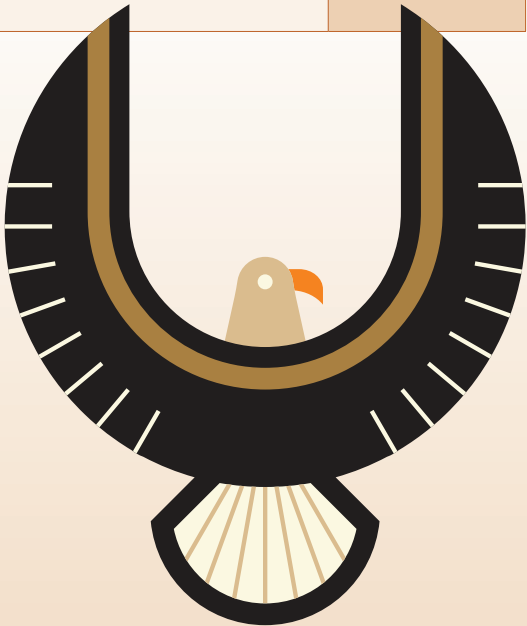




Economic Empowerment

Legend: ☑ = completed targets, ☑☑ = exceeded targets

Commitment	Target	2025 Outcome	Result
Embed Indigenous procurement language into Trans Mountain's Supply Chain Policy.	Supply Chain Policy updated.	Updated Procurement Policy with Indigenous procurement language for implementation in April 2025.	☑☑
Foster ongoing Indigenous economic participation in future Trans Mountain projects and operational activities.	Maximize safe, qualified and competitive Indigenous economic participation for future projects and operations.	More than half of the sourcing events in 2025 included Indigenous businesses.	☑
Engage Indigenous environmental services in Trans Mountain work.	Continue to engage Indigenous suppliers in contracting opportunities for environmental services and where possible, support the development of community-owned environmental service companies.	Completed outreach to all groups that have previously expressed interest in providing environmental services to Trans Mountain. Reviewing responses and identifying next steps for 2026.	☑☑

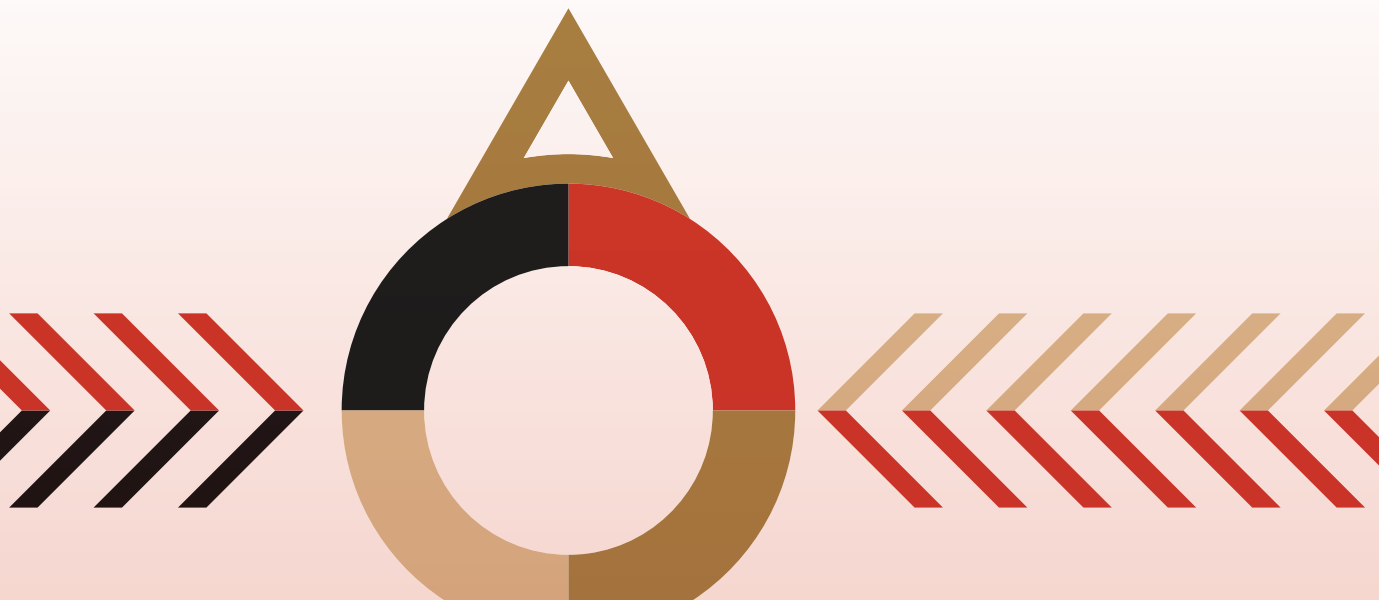


6

Environmental and Social Impact

We established targets for the reporting structure and the inclusion of RAP information in the annual Environmental, Social and Governance (ESG) report, and we enhanced communication, advanced collaboration on spill response, and increased Indigenous monitoring opportunities.

Overview: RAP tracking and reporting will be done in correlation to the company's ESG reporting. Trans Mountain will collaborate with Indigenous communities to ensure environmental stewardship, enhance operational transparency and to strengthen spill prevention and response efforts.



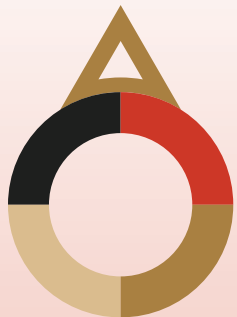
Spotlight on Environmental and Social Impact

In line with the RAP environmental target to collaborate with Indigenous Peoples and the community on spill prevention, readiness and response to emergencies, Trans Mountain provided presentations to Indigenous communities on emergency response training, the Emergency Management Program, geographic response plans, types and locations of response equipment and control points near their territory.

With an emphasis on effective spill response and containment, several spill response exercises were conducted, with representation from Indigenous communities. Trans Mountain's engagement with Kwikwetlem First Nation has developed over several years through ongoing dialogue, collaborative planning and participation in emergency preparedness activities.

For example, in June 2025, the Kwikwetlem First Nation was formally engaged in the planning of a two-day full-scale exercise in the Sumas District, which included an emergency scenario involving a serious pipeline rupture into the Fraser River near the Port Mann Bridge. Prior to the exercise, Kwikwetlem First Nation members delivered a presentation on the cultural and environmental significance of the land in the area. Participants responded positively to the presentation, which highlighted the significance of including Indigenous knowledge in emergency preparedness and response planning.

Staff and Indigenous partners collaborating during emergency preparedness training.

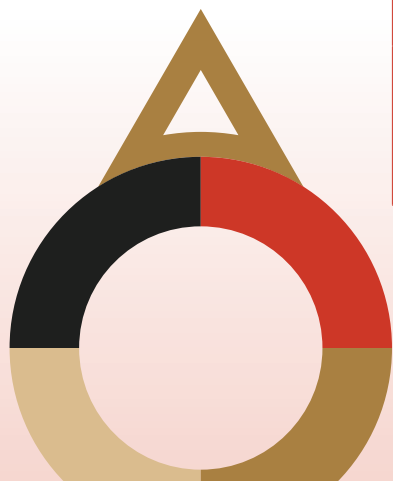




Environmental and Social Impact

Legend: ☑ = completed targets, ☑☑ = exceeded targets

Commitment	Target	2025 Outcome	Result
Establish RAP reporting structure and reporting frequency to facilitate inclusion in the annual ESG reports.	• Reporting structure and frequency established. • RAP progress included in annual and ESG reports. • Pulse Check Survey developed and administered annually. • Publish RAP Progress Report.	Pulse Check Survey distributed to all employees/contractors in November 2025. Results have been compiled for input to the 2026 ESG Report.	☑
Increase understanding amongst Indigenous communities regarding Trans Mountain's expanded pipeline system and its transition from construction to operation through targeted communications.	Targeted communication plan implemented.	Trans Mountain implemented a bi-annual newsletter to Indigenous groups on Crown Consultation List of communities. Inaugural newsletter delivered in December 2025.	☑
Identify and assess potential impacts to Indigenous interests and resources, and develop measures to avoid, manage or mitigate where necessary.	Indigenous monitoring opportunities provided for operations and maintenance activities	25 Indigenous monitoring opportunities provided on operations and maintenance activities in 2025.	☑☑
Continue to collaborate with Indigenous communities on spill prevention.	Ongoing collaboration with Indigenous communities and overall community readiness and response to local disasters.	Exceeded target due to additional communications distributed to Indigenous groups.	☑☑



2026 and Beyond

Following the completion of many of the inaugural commitments in 2025, the RAP will be renewed with the setting of new commitments in 2026-2027. These commitments will build on foundational successes for implementation over a longer period of time.

While we develop new commitments, Trans Mountain continues to adjust commitments in our current RAP. We carefully review KPI targets and metrics to reinforce our commitment to accountability and transparency in our reconciliation efforts.

In late 2025, we began developing an Indigenous Talent Strategy to enhance and increase participation of Indigenous students in the summer internship program. We also established an annual **Trans Mountain Excellence Scholarship for Indigenous Students**, and will award the first scholarships in 2026.

Trans Mountain continues to require all employees and contractors to complete the annual mandatory Indigenous Cultural Safety Training, and we offer culturally appropriate learning opportunities through the Indigenous Speaker Series. To measure effectiveness, we are developing an Employee Pulse Check Survey for annual distribution.

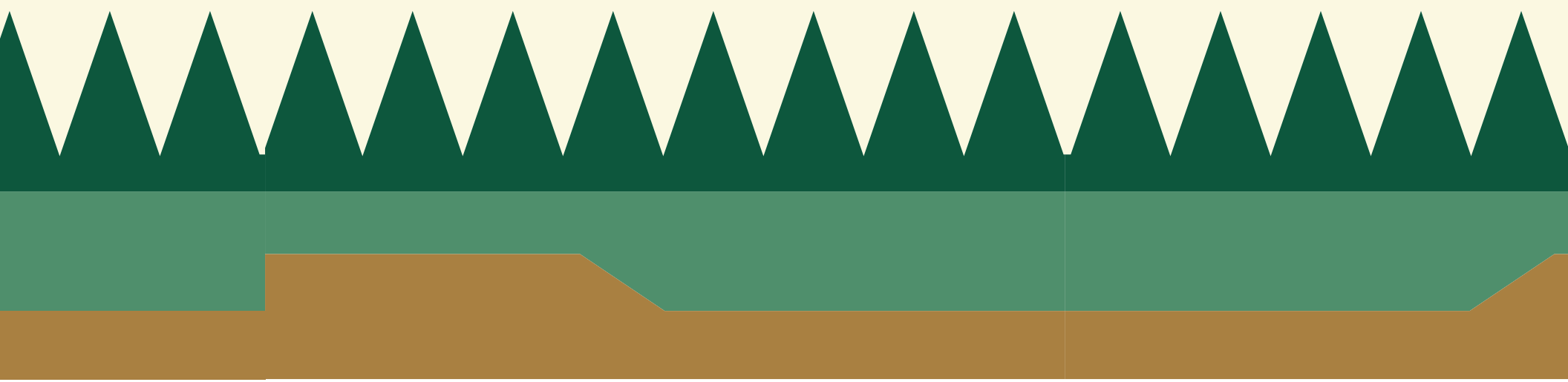
Work is underway to engage additional Indigenous suppliers in opportunities for environmental services, and opportunities for Indigenous monitoring are in place. We look forward to seeing the work of the Indigenous advisory council and reporting on those outcomes in 2027.



Trans Mountain Corporation operates Canada's only pipeline system transporting oil products to the West Coast. We have the capacity to deliver approximately 890,000 barrels of petroleum products each day through a pipeline system of more than 1,180 kilometres of pipeline in Alberta, British Columbia and 111 kilometres of pipeline in Washington state.

Trans Mountain also operates a state-of-the-art loading facility, Westridge Marine Terminal, with three berths providing tidewater access to global markets.

As a federal Crown corporation, Trans Mountain continues to build on decades of experience delivering operational and safety excellence through our crude oil pipeline system.





TRANSMOUNTAIN

transmountain.com

300 5th Avenue SW, Suite 2700, Calgary, AB T2P 5J2