



A MESSAGE FROM

ESG EXECUTIVE SPONSORS WAYNE GINGRICH, CHIEF FINANCIAL OFFICER, AND PAUL PASTIRIK, SENIOR VICE PRESIDENT, STRATEGIC DEVELOPMENT

Bird's ESG journey goes beyond the provision of market solutions. We reflect on our own processes and consider how we are living our values as a responsible and responsive company, exploring how we can build smarter and greener as we contribute to the sustainability goals and aspirations of clients, employees, and communities with whom we interact.

The expertise and experience of internal subject matter experts are leading to innovative solutions and partnerships that show the enormous potential of collaborative problem-solving. We are pleased to share a number of developments from the past year that demonstrate how our teams are going above and beyond in their passion for building green, working green, and living green. From exploring how to practically consider **carbon** in all aspects of an asset's lifecycle, to how **deep energy retrofits** can alleviate the impact of existing infrastructure, the impact of sensors and analytics to **optimize the building performance**, and how **future energy** solutions are transforming Canada's sustainable energy infrastructure. This collective approach to tackling complex challenges reaches beyond our teams and we remain committed to delving into the most pressing issues facing our industry and country through thought leadership initiatives such as **Building Good** and participating in **research** projects with universities and industry associations in Canada that are pushing the boundaries of smart construction.

In 2022, we continued to strengthen our internal ESG governance structures. This has been rooted in our ESG Roadmap, which guides our strategic priorities with respect to sustainability. ESG is explicitly addressed within the **Board charters**, signalling the active oversight role of the Board with respect to sustainability at

Bird. Significant progress has been made in advancing Bird's internal readiness for forthcoming disclosure requirements, particularly related to emissions. This has included the calculation of our own carbon footprint through an investigation of our greenhouse gas (GHG) inventory.

Safety, diversity, and inclusion have long been core topics for our business and industry and have taken on new dimensions as we expand our understanding of the complex interconnections between the social elements of ESG. We are in the process of developing a **Diversity, Equity, and Inclusion (DEI) strategy**, with the support of an external DEI consultant, that will align and coordinate our strategic priorities, objectives, and activities related to diversity, equity, and inclusion across the company. This supports the current DEI initiatives in place, including policies that ensure safe, respectful, and equitable working environments such as the Respectful Workplace Policy and Employee Code of Ethics. Bird's **Indigenous Relations** team continues to mature and expand our relationships with Indigenous communities across Canada, developing authentic partnerships that contribute to economic reconciliation and community upliftment. Bird's Social Procurement Guidelines outline the company's commitment to utilizing our **supply chain procurement** processes and purchasing power to influence and generate a range of positive social outcomes over and above the delivery of exceptional construction services.

An important part of the evolution of our understanding of DEI within our particular context has been ongoing **conversations** with folks from across the company. These include regular check-ins, engagement surveys, working groups, and various other forums for the open exchange of views. An additional conduit

for feedback are the **Employee Resource Groups (ERGs)**, which are voluntary employee-led groups that bring people together based on common identities, shared characteristics, or life experiences. Providing multiple means to communicate and collaborate on the growth and development of our common culture is one of the ways in which we lead with honesty.

Going forward, we will continue to deliver on the strategic priorities outlined in the ESG Roadmap, including ongoing reporting and tracking of ESG key performance indicators (KPIs). Our pragmatic and solutions-oriented strategy aligns with our core values and emphasizes collaboration with a diversity of stakeholders. This approach to sustainability will be supported by the ongoing evolution and growth of Bird's ESG Program to meet the needs of our teams, business, clients, and industry.

Wayne Gingrich
Chief Financial Officer



Paul Pastirik
Senior Vice President,
Strategic Development

