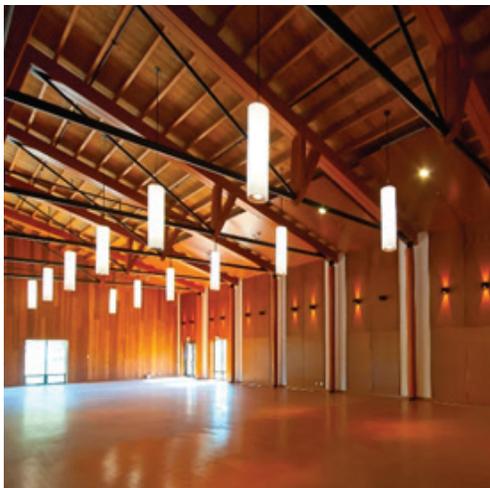
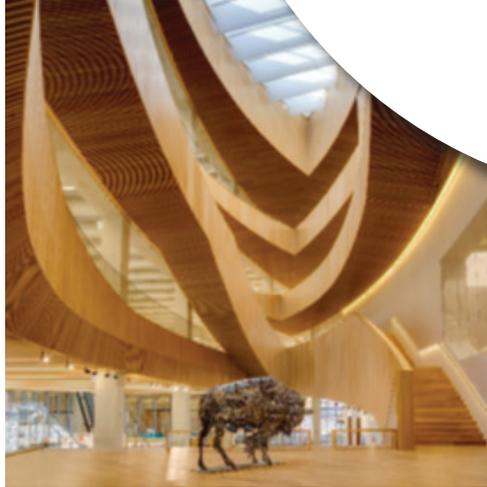




**bird**

**SUSTAINABILITY  
OVERVIEW 2020**





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# BIRD'S COMMITMENT

Bird Construction has been building on a tradition of trust through dedication, collaboration, customer satisfaction, and value creation for over 100 years. Bird's approach to sustainability is a reflection of its commitment to the core company values of safety, people, teamwork, professionalism, integrity, and stewardship. These values guide us in all we do and ensure that, as an organization, Bird provides sustainable value and accretive contributions to its clients, employees, shareholders, and the communities in which Bird and our employees live and work.

As of September 2020, Bird and Stuart Olson officially joined forces to create a leading Canadian construction company. Informed by leading industry standards and best practices, the combined entity is consistently striving towards maximizing its social and environmental impact, as well as highlighting the strong corporate governance framework in place that ensure accountability and stewardship across all of its operations.

This Sustainability Overview provides a snapshot of some of the Environmental, Social, and Governance (ESG) initiatives currently underway across Bird. It is not a comprehensive account of all of our activities, nor does it reflect the complexity of our long-term strategic approach to sustainability.

Bird is committed to entrenching sustainability best practices within all areas of the business, transforming the way we work, build, and live. In pursuit of this objective, we have undertaken a systemic review to inform how we can better track our progress towards our sustainability goals, and expand our disclosure across a wide range of key metrics, including conforming to the leading reporting frameworks utilized within our industry. This will be an ongoing process as our sustainability strategy continues to evolve to reflect internal and external factors.

Bird's sustainability journey is led by our ESG Executive Sponsors and the ESG Executive Steering Committee, and is driven by senior leaders and subject matter experts drawn from across our operating groups.

## ESG EXECUTIVE SPONSORS

Chief Financial Officer  
SVP Strategic Development

## ESG EXECUTIVE STEERING COMMITTEE

Chief People Officer  
EVP Health, Safety, and Environment  
EVP Buildings West  
SVP Industrial Maintenance

## ESG WORKING GROUPS

Senior managers and subject matter experts from Operations, Health and Safety, People and Culture, Marketing and Communications, Finance, and Risk Management

**Sustainability  
at Bird is a  
continuous journey  
of learning,  
evolving, innovating,  
and growing.**



<sup>1</sup>Consolidated results for the year ended December 31, 2020.

<sup>2</sup>Consolidated results as at December 31, 2020. Refer to the "Terminology & Non-GAAP Measures" section of Bird's MD&A for the year ended December 31, 2020.

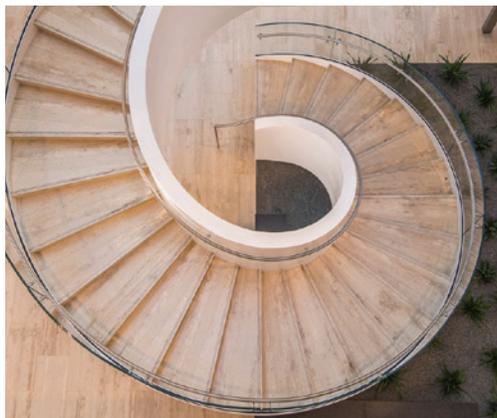
## A MESSAGE FROM TERI MCKIBBON

PRESIDENT & CEO

Sustainable building practices, robust health and safety standards, substantial community investment, authentic Indigenous engagement, and strong corporate governance are at the core of everything we do. This is why I am proud to share our first Sustainability Overview, which highlights the great things Bird has accomplished from coast to coast.

Bird's long-term strategic vision is rooted in our belief that the construction industry plays an important role in providing sustainable, innovative, and lasting solutions for not only our clients, partners, and employees, but for the communities in which we live and work. Global events of this past year remind us of just how intrinsically linked we all are.

Over the coming years, we will continue to develop, execute, and deliver on our Environmental, Social, and Governance Strategy, which will include the release of a more substantive report. I look forward to our future as an organization, industry, and collective, as we work together to create a stronger future for us all.





# BUILD GREEN

Pursuing opportunities to utilize sustainable building materials and minimize resource waste

Bird is committed to sustainable construction. We have partnered with our clients to deliver complex and innovative building systems that meet LEED®, Green Globes, Passive House, and Zero Carbon building requirements. By utilizing sustainable building materials and minimizing resource use and waste, we can realize both environmental and cost benefits.

Over the last decade, Bird has delivered over 200 projects that are built to LEED requirements or have acquired LEED certification. Bird has LEED Accredited professionals across Canada and is a proud member of the Canada Green Building Council (CaGBC).



<sup>1</sup> Bird and Stuart Olson combined, 2020.

## HUMBER COLLEGE BUILDING NX



TORONTO, ONTARIO

Humber College Building NX received the 2020 Ontario Consulting Engineering Award for Sustainability. It is the first retrofit in Canada to achieve the Canada Green Building Council's Zero Carbon Building-Design certification, and is on track to achieve the first Passive House EnerPHit Certification for a non-residential building in Canada.

This design-build project entailed a complete envelope retrofit that is highly insulated and airtight. Through a deep energy retrofit, it has been transformed into the most energy efficient building on campus, and one of the most energy efficient buildings in North America.

Sustainable design through creativity, collaboration, and dedication.



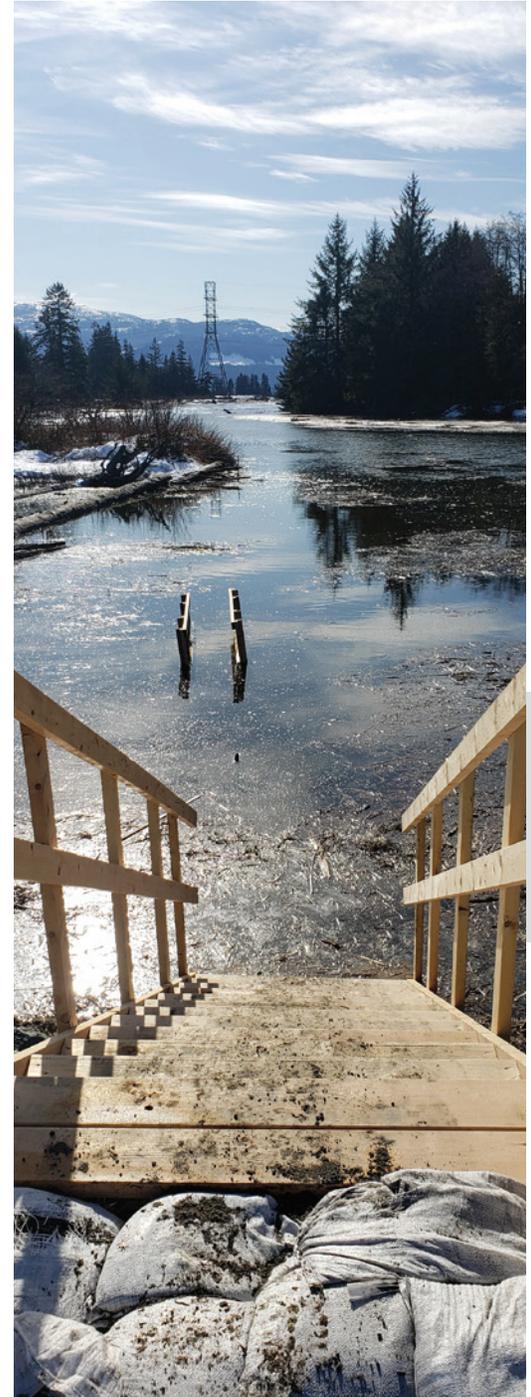
## ACTIVE WATER TREATMENT SYSTEM



On March 30, 2020, Bird's Site Preparation team reached a significant environmental milestone on an industrial project. Over 50,000,000 gallons of treated construction contact water was delivered back into the environment without incident (the equivalent volume of water in 75 Olympic-sized pools).

The entire project site falls within a temperate rainforest that supports a rich diversity of wildlife, and it is also near one of the world's largest Pacific Rim Salmon ranges. Federal and provincial regulators required 3,500 commitments in order for the project to proceed. One of these commitments is that the discharge of water off site is to be as clean as the surrounding rivers and creeks.

In order to meet regulatory compliance while keeping construction timelines, Bird mobilized an active water treatment system. The success of the system placed Bird in the position to assist other contractors to meet their water quality management requirements. Bird is looking forward to achieving the next major milestone of delivering clean water off site, while maintaining compliance with the BC Water Quality Guidelines over the course of the remainder of the project.



>50M

GALLONS OF TREATED  
CONSTRUCTION  
CONTACT WATER  
DISCHARGED OFFSITE

ZERO

ENVIRONMENTAL  
INFRACTIONS

+2M m<sup>3</sup>

SOIL/AGGREGATES  
SAFELY MOVED

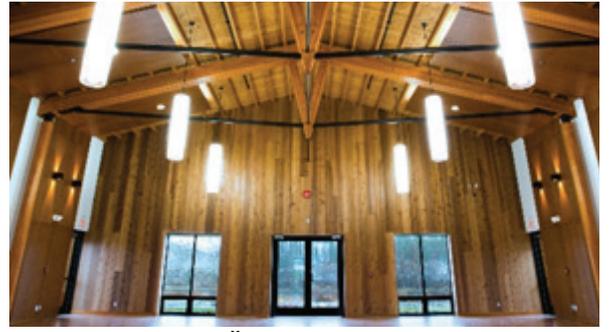


# MASS TIMBER

Mass Timber projects offer low carbon solutions using a renewable resource as a primary construction material. Through sustainable forestry, wood-based materials capture carbon and offset total CO2 emissions.



LETHBRIDGE COLLEGE  
LETHBRIDGE, ALBERTA



KWANLIN DÜN CULTURAL  
CENTRE  
WHITEHORSE, YUKON

Visibility of wood in the working environment improves productivity and happiness:

- Physical workplace **satisfaction: 81%** vs 47%
- Better **concentration: 83%** vs 65%
- **Lower stress** levels: **65%** vs 42%
- **Optimistic** about the future: **61%** vs 44%<sup>1</sup>

<sup>1</sup> "Workplaces: Wellness + Wood = Productivity" Report prepared in 2018 for Forest & Wood Products Australia, by Andrew Knox, Howard Parry-Husbands, and Pollinate.



<sup>1,2</sup> Bird and Stuart Olson combined, to date.



SURREY MAIN, KWANTLEN UNIVERSITY  
SURREY, BRITISH COLUMBIA



ALBERTA CARPENTERS UNION PENSION  
BUILDING  
EDMONTON, ALBERTA

Bird is a North American leader in wood construction with extensive expertise, experience, and supply chain knowledge. We have the in-house expertise to develop Cross Laminated Timber, Nailed Laminated Timber, wood-frame, and hybrid projects from concept to substantial completion. With an in-depth understanding of the benefits and limitations of different mass timber and engineered wood products, we deliver efficient design strategies to maximize structural efficiencies.

Our strong North American network of material supply channels effectively service mass timber projects. By leveraging our global relationships with designers, consultants, subtrades, and subject matter experts, our projects benefit from cutting-edge technologies, forward-thinking strategies, and value-maximizing processes and methodologies. This results in buildings that improve communities, user experience, and the environment.



RICHMOND, BRITISH COLUMBIA

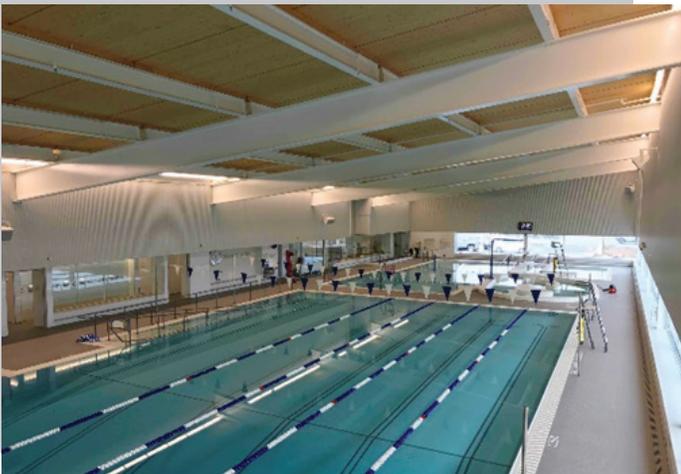
The Richmond Oval, a 2010 Olympic Games venue and legacy community facility, used local and regional sustainably produced materials – in particular wood – to connect with the local Indigenous building aesthetics.

The 43,000-square-metre facility featured a clear span of almost 100 metres to ensure no visual obstructions for spectators. Composite wood glulam beams spanned the space, proving that even very large span projects can be realized cost effectively through innovation in the use of wood. The project was awarded the Canadian Wood Council/Wood WORKS! BC Wood Design Award for Institutional Wood Design in 2009.

The new Calgary Central Library provides nearly 22,300 square metres of beautifully designed space in Calgary's East Village. Awarded with LEED Gold certification, the high efficiency building envelope consists of 465 unique curtainwall panels. The building also encapsulates the LRT tunnel, emerging at grade level. Among the mass timber elements in the avant-garde design are expansive curved cedar battens along the ceilings and walls, western red cedar planks in the entrance plaza, white oak atrium floors, and western hemlock on the vertical surfaces.

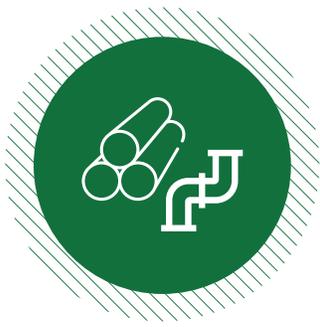


CALGARY, ALBERTA



ELMSDALE, NOVA SCOTIA

One of the largest infrastructure builds in East Hants history, the new Aquatic Centre in Elmsdale, Nova Scotia is designed for the enjoyment of people of all ages and abilities. Bird, the ownership team, and the design team, were all committed to using local resources wherever possible. For example, the wood for the showcase 1,500-square-metre Nailed Laminated Timber roof over the natatorium was harvested within 10 kilometres of the local sawmill. Bird's self-perform team manufactured the Nailed Laminated Timber panels straight from the sawmill planers and installed the roof.



# PREFABRICATION

The offsite fabrication and assembly of specialty modular skid units can mitigate site safety risks and improve overall usage and waste of consumables

## OFFSITE FABRICATION AND MODULARIZATION CONTRIBUTE TO OUR SUSTAINABILITY GOALS

- Waste minimization and lower waste removal costs
- Improved project schedules as fabrication and module assembly occur in parallel with site development and piling programs
- Improved quality due to a controlled module yard environment
- Reduced site execution risk, including reduction in traffic to remote project sites
- Improved safety performance
- Increased productivity
- Reduced site laydown space requirements
- Reduced onsite power consumption
- Recyclability of steel



MECHANICAL



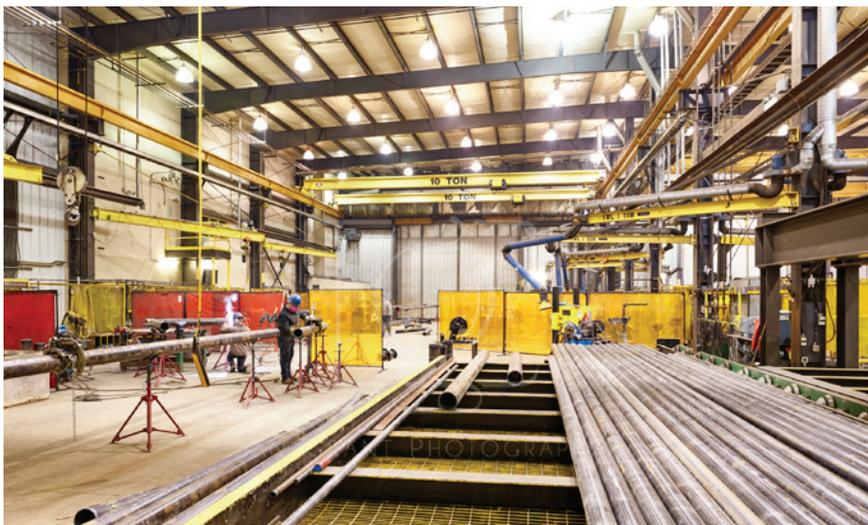
ELECTRICAL



INSTRUMENTATION

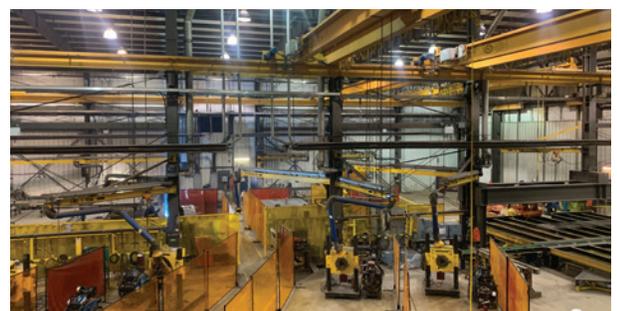
Our industrial modular capabilities include a wide range of solutions including electrical houses, modular water facilities, and industrial process piping. The commercial systems business is an industry leader in the offsite assembly of prefabricated modularized system components, with five prefabrication locations across the country.

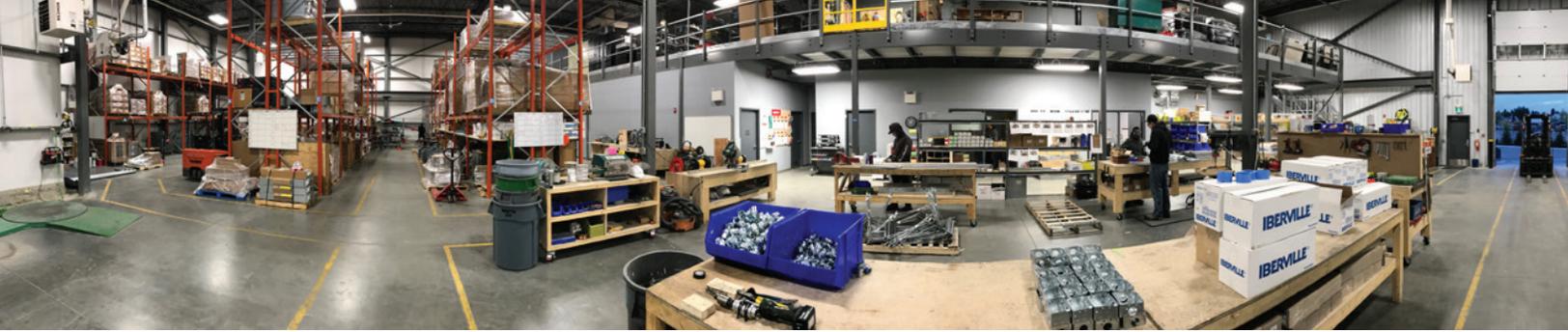
Welding fume extractors filter all welding fumes, reducing harmful exhausts and capturing any hazardous particulates. Clean air is released after the filtration process is completed. These collectors help to prevent safety risks and health problems caused by dust, fumes, mist and smoke, as well as explosions and fires. In addition to improving worker safety and comfort, this process helps to protect valuable equipment from contamination.



The recyclability of steel makes it a very sustainable material. Scrap metal recycling plays a critical role in reclaiming valuable secondary materials for reuse into new products, helping us to conserve natural resources and reduce landfill waste. We ensure that all of our scrap metals are recycled, and gather various materials in recycling bins throughout the site.

Our electronically managed consumable distribution system within the shop promotes the efficient use of consumables, reduces the overall usage and waste of consumables, improves productivity, and provides better visibility and control.





“At its core, our mission is to produce a more efficient, safer and environmentally conscious project for our clients, employees, partners, community and all other stakeholders involved. Achieved by planning, collaboration, innovation, technology, and utilizing manufacturing/production line philosophies whilst operating in a contractors that care culture.”

Paul Blanchard, Commercial Systems Group Prefabrication Shop Manager

## BMO CONVENTION CENTRE EXPANSION – HALL F



Hall F is part of the BMO Convention Centre Expansion undertaken by the Calgary Stampede. The team undertook the construction management project to provide 4,533 square metres of additional hall/trade space to the existing BMO Convention Centre, complimenting the existing footprint of the facility and allowing for the next phases of the expansion.

Our commercial systems business team was awarded the electrical contract, and utilized their local pre-fabrication shop to increase overall safety, improve project schedule, decrease waste, and reduce costs by over 50% for the panels and transformers.



Prefabrication offers opportunities for innovation: the commercial systems business worked collaboratively with the owner and consultant to create a vertical show panel assembly on cantruss, achieving a much smaller overall footprint. The shallow cantruss support was designed to secure the panel assembly to the catwalk while leaving the end user with more working space.

**REDUCED**  
SITE RISK

**INCREASED**  
PRODUCTIVITY

**IMPROVED**  
SAFETY

**EFFICIENT**  
USE OF  
RESOURCES



## STACK MODULAR

The company's investment in modular construction, through its 50% partnership with Stack Modular, contributes to Bird's overall environmental sustainability focus



AQSARNIIT HOTEL AND CONVENTION CENTRE  
IQALUIT, NUNAVUT

## THE MODULAR DIFFERENCE

Greener process than conventional construction

---

Generates up to 90% less construction waste

---

Consumes less energy during the construction process and during operation

---

Projects can be completed 30 - 50% faster than conventional construction

---

Delivery of sophisticated construction facilities to remote locations and urban areas

---

Minimizes site disturbances (reduced noise, dust, traffic)

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Controlled manufacturing conditions reduce the risks of safety incidents

---

Less material exposure to inclement weather

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Ease of construction on urban or congested sites

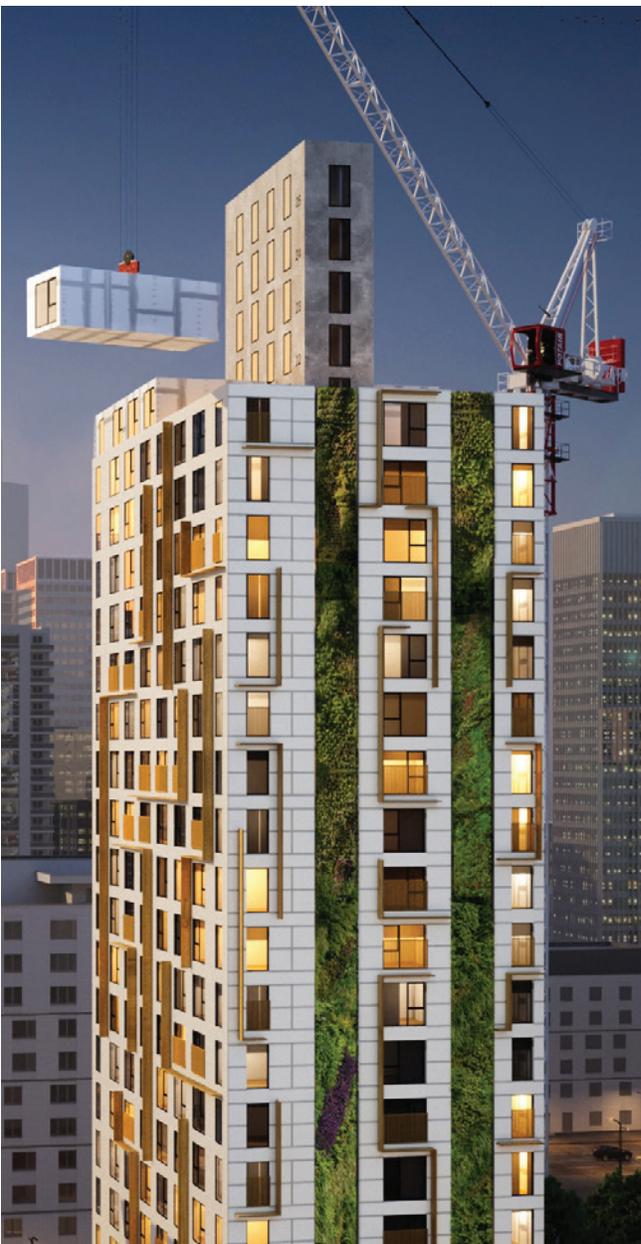
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Advantages of repeatability

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Can exceed Energy Code compliance

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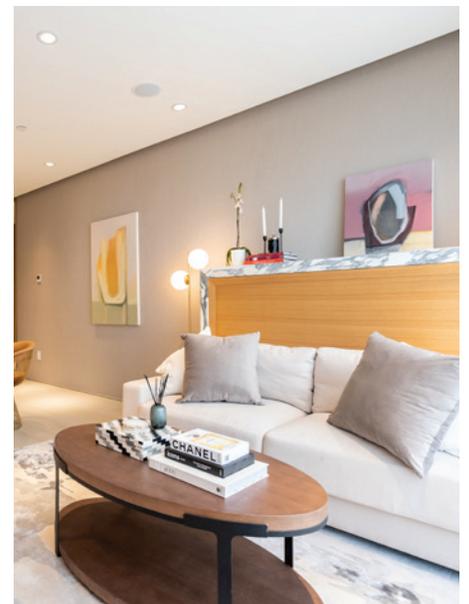
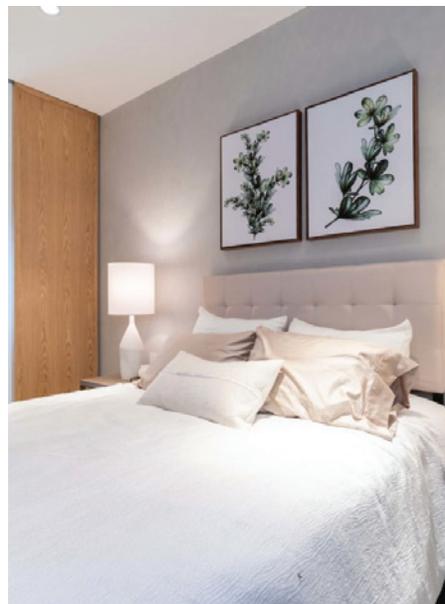
# AQSARNIIT HOTEL AND CONVENTION CENTRE



IQALUIT, NUNAVUT

The Bird/Stack Modular partnership was awarded the contract to construct this hotel and conference centre in Iqaluit, Nunavut for the Qikiqtaaluk Corporation. It is the first Inuit-owned full-service hotel and conference centre in the city, and is comprised of a 465-square-metre conference centre, 94-room full-service hotel, lounge, restaurant, commercial space, and gym. This project leveraged the Bird/Stack partnership's capability to deliver a turnkey solution that bridges the gap between site and modular construction.

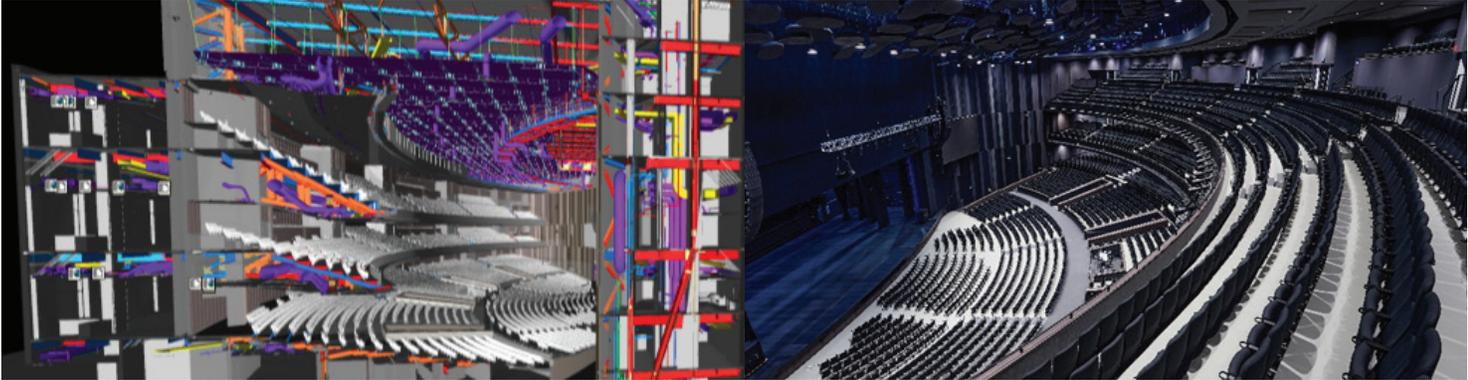
As per the Qikiqtaaluk Corporation, the modular solution significantly reduced the cost of a site-built budget and reduced the schedule by close to a year. A prototype modular unit was produced by Stack Modular's international supply chain in less than four weeks for client approval. The modular units, which are of the highest quality in the industry, also feature outboard insulation that optimizes thermal performance and assists in creating an energy-efficient building envelope and superior soundproofing between guest rooms.





## WORK GREEN

Delivering innovative solutions for sustainable construction



NIAGARA FALLS ENTERTAINMENT CENTRE, ONTARIO



## BUILDING INFORMATION MODELING (BIM)/ VIRTUAL DESIGN AND CONSTRUCTION (VDC)

Leveraging technology to build smarter, more efficient buildings through innovative solutions

- Provides a new level of optimization in onsite construction to identify green solutions and options for modularization or prefabrication
- Improves site performance and enhances efficiency throughout the build for all project stakeholders
- Integrated process containing all digital information available for a project
- Co-ordinated in a single dedicated model enabling visualization of all design and construction activities
- Leverages project information for constructability, co-ordination, and communication

As sustainable construction evolves as a key focus for the industry and our clients, we continuously look for innovative solutions that can improve our capability in delivering projects that have a low-carbon footprint and use unique energy systems to reduce waste and cost. BIM and VDC allow us to use advanced construction intelligence to identify areas of opportunity, such as green solutions for projects, or options for modularization and pre-fabrication.

VDC allows for better communication of the design intent as well as the development of fully co-ordinated project documentation. VDC co-ordinates everything from early conceptual massing models to highly developed, thoroughly documented 3D models in the development of a Digital Twin of the physical project.



EFFICIENT  
LOGISTICS PLANNING



CLASH DETECTION FOR  
REDUCED REWORK



4D SCHEDULING TO  
IMPROVE EFFICIENCIES



QUANTITY TAKEOFFS TO  
REDUCE WASTE

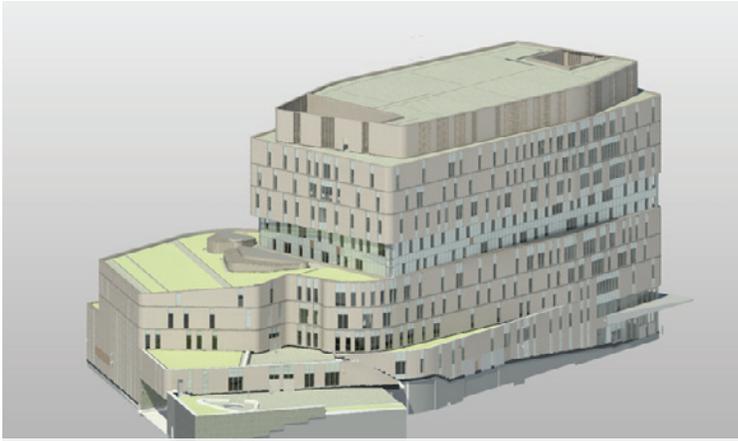


INTEGRATION WITH FACILITY  
MAINTENANCE SERVICES TO  
MAXIMIZE LIFESPAN

# YORK UNIVERSITY MARKHAM CENTRE CAMPUS

The new York University campus in Markham aims to meet the education, research, and innovation needs of an underserved region of Ontario. The first phase is approximately 37,160 square metres and will accommodate 4,200 students. The building consists of a four-storey podium with a six-storey tower, and a mechanical penthouse. The design of the building and landscaped areas includes several features that respond to the needs of Indigenous communities within and around the university campus.

York University is committed to having the project fully designed, constructed, and delivered using BIM. The construction team will utilize the BIM model for clash co-ordination, issue tracking, quantity takeoffs, and visualizing construction via 4D animations. By viewing the 4D animations, all construction personnel will be aware and knowledgeable of weekly tasks before commencing their activities. The BIM model will also assist with change management, reflecting any changes to construction and conditions.



MARKHAM, ONTARIO

- Designed to achieve CaGBC LEED Silver as a minimum sustainability standard
- VDC team implementing laser scanning throughout construction to capture all services before wall/ceiling/floor closeouts
- Using 4D schedule allows stakeholders to visualize construction prior to commencement, mitigating construction risks
- Operation and maintenance documents will be added to the 3D model, which will be used by our Centre for Building Performance to monitor performance of equipment and services

# NIAGARA FALLS ENTERTAINMENT CENTRE



NIAGARA FALLS, ONTARIO

Bird, as part of the Niagara Falls Entertainment Partners consortium, executed the contract to design, build, finance, and maintain the Niagara Falls Entertainment Centre (NFEC) facility for the Ontario Lottery and Gaming Corporation in the City of Niagara Falls. The facility features a performance space with multiple stage configurations and provides seating for 5,000 patrons. It also features a public lobby and gathering places, box offices, bar, and concessions. The project was designed and constructed to LEED v4 requirements, and was completed in June 2020.

**BIM was instrumental in the long-term co-ordination of the project, as well as assisting in the day-to-day understanding of the intricate design.**

- 3D models were utilized to develop the designs and provide detailed plans
- Construction took place above an existing structure and adjacent to a busy hotel. Laser scanning was used to capture the existing structure, which was then modeled to co-ordinate with the proposed designs
- BIM implementation played an important role in the construction process, particularly on material quantification tests. It was found that this process was at least three times more efficient than traditional take-offs protocols
- Owner-initiated changes in the later stages of the project could be accurately designed based on construction progress and as-built conditions detailed in the models



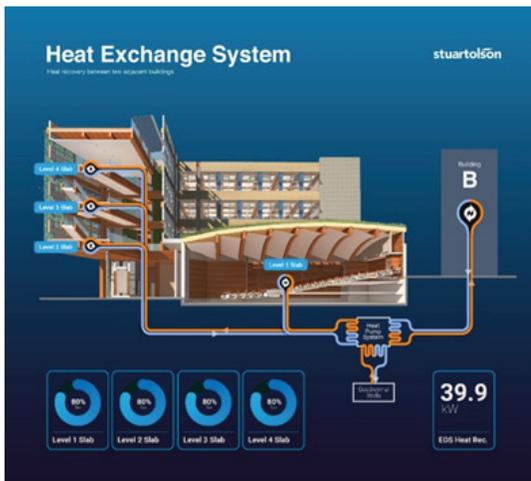
# CENTRE FOR BUILDING PERFORMANCE

Constructing smarter, more efficient, and environmentally-friendly buildings

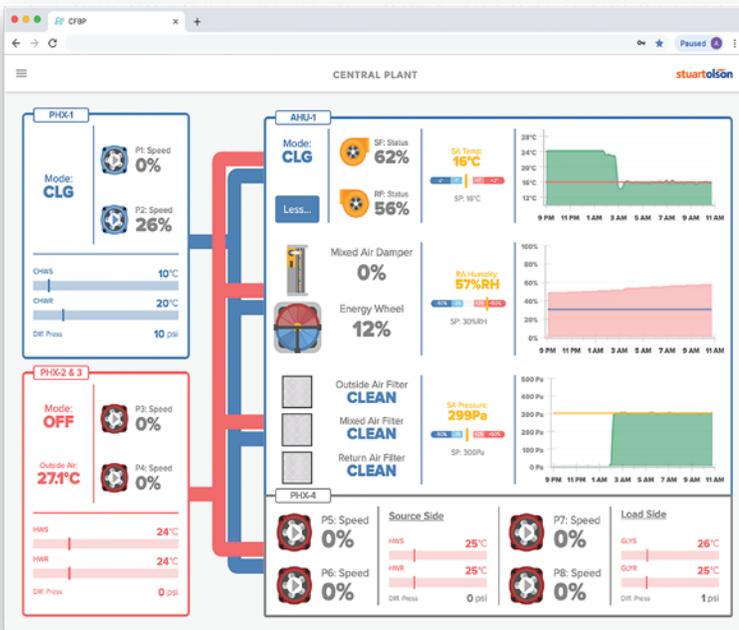
Our Centre for Building Performance (CfBP) is dedicated to assisting construction teams, designers, and clients to better integrate building systems in an effort to construct smarter, more efficient, environmentally-friendly buildings. CfBP offers a variety of services from equipment and building systems testing to software development and integration of the best equipment throughout the building.

The range of innovative solutions offered by the CfBP has the potential to optimize the sustainability of building systems and minimize environmental impacts. This in-house service enables both our clients and our teams to work efficiently and effectively throughout every step of the construction process.

- Targeted building technology solutions
- Multi-system integration
- Optimized sustainability of building systems
- Reduced operating costs through efficient building management



The involvement of the CfBP ensures that specific project needs are anticipated and addressed. With today's staggering amount of options when it comes to smart building technologies, the CfBP assists project teams in making sure that the right systems are considered to support ideal outcomes. This eliminates infrastructure redundancies, which not only saves time and money but also makes a building more energy efficient. These building performance solutions can reduce overall capital budgets by optimizing building systems and infrastructure while ensuring a high-performance building and faster occupancy handover.



Post-occupancy, in-house designed solutions provide valuable insights that help simplify building management and maintenance decisions, reduces operating costs, and improves efficiency. Clients have ownership of their own data, providing access to real-time information. Through their mobile devices, clients are able to see what is causing building issues, thus driving better and more effective building maintenance decisions, and ensuring all systems are operating at optimal capacity.

# UNIVERSITY OF CALGARY MACKIMMIE COMPLEX REDEVELOPMENT PROJECT

The MacKimmie Tower and Block project is an example of how technology can add value to construction projects. This marriage of iconic and sustainable design with modern technology and building analytics is an important case study for the future of high quality and efficient construction project delivery.

MacKimmie Tower's double-skin facade will respond to changing weather and works in concert with the mechanical system to decrease energy consumption and improve the indoor environment in terms of thermal comfort, day lighting, and air quality. The design of the double facade, along with photovoltaic panels on the rooftop and integrated into the curtainwall, add to the sustainable design features of the project, as well as the goal of net zero carbon emission. The complex system for air quality and temperature control is supported by a Gigabit Passive Optical Network (GPON).

Real time building analytics reporting gave the team accurate insights into the building's system performance throughout the project, and allowed the team to understand the best way forward for the complex integrations associated with the project. This data proved crucial to anticipating and resolving issues efficiently well ahead of commissioning and warranty. The University has adopted the Centre's analytics platform since completion, with five buildings currently online. They are on track to roll out building analytics to the rest of the campus.

>90%

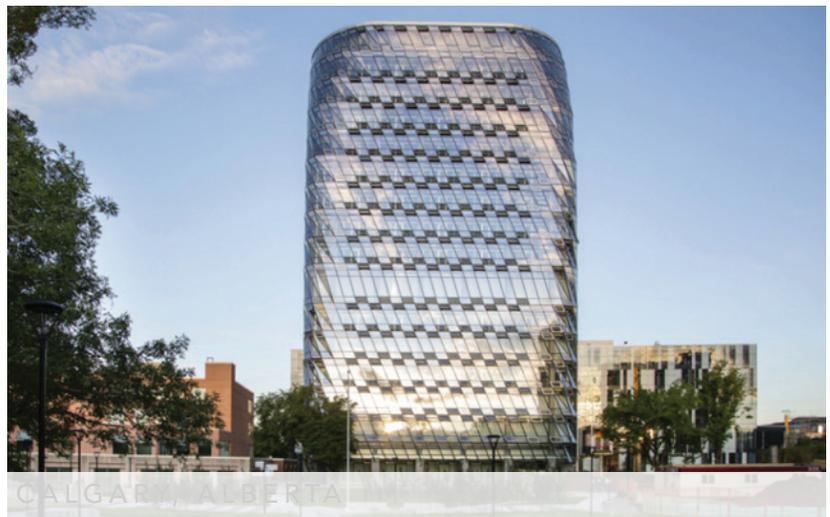
CONSTRUCTION WASTE  
MATERIALS ARE BEING RECYCLED

150

NEW MATURE TREES ADDED  
TO THE REVITALIZED LANDSCAPE

~3,000  
METRIC  
TONNES

CONCRETE RECYCLED  
TO DATE



- STRIVES TO BE NET CARBON NEUTRAL FOR ANNUAL OPERATIONS: THE TOWER ACHIEVED NET ZERO CARBON STANDARDS IN 2020
- IT WILL BE ONE OF THE MOST ENERGY EFFICIENT BUILDINGS ON A CANADIAN POST-SECONDARY CAMPUS

## GPON GIGABIT PASSIVE OPTICAL NETWORK



67%  
SAVINGS ON  
CAPITAL COSTS



30+  
YEAR  
LIFESPAN



96%  
CABLE WEIGHT  
REDUCTION



68%  
CORE EQUIPMENT  
SPACE SAVINGS



DRASTICALLY  
IMPROVED  
SECURITY  
NETWORK



72%  
POWER USAGE  
REDUCTION

Gigabit Passive Optical Network (GPON) is a Single Mode Fibre (SMF) network cabling option that consolidates multiple network cables down to one single, smaller, faster cable. It lays the groundwork for smart building technologies, providing the fast network access required in this age of technology. Our CfBP supports clients with the implementation of this technology, further enhancing operational efficiencies.

- Faster
- Smaller footprint
- More flexible
- Less noise
- Lighter
- Safer
- Stronger
- Greener

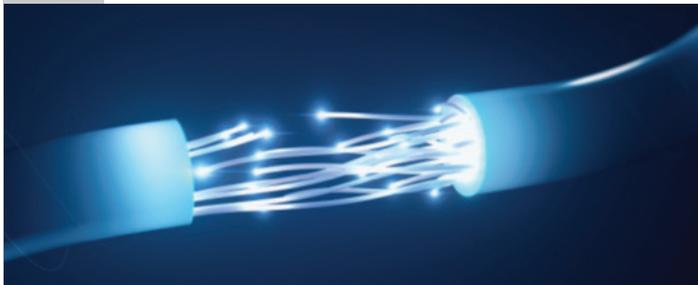


VANCOUVER, BRITISH COLUMBIA

## UNIVERSITY OF BRITISH COLUMBIA CENTRE FOR INTERACTIVE RESEARCH ON SUSTAINABILITY (CIRS)

Designed to operate at the frontier of sustainable performance in both environmental and human terms, the CIRS building serves as a living laboratory and research testbed for sustainable practice over its lifetime. Its modern communications capabilities facilitate community outreach programs and help visualize sustainable futures. It is also central to our CfBP's ongoing research programs and initiatives.

- Net Positive building that produces more energy from renewable sources than it consumes
- Opportunities identified to optimize the performance of equipment and systems by intelligently analyzing and aggregating operational data
- Automated operator reporting



## QUADREAL

Our CfBP team is designing, installing, and terminating the PON fiber infrastructure in 37 QuadReal buildings across Canada. This entails the cut over of each service from the existing network of CAT5/6 cables to fiber optic cables (including security cameras, BMS, lighting controls, elevators, energy management systems, and high-speed internet). This cut over is the integration of all the building services onto one fiber network. Every building is unique, resulting in our team executing 37 bespoke designs for optimum building performance.

- Major savings on capital costs
- Lower power consumption
- Significant space savings (equipment and cabling)
- Massive cable weight reduction
- Longer lifespan
- Network security safety
- Integration of base-building and tenant requirements
- Substantial network expansion



# WASTE MANAGEMENT

**Bird is committed to being a responsible environmental steward, maintaining the highest standards in public health and safety in an effort to protect the quality of the global environment, and reducing our carbon footprint**

Our team co-ordinates the development and implementation of environmental protection programs, both onsite and in our offices. Programs are maintained, revised, and updated as necessary to minimize negative environmental effects caused by company activities.

Green measures are implemented as part of site execution plans. The primary focus is on waste avoidance, with clear procedures established for the reduction of waste, the re-use of materials, and the recycling of all possible waste. When practicable, preference is given to products made of recycled and renewable materials, organic and water-soluble products, and environmentally-friendly products that have a minimal negative impact on the environment.

Diverting waste from the landfill is a priority for Bird. Our aim is to save energy and reduce the amount of greenhouse gases through recycling and waste diversion. Indirectly, this lowers the cost for each project. Some of our offices have been tracking waste management and remediation efforts at both their offices and project sites. We are proud of their efforts and are currently investigating a national waste management strategy.

## RESULTS OF OUR WINNIPEG WASTE MANAGEMENT PILOT STUDY<sup>1</sup>



**2,874 Mature Trees**

Enough saved timber resources to produce 35,613,469 sheets of newspaper



**2,820,063 Litres of Water**

Enough fresh water to meet the daily fresh water needs of 37,601 people



**2,250 Cubic Metres of Landfill Airspace**

Enough airspace to meet the municipal waste disposal needs of 35,158 people per month

<sup>1</sup>Winnipeg office and project sites, 2017-2020



# SUPPLY CHAIN MANAGEMENT

Aligned, standardized practices are essential to driving a holistic sustainability strategy

The Corporate Supply Chain Management (SCM) team is developing a consistent company-wide strategy for supply chain and asset management, ensuring standardized SCM practices that align with our core values.

## GUIDING PRINCIPLES

### Competitive, Ethical, and Sustainable

Complete all transactions in a fair, equitable, and accountable manner

### Value

Consider all elements of the value matrix when procuring goods and services

### Trust

Build and maintain mutually beneficial relationships with our internal and external customers and vendors

### Efficiency

Drive continuous improvement and standardization throughout SCM processes

## STRATEGIC SOURCING

We endeavour to work with partners that share our commitment to:

- Conduct business in an ethical and transparent manner
- Prioritize safety at all times
- Report on labour practices
- Prioritize sound labour practices
- Stipulate that there is no forced or child labour at any point in the supply chain
- Employ a diverse workforce
- Seek opportunities to work with Indigenous businesses and communities
- Promote, track, and report on environmental sustainability initiatives
- Utilize local resources responsibly and sustainably
- Minimize environmental impacts where we work



CANADIAN SUPPLIERS



INDIGENOUS-OWNED BUSINESSES SUPPORTED<sup>1</sup>



PROCUREMENT SPEND WITH INDIGENOUS-OWNED BUSINESSES<sup>2</sup>

## EMISSIONS TRACKING AT BIRD

An essential element of our sustainability strategy is tracking our greenhouse gas emissions. Taking concrete steps towards minimizing our impact on the environment starts with assessing our carbon footprint. We are measuring and reducing idling times across our fleet, tracking air travel and reducing miles travelled where possible. The team is committed to expediting the roll out of emissions tracking across the company.

<sup>1,2</sup>Bird, 2020



## LIVE GREEN

Providing a safe, inclusive workplace that supports physical and mental wellbeing, promotes professional development, and encourages positive community engagement

Our employees are the drivers of our longevity and success, and we are committed to investing in their development and wellbeing. Bird pursues a holistic approach to employee health and wellbeing, striving to create an empathetic culture that goes beyond providing physical health benefits to one that considers the mental health and psychological safety of all employees. A healthy workplace promotes safety and overall wellbeing, and the essential components of supporting our people include advancing their professional development, strengthening our neighbourhoods, and creating inclusive, respectful, and equitable working environments.



## HEALTH AND SAFETY

Incorporating the latest innovations to ensure the safety of our people, the communities we work in, and the environment, has made Bird a recognized safety leader

Bird's approach to safety continues to evolve in response to new technologies, tools, strategies, and challenges such as COVID-19. Bird promotes a culture of personal responsibility for safety wherein safety considerations are interwoven into the very fabric of operational processes and every person at every level takes ownership for safety. From planning to execution, effective communication, documentation, orientation, training, and ongoing review and analysis of all work activity are vigorously undertaken to ensure continuous improvement in all facets of operations.

Safety and production are viewed as complementary objectives, and both are pursued in order to achieve and sustain a positive and safe work environment. A team-based safety commitment is essential in order to achieve successful business outcomes and ensure that high quality work is delivered on schedule. The creation of a collaborative and participative safety culture requires going beyond the technical aspects of safety such as process engineering, hazard identification, and compliance with legislation. Person-based approaches must be integrated into the organizational safety strategy to promote an ingrained culture of personal responsibility for safety.



LOST TIME INJURY FREQUENCY RATE<sup>1</sup>



HOURS WORKED<sup>2</sup>



TOTAL RECORDABLE INCIDENT FREQUENCY<sup>3</sup>

<sup>1,2,3</sup>Bird and Stuart Olson combined, 2020.





At Bird, ensuring that all work on our sites is executed to exacting quality standards begins with our commitment to creating and sustaining a culture in which the identification, assessment, and elimination or control of hazards and risks is incorporated into every aspect of our operations. This is a cornerstone of our operational philosophy and approach.

Ensuring that all workers leave our job sites every day just as healthy and safe as when they arrived is a shared commitment. By working collaboratively with our employees and subcontractors, we minimize risk and create the appropriate conditions for the safe execution of construction activity - on time, on budget, and to our client's satisfaction. We believe this shared commitment is critical to our overall success. It is how we work.



ROBUST ORIENTATION AND TRAINING PROGRAMS



ONGOING COMMUNICATION AND ENGAGEMENT ACTIVITIES



EMPLOYEE-LED SITE SAFETY PROGRAMS TO RECOGNIZE PEERS FOR SAFETY ACCOMPLISHMENTS OR MILESTONES



ALL WORKERS ARE ENCOURAGED TO ACTIVELY CONTRIBUTE TO OUR EFFORTS TO CONTINUOUSLY IMPROVE OUR SAFETY PROGRAM AND OVERALL COLLABORATION AND EFFECTIVENESS



100% OF WORKERS ON SITE MUST TAKE PART IN ORIENTATION AND TRAINING PROGRAMS



DAILY HAZARD ASSESSMENTS ON EVERY SITE EVERY DAY

**At Bird, Personal Ownership is not just a vision or a philosophy. It is a daily routine practiced with discipline and rigor on all our job sites.**

# COVID-19 RESPONSE

On March 11, 2020 the World Health Organization declared COVID-19 a global pandemic. Since the declaration, the industry has faced uncertainty as each provincial government has responded by implementing measures to address the public health threat. COVID-19 continues to be an important consideration and preventative safety measures remain in place and continue to vary from province to province as governments respond to fluctuations in case numbers. The duration of the pandemic and associated measures are unknown.

The health and safety of employees is paramount and, as a result of the pandemic, Bird has increased health and safety initiatives that meet or exceed guidance from applicable public health authorities. Bird continues to communicate on a regular basis with all employees and has highlighted the additional support offered by the provider of the Employee and Family Assistance Program to support employees and their families during this time. The Executives and Directors want to acknowledge the efforts and sacrifices that our employees have made to ensure that Bird is operating safely and effectively, while delivering upon its project commitments through these unprecedented times.

## EMPLOYEE HEALTH AND SAFETY

- Initiated a pandemic response plan combined with a rigorous COVID-19 health and safety program that included safety inspections.
- Best practices developed and implemented for managers and site teams - self-assessment tools, enhanced cleaning protocols and hygiene measures, physical distancing practices, new COVID-19 measure audits, and additional personal protective equipment requirements for proximity activities.
- Strategies to reduce concentrations of site workers such as staggered start times, breaks, and lunch times have been implemented on construction sites.
- Remote work practices facilitated by information technology have been implemented and offices have also been adapted to ensure employee safety for those not working remotely.
- Online COVID-19 information centres and remote work practices facilitated by information technology.
- Various office and site signage created to remind employees of safe practices and guidelines, as the examples below show.

# 11,492 INSPECTIONS

# ACROSS 150 SITES<sup>1</sup>

<sup>1</sup> March-December 2020



# INDIGENOUS RELATIONS

## Building relationships and supporting Indigenous communities through investment and engagement

Bird values the creation of inclusive, respectful, and equitable working environments. We are committed to delivering our projects in a socially responsible way that is mindful of human rights and local residents. **Bird's National Indigenous Engagement Policy** aims to ensure a consistent and culturally appropriate approach that respects the diversity of the Indigenous landscape in Canada, while considering the Truth and Reconciliation Call to Action #92. It is built on four pillars: building respectful relationships, being proactive in employing a diverse workforce, seeking to increase business opportunities with Indigenous partners, and investing in community programs.



"We continue to seek ways to authentically engage with Indigenous partners and the communities in which we work. This commitment starts within, and we are extending our mandatory internal Indigenous Cultural Awareness Training to all Stuart Olson employees this year. We will continue to seek opportunities to increase our investments in Indigenous communities, and build upon our strategies to attract Indigenous talent to Bird."

Paul Pastirik, SVP Strategic Development

## BUILDING RESPECTFUL RELATIONSHIPS AND PROMOTING OPEN COMMUNICATIONS AND CULTURAL AWARENESS

### INDIGENOUS CULTURAL AWARENESS TRAINING PROGRAM

In January 2018, Bird developed an online Indigenous Cultural Awareness Training Program consisting of five modules in cooperation with NVision, which is an Inuit-owned company. The aim is to educate management and employees and enable them to deliver on Bird's commitment to its Indigenous Relations Policy, strategies and plans. The Cultural Awareness Training builds upon Bird's Indigenous Engagement Policy and is mandatory for all staff. This action is the first step each Bird employee takes to promote positive relationships with Indigenous individuals, businesses, and communities as the company continues to make investments in people, projects, and partnerships.



## ORANGE SHIRT DAY

On September 30th we recognize Orange Shirt Day to honour the legacy of residential school survivors. By wearing an orange shirt, we recognize the First Nations, Métis, and Inuit children who were removed from their homes at this time of year and forced to attend residential schools. We acknowledge the importance of supporting education and awareness of the Canadian history of Residential Schools and the impact upon Indigenous communities for more than a century in Canada.

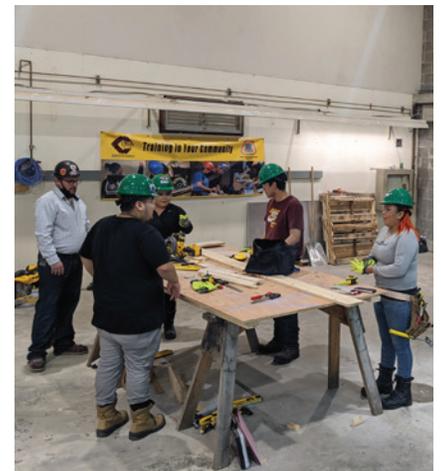
Pictured right: Bird spent some time with our partners Gitxaala Nation, the British Columbia Regional Carpenters Council (BRCC), and the Gitxaala/Bird Introduction to Carpentry Cohort in Prince Rupert, BC. discussing why we wear orange on September 30<sup>th</sup>.



## BEING PROACTIVE IN EMPLOYING A QUALIFIED WORKFORCE THAT STRIVES TO BE REPRESENTATIVE OF THE INDIGENOUS COMMUNITIES IN WHICH BIRD WORKS

### GITXAALA INTRODUCTION TO CARPENTRY PROGRAM

Meaningful community relationships are important to Bird. In March 2020, Bird entered a joint venture agreement with the Gitxaala Nation, the oldest Indigenous community on the unceded territory on the Pacific Northwest coast of BC. Employing local Indigenous talent where we work is a pillar of the Bird Indigenous Engagement Policy. In collaboration with the community, the Industry Training Authority (ITA), and the British Columbia Regional Carpenters Council (BRCC), an eight-week Introduction to Carpentry program was designed for Gitxaala Nation members to start a career as a carpenter on the LNG Canada Concrete and Paving project. The course included a practical training component and learning about safety, and concluded in October. Successful graduates were offered carpenter apprenticeship positions with Bird. A second cohort will be starting in March 2021.



### FIRST NATIONS SAFETY WATCH TRAINING AND EMPLOYMENT INITIATIVE

Participants in this initiative started with a week of offsite training to receive all the mandatory Safety tickets, followed by a week of onsite Safety Watch training that included theoretical and practical elements. The onsite training was developed internally and was delivered by Stuart Olson trainers. We worked directly with local First Nations in Alberta, including the Cold Lake, Goodfish /Whitefish Lake, and Kehewin Cree communities to attract, identify and recruit 100% local community members. Upon completion of the training, they were all offered employment on a 7-week shutdown project. Once the project was completed, the remaining workers were offered full-time employment on the maintenance contract and signed up for apprenticeships.



## SEEKING TO INCREASE BUSINESS OPPORTUNITIES FOR INDIGENOUS PARTNERS AND BUILD CAPACITY IN THE INDIGENOUS BUSINESS COMMUNITY

Bird understands that contribution to economic reconciliation includes employing Indigenous Peoples, supporting development opportunities, purchasing from Indigenous businesses and partners, and conducting mutually beneficial engagement.



Bird is proud to be part of the Canadian Council for Aboriginal Business' Progressive Aboriginal Relations (PAR) certification process. It confirms corporate performance in Indigenous relations and indicates to communities that participating companies are good business partners, a great place to work, and committed to prosperity in Indigenous communities. Our PAR certification evolved to include all Bird business units in the fall of 2018, and in the summer of 2020 Bird Construction was recertified PAR Bronze level.



Bird's membership in the Aboriginal Procurement Champions Group provides assurance that procurement opportunities are made available to those businesses that are independently pre-certified as being at least 51 per cent Indigenous owned and controlled.



INDIGENOUS-OWNED BUSINESSES SUPPORTED<sup>1</sup>



PROCUREMENT SPEND WITH INDIGENOUS-OWNED BUSINESSES<sup>2</sup>

<sup>1,2</sup>Bird, 2020

## INVESTING IN COMMUNITY PROGRAMS THAT SUPPORT INDIGENOUS CULTURAL AWARENESS, SKILLS DEVELOPMENT, AND BUSINESS CAPACITY

### SPOTLIGHT ON SCHOLARSHIPS

Bird is dedicated to investing in the development of young people in Canada, particularly young people from Indigenous communities. A number of scholarships are awarded annually.

- Bird Heavy Civil awards three annual scholarships to full-time Indigenous post-secondary students. This scholarship currently has gender parity and targets students enrolled in technical or trade programs. Some of the recipients have also gained valuable work experience by completing work-terms with Bird. Since 2016, \$18,000 has been awarded to students.
- An annual scholarship to students enrolled in the University of New Brunswick's Bachelor of Science in Engineering Program, with preference given to female Indigenous students. Since 2019, \$3,000 has been awarded.
- A scholarship has been created at Langara College in British Columbia in support of Regular Studies Program students demonstrating financial need, with preference given to Indigenous students. Since starting in 2019, \$4,000 has been awarded.
- The Scott Ferguson Memorial Scholarship was created in 2019 to assist Indigenous post-secondary students in Alberta. To date, it has awarded \$6,000 to students.





# COMMUNITY CONNECTIONS

A passion for giving back

Bird is committed to contributing to the communities in which we live, work, and build in a manner that is socially responsible, mindful of human rights, and respectful of local residents. Through donations, scholarships, fundraising activities, and volunteer work, Bird employees consistently demonstrate a passion for giving back. Bird supports national charities, health care foundation initiatives, food and clothing banks, community festivals and events, youth and community sports, and much more.

## CHARITABLE GIVING IN KITIMAT

Bird has a number of active projects in the Kitimat region, and the project teams went above and beyond in 2020 raising over \$50,000 for communities in the area. Donations were made to the Ksan Society, a non-profit organization that supports people in crisis; the Kitimat Community Development Centre, which supports families and children; the Tamitik Status Of Women, which concentrates on intervention and prevention of violence against women, youth, and children; and a family that had suffered a tragic loss.

## QAJUQTURVIK COMMUNITY FOOD CENTRE RENOVATIONS

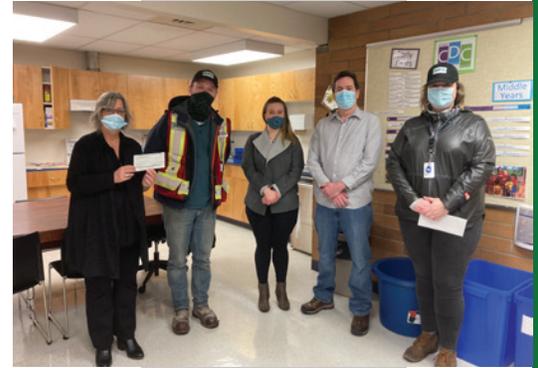
The Qajuqturvik Community Food Centre in Iqaluit improves access to good food by supporting local harvesting, preparation, education, training, and advocacy. The centre serves 56,000 meals every year. The centre needed better functionality in their kitchen area and, while the Bird team was in Iqaluit, it was an opportune time to lend a hand to a community in which we work.

By changing some of the spaces in the kitchen, the sink was rotated to create a less cramped workspace and a new hand wash sink was installed, together with stainless steel wall panels in the dish area to protect the drywall. The janitor closet was relocated outside the kitchen and the office space was enlarged. A new entrance was created, and some washroom renovations were done. The project was completed over the course of five days, with the plumbing, electrical, and drywall taping work involved donated by the trades (Narwhal, KRT, and NCC respectively).

## SUPPORTING SENIORS IN LONG-TERM CARE DURING COVID-19



During the first wave of lockdowns, when vulnerable members of our communities were not allowed to have visitors, the Covid-19 Response Team created and distributed a custom Community Activity Book to residents of seniors and long-term care facilities across the country. Today, and looking beyond COVID-19, we plan to share these activity books with our clients at the handover of future care facilities to give their residents a warm welcome home. A small display of our commitment to clients long after we hand over a building - we remain neighbours, friends, and community members.





# HUMAN CAPITAL DEVELOPMENT



## DIVERSITY AND INCLUSION

Bird values the importance of creating inclusive, respectful, and equitable working environments. A diverse workplace has been shown to improve employee satisfaction, create a larger talent pool, and spark creativity and innovation.

Bird is committed to promoting employment equity by providing a workplace environment that treats all employees with respect and dignity. We need to reflect the diversity of Canadian society in our workforce, and believe in proactively managing the special measures outlined in the Employment Equity Act.

In order to provide equal employment and advancement opportunities to all individuals, employment decisions at the company are based on merit, qualifications, and abilities. The company does not discriminate in employment opportunities or practices on the basis of race or colour, national or ethnic origin, religion, age, family or marital status, gender identity or expression, genetic characteristics, pardoned conviction, disability, sexual orientation, or any other prohibited ground. When there is under-representation, Bird will give preference to equally qualified candidates who are members of the designated groups stated in the Employment Equity Act.

## A CULTURE OF LEARNING

At Bird, we are committed to an open and transparent learning culture that promotes continuous improvement and shared accountability. We believe that commitment to our employees' success leads to collective success, and our goal is to provide quality training that is beneficial, accessible, affordable, and timely.

Bird encourages all employees to take an active role in their own self-development by continually seeking to improve their skills and education. As a result, Bird offers tuition reimbursement to help share the cost of external, work-related educational programs. A variety of training materials, both on-demand and scheduled, are provided through Bird's intranet portal. There is also regular peer-to-peer training and information sharing, such as the weekly "Quality Lessons Learned" presentations that share best practices from site situations.

**1,509**

FULL-TIME STAFF<sup>1</sup>

<sup>1</sup>Bird and Stuart Olson combined for 2020.

**28%**

WOMEN<sup>2</sup>

<sup>2</sup>Bird and Stuart Olson combined for 2020.

**+30HRS**

TRAINING PER EMPLOYEE<sup>3</sup>

<sup>3</sup>Minimum target for 2021

**9,454**

COURSES AVAILABLE<sup>4</sup>

<sup>4</sup>Bird and Stuart Olson combined for 2020.

## INDUSTRIAL INSULATOR TRAINING PROGRAM

This innovative and complementary training program was created as a jump start for exceptional candidates interested in the insulation trade. The 8-week program provides students with the skills required to begin working in the insulation trade immediately and will support the foundation required to work towards a trade certification. Upon graduation, qualifying students are hired as second year apprentices. The program was designed to accommodate both sectors of the industrial insulator industry, offering training for the union and non-union sectors.

Since launching the program, 26 students have completed the training. The first intake was for the non-union sector, in partnership with Northern Institute of Technology (NAIT), in Edmonton, Alberta. The second session was in partnership with the Insulators Local 110 Union and was held at our Fort McMurray office. Our team in Fort McMurray converted the second floor of their new office into a classroom and made a portion of the shop available for hands-on learning.

We are committed to supporting our local regions and also offer special consideration to several demographics including women in construction, Indigenous People, recent graduates, and apprentices currently outside of the insulation trade who are seeking a career transition.



## LEADERSHIP TRAINING SPOTLIGHT

Bird is invested in developing the leadership potential of employees. Taking Flight, a mid-level management program started in 2019, builds the leadership capacity of staff who manage people. The Bird Leadership Academy is targeted towards higher level managers who the organization feels will become key leaders or who have expressed leadership aspirations. Every second year, 25 candidates are selected from across the country to participate in the intensive course.

The Bird Site Management Program (BSMP) was established in 2015 and is specifically tailored to better equip site leaders in providing effective leadership at the field level in an industry driven by constant and accelerating change. BSMP is a critical development program for our site staff and an excellent opportunity to increase engagement and drive commitment to their own and the company's future success. The platform allows for the imparting of key skills and knowledge by internal and external speakers, as well as the sharing of feedback on the challenges faced by the participants in the course of their jobs and how to overcome them.

## NATIONAL STRATEGY FOR SUPPORTING WOMEN IN TRADES

Bird is an official #Champion4Change, signing on as an early adopter in support of SWIT – a National Strategy for Supporting Women in Trades released by the Canadian Apprenticeship Forum. The aim is to increase the participation and retention of women in skilled trades careers to 15 per cent by 2030.

Skilled trades are an essential part of our business, and there aren't enough skilled workers in Canada. As a company with a large range of trades across the country, participation in this initiative represents an opportunity to make a big difference. Women in trades are a key underrepresented group that bring unique skills to these professions and it is important to us to improve the diversity of our team.

As part of our campaign to attract, retain, and employ more women in the trades, Bird has pledged to:

- Hire and train more women to work in trades
- Ensure a respectful and inclusive workplace
- Submit annual reports outlining the impact of our efforts, including public disclosure of the number of women apprentices and journeypersons in our organization



# STAKEHOLDER ENGAGEMENT

**Bird's communication policy emphasizes transparency, inclusivity, and integrity**

Bird regularly communicates with internal and external stakeholders on a range of issues, endeavoring to deliver clear and informative messages about the company and its operations. Bird's communication policy emphasizes transparency, inclusivity, and integrity, in keeping with the company's core values and mission statement. Bird is continually seeking new ways to engage with stakeholders, utilizing a range of methods and media to reach the widest possible audience.

## HOW DO WE ENGAGE?

### Employees

- Regular communication from executive leadership
- Monthly newsletter
- SharePoint news portal
- Social media communications
- Employee meetings
- Employee feedback surveys
- Safety reports
- Engagement events
- Service awards
- Annual performance reviews
- Learning and development opportunities
- National internal conferences

### Clients

- Client events and presentations
- Client feedback surveys
- Regular one-on-one meetings

### Industry

- Partnering agreements
- Industry association participation
- Co-op programs and apprenticeships

### Public and Community

- Press releases
- Website
- Social media communications
- Trade publications
- Mainstream media channels
- Ongoing engagement with Indigenous Peoples
- Public consultation for projects
- Volunteer initiatives
- Sponsorship and participation in community events
- Company donations to charities and community groups
- Tradeshows
- Conferences
- Community procurement sessions

### Shareholders

- Shareholder meetings
- Annual general meetings
- Shareholder reports
- Press releases
- Conference calls
- Investor relations conferences



**95.7% increase**  
In total messages received via social media



**94,876**  
Total Audience



**4,845,517**  
Impressions



**208,577**  
Engagements



**112,234**  
Post Link Clicks<sup>[1]</sup>

<sup>[1]</sup> All figures on this page refer to the combined social media channels for Bird and Stuart Olson in 2020



## COMMITMENT TO GOVERNANCE

### Cultivating a culture of honesty and accountability

Bird endeavors to be at the forefront of industry efforts to be responsible, responsive, and innovative corporate citizens. A strong culture of ethical conduct is central to good governance at Bird. The company and its Board are committed to conducting their activities in accordance with the highest standards of business ethics. These standards are intended to provide guidance regarding ethical issues, to assist in recognizing and dealing with ethical issues, to provide mechanisms to report unethical conduct, and to help foster a culture of honesty and accountability.



## RISK MANAGEMENT

### Executing a robust Enterprise Risk Management strategy in support of strategic objectives

Bird recognizes that the management of risk through Enterprise Risk Management (ERM) is an integral part of sound corporate governance. The company's ERM Policy affirms our commitment to the management of risk as an important component to the delivery of the company's strategic plan and sustainability.

The maintenance of a robust ERM framework ensures that:

- Current and developing material risks that could impact the achievement of the company's strategic plan or sustainability, including risks of fraud, bribery and corruption, and regulatory and legal compliance specific to the Bird's operating environment, are identified and understood.
- Appropriate and effective risk management systems are maintained and used to manage risks.
- Regular reviews are conducted to evaluate the effectiveness of the company's ERM Systems.

## CRITICAL INCIDENT RESPONSE PLAN

- Ensures an efficient and effective response to office and project site critical incidents.
- Functions in conjunction with the Emergency Response Plans in place on all Bird projects.
- Outlines immediate steps to assess and secure the scene.
- Provides reporting procedures, information management and media relations, and mobilization of additional resources.
- Summarizes guidelines for investigations, documentation, and evidence collection.
- Stipulates the development of mitigation plans for appropriate corrective actions and mechanisms for information sharing to ensure that lessons learned are appropriately communicated.

## CODE OF ETHICS

Bird requires that all employees, direct service providers, and agents of the company observe the highest levels of personal and professional ethics. Ethical behaviour is entrenched in our vision, mission, and values and forms a core component of our company and employment with Bird. Every employee agrees to abide by Bird's Code of Ethics, which outlines the importance of honesty, fairness, and respect. Issues such as conflicts of interest, handling confidential information, and rules about insider information are all clearly addressed.

**100%**  
Employees agree to abide by the Code of Ethics

## RESPECTFUL WORKPLACE POLICY

Bird expects that all people are treated with respect and dignity and strives to provide a healthy and open work environment free from harassment and violence. The company prohibits discrimination based on race, colour, ancestry, place of origin, religious beliefs, gender identity or expression, genetic characteristics, age, physical disability, mental disability, marital status, family status, source of income, or sexual orientation. All employees are informed of this policy in orientations, by training sessions, or through safety meetings, and agree to abide by the terms therein. Immediate and appropriate action must always be taken to report, intervene in, or deal with incidents of harassment.

All employees have a responsibility to treat others in a professional manner free from abuse and harassment, and all employees are encouraged to seek out assistance when needed and to report incidents of harassment. Under no circumstances shall a legitimate complaint be dismissed or downplayed, or the complainant be told to deal with it personally. Company employees, contractors, subcontractors, visitors and clients must comply with this policy. Failure to do so will result in corrective action up to and including termination of employment or business relationship. Bird is committed to eliminating or controlling harassment as a hazard.

Ensuring a healthy work environment free from harassment and violence



## WHISTLEBLOWER POLICY

Bird observes high standards of business, professional, and personal ethics in the conduct of its duties and responsibilities. We aim to exceed the regulatory requirements regarding accounting and business practices, securities laws, internal controls, and auditing matters. In order to ensure that Bird maintains its ethical ideals, the company has a clear Whistleblower Policy that protects any individual who reports an actual or potential violation or suspected violation of any company requirements or standards. It is contrary to the values of Bird for anyone to retaliate or discriminate against any person who makes such a report. Anonymous reports can be made to an independent third-party that is available 24 hours per day, 365 days per year. All employees receive a copy of the Whistleblower Policy during the onboarding process, and are provided with the opportunity to ask questions about the policy.

Anonymous Hotline  
**24 HOURS**  
per day  
**365 DAYS**  
per year

## INFORMATION SECURITY AND CYBERSECURITY

Bird maintains rigorous protocols to protect the information security of internal and external stakeholders. The Information Technology team works diligently to secure system and network resources, and protect the availability, integrity and confidentiality of clients, partners, employees, and company information in a cost-effective, risk-based approach.

Bird has access-controlled secure rooms with multiple layers of security such as independent infrastructure, security systems, and physical reinforcements, in accordance with federal government regulations. Used primarily for government contracts, including defense and policing projects, strict security controls are observed, such as security clearances for all staff working on the project.

Access-controlled  
secure rooms

Multiple layers  
of security



## ANTI-BRIBERY AND CORRUPTION POLICY

The Anti-Bribery and Corruption Policy establishes controls and procedures to ensure that Bird, and all its subsidiary and affiliated companies, comply with all applicable anti-bribery and corruption legislation and regulations. It also aims to ensure that the company conducts its business in an ethical and socially responsible manner. Bird strongly believes that bribery and corruption are morally and ethically wrong and are not and should not be a part of how we conduct our business. On this basis, it is imperative that all employees behave ethically in all business dealings and that they do not engage in any type of corrupt behaviour (including bribery or attempted bribery of any official at any level of government).

Independent  
third-party  
audit on a  
regular basis

## INSIDER TRADING AND BLACKOUT POLICY

As a public company incorporated under the Business Corporations Act (Ontario), Bird has a clear policy that sets out guidelines regarding transactions involving its securities by its directors, officers, employees, and contract employees. The policy educates directors and employees about their legal obligations with respect to insider trading, tipping, reporting, and other obligations and prohibitions relating to their trading and trading by their family members in the company's securities.

Clear  
ethical  
guidelines

## COMPETITION LAWS COMPLIANCE POLICY

Bird recognizes that strong compliance policies and procedures are critical. The company is committed to complying with all aspects of the Competition Act, Canada's competition law. Bird firmly believes that preservation of a competitive economy benefits the company, its employees, its customers, and all Canadians.

Legal and  
ethical conduct  
is in the best  
interests of the  
company and its  
employees

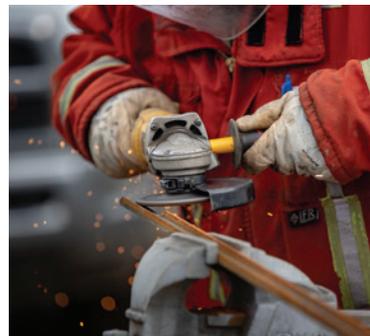
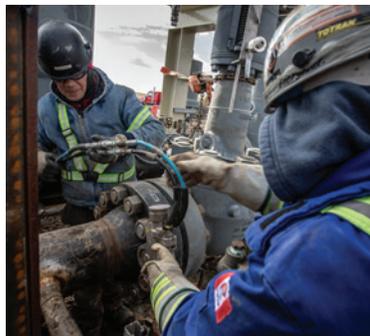
This policy communicates the controls and procedures that ensure that Bird, its employees, and all of its subsidiaries and affiliates understand and comply with the applicable competition laws. Through this policy, employees are made aware that the potential impacts of non-compliance are material and could include substantial regulatory penalties and sanctions, and criminal charges against the company and individual employees.

## DISCLOSURE POLICY

Bird has a policy and an established set of procedures for the public disclosure of Material Information (includes "material change" and "material fact" as defined under applicable securities legislation). The policy ensures that Bird provides timely, consistent, fair, and credible public disclosure of Material Information, in compliance with all legal and regulatory requirements, to keep shareholders informed and assist in maintaining market integrity.

Timely, consistent,  
fair, and credible  
public disclosure  
of material  
information

The Public Disclosure Sub-Committee determines what constitutes Material Information and authorizes the issuance a media release that discloses the nature and substance of the Material-Information. The Chief Financial Officer ensures that a copy of the Material Information release is sent to the Market Surveillance Section of the TSX prior to dissemination, advises Market Surveillance of the proposed method of dissemination of the media release, and upon release, a copy is filed with the provincial securities regulators and the Toronto Stock Exchange (TSX) through SEDAR, as well as on the publicly facing Bird website. The policy outlines the means for preventing the misuse or inadvertent disclosure of non-public Material Information, assigns authorized spokespersons, and provides guidance for dealing with analysts, investors, shareholders, the media, and the public.





# OVERSIGHT

## Robust independent oversight

As a public company whose securities are traded on the Toronto Stock Exchange, the company's Board of Directors has adopted, as its approach to corporate governance, the guidelines set out in National Instrument 58-101 - *Disclosure of Corporate Governance Practices*, National Instrument 52-110 – *Audit Committees*, and National Policy 58-201 – *Corporate Governance Guidelines*.

The Director Code of Ethics requires that the company's directors disclose any potential or actual conflict of interest to ensure independent judgment regarding Board discussions and decision making. In the event of any potential or actual conflict of interest by a director in relation to a Board matter, the director will withdraw from the deliberations and not vote upon such matter. The Board and its committees have adopted governance best practices including:

- Recognition of the benefits of promoting Board diversity. Diverse perspectives contribute to innovation and growth opportunities, and the Board believes that diversity may be achieved through a range of factors including gender diversity, diverse skills and experiences, regional diversity and industry diversity.
- Regular in-camera meetings, without officers and management present. These sessions enable the Board and committees to discuss issues in a candid and independent manner without the influence of senior management. To make sure the Board functions independently of management, the Board has the flexibility to retain and to meet with external consultants without the presence of management whenever the Board sees fit.
- Conducting performance evaluations of the Board, the Audit Committee, the Human Resources, Safety and Governance Committee (HRS&G), each of their chairs and individual directors on a regular basis. The chair of the Board and the chair of the HRS&G Committee also conducted informal discussions with each individual director.

Bird's consolidated financial statements are independently audited in accordance with Canadian auditing standards.



**Independent Board Members**



**Women on the Board<sup>1</sup>**

<sup>1</sup> Non-executive Board members in 2020



**Employees are Shareholders<sup>2</sup>**

<sup>2</sup> Prior to joining forces with Stuart Olson



**Board Committee Chairs are Women**

## FORWARD-LOOKING INFORMATION

Certain statements and other information included herein which express management's expectations or estimates of future events or the company's future performance may constitute "forward-looking information" or "forward-looking statements" (collectively, "forward-looking information"). Forward-looking information is often, but not always, identified by the use of words such as "believe", "seek", "expect", "may", "will", "should", "anticipate", "target", "plan", "intend", "potential", and similar expressions.

Forward-looking information is necessarily based upon a number of estimates and assumptions that, while considered reasonable by management, are inherently subject to business, economic and competitive uncertainties and contingencies. In particular, this report includes such forward-looking information and the company cautions the reader that forward-looking information is subject to known and unknown risks, uncertainties and other factors that may cause the actual results, performance or achievements of the company to be materially different from the company's estimated future results, performance or achievements expressed or implied by forward-looking information. Although management believes this forward-looking information is reasonable based on the information available on the date such statements are made and processes used to prepare the forward-looking information, such statements are not guarantees of future performance and readers are cautioned against placing undue reliance on forward-looking information. The company expressly disclaims any intention or obligation to update or revise any forward-looking information, whether as a result of new information, events or otherwise, except as required by applicable law.

