



## A MESSAGE FROM

### TERRANCE L. MCKIBBON, PRESIDENT AND CHIEF EXECUTIVE OFFICER

At the 2022 United Nations Climate Change Conference (COP22) held in Egypt, there was a distinct shift towards more accountability and integrity from all players in order to meaningfully address climate change around the world. We have been considering Bird's role in the broader climate conversation and the transition to a lower carbon economy, and how we can best support the execution of our clients' sustainability goals. At an organizational level, we demonstrate our commitment to our core **values**, specifically our drive to lead with honesty. Our approach to sustainability remains pragmatic and measured, as we seek to build strong foundational governance structures that will ensure an embedded and cohesive company-wide approach integrating the best practices that have proven effective on job sites and resulted in measurable impacts.

Reflecting on the past year underscored the tremendous impact and potential that **collaborative contract** models have on the creation of innovative solutions and the enhanced execution of large, complex, and cutting-edge projects. The benefits of early involvement of all parties coupled with open communication and transparency throughout the project lifecycle create immense possibilities for realizing the transformative changes required to address the climate challenges we are facing in Canada and across the world.

This shared commitment towards a common goal can also be seen in the knowledge hubs that have been developed within Bird to bring together experts in the areas of **Future Energy**, **Deep Energy Retrofits**, **Net Zero**, and **Mass Timber**,

amongst others. These hubs facilitate the exchange of best practices, latest technologies, and field-tested processes from across the country to enable our teams to execute our clients' vision and prepare Canada for the sustainable future of tomorrow.

Our current project pipeline spans from infrastructure and institutional construction and sustainable building retrofits to vast industrial assets that will address our critical energy infrastructure needs. Some recent examples of this include a number of **wind farm** projects, a major transportation project for Metrolinx, and the significant work program that will be undertaken with Canadian Nuclear Laboratories (CNL). Bird is one of the strategic partners that will build the necessary capabilities and capacity to ensure the delivery of CNL's Vision 2030 corporate strategy, which reflects broader Canadian and international efforts to harness nuclear power as part of the global emissions reduction strategy. The execution of the work will prioritize the use of local resources, including hiring local vendors that live and work in the Ottawa Valley as well as Indigenous contractors, and the use of environmentally-friendly materials, practices and organizations as part of the drive to integrate environmental stewardship and sustainability into all areas of the project.

These types of projects that address a crucial need, such as boosting infrastructure, while also considering broader societal needs, are ideally suited to Bird's culture. Working collaboratively with not only project partners but also with the communities in which we work has been a hallmark

of our approach to project planning and execution. Our engagement with **Indigenous businesses and communities** across Canada has shown the improved value and outcomes that can be achieved through respectful partnerships and engagement across a project's lifespan. The best practices that we have learned through these endeavours have informed our broader approach towards social procurement in all communities, and the potential to leverage our procurement spend to realize positive economic, environmental, cultural, and social impacts in the communities in which we work and live.

It is rewarding to see the passion that our teams bring to their work, and the energy with which innovative technologies and practices are being applied to projects across a diverse range of sectors. It provides a sense of optimism for our ability to engage with the complex issues that face us on the journey towards a sustainable built environment and our capacity to realize the visions of our clients. Together, we can create a future where these visions become a reality.

**Terrance (Teri) L. McKibbon**  
President and CEO

