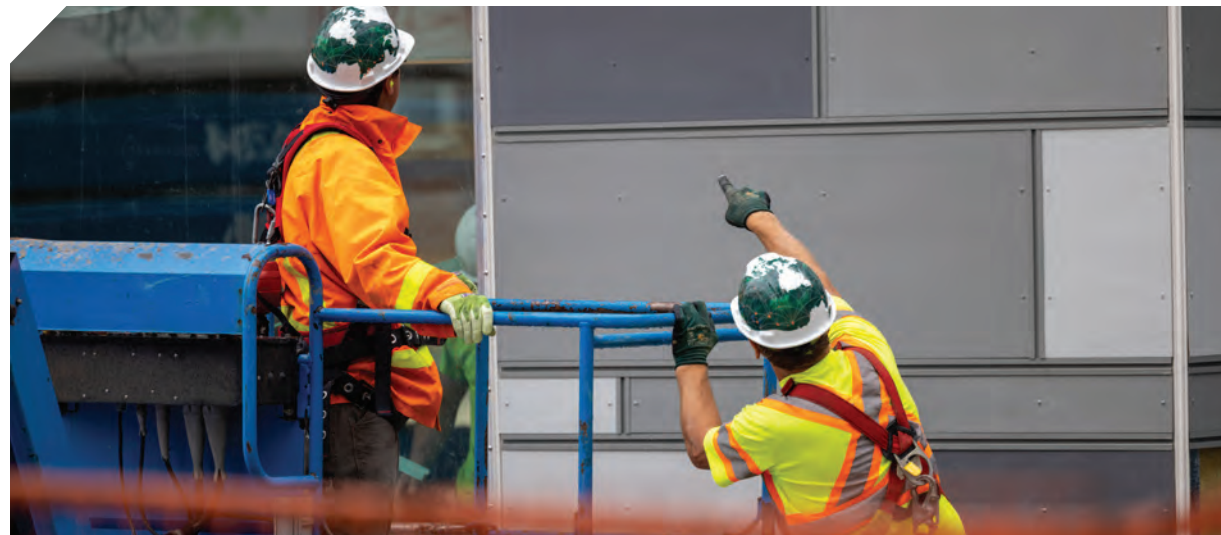


2022

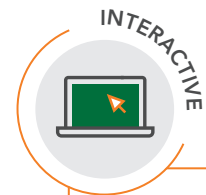
Sustainability Overview





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## ABOUT BIRD

For over 100 years, Bird has expanded across the country, building deep Canadian roots. We have grown both organically and through strategic acquisitions, focusing on high-performing businesses that support the expansion of our geographic reach and increase our diverse service offerings.

With offices from coast to coast and a workforce of more than 5,000 people, Bird operates in a diverse cross-section of market sectors with the knowledge, capabilities, and experience to support industrial, infrastructure, commercial, institutional, and residential projects, and clients. Bird's comprehensive range of services spans new construction, retrofits, tenant improvements, fabrication, and maintenance programs. In partnership with Stack Modular, Bird also provides purpose-built structural steel modular building design and construction.

Our model for success is simple, yet powerful in its application. An approach to doing business that is grounded in respect, transparency, and collaboration. A commitment to all stakeholders – clients, consultants, trades, and community – to engage in a team approach that values people and thrives on fresh ideas and intelligent solutions. At Bird, we know from experience that collaborative projects promote innovation, which leads to better performance and extraordinary results.

Browse our interactive brochures for Buildings and Industrial and Infrastructure solutions.



View our book commemorating 100 memorable projects built by Bird over the last 100 years here.



## ABOUT THIS SUSTAINABILITY OVERVIEW

Sustainability at Bird is a continuous journey of learning, evolving, innovating, and growing. We strive to incorporate up-to-date guidance into our sustainability priorities and adopt best practices that positively impact the way we work and build.

Bird's approach to sustainability reflects our commitment to the core company values to put safety first, create opportunity, do great work together, and lead with honesty. These values guide us in all we do and ensure that Bird provides sustainable value and accretive contributions to our clients, employees, shareholders, and the communities in which we live and work.

Bird's Environmental, Social and Governance (ESG) Program and the manner in which sustainability priorities are embedded across the organization is based on in-depth research, industry best practices, materiality to the business and stakeholders, the experience of specialized teams, and expert external guidance. We strive to optimize our positive social and environmental impact, utilizing a strong corporate governance framework that ensures accountability and stewardship across all our operations.

Sustainability is a vast and interconnected topic, and our long-term strategic approach requires the flexibility to adapt. As such, this annual Sustainability Overview is not intended to be a comprehensive account of all our activities, nor does it reflect the complexity of our long-term strategic approach to sustainability. It provides a snapshot of some of the ESG initiatives currently underway across Bird, and shares some of the results achieved in the past year, illustrating core initiatives that are reflective of our broader ESG Program.



## 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 projects**, 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





## A MESSAGE FROM

### PAUL RABOUD, CHAIRMAN OF THE BOARD

Conversations about climate change and sustainability have dominated across the world this year as we see the increasing impact of extreme weather events, economic uncertainty on a global scale, and calls for greater equity in society. Within the construction industry, we are witnessing how these macro shifts are being translated into inventive solutions that are changing what we build, how we build, and why we build. The microcosm of Bird's project pipeline tells this story, as we see an expansion in future energy projects and investment in sustainable and future-proof infrastructure, greater interest in carbon conscious building, and increased interest in Bird's sustainability journey.

The Company has continued to make progress in the implementation of its ESG Roadmap, including strengthening internal reporting and disclosure mechanisms, and further embedding sustainability into our governance structures. This is in keeping with Bird's long-standing commitment to maintaining robust governance structures that facilitate accountability and ensure compliance with current and forthcoming regulatory requirements.

The ESG Roadmap is aligned to the Company's over-arching strategic priorities and specific sustainability goals. The aforementioned expansion of Bird's future energy portfolio, particularly in the nuclear, wind, and hydrogen markets, is a reflection of this intersection between Bird's ability to deliver

on clients' visions while simultaneously contributing towards societal climate goals such as the transition to a lower carbon economy.

Another example of this is the Company's focus on diversity, equity, and inclusion. Strides have been made to further develop programs, policies, and initiatives that promote and further entrench a culture of celebration of diversity, both internally and externally. There is a deep recognition of all the benefits that can be derived from harnessing the creativity and innovation that results when people with a broad range of perspectives and experiences can truly collaborate in a safe, respectful, and equitable working environment.

The Board of Directors, through its oversight role, has an active interest in the long-term strategic positioning of Bird with respect to a range of ESG issues, considering the needs and interests of our stakeholders, clients, and communities, as well as the evolving regulatory and disclosure landscape. This role has been further formalized through the amendment of our Board charters to reflect the importance of sustainability to Bird's long-term strategic positioning and the Company's role as a leading player in the construction industry.

The Board will continue to monitor and guide the Company as it strives to create sustainable value for clients and communities, considering how to identify opportunities,

anticipate challenges, and counter the risks of the rapidly evolving landscape amid shifting markets. The Board has tremendous faith in the ability of the Bird team to deploy their depth of knowledge and experience to navigate this evolution and continue providing the exceptional value and customer satisfaction that has come to be expected of Bird.

**Paul Raboud**  
Chairman of the Board





## 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



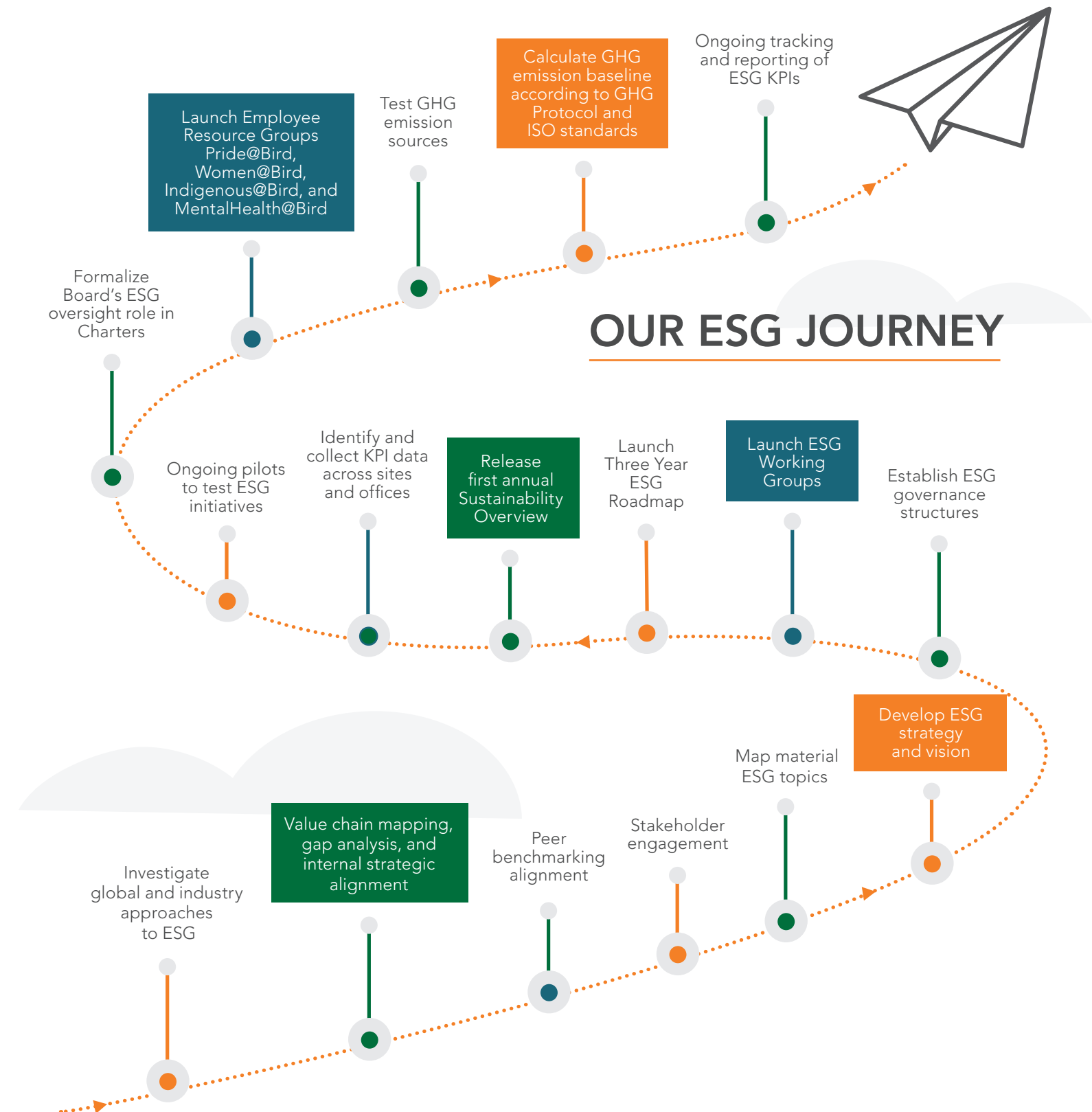
Paul Pastirik  
Senior Vice President,  
Strategic Development





# MATERIAL TOPICS

Material topics were identified following a comprehensive materiality assessment with input from internal and external stakeholders, and considering a wide range of interconnected factors. These ESG-specific material topics guide our strategic priorities with respect to sustainability. Many of these topics span across multiple functional areas of the business, and may therefore be referenced in numerous parts of this document. These material topics will be monitored and reviewed regularly and updated to reflect the changing ESG landscape at Bird, in the construction industry, and in Canada.





# MEET THE TEAM



**Terrance L. McKibbon**  
President and Chief Executive Officer



**Gilles Royer**  
Chief Operating Officer

## Executive Sponsors



**Wayne Gingrich**  
Chief Financial Officer



**Paul Pastirik**  
Senior Vice President,  
Strategic Development

## ESG Executive Steering Committee



**Brian Henry**  
Chief People Officer



**Peter Lineen**  
Executive Vice President, Health,  
Safety, and Environment



**Rob Otway**  
Executive Vice President,  
Buildings West



**David Keep**  
Executive Vice President, MRO and  
Commercial Systems

## ESG Advisors



**Rachel Pattimore**  
Vice President, Investor Relations  
& Strategic Development



**Pierre Morris**  
Vice President,  
Corporate Finance



**Cheryl Ballerini**  
Senior Director, Strategic  
Development &  
Communications





**Lara de Klerk**  
Manager, Sustainability



**June Grewal**  
ESG Coordinator

## ESG Team

## ESG Working Group Members Drawn from Across the Company

-  Operations
-  Health, Safety,  
and Environment
-  People and Culture
-  Indigenous Relations
-  Information Technology
-  Marketing &  
Communications
-  Strategic Development
-  Risk Management



# 2022 HIGHLIGHTS

Total Revenue<sup>(1)</sup>  
**\$2.4B**

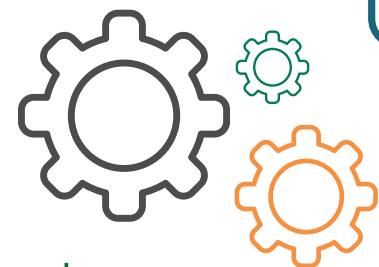


Canadian suppliers engaged

Backlog<sup>(1)</sup>  
**\$2.6B**

Pending Backlog<sup>(1)</sup>  
**\$2.5B**

**>8,800**  
 Tool Box Talks



**>\$26M**  
 Total spend with Indigenous subcontractors and suppliers



**1 LTI**  
 Lost Time Incident

**0.02 LTIF**  
 Lost Time Incident Frequency



**>\$132,000**  
 Donations and Sponsorships in Indigenous Communities

**45+**  
 Indigenous-owned businesses supported

**5,000+** Total Employees<sup>(2)</sup>

**30%**

Women<sup>(4)</sup>

**66%**

Board Committee Chairs are women

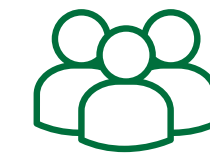
**22.7%**

Women in leadership<sup>(4)</sup>

**8%**

Indigenous representation on Board

**88%**  
 Engagement survey participation rate



**4** New ERGs



PRIDE@BIRD  
 LGBTQ2S+ Network



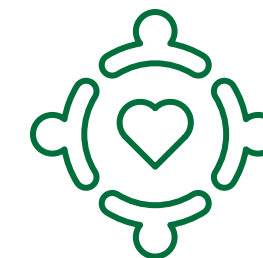
WOMEN@BIRD  
 Women's Network



Indigenous@Bird  
 Indigenous Network<sup>(3)</sup>



MentalHealth@Bird  
 Mental Health Network<sup>(3)</sup>



**>\$800,000**  
 Total community investment<sup>(5)</sup>

(1) At December 31, 2022  
 (2) Salaried and hourly throughout the year  
 (3) Launched in 2023  
 (4) Full-time salaried employees  
 (5) Includes scholarships, sponsorships, donations, and distributions from Bird-supported endowments



**BUILD  
GREEN**

## SUSTAINABLE CONSTRUCTION

Bird is committed to sustainable construction, from the materials we use to the strategies we deploy to reduce carbon, increase energy efficiency, and minimize resource waste. We have partnered with our clients to deliver complex and innovative building systems that meet LEED®, Green Globes, Passive House, WELL Standard, and Zero Carbon building requirements. Working collaboratively with all stakeholders, we can realize both environmental and cost benefits.

Bird is a proud project sponsor of the Canada Green Building Council (CaGBC) and Delphi Group's Canadian Green Energy Retrofit Study. The study aims to identify how to scale up retrofits for large buildings (industrial, commercial, and residential) by considering both workforce and supply chain capacity to deliver affordable low carbon construction products, technologies, and materials. A report was released in 2022 that discusses how green retrofits can contribute to net-zero climate targets, make buildings more resilient to climate change and extreme weather, lower the carbon footprint, generate 75,000 jobs annually, and help Canada meet 2030 and 2050 climate targets. Read the Green Retrofit Economy Report [here](#).

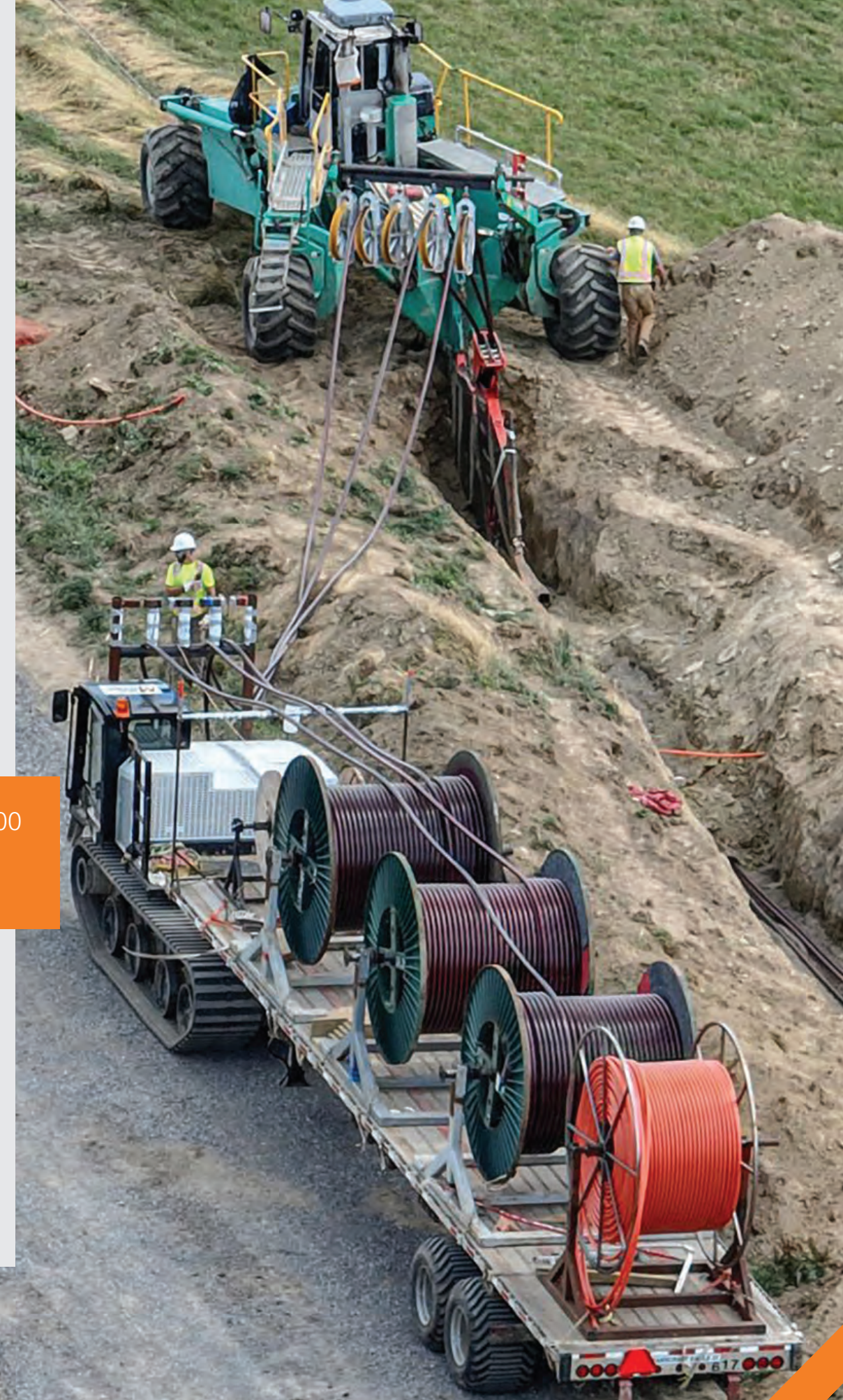
Bird is also participating in forums with other construction industry stakeholders to tackle the challenges facing low-carbon construction. Through our participation in initiatives such as these, we continue to build our knowledge and share our insights which informs our service offerings and the expertise of our national teams, and ensures that Bird is positioned as a leader in providing retrofit services for our clients. Read more about how deep energy retrofits are preparing the buildings of yesterday for a more efficient tomorrow [here](#).



Bird has been supporting the construction execution on some of our country's largest infrastructure projects, from hydroelectric infrastructure, nuclear, and renewable power, to organic waste processing and waste-energy recovery projects for over half a century. Read more about how we are contributing to delivering cleaner energy solutions [here](#).

Bird has delivered over 200 projects that are built to LEED® requirements

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



## Dockside Green

Victoria, British Columbia

Situated in the City of Victoria, Dockside Green is a multi-phase neighbourhood development with a focus on sustainable living. Within the project's 15-acre footprint are residential buildings, a wastewater treatment facility, a district energy system including wind and solar harvesting, electric vehicle charging stations, and an ecologically focused greenway. Dockside Green achieved LEED® Platinum certification and holds the world record for the highest LEED® points.

During the first phase, three residential towers totalling 335,000 square feet are being constructed, together with a three-level, 172,000-square-foot shared parkade below the towers. The Commercial Systems Group's electrical scope includes distribution, lighting, back up generation, transfer switches, fire alarm, intelligent electric vehicle charging system, photovoltaic generation, communication, access control rough-in, entrance control rough-in, and security camera rough-in, totalling 75,000 hours of work. Scheduled completion for phase one is targeted for mid-2023.



## Mount Royal University's Riddell Library and Learning Centre

Calgary, Alberta

Mount Royal University's Riddell Library and Learning Centre was recognized at the 2022 American Society of Heating and Air-Conditioning Engineers (ASHAE) Technology Awards. Securing second place at the regional level, the award recognizes outstanding achievements by members who have successfully applied innovative building design in occupant comfort, indoor air quality, and energy conservation.

At 240,250 square feet, this beautiful and bright facility is situated across from the Conservatory and Bella Concert Hall and is the final component that makes up the University's Grand Plaza. The four-storey building includes public collaborative spaces, offices and administration, classrooms, labs, and library collections. This LEED® Gold building offers an abundance of natural light via two large light tubes that run the entire height of the building, a high-performance envelope with fully programmable LED lighting, and clerestory glazing that allows for increased interior daylight penetration. Unique aspects that contribute to the engaging space include elevator lobbies featuring large tiled walls made up of recycled skateboard decks, a fireplace situated on the third floor, and collaborative space for over 1,800 people with seating options ranging from fully adjustable treadmill desks to café lounge style chairs.





## Canada's Diversity Gardens

Assiniboine Park, Winnipeg, Manitoba

The Canada's Diversity Gardens project spans approximately 35 acres in the south east corner of Assiniboine Park, blending extraordinary indoor horticulture displays with community gathering spaces, iconic architecture, state-of-the-art design, and breathtaking gardens.

"The Leaf" forms the centrepiece of the new attraction, and welcomed its first visitors over the 2022 holiday season. The 88,800-square-foot structure has four components: a tropical biome that creates a hot and humid rainforest environment and features a 59-foot waterfall; a Mediterranean biome celebrating different plants endemic to Greece, Italy, South Africa, Australia, Chile, and California; the Babs Asper Display House that features rotating floral exhibits; and the Shirley Richardson Butterfly Garden where visitors can interact with a multitude of butterfly species year round.

A key design element of the structure is the Teflon ethylene tetrafluoroethylene (ETFE) roof. The roof is made up of three layers of ETFE material that allows the formation of air pockets. This pillow-like polymer resin composite can deflate locally under snow loading, creating a thermal bridge that will melt snow and allow it to slide off the roof. The lightweight material allows maximum penetration of natural light, and requires minimal maintenance as it is resistant to corrosion and atmospheric pollution and does not degrade with exposure to UV light. It is also fully recyclable, further contributing to the sustainability profile of this project. The roof is supported by a 120-foot diagrid tower and cable net system. The light roof and the design of the supporting cable system eliminates the need for columns, creating an open and immersive space within the biomes.

The Indigenous Peoples' Garden lies just south of the structure and celebrates the historical and contemporary relationships of Indigenous cultures with the environment, providing a space where knowledge, practices, and perspectives can be shared. The North End's Eagle Urban Transition Centre, which provides opportunities for young people to gain work experience, participated in elements such as the construction of the wooden boardwalk that meanders through the Indigenous Peoples' Garden, and the planting of trees, shrubs, and more than 1,000 grasses.

Environmental stewardship is a key element of this project, and Canada's Diversity Gardens is targeting LEED® Silver certification. The energy-efficient building is equipped with on-site renewable energy and a sophisticated HVAC system that integrates passive ventilation, earth ducts, a geothermal energy system, and cisterns to collect rainwater and snow melt for irrigation.

Environmental stewardship is a key element of this project, and Canada's Diversity Gardens is targeting LEED® Silver certification.





## Canada's Diversity Gardens

### TOTEM POLE RAISED ON NATIONAL DAY FOR TRUTH AND RECONCILIATION

An over 68-foot tall totem pole by Kwakiutl artist Charles Joseph was raised next to The Leaf in Canada's Diversity Gardens on September 30. It shares the story of Charles Joseph's experience of being forced into a residential school in British Columbia and reflects on themes of truth and reconciliation. Carved from an immense west coast tree, the totem pole was commissioned by Canadian businessman Jim Balsillie, and gifted to the Southern Chiefs Organization (SCO). It will eventually be moved to the Hudson's Bay building in downtown Winnipeg for permanent display as part of the Wehwehneh Bahgahkinahgojn project. Bird's Walk for Reconciliation also took place in this space, and created an opportunity for reflection about the history and impact of Residential Schools.





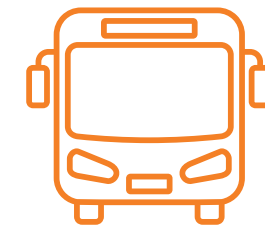
Concert-Bird Partners will deliver five new high schools in Alberta in Blackfalds, Leduc, Langdon, and two in Edmonton.

- Optimized building performance
- Energy conservation
- Targeting LEED® Silver Certification

Concert-Bird Partners broke ground at one of five high schools being constructed in Alberta. The project has a total combined contract value in excess of \$300 million and is part of Alberta's Recovery Plan to create jobs and diversify the economy. Under the public-private-partnership (P3) model, Concert-Bird Partners will deliver five new Alberta high schools in Blackfalds, Leduc, Langdon, and two in Edmonton. Financing for the project was arranged jointly by Bird Capital Limited Partnership and Concert Infrastructure Limited. Once complete, the schools will accommodate nearly 7,000 students. Designs for the schools will include considerations for optimized building performance, energy conservation and other sustainable building features, including achieving LEED® Silver Certification.

### Sustainable Transit

Bird has been awarded the HandyDART Operations and Maintenance Facility project in View Royal, British Columbia. Construction of the 25,000-square-foot facility includes administrative space, a transit yard for buses, maintenance bays, and an automated bus wash. The site is working towards meeting LEED® Gold V4 and Step Code 3 energy code requirements.



Targeting LEED® Gold V4 and Step Code 3 energy code requirements

## ESG IN ACTION

### Promoting Conversations around Sustainable Construction



**Building Good**, a thought leadership initiative led by Bird and Chandos Construction, aims to catalyze owners and industry partners to change the way the architecture, engineering, and construction (AEC) industry designs and builds for the betterment of people and the planet.

Gilles Royer, Chief Operating Officer, shared his thoughts on the natural alignment between the initiative's vision and Bird's commitment to sustainability, equity, and inclusion. Read it [here](#).





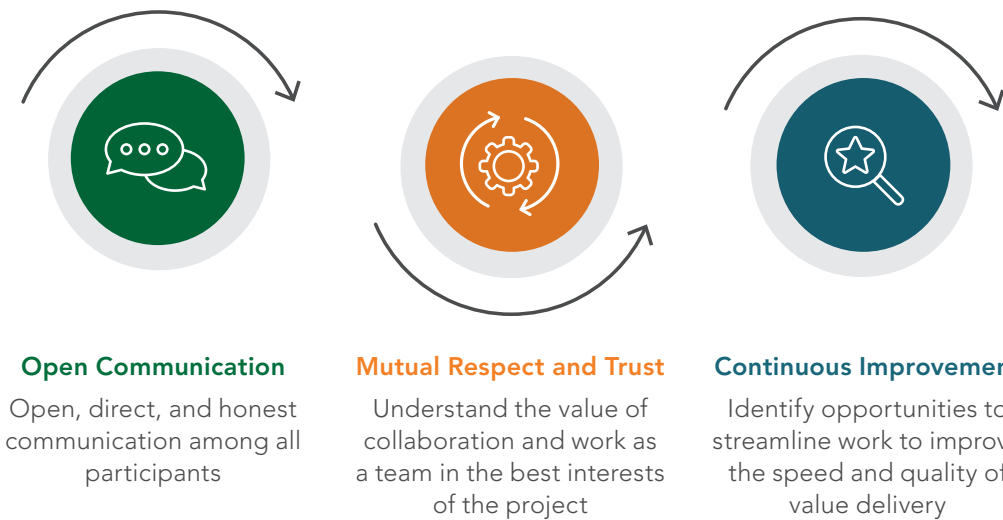
# COLLABORATIVE CONTRACTING

Collaborative contracting is a method of construction delivery designed to connect owners, designers, constructors, and other key parties in an open and transparent environment for stronger outcomes. It uses a contract with specific clauses designed to increase collaboration, which can include an early design phase, open-book costing, mediation, indemnification, and profit tying of all parties. Together with other collaborative tools offered by the Bird team, better outcomes across the lifecycle of the project can be achieved.

In a collaborative environment, sustainability is discussed early and broadly to establish owner goals, team capabilities, and cost. This can include discussions on operating cost, embedded and operational carbon, user experience, and certifications. With early goals, the team develops initiatives to accomplish these goals and uses iterative costing to ensure the budget is achieved and the greatest value for money is accomplished.



Collaborative contracting is an effective tool for projects with a higher degree of risk, complexity, or owner involvement. The flexible framework allows the team to understand in real-time the cost of their decisions and the various options to accomplish those goals. This allows us to find better solutions and work closely with owners to deliver complex projects that can incorporate a variety of uses, including integration with an existing facility or process. With effective collaboration, complex systems are designed to avoid later issues such as removal or heavy modification to meet constructability or budget requirements. The best ideas are captured and integrated early when the cost to integrate is lowest and the benefit most significant.



- Alliance contracting
- Integrated Project Delivery (IPD)
- Construction Manager/General Contractor (CMGC)
- Open-book target price
- Progressive design-build

## Strong Culture

When a team integrates early with the goal of collaboration, culture is essential. We invest in those relationships early to foster good ideas, efficient workflow, and effective resolution of challenges that come our way. This culture is built in an integrated team, rather than siloed by firm, leading to strong project-first actions and a positive, empowered work environment.

- ✓ Innovation**  
Up-front collaboration with multiple teams and the opportunity for the project to leverage the core strengths of team members as challenges are encountered often leads to more innovative and effective ways of executing the work.
- ✓ Improve Constructability**  
Bringing all project team members together improves the overall constructability of a project and provides opportunities for increasing efficiency and improving results through cross functional collaboration.
- ✓ Reduce Rework**  
Collaborative project management means work is completed faster with fewer problems. Integrated constructability and value engineering reviews ensure quality design documents that secure best pricing from trades bidding on clear scopes with reduced risk of costly change orders due to redesign.
- ✓ Increase Transparency**  
Working together towards one shared goal and openly sharing information decreases the risk and impact of conflicting agendas and hidden costs.
- ✓ Faster Project Delivery**  
With shared responsibilities, decision-making, and goals, all parties are kept up to date, resulting in fewer unexpected delays and faster decision-making and project delivery.





Lynnell Crone, Vice President Alternative Contracts, spoke at BUILDDEX on the topic of “Overcoming Growing Pains: Integrated Project Delivery (IPD) Innovation, Issues and Industry Changes”, highlighting important industry changes and innovations driven by IPD applications. Read more about this event [here](#).





# Okanagan Indian Band (OKIB) Water Systems Improvement Project

Okanagan Indian Band, British Columbia



Jolene Vincent, Public Works and Housing Director (OKIB), Councillor Viola Brown (OKIB), Councillor Ryan Oliverius (OKIB), Chief Byron Louis (OKIB), Michael Fotheringham, Executive Director (OKIB), Lynnell Crone, VP Bird Industrial (BDJV), Lisa Thompson, Drinking Water Engineer (Urban Systems)

This project is the first time a First Nation has used an Integrated Project Delivery (IPD) model to work on an Indigenous Services Canada (ISC) funded infrastructure project for their community.

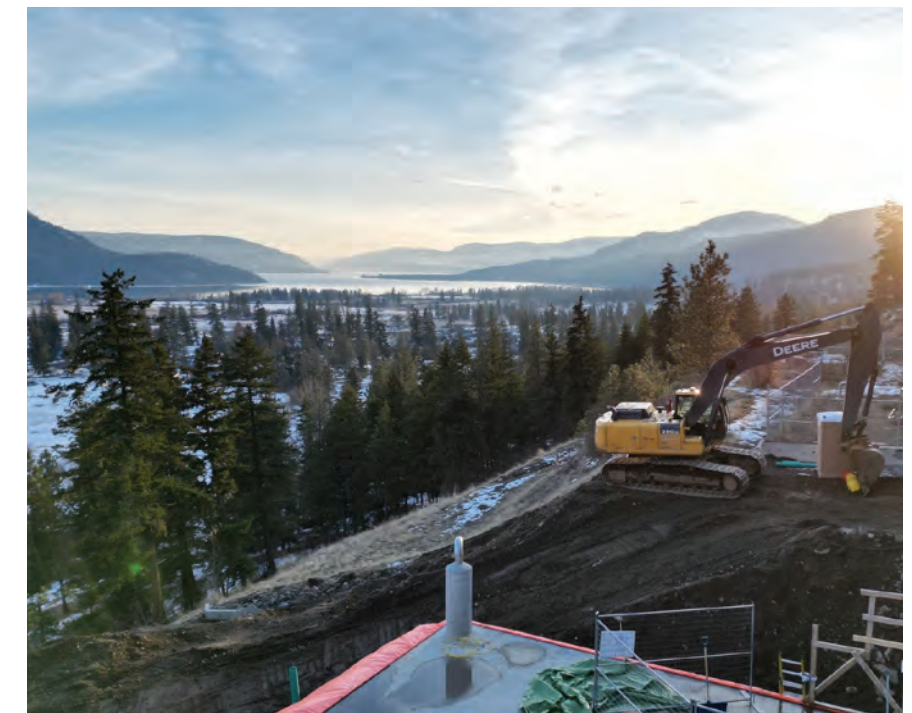
[Learn more about this collaborative project here.](#)

The Okanagan Indian Band (OKIB) broke ground on their community water system improvement project in 2022, utilizing an Integrated Project Delivery (IPD) model that includes OKIB as the owners, Urban Systems (designer), and Bird Dawson Joint Venture (constructors). To fully realize the collaborative and innovative benefits of IPD, additional partners participated in the project including more than 13 trade partners, CML Project Services (consultant), and Indigenous Services Canada (funder).

The new 1.2-mile water main will upsize and modernize the Irish Creek/Head-of-the-Lake and Six Mile/Bradley community water systems. By tying the two systems together, there will be an improvement in the quality of water for around 700 homes, the quantity of water, and fire protection for the community.

Important milestones have been achieved including construction of the watermain, paving of roads and crossings, construction of two concrete reservoirs, and building the control valve structure. OKIB water is now safe to drink on the Head-of-the-Lake/Irish Creek water system as the manganese water quality advisory has been lifted. The project was commissioned in December 2022, and will wrap up in 2023.

Engagement with the community throughout the lifecycle of the project is a shared value for all the team members and partners. To this end, monthly internal assessments are completed to ensure that ongoing engagement with the community remains at the core. Communication is facilitated through social media, a dedicated project website, and a monthly update in the OKIB newsletter to share progress on the project. Every member of the IPD team completed Indigenous cultural training through Nvision Insight, and a number of Elders and Knowledge Keepers agreed to provide teachings to the team. Some of the activities with the community included volunteering at the grand opening of the new cultural gathering place – the Arbour, as well as donations towards community celebrations and events.



Common challenges for the construction industry over the last period have been delays related to COVID-19, material availability, cost, and labour impacts. **The collaborative nature of IPD enabled the team to innovate and find solutions by sharing expertise to mitigate constraints** before they surfaced, working together proactively to increase efficiency in communication in a best-for-project manner.

## Dr. Anne Anderson High School

Edmonton, Alberta

Designed to achieve LEED® Silver certification, the 204,514-square-foot, two-storey school was designed and constructed under an Integrated Project Delivery (IPD) model. The Commercial Systems Group provided pre-construction design services as well as installation of all electrical systems including lighting, distribution, and fire alarm.

Using the benefits of the IPD process to build team relationships, improve communications, and increase productivity, the team was able to focus more attention on design quality and improved outcomes. Throughout the validation and design phases, constant input and budgeting during the weekly meetings was critical to reaching the final target cost. Changes to components or materials could be made quickly and efficiently to minimize time spent on re-design and awaiting responses from other parties.





## Lloydminster Wastewater Treatment Facility

Lloydminster, Saskatchewan

The Lloydminster Wastewater Treatment Facility is the largest wastewater IPD project in Canada. Delivered using a CCDC30 IPD contract with our joint venture partner, Bird's substantial self-perform capabilities and collaboration between in-house designers, engineers, and fabricators, assisted in determining the right fit for the City of Lloydminster. The mechanical wastewater treatment facility is centered around a membrane bioreactor, and includes large partially buried concrete tanks for the primary clarifier, equalization and fine screen chambers, bioreactors, and the membrane tanks. Process equipment will be housed in a pre-engineered process building.

The utilization of an IPD model has resulted in a lean project that maximizes the benefits of collaboration between trade partners and the design team. For example, providing input at the design stage has improved constructability and reduced costs for the owner. The collaborative approach also facilitated a nimble response to delays and disruptions, such as those experienced as a result of COVID-19 and global economic disruptions, including many supply chain obstacles: the team worked collectively to shift schedules and construction execution plans to maintain project delivery schedules and budgets.

## ESG IN ACTION

### Biogas Insights

Taylor Green, Technical Director of Major Environmental Projects, spoke at the Canadian Biogas Association (CBA), where he offered insights into the development of collaborative contracts for municipal infrastructure/biogas projects.



## NET ZERO

A key element of Bird's focus on sustainable construction is supporting the transition to a net zero carbon economy. Canada's commitment to achieving net zero carbon emissions by 2050 relies on coordinated action by all industries, including the construction sector.

Zero carbon buildings are highly energy efficient and produce onsite (or procure) carbon-free renewable energy to counterbalance the annual carbon emissions from building materials and operations. Zero carbon building standards can be applied to a range of buildings, including high-rise towers, arenas, warehouses, multi-unit residential buildings, and schools. Retrofits also provide tremendous opportunities to reduce the carbon footprint of existing facilities.

There are many technologies, processes, and materials that can contribute to the achievement of net zero buildings, both in terms of energy and carbon reductions. We are passionate about continuing to find ways to optimize the performance of buildings and minimize impacts on the environment through every phase of construction and across the lifecycle of a building.

Zero carbon buildings are highly energy-efficient and produce onsite (or procure) carbon-free renewable energy to counterbalance the annual carbon emissions from building materials and operations.



Bird is a producing sponsor of the Building Good *Zero by Fifty* podcast series, which focuses on how the AEC industry can create a net zero future, and help Canada reach its goal to have net zero emissions by 2050. [Click here to listen and download.](#)



The Centre for Building Performance deploys a range of integrated technology and analytics to optimize building performance and monitor energy targets. Read more about the Centre's work [here](#).



### Net Zero Plant Protein Processing Facility Strathmore, Alberta

In 2022, Bird was selected to lead the design and pre-construction of a state-of-the-art, net zero plant protein processing facility in Strathmore, Alberta. It will be the first net zero plant protein processing facility in Canada, employing industry-leading technology solutions to recycle and reuse water, leverage low emission energy sources, and reduce overall energy consumption.



**First net zero**  
plant protein processing  
facility in Canada



# DEEP ENERGY RETROFITS

Deep energy retrofits (DER) aim to significantly reduce greenhouse gas (GHG) emissions and energy consumption in existing buildings by performing extensive overhauls of building systems and materials. Deep energy retrofits are poised to play an integral role in the achievement of net zero goals as we pursue holistic solutions to create a more sustainable built environment.

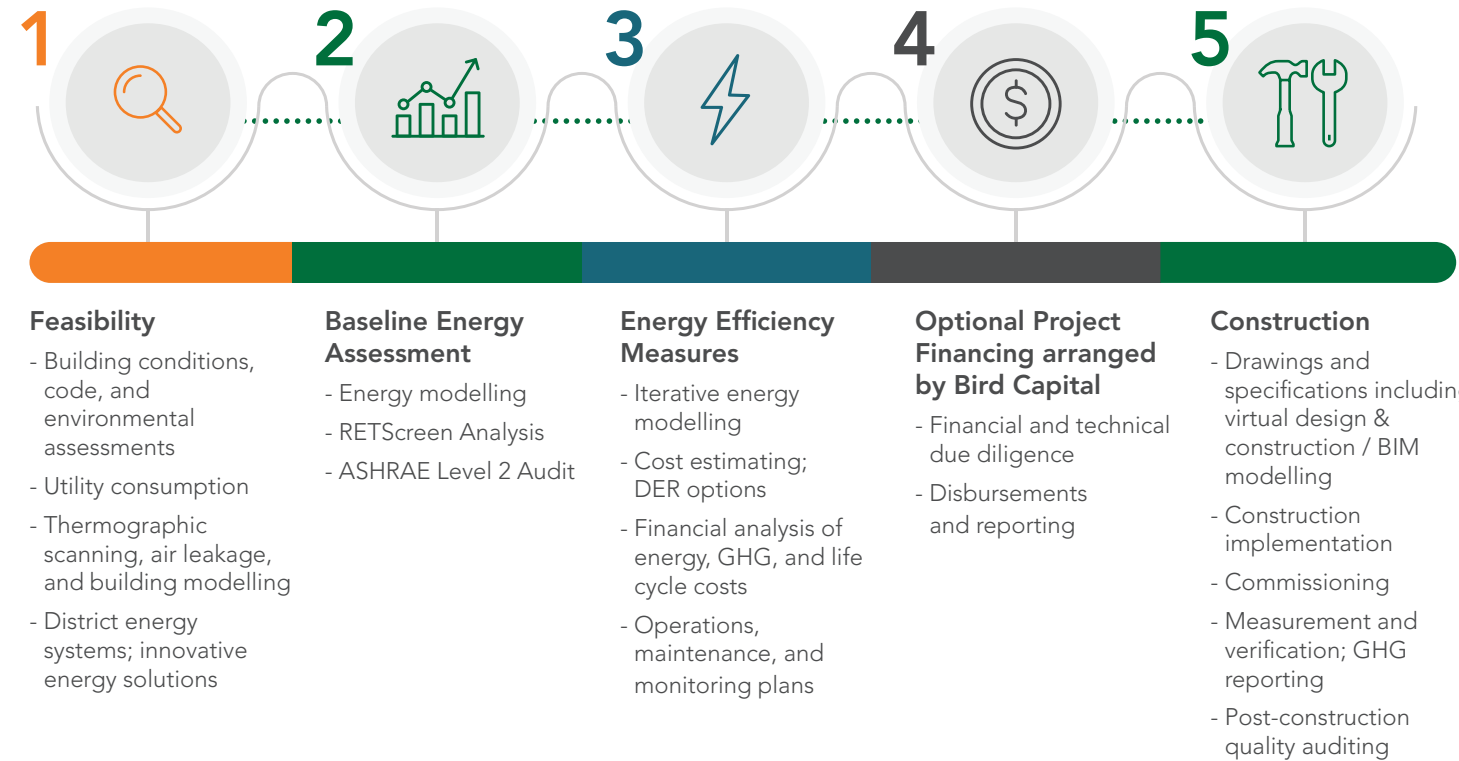
Bird leverages our wealth of multi-disciplinary experience across Canada to deliver deep energy retrofit solutions that have a real impact:

- Energy analytics
- Mechanical and electrical systems
- Sustainable, renewable energy, and low carbon solutions
- Managing incentives from utilities and government agencies
- Energy modelling and guarantees
- Construction Management, lump sum, progressive design-build, IPD, or project finance delivery models

## Full building retrofit solutions to reduce GHG emissions and energy costs

<p><b>%</b></p> <p>LIGHT RETROFITS</p> <p><b>(10% – 30%)</b></p>	<p><b>%</b></p> <p>MEDIUM RETROFITS</p> <p><b>(31% – 50%)</b></p>	<p><b>%</b></p> <p>DEEP RETROFITS</p> <p><b>(51% – 80%+)</b></p>
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## 5 STAGES

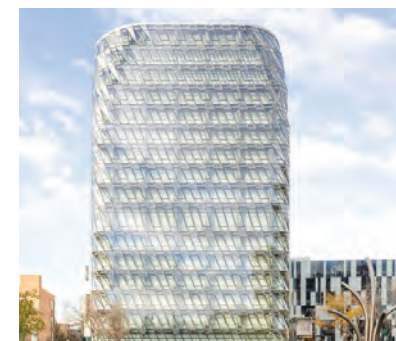


## Recent Project Highlights



Humber College Building NX

**70% reduction**  
in energy consumption and zero carbon building



MacKimmie Tower Redevelopment

**80% reduction**  
in energy consumption and zero carbon building



Toronto Western Hospital

**90%**  
of annual heating and cooling needs supplied by thermal energy from wastewater

## MASS TIMBER

Mass timber is a renewable and sustainable low carbon building solution. Through sustainable forestry, wood-based materials capture carbon and offset total CO2e emissions over the lifespan of the asset.

Bird is a North American leader in wood construction with the in-house expertise to develop cross-laminated timber, nailed laminated timber, wood-frame, and hybrid projects from concept to substantial completion. From high-rise wood frame housing developments to large-scale institutional buildings, the Bird team brings an in-depth understanding of the benefits and limitations of different mass timber and engineered wood products, and delivers efficient design strategies to maximize structural efficiencies.

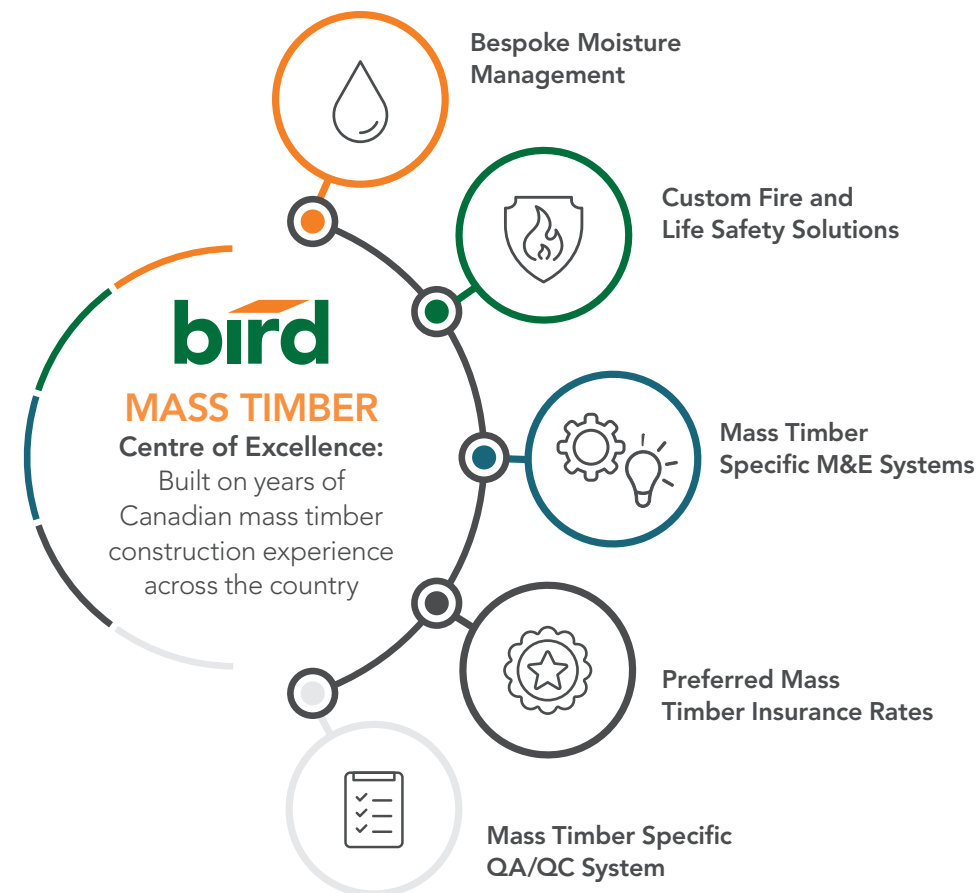
Bird's strong North American network of material supply channels effectively service mass timber projects from coast to coast. Global relationships with designers, consultants, trades, and subject matter experts ensure that projects benefit from cutting-edge technologies, forward-thinking strategies, and value-maximizing processes. This results in buildings that improve communities, user experience, and the environment.

**10**

Mass timber projects awarded, under construction, or completed in 2022

**>\$360M**

Total value (2022)



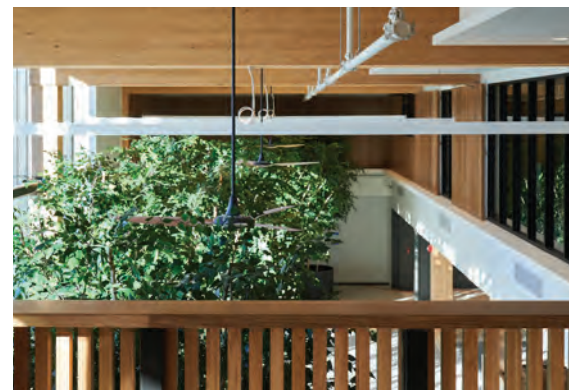




### Bergen Gardens Memory Care • Assisted Living

Winnipeg, Manitoba

Bird is nearing completion of construction of one of Winnipeg's first cross-laminated timber (CLT) structures, a state-of-the-art assisted living and memory care project for Edison Properties Winnipeg. Glued laminated timber (glulam) columns and beams will be utilized for the six-storey central structure, while traditional wood framing will be used for the two wings. Mass timber elements will account for 108,000 square feet of the 216,007-square-foot facility, which includes indoor and outdoor greenspaces. Substantial completion was achieved in 2022.



### West Kelowna City Hall

Kelowna, British Columbia

Construction is underway on the six-storey West Kelowna City Hall in British Columbia. This mid-rise mass timber office structure consists of glulam columns and beams with cross-laminated timber floor and ceiling systems. The fully exposed mass timber ceilings will ensure that occupants will experience the biophilic benefits of natural wood grain, while also saving on encapsulation costs. Falling within the 2015 National Building Code requirements for mid-rise mass timber construction, the \$20 million building is on track for completion in 2023.



### European Mass Timber Manufacturing Tour

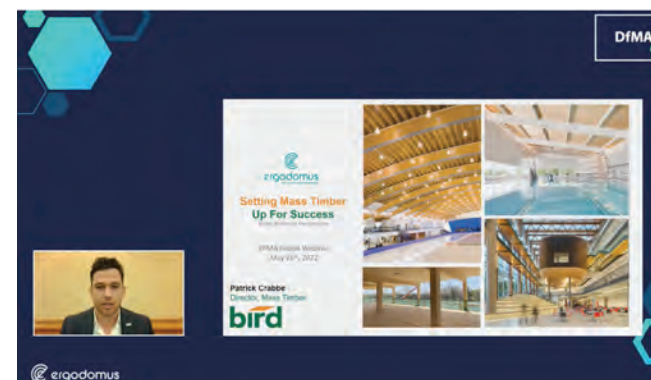
Supported by the Federal Industrial Research Assistance Program (IRAP) and hosted by the Canadian Wood Council and Global Affairs Canada, 32 Canadian participants (including Patrick Crabbe, Director of Mass Timber) with a keen interest in mass timber manufacturing, European supply chain development and investment, toured the largest and most sophisticated mass timber manufacturing facilities in central Europe, including Hasslacher, KLH, and Stora Enzo. These facilities represent four times the amount of North American mass timber production capacity. This tour also included two days at the largest mass timber conference in the world – the 26<sup>th</sup> International Wood Construction Conference (IHF) hosted by the Holtzbau Forum. This event brought together architects, building officials, builders, craftspeople, practitioners, and educators to share their knowledge and experiences about innovations, processes, and goals related to wood structures and construction.



### East Coast Lifestyle Headquarters Halifax, Nova Scotia

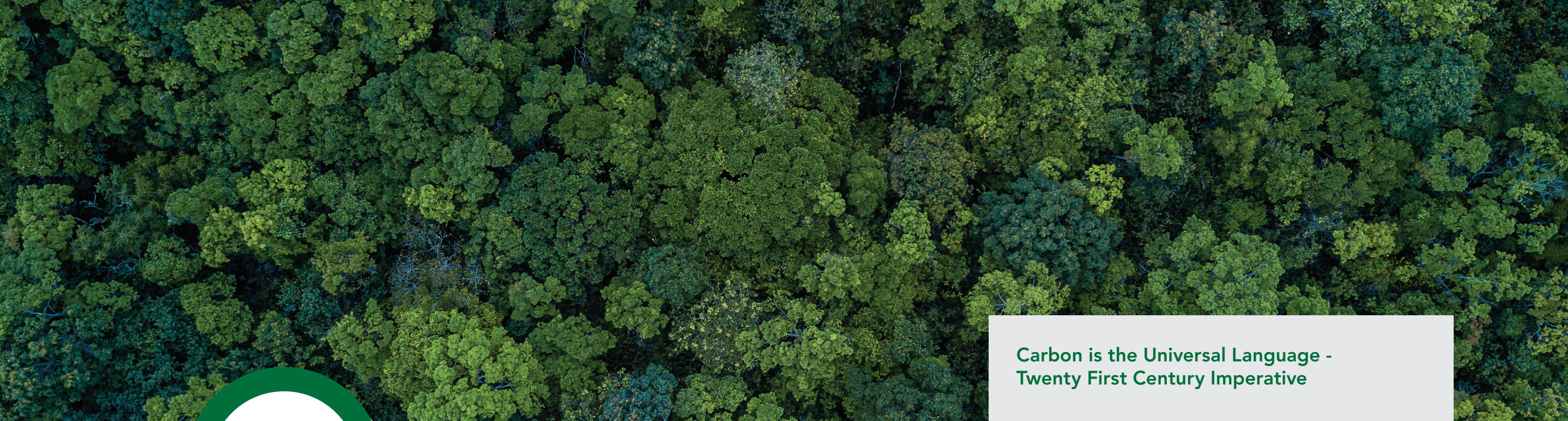
Bird is excited to be part of the project team for the new East Coast Lifestyle Headquarters in Halifax, Nova Scotia. The headquarters will include a storefront, coffee shop, office, warehouse, basketball court, and more. This project will prioritize low-carbon building materials such as glulam and cross-laminated timber that will sequester carbon throughout the lifespan of the building.

The ground breaking took place in November, and was attended by representatives from the Mi'kmaw Native Friendship Centre including Elder Deb Eisen, who conducted a smudging for all in attendance. The Premier of Nova Scotia, Tim Houston, spoke to the history of the project and how it represents the best qualities of why folks enjoy being in Atlantic Canada. Also in attendance were Neal Lade, Bird's VP for the Atlantic region, and ECLS owners Taylor and Alex MacLean.



### 2022 Euro Global Climate Change Conference

Patrick Crabbe, Director of Mass Timber, presented at the Design for Manufacture and Assembly (DfMa) global conference, which was hosted by Ergodomus Timber Engineering. DfMa is an approach for identifying, quantifying, and reducing waste or inefficiency in product design, and is a method for adding value engineering. The conference brought together international experts to discuss different perspectives about DfMA, timber, BIM, and sustainability. The conference recording can be accessed [here](#).



# Considering Carbon & Climate Change

Bird assists clients on their journey to achieving their carbon capture targets by retrofitting grey hydrogen facilities, as well as constructing new carbon capture systems.

Carbon capture technologies, including underground cavern storage, will be essential to developing low-carbon hydrogen in Canada, positioning the country to apply its resources and assets to become a major exporter of hydrogen. Bird assists clients on their journey to achieving their carbon capture targets by retrofitting grey hydrogen facilities, as well as constructing new carbon capture systems. Strategically located within close proximity to the existing Alberta Carbon Trunk Line and other storage facilities, we assist with bringing systems together to support the reduction of greenhouse gas emissions. Solutions vary from micro-generation daily power storage, hydrogen holding tanks to large underground storage (UGS) in depleted oil and gas fields, saline aquifers, or salt caverns. Learn more about Bird's future energy services [here](#).

## Carbon is the Universal Language - Twenty First Century Imperative



Patrick Crabbe, Director of Mass Timber, was featured on the Twenty First Century Imperative podcast, hosted by Craig Applegath (founding partner of DIALOG's Toronto studio). The episode discussed climate change, carbon tax, and mass timber. Click [here](#) to listen.



Bird is a proud partner of the Carbon Pricing Leadership Coalition. Administered by The World Bank Group, this voluntary organization brings together leaders from the largest and most influential governments, businesses, civil societies, and academic organizations to discuss carbon pricing, share experiences, and enhance the global, regional, national, and sub-national understanding of carbon pricing implementation.



## FUTURE ENERGY

Renewable and low carbon energy solutions contribute to global efforts to meet climate targets, support the energy transition, and achieve sustainable change. Bird has been supporting the construction execution on some of our country's largest infrastructure projects, from hydroelectric infrastructure, nuclear, and renewable power, to organic waste processing and waste-energy recovery projects for over half a century. Leveraging our electrical, instrumentation, substation, and high voltage services as well as our extensive civil, structural, and mechanical experience in developing and executing complex major projects are among the ways in which Bird is contributing to delivering cleaner energy solutions.

Supporting the construction execution on some of Canada's largest infrastructure projects, from hydroelectric infrastructure, nuclear, and renewable power, to organic waste processing and waste-energy recovery projects.

## TRANSITIONING TO NEW ENERGY TOGETHER



### RENEWABLE POWER

- Wind
- Solar
- Hydro and pumped storage



### LOW CARBON ENERGY

- Hydrogen (Green and Blue)
- Nuclear/Small Modular Reactors
- Biomass conversion
- Anaerobic digestion
- Renewable Natural Gas



### CARBON INNOVATION

- Carbon capture
- Carbon utilization
- Carbon storage



### ENERGY EFFICIENCY

- District heating and cooling
- Cogeneration
- Water reuse
- Biomass and waste to energy
- Real estate energy efficiency

#### CLIENT FIRST

Every project is unique and in turn requires a customized delivery approach to achieve the most beneficial outcomes. We work together with our clients to determine the best method of engagement to make their goals attainable.

#### ONE TEAM

Together, with a united goal, we partner with our clients and engineers. Through this highly collaborative approach and utilization of our self-perform expertise, we bring our projects the maximum amount of certainty to de-risk the project.

#### ENGAGE EARLY

When our experts are engaged early in project development, we can streamline planning and construction, resulting in a reduction of total cost of ownership. We deliver solutions that translate to faster time to market, operational efficiency, and schedule and cost certainty.



## Wind Project Developments

In September 2022, Bird was awarded Engineering, Procurement and Construction (EPC) contracts for two wind projects in development by Capstone Infrastructure Corporation. The Wild Rose 2 Wind Project will be constructed in Cypress County, Alberta, approximately 20 kilometres southeast of Medicine Hat. It will have a rated capacity of 192 MW of renewable energy. The Buffalo Atlee Wind Project contract has a rated capacity of 61.7 MW and will be located approximately 100 kilometres northwest of Medicine Hat, Alberta.



“We are excited to work with Capstone to deliver these important renewable energy projects. We look forward to leveraging Bird’s extensive self-perform capabilities to build our growing portfolio of future energy projects as we continue to expand and diversify our work programs across Canada.”

- Teri McKibbin, President and CEO

## Wind Work Underway

TransAlta Renewables chose Bird as general contractor for a construction project at Kent Hills Wind Farm to rehabilitate the 167 MW facility. This includes dismantling 49 turbines, removing and replacing existing tower foundations, reassembling wind turbine towers and generators, and testing each wind turbine generator before returning it to service. Each foundation requires 60 truckloads of concrete and 30 tonnes of steel rebar, prompting a temporary concrete plant to be built on site to supply a steady stream of trucks. Once the site is back in full operation in the latter half of 2023, it will generate enough sustainable and affordable energy for 37,000 homes per year in New Brunswick.

## ESG IN ACTION

### Collaborating for a Greener Future



Taylor Green, Technical Director of Major Environmental Projects, was featured on the Building Good blog, where he discussed collaborating for a greener future. The blog focuses on the renewable resource of biogas in the landscape of collaborative construction. Read it [here](#).



### NRGH Bulk Oxygen Plant Upgrade

Bird was recently awarded the Nanaimo General Regional Hospital (NRGH) Bulk Oxygen Plant Upgrade in Nanaimo, BC. Located at Island Health's Nanaimo General Regional Hospital and adjacent to the existing emergency department, the new bulk oxygen compound will consist of a new seismic rated concrete equipment pad, new aviation lighting and associated power, and controls that include medical gas oxygen controls. Bird will coordinate owner-supplied equipment and prime contractor responsibilities.

### Wastewater Energy Transfer Project has Broken Ground

In last year's Sustainability Overview, we shared that Bird has entered into an Alliance Agreement with renewable energy company Noventa Energy Partners to pursue opportunities for wastewater energy transfer (WET) projects across Canada. The WET projects will deploy the Huber ThermWin® System, for which Noventa Energy is the exclusive distributor in Canada and the United States.

Wastewater is a relatively untapped renewable energy source that is underutilized in North America, and current developing opportunities represent over \$500 million and 150MW of energy. Our first project with Noventa is the Toronto Western Hospital WET project. This is the world's largest raw wastewater energy transfer project and, once complete, it will provide over 19MW of low-carbon thermal energy to the hospital facility, which is approximately 90% of the hospital's heating and cooling requirements. Over the next 30 years, the hospital will see a cumulative reduction in greenhouse gas emissions of more than 250,000 tonnes — displacing 47.7 million cubic feet of natural gas, 143,000 megawatt hours of electricity consumption, and 49.4 million cubic feet in water usage — the equivalent of 560 Olympic-sized swimming pools.

The milestone project for Toronto Western Hospital encompasses the construction of an underground vault that will house 16 Huber wastewater heat exchangers and five chiller/heat pumps, the excavation of a 125-foot-deep wet well that will be connected to the sewer main, and the retrofit of the hospital's existing heating steam system to a low-temperature hot water system and provision of chilled water cooling.

In early June 2022, we broke ground on the Wastewater Energy Transfer project alongside project partners, including Noventa Energy. Bird is proud to work closely with our partners and all stakeholders to bring this valuable, sustainable solution to the community.



**250,000 tonnes**

Cumulative reduction in greenhouse gas emissions over 30 years

**47.7 million cubic feet**

Natural gas displaced

**143,000**

**megawatt hours**

Electricity consumption

**49.4 million cubic feet**

Water usage



Equivalent to **560**

Olympic-sized swimming pools



## POWERING THE FUTURE

### Nuclear



#### Promoting a collaborative team approach to realizing integrated energy solutions

Bird's nuclear construction projects portfolio extends over 60 years, from the construction of Atomic Energy of Canada's Whiteshell Nuclear Laboratories in Pinawa, Manitoba, through to our current suite of nuclear site projects at OPG, Bruce Power, and CNL locations, including our joint venture project to construct the Canadian Nuclear Laboratories (CNL) Advanced Nuclear Materials Research Centre at Chalk River, Ontario.

Bird has provided both new build and upgrade expertise for site buildings and site infrastructure. This includes critical projects that support refurbishments of existing nuclear

plants, as well as restoration and environmental remediation work that serves to protect Canada's environment through legacy waste management projects.

As design and construction technologies have evolved, Bird has remained at the forefront in developing new integrated design-construction methodologies that improve design quality, field work efficiencies, reduce total project capital cost, and optimize schedules. Bird puts safety first, maintaining our exceptional standards through our ISO9001 quality program, and continually upgrading our nuclear quality program including CSA N299 and N285.



#### CNL Partnership Network

In November 2022, Canadian Nuclear Laboratories (CNL), Canada's premier nuclear science and technology organization, announced the signing of a series of strategic delivery partnership agreements with organizations that will build the necessary capabilities and capacity to ensure the delivery of CNL's Vision 2030 corporate strategy, which includes the continued revitalization of the Chalk River Laboratories campus. Bird is proud to be one of these strategic partners.

In addition to the construction-oriented work, the partnerships will undertake large-scale environmental impact assessments and energy efficiency improvements, and will prioritize the use of local resources in the delivery of

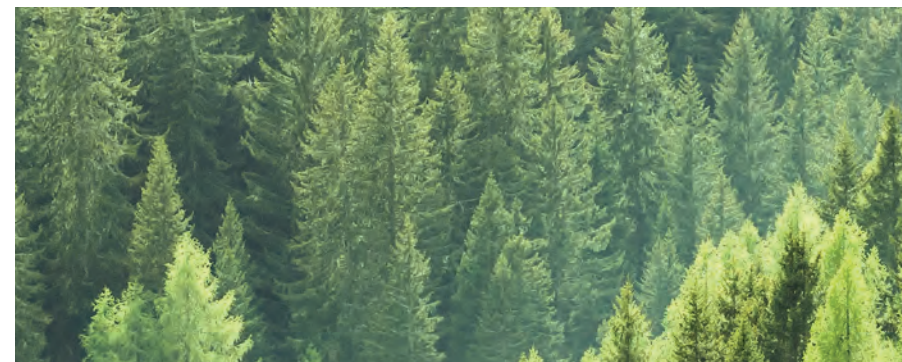
the work including hiring local and Indigenous vendors that live and work in the Ottawa Valley as well as Indigenous contractors. Bird is supporting CNL's vision of environmental stewardship, including the use of environmentally-friendly materials, practices, and organizations, in order to limit the impact of this work on future generations.

CNL's existing 10-year capital program is funded through a \$1.2 billion investment from Atomic Energy of Canada Limited (AECL) on behalf of the Government of Canada, and includes the construction of a series of new buildings such as the Advanced Nuclear Materials Research Centre (ANMRC). CNL is also poised to commence a multi-billion dollar program of work that includes site-wide infrastructure upgrades to improve energy performance; a new facility to advance research related to nuclear medicine, radiopharmaceuticals, and low-dose radiation; ongoing environmental remediation and restoration activities as part of the Port Hope Area Initiative (PHAI); and the construction of at least six major facilities representing over \$2 billion in support of restoring and protecting Canada's environment.



## ENVIRONMENTAL

Bird has over 50 years of experience with environmental construction and upgrade projects, executing projects across the full spectrum of our country's water and waste network. Our teams collaborate with technology providers and engineers to deliver progressive solutions. We are committed to delivering efficient facilities that improve our way of life and our impact on the planet, from water, wastewater, and biosolids processing, to waste management, organic waste processing, and composting facilities. It is part of our commitment to build green, work green, and live green every day.



We are committed to delivering efficient facilities that improve our way of life and our impact on the planet, from water, wastewater, and biosolids processing, to waste management, organic waste processing, and composting facilities.

### Working with Wastewater

- Bird has been selected as the successful IPD General Contractor proponent for the North Okanagan Wastewater Recovery Project (NOWRP). The project will replace aging septic systems and provide sewer service to the Township of Spallumcheen's industrial area, and residents and businesses in the Regional District of North Okanagan and parts of OKIB.
- Bird crews have been hard at work on a state-of-the-art wastewater treatment and water reuse facility to support the sustainable growth of vaccines research, development, and manufacturing in Ontario.

### Environmental Remediation

- Bird has been selected as a successful proponent for the Port Hope Area Initiative (PHAI) Master Construction Contract (MCC) by Canadian Nuclear Laboratories (CNL). Bird will deliver environmental remediation services for the PHAI, considered one of Canada's largest environmental remediation projects. There is close to \$1 billion in remediation work to be completed under the MCC, where Bird, as one of the three proponents, will have the opportunity to bid on work packages. Read the full press release [here](#).
- The Industrial East team secured additional scopes of work across four areas of a site requiring a variety of environmental remediation work. This includes planting over 10,000 trees, hydroseeding, protecting areas from erosion, water management, slope correction, and constructing new access roads.





## MODULAR AND PREFABRICATION

Offsite fabrication and modularization contribute to our sustainability goals through:

- 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

The prefabrication team offers assistance early in the design phase to develop specialized modular solutions and off-site fabrication assembly strategies that provide cost certainty, quality, schedule control, and reduced project risk. The offsite fabrication and assembly of specialty modular skid units mitigate site safety risks and improves overall usage and waste of consumables.





## STACK MODULAR

Bird's investment in modular construction, through our 50% partnership with Stack Modular, contributes to our overall environmental sustainability focus. As an off-site manufacturer, Stack Modular builds innovatively, with less footprint and smarter resource usage through pre-planning and waste reduction methods. Stack's goal is to challenge and reimagine steel modular design, bringing the most efficient design to the market.



### DELIBERATE DESIGN

Extreme climate events necessitate resiliency in new building design that addresses increased energy demands on space heating and cooling, wind and storm resistance methods, and designing for deconstruction. An intelligent design is critical and, through continuous research and development, Stack has created a superior building envelope and weather proofing system that ensures safe transport of units across oceans and exceptional resilience to severe weather. The design also exceeds thermal performance requirements in major jurisdictions, which results in less energy use to heat and cool buildings. Stack's off-site manufacturing ensures that the thermal building design intent and all other quality assurance points are achieved through a controlled, indoor environment.

### TECHNOLOGY

Building Information Modeling (BIM) and Virtual Design Construction (VDC) facilitate design analytics, clash detection, pre-production mock-ups, materials lists, and supply chain bill of materials to be done upfront to ensure optimized design and disciplined use of materials resulting in less waste and less energy use. The in-factory 3D camera system enables third party and client inspections without the need to travel to the factory, facilitating real-time collaboration across vast distances.

### LIFECYCLE

Stack's modular light-gauge structural steel frame unit supports sustainable construction through a long usable life and precise off-site manufacturing that improves the performance of the buildings, reducing energy costs to the occupant and lowering emissions. Stack's units are designed as structurally independent and fastened together at accessible points, allowing each building to be disassembled at end of life and repurposed or broken down and recycled. The high recyclability rate of steel allows for a recapture of this resource back into the economy.

### WASTE DIVERSION AND REUSE

Waste diversion is a key metric at Stack. The highly replicable nature of modular manufacturing allows for re-purposing of many materials from one project to the next, ensuring that excess is not discarded. Operating in a major global manufacturing hub means that most materials that would be destined for the landfill elsewhere are raw materials for many other local suppliers.

### STEEL

Stack's modular buildings are constructed with light-gauge structural steel which, like all steel, can be recycled indefinitely, making it the most recycled material in the world and an excellent material for re-use. The industry continues to innovate with research underway to convert all gases from steelmaking into renewable fuel sources, to power not just the steel plants but to reduce the fossil fuel use of all sectors. Where possible, Stack sources steel framing from manufacturers that prioritize the decarbonization efforts of the steel producers.



## Thunder Bay Correctional Centre and Kenora Jail Reach Substantial Performance



Bird is pleased to share that the Thunder Bay Correctional Centre and Kenora Jail expansion projects have reached substantial performance. This milestone marks the completion of all major construction and gives the Ministry of the Solicitor General access to the new spaces to prepare for occupancy. The additions will address capacity pressures and provide additional space for effective programming and improved services, including literacy, technology, skills development, and other culturally relevant programs that support safe community reintegration.

This accelerated build was completed by the Bird/Stack Modular partnership, bringing together Bird's integrated conventional site construction and Stack's innovative modular construction solutions. Our commitment to building meaningful partnerships with

regional communities was reaffirmed through engagement with local Indigenous communities, including a formal Indigenous Benefits Plan that incorporated employment, procurement, and design input. Among the measures included was a mandate that all subcontractors must employ at least one Indigenous person as part of their workforce.

An overview of the project can be viewed [here](#).



Stack Modular was featured in SiteNews as one of "15 companies on the cutting edge of modular construction". The article describes Canadian companies leveraging modular techniques to overcome challenges such as the current housing crisis.

Read the article [here](#).

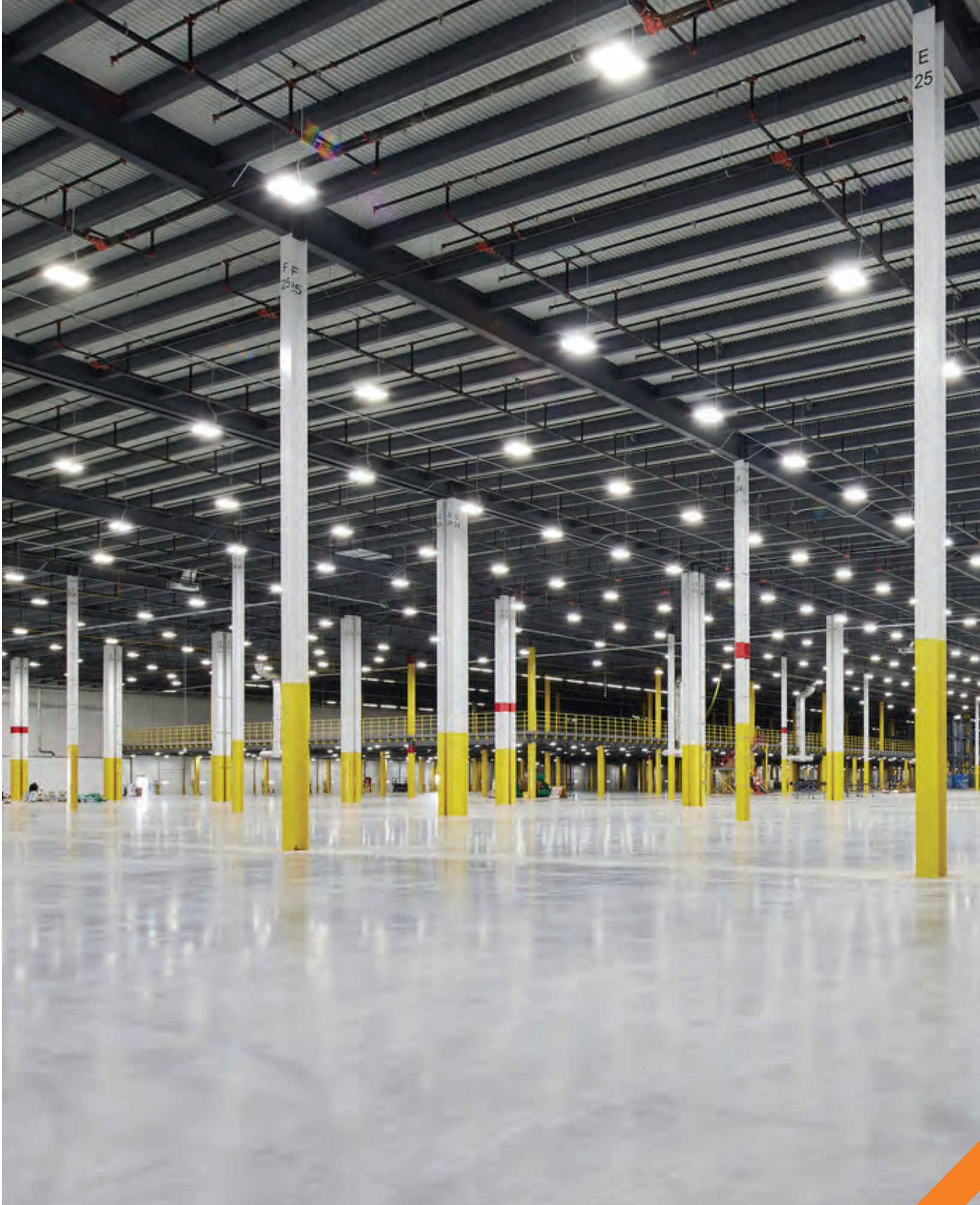


## HRM Halifax Modular Shelter

Halifax, Nova Scotia

Bird is completing a modular shelter in Halifax that will provide emergency accommodation for 38 residents. The facility consists of six residential modular units, each containing six individual bedrooms, two full washrooms, and laundry. The site also hosts a barrier free modular unit with two bedrooms and a barrier free washroom complete with an ADA-compliant shower. The kitchen unit offers a common space, storage, and a staff washroom. The kitchen is outfitted with a commercial range and fume hood, monitored fire alarm, and full HVAC system. The entire facility is connected to municipal water and sewer and powered from a central distribution electrical room. Following installation, the Province of Nova Scotia will provide wraparound services to residents.

The HRM Halifax Modular Shelter project is a CCDC 5B Construction Management contract and was completed in April 2022. Bird also managed the design phase of the project, which began in January.



## Amazon Warehouse

Calgary, Alberta

This 1.4 million-square-foot Amazon Fulfillment Center includes over 400,000 square feet of mezzanine space for automated conveyor sorting equipment. The Commercial Systems Group is installing a medium voltage distribution system feeding low voltage services, branch circuit panels, an electric vehicle charging station, lighting and lighting control system (including over 3,000 high bay fixtures), communication and access control rough-in, fire alarm and smoke exhaust, 100 dock levelers, and connections to a hydrogen filling station.

Building a project of this size and scale requires careful precision and planning. The combined use of our prefabrication shop and BIM and VDC services

improved lines of communication and efficiency between the office and site. Preplanning and prefabrication of multiple components in our shop also helped to ensure a smooth installation through the use of VDC. Among the prefabricated elements were:

- PVC grade beam sleeves
- Dock leveler rigid steel bends/offsets
- Office mounting floor boxes
- Conduit bends
- Rigid steel conduit threading
- Light hanging shallow conduit supports for high bay fixtures
- Strut-mounted octagons
- All distribution/branch racking



# WORK GREEN

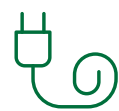


# DIGITAL CONSTRUCTION

## Integrating Technology to Build Green

By effectively leveraging technology to deliver innovative solutions for sustainable construction, we can build smarter, more efficient facilities that meet the needs of clients and communities. Fully connecting the physical and digital world reduces unknowns and provides deeper insights, resulting in higher consistency and an enhanced quality of work. Electronic management, communication, and follow-up of all project drawings, images, submittals, deficiencies, progress tracking, schedule visualization, and quality considerations ensure that all project stakeholders reference a single source of the truth at any time, helping to keep projects on time and on budget, and reducing our carbon footprint. By building common platforms and core processes, and leveraging best practices, we create a collaborative environment for safe execution, efficient reporting, and strong data security based on reliable information.

Digital construction includes the integration of various technologies and processes, each contributing to the creation of a more accurate and useful digital representation that can transform what is built in the real world. It can detect issues that may impact safety, such as gas leaks. It can incorporate the use of drones to reduce or eliminate the need for hazardous surveyance. It can monitor temperature fluctuations that may affect construction processes. All of this data is brought together within a single platform that empowers our teams to work safely and effectively as we strive to build green and work green.



Maximize energy efficiency



Reduce material waste



Improve collaboration



Increase schedule certainty



Enhance safety



Reduce risk



Leverage analytics



Monitor realization of design intent

## BIM/VDC AND DIGITAL TWINS

BIM/VDC is a set of technologies, processes, and policies enabling multiple stakeholders to collaboratively design, construct, and operate an asset in virtual space. At its core, BIM/VDC creates a single, dedicated environment based on all the digital information available for a project, which enables visualization of all design and construction activities through an integrated process. By leveraging project information for constructability, coordination, and communication, site performance is improved and efficiency is enhanced throughout the build for all project stakeholders.

## LASER SCANNING

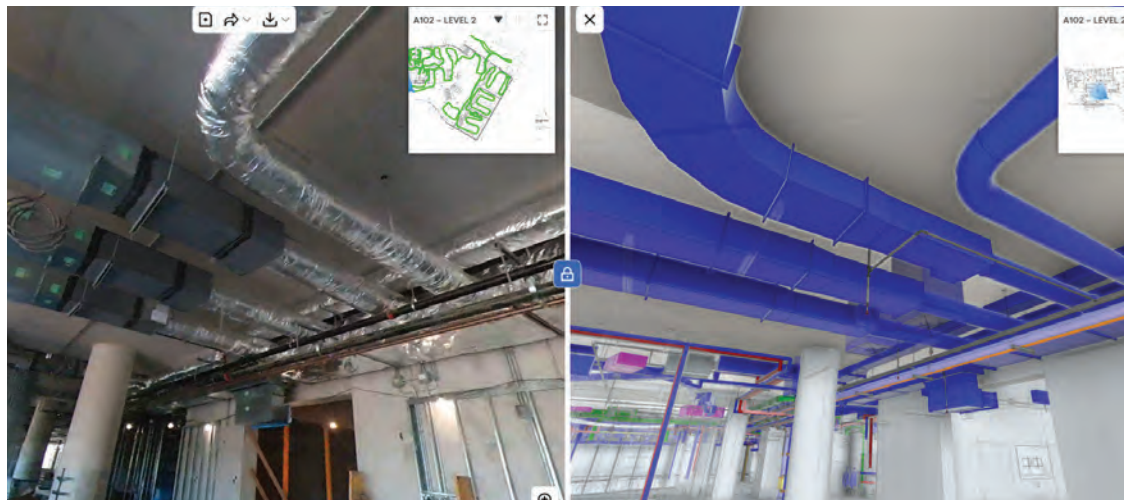
Bird uses highly advanced laser scanning technology, which allows for the accurate capture of site conditions. For existing building projects, laser scanning can capture as-built data that may be missing or inaccurate on existing plans, which is invaluable data for the project teams. During the course of a project, laser scanning can track construction progress against the digital model by importing the point cloud into the construction environment. At the project handover, an accurate as-built model is produced that can be used for future expansions.

## SENSORS

The strategic use of sensors can significantly reduce risks during construction, and provide valuable data post-occupancy to ensure that building systems are operating at maximum efficiency. By connecting sensors to platforms such as SkySpark, real-time monitoring can ensure that potential problems are identified quickly and accurately, and immediate mitigating steps can be taken. Our teams utilize sensors on sites across the country for a variety of purposes, including temperature and humidity monitoring and control, leak detection, and concrete sensors to ensure consistent curing, amongst others.

## DRONES

Drones can remove the human element from hazardous excavations, capture highly accurate and up-to-date site information to monitor construction progress, and reveal site constraints in real time to ensure safer sites, stronger collaboration, and better communication.



Bird has deployed image documentation software that leverages images from a 360° camera to create a virtual jobsite that enables teams to evaluate whether real world construction is corresponding to the design intent. It allows the project team to travel back in time to review the sequence of work in specific areas, precisely structure images taken on site on a floor plan for easy access later in the project, enhance deficiency tracking, and act as a detailed record of the build process. This technology has a multitude of uses throughout the project lifecycle, and is just one of the ways in which Bird is innovating to build smarter.



In April, members from our BC Buildings team attended the official ribbon cutting ceremony for Walmart Canada's first grocery distribution centre in Surrey, British Columbia. This high-tech distribution centre is a first of its kind for Walmart Canada, and will serve 60 stores across the province. The distribution centre provides many innovative solutions, including automated technology such as cranes and robots that work alongside technicians and warehouse staff. There is an automated picking system for receiving, palleting, and shipping of goods to regional stores. Strategically located to reduce long-haul transportation, a number of unique design elements, including efficient LED lighting and intelligent controls, help reduce the building's carbon footprint. This project supports our strategic priority of providing clients with innovative solutions. During this project, Bird utilized VDC technology to provide visuals of the site and help plan workflows and scheduling.



### Open Space Award

Bird has been awarded the 2022 OpenSpace award for "Company with the Most BIM Sites". OpenSpace has allowed our project teams to implement 360° documentation of entire job sites with simple walkthroughs and has provided value throughout every stage of our projects.



Bird secured a grant from the New Brunswick Innovation Foundation to fund the first AI model developed in collaboration with the University of New Brunswick (UNB). The project aims to generate 3D BIM models using 2D pdfs.

Mohamed Adel, BIM/VDC Manager, spoke about this exciting project at the NBIF R3: Accelerating AI Innovation event in Moncton, which focused on how AI is being developed and deployed in industrial contexts. Read more about it [here](#).



### Richmond Yards Halifax, Nova Scotia

Slated for completion in late 2023, work is progressing on Richmond Yards - a mixed-use development located in the heart of the Halifax Peninsula that will include approximately 74,676 square feet of office space, 46,000 square feet of retail space, 500 residential units, and a parkade. Designed to be highly walkable, the neighbourhood will be linked to bike lanes and public transit hubs to enable people to live, work, and create all in one central location.

Digital construction processes are being utilized to connect all the teams tasked with executing this project, from the architects and designers, to the crews and trades on site. Detailed planning, schedule coordination, and clash detection are just the start. These processes enable teams to track progress and communicate efficiently every step of the way, and can result in significant cost savings.



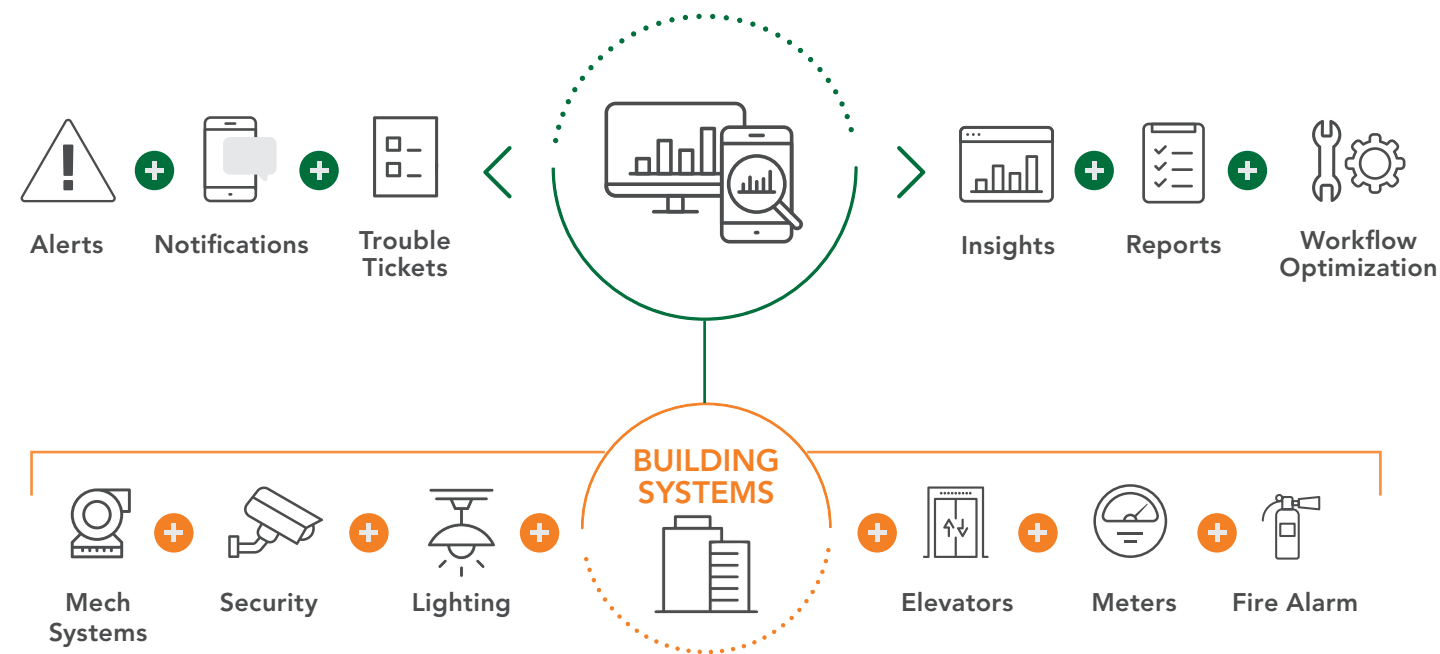


# CENTRE FOR BUILDING PERFORMANCE

## Smart Solutions for Smart Buildings

Bird's bespoke cutting-edge technology is paving the way for the future of smart buildings. Our Centre for Building Performance (The Centre) facilitates seamless construction delivery that minimizes environmental impacts throughout every step of the construction process and supports the lifecycle of a building asset by integrating all building systems data to provide visibility into a building's performance, ensuring it performs as designed. These insights can generate analytics, reports, and trends through a single customized dashboard for asset owners.

### THE POWER OF INTEGRATION Systems Working Together to Provide Valuable Insight



- Multi-system integration
- Targeted building technology solutions
- Optimized sustainability of building systems
- Reduced operating costs through efficient building management
- Remote management capabilities
- Automated problem detection and notification
- Energy performance data
- GHG data

### BENEFITS AT A GLANCE

Integration of Complex Systems

Real Time Data & Reporting

Alerts & Notifications

Operating Cost Savings

Project Team Collaboration



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, reducing operating costs and improving efficiency. The Centre can provide the energy and GHG verifications required for sustainability certifications such as net zero, annual reporting, and requirements linked to financing programs such as those offered by the Canada Infrastructure Bank.

## ESG IN ACTION

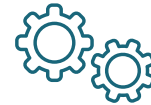


Krista Wright, Director of the Centre for Building Performance, was a panelist at the Canadian Council for Public-Private Partnerships (CCPPP) event in Vancouver, where she participated in the discussion about the role of infrastructure in the fight against climate change.

## KEY ANALYTICS TRACKED ON THE STANDARD CFBP DASHBOARD:



Energy consumption (including equipment in operation kWh consumption and comparison data over time)



Performance, including equipment performance anomalies



GHG emissions (carbon dioxide, methane, and nitrous oxide)



Conversions of gas/energy in the different forms of emissions, and relatable equivalents for context



Cost impacts, including calculated costs of issues





## SUSTAINABILITY SHOWCASE

# Okanagan College Health Sciences Centre

Kelowna, British Columbia

From the onset, the Okanagan College Health Sciences Centre was designed with sustainability and green building practices in mind. Bird worked collaboratively with the design team throughout the design process to select local and sustainably sourced materials for construction so that they were incorporated into the build.

The Okanagan College Health Sciences Centre prioritizes materials and systems that promote occupant health and comfort by meeting stringent low-VOC (volatile organic compound) thresholds to assure there is no harm to the environment and humans. Transparency of materials is promoted through the integration of materials that provide a health product declaration or an environmental product declaration, as well as through sustainably derived materials such as FSC-certified wood. The team completed a Whole Building Impact Assessment to determine opportunities for lifecycle impact reduction during design. Natural ventilation systems reduce the demand on mechanical systems with locally procured photovoltaic (PV) arrays on the building and within an adjacent surface parking lot to offset power consumption. The design takes advantage of a nearby wastewater treatment plant through a closed-loop system that recovers waste heat from treated effluent before it is discharged. The design of the building envelope provides superior R-value (insulation), optimizing energy efficiency by reducing heat loss.

The building is a hybrid super structure, consisting of mass timber and structural concrete. Mass timber, a renewable and sustainable low carbon building solution, aids in offsetting total CO<sub>2</sub>e emissions over the building's lifespan through wood-based materials carbon capture and sustainable forestry. This project is also one of 16 across Canada that are participating in the Canadian Green Building Council's (CaGBC) Net-Zero Carbon pilot program. The strategy to achieve net zero carbon focused first on reducing the building's energy consumption, leading to a low window-to-wall ratio balanced with a generosity of daylighting through interior glazing and clerestory lighting.





## SUSTAINABILITY SHOWCASE

The Okanagan College Health Sciences Centre is LEED® Gold certified, verifying the sustainability of the building and its design features. To achieve this certification, the Okanagan College Health Sciences Centre was rated on integrative process, location and transportation, sustainable sites, water efficiency, energy and atmosphere, materials land resources, indoor environmental quality, innovation, and regional priority credits. The Health Sciences Centre was awarded 63 out of 110 points in these categories, garnering its LEED® Gold status.

In terms of energy performance, modeled energy cost savings of 43.2% were demonstrated and 13.85% of the virtual total building energy cost is offset by renewable energy production. The total predicted annual energy consumption for the project is 178,157 kWh/year of electricity and 110,938 kWh/year of district hot water. Outdoor water use was reduced by 56% through reduced irrigation, and indoor water use was reduced by 35.44%. The build received a 46% in the responsible sourcing of raw materials.

Collaboration with Indigenous communities was an integral part of the Okanagan College Health Sciences Centre construction process as Indigenous knowledge and culture informed many aspects of the build from start to finish. This ongoing dialogue included engagement from the College's Indigenous Committee and members of the Westbank First Nation. The design incorporates Indigenous plantings and trees within formal linear arrangements that speak to the Valley's horticultural history. Additionally, the design of the building is meant to embody an Indigenous basket, tying into the building's surroundings, which includes an Indigenous Garden. Weaving is a very important concept to Sylix Okanagan people and is represented in the exterior design as well as in the wood ceiling. In 2021, a 30-foot sculpture created by local Indigenous artist Clint George became a focal point of the building and depicts the Sylix Okanagan oral history (or captik) on how food was given. The area below the sculpture has provided a safe and quiet area that has spiritual significance to the campus and Indigenous students, faculty, and community members.



The Centre integrated mechanical, electrical, and HVAC control systems, and continues to carefully monitor energy performance, including energy consumption per square foot, in order to track compliance with energy targets. The Centre offers unprecedented visibility into the operation and performance of buildings, utilizing pattern recognition algorithms that are capable of discerning common sources of inefficient system performance or equipment malfunctions. This approach automates the tedious manual analysis traditionally required in commissioning and performance testing. Our Building Analytics run constantly and provide customized notifications and detailed historical records that are accessible in different formats, including live-access dashboards and periodic reports for distribution.

The Centre generates reports informed by systems monitoring that detail any issues or underperforming equipment and suggest areas for improvement and optimization. On a monthly basis, an overall Building Health Score is calculated based on the number of issues detected, whether they are related to primary or secondary mechanical equipment, and the accuracy in maintaining space temperature setpoints. The goal is to monitor the rate of improvement while maintaining or improving the space comfort. As issues are corrected, operating costs and energy consumption should decrease. For the Okanagan College Health Science Centre, the Building Health Score analytics facilitated a rapid improvement in performance, including in the hydronic heating and cooling systems.

In addition to monitoring and analyzing the mechanical systems, The Centre also integrated information from electrical and thermal meters that measure the energy consumption of liquid heating and cooling systems using temperature sensors. This provides Okanagan College with a better understanding of past energy consumption and can be used as a baseline to achieve further efficiencies and optimization with the systems of the Health Sciences Centre building.



## SUPPLY CHAIN MANAGEMENT

Our supply chain practices and asset management processes are aligned to our core values. We endeavour to work with partners that share our commitment to:

- Conduct business in an ethical and transparent manner
- Prioritize safety at all times
- Prioritize and report on 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
- Integrate social procurement practices into buying decisions

Our Supply Chain Code of Conduct is available [here](#).

## 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



## Efficient Electric Energy

The Bird Heavy Civil team recently purchased a Model 944K hybrid-electric loader – the most fuel-efficient machine in its size class. It will be used to support ongoing projects in Labrador City, Newfoundland and Labrador and Fermont, Quebec. The Model 944K burns 13-33% less fuel than conventional drive loaders, resulting in 31 kilograms less CO2 emitted per hour for machines of its size. The machine requires less oil and fluid for the preventative maintenance, and the auto idle function automatically lowers engine speed when not in motion. The hybrid electric drivetrain helps to prevent excessive tire spin resulting in fewer tire changes over the machine’s lifetime.

CO2 Emission Equivalencies		
	Kg of CO2 Saved	Equivalent
Fuel Savings	930,000	202 Passenger Vehicles Driven for One Year
Tire Savings	90,000	16 Homes Electricity Use for One Year
Maintenance Savings	11,000	1.3 Million Smartphones Charging



Social Purchasing Partner

## Social Procurement

Bird Construction is a proud Buy Social Engage Member. Social procurement can be a powerful tool for building healthy communities. In addition to taking into account the cost and quality elements of purchases, best value considerations can provide economic, environmental, cultural, and social impacts in the communities in which we work and live. This includes supporting Indigenous and minority-owned businesses, talking to our suppliers about their policies, and buying local.

More information about our diversity and inclusion policies can be found [here](#), while a snapshot of our robust ethical governance and accountability policies can be seen [here](#).



## Purging Plastics Pilot

Teams in Sudbury, Ontario have been piloting ways to reduce the number of single-use plastic water bottles on site by using refillable bottles, jugs, or tap water instead. The use of bottled water on these sites dropped from an average of about 75,000 bottles in 2020 and 2021, to 24,187 in 2022. This represents a 68% reduction in the number of single-use plastic water bottles used on these sites – equivalent to saving over 500 kilograms of plastic. One project site eliminated the use of these bottles completely over the course of the year.

**68%**

Reduction in the number of single-use plastic water bottles used on site

**>500 kg**

Plastic waste avoided



## Telematic Fleet Tracking

Telematic vehicle monitoring systems enable the GPS tracking of vehicles, monitoring of idling times, and recording of fuel consumption. This information feeds into preventative maintenance programs, assists with issue detection, contributes to the safety and security of our fleet, and informs procedures aimed at reducing our carbon footprint. Over 95% of our fleet is covered by these systems.

## Lessons Learned

Our ongoing Lessons Learned series shares resources, best practices, and other important quality themes from across the company. A recent feature was the the “8 Wastes” series, which discussed how to optimize and minimize waste. This covered a range of topics including transportation, overproduction, and inventory.

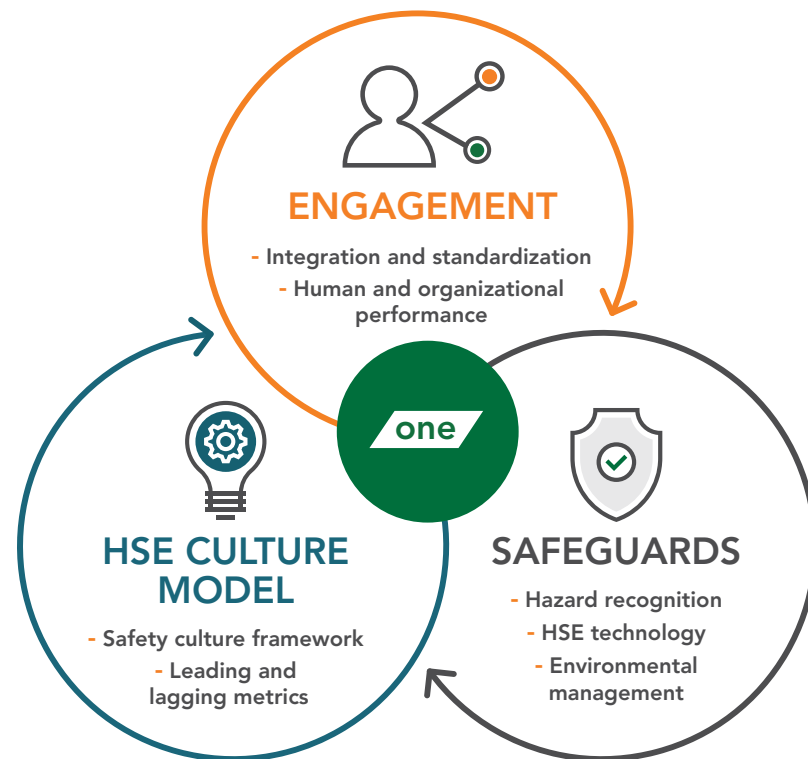


**LIVE  
GREEN**



# HEALTH, SAFETY, AND ENVIRONMENT

Safety is an essential component of our DNA. It affects everything we do. Bird is recognized for best-in-class Health, Safety, and Environment Management (HSE) systems and industry-leading safety performance. Our health and safety culture is rooted in our commitment to work in a spirit of collaboration with all employees, trade partners, clients, and suppliers to foster a healthy and safe work environment that every worker deserves and that ensures everyone goes home safe every day.



## Engagement

Our workforce is motivated and meaningfully engaged in safety through practical, standardized, and effective programs

## Culture

Our teams thrive in a healthy safety culture that is supported by fair, accurate, and timely decision making

## Safeguards

We equip our workers to ensure safeguards are always present and we measure our success on the effectiveness of those safeguards. Our safeguards are both safety and environmentally focused

At Bird, personal ownership is not just a vision or a philosophy. It is a daily routine practiced with discipline and rigour on all our job sites.

- Robust orientation and training programs
- Ongoing communication and engagement activities
- Employee-led site HSE Programs to recognize peers for safety accomplishments or milestones
- Daily hazard assessments on every site every day
- All workers are encouraged to actively contribute to efforts to continuously improve our HSE Program and overall collaboration and effectiveness

We uphold our high standards through an engaged workforce and vigilant processes that create a culture of complete accountability and personal responsibility. Bird encourages everyone to offer ideas and suggestions to help continuously improve the HSE Program. In our latest employee engagement survey, 90% of respondents indicated that they believed a manager will act on safety concerns, and 88% believed that the organization considers safety to be as important as production and quality in the way work is done. This is an indication of how deeply safety is embedded in our culture, and the certainty that everyone is invested in exceeding safety expectations.

By ensuring that everyone remains motivated and meaningfully engaged in safety through practical, standardized, and effective HSE programs, we can maintain a healthy safety culture that is supported by fair, accurate, and timely decision-making.

**10,002,845**

Total internal work hours

**1**

Lost time incident/s

**0.02**

Lost Time Incident Frequency

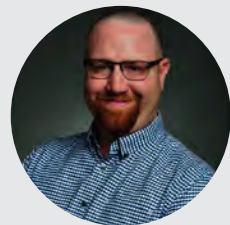
**>8,800**

Tool Box Talks





**Matt Cronin,**  
VP, Industrial East



**Matt Fraser,**  
HSE Coordinator

Daily Commercial News interviewed members of the Bird team in the feature article, **“Interacting with workforce key to safety culture for Bird”**. Matt Cronin, VP, Industrial East, and Matt Fraser, HSE Coordinator, discussed Bird’s approach to safety culture and workforce engagement. Read the article [here](#).

## Executive Leadership Safety Tours

The leadership team is committed to creating opportunities for open conversations about safety with all employees, and visits project sites across the country throughout the year. On this occasion, members of Bird’s Senior Management team visited the Southeast High School (SEHS) project in Edmonton. Teri McKibbin (CEO), Gilles Royer (COO), Rob Otway (EVP Buildings West), and Greg Madziong (VP and District Manager – Northern Alberta Buildings) participated in a site meeting and field tour of the location.



Members of the executive team visited a complex project leveraging multiple Bird teams.



## Regular site tours

encourage engagement and promote accountability at all levels of the company as we put safety first



The Bird Board of Directors and members of our Executive Management team toured an industrial site in British Columbia, enjoying a presentation on Bird’s historic work program history with the client and a full site tour.



## Safety Awards



Jake Baker and Bryan Gravelle received the **Incident and Injury-Free (IIF) Exceptional Leadership Award** from an industrial client. The culture-based, site-wide safety program recognized their commitment and leadership towards the safest high-performance team on the work site.



Curtis Bowie, Senior Project Coordinator, received the **Site Excellence Award** for exemplary execution by an industrial client. Curtis' team complimented his diligence and thorough management to ensure safe execution plans, noting that he sets a high standard for all other vendors to follow.



Our Industrial MRO team was recognized at the **6<sup>th</sup> Annual 2022 Canadian Safety Achievement Awards (CS2A)** in Edmonton. The CS2As are a national awards program showcasing exceptional health and safety performance in the maintenance industry. Our team received four awards at this year's event, including the Zero Injury Turnaround Award, 365 Daily Maintenance Award, Sustained Superior Performance Award, and the Craftsperson of the Year Award for Kumar Munusamy. Congratulations to all employees involved in these awards. This represents our fourth year in a row receiving recognition at the CS2As.



### Our MRO team achieved some impressive health and safety milestones this year, including:

- **Over 86,000** incident and injury free exposure hours for the day and night shift teams
- **Completed over 1,700** field level hazard assessments (FLHA)
- **Over 980** of the FLHA's were reviewed and signed off by leadership during their regular site tours
- **Over 1,000** observation cards were submitted by the team, which included craft, supervision, and HSE
- **Over 80** planned inspections completed with the client



The Non-Process Buildings team at an industrial site in British Columbia was awarded **Quality Contractor of the Month for March**. This award represents our client's satisfaction with Bird's culture of accountability,

and our team's ability to continuously produce top-quality results. The same team achieved a substantial milestone later in the year, reaching one million people-hours with no recordable incidents. This is a significant achievement, especially on a project of this complexity.



## ENVIRONMENTAL CONTROLS

Effective hazard identification, assessment, and control are critical components for safe production. From project plans and regulatory requirements, to waste management, consumption, spills and emissions control, to best-in-class training, we are committed to performing our work in the safest manner possible as we generate the quality outcomes our clients expect.

Bird's stringent environmental controls aim to leave the environment in the same manner in which we found it. Through daily checklists, tracking and reporting, several ongoing construction controls are adhered to, including:

- Water management through dewatering authorizations to ensure no impact to environmentally sensitive areas or fish and wildlife habitats
- Vehicle and equipment maintenance and idling policies
- Environmentally-friendly product use
- Erosion and sediment control
- Waste segregation
- Secondary containment and proper storage of controlled products fueling procedures
- Proper waste disposal to mitigate wildlife attractants
- Wildlife monitoring.

## ESG IN ACTION

Environmental health and safety is embedded within the core health and safety procedures on site, forming part of the communications, briefings, and hazard assessments conducted on site every day. Best practices that exceed compliance with federal laws ensure that all team members contribute to the protection of the environment, including water resources.



Environmentally sensitive areas are identified before projects start to ensure that natural habitats and fauna are not disturbed, impacted, or damaged during the course of work. A range of mitigation measures are deployed to address areas of concern. For example, silt fencing contributes to erosion and sediment control while also protecting animals from site traffic. On some project sites, fish spawning cycles are monitored and site activities regulated to ensure that these cycles are not disrupted.

**~3.5 B**  
Gallons of water  
=  
**~5,300**  
Olympic pools

Water quality is a critical concern. The water used on site, the water that is present near site, and even the water that rains down on site is carefully monitored. Water dispersal measures are put in place to guard against erosion, connected waterways and natural water bodies are monitored and managed, and continuous testing (such as for turbidity) is undertaken throughout the project. On one industrial site, our team tested all discharge water in accordance with provincial and federal regulations before safely discharging almost 3.5 billion gallons of water.



## INDIGENOUS RELATIONS

Bird strives to be a positive contributor to the overall well-being of Indigenous Peoples and groups with whom we interact across Canada. We demonstrate this commitment by building respectful relationships founded on open communication and seeking collaborative business opportunities with Indigenous partners. We invest in skills development initiatives and scholarships that support the aspirations of Indigenous Peoples pursuing careers in the construction industry. Our national Indigenous Engagement Policy aims to ensure a consistent and culturally appropriate approach that respects the diversity of the Indigenous landscape in Canada, while supporting the Truth and Reconciliation Commission Call to Action #92.

### BIRD'S NATIONAL INDIGENOUS ENGAGEMENT POLICY IS BUILT ON FOUR PILLARS:

- 

1. Building respectful relationships and promoting open communications and cultural awareness
- 

2. Being proactive in employing a qualified workforce that strives to be representative of the Indigenous communities in which Bird works
- 

3. Seeking to increase business opportunities for Indigenous partners and build capacity in the Indigenous business community
- 

4. Investing in community programs that support Indigenous cultural awareness, skills development, and business capacity

**> \$26 M**

Total spend with Indigenous subcontractors and suppliers

**+45**

Indigenous-owned businesses supported

**\$17,500**

Total scholarships <sup>(1)</sup>

**> \$132,000**

Indigenous community investment



Rebecca Kragnes, Director of Indigenous Relations and Community Engagement at Bird, has been appointed as the Chair of the Board of Directors for the Canadian Apprenticeship Forum (CAF-FCA). The CAF-FCA is a collaborative network that connects the apprenticeship community in Canada, supporting efforts to address barriers and encourage participation in apprenticeship training in all regions of Canada.

Rebecca is also a Board Director for Women Building Futures, a non-profit organization based in Edmonton, Alberta that offers programs and support services to help unemployed and underemployed women explore and connect to careers that pay above a living wage.

There is a lot of conversation around the skilled trades shortage in Canada. There is also a huge opportunity to fill this gap within the Indigenous population and other marginalized and equity-deserving groups. We need to connect, train, and provide support systems to potential apprentices, educators, and employers to create space for a new diverse skilled workforce.

– Rebecca Kragnes

Members of Bird's Indigenous Relations team recently attended the Forward Summit in Calgary, a three-day event that brings together leading Indigenous and non-Indigenous organizations, Indigenous thought-leaders and industry experts to share best practices, challenges, and successes of doing business and creating employment opportunities within Indigenous communities through a series of insightful panels and in-depth workshops. Jeff Provost, Indigenous Business Relations Manager, serves on the Forward Summit Leadership Council, which shapes the Summit's agenda by identifying emerging policy issues that affect Indigenous communities.

Click [here](#) to learn more about this event.



(1) Includes distribution from Bird Construction/Paul and Gerri Charette Scholarship Fund



## PARTNERSHIPS

Bird contributes to economic reconciliation by employing Indigenous Peoples, supporting development opportunities, purchasing from Indigenous businesses and partners, and conducting mutually beneficial engagement.



Canadian Council for  
Aboriginal Business 

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 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.

### 2Nations Bird Construction Partnership

Bird is proud to share the 2Nations Bird Construction Partnership between Beardy's and Okemasis Cree Nation, Fishing Lake First Nation and Bird Construction. This partnership is rooted in culture, respect, collaboration, and providing sustainable, positive social impacts for the First Nations.

Since the ceremonial signing of a Memorandum of Understanding (MOU) in 2021, positive developments in the partnership have continued. In February 2022, key representatives from Beardy's & Okemasis Cree Nation, Fishing Lake First Nation, and Bird Construction Industrial Services gathered to finalize our joint venture partnership. An exciting result of these discussions was the launch of the partnership's logo and official name – 2Nations Bird Construction Ltd.

This partnership strengthens both First Nation's capacity to contribute to major industrial construction projects and supports Bird in procuring goods and services from local Indigenous businesses. Additionally, the partnership maximizes employment opportunities for local Indigenous employees through specific training and employment programs, translating to long-term career employment and advancement opportunities.

This partnership is rooted in culture, respect, collaboration, and providing sustainable, positive social impacts for the First Nations.



Front row left to right: Robin Bonk (Bird), Chief Sunshine (FLFN), Chief Ananas (BOCN), Dennis Esperance (WCDC), Rebecca Kragnes (Bird); Back row left to right: Jeremy Seesequasis (BOCN), Tyler Caron (WCDC), Elder Peter Gardypie (BOCN), Jim Rawlings (Bird), Kevin Reeves (Bird), Johnny Walker (FLV), Brent Sunshine (FLFN), Garnet Eyahpaize (WCDC)



Bird Atlantic and the Paktnkek Mi'kmaw Nation team



### Starting a Journey of Collaboration

Bird Atlantic and the Paktnkek Mi'kmaw Nation team held a two-day workshop to align our long-term vision of being successful partners.

The paddle presented to Paqtnkek Mi'kmaw First Nation Interim Chief Cory Julian by Lee Watson of Bird signifies friendship and working together.



### Alliance Agreement with Alex & Sons Enterprises

Bird signed an Alliance Agreement with Alex & Sons Enterprises (A&S) in early 2022. A&S is an Indigenous business led by Alex Archibald of Taykwa Tagamou First Nation (TTN) and the signing of this agreement continues Bird Heavy Civil's long history of engaging with Indigenous businesses to build capacity within affected communities.



### Canadian Council for Aboriginal Business Women in Leadership Panel

Rebecca Kragnes, Director of Indigenous Relations and Community Engagement, spoke on a *Women in Trades* panel at the Canadian Council for Aboriginal Business Indigenous Women in Leadership event. The discussion centered around breaking barriers and championing change in skilled trades. Learn more about the event [here](#).

### Exploring Employment and Training Opportunities in Ontario



James Thorbourne (Director, Indigenous Relations and Community Engagement East) and Rebecca Kragnes (Director, Indigenous Relations and Community Engagement West) were invited to participate in the Ogemawahj Tribal Council ISETS Regional Networking Session in the Chippewas of Rama First Nation to talk about employment and training opportunities in the construction industry.



Bird held a career fair for members of the Williams Treaties First Nations in Ontario in June.



### Bird Renews Alliance Agreement with Paul First Nation

Representatives from Bird and Paul First Nation met in 2022 to renew Bird's Alliance Agreement with Paul First Nation of Alberta and to discuss our shared vision for our future. Click [here](#) to learn more.





## Skills Development and Training



- ▶ Bird attended the Community Career Fair at Gitxaala Nation in Kitkatla. The fair included several industry and community partners who were brought together by the Gitxaala-Bird Partnership and the Continuous Learning Center.

### Gitxaala/Bird Introduction to Carpentry Program

Meaningful community relationships are important to Bird. In March 2020, Bird entered a joint venture agreement with the Gitxaala Nation, an Indigenous community from the unceded territory on the Pacific Northwest coast of British Columbia. Employing local Indigenous talent where we work is a pillar of Bird's Indigenous Engagement Policy, which is why, in collaboration with the community, the Industry Training Authority (ITA), and the British Columbia Regional Carpenters Council (BRCC), we developed an eight-week Introduction to Carpentry program. This program was designed for interested Gitxaala Nation members to start careers as carpenters on a concrete and paving project. The course, launched in 2020, includes a practical training component and learning about safety. A second cohort completed training in 2021. Successful graduates were offered carpenter apprenticeship positions. In total, 21 people have completed the program and 16 individuals have been hired by Bird. Ten people have completed their Level 1 carpentry training and, in 2022, nine people went on to be Level 3 carpenters.

A video about the program and its impact can be viewed [here](#).



### Building Foundational Welding Skills

In summer 2022, Bird signed an agreement with the Canadian Welding Bureau (CWB) Welding Foundation pledging \$20,000 a year for the next three years in support of initiatives that help students to build foundational skills prior to entering the welding trade, and hopefully inspiring them to pursue rewarding careers in construction. This is part of an ongoing partnership that we highlighted last year when the CWB, together with Bird, invested \$15,000 in the Lake City Secondary School (LCSS) in Williams Lake, British Columbia, to upgrade their welding shop. This included new equipment and consumables that would benefit more than 450 students from Grades 8 to 12.



Rick Begg, Chief Information Officer, presented to the SAGE TECHWORK program at Southern Alberta Institute of Technology (SAIT) in Calgary. The program is offered to a select cohort of 23 individuals from the Treaty 7 area with the objective of receiving certification in software testing with the ISTQB credential from Level.

The SAGE TECHWORK program is a partnership between Level, Community Futures Treaty Seven, and Eagle Spirit Business Development, and is offered through Community Futures Treaty 7 organization, which aims to support First Nations individuals in obtaining and maintaining meaningful employment through training. Bird is one of the first Canadian companies to engage graduates.

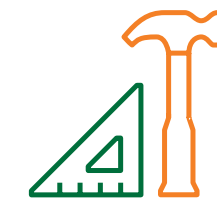




### Industrial Insulator Training Program

This innovative and complementary training program was created as a jump start for exceptional candidates interested in the insulation trade. The eight-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 entry into both union and non-union streams of the insulator industry. Since launching the program, 30

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. The 2021 session was delivered to the Paul First Nations community. Four students graduated from the program and were employed by Bird after completion. The next cohort will enter the program in March 2023, hosted by Bird's Fort McMurray office in partnership with Local 110.



### Supporting Indigenous students

Pursuing careers in construction



### La Loche Carpentry Training Program

Bird is excited to announce that Edward Gauchier, Carpentry Superintendent, will be instructing a foundational carpentry course for 12 Indigenous students in the community of La Loche, SK. With over 20 years of experience, Ed is an inspiring role model for the students as they enter the workforce.



## Internal Training and Awareness

### Indigenous Cultural Awareness Training Program

In 2017, Bird developed an online Indigenous Cultural Awareness Training Program in cooperation with NVision, an Inuit-owned company. The aim is to educate management and employees and enable them to deliver on Bird's commitment to its Indigenous Engagement Policy, strategies, and plans, 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.

### Bird Honours National Day of Awareness and Action for Missing and Murdered Indigenous Women, Girls and Gender diverse people (MMIWG)

On May 5, Bird offices across the country displayed red dresses to raise awareness for National Day of Awareness and Action for Missing and Murdered Indigenous Women, Girls and Gender diverse people (MMIWG).

While we offer our support through solidarity, we must also take action to transform the conversation about Indigenous women, girls, and gender diverse people to build a strong foundation for healing, justice, and reconciliation, within our communities, governments, and institutions.

To learn more, please visit the [National Indigenous Women's Resource Center](#).



National Indigenous Peoples Day takes place on the summer solstice and is a special day to honour the rich and diverse cultures, voices, experiences, and histories of First Nations, Inuit, and Métis peoples.

Bird locations from coast to coast were proud to celebrate this day and learn about the heritage, history, and achievements of Indigenous Peoples in Canada.

This included attending sunrise ceremonies and events hosted by local Indigenous communities such as the Paul First Nation Indigenous Games, Fishing Lake First Nation Slo-Pitch tournament, and the Beardy's & Okemasis Powwow, as well as in-office events such as Bannock and tea ceremonies, potlucks, and barbecues at project sites. The Calgary office was honoured to host Marina Crane, an Elder from the Tsuut'ina First Nation, who shared her personal experiences, and James Thorbourne (Director, Indigenous Relations and Community Engagement East) delivered a presentation to a chamber in Nova Scotia on the evolution of Indigenous business in Canada.



# National Day of Reconciliation

At Bird, we are committed to our role in reconciliation and strive to positively contribute to the well-being of Indigenous Peoples and groups with whom we interact across Canada. On September 30, the National Day for Truth and Reconciliation, we reflect, listen, and learn about the history and impact of residential schools.

This year, Bird held the company-wide Bird Walk for Reconciliation to build awareness around and recognize this day and commemorate the tragic history and ongoing impacts of residential schools.



**\$10,000**

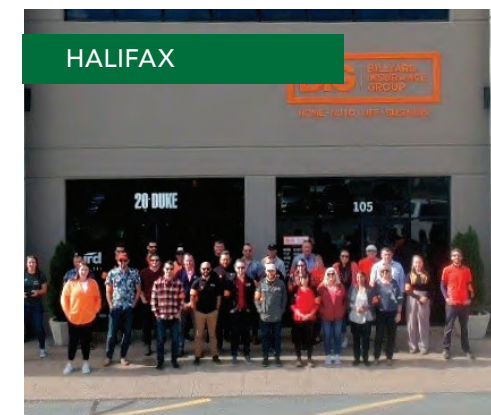
donated to Reconciliation Canada, an Indigenous-owned non-profit organization dedicated to providing programs and initiatives to inspire positive change in communities throughout Canada. Click [here](#) to learn more about the role each of us can play in reconciliation.



TORONTO



CALGARY



HALIFAX



MONTREAL



OTTAWA



OTTAWA



SAINT JOHN



WINNIPEG



VANCOUVER



EDMONTON



NORTHERN ONTARIO



SOUTHERN ONTARIO



## Community Giving and Sponsorships

Bird has been honoured to participate in a range of events with many Indigenous communities this year and we were happy to contribute sponsorships and donations to many of these events including:

- Athabasca Tribal Council: Fort McMurray Construction Conference
- Beardy's & Okemasis Cree Nation (BOCN) Pow Wow
- Beardy's & Okemasis Cree Nation (BOCN) Training Program Graduation
- Cando 28<sup>th</sup> Annual National Conference and AGM
- CFAR Golf Tournament & Conference
- Creating Hope Society of Alberta: Little Readers Educational Program
- Enoch Cree Nation Partnership Golf Tournament
- Enoch Cree Nation: Maskekosihek Men's Healing Camp
- Enoch Cree Nation: Supporting Aboriginal Role Models of Alberta
- Fishing Lake First Nation (FLFN) Fireworks for FLFN Treaty Days
- Fishing Lake First Nation (FLFN) Golf Tournament
- Fishing Lake First Nation (FLFN) Pow Wow
- George Gordon Culture Camp
- Institute for the Advancement of Aboriginal Women (IAAW) Esquoa Awards Gala
- Kitimat/Kitimat Village: People of the Snow
- Lloydminster Chamber of Commerce Economic Partnership Summit
- Mikisew Charity Golf Tournament
- Northern Alberta Aboriginal Business Association (NAABA): NAABA Aboriginal Business Showcase
- OETS/TCETSA Annual Networking Golf Tournament Sponsorship
- OKIB Golf Tournament
- Paul First Nation Culture Camp
- Paul First Nation Pow Wow
- Spirit Employment and Training Charity Event
- Taykwa Tagamou First Nation Recreation Department
- Ulnooweg Indigenous Business Entrepreneur Award Show
- University of Alberta Women in Scholarship, Engineering, Science and Technology (WISEST)
- Warriors Golf: All Nations Cup Golf Tournament
- Yellowhead Tribal Council and Iyiniw Education Fundraiser

 **>\$132,000**  
Donations and Sponsorships in Indigenous Communities

**\$20,000**  
Platinum sponsorship for the 2022 Alberta Indigenous Games



The Bird Heavy Civil team presented a cheque for the **Taykwa Tagamou First Nation Recreation Department** to our Indigenous partner, Alex and Sons Enterprises, at our project office in Detour Lake, Ontario.



The Northern Alberta Aboriginal Business Association (NAABA) **Aboriginal Business Showcase** brings together decision-makers, business leaders, and entrepreneurs from across the region to discuss current and pending business trends and opportunities for working together in the future.



Bird was a Bronze Level sponsor at the **Miskanaw Charity Golf Tournament** in Fort McMurray.



The Athabasca Tribal Council: **Fort McMurray Construction Conference** promotes mutual learning, ways to identify employment support, and training programs. Bird/Stuart Olson sponsored the red dress pins made by a local Indigenous artist that were given out at the event to all attendees.



At the **Beardy's & Okemasis Cree Nation (BOCN) Training Program Graduation**, Bird was pleased to donate swag bags with PPE and personalized Carhartt tool bags to the graduates.



The **Creating Hope Society of Alberta: Little Readers Educational Program** is a family literacy program that focuses on children ages 7-10 years old and promotes intergenerational literacy.



**Paul First Nation Pow Wow**



The **Fishing Lake First Nation (FLFN) Fireworks for FLFN Treaty Days** was a day of cultural learning and celebration with one of our partner communities. Bird sponsored the fireworks and kid swag bags.



**OETS/TCETSA Annual Networking Golf Tournament Sponsorship**



Our Industrial East team members participated in a **Turkey Drive in Northern Ontario** on December 8. Bird and our Indigenous Partner, Alex and Sons Enterprises, sponsored the Turkey Drive and distributed 150 turkeys to members of Taykwa Tagamou Nation. All turkeys were purchased from a registered Taykwa Tagamou Nation owned business.



## Scholarships



### Bird Heavy Civil Awards 2022 Indigenous Scholarships



Congratulations to Jordan Kelly,  
Andrew Payne, and Grace Tuglavina.

Bird Heavy Civil Indigenous Scholarships, each worth \$1,500, were awarded to three impressive students in 2022. These scholarships are designed to support Indigenous students with career development as they work towards post-secondary education. Congratulations to Jordan Kelly, Andrew Payne, and Grace Tuglavina.



### Scott Ferguson Memorial Scholarship



Congratulations  
to Kelly Orr

Congratulations to Kelly Orr who was awarded the 2022 Scott Ferguson Memorial Scholarship. Kelly is an Indigenous business student who demonstrates her commitment to reconciliation through her work in the community.



### Bird Construction/Paul and Gerri Charette Scholarship

The Bird Construction/Paul and Gerri Charette Fund was established in 2021 to advance reconciliation and empower Indigenous individuals and communities by removing barriers to education for learners, while promoting a culture of respect and inclusion. Bird is pleased to announce that inaugural bursaries were awarded in 2022 to students at Bow Valley College, Portage College, Red River College Polytechnic, and Selkirk College.



## COMMUNITY CONNECTIONS

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.



The **Third Annual Charity Golf Classic** by Bird and Stuart Olson at the Sturgeon Valley Golf and Country Club in Alberta raised an incredible \$45,000 for the BCGbig's charity. This community-supported organization is dedicated to the development of children, youth, and their families, providing services and opportunities to develop personal strengths and interpersonal skills that enhance their long-term success in life.



In support of our valued relationship with Alberta Carpenters and Allied Workers (ACAW), Bird donated this year's prizes for the **Provincial Apprenticeship Competition**. Both first place contestants in the Carpentry and Scaffolding categories will go on to the UBC National Competition.



In June, members of the Bird Vancouver office participated in the **Concord Pacific Dragon Boat Festival**. Paddling in the *Ridiculously Good Looking (RGL) United Built by Bird* in support of the Richmond Food Bank, the team celebrated multiple new personal records and placed fourth in the B final division.



Bird's Wabush Equipment Division and employees rebuilt and painted a **CAT D9 bulldozer in support of autism awareness**. The D9 will be displayed in the community to spread awareness and support for autism.



The Lloydminster IPD team conducted a food and toy drive for **The Olive Tree**, a local food bank in Lloydminster, Alberta. Groups of the site teams volunteered to help organize and build over 120 Christmas food hampers, while the craft team provided amazing support by bringing in non-perishable items. There were also donations from trade partners, suppliers, and staff within the IPD team. The initial goal was to collect 4,000 lbs. of food.

The results in just over a month included:

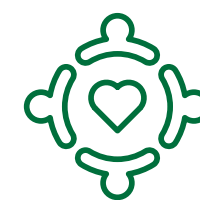
- 5,036 lbs. of food collected on site
- >\$2,500 in new/unwrapped toys
- 48 Walmart gift cards for the older children (\$25 each, \$1,200 total)
- \$8,500 in cash donations

Bird also donated Oilers' tickets as a prize to raise donations, and contributed a cash donation with Chandos Construction (CBJV) to the drive.

Bird has supported the **Canterbury Foundation Auction** for the past three years, matching the winning bids of \$10,000 that are put towards investment in infrastructure, age-in-place care, and the HEART OF CANTERBURY: the mental health and spiritual care programs and staff.



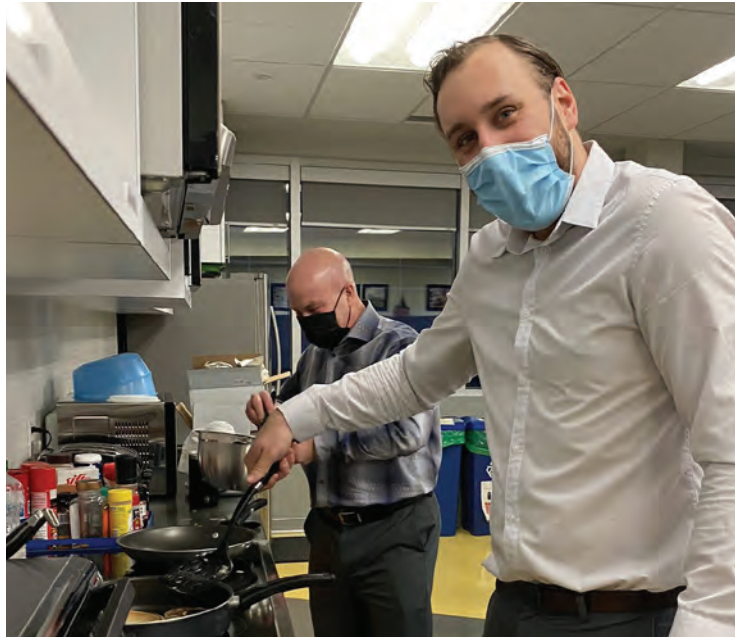
Bird was pleased to be a **Lunch Sponsor at the Gathering Place**. Bird team members volunteered to serve hot meals to those in need.




**>\$800,000**  
Total community investment<sup>(1)</sup>

(1) Includes scholarships, sponsorships, donations, and distributions from Bird-supported endowments





Northern Alberta Buildings sponsored the **Mental Health Foundation's Annual Breakfast** in March. The virtual event, which hosted over 500 attendees, provided breakfast boxes for the audience to cook and enjoy during the live stream presentations. Kevin Adam, Director of Operations, and Patrick Williams, Senior PM, cooked up the pancakes in the office kitchen.

 **\$10,000**  
donation

Bird supported Bruce Power's \$10,000 donation to the **Liv-A-Little Foundation** as a proud Community Supporter. This Foundation is focused on finding a cure for Cystinosis, a rare metabolic disease that affects 2,000 people worldwide. Click [here](#) for more details.



Our team at the MacTaggart project site in Edmonton recently hosted a team barbecue and donated food to the Hope Mission, a non-profit organization caring for impoverished men, women, and children in Alberta.



Our MRO team supported a charity barbecue event that raised a total of \$7,260 for Victim Services for Lac La Biche and surrounding areas.



Our team at an industrial site in northern Alberta raised \$2,000 in support of the **Fort McMurray Food Bank**. Special thanks to Stephanie Hayward for leading the initiative.



Members of our St. John's office sponsored and participated in the **9<sup>th</sup> Annual Go Girls Golf Tournament**. The event raised money for the Big Brothers Big Sisters of Eastern Newfoundland.



## PEOPLE AND CULTURE

We foster a safe, inclusive, and respectful workplace where our employees grow and thrive. With innovative tools, continuous learning, and industry-leading employee experiences, our team of high-performing and highly engaged individuals is prepared to deliver the best.



**5,000+** Total Employees  
Salaried and hourly throughout the year

### DIVERSITY AT BIRD



- 34%** European origins
- 34%** North American origins
- 28.5%** African, Asian, Caribbean, or Latin, Central and South American origins
- 3.5%** Indigenous Canadian origins

Full-time salaried employees in 2022 who chose to disclose their ethnic origins

### WOMEN AT BIRD

- 30%** Salaried employees
- 22.7%** Leadership
- 30%** Promotions

At Bird, we are building an inclusive and collaborative community driven by a strong sense of belonging, well-being, and social responsibility. As part of our ongoing journey to continuously learn, grow, and adapt, we have launched a new purpose statement and refined our values to reflect who we are as a company and define a culture of which we are proud.

**PURPOSE**  
**We bring life to vision**  
*Creating great things with you*

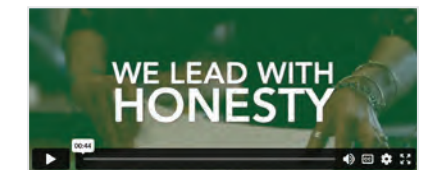
**VALUES**

- WE PUT SAFETY FIRST**  
A healthy and safe work environment is non-negotiable. We build a culture of operational and psychological safety through engagement, learning and leadership.
- WE LEAD WITH HONESTY**  
We speak and act with integrity, clarity and care so people can trust our word and our work. Being honest means we can deliver the best outcomes and consistent results.
- WE ARE STRONGER TOGETHER**  
Success is a team effort. Our inclusive workplace enables our combined expertise, humility and creativity to unlock our greater potential.
- WE ARE DRIVEN TO DO GREAT WORK**  
We built our name on quality. We have a passion for excellence in our work and relationships that honours our businesses and our industry.
- WE CREATE OPPORTUNITY**  
Rooted in a solid foundation, we adapt and grow to face the future. We are committed to elevating each other to chart the best path forward in an evolving world.

### VIEW OUR VALUES VIDEOS:



Click [here](#).



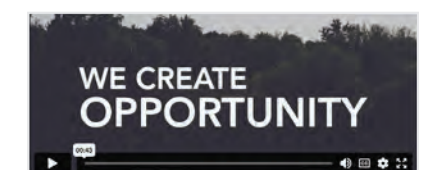
Click [here](#).



Click [here](#).



Click [here](#).



Click [here](#).



## DIVERSITY, EQUITY, AND INCLUSION

Bird values the importance of creating inclusive, respectful, and equitable working environments. Our inclusive workplace enables our combined expertise, humility, and creativity to unlock our greater potential. A diverse workplace has been shown to improve employee satisfaction, create a larger talent pool, and spark creativity and innovation. 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. Bird is committed to promoting employment equity and providing a respectful and inclusive workplace based on consideration of others and an openness to new ideas and perspectives.

A key part of our culture is ensuring that every person feels part of the organization. We know that differing points of view and experiences can drive creativity and innovation, enhancing our projects and strengthening the company and industry as a whole. We work hard to create an environment for true collaboration, where all employees feel included, seen, and have a sense of belonging. 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.



## LIVING OUR VALUES

Bird employees shared their feelings in our 2022 Engagement Survey:

89%

I would be comfortable speaking up if someone on my team was being targeted with jokes or comments

87%

My manager supports a working environment that respects individual differences

84%

I believe this organization is a safe and supportive workplace for people from historically underrepresented groups

81%

We have a work environment that is accepting of diverse backgrounds and ways of thinking

82%

I can be myself at work



We are developing a three-year strategy that will consolidate current initiatives related to employment equity and diversity within Bird, and coordinate strategic priorities and activities related to diversity and inclusion across the company.

Additional resources have been dedicated to the development of this strategy to further advance the company's current measures to ensure safe, respectful, and equitable working environments. These include the Respectful Workplace Policy and Employee Code of Ethics, which all team members are required to follow. You can learn more about our governance framework [here](#).



Bird is a proud member of the Canadian LGBT+ Chamber of Commerce. It is a step towards realizing our goal to be a better ally and promoting Bird as an inclusive company.

Creating a safe, inclusive, and supportive culture is a team effort. The CGLCC hosted an excellent workshop for Bird employees that provided a foundation for understanding 2SLGBTQ+ identities, the importance of pronouns and how they can be shared, how to have hard discussions/what to do if you see unsupportive behaviour, and how to invite colleagues into the discussion about safe spaces for 2SLGBTQ+ team members.



### 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% by 2030.

Skilled trades are an essential part of our business as there aren't enough skilled workers in Canada to meet the demand. 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.

11%

Female apprentices<sup>(1)</sup>

4%

Female journeypersons<sup>(1)</sup>



### Podcast: Diverse Suppliers Work for All

Geoff Capelle, Director of Project Development, was a guest host on the Building Good podcast. He spoke with the CEO of Canada's LGBT+ Chamber of Commerce, Darrell Schuurman, about why making supply chains inclusive of 2SLGBTQ+ and other diverse suppliers is better for business, how it can create a better workplace, and how diversity can lead to more innovative teams. Listen to the podcast [here](#).

(1) Employed by Bird in 2022



### Careers Next Generation Visionary Partner

CAREERS is an industry-led, not-for-profit foundation that connects high school students to paid internships and job opportunities with employers in health, skilled trades, information and communications technology, and industrial technologies. The foundation partners with government, educators, communities, and industry to develop the skilled workers of the future.

Bird is proud to be a Visionary Partner of CAREERS, and we have pledged \$150,000 over the next three years to support young people as they launch rewarding careers in the skilled trades.



▶ The MacKimmie redevelopment team strikes the IWD 2022 #BreakTheBias pose on March 8.

In addition to celebrating Women in Construction Week and International Women’s Day, Bird teams dedicated the month of March to giving back and supporting women in their workplaces, homes, and communities. Initiatives included a donation drive, with clothing donations to Fishing Lakes Edmonton Urban Office, socks gifted to the Creating Hope Society, and outdoor clothing sent to Iskew Health and Wellness program through the Edmonton Native Healing Centre.

Watch a recent collaboration between Bird and CAREERS for International Women’s Day [here](#).



### Women Building Futures (WBF)

Bird is pleased to partner with Women Building Futures (WBF) to provide employment opportunities for apprentices and journeypersons across Canada. The success of WBF has provided work for women who are underemployed or unemployed, with a focus on removing common barriers to financial independence. We hope that this partnership with WBF will continue to inspire more women to explore career opportunities in maintenance and construction related trades, transportation industries, and training to support transformative change.

Women Building Futures presented ten individuals who contribute to WBF’s mission of economic security for women with the **Queen Elizabeth Diamond Jubilee Medal**. We are proud to share that Rebecca Kragnes, Director of Indigenous Relations and Community Engagement, was one of the recipients due to her steadfast dedication to the advancement and representation of Indigenous women in trades.



In September 2022, Bird was the proud recipient of the Women Building Futures’ **Employer of Choice** certification, demonstrating our commitment to creating safe, inclusive, and diverse work environments. This program recognizes our alignment with Women Building Futures in regard to health and safety, respect and inclusion, equity and gender, and growth and advancement. Through this new Employer of Choice status, we are eligible to hire WBF graduates. This status also brings an increased awareness to the work being done to support the careers of women in construction – both internally at Bird and within the industry through Women Building Futures. Increasing the number of women in the workforce brings new perspectives, enhanced creativity and innovation, and strengthens our company and industry as a whole.



### YOUR PLACE by LNG Canada

Bird is pleased to be a part of LNG Canada’s YOUR PLACE program, a unique tuition-free, four-week training program delivered by Women Building Futures. This comprehensive workforce development plan includes new career opportunities, especially for local First Nations and women across BC. To date, Bird has hired 13 apprentices from this program and we look forward to welcoming more YOUR PLACE graduates to our team.



## Employee Resource Groups at Bird

Bird values the importance of leading with an inclusive, respectful, and equitable working environment for all employees. As part of this commitment, Bird supports Employee Resources Groups (ERGs) - grassroots, voluntary, employee-led, and executive supported groups that bring people together based on common identities, shared characteristics, or life experiences. ERGs can serve a variety of positive purposes, but most are organized with the goal of recognizing diversity, supporting employees, and advancing inclusion, connection, and belonging.



The **"Pride@Bird"** group will aim to provide a safe space for LGBTQ2S+ employees and allies. This group strives to raise awareness, engagement, and education for LGBTQ2S+ inclusion, provide mentorship and guidance, and give back to the wider LGBTQ2S+ community.



The **"Women@Bird"** group will aim to provide opportunities for women to build relationships and voice their goals and challenges. This group will strive to help women build their careers and create an inclusive workplace where women feel supported and empowered to be their authentic selves.



The **"Indigenous@Bird"** group aims to facilitate cultural and educational activities and roundtable discussions. This group strives to promote community events and answer questions on customs, ceremonies, and traditions while educating employees on the history and contemporary presence of Indigenous people in Canada.<sup>(1)</sup>



The **"MentalHealth@Bird"** group aims to create an inclusive workplace for employees impacted by mental health conditions. This group will look to build social connection, provide resources and peer support, and destigmatize mental health across Bird by promoting awareness and understanding.<sup>(1)</sup>

(1) Launched in 2023



## Bird Excellence Awards

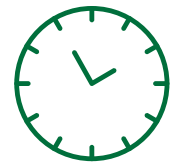
Bird recognizes the outstanding contributions of the individuals and teams behind our success. The Bird Excellence Awards is an annual program that seeks to highlight and celebrate work undertaken during the year. The award categories are safety, collaboration, resilience, community, and performance. Teams and co-workers who excelled are nominated for consideration, and winners are announced annually in March.

Bird recognizes the critical need to invest in the future of the skilled workforce in Canada, and is proud to be part of the CLAC Apprenticeship Support program (CASP) being offered through the government of Canada's Apprenticeship Service in partnership with CLAC, our labour partner. This program aims to provide meaningful career opportunities for individuals entering an apprenticeship in the skilled trades, and Bird is committed to doing our part to support apprentices on their path to becoming journeypersons in Canada. We welcomed our first CASP apprentice in October 2022: a first-year ironworker apprentice from an under-represented group.



## A CULTURE OF LEARNING

Bird's open and transparent learning culture 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, 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.



**+30**

Hours training per employee <sup>(1)</sup>

**9,454**

Courses available

**99**

Participants in Bird Site Management Program <sup>(2)</sup>

**>200**

Taking Flight Graduates <sup>(3)</sup>

The Frontline Leadership Program course includes modules on safety leadership, scheduling, planning, production management, quality leadership, and cost control.



(1) Minimum target for 2022  
(2) Total participants since 2016  
(3) Total graduates since 2018

## Leadership Development

Bird is invested in developing the leadership potential of employees.



**Taking Flight**, a mid-level management program started in 2018, builds the leadership capacity of staff who manage people. In 2021, in-house resources were augmented to further develop these programs. In 2022, two cohorts of 20 participants each enrolled in the course, and more than 200 people from across the company have graduated from the program to date.



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. To date, 99 people have completed the course, and a new cohort of 25 site leaders will be participating in 2023.

## Frontline Leadership Program

This program focuses on supporting foremen and general foremen in building teams and achieving results. It prepares site leaders in the complex construction and maintenance environment for the requirements and demands of leading workers with unique needs, personalities, and working styles, equipping these field leaders with the mindset and skills to communicate and leverage each team member to achieve project performance results by understanding team dynamics. The course includes modules on safety leadership, scheduling, planning, production management, quality leadership, and cost control.

Launched in **2022** | **60** Learners have completed Phase 1





### Bird Mentorship Program

The Mentorship Program provides the opportunity to create and expand networks across Bird while also:

- Promoting individual career development and specific skill development
- Developing leaders and strengthening the organization's talent
- Retaining and engaging employees by creating a rich learning experience for participating employees.

**198**  
participants  
in 2022

**99**  
matches across  
the organization

**1,980**  
hours of mentee  
engagement

**1,386**  
hours of mentor  
engagement

### Sensitivity Training for Leaders

At Bird, ensuring a safe, inclusive workplace is everyone's responsibility. Leaders in particular play an important role in modeling behaviours that reflect a psychologically safe workplace, including setting a tone of zero tolerance for harassment of any kind. In 2022, seven sessions of a facilitated sensitivity training course were held for leaders. The immersive, interactive workshop included raising awareness of workplace issues and boundaries, strategies for how to respond to various situations and achieve healthy resolutions, and analysis of case-based scenarios.

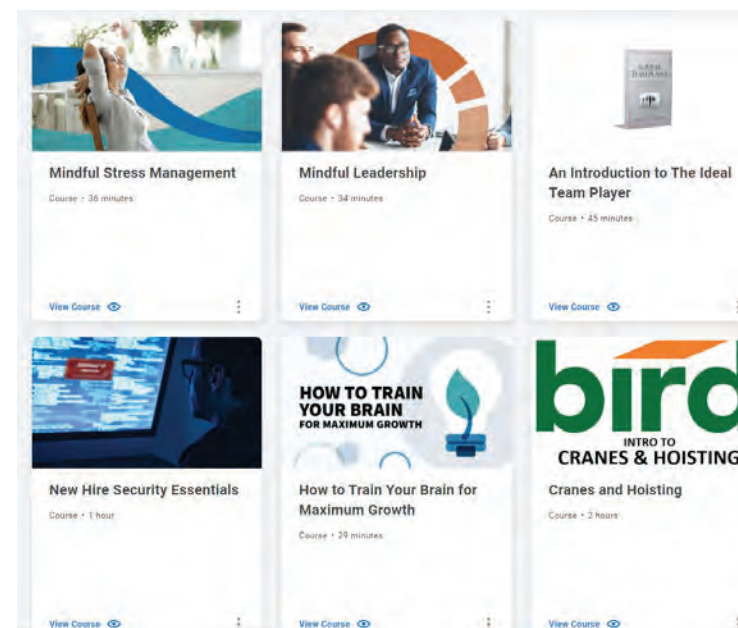


### Power of Conversations

This foundational leadership training is intended to give leaders the mindset, skillset, and toolset required to have meaningful and impactful career development conversations with their team members. This initiative is closely aligned with the Career Progress Check-in (CPC) process and goes beyond critical career development work; it is anchored to the strategic priorities of the business and is crucial to the culture building process.

Brian Henry, Chief People Officer, participated in a live interactive session with Brady Wilson (TEDx speaker, professional author, and founder of Juice Inc.) to kick off the Power of Conversations learning and training initiative.

### THE EXPERTISE EXCHANGE



The **Expertise Exchange** is an ongoing series of virtual sessions that facilitate the sharing of knowledge and experience across teams, functional units, and geographies to support a connected company with a culture of continuous learning. Topics of recent sessions include a panel discussion of Canada's 2030 Emissions Reduction Plan, mass timber innovations, and an expert guest speaker providing insights about Truth and Reconciliation.

Teams can also create and post courses on our internal learning hub, Workday, that provide training and information on company-specific processes and initiatives. People from across the company regularly share news about innovations, conferences, and courses across Bird's various internal communication platforms, maintaining our culture of information sharing and continuous learning.





### Mental Wellness at Bird

Mental health can affect the way we think, relate to others, and impact our interactions with the world around us. Early recognition of mental health challenges, referrals to the right resources, and adequate treatment can help people get on the path to recovery and go back to their usual work quickly. In 2021 Bird developed a pilot training program for leaders that focuses on supporting the leader with their own mental wellness, their team’s mental wellness, and an individual’s mental wellness. It covers topics such as understanding what mental health is and a leader’s role in the workplace; leadership practices that have a positive impact on mental health; creating a healthy team environment free from stigma where it is safe for people to be themselves and where negative biases are challenged and overcome; navigating the mental health challenges of individuals on their team one person and one conversation at a time; and partnering to effectively support the path of recovery, absence, and return to work. The pilot was completed in June 2021, and was made available to all teams across Canada in 2022.

### Right to Disconnect

Taking the appropriate time to disconnect from work is integral to wellbeing and maintaining a healthy work-life balance. Bird’s Right to Disconnect Policy provides guidance to employees about the importance of, and the right to, take time to disconnect from work outside of regular working hours.

### Buildings West Leadership Retreat

The Buildings West team held its Senior Management Leadership Retreat at the end of July. The key themes of the gathering included the virtues of the Ideal Team Player, leadership and people, and strategy and culture.



## STAKEHOLDER ENGAGEMENT

Bird regularly communicates with internal and external stakeholders on a range of issues, endeavouring 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.



**101,620**

Total Audience

**99,970**

Engagements

**2,638,373**

Impressions

**24.2%**

Total Audience Growth

**300.7%**

Increase in Video Views

**51,058**

Post Link Clicks





# CONVERSATIONS WITH INVESTORS & COMMUNITIES

## INVESTORS AND SHAREHOLDERS

- Annual and quarterly reports
- Annual Information Form
- Management Information Circular
- Quarterly earnings calls
- Website and social media
- Investor relations conferences and presentations
- Annual general meetings

## 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
- Industry panels
- Community procurement sessions



### Grand Opening and Art Unveiling in Canterbury Heights

Bird was proud to attend the grand opening of the new residential building in Canterbury Heights, Edmonton, for the Canterbury Foundation. Edmonton artist, Jill Thomson, created the Intergenerational Community Garden Mural that was unveiled at the opening with input from the Laurier Heights community. The ceremony was attended by local Indigenous leaders, MLA Laurie Siggurdson, Canterbury board and executives, START Architecture, and community members. Patrick Williams, Senior Project Manager, spoke on behalf of Bird at the unveiling and participated in the event's smudge ceremony.

### 2022 Moose Hide Campaign Day

In February, Virginia Ferguson Crane and Nicole Baker joined the Town of Stony Plain in a walk to end violence against Indigenous women and children. The Moose Hide Campaign is a grassroots movement that aims to encourage Indigenous and non-Indigenous men and boys to stand up for the women in their lives. Learn more about this campaign [here](#).



Members of the Bird team were invited to attend an event about the rebuilding of the Kanaka Bar Indian Band. The discussion focused on resilient housing and its intersection with sustainability. This [video](#) shows the community's resilience following the fires that destroyed Lytton in the summer of 2021.



**Gilles Royer**  
Chief Operating Officer

### CanBIM: Building Transformations Interview

Gilles Royer, COO, and Tim Coldwell, President of Chandos Construction, teamed up to speak to CanBIM: Building Transformations. Gilles and Tim shared details of Building Good, our strategic partnership focused on Industry Transformation, Equity and Inclusion, and a Net Zero Future. They also spoke to industry challenges regarding labour and talent, and how corporate culture can inspire talent to enter the industry. Access the full interview [here](#).



## BUILDING GOOD



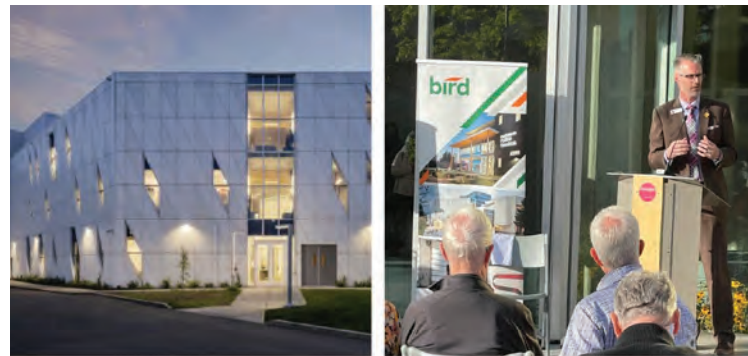
**Rachel Pattimore**  
Vice President, Investor Relations  
& Strategic Development

Building Good was also featured in the July edition of Breaking Ground magazine by the Edmonton Construction Association. Read the interview [here](#), which features Rachel Pattimore, VP, Investor Relations & Strategic Development.



### Bird Attends Community Workers Day

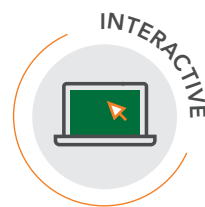
Patrick Williams, Project Manager for our Northern Alberta Buildings team, attended a Community Workers Day at a playschool in Spruce Grove, Alberta. The day encourages family and community members to visit the classroom to explain what they do in the community. Patrick presented a few local projects that we have built and showed the kids some of the tools that we use on-site. Following the presentation, each student received their very own Bird hard hat.



### Okanagan College Strawberry Social

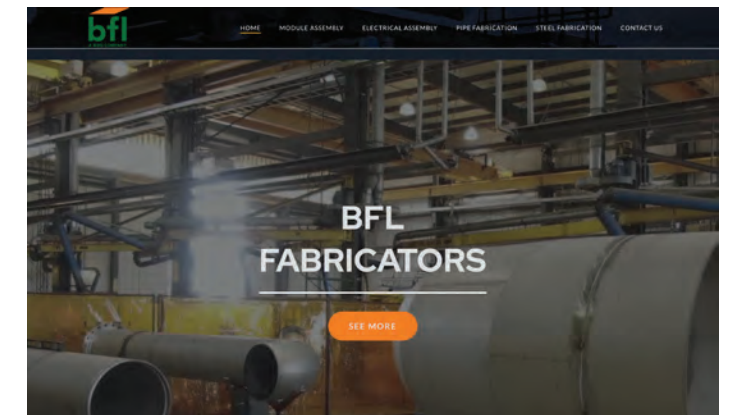
Members of the Bird Kelowna team sponsored and attended the 2022 Strawberry Social at Okanagan College to celebrate the opening of the Health Sciences Centre on the Kelowna campus. Bird is proud to have supported the construction of this facility that will have a positive impact on the post-secondary institution and its community.

Click [here](#) for photos from the event.



### New Bird Brochures

Bird's interactive brochures for **Buildings** and **Industrial and Infrastructure** solutions highlights the company's full suite of capabilities, solutions, and services. The brochures are available in a live format with interactive features, or a printable version.



### Official Launch of Bird Fabricators Website

Bird Fabricators (BFL) recently launched their new website with information on BFL's services and capabilities, including module and electrical assembly, pipe fabrication, and steel fabrication. Check out the new website [here](#).



# CONVERSATIONS WITH EMPLOYEES

## EMPLOYEES

- Regular communication from Executive leadership
- Executive roadshows
- Monthly newsletter
- Quarterly broadcasts
- 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



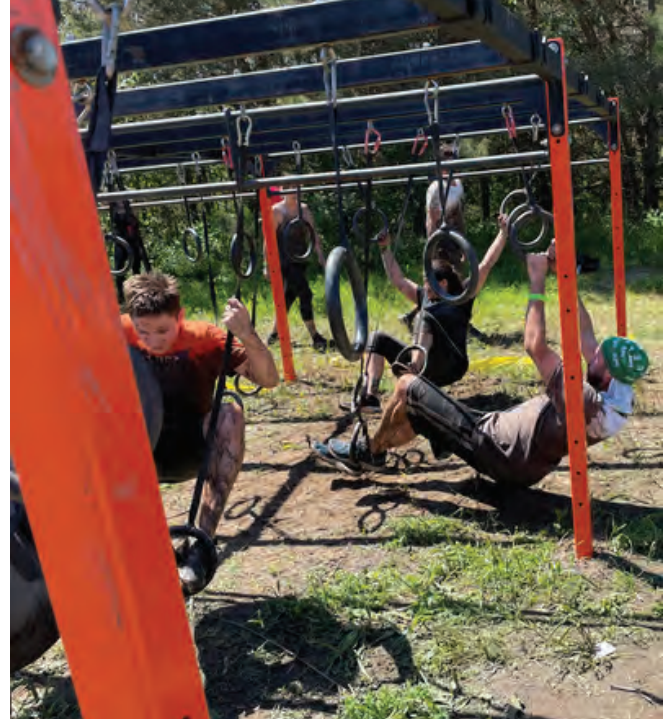
**88%**  
participation rate

### Engagement Survey

Our teams are our strength. A culture of open and respectful communication allows our teams to thrive while bringing their whole selves to work every day. Sustaining a collaborative and supportive environment is key to our continued success, and understanding the experiences of all our teams from coast to coast facilitates genuine engagement and positive change. In our 2022 engagement survey, we achieved an 88% participation rate.



A group from Bird's Ottawa office participated in the Mud Hero Race on June 11. The six-kilometre race included lots of mud, laughs, and achy bodies. Bird was proud to sponsor the event team.





# 25 YEARS OF SERVICE

## 25-YEAR CLUB

The dedication of the employees of Bird Construction has been, and continues to be, a key element of the longevity and success of the company. In 1956, founder H.J. Bird wished to recognize the loyalty of staff who persevered with the company during the early years. It was their steadfast fidelity and commitment that had enabled the company to survive the Depression, weather the war years, and thrive in the decades that followed. Sixteen employees were inducted in the inaugural year, including H.J. Bird. Their names are etched on plaques that hang proudly in the district offices across the country.

By the company's centennial celebrations, an admirable 220 members were part of this extraordinary club. Three people have reached the exceptional milestone of 50 years of service with the company: Richard Turchinetz, Don Eckstein, and Lynn Hanna. The 25-Year Club is a prime example, perhaps the best example, of the culture at Bird Construction. Honouring and recognizing employees for their loyalty and contributions has now become a tradition, and a source of immense pride for the organization and those members inducted into the Club.



The inaugural 25-Year Club, 1956



25-Year Club, 2022



2022

This year we held events in Ontario, Winnipeg, and Edmonton to celebrate our employees joining the 25-Year Club.



Tannis Proulx (Executive Vice President, Industrial), Frank DeLuca (Senior Vice President, Client Solutions), Gilles Royer (Chief Operating Officer), Teri McKibbon (President and Chief Executive Officer)



Tannis Proulx (Executive Vice President, Industrial), Alberto Dias (Site Construction Manager), Gilles Royer (Chief Operating Officer), Teri McKibbon (President and Chief Executive Officer), Arthur Krehut (Senior Vice President, Operations)



Teri McKibbon (President and Chief Executive Officer) and Renata Rawszer (Payroll Supervisor)



Nick Burtnyk (Project Manager), Teri McKibbon (President and Chief Executive Officer), Vlastimir Spasojevic (Project Coordinator)



Gilles Royer (Chief Operating Officer), Jared Van De Ligt (Superintendent), Brooks Albiston (HSE Director), Paul Raboud (Chair of the Board of Directors), Arthur Krehut (Senior Vice President, Operations)



Cam van de Ligt (Superintendent)



Jared van de Ligt (Superintendent)



Tony Dias (Yard Coordinator)



# CONVERSATIONS WITH INDUSTRY

## CLIENTS

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

## INDUSTRY

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



**Building Conversations.  
Building Green.  
Building Good.**

Bird and Chandos Construction entered into a three-year strategic partnership for the Building Good initiative. This thought leadership initiative aims to catalyze owners and industry partners to change the way the architecture, engineering, and construction (AEC) industry designs and builds for the betterment of people and the planet. Through this partnership, Chandos and Bird will drive sustainable change through the promotion, discussion, and execution of Building Good's three focus areas – Industry Transformation, Equity and Inclusion, and Net Zero Future. Through Building Good's key channels, including the Building Good blog and podcast, partners and industry guests will discuss AEC's biggest challenges, innovative solutions, and the opportunities that these changes bring AEC organizations, government, and the public.

Bird participated at the Construction Owners Association of America (COAA) Best Practices Conference. Attendees included Guest Director Frank DeLuca (Vice President Industrial), Lynnell Crone (Vice President Alternative Contracts) who presented on collaborative contracting, and Rebecca Kragnes (Director of Indigenous Relations and Community Engagement) who moderated a panel on Indigenous Relations.



When it comes to lasting change, we're all in this together. We're proud to be a part of a community-minded initiative focused on collaboration and cooperation across the value chain to drive positive change throughout the industry – and in society – at large. Rachel Pattimore, Bird's VP Investor Relations & Strategic Development, was featured in the Breaking Ground Magazine from the Edmonton Construction Association. Rachel discussed Building Good and the initiative's commitment to driving positive change in the AEC industry. Read the full article on page 98 [here](#).

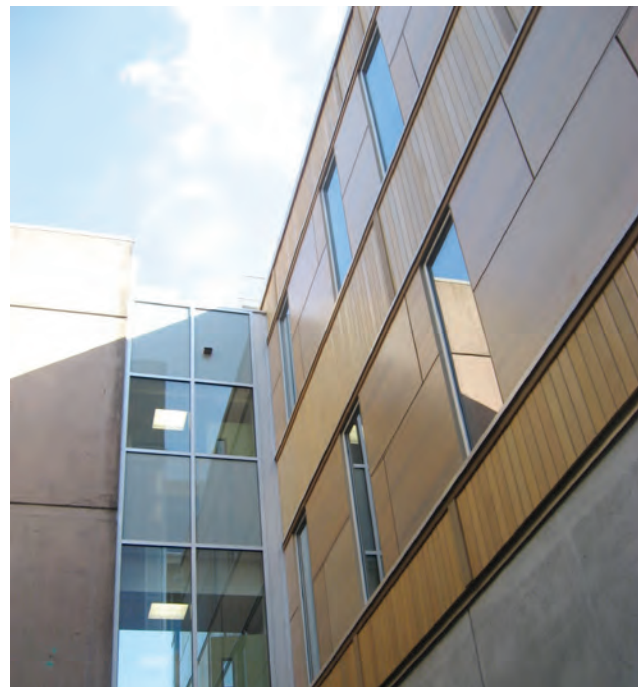


Mohamed Adel, BIM/VDC Manager, co-authored an article published in Buildings, an international peer-reviewed scientific journal on building science, building engineering, and architecture. The article, titled "Integration of Building Information Modeling (BIM) and Virtual Design and Construction (VDC) with Stick-Built Construction to Implement Digital Construction: A Canadian General Contractor's Perspective", examines how the deployment of BIM/VDC in construction projects can make the industry more efficient and flexible in project management. It provides a review of current BIM and VDC implementation trends, benefits, and challenges in the AEC industry, including its role in non-renewable resource conservation and pollution reduction, as well noting barriers to adoption. Read the full paper [here](#).

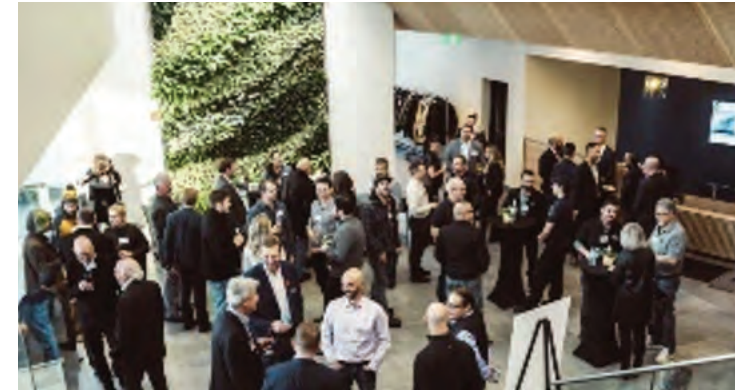


Bird's Rick Buhr, Director of Design and Key Accounts, recently attended the ERAPPA 2022 conference in New York. The conference brought together a panel of higher education leaders from across the northeast United States and Canada who are affiliated with the Association of Physical Plant Administrators (APPA) to discuss and give perspective on what's next for facility leaders. Topics included the changes and trends resulting from the pandemic, the impacts of the population reduction in 2026, the plans for our aging infrastructure, and other challenges expected in our future.





Bird was recognized by the Vancouver Regional Construction Association (VRCA) with a 2022 Silver Award of Excellence. The award was for the work done on the BC Children's and Women's Hospital Redevelopment project in the category of Tenant Improvement over \$15 million.



After a hiatus during the pandemic, the Northern Alberta Buildings team was excited to once again host their annual Industry Appreciation Event. This event was held at the new Alberta Union of Provincial Employees (AUPE) headquarters in Edmonton, a proud Bird project. It was a night of celebration with our clients, architects, engineering consultants, and trade partners.



5,800

Unique participants reached in presentations about mass timber\*  
\*excluding conferences

Bird is proud to serve as an advisor to organizations working towards a more sustainable future.

Rebecca Kragens, Director of Indigenous Relations and Community Engagement, and Evie Nance, co-presented at Cannexus22, sharing their insights on the success of the Gitxaala Nation/Bird Introduction to Carpentry program. This virtual event is Canada's largest conference focused on career and workforce development.

Bird was a proud sponsor of the 2022 WEAO (Water Environment Association of Ontario) Utility Management Forum, which focused on delivering reliable water and wastewater services in a new era.



# COMMITMENT TO GOVERNANCE



## COMMITMENT TO GOVERNANCE

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, and our core values inform the behaviour of our team members: with each other, with the communities and stakeholders we engage with every day, with clients, and with investors. Our collaborative culture is based on courtesy towards each other, openness to new ideas and perspectives, and an ethos of honesty and fairness. The company and its Board are committed to conducting their activities in accordance with the highest standards of business ethics. These standards are codified into policies that are intended to assist in recognizing ethical issues, to provide guidance on dealing with such ethical issues, to provide mechanisms to report unethical conduct, and to foster a culture of honesty and integrity.

More information about the Board's oversight role, including with respect to ESG, can be found [here](#).





## MEET THE BOARD



**Paul R. Raboud**  
Chair of the Board



**J. Richard Bird**  
Corporate Director



**Karyn A. Brooks**  
Corporate Director  
Chair of the Audit Committee



**Paul A. Charette**  
Corporate Director



**Bonnie D. DuPont**  
Corporate Director  
Chair of the Human Resources  
& Governance Committee



**Steve Edwards**  
Corporate Director



**J. Kim Fennell**  
Corporate Director



**Jennifer F. Koury**  
Corporate Director



**Terrance L. McKibbin**  
President & CEO



**Gary Merasty**  
Corporate Director



**Luc J. Messier**  
Corporate Director  
Chair of the Health, Safety,  
& Environment Committee



**Arni C. Thorsteinson**  
Corporate Director



## Board Committees

The Board exercises its duties directly and through its three standing committees.

### The Audit Committee assists the Board in overseeing:

- The integrity of the Company's financial statements and financial reporting processes
- The integrity of the internal control systems relating to financial reporting
- The relationship with the Company's external auditors
- Compliance with financial and legal regulatory requirements
- The approval of annual ESG disclosures in the Sustainability Overview
- Management's design and effectiveness of the Company's internal controls over ESG-related sustainability metrics and associated reporting in accordance with regulations and/or selected frameworks

### The Human Resources and Governance Committee assists the Board in overseeing:

- Development of and compliance with Human Resources policies and practices
- Development of compensation and benefit policies
- Policies and procedures designed to provide for effective and efficient corporate governance
- Succession planning for the CEO and other key officers
- Relevant sections of the annual ESG/ sustainability reporting, including reporting of metrics with respect to Indigenous talent, DEI, and community investment

### The Health, Safety and Environment Committee assists the Board in overseeing:

- Corporate and business unit safety performance
- Health, safety and environmental trends and events that could impact the Company
- Actions and initiatives undertaken to mitigate health, safety and environmental risks
- Compliance with the Company's safety systems and with health, safety and environmental laws and policies
- The health, safety, and environment-related elements of the Company's ESG strategy and associated disclosures, including reporting of metrics associated with: i) health and safety; and ii) environmental risks and compliance



## BOARD DIVERSITY

The Bird Board of Directors strongly supports the principle of boardroom diversity and has adopted a written Board Diversity Policy. As part of a robust director recruitment process, and in accordance with the Board Diversity Policy, the Human Resources and Governance Committee and the Board are committed to identifying nominees who, in addition to meeting the skills and experience sought by the Board, have a broad range of perspectives. Diverse perspectives contribute to innovation and growth opportunities, and the Board believes that diversity may be achieved through a range of factors including business experience, geography, age, gender, visible minorities, Indigenous Peoples, persons with disabilities, sexual orientation, and other personal characteristics.

With a view to enhancing Board diversity, the Board ensures that a reasonable proportion of candidates for Board positions are women or members of diverse groups. To the extent that a search firm is engaged to help identify candidates, the firm will be specifically directed to include women and other diverse candidates.

Three of the twelve Directors, Ms. Karyn A. Brooks, Ms. Bonnie D. DuPont, and Ms. Jennifer F. Koury are women, representing 25% of the Board. In addition, one of the Directors, Gary Merasty, is an Indigenous person. Two of the three Board committees are chaired by women: Ms. Karyn A. Brooks chairs the Audit Committee and Ms. Bonnie D. DuPont chairs the Human Resources and Governance Committee.

**92%**

Independent Board Members

**66%**

Board Committee Chairs are Women

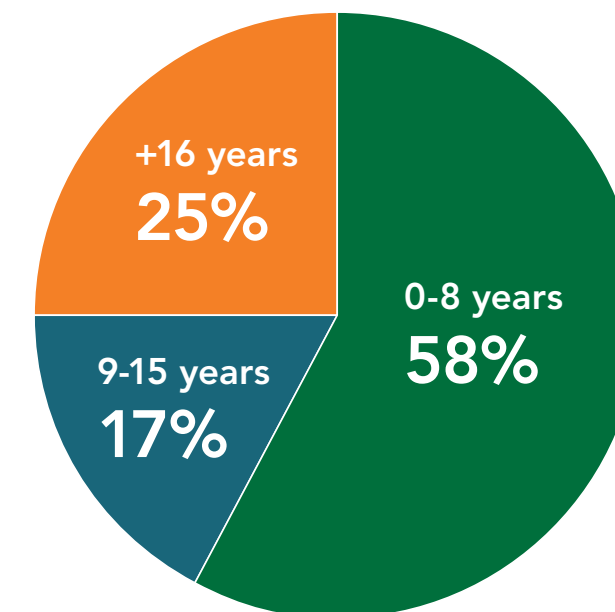
**25%**

Women on the Board

**8%**

Indigenous representation on the Board

### BOARD TENURE





## LIVING OUR VALUES: ETHICS AND CONDUCT AT BIRD

Bird requires that all employees, direct service providers, and agents of the company observe the highest levels of personal and professional ethics. Every employee agrees to abide by Bird's **Code of Ethics**, which outlines the importance of honesty, fairness, and respect. All people must be treated with respect and dignity, and Bird strives to provide a healthy and open work environment free from harassment and violence. The company prohibits discrimination, abuse, and harassment and clearly outlines expected conduct in the **Respectful Workplace Policy**. Issues such as conflicts of interest, handling confidential information, and rules about insider information are all clearly addressed in the **Insider Trading and Blackout Policy**, **Competition Laws and Compliance Policy**, and the **Disclosure Policy**. Our **Supplier Code of Conduct** outlines business conduct and ethics expectations for our suppliers and subcontractors, and is available [here](#).

At Bird, we are committed to operating within the highest levels of ethics and integrity – every day. Our **Whistleblower Policy** provides information on how to safely express concerns related to unethical behaviour at Bird. This policy is an important tool in upholding the organization's ethical standards and commitments, and includes accounting irregularities, financial control irregularities, financial reporting, auditing, securities laws, bribery, corruption, harassment, discrimination, and other matters set out in related policies.

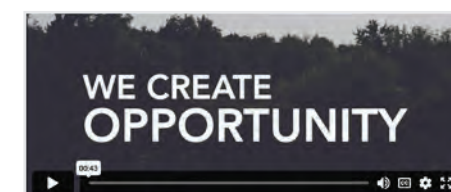
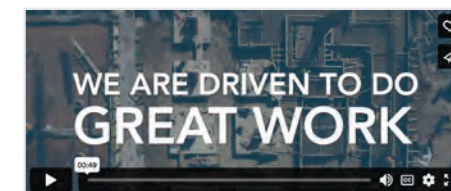
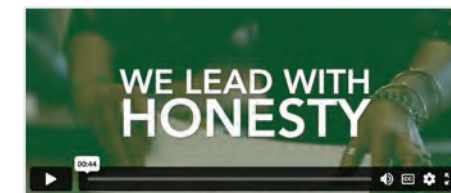
The **Ethics Hotline** provides an additional channel for reporting concerns and is easy, accessible, and available 24/7. The Ethics Hotline is operated by an independent third party and offers individuals the choice to report anonymously through various channels. All employees receive a copy of the Whistleblower Policy during the onboarding process, and are provided with the opportunity to ask questions about the policy.

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. More information about our corporate governance framework can be found [here](#).

## LEARN MORE ABOUT HOW WE ARE LIVING OUR VALUES:

Click on the images below to view videos.



## RISK MANAGEMENT

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 the effective implementation of our ESG Program.

### 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

Bird's Enterprise Risk Management process sets out the top risks to the organization, including an assessment as to the likelihood of occurrence and potential to impact the company's top strategic priorities, as well as the key mitigations implemented to address them. Bird's senior and executive management meet regularly to review and discuss the identified risks and mitigation strategies.







## CLIMATE CHANGE RISK

### Risks in Transitioning to a Lower Carbon Economy

The transition to a lower-carbon economy has the potential to be disruptive to traditional business models and investment strategies. The Company's private and/or public-sector clients may shift their infrastructure priorities due to changes in project funding or public perception of sustainable projects. This risk can be mitigated to an extent by identifying changing market demands to offset lower demand in some sectors with opportunities in others, forming strategic partnerships and pursuing sustainable innovations.

Government action to address climate change may involve economic instruments such as carbon and energy consumption taxes as well as restrictions on economic sectors, such as cap-and-trade and more stringent regulation of greenhouse gas emissions that could also impact the Company's current or potential clients operating in industries that extract, distribute and transport fossil fuels, or clients in other carbon intensive industries.

### Financial Risks

As new climate change measures are introduced or strengthened, the Company's cost of business, including insurance premiums, may increase, and the Company may incur expenses related to complying with environmental regulations and policies where it does business. Such costs may include purchasing new equipment to reduce emissions to comply with new regulatory standards or to mitigate the financial impact of different forms of carbon pricing. In addition, the Company may incur costs related to engaging with governments, regulators and industry organizations for new mandates on infrastructure projects, proactively and regularly monitoring regulatory trends and implementing adequate compliance processes. Although the Company actively monitors applicable climate change laws and regulations and compliance with them, and is proactive in promoting and supporting climate change mitigation actions, inadvertent compliance shortfalls could result in penalties and reputational damage that may impair the Company's future prospects.

### Market and Reputational Risk

Investors and other stakeholders in Canada and worldwide are becoming more attuned to climate change action and sustainability matters, including the efforts made by issuers to reduce their carbon footprint. The Company's reputation may be harmed if it is not perceived by its stakeholders to be sincere in its sustainability commitment and its long-term results may be impacted as a result. In addition, the Company's approach to climate change issues may increasingly influence stakeholders' views of the Company in relation to its peers and their investment decisions.

### Weather Related Risks

Many of the Company's construction activities are performed outdoors. The probability and unpredictability of extreme weather events and other associated incidents may continue to increase due to climate change and there may continue to be longer-term shifts in climate patterns. Although weather risk may be mitigated through contractual terms or insurance, construction projects are susceptible to delays as a result of extended periods of poor weather, which can have an adverse effect on profitability. These negative effects can arise from late completion penalties imposed by the contract, the incremental costs arising from loss of productivity, compressed schedules, overtime work utilized to offset the time lost due to adverse weather or additional costs to modify methods to perform work in unanticipated weather.

These climate change risks are outlined in our Annual Information Form, which is accessible [here](#).

## 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.





2022

Sustainability  
Overview

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