



A Message from **Terrance L. McKibbon, President and Chief Executive Officer**

The evolving energy landscape as industry and governments explore decarbonization and electrification solutions creates new opportunities for building a greener sustainable future. The increased demand for critical infrastructure such as renewed and expanded transportation, telecommunications, and utilities networks, as well as education and healthcare facilities and affordable housing, is driving innovation and growth in the construction industry. Significant investment in electrical infrastructure will enhance Canada's energy grid to meet growing demands for power and preparedness to achieve decarbonization goals.

Bird teams are energized by these possibilities and are continually innovating to meet the goals and vision of our clients across all sectors, from working to improve energy efficiency, to integrating renewable energy sources, to constructing and maintaining both traditional and sustainable energy solutions. From early engagement through collaborative contracting models, to net zero and deep energy retrofit design considerations, to the selection of carbon-conscious building materials like mass timber, our teams are engaged in developing solutions that address the core concerns of clients. This extends into the construction phases of projects, deploying leading edge digital construction technology to maximize efficiencies and developing building information systems that optimize performance, reduce costs, and minimize environmental impact.

A key enabler of the positive impact that we strive to achieve as part of our Build Green, Work Green, and Live Green philosophy is an embedded culture of continuous learning and development. Realizing the sustainability goals of our company, clients, communities, and country is not a solitary endeavour. It is a team effort driven by talented and dedicated individuals working together to execute previously unimagined solutions. This is the One Bird value proposition: bringing together the expertise and experience required to bring life to vision. The evolution of internal and external learning and development programs furthers our personal and professional growth, provides opportunities for nurturing leadership qualities, and encourages mentorship and the exchange of expertise across the business. It facilitates the exchange of best practices, latest technologies, and field-tested processes from across the country. This focus on knowledge sharing is manifested in the culture of collaboration that elevates our performance as a team.

The projects highlighted in this Sustainability Overview show how sustainable solutions impact every aspect of our daily lives and the lives of those in all our communities, from our hospitals and schools, to our homes, to the infrastructure we interact with as we move across our cities, provinces, and country. I hope you enjoy this reflection on the achievements of the past year as much as I did.

A handwritten signature in blue ink, appearing to be 'T. McKibbon', written in a cursive style.

Terrance L. McKibbon
President and Chief Executive Officer