

**bird**

**SUSTAINABILITY  
OVERVIEW  
2023**



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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.

\* Power (Generation, Transmission, Distribution & Storage)

\*\* Data & Intelligence

\*\*\* Agricultural Chemicals & Agricultural Industrial





Photo Credit: Ray Kim, Electrical Superintendent

## We bring life to vision

*Creating great things with you*

### Our Core 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.





## About this **Sustainability Overview**

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.

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## A Message from Paul Raboud, Chair of the Board

The construction industry plays a key role in the building of climate-resilient societies. Among the core requirements for achieving a sustainable future is addressing the infrastructure needs to realize Canada’s electrification and decarbonization goals, from building the facilities that produce cleaner energy to expanding the transportation networks in and between communities, to name just a few. The ambitious 2030 Emissions Reduction Plan by the Government of Canada outlines a path to reach 40% below 2005 national emissions levels by 2030, and includes scenario modelling that indicates priority areas for further action. The progress report released in 2023 lists action items that will help prepare Canadians for a low-carbon future and that support the expansion of renewable energy to decarbonize Canada’s electrical grid.

Bird’s role is to execute the vision of the key players in this space, serving as a trusted long-term partner for the clients who manage the energy systems that power the country, from energy generators to the distribution partners to the procurement of critical minerals essential for the energy transition. The exceptional work being done by our teams, as highlighted in this Sustainability Overview, shows the progress being made and the possibilities that are created when motivated and engaged people work collaboratively to bring life to vision.

The consideration of strategic and operational risks within the context of broader climate shifts is an important topic for discussion as Bird prepares

its 2025-2027 Strategic Plan. Bird’s active work programs in a diverse range of high-demand sectors, increased self-perform scopes, and the continued expansion of recurring revenue streams, all provide a strong foundation for the continued strength and resilience of Bird’s financial performance. Bird’s role in supporting the energy transition as well as the construction of resilient infrastructure is likely to expand, and forms part of the mitigation actions for some key climate risks for clients across the country. A consideration of Bird’s climate-related risks is included in the [Commitment to Governance section](#) of this Sustainability Overview. The role of the Board of Directors, and the roles of each of the Board Committees with respect to ESG, can also be found in this section.<sup>1</sup>

Monitoring national and international trends and developments is a central responsibility for all Board members, as we proactively oversee and guide the continued maturation of the Bird ESG Program, and its intersection with the broader strategic objectives of the company. Maintaining a pragmatic and collaborative approach aligned to the core values of the company enables support for client objectives and empowers teams to continue developing and implementing innovative solutions. The Board has confidence in the ability of the Bird team to continue to provide the exceptional value and customer satisfaction the company is known for while maintaining an unwavering commitment to safety, excellence, and collaborative execution.

Paul Raboud  
Chairman of the Board

<sup>1</sup>[Role of Board of Directors, Role of Board Committees](#)



## 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.

Terrance L. McKibbon  
President and Chief Executive Officer



## A Message from ESG Executive Sponsors

### Wayne Gingrich, Chief Financial Officer, and John Wright, Senior Vice President – Strategic Development

Safety, diversity, innovation, learning, accountability, collaboration – these are all integral components of who we are as a team, and as a business. It is no surprise that these values underpin our ESG Program and inform how we approach the opportunities and challenges of transitioning to a more sustainable and equitable future.

Within the [Build Green](#) pillar of the Bird ESG Program, our teams have continued to demonstrate the potential of innovation and collaboration, finding and implementing solutions for the creation of a sustainable built environment that embraces new energy solutions, lower carbon materials, and forward-thinking construction methods. Some of the projects featured in this Sustainability Overview include the net zero carbon ready design of the [University of Victoria](#) project, and the [York University Markham Centre Campus](#) that combines environmental design considerations with a strong emphasis on community empowerment and participation. [BC Housing's Permanent Supportive Housing Initiative](#) will follow the Passive House green building design standard and utilize prefabricated modular construction methods to reduce construction waste, expedite the construction process, and reduce costs. Bird teams are contributing to the delivery of expanded transportation infrastructure across the country, including through the collaborative [East Harbour Transit Hub](#) in Ontario and the LEED®-Gold BC Transit HandyDART Centre in British Columbia. A number of [nuclear](#) projects are also noted, including the [Port Hope Area Initiative](#), which is one of the most significant nuclear and environmental decontamination and rehabilitation

projects in North America. Bird has also disassembled, reassembled, and transported over one million pounds of tooling for the [Whiteshell Decommissioning - Standpipe & Bunker Waste Retrieval System Project](#) in Manitoba, and achieved a significant milestone at the [Advanced Nuclear Materials Research Centre \(ANMRC\)](#) project with the completion of the mass excavation work on the nuclear island and approval for engineered flowable backfill.

There have been significant developments in the [Work Green](#) pillar following the convergence of frameworks for ESG reporting, and the release of disclosure requirements that have continued apace in many jurisdictions. Ensuring internal readiness for the increasing demands from clients, stakeholders, and regulators is an ongoing journey as the team continues to refine data collection methodologies, internal controls, and initiatives related to [emissions](#) reductions. As part of this journey, we have committed to setting GHG emissions reduction and net zero targets by late 2025 as part of the [Science Based Target Initiative \(SBTi\)](#). Team members across the business have been sharing initiatives and processes that help us to work leaner and smarter, and reduce our impact on the environment, as shared in the [Supply Chain Management](#) section of this document, and throughout the case studies and feature project highlights.

Engagement was a key theme within the [Live Green](#) pillar in 2023. The inaugural Bird National [Safety Week](#), as well as the [Executive Site Tours](#), provided additional opportunities for lively dialogue. These ongoing and active exchanges

create a culture of complete accountability and personal responsibility, further enhancing our 'safety-first' ethos. The many [Learning and Development](#) initiatives offered at Bird continue to enjoy strong support and play an important role in empowering employees to be drivers of their learning path, whether they are taking advantage of learning opportunities or contributing to the learning of others. Among the successful programs highlighted this year are the [Bird Site Management Program](#), the [Frontline Leadership Program](#), and the [Field Leader Foundations Program](#). The [Career Progress Check-In](#) process is complemented by the Mentorship Program, which provides additional opportunities for focused individual career and skills development with leaders from across the business. There were over 130 active matches in 2023, with more than 3,800 hours spent on mentoring. The Live Green pillar also incorporates Bird's commitment to being an active and positive contributor to the communities in which we work and live. This starts with creating and maintaining an inclusive, respectful, and equitable working environment for all employees, and supporting employee-led initiatives such as the [Employee Resource Groups \(ERGs\)](#) that bring people together based on common identities, shared characteristics, or life experiences and amplify their voices. The [Indigenous Relations](#) team has been tremendously active over the past year, building relationships with [partners](#) and [communities](#) across the country and supporting and participating in a wide range of activities, including [skills development and training](#).

Rounding out our four pillars is Bird's [Commitment to Governance](#). Underpinned by our core values, this commitment informs the behaviour of our team members with each other, with the communities and stakeholders we engage with every day, with clients, and with investors. This ethos is codified in our [policies](#), which include reporting mechanisms and expectations of [employees](#) and [suppliers](#).

As we complete our 2022-2024 Strategic Plan, we have been reflecting on the remarkable growth of the ESG Program and the deep roots that have been embedded across the organization. Some of the seeds have been nurtured since the earliest days of Bird: a core ethos of integrity and excellence, an unwavering commitment to safety, a reputation as a trusted partner. Over time, as the organization expanded and diversified, a culture of collaboration and a dedication to continuous learning and development have taken root, providing the framework within which the ESG Program has flourished. As we prepare for the 2025-2027 Strategic Plan, we will continue to pursue a pragmatic and solutions-oriented strategy that aligns with our core values, incorporates material climate-related risk and opportunities, and supports the needs of our teams, business, clients, and industry.



Wayne Gingrich  
Chief Financial Officer



John Wright  
Senior Vice President,  
Strategic Development

# Meet the Team



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



**Gilles Royer**  
Chief Operating Officer

## ESG Executive Sponsors



**Wayne Gingrich**  
Chief Financial Officer



**John Wright**  
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**  
Vice President, Strategic Development



**Lara de Klerk**  
Manager, Sustainability



**June Grewal**  
ESG Specialist



**Nicholas Manucdoc**  
ESG Coordinator

## ESG Team

A comprehensive materiality assessment is conducted regularly to identify material topics that reflect the changing ESG landscape at Bird, in the construction industry, and in Canada.

The process combines input from internal and external stakeholders, and considers 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.



### Build Green

- Sustainable construction
- Sustainable energy and decarbonization
- Infrastructure supporting electrification



### Work Green

- GHG/energy performance
- Environmental stewardship
- Sustainable supply chain



### Live Green

- Employee health, safety, and well-being
- Indigenous relations
- Diversity, equity, inclusion
- Community investment and engagement
- Stakeholder engagement

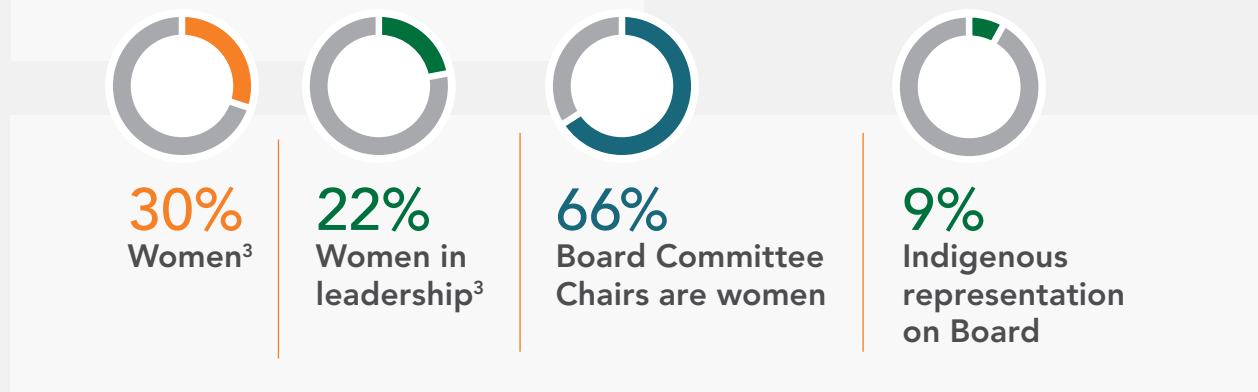
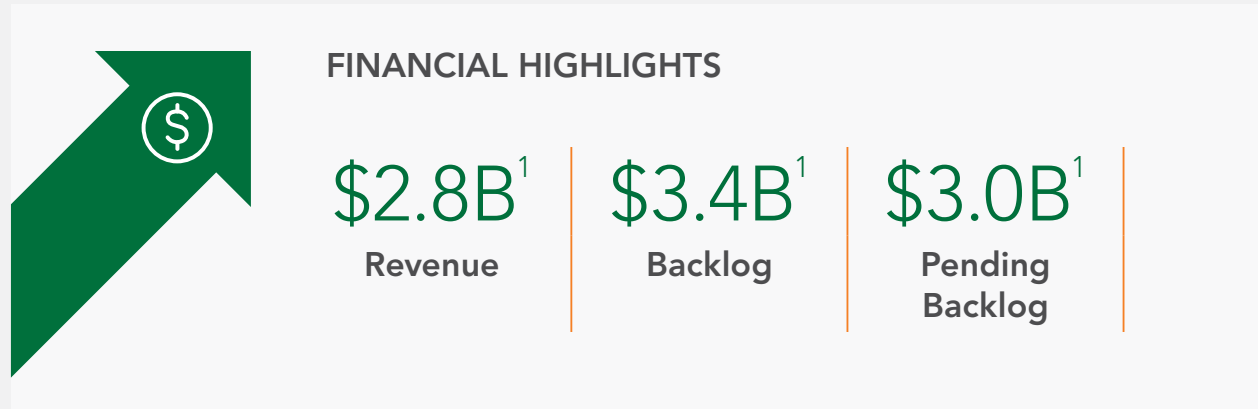


### Commitment to Governance

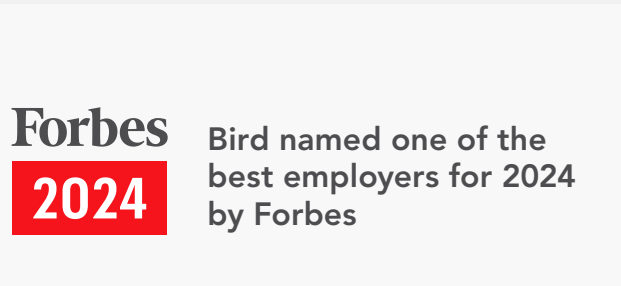
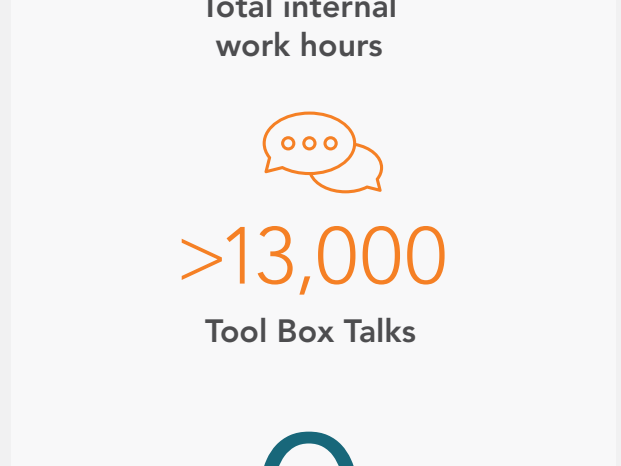
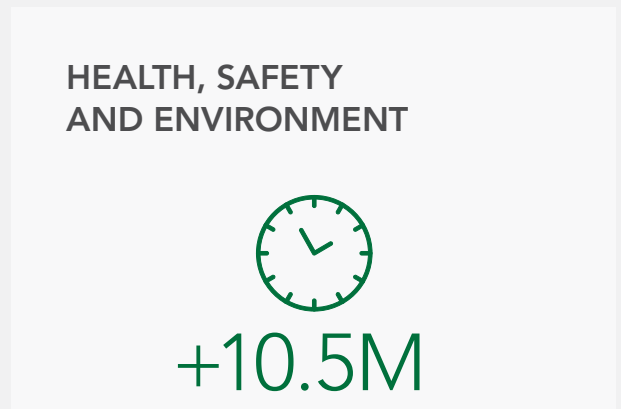
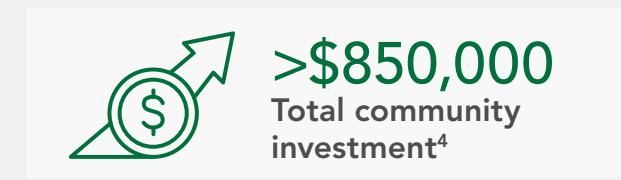
- Climate risk and opportunity management
- Business ethics and integrity
- Data privacy and security



# 2023 Highlights



<sup>1</sup> At December 31, 2023  
<sup>2</sup> Salaried and hourly throughout the year  
<sup>3</sup> Full-time salaried employees  
<sup>4</sup> Includes scholarships, sponsorships, donations, and distributions from Bird-supported endowments











# BUILD GREEN

## Sustainable Construction

Bird delivers future-ready sustainable solutions, partnering with clients to execute complex and innovative projects that can realize both environmental and cost benefits, from the materials we use to the strategies we deploy to reduce carbon emissions, increase energy efficiency, and minimize resource waste. Bird is committed to sustainable construction, offering end-to-end lifecycle solutions across a multitude of markets.

-  Net Zero
-  Deep Energy Retrofits
-  Mass Timber
-  Collaborative Contracting
-  Sustainable Energy
-  Modular and Prefabrication



Bird has LEED® accredited professionals across Canada and is a proud member of the Canada Green Building Council (CaGBC).

**+ 200 projects**

Over the last decade, Bird has delivered over 200 projects that are built to LEED® requirements or have acquired LEED® certification.



Bird executes projects that meet Green Globes, Passive House, WELL Standard, and Zero Carbon building requirements.



# Net Zero

Canada's ambitious target of achieving net zero carbon emissions by 2050 relies on unified efforts across all sectors, with construction playing a pivotal role. In addition to our own operational journey towards reducing carbon emissions, Bird's commitment to sustainable construction includes driving the transition to a net zero carbon economy. Highly energy-efficient, zero carbon buildings harness onsite or procured carbon-free renewable energy to offset yearly carbon emissions from both materials and operations. Zero carbon building standards can be utilized for various building types, ranging from high-rise towers to arenas, warehouses, multi-unit residential complexes, and schools. Additionally, retrofitting existing facilities presents significant opportunities to reduce its carbon footprint. Leveraging a variety of technologies, processes, and materials, our teams are dedicated to advancing the realization of net zero buildings, in both energy and carbon reductions. Our passion lies in perpetually seeking innovative ways to enhance building performance and minimize environmental impacts throughout every construction phase and across the building's lifecycle.

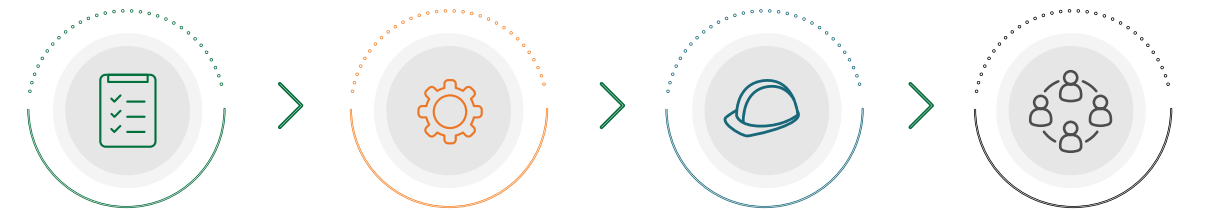
Bird is committed to sustainable construction, from the selection of materials, equipment, and systems we use, to the strategies we deploy to reduce carbon emissions, increase energy efficiency, and minimize resource waste. We have partnered with our clients to deliver complex and innovative building systems that meet LEED®, Green Globes, Passive House, WELL Standard, and Zero Carbon building requirements. Working collaboratively with all stakeholders, we can realize net zero goals as we create holistic solutions for a more sustainable built environment.



## Our team comprises experts in various fields including:

- ✔ Mass timber
- ✔ Energy Storage
- ✔ Sustainable Energy
- ✔ Energy Code
- ✔ Building Envelope
- ✔ Mechanical Systems Optimization
- ✔ Energy and GHG Reporting
- ✔ Project Finance and Analysis

## Our Net Zero Services From Pre-Design to Post-Construction



### Pre-Design

- Conceptual design development
- Feasibility studies
- BIM and Grey box energy analysis to assist with establishment of energy objectives
- Interactive project planning sessions
- Early alignment of scope, sustainability targets, schedule, and cost

### Design

- Managing interdisciplinary design strategies that achieve Net Zero targets
- Knowledge sharing from national Net Zero experience
- GHG emissions reduction strategy development, complimented by opportunities for carbon offset partnerships
- Collaborative approach to driving efficiency through detailed design, construction, and post-construction lifecycle

### Construction

- Construct project according to specifications and schedules
- Sustainable construction practices
- Discipline coordination and integration

### Post-Construction

- Inspections and performance testing
- Commissioning
- Building operation training and turnover
- Energy and GHG reporting utilizing sensors and analytics dashboards
- Finalized documentation for certification programs

# 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 and decarbonization goals as we pursue holistic solutions to create a more sustainable built environment. Design approaches, technology, and strategies are constantly evolving in response to carbon reduction targets, driving improvement and innovation.

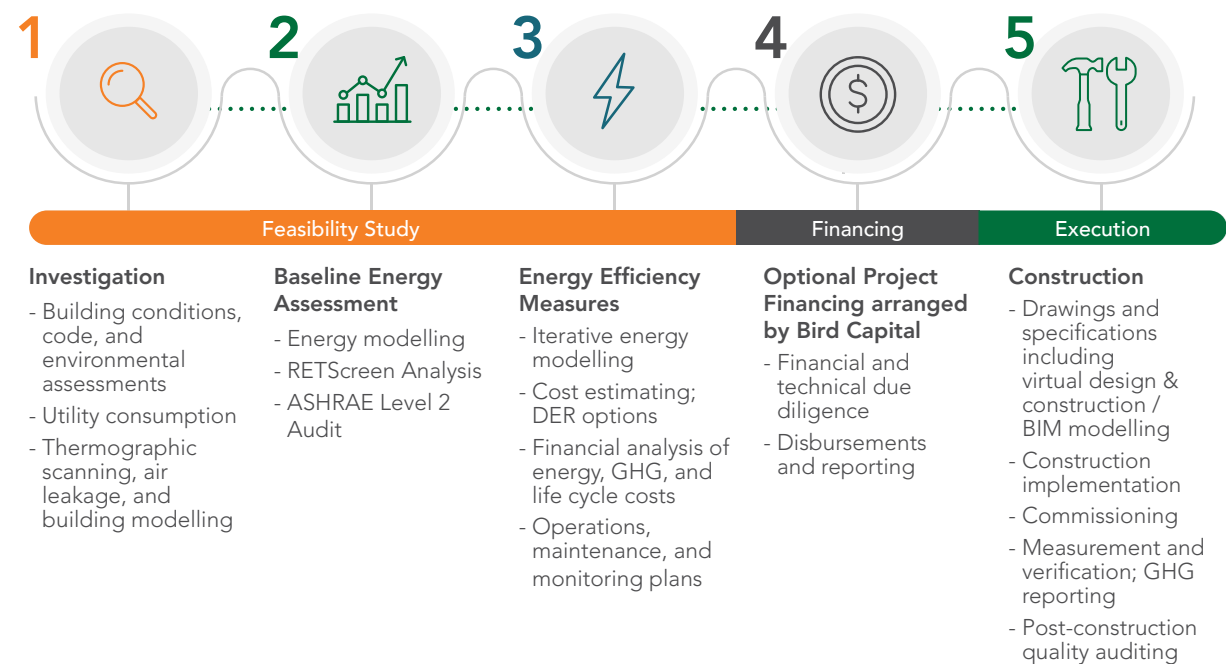
Bird leverages our wealth of multi-disciplinary experience across Canada to deliver deep energy retrofit solutions that have a real impact:

- Energy analytics of existing buildings and presenting conceptual design options
- Mechanical and electrical assessments and optimization
- Sustainable, renewable energy, and low carbon solutions
- Managing incentives from utilities and government agencies
- Energy modelling and analysis

**Building retrofit solutions include reducing GHG emission and energy costs by the following classifications:**

**10% – 30%** LIGHT RETROFITS    **31% – 50%** MEDIUM RETROFITS    **51% – 80%+** DEEP RETROFITS

## 5 STAGES





**University of Victoria Engineering Expansion Project**  
Victoria, British Columbia

Bird has broken ground on this project that consists of two new state-of-the-art academic buildings: the six-storey Engineering Computer Science Building Expansion that spans 68,180 square feet, and the two-storey High Bay Research and Structures Laboratory Building (20,900 square feet). The project will provide living labs for experiential learning, featuring multidisciplinary instructional and research labs with highly specialized equipment and infrastructure, design studios, computer labs, and faculty and graduate student office space.

The project has a Net Zero Carbon Ready Design and will target LEED® Gold. To support reduced greenhouse gas emissions and a smaller carbon footprint, both facilities extensively leverage mass timber structural elements, including columns, beams, and lateral bracing. The interior spaces have been designed with the intentional selection of low-emitting materials and recycled contents. The green and solar roofs further the environmental sustainability of the buildings.

**Vancouver Community College Centre for Clean Energy and Automotive Innovation**  
Vancouver, British Columbia

Bird has been selected as the Construction Manager for the VCC Centre, an eight-storey, 343,832 square foot, LEED® Gold and energy-efficient facility with elements of exposed mass timber. Supporting the growing green economy, it will provide education and skills training for people in British Columbia and Red Seal certified apprentices of modern automotive trades, including electric, hydrogen fuel cell, plug-in and autonomous vehicles. The facility will accommodate as many as 1,400 students annually, with exceptional opportunities for interdisciplinary learning and collaboration, new civic amenities, academic and collaborative design spaces, and purpose-built Indigenous gathering spaces.

**Supporting the growing green economy**

**St. Francis Xavier University Centre for Health and Innovation**  
Antigonish, Nova Scotia

Bird signed the construction management contract for the new St. Francis Xavier University Victor Philip Dahdaleh Hall. Located in Antigonish, Nova Scotia, the new 62,000 square-foot academic building will be the third component of the Xaverian Commons project. The project scope includes a focus on sustainability. The anticipated requirements include faculty offices, wet and dry teaching and testing research labs, and classrooms.

**Mount Carmel Clinic**  
Winnipeg, Manitoba

The Mount Carmel Clinic was founded in 1926 to provide culturally safe and affordable medical care to newcomers to Canada. Its mandate has expanded over the years to its current mission of increasing the overall well-being of families by providing accessible, community-centred programs, resources, and health services. A deep energy retrofit is being undertaken to revitalize an existing building, leveraging funding from the Federation of Canadian Municipalities’ Green Inclusive Community Building Fund. The revamped facility will house two key programs offered by the clinic: the Wiisocotaiwin – Assertive Community Treatment (ACT) program that aims to reduce homelessness in Winnipeg, and a drop-in centre and outreach program for women-identifying persons engaging in survival sex work.

Bird will implement a number of measures to achieve the energy and GHG reduction targets. This includes replacing the natural gas system with air-to-air heat pumps (together with a dual core energy recovery ventilator), electrifying the building, installing lighting upgrades, and performing thermal and air-sealing upgrades to the building facades and roof. Throughout the process, Bird is performing energy modelling with project partners.

**68%** energy reduction\*    **98%** GHG reduction\*

\* From current building usage

**Buildings Team Awarded HandyDART Centre**  
View Royal, British Columbia



HandyDART is a door-to-door shared transit service for people with permanent or temporary disabilities that prevent the use of fixed-route transit without assistance. This project for the BC Transit HandyDART Centre, located in View Royal, British Columbia, will entail the construction of a new operation and maintenance facility that includes an administrative area, a transit yard holding up to 110 custom transit buses, five maintenance bays, temporary on-site fueling, an automated bus wash, and a service island. The building is targeting LEED® Gold V4 and will be designed to meet Step Code 3 energy code requirements.





## Sustainability changemakers

### FCM Sustainable Communities Conference



The Federation of Canadian Municipalities (FCM) Sustainable Communities Conference brought together sustainability changemakers and champions in Ottawa. Topics at the event included strategies to achieve net zero, thermal management, climate budgeting, and government funding opportunities.

Bird was a proud sponsor of the event, and Richard Marshall (Director, Design and Innovation) and Connor McLellan (Director, Client Development and Relationships) presented a workshop on the procurement methods that help ensure success on sustainable projects, including how to establish a collaborative team, using energy modeling as a decision-making tool, understanding the total cost of building ownership (lifecycle costing), and using Building Information Modeling (BIM) tools to enhance the project design and team communication.



### Retrofit Canada Conference

Bird was a proud Gold-level sponsor of the conference at which a number of key issues were discussed, including drivers for the retrofit market, emerging energy options, policies and regulations for the retrofit market, and the exchange of best practices through a range of case study presentations. Richard Marshall (Director, Design and Innovation) participated in a Capacity Strategy Panel on how to build a workforce that can support the development of a mass retrofit industry.



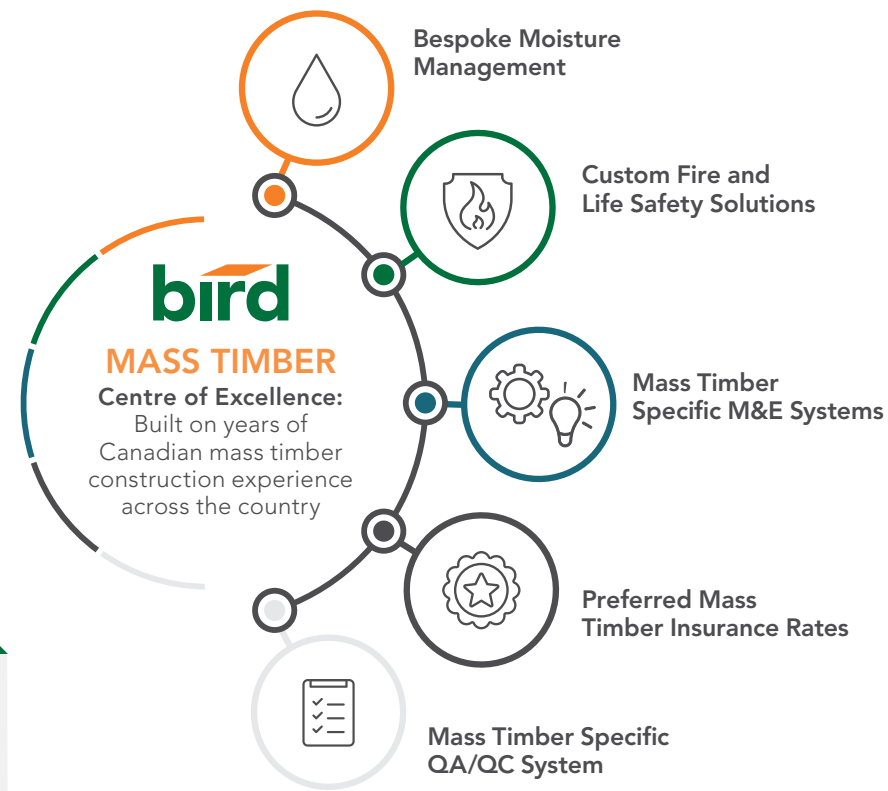
# MASS TIMBER SPOTLIGHT

**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 procures all wood products from certified sources, including FSC, PEFC, CSA, and SFI. Bird's support of sustainable forestry products promotes responsible forest management, which is an important element in combating the impact of deforestation and preserving biodiversity.



**Build Green**  
Mass Timber



**Bird is a leader in wood construction with the in-house expertise to develop cross-laminated timber, nailed laminated timber, wood-frame, and hybrid projects**

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.



**East Coast Lifestyle Headquarters**  
Halifax, Nova Scotia

This 11,000-square-foot eco-conscious facility includes a storefront, coffee shop, office, warehouse, and basketball court. The project prioritizes low-carbon building materials that will sequester carbon throughout the lifespan of the building, and blends mass timber, structural steel, concrete tilt panels, and membrane roofing into the design. Spruce fir cross-laminated timber (CLT) panels were used for roofing, and the building incorporates spruce fir roof joists and Douglas fir columns. The deliberate integration of diverse construction elements reflects a commitment to innovation and functionality, aligning with the brand's ethos and operational needs.

**Seneca Polytechnic Health & Wellness Centre Project**  
Toronto, Ontario



The multi-storey health and wellness complex will include recreation and competition gyms, fitness centre, spiritual room, Seneca Student Federation (SSF) offices, and wellness rooms. Initial design plans include a central drum courtyard with a fire pit and an array of native plants and trees, regenerative forest, earth mounds, and a rooftop terrace. There is a strong emphasis on operational sustainability and resiliency and the incorporation of green building practices. This includes extensive use of mass timber, rainwater harvesting, solar energy, geothermal energy, renewable building materials, and green roofing. We look forward to sharing more about this innovative collaborative project in the months to come.

Photo credit: Architectural rendering by Tango Studio, provided by DIALOG



## Build Green Mass Timber

### Brightshores Markdale Hospital Grand Opening

Markdale, Ontario



The Brightshores Markdale Hospital in Markdale, Ontario, celebrated its grand opening on September 14. Ontario Premier Doug Ford and Health Minister Sylvia Jones were at the ribbon-cutting ceremony, along with almost 100 other attendees.

The new 68,000-square-foot, two-storey hospital contains an emergency department, in-patient and out-patient services (memory clinic, mental health, diabetes, etc.), diagnostic imaging and laboratory services, palliative care, procedure rooms, spiritual care, and flex space on the ground floor for future expansion.

Bird, with our trade partner, was responsible for the design, supply, and installation of the structural glulam system. The building structure consists of cast-in-place concrete, structural steel, and structural glulam that has been left architecturally exposed at the main entrance of the building. The exposed glulam cantilevers out of the building, supporting the canopy above, and is accented by the Trespa wood grain panels on the building interior and exterior soffit.



### Manitoba Hydro

Rural Municipality of Dugald, Manitoba

The new office building for Manitoba Hydro consolidates three construction groups into a single office building. The sustainable design includes a mass timber roof that utilizes carbon sequestration to draw carbon from the air. The building's roof is comprised of 7,600-square-feet of dowel-laminated timber, with 6-inch decking. The juxtaposition of this roof with the metal roof supported by glulam beams is aesthetically unique. There were no adhesives used on the project resulting in no off-gassing or formaldehyde. The roof is designed to R70, and up to R90 at the slope.



Build Green

# Sustainability Showcase

## York University Markham Centre Campus Markham, Ontario

The York University Markham Centre Campus is a milestone for the city, creating a hub for innovation, and contributing to economic growth and community development.

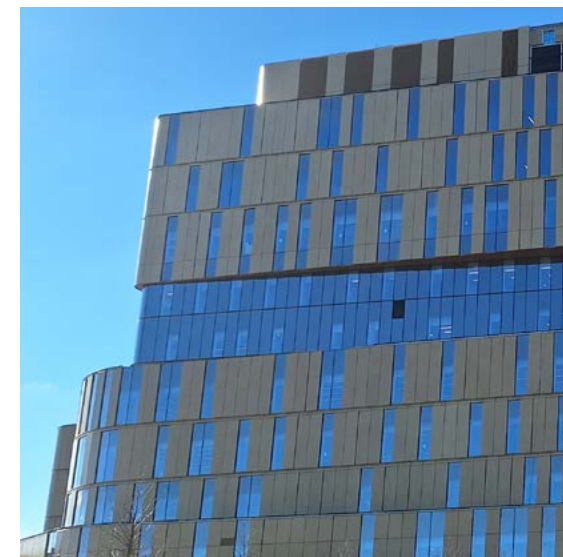
The state-of-the-art learning facility will be the first university campus in Markham, and will have spaces dedicated to teaching and research, including laboratories. The ten-storey building will span over 400,000 square feet and provide housing for up to 4,200 students within walking distance of the Unionville GO station, local YMCA, and the Markham Pan Am Centre.

Initially targeting LEED® Silver certification, the project is now pursuing LEED® Gold standards. Among the features included are electric vehicle charging stations, indoor air quality control systems, and LED light fixtures with daylight controls to minimize usage. While under construction, the team conducted erosion sediment control inspections and used double-layer sensors with catch basins to prevent unwanted materials from entering the local ecosystem.



### Leveraging Technology

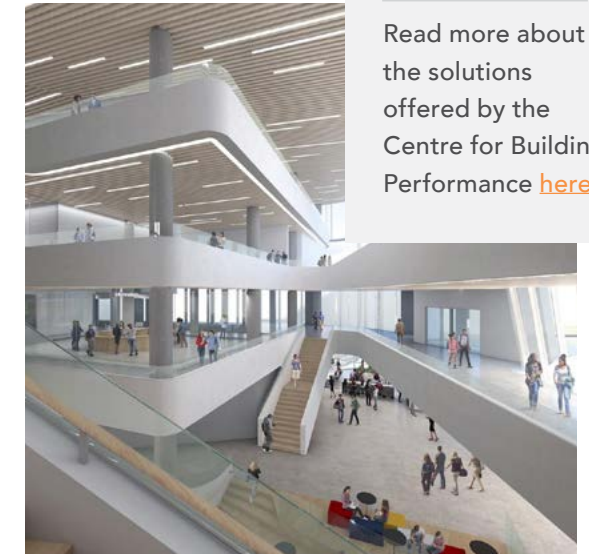
Building Information Modelling (BIM) is being used to assist in the design, construction, and delivery of the project to optimize efficiencies. BIM allows the construction team to visualize progress through animations, quickly identify and solve issues, and give stakeholders a visual model of the final design. Construction teams use BIM models to stay updated on their weekly tasks, notifying them of potential risks, and providing progress updates. Following completion, the integrated building systems will provide data and analytics for the optimal operation and maintenance of the building.



 **Social Procurement Target Exceeded**  
**>248%**



Discover more about digital construction innovations at Bird [here](#).



Read more about the solutions offered by the Centre for Building Performance [here](#).

### Collaborating with Communities

Developing authentic relationships with the communities in which we work and live is a core value of the Bird team. The York University Social Procurement Policy originally targeted \$3 million in procurement from social enterprises and diverse suppliers. Bird has already surpassed this goal by over 248%, spending more than \$7.46 million so far with diverse suppliers. Bird also achieved the goal of hiring almost double the target number of workers from diverse, equity-seeking communities. Additionally, nearly all the concrete used was supplied by the local vendor Allmix/Innocon.

Learn more about social procurement at York University [here](#).



## Build Green

**Bird's broad offering of innovative client solutions, including extensive self-perform capabilities, contribute to the execution of decarbonization and electrification projects across Canada.**

Building strong relationships provides a foundation for authentic collaboration, which drives innovation and the realization of practical solutions that serve the sustainability goals of clients and communities.



Special Projects



Technical Services



Fabrication



Innovative Trenching Solutions (ITS)



### Special Projects

Bird's Special Projects team excels at projects that require a flexible and responsive approach. The Special Projects team targets smaller, specialized projects that are typically shorter in duration and require a distinctive approach. Special Projects focus on repeat business with existing and new national clients, and our collective construction expertise supports our client's goals by leveraging new technologies, sustainable practices and materials, and collaborative contracting models.

### Technical Services

Technical Services is an integrated part of Bird's MRO team and provides a full range of specialized services including high voltage services (480V to 500kV), advance protection and control, SCADA/ substation automation/telecom support, MV/ HV cabling, apparatus commissioning and maintenance, and transformer services that include online degassing. Our customized asset lifecycle program ensures that each client's unique long-term requirements are not just addressed but exceeded wherever possible. The team of specialized, highly trained, and experienced professionals provides exceptional service to clients in the utility, industrial, and buildings markets.

### Fabrication

Bird's fabrication team specializes in off-site fabrications of mechanical process pipe, structural steel, and electrical installations and integration. The facility includes 10 acres of module assembly yard, pipe spooling, structural steel metal shop, and a Canadian Standards Association (CSA) approved electrical panel shop. The team provides electrical assembly services that support the complete lifecycle of electrical systems including design support, procurement, integration, installation, and commissioning. Bird's facility is a total solution provider for industrial piping needs and fabricates structural steel and other miscellaneous steel. We provide value to our clients through early contractor involvement services and complete self-perform capabilities, which reduce risk and provide certainty throughout execution.

### Innovative Trenching Solutions (ITS)

ITS, a division of Bird, is a North American leader that specializes in one-pass trenching technology to install underground utilities safely, efficiently, and economically. Our one-pass trenching is a key self-perform service provided to the renewables and utility sectors.

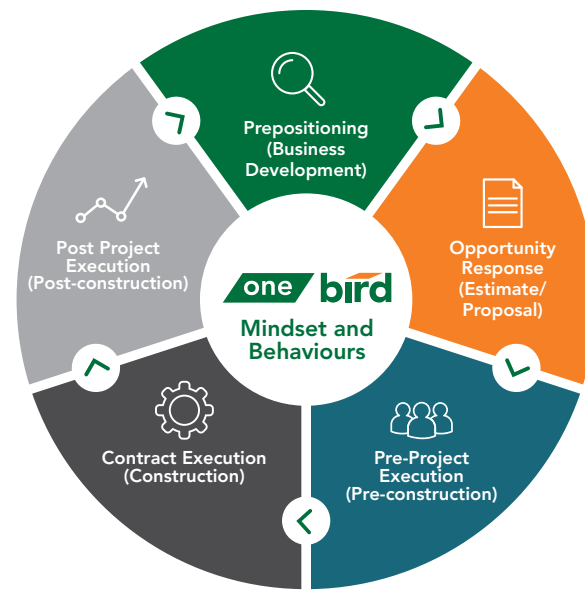
- Faster and more efficient compared to traditional trenching methods
- Installs pipelines or conduit and closes trenches in a single pass
- Reduces the construction footprint, creating minimal ground disturbance and enabling faster regrowth of vegetation post-installation
- Fleet of Fockersperger Plows and Winch Tractors (for plow)



# 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, including an early design phase and open-book costing. 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.



### Collaboration Playbook

A tool to support a culture where collaborative behaviours are ingrained in team actions and interactions.

### BIRD'S COLLABORATIVE APPROACH IN PRACTICE:

- Bird collaborates internally across districts, divisions, and areas of expertise
- Externally, Bird partners and collaborates effectively with designers, consultants, trades, and competitors
- Bird is a leader in collaborative contracting, with extensive experience successfully executing IPD, CM, and PDB contracts

“Collaboration is the bedrock of operational excellence. When we move together with a shared vision and mutual trust, every challenge becomes an opportunity, and **high performance becomes not just an aspiration, but a standard we consistently achieve.**”

Gilles Royer  
Chief Operating Officer

### Key Success Factors:

- Long-term Relationships: Mutual respect and open communication for repeated and successful project delivery
- Transparency and Collaboration: Respectful truth over artificial harmony
- Common Goals and Values: Win/win mentality, coming together as one team to solve for the project
- Leveraging Strengths: Working together to bring the very best to clients and communities
- Continuous Improvement: Shared focus on safety, quality, cost, schedule, and vision



**Open Communication**  
Open, direct, and honest communication among all participants



**Mutual Respect and Trust**  
Understand the value of collaboration and work as a team in the best interests of the project



**Continuous Improvement**  
Identify opportunities to streamline work to improve the speed and quality of value delivery

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

## Global Energy Show Award



Bird's Industrial East team was awarded the Collaborative Trendsetter Award at the 2023 Global Energy Show in recognition of their work on the Hydro One Bruce Power Project. The award was created to recognize companies that advance the use of collaboration techniques to achieve outstanding results. The team used advanced technology to combine multiple design models into one coordinated 3D model resulting in safer construction methods and enhanced site efficiency. The project team established a strong collaborative team culture with all project stakeholders to deliver on-schedule and under-budget performance while achieving excellent safety and quality results. The project team is now working on Phase 2 at the Bruce A site following the successful project at the Phase 1 Bruce B site.

## Advancing IPD Conference

Geoff Capelle, Director of Project Development and Collaborative Delivery, delivered a seminar at the 2023 Advancing IPD Conference in Dallas. Titled "Assessing the Suitability of IPD for Your Project to Make Sure Your Client Can Maximize the Benefits it Affords", Geoff outlined why certain industries are more likely to choose IPD as opposed to others, discussed the criteria that should be met for IPD in terms of project value or complexity and the stakeholders involved, and spoke to scaling knowledge and learnings from IPD experience to expand its applicability and better recognize suitable projects. Find out more about the event [here](#).

## IPDA Conference

Geoff joined Lynnell Crone, Vice President - Alternative Contracts & Light Industrial, at the Integrated Project Delivery Alliance (IPDA) conference in Montreal, where they both participated in a panel discussion on IPD in the industrial space, considering some key differences and case studies on how IPD has been applied across industrial projects. Read more about the event [here](#).

# Collaborative Contracting Feature

View a video about project progress [here](#).

## East Harbour Transit Hub Toronto, Ontario

Bird announced that its 50/50 joint venture with AtkinsRéalis, under the Rail Connect Partners joint venture, has entered into an Alliance Development Agreement to work collaboratively with Metrolinx (Owner Participant) and Hatch (Design Non-Owner Participant) to deliver the East Harbour Transit Hub (EHTH).

The East Harbour Transit Hub, an interchange station for the GO Stouffville, Lakeshore Line and the Ontario Line, is one of the first major projects in Canada to be procured using an 'alliance' model. The alliance model has been used internationally to plan and deliver large, complex infrastructure programs, driving innovation and collaboration

between parties. The alliance model is better equipped to manage risk with greater transparency and cooperative decision-making. The Alliance Development Agreement marks a collaborative phase where the focus is on optimizing the design solution, developing detailed resource, cost, and schedule estimates, preparing a project proposal, finalizing the project Alliance Agreement, and performing early works.

The East Harbour Transit Hub will be an interchange station situated east of the Don Valley Parkway at Eastern Avenue in the Riverdale neighbourhood. Its location on the Lakeshore East and Stouffville GO lines will provide connections to the Ontario Line subway and future TTC transit services. Based on preliminary analysis, East Harbour Transit Hub is expected to bring about 100,000 daily riders.



## THE EHTH ALLIANCE AGREEMENT IS CHARACTERIZED BY:

- Collective sharing of project risks
- No fault, no blame, and no dispute between alliance participants
- Unanimous principle-based decision making on all key project issues
- An integrated project team selected on basis of best person for each position

**>50%** Senior management roles held by women

In a survey sent to Alliance staff, 40% identify as being women, surpassing the project team goal of 38%, and over 50% of senior management roles are held by women. The EHTH Alliance team also engages with businesses from Equity Deserving Groups and Social Enterprises, identifying potential opportunities to engage with communities that have faced significant, systematic inequality or other barriers to full and equal participation in society and the labour market.



## Okanagan Indian Band (OKIB) Water Systems Improvement Project Update

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 interconnects and modernizes 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 people, the quantity of water, and fire protection for the community. As a result of the project, OKIB was able to lift the water advisory for the Head-of-the-Lake/Irish Creek area.



► The Bird team attended the Okanagan Indian Band's Water Celebration. It was a beautiful day of celebrating both the Water Systems Improvement Project and the OKIB Community Housing Project.



### OKIB Water Systems Improvement Project Highlighted in Business Elite Canada

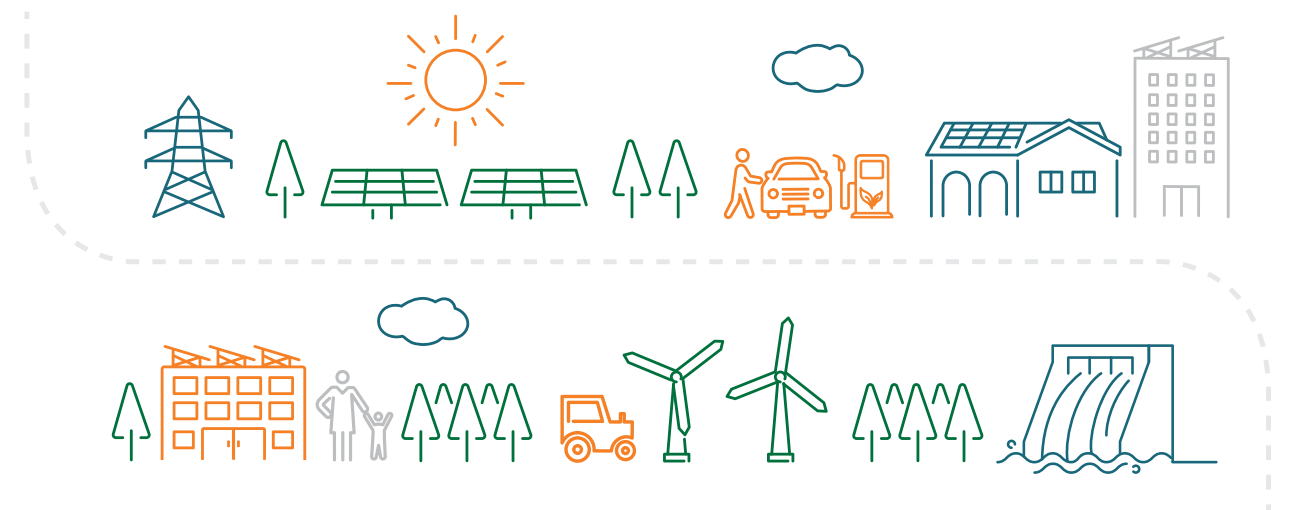
The OKIB project was spotlighted in the February edition of Business Elite Canada. The article speaks to the collaborative Integrated Project Delivery (IPD) methodology, Indigenous relationships, team success, and overall business case.

[Click here](#) for the full spotlight on pages 16-23.

## Sustainable Energy

### Bird has been supporting the construction execution on some of our country's largest infrastructure projects

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, Bird is contributing to delivering cleaner energy solutions and supporting decarbonization initiatives.



## Sustainable Energy Solutions



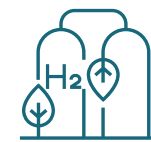
### CLEAN POWER GENERATION & STORAGE

Nuclear Energy	Hydropower	Energy Storage	Renewables
<ul style="list-style-type: none"> <li>Net Zero Nuclear Energy Plants</li> <li>Small Modular nuclear Reactors (SMnRs)</li> <li>Nuclear Process Buildings</li> <li>Nuclear Waste Management Facilities</li> <li>Nuclear Research Facilities</li> <li>Nuclear Fuel Cycle Facilities</li> <li>Nuclear Plant Maintenance and Capital Projects</li> </ul>	<ul style="list-style-type: none"> <li>Large-Scale Hydroelectric Power Plants</li> <li>Small-Scale Hydroelectric Systems</li> <li>Pumped Storage Hydropower Plants</li> <li>Hydropower Plant Upgrades</li> <li>Dam Rehabilitation &amp; Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Battery Manufacturing Facilities</li> <li>Battery Energy Storage Facilities</li> <li>Energy Storage Retrofits</li> <li>Battery Recycling &amp; Disposal Facilities</li> <li>Battery Testing &amp; Research Centres</li> <li>Thermal Storage Facilities</li> </ul>	<ul style="list-style-type: none"> <li>Solar Farms</li> <li>Wind Farms</li> <li>Hydroelectric Power Plants</li> <li>Biomass Energy Facilities</li> <li>Geothermal Power Plants</li> <li>Grid Interconnection Facilities</li> <li>Microgrid Development</li> </ul>



### TRANSMISSION & DISTRIBUTION

Grid Reliability Improvement	Infrastructure for New Electricity Sources	Increased Electrification (Industrial, Buildings, and Vehicles)
<ul style="list-style-type: none"> <li>Improvement to grid resilience</li> <li>Enhance grid flexibility</li> <li>Grid congestion reduction projects</li> <li>Transitioning distribution lines underground</li> </ul>	<ul style="list-style-type: none"> <li>Transmission connecting new generation sources to existing T&amp;D infrastructure</li> <li>Substations at new generation sources</li> </ul>	<ul style="list-style-type: none"> <li>Transmission &amp; distribution infrastructure to support vehicle electrification</li> <li>Transmission &amp; distribution infrastructure for building electrification</li> <li>Substations / Transformers near industrial developments</li> <li>Transmission &amp; distribution for geographic expansion &amp; industry development</li> </ul>



### LOW CARBON EMISSION INITIATIVES

Hydrogen (CCUS)	Organic Waste Processing, Biogas, RNG	Sustainable Buildings
<ul style="list-style-type: none"> <li>Hydrogen Production Facilities (Electrolysis, Steam Methane Reforming (SMR), Auto Thermal Reforming (ATR), Methane Pyrolysis)</li> <li>Hydrogen Transportation (Liquefaction, Blending) &amp; Storage</li> <li>Hydrogen Fueling</li> <li>Hydrogen Power Plants</li> <li>Carbon Capture Facilities</li> <li>CO2 Transportation Infrastructure (Pipeline &amp; Compressor Stations Modifications)</li> <li>CO2 Utilization &amp; Storage (Below Ground Sequestration)</li> </ul>	<ul style="list-style-type: none"> <li>Anaerobic Digestion Facilities</li> <li>Composting Facilities</li> <li>Biomethane &amp; Biofuel Production Plants</li> <li>Waste-to-Energy Facilities</li> <li>Food Waste Reduction &amp; Recovery Centres</li> <li>Biogas and Landfill Gas Upgrading Facilities</li> </ul>	<p><b>New Buildings</b></p> <ul style="list-style-type: none"> <li>Net Zero Buildings</li> <li>Net Zero Ready Buildings</li> <li>High Performing Buildings</li> </ul> <p><b>Existing Buildings</b></p> <ul style="list-style-type: none"> <li>Deep Energy Retrofits</li> <li>Waste-to-Energy Retrofits</li> <li>Energy Use Retrofits</li> </ul>





**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 Canadian Nuclear Laboratories (CNL) locations, including our joint venture project to construct the 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, N286, and N285.

Bird also 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. 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 sustainable energy services [here](#).



### Milestone at Advanced Nuclear Materials Research Centre Project

Chalk River, Ontario

A significant milestone was achieved in 2023 at the Advanced Nuclear Materials Research Centre (ANMRC) project with the completion of the mass excavation work on the nuclear island and approval for engineered flowable backfill. The engineered fill was installed per CSA N299.3 requirements. The project brings together multiple joint venture and IPD partners who are working collaboratively to achieve a complicated work program within a large nuclear facility with many interfaces and stakeholders.

As we shared last year, 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.



### Port Hope Area Initiative Master Construction Contract by Canadian Nuclear Laboratories



The Port Hope Area Initiative (PHAI) is one of the most significant nuclear and environmental clean-up efforts in North America. The initiative aims to excavate low-level radioactive waste (LLRW) from Port Hope's vicinity and relocate it to a secure long-term waste management facility (LTWMF). Bird's responsibility encompasses decontaminating and rehabilitating over 400 properties and evaluating 400 road allowances within Port Hope for radiation spread.

The newly awarded task order by CNL expands Bird's responsibilities on approximately 400 sites in the municipality of Port Hope. Bird will be responsible for the engineering, design, procurement, and remediation and restoration activities for the sites where Bird has been performing remediation activities since late last year. Bird's expanded responsibilities in Port Hope reinforce the company's growing presence in environmental remediation and the nuclear sector.



### Whiteshell Decommissioning- Standpipe & Bunker Waste Retrieval System Project

Pinawa, Manitoba



Bird partnered with Eclipse for the factory acceptance testing, integrated operational testing, transportation, assembly, disassembly, operation, and decommissioning phases of the Whiteshell project. During the testing phases of the project, Bird operators have been running the tooling and equipment to ensure all functional requirements are met while its project team is preparing execution plans.

The Bird team disassembled and reassembled over one million pounds of tooling and has prepared to transport the tooling on over 100 trucks from Cambridge, Ontario to the final operating location in Pinawa, Manitoba. Once there, trained operators will be responsible for operating the remote system, managing the removal of low, intermediate, and high-level solid and liquid waste from the existing standpipes and bunkers.



### Buffalo Atlee Wind Project

Jenner, Alberta



The Buffalo Atlee Wind Project is located in Southern Alberta, approximately 100 kilometres northwest of Medicine Hat. The project is rated for 67 MW and includes 13 SG145 5.2MW wind turbine generators (WTGs), 12 kilometres of circuit collector cables (3ph), SCADA, four switching stations, turbine gravity foundations, new access roads, all procurement (with the exception of the turbines) and all engineering. Bird was the EPC prime contractor and self-performed the majority of the work, including civil, electrical, structural, mechanical, commissioning of switching stations, and energization.

### Kent Hills I & II Rehabilitation Project

Moncton, New Brunswick

The Kent Hills I & II Wind Rehabilitation Project involved de-energizing safely with implementation of lockout and tagout procedures, expanding the access road widths, installing crane pads, the dismantling of 49 existing V90 3.0MW wind turbines staged at each turbine pad, removal and preservation of power cables, demolition of 50 rock anchor foundations and replacing them with newly designed deeper and wider gravity foundations, and installing the 49 dismantled wind turbines plus one V126 3.45MW, reinstalling and testing the collector system, and energizing each turbine. Bird was the prime contractor and self-performed the majority of the work, prior to returning it to service.



### Hydro One Networks Inc. (HONI) 500kV GIS, Relay Building, and Equipment Installation

Tiverton, Ontario

Bird executed an engineering, procurement, and construction (EPC) contract for a new two-storey building specifically designed and constructed within the perimeter of the existing energized 500kV switchyard at the Bruce Nuclear Generating Station, to house the 500kV GIS switchgear, relay, and battery equipment. This replaced the existing major equipment and structures in the Bruce B SS Switchyard that were at end-of-life. Based on the strength of the execution of this project, Bird has commenced work on the Bruce A project, initiated on a progressive design build basis.





## Toronto Western Hospital

Toronto, Ontario



The milestone project for Toronto Western Hospital encompasses the renovation of an existing vacant building into a vault that will house 16 Huber wastewater heat exchangers and five chiller/heat pumps, the excavation of a 200-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. Key components include a new hot water loop installation, replacement of air handling unit coils, construction of an energy transfer station for heating and cooling generation, and the wet well for sewage screening and pumping.

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 represents 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 project is anticipated to be completed in mid-2024.

View a short clip about this project [here](#).

### World's largest

raw wastewater energy transfer project

**~90%**

Hospital heating and cooling requirements met by energy from wastewater

**8,400 metric tonnes**

Annual reduction in GHG emissions

**250,000 tonnes**

Cumulative reduction in greenhouse gas emissions over 30 years



**Build Green**  
Sustainable Energy

**BC Ferries Fleet Maintenance Unit  
Redevelopment Project**

Richmond, British Columbia

The Fleet Maintenance Unit (FMU) Redevelopment Project aims to revitalize BC Ferries' existing maintenance facility in Richmond, British Columbia, enhancing its capabilities and increasing its capacity to meet the demands of BC Ferries' operational needs. The FMU facility currently handles a substantial portion of the maintenance, repair, and upgrades for BC Ferries' 39-vessel fleet. Under the redevelopment plan, Bird will renovate five existing buildings to accommodate various BC Ferries user groups throughout the project timeline. In addition, a key aspect of the project is to replace several older buildings, including the existing machine shop, with a state-of-the-art multipurpose machine shop expanding the existing operational space by almost three times. Among the environmental considerations of the project are seismic work, flood mitigation, stormwater management, and energy efficiency prioritization. The result will be a modern, efficient, and sustainable facility that will support BC Ferries' operational needs for years to come.

**Under the redevelopment plan, Bird will renovate five existing buildings to accommodate various BC Ferries user groups throughout the project timeline**

**Electric Charging Stations**

Surrey, British Columbia



As part of an ongoing project, Bird has installed charging stations at the Surrey Distribution Centre. This forms part of Walmart's dedicated effort to electrify their shunt trucks and contribute to a greener future. We are proud to be part of this impactful initiative.



**OPG Otto Holden Generating  
Station I2PD Overhauls Program**

Mattawa, Ontario

Hydropower is an emissions-free source of renewable power that is reliable and adaptable to changing needs. Among the many hydropower projects that our teams have worked on is this eight-unit hydroelectric generating station, which is being overhauled under an Industrial Integrated Project Delivery (I2PD) model.

The I2PD method is based on trust, shared risk and reward, collaborative decision-making, early involvement of the I2PD team, early definition of program goals, intensified planning, and open communication. The I2PD Team will seek to maximize efficiency and minimize waste throughout the design and construction process, improve program quality and value, increase safety, and decrease claims, all while increasing the return on investment for the I2PD Team.

The goal of the hydroelectric unit overhauls is to realign the unit's stay ring due to concrete growth caused by Alkali Aggregate Reaction (AAR), and to update related auxiliary systems to achieve a long, reliable service life. The scope includes refurbishment and modification of retained equipment; design, supply, and installation of some new equipment; demolition of some existing systems; and commissioning to return the unit to operational service. Two of the eight hydroelectric units have been successfully refurbished, with the team planning to commence the third unit in June 2024.



## Stack Modular



Established in 2009, Stack Modular is a leading provider of innovative structural steel volumetric modular building solutions, focusing on designing and manufacturing customized modular solutions. With three state-of-the-art factory facilities totaling over 750,000 square feet of manufacturing space, Stack Modular is well-equipped to meet the demands of current and future projects. In 2017 Stack entered a strategic partnership with Bird Construction, creating a seamless combination of on-site and off-site construction methods including all the safety and environmental advantages of modular construction.



### Lower Emissions

Modular building methods have a lower environmental impact than conventional construction, with the potential to reduce CO<sup>2</sup> emissions by over 45%. Modular building processes reduce waste, optimize material usage, and decrease the need for extensive on-site labour and equipment. Stack's centralized manufacturing methods also allow for better quality control and performance of the building envelope systems, which are crucial for energy efficiency and sustainability. This makes Stack's modular building method a more environmentally-friendly choice as it aligns with global sustainability goals and offers a practical solution for clients seeking to minimize their carbon footprint.



### Energy Efficiency

Building envelope systems play a vital role in the energy efficiency, thermal comfort, and sustainability of a building by regulating the heat, air, and moisture flows between the indoor and outdoor environments, as well as providing insulation, ventilation, and daylighting. Modular construction allows for the optimization of building envelope systems as they can be designed, tested, and installed in a controlled factory setting, ensuring high quality and performance. We are committed to being at the forefront of innovation in building science, and our team is currently collaborating on numerous modular builds designed to Passive House Institute (PHI) standards.

### Material Use

Stack's modular building method minimizes construction waste by integrating several key strategies. Efficient design ensures optimal material usage. Continuous process improvement streamlines production, minimizing errors and rework. Early supply chain engagement fosters collaboration and the conscious selection of sustainable materials for factory production.

### Site Disruptions and Timelines

Modular building methods can reduce the average construction schedule of a project by up to 50%. Modular construction also reduces the number

of vehicles and heavy equipment required on site, which leads to reduced pollution and less site disruption.

### Safety

Stacks' modular building techniques promote safety through the controlled environment in which the modules are manufactured. Stack's factories are internationally safety certified and the exposure time to potential hazards are lower than on a traditional construction site.



**In 2023, Stack was the recipient of three awards of distinction from the Modular Building Institute (MBI), adjudicated by an independent panel of industry experts:**

Read more about the 2023 MBI awards [here](#).

- ✓ Permanent Modular Correctional for [IORD Thunder Bay](#)
- ✓ Permanent Modular Workforce Housing Over 10,000 square feet for [Cedar Valley Lodge](#)
- ✓ Permanent Modular Dormitory Over 10,000 square feet for [Kinshasa Patron Housing](#)



Build Green  
Modular and Prefabrication

## Modular Showcase

**Bird Awarded Canada's  
Tallest Modular Build**  
Vancouver, British Columbia

**Bird was awarded a construction management services contract for BC Housing's Permanent Supportive Housing Initiative, located on East King Edward Avenue in Vancouver, British Columbia.**

This 14-storey modular project is valued at approximately \$50 million and will provide 109 studio homes. The project design was supported by Bird's pre-construction design services, with the final design delivered by Stantec and Bird's Stack Modular business. The seamless exterior design will include elements that represent Coast Salish and Urban Indigenous Peoples, with the facade highlighted by timber-like panels and blank exterior wall space for culturally themed murals. It will follow the Passive House green building design standard, and the prefabricated modular construction method will reduce construction waste, expedite the construction process, and reduce costs.



**14-storey**  
modular project

As the first modular project of this height in Canada, the volumetric steel modular tower offers 14 floors of quality units on a rapid, repeatable scale. At the same time, it allows for customization to meet the community's needs and creates a look and feel comparable to current purpose-built apartments. With off-site design and construction of the units, the modular approach substantially reduces construction time, facilitating faster occupancy than traditional builds and reducing the impact on the local community during construction, while ensuring strict quality control, rigorous safety standards, and significant energy performance in line with Passive House standards. These benefits position modular construction as an efficient solution to Canada's housing crisis and long-term care capacity challenges, as well as for the delivery of other vital infrastructure with repeatable requirements.



The East King Edward Avenue building will be collaboratively operated by Vancouver Native Housing Society and Vancouver Aboriginal Friendship Centre Society. The project is part of a joint agreement between the City of Vancouver, BC Housing, and the Canada Mortgage and Housing Corporation (CMHC) to deliver a minimum of 300 permanent supportive homes on five city-owned sites.











## WORK GREEN

Bird is continuously exploring ways to work leaner, smarter, and greener. That is the focus of the Work Green pillar.

We are proactively investigating our processes and implementing appropriate sustainable, energy-efficient, and low-carbon solutions to reduce greenhouse gas emissions in our operations. The effective deployment of technology is an essential component of this pillar as it further enables the delivery of innovative solutions for sustainable construction that meets the needs of clients and communities and contributes to the achievement of climate goals.

-  Emissions Program
-  Digital Construction
-  Centre for Building Performance
-  Supply Chain Management

# Emissions Program



**Bird has committed to set near-term and long-term emissions reductions in line with climate science with the Science Based Target initiative (SBTi)**

Bird continues to 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. In addition to implementing sustainable, energy-efficient, and low-carbon solutions, Bird tracks the company's GHG emissions profile across all project sites and offices.

Bird has committed to set near-term and long-term emission reductions in line with climate science with the Science Based Target initiative (SBTi). This commitment will reduce emissions in line with the Paris Agreement goals and align the company to a 1.5°C future.

**Scope 1**  
Greenhouse Gas (GHG) Emissions

Direct emissions that come from sources controlled or owned by an organization (i.e. natural gas, fuel for vehicles and equipment)

**Scope 2**  
Greenhouse Gas (GHG) Emissions

Indirect emissions from purchased energy of an organization (electricity or heat used in buildings or facilities)

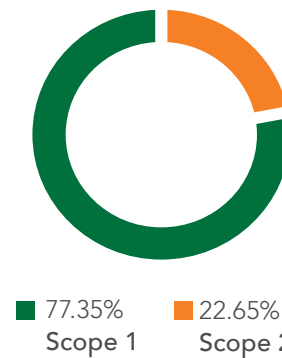
## Scope 1+2

- 39 Offices
- 12 Shops/Warehouses
- 4 Pre-Fab Facilities
- 5 Condos/Apartments
- > 200 Sites/Year

Bird has started a discovery process to collect data on the Scope 3 emissions in our supply chain.

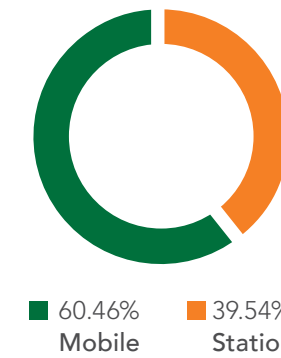
Limited to activities under Bird's operational control and paid for by Bird.

Scope 1 and Scope 2 Emissions (2022)



GHG emissions calculated in accordance with the methods detailed in the internationally recognized WBCSD/WRI Greenhouse Gas Protocol and ISO 14064-1.

Stationary and Mobile Emissions (2022)



Expert third party consultant provides quality and uncertainty assessment, and verification of Scope 1 and 2 emissions in accordance with ISO 14064-3.

We collaborate with teams across the business about the best practices, new ideas, and innovative solutions that can contribute to GHG emissions reductions in the way we work and build. Learn more [here](#).



# Digital Construction

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.

## 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.

## LASER SCANNING

Bird uses highly advanced laser scanning technology, which allows for the accurate capture of site conditions. During the course of a project, laser scanning can track construction progress against the digital model.

## 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. 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.

## Digital construction includes the integration of various technologies and processes



## Digitization Strategy Award

In 2023, Bird’s digital construction team received the Digitization Strategy Award at the Building Transformations’ Innovation Spotlight Awards. This recognition from North America’s largest building technology and innovation community is a milestone that signals Bird’s rapid digitization progress and underscores our leadership in innovative technologies.

The winning submission, titled “Effective Dashboards” was in the digitalization strategy category. The team at Project Bond, led by Cesar Boccardo, Digital Construction Manager, excelled in centralizing project data and presenting it on a dashboard.

Learn more about the winning submission [here](#).



Bird was also nominated in the category of construction management (for the [York University Markham campus](#) project in Toronto, Ontario) and in the digitalization strategy category (for the [Tilt-Up Logistics Planning for Lakes City Studios](#) in Vancouver, British Columbia).



Roxanne Gross, Senior Digital Construction Coordinator, spoke to the Manitoba Construction Sector Council (MCSC) about the many ways drones are being used on site to work smarter and work more safely.

### Collaborating with the Trades through Technology



The 2023 Building Transformations Industry Summit on Construction Technology focused on automation, and offsite and field technology in the future of construction. Mohamed Adel, Digital Construction Director – Buildings, participated in a panel discussion about how technology can help tradespeople and contractors communicate, coordinate, and work efficiently. View the full discussion [here](#).

### Hxgn Live 2023

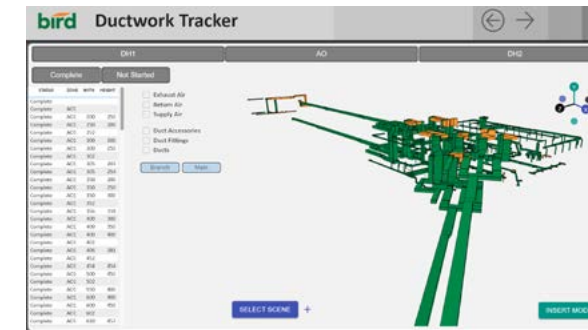
This event focused on digital transformation and innovation, and Bird’s Digital Construction Director – Buildings, Mohamed Adel, presented on “The future of construction: digitizing on-site construction using digital construction methods”. He showed how Bird has created a digital construction program with BIM/VDC as a foundation and the way in which it is transforming the way we build. This included demonstrating how digitizing on-site construction boosted Bird’s efficiency, quality, cost savings, and safety.

### Revizto Toronto Field Day

Cesar Boccardo, Digital Construction Manager, joined Mohamed Adel, Digital Construction Director – Buildings, for a discussion on immersive Common Data Environments (CDE) as the new standard for information management, exchange, and review. Learn more about the event [here](#).

### Data Centre

Ontario



The two-storey data centre (with associated office space) has a total footprint of 75,735 square feet, situated on a 377,920-square foot site. As a One Bird project, a number of Bird subsidiaries contributed to the project execution, including project management, construction, mechanical and electrical, formwork, utilities and infrastructure, and commissioning scopes. All the critical spaces and pathways were designed for a 500psf live load, with insulated precast load-bearing panels and hanging panels for the exterior walls. The 81-foot Next-beams, weighing approximately 180,000 pounds, are comparable to bridge girders.

Digital construction was utilized throughout the lifecycle of the project, with Bird ensuring team alignment and training across the site teams.

This went beyond coordination: Bird hosted the design, virtual office, trade models, and drawings that could be leveraged to perform shop drawings and constructability reviews. Clash detection enabled the team to review inconsistencies, and the trades teams could take charge of their modeling scope coordination. During construction, the digital construction environment tracked the cast-in-place concrete and individual precast elements, precast erection validation, ductwork planning, and owner-furnished contract-installed (OFCI) and commissioning elements, amongst many others. Laser scans and drones further contributed to internal checks and validations, and provided progress tracking. The use of digital construction technology in this manner enabled the management of complex logistical needs on a fast-paced project to ensure safety, accuracy, and efficiency.



**The two-storey data centre (with associated office space) has a total footprint of 75,735 square feet**



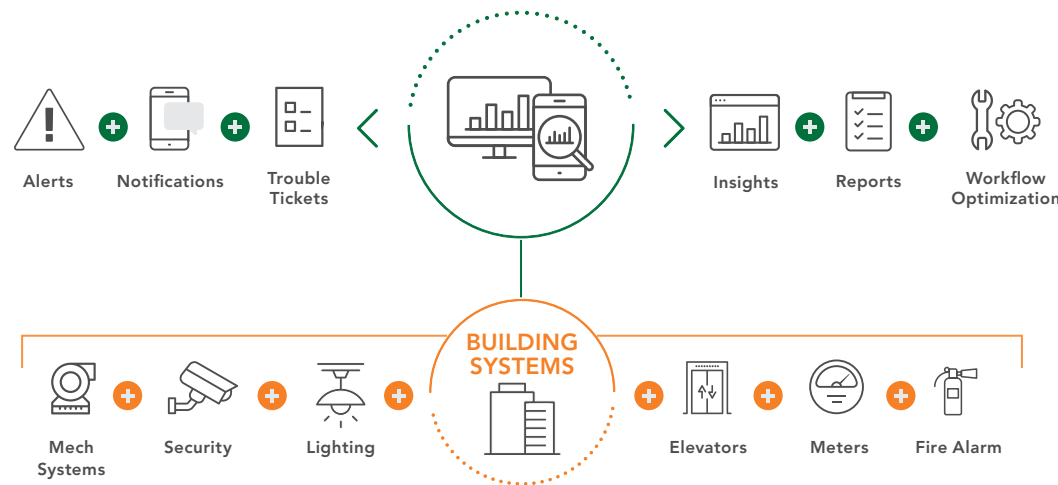
# Centre for Building Performance

## Smart Solutions for Smart Buildings

At The Centre for Building Performance (The Centre), we are redefining the future of smart buildings with cutting-edge technology and a commitment to sustainability.

With our in-depth understanding of construction and building systems, we offer innovative solutions that optimize performance, reduce costs, and minimize environmental impact.

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



### BENEFITS AT A GLANCE



**Our bespoke technology seamlessly integrates all building systems data**, providing real-time insights into a building's performance from construction to occupancy. With customized dashboards, asset owners gain visibility and control, enabling informed decisions that drive efficiency and sustainability.

### Reducing Operational Costs

- Optimized building system operations
- Early fault detection, issue tracking, and cost estimations
- GHG and energy reporting for incentive programs

### Mitigating Risk

- Effective risk management via 24/7 remote monitoring (mechanical equipment, building function, leak detection, etc.)
- Sensors deployed and monitored during the build to maintain optimal construction parameters

### Igniting Collaboration

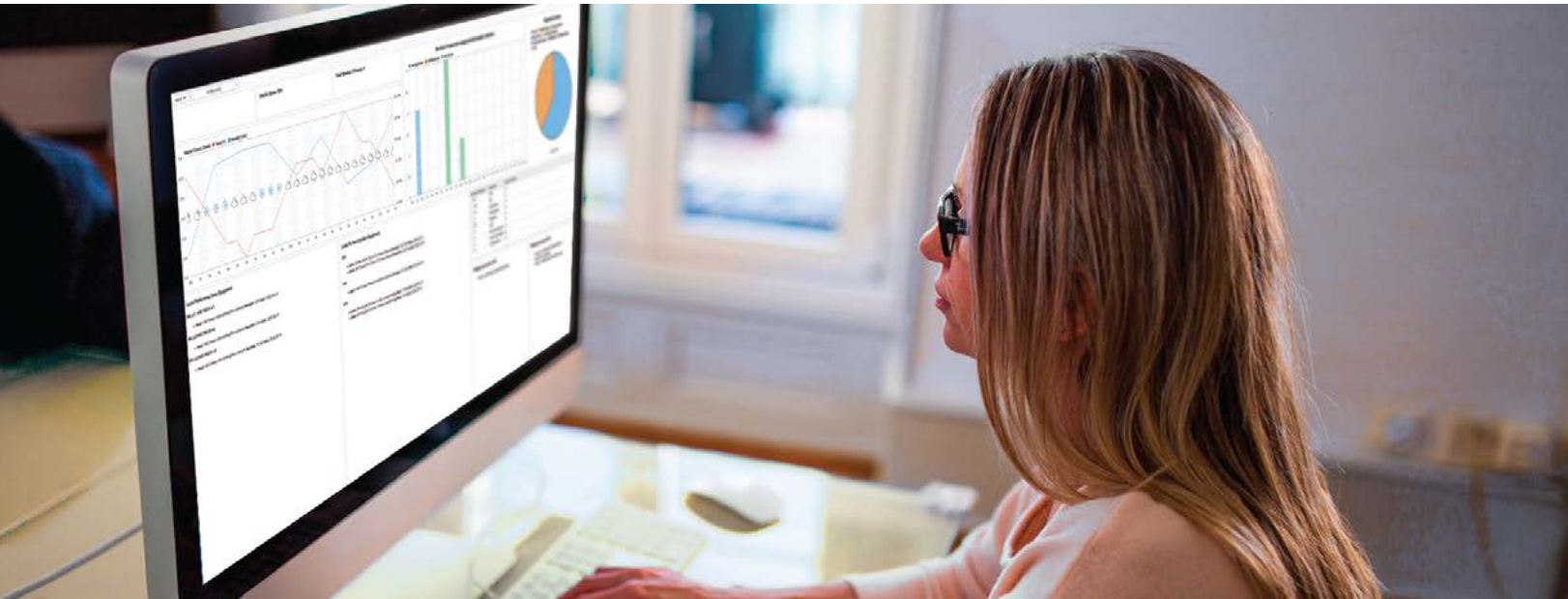
- Multi-system integration and data collection
- Merge of design, construction, and operational data into digital twins for facility management

### Providing Peace of Mind

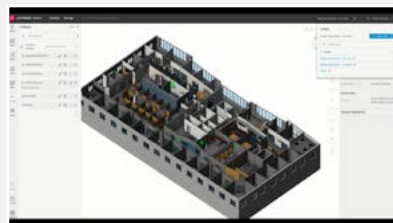
- Remote management capabilities
- Automated problem detection and notification
- Tracking sustainable performance
- Targeted building technology solutions and net zero strategies

Our in-house initiative leverages advanced technology to create integrated, high-performing, and sustainable building assets. With a focus on efficiency, risk mitigation, and real-time monitoring, we are shaping the future of smart buildings one project at a time.

Our comprehensive analytics provide invaluable insights into key metrics essential for optimizing building performance and sustainability.



The Standard Centre Dashboard provides the tools to drive efficiency, reduce costs, and enhance sustainability



**Energy Consumption:** Track energy consumption, including equipment in operation kWh consumption, and compare data over time to identify trends and areas for improvement in energy usage efficiency.

**Performance Monitoring:** Detect performance anomalies swiftly to ensure optimal functioning and preemptively address potential issues before they escalate.

**GHG Emissions:** Monitor GHG emissions including carbon dioxide, methane, and nitrous oxide. Our dashboard facilitates conversions of gas/energy into relatable equivalents, providing crucial context for environmental impact.

**Cost Impacts:** Gain visibility into the calculated costs of issues, empowering informed decision-making to prioritize actions and mitigate financial risks associated with building operations.

## 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

View Bird's Business Conduct and Ethics Expectations for Suppliers and Subcontractors [here](#).

### Guiding Principles



#### Competitive, Ethical, and Sustainable

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



#### Trust

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



#### Value

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



#### Efficiency

Drive continuous improvement and standardization throughout SCM processes



## Work Green Supply Chain Management

Bird is continuously exploring ways to work leaner and smarter, and this includes investigating ways to reduce our impact on the environment. Some of our initiatives include:

- 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.
- A pilot site that is utilizing renewable diesel, resulting in a 39% reduction of the lifecycle GHG emissions impact.
- A pilot project to reduce the number of single-use plastic water bottles on site by using refillable bottles, jugs, or tap water instead. One project site eliminated the use of these bottles completely, while the balance of the pilot sites reduced their usage of single use bottles by 68%, the equivalent of ~500 kg of plastic.



- A tire management pilot program that utilizes sensors in the tires of off-highway and fleet vehicles (including haulers and loaders) to safely maximize tire lifespan. The monitoring covers every aspect of the tires, from sidewall and rim, to tread and ply. Hours worked, pressure, and age are all tracked. Through a combination of monitoring and rotation, tires can achieve 98% usage before being recycled.
- A recycling pilot program for obsolete personal protective equipment. Everything from gloves and hardhats to earplugs and glasses are collected and recycled, reducing waste to landfill and contributing to making our operations greener.
- Our ongoing Lessons Learned series shares resources, best practices, and other important quality themes from across the company. A recent feature was the “8 Wastes” series, which discussed how to optimize and minimize waste. This covered a range of topics including transportation, overproduction, and inventory.

### Hybrid and Electric Fleet Vehicles

Bird’s expanding electric and hybrid fleet is part of our commitment to finding ways to work greener and smarter. Bird Heavy Civil has added a 994K Hybrid Loader and 14 F-150 Electric pickup trucks to their fleet to help reduce engine hours and greatly reduce fuel emissions with extended range batteries that last up to 515 kilometers.

## Work Green Supply Chain Management



### Bird creates opportunities for communities and the business

Bird recognizes that purchases made by the organization have an economic and social impact. Through these purchases, Bird creates opportunities for communities and the business. Bird considers a number of factors during its procurement process, including quality and technical requirements, ability to deliver on time, price, and social value.

Social Value Objectives include, but are not limited to:

- Increase in diversity of suppliers, including those from underrepresented groups
- Increase support for local, diverse, and social businesses
- Decrease barriers to entering the workforce
- Increase community engagement and involvement with a particular focus on Indigenous relations



Bird Construction is a 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.



Bird is a 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.



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 Indigenous owned and controlled.



## LIVE GREEN

The Live Green pillar focuses on the physical, mental, and emotional well-being of all Bird team members and the individuals in the communities where we live and work.

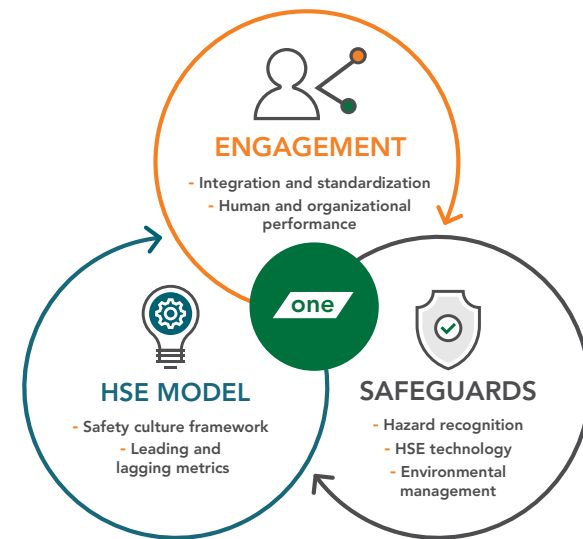
- ➔ Health, Safety, and Environment
- ➔ Indigenous Relations
- ➔ People and Culture
- ➔ Learning and Development
- ➔ Stakeholder Engagement
- ➔ Community Connections



# Health, Safety, and Environment

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 ensures everyone goes home safe every day. This commitment includes more than just

physical safety. We strive to create an empathetic culture that goes beyond providing physical health benefits by considering the mental health and psychological safety of all employees. We uphold our high standards through an engaged workforce and vigilant processes that create a culture of complete accountability and personal responsibility. Safety is an essential component of our DNA. It affects everything we do.



## 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

2023 Engagement Survey\*:

**93%**  
Employees believe their manager will act on safety concerns

**90%**  
Employees believe the organization considers safety to be as important as production and quality

**90%**  
Employees believe that workers and supervisors have the information, training, and equipment they need to work safely

**89%**  
Employees believe everyone at Bird values ongoing safety improvement

\*Survey conducted by Kincentric. These are bespoke questions for Bird with no known Canada Average or Canada Construction Industry benchmarks.

  
**+10.5M**  
Total internal work hours

**0** **0**  
Lost time incidents Fatalities

  
**>13,000**  
Tool Box Talks

  
**>130%**  
Learning target average hours exceeded by HSE employees in 2023

**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, 93% of respondents indicated that they believed their manager will act on safety concerns, and 90% 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.

### Executive Site Safety Tours



A fundamental component of Bird's culture of safety excellence and continuous improvement is creating opportunities for ongoing dialogue. Bird's executive safety tours are just one example of this commitment to the belief that safety is everyone's responsibility. Our executive and operations leaders consistently engage in meaningful dialogue to enhance safety on-site, reinforcing Bird's dedication to a safe, healthy work environment. The site safety tours are not just routine checks; they are a cornerstone of our 'safety-first' ethos. They foster engagement, ensure accountability, and embody the 'One Bird' spirit, even in the most remote locations.

## SAFETY WEEK

Bird's inaugural companywide Safety Week was held at the beginning of May 2023. A strong safety culture focuses on the 'heart and the head' and, in our first safety week, the focus was on mental health and how we all help to shape safe workspaces. The strong sense of community at the local safety events spoke volumes about the spirit, creativity, and connectivity that makes Bird a better place to work.

<b>&gt;260</b> Inspections and Toolbox Talks	<b>78</b> Team Activities	<b>38</b> BBQs	<b>3</b> Guest Speakers
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### Mobile Safety App

Bird introduced an interactive, safety-focused mobile app in 2023 to further engage all levels of employees and empower them with leadership insight, safety knowledge, and industry best-practices to further support our culture of safety.

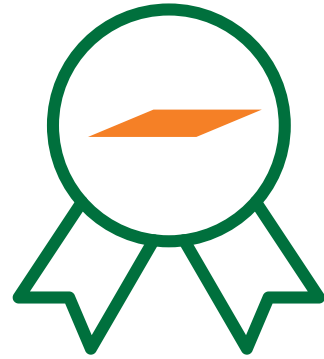


### CEO Safety Council

Bird is a proud member of the Canadian Construction Safety Council (CCSC). The Council was formed in early 2023 with twelve founding members: Aecon, Bird, Dragados, EBC, EllisDon, Graham, Kiewit, Ledcor, Pennecon, PCL, Pomerleau, and AtkinsRéalis (formerly SNC-Lavalin). This group of companies represents over 145,000 workers, 185 million person-hours, and over \$25 billion in revenue annually. The collective mission of the Council is "to be a force for positive change in the construction industry in Canada, by leveraging the collective safety capacity of the membership to foster improved performance". The key priority and focus area defined by the CCSC is the alignment of larger general contractors around HSE high risk standards.



**Live Green**  
Health, Safety, and Environment



Maintaining and exceeding our exemplary safety record is more than a priority; it is a value ingrained in every project and every team. We are proud to share a few of the awards that underscore our collective efforts in championing safety.



**Q2 2023 SAFETY CUP PRESENTATION**

The Covenant Health Project Team, a collaboration between Bird and our trade partners, was recognized internally in the Q2 2023 Safety Cup. This award celebrated the project's holistic commitment to advancing our safety culture, and the accolade is a testament to their proactive approach to health, safety, and environmental practices.

**Alberta Construction Safety Association Awards**



At the 2023 Alberta Construction Safety Association Awards, Marcy Holinaty and Patty Brown were recognized for their outstanding contributions, robust community engagement, and collaborative approach on-site. Marcy, HSE Advisor, clinched the National Construction Safety Officer (NCSO) of the Year Award. Patty, HSE Administrator, received the Health and Safety Administrator (HSA) of the Year Award.

**NBCSA Safety Professional of the Year**



Cody Arnold, a Bird Safety Coordinator, was distinguished as the 2023 New Brunswick Construction Safety Association (NBCSA) Safety Professional of the Year. A pillar of our team since 2006, Cody's commitment extends beyond Bird, encompassing significant contributions to industry boards and numerous volunteer safety initiatives.

**Trinity Team Receives Award for over 2,000 Safe Locates/Excavation**



Trinity Communications Services, an Ontario-based diversified telecommunication and utility infrastructure contractor and a wholly-owned Bird subsidiary, received recognition for the fourth year in a row from a major industrial client.

Working in dynamic and often challenging environments, the Trinity team's rigorous pre-planning and hazard identification led to the safe execution of over 2,000 locates/excavations with zero damage to existing infrastructure.

**Bird Receives CSNS Workplace Mental Health Award**



Bird was honoured with the Workplace Mental Health Award at the 2023 Safety Awards by Construction Safety Nova Scotia (CSNS). This prestigious recognition highlights our commitment to prioritizing the mental health of our workers, acknowledging its significance alongside physical well-being.

**LNG Canada Recognizes Sumgas Creek Restoration**

Our site team at the LNGC Sumgas Creek project was recognized by the client for their HSE performance. The creek restoration project included tree clearing, excavation, fish habitat development, concrete work, and more, all within an environmentally sensitive area in Kitimat, BC. Despite the environmental and public risks associated with the project's location near a popular trail system and an elementary school, the team successfully minimized impacts and revitalized the area.





## Building a Culture of Operational Excellence

Bird is dedicated to operational excellence and continuous improvement across every level of our organization. Through tools such as our collaboration playbook, Operational Excellence initiative, operations manual, robust learning programs, and comprehensive safety and quality management programs, we provide teams with the resources, best practices, and support to

achieve the best possible outcomes. We recognize and celebrate individual and team achievements through our Excellence Awards in areas such as safety and leadership. Our strong collaborative culture fosters an environment where everyone is empowered and invested in driving the highest levels of safety, quality, and performance.

### Our strong collaborative culture fosters an environment where everyone is empowered and invested in driving the highest levels of safety, quality, and performance

#### Quality Management: Aligned Cultures and Shared Best Practices

Bird's quality management program ensures operational excellence through a comprehensive approach. This includes coordinated quality inspections with regulators, customers, stakeholders, and internal teams, alongside meticulous work planning facilitated by project management plans and precise scheduling tools. Stringent work controls are established through permits and Field Installation Work Plans, incorporating safety analyses, instructions, and technical specifications. Our commitment to quality is reinforced by continuous surveillance, timely resolution of issues, and the use of quality dashboards to track key performance indicators and ensure compliance. This holistic approach underscores our dedication to upholding the highest standards of quality in every project.

#### Training and Awareness

- Understanding roles and responsibilities
- Ensuring Bird has the right Subject Matter Experts on site

#### Culture and Commitment

- Understanding the expectations, providing the right tools and support
- Leadership sets and commits to the culture and goals
- Open and transparent communications with the client and subcontractors

#### Continuous Improvement

- Establishing effective quality objectives and risks
- Ensuring metrics are measurable
- Create Lessons Learned - use of experience

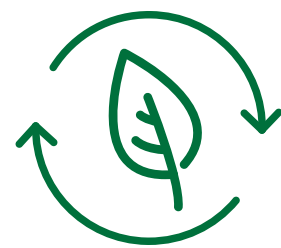


## Environment

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
- Use of environmentally-friendly products
- Erosion and sediment control
- Waste segregation
- Secondary containment and proper storage of controlled products
- Proper waste disposal to mitigate wildlife attractants
- Wildlife monitoring



**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 and biodiversity.**



Large boulders and logs were placed to stabilize the lower stream bed

Rocks provide erosion control and create pools of refuge that help fish move upstream

Coco fiber netting filled with straw helps to stabilize stream banks and prevent erosion, as well as promoting plant growth

### Sumgas Creek Restoration

Kitimat, British Columbia

The Sumgas Creek is a 6.6-kilometre tributary to the Kitimat River in British Columbia. Alterations in the 1950s rendered it impassable to the upstream passage of fish. The goals of this restoration project were to enhance the habitat quality and productivity of the overall creek system by improving upstream and downstream salmonid rearing and passage, creating an overwintering habitat for trout, balancing the disturbance footprint to achieve natural restoration of

a previously industrialized creek, reducing the long-term maintenance requirements in the system by creating predictable and accessible sediment deposition zones, and enhancing the public enjoyment of the Sumgas Creek area through the improvement of pathways and lighting and installation of viewing benches and educational signage. The project was successfully completed at the end of 2023.

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

### SAIT Campus Centre Redevelopment Project

Calgary, Alberta

Bird has been selected as the preferred proponent for the Southern Alberta Institute of Technology's (SAIT) Campus Centre Redevelopment Project. Under a progressive design-build contract framework, Bird will work closely with the client to complete a pre-construction and design phase through early 2024. The Campus Centre redevelopment is the initial phase of a multi-year initiative to renew campus facilities at SAIT. The Campus Centre will be designed to be the cornerstone of campus life, dedicated to promoting health and wellness and supporting an exceptional student experience. It will be approximately 215,000 square feet with an arena, a multi-sport facility,



**85%** Landfill diversion target rate by weight

a student welcome center, and bookable meeting, study, and event spaces.

Throughout the Campus Centre Redevelopment project, a holistic and sustainable building decommission strategy is being implemented which includes a detailed assessment of building elements to ascertain materials that are suitable for salvage, resale, donation, and recycling. For example, both interior and exterior building bricks will go to a recycling facility for reuse, while yard waste, such as wood, will be chipped and recycled. Steel will be sent for recycling and melted down.



## There is a **substantial environmental component on this project** with various regulators



There are multiple marine mammal observation areas along the shoreline and barges to observe any whales or seals that may enter the work zone

### Marine Mammal Observation and Underwater Noise Monitoring

British Columbia

Bird is completing a project with a substantial environmental component that involves various regulators, including the Department of Fisheries and Oceans Fisheries Act Authorization, and an Indigenous nation that has stipulated an Environmental Assessment Agreement that contains legally binding conditions. To remain compliant with in-water works, environmental mitigation measures are in place such as multiple marine mammal observation areas along the shoreline and barges to observe any whales or seals that may enter the work zone. Two exclusion zones were set up for whales and seals.





# 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 Calls to Action.

**Bird Indigenous Engagement Policy:**

- |   |   |
|---|---|
| <p><b>1</b></p> <p>Building respectful relationships and promoting open communications and cultural awareness</p>                                 | <p><b>2</b></p> <p>Being proactive in employing a qualified workforce that strives to be representative of the Indigenous communities in which Bird works</p> |
| <p><b>3</b></p> <p>Seeking to increase business opportunities for Indigenous partners and build capacity in the Indigenous business community</p> | <p><b>4</b></p> <p>Investing in community programs that support Indigenous cultural awareness, skills development, and business capacity</p>                  |

**>\$62.2M**  
Total spend with Indigenous subcontractors and suppliers

**+40**  
Indigenous-owned businesses supported

**\$20,500**  
Total scholarships

**>\$130,000**  
Indigenous community investment spend

**Indigenous@Bird Employee Resource Group**

The Indigenous@Bird Employee Resource Group addresses the Truth and Reconciliation Call to Action #92, which calls upon the corporate sector to educate employees on the history and contemporary presence of Indigenous people in Canada by building meaningful and respectful relationships. Indigenous@Bird provides the opportunity to engage with Elders, knowledge keepers, and other community members. Bird's Indigenous Employee Group was launched in March of 2023, the group has 19 members from across Canada who meet to listen to guest speakers, and engage in roundtable reflection and planning sessions. Indigenous employees and allies meet to learn more about the diverse cultures, share stories, and connect to local Indigenous communities and organizations.



**Youth Aboriginal Role Model Award**



Andie Marchand, Indigenous Relations Coordinator, was recognized by the Aboriginal Role Models of Alberta, receiving the Youth Aboriginal Role Model Award that honours Aboriginal achievers who positively contribute to their communities. Andie joined Bird as a summer student in 2021 and recently graduated from the University of Alberta with a degree in Education and Native Studies. On May 1st, she became a full-time member of the Indigenous Relations team at Bird and has been sharing her energy, passion, and enthusiasm for creating change within the Indigenous community ever since.



+ Bird and Gitxaala Nation joined forces to create Gitxaala Bird Construction Industrial Services Inc., a majority Gitxaala-owned company to pursue specific project opportunities in the Gitxaala Region. The agreement includes revenue sharing, business opportunities for affiliated First Nation companies, and employment opportunities for local community members.

+ Stuart Olson, in partnership with Sagamok Anishnawbek First Nation (SAFN), announced the creation of Z'Gamok Stuart Olson LP with a focus on pursuing and developing future projects for Ontario Power Generation. Z'Gamok Stuart Olson LP has been chosen as one of the successful contractors for Ontario Power Generation's Indigenous Vendor of Record (VOR) Master Services Agreement within the hydroelectric sector. Read more about it [here](#).

+ Bird Heavy Civil has an agreement with Mishkau Construction, an Indigenous-owned business from the Malietenam, Quebec. A Limited Partnership was formed called Uinipek to explore opportunities/projects on the North Shore of Quebec. In 2023, the agreement was amended to pursue work in the Labrador West Region in the mining, civil, industrial, and energy sectors.



+ 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.

**PARTNERSHIPS**

Bird aims to contribute to economic reconciliation by actively engaging in initiatives that empower Indigenous Peoples. The company demonstrates its commitment by providing employment opportunities for Indigenous Peoples, fostering development initiatives, sourcing goods and services from Indigenous businesses and partners, and engaging in mutually beneficial collaborations. This dedication is evident in Bird's establishment of 13 formalized partnerships with diverse Indigenous communities across Canada. Through these partnerships, Bird not only contributes to economic growth but also promotes a more inclusive and sustainable business environment, embodying the principles of economic reconciliation.



+ 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 Indigenous owned and controlled.



**Live Green**  
Indigenous Relations

**BHP Partners with 2Nations Bird for BHP’s Jansen Potash Project**



Bird Construction, together with 2Nations Bird Construction Limited Partnership, were awarded two contracts by BHP for works on the Jansen Stage 1 Potash Project in Saskatchewan. 2Nations Bird is a partnership between Bird, Beardy’s and Okemasis Cree Nation’s Willow Cree Developments General Corporation and Fishing Lake First Nation’s Development Corporation, FLFN Ventures Ltd.

The 2Nations Bird partnership is rooted in culture, respect, collaboration, and providing sustainable, positive impacts for the communities. It was formed to participate in BHP’s Jansen project, providing a full scope of construction and maintenance services. The partnership is focused on procuring goods and services from local Indigenous businesses and aims to maximize employment opportunities for local Indigenous employees. Opportunities for specific training and employment programs will support long-term career employment and advancement opportunities.

2Nations Bird will self-perform concrete foundations work for four main non-process buildings at Jansen, a contract valued at approximately \$62 million. The partnership was also awarded a three-year site services agreement where 2Nations Bird has responsibility for general site services during the execution of Jansen Stage 1, as well as maintenance of a variety of facilities currently in operation to service the site. The three-year service agreement is valued at over \$110 million.

2Nations Bird has engaged with KDM Constructors as the designated subcontractor. KDM has been involved with the project with BHP for over seven years, providing contract services for the Jansen site. As a First Nations-owned industrial construction and maintenance service provider, KDM brings together Kawacatoose First Nation, Daystar First Nation, and Muskowekwan First Nation. George Gordon Developments Ltd, the economic development arm of the George Gordon First Nation, will also be a subcontractor on the site services agreement.

BHP is investing \$7.5 billion to build Jansen Stage 1, which will be one of the world’s largest potash mines and is located 140 kilometres from Saskatoon. Jansen Stage 1 is expected to produce approximately 4.35 million tonnes of potash per annum, with the first production planned for late-2026.



“Indigenous and industry partnerships, such as 2Nations Bird Construction, create economic and employment opportunities for our Nation and its members. It allows us to develop capacity, learn from one another, and grow in tandem. More importantly, these types of relationships are critical to advance economic reconciliation, which allows us to develop long-term, meaningful, and sustainable outcomes.”

**Chief Ananas, Beardy’s & Okemasis’ Cree Nation**

“The Fishing Lake First Nations Development Corporation, FLFN Ventures, is optimistic about the opportunities these two contracts and the partnerships we are involved in to engage in this work present. We look forward to working with our partners at 2Nations Bird, KDM and BHP.”

**Bob Kayseas, Chair, FLFN Ventures, Fishing Lake First Nation**

“With the creation of KDM, we brought together three Nations to build shared community and economic benefit, and we appreciate the long-term partnership we have had with BHP on the Jansen project. It is significant that under this new contract we now bring together six Nations, all connected under Treaty 4 Territory – creating broader benefits for the Nations across the region.”

**Chief Buffalo, Day Star First Nation**

The 2NB Indigenous Employee Support Network aims to create a community amongst Indigenous and non-Indigenous workers on site at BHP Jansen in the Discovery Lodge.

“BHP is delighted to announce the partnership with 2Nations Bird and we look forward to building strong working relationships. The award of these contracts is a significant milestone for Jansen Stage 1 and one that will have positive impacts for the local community. We are committed to upholding the opportunity agreements we have with the six First Nations surrounding Jansen and to working with other Indigenous communities to help ensure Indigenous Peoples gain from our presence in the region.”

**Simon Thomas, Vice President Projects, BHP**

“We are honoured to be chosen as a key partner for BHP’s Jansen project and are committed to delivering exceptional results through our 2Nations Bird partnership over the next three years. Together, our shared values of respect and collaboration will be instrumental in creating positive and sustainable impacts in the region. As a service provider in this vital sector of the Canadian economy, working on BHP’s world-class, sustainable potash project is an exciting opportunity.”

**Teri McKibbin, President and CEO, Bird**





**Artwork by: Ken Letander**

This artwork embodies the interconnectedness of our environment and the balance of a thriving ecosystem, a precious inheritance for generations to come. It is rich with essential elements crucial to sustaining life - water, air, soil, and the industrious presence of bees. Within its layers, the eagle (bird), a sentinel of perspective, surveys the landscape with clarity, while the wise turtle carries the weight of ancient wisdom. Bees diligently pollinate amidst the blossoms, as the steadfast tree purifies the air we breathe, and fertile soil promises sustenance. Graceful curves trace the path of clean air, intertwining above and below, an important reminder of the importance to safeguard our airways and water sources, recognizing their fundamental role as the essence of life for all beings.

Ken Letander is an Ojibway (Indigenous) artist from Manitoba, Canada's Treaty Two area. Ken Letander is an internationally recognized artist, and his art has been featured in Canada, Australia, New Zealand, and Germany.





# Skills Development and Training

## Clearwater River Dene Nation Carpentry Training Program



This collaborative initiative brought together industry stakeholders, unions, government departments, training providers, and the Clearwater River Dene Nation to extend skills training to the community and foster increased workforce participation in resource development projects. The 18-week Carpentry Training Program offered 13.5 weeks of essential skills training and theory, followed by 4.5 weeks of hands-on apprenticeship training. Participants who completed the training and met screening requirements were guaranteed job placements. Twelve people participated in the program, of which 40% were female. NexGen Energy Ltd. generously supported the initiative, and an Indigenous Journeyperson from Bird with 30 years of experience served as a trainer for this program. Bird currently employs four members from this initiative at the BHP Jansen project.

## Mind Over Metal: Introduction to Welding



In a collaborative effort, the Canadian Welding Bureau (CWB) and Bird joined forces to deliver introductory-level welding training to Indigenous youth aged 12 to 17 in the Sudbury region. The program, structured as a comprehensive five-day course, aimed not only to impart fundamental welding skills but also to emphasize crucial aspects such as career opportunities within the welding field and the paramount importance of safety. This initiative represents a proactive step toward empowering Indigenous youth by equipping them with valuable skills and knowledge and encouraging potential career paths in welding.

## 2Nations Bird Construction Local 180 Introduction to Concrete



### The successful completion of the program saw 11 graduates

Training took place in the Fishing Lake First Nation, with a comprehensive program that spanned various topics. The first week focused on project-related safety ticket training, specifically tailored for employment at the BHP Jansen Mine. This was followed by an extra week dedicated to an introduction to Concrete Training, covering essential skills like site preparation, concrete mixing, finishing, and demolition techniques. The successful completion of the program saw 11 graduates, each equipped with valuable skills and knowledge for future endeavors in their respective fields.

## All Indigenous Women of Steel™: Learn to Weld Program



2Nations Bird Construction partnered with the Canadian Welding Bureau (CWB), Saskatchewan Indian Institute of Technologies (SIIT), Native Women's Association of Canada (NWAC), and Xtended Hydraulics to offer this program to people who identify as Indigenous women, or non-binary, to learn welding skills and encourage the pursuit of a career in the trades. This program focuses on basic skills and knowledge to perform different welding processes safely and effectively. Students learn through a combination of classroom resources and practical shop training. Successful candidates will test for CWB weld qualifications and receive a 300-hour certificate that is trade time recognized by the Saskatchewan Apprenticeship and Trade Certification Commission.

<b>12</b> weeks	<b>12</b> participants	<b>300</b> hours of training and hands-on delivery	<b>CWB</b> weld tests
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**Live Green**  
Indigenous Relations

**Biljick First Nation All Trades Camp**



Bird Construction collaborated with the Joint Economic Development Initiative (JEDI) to hold a one-day carpentry skills camp in October. There was also an in-kind donation of journeyman carpenters who helped provide training and supplies.

Three graduates from the program have joined the 2Nations Bird team in Jansen, Saskatchewan. Ramcia Montgrand has been acknowledged for her passion to learn, strong work ethic, and positivity towards peers, which resulted in the awarding of the August BCC Champion title. Daniel Janvier-Mercredi has been commended for his dedication to his craft, ability to catch potential hazards, and looking out for others. Josh Janvier-Mercredi has been applauded for his work ethic and desire to learn.

**Level Treaty 7 SAGE TechWork Program**

The Level Treaty 7 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.

The program is offered through the Southern Alberta Institute of Technology (SAIT) in Calgary to a cohort of 20 individuals from the Treaty 7 area with the objective of receiving certification in software testing with the ISTQB credential from Level, and the opportunity to join sponsoring companies upon graduation. Last fall, Erin a graduate from the program joined Bird as intern and has since been promoted to a full-time Junior Business Support Analyst.

Watch a video about Erin's journey [here](#).



**NATIONAL  
INDIGENOUS  
PEOPLES DAY**

Bird Construction's Indigenous Relations team hosted a National Indigenous Peoples Week celebration at the Edmonton Industrial office. The event was catered by the local Indigenous-owned restaurant Tee Pee Treats, which delivered bannock burgers and Indigenous tacos for the event. The team was also joined by two Indigenous vendors who brought handmade goods for purchase, followed by a cultural demonstration from a group of dancers who travelled from communities including Cold Lake First Nation, Onion Lake Cree Nation, and Kehewin Cree Nation. The event was closed out with a round dance that was open for all office staff to take part in.



**The Indigenous Relations team has been delivering Indigenous cultural awareness training**

**Cultural Awareness Training**

Since 2018, the Indigenous Relations team has been delivering Indigenous cultural awareness training via NVision. This comprehensive course offers a broad understanding of each Indigenous group in Canada, encompassing First Nations, Inuit, and Métis. It is mandatory for all Bird employees to complete this course as part of their onboarding process.





### MMIWG+ Day

This year, Bird’s Indigenous Relations team created a toolkit for Missing and Murdered Indigenous Women, Girls, 2 Spirited, and Gender Diverse People, which provided offices and site teams with the resources to commemorate MMIWG+ in their own ways. The Industrial West office created displays of red clothing items alongside stories of missing and murdered Indigenous women from across the country.

### Moose Hide Campaign



The Moose Hide Campaign is an Indigenous-led grassroots movement that started in British Columbia to engage men and boys in ending violence towards women and children. It has since grown into a nationwide movement of Indigenous and non-Indigenous Canadians from local communities, First Nations, governments, schools,

colleges/universities, police forces, and many other organizations – all committed to taking action to end this violence. Wearing the pin signifies a commitment to honour, respect, and protect the women and children in your life and speak out against gender-based and domestic violence. To date, over four million moose hide pins have been distributed free of charge to communities, schools, and workplaces across Canada. Find out more about the Moose Hide Campaign [here](#). The Indigenous Relations team ordered pins for Bird offices, which were accompanied by a card describing the purpose of the campaign. This awareness initiative will be expanded in 2024.



### TRC Walk Orange Shirt Contest

Bird Construction’s Indigenous Relations team put out a call to young Indigenous artists to submit their designs for our 2023 orange shirt. Colette Bearhead (15 years old) from Chilliwack, British Columbia, the territory of Stó:l Coast Salish Peoples, won Bird’s inaugural Orange Shirt Day Design Competition. Colette’s work includes symbols that carry meaning to her and Indigenous People across Turtle Island, including eagle feathers that guide us in the four directions, tears that flow for the loss of our people, prayer that heals us spiritually, and roses that bloom in nature just like our people. Colette’s design was printed on orange shirts by Print & Platen, an Indigenous-owned printing company operating out of Treaty 6 Territory. Fifty percent of the proceeds from the shirts sold were donated to the Orange Shirt Foundation to help raise awareness and provide support for Residential School Survivors and their families.

### Kiceyiakosiwak



▶ Lexus Stiller submitted the design that was used for stickers distributed on the day.



# National Day of Reconciliation

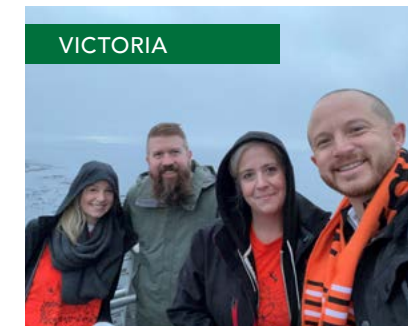
At Bird, we are committed to our role in reconciliation and strive to positively contribute to the well-being of Indigenous Peoples and groups with whom we interact across Canada.

On September 30, the National Day for Truth and Reconciliation, we reflect, listen, and learn about the history and impact of residential schools. Bird teams from across the country joined together on September 29 to take part in Bird's second annual Walk for Reconciliation to reflect on the intergenerational impacts of the Residential School system in Canada.



Bloom Lake Project Team

Live Green  
Indigenous Relations



Bird teams from across the country joined together on September 29 to take part in Bird's second annual Walk for Reconciliation



# Community Giving and Sponsorships

Community Investments:  
**>\$130,000**

Scholarship Total\*:  
**\$20,500**

## Gitxaala AGM



Kevin Reeves and Chrystal Plante were proud to represent Bird Construction at the Nation of Gitxaala's Annual General Meeting. Their attendance served as an opportunity to both support and emphasize the valued partnership existing between Bird and the Gitxaala Nation. During the AGM, there were numerous moments of camaraderie, with laughter and handshakes exchanged as they engaged with community members and leadership, including Chief Linda J. Innes and Counsellor Brenna Innes. A particularly cherished highlight of the event was the announcement of the door prize winner, Albert Innes. He was awarded a 12,000W generator donated by the Bird team. Albert noted the significant impact the generator would have for him and his family.



## Northeastern Alberta Aboriginal Business Association (NAABA) AGM

The NAABA Annual General Meeting took place in Fort McMurray, Alberta, where Bird demonstrated its backing for the endeavors of local artists by sponsoring the Artisans Market. The evening dinner served as an opportunity for attendees to engage in networking and conversations. The distinguished Honourable Jody Wilson-Raybould delivered the keynote address, captivating the audience with her experiences, wisdom, encouragement, and her impactful message of "Learn, Understand, Act".

## Cold Lake First Nation Powwow



Members of the Bird Indigenous Relations team participated in Cold Lake First Nation's first powwow in over 60 years. The event presented a chance for the IR team to establish a booth, distribute promotional items, and engage in conversations with community members about potential opportunities with Bird. Bird was one of the sponsors of the Men's Traditional and Red Dress Special, specifically addressing the issue of Missing and Murdered Indigenous Women (MMIW).



## The Assembly of First Nations (AFN) and Special Chiefs Assembly (SCA)

Rebecca Kragnes and Michelle Francis-Denny attended the Assembly of First Nations (AFN) and Special Chiefs Assembly (SCA) in Ottawa. Bird was proud to sponsor a table at the AFN Winter Gala and hosted Elder Irene Morin and FN leadership from across Turtle Island.



\* Includes distributions from Bird-supported endowments



Paul First Nation Powwow



Members of the Bird team participated in the PFN Powwow, walking in the Grand Entry and connecting with diverse leaders and individuals from the industry. Bird contributed \$2,500 as a sponsor for the Mary E. Rain Golden Age Women's Traditional Special.

**Bird contributed \$2,500 as a sponsor**



Council for the Advancement of Native Development Officers (CANDO) Conference and AGM



Bird was a Gold-level sponsor for CANDO's 29<sup>th</sup> Annual National Conference and AGM, which was held in Membertou, Nova Scotia, in June. This year's theme was "Transforming Economic Development in Changing Times".

Dakota Dunes Blanketing Ceremony and Celebration

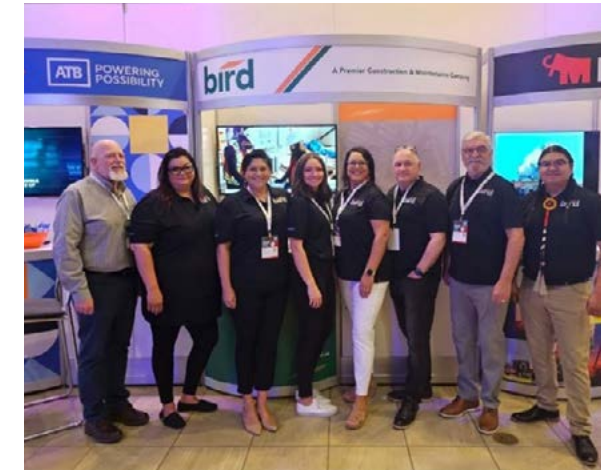
2Nations Bird Construction celebrated the award of site services at BHP Jansen, and held a gathering between Fishing Lake Ventures and Willow Cree Development Corporation. A blanketing ceremony was held to honour Chief Sunshine of Fishing Lake First Nation, and Chief Ananas of Beardy's & Okemasis Cree Nation. The traditional Sioux blanket, which is given at significant life occasions, was created by Eleanor Crane ([EllieStarBlanket](#)), a nurse and Indigenous-business owner.

Paul First Nation Treaty Day



Bird Indigenous Relations Coordinator Chrystal Plante participated in the PFN Treaty Day event, actively engaging with community members, councillors, and other industry representatives. The Bird IR team supplied beverages at the event, and distributed bubble wands and glowsticks.

Forward Summit West



The summit held at Tsuut'ina's Grey Eagle showed the power of collaboration. Remarks were provided by Hal Eagletail and Alicia Manywounds, and conference themes included Nothing About Us Without Us, Future of Work, Tourism, Healing is Prosperous, Sharing Prosperity Through International Collaboration, and Ethics in Indigenous Engagement.



CCAB East Coast Business Forum and Award Dinner

The East Coast Business Forum and Award Dinner took place in May at the Halifax Convention Centre. Following the Business Forum, attendees gathered for an evening of celebration to honour the 2023 Aboriginal Economic Development Corporation award recipient, Meadow Lake Tribal Council Industrial Investments. Bird was pleased to be the Dinner Sponsor (\$20,000).



**Hiawatha First Nation Indigenous Peoples Day Event**



The Bird team in Port Hope volunteered at the Hiawatha First Nation Indigenous Peoples Day Event on June 17. The event's many attendees participated in activities including canoe and kayak races, lacrosse, pickleball, a local art exhibition, and dance and drum ceremonies.

**Alberta Indigenous Games**

Bird, in partnership with Tarmigan, was a platinum sponsor of the 2023 Indigenous Games. The Bird Indigenous Relations team had the opportunity to participate in the games' grand entry as well as the sponsorship dinner gala at which the various winning First Nations were honoured. AIG hosted over 5,000 Indigenous youth in Edmonton to participate in various sporting events.

**National Indigenous Peoples Day Community Celebrations**



This National Indigenous Peoples Day, our Indigenous Relations team attended community celebrations with the Native Council of Nova Scotia, Hiawatha First Nation, Beardy's and Okemasis Cree Nation, Fishing Lake First Nation, Cold Lake First Nation, Paul First Nation, Enoch Cree Nation, and Fort Edmonton Park at the event hosted by Women Building Futures. We are proud to support National Indigenous Peoples Day through local community support and involvement, taking the initiative to educate and learn more about the Indigenous culture and community.

**Six Nations Fall Festival**



Bird is a community collaborator with Six Nations and this year we sponsored \$3,000 as a supporter of Six Nations community events throughout the summer and fall. Bird Indigenous Relations team members Virginia and Michelle volunteered at the Fall festival.



**Aamjiwnaag Athletic Club Youth Empowerment Program**

Bird, in collaboration with GHD, sponsored the Aamjiwnaag Athletic Club Youth Empowerment Program in Aamjiwnaag First Nation. Jason Simon leads this initiative for the Athletic Club in which Indigenous youth are taught physical exercise techniques, equipped with nutritional guidance, informed of relevant Indigenous history and culture, as well as provided an opportunity to discuss critical issues like bullying, social isolation, rejection, racism, and addiction. Cultural pride and individual determination and empowerment are program goals for each participant.

**JEDI Golf Tournament**



Bird was a proud contributor to the Joint Economic Development Initiative's (JEDI) Annual Golf Tournament, serving as "Golden Eagle Sponsor" for the event. JEDI, in partnership with the Wolastoquey Tribal Council Inc. and MAWIW Council, hosted the event for National Indigenous Peoples Day at Carleton Park in Fredericton, New Brunswick.



Arctic Winter Games



Fort McMurray played host to an international audience for the Arctic Winter Games in which more than 35,000 people took part. Bird was a proud sponsor and our team enjoyed the traditional games, music, culture, and hospitality from the region.

Outland Youth Employment Program (OYEP) University of Alberta Camp



Bird is proud to support this long-term youth program that provides mentorship, employment opportunities, and career development programs. Bird IR team members delivered a message of optimism and encouragement to the many campers across the west.

**Bird is proud to support this long-term youth program**





# Scholarships



\$20,500

Total Scholarship Spend\*

### Scott Ferguson Memorial Scholarship

The Scott Ferguson Memorial Scholarship was created in 2019 to assist Indigenous post-secondary students in Alberta. One \$3,000 scholarship is awarded each year. This year's winner was Cassandra Olson, a Métis woman pursuing her Master's degree in Sociology at the University of Calgary.



### Bird Heavy Civil Awards 2023 Indigenous Scholarships

Three \$1,500

scholarships are awarded every year

Bird Heavy Civil awards three annual scholarships to full-time Indigenous post-secondary students. This scholarship currently has gender parity and targets students enrolled in technical or trade programs. Congratulations to the 2023 recipients: Madyson Biladeau of Sudbury, and Jordan Mansfield and Aaron Porter of Happy Valley-Goose Bay.



### Bird Construction/Paul and Gerri Charette Scholarship

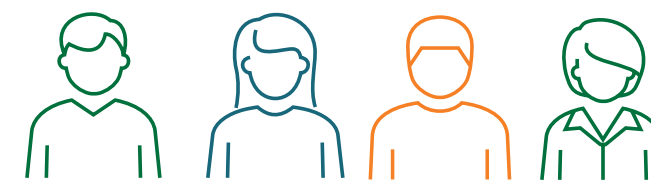
The Bird Construction/Paul and Gerri Charette Fund was established in 2021 to advance reconciliation and empower Indigenous individuals and communities by removing barriers to education for learners, while promoting a culture of respect and inclusion. Congratulations to the 2023 recipients at Algonquin College, Capilano University, Northern Lakes College, and Yukon University.

\* Includes distributions from Bird-supported endowments





## PEOPLE & CULTURE



### WOMEN AT BIRD

**30%** Full-time Employees<sup>1</sup>

**22%** Leadership<sup>2</sup>

**28%** Promotions

**5000+**  
Total Employees

Salaried and hourly throughout the year

At Bird, we are building an inclusive and collaborative community driven by a strong sense of belonging, well-being, and social responsibility.

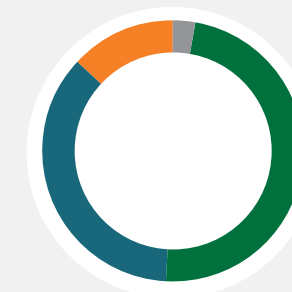
With innovative tools, continuous learning, and industry-leading employee experiences, our team of high-performing and highly engaged individuals is prepared to deliver the best.



### DIVERSITY AT BIRD<sup>3</sup>

- 41%** European origins
- 32%** African, Asian, Caribbean, or Latin, Central and South American origins
- 23%** North American origins
- 4%** Indigenous Canadian origins

### Employee Age



- 3%** 24 years old and under
- 48%** 25 - 40 years old
- 36%** 41 - 56 years old
- 13%** 57 years old and over

### Employee Tenure



- 22%** Less than 1 year
- 42%** 1 - 5 years
- 15%** 6 - 10 years
- 21%** 11 - 30+ years

<sup>1</sup>Full-time salaried and hourly employees

<sup>2</sup>Supervisors, Managers, Directors, and Senior Leadership

<sup>3</sup>Full-time salaried and hourly employees in 2023 who chose to disclose their ethnic origins



## FORBES TOP EMPLOYERS

Bird has been named one of Canada's top employers for 2024 by Forbes. This recognition is based on a survey of 40,000+ employees, evaluating factors such as career growth, learning opportunities, work-life balance, and diversity. This accolade not only validates the excellence of our team but also serves as a powerful magnet, drawing in like-minded top-tier talent, clients, and investors who align with our vision and values.



### Women Building Futures Employer of Choice Certification

Bird was proud to receive the Women Building Futures (WBF) Employer of Choice certification, recognizing our commitment to creating safe, inclusive, and diverse work environments. This program recognizes our alignment with WBF regarding health and safety, respect and inclusion, equity and gender, and growth and advancement. As an Employer of Choice, we are eligible to hire WBF graduates, and this status brings an increased awareness to the important work being done to support the careers of women in construction. Increasing the number of women in the workforce brings new perspectives, enhances creativity and innovation, and strengthens our industry.



## Diversity, Equity & Inclusion

Bird values the importance of creating inclusive, respectful, and equitable working environments based on consideration of others and an openness to new ideas and perspectives. We believe that inclusion and belonging are powerful motivators for engagement and are committed to listening, learning, and taking action in our DE&I journey. 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.

Bird is committed to creating a culture where everyone feels welcome to fully participate and reach their potential regardless of their background, ability, or perspective. We will reinforce this commitment by ensuring our policies and practices provide fair and equitable opportunities for success.



### DE&I GUIDING PRINCIPLES



#### Rooted In Respect & Inclusion

A respectful and inclusive workplace based on consideration of others and an openness to new ideas and perspectives.



#### Cultivating Psychological Safety

Creating a psychologically safe environment where employees feel comfortable talking about their lived experiences without fear of discrimination or retribution.



#### Building Connections, Together

Fostering a community where employees feel a sense of belonging and connection – to their work and to the people around them.

## Our DE&I Commitment

Cultivating an environment where all employees feel included, seen, and have a sense of belonging is core to Bird's culture. We commit to proactively employing a workforce that reflects the communities in which we work, fostering an environment of continuous learning, and never compromising on our values.



**Live Green**  
People & Culture

**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 recognize diversity, support employees, and advance inclusion, connection, and belonging at Bird.



**The "Pride@Bird" group** aims 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** provides opportunities for women to build relationships and voice their goals and challenges. This group strives 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.



**The "MentalHealth@Bird" group** aims to create an inclusive workplace for employees impacted by mental health conditions. This group seeks to build social connection, provide resources and peer support, and destigmatize mental health across Bird by promoting awareness and understanding.



**Women of Steel™**

The Women of Steel™ pre-employment program is delivered in partnership with the Canadian Welding Bureau and the 2Nations Bird Partnership that is currently working on BHP's Jansen Potash Mine Phase 1. The program provides opportunities for self-identifying Indigenous women and non-binary individuals to pursue careers in the skilled trades. The Saskatchewan Indian Institute of Technologies (SIIT), Saskatchewan Apprenticeship and Trade Certification Commission, Native Women's Association of Canada National Apprenticeship Program, and Xtended Hydraulics & Machine supported this empowering experience.

Enjoy a video about this initiative [here](#).



**Careers for Youth-Skilled Workforce Partnership**

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 established the *Careers for Youth-Skilled Workforce Partnership* with CAREERS: The Next Generation Foundation. The partnership aims to:

- Advance youth employment by facilitating paid internships in high school, providing youth with real career experience, skills, and networks for workforce entry.
- Build stronger communities by attracting and retaining youth to regional occupations in demand, building local capacity and sustainability.
- Grow and strengthen Alberta's workforce by engaging youth, including Indigenous youth and young women in development strategies.

Bird has renewed the partnership for another three years, pledging \$50,000 per year.





### 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 and 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 brings 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

**13%**  
Female apprentices<sup>(1)</sup>

**3%**  
Female journeypersons<sup>(1)</sup>

(1) Employed by Bird in 2023



### Canada's LGBT+ Chamber of Commerce

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.

### On-Site's Women in Construction Virtual Conference

For International Women's Day and Women in Construction Week, Rebecca Kragnes, Bird's Director - Indigenous Relations and Community Engagement, gave a keynote address at On-Site's Women in Construction virtual conference and moderated the Retaining Women in your Construction Business panel. In her keynote, Rebecca shared her origin story and how following her passion and desire to make positive changes has led her to her purpose. At Bird, Rebecca is able to put change into action by creating opportunities and making space for women and Indigenous participation. She also shares the importance of creating inclusive and diverse workplaces and how we can all make a positive difference.

Watch the full keynote and panel discussions [here](#).

### The Whiteboard Collective



In 2023, Bird became corporate partners with The Whiteboard Collective as part of their Community Hub initiative that aims to facilitate scalable employment outcomes across Canada for marginalized groups.



The Women@Bird ERG partnered with Women Building Futures to curate a blog post about prioritizing inclusion in the workplace.

Read it [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.



**Live Green**  
People & Culture

**Bird Sponsors Women in Engineering Summit**

Bird was a proud Ally Sponsor for the Women in Engineering Summit (WES) 2023, a non-profit organization promoting women's career satisfaction and professional registration in engineering. The WES event works to empower underrepresented communities with speakers discussing unconscious bias, inclusion strategies, career planning, and mental well-being.



**Bird Presents Pride Talks: Supporting Inclusion of Queer Professionals**

This presentation brings foundational knowledge of workplace equity, diversity, and inclusion in support of queer individuals. It is an opportunity to gain insight and learn more about DE&I terms and concepts, how LGBTQ2S+ colleagues experience workplace culture and leadership, allyship for LGBTQ2S+ colleagues, and how to contribute to a more inclusive and equitable workplace and industry.





## LEARNING AND DEVELOPMENT



**+43%**

Learning hours target increase for 2024

At Bird, we are committed to fostering a culture of continuous improvement, innovation, and growth. We understand that learning is a multifaceted journey, encompassing the 3 E's: Experience, Exposure, and Education. Our learning ecosystem is designed to elevate performance with an emphasis on shared accountability and collective success. Our People & Culture team is dedicated to delivering best-in-class learning and development opportunities and we encourage each individual to proactively engage in their personal development, setting career goals, and seeking the necessary support to achieve them.

- Our employees are drivers of their learning, whether they are consuming learning opportunities or are contributing to the learning of others.
- Our leaders are partners in learning with their teams whether it is having career conversations, crafting development plans, offering feedback, sharing learning opportunities, or assigning work that allows their team to stretch and grow.
- Our People & Culture representatives provide support for learning through their interactions with leaders and team members as well as liaising with the learning and development team to bring learning opportunities forward.
- Our executives are sponsors of learning programs as well as ensuring a sustained commitment to unrivaled learning and development experiences.





To date, 125 people have completed the course, and a new cohort of 50 site leaders will be participating in 2024



### Field Leader Foundations

This program is focused on equipping and elevating Bird's field supervisors as future leaders within the field leadership stream. In the inaugural year, 120 field leaders participated in the pilot program to determine the relevance of the program to new field leaders and to guide the application of the program into the future.

**120 field leaders participated in the pilot program**



CAREER PROGRESS CHECK-INS  
Building Conversations

### Career Progress Check-In

The Career Progress Check-In (CPC) process is designed to foster growth by facilitating collaborative conversations and actionable feedback. In CPC conversations, managers and employees reflect on the employee's acquired knowledge, improved skills, and expanded abilities, as well as the impactful connections they've made. It is a chance to recognize the employee's contributions to their team and to Bird as a whole. Moreover, the CPC serves as a collaborative platform for discussing the employees development journey and establishing actionable goals for the future.

**80% of salaried and permanent hourly employees completed a CPC in 2023**



### Taking Flight

Taking Flight, a mid-level management program started in 2018, builds the leadership capacity of staff who manage people.

The program teaches strategies for effective leadership by building on inherent strengths and explaining how to recognize and appreciate the strengths of individuals and teams in work groups. The overriding goal of each session is to enhance the everyday, practical skills required to lead individuals and teams effectively, and to drive improved performance and results. More than 200 people from across the company have graduated from the program to date.

THE EXPERTISE EXCHANGE

### 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. Teams can also create and post courses on our internal learning hub 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.



### Bird Site Management Program

The Bird Site Management Program (BSMP) was established in 2015 and is specifically tailored to better equip site leaders in providing effective leadership at the field level in an industry driven by constant and accelerating change. BSMP is a critical development program for our site staff and an excellent opportunity to increase engagement and drive commitment to their own and Bird's future success. The platform allows for the imparting of key skills and knowledge by internal and external speakers, as well as the sharing of feedback on the challenges faced by the participants in the course of their jobs and how to overcome them. To date, 125 people have completed the course, and a new cohort of 50 site leaders will be participating in 2024.



### Frontline Leadership

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. In 2023, 100 learners were selected by operational leaders to participate in the 30-hour program.



**Live Green**  
Learning and Development

**KNOW**  
THE JOB  
KNOWING MEANS *TRULY UNDERSTANDING*.  
It's a lot easier to find the right path when we know the landscape in detail.

**PLAN**  
THE JOB  
PLANNING MEANS *SIMULATING AND OPTIMIZING*.  
Ideas get stronger the more we try to break them. Fail virtually to succeed in reality.

**LAUNCH**  
THE JOB  
LAUNCHING MEANS *STARTING WITH PURPOSE*.  
The first few steps determine the direction and the tone for all the steps that follow.

**DRIVE**  
THE JOB  
DRIVING MEANS *EYES ON THE PRIZE*.  
Staying on track requires us always to know where we are and where the finish line is.

**CLOSE**  
THE JOB  
CLOSING MEANS *NOTHING LEFT UN-DONE*.  
The journey isn't done until it's all the way done. The last few steps are just as important as the first.

**PILLARS OF PERFORMANCE**



Bird's Operational Excellence initiative strives to create consistent best practices, expectations, and performance measures to enable our project delivery teams to drive enhanced project success. Themes range from planning, change management, and scheduling to quality control and assurance, deficiencies and best practices for various scopes of work. Materials include videos, worksheets and templates, real-world applications, internal Bird examples, and lessons learned.



**>130**  
Mentorship matches

**>3,800**  
Hours spent on mentoring

**Bird Mentorship Program**

The Bird 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

It is a focused and effective approach to development that reinforces collaboration across our organization, encourages the professional and personal development of our people, and fosters a continuous culture of learning at Bird.

In 2023, additional resources were developed for mentees and mentors to support three key areas: building the relationship, achieving results, and feedback and communication. Guides were also developed to assist with recognizing and overcoming bias.



**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.

Monthly Power of Conversations for Employees sessions are available for those looking to enhance their career conversation. The program empowers career development conversations through mindset, skills, and tools. Available to all employees, it includes three eLearning modules, a virtual learning class, resources, and support channels.



# 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.

**129,609**

Total Audience

**58.9%**

Total Audience Growth

**3,151,790**

Impressions

**128,839**

Engagements

**117%**

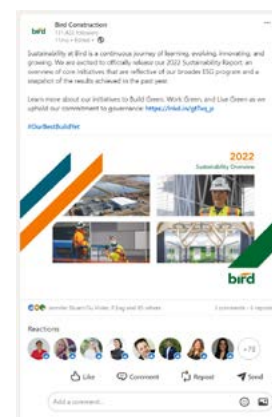
Increase in Video Views

**63,979**

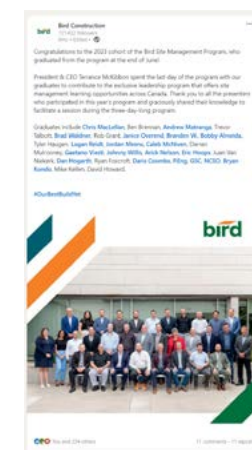
Post Link Clicks



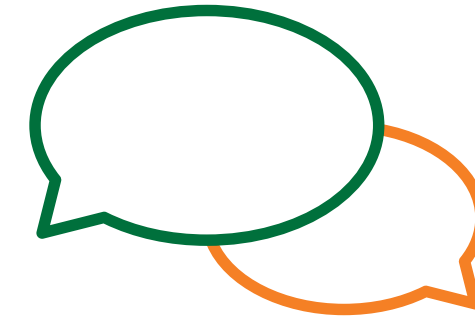
## TOP POSTS OF 2023



View the post [here](#).



View the post [here](#).



# CONVERSATIONS

COMMUNITIES, INVESTORS & INDUSTRY

## Techsploration Goes to Work

The Bird team in Bedford, Nova Scotia, hosted a Techsploration Goes to Work event to encourage high school girls to pursue careers in science, engineering, technology, and trades. Jannika Tobin, Estimator, was selected as a role model for the event. Seven girls and two teachers visited Bird's Bedford office and toured the East Coast Lifestyle site to learn about careers in the construction sector. They ended the day with a roundtable discussion with representatives from every available department to showcase the wide variety of careers Bird offers.



## 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
- Tradeshow
- Conferences
- Industry panels
- Community procurement sessions



## 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





**Building Good is an ambassador for 2023 Construction Inclusion Week**

Construction Inclusion Week is an annual industry-wide effort in the United States to create safe spaces for meaningful conversations, provide educational insights, and to foster a more inclusive construction industry. This movement is dedicated to shedding light on the need to enhance diversity and inclusion within the construction sector, equipping site teams with content and resources to drive positive change. This year Building Good, Bird's strategic partnership with Chandos that is focused on driving positive change in the construction industry, was an ambassador for Construction Inclusion Week. The Construction Inclusion Week concept aligns not only with Building Good's focus areas but with Bird's culture and DEI strategy as well. Through Building Good's participation we hope to assess the possibility of Canadian-izing and bringing it to Canada in the future.



Rebecca Kragnes, Bird's Director of Indigenous Relations and Community Engagement and Board Chair of the Canadian Apprenticeship Forum (CAF-FCA) spoke to CBC News

about the increasing need for skilled tradespeople in Canada and areas where the industry can improve, and offered advice to aspiring tradespeople.

View the segment [here](#).



### Northern Lights Conference

Bird attended the Northern Lights Conference at the Ottawa Convention Center in February 2023. Northern Lights is the largest northern focused conference in Canada attracting participants from coast to coast to coast. The Bird IR team was able to connect in person with our Inuit business partners, keep up to date on northern economic development, and take part in the rich northern cultural activities highlighted in the conference.

**Northern Lights is the largest northern focused conference in Canada**



The RBC Climate Action Institute, launched in 2023, aims to inform and support the journey to net zero by bringing together research insights and industry experts. Bird's Mass Timber Director, Patrick Crabbe, contributed to one of the reports issued by the institute: "Timber Rising: How wood can spur Canada's green building drive", which showed how mass timber deployment in new apartments, condos, and office towers could cut emissions by at least 9MT, or nearly 10% of the sector's emissions, by 2030.

Read the report [here](#).

### Insulator Training Program



This free 8-week program is the only insulator training program local to Fort McMurray and is offered by Stuart Olson and Local 110 for eligible students. This year, eight first year apprentices graduated and continue to thrive within our Turnaround and Maintenance groups.

### Indigenomics on Bay Street Conference

The conference brought together industry players and experts to engage on topics including Indigenous Infrastructure Projects, Indigenous Procurement, Indigenous Economic Development, and Economic Reconciliation.





**Retrofit Canada Conference**

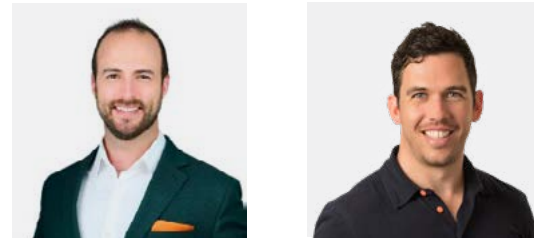
Bird was a proud Gold sponsor for the 2023 Retrofit Conference in Vancouver. Richard Marshall, Director of Design and Innovation, served on the Capacity Strategy Panel, discussing how a workforce can be built to support Canada's growing retrofit sector. Find out more about the event [here](#).

**Canada Green Building Council's Building Lasting Change Conference**



Bird Capital's Development Manager, Daniel Herscovitch, was a panelist at the annual CaGBC conference, speaking about alternative financing models to accelerate retrofits. Read more about this event [here](#).

**iMasons**



Connor McLellan, Director of Client Development at Bird, is the Chair for the Canadian Chapter of the iMasons, which aims to unite digital infrastructure stakeholders on a global scale.

Patrick Crabbe, Bird's Director of Mass Timber, sits on an international materials committee through the iMasons Climate Accord with a target to reduce embodied carbon. This committee includes executives from major global tech companies.



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.

**Bruce Power and Indigenous Relations Supplier Network (IRSN) Community Tours**



Bruce Power and the Indigenous Relations Supplier Network (IRSN) partnered with the communities of Nawash and Saugeen to present the ongoing and prospective projects happening in the communities, followed by lunch and then a tour of the community.



**Bird Projects Featured in IPDA**

Two Bird projects were featured in the April newsletter of the Integrated Project Delivery Alliance (IPDA). The Okanagan Indian Band (OKIB) Six Mile/Bradley & Irish Creek/Head of the Lake Water Systems Improvement Project celebrated successful completion and the first use of integrated project delivery by a First Nations community in Canada. The CNL ANMRC project provides a model for collaborative project execution.

Read the report [here](#).



**Bird Project Recognized in ECA's Breaking Ground Magazine**

Our Covenant Health and Wellness Community Project was featured in ECA's Summer 2023 Breaking Ground Magazine issue for playing a key role in the community-based health and wellness project. Located at the heart of Edmonton's largest and most populated residential community on Covenant Health's Southeast Campus, the project will include a community health centre, multi-generational housing, an integrated seniors' continuing care centre, and more.

Read more about the project [here](#).



**Live Green**  
Stakeholder Engagement

**Northern Alberta (NAB) Buildings Group Trade Partner Appreciation**



This year Bird asked our project teams to nominate the trade partners who they felt exemplified our safety culture. During the event, awards were presented to the top three nominees: Pagnotta, Canadian Power Pac, and Goldbar Contractors Inc. The event was held at MacEwan University at Paul Byrne Hall – In the Heart of the Robbins.



**Bird Heavy Civil Receives Employer Recognition Award 2023**



The Bird Heavy Civil team was awarded the Employer Recognition Award 2023 from the Memorial University of Newfoundland (MUN) Co-operative Education Office. This esteemed accolade celebrates our team's exceptional work with the local university.

Read more about the achievement [here](#).

**2023 Bird Trade Partner Safety Excellence Awards**

Our Vancouver team held a Trade Partner and Supplier Expo to thank our valued trade partners. Many connections were formed between Bird employees and the BC trade partners who came down for a fun day of food, prizes, awards, and networking.

View a video about the event [here](#).



**MRO Client Appreciation Golf Tournament**



The much-anticipated Bird Client Appreciation Golf Tournament unfolded in Canmore at the Stewart Creek Golf Course. Surrounded by majestic mountain peaks, we came together to celebrate our valued relationships.

View a video about the event [here](#).



## Building Good



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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.

### Prioritizing inclusion in the workplace

When employers are looking to diversify their workforce actively and meaningfully, it is essential that their primary focus is on inclusive work environments, first and foremost.

Read the post [here](#).

### Building good online communities

Despite being highly skilled and capable, some women face barriers to entry and advancement, or generally do not see the construction industry as a place for them. We partnered with Areto Labs, a women-owned Canadian tech company, to track the commentary on social media around women in construction over the past six months.

Read the post [here](#).



### Transforming construction through sustainability and Lean practices

As Lean construction practices and requirements have grown more prevalent in projects over time, it is crucial to comprehend the multiple benefits it can provide to a project, ranging from its contributions to environmental sustainability to its potential for cost reduction.

Read the post [here](#).

### How generative AI is transforming how we design, build, and work

Whether we embrace it or not, generative AI will transform how we work and how we build.

Read the post [here](#).

### The social and human experience of building

There is so much to consider when thinking about social sustainability. One vital aspect that is often overlooked is the livability of spaces.

Read the post [here](#).

### Embracing sustainable building practices

The global shift towards achieving net zero emissions has led to an increasing interest in sustainable building practices among architects, designers, builders, and property owners. Integrating concepts such as local vernacular architecture, the 100-kilometer home concept, and Life Cycle Assessments into the design process can help to reduce the environmental impact of construction and transportation.

Read the post [here](#).

### Building community benefits in construction for good

Discover the power of social procurement in shaping inclusive, vibrant, and healthy communities and explore how construction projects can implement social procurement goals through Community Benefit Agreements (CBA).

Read the post [here](#).

### Sponge cities and nature-based solutions

Sponge cities could be the green answer to flooding. It is time we move beyond concrete interventions and instead look increasingly to nature for solutions to climate-related challenges.

Read the post [here](#).

### Sharing the AEC industry with our youngest learners

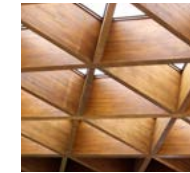
Discover the importance of early career exploration and the skilled trades in Canada and learn about the benefits of hands-on learning, diverse picture books, and multidisciplinary STEAM resources. Join the movement to redefine “good jobs” and bridge the gap between education and the world of work.

Read the post [here](#).

### ISO 19650: Potential for transformation of information management in the Canadian construction industry

Unlocking Construction Efficiency: ISO 19650's Impact on Canadian Industry. Streamlined processes, improved outcomes.

Read the post [here](#).



### Revolutionizing construction and supporting global net zero targets

Mass timber is at the forefront of sustainable construction, revolutionizing the way we build our cities while supporting global net zero targets. Through sustainable forestry practices, carbon sequestration capabilities, and energy-efficient construction methods, mass timber is paving the way for a greener, more sustainable, and more resilient future.

Read the post [here](#).





## Building Good



### City of canvas

Explore the dynamic relationship between public art, architecture, and urban planning in Canadian communities and urban centres like Vancouver. There is an intersection between builders, architects and engineers and art.

Read the post [here](#).



### Paving the way to sustainability: upcycling plastic into pavement

Discover how Last20, a pioneering Canadian start-up, is revolutionizing the battle against plastic pollution by transforming low-density polyethylene (LDPE) into sustainable pavement.

Read the post [here](#).



### Building Good: 2023 year in review

Explore the highlights of Building Good's transformative year in the construction industry as we reflect on groundbreaking innovations, inclusive workplaces, and sustainable practices.

Read the post [here](#).

## Building Conversations

In each podcast episode, expert guests explore different ways in which our industry can lead transformational change.



Access Podcast Episodes [here](#).



### Listen to the top podcasts of 2023:

[LISTEN HERE](#)

The Good Guys with Workplace Allies

[LISTEN HERE](#)

Keeping People in Their Dream Jobs with Jamie McMillan

[LISTEN HERE](#)

Biomimicry: Nature is the Best Engineer with Jamie Miller

[LISTEN HERE](#)

Construction Work is Social Work with Nora Spencer





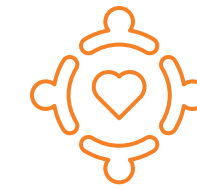
## Career Fairs and Campus Outreach

We are in pursuit of the next generation of aspiring leaders. **We believe in building our future leaders, which is why our student program is paramount to the growth of Bird.** The objective of the program is to provide students with practical work experience over repeat work terms, and full-time career opportunities upon graduation. At Bird, students will join a collaborative team, experience meaningful and challenging work opportunities, and expand their professional network in a supportive learning environment.

Explore careers with Bird [here.](#)







## COMMUNITY CONNECTIONS

Total Community Investment\*  
**>\$850,000**

At Bird, we are committed to making a positive impact in the communities where we live and work. The One Bird Community Giving Framework is our way of using our financial resources and empowering our team to enrich the lives of those in need within our communities.

**By focusing on five pillars, we aim to bring about meaningful change in various areas that matter most to us:**

**1. Indigenous Relations:** We recognize the importance of creating inclusive, respectful, and equitable working environments and are committed to being socially responsible. Through this pillar, we strive to be a positive contributor to the overall well-being of Indigenous Peoples with whom we interact across Canada and demonstrate this by respecting and promoting the rights of Indigenous Peoples across our operations.

**2. Education & Innovation:** Education is the foundation for a thriving society, and innovation drives progress. Inspiring and enabling the next generation of construction and trade professionals is critical to our future success. It is also important that we empower and enable underrepresented groups to enter the construction and trade industries.

**3. Environment:** Sustainability is not a box we check; it is how we do business. Our approach to sustainability reflects our commitment to the core company values of safety, people, teamwork, professionalism, integrity, and stewardship. We encourage our team members to make sustainability and the environment a conscious part of their everyday lives, alongside innovating our industry to create a more environmentally sustainable future.

**4. Health & Wellness:** Community is at the core of everything we do – we don't just build in communities, we are part of them. Helping improve health and wellness in our local areas supports thriving communities. Supporting the health and well-being of our team members is also critical to who we are and our values. Team members that prioritize their overall health and well-being can bring their best selves to work.

**5. DE&I:** We have a lens of Diversity, Equity, and Inclusion (DE&I) across all our pillars. We are committed to cultivating an environment where all employees feel included, seen, and have a sense of belonging. Bringing together people with different backgrounds and perspectives is key to innovation and growth.

\* Includes scholarships, sponsorships, donations, and distributions from Bird-supported endowments



**New Jerseys for the U11 Ball Hockey League**



The U11 Ball Hockey League in Labrador West recently received a generous donation from the Bird Heavy Civil team in Wabush, Newfoundland and Labrador. They donated a complete set of new jerseys, which is the first time the division has received new jerseys in 15 years.

**Food Drive Donation to the OSM Food Cupboard**



The Port Hope Restoration Alliance (PHRA) put together a holiday donation drive for the Otonabee-South Monaghan (OSM) Food Cupboard in support of Hiawatha First Nation. The team donated over 250 items.

**CBS Wounded Warriors Rucksack for Remembrance Hockey Tournament**



This fundraising event was dedicated to assisting Canadian Military service members, veterans, and first responders. The tournament featured six teams and four NHL Alumni hockey players who skated in the united effort to raise funds and awareness, and for the Elliott Aube Memorial Cup. All proceeds went to the Wounded Warriors of Canada and we are proud to share that the \$10,000 goal was surpassed.



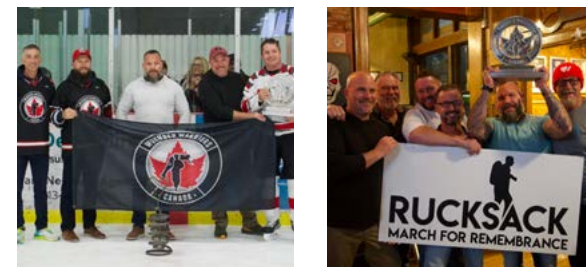
**Ellwood Group Blood Drive**

On May 25th, the Bird Ellwood Team proudly supported Canada's Lifeline by donating to the Canadian Blood Services. This initiative aimed to help save lives, and we are happy to have contributed to the cause. The team plans to continue to donate to this great cause in the coming months.

**BC Children's Hospital Fundraising Week**

Congratulations to the Vancouver site teams for raising over \$20,600 in support of sick and injured children in the community and province.

**\$20,600**  
raised







## Manitoba Marathon

Thirty six employees and their families recently volunteered at the Manitoba Marathon, with 16 entrants in the marathon. The Winnipeg team has been volunteering at the event for over five years, cheering on the team from the water stations.



## Cold Lake Toy Drive

The MRO Cold Lake team collected donations and toys for local children and families, raising \$2,500 for the Bonnyville Santa's Elves and Santa's Anonymous.



## #HeatwaveChallenge for SickKids

Our Mississauga team had some fun in the sun for a good cause at the Heatwave beach volleyball tournament. This year's event helped to raise donations for the construction of a new hospital.

## Cheryl's Walk for Aplastic Anemia



Chrystal Plante, IR Coordinator and Paul Bright, Purchasing Agent, volunteered their time for Cheryl's Run on Saturday, September 23. The event supports the Stollery Children's Hospital Foundation and Canadian Blood Services, with all funds this year going to the Awasisak Indigenous Health Program.

## RBC Race for the Kids

Bird sponsored the RBC Race for the Kids in Calgary on September 10. Members of our Calgary team volunteered as course marshals for the event. The funds raised go towards kids' mental health programs and services. Funds from previous race years went towards the development of The Summit (CCAMH), which Bird completed in Spring 2023.



## Manitoba Family Picnic

The Winnipeg district enjoyed the warm weather with a family barbeque. Employees, families, and pets enjoyed lunch, kids' games, and an entertaining slo pitch game. The team raised \$600 for the Childrens Hospital Foundation of Manitoba during the event.





### Gran Fondo Lake Huron

Bird proudly sponsored and joined the Gran Fondo Lake Huron, hosted by Bruce Power & Supplies, supporting Bruce County's healthcare. Our team bonded during the ride, making a meaningful community impact. Over 80 youth also participated in the ride, with new biking gear provided to 19 youth from Saugeen Shores & Saugeen First Nation. The event raised over \$1 million for new medical equipment.

### Adopt-a-Family Program



The 8th Annual Adopt-a-Family program concluded in November, and was once again a resounding success. The Fort McMurray MRO team raised over \$10,000 and supported four families and seven seniors. An additional \$2,000 was donated to the local food bank.

### Harvest Manitoba

The Bird Winnipeg team helped to sort and pack food at Harvest Manitoba. The team collected 309lbs of food and 32lbs of clothing, as well as raising donations via the online donation page. Over 100,000 Manitobans rely on Harvest Manitoba for food each month, half of which are children.



### Make A Wish Clubhouse

The Bird Atlantic team was thrilled to support the creation of a clubhouse for Josh, an 8-year-old cancer survivor, who envisioned a blue clubhouse featuring a tire swing, slide, bunk beds, and more where he could play with his 2-year-old brother. Josh served as the Project Supervisor with full personal protective equipment.



One Bird November

 > \$9,000 Raised

November is an annual event to raise awareness of men's health issues, such as prostate cancer, testicular cancer, and men's mental health and suicide prevention. This year, the One Bird team raised over \$9,000 for men's health!





# CONVERSATIONS WITH EMPLOYEES

## Living Our Values: 2023 Engagement Survey

Bird undertakes an annual Engagement Survey of all salaried and permanent hourly employees. The feedback and insights provided are used to inform decisions and continue to build our employee experience. The 2023 results show that the company is showing continuous improvement in building an employee experience that nurtures engaged, collaborative, and high performing teams.



**93%**  
Participation Rate

**8%**  
Improvement in  
Engagement Score

### Bird employees shared their feelings in our 2023 Engagement Survey\*:

**91%** I would be comfortable speaking up if someone on my team was being targeted with jokes or comments

**87%** I believe this organization is a safe and supportive workplace for people from historically underrepresented groups

**86%** My manager treats people fairly

**85%** We have a work environment that is accepting of diverse backgrounds and ways of thinking

**85%** I can be myself at work

\*Kincentric places Bird scores for these questions above the Canada Average, except for the second callout, which is a bespoke question with no benchmark.

# COUNT ME IN

## Count Me In Campaign

Accurate information about our employees helps us make more informed decisions. To support a deeper understanding of our employees diversity, our People & Culture team launched the Count me In campaign to encourage the sharing of personal information in employee profiles. This includes information about age, gender, gender identity, ethnicity, pronouns, sexual orientation, and persons with disabilities. This data will help us identify issues, gaps, and biases and help us ensure fairness is embedded into decision making, guide our DE&I focus areas, and determine which actions have the biggest impact. We want to explore the entire employee experience with a diversity lens and ensure we are building an inclusive culture where employees feel safe and represented.



## Onboarding@Bird

At Bird, we recognize that onboarding is a foundational part of the employee experience and want to ensure that new employees feel prepared and supported as they begin their journey with us. This new program uses a One Bird approach to align our organizational goals and expectations of what onboarding should look and feel like at Bird, and helps to foster a sense of belonging and connection for new employees.

## Annual Bird Town Halls

Executive leaders Teri McKibbon, Wayne Gingrich, Gilles Royer, Brian Henry, Charles Caza, and John Wright toured Bird's offices from coast to coast to share an overview of our strategic direction, recent financials, operational wins, One Bird success stories, results from our 2023 Employee Engagement Survey, and updates on our upcoming 2025-2027 Strategic Plan. Each event including a live Q&A.



Bird named one of the best employers for 2024 by Forbes.



# Bird Excellence Awards



The Bird Excellence Awards annually celebrate the exceptional achievements and contributions of individuals and teams pivotal to our company's success. In 2023, these accolades included six categories: safety, collaboration, resilience, community, leadership, and performance, spotlighting the outstanding work completed in the year.

**6**  
Categories

**246**  
Nominations

**21**  
Finalists

**Congratulations to all the winners!**

## Live Green Employee Engagement



### Safety

Outstanding commitment to a healthy and safe work environment at Bird and for demonstrating a dedication to a culture of operational & psychological safety through engagement, learning, and leadership.

### Resilience

Perseverance and an ability to adapt to unprecedented challenges. This individual or team maintained a solution-focused mindset to find innovative and profitable solutions, unlock potential, and chart the best path forward despite the circumstances.

### Performance 1

#### Performance on a Bird Project

An employee or team with a passion for excellence who surpassed expectations by seizing an opportunity to do more than what was asked – going the extra mile to achieve success on a Bird Project – while demonstrating the Ideal Team Player virtues of Humble, Hungry, and Smart.

### Leadership

An individual with exceptional leadership qualities that has a significant and positive impact on our business. This individual has shown dedication and commitment as a people leader, influencing and inspiring engagement, collaboration, team performance, and results.

### Collaboration

Outstanding commitment to collaboration and teamwork. This award celebrates an individual or team that exemplifies the strategy of One Bird and leverages respect, collaboration, and a solution-focused mindset to deliver the best outcomes and results.

### Community

Outstanding service to the local community; demonstrates a passion and care for work and inclusive relationships that honours our business, industry, and community.

### Performance 2

#### Performance on Business Improvement Initiative

An employee or team who achieved significant success in a business improvement initiative. Through their professionalism and achievements, this individual or team has helped in advancing the purpose and goals of the company.







### Congratulations to the new members of the 25-Year Club!

Bird has a proud tradition of people who have enjoyed long and rewarding careers with the company and the dedication of the employees of Bird Construction has been, and continues to be, a key element of our longevity and success. In 1956, founder Hubert John 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. By the company's centennial celebrations, 220 members were part of this extraordinary club. Three people

have reached the exceptional milestone of over 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.





# Meet the Board

## COMMITMENT TO GOVERNANCE

Our collaborative culture is based on **courtesy towards each other, openness to new ideas and perspectives, and an ethos of honesty and fairness**

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](#).



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



**J. Richard Bird**  
Corporate Director



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



**Bonnie D. DuPont**  
Corporate Director



**Steve Edwards**  
Corporate Director



**J. Kim Fennell**  
Corporate Director



**Jennifer F. Koury**  
Corporate Director  
Chair of the Human Resources & Governance Committee



**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





President and CEO (1991-2008)

In addition to establishing the Bird Construction/Paul and Gerri Charette Endowment Fund that supports post-secondary education for Indigenous students, Paul Charette (a Red River College alum) and his wife Gerri donated \$1 million towards the establishment of a research chair for RRC's School of Construction and Engineering Technology (SCET).

Read more [here](#).



Chairman of the Board (2001-2021)

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Mr. Charette has **played an integral role in Bird's success story** since joining the company in 1976

## Retirement of Mr. Paul Charette as Independent Director

Mr. Paul Charette has retired from his position as Independent Director on the Board and as such he did not seek re-election at the Company's 2023 Annual General Meeting of Shareholders held on May 9, 2023. As a longstanding member of the Board, Mr. Charette has played an integral role in Bird's success story, serving as an Independent Director from 2021 to 2023 and as Chairman of the Board from 2001 to 2021.

Joining Bird in 1976 as a Project Coordinator, Mr. Charette's exceptional leadership propelled him to the role of President and Chief Operating Officer in 1988. His visionary approach and dedication further led to his appointment as the President and Chief Executive Officer in 1991, a position he held until his retirement in September 2008. Despite retiring from the executive role, he continued to contribute his expertise and insights to the Board, leaving a lasting impact on Bird's growth and prominence in the construction industry.

In addition to providing leadership to Bird, Mr. Charette provided leadership to the construction industry. He has served on a number of industry boards. He was Chair of the Ontario General Contractors Association, Chair of the Toronto Construction Association Advisory Committee and was Chair of the Canadian Construction Association in 2009. Beyond his contributions to Bird, Mr. Charette has been a tireless advocate for college and institute education. Notably, he played a key role in establishing the Bird Construction/Paul and Gerri Charette Endowment Fund in partnership with Colleges and Institutes Canada, which is dedicated to supporting Indigenous students pursuing post-secondary education. The Fund of \$200,000 is held in perpetuity with annual disbursements; its first disbursements were made in the 2021-2022 school year.

Read the full press release [here](#).



## 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
- Climate risks and opportunities management

View the Audit Committee Charter [here](#).

### 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

View the Human Resources and Governance Committee Charter [here](#).

### 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

View the Health, Safety, and Environment Committee Charter [here](#).

## Board Independence & 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. Jennifer F. Koury chairs the Human Resources and Governance Committee.

92%

Independent Board Members

66%

Board Committee Chairs are Women

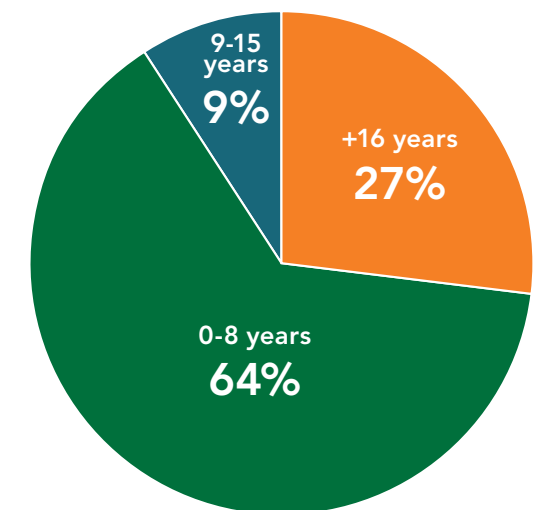
27%

Women on the Board

9%

Indigenous representation on the Board

### Board Tenure



Read the Board Diversity Policy [here](#).



# Living our Values: Ethics and Conduct

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.

Access Bird's Code of Ethics [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. 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.

Access the Whistleblower Policy [here](#).

Access the Anti-Bribery and Anti-Corruption Policy [here](#).

The company prohibits discrimination, abuse, and harassment and clearly outlines expected conduct in the Respectful Workplace Policy. The company is committed to respecting human rights and upholding the United Nations Declaration of Human Rights. The welfare of Bird's employees and of the employees of our suppliers and subcontractors is critical to our success.

Read our Human Rights Policy [here](#).

Our Supplier Code of Conduct outlines business conduct and ethics expectations for our suppliers and subcontractors, and is available [here](#).

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.

Access information about the hotline [here](#).

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.

Taking the appropriate time to disconnect from work is integral to well-being 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.

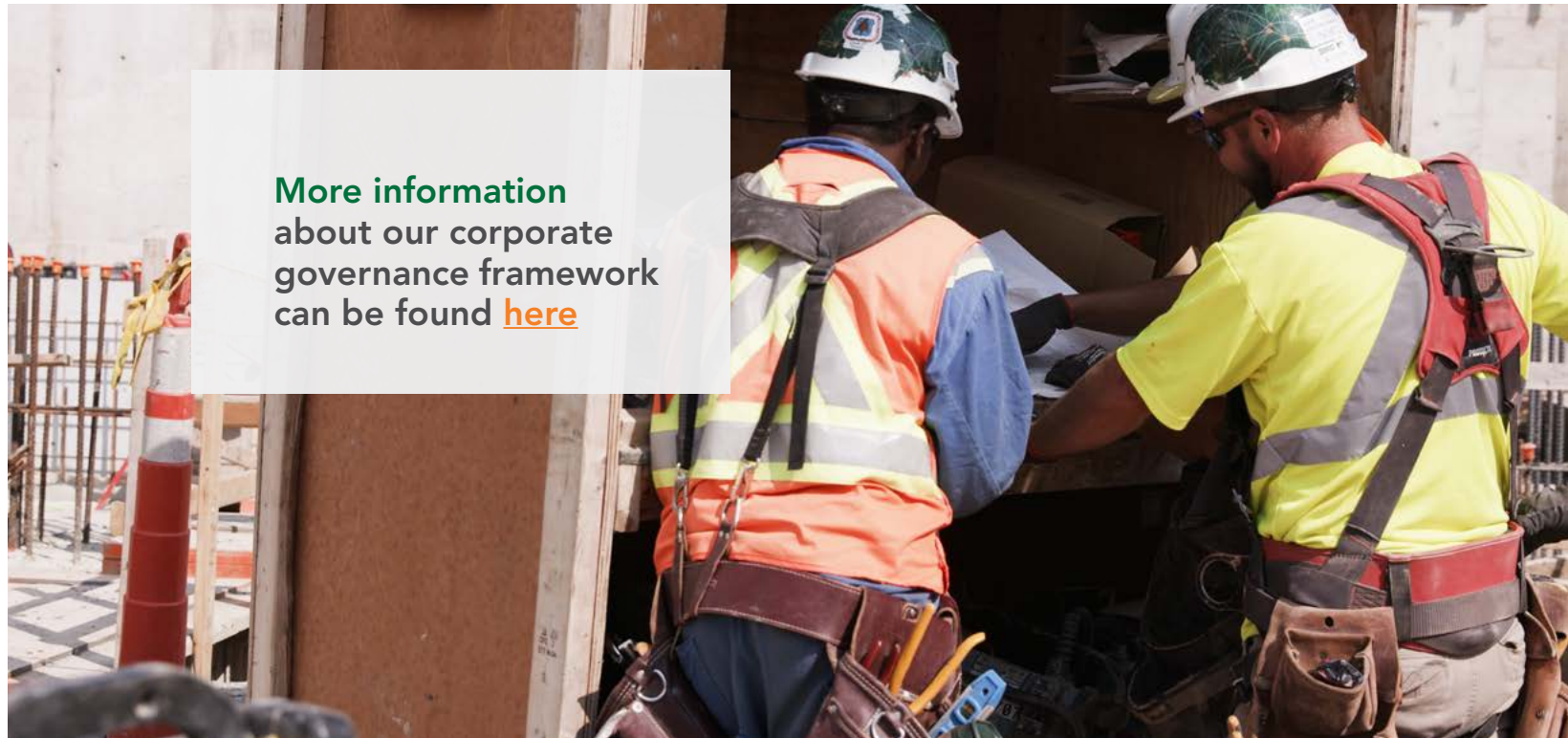
Safety is an essential component of our DNA. Bird is recognized for best-in-class Health, Safety, and Environment Management and we uphold our high standards through an engaged workforce and vigilant processes that create a culture of complete accountability and personal responsibility.

Read our Health and Safety Policy [here](#).

Read our Environmental Protection Policy [here](#).

Read our Incident Management Policy [here](#).

Read our Risk Assessment Policy [here](#).



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



# 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. The following table outlines the climate-related risks and opportunities specific to Bird.



The Board plays an active role in evaluating risks and opportunities related to the business plan. The Board reviews an in-depth ERM report annually to maintain a robust view of risks and appropriate mitigation strategies and receives regular updates thereafter. As part of the ERM program, the Board reviews the key terms and principal risks in advance of the Company submitting binding proposals on projects of significant value, giving the Board an active voice in risk assessment and risk mitigation strategies on projects that carry greater financial and operational risk. The Board is also responsible for approving the Company's risk appetite. Accountability for oversight of certain risks is delegated to committees of the Board.


## Climate Change Risks and Opportunities





Physical Risks	
Risk Summary	Description and Mitigation Strategies
<b>Weather-Related</b>	The probability and unpredictability of extreme weather events such as earthquakes, hurricanes, tornadoes, wildfires, floods, droughts and other associated incidents may continue to increase due to climate change, and there may continue to be longer-term shifts in climate patterns that may also impact biodiversity. As many of the Company's construction activities are performed outdoors, extreme weather events can be disruptive to operations and cause the Company to incur additional costs such as 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 under unanticipated weather conditions. Although the Company mitigates some of these risks through contractual terms and insurance, extended periods of poor weather may have an adverse effect on profitability. Conversely, the impact of extreme weather events on the built environment, and infrastructure in particular, creates increased demand for the construction of climate-resilient infrastructure and the post-construction hardening of existing infrastructure. The Company's expanding capabilities to bid on and execute these types of projects creates profitable growth opportunities for the Company.

Transition Risks	
Risk Summary	Description and Mitigation Strategies
<b>Transition to a Lower Carbon Economy</b>	<p>The transition to a lower-carbon economy could potentially be disruptive to traditional business models and investment strategies. Private and/or public-sector clients of the Company may choose to change their construction project priorities due to changes in project funding or public perception of the sustainability of the projects. Changing market demands are actively monitored by the Company, partially mitigating this risk as lower demand in some sectors may be offset with opportunities in others, by forming strategic partnerships and by pursuing sustainable innovations.</p> <p>Government action to address climate change may include economic instruments such as carbon and energy consumption taxes as well as restrictions on economic sectors, such as cap-and-trade or more stringent regulation of greenhouse gas emissions and biodiversity protections 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.</p> <p>The transition to a lower-carbon economy also presents opportunities as changing market demands are aligned to the Company's diversified service offerings and operations in varied market sectors. Strategic acquisitions including Stuart Olson, Dagmar, Trinity and NorCan have enhanced the Company's ability to secure and execute projects of increased scale and complexity. The Company is positioned to capture growth in key sectors including infrastructure, utilities, deep energy retrofits, nuclear and renewable energy, particularly for projects related to expanding electrification and decarbonization.</p>
<b>Financial</b>	The Company's cost of business, including insurance premiums, may increase due to the introduction of or changes to climate change measures. The Company may also incur additional expenses related to complying with environmental regulations and policies in regions where it does business. These costs could include requirements to purchase new equipment to reduce emissions to comply with new regulatory standards or to mitigate the financial impact of different forms of carbon pricing. The Company could also incur costs related to engaging with governments, regulators and industry organizations in order to proactively monitor regulatory trends, and costs to implement appropriate 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.
<b>Market and Reputational</b>	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 and demonstrate due diligence within their value chain. 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 could be impacted as a result. In addition, the Company's approach to climate change issues may influence stakeholders' and clients' perceptions of the Company in relation to its peers and impact their investment and procurement decisions.



Topic	Metric	2023	Framework Alignment	Disclosure Documents
Backlog	Number	\$3.4B	GRI 101 & 102 SASB IF-EN-000, IF-EN-510a.1, IF-EN-510a.3	<a href="#">Annual Report</a> (12, 54-63) <a href="#">Management Information Circular</a> Sustainability Overview (17) <a href="#">Bird Website: Governance</a>
Pending Backlog	Number	\$3.0B		
Policies and practices for prevention of bribery/corruption and anti-competitive behaviours				
<b>Diversity, Equity, and Inclusion</b>				
Total Employees	Number	5,000+	GRI 2, 406-1	<a href="#">Annual Information Form</a> (12) Sustainability Overview (85, 111, 141, 159) <a href="#">Management Information Circular</a> (12-17,19) <a href="#">DEI Commitment and Guiding Principles</a>
Full-time Salaried Employees	Number	1,920		
Hourly Employees	Number	2,756		
Women	%	30%		
Women in Leadership	%	22%		
Women on the Board	%	27%		
Women Board Committee Chairs	%	66%		
Women Promotions	%	28%		
Indigenous Representation on the Board	%	9%		
Self-Disclosed Ethnic Origins	%			
- European		41%		
- African, Asian, Caribbean, or Latin, Central and South American		32%		
- North American		23%		
- Indigenous Canadian		4%		
Total Spend with Indigenous Subcontractors and Suppliers	Number	>\$62.2M		
Donations and Sponsorships in Indigenous Communities	Number	>\$130,000		
Total Community Investment	Number	>\$850,000		
Indigenous-owned Businesses Supported	Number	+40		
Increase in Learning Hours Target	%	43%		
Achievement of Learning Hours Target	%	+17%		

Topic	Metric	2023	Framework Alignment	Disclosure Documents
<b>Health and Safety</b>				
Total internal work hours	Number	10,500,000	GRI 403-1 to 403-9 SASB IF-EN-320a.1	<a href="#">Annual Report</a> (20, 68) Sustainability Overview (73, 75)
Lost Time Incident Frequency	Number	0.0		
Lost time incident/s	Number	0		<a href="#">Health and Safety Policy</a> <a href="#">Risk Assessment Policy</a> <a href="#">Incident Management Policy</a>
Fatalities	Number	0		
Toolbox Talks	Number	>13,000		
Achievement of Learning Hours Target	%	+131%		

Topic	Metric	2023	Framework Alignment	Disclosure Documents
<b>Climate</b>				
Scope 1 GHG Emissions	% of Total Emissions	19.42%	GRI 305-1 to 305-5 SASB IF-EN-160a.2 SASB IF-EN-410a.1	<a href="#">Annual Report</a> (20, 68) Sustainability Overview (73, 75) <a href="#">Health and Safety Policy</a> <a href="#">Risk Assessment Policy</a> <a href="#">Incident Management Policy</a>
- Stationary (2021 Baseline)		30.55%		
- Stationary (2022)		59.26%		
- Mobile (2021 Baseline)		46.70%		
- Mobile (2022)				
Scope 2 GHG Emissions	% of Total Emissions	21.22%		
- 2021 Baseline		22.65%		
- 2022				
Active Projects Featured	Number	27		
Climate Risk	Disclosure	Sustainability Overview (162-164) <a href="#">Annual Report</a> (84-85)	 	Sustainability Overview (58-59) <a href="#">Annual Report</a> (84-85, 87) <a href="#">Environmental Protection Policy</a> <a href="#">Bird Construction Website: Sustainability</a>



# 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.





## Sustainability Overview 2023

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