

A decorative graphic consisting of a white horizontal line on the left and an orange horizontal line on the right, both of equal length.

Sustainability Overview

A small orange triangle pointing downwards and to the right.

2025



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Our model for success is simple,
yet powerful in its application.
An approach to doing business
that is grounded in respect,
transparency, and collaboration.

100+ Years
Building Canada

6,000+
Workforce of more
than 6,000 people

Coast to coast to coast
Operations across Canada

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 to coast and a workforce of more than 6,000 people, Bird services all of Canada's major markets through a collaborative, safety-first approach, providing a comprehensive range of construction services, self-perform capabilities, and innovative solutions to the Industrial, Buildings, and Infrastructure markets. 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, employees, and communities – 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.

About this Sustainability Overview

 Guided by our values

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 Sustainability 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 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 Sustainability Program.



Bird's approach to sustainability remains pragmatic and performance-driven, supporting disciplined execution today while positioning the company for the evolving expectations of clients and stakeholders.



Terrance L. McKibbon
President and Chief Executive Officer

Strong and transparent governance is central to how the Board oversees risk and protects long-term value. Leveraging the expertise of each director, key risks are identified, assessed, and managed within a disciplined framework that supports informed decision-making. This approach underpins resilience, accountability, and the creation of sustainable returns for shareholders.



Paul R. Raboud
Chairman of the Board

This year's Sustainability Overview highlights the progress made through innovation and operational excellence in execution, while recognizing that meaningful impact requires continuous improvement and industry collaboration. As the construction industry evolves, we remain focused on delivering resilient projects that contribute to a more sustainable built environment.



Wayne Gingrich
Chief Financial Officer



Yonni Fushman
Executive Vice President and Chief Legal 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



Yonni Fushman
Executive Vice President and Chief Legal 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



David Keep
Executive Vice President, MRO and Commercial Systems



Rachel Pattimore
Vice President, Investor Relations & Strategic Development



Pierre Morris
Vice President, Corporate Finance

ESG Advisors

National ESG Team



Cheryl Ballerini
Vice President, Strategic Development



Lara de Klerk
Director, Sustainability



Junee Grewal
Sustainability Lead



Nicholas Manuccdoc
Strategic Development Coordinator



Nyka Grewal
ESG Coordinator

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
- Stakeholder engagement



Commitment to Governance

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

2025 Highlights

People & Culture

Mercer Best Employer
Canada 2025

Canada's Top 100 Employers 2025

Alberta's TOP 85 EMPLOYERS 2026

6,000+
Employees¹

Women at Bird

32.1%
Women²

26.2%
People managers²

31%
Promotions²

4 Employee Resource Groups (ERGs)

Indigenous@Bird
Indigenous Network

MentalHealth@Bird
Mental Health Network

PRIDE@Bird
LGBTQ2S+ Network

Women@Bird
Women's Network

Financial

\$3.4B
Revenue⁴

\$5.1B
Backlog⁴

\$6.0B
Pending backlog⁴

TSX30 Ranked #17
2025 COMPANY in 2025

Health, Safety, and Environment

~12.7M
Total internal work hours

>39,520
Toolbox talks

Bird joins the Canada Net-Zero Challenge

Indigenous Relations

>\$45.4M
Total spend with Indigenous subcontractors and suppliers

>\$439,100
Donations and sponsorships in Indigenous communities

88
Indigenous-owned businesses supported

PAIR SILVER
PARTNERSHIP ACCREDITATION IN INDIGENOUS RELATIONS

Community Investment

>\$1.4M
Total community investment³

Engagement

95%
Engagement survey participation rate

¹ Salaried and hourly employees throughout the year
² Full-time salaried and permanent hourly employees
³ Includes scholarships, sponsorships, donations, and distributions from Bird-supported endowments

⁴ At December 31, 2025



Build Green



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.



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



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



Offsite Solutions

Bird's expertise in various forms of Modern Methods of Construction (MMC) delivers high-performance, sustainable, and rapidly deployable buildings and systems. Leveraging advanced manufacturing, integrated digital delivery, and a national network of specialized partners, Bird offers mass timber, modular, and prefabricated solutions that enhance quality, while reducing risk, and accelerating project delivery. Prioritizing innovation, constructability, and scalable design, the team delivers expertly engineered building components that reduce environmental impact and surpass client requirements.

What is MMC?

Modern Methods of Construction (MMC) encompass various advanced building approaches designed to accelerate schedules, enhance safety, reduce waste, and improve overall project performance.

Opportunities



Critical High-Volume Housing

The Government of Canada has launched the Build Canada Homes (BCH) agency to accelerate delivery of affordable housing using MMC systems on federal land. With the ability to deliver faster, safer, and with greater cost certainty, MMC systems are well-suited for large multi-unit residential developments requiring rapid deployment.



Defence

The Department of National Defence (DND) and Defence Construction Canada (DCC) are actively using MMC to deliver housing and infrastructure across multiple bases.



Arctic / Remote North

Federal and regional investments are scaling MMC solutions across the northern regions in collaboration with various Indigenous partners. Modular homes have been used successfully in communities across northern Canada to meet housing needs and will continue being a priority to meet long-term demand.



2025 Project Highlights

Sustainable Energy

Advancing national energy systems rely on the construction of high-performance facilities that enable efficient, renewable-power generation and the modernization of existing assets. Through detailed planning, disciplined field execution, and industry collaboration, these projects enhance system reliability, reduce lifecycle emissions, and support Canada’s transition towards a low-carbon energy framework.



Aurora Hydrogen: Transitioning to Cleaner Energy

Bird is proud to support Aurora Hydrogen in developing the world’s first high-efficiency clean hydrogen at the Aurora Hydrogen Pilot Plant in Fort Saskatchewan. Aurora Hydrogen’s unique protected microwave technology generates hydrogen by heating natural gas directly with microwaves. This proven method enables low-cost, efficient hydrogen production using 80% less electricity than traditional electrolysis. This method can leverage existing energy infrastructure, allowing for a more scalable, low emissions alternative for decarbonization.

Supporting the project from early engineering through pre-commissioning allowed the team to coordinate seamlessly across all disciplines, ensuring accuracy, flexibility, and tailoring solutions to project needs. Construction has been completed and the project transitioned to commissioning in 2025.

Bird Services

- Piling Supply & Install
- Fabrication
- Civil
- Structural
- Module & Component Install
- Pipe/Electrical/Controls
- Interconnections
- Insulation
- Pre-commissioning

Build Green

City of Calgary Compost Facility

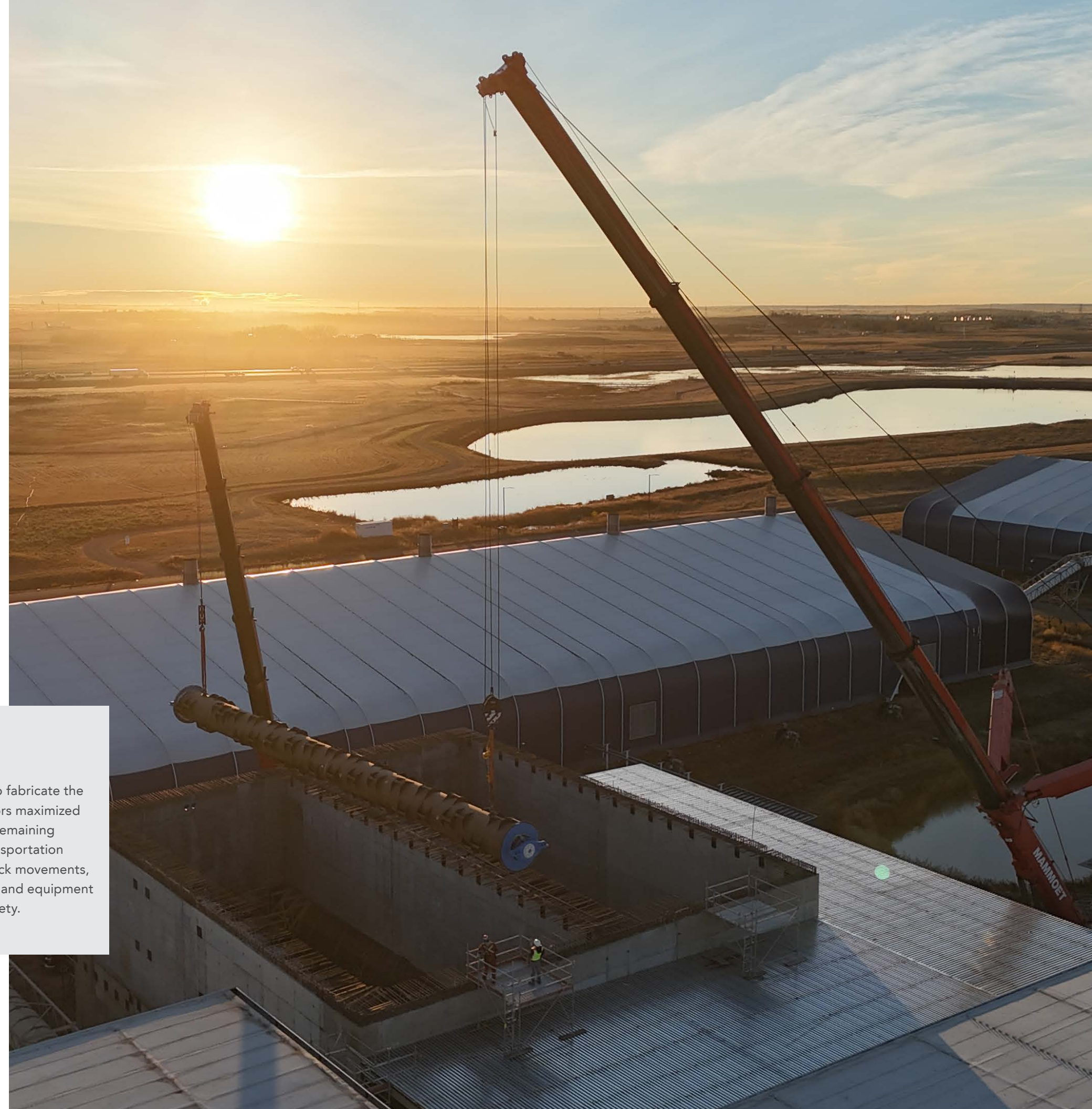
The City of Calgary Compost Facility, delivered by Bird through a joint venture, is Canada's largest and most advanced in-vessel composting plant. The original facility was designed to process 100,000 tonnes of residential food and yard waste and 45,000 tonnes of dewatered biosolids annually.

To meet the needs of a growing city and further reduce landfill impact, the expansion introduces a high-solids plug flow anaerobic digestion (AD) system, adding 60,000 tonnes of annual processing capacity and bringing the total to 160,000 tonnes. The AD module will pre-process organic feedstock, generate biogas for renewable natural gas production, and further reduce greenhouse gas emissions.

Following the successful delivery of the original facility, Bird secured the expansion project, demonstrating continuity, technical excellence, and strong client trust. The scope of work includes detailed design, construction, commissioning, and integration of advanced environmental and operational systems. The expansion is expected to be completed in early 2026.



BFL Fabricators Ltd, a Bird company, was contracted to fabricate the structural steel digesters for the project. BFL Fabricators maximized the size of each prefabricated digester element while remaining within road-transport limits. This strategy reduced transportation loads from 28 to 14, resulting in a 50% reduction in truck movements, lower transportation-related emissions, reduced crane and equipment run-time, fewer on-site labour hours, and improved safety.





Award-winning Wastewater Treatment and Reuse Plant

Bird Celebrates Sanofi's 2025 Facility of the Year Win

Bird Construction is proud to have been part of Sanofi's award-winning project, the Wastewater Treatment and Reuse Plant (WWTRP) known on campus as B99. The project earned the 2025 ISPE Facility of the Year Awards (FOYA) Category Winner for Social Impact Sustainability from the International Society for Pharmaceutical Engineering (ISPE), as well as the 2025 Water Canada Award for Wastewater: Small Project from the Water Canada Summit.

Inaugurated in 2024, this state-of-the-art facility is a key component of Sanofi's commitment to environmental sustainability. Working alongside GHD and Evoqua Water Technologies, the project team successfully designed and delivered innovative wastewater and water treatment solutions. The facility treats campus effluent and produces high-purity boiler feed makeup water for the cogeneration plant, supporting both operational efficiency and sustainability goals.

The B99 Wastewater Treatment and Reuse Facility not only met but exceeded Sanofi's performance expectations, delivering a purpose-built solution that integrates best-in-class technologies.



New Ajax Facility

Bird officially opened a new facility in Ajax, Ontario, marking a significant milestone in strengthening the long-standing partnership with Ontario Power Generation (OPG) and expanding in Ontario's nuclear sector. The new office and fabrication facility enhances Bird's ability to support nearby nuclear sites by bringing advanced fabrication capabilities closer to critical refurbishment and clean-energy projects underway across the Durham Region. The launch event brought together a range of stakeholders highlighting the facility's role in advancing collaboration, workforce growth, and clean-energy development in the province. With the opening of this purpose-built site, Bird continues to demonstrate its capabilities and long-term role in supporting Canada's nuclear-powered clean-energy future.

Halifax Water Burnside Operations Centre

The Halifax Water Burnside Operations Centre is being delivered by Bird-Chandos Joint Venture through an Integrated Project Delivery (IPD) model. The new facility, located on a 14-acre site, will centralize multiple operations into a single 100,000 square foot office and maintenance centre. Designed to achieve LEED® Silver and targeting

Zero Carbon Building performance, the project incorporates energy-efficient systems and renewable energy features, including a 600kW solar array. The Burnside Operations facility project supports both environmental stewardship and enhanced public service, establishing a benchmark for sustainable utility infrastructure in Atlantic Canada.



Build Green



Higgins Mountain Wind Farm

The Higgins Mountain Wind Project is a transformative clean-energy development that will strengthen Nova Scotia's renewable power capacity while advancing long-term environmental sustainability. The 100-megawatt wind farm is being executed in partnership with Sipekne'katik First Nation, Elemental Energy, and Stevens Wind, reflecting a collaborative approach to responsible energy infrastructure development. Bird is proud to serve as Constructor for the project, responsible for building and upgrading access roads, installing the foundations, and assembling 17 turbines that will stand among the tallest in Canada once complete.

Once operational, Higgins Mountain will supply 100MW of reliable, zero-emission electricity to more than 40,000 homes, and reduce annual greenhouse gas emissions by over 200,000 tonnes. Located in one of the province's strongest wind corridors and supported by existing grid infrastructure, the project is designed to maximize clean-energy output and reinforce the resilience of Nova Scotia's electrical system.



Enough electricity
to power
40,000 homes



**Reduce
emissions**
by over 200,000
tCO₂e annually



Kakabeka Falls Generating Station Life Extension

In 2025, Bird continued its work in Canada's hydroelectric market through the Kakabeka Falls Generating Station Life Extension project in Northwestern Ontario. The project supports the long-term reliability of critical hydroelectric infrastructure through a comprehensive rehabilitation program that extends the asset's operating life and enhances system resilience. Bird's scope includes the design and construction of the new powerhouse that includes installation

of two new hydro generation units to replace four existing generators, new surge building and penstocks, rehabilitation of the existing powerhouse, the demolition of existing site infrastructure, and refurbishment of the existing aqueduct. The project is being executed through a collaborative delivery approach, incorporating lean construction practices and Bird's self-perform expertise in concrete, earthworks, and process mechanical and electrical services.



Dow Path2Zero

Bird is an active partner on Dow's Path2Zero Program in Fort Saskatchewan, securing an additional scope award in late 2025 following earlier awards that have been underway through 2025. The new contract supports Dow's commitment to reducing GHG emissions from its manufacturing processes. Our teams are executing a broad range of civil, mechanical, structural, piping, electrical and instrumentation, building, and insulation services, demonstrating Bird's integrated, multi-discipline capabilities across this major industrial decarbonization initiative.



2025 Project Highlights

Community Development

Bird is a leader in developing purpose-built, resilient community infrastructure that supports education, healthcare, housing, and other essential services. Through advanced planning and coordination, these projects serve as pillars in their communities.



Dugald Place

Dugald Place is an assisted living community representing a landmark in sustainable, purpose-driven development. The complex will have 54 suites, and a three-lane pool that will provide swimming lessons for over 2,000 children, as well as programs such as aquafit and rehabilitation therapy to support residents. The pool area will feature a 5,700 square foot cross-laminated mass timber roof, beams, and columns.

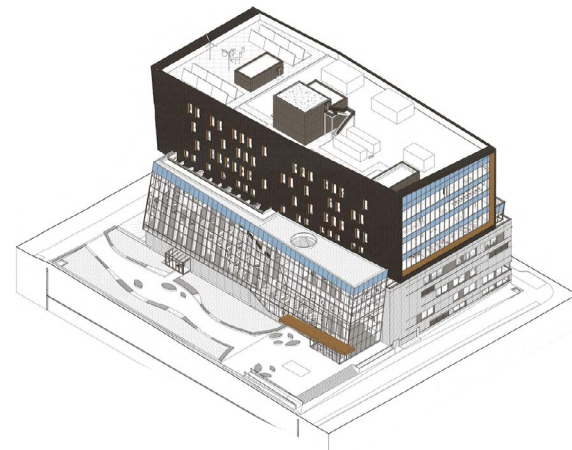
Supported by the Federation of Canadian Municipalities (FCM) Sustainable Affordable Housing (SAH) program, Dugald Place is designed to operate entirely without fossil fuels for heating. Instead, it leverages an open-loop geothermal system, paired with a 40-kilowatt photovoltaic array that offsets electrical demand and reinforces long-term energy resilience. Dugald Place's energy performance is 70% more efficient than the national minimum requirement, further demonstrating Bird's commitment to building communities that are resilient long into the future.





Vancouver Community College

Awarded in 2023, Bird continued delivering on its post-secondary portfolio with the Vancouver Community College (VCC) Centre for Clean Energy & Automotive Innovation throughout the year. The eight-storey, LEED® Gold-certified facility incorporates energy-efficient design and exposed mass-timber elements, and will support skills training aligned with British Columbia’s growing green economy, including Red Seal apprenticeship programs in electric, hydrogen fuel cell, and autonomous vehicle technologies. Designed to accommodate up to 1,400 students annually, the Centre integrates academic spaces, civic amenities, and purpose-built Indigenous gathering areas. A major construction milestone was achieved in 2025 with the completion of the first Level 1 concrete slab pour, positioning the project for completion in 2027.



Convertus York Biofuel Facility Update

Through an Integrated Project Delivery model alongside Convertus Group and GHD Engineering, the York Biofuel Facility will convert organic waste from York Region’s green bin program into renewable natural gas and certified fertilizers. The facility is expected to process 165,000 tonnes of organic waste annually, with potential to scale up to 200,000 tonnes. Construction continued in 2025 with Dagmar, a wholly-owned Bird subsidiary acquired in 2021, joining as part of our One Bird strategy, completing most of the underground piping installation, construction

of retaining walls and excavating a stormwater management pond, which will be the source of water for operations in the Process Building.

The biofuel facility could yield significant environmental benefits, including reducing GHG emissions by diverting waste from landfills and cutting transportation emissions by 15,000 tonnes per year. The renewable natural gas produced will be used to heat 5,000 local homes annually, while the fertilizers will support local agriculture.



Richmond Yards Redevelopment

The Richmond Yards redevelopment in Halifax, Nova Scotia, transformed the former Acadian Bus Lines terminal into a vibrant mixed-use community. This was one of Nova Scotia's largest remediation efforts removing 300,000 tonnes of contaminated material, and introducing new housing, commercial spaces, and green areas. Designed to promote walkability and low-carbon transportation, the development integrates cycling routes, indoor and outdoor bicycle storage, and direct access to one of the city's major transit corridors. Bird Construction played a key role as the primary contractor, working with partners to bring the multi-phase redevelopment to life.

Aligned with Bird's commitment to sustainable building and development, Richmond Yards stands as a model by matching remediation with urban design and community-focused development. Richmond Yards was recognized at the 2025 Brownie Awards, winning in the RENEW: Project Development at the Neighbourhood Scale category, celebrating its excellence in remediation and community development.



2025 Brownie Awards

Recognized in the category of RENEW: Project Development at the Neighbourhood Scale



Covenant Community Health Centre

Bird Construction has been recognized with the 2025 Minister's Infrastructure Award for Construction Innovation for our work on the Covenant Community Health Centre in Edmonton, Alberta. The Community Health Centre is a complex, high-performing project that exemplifies forward-thinking delivery and meaningful community impact. This award recognizes dedication to utilizing advanced technology to enhance collaboration, efficiency, and transparency throughout the construction process.

Forward-thinking delivery and meaningful community impact

Key innovations included:

- 4D scheduling and visualization to optimize planning and coordination
- Drone-based surveys and progress tracking to improve accuracy and safety
- OpenSpace technology to provide real-time site documentation and insight

These technologies collectively ensured efficient project delivery and high-quality results, helping to accelerate project completion by three months.

The Community Health Centre represents a powerful promise: to bring healthcare into the heart of neighbourhoods, to reflect the culture and energy of the community, and to lead in delivering integrated, community-based care across Alberta. This Centre is the first of its kind in Alberta, bringing healthcare services under one roof, serving as a prototype for developing future community healthcare models. It will reduce pressure on emergency departments and free capacity at the nearby Grey Nuns Community Hospital by diverting non-urgent care.



2025 Project Highlights

Infrastructure and Transportation

Canada is going through a period of nation-building development that demands the construction of long-term transportation systems and modernized infrastructure. With the capacity to deliver heavy civil works, transportation improvements, and specialized marine and geotechnical capabilities, Bird delivers the expertise required to support Canada's changing infrastructure.

East Harbour Transit Hub

In 2025, the East Harbour Transit Hub (EHTH) transitioned into major construction when it signed the Project Alliance Agreement. Later in the year, Metrolinx issued a Certificate of Completion for Early Works (Tranche 3), confirming that the enabling infrastructure was delivered and construction readiness of the station had been achieved. For the remainder of the year, the team advanced construction activities including excavation and utility works for the station, and construction of concrete piers and abutments to support the girders for the new tracks and platforms for GO Transit.

One of Canada's first major infrastructure projects delivered under an alliance contracting model between Metrolinx, Rail Connect Partners (a Joint Venture of AtkinsRéalis and Bird Construction), and Hatch Ltd, EHTH leverages Bird's collaborative contracting expertise and growing national infrastructure platform. A strong example of the One Bird approach, the project integrates self-perform capabilities from Canem, Trinity Communications, and Dagmar across mechanical, electrical, communications, and utility infrastructure, demonstrating the value created through Bird's M&A strategy.



The East Harbour Transit Hub will be integrated into a Transit-Oriented Community, featuring new residential areas, and over 3.5 acres of parks and commercial spaces



Will serve 100,000 daily riders



Jacob Bros

A key partner in delivering complex transportation infrastructure

Jacob Bros is a significant contributor to the BC Ministry of Transportation and Transit's Highway 1 Corridor Improvement Program between Langley and Chilliwack, a multi-year initiative to improve capacity and safety in the Fraser Valley. Through a joint venture, Jacob Bros is delivering two bid-build projects, including widening Highway 1 from four to six lanes between 216th Avenue and 264th Avenue, construction of a new six-lane 232nd Avenue overpass along with widening Highway 1 at Mt Lehman, widening of three existing overpasses, and seismic upgrades at the Mt. Lehman interchange. Jacob Bros also led the formation of Metro Vancouver (Infrastructure) Partners, which was awarded the design-build contract for the Highway 1 at Highway 11 (Sumas) widening and interchange reconfiguration. These projects highlight Jacob Bros' strength in complex transportation delivery and collaborative project execution.



Bird's acquisition of Jacob Bros. Construction in August 2024 significantly expanded our national civil capabilities and self-perform capacity across key civil infrastructure sub-sectors including airports, seaports, rail, bridges and structures, earthworks, energy projects and utilities.



Build Green

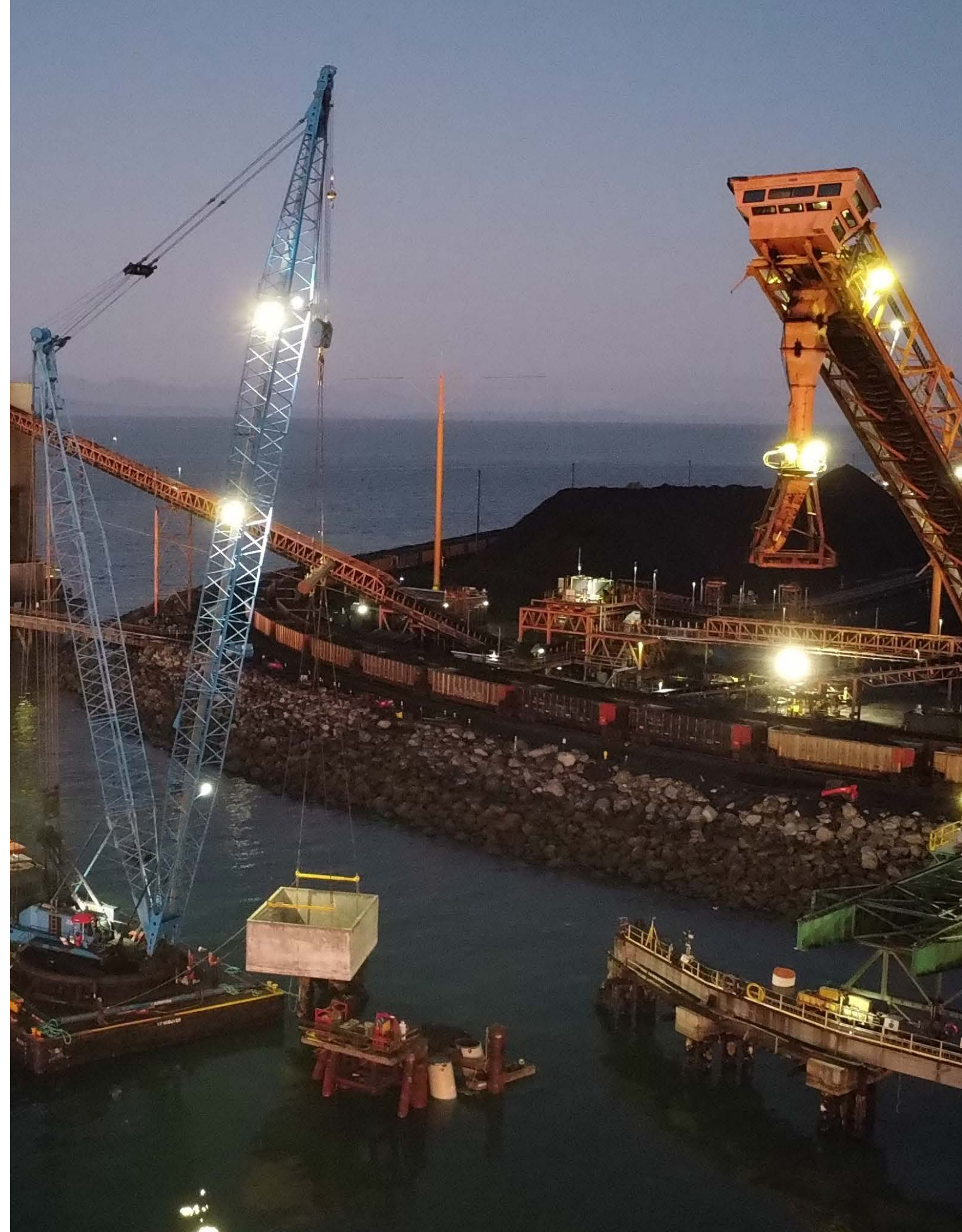
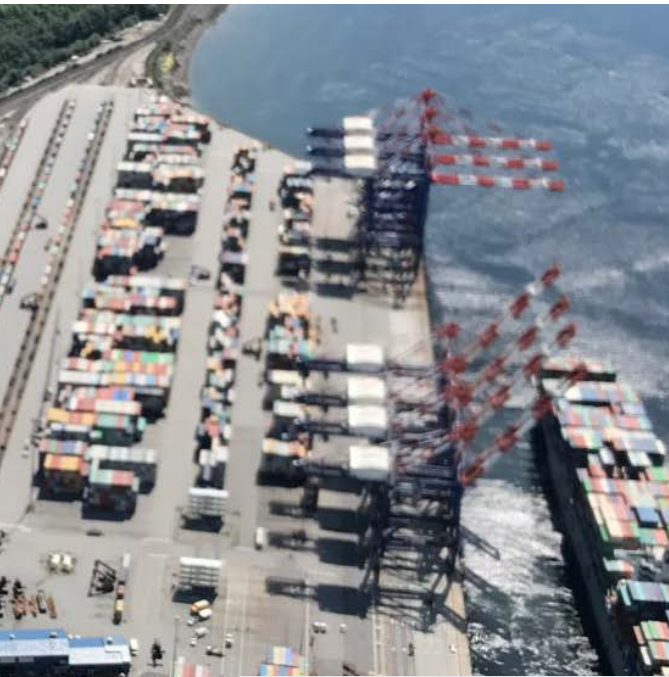
Fraser River Pile & Dredge (FRPD)

Strengthening marine and civil infrastructure capabilities: aligned with national infrastructure and trade corridor investment

In 2025, Bird announced an agreement to acquire Fraser River Pile & Dredge (FRPD), a strategic addition that significantly strengthens our national infrastructure platform. FRPD is Canada's oldest and largest privately owned marine infrastructure, land foundation, and dredging company. The acquisition of FRPD enhances Bird's marine and civil construction capabilities, supporting execution across port, trade, and transportation infrastructure. The business aligns with national infrastructure investment priorities and strengthens Bird's ability to deliver complex, collaborative projects that leverage cross-selling opportunities and enhance margin accretion.



The FRPD acquisition brings substantial self-perform capabilities, supported by a versatile marine and land construction fleet and specialized expertise that aligns with Canada's growing demand for nation-building infrastructure across transportation, trade, defence, and energy sectors.



Trinity expands service offerings to include geo drilling



Geo drilling is a specialized process that involves extracting core samples to gather information about soil and ground conditions in a specific area. This process provides crucial data about subsurface conditions, including soil and rock properties. It is important to ensure the stability and safety of structures such as buildings, roads, dams, and tunnels.

Understanding the geological conditions of the soil is crucial for implementing safe and efficient environmental construction methods in various projects.



Project Spotlight:

Port Hope Area Initiative

Our long-standing role in environmental remediation continued to strengthen in 2025, marking three years of sustained involvement on the Port Hope Area Initiative (PHAI) under the multi-year Master Construction Contract. This recurring, multi-year revenue stream underscores Bird's proven leadership in delivering complex remediation work within the nuclear sector.

TRINITY

Trinity's scope involves borehole sampling for the environmental assessments of over 500 residential properties and public roadways. Currently, there are two geo drills operating in the field to support the Bird team on-site, with plans to add a third drill soon. The geo drills are working alongside two hydro vac trucks.



Woodfibre LNG

Bird remains actively engaged at the Woodfibre LNG site through a 50/50 general partnership, having executed a contract extension in April to continue early site development activities. Early site development activities include civil works, infrastructure installation, and foundation preparation for the world's first net-zero LNG export facility. Our ongoing presence reflects the strength of our partnership and our continued execution across this complex, multi-year industrial development.



French Creek Pollution Control Centre Project

The French Creek Pollution Control Centre Expansion project represents a significant step forward in strengthening the Regional District of Nanaimo's wastewater capabilities. Designed to support a growing population, the project will increase the facility's treatment capacity by 30%, replace aging infrastructure, and introduce extensive odour control upgrades across the plant. The French Creek project reflects Bird's commitment to delivering high-performance, sustainable facilities that strengthen public services and provide adaptable upgrades to existing community infrastructure.





Work Green

Work Green



Bird is continuously exploring ways to work leaner, smarter, and greener. 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. Fully connecting the physical and digital world reduces unknowns and provides deeper insights, resulting in higher consistency and an enhanced quality of work.



Maximize energy efficiency



Improve collaboration



Leverage analytics



GHG/Energy performance

Supply Chain Management

Our supply chain practices 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 at bird.ca

Guiding Principles



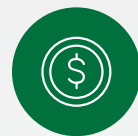
Competitive, Ethical, and Sustainable

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



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.



Bird 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.

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 is proud to have achieved PAIR Silver status, a certification issued by the Canadian Council for Indigenous Business (CCIB). This recognition highlights Bird's dedication to economic reconciliation and its ongoing efforts to support Indigenous inclusion and business development.



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

Emissions Program



Bird tracks the company's GHG emissions profile across project sites and offices

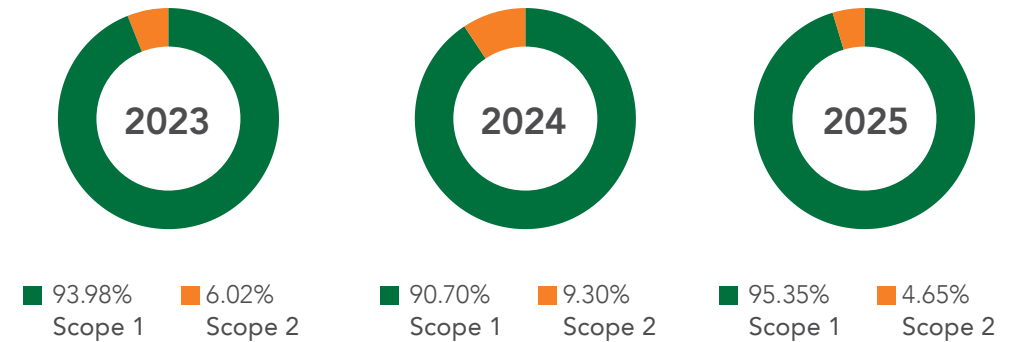
We continuously assess our processes and consider how we are living our values as a responsible and responsive company, investigating how we can build smarter and greener as we contribute to the sustainability goals and aspirations of clients, employees, and communities with whom we interact. In addition to evaluating sustainable, energy-efficient, and low-carbon solutions, Bird tracks the company's GHG emissions profile across project sites and offices.



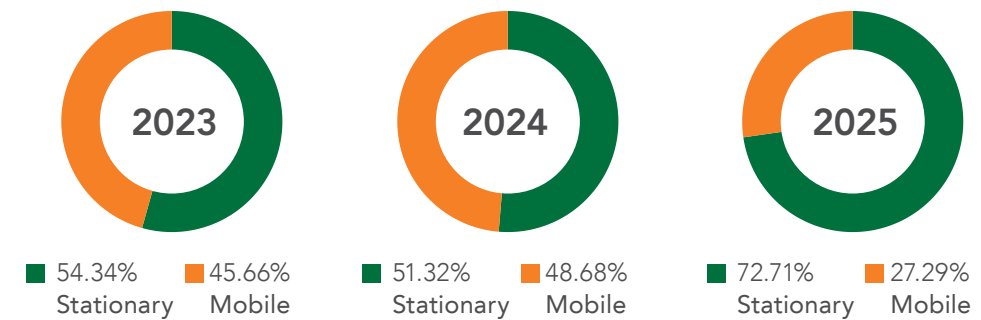
CANADA NET ZERO CHALLENGE

Our sustainability journey also progressed with Bird joining the Canada Net-Zero Challenge, aligning our operations with national climate ambitions as we continue to pilot and implement scalable, efficiency-driven initiatives across our sites and teams.

Scope 1 and Scope 2 Emissions Distribution



Stationary and Mobile Emissions Distribution



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

METHODOLOGY

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

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

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

Decarbonization Roadmap

Legend:

- Industry collaboration
- Pilot/Active investigation
- In action at select sites

Action	Industry Collaboration	Current State	Interim (2035-2045)	Net Zero (2050)	
Build Green					
	Deploy on-site renewable energy generation and storage systems where appropriate				
	Efficient planning and management of winter heating and hoarding				
	Use of low-carbon fuels across project sites where feasible				
	Investigate early grid connection on construction sites where possible				
Work Green					
	Increased deployment of lower-emission vehicles and equipment where feasible				
	Implementation of idling reduction measures				
	Increase electrification of equipment and vehicle fleet where possible				
	Partner with clients to explore technologies to reduce on-site emissions				
Live Green					
	Track Scope 1 and 2 emissions inventory				
	Track Scope 3 emissions inventory				
	Collaborate with clients to reduce project-related emissions				
	Train employees on sustainable building standards and requirements				
	Prioritize local and low carbon procurement of materials				

INDUSTRY INSIGHTS

Growing and Greening Canadian Construction



The Growing and Greening Canadian Construction report, developed by The Transition Accelerator in partnership with the Canadian Construction Sustainability Alliance (CCSA), provides a comprehensive analysis of emissions from Canadian construction jobsites and was developed with operational data from more than 600 real-world projects across the country.

The CCSA, formed by nine of the country's largest general contractors, including Bird, came together to share industry insights and expertise to identify a practical pathway to reduce emissions while continuing to meet Canada's increasing construction demands.

THE REPORT IDENTIFIES FIVE HIGH-IMPACT ACTIONS:



- Electrify light-duty vehicles and small equipment
- Optimize and electrify heating systems
- Adopt renewable diesel as bridge fuel
- Connect to grid power instead of diesel generators
- Deploy hybrid and electric excavation equipment

The CCSA strengthens industry practices through cooperation and information sharing, supporting national climate targets and providing thought leadership in Canada's transition to lower-carbon construction. Read the report [here](#).



Health, Safety,
and Environment

Indigenous Relations

People and Culture

Learning and Development

Stakeholder Engagement

Community Connections

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



Recognized for best-in-class Health, Safety, and Environment Management (HSE) systems and industry-leading safety performance.

Bird is recognized through external benchmarking as best in class with respect to 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.

At Bird, personal ownership in safety 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, safety accomplishments, and 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



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 operational and psychologically safe systems.

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.

Health, Safety, and Environment

~12.7M
Total internal work hours

>39,520
Toolbox talks

1
Lost-time incidents

0.015
Lost Time Incident Frequency

0
Fatalities

2025 Engagement Survey*

94%
Employees believe their manager will act on safety concerns.

92%
Employees believe the organization considers safety to be as important as production and quality.

92%
Employees believe that workers and supervisors have the information, training, and equipment they need to work safely.

92%
Employees believe everyone at Bird values ongoing safety improvement.

* Survey conducted by Mercer.



2025 Safety Week



760+
Inspections & Toolbox Talks



130
Safety Week Activities



27
Team BBQs



4
Steps for Life Walks



7
Guest Speaker Events



Bird's annual Safety Week reinforces our commitment to prioritizing safety above all else and underscores the value we place on the well-being of our workforce. Through engagement, collaboration, and continuous improvement, Safety Week plays a vital role in creating a safe and healthy work environment for everyone at Bird, both internally and externally.

The themes for 2025 focused on Planning with Precision, highlighting the importance of risk identification and collaborative preparation to ensure safe practices; Identifying High Energy Hazards, emphasizing the need to proactively recognize and eliminate hazards before work begins to prevent incidents; Owning Your Part, reinforcing accountability, awareness, and communication as essential elements of a proactive safety culture; Engaging and Empowering Team Members, promoting open communication, hazard reporting, and recognition to build trust; and Committing to Excellence, underscoring that preparation, focus, and commitment to safe practices enable teams to perform at the highest standard while ensuring everyone goes home safe.

2025 Safety Themes



Planning with Precision

Identifying High Energy Hazards

Owning Your Part

Engaging and Empowering Team Members

Committing to Excellence

Elevating Safety Performance



A Step Ahead - Type II Helmets at Bird



Canadian Construction Safety Council

Safety remains a strategic imperative and a core enabler of disciplined execution across our operations. Our safety culture is embedded in how work is planned, led, and delivered, with accountability from executive leadership through to site teams. Bird is a proud founding member of the Canadian Construction Safety Council (CCSC), an industry coalition of leading general contractors committed to elevating safety performance and establishing innovative new safety benchmarks across Canada.

One of the inaugural CSCC initiatives included the adoption of enhanced safety standards such as superior Type II helmets with integrated chin straps, more stringent protective strike thresholds, and ANSI Level 4 cut-resistant gloves to mitigate critical risk exposures. Bird's commitment to safety is further demonstrated through the adoption of High Energy Control Assessment (HECA), a research-backed approach focused on identifying and eliminating high-risk hazards to prevent serious injuries and fatalities. These actions reflect our long-term focus on protecting people, reducing risk, and delivering predictable outcomes for our clients and shareholders. We continue to view safety not only as a moral obligation, but as a critical enabler of operational excellence and sustainable performance.

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.

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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 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

Environment

Best practices that exceed compliance and safety procedures on site

Environmental management is embedded within core control programs 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.



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 or better 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

Indigenous Relations


Bird is committed to being a positive and respectful contributor to the well-being of Indigenous Peoples and communities across Canada. We demonstrate this commitment through open communication, long-term relationship building, and collaborative business opportunities with Indigenous partners. Our approach includes targeted community investments, meaningful engagement with Indigenous subcontractors and suppliers, and support for skills development and scholarship programs that enable Indigenous Peoples to pursue and succeed in careers in the construction industry.

Bird's broader commitment to responsible governance is strengthened through participation in the Partnership Accreditation in Indigenous Relations (PAIR) program, where Bird is PAIR Silver certified. This designation demonstrates to Indigenous communities that Bird is a trusted and accountable business partner, and affirms our continued focus on meaningful relationships, economic reconciliation, Indigenous workforce participation, and continuous improvement.

2025

>\$45.4M 
Total spend with Indigenous subcontractors and suppliers

88 
Indigenous businesses supported

>\$439,100 
Indigenous community investment spend

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:



Partnership Accreditation in Indigenous Relations (PAIR) Silver

Bird Construction is proud to have achieved PAIR Silver status, a certification issued by the Canadian Council for Indigenous Business (CCIB). PAIR involves third-party verification of a company's engagement program, indicating to Indigenous communities its effectiveness as a good business partner. This recognition highlights Bird's commitment to fostering meaningful relationships with Indigenous communities, creating business partnerships, and supporting Indigenous participation in the workforce. Achieving PAIR Silver status reinforces Bird's dedication to economic reconciliation and its ongoing efforts to support Indigenous inclusion and business development.

2025 > 2027

Bird Strategic Ambition Statement:

Bird will be recognized as the preferred partner by Rights and Title holders and stakeholders with best practices in Indigenous engagement, setting new standards for the industry. We listen, learn, and evolve, ensuring that every action we take aligns with our commitment to respect, integrity, and collaboration. Together, we will build a future where the bonds between Bird and Indigenous Communities are not only enduring but transformative.

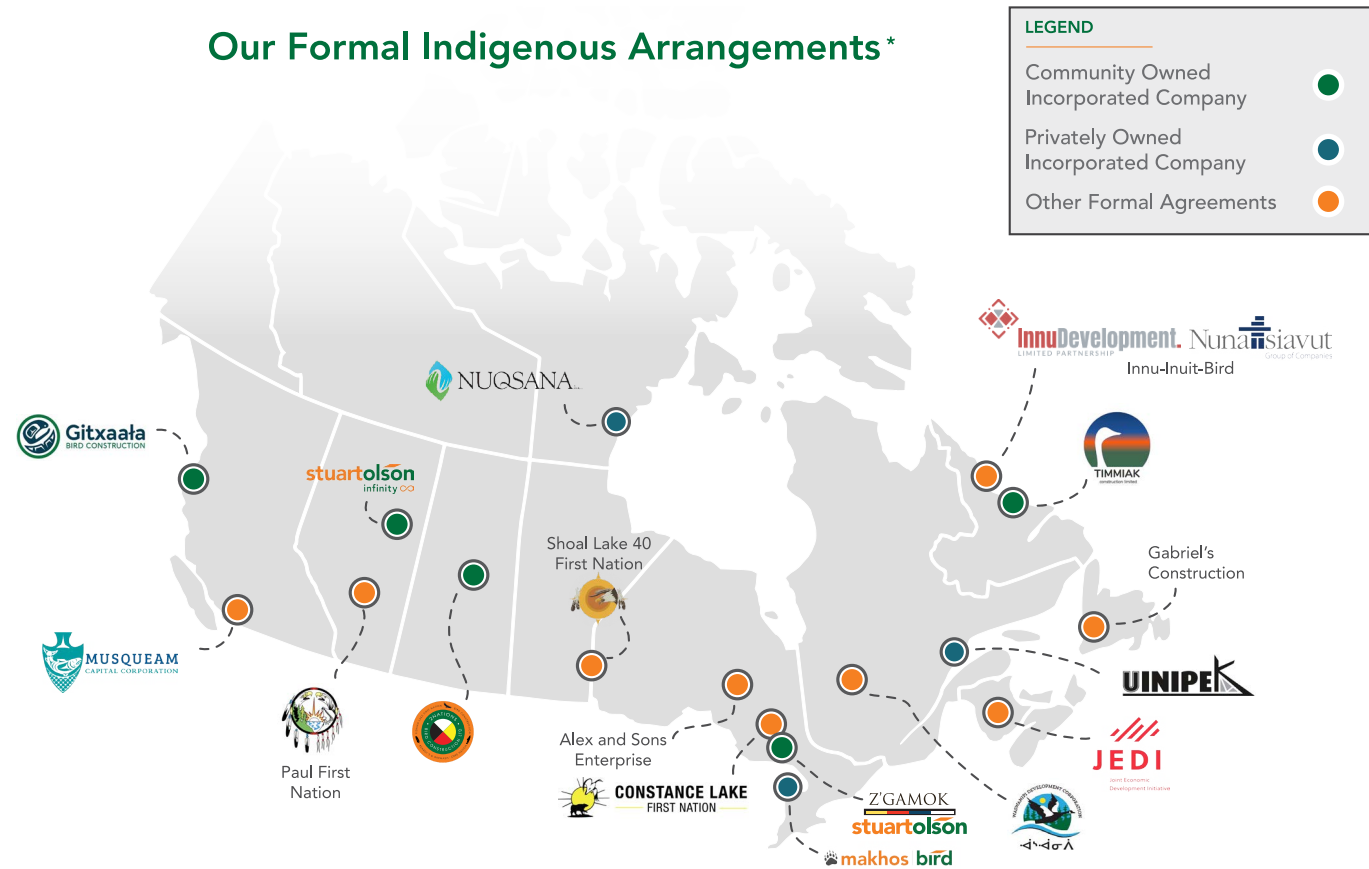


Indigenous Employee Resource Group

Indigenous@Bird is dedicated to creating a space for educational and cultural activities, collaborative planning, and regional engagement. The Employee Resource Group plays a vital role in wraparound support, amplifying Indigenous Relations initiatives, sharing cultural knowledge, and fostering reconciliation across the company, ensuring a more inclusive and informed workplace. In alignment with Truth and Reconciliation Call to Action #92, Indigenous@Bird supports corporate efforts to educate employees on the history and contemporary presence of Indigenous peoples in Canada while promoting meaningful and respectful

relationships. The group also provides opportunities to engage with Elders, knowledge keepers, and other community members, strengthening connections and fostering deeper cultural understanding. In 2025, Indigenous@Bird hosted 4 educational sessions encompassing topics such as personalizing land acknowledgements, Indigenous women in business, and traditional storytelling. Notably, the employee resource group hosted its first national broadcast with guest speaker Ken Letander, who spoke about his work with the Truth and Reconciliation Commission to an audience of over 1,000 employees across the country.

Our Formal Indigenous Arrangements*



*Map does not depict all formal Indigenous arrangements currently in place.

PARTNERSHIPS

Bird aims to contribute to economic reconciliation by actively engaging in initiatives that empower Indigenous Peoples.

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 established 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.



Gitxaala Bird Construction Industrial Services Inc.

Bird and Gitxaala Nation continue to build on their successful partnership through Gitxaala Bird Construction Industrial Services Inc., a majority Gitxaala-owned company focused on project opportunities in the Gitxaala Region. The partnership is built on a foundation of business opportunities for Gitxaala companies, and employment pathways for local community members. As part of this commitment to workforce development, an "Introduction to Carpentry" training program was delivered, resulting in a 60% female employment rate among graduates, reinforcing Bird and Gitxaala Nation's shared dedication to economic growth and skills development. Bird remains actively engaged in the Gitxaala community through participation in key events such as the Gitxaala Nation AGM-Career Day and the All Native Basketball Tournament. These gatherings provide valuable opportunities to connect with community members, share career opportunities, and strengthen relationships. Bird's continued presence in these spaces reflects our commitment to meaningful engagement, collaboration, and long-term success with the Gitxaala Nation.



Makhos Bird Joint Venture (MBJV)

The Makhos Bird Joint Venture (MBJV) is a strategic partnership dedicated to advancing Indigenous participation in the nuclear industry while delivering high-quality project solutions. Formed between Bird Construction and Makhos, an Indigenous-owned company specializing in workforce development, MBJV is committed to fostering economic opportunities and capacity building within Indigenous communities. This venture offers Indigenous-led, comprehensive engineering, procurement, construction, and maintenance services.



Partnership with Mishkau Construction

Uinipek, is a Limited Partnership between Bird Heavy Civil and Mishkau Construction, an Indigenous-owned business from Maliotenam, Quebec. Uinipek pursues mining, civil, industrial, and energy sector projects on the North Shore of Quebec.



Shoal Lake 40 First Nation

Bird Construction continues to develop its partnership with Kekekoziibii Development Corporation, a subsidiary of Shoal Lake 40 First Nation, through a Memorandum of Understanding. This agreement reflects a shared commitment to working together to support economic development and opportunities for the community and its members. Bird values this relationship and looks forward to strengthening connections and contributing to meaningful, long-term benefits for Shoal Lake 40 First Nation.



NorQuest Indigenous Career Centre

Bird Construction is proud to celebrate a new partnership with the Alberta Indigenous Construction Career Centre at NorQuest College. This collaboration is built on mutual trust and shared goals, with a strong focus on creating meaningful employment opportunities for Indigenous job seekers. Bird is excited about the positive impact this initiative will have and remains committed to supporting its success.

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Project Highlights



2Nations Bird Construction Jansen Potash Project

The 2Nations Bird Construction Ltd. partnership, an incorporated Joint Venture Limited Partnership, was established to strategically pursue work at the BHP Jansen Potash project while fostering economic and employment opportunities for Indigenous communities. Formed in collaboration with Willow Cree Developments Corporation and FLFN Ventures Ltd., this partnership is rooted in culture, respect, and collaboration, ensuring meaningful participation from Fishing Lake First Nation and Beardy's & Okemasis Cree Nation. Through revenue sharing, Indigenous business utilization, and employment initiatives within Saskatchewan's Treaty 6 and Treaty 4 regions, 2Nations Bird Construction Ltd. is committed to creating long-term, sustainable impacts. The partnership has delivered training and employment programs to support career advancement and has secured key contracts, including a self-perform concrete foundation project for four main non-process buildings, a three-year site services agreement, and the fine tailings earthworks civil project. Additional work awarded in 2025 includes fabrication, delivery, construction, and commissioning of five non-process infrastructure buildings. Mobilization is scheduled for 2026, marking another major milestone in Bird's ongoing involvement at BHP Jansen.



Expanding the Z'gamok OPG Work Portfolio

Z'gamok Stuart Olson LP, a partnership between Stuart Olson and Sagamok Anishnawbek First Nation, has a shared commitment to fostering Indigenous participation in the industry, creating meaningful economic opportunities, and strengthening long-term relationships. Through this partnership, Z'gamok Stuart Olson LP provides civil, electrical, and mechanical services, ensuring that Indigenous businesses and communities directly benefit from industry growth.

In 2025, Z'gamok Stuart Olson LP continued to strengthen its relationship with Ontario Power Generation (OPG), delivering a steady portfolio of work and securing additional projects within the hydroelectric sector. Operating under the existing MSA, Z'gamok successfully executed projects across multiple sites throughout the province, including OPG Lower Mattagami, OPG Kipling, and OPG Ear Falls. This ongoing body of work highlights Z'gamok Stuart Olson LP's proven capability to deliver complex hydroelectric infrastructure safely and efficiently, while supporting the province's long-term reliability, providing sustainable power generation across Ontario.



In 2025, the Indigenous Limited Partnership between Stuart Olson and Infinity Métis Corporation secured a new five-year MSA for complex critical scope mechanical services.

Skills Development and Training



Arx and Sparx Welding Program

A week-long welding camp at Six Nations Polytechnic, delivered by the CWB Welding Foundation and sponsored by Bird. Over half of participants plan to continue training through the Outland Youth Employment Program.

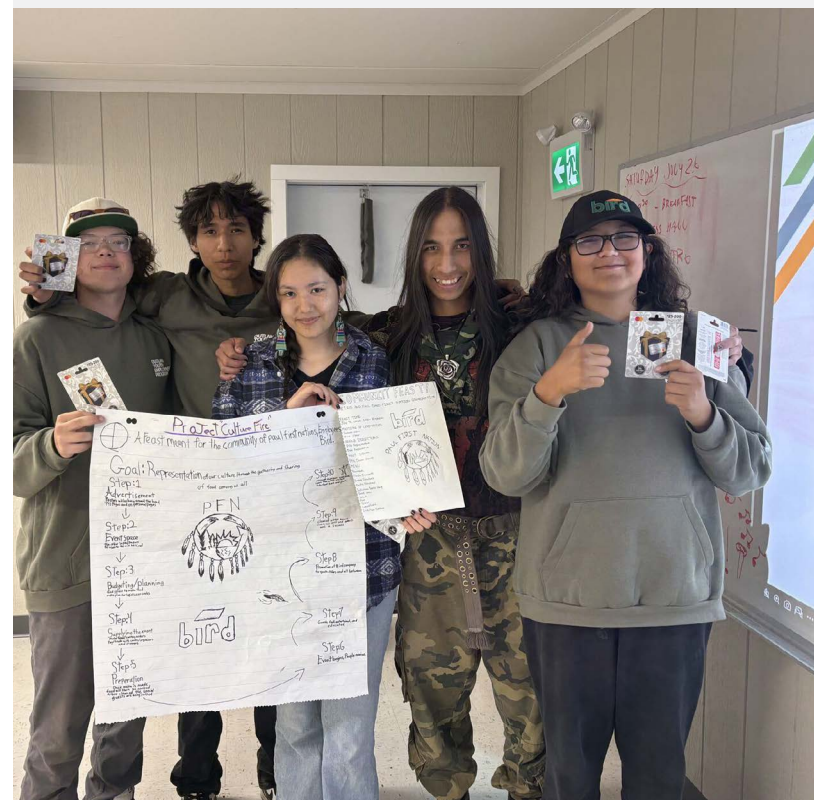


Outland Youth Employment Program (OYEP)

A six-week trades-focused work experience program supporting Indigenous youth skills development and career exploration. Sponsored by Bird/Stuart Olson, reinforcing Bird's commitment to Indigenous education-to-employment pathways.

Outland Youth Employment Program Alberta

Workshop at Northern Alberta Institute of Technology's Kidney Lake Camp for the Alberta South cohort of the Outland Youth Employment Program (OYEP). The session brought together 26 Indigenous youth participating in a six-week work experience program focused on skills development and career exploration within the trades. The workshop provided an opportunity to engage with participants on their experiences, aspirations, and career pathways, while delivering hands-on, experiential learning in a land-based setting. A key highlight of the day was co-facilitation with Jordan Despina, whose lived experience as an Indigenous tradesperson added meaningful context and authenticity to the session and supported practical, skills-based learning.



Indigenous Relations

TRAINING PROGRAM OVERVIEW:



Bird Carpentry Training Program

This eight-week carpenter-apprentice program was delivered to support Dow's Path2Zero Project. The initiative recruited 12 Indigenous participants from Alexis, Paul, Enoch, and Alexander First Nations, along with members of the Métis Nation of Alberta. All trainees received hands-on technical instruction, industry certifications, cultural supports, and dedicated mentorship, resulting in a 100% graduation rate with every graduate immediately employed by Dow. The program showcases Bird's ability to convene industry and community partners to create culturally relevant training pipelines that translate into sustainable careers while strengthening relationships with Indigenous communities.



Squamish Nation Concrete Forming Training to Employment Program

The Squamish Nation Concrete Forming Training to Employment Program was developed in collaboration with the Squamish Nation, LBLNG, and CLAC to create career opportunities for local Indigenous participants. Participants engaged in two weeks of training and, upon completion, all eight graduates were hired on full-time at Woodfibre LNG.



Wiring Our Future – Electrical Foundations Training

A 22-week electrician foundations program meeting Level One apprenticeship requirements, combining technical training with industry experience delivered with wraparound supports; tuition fully funded through the Indigenous Apprenticeship Initiative Grant.



Internal Training and Awareness



Truth and Reconciliation Art Contest

Bird Construction's Indigenous Relations team launched the 2025 Hard Hat Sticker Design Contest in advance of the National Day for Truth and Reconciliation, inviting Indigenous youth artists from across Turtle Island to submit original artwork to be featured on Bird's limited-edition hard hat stickers. The contest was designed to create space for Indigenous youth voices, creativity, and reflection, while commemorating the importance of truth, remembrance, and reconciliation. Bird Construction is pleased to announce Nayla Cardinal as the selected designer of the 2025 Truth and Reconciliation hard hat sticker.

Nayla is an artist from the Saddle Lake Cree Nation, located in Treaty 6 Territory. Her artwork was selected for display across Bird offices and project sites nationwide. The contest was guided by a commitment to respecting artists' intellectual property, with all submitted artwork remaining the property of the artist. Production and distribution of the 2025 sticker and related merchandise were supported through Bird's webstore, created in partnership with Print and Platen, an Indigenous-owned printing company. Fifty percent of all proceeds from sales were donated to the Orange Shirt Foundation, resulting in a contribution of over \$3,000 in support of Survivor-led education and reconciliation initiatives. The contest and resulting fundraiser reinforced Bird Construction's commitment to amplifying Indigenous voices, supporting Indigenous businesses, and contributing to reconciliation efforts across Canada.

National Day of Reconciliation

Each year on September 30, Canadians honour the National Day for Truth and Reconciliation, a day to reflect on the legacy of Residential Schools. At Bird Construction, we recognize the importance of TRC Call to Action #92, which calls on corporate Canada to adopt the UN Declaration on the Rights of Indigenous Peoples, provide education and training for employees, and build respectful relationships that foster economic inclusion.

Across our offices on Turtle Island, our teams marked the day with Walks for Reconciliation and locally organized commemorative events.

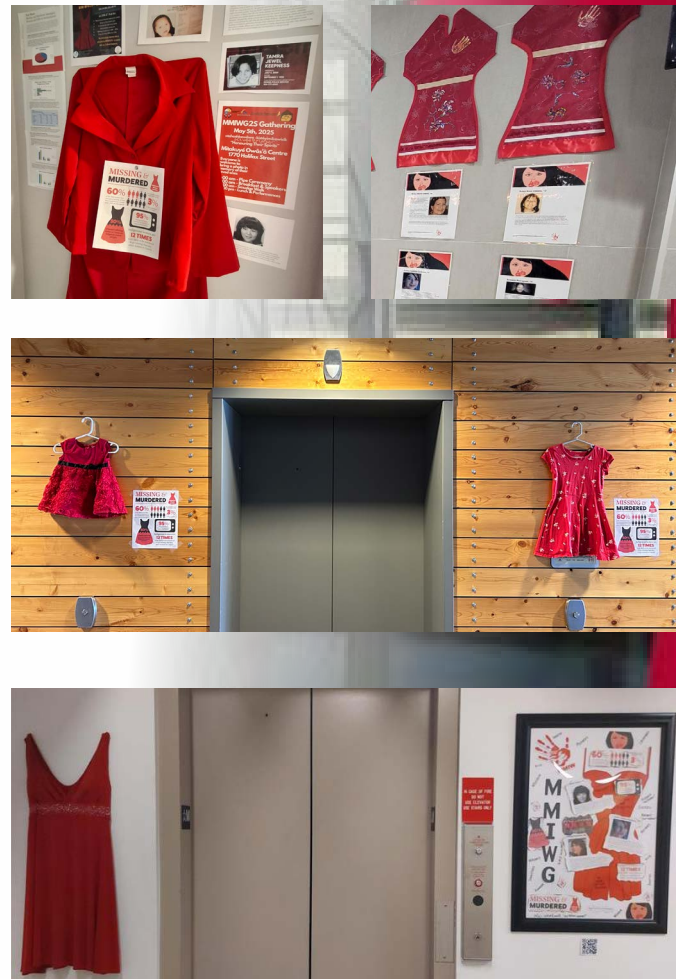


Community Giving and Sponsorships

MMIW Day

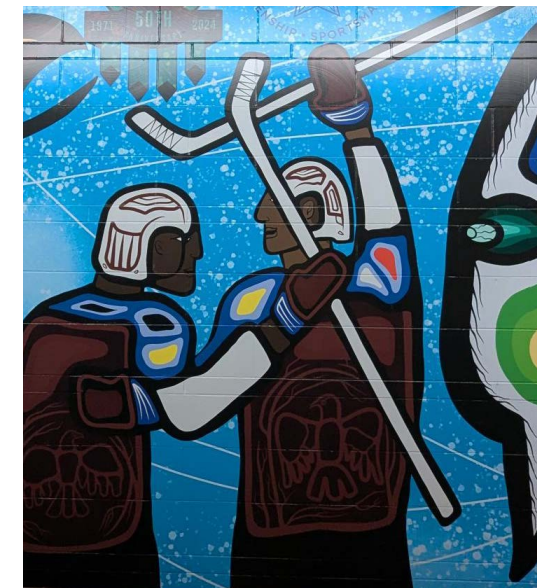
Missing and murdered Indigenous women and girls in Canada (MMIWG) is a community-based grassroots movement raising awareness and addressing the lack of response when an Indigenous woman or girl goes missing or is murdered. This movement brings awareness to an issue which did not previously receive mainstream attention. May 5th is the National Day of Awareness for MMIWG, or Red Shirt Day, and is a day to demonstrate solidarity with the Indigenous community, amplify Indigenous voices sharing their stories, and take part in educational opportunities.

To spread awareness and tell the stories of the women who shaped this movement, the Indigenous Relations Team chose to highlight specific cases of MMIWG that were displayed throughout Bird offices alongside items of red clothing.



Little Native Hockey League

Bird, through the Makhos Bird Joint Venture with Applus, was a Diamond Sponsor for the 51st Little Native Hockey League (LNHL), with a collective contribution of \$100,000¹. This support reflects Bird's continued commitment to fostering healthy communities and creating meaningful opportunities for Indigenous youth to connect, grow, and showcase their talents. A standout moment of the day included witnessing Reggie Leach, the first Indigenous hockey player to achieve superstar status, receive the King Charles III Coronation Medal in recognition of his dedication to empowering Indigenous youth. This year's tournament brought together an impressive 276 teams and over 4,000 Indigenous youth.



Ontario First Nations Economic Developers Association Conference

Bird proudly sponsored the Ontario First Nations Economic Developers Association (OFNEDA) Conference in Thunder Bay with a \$10,000 contribution in support of the gathering. This sponsorship reflects Bird's ongoing commitment to fostering strong, collaborative relationships that advance economic reconciliation and create opportunities for Indigenous groups. The conference offered valuable opportunities to learn, share perspectives, and strengthen partnerships, reaffirming Bird's dedication to supporting Indigenous economic empowerment and meaningful, community-driven progress.



¹ Bird contributed \$10,000, Makhos \$40,000, and Applus \$50,000.

Live Green



Forward Summit East Conference

Bird participated in the Forward Summit East Conference, hosting a booth and connecting with delegates focused on advancing Indigenous-led economic development and partnership. Throughout the event, the team met with business leaders, community representatives, and industry partners to strengthen relationships and deepen our understanding of the priorities shaping Indigenous business growth across the region. Bird was also invited to contribute to a panel discussion on Indigenous and Industry Partnerships: Creating Economic and Employment Opportunities.



Wildfire Evacuation Donation Collection

The 2Nations Bird team collected donations of clothing, blankets, baby formula and hygiene products and organized a fundraiser in support of families affected by the northern fires. In addition, the team gathered over \$10,000 from industry to support the Willow Cree RezCross Evacuee Center in the Beardy's & Okemasis Cree Nation, as well as additional locations within Regina that supported the evacuees.



Alberta Indigenous Games

Bird is an ongoing supporter of the Alberta Indigenous Games, which bring together thousands of athletes to showcase their talents, connect through sport, and celebrate culture, while promoting teamwork, confidence, and personal growth. Our continued support of the games demonstrates our commitment to fostering healthy communities and creating meaningful opportunities for Indigenous youth. Bird, in collaboration with the Ptarmigan Foundation, proudly sponsored both the Alberta Indigenous Games and Masters Indigenous Games in 2025 with a total contribution of \$50,000.



Aboriginal Role Models of Alberta Awards

Bird Construction was proud to sponsor the Aboriginal Role Models of Alberta Awards, an event that celebrates Indigenous excellence, leadership, and achievement across Alberta. The event recognized outstanding Indigenous leaders, including Bird team member Nicole Baker, who received the Business Award, and Earl Hamelin, recipient of the Trades Award. Bird's participation reinforced its commitment to advancing Indigenous leadership, celebrating excellence, and supporting initiatives that elevate Indigenous voices within communities and industry.

ZSLP Sagamok Food Drive

The Z'gamok Stuart Olson team organized a food drive in support of the Sagamok Anishnawbek food bank. This initiative reflects the team's ongoing commitment to strengthening community relationships and contributing to local well-being in meaningful, tangible ways.



Live Green

Tthebatthi Dēnesuḷi né Nation Treaty Land Entitlement 25th Anniversary and Renaming Celebration

Bird was proud to sponsor the Tthebatthi Dēnesuḷi né Nation Treaty Land Entitlement 25th Anniversary and Renaming Celebration in Fort Smith, a significant milestone honouring the Nation's history, achievements, and future direction.



NAABA Indigenous Business Summit



Bird Construction and Stuart Olson Inc. were sponsors of the NAABA Indigenous Business Summit, an event that brought together Indigenous entrepreneurs, leaders, and partners for meaningful dialogue on business development, capacity building, and long-term economic success. As sponsors of the Trades Show and Artisan Market, Bird supported Indigenous artisans and locally-owned small businesses showcased throughout the event.

Youth Inspiration Day



Bird was delighted to sponsor Youth Inspiration Day, hosted by Canada's Sports Hall of Fame in partnership with Black Diamond Group. The event brought together Indigenous youth from across Alberta and British Columbia to celebrate the transformative role of sport, culture, and community. The day highlighted how sport can foster confidence, discipline, leadership, and a strong sense of belonging among youth. Participants had the opportunity to engage with accomplished athletes and leaders, including Willie Littlechild, Waneek Horn-Miller, Taylor McPherson, and Katie Mulkey, whose stories underscored the positive impact of sport on personal growth and community connection.

Mississaugas of Scugog Island First Nation Pow Wow

Bird was honoured to support the Mississaugas of Scugog Island First Nation Pow Wow as a Water Sponsor. The event featured vibrant cultural performances and a variety of local vendors showcasing their work.



>\$439,100 

Community Investments

\$29,000 

Total Scholarship Spend*

Scholarships



Build Your Future Indigenous Scholarship

This award supports Indigenous students pursuing careers in the construction industry. Based on academic performance, this scholarship recognizes exceptional achievement. Congratulations to the 2025 recipient in the Construction Management program at RRC Polytech in Winnipeg, Manitoba.



Next Generation Youth Scholarship

Bird sponsored the AFOA Canada Conference with a \$5,000 contribution to support the Next Generation Youth Scholarship, helping to cover the costs for one student to attend this national gathering.



Bird Indigenous Builders Scholarship

Bird proudly presented the inaugural Bird Indigenous Builders Scholarship at the RRC Polytech Construction Trades Awards, supporting Métis student Tristan Bernier as he advances his education and career in the construction sector.

* Includes distributions from Bird-supported endowments.

Bird Heavy Civil Awards 2025 Indigenous Scholarships

Bird Heavy Civil provided three scholarships to full-time Indigenous postsecondary students, specifically targeting those enrolled in technical or trade programs. The scholarship ensures gender parity, offering equal opportunities to all students. Congratulations to the winners of BHC's Indigenous Scholarship for 2025: James Ryan from Memorial University of Newfoundland and studying Engineering, Eric Webb from Carleton University and studying Business Communications, and Owen Davis, a Heavy Equipment Technician from Central Training Academy in Newfoundland.



2Nations Bird Construction Scholarship

2Nations Bird Construction Limited Partnership has established a scholarship to support business and technical trade students from Beardy's & Okemasis Cree Nation and Fishing Lake First Nation. The scholarship aims to uplift community members, offering two \$1,500 awards to Grade 12 graduates or post-secondary students. Congratulations to Ahmal Smoke from Fishing Lake First Nation and Chelsea Gamble of Beardy's & Okemasis Cree Nation.



2Nations Bird Construction Bursary

2Nations Bird Construction sponsored a bursary for an Indigenous student in attendance at the Brooks HR Group Indigenous Students and Professionals networking event in Regina. The recipient of the bursary was business student, Tyrane Badger.



2025 Scott Ferguson Memorial Scholarship

Established in 2019, the Scott Ferguson Memorial Scholarship is awarded annually to one student to assist with their educational journey. The 2025 Scott Ferguson Memorial Scholarship was presented to Tamara Dube. Tamara is a member of the Métis Nation of Alberta and holds a Bachelor of Education and a Post-Baccalaureate Certificate in Inclusive Education. She is currently pursuing a Master of Science in Occupational Therapy at the University of Alberta.



Bird Construction/Paul and Gerri Charette Endowment Fund

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 2025 recipients at British Columbia Institute of Technology, Bow Valley College, Great Plains College, Keyano College, Lambton College, Northern Lakes College, Portage College, Red River College Polytechnic, Saskatchewan Polytechnic, and Suncrest College.

Bird is committed to building an inclusive and collaborative community, driven by a strong sense of belonging, well-being, and social responsibility.

Bird's success stems from having the right people and the right teams to drive operational excellence rooted in safety and execution. Our team of high-performing and highly engaged individuals are prepared to deliver the best, supported by a culture of continuous learning and industry-leading employee experiences.

People & Culture

In 2025, Bird's employee engagement results placed the company in the top quartile nationally, contributing to our recognition as both a Certified Best Employer in Canada and one of Canada's Top 100 Employers for the first time, affirming the strength of our One Bird culture and our dedication to creating an inclusive, supportive, and high-performing workplace.

At Bird, we are committed to nurturing a culture of continuous learning and growth that strengthens our ability to deliver with consistency, quality, and integrity. In 2025, our teams exceeded our enterprise learning targets, achieving high participation in foundational training, including Indigenous Cultural Awareness. We expanded professional and leadership development with the launch of three new courses, alongside the completion of the first cohort of the Bird Leadership Academy and the introduction of Inclusive Leadership and Field Leaders Foundations for all employees. We also expanded mentorship opportunities across the organization, supporting more than 300 mentor-mentee matches that foster knowledge transfer and long-term capability building. These efforts contributed to Bird receiving the 2025 Skillsoft Impact Award – Champions of the Year, recognizing our growing learning culture and investments in workforce development.

Bird's employee engagement results placed the company in the top quartile nationally.

Mercer Best Employer

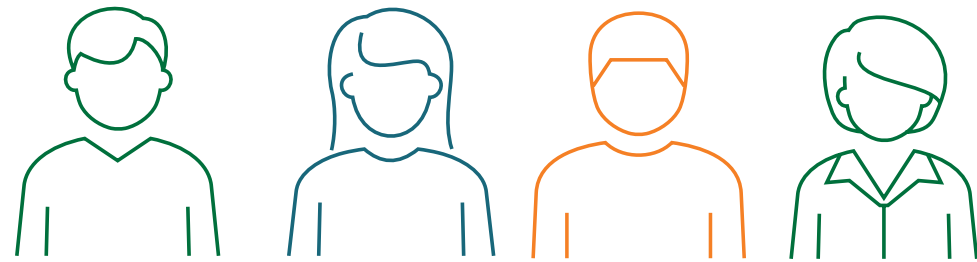
Canada 2025



Live Green

People and Culture

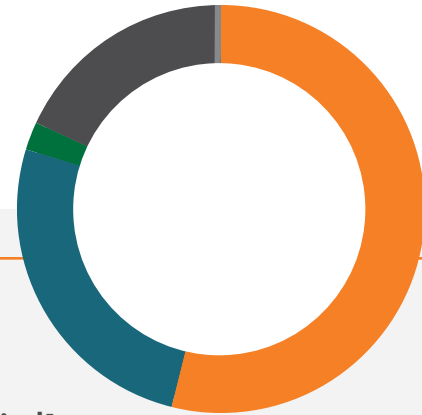
Bird's success stems from having the right people and the right teams to drive operational excellence.



6,000+

Total Employees¹

Salaried and hourly throughout the year



Women at Bird

32.1%

Full-time Employees²

26.2%

People Managers³

31%

Promotions⁴

Diversity at Bird⁵

50.4% White

24.7% African, Asian, Caribbean, or Latin, Central and South American origins, Mixed Race

2.7% Indigenous Canadian origins

21% Blank/Prefer not to say

1.2% Not specified above



Employee Age⁵

3% Under 25

25% 25 - 34

34% 35 - 44

23% 45 - 54

16% 55 and above



Employee Tenure⁵

16% Less than 1 year

45% 1 - 5 years

15% 6 - 10 years

23% 11 - 30+ years

1 Salaried and hourly throughout the year
2 Full-time salaried and permanent hourly employees
3 Supervisors, Managers, Directors, and Senior Leadership
4 Salaried and permanent hourly employees
5 Salaried and permanent hourly employees as of December 31, 2025



DE&I

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.

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.



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.

Employee Resource Groups at Bird

Employee Resource Groups play an important role in fostering an inclusive workplace where people feel respected, connected, and heard. Led by employees, ERGs create space for diverse perspectives, support dialogue and learning, and help inform Bird's broader Diversity, Equity, and

Inclusion efforts. Through these groups, employees contribute meaningfully to building a culture that reflects our values and strengthens how we work together.



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 in Trades and Technology

During International Women’s Day week, Bird was proud to present the Southern Alberta Institute of Technology (SAIT) with a \$50,000 donation to Women in Trades and Technology (WITT) during their annual International Women’s Day event.



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 has been an active supporter for more than twenty years, contributing over \$400,000 to date to support and promote careers in the skilled trades in the construction industry. Bird has renewed the partnership for another three years, pledging \$50,000 per year.

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.

>\$400,000
Contributed to date



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 are not 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



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.



Women Building Futures Employer of Choice

Bird is a member of Women Building Futures (WBF) Employer of Choice program, which affirms and recognizes 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.



A Strategic Collaboration for the Future Construction Workforce

Bird has partnered with Mohawk College to inspire the next generation of skilled trades professionals, reduce stigma, and engage underrepresented groups. Through initiatives like the Jill of All Trades event, Bird and Mohawk College empower young women (Grades 9-12) to explore education and careers in skilled trades and technology.



Learning and Development

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.

Bird further shows its commitment to learning by setting an annual hours of learning target per employee, ensuring that skill growth and development is a priority for our people.



LEARNING HOURS

30%
Learning target increase

14.6%
New learning target exceeded

MENTORSHIP

308 Mentorship Program matches in 2025

COURSES LAUNCHED

5 New Professional Development courses launched

- Presentation Readiness
- Constructing Creativity
- Critical Thinking for Improved Results
- Risk & Opportunity 101: An Operational Approach
- Time Management and Priority Setting



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, over 150 people have completed the course.



Bird Leadership Academy

In 2024, Bird launched the refreshed Bird Leadership Academy (BLA) program for senior leaders. In collaboration with our partner, Ivey School of Business, the BLA program supports senior leaders who embody the qualities of "humble, hungry, and smart" to further develop essential leadership competencies and character traits necessary for driving organizational success. In this immersive and interactive curriculum, participants come together three times over several months in four-day modules to gain practical insights and tangible takeaways related to strategy, negotiations, finance, leading effective high-performing teams, and more. Active participation in compelling case studies, experiential learning, and networking sessions with both peers and Bird executives ensure our senior leaders re-enter the workplace with the skills required to leave an enduring mark on the organization and ensure readiness for future career growth. At the end of 2025, 30 leaders from across Bird had completed the Bird Leadership Academy program.



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 2025, 139 leaders from across Bird participated in the program.



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. 198 field leaders completed the program in 2025.



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 have 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 employee’s development journey and establishing actionable goals for the future. 86% of salaried and permanent hourly employees completed a CPC in 2025.



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 every day, practical skills required to lead individuals and teams effectively,



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.



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. In 2025, this training had 60 participants across 3 offerings. 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. Power of Conversations for Employees sessions are available for those looking to enhance their career conversation. Available to all employees, it includes three eLearning modules, a virtual learning class, resources, and support channels.



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 2025, information sessions were provided to Bird’s ERGs to ensure broader accessibility to the program. Additional resources were also curated and created to support mentees and mentors with diverse backgrounds, experiences, and perspectives to better engage and learn from one another in their mentoring relationships.



Bird receiving the 2025 Skillssoft Impact Award – Champions of the Year

2025 Skillssoft Impact Award: Champions of the Year

Bird is proud to have been named a Skillssoft Champion of the Year. Recognized by the 2025 Impact award that honours an organization that develops and implements any innovative learning initiative or talent program that overcame challenges and has demonstrated strong results. This award reflects Bird's commitment to continuous learning, growth, and development. It highlights the remarkable efforts of not just our champion groups but of every employee who actively contributes to making learning a core part of our culture. At Bird, learning isn't just a program. It's a shared mindset.

Inclusive Leadership Program

In 2025, we introduced the Inclusive Leadership Program, a full day, in-person experience that builds awareness of unconscious bias and provides practical tools to strengthen inclusive leadership practices. By encouraging reflection on personal impact and everyday leadership choices, the program equips leaders to lead with intention and align their behaviours with our Diversity, Equity & Inclusion commitments. In 2025, 73 people managers completed the program.



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.

CONVERSATIONS Communities, Investors & Industry



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.

Public and Community

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

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



CONVERSATIONS With Employees

Employees

- Regular communication from Executive leadership
- Executive roadshows
- Monthly newsletter
- Bi-monthly people leader newsletter
- Quarterly broadcasts
- SharePoint news portal
- Social Media communications
- Employee meetings
- Employee feedback surveys
- Safety reports
- Engagement events
- Service awards
- Annual performance reviews
- Learning and development opportunities
- National internal conferences





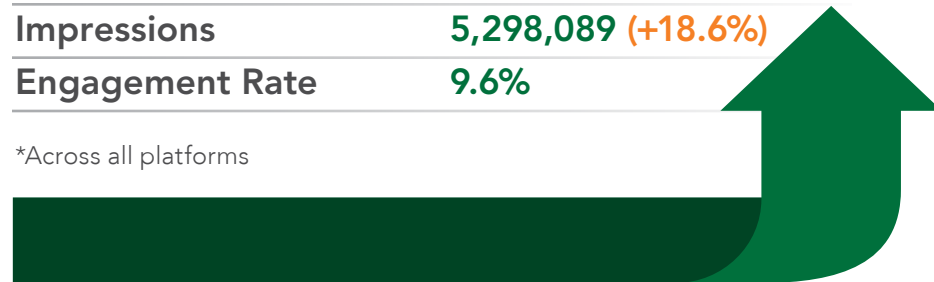
2025

Social Media Engagement*

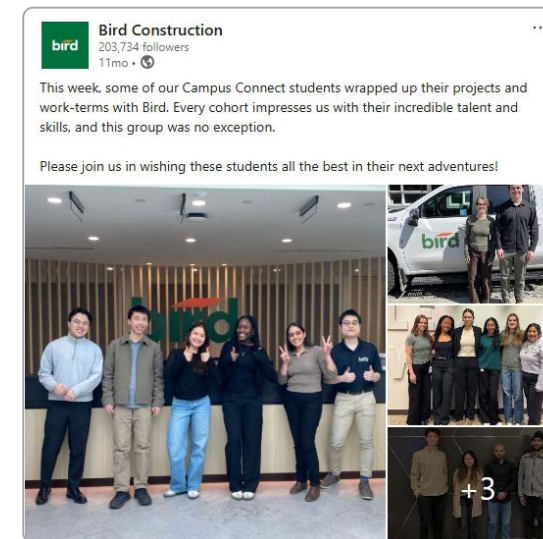


Total audience	>205,800
Total audience growth	+24.7%
Impressions	5,298,089 (+18.6%)
Engagement Rate	9.6%

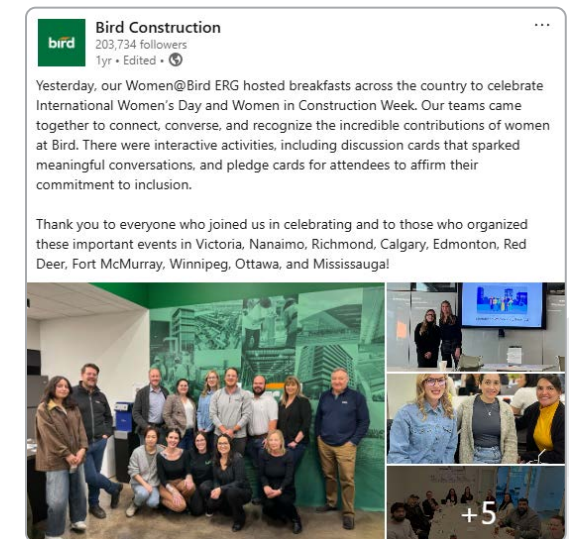
*Across all platforms



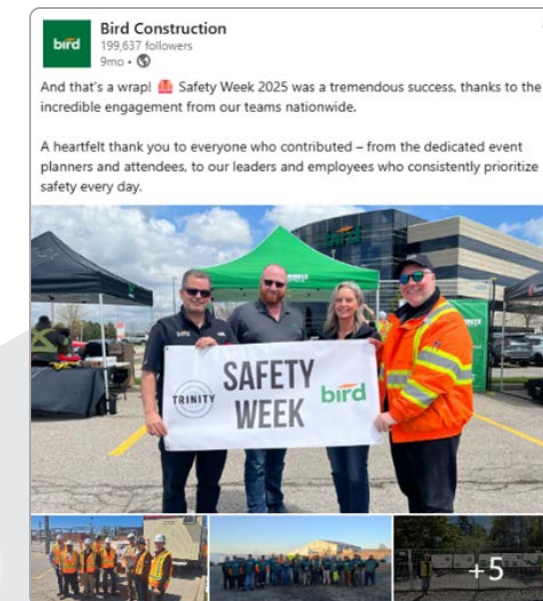
TOP POSTS of 2025



View post [here](#).



View post [here](#).



View post [here](#).

TOP CONTENT THEMES

1. DE&I
2. Events
3. Career Opportunities and Experience at Bird
4. Community Giving
5. Bird's Culture / Values

Live Green

Career Fairs and Campus Outreach



Career Fairs

Industry Nights

Program Information Sessions

Employer Information Sessions

Sponsorships

Explore Careers with Bird at careers.bird.ca

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 offer students meaningful and challenging co-op and summer term experiences while working alongside industry leaders and gaining practical work experience.

155
Students in 2025 cohort

53,514
Post link clicks

119,633
(+114.5%)
Video views across all platforms

38
Partner universities, colleges, and polytechnic institutions across Canada

26%
Increase in impressions on social media channels



Conversations with Employees

Living Our Values:

2025 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 2025 results show that the company is showing continuous improvement in building an employee experience that nurtures engaged, collaborative, and high-performing teams.

 **95%**
Participation Rate

Bird employees shared their feelings in our 2025 Engagement Survey*:

91% My manager supports a working environment that respects individual differences.

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

90% I believe this organization is a safe and supportive workplace for people from historically underrepresented groups

87% We have a work environment that is accepting of diverse backgrounds and ways of thinking

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



Mercer Best Employer

Canada 2025

Mercer Best Employer

With a 2025 engagement score of 77, Bird surpassed the Canada Top Quartile threshold of 75, and for the first time, Bird has earned a place on the Certified Best Employer List.



Canada's Top 100 Employers

Bird was named one of Canada's Top 100 Employers for the first time in our history, a milestone that reflects the shared dedication of our people and our commitment to creating an exceptional workplace. The Canada's Top 100 Employers award recognizes organizations that lead their industries in workplace excellence, evaluating factors such as workplace culture, community involvement, and training and skills development.



Gold Seal Employer

Bird is a Gold Seal Employer, designated by the CCA. Gold Seal Employers are construction companies that support and encourage their employees' ongoing professional development with the Gold Seal Certification Program.

2025 Bird Town Halls

Members of our Bird team hosted nine Town Hall events across Canada. Teri McKibbin, Wayne Gingrich, Gilles Royer, Brian Henry, and John Wright, shared updates on safety, strategy, financial performance, operations, and people initiatives.





8 Categories | **444** Nominations | **25** Finalists

The Bird Excellence Awards annually celebrate the exceptional achievements and contributions of individuals and teams pivotal to our company's success.



Congratulations to all the nominees and winners!



Safety

Outstanding commitment to a healthy and safe work environment at Bird and for demonstrating a dedication to a culture of operational and 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.

Community

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

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.

Performance

Outstanding Individual Performance on a Bird Project

An employee 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.

Outstanding Team Performance on a Bird Project

A team that exemplifies the best practices of teamwork and collaboration while achieving significant operational success and client satisfaction on a Bird project.

Outstanding Performance on a 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.

25 YEARS OF SERVICE

 **>250**
Members

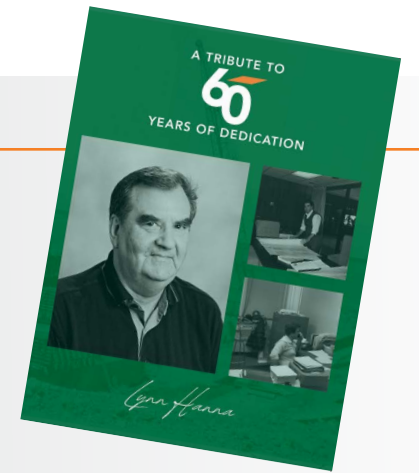
Congratulations to the new members of the 25-Year Club!

- Vinnie Bhudia
- Jason Blair
- Kelvin Chow
- Joe Dawes
- Mike Friesen
- Edward Gauchier
- Dion Herlein
- Kevin Hicks
- Louanne Poirier
- Tannis Proulx
- Ian Randall
- Shawn Robinson
- Shane Rogers
- Peter Serafinchon
- Umar Sharif
- Donald Van Den Bosch

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 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. 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.

60 YEARS OF SERVICE

Lynn Hanna



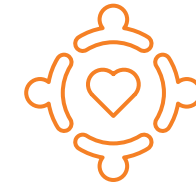
Lynn started with Bird in 1965, joining the surveying crew immediately following high school. After completing NAIT's construction technology program, Lynn made the switch to the construction side of the business, working as a project coordinator during the day and estimating at night until fully making the switch to estimator.

Lynn's attention to detail and exemplary work ethic have been recognized over the years, and his patient willingness to share his experience and be a mentor has helped to shape many careers. Lynn's unparalleled knowledge of Bird's history has made him our historian-in-chief, and he has played a key role in preserving the artifacts and stories that tell the tale of the company's evolution and growth.





Live Green



Total Community Investment*
>\$1.4M

Community Connections

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:

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.

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.

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.

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.

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

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 endeavours 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 at bird.ca.

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. Final selection of a new Board nominee is based on the candidate’s expertise, particularly expertise in the skill area or areas which the Board is seeking to reinforce.

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

90%
Independent Board Members

30%
Women on the Board

10%
Indigenous Representation on the Board

Meet the Board



Paul R. Raboud
Chair of the Board



Evelyn Angelle
Corporate Director
Chair of Audit Committee



J. Richard Bird
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
Lead Director



Sophia Saeed
Corporate Director

Board Committees

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



The Audit Committee assists the Board in overseeing:

- The integrity of the company's financial statements and financial reporting processes
- The integrity of the internal control systems relating to financial reporting
- The relationship with the company's external auditors
- Compliance with financial and legal regulatory requirements
- Financial risks, including insurance coverages, as part of the company's broader Enterprise Risk Management framework
- Relevant sections of the Sustainability Overview including sustainability metrics and associated reporting
- Climate risks and opportunities management

View the Audit Committee Charter at bird.ca.

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 Sustainability Overview, including reporting of metrics with respect to Indigenous talent, DEI, and community investment

View the Human Resources and Governance Committee Charter at bird.ca.

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
- Relevant sections of the Sustainability Overview including reporting of metrics associated with health and safety and environmental risks and compliance

View the Health, Safety, and Environment Committee Charter at bird.ca.

Ethics and Conduct

Living Our Values:

Bird requires that all employees, direct service providers, and agents of the company observe the highest levels of personal and professional ethics.

<input checked="" type="checkbox"/>	Employee Code of Ethics
<input checked="" type="checkbox"/>	Whistleblower Policy
<input checked="" type="checkbox"/>	Human Rights Policy
<input checked="" type="checkbox"/>	Supplier Code of Conduct
<input checked="" type="checkbox"/>	Ethics Hotline
<input checked="" type="checkbox"/>	Anti-Bribery and Anti-Corruption Policy
<input checked="" type="checkbox"/>	Privacy Policy
<input checked="" type="checkbox"/>	Health and Safety Policy
<input checked="" type="checkbox"/>	Forced Labour and Child Labour Report
<input checked="" type="checkbox"/>	Risk Assessment Policy
<input checked="" type="checkbox"/>	Incident Management Policy
<input checked="" type="checkbox"/>	Environmental Protection Policy
<input checked="" type="checkbox"/>	Right to Disconnect
<input checked="" type="checkbox"/>	Maternity, Parental & Adoption Leave Policy

Access Bird's policies at bird.ca.

Our Values define who we are as One Bird when we operate at our best. They are the core of what is most important in what we do and how we do it.



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.

More information about our corporate governance framework can be found at bird.ca.

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 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 table below 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
Weather-Related	<p>The probability and unpredictability of extreme weather events such as hurricanes, tornadoes, wildfires, floods, droughts and other associated incidents, such as earthquakes, may continue to increase due to climate change, and there may continue to be longer-term shifts in climate patterns. 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.</p> <p>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.</p>

Transition Risks	
Risk Summary	Description and Mitigation Strategies
Transition to a Lower Carbon Economy	<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, NorCan, Jacob Bros and FRPD 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>
Financial	<p>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</p>
Market and Reputational	<p>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.</p>

Topic	2023	2024	2025	Framework Alignment	Disclosure Documents
Backlog	\$3.4B	\$3.7B	\$5.1B	GRI 101 & 102 SASB IFEN-000, IF-EN510a.1, IF-EN-510a.3	Annual Report (8, 11, 45-54) Management Information Circular Sustainability Overview (10-11) Bird Website: Governance
Pending Backlog	\$3.0B	\$3.9B	\$6.0B		
Policies and practices for prevention of bribery/corruption and anti-competitive behaviours					
Diversity, Equity, and Inclusion					
Total Employees	5,000+	6,000+	6,000+	GRI 2, 406-1   Annual Information Form (11) Sustainability Overview (10-11, 60, 75, 80-81, 86, 105, 107) Management Information Circular (16-25, 28) DEI Commitment and Guiding Principles	
Full-time Salaried Employees	1,920	2,235	2,425		
Hourly Employees	2,756	3,036	3,499		
Women	30%	32%	32%		
Women in Leadership	22%	26%	26%		
Women on the Board	27%	30%	30%		
Women Board Committee Chairs	66%	33%	33%		
Women Promotions	28%	36%	31%		
Indigenous Representation on the Board	9%	10%	10%		
Self-Declared Ethnic Origins					
- White	64%	53.9%	50.4%		
- African, Asian, Caribbean, or Latin, Central and South American origins, Mixed Race	32%	26%	24.7%		
- Indigenous Canadian origins	4%	2.3%	2.7%		
- Blank/Prefer not to say	N/A	17.8%	21%		
- Not specified above	N/A	N/A	1.2%		
Total Spend with Indigenous Subcontractors and Suppliers	>\$62.2M	>\$54.2M	>\$45.4M		
Donations and Sponsorships in Indigenous Communities	>\$130,000	>\$220,000	>\$439,100		
Total Community Investment	>\$850,000	>\$1,200,000	>\$1,400,000		

Topic	2023	2024	2025	Framework Alignment	Disclosure Documents
Health and Safety					
Total internal work hours	10,591,963	12,096,340	12,706,454	GRI 403-1 to 403-9 SASB IF-EN-320a.1 	Annual Report (59) Sustainability Overview (11, 53) Health and Safety Policy Risk Assessment Policy Incident Management Policy
Lost Time Incident Frequency	0	0	0.02		
Lost time incident/s	0	0	1		
Fatalities	0	0	0		
Toolbox Talks	>13,000	>22,810	>39,520		

Topic	2023	2024	2025	Framework Alignment	Disclosure Documents
Climate					
Scope 1 GHG Emissions	93.98%	90.70%	95.35%	GRI 305-1 to 305-5 SASB IF-EN-160a.2 SASB IF-EN410a.1   	Annual Report (59) Sustainability Overview (46-49) Health and Safety Policy Risk Assessment Policy Incident Management Policy Sustainability Overview (46-49, 112-113) Annual Report (79-82) Environmental Protection Policy Bird Construction Website: Sustainability
- Stationary	54.34%	51.00%	72.71%		
- Mobile	45.66%	49.00%	27.29%		
Scope 2 GHG Emissions	6.02%	6.50%	4.65%		
Climate Risk					

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 2025

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