



A Century of Success

We are proud to be celebrating our centennial this year!

From our humble start 100 years ago as an electrical wiring contractor, Black & McDonald has grown to multiple lines of business with more than 5,000 employees working out of more than 30 offices and has become one of North America's most respected, integrated multi-trade service providers.

Reaching the 100-year mark is a great achievement for any business, and for Black & McDonald, it's a testament to the people, partnerships and meaningful work that continue to shape our legacy—one that began as a two-man operation in 1921 when founding partners William R. (W.R.) Black and William J. (W.J.) McDonald launched their electrical wiring business.

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A Message From the McDonald Family

It is with great pride and appreciation that we acknowledge the 100th anniversary of the founding of Black & McDonald. On this occasion, we celebrate the accomplishments of our many forbearers and also pay tribute to the effort and commitment of the thousands of people who contribute to our ongoing success.

When they joined forces in 1921, W.R. Black and W.J. McDonald simply aspired to earn a living in the burgeoning electrical field. Together, they operated a small contracting outfit from a basement office in downtown Toronto, carrying their tools and ladders by streetcar to serve customers in the nearby financial district. Over time and through many ups and downs, their modest undertaking progressed into a multi-faceted, expansive North American organization.

Our founders' steadfast belief in doing the job right has served as a guiding principle and rallying cry for four generations of employees in our field operations, shops and offices. To this day, B&M people approach their commitments and customer relationships with good intentions and an earnest desire to do their best. Our ongoing evolution as a company continues to be driven by the ambition and entrepreneurial spirit of our



people and their eagerness to adapt our skills and capabilities to new circumstances, changing customer needs and emerging technical challenges.

We are stepping forward into our next century with confidence in our people and our services, and a strong outlook for growth and opportunity as a company. We remain firmly committed to sustaining a safe, respectful and welcoming workplace for the benefit of everyone.

Thank you for your hard work, your professionalism, and your enduring dedication to our founding principles. Happy Centennial!

With admiration and gratitude,
The McDonald Family



A Century of Success: Rapid Growth Through the Decades

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For two decades, World War I veterans W.R. Black and W.J. McDonald enjoyed success together as electrical contractors serving small businesses and households in the Toronto area. When Black passed away in 1946, W.J. took over sole proprietorship. He was later joined by his sons, John and Bill, in the 1950s. By the early 1970s, Black & McDonald had grown into a national network of Canadian offices, offering a range of services that included electrical and mechanical contracting, sheet metal fabrication, HVAC and refrigeration maintenance and repair, and utility contracting. This expansion continued through the 1980s with the addition of design engineering and facility management and operations. By the mid-1990s, Black & McDonald had entered the U.S. market with utility construction and asset management.

Today, Black & McDonald fulfills all building lifecycle needs, and proudly offers multiple products and services in the following core areas: Electrical and Mechanical Construction Services, Utility Construction, and Facility Services. Led by third-generation family members Ian and Bruce, Black & McDonald continues to adhere to the same core values that steered it so successfully in the beginning: to provide a quality service at a fair price and to treat people respectfully.

Looking ahead, Black & McDonald's leadership envisions a continued path of planned growth and profitability guided by a promise to put customer satisfaction and quality first, to remain true to its longstanding code of business, and to honour a commitment to health, safety and environmental responsibility into the next century and beyond.



A Rapidly Growing Company That Hasn't Forgotten its Roots

In 1955, Black & McDonald opened its flagship corporate office at 101 Parliament Street in Toronto. From this vantage point, decisions were made which proved instrumental to the company's overall growth. It remained the company's headquarters for 50 years.

Black & McDonald has grown by leaps and bounds across North America since then. The company's national expansion began in Ontario in the late 1950s. Closely following the opening of the corporate headquarters in Toronto came the launch of the Quebec regional office in 1955. That was followed by the Ottawa office in 1967 and the Hamilton office in 1971. Offices were added in Western Canada and the Atlantic region in the 1970s, taking the company coast to coast in Canada. By 1997, with the addition of a U.S. office in Kansas City, MO, Black & McDonald had evolved into a North American success story.



101 Parliament Street, Toronto, ON

Our Versatile and Diverse Fleet

Black & McDonald's founders first transported equipment using Toronto street cars. Today, the company fleet is 2,100 vehicles strong across North America.



Milestone Projects Throughout the Years



1983: First Facilities Management Contract at Commerce Court in Toronto, ON

Originally owned and operated by CIBC, Commerce Court, located in the heart of Toronto's Financial District, was the first facilities management contract awarded to Black & McDonald in 1983. CIBC was very concerned with tenant dissatisfaction, rising costs, and asset integrity. Black & McDonald brought a creative, on-site model for maintenance and operations to the table that right-sized staffing and established a process-based approach to the work.

Since the beginning of this contract, we have provided 24/7 comprehensive services to this landmark, four-tower complex under various owners and property managers. We are responsible for the operations and maintenance of electrical/mechanical systems, tenant interface and other essential services. This is an anchor contract for our facility services business, with a full-time contingent of 20 people, in addition to extensive project delivery across the portfolio.

The site is comprised of four architecturally significant, prestigious commercial towers in Toronto's downtown core. Totalling 2.13 million square feet, these towers house multiple high-profile tenants and have achieved several sustainable designations, including LEED EB:O&M Gold, Fitwel Certification, BOMA BEST Platinum and Gold.

2001: Unit 1 Refurbishment at Pickering Nuclear Generating Station, Ontario Power Generation, ON

In 2001, Black & McDonald was contracted to complete the condenser ball clean system and condenser water box replacement work during Unit 4's return to service. We successfully executed this work, resulting in the award of the bulk work program for Unit 1's return to service. This was the largest nuclear work program B&M ever completed. During Unit 1's return to service, we employed numerous trades throughout the duration of the project, which commenced in 2003 and concluded in 2005. At the project's peak, Black & McDonald's workforce was comprised of 1,100 employees, including project management staff and various trades such as electricians, pipefitters, millwrights, boilermakers and ironworkers. Black & McDonald completed over 2 million hours worked with zero lost-time accidents.





2008: First Public-Private Partnership Project at the Kelowna General Hospital, BC

In 2008, the Kelowna General Hospital Ambulatory Care Centre needed to consolidate, expand and modernize existing outpatient services within one facility.

Black & McDonald's Facility Services team worked with the design-build team throughout the integrated design process in the selection of equipment & systems and lifecycle planning to ensure energy performance, resilience and cost efficiencies throughout construction, commissioning, and into operations. The new 6-storey, 365,600-square foot patient care tower is comprised of general clinics, day surgery, diagnostic services, renal dialysis services and specialized services, as well as a rooftop helipad, with full integration with the existing hospital.

Black & McDonald has continued to maintain an important role as the facility services provider to the hospital, including preventive maintenance, lifecycle management, tenant requests, tenant improvements and project management. Soft services include landscaping, pest control and snow removal. Our dedicated 24/7 bilingual customer contact centre offers comprehensive coverage and response to all facilities for the overall project, including existing facilities and the Interior Health Authority's own staff. Plant services include a full complement of personnel – plant managers, chief engineers, and administrative and technical staff. Operations for the overall project are supported by a general manager and construction projects group.

2010: Toronto's Women's College Hospital, ON

Black & McDonald has been a member of the Women's College Hospital consortium since it was formed in 2010. The hospital is a leader in healthcare for women, health equity and health system solutions, and required a diverse team of healthcare experts to design, build, finance and maintain operations throughout a 30-year concession. For its part, Black & McDonald has delivered services in three key areas: maintainability consultation at the design phase; electrical, mechanical and network systems installation during the construction phase; and ongoing Facilities Management & Operations throughout the concession.

Completed in two phases for a total cost of \$460 million, the construction side of the project began in 2008 and wrapped up in fall 2015. The first phase involved the construction of a clinical tower on the eastern half of the hospital site. The second phase saw the existing building demolished and a new administrative, research and education wing constructed on the site's western half. Black & McDonald's mechanical and electrical teams provided complete HVAC, plumbing, specialized medical systems, electrical equipment and various ongoing services to the new facility.



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The 25 Year Club: Employees Who Have Built Their Careers at Black & McDonald

Since Black & McDonald was founded 100 years ago, many employees have chosen to spend their entire careers at the company. Every winter, we celebrate these B&Mers who dedicated 25 years of their lives or more in the service of Black & McDonald. Below are profiles of select employees from across North America who have built their careers at B&M.



Cindy Lou Earle

27 years
Payroll Site Administrator,
Power Generation Region

Cindy Lou Earle joined B&M as a receptionist in 1994, and thanks to her wide range of interests, was quickly able to move on to other roles supported by her managers. Over the last 27 years, she has worked in administrative roles in various departments including HR where she obtained her HR Diploma and was an HR Generalist. Cindy is currently a Payroll Administrator.

“I love working here just as much as I did the first day I started! I truly believe that the long tenure of many of our employees speaks for what a great company Black & McDonald is.”



Robert Burns

32 years
Regional Business Development Manager,
Atlantic Region

With 32 years of service at Black & McDonald under his belt, Robert Burns, Regional Business Development Manager, Atlantic, has fond memories of his time with the company.

“I have climbed refinery towers, walked through sewage tunnels, watched fighter jets land 9 metres (30 feet) from me, and even argued through difficult meetings. There has never been a day when I didn't want to work with B&M. Every day has been so special, and not once do I remember considering calling it quits.”



Shawn Dolan

32 years
Project Electrician,
Northern ON Region

Shawn Dolan, Project Electrician, started his career journey at Black & McDonald 32 years ago. Joining the company is a decision he has never regretted making.

“Every day at work is my best time yet at B&M. I have had the opportunity to work in different places, with different people and on so many different projects. In my opinion, people should know that B&M is a fair company. They take care of their employees.”



Joan Pike

32 years
Coordinator, Onboarding & Training,
Power Generation Region

From the very first day Joan Pike joined Black & McDonald 32 years ago, she felt she had made the right decision. Joan also mentions that she is most proud of being a member of the 25 Year Club.

“I love being part of the B&M family. You are a name, not a number. Encouragement and support for career advancement are the norm. If you work at B&M with integrity, respect for others and diligence, you will be rewarded.”

**J. Larry Macdonald**

49 years

Senior Vice President, Black & McDonald
President, Canadian Base Operators

J. Larry Macdonald, Senior Vice President of B&M and President of Canadian Base Operators, joined B&M 49 years ago. From his start as an electrical apprentice, Larry took on progressively challenging projects, working in eight provinces, two territories, the Caribbean and the US. Some of the initiatives he led included winning two offshore contracts for BMS Offshore in Nova Scotia in 1990, working as part of the leadership team to start up our company's US operations in Kansas City, MO and Salt Lake City, UT, as well as undertaking construction projects at Toronto's Pearson International Airport.

As a key contributor, Larry is proud of turning seven operations over to successors and seeing them promote growth, as well as creating jobs and opportunities for many of our employees.

**Dawn Dabarno**

37 years

Executive Assistant,
Power Generation Region

Dawn Dabarno started working at Black & McDonald in June 1984 and has been a key member ever since. She is proud to have worked with many vice presidents and to have been part of the Black & McDonald story.

"I was able to meet our founder W.J. McDonald quite often at 101 Parliament Street in Toronto, and he always had a smile on his face and a kind word to say. I still have great memories of taking part in his 100th birthday celebration. I consider myself very fortunate to have worked with so many wonderful people over the years and to have been part of the Black & McDonald family."

**David Lawrence**

27 years, plus 4 years as a summer student
Division Manager, FMO,
Southern ON FMO & Service Region

As a second generation B&M employee, David Lawrence's 27 years have not yet eclipsed his father Michael's 34 year tenure. A summer student internship led to a full time junior mechanical maintenance role that formally kicked off his career at Black & McDonald.

"The opportunity for professional growth, the family-centred ideals, and working alongside great people helps explain why people commit to B&M. My first management role came at the age of 25, as a facility manager. For a company to truly entrust and empower young people to take on new challenges and grow their career at B&M, is something I've rarely witnessed within our industry."

**Lester Buckland**

32 years

Division Manager, Nova Scotia Industrial
and New Brunswick Industrial,
Atlantic Region

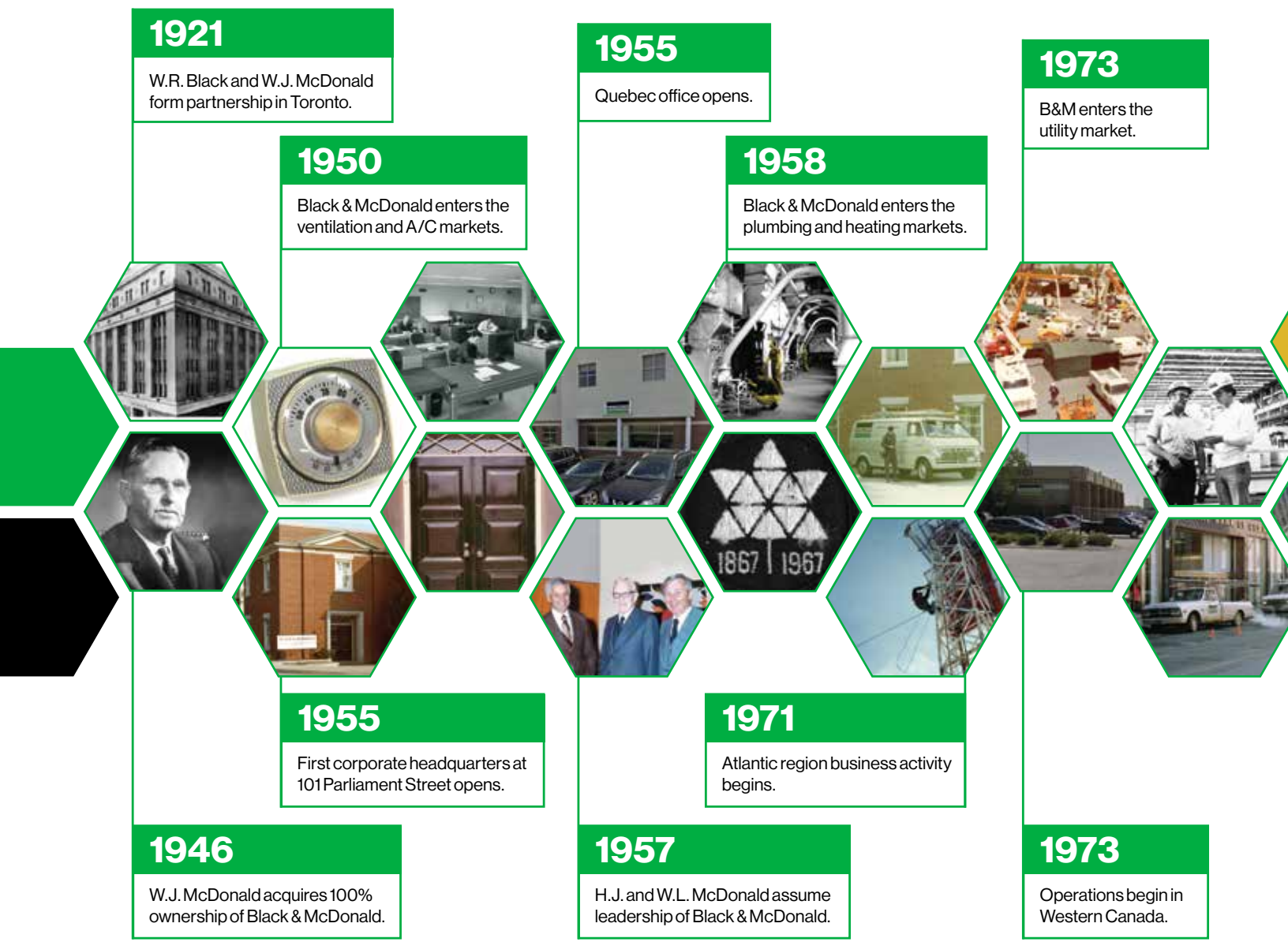
Lester Buckland knew he had made the right decision to join B&M from his first day as an electrical apprentice, especially seeing the way employees treated each other.

Buckland recalled that whenever he happened to be in Toronto he could even call Ian McDonald and meet up.

"I could sit for an hour with Ian and his dad, Bill, and talk about anything. I thought, 'What kind of company is this that I could come in and just do that?' This personal touch is one of many examples why B&M has been a success for the last 100 years."

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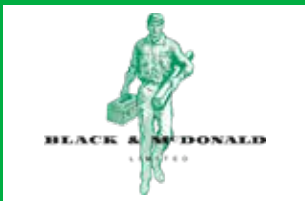
Celebrating 100 Years of Excellence



Our Logos Over the Years



1950s logo



1960s logo



1970s logo



2019 logo

1977

Vancouver and Dartmouth offices are opened, establishing coast-to-coast presence.

1990

Offshore energy business begins operations in Atlantic Canada.

1997

B&M begins operations in Kansas City, USA.

2008

B&M begins first public-private partnership (P3) project at the Kelowna and Vernon Hospitals in BC.

2019

B&M is awarded a major public-private partnership (P3) contract in Ottawa by the Government of Canada as part of the Innovate Energy consortium, under the government's Energy Services Acquisition Program (ESAP).

1983

B&M secures its first Facilities Management contract at Commerce Court in Toronto.

1997

Ian and Bruce McDonald assume leadership.

2013

Women's College Hospital redevelopment begins; B&M awarded 30-year FMO contract.

2021

B&M celebrates 100 Years of Excellence.

Anniversary Logos

**Black &
McDonald**

Special Application logo

75th
• ANNIVERSARY •
A Tradition of Quality

1996

Black & McDonald
CELEBRATING **90** YEARS

2011

100
Centennial 1921-2021

2021

The 25 Year Club: Employees Who Have Built Their Careers at Black & McDonald

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Joe Segna

33 years
Municipal Division Manager,
Civil, Line and MTO,
Southern ON Utility Region

Over the years Joe Segna has seen B&M take care of its employees through thick and thin.

“When I was still new, a very old distinguished gentleman visited us and started a conversation. He asked about my schooling and goals. That was when I met our founder, W.J. McDonald.”

“In the 90s the industry went through very difficult times. One day, my manager took me aside. I thought I would be laid off. Instead, he said to not be discouraged—B&M would weather the storm. I was so grateful to be working for B&M!”



Dave Morrow

27 years
General Manager,
Alberta Region

B&M's good standing was known to Dave Morrow before he joined. The native of Ireland was working overseas with another company that had a joint venture with B&M. He liked what he saw.

“I knew right away that B&M was the right sort of company for my career. We are a family-owned business that is 100 years old with annual sales worth more than \$1 billion. At the same time, we have always been about serving communities first and foremost rather than promoting ourselves. To have such success is a tremendous achievement and a testament to our versatility and skills.”



Guy MacMillan

43 years
Division Manager, FMO and Strategic Projects,
Southwest ON Region

When Guy MacMillan joined B&M in 1979 as a refrigeration apprentice in London, he knew right from the start that he was expected to perform at the highest level and it would be a good company to work for. Forty-three years later and counting, it's a choice he has never second guessed.

“I work and have worked with a number of great people, and I've had a very rewarding career. I am very proud to be part of Black & McDonald and I wholeheartedly recommend it as a great place to work.”



Joe Laine

27 years
Service Operations Manager,
Southern ON FMO & Service Region

When he first started, Joe Laine expected to move on to another organization after some time for more experience and growth. That never needed to happen as B&M offered him several exciting field and office positions as part of his career growth.

“I've held exciting field and office positions. The opportunities to learn are phenomenal! I once replaced an individual who was with Black & McDonald for 40 years. One of my colleagues also retired after 40 years. Even my own father, a HVAC mechanic, was a member of the 25 Year Club. Most people don't want to leave; it's a very special kind of company that is hard to find these days.”



Quoc-Buu Truong

30 years
Senior Application Developer,
IT

Quoc-Buu Truong, Senior Application Developer, IT, says that he has many different bosses to thank for helping his career advance throughout his tenure at Black & McDonald.

“The first thing that struck me when I joined B&M 30 years ago as a software coordinator was how friendly and helpful everyone was. I believe everyone is willing to go the extra mile to help other people here. That has really made me want to stay. When you’re working with good people, that makes all the difference.”



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2019: P3 Contract for Government of Canada's Energy Services Acquisition Program (ESAP), Ottawa

In 2019, Black & McDonald was awarded a major public-private partnership (P3) contract with the Government of Canada as a member of the Innovate Energy consortium.

The 35-year contract was awarded under the government's Energy Services Acquisition Program (ESAP). The mandate involves modernizing, maintaining and operating five central heating and cooling plants, including delivering heating and cooling services to more than 80 federal buildings—including the Parliament Buildings in Canada's Capital Region (Ottawa-Gatineau). The project supports the ESAP goal of reducing the government's energy consumption and greenhouse gas emissions by 40 per cent by 2030.

The scope includes design, construction and commissioning of four new central plants and an extensive network of almost 50 km of new distribution piping.

The work is being carried out as a collaboration between the Northern Ontario Region, Atlantic Region and Roberts Onsite with spool fabrication being provided by NOR and Railside Fabrication Shops.

B&Mers Excited for What the Future Brings

As Black & McDonald continues its journey into the next 100 years, employees from across North America were asked to share their thoughts on what our company will be doing over the coming years.



Carlos Malaspina
Project Manager,
Quebec Region

“B&M’s success in the past 100 years is due to our excellent corporate strategy that allows all regions to develop employees to handle any challenge, in alignment with B&M’s core values. In the next 100 years, B&M will surely continue to lead the construction industry in adopting new technologies to offer more efficient solutions.”



Kelly Christensen
Manager, Strategy &
Pursuits—Energy &
Sustainability,
Facility Services

“In the next century, I expect B&M will continue leading the industry in terms of design and delivery of sustainable operational models, integration of innovative technologies, enabling a shift to clean energy sources, and maximizing the value of performance data generated through assets, people and processes.”



Travis Wassermann
Business Development
Representative,
Saskatchewan Region

“Our company is successful because of W.J. McDonald’s core values and our consistent operating principles since the company started back in 1921. These core business values and principles have lived on in his children and now his grandchildren who are running the company. Our company is resilient and will continue to thrive in the next 100 years, come what may.”



Denice Hamel
Site Manager, CBO,
CFB Suffield,
Alberta Region

“As an affiliate of B&M, CBO’s record of taking calculated risks while developing its employees has contributed to its success. In the future, I foresee a company taking on bigger challenges, investing in staff and pushing boundaries to drive success.”



Simon Watson
Division Manager
Mechanical-Electrical,
Southwest ON Region

“I expect B&M to only keep succeeding in the future. We will continue to be committed to each other and our relationships with longstanding clients as we explore new markets, services, and geographic territories. Our investment in people and commitment to integrity will propel us well into the next 100 years.”



Roshan Sreedhar
Facility Manager,
Toronto Hydro,
Southern ON FMO &
Service Region

“To be successful for 100 years is no mean feat and speaks volumes about our adaptability. I feel lucky and excited to see innovative technology being incorporated into daily operations, reporting, data analysis, and a rising focus on energy & sustainability. I look forward to celebrating more milestones.”



Frederik Bernard
Department Manager, NB
Commercial-Mechanical,
Atlantic Region

“I believe B&M will build on its success in the coming century as the company continues to expand its offerings in current and new markets and as our employees continue to increase their expertise across more regions.”



Adam Rogalsky
Project Manager, FMO,
Manitoba Region

“Over the next 100 years, I believe that B&M will continue to be an industry leader as we implement and construct new environmentally friendly building systems and infrastructure.”



Brooke Driscoll
People Resources
Administrator,
Corporate

“I credit B&M's success over the past 100 years to its core values and the friendly, welcoming and hardworking people who will continue to make the company a success story well into the next 100 years.”



Amanda Whalen
Business Development
Representative,
Southwest ON Region

“Over the past century, Black & McDonald has really mastered the art of being consistent and committed not only to customers' success, but that of employees as well. This winning formula will no doubt ensure our company will thrive well into the next 100 years.”



Eric S. Vogel Jr.
Division Manager, Utility,
Kansas City, MO,
U.S. Region

“We have much to be excited for going into our next 100 years. It is very important that our customers know we are always looking for ways to enhance our quality and partnerships instead of just being another labour broker on property.”



Antony Glasgow
Operations Manager,
Southern ON Utility
Region

“In the coming 100 years, I expect Black & McDonald will continue to be one of the most desirable and progressive places to work within the industry, with a long-standing reputation for excellence that builds client satisfaction and loyalty.”



Sean Bargent
Pickering Site Manager,
Power Generation
Region

“With our commitment to a healthy and safe work environment, I believe that in the next 100 years, B&M will continue to offer world-class solutions to clients, and develop trades and office personnel to even greater heights.”



Kayla Smith
HR Assistant,
Kansas City, MO
U.S. Region

“I am confident that B&M will continue to grow and be a model company for the entire industry over the coming 100 years. The opportunities for our company's and employees' growth are endless, and I look forward to being a part of B&M's legacy!”



Wayne Namana
FMO Division Manager,
BC Region

“As our clients look to reduce their impact on the environment, we will be able to support them in the long term with a service offering that will continue to evolve with exciting new technologies and practices.”

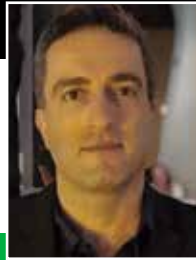
B&Mers Excited for What the Future Brings



Sean McNamee

Senior Project Manager,
Construction,
Northern ON Region

“In 100 years, I envision B&M will continue to be a trusted industrial partner in the North American market. Who knows, maybe by then we will have even established offices and operations overseas! The sky is the limit.”



Shahab Alaei

Project Manager,
Electrical ICI,
Southern ON
Mechanical Electrical
Region

“Our integrity and relentless pursuit of excellence are why B&M will continue its success in the next 100 years. Many companies disappear after 20 or 30 years. It’s amazing that we have lasted a century and I believe our values will move us from success to success well into the future.”



Adam Ostrowski

National Procurement
Manager, Electrical,
National Procurement

“In the next 100 years, I see B&M continuing its trend of being a leading business in the construction industry by continuing to develop and embrace best practices and sustainable business strategies, as well as adopt new technologies.”



Kelly Hofstede

Facility Coordinator,
Alberta Region

“With plenty of opportunities to train and grow together, we will continue to raise the bar of excellence. I am very excited to see what growth Black & McDonald can achieve in the next 100 years.”

OUR EMPLOYEES, OUR GREATEST STRENGTH



Giving Back to Our Communities

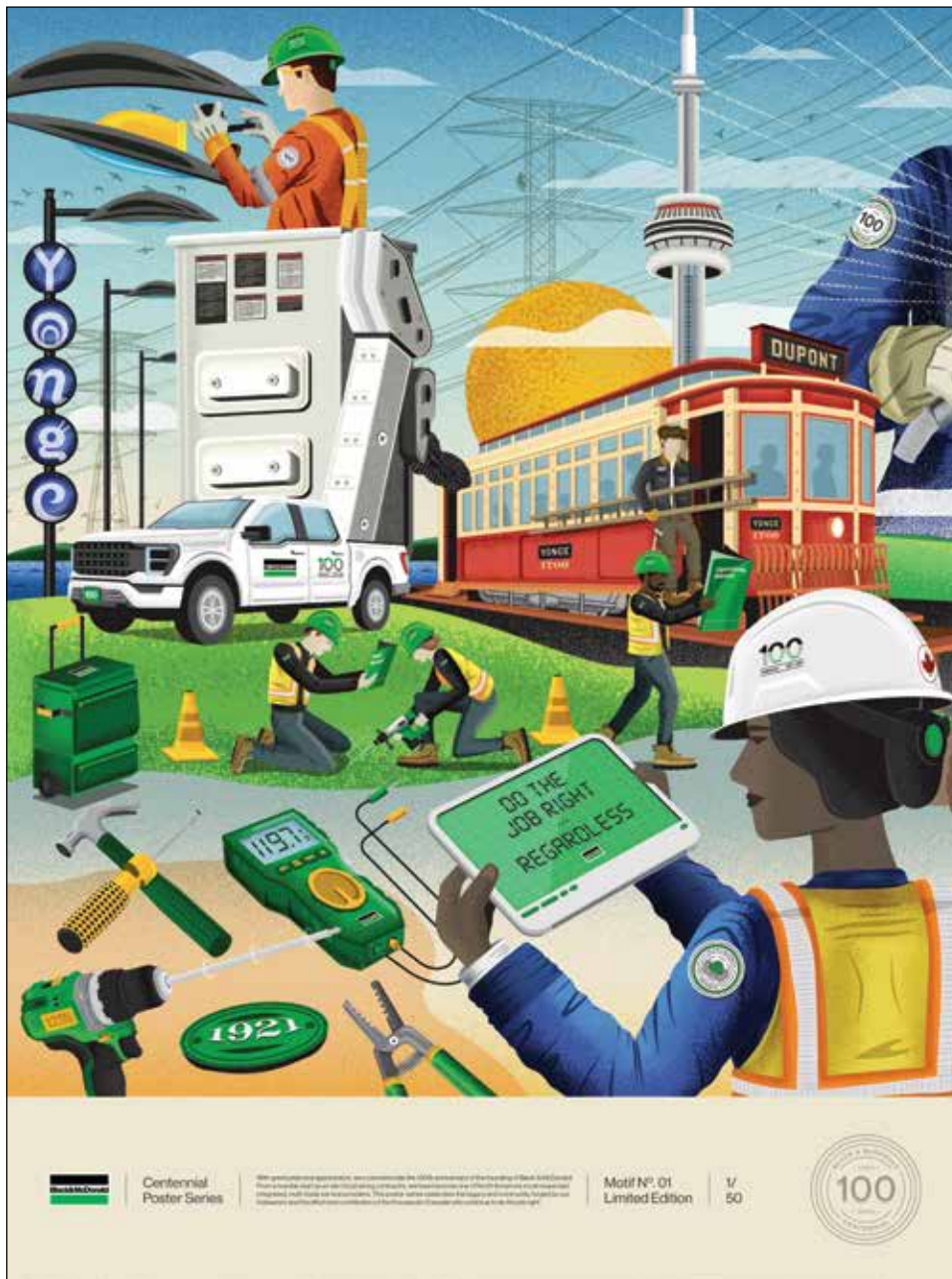
We are strongly committed to giving back to the communities that we serve. We support and participate in a variety of charitable community programs and events on an ongoing basis, including donating to various food banks across the country, building low-cost housing and delivering meals for economically disadvantaged people. Black & McDonald is also committed to reducing the environmental footprint at our offices and jobsites by embedding sustainable business practices in all of our operations. We also participate in supporting various environmental initiatives such as tree planting, Earth Day and Environment Week.

A recent example of B&M rising to the occasion was this year's annual donation to Ronald McDonald House BC and Yukon, an organization that provides accommodation and a community of support for families far from home so that they may be near their seriously ill children. This year, we installed touchless toilets and faucets for families staying in Vancouver to better protect immunocompromised children.

We believe that front liners should be recognized for their dedication and sacrifices for the community at large. As part of our recognition of National Nursing Week 2020, and as a way of thanking front-line health workers, we teamed up with Nando's Canada to provide free lunches to 58 nursing staff and B&M's own security team at the Women's College Hospital COVID-19 Assessment Centre in Toronto. We also provided free lunches to 331 staff at the Kensington Gardens Long-Term Care Home to thank our front liners for putting themselves in danger and answering the call of duty.

We are also deeply interested in increasing education and work opportunities for young people. Beginning in December 2020, Black & McDonald began collaborating with other organizations to build career possibilities for young people in Durham Region, ON. As part of the group, we pledged to provide state-of-the-art welding machinery and protective gear to four Durham Catholic District School Board schools in Pickering, Oshawa, Whitby and Ajax, with the goal of preparing the next generation for careers at Ontario Power Generation.





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