



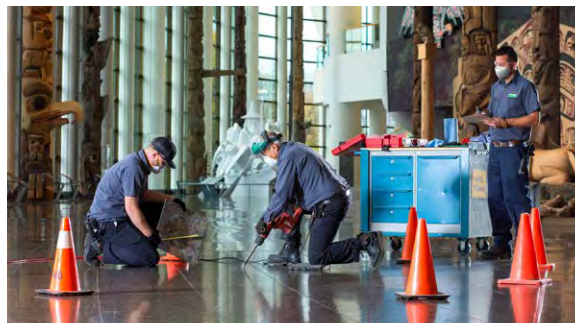
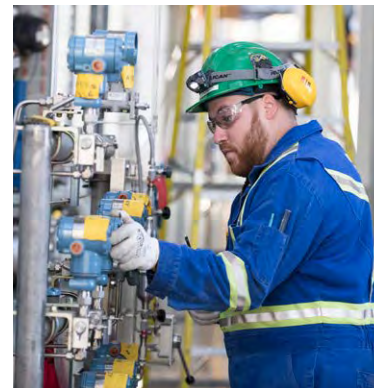
Black&McDonald

CORPORATE PROFILE

2021



Centennial 1921–2021



A Proud Heritage. A Promising Future.



In 2021, we are proud to celebrate our 100th year in business. This amazing accomplishment has been achieved thanks to the support of our clients and the dedication and hard work of our employees.

Since our founding in 1921, Black & McDonald has grown to become one of North America's most respected integrated, multi-trade service providers. Today, our business units serve governments, institutions, and industry clients across Canada, the United States, and overseas.

We are a family-owned and managed company that employs thousands of highly skilled and talented professionals. And while there are many things that set B&M apart, our success really comes down to our core philosophy: doing things right and delivering lasting value.



Code of Business

We believe that meticulous work and continuous improvement are the foundations for lasting success. This philosophy of conducting business is based on the core values established by our founder, William John McDonald:

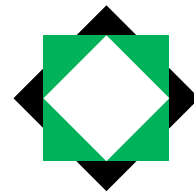
- **Do the job right ... regardless**
- **Talk to the customers regularly, confirm their satisfaction**
- **Make the price fair and reasonable**
- **A deal is a good one only when it is good for both parties**
- **Live up to your promises**
- **Treat employees with respect**
- **Complete jobs promptly**
- **Invoice promptly, fairly, and in detail**

We continue to honour and respect these founding principles.

People: Our Strength, Our Future

'The Black & McDonald Way' is the company's ongoing initiative ensuring that both management and employees live up to the company's core values. It is, in effect, a reciprocal promise between employee commitment and management support, focused on six key areas:

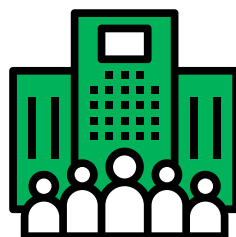
- **Health, Safety, and Environmental Excellence**
- **Planned Growth and Profitability**
- **Customer Satisfaction and Sustainability**
- **Continuous Improvement Culture**
- **Employee Satisfaction and Succession**
- **Community Responsibility**



**The
Black & McDonald
Way**

'The Black & McDonald Way' trains, trusts, and empowers our employees to exceed the expectations of our internal and external customers.

Key Statistics



NUMBER OF
OFFICES **30+**

NUMBER OF
EMPLOYEES
5,000+



HOURS WORKED
10.5M+



0.9 TRIR

Experience in Diverse Markets

Black & McDonald is an integrated, multi-trade service provider that safely delivers high quality construction, facilities management, and technical solutions. With nearly 100 years of diverse market experience across North America, we are a forward-thinking organization with a strong track record of delivering customer-focused solutions and operational excellence.

We have the breadth of experience, capabilities, and resources to oversee full project and asset lifecycles from design and build through to maintenance and management. Across all our lines of business, our mission is to do work and build relationships that stand the test of time.

COMMERCIAL

- Financial
- General Commercial/Offices
- Property Management

INDUSTRIAL

- Automotive
- Oil & Gas
- Mining
- Manufacturing

INSTITUTIONAL

- Education
- Government
- Health Care
- Recreation and Entertainment

INFRASTRUCTURE

- Power Generation
- Transportation and Cargo
- Transit
- Utilities
- Water and Wastewater





Integrated, Multi-trade Solutions

Black & McDonald's multi-trade services range from large-scale construction projects and extensive facilities management and operations contracts to planned maintenance agreements and emergency services.

Utility

- Installation, Maintenance, and Restoration of Communication Cables and Systems
- Substations and Transmission Systems
- Overhead and Underground Distribution Systems
- Water, Hydro, Telephone, and Cablevision
- Navigation Aids, Landing Aids, and Runway Lighting
- Roadway and Highway, Street, and Traffic Lighting
- High Voltage Inspection, Installation, and Maintenance
- Airports, Military Bases, Wind Farms, and Remote Sites
- Engineering Services
- NERC Compliance Reviews

Construction

- Electrical, Mechanical, and Instrumentation
- Energy Management and Retrofits
- Computer Rooms and Specialty Spaces
- Data and Communications Cabling
- Data Centres
- Process and Factory Automation
- Industrial, Commercial, and Institutional Renovations
- Millwrighting and Rigging
- Heating, Ventilation, and Air Conditioning
- Industrial and Recreation Facility Refrigeration
- Turnkey and Multi-trade Projects
- Design Build
- Design Assist
- Integrated Project Delivery





Facility Services

We offer a single source for all facility related needs. We provide comprehensive facility maintenance programs that include energy and equipment monitoring, planned and predictive maintenance, 24/7 repair and technical support:

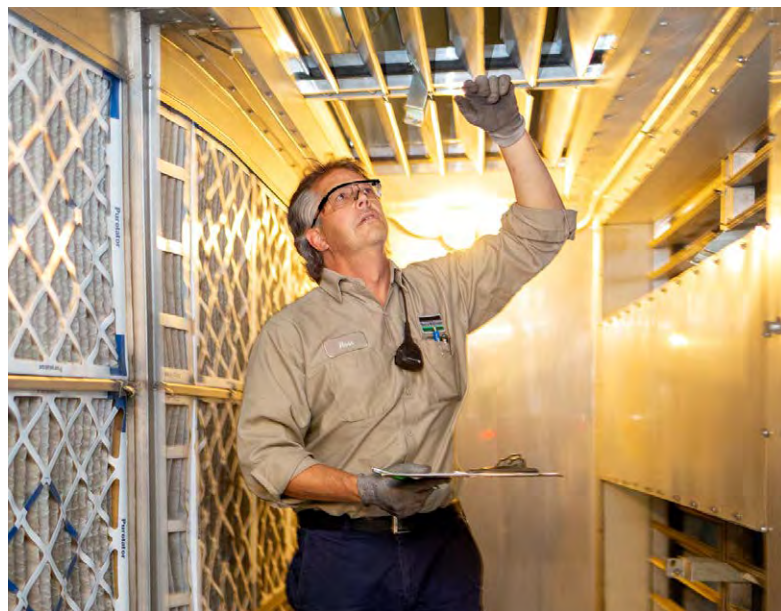
- Electrical, Mechanical & Plumbing Services
 - High Voltage and Substation Maintenance & Repair
 - HVAC
- Process Combustion and Boiler Maintenance, Repair & Installation
 - Building Automation Systems, Controls & Instrumentation
 - Process Piping and Plumbing
 - Industrial & Recreational Refrigeration Services (Ammonia & Freon Systems)
- Energy & Sustainability Services
 - Energy Monitoring, Measurement & Verification
 - Energy Auditing & Reporting
 - Energy Benchmarking & Utility Bill Analysis
 - Energy Projects & Retrofits
 - Indoor Air Quality Testing & Control
 - Waste Management & Hazardous Waste Removal
- Emergency Service, Repair and Warranty Services
 - 24/7 In-House Central Contact Centre
 - Asset Management & Equipment Tracking
 - Mobile Trades & Truck-based Support

Integrated Facilities Management

Our Integrated Facilities Management solution is the total operation and maintenance of a facility in partnership with the client. Our Facilities Management professionals can manage and deliver every aspect of your facilities operations.

Our Integrated Facilities Management offering includes:

- Hard & Soft Services
- Project Delivery
- Energy Management & Sustainability
- Asset Management & Lifecycle Planning
- Strategic Procurement & Subcontractor Management
- Supply and management of a highly skilled, well-equipped workforce
- 24/7 In-House Central Contact Centre & Truck-based Trade Support



Environmental Awareness, Sustainable Solutions

Sustainable Business Practices

For business and society as a whole, the years ahead pose challenges in energy production and resource conservation, as well as varied and unpredictable climate events.

Black & McDonald is committed to effectively monitoring and managing the environmental impact of our business operations and doing our part to meet the resource needs of tomorrow—it is good business practice and the right thing to do.

As a North American leader in renewable energy projects and energy management, Black & McDonald is ideally positioned to assist our clients in these vitally important areas and share our wide-ranging knowledge and expertise. We are committed to working with our clients to optimize the performance of their assets and help them meet environmental compliance requirements.



Corporate Social Responsibility

At Black & McDonald, we define corporate social responsibility (CSR) as a voluntary set of actions that integrate a range of socially responsible and ethical practices into our corporate strategy, operations, and culture. These practices go beyond legal compliance to ensure we engage, learn from and support the communities in which we work, while protecting the environment and the safety of our people.





Monitoring and Reducing Environmental Impacts

As a sustainability-focused turnkey solutions provider, Black & McDonald promotes the transition to smarter communities with infrastructure that can track energy usage, minimize GHG emissions, capture real-time data into the performance of equipment, and expedite transportation and traffic.

We have integrated sustainable solutions into all processes and services at Black & McDonald. We work closely with our clients to help them achieve and sustain a balance between environmental stewardship and their bottom line. We provide strategies for meeting stringent regulatory requirements for managing their carbon footprint and support corporate initiatives to promote sustainable practices.

Black & McDonald is equipped to implement the latest software and analytics tools, enabling clients to monitor and reduce their environmental impact in real time. Our chief goal is to assist in the creation of sustainable and smart cities that deliver better results to communities and residents.

Black & McDonald ensures the integration of our sustainable values into every trade, every project, and every community we serve.

3 Pillars of Sustainability



ENVIRONMENT
A natural and viable environment



ECONOMIC
Sustainable economic development



SOCIAL
Nurturing community

Quality Assurance

Quality has always been a cornerstone of our business philosophy. We believe that our customers deserve the highest quality products and services available. To deliver on this commitment, we implement robust quality programs with a focus on continuous improvement and customer satisfaction. Our quality programs satisfy the rigorous requirements of industry-specific codes and standards, as well as jurisdictional and client requirements.

Successful Quality Programs with Extensive Experience in Heavy Industrial Installations:

- Nuclear Power Generation
- Thermal Power Generation
- Pulp & Paper and Transportation
- Canadian Military
- Onshore and Offshore Oil & Gas
- Mining

Our Quality Programs Meet the Requirements of the Following Standards:

- CSA N286-12, Management System Requirements for Nuclear Power Plants (for Engineering, Procurement, and Construction)
- CSA N299.1, Quality Assurance Program Requirements for the Supply of Items and Services for Nuclear Power Plants
- CSA N285.0, Class 1, 2, 3, 4, & Class 6 (Fabrication, Installation, Repair, Modification of Code Items and Supports)
- CSA B51 (ASME Section I, Section III, Section VIII, Divisions 1 and 2, B31.1, B31.3, B31.5, B31.9)
- CSA W47.1, Division 2, Certification of Companies for Fusion Welding of Steel
- CSA W47.2, Division 2.1, Certification of Companies for Fusion Welding of Aluminum
- ISO 9001-2015, Quality Management System—Requirements



Quality Program Approval (Regulatory Bodies):

- ASME Code Symbol Certification Mark “U,” “S” & “PP”
- CSA W47.1/W47.2 Welding Operations Registered with the Canadian Welding Bureau
- ISO 9001 Registered (Quasar)
- Technical Standards and Safety Authority (Ontario) CSA N285.0, CSA B51
- Alberta Boiler Safety Association
- Technical Safety British Columbia
- New Brunswick Department of Public Safety
- Nova Scotia Department of Labour
- Technical Safety Authority of Saskatchewan
- Prince Edward Island, Department of Environment
- Service NL
- Office of the Fire Commission (Manitoba)
- Régie du bâtiment du Québec

Quality Programs Acceptance (Client):

- EnCana Corporation—Offshore Oil Production
- Lloyd's Register of Shipping—Offshore Regulatory Authority
- Canadian Natural Resources Limited
- Husky Oil Operations
- Nova Scotia Power Inc.
- Enbridge Inc.
- TC Energy
- Bruce Power
- Ontario Power Generation Inc.



Health, Safety, and Environment

At Black & McDonald, excellence in Occupational Health, Safety, and Environment is inherent in how we do business in all aspects of our operations. We recognize that our greatest strength is our people and that production, quality, and cost-effectiveness can be achieved through the daily integration of our Safety Management systems and processes.

The health and safety of people and the protection of our environment are fundamental values we observe when carrying out our business activities. We have been the recipient of numerous awards of excellence; yet we strive for continuous performance improvement. Within our safety culture, we believe that every incident is preventable and the goal of zero incidents is achievable.

Many of our operations present potential risks to people and the environment. We believe that the most effective way to meet our commitment is through a competent, committed workforce and practices designed to ensure the resultant risk is effectively and proactively managed. We accomplish this by the implementation of our Hazard Identification Elimination Risk Assessment & Control (HIERAC) processes. These are combined with clearly defined policies and practices that are vigorously applied to deliver our desired results.



Our Safety Management System Objectives:

- Follow the “Plan, Do, Check, Act” systems model, which is based on the ISO 45001 Safety Management System
- Focus our efforts on effectively implementing our proactive tools
- Continue to significantly improve our safety performance by proactively addressing hazards and hazardous activity in the field
- Support the development of our workers through orientation, training, task instruction, and observation
- Establish effective planning to identify hazards with continuous oversight to effectively mitigate risk
- Reinforce our belief that all safety, health, and environmental incidents are preventable
- Promote and maintain a work environment in which each of us accepts personal responsibility for our own safety and that of our colleagues, and in which everyone actively participates to ensure the safety and wellness of others.

We believe these measures will help drive Black & McDonald closer to our vision of a workplace where “Nobody Gets Hurt Today or Tomorrow.”



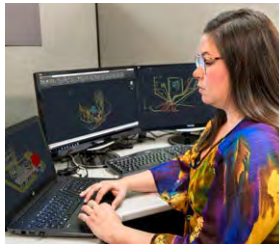
Safety Achievements:

Black & McDonald has achieved the Certificate of Recognition (COR™) in all provinces of Canada in which the program is in place.

Black & McDonald has received the R.H. Carroll Award multiple times, most recently in 2019, for best exemplifying dedication and commitment to safety in the electrical contracting industry.



Corporate Structure



Co-Presidents

Ian McDonald
Bruce McDonald

CIO, SVP, Corporate Services Group

Ross McDonald

CFO

Feaz Rahim

VP Operations

Bob Zurevinski

General Counsel & Director

Christina O'Donnell

Director, Corporate Health, Safety & Environment

Anthony Di Gianni

Director, Corporate People Resources

Logan King

Director, Corporate Quality Assurance

Tracy Mason

Atlantic Region

Charles Savoie

Senior Vice President

Halifax
Fredericton
Moncton
Goose Bay
Bathurst
St. John's

Quebec Region

Jean-François

Berthiaume

Regional Vice President

Montreal

Northern ON Region

Peter Tuck

Regional Vice President

Ottawa
Kingston

Power Generation Region

Mark Healy

Regional Vice President

Bowmanville
Tiverton

Southern ON Electrical Mechanical Region

Tony Decuzzi

Acting Vice President

Toronto

Southern ON FMO & Service Region

Scott Harris

Regional Vice President

Toronto
Bermuda

Southern ON Utility Region

Chuck Mossman

Regional Vice President

Toronto
Syracuse, NY

Southwest ON Region

Phil Taggart

Regional Vice President

Hamilton
London

Western Canada

Bruce McDonald

Acting Vice President

Winnipeg
Saskatoon
Regina
Edmonton
Calgary
Kelowna
Vancouver

Western Utility Region

Tony Decuzzi

Senior Vice President

Calgary
Edmonton
Winnipeg
Vancouver

Roberts Onsite

Dan Moore

President

Kitchener

Canadian Base Operators

Larry Macdonald

Senior Vice President

Collingwood

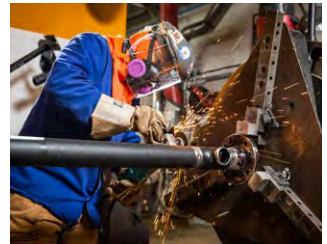
U.S.A. Region

Eric Vogel

Regional Vice President

Kansas City, MO
Salt Lake City, UT
Austin, TX
Springdale, AR
Tulsa, OK
Portland, OR
Georgetown, KY

Corporate References



Black & McDonald has long established relationships with our legal, audit, and financial service providers. Their support is a key part of our continued success.

Banking

TD Bank
BMO

Bonding

Travelers Insurance Company

Auditors

Ernst & Young LLP

Insurance

Marsh Canada Limited
Lockton Companies Inc.

Contact Us



Corporate Office

2 Bloor Street East, Suite 2100
Toronto, Ontario, M4W 1A8
Tel: (416) 920-5100
Fax: (416) 922-8768

Offices

St. John's, NL.....(709) 747-1406
Goose Bay, NL.....(709) 896-2639
Bathurst, NB.....(506) 547-8070
Fredericton, NB.....(506) 459-1650
Moncton, NB.....(506) 858-5688
Saint John, NB.....(506) 693-4822
Halifax, NS.....(902) 468-3101
Montréal, QC.....(514) 735-6671
Ottawa, ON.....(613) 526-1226
Bowmanville, ON.....(905) 837-1291
Markham, ON.....(647) 794-2300
Toronto, ON.....(416) 366-2541
Hamilton, ON.....(905) 560-3100
Kitchener, ON.....(519) 578-2230
London, ON.....(519) 681-4801
Tiverton, ON.....(905) 837-1291

Winnipeg, MB.....(204) 786-5776
Saskatoon, SK.....(306) 652-3835
Regina, SK.....(306) 924-0885
Edmonton, AB.....(780) 484-1141
Calgary, AB.....(403) 235-0335
Kelowna, BC.....(250) 491-7474
Vancouver, BC.....(604) 301-1070
Kansas City, MO.....(816) 483-0257
Salt Lake City, UT.....(801) 569-9219
Austin, TX.....(512) 836-0800
Springdale, AR.....(479) 419-9550
Tulsa, OK.....(800) 814-4311
Syracuse, NY.....(315) 898-8752
Portland, OR.....(503) 858-0734
Georgetown, KY.....(502) 570-4777
Bermuda.....(441) 232-0234

Subsidiaries

B & M Energy & Infrastructure, LLC
(800) 814-4311
Riverside Electrical Contractors Inc.
(502) 570-4777
Roberts Onsite Inc.
(519) 578-2230
Pierre Brossard (1981) Ltée
(450) 659-9641

Affiliated Companies

Canadian Base Operators
(705) 446-9019
Entera Utility Contractors
(416) 746-9914
Kipnik
(867) 324-0207
Morningstar Services
(647) 455-5846
Midwest ATC Canada
(705) 446-9019

