

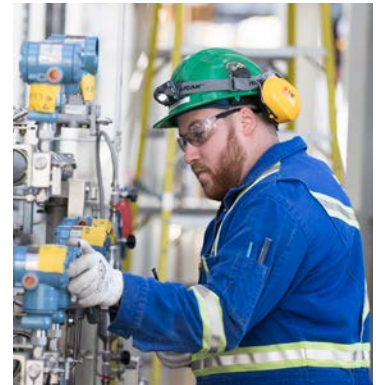


CORPORATE PROFILE

2023



Centennial 1921–2021



A Proud Heritage. A Promising Future.



In 2021, we celebrated our 100th year in business. This amazing accomplishment has been possible 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 and the United States, and overseas.

We are a family-owned and managed company that employs thousands of highly skilled and talented professionals. 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.





Our Mission

At Black & McDonald, we are on a mission to do work and build relationships that stand the test of time.

Our founder, W.J. McDonald had a vision for how he wanted the company to operate and grow and he established a Code of Business that guides our organization to this day.

We honour and respect W.J.'s beliefs through our current expression of Black & McDonald's values:

- Live and work safely
- Do it right
- Always improve
- Work for one another
- Build enduring customer relationships
- Enable people to flourish

Code of Business

We believe that meticulous work and continuous improvement are the foundation 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.

Our commitment to Diversity, Equity and Inclusion in the workplace

Fairness and respect have been core values of Black & McDonald since our founding in 1921. Our ongoing success continues to be rooted in how we as an organization and as individuals treat others and build positive, lasting relationships. We believe that striving to be a diverse, equitable, and inclusive company aligns with these well-established principles and makes us and our business better.

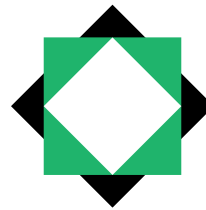
Our goal as an employer is to enable our people to flourish. We are committed to providing every individual with an equal opportunity to do meaningful work, to treating everyone fairly, and to sustaining a work environment based on mutual respect, integrity, personal fulfillment, autonomy, and trust. We protect people's dignity and well-being by being a place where people can be themselves and feel safe, welcomed, included, and valued regardless of background, perspective, role, and contribution. For our customers, subcontractors, partners and local communities, we model the same decency, understanding, and fair play.

We are strongly committed to advancing diversity in our company and fostering an equitable and inclusive workplace culture, thereby enabling and empowering all people to fully participate, to reach their potential, and to contribute to the success and welfare of the Black & McDonald community.

People: Our Strength, Our Future

'The Black & McDonald Way' is the company's ongoing initiative ensuring that 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:

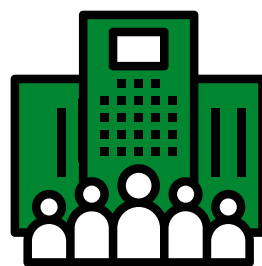
- **Health, Safety, and Environmental Excellence**
- **Planned Growth and Profitability**
- **Customer Satisfaction and Sustainability**
- **Continuous Improvement Culture**
- **Employee Satisfaction and Succession**
- **Community Responsibility**



**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** 38

**NUMBER OF
EMPLOYEES**
5,700+



**CUSTOMER
SATISFACTION
SCORE** 93%



**CUSTOMER
PROMOTER
SCORE** 94.5%

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 more than 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

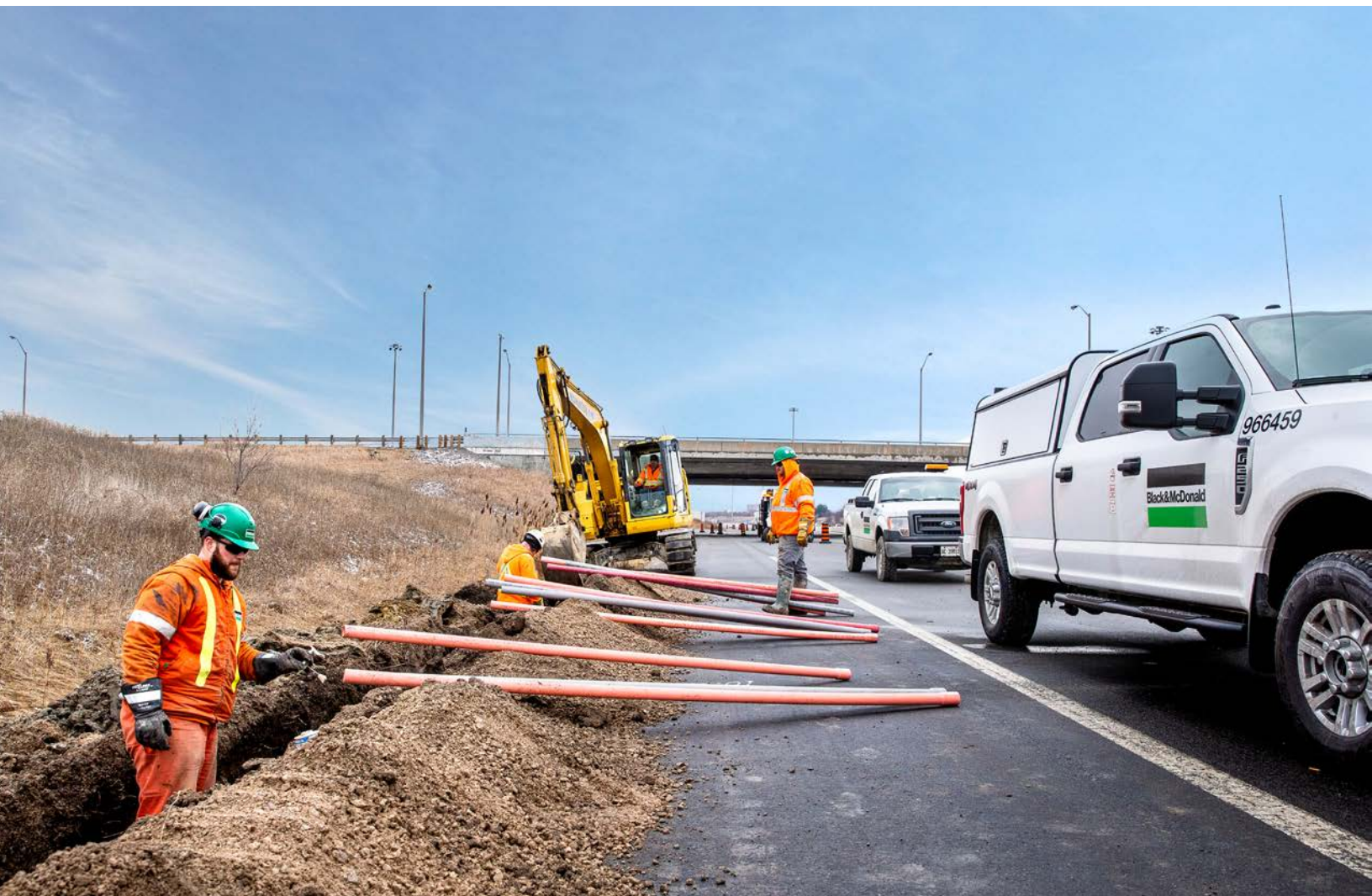
- Automotive
- Oil & Gas
- Mining
- Manufacturing

Institutional

- Education
- Government
- Health Care
- Recreation and Entertainment

Infrastructure

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





Integrated, Multi-trade Solutions

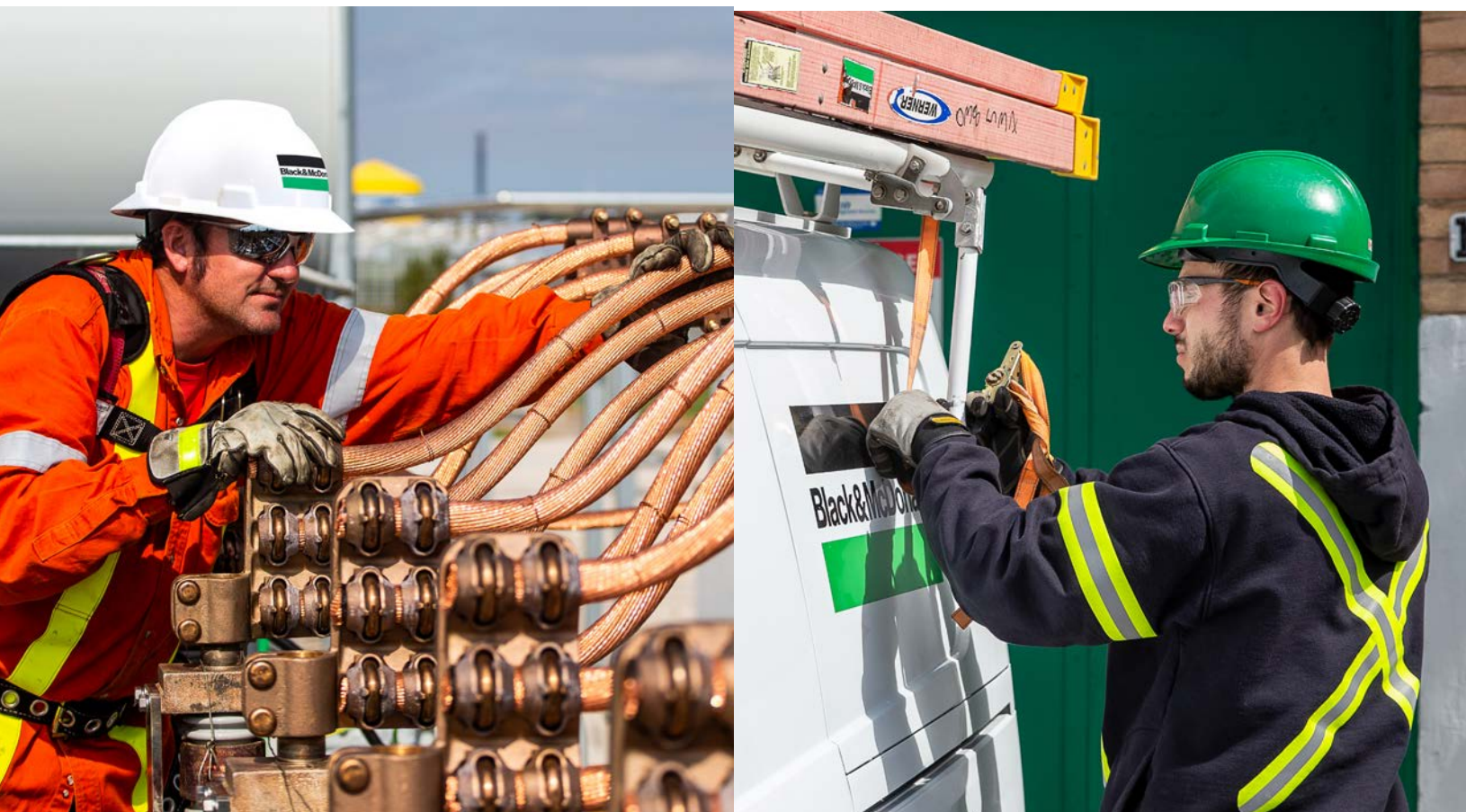
Black & McDonald's multi-trade services range from large-scale construction projects to extensive facility services solutions that are deployed to manage and maintain more than 200 million square feet of built space and critical assets across North America.

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
- Battery Energy Storage Systems
- Intelligent Transportation Systems, and Traffic Control
- Rail Signaling, Flagging, and Communication
- Turnkey Substation Design and Construction (5kV to 500kV)

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
- Modular and Prefabrication
- Sheet Metal and Custom Fabrication





Facility Services

We offer a single-source solution for all facility-related needs. We provide comprehensive facility services programs that span both planned and predictive maintenance models offering robust asset management, equipment maintenance, energy monitoring and management, 24/7 emergency repair and technical support.

- Facility Service Agreements
 - Comprehensive
 - Planned and Predictive
- Heating, Ventilation and Air Conditioning Services
- Refrigeration and Production Heating/Cooling Services
- Electrical Services (Both HV/LV)
- Building Automation Systems, Controls and Instrumentation Services
- Energy & Sustainability Services
 - Energy Services
 - Decarbonization and Electrification
 - Healthy Buildings
 - Asset Management and Lifecycle Planning
 - Controls, IoT, and Smart Technologies
 - Live Equipment Tracking
- Project Delivery
- Emergency Repair and Warranty Support
- 24/7 In-House Central Contact Centre and Truck-based Support

Integrated Facilities Management

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

Our Integrated Facilities Management offering includes:

- Hard and Soft Services
- Project Delivery
- Energy & Sustainability Services
- Asset Management and Lifecycle Planning
- Strategic Procurement and Subcontractor Management
- Supply and Management of a Highly Skilled, Well-equipped Workforce
- 24/7 In-House Central Contact Centre and Truck-based Trade Support



Commitment to Indigenous Engagement

Black & McDonald has a long-standing commitment to partnering with Indigenous communities across North America. We pride ourselves on hiring from local communities wherever we operate.

We prioritize inclusion, empower creativity, embrace a culture of respect and learning, and support career development.

As part of our commitment to the socio-economic development of Indigenous communities, we offer a variety of internships, apprenticeships, and on-the-job training programs at our work sites and offices.

We are also actively engaged with Indigenous communities across North America through our various affiliates and subsidiaries:



Morningstar Services is an Indigenous-owned multi-trade service provider that delivers innovative facilities management, construction and technical solutions. Its mandate is to contribute to Canadian Indigenous economic growth through the creation of sustainable economic joint ventures with Indigenous organizations, facilitating apprenticeship and career opportunities, and to honour the culture where it operates.



Kipnik Inc. is an Inuvialuit-owned company that provides customized maintenance, support services and wildlife security solutions throughout the Canadian Arctic. From remote wildlife monitoring and security, to providing trades and general labour, Kipnik provides high quality services and flexibility in the harshest and most remote locations. Committed to ensuring its clients' safety and needs, it provides expertise in each unique circumstance to deliver skilled service solutions.



Kalluk Base Operators (KBO) is an Inuit-owned company that provides a wide range of facility maintenance services to the Cambridge Bay region and communities in the Kitikmeot region.



Baffin Base Operators (BBO) is a new Inuit company engaged in the provision of goods, facility management and site services opportunities in the Baffin Region of the Nunavut Settlement Area.



Emish is an Inuit company registered with the Nunatsiavut Government and provides prime contracting and multi-trade projects in the Labrador region. This longstanding partnership works on large scale projects in the region.



Acden Base Operators is an equity and venture partnership between Acden and Canadian Base Operators (CBO). Acden is wholly owned by the Athabasca Chipewyan First Nation, and is one of the largest Aboriginal corporations in Canada. It is also a proud member of the Northeastern Alberta Aboriginal Business Association and the Canadian Council for Aboriginal Business.

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. This is a 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 turnkey solutions provider with a focus on sustainability, Black & McDonald promotes the transition to smarter communities with infrastructure that can track energy usage, minimize greenhouse gas 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):

- CSA W47.1/W47.2 Welding Operations Registered with the Canadian Welding Bureau
- ISO 9001 Registered
- 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
- Technical Safety B.C.

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.
- Alstom



Health, Safety, and Environment

At Black & McDonald, excellence in Occupational Health, Safety, and Environment (HSE) 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 and 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 through practices designed to ensure the resultant risk is effectively and proactively managed.



Our Health, Safety and Environment (HSE) Management System Objectives

- Follow the “Plan, Do, Check, Act” systems model, which is based on the 45001 HSE Management System
- Focus our efforts on effectively implementing our proactive tools
- Continue to significantly improve our HSE 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 HSE 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
- Focus our efforts on effectively managing proactive tools, including our HSE digital software tools platform, and the Human Performance Improvement program

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



HSE Achievements

Black & McDonald was awarded Canada's Safest Utilities and Electrical Employer Award for 2022 by Canada's Safest Employers.

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 2022, for best exemplifying dedication and commitment to HSE in the electrical contracting industry.



Corporate Structure

Co-Presidents

Ian McDonald

Bruce McDonald

CIO, SVP, Corporate Services Group

Ross McDonald

CFO

Feaz Rahim

VP Information Technology

Rajiv Sharma

VP & General Counsel, Legal

Christina O'Donnell

VP People Resources

Denisa Leiba

Director, Corporate Health, Safety & Environment

Anthony Di Gianni

Director, Corporate Quality Assurance

Tracy Mason

Director, Corporate Marketing & Communications

Tareq Ali

Director, Procurement

Paula Irwin

Black&McDonald

Atlantic Region

Charles Savoie

Senior Vice President

Halifax
Fredericton
Moncton
Labrador City
Bathurst
St. John's

Quebec Region

Charles Savoie

Senior 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

Neil MacPhee

Regional 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

President

Collingwood

U.S.A. Region

Eric Vogel

Senior Vice President

Benjamin Clegg

Vice President

Kansas City, MO
St. Louis, MO
Salt Lake City, MO
Austin, TX
San Antonio, TX
Springdale, AR
Broken Arrow, OK
Lexington, KY
Vancouver, WA
Syracuse, NY



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

Navacord – Petrela, Winter & Associates

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

Black & McDonald Offices

Calgary, AB.....(403) 235-0335	St. John's, NL (709) 747-1406	Saskatoon, SK (306) 652-3835
Edmonton, AB..... (780) 484-1141	Halifax, NS..... (902) 468-3101	Springdale, AR..... (479) 419-9550
Leduc, AB..... (587) 772-2402	Bowmanville, ON..... (905) 837-1291	Lexington, KY (502) 643-8147
Kelowna, BC (250) 491-7474	Hamilton, ON (905) 560-3100	Kansas City, MO (816) 483-0257
Kingston, ON (613) 903-5039	Kitchener, ON..... (519) 578-2230	St. Louis, MO (816) 483-0257
Vancouver, BC (604) 301-1070	London, ON..... (519) 681-4801	Syracuse, NY (315) 898-8752
Winnipeg, MB..... (204) 786-5776	Markham, ON..... (647) 794-2300	Broken Arrow, OK.... (918) 442-1232
Bathurst, NB..... (506) 547-8070	Ottawa, ON..... (613) 526-1226	Austin, TX..... (512) 394-2225
Fredericton, NB..... (506) 459-1650	Tiverton, ON..... (905) 837-1291	San Antonio, TX (210) 619-9284
Moncton, NB..... (506) 858-5688	Toronto, ON..... (416) 366-2541	Salt Lake City, UT (801) 679-6744
Saint John, NB (506) 693-4822	Montreal, QC (514) 735-6671	Vancouver, WA (661) 342-5388
Labrador City, NL..... (709) 730-1189	Regina, SK (306) 924-0885	Bermuda (441) 232-0234

Subsidiaries

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

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

