

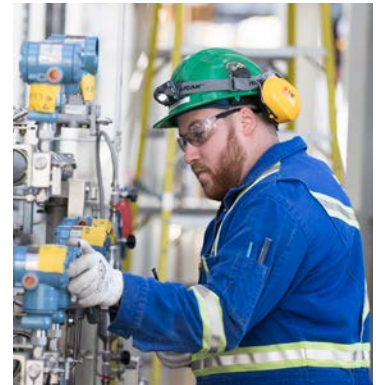


# CORPORATE PROFILE

2022



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. 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.



# B&M Scope of Work

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:

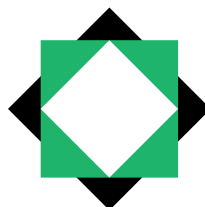
- **Do the job right ... regardless**
- **Talk to the customers regularly, confirm their satisfaction**
- **Make the price fair and reasonable**
- **A deal is a good one only when it is good for both parties**
- **Live up to your promises**
- **Treat employees with respect**
- **Complete jobs promptly**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



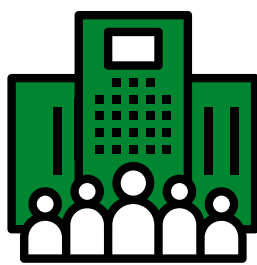
**The  
Black & McDonald  
Way**

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

## Key Statistics



**SALES**  
**> \$1.5 BILLION**



**NUMBER OF  
OFFICES** **35+**

---

**NUMBER OF  
EMPLOYEES**  
**5,500**



**CUSTOMER  
SATISFACTION  
SCORE** **93%**



**CUSTOMER  
PROMOTER  
SCORE** **94%**



# 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

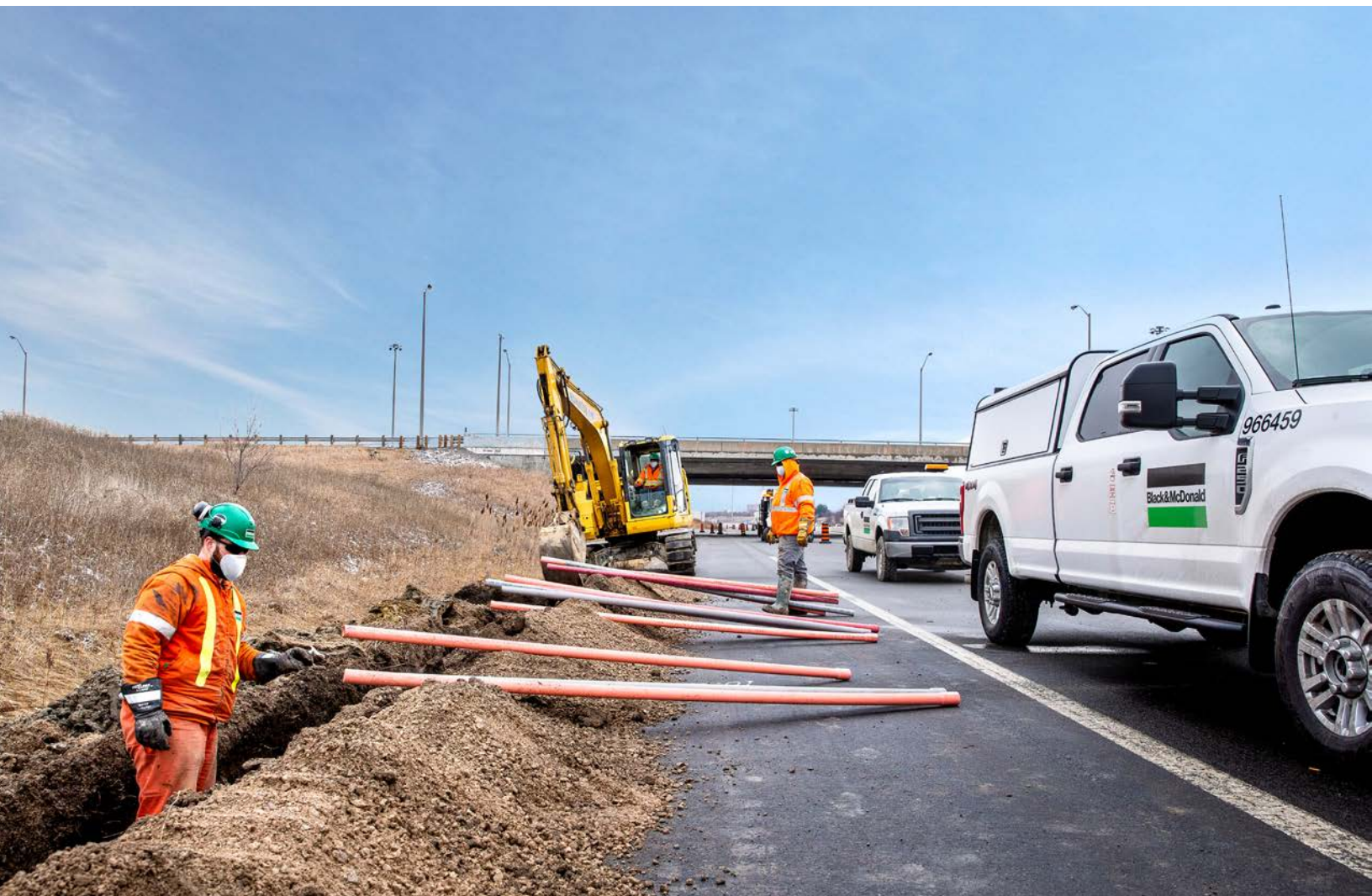
- Automotive
- Oil & Gas
- Mining
- Manufacturing

## Institutional

- Education
- Government
- Health Care
- Recreation and Entertainment

## Infrastructure

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









# Integrated, Multi-trade Solutions

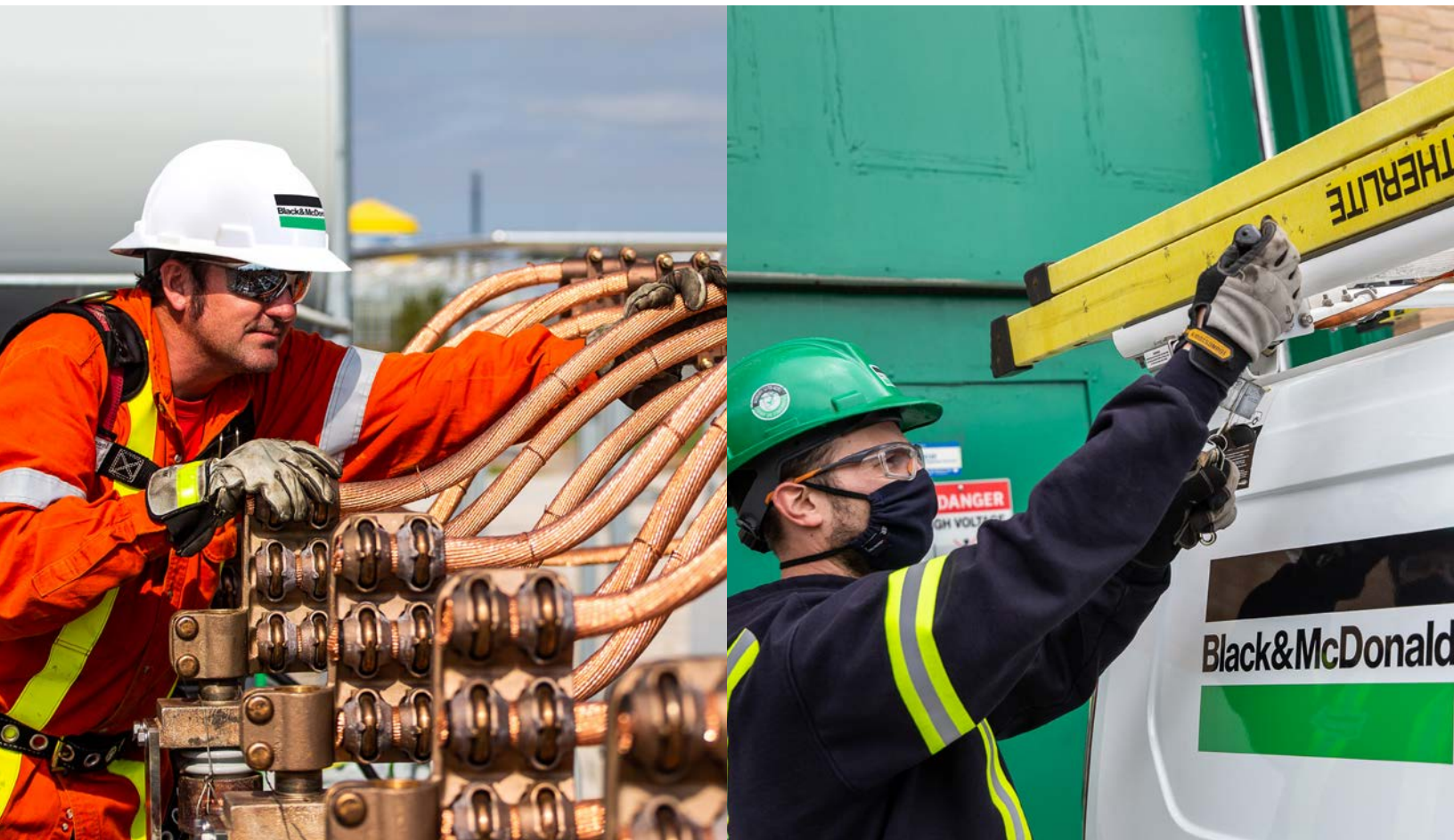
Black & McDonald's multi-trade services range from large-scale construction projects to extensive facility services solutions that are deployed to manage and maintain over 200 million square feet of built space and critical assets across North America.

## 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

## 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 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 conservation, 24/7 emergency repair and technical support.

- Facility Service Agreements
  - Comprehensive
  - Planned and Predictive
- Heating, Ventilation and Air Conditioning Services
- Refrigeration & Production Heating/Cooling Services
- Electrical Services (Both HV/LV)
- Building Automation Systems, Controls & Instrumentation Services
- Energy & Sustainability Services
  - Energy Monitoring Programs (M&V)
  - Energy Auditing & Reporting
  - Energy Projects & Retrofits
  - Indoor Air Quality Management
- Project Delivery
- Support Services: Emergency Repair & Warranty Support
  - 24/7 In-House Dispatch/ Remote Operations Centre
  - Asset Management & Equipment Tracking
- Mobile Licensed Trades 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 & 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





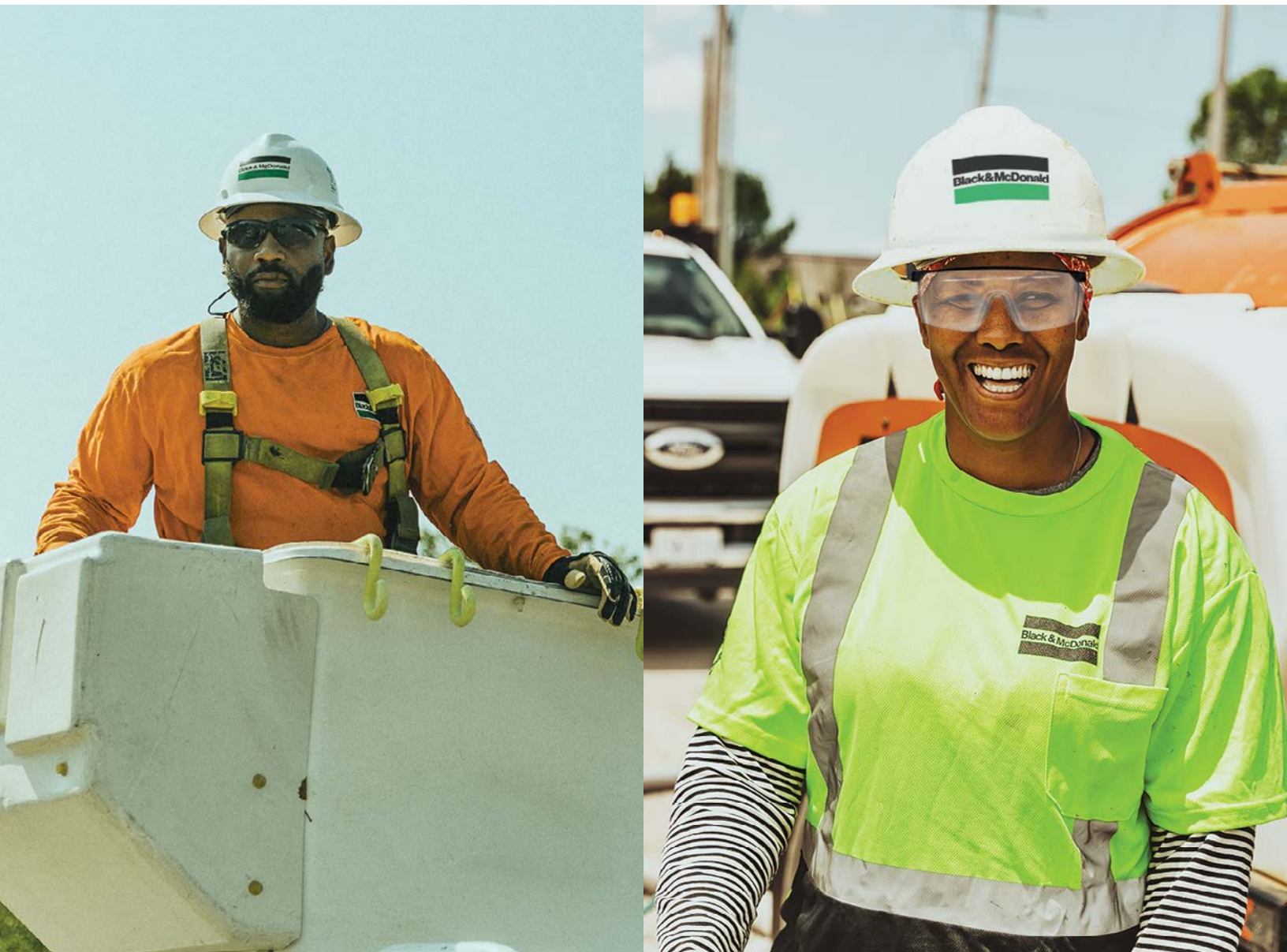
# Diversity and Inclusion is a Core Value

At Black & McDonald, our commitment to diversity and inclusion is a core value we strive to live by each and every day.

We are committed to fostering an inclusive work environment that respects people's dignity, ideas and beliefs—a place that welcomes and encourages equal opportunity for all stakeholders, including current and prospective employees, contractors, customers, vendors, and others.

We ensure that our policies, procedures and standards are in full compliance with applicable human rights laws and with health, safety, environmental, accessibility and other related legislation.

At Black & McDonald, fair and equitable treatment applies to all aspects of employment including, but not limited to, recruitment, selection, placement, training and development, promotion, compensation, benefits, termination, workplace investigations, company events and the work environment.





# 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 there.



Acden Base Operators is an equity & 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—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 (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. 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 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 implementing proactive tools, including the eCompliance HSE 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 2021 by Canada's Safest Employers.

Black & McDonald has achieved the Certificate of Recognition (CORTM) 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 2020, 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 Operations

Bob Zurevinski

## 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 People Resources

Logan King

## Director, Corporate Quality Assurance

Tracy Mason

## Director, Corporate Marketing & Communications

Tareq Ali

## Director, Procurement

Paula Irwin

## Director, Talent Development

Tom Themelis

## Black&McDonald

### Atlantic Region

#### Charles Savoie

Senior Vice President

Halifax  
Fredericton  
Moncton  
Goose Bay  
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

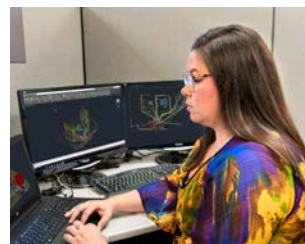
Hamilton  
London

### Western Canada

#### 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

President

Collingwood

### U.S.A. Region

#### Eric Vogel

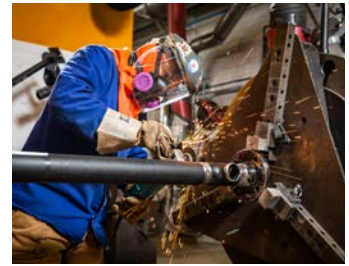
Regional Vice President

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**

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	Halifax, NS.....(902) 468-3101	Springdale, AR.....(479) 419-9550
Edmonton, AB.....(780) 484-1141	Bowmanville, ON.....(905) 837-1291	Georgetown, KY.....(502) 570-4777
Leduc, AB.....(587) 772-2402	Hamilton, ON.....(905) 560-3100	Lexington, KY.....(502) 643-8147
Kelowna, BC.....(250) 491-7474	Kitchener, ON.....(519) 578-2230	Kansas City, MO.....(816) 483-0257
Vancouver, BC.....(604) 301-1070	London, ON.....(519) 681-4801	East 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	Tulsa, OK.....(800) 814-4311
Fredericton, NB.....(506) 459-1650	Tiverton, ON.....(905) 837-1291	Austin, TX.....(512) 394-2225
Moncton, NB.....(506) 858-5688	Toronto, ON.....(416) 366-2541	Salt Lake City, UT.....(801) 679-6744
Saint John, NB.....(506) 693-4822	Montréal, QC.....(514) 735-6671	Vancouver, WA.....(661) 342-5388
Goose Bay, NL.....(709) 896-2639	Regina, SK.....(306) 924-0885	Bermuda.....(441) 232-0234
St. John's, NL.....(709) 747-1406	Saskatoon, SK.....(306) 652-3835	

## 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

