

2022 CORPORATE RESPONSIBILITY REPORT

TABLE OF CONTENTS

MESSAGE FROM THE CHAIRMAN & CEO	3
OUR MISSION: CREATE A BETTER WAY	4
WHO WE ARE	5
THE COMMUNITIES WE SERVE	6
OUR APPROACH TO ESG AND SUSTAINABILITY	7

ENVIRONMENTAL

Why Modular?	10
Environmental Advantages to Modular Structures	10
Emissions Data	11

SOCIAL

12
13
14
14
15
16
17
18
18
19

GOVERNANCE	20
Board Members	2
Data Security	22



9



MESSAGE FROM THE CHAIRMAN & CEO

As we introduce our inaugural Corporate Responsibility Report, I am excited to share some of the initiatives across our organization while also setting a starting point with which we can objectively measure progress against certain goals in coming years. We believe strong governance, environmental stewardship and perhaps most importantly, a culture of integrity, diversity and high performance, are foundational pillars to the growth of our Company.

At Black Diamond, we say We.

And, some may wonder why this is.

Our philosophy has always been that no matter what we accomplish as a Company it is because of the efforts of our collective team. It is not one person, but rather a network of team members supporting one another to achieve their goals and the goals of the organization.

I believe a company is a group of people working in concert. It is also an entity in its own right, an organic being which is ever growing and changing. Our Company connects us with past efforts and future achievements. With this in mind, I always capitalize Company when referring to ours. It's a sign of respect for the collective group and all those who make up our Company, present, past and future!

It's the reason why at our Company, we say We.



TREVOR HAYNES

CHAIRMAN & CEO BLACK DIAMOND GROUP LIMITED



A BETTER WAY

I

OUR MISSION: CREATE A BETTER WAY

OUR VISION IS TO BUILD A WORLD CLASS COMPANY THAT IS A LEADING PROVIDER OF MODULAR SPACE SOLUTIONS, WORKFORCE ACCOMMODATION SOLUTIONS, AND B2B WORKFORCE TRAVEL SOLUTIONS.

Our high-performance culture is built on a set of values embraced by all – the team is engaged, nimble, creative, intuitive, hard-working and smart. We believe each customer and each project is unique and that we can tailor a combination of products and services that deliver an enhanced outcome. This is our challenge, our call to action, our why!



WHO WE ARE

AT BLACK DIAMOND GROUP, WE HAVE A UNIQUE PORTFOLIO OF BUSINESSES THAT PROVIDE PRODUCTS AND SERVICES TO SOLVE THE SPACE, ACCOMMODATION AND TRAVEL NEEDS OF ORGANIZATIONS.





LODGELINK

A technology platform that leverages Black Diamond's extensive knowledge of remote workforce travel and logistics to support businesses with their end-to-end crew travel management. The LodgeLink ecosystem has over 8,300 third-party properties listed in North America and over 750 unique corporate customers transacting on the platform to fulfill their complex crew travel needs.

MODULAR SPACE SOLUTIONS

Rents and sells temporary and permanent modular buildings across North America in a number of different industry verticals. We own approximately 9,200 units or buildings within MSS and services approximately 2,000 different customers that operate in industries like construction, engineering, government, education, and energy infrastructure.

WORKFORCE SOLUTIONS

Provides remote accommodation and related services for a diverse clientele throughout North America and Australia in industries such as power and energy infrastructure, government, mining, disaster recovery, and downstream oil & gas. The segment owns over 11,000 rooms of capacity along with several thousand pieces of ancillary rental equipment.



THE COMMUNITIES WE SERVE



0



CANADA

Calgary, AB Fort St. John, BC Grande Prairie, AB

USA Pecos, TX

Fort Worth, TX

Brisbane Perth Sydney

BOXX MODULAR

CANADA Ajax, ON Calgary, AB Edmonton, AB Kelowna, BC Langley, BC Montreal, QC Nanaimo, BC Ottawa, ON Prince George, BC Regina, SK Stoney Creek, ON

USA

Atlanta, GA Exton, PA Ellaville, GA Fort Worth, TX Houston, TX Knightdale, NC Lexington, KY Lowell, NC Marietta, PA Oxford, ME





OUR APPROACH TO ESG AND SUSTAINABILITY

THE COMPANY HAS CHOSEN TO REPORT ON SUSTAINABILITY AND ACTIVITY METRICS GENERALLY IN ACCORDANCE WITH THE SUSTAINABILITY ACCOUNTING STANDARDS BOARD, OR SASB STANDARDS.

Within SASB's ESG reporting framework, Black Diamond is most appropriately situated within the Engineering & Construction Services Industry. However, the Company is also choosing to report additional sustainability metrics given Black Diamond's history of being active within the communities in which we live and work.



SASB SUSTAINABILITY METRICS

SICS INDUSTRIES	TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	MATERIALITY	2021
	Environmental	Number of incidents of non-compliance with environmental permits, standards, and regulations	Quantitative	Number	High	Zero
	Impacts of Project Development	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	Discussion and Analysis	n/a	Medium	Page 9
		Amount of defect- and safety-related rework costs	Quantitative	Reporting currency	Medium	Not yet tracking
	Structural Integrity & Safety	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	Quantitative	Reporting currency	Medium	\$0
	Life cycle Impacts of Buildings &	Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification	Quantitative	Number	Not applicable	Not Applicable
Engineering & Construction	Infrastructure	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	Discussion and Analysis	n/a	Medium	Page 9
Services		Amount of backlog for (1) hydrocarbon related projects and (2) renewable energy projects	Quantitative	Reporting Currency	Medium	Not yet tracking
	Climate Impacts of Business Mix	Amount of backlog cancellations associated with hydrocarbon-related projects	Quantitative	Reporting Currency	Medium	Not yet tracking
		Amount of backlog for non-energy projects associated with climate change mitigation	Quantitative	Reporting Currency	Medium	Not yet tracking
		(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	Quantitative	Number, Reporting Currency	Medium	Zero, \$0
	Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anticompetitive practices	Quantitative	Reporting Currency	High	\$0
		Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive behavior in the project bidding processes	Discussion and Analysis	n/a	High	Page 20
	1			Sel La		
Engineering & Construction Services, Industrial Machinery & Goods	Workforce Health & Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	Quantitative	Rate	High	Page 13
1						THE REAL
2		Description of approach to identifying and addressing data security risks	Discussion and Analysis	n/a	Medium	Page 22
	Data Security	Description of policies and practices relating to collection, usage, and retention of customer information	Discussion and Analysis	n/a	Medium	Not yet tracking
		(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	Quantitative	Number, Percentage (%)	Medium	Zero
Professional & Commercial Services	Workforce Diver-it-	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees*	Quantitative	Percentage (%)	Medium	Page 19
	Workforce Diversity & Engagement	(1) Voluntary and (2) involuntary turnover rate for employees	Quantitative	n/a	High	Page 19
		Employee engagement as a percentage	Quantitative	Percentage (%)	High	Not yet tracking
	Professional	Description of approach to ensuring professional integrity	Discussion and Analysis	n/a	High	Page 20
	Integrity	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	Quantitative	Reporting currency	High	\$0

* Ethnic diversity is presented for the total company and not split by executive management level



CORPORATE RESPONSIBILITY REPORT 2022 | PAGE 8

ENVIRONMENTAL

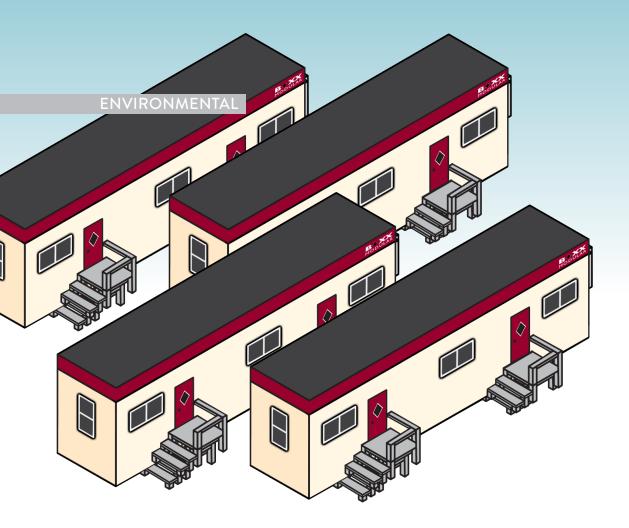
BLACK DIAMOND PROVIDES A FRAMEWORK TO IDENTIFY, ASSESS, MITIGATE, AND MONITOR ENVIRONMENTAL RISKS UNDER ITS ENVIRONMENTAL MANAGEMENT PLAN (THE "EMP").

The EMP sets forth requirements for implementation of an effective environmental management program throughout all of Black Diamond's operations. The goal is to lead the way by exemplifying responsible use of resources and to conduct operations in a manner aimed at achieving and maintaining compliance with all environmental rules and regulations.

As modular building experts, Black Diamond works closely with customers across our segments and geographies to evaluate the efficient use of resources; from building materials, installation methods, management of water and waste, and the heating and cooling of buildings. Through partnerships with our various manufacturers and vendors, we are able to help source efficient, leading edge products that fit the unique demands of our customers.



BLACK DIAMOND



WHY MODULAR?

The use of modular structures for accommodation and general space needs can be an efficient and particularly sustainable solution when compared to traditional construction processes given the opportunity to reuse and recycle assets throughout their useful life. An asset may work for a number of different customers or in a variety of applications throughout its useful life of 20 to 30+ years, at which point it can be mulched and turned into reusable materials.

ENVIRONMENTAL ADVANTAGES TO MODULAR STRUCTURES

- LESS SITE DISTURBANCE Workers, suppliers and equipment traffic on-site is reduced greatly.
- **LESS MATERIAL WASTE** A controlled site makes it easier to recycle and protect the structures material.
- FLEXIBILITY OF USE
 Modules can be relocated, assembled, and refurbished with minimal energy.
- **REDUCE CONSTRUCTION SCHEDULE** Modules can be produced at the same time the site is being prepared; which reduces the completion date by 30% to 50%.
- **ELIMINATE WEATHER DELAYS** Weather risk is minimized because 60% to 90% of the construction is being completed in a factory which, in turn produces a faster ROI.

SAFER CONSTRUCTION

Working inside a controlled environment reduces accidents for workers.

BUILT TO CODE WITH QUALITY MATERIALS

The modular buildings are also required to follow the same building codes as site-built construction.





EMISSIONS DATA

Scope 1 emissions refer to direct greenhouse (GHG) emissions occurring from sources that are controlled or owned by the company and directly emit GHG emissions from fuel combustion. For Black Diamond, this typically includes the use of diesel, propane or liquified petroleum gas. These fuels can be used for either heat or electricity generation. Gasoline fuel used for vehicles owned or controlled by the company are also included in Scope 1 emissions.

Scope 2 emissions refer to indirect GHG emissions and in Black Diamond's case are related to the purchase of electricity at the Company's locations or facilities. All Scope 2 emissions are location-based.

Scope 3 emissions are driven by activities of the Company but occur from sources that are outside of the Company's control or ownership. This would include the transportation of our assets as well as the emissions related to assets on lease with a customer. At this time, the Company is not tracking or reporting Scope 3 emissions.

Emissions were calculated with the aid of the GHG Emissions Calculation Tool and other resources from the Greenhouse Gas Protocol.

SCOPE 1 - ANNUAL TONNES OF CO2

	2020	2021	CHANGE	% CHANGE
TOTAL	6,154	9,516	3,362	55%

SCOPE 2 - ANNUAL TONNES OF CO2

	2020	2021	CHANGE	% CHANGE	
TOTAL	1,394	1,514	120	9%	

EMISSIONS INTENSITY

	2020	2021	CHANGE	% CHANGE
TOTAL SCOPE 1 & 2	7,548	11,030	3,482	46%
CONSOLIDATED REVENUE	179.9	339.6	\$ 159.70	89%
CO2 EMISSIONS TO REVENUE INTENSITY*	42.0	32.5	(9.5)	-23%

* Tonnes of CO2 emitted per \$1 million dollars of revenue

THE SAFETY AND WELL-BEING OF THE COMPANY'S EMPLOYEES, PARTNERS, CUSTOMERS AND VENDORS IS OF THE HIGHEST IMPORTANCE AND PRIORITY. WE STRIVE TO ELIMINATE ALL WORKPLACE INCIDENTS, OCCUPATIONAL ILLNESSES, AND UNREGULATED ENVIRONMENTAL RELEASES FROM OUR OPERATIONS THROUGH THE FOLLOWING ACTIONS:

- Comply with all applicable health, safety and environmental regulations;
- Go beyond HS&E regulations when it makes good business sense to do so;
- Remain committed to working in a spirit of consultation and cooperation with the workers to provide safe working conditions that ensure the physical health and safety as well as the psychological health and social wellbeing of employees and contracted workers;
- Monitor arrangements to implement health, safety and environmental performance;
- Pursue continuous improvement of its health, safety and environmental performance; and
- Periodically report on its health, safety and environmental progress



MODULAR

MSA



SAFETY

Black Diamond expects all employees, contractors and sub-contractors to meet their responsibilities for protecting themselves and their coworkers. The specific requirements given in the Company's Health, Safety, and Environmental (HS&E) Manual apply globally as a condition of employment for all employees and any contractor doing work for or on behalf of Black Diamond entities, business units and subsidiary organizations where Black Diamond has a controlling interest. It is our goal to maintain safe working conditions for other employers, self-employed persons, visitors and external work parties that may be present at our locations or who may be affected by our work activities, as is reasonably practicable. **We recognize that the responsibilities for health and safety are shared:**

The employer accepts the responsibility for leadership of the health and safety program, for its effectiveness and improvement, and for providing the safeguards required to ensure safe work conditions as is the worker's right;

Supervisors are responsible for developing the proper attitudes toward health and safety in themselves and in those they supervise, and for ensuring that all operations are performed with the utmost regard for the health and safety of all personnel involved; and

Employees, contractors and sub-contractors are responsible for wholehearted, genuine cooperation with all aspects of the health and safety program, including compliance with all rules and regulations, and for continually practicing health and safety while performing their duties.

HEALTH AND SAFETY STATISTICS

	2019	2020	2021
FATALITY RATE	0	0	0
TRIF*	0.80	0.35	0.56
NMFR*	11.20	4.53	7.06

* TRIF: Total Recordable Incident Frequency * NMFR: Near Miss Frequency Rate

INDIGENOUS RELATIONS

BLACK DIAMOND'S INDIGENOUS RELATIONS ARE ALIGNED WITH THE TRUTH AND RECONCILIATION COMMISSION & UN DECLARATION ON THE RIGHTS OF INDIGENOUS PEOPLE.

- Black Diamond has a commitment to indigenous procurement through the Canadian Council for Aboriginal Business.
- Since 2018, Black Diamond and our Indigenous partners have generated \$162 million of gross revenue through six equity-based partnerships with First nations and an additional 17 non-equity based agreements to drive economic benefits within the communities in which we live and operate.
- In late March of 2021, Black Diamond announced that it was awarded a rental contract in Eastern Canada. In conjunction with this award, the Company worked with the local First Nation, Long Lake #58 to provide a training program for students to become certified to work on this project. After months of hard work, long hours in the classroom and a new respect for the mining business, eight students graduated from the program with a certificate and all relevant tickets needed to work on the upcoming mining project or the installation of the lodge.

Black Diamond's support of Moose Hide Campaign Day



May 12, 2022 was Moose Hide Campaign Day, a day born from an Indigenous-led grassroots movement dedicated to standing up against violence toward women and children.

The inspiration for the campaign came to co-founders Paul Lacerte and his daughter, Raven, in 2011 during a moose hunt along the Highway of Tears in Northern B.C., which is infamously associated with countless missing and murdered women. Since then, Canadian men and women don a small square of moose hide on their shirt on the second Thursday in February, signifying a commitment to honour, respect, and protect the women and children in their lives and speak out against gender-based and domestic violence.

Since 2011, annual gatherings and ceremonial fasts have taken place and close to two million squares of moose hide have been distributed in over 1,000 participating communities, schools, and organizations.

For more information on the campaign, visit moosehidecampaign.ca

This year, in 2022, the fight to end violence against women and children is particularly urgent; during the first lockdown, domestic violence rose 30% in some regions of Canada. As we continue to face COVID-19 restrictions and guidelines across Canada, that rate may continue increasing.

A number of Black Diamond employees wore our moose hide on Thursday, May 12 and also participated in a one-day fast — from 20 minutes before the sunrise to 20 minutes after the sunset (a fasting guide is available here) — as we continue to take positive and concrete steps forward in standing up and speaking out against violence toward women and children.

PRESENTING SPONSOR

BLACK DIAMOND

Indigenous Sport Heroes Education Experience

INDIGENOUS SPORTS HEROES

THE INDIGENOUS SPORTS HEROES EDUCATION EXPERIENCE IS A MULTI-PARTNER, MULTI-PLATFORM, WEB-BASED BOOK, CURRICULUM, AND GAMEIFIED CELEBRATION OF 14 CANADIAN INDIGENOUS HALL OF FAMERS.

The book is freely available to every teacher and student, kindergarten to Grade 12. The book is aimed at the middle ground, Grade 6 reading level, but learning activities are tuned to older and younger sides of the academic spectrum. This one really resonates with us. Family, youth, sport and education are core corporate values... so we think it's fantastic. It is a continuation of what we have done with First Nations communities and young people."

TREVOR HAYNES, BLACK DIAMOND CHAIRMAN & CEO

Sharon (left) and Shirley Firth, Canada's cross-country twins competed in four Olympic games, and are Indigenous Sports Heroes. This photo was published in the Toronto Star in 1974.

BLACK DAMOND

CORPORATE RESPONSIBILITY REPORT 2022 | PAGE 15



BLACK DIAMOND HAS SIX EQUITY-BASED PARTNERSHIPS WITH FIRST NATIONS ACROSS CANADA DESIGNED TO DRIVE ECONOMIC BENEFITS WITHIN THE COMMUNITIES IN WHICH WE OPERATE.

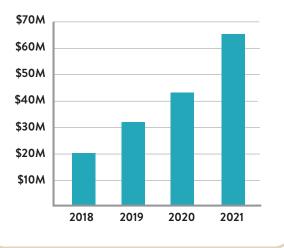
ECONOMIC RESULTS

Black Diamond recognizes our responsibility to the local communities that are affected by our business. We invest in our communities through people - by nurturing local community relationships and by providing and developing local infrastructure.

It's our focus on corporate integrity and diversity that allows us to grow alongside those communities we serve.

Black Diamond Group's Indigenous partnerships have increased community capacity and delivered positive economic results for all parties involved. They are structured around an approach to Indigenous engagement that is proactive and long-term.

TOTAL REVENUE FROM INDIGENOUS PARTNERSHIPS AND AGREEMENTS





STARS ALUMNI CHARITY GAME

BexXX

SOC

RT

SINCE 2013, BOXX MODULAR HAS PROUDLY SUPPORTED THE BOXX MODULAR DALLAS STARS ALUMNI CHARITY GAME.

I S

The Dallas Stars Alumni Association is a community-focused group of former players that are working to bring renewed enthusiasm to the fan base and support local community charity events and organizations. The Dallas Stars Alumni and other NHL Alumni, along with members of the community take to the ice to raise funds for local community charity initiatives aimed at keeping kids involved in hockey programs.



BAXX

BOXX

UNITED WAY CAMPAIGN





Helps 228 individuals access basic needs support, including food and shelter



Empowers 154 children and youth to hit developmental milestones and succeed



Helps 1001 people connect and build strong communities



Supports 253 people with financial stability and employment training



Supports 250 youth to successfully transition to adulthood



Ensures 450 individuals are connected to necessary supports

Employee Giving Program

In addition to the United Way Campaign, Black Diamond Group Limited is pleased to operate a charitable donation program aimed at providing team members with an opportunity to contribute to their community by supporting various community events and/or organizations. The aim is to provide monies that might not otherwise be available to these smaller groups through larger charitable organizations.

We believe in supporting our employees and their families at a grass roots level in the community where they live and work. We take pride in our Company having the Black Diamond name associated with events, programs and initiatives geared towards youth, family and amateur sport. We are proud of our team members who personally contribute their time and efforts to their communities, and this program is our way of amplifying their commitment.

The donation must go toward events/organizations focused on family and children in the individual's community. They do not have to be a recognized charitable organization as Black Diamond Group Limited will not require a tax donation receipt. Some examples are listed below:

- Local family or children's sporting event
- Youth focused community events
- Local school events
- Family or youth-oriented charities in the community



DIVERSITY STATISTICS

WE BELIEVE IN A WORKPLACE THAT EMBRACES DIVERSITY OF OPINION, CULTURE AND GENDER AND STRIVE TO MAINTAIN AND PRESERVE A RESPECTFUL AND INCLUSIVE WORKPLACE.

The Company is committed to equal opportunities for all employees and believes that a high performance team can only be built by measuring objective performance goals and merit; regardless of age, gender or ethnicity.

	2019			2020				2021				
	FEMALE	MALE	FEMALE %	MALE %	FEMALE	MALE	FEMALE %	MALE %	FEMALE	MALE	FEMALE %	MALE %
BOARD	1	7	13%	87%	1	7	13%	87%	2	6	25%	75%
EXECUTIVE (EVP & VP)	1	12	8%	92%	1	12	8%	92%	1	13	7%	93%
SENIOR MANAGEMENT	2	11	15%	85%	4	16	20%	80%	5	14	26%	74%
MANAGEMENT	16	25	39%	61%	12	33	27%	73%	17	25	40%	60%
NON-MANAGEMENT	84	118	42%	58%	118	153	44%	56%	125	176	42%	58%
TAL, NOT INCLUDING BOARD	103	166	38%	62%	135	214	39%	61%	148	228	39%	61%
				1. The second se				No. of Concession, Name	States of the local division of the			State of the local division of the local div





TURNOVER RATES

	2019	2019 (%)	2020	2020 (%)	2021	2021 (%)
VOLUNTARY TURNOVER	44	17.5%	17	5.6%	53	15.1%
VOLUNTARY TURNOVER	24	9.6%	36	11.9%	27	7.7%

NOTES:

Data effective as of December 31, 2021.

Data includes permanent-full time and permanent-part time employees and leave of absences.

Data excludes all invoicing consultants, temporary contractors and agency workers.

DIVERSITY

- 22% 2% 1% 71% 4%
- INDIGENOUS PERSON PERSONS WITH DISABILITY NONE OF THE ABOVE

VISIBLE MINORITY

- DO NOT WISH TO DISCLOSE
- NOTES:
- Statistics as of July 1, 2022
 - Statistics based on Company-wide survey results of which 86% of all employees in Canada, U.S. and Australia responded

CORPORATE RESPONSIBILITY REPORT 2022 | PAGE 19



TOTAL

TOTAL IN

GOVERNANCE

THE COMPANY IS COMMITTED TO HIGH STANDARDS OF OPENNESS, INTEGRITY, AND ACCOUNTABILITY.

The integrity of the financial and other information of the Company is vital as it guides the decisions of the Board of Directors and is relied upon by our shareholders, financial markets, and other stakeholders.

For these reasons, the Company cultivates an environment where individuals can confidentially and anonymously report complaints and concerns regarding accounting, internal audit controls or other audit matters, bribery, the health and safety of the general public, employees and contractors, and the protection of the environment, without fear of victimization, discrimination or disadvantage.

Our Whistleblower Program was established for all employees, management, officers, directors, contractors, and consultants of Black Diamond and encourages and facilitates the reporting of complaints and concerns to the Chair of the Audit Committee, Mr. Robert Herdman.

Every employee of the Company is, upon hire and on an annual basis, required to review and sign off on the Company's Code of Business Conduct and Ethics policies (the "Code"). The Code reflects the Company's commitment to a culture of honesty integrity and accountability and outlines the basic principles and policies with which all directors, officers and employees are expected to comply.





GOVERNANCE

BOARD MEMBERS

THE COMPANY'S BOARD OF DIRECTORS IS COMPRISED OF EIGHT MEMBERS, SEVEN OF WHICH ARE INDEPENDENT. EACH OF THE COMPANY'S COMPENSATION COMMITTEE, ENVIRONMENTAL, SOCIAL AND GOVERNANCE AND NOMINATING COMMITTEE AND AUDIT COMMITTEE ARE COMPRISED ENTIRELY OF INDEPENDENT DIRECTORS.

LEAD DIRECTORS



Trevor Haynes, Chair

Co-founder of Black Diamond Group. Non-independent director since 2006 and Chair since 2014.



Robert Wagemakers

Previously VP of Marketing with Nabors Drilling, VP Operations with Command Drilling and President of Partner Rentals. Independent director since 2006 and currently Lead Independent Director.



ESG & NOMINATING COMMITTEE

Barbara J. Kelley, Chair

Previous Executive Director of the Colorado Department of Regulatory Agencies, with more than 30 years of experience practicing law as a member of the Colorado Bar. Independent director since 2016.

Robert Wagemakers

Previously VP of Marketing with Nabors Drilling, VP Operations with Command Drilling and President of Partner Rentals. Independent director since 2006 and currently Lead Independent Director.

Leilani Latimer

Previously held leadership positions through a 25 year career with Sabre Inc. Currently Chief Commercial & Marketing Officer at Fair Trade USA. Independent director since 2021.

AUDIT COMMITTEE



Robert Herdman, Chair Fellow Chartered Accountant, formerly senior partner at Price Waterhouse Coopers for 34 years. Independent director since 2012



Edward H. Kernaghan Executive Vice President of Kernaghan Securities, partner at Kernaghan & Partners and President of Kernwood Limited Has over 15 years of experience in financial services and has been an independent director since 2018.

Steven Stein

Founding shareholder of Black Diamond and an officer of the Company from 2007-2016. Previously, was a founder of Outland Group and predecessor companies. Has been a Director since 2006.

COMPENSATION COMMITTEE



Brian Hedges, Chair

Served as President and CEO of Russel Metals from 2009 until his retirement in 2019. Independent director since 2021.



Robert Wagemakers Previously VP of Marketing with

Nabors Drilling, VP Operations with Command Drilling and President of Partner Rentals. Independent director since 2006 and currently Lead Independent Director.



Edward H. Kernaghan

Executive Vice President of Kernaghan Securities, partner at Kernaghan & Partners and President of Kernwood Limited Has over 15 years of experience in financial services and has been an independent director since 2018.





GOVERNANCE



TF 1.844.590.5465 | LODGELINK.COM Customer# 6012548

Invoice To;

ABC Trucking Company 123 Avenue SW Edmonton, AB Canada

Contact: A/P Ref:

June 23-30, 2020 (92 Guest Stays)

Item Code ACCOMM - SINGLI HOTEL FEE

HOTEL FEE

HOTEL FEE

Description Super 8 Fox Cre ACCOMM - SINGLE Hotel Fee ACCOMM - SINGLE Silvertip Open Camp ACCOMM - SINGLE Wyndham Garden Leduc Hotel Fee BCMI Lac La Biche otel Fee

DATA SECURITY

BLACK DIAMOND LEVERAGES A DEFINED SECURITY FRAMEWORK AND TEAM TO IDENTIFY, ASSESS, AND MITIGATE SECURITY RISKS THROUGHOUT OUR ENVIRONMENTS. WE UTILIZE WORLD CLASS SOLUTIONS TO MAINTAIN A HIGH DEGREE OF PROTECTION:

- Maintaining data encryption •
- Maintaining change management and auditing control • best practices
- Leveraging a least privilege user access model
- Detecting abnormal user and entity behaviour event monitoring
- Monitoring and identifying access management for regular and privileged user accounts
- Discovering, classifying and monitoring business-critical data
- Ongoing scheduled backup and recovery best practices to minimize risk and maximize restoration services •
- Ongoing scheduled scanning of the environment for harmful files, misconfigurations
- Monitoring email and system resources to detect and • escalate potentially harmful data events
- Monitoring and actively investigating all suspicious activity

LODGELINK





CORPORATE HEAD OFFICE

1000 – 440 2nd Avenue SW Calgary, Alberta T2P 5E9

Phone: 403.206.4747 Fax: 403.264.9281

