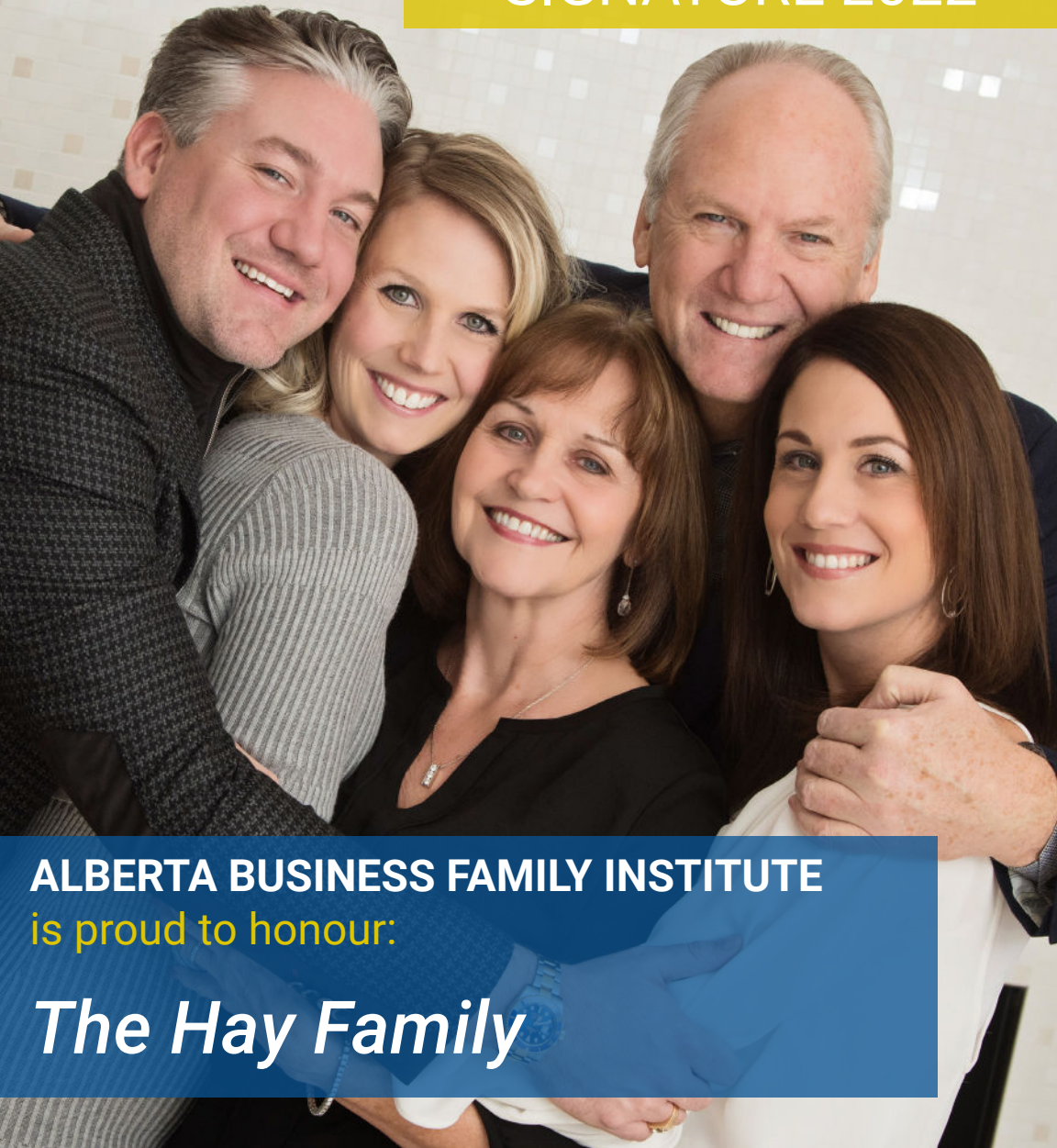


SIGNATURE 2022



ALBERTA BUSINESS FAMILY INSTITUTE
is proud to honour:

The Hay Family





CHRIS THRALL
 Chair, Advisory Board
 Alberta Business Family Institute

Greetings and Welcome

Alberta was built by individuals with vision. They worked hard and took risks. They did not see themselves as family businesses. They saw themselves as providing for their families.

Family business continues to be the bedrock of the Alberta economy. Business schools now realize that while there are challenges associated with family business, there are also unique advantages and opportunities. With proper assistance, advantages will exceed challenges.

The University of Alberta School of Business is a global leader in the study of family business, and through the Alberta Business Family Institute, provides resources and guidance to business families so they may succeed for generations to come.

We are grateful to the Hay Family for sharing their remarkable journey at our 18th Annual Signature Event. Thank you for supporting the Alberta Business Family Institute through your attendance and sponsorship. We hope you enjoy this learning experience and celebration of the advantages of family business.

We hope this evening’s experience will inspire you to help us connect with business families and advisors so that we can share our resources, assist them with their challenges, and continue celebrating the advantages of family business.

CHRIS THRALL
 President & CEO, BioRefinex Canada Inc.

YOUR MASTER OF CEREMONIES

Chris has a passion for family business, stemming from his involvement with his family’s third-generation cattle ranching business located in Southern Alberta. He now runs BioRefinex, which is commercializing technology developed here in Alberta to convert agricultural wastes into high-grade organic fertilizers and renewable natural gas.

Chris has over 25 years of international energy, environment, and agriculture commodity operations experience. Prior to joining BioRefinex, he held senior management positions with Direct Energy Marketing Limited, Centrica plc, and Enron Europe Limited. Chris headed up Direct Energy’s renewable energy and carbon markets business in North America, managed their Canadian gas and power trading operation, and led teams that acquired large-scale power stations in the US and UK.

He is currently a Board Member of family owned and operated businesses McIntyre Ranching Co. Ltd., Tessera Ventures Inc., and SharedKey Inc. Chris received his MBA from INSEAD and a Bachelor of Commerce degree from McGill University.

Alberta Business Family Institute

Vision

We exist to ensure that business families succeed for generations to come.

Mission

We develop and strengthen business families by providing education and resources tailored to their unique challenges.

Values

We uphold the core values of education and family entrepreneurship by maintaining a high code of ethics, client relations, team spirit, and community development.

Support, networking, and resources for family-owned business

The Alberta Business Family Institute recognizes the vital impact of family enterprise on our economy, as well as the specialized needs of this unique entity. ABFI is committed to improving the statistics through the provision of essential tools, guidance and knowledge in such areas as:

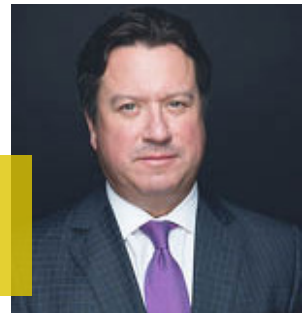
- Succession and estate planning
- Corporate governance
- Leadership development
- Conflict resolution



Visit www.abfi.ca for more information

MODERATOR

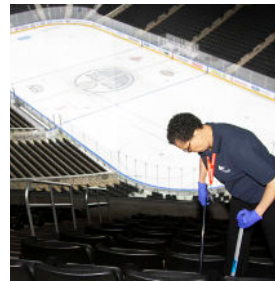
Rich Groom
Partner
Vanta Group



From group benefits to life insurance and estate planning, Vanta Group serves many of Canada's most successful business people.

Specializing in the design and implementation of comprehensive and strategic plans, Vanta Group's partners and advisors bring more than a century of collective expertise. We are invested in the prosperity of entrepreneurs, business owners, executives and professionals. Adept, aware, and responsive, Vanta stands alongside clients, enhancing their advantage.

HAY - LEADERS IN FAMILY BUSINESS

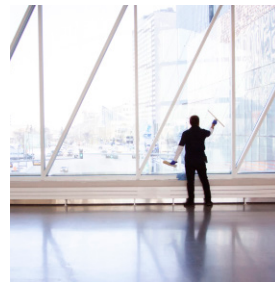
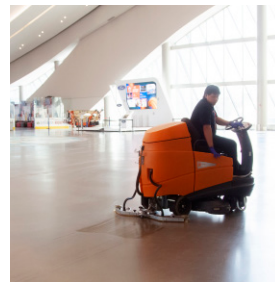


Scandinavian Building Services started as a small janitorial company in Edmonton, Alberta in 1956.

This iconic Edmonton company was purchased by Terry and Wilda Hay in 1982. With a glint in their eyes, the Hays set their sights beyond Edmonton. Before long, Scandinavian had established a solid presence across Western Canada, earning a “spotless reputation” and serving a growing list of commercial clients.

Today, Scandinavian is a second-generation family owned and operated business. The company offers full-service janitorial and building maintenance across Canada. Scandinavian continues to experience steady growth and is always finding unique ways to provide clients with innovative cleaning services that exceed expectations.

The management team is committed to expanding the business, as is evident by the consistent 20% to 30% annual growth in recent years. Scandinavian is rapidly establishing a foothold in Eastern Canada and is even setting its sights on opportunities in the American Northwest.



Terry & Wilda Hay Co-Founders



Terry and Wilda Hay purchased Scandinavian Building Services in 1982. Embracing their vision, the Hays set their sights beyond Edmonton. Before long, Scandinavian had established a solid presence across Western Canada, earning a “spotless reputation” and serving a growing list of commercial clients.

Terry led the company with passion, goals, and inspiration. He created a culture that inspired each individual working in Scandinavian to believe and provide the company’s and the family’s core values every day: Service, Motivate, Respect, Connect. Through his leadership and values Terry Hay created what we know today as the Scandi family.

Honouring Scandinavian’s beloved Founder, Leader, and CEO, Terry Hay (1952-2018), Scandinavian is now led by Wilda Hay and their children who continue his legacy.

Russell Hay President & CEO

Russell was born and raised in this industry, honing his skills alongside his father in every area of the business. Bringing more than 15 years’ experience and a commitment to Best Practices, Russell passionately leads the janitorial service industry with innovation and customer service excellence, serving as Scandinavian’s President & CEO. With an unmatched work ethic, Russell has set his sights on rapidly growing the business across North America, while still ensuring client expectations are consistently met and exceeded. Customers always come first at Scandinavian, which led to the development of the 10-1-24 commitment, along with ensuring there is always a real person on the other end of the phone when you call. These initiatives are firmly rooted in the success of Scandinavian, established by Terry Hay, and proudly reinforced by Russell daily.



An active member of the Young Presidents Organization, Russell engages with his local community to connect with fellow influential business leaders who encourage both professional and personal development. Scandinavian is a family business built on accountability, service, and culture, and Russell is focused on innovative advances to consistently exceed client expectations. When not at the helm, Russell spends his downtime with his beautiful wife and young family, and is an avid music fan, enjoying concerts whenever possible.



Melanie Brooks Vice President of Human Resources

With more than 15 years' experience spanning all departments, Melanie currently serves as Scandinavian's Vice President of Human Resources. Combining her undergraduate degree, executive leadership, and extensive Human Resources training, Melanie is a strategic life-long learner committed to delivering creative solutions and organizational growth. Specializing in employee engagement, Melanie focuses on employee retention

through open communication, ensuring each member of the Scandinavian team feels valued, and their professional goals encouraged.

Committed to community service, Melanie spearheads Scandinavian's non-profit partnerships across Canada, including Habitat for Humanity and Holiday Hampers, while also supporting client-driven charitable initiatives throughout the year. A charismatic leader by nature, Melanie lends her expertise and enthusiasm to events and HR related webinars. Melanie spends her downtime with her family; she loves to spend time outdoors and always enjoys a great family movie night.

Candace Elford Vice President of Procurement

Experienced in Account Management, Sales, and Procurement in both service and manufacturing industries, Candace brings an innovative approach to the role of Scandinavian's Vice President of Procurement. With a focus on aligning best practices of internal policies and procedures, Candace is dedicated to mitigating risks and delivering fair outcomes to both customer and company.



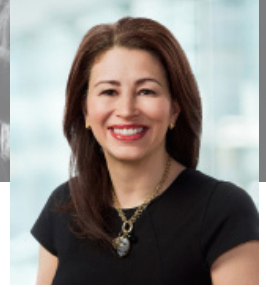
Candace oversees all procurement of insurance and bonds, along with investigating all claim submissions. Combining seasoned instincts with persistence, Candace is passionate about risk management and values all party perspectives.

Believing life is to be celebrated, Candace spends her downtime with family, often at a sporting event supporting her children, or in the kitchen baking.

ALBERTA FAMILY ENTERPRISE ADVISOR OF THE YEAR AWARD 2021

**Congratulations
to our Winner!**

Allison Maher CA, CPA, CFP, TEP, ICD.D, FEA
Co-Founder
Family Wealth Coach Planning Services Inc



This award is given to an Alberta based Family Enterprise Advisor (FEA) designate who has exemplified outstanding skill in advising business families through multi-generational transitions and has demonstrated unfaltering commitment to the key Alberta Business Family Institutes' value of "family first".

Allison Maher is the co-founder of Family Wealth Coach Planning Services, based in Calgary, Alberta. Over the past 20 years, she has become the "Chief Legacy Officer" for many Canadian families and their businesses. She specializes in working with multigenerational family offices, family businesses and high net worth individuals, with a focus on estate, insurance, and succession planning. Allison is passionate about helping families make enduring decisions that take into account the perspectives of all stakeholders – family, shareholders, and management. Her work includes articulating a family's core values and identifying "What Matters Most" to each stakeholder. Her goal is to identify each family's "Place of Most Potential" and ensure they thrive for generations to come.

Her current governance work includes acting as a Director of Surge Energy Inc. (SGY) and Chair of its Audit Committee, a Director and Audit Committee member of The Calgary Health Foundation, a Trustee for Cidel's Donor Advised Fund, Chair of numerous family council meetings, and the Chair of Calgary's TIGER 21 Chapter. She also volunteers on the University of Calgary's Haskayne Schools of Business' Finance Advisory Committee. She is the past Chair of The Alberta Business Families Institute's Advisory Board, past Director of The Famous 5 Foundation, and past Director of the Heritage Park Foundation.

She has been recognized as one of Calgary's Top 40 under 40 in Avenue Magazine (2009), is a frequent speaker for The Executive Committee (TEC), the Business Transition Forum, Family Office Forums, FEA and the Society for Trust and Estate Practitioners (STEP). She has also co-authored a book entitled: "The Future of You: Where Wealth Intersects Life."

She is the mother of two thriving, active boys – Joshua (17) and Jacob (15). They are at the heart and soul of her work.

ALBERTA BUSINESS FAMILY LEADERSHIP

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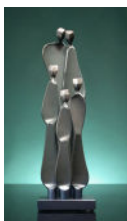
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John T. Ferguson & Family



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Family

The family of my thoughts
Is a haven
Where the lonely
Find their hugs
And good news
Doubles with each telling,

Were Show and Tell
Comes without butterflies
And laughter is clean,

Where parents
Please their children
And also please their parents
And generosity
Comes back to you
In many wonderful ways,

Where "goodbye"
Means "see you soon,"
And seeing you –
All of you,
Is forever...

~ Boris Kramer
Sculptor
~ Richard Kramer
Author