







“Resilience is the  
ability to adjust and  
succeed in times of  
change.”

## *Message from the President and CEO*



Resilience is a term that we hear often in today's society. It refers to the ability to adjust and succeed in times of change. It applies to individuals, organizations, communities and societies. Since our beginning in 1887, Walker Industries has strived for resilience in the face of change in the workplace, the economy, and the society around us. In our 2018 Sustainability Report, we focus on resilience and the information and anecdotes that illustrate the social, environmental and economic resilience of Walker Industries.

People are the foundation of our resilience. Whether it is the efforts made to create a safe and healthy workplace or the actions taken to nurture a desirable culture, people at Walker Industries embrace the opportunities presented by change and pursue initiatives to make our company better. Their resilience extends to philanthropic activity and community engagement, where our people work with colleagues, organizations, and communities to address a diversity of socio-economic and environmental issues.

The resilience of our environment is essential for all of us. At Walker Industries, we recognize the need to act in an environmentally responsible manner for the sake of current and future generations. We have focused our attention on leading sustainable practices, such as taking action on climate change, energy management, and biodiversity. These efforts build upon our long-standing commitment to footprinting our carbon emissions and water consumption to identify and implement measures to effect change.

Economic change requires corporate resilience. By growing and evolving our businesses to address the needs of our customers today and tomorrow, Walker Industries demonstrates the continued resilience that we need to succeed. Our aggregates and construction businesses support sustainable growth, our resource recovery and renewable energy businesses contribute to the circular economy and our emulsions business uses research and innovation to create sustainable solutions via chemistry and technology.

Our legacy matters. Leaving a positive past while creating an optimistic future is at the heart of our company. Our resilience has enabled us to meet these aspirations in an ever-changing world. We also believe it underscores our commitment to building lasting relationships with partners, interactions with Indigenous communities, and respectful relations with our neighbours where we operate. We trust the stories and information provided in our 2018 Sustainability Report gives readers some perspective as to how we operate.

Regards,

A handwritten signature in black ink, appearing to read 'John Fisher'.

John Fisher  
President and CEO

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# Summary

In developing and operating our businesses, Walker Industries understands the importance of meeting today's needs without compromising the needs of future generations. Our sustainability model guides us and it ensures that we consider social, environmental and economic matters in our decision-making.

Specifically, we created and continually pursue the following sustainability goals:

- 1 Grow and strengthen our company.
- 2 Focus on sustainable energy and carbon management.
- 3 Grow our resource recovery business.
- 4 Increase the percentage of our revenue from innovative and sustainable products and services.
- 5 Nurture a sense of belonging.
- 6 Report annually on our performance.

Our 2018 Sustainability Report provides key information and individual anecdotes that demonstrate our achievements related to our sustainability this year and our plans for the future.

## 2018 Awards

### **Excellence in Manufacturing Award** *Asphalt Emulsion Manufacturers Association*

**Walker Emulsions**  
*Burlington, Ontario*

### **Best Sustainability Report Award** *Sustainable Hamilton Burlington*

**Walker Emulsions**  
*Burlington, Ontario*

### **Property Enhancement Award** *Ontario Stone, Sand and Gravel Association*

**Ridgemount Quarries**  
*Stevensville, Ontario*

### **Community Relations Award** *Ontario Stone, Sand and Gravel Association*

**Duntroon Quarry**  
*Duntroon (Clearview), Ontario*

**McGregor Quarry**  
*Amherstburg, Ontario*

**Orillia Pits 5 & 7**  
*Oro-Medonte, Ontario*

**Ridgemount Quarries**  
*Stevensville, Ontario*

**Severn (Orillia) Quarry**  
*Orillia, Ontario*

**Vineland Quarries & Crushed Stone**  
*Vineland, Ontario*

**Walker Brothers Quarries**  
*Niagara Falls, Ontario*

### **Corporate Safety Award** *Ontario Stone, Sand and Gravel Association*

**Anten Mills Pit**  
*Minesing, Ontario*

**Duntroon Quarry**  
*Duntroon (Clearview), Ontario*

**Orillia Pits 5 & 7**  
*Oro-Medonte, Ontario*

**Edgar Pit**  
*Oro Station, Ontario*

**Ridgemount Quarries**  
*Stevensville, Ontario*

**Severn (Orillia) Quarry**  
*Orillia, Ontario*

**Spring Creek Aggregates**  
*Lincoln, Ontario*

**Walker Brothers Quarries**  
*Niagara Falls, Ontario*

**1 new location opened**  
in Calgary, AB



## 2018 Sustainability Metrics

**1024**  
work hours  
spent  
volunteering

**832**  
employees  
Up 7.6% from 2017.

**14.8%**  
more employees  
utilizing the  
wellness  
subsidy

Consumed  
**0.8%**  
less  
energy  
than in 2017.

Produced  
**6.5%**  
more  
energy  
than in 2017.

Carbon  
emissions  
down  
**0.34%**  
from 2017.

**22%**  
increase in  
resources  
recovered  
from 2017.

**28%**  
increase in  
number of  
sustainable  
products  
▲ Products or services  
that support economic,  
environmental and  
social prosperity.

**111%**  
increase in  
number of  
innovative  
products  
▲ Products or services  
introduced or sold  
to new customer  
segments.

# Our Company

Walker Industries is a fifth generation family-owned company headquartered in Niagara, Ontario. We are a diversified conglomerate with interests in aggregates, construction, environmental products and services, and emulsion manufacturing. Since 1887, we have employed a long-term perspective and an innovative spirit to grow our business throughout Canada and the United States.

## Our Values

At Walker Industries, we believe that being responsible, accountable and humble are paramount. We apply these characteristics in everything we do — safety, stewardship, relationships and involvements. We follow our value principles to maintain and enhance a safe, healthy and profitable workplace that attracts, motivates and recognizes high-performing people and places high importance on customers, suppliers and communities. Integrity is critical in everything we do — it defines us.

## Our Divisions

Our three operating divisions pursue specific strategic missions to achieve sustainable growth. Walker Aggregates and its subsidiary firm Norjohn Contracting is a socially and environmentally responsible supplier of high-quality aggregates, construction material and construction services. Walker Emulsions creates innovative and sustainable solutions through chemistry and technology. Walker Environmental recovers resources and manages waste creating a positive impact on our environment, communities and customers by providing critical services and infrastructure for a circular economy.

## Our Locations

### Walker Aggregates

#### QUARRY OPERATIONS

**Amherstburg Quarry**  
Amherstburg, ON

**McGregor Quarry**  
Amherstburg, ON

**Ridgemount Quarries**  
Stevensville, ON

**Severn Quarry**  
Orillia, ON

**Duntroon Quarry**  
Clearview, ON

**Spring Creek Aggregates**  
Lincoln, ON

**Vineland Quarries & Crushed Stone**  
Vineland, ON

**Walker Brothers Quarries**  
Niagara Falls, ON

#### SAND & GRAVEL PITS

**Anten Mills Pit**  
Minesing, ON

**Clarksburg Pit**  
The Blue Mountains, ON

**Durham Pit**  
Priceville, ON

**Edgar Pit**  
Oro-Medonte, ON

**Orillia Pits 5 & 7**  
Oro-Medonte, ON

**Orillia Pit 48**  
Orillia, ON

#### CONSTRUCTION

**Norjohn Contracting**  
Niagara Falls, ON

### Walker Emulsions

Burlington, ON  
Portland, OR, USA  
Orangeburg, SC, USA

### Walker Environmental

#### BIOSOLIDS MANAGEMENT

Banff, AB  
Goffs, NS  
Leamington, ON  
Thorold, ON  
Sackville, NS  
Sarnia, ON  
Sudbury, ON

#### COMPOSTING & MULCH

**All Treat Farms**  
Arthur, ON

**Gro-Bark®**  
Bancroft, ON  
Caledon, ON  
Dundalk, ON  
French River, ON  
Kenabeek, ON  
Milton, ON

#### INTEGRATED GAS RECOVERY SERVICES INC.

Brandon, MB  
Essex, ON  
Mississauga, ON  
Niagara Falls, ON  
Ottawa, ON  
Winnipeg, MB

#### WASTE DISPOSAL & TRANSFER

**Atlas Landfill**  
Welland, ON

**Niagara Drop-Off**  
Thorold, ON

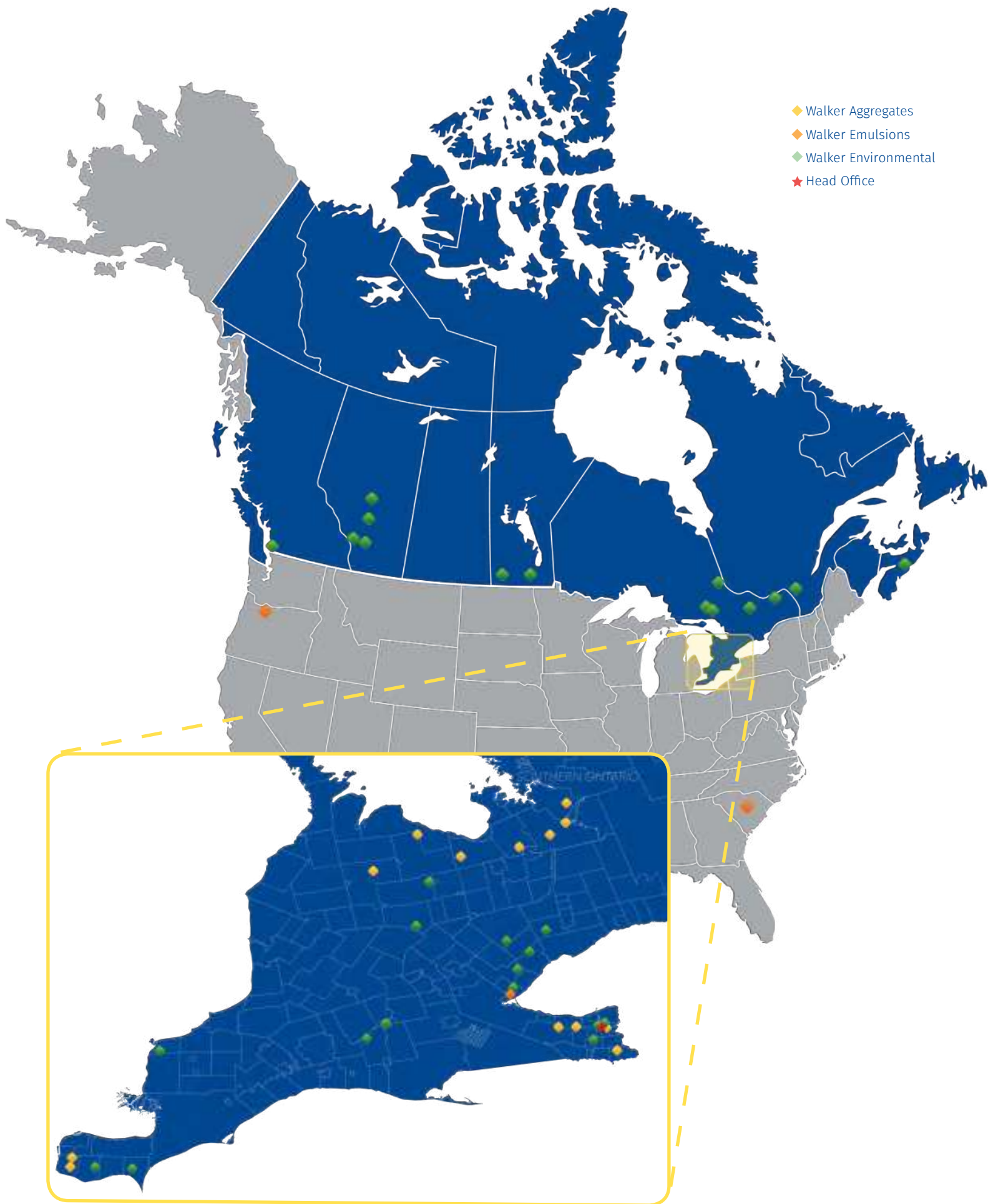
**Norjohn Transfer Site**  
Burlington, ON

**South Landfill**  
Niagara Falls, ON

**Woodington Systems Inc.**  
Niagara Falls, ON

#### GREASE TRAP, USED COOKING OIL & ORGANIC RECYCLING

Leduc, AB  
Montreal, QC  
New Westminster, BC  
Ottawa, ON  
Red Deer, AB  
Toronto, ON  
Woodbridge, ON  
Woodstock, ON





People are the  
foundation of our  
resilience.

# *Social*

People | Partners | Communities

At Walker Industries, we understand that our social resilience depends upon our people, partners and communities. We create and maintain a positive and respectful workplace that retains, motivates and creates opportunities for our employees and attracts new talented people.

We encourage our people to be involved in their communities and afford them time and opportunities to do so. We strive for strong partnerships based upon trust and confidence, and we work diligently to provide our partners with innovative and dependable products and services to meet their evolving needs. We highly value our communities, and we work diligently to develop and maintain solid and supportive relationships with them.

# Social

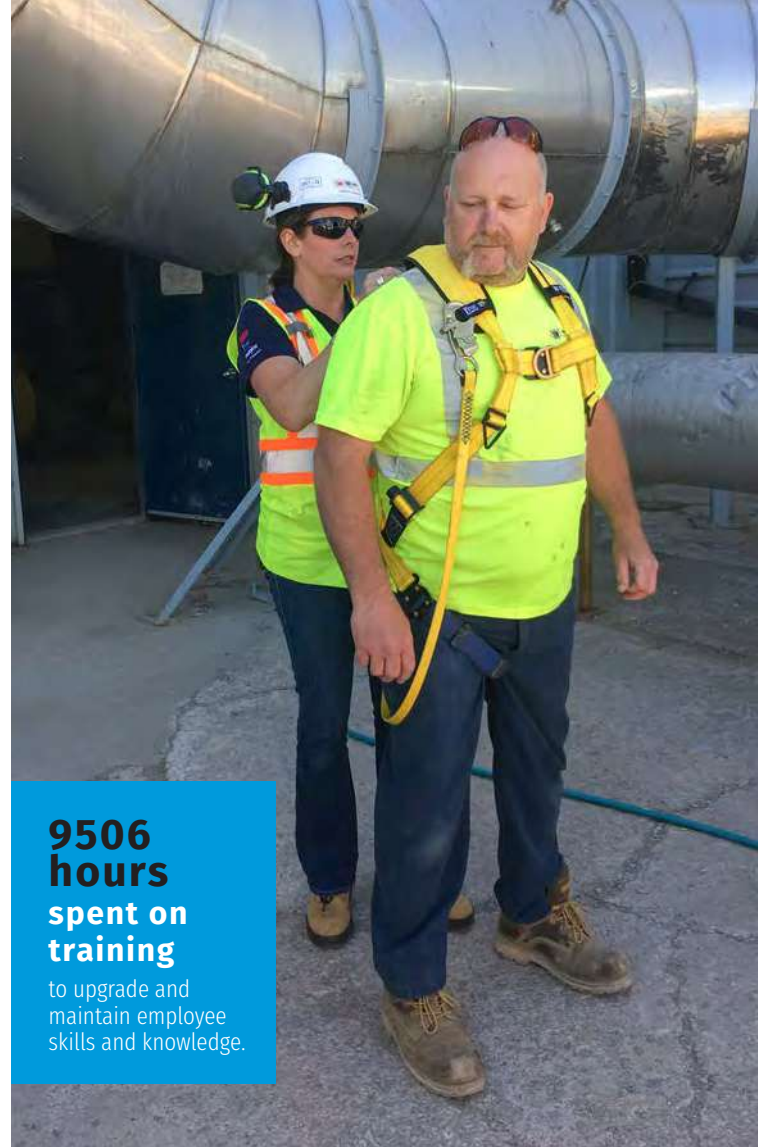
## People

The health, wellness and safety of our employees is paramount. Walker Industries continues to invest in building and fostering our superior safety culture. We acknowledge that all employees have the right to work in a safe and healthy environment. Each year, our Superior Safety Culture Award recognizes the employee who leads by their example and personifies our commitment to a safe and healthy workplace.

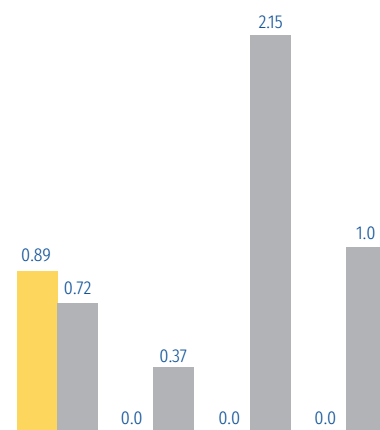
**In 2018, we enhanced our Health & Safety program to advance our performance and due diligence by improving communication and implementing new educational and training tools. Specifically, we undertook a complete review and update of our Corporate Health & Safety Policies to enhance safety leadership and communication, hazard identification and control, and general health and safety practices.**

Our company recognizes that personal health and wellness is required for employee satisfaction, productivity, and overall company success. With that, Walker Industries offers employees an Employee and Family Assistance Program, through LifeWorks. We also offer our employees an annual subsidy for wellness and fitness related activities to promote a healthy lifestyle.

We proudly support the professional development of our employees by providing opportunities to advance skillsets and transition into roles with increasing responsibility.



## 2018 Lost Time Injury Frequency Rates



- Walker Aggregates
- Walker Emulsions
- Walker Environmental
- Norjohn Contracting
- Canadian Industry Rate (WSIB)

## *A Gift that Saved a Life*

In 2018, a Walker Industries employee donated one of his kidneys to a fellow co-worker, a man he had only known for a few years. Mike Deluca has been suffering from gradual kidney failure over the past three years when Laurence Leriger offered to donate one of his kidneys. After testing, it was discovered that the two were a match and on March 28<sup>th</sup>, they both underwent surgery.

**For the few years I've worked at Walker I would hear about the 'Walker Way', and now I know exactly what that means.**

— **Mike Deluca**  
*Quarry Superintendent, Vineland & Spring Creek*

The transplant was successful and both men have recovered from their surgeries. Their families have become very close as a result of their shared experience. Mike has become a transplant ambassador at St. Joseph's Healthcare, providing support to other people undergoing transplants and their families.



▲ Laurence Leriger (left) and Mike Deluca

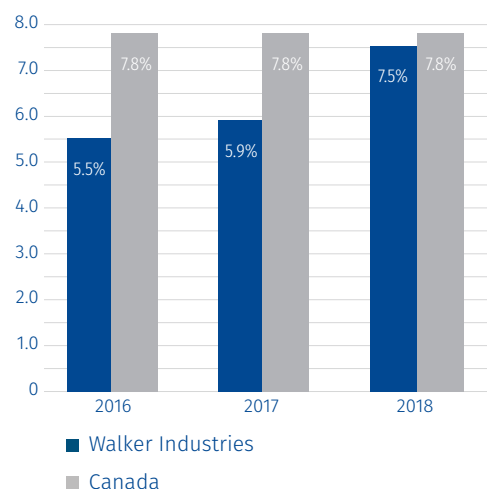


**Over 39%**  
of our employees  
participated in the Walker  
Wellness program in 2018.

The Walker Wellness program provides a subsidy of up to \$200 per year to all permanent employees to promote an active lifestyle. Subsidized items include bicycles, dance lessons, sports equipment, Fitbit devices, gym equipment and more.



## Voluntary Turnover Rate



## Professional Growth

Laura Bratley has come a long way from being hired as an Administrative Assistant at Walker Industries 7 years ago. As the third-generation of her family to work at Walker, she had first-hand knowledge of our work environment and culture, and was thrilled to eventually be hired

Throughout her career at Walker, she has worked her way up through a handful of roles to Project Manager of our Resource Recovery group, and is an invaluable asset to our team. Laura is also the winner of the 2018 Superior Safety Award.

**It's rewarding to be a young professional woman in a leadership role, representing Walker.**

— **Laura Bratley**  
**Project Manager, Resource Recovery**

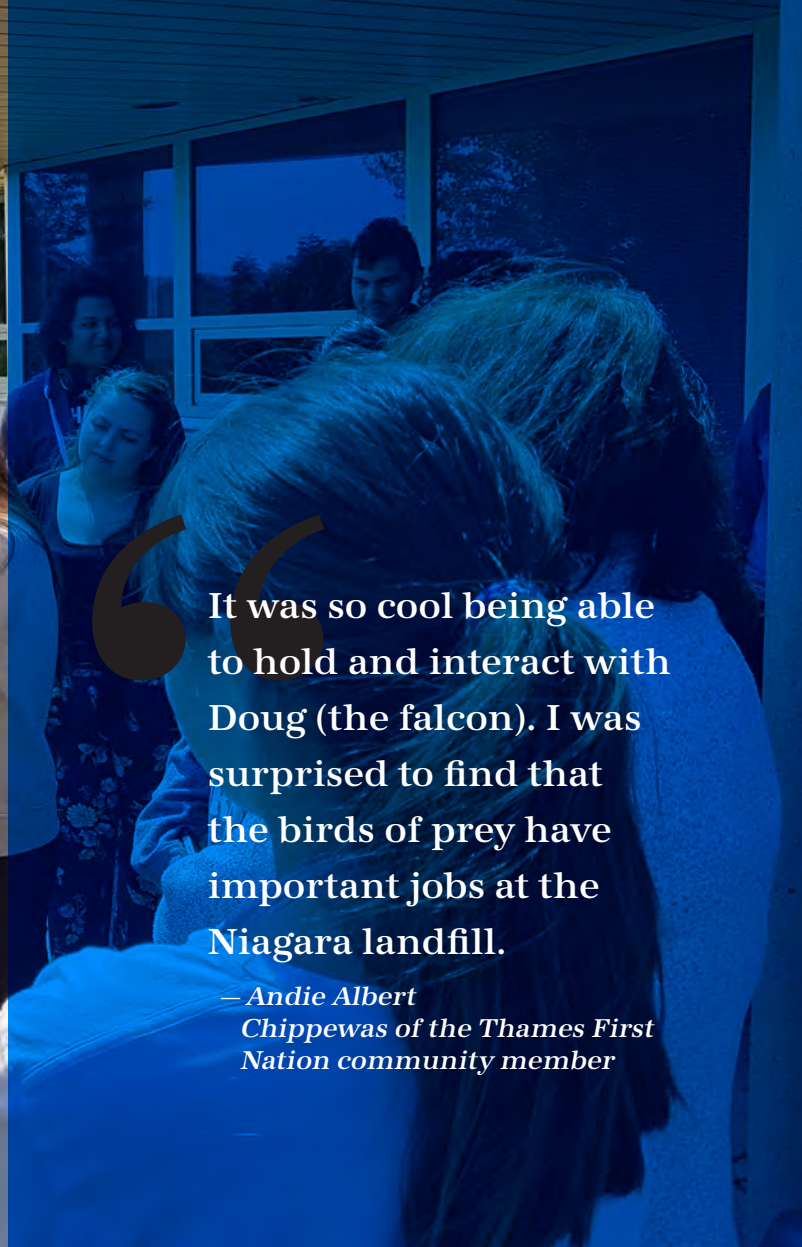
"I am so grateful to work at a company that recognizes hard work, provides opportunities to those who wish to explore something new, and invests in and celebrates their employees. It's rewarding to be a young professional woman in a leadership role, representing Walker, within our historically male-dominated industries. Building my confidence over the last 7 years has been a work-in-progress and thanks to the mentorship and support of my colleagues I think I have come a long way." — Laura Bratley, Project Manager, Resource Recovery.



## Career Transition

Angelo Bevilacqua started as a summer student at one of our quarries 33 years ago and has transitioned into various roles with increasing responsibility, including lead hand and superintendent, and most recently Corporate Health and Safety Training Coordinator. With an operational skill set, Angelo was able to support our Health and Safety team by delivering vital training across the company. Angelo was also the recipient of the Walker Industries Legacy Award in 2017 for his attitude and dedication to safety.

"I love coming to my job every day and have basically been here since I was a child. I am very proud of Walker and all they have done for the community and my family. I have enjoyed watching how the company has grown over the years and am appreciative of the opportunities they have given me." — Angelo Bevilacqua, Health & Safety Training Coordinator.



“It was so cool being able to hold and interact with Doug (the falcon). I was surprised to find that the birds of prey have important jobs at the Niagara landfill.

— Andie Albert  
Chippewas of the Thames First Nation community member

## Partners

Over the years, Walker Industries has developed strong working partnerships within the communities in which we operate. We collaborate with municipalities to provide our customers with essential products and services. We have also established Integrated Gas Recovery Services Inc., a formal partnership between Comcor Environmental Limited and Walker Environmental, which develops landfill gas utilization and control projects across Canada.

We aim to build and maintain strong, respectful and successful relationships with Indigenous communities while acknowledging and respecting their unique

constitutionally protected rights. We recognize and respect the inherent relationship between Indigenous communities and the land's natural resources. In 2018, we helped the Oneida First Nation to build an educational walking trail in their community with interpretive signs for traditional medicines.

We continue to look for opportunities to learn from and share knowledge with Indigenous communities. In 2018, we hosted community members from Chippewas of the Thames First Nation at our Niagara campus to share knowledge about waste management and resource recovery and learn more about each other.



## Communities

Our company acknowledges that our success to date is absolutely dependent on thriving communities, specifically those that we operate in. The company has long instilled a culture of giving back to the community and contributing to the social and economic development of them. We are committed to building and nourishing strong relationships within our communities and supporting their needs by producing learning opportunities, contributing to charitable efforts, and advancing initiatives that are specifically important to our employees.

Each operating division has the opportunity to support charitable initiatives, such as sponsorships, fundraising assistance, or monetary donations. We admire the hard work that organizations in our communities do to improve social conditions and are committed to supporting those causes.

Walker Industries offers our employees two days per year to dedicate to volunteering and are committed to improve employee engagement and the proportion of employees who utilize these days.

## Supporting Community Mental Health

Mental health affects us all. In 2017, the Walker Family donated \$1 million towards building Pathstone Mental Health, a Niagara-based non-profit charitable agency who offers a variety of services to support children, youth and families in dealing with mental health.

In 2018, Walker Industries supported Pathstone in building a Natural Playground and Healing Garden, to provide an area for children to play, re-connect to nature, as well as provide an outdoor therapy space – all key in a balanced lifestyle. Walker Environmental donated the mulch and soil and Walker Aggregates donated stones required for the project.



## Corporate Giving

In 2018, Walker Industries donated a total of \$414,990\* to support social, public and mental health charities, organizations and campaigns, including:

### Social Health

- Together...a Vibrant Tomorrow Campaign
- Embrace Greatness Campaign
- CityKidz
- Connect
- Elmvale Food Bank
- Out of the Cold
- Salvation Army Niagara Falls - Community and Family Services

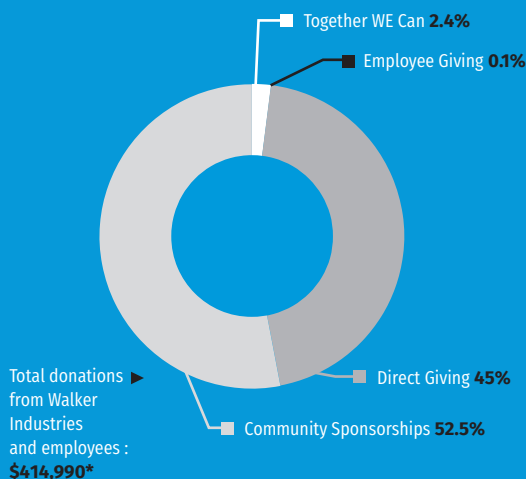
### Mental Health

- Laing House
- Down Syndrome Niagara
- Autism Nova Scotia
- Wellspring Niagara

### Public Health

- Royal Victoria Regional Health Care
- SickKids
- Susan G Komen Breast Cancer Foundation
- McMaster Children's Hospital
- Owen Sound Regional Hospital Foundation
- Canadian Cancer Society

In addition to corporate giving, the shareholders of Walker Industries have continued their commitment to Habitat for Humanity by donating to Edisto, South Carolina and Welland, Ontario builds in 2018.



\*Does not include Walker family shareholder contributions to the following campaigns: Wellspring Niagara and Bethesda Niagara Family Centre.



▲ Wellspring provides much needed cancer support services for the residents of Niagara. With this donation to Wellspring, the Shareholders of Walker Industries continue their commitment of making a difference in the communities in which we do business.

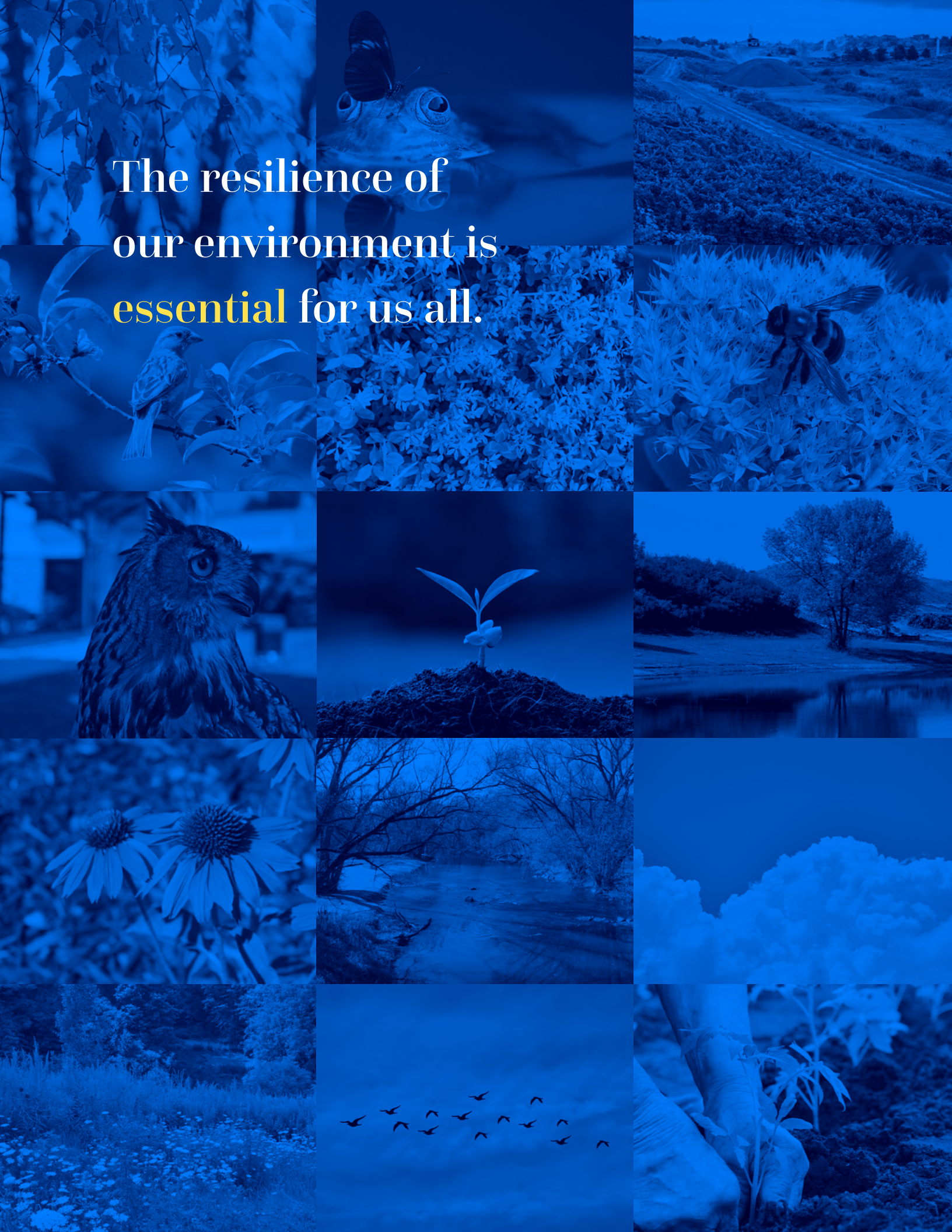


▲ Bethesda provides empowerment and support services for children, youth and adults with special needs to build their personal capacity throughout life. With the support of the Shareholders of Walker Industries, Bethesda's Niagara Family Centre opened its doors in 2018. Walker's shareholders are proud to continue their commitment to making a difference in the communities we serve.

“We see this as an investment in support of Bethesda's strategies for achieving the goal of building a better life for children, youth and families who are living with Autism.

— Sheila (Walker) Bonapace  
Walker Industries Shareholder

The resilience of  
our environment is  
**essential** for us all.



# *Environment*

Air | Water | Land

At Walker Industries, our EARTH 1<sup>st</sup> Philosophy is at the core of our Corporate Environmental Program. EARTH 1<sup>st</sup> acknowledges that as a company and as individuals, we are part of the environment. Every step that we take to create a healthy environment is a step towards creating a healthy self, a healthy community and a sustainable future.

We acknowledge our responsibility to preserve the quality of our land, air and water, and continually strive to operate in a responsible manner. As environmental service providers, we also acknowledge our responsibility to educate our employees, customers and communities on environmental issues.

# Environment



## Energy

Managing energy responsibly is essential to our operations as we work to meet our Energy Management objectives of Energy Conservation, Demand Management, Renewable Energy and Fleet Energy.

Our Integrated Gas Recovery Services (IGRS) partnership with Comcor Environmental continues to collect and condition landfill gas to produce electricity to export to the grid across Canada. Renewable energy reduces our carbon footprint, lessens the load on our electrical grid and reduces our demand on fossil fuels.

In 2019, we plan to roll out our Energy Action Plans to meet our Energy Objectives, become more efficient and reduce our consumption.

## Climate

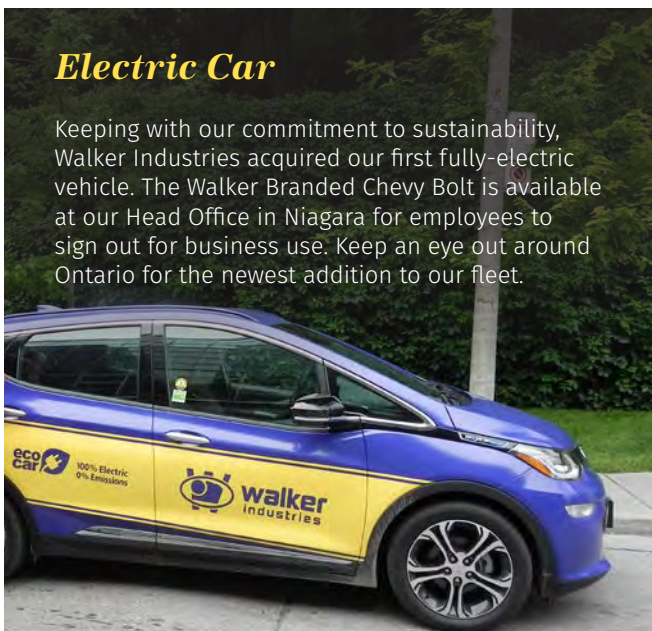
Our company recognizes that in order to remain a successful business, we must not only work to reduce our contribution to climate change, but adapt to a changing climate and plan for a climate-altered future. In an effort to reduce our contributions to climate change, we measure and work to understand our energy and water consumption and look for opportunities for improvement or alternatives where possible.

**We are also developing strategies to adapt our business and front line operations to the changing climate to minimize risks and build resilience by planning for and responding to climate impacts.**

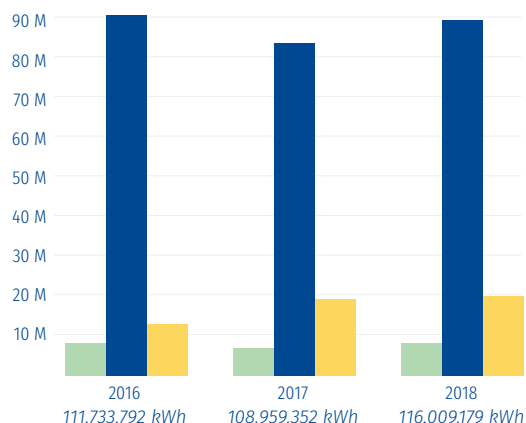
We have conducted site-specific Climate Change Risk Assessments across the company to determine our top priority risks to focus actions to meet our Climate Action Objectives of mitigation, adaptation and resilience. Each site is aware of the climate change risks they face and have site-specific Climate Action Plans to mitigate and adapt to risks to build climate resiliency.

## Electric Car

Keeping with our commitment to sustainability, Walker Industries acquired our first fully-electric vehicle. The Walker Branded Chevy Bolt is available at our Head Office in Niagara for employees to sign out for business use. Keep an eye out around Ontario for the newest addition to our fleet.



## Electricity Exported to Grid (kWh)



### Walker Landfills (Niagara)

2016	2017	2018
7,545,016	6,973,330	7,624,824

### Partnership Landfills

2016	2017	2018
90,695,162	83,104,826	89,278,988

### Organic Collection & Recycling

2016	2017	2018
13,493,614	18,881,196	19,105,367

## Resource Recovery

As a privately owned company, we recognize our role in making Ontario more efficient and resilient. We support the efforts in building a low carbon, circular economy and with that we have worked to improve existing activities and create new processes to recover resources. We identify materials that typically go to landfill and instead process and reintroduce them as new products into the market.

Our Walker Resource Recovery Area (WRRRA) currently diverts and processes wood, railway ties, and asphalt shingles into low-carbon fuels and recycled asphalt blends. We also recover and recycled asphalt and concrete products into new road base material and rework emulsion waste back into our process to prevent disposal.

## Tonnes of Resources Recovered in 2018

Shingles processed to road base  
**10,941 Mt**

Organics processed to compost  
**194,314 Mt**

Organics processed for anaerobic digestion  
**60,214 Mt**

Emulsions reworked into process  
**137 Mt**

Wood Waste processed to alternative low carbon fuel  
**3,360 Mt**

Wood Waste processed for reuse  
**14,779 Mt**

Biosolids processed to fertilizer  
**106,745 Mt**

Concrete recycled  
**86,889 Mt**

Asphalt recycled  
**68,801 Mt**



## Resource Recovery in Action

In 2018, our Residential Waste Recycling Depot recovered over 460 bicycles and donated them to The Broken Spoke, a local program that teaches students how to repair used bikes, as well as the benefits of refurbishing bicycles and proving transportation to themselves and those less fortunate.

We also accept waste shingles into our WRRRA, where we grind and screen them for debris and then blend the material with recycled asphalt product. We trialed our recycled asphalt product blend as a road base at our WRRRA, which has proven to be a success. Further trials are planned across over site to assess performance and determine the best blend ratios for our recycled asphalt product.



## ***EARTH 1<sup>st</sup> | 15<sup>th</sup> Anniversary Challenge***

2018 was the 15<sup>th</sup> Anniversary of our EARTH 1<sup>st</sup> Philosophy and in celebration of that we challenged our employees to complete environmentally related activities to show our employees what impact they can have.

We encouraged participation by having an employee, site and divisional winner who would be awarded a sum of money to donate to an environmental cause of their choice.

**1,837  
activities  
completed**

**7,418 kg of  
waste diverted  
from landfill**

**115 trees,  
plants or bushes  
planted**

**370 bags of  
clothing/items  
donated**

**910 kWh  
savings**

**5,905 litres  
of water saved**

Divisional Winner  
**| Walker Aggregates**

Employee Winner  
**| Alex Buchan**  
Walker Emulsions

Site Winners  
**| All Treat Farms**  
**| Walker Environmental**  
Woodbridge

## ***Biodiversity***

Each of our operating divisions take action to promote, support or protect biodiversity. Walker Industries manages considerable amounts of farmland, conservation lands, and forests across our sites. We continue to look for new and innovative ways to utilize space at our sites and encourage the creation of pollinator habitats where possible. We manage over 40 acres of pollinator habitats and host a number of bee hives across our sites.

We partner with Niagara College to support its Commercial Beekeeping program. Students manage 12 hives in our Niagara Campus by following the normal annual lifecycle of a honeybee, from overwintering to honey extraction, and more.



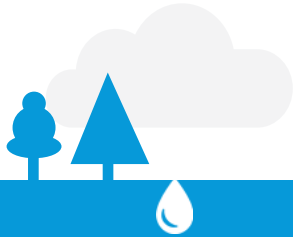
## **Pollinator Footprint**

**40+ acres  
of pollinator  
habitats across  
North America**

**25 hives  
across 9  
locations**

“We focus on innovative energy management and climate action to not only reduce our contribution to climate change but adapt our operations to become resilient to climate impacts.

— Tim Murphy  
Vice President, Environmental Performance



## Water Footprint

	Blue Water (m³)	Green Water (m³)
Walker Aggregates	153,373	50,327
Walker Emulsions	40,407	n/a
Walker Environmental	80,191	58,607
Corporate Services	276	n/a

▲ Total water footprint: **383,181 m³**  
Does not include IGRS, Gro-Bark® and N-Viro.

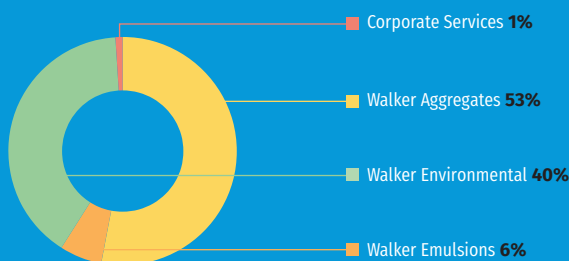
### Blue Water Footprint

The volume of water consumed from the municipal water supply, delivered cisterns, bottled water and groundwater taken for the purpose of dewatering. The process of dewatering does not consume water; it simply moves the water from one place to another.

### Green Water Footprint

The volume of rainwater consumed or collected and used in a process. Processes could include rainwater used for dust control, aggregate wash plants as well as leachate generation.

## Carbon Footprint



▲ Total carbon emissions: **34,654 tCO<sub>2</sub>e**  
Does not include IGRS, Gro-Bark, Orillia Pits and N-Viro.

## Lands Dedicated to Farm, Conservation and Managed Forest in 2018

**752 ha**  
Farmed  
Land

**168 ha**  
Conservation  
Lands

**102 ha**  
Managed  
Forest

▲ 31.7% of all Walker owned lands were dedicated to farm, conservation and managed forest in 2018.

## Carbon Footprint by Source

**9,063 tCO<sub>2</sub>e**  
Natural Gas

**21,984 tCO<sub>2</sub>e**  
Diesel Fuel

**1,413 tCO<sub>2</sub>e**  
Gasoline

**173 tCO<sub>2</sub>e**  
Propane

**2,021 tCO<sub>2</sub>e**  
Electricity

Economic change  
requires corporate  
resilience.



# *Economic*

Quality | Responsible Growth

The key to our economic success is our long-term view. To grow and prosper, we firmly believe that we must remain true to our founding values. Our employees are innovative and look to maximize value from our operations, and our customers and suppliers are key partners in our economic success.

Participating in the circular economy and providing sustainable options are imperative moving forward. We take a generational approach to decision making and look for conservative business growth based on innovating our existing operations and acquiring related businesses.

## Economic

## Growth

As a fifth-generation family business, strategic planning for the long-term future is vital. In 2018, we commenced the implementation of our current five-year strategic plan.

**Maintaining a long term view is how we do business. By planning for our future, we work to meet customer expectations and grow our business.**

— **John Fisher**  
President & CEO

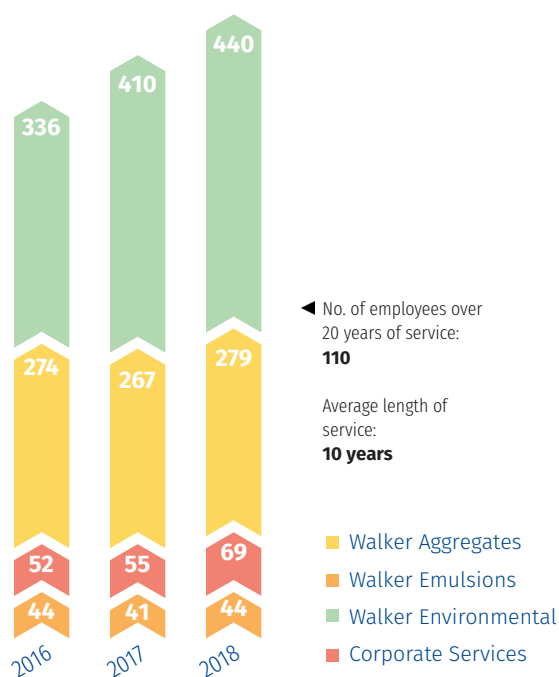
This plan is the culmination of significant effort of employees across the company, including people in operations, sales, finance, human resources, information technology, health and safety, environmental performance and executive. It reflects the critical interests of our business, specifically the continued relevance of our divisional missions, visions and future aspirations.

By using metrics to measure our future performance and paying particular attention to critical elements that support the ongoing strength of our businesses, like research and innovation, competitive advantages and productivity, we continue to grow as we have for decades.

## Leadership

At Walker Industries, we acknowledge that we operate as essential services within various industries, as well as create products that span many supply chains. In recognition of our critical role across many sectors, we are committed to demonstrating active leadership through various industry associations and organizations to enhance knowledge-sharing and advancement of standards and solutions. We aim to ensure our products and services are progressive and sustainable, while ensuring that they satisfy the needs and expectations of our customers.

### No. of Employees by Division





## Production Rates

### Materials Produced/Managed (Mt)

	2016	2017	2018
Walker Aggregates	7,936,700	8,625,950	▶ 8,132,746
Walker Emulsions	45,415	44,204	▶ 42,158
Walker Environmental	1,580,496	1,656,174	▶ 1,809,579

## Property Taxes Paid

	2016	2017	2018
Walker Aggregates	946,889	968,475	▶ 572,811
Walker Emulsions	298,552	318,732	▶ 328,097
Walker Environmental	908,557	728,303	▶ 745,484
Corporate Services	283,672	184,549	▶ 236,525

▲ Total Property Taxes paid in 2018: **\$1,882,917**

**2018  
Landfill  
Host Community  
Fees  
\$3,027,195**

**2018  
Aggregate  
Levy  
\$1,642,208**

## Innovation

One of our sustainability goals was to increase our sustainable and innovative products and services. Sustainable products and services are those that not only support economic prosperity, but also environmental and social prosperity.

Some of our sustainable products include recovering and grinding waste shingles and introducing them into new products, emulsion products utilizing renewable oils as well as our cold recycled asphalt mix. These products not only have economic benefits, but also social and environmental benefits such as preserving nonrenewable resources and

diverting waste from landfill. Innovative products and services are those that have been introduced to new customer segments in the last five years.

These products and services are considered innovative as they are new to our company in the last five years or have reached new customers or markets. Over time, changing market conditions have created fluctuations in our level of innovative product and service offerings. Our successes in broadening our resource recovery services and diverting wastes from landfills has contributed to an increase in our sustainable products and services.

**32.8%**  
**Sustainable  
Products**

▲ Products or services that support economic, environmental and social prosperity increased by 28% from 2017.

**8.9%**  
**Innovative  
Products**

▲ Products or services introduced or sold to new customer segments in the last 5 years increased by 13% from 2017.



## Sustainability Report 2018

# Appendix

This appendix provides supplemental information to Walker Industries Holdings Ltd.'s 2018 Sustainability Report, which is available at [sustainability.walkerind.com](http://sustainability.walkerind.com)

## GRI - Materiality Assessment

In 2018, Walker Industries committed to transitioning our sustainability reporting to the Global Reporting Initiative (GRI) standards. To begin the transition, we underwent a Materiality Analysis with key internal stakeholders to determine what social, environmental and economic topics were significant to report.

### Criteria:

<i>Severity</i>	Potential seriousness of damage as a result of the impact to society, the environment, or economy.
<i>Frequency</i>	How often the activity/product/service and associated impact occurs during normal operation.
<i>Regulatory</i>	Anything that is subject to licenses, permits, laws or regulations.
<i>Company Values</i>	The impact addressed, directly or indirectly, through or consistent with company values.
<i>SEE Model</i>	The impact addresses, directly or indirectly, through or consistent with Walker's Corporate Sustainability (SEE) Model.

### Rank:

3	Highest priority/Yes
2	Intermediate significance
1	Of least concern/No

## MATERIALITY ANALYSIS SURVEY RESULTS

				Consistent with WIHL					
	Severity	Frequency	Regulatory	Values	SEE Model	Survey	SUM	Significance	
SOCIAL									
Health & Safety	3	3	3	3	3	3	18	SIGNIFICANT	
Community Engagement & Support	3	3	1	3	3	3	16	SIGNIFICANT	
Employee Engagement	3	3	1	3	3	3	16	SIGNIFICANT	
Local Partnerships	3	2	2	3	3	2	15	SIGNIFICANT	
Corporate Social Initiatives	3	3	1	3	3	2	15	SIGNIFICANT	
Employee Retention	3	3	1	3	3	2	15	SIGNIFICANT	
Indigenous Relations	3	3	3	3	3	3	18	SIGNIFICANT	
Public Relations	2	3	1	1	3	2	12	—	
Organizational Engagement	2	3	1	3	3	2	14	—	
ECONOMIC									
Economic Implication of Climate Change	3	3	1	3	3	3	16	SIGNIFICANT	
Job Creation	3	3	1	3	3	3	16	SIGNIFICANT	
Product Quality	2	2	2	3	3	3	15	SIGNIFICANT	
Supporting Local Trades	2	3	1	3	3	2	14	—	
Process Efficiency	2	3	1	1	3	2	12	—	
Company Growth	3	3	1	3	3	2	15	SIGNIFICANT	
Sustainable Products & Services	3	3	1	3	3	3	16	SIGNIFICANT	
Corporate Economic Initiatives	2	2	1	1	1	2	9	—	
Research & Development	3	3	2	3	3	2	16	SIGNIFICANT	
ENVIRONMENTAL									
GHG Emissions	2	3	3	3	3	3	17	SIGNIFICANT	
Energy Use	2	3	3	3	3	3	17	SIGNIFICANT	
Fuel Use	2	3	2	3	3	3	16	SIGNIFICANT	
Spill Risk (including fire)	3	1	3	3	3	2	15	SIGNIFICANT	
Air Quality	2	1	2	3	3	2	13	—	
Nuisances	3	2	3	3	3	3	17	SIGNIFICANT	
Water Use	2	2	3	3	3	2	15	SIGNIFICANT	
Water Quality	3	2	3	3	3	2	16	SIGNIFICANT	
Waste Production	3	2	1	3	3	2	14	—	
Particulate Matter	2	1	3	3	3	2	14	—	
Product Reuse	2	3	2	3	3	2	15	SIGNIFICANT	
Use of Raw Materials	2	3	1	3	1	2	12	—	
Erosion	2	1	2	3	3	2	13	—	
Flood Risk	3	3	2	3	1	2	14	—	
Environmental Stewardship	2	3	2	3	3	3	16	SIGNIFICANT	
Corporate Environmental Initiatives	2	3	2	3	1	2	13	—	
Energy Management	2	3	2	3	3	3	16	SIGNIFICANT	
Energy Production	2	3	3	3	3	2	16	SIGNIFICANT	



A Materiality Analysis Survey was circulated to the Senior Management Team consisting of 26 individuals from the General Manager to the CEO level which allowed them to rank the importance of each impact. An average ranking of each impact was included in the Materiality Analysis.

The aspects that scored 15 or greater on the ranking assessment were identified as significant aspects. The chosen threshold was 15 as it falls directly between the overall intermediate significance summation and the overall highest priority summation.







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