

# 2019 Sustainability Report

Update Summary



## MESSAGE FROM THE PRESIDENT & CEO

We have always taken a generational approach to decision making where our success is dependent on our communities, our people and our environment thriving over the long term.

Geordie Walker, President & CEO



As the new President & CEO and a fifth generation family owner, I could not be more proud of the long legacy of Sustainability within Walker. While the word sustainability is new compared to our 133 year history, our values and approach have been consistent.

This past year, we have been busy on all sustainability fronts. We purchased Harold Sutherland Construction, adding 200 employees and new products and services.

We committed to a new Enterprise Resource Planning software and we launched a number of significant Renewable Energy projects that will generate over 1,500,000 GJ of clean energy.

In 2013, we proudly established our first set of formal sustainability goals and continue our work to achieve them. In recognition of our commitment to the wellbeing of future generations and the environment, we are moving forward with updating and expanding our sustainability strategy in 2020.

Our vision of “Building a Sustainable Future, Together” provides a long term strategy that we look forward to sharing in 2020.

Regards,

A handwritten signature in blue ink, appearing to read 'G Walker', with a long horizontal stroke extending to the right.





## 2019 SUSTAINABILITY HIGHLIGHTS

**258**

NEW EMPLOYEES

**22**

NEW LOCATIONS

**1112**

VOLUNTEER HOURS

**+40**

ACRES OF POLLINATOR  
HABITAT

**114,609,930**

ELECTRICITY (KWH) EXPORTED  
TO THE GRID

**565,423**

TONNES OF RESOURCES  
RECOVERED

**28.4%**

REVENUE FROM  
SUSTAINABLE PRODUCTS

**8.3%**

REVENUE FROM  
INNOVATIVE PRODUCTS

**\$390,525**

DONATED TO SUPPORT OUR  
COMMUNITIES



## 2019 SUSTAINABILITY HIGHLIGHTS



### RENEWABLE ENERGY PROJECT UPDATES

In collaboration with various partners, Walker is commencing three significant renewable energy projects that will generate over 1,500,000 GJ of clean energy per year. First, we are partnering with General Motors to build a pipeline that will transport processed landfill gas to a 6.4 megawatt co-generation plant at their local facility.

Second, we are doubling our capacity to generate electricity from landfill gas by installing a second 1MW generator to offset the load required for the GM project and provide electricity to other parts of our Niagara Campus. Third, we are constructing a facility to process landfill gas into renewable natural gas (RNG); this RNG will then be injected in the local Enbridge distribution network. All projects are currently underway.

### CARBON NEUTRAL SOIL TRANSPORTATION PROJECT

Kilmer Brownfield Group and Joseph Haulage partnered with Walker to achieve carbon neutrality of a large remediation project in Port Credit, Ontario. Committed to being a community leader, Kilmer Brownfield Group recognized the impact of this project and took responsibility to mitigate the unavoidable carbon emissions generated their activities by utilizing carbon offsets.

Walker calculated the greenhouse gas footprint from the soil transportation portion of the project from Port Credit to Walker Niagara landfills, for a total of 9,483.98 tCO<sub>2</sub>e. GHG emission reductions from the East Landfill – Landfill Gas Recovery and Utilization Project were applied to the project to offset carbon.

While carbon offsetting is only one of many tools to help lessen the impact of climate change in our communities, through this project, Kilmer Brownfield Group has taken a leadership role to act against climate change and Walker was a proud partner.





## HAROLD SUTHERLAND CONSTRUCTION ACQUISITION

Walker purchased Harold Sutherland Construction Ltd. (HSC), a family-owned business based in East Linton, Ontario, which has been in business since 1960.

HSC an aggregate and construction company operating 20 quarries, sand and gravel pits in Grey and Bruce Counties, together with, an asphalt plant and a state-of-the-art ready mix concrete plant, a construction division and a trucking company and employs approximately 200 people who have joined the Walker family.

This acquisition allows us to grow our aggregates and construction businesses in new markets and also provides an opportunity for us to enter the concrete manufacturing business.

## ENTERPRISE RESOURCE PLANNING SOFTWARE

Walker has committed to a new Enterprise Resource Planning (ERP) software and established a project team to transition the company to the new technology. This project will provide Walker with a new business management software solution, keeping us resilient and help us manage our day-to-day business activities, while also remaining true to the core values that built Walker's success.

Implementing an ERP involves looking at how we perform every aspect of our business - from planning, operating, selling and buying, and identifying how we can do things in a more consistent, efficient and integrated way.

By unifying and integrating how we do business across the company, the ERP project will help bring together our diverse business practices and prepare our company for future growth.







## COMPANY OVERVIEW

Walker is a fifth generation family-owned conglomerate, headquartered in Niagara Falls, Ontario. Since 1887, we have employed a long term perspective, and an innovative spirit to grow our business across Canada and the United States.

We are a diversified, solutions-based company, supporting and strengthening communities in what we do and how we do it. We take problems and turn them into opportunities to meet today's needs without compromising the well being of future generations. Supporting the infrastructure of communities means always considering the future.

Our three operating divisions, with interests in aggregates, construction, environmental products and services and emulsion manufacturing, are socially and environmental responsible operations that pursue specific strategic missions to achieve sustainable growth.

## SUSTAINABILITY STRATEGY

Meeting today's needs without compromising the well being of future generations. Supporting the infrastructure of communities means always considering the future. For us, sustainability goes beyond social responsibility or ethics. It is what drives us to innovate and become pioneers in our industries.

- ▶ Grow and strengthen our company
- ▶ Focus on sustainable energy and carbon management
- ▶ Grow our resource recovery business
- ▶ Increase the percentage of revenue from innovative and sustainable products and services
- ▶ Nurture a sense of belonging



# LOCATIONS

## AGGREGATES

Albemarle Quarry – Wiarton, ON  
Amherstburg Quarry – Amherstburg, ON  
Anten Mills Pit – Minesing ON  
Clarksburg Pit – The Blue Mountains, ON  
Downs Pit – Owen Sound  
Duntroon Quarry – Duntroon, ON  
Durham Pit – Priceville, ON  
Edgar Pit – Oro Medonte Township, ON  
Gingerich Pit – Dobbinton, ON  
Gowanlock (Flesherton) Pit – Flesherton, ON  
Gravenhurst Pit – Gravenhurst, ON  
Holland Aggregate Pit – Holland Centre, ON  
Hooper Pit – Priceville, ON  
Keppel Quarry – Owen Sound, ON  
Lindsay Quarry – Mar, ON  
Markdale Pit – Markdale, ON  
McGregor Quarry – McGregor, ON  
Meaford (Bayview) Quarry – Meaford, ON  
Orillia Pit 48 – Orillia, ON  
Orillia Pit 5 – Oro-Medonte, ON  
Orillia Pit 7 – Oro-Medonte, ON  
Redford (Bentinck) Pit – Hanover, ON  
Ridgemount Quarries – Stevensville, ON  
Sarawak Quarry – Kemble, ON  
Severn Quarry – Orillia, ON  
Shepherd Pit – Desboro, ON  
Spring Creek Aggregates – Lincoln, ON  
VanSligtenhorst Pit – Hepworth, ON  
Vineland Quarries – Vineland, ON  
Walker Brothers Quarries – Niagara Falls, ON

## ASPHALT

Harold Southerland Asphalt – Owen Sound, ON  
Vineland Asphalt – Vineland, ON  
Walker Brothers Asphalt – Niagara Falls, ON

## BIOSOLIDS MANAGEMENT

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

## CONSTRUCTION & PAVING

Harold Sutherland Construction – Kemble, ON  
Norjohn Contracting – Niagara Falls, ON

## EMULSIONS CHEMISTRIES

Walker Emulsions Limited – Burlington, ON  
Walker Emulsions (USA) Inc. – Orangeburg, SC, USA  
Walker Emulsions Inc. – Portland, OR, USA

## GREASE TRAP SERVICES

Calgary, AB  
New Westminster, BC  
Nisku, AB  
Ottawa, ON  
St. Hyacinthe, QC  
Toronto, ON (Garyray)  
Woodbridge, ON (Head Office)  
Woodstock, ON

## ORGANICS PROCESSING & COMPOSTING

All Treat Farms – Arthur, ON  
Gro-Bark® – Bancroft, ON  
Gro-Bark® – Caledon, ON  
Gro-Bark® – Dundalk, ON  
Gro-Bark® – French River, ON  
Gro-Bark® – Kenabeek, ON  
Gro-Bark® – Milton, ON  
Niagara Composting Site – Thorold, ON

## READY MIX CONCRETE

Alvanley Ready Mix – Allenford, ON

## RENEWABLE ENERGY

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

## WASTE SERVICES

Niagara Drop-off – Thorold, ON  
Norjohn Transfer Site – Burlington, ON  
South Landfill – Niagara Falls, ON  
Woodington Systems Inc. – Niagara Falls, ON

## CORPORATE OFFICES

Niagara Falls, ON







## SOCIAL

At Walker, we invest in our people. We advocate for our employees by giving them the tools they need to excel. Their creativity, diversity and passion drives our vision of sustainability and responsible resource management.

We invest in building and fostering the health, wellness and safety of its employees. We acknowledge not only their right to work in a safe and healthy environment, but that this attitude and belief starts at the very top. It filters through all levels, begins every meeting and has remained a core value of our company since the beginning.

Walker is committed to contributing to the social, economic and environmental well-being of each of our communities. We actively build and nourish strong partnerships with the communities in which we operate. Embracing our role of being a good neighbour, we support environmental, health, cultural and educational initiatives that are important to our communities and our employees who live there.

**We support our neighbours by supporting hardworking community organizations.**





9

AVERAGE YEARS OF SERVICE

121

EMPLOYEES OVER 20 YEARS SERVICE

38%

EMPLOYEES UTILIZING WELLNESS SUBSIDY

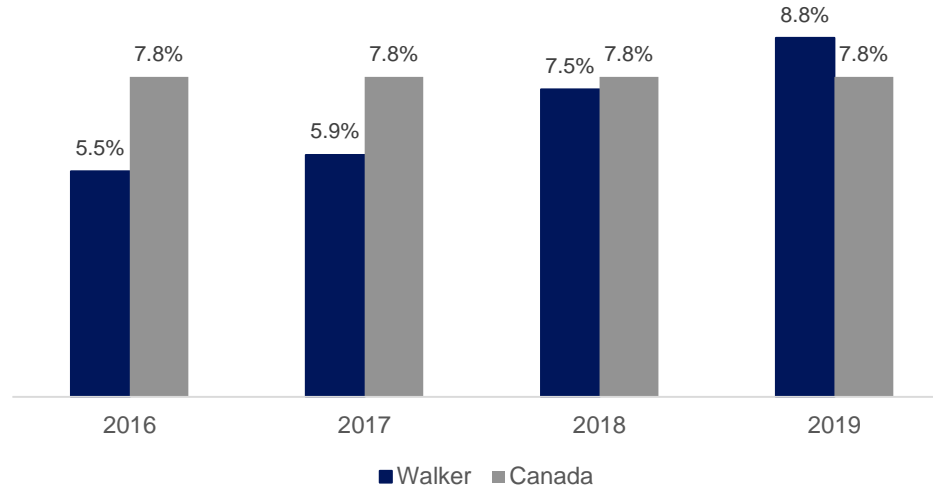
9000+

EMPLOYEE TRAINING HOURS

1112

EMPLOYEE VOLUNTEER HOURS

Voluntary Turnover Rate



2019 Lost Time Injury Frequency Rates

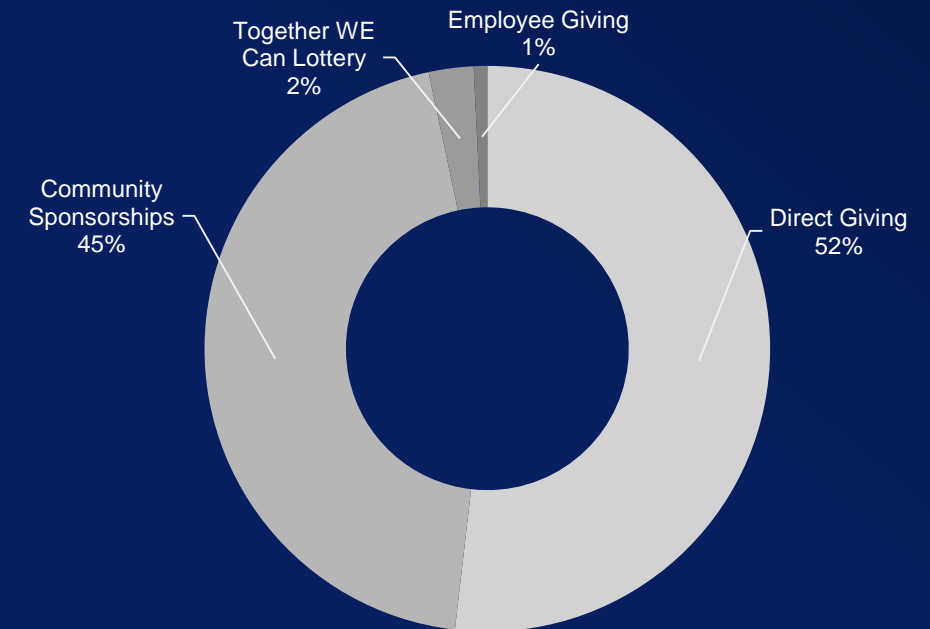


## CORPORATE GIVING

In 2019, Walker donated over \$390,000\* to support our communities.

In addition to corporate giving, the Walker family Shareholders have continued their commitment to various Habitat for Humanity projects, including Habitat Niagara – Building Futures with Indigenous Youth.

As an extension of community giving, the Shareholders of Walker award \$90,000 annually to support eight students in university or college/trade school, who are children of Walker employees.



\*Does not include ongoing Walker family Shareholder contributions to various campaigns.





## ENVIRONMENTAL

At Walker, we are committed to protecting the environment through sustainable business practices. How we do business is as important as what we do.

This means that we recognize our responsibility to not only adhere to required environmental practices across all of our business units, but to go above and beyond and do what is right. This comes from our belief in always taking the long view, and understanding that our actions today impact tomorrow's generations.

We empower our employees to constantly put EARTH 1<sup>st</sup>. Our EARTH 1<sup>st</sup> philosophy acknowledges that as a company and as individuals, we are part of the environment. It taps into people's desire to make a difference and empowers employees to go beyond compliance and move toward higher environmental standards.

**We undertake initiatives to instill a greater sense of social and environmental responsibility by educating our employees, customers and communities on current and future industry challenges.**





**28%**  
LAND USED AS FARM,  
CONSERVATION OR  
MANAGED FORESTS

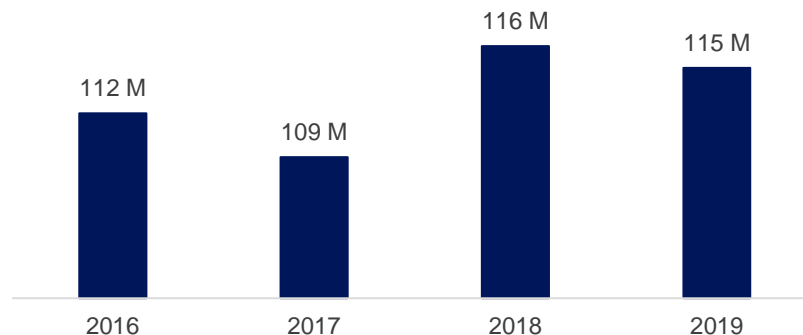
**4%**  
INCREASE IN  
ORGANICS  
PROCESSED TO  
COMPOST

**30%**  
REDUCTION IN  
ELECTRICITY USE

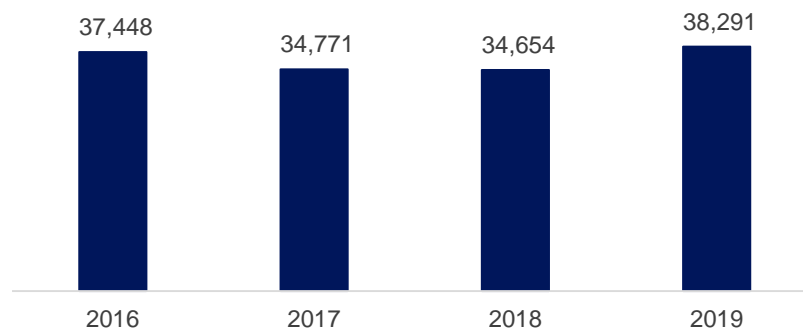
**212%**  
INCREASE IN  
SHINGLES  
PROCESSED TO  
RECYCLED ASPHALT

**40+**  
ACRES OF  
POLLINATOR  
HABITAT

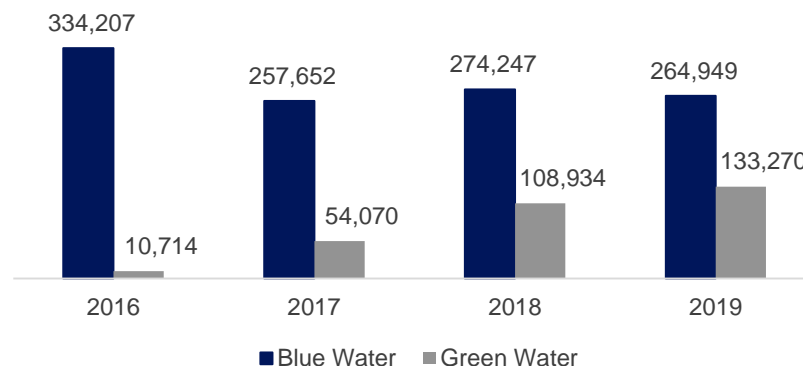
Electricity Exported (kWh)



Carbon Emissions (tCO<sub>2</sub>e)\*



Water Consumption (m<sup>3</sup>)\*



\*Does not include IGRS, Gro-Bark®, Orillia Pits, N-Viro, HSC

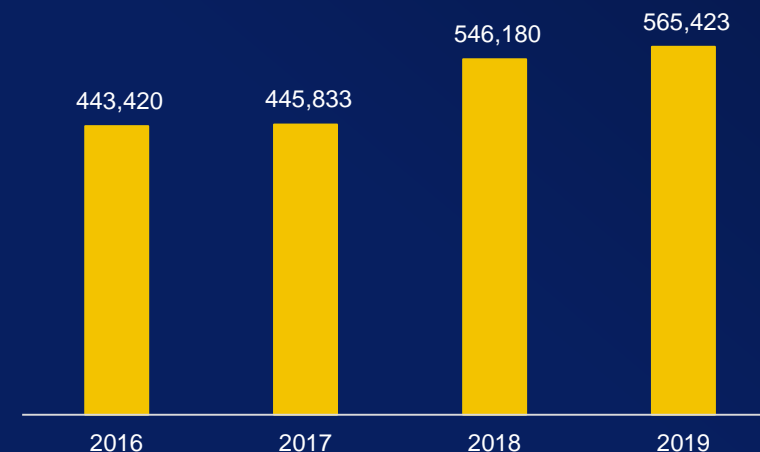
## RESOURCE RECOVERY

Walker recognizes its critical role in supporting a low carbon, circular economy, and works to create new processes to recover materials that would otherwise be sent to landfill.

We offer a wide range of services including composting, biosolids management, and grease trap servicing, as well as wood and shingle grinding leading to greener outcomes. We transform organic waste into fertilizers, mulch, compost and alternative low carbon fuels, as well as reintegrate recycled concrete and asphalt into new products.

In 2019, we saw a 3.5% increase in resources recovered from 2018.

Tonnes of Resources Recovered (MT)



**Reducing the waste  
stream for our communities.**





## ECONOMIC

At Walker, we believe in resilience in its truest form; adaptation in the face of adversity or opportunity. This translates in our legacy and commitment to innovation, our willingness and confidence to forge our own path, and in our long term focus, seeing things through to fruition and understanding that opportunities take time to be realized.

We are continuously inspired by our partners, communities and customers to create innovative solutions. The world is changing faster than ever. That's why we encourage our employees to transform challenges into opportunities and enable Walker to be a proactive and creative industry partner.

For over 130 years, we've been problem-solving; innovating before innovation was a recognized discipline. Right from the start, in the early 1900's, we took waste from one man's stone cut rubble and turned it into roads. Later, we researched and developed products to make those roads stronger through new emulsions chemistries and then continued to diversify to expand into new markets. We've tackled the critical issue of safe waste disposal head on and found ways to create clean energy in the process.

**Taking the long view empowers us to make stronger, more thoughtful decisions.**





**8.3%**  
OF REVENUE FROM  
INNOVATIVE  
PRODUCTS &  
SERVICES

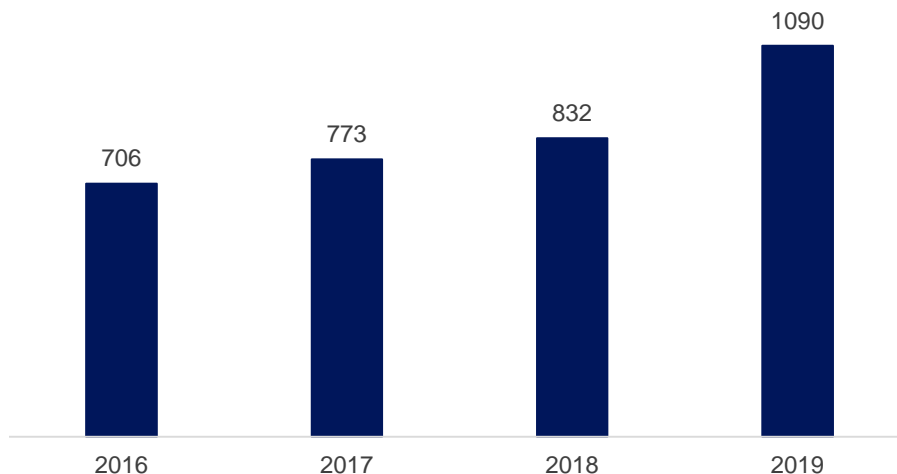
**28.4%**  
OF REVENUE FROM  
SUSTAINABLE  
PRODUCTS &  
SERVICES

**\$2,146,000**  
PROPERTY TAXES  
PAID

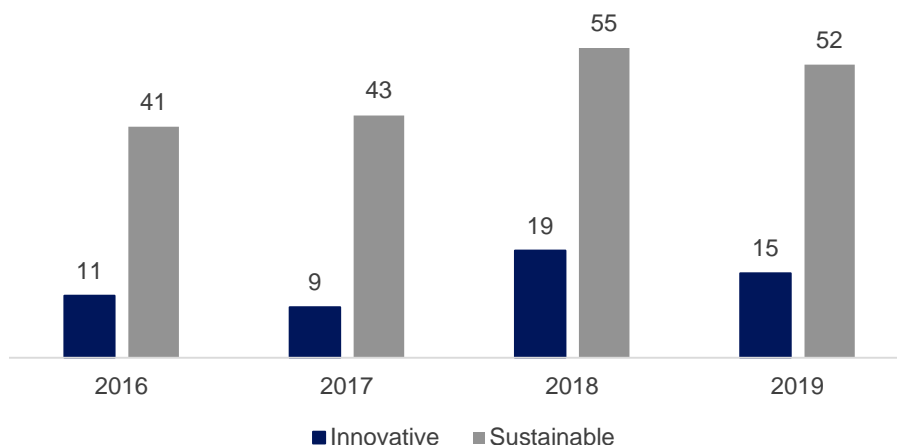
**\$2,072,800**  
LANDFILL HOST  
COMMUNITY FEES

**31%**  
INCREASE IN  
EMPLOYEES

Number of Employees



Number of Innovative & Sustainable  
Products and Services



## 2019 AWARDS

### Community Relations Award

*Ontario Stone, Sand and Gravel Association*

- ▶ Walker Brothers Quarries – Niagara Falls, Ontario
- ▶ McGregor Quarry – Amherstburg, Ontario
- ▶ Duntroon Quarry – Duntroon (Clearview), Ontario
- ▶ Ridgemount Quarries – Stevensville, Ontario
- ▶ Severn Quarries – Orillia, Ontario
- ▶ Vineland Quarries and Crushed Stone – Vineland, Ontario

### Materials Produced / Managed (MT)

	2016	2017	2018	2019
Walker Aggregates & Asphalt*	7,936,700	8,625,950	8,132,746	8,652,223
Walker Emulsions	45,415	44,204	42,158	46,759
Walker Waste Services	1,580,496	1,656,174	1,809,579	1,552,610
Walker Organics Recovery	323,627	366,398	390,353	401,983

\*Does not include HSC





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