

2020 Sustainability Report



Building a sustainable future, **together.**



MESSAGE FROM THE PRESIDENT & CEO

We ensured that the health and safety of our employees was protected, while continuing to keep our operations running throughout the pandemic.

Geordie Walker, President & CEO



I am very excited to present our long term vision of Building a sustainable future, together. In a challenging 2020, we focused on protecting our employees, continuing to provide essential services and supporting the most vulnerable in our communities while taking time to reflect on the past and plan for the future.

With that, Walker underwent a companywide rebrand, including updated mission, vision and values, while remaining true to our 134 year history and generational approach to decision making.

In the community, we donated to over 30 foodbanks in our communities, Ernestine's Women's Shelter and Hospice Niagara amongst other important causes.

We also successfully launched a number of significant Renewable Energy Projects that will generate over 1,500,000 GJ of clean energy, including Ontario's largest renewable natural gas facility, and a dedicated pipeline that will supply a nearby General Motors (GM) plant with landfill gas that will be used as fuel to generate electricity and heat.

I am proud to share our new sustainability goals and objectives. We look forward to being held accountable to them, with the ultimate goal of making very long term positive impacts to our people, our communities and the environment.

Regards,

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



2020 SUSTAINABILITY HIGHLIGHTS

76

NEW EMPLOYEES

73

LOCATIONS

255

VOLUNTEER HOURS

40

ACRES OF POLLINATOR
HABITAT

111,999,800

ELECTRICITY (KWH) EXPORTED
TO THE GRID

527,872

TONNES OF RESOURCES
RECOVERED

29%

REVENUE FROM
SUSTAINABLE PRODUCTS

7%

REVENUE FROM
INNOVATIVE PRODUCTS

\$312,800

DONATED TO SUPPORT OUR
COMMUNITIES





2020 SUSTAINABILITY HIGHLIGHTS

WALKER LANDFILL TO FUEL GM ST. CATHARINES

Walker is pleased to announce that the landfill gas utilization partnership between Walker and Comcor Environmental has completed the plant upgrades and dedicated pipeline that will supply the St. Catharines General Motors (GM) Engine & Transmission plant with landfill gas. This project will help GM reduce their demand on the provincial electrical grid while at the same time lowering their carbon emissions, making the St. Catharines facility the greenest propulsion plant in GM's global fleet.

Landfill gas will be used as a fuel to power a 6.4 megawatt cogeneration plant, the first complete renewable landfill gas industrial cogeneration system in Ontario. These engines will provide 6.4MW of electrical power to the plant, which represents approximately 35 per cent of the electrical demand at the site. Additionally, 8 megawatts of waste heat produced by the cogeneration plant will be captured and used within the GM facility to offset their current heat load. It is this combination of electricity and heat generation that makes this a cogeneration project.

Using landfill gas to generate electricity is expected to dramatically reduce greenhouse gas emissions of the GM facility by approximately 70 per cent and reduce future energy costs. The cogeneration system became fully operational in November 2020 and will consume approximately 475,000 GJ per year of landfill gas – enough to power approximately 4,000 homes.





NIAGARA RENEWABLE NATURAL GAS PLANT

The Walker Niagara Campus will soon be home to Ontario's largest renewable natural gas (RNG) facility, which will create local jobs and stimulate regional economic development.

In 2020, Walker, in partnership with Comcor Environmental and Enbridge, began construction for the project that will generate enough clean renewable energy from landfill waste to heat 8,750 homes across the country and reduce greenhouse gas emissions by 48,000 tonnes.

The facility will transform landfill waste into clean energy, by capturing biogas generated through decomposing organic waste and transforming it into renewable natural gas where it will be injected into the local Enbridge natural gas distribution network.

Walker recognizes the importance of environmental stewardship and we are proud to be involved in projects that *provide sustainable solutions for our partners.*





COMPANY OVERVIEW

Walker is a fifth-generation family-owned company headquartered in Niagara, Ontario. With over 1200 employees working across North America, Walker is the product of strong family heritage, driven by the rich and diverse history of the businesses it has developed, grown and acquired over the past century.

Passed down through five generations of the Walker family, the company has remained committed to doing the right thing for employees, customers, the environment and the communities we are proud to call home. It is the Walker way.

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.

It is the **Walker way...**



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

Goffs, NS
Leamington, ON
Thorold, ON
Sackville, NS (Head Office)
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
Oakville, ON



OUR COMMITMENT

In 2020, Walker proudly launched new branding, including updated vision and mission statements as well as company values, that pay homage to our history and refresh our approach moving forward. Through this effort, a number of our existing key programs were rebranded to align with the new vision and mission.

Since its inception in 1887, the Walker group of companies has continually developed and evolved while remaining true to its founding values.

Our values provide guidance for how we conduct ourselves and make decisions, as well as allow us to speak a common language and share common goals. Our values are summarized in the acronym **REACH** to embody our overarching goal to make a positive impact today and everyday.

VISION

To build a sustainable future working in partnership with our communities.

Everything we do at Walker supports our communities; all of our communities. We look at our relationships with our neighbours, customers, regulatory authorities and of course employees as partnerships. A sustainable future for Walker, means working together with each of these groups to safely build and service communities across Canada and the U.S. while investing in their health, educational and cultural well-being.

MISSION

To support communities through what we do, how we do it, and by caring about our people, our neighbours and the environment. It is our legacy and our future.

People rely on our products and services every day. From building roads and bridges to safely disposing of waste, what we do matters. How we do it though, is of equal importance. Choosing to always look for environmentally responsible solutions, finding innovative ways to recover materials from waste and keeping employees safe through a commitment to health and safety is the way we do business. It's the Walker way



OUR VALUES

RESILIENCE

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.

ENVIRONMENT

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.

ACCOUNTABILITY

Accountability drives success. We expect it from our high performance employees and suppliers, and it's why we are accountable to our customers and community partners. Taking responsibility for our actions means we always strive to do what is right, not only to achieve business results but in caring for the environment and the well-being of our people and communities.

COMMUNITY

The Walker community encompasses employees, customers, suppliers, government officials, Indigenous groups and neighbours that reside in all of our business locations. For each of these groups we believe that all people should be treated with integrity and respect, that their health and safety is paramount, and that their contributions and active participation in how we do business matters.

HUMILITY

Actions speak louder than words. This philosophy is fundamental to who we are as a company, understanding that doing what is right is our obligation and does not require recognition. This humble assertion has allowed our actions to tell our story and will continue to do so as we confidently chart our future, embracing our role of being a good neighbour and supporting the environmental, health, educational and cultural needs of each of our communities.





2020 SUSTAINABILITY STRATEGY

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

In recognition of our commitment to the wellbeing of future generations and the environment, Walker has expanded our Sustainability Strategy, modelled around our current Sustainability Model.

We are pleased to share our updated sustainability objectives to achieve a long term vision of...

Building a sustainable future, together.

Programs, action plans and data supporting the new long term sustainability vision and objectives will be included in the 2021 Sustainability Report & beyond.



LONG TERM SUSTAINABILITY VISION

	Area	Goal	Objective
Social	People	H&S leaders in our industries	▶ Top 10% in our industries with a target of zero accidents/incidents
	People	Hire, support and retain the most engaged employees in our industries	▶ Engagement score in the top 10% in our industries
	Community / Partners	Community leader in all our communities	▶ 100% employee volunteer participation supported by internal giving program ▶ Community incubators/social enterprise in related fields
Economic	Quality	Leading innovator in our industries	▶ Target 50% of product revenues coming from products added/created in last 5 years
	Cash Flow	Overall 5-10% growth with organic growth above inflation	▶ Continued acquisitions in related industries ▶ Organic growth through improved revenues and efficiencies equal to or greater than inflation
	Overall	Performance driven organization	▶ Every employee knows the top driver of their business, how we are doing and how they personally impact that driver
Environmental	Climate	Carbon neutrality	▶ Target of carbon neutrality through reduced energy intensity, renewable energy and carbon sequestration
	Land / Resources	North American scale leader in recovering resources	▶ 5M tonnes of resources recovered annually ▶ Industry leading rehab –maintain/enhance land use
	Overall	Environmental leader in our communities	▶ Create industry and community programs to be shared





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.**



10
AVERAGE YEARS OF
SERVICE

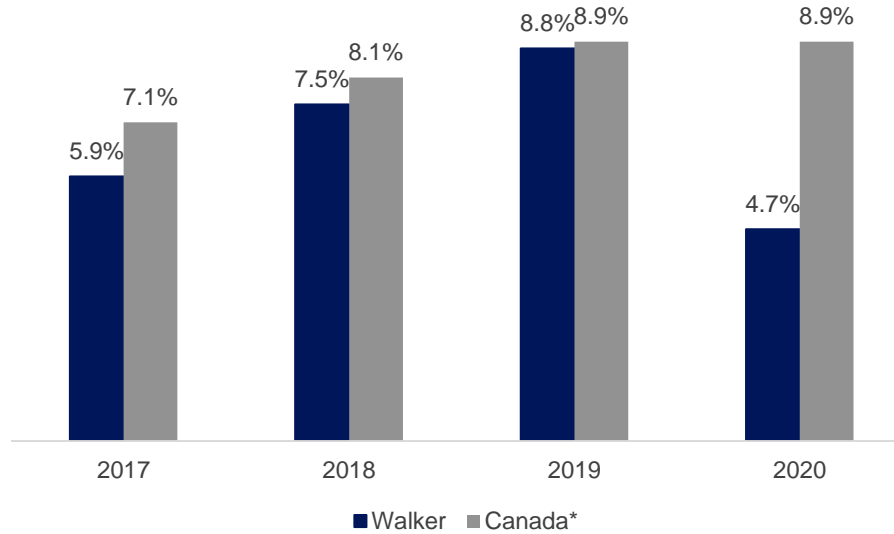
131
EMPLOYEES OVER 20
YEARS SERVICE

40%
EMPLOYEES UTILIZING
WELLNESS SUBSIDY

1166
EMPLOYEES

255
EMPLOYEES
VOLUNTEER HOURS

Voluntary Turnover Rate



*Conference Board of Canada

2020 Lost Time Injury Frequency Rates

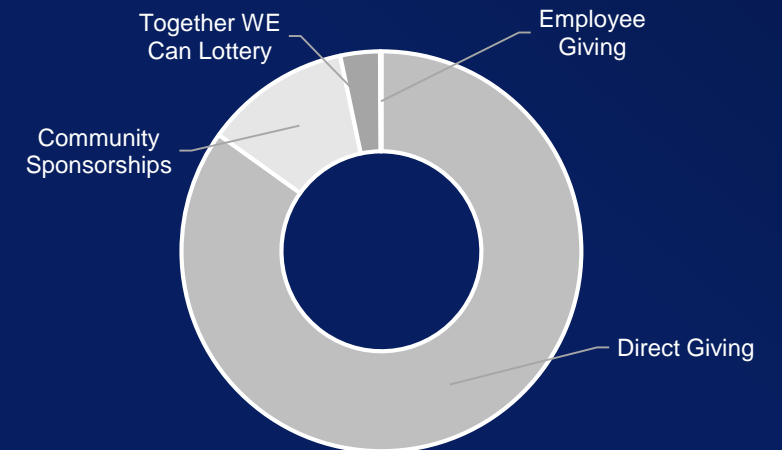


CORPORATE GIVING

In 2020, Walker donated over **\$312,000*** to support our communities. In addition to corporate giving, the Walker family Shareholders contributed the following organizations:

- ▶ Wellspring Niagara
- ▶ Hotel Dieu Shaver Therapy Restoration
- ▶ Hospice Niagara
- ▶ Ernestine's Women's Shelter Food Program
- ▶ Food Banks across North America in communities that we operate in

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.





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.*



7%
**OF REVENUE FROM
INNOVATIVE
PRODUCTS &
SERVICES**

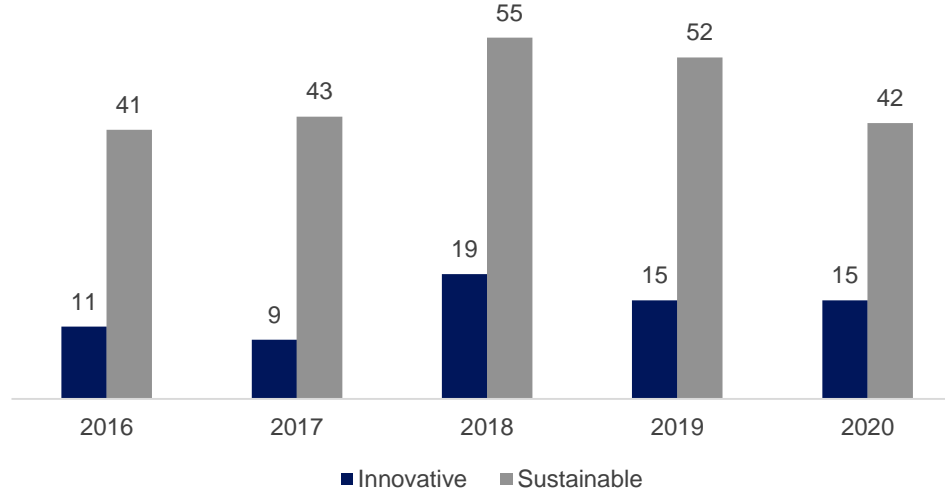
29%
**OF REVENUE FROM
SUSTAINABLE
PRODUCTS &
SERVICES**

\$2,363,365
**PROPERTY TAXES
PAID**

\$1,971,592
**LANDFILL HOST
COMMUNITY FEES**

7%
**INCREASE IN
EMPLOYEES**

Number of Innovative & Sustainable Products and Services



Materials Produced / Managed (MT)

	2018	2019	2020
Walker Aggregates & Asphalt*	8,132,746	8,652,223	8,823,099
Walker Emulsions	42,158	46,759	37,003
Walker Waste Services	1,809,579	1,552,610	1,385,889
Walker Organics Recovery	390,353	401,983	389,529

*Does not include HSC

2020 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
- ▶ Kepple Quarry – Owen Sound, Ontario

Progressive Rehabilitation Award

Ontario Stone, Sand and Gravel Association

- ▶ Meaford Quarry – Meaford, Ontario

Award of Excellence

Ontario Stone, Sand and Gravel Association

- ▶ Ridgemount Quarries – Stevensville, Ontario

Trillium Award Recertification

Ontario Asphalt Pavement Council

- ▶ Downs Pit – Owen Sound, Ontario





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 1st. Our EARTH 1st 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

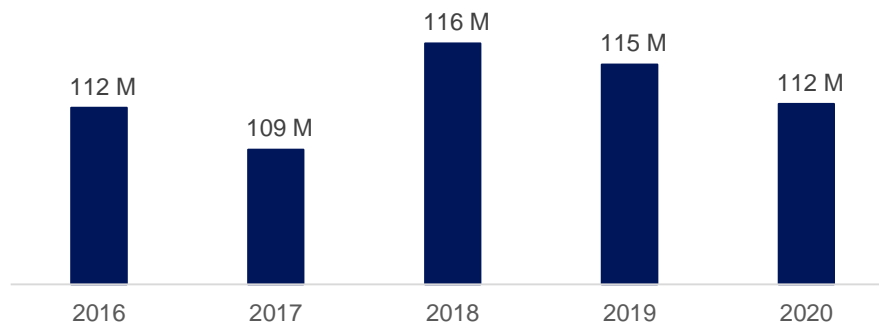
+ 7%
ORGANICS
PROCESSED TO
COMPOST

- 3%
NATURAL GAS
CONSUMPTION

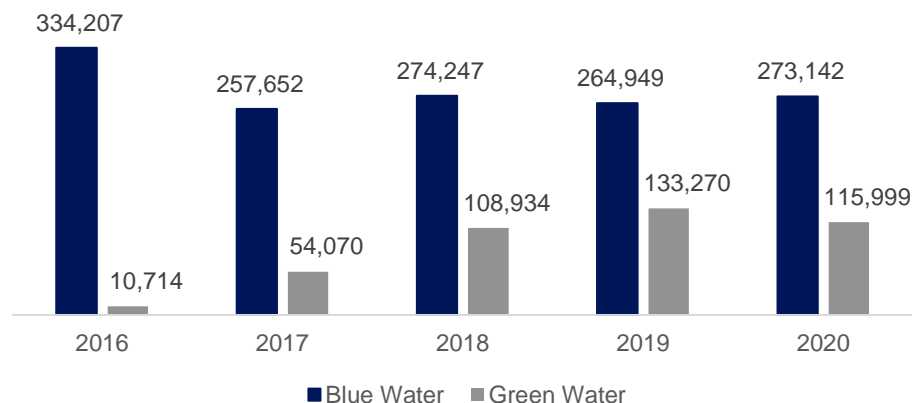
+ 28%
WASTE WOOD
PROCESSED TO
ALTERNATIVE LOW
CARBON FUEL

1220
EMULSIONS (MT)
REWORKED INTO
PRODUCT

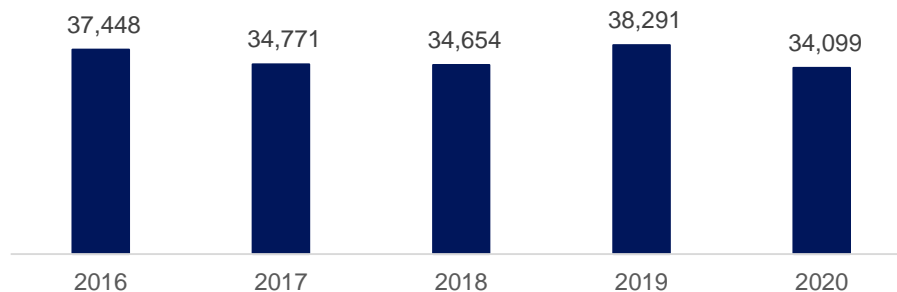
Electricity Exported (kWh)



Water Consumption (m³)*



Carbon Emissions (tCO₂e)*



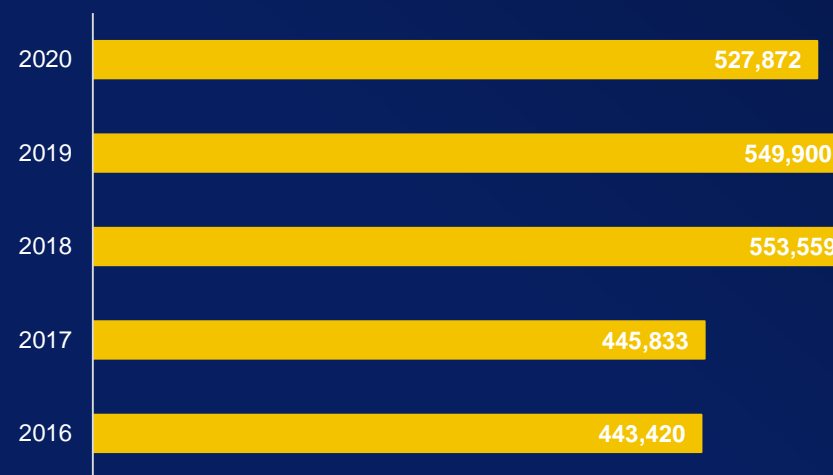
*Does not include IGRS, N-Viro, HSC

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 emulsions product and recycled concrete and asphalt into new products.

Tonnes of Resources Recovered (MT)



*Reducing the waste
stream for our communities.*





P.O Box 100
Thorold, ON
Canada L2V 3Y8

contact@walkerind.com

walkerind.com