



2021  
Sustainability  
Report



Building a sustainable future, **together.**



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## A Message from President & CEO Geordie Walker

### The Importance of Our Vision

In our 2020 Sustainability Report, we laid out a 20-year vision for building a sustainable future, together. This vision laid out 9 measurable long-term social, environmental and economic objectives from which we will hold ourselves accountable. For many businesses, 2021 was a challenging year with the COVID-19 pandemic continuing, supply chain challenges, inflation and a shortage of available people. These challenges only highlighted the importance of having a clear vision that can offer long term positive impacts on our people, our communities and the environment.

### Social

People and Community are at the heart of Walker's success. We know that our employees are critical to the success of Walker, and we want to be more attuned and responsive to employee needs. This is why we chose to conduct an Employee Engagement Survey in 2021 despite being in the middle of a pandemic and shortly after a large software upgrade which increased workloads on many employees. The survey results helped identify Walker's strengths and areas for improvement, and action plans are being developed for implementation in 2022 and beyond. Walker has always been a company that understands the importance of giving back to our communities. We made significant donations to important facilities for Hospice Niagara and Canada Games. The new Hospice Niagara facilities will ensure that more families will have access to important end of life care. The Canada Games facility is an important recreational facility for Thorold, St. Catharines and Brock University residents. In addition, our employees led an Annual Day of Action on Litter, with 90 volunteers collecting almost one tonne of waste in Niagara Falls.

### Environmental

Recognizing our responsibility to future generations, we have made it our goal to become carbon neutral by 2040. This goal builds upon our long-standing efforts to measure our carbon and water footprints and provide our customers with sustainable and innovative products and services. Eager to begin reducing their emissions, Walker Emulsions Burlington collaborated with Green Economy Canada to develop their own Net-Zero Roadmap, which they will utilize during the next strategic planning cycle as we identify and implement additional initiatives across divisions to move us toward our carbon neutral goal.

### Our Performance

Our resource recovery and renewable energy businesses continue to grow, recovering over 1 million tonnes of resources, turning waste materials into usable products and developing low-carbon fuels for a circular economy. In 2021, we successfully launched a project fueled by landfill gas which will generate over 6 million kWh of clean energy per year.

### Looking Forward

Over our 135 year history, our resilience has enabled us to meet our sustainability goals in an ever-changing world. We have learned over time that building a sustainable business never really reaches an endpoint, but rather needs to be viewed as a work in progress, with an ongoing commitment by all of our employees to provide energy, innovative thinking, and a willingness to shape our future. In light of that, we will continue to work every day to build a sustainable future, together.

**Building a sustainable future, together.**

*“We think about things on an inter-generational basis, and we aim to create long-term positive impacts on our people, communities, and environment.”*

Geordie Walker, President and CEO



## 2021 Sustainability Highlights: *Zooshare Biogas*



Our Environmental Division’s Grease Trap Services (GTS) has played a role in generating renewable energy through the collection of food waste from restaurants and grocery stores to power anaerobic digesters across Canada. In 2021, Walker entered an agreement with the Zooshare Biogas Limited Partnership to provide feedstock to its digester located at the Toronto Rouge National Urban Park. Zooshare is the first zoo-biogas plant in Canada to generate power from zoo manure and organic waste resources from the green-bin, grocery stores and restaurants.

Walker is proud to be a part of this sustainable project. There are many benefits that contribute to a sustainable future with this project, but here are some main highlights:



**Social Benefit:** Community is a key partner through a co-op membership (includes 700 Ontario members)



**Economic Benefit:** Reduced freight costs due to shorter distance traveled between GTS’ Toronto site and Zooshare



**Environmental Benefit:** Zooshare generates renewable electricity while GTS reduces its carbon footprint from lowered freight demands

Electricity Exported to Grid (kWh)	2016	2017	2018	2019	2020	2021
Organic Resources*	13,493,614	18,881,196	19,105,367	19,120,312	21,889,342	21,395,860

\*We are assuming 38% engine efficiency for these calculations



## 2021 Sustainability Highlights: *Landfill Gas to Energy*

Since 2001, Integrated Gas Recovery Services (IGRS, a 50/50 partnership between Walker Environmental and Comcor Environmental) sent landfill gas (LFG) to Resolute Forest Products to be used in their boilers to reduce their net greenhouse gas emissions until the plant closed in 2017. Recently, IGRS has partnered with General Motors (GM) to send LFG to their St. Catharines Engine & Transmission plant to be used in their co-gen facility to provide electrical power & heat to the plant. In 2021, Walker sent GM 519,013 GJ of LFG, allowing GM to cut their hydro bill and reduce their net greenhouse gas emissions by almost 70%. Although we have helped Resolute and GM reduce their consumption, our electrical load remains high to power daily operations. To reduce our consumption, the idea emerged to offset our on-site electrical load with an engine fueled by LFG, which would also reduce the amount of excess LFG flared.

Almost five years ago, a detailed engineering study funded by the Independent Electricity System Operator’s (IESO) Process and Systems Upgrade (PSU) program analyzed the feasibility of installing a one megawatt reciprocating engine fueled by LFG to provide power to our Niagara Campus. The Landfill Gas to Energy behind-the-meter genset project became fully operational in the summer of 2021. This new genset will produce approximately six million kilowatt-hours of electricity per year, reducing electrical consumption at our Niagara Campus by nearly 60%. In addition, this project will reduce our carbon footprint and help reduce demand on the local power grid.

In 2021, with the increased utilization of LFG, we reduced flaring by almost 50% year over year. We continue to assess other projects on-site to further reduce the amount of gas flared. So, what is the next Renewable Energy Project? In 2022, IGRS (in partnership with Enbridge) is expected to complete the construction of a facility that will process LFG into renewable natural gas (RNG); this RNG will be injected into the local Enbridge distribution network. In addition, we will continue to work with local communities to raise awareness around sustainable practices for renewable energy projects and their positive environmental impact.



Electricity Exported to Grid (kWh)	2016	2017	2018	2019	2020	2021
Owned Landfills	7,545,016	6,973,330	7,624,824	6,394,683	6,728,000	5,946,487
Partnership Landfills	90,695,162	83,104,826	89,278,988	89,094,933	83,382,526	80,406,842



## 2021 Highlights

### Environmental

1,070,451 ↑

Tonnes of resources recovered

40 =

Acres of pollinator habitat

- 5% ↓

Gasoline consumption

- 321,460 ↓

Electricity consumption (kWh)

+ 5% ↑

Natural gas consumption

### Social

275 ↑

New employees

\$246,177 ↓

Donated to support our communities

896 ↑

Volunteer hours

45% ↑

Use of wellness subsidy

### Economic

107,749,189 ↓

Electricity exported to the grid (kWh)

73 =

Locations

30% ↑

Revenue from sustainable products

6% ↓

Revenue from innovative products





## Our Sustainability Journey

**Building a sustainable future, *together*.**



Our vision of “Building a sustainable future, together” is the primary driver that connects our past and future generations. This vision guides us towards meeting today's needs without compromising the needs of future generations and leaving a positive footprint on the environment.

**Social:** Walker employees work together every day to be Health & Safety leaders in our industries and foster a positive workplace that motivates and recognizes high-performance employees. We have worked to create strong ties with our communities and contribute to the social development of our communities.

**Environmental:** Our environment plays a significant role for present and future generations. Our commitment is to not only comply with legislation but leave a positive impact by minimizing our carbon and water footprints and finding new ways to optimize the use of resources.

**Economic:** We are driven by a generational view to decision making and look for business growth based on innovating within our current businesses or acquiring similar businesses. We value our customers and suppliers, who are key partners in our economic success.

Programs, action plans and data supporting the new long term sustainability vision and objectives will be included in the 2022 Sustainability Report & beyond.

We hope you enjoy our 2021 Sustainability Report. It is a compilation of many interesting and inspiring stories that illustrate what being a sustainable business means to us.

## Our 20 Year Sustainability Vision

How do we plan to build a sustainable future, together? Through nine distinct goals with specific objectives aligned against our SEE model, the decision making framework that holds us accountable to our Social, Environmental, and Economic impacts.

	Area	Goal	Objective
Social	People	H&S leaders in our industries	<ul style="list-style-type: none"> <li>Top 10% in our industries with a target of zero accidents/incidents</li> </ul>
	People	Hire, support and retain the most engaged employees in our industries	<ul style="list-style-type: none"> <li>Engagement score in the top 10% in our industries</li> </ul>
	Community / Partners	Community leader in all our communities	<ul style="list-style-type: none"> <li>100% employee volunteer participation supported by internal giving program</li> <li>Community incubators/social enterprise in related fields</li> </ul>
Economic	Quality	Leading innovator in our industries	<ul style="list-style-type: none"> <li>Target 50% of product revenues coming from products added/created in last 5 years</li> </ul>
	Cash Flow	Overall 5-10% growth with organic growth above inflation	<ul style="list-style-type: none"> <li>Continued acquisitions in related industries</li> <li>Organic growth through improved revenues and efficiencies equal to or greater than inflation</li> </ul>
	Overall	Performance driven organization	<ul style="list-style-type: none"> <li>Every employee knows the top driver of their business, how we are doing and how they personally impact that driver</li> </ul>
Environmental	Climate	Carbon neutrality	<ul style="list-style-type: none"> <li>Target of carbon neutrality through reduced energy intensity, renewable energy and carbon sequestration</li> </ul>
	Land / Resources	North American scale leader in recovering resources	<ul style="list-style-type: none"> <li>5M tonnes of resources recovered annually</li> <li>Industry leading rehabilitation. Maintain and enhance land use</li> </ul>
	Overall	Environmental leader in our communities	<ul style="list-style-type: none"> <li>Create industry and community programs to be shared</li> </ul>







# ENVIRONMENTAL

*Air | Land | Water*





**earth 1<sup>st</sup>**  
*at walker*



Gore Pad at Niagara Campus Compost Site

At Walker, we are committed to protecting the environment through sustainable business practices. 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 strive to be leaders and responsible stewards of the land. 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 understanding that our actions today impact tomorrow's generations.

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

*"Knowing the vast impact of carbon on air quality and the climate crisis, we want to have a meaningful effect upon renewable energy, recovery of resources, and reduction of carbon emissions."*



- Steven Vermeulen, EVP, Environmental

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.

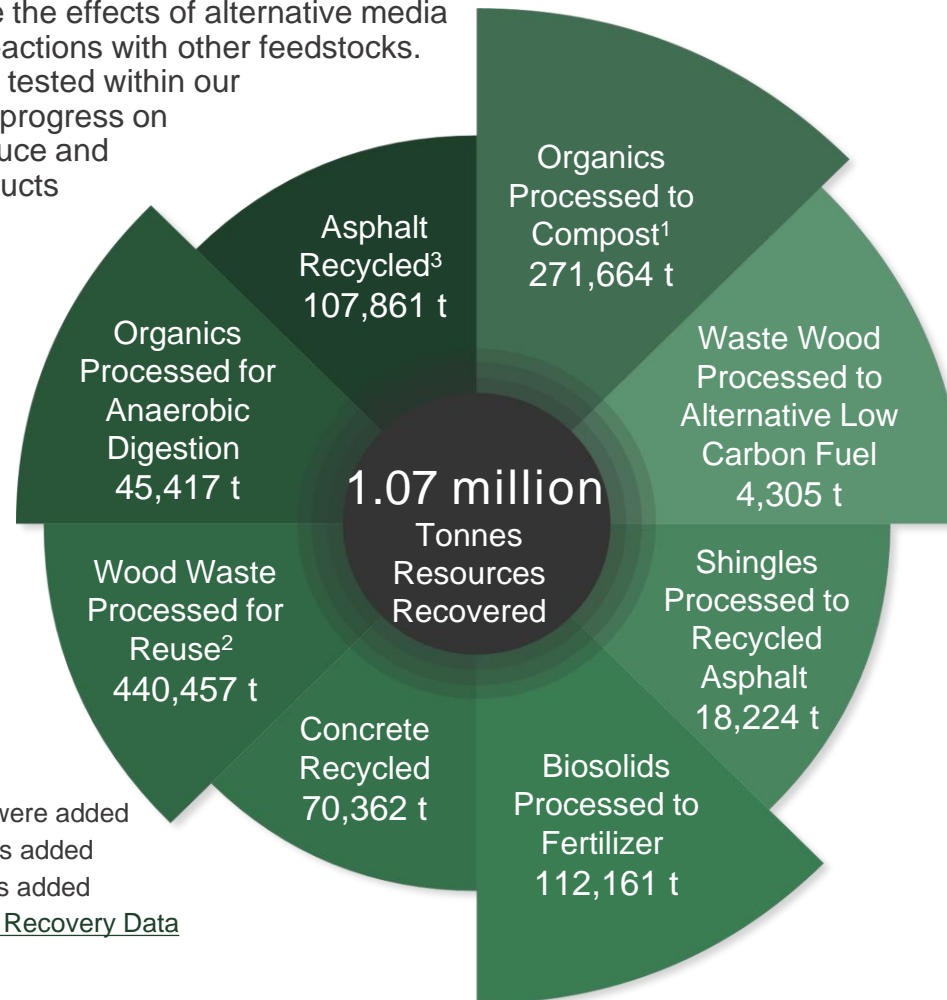




## Resource Recovery

In 2021, we experienced a record year for resources recovered. We recovered 636,014 tonnes of resources, which represents a 20% increase compared to 2020. Our philosophy is to view waste as a valuable resource. Curiosity and innovation allow us to identify more materials that can be reimaged into the circular economy. When considering the development of sustainable growing media to serve the horticulture sector, Walker has set out to evaluate alternative growing media components in order to recover waste feedstocks and transform them into useable products and services.

In 2021, we successfully built a greenhouse at our All Treat Farms site to research and develop new resource-based solutions. This new greenhouse will act as an incubator to test and pilot potential products that we may one day provide to our customers. Greenhouse testing is vital to analyze the effects of alternative media components and their reactions with other feedstocks. The Innovative products tested within our greenhouse will help us progress on our commitment to produce and provide low-carbon products and solutions.



# + 28%

Biosolids Processed to Fertilizer

# + 9%

Shingles Processed to Recycled Asphalt

# - 10%

Waste Wood Processed to Alternative Low Carbon Fuel

# + 55%

Concrete Recycled

Reducing the waste stream for our communities.

In 2021:

<sup>1</sup>Organic inputs from Gro-Bark were added

<sup>2</sup>Wood waste from Gro-Bark was added

<sup>3</sup>Asphalt recycled from HSC was added

\*Appendix A: [Historic Resource Recovery Data](#)

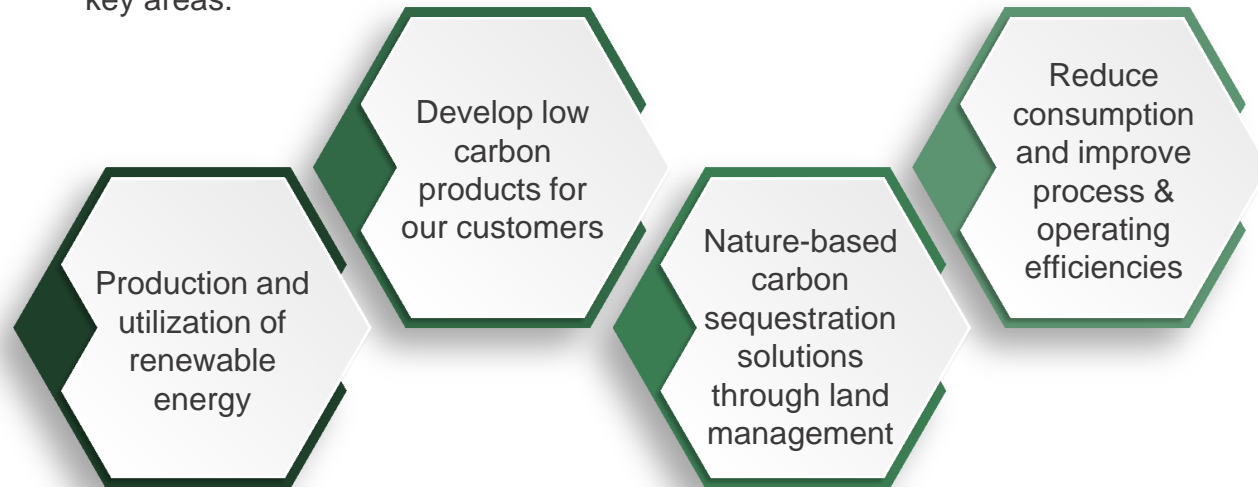
Niagara Campus Compost Site



# Acting on Climate Change

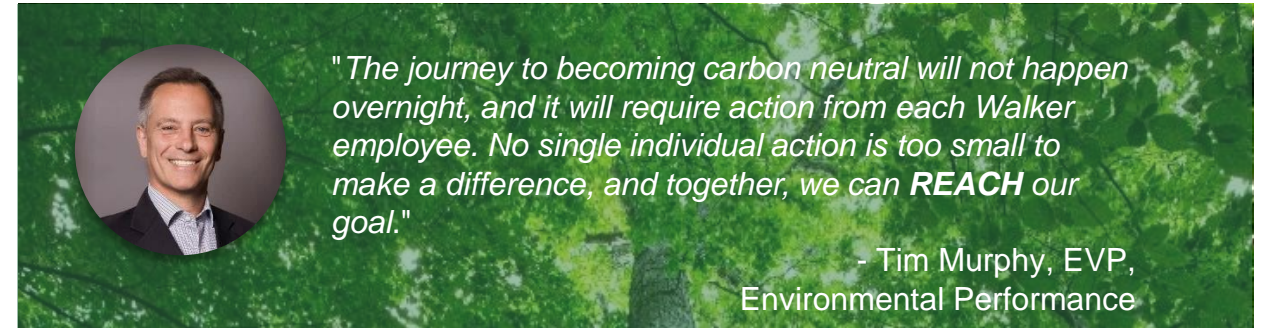
## Our Strategy to Reduce Emissions

In 2020, Walker pledged to become carbon neutral by 2040. Walker’s carbon neutrality goal aligns with Canada’s goal to achieve net-zero emissions by 2050 and the global goal set by the Paris Agreement to limit global warming within 1.5°C. Carbon neutrality means having a balance between emitting and absorbing carbon from the atmosphere. This ambitious goal represents our commitment to build a sustainable future and work towards mitigating our global climate crisis. Our goal is to reduce emissions to as close to zero as possible, minimizing the amount of emissions that may need to be offset. Achieving carbon neutrality will impact every single aspect of our business. While developing our Carbon Neutral strategy, we conducted extensive research on best practices and how other industry leaders in our sectors plan to achieve the same goals. We plan to accomplish this goal across four key areas:



## Building Our Carbon Team

Becoming carbon neutral is no small task and cannot be achieved overnight. In 2021, we created and filled three new positions that are primarily focused on implementing our Carbon Strategy and other sustainability programs. This new Carbon Team will develop a new baseline carbon footprint, key performance indicators, set emission reduction targets, and assist operations with the implementation of top priority projects. In 2021, one of the Carbon Team members, Crystal Rabley, was nominated as a Clean50 Emerging Leader! We are lucky to have Crystal as a part of our team.



## Our Commitment to Our Customers and Communities

The reduction of our direct emissions is just as important as helping our customers and community partners reduce their emissions. We have already stewarded many projects that have reduced Greenhouse Gas (GHG) emissions and promoted the circular economy. Our employees will continue thinking outside the box to identify new innovative ways to reduce GHG emissions. Current projects that help reduce our customers' GHG emissions include, but are not limited to:

- ✓ Send landfill gas to GM,
- ✓ Send Stelco spent railway ties to be used as biocarbon to displace coal
- ✓ Turn biosolids into fertilizers
- ✓ Process food waste into quality compost
- ✓ Peat displacement in our Gro-Bark and ATF products
- ✓ SmartWax partnership reduces transportation emissions

## Green Economy Canada Partnership

Green Economy Canada (GEC) works with businesses across Canada that want to take Climate Action. In 2021, Walker Emulsions was one of 10 businesses that partnered with GEC and the Delphi group to participate in their SME Net-Zero Pathways: Manufacturing pilot project. During this project, GEC & Delphi analyzed Burlington Emulsion’s operations, identified their baseline emissions and provided a list of emission reduction opportunities that the facility will take into account for their next five-year plan. This partnership helped Burlington develop their own roadmap for emission reductions and provided support in identifying key policy changes and how to leverage our commitment to our customers.





# Our Carbon Impact

## Quantifying Our Carbon Footprint

We have tracked our carbon footprint since 2013, and every year we continue to identify new emission sources and update our carbon footprint to best reflect current operations.

In 2021, Walker’s Carbon Footprint equated to 48,417 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e). This is a 40% increase compared to 2020.

A large portion of this increase can be attributed to:

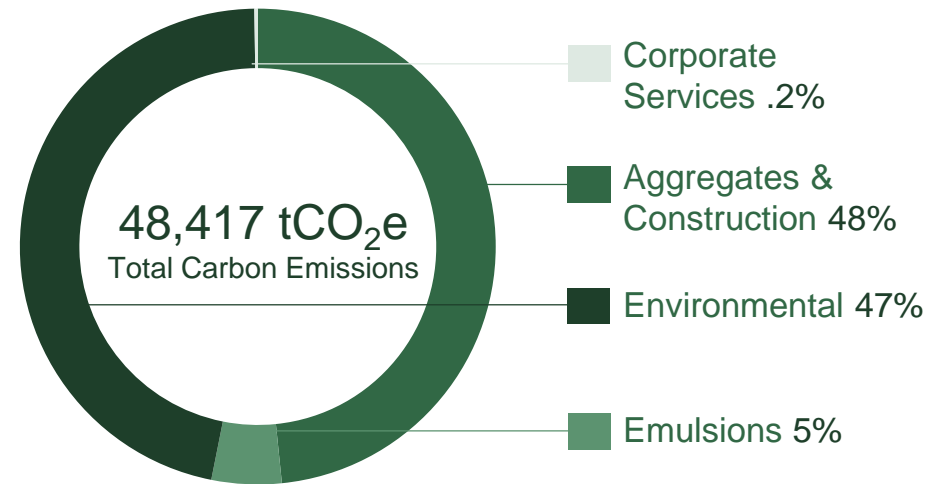
- ✓ Quantification of diesel, gasoline, electricity, and propane consumption emissions at our Gro-Bark operations.
- ✓ Quantification of emissions from buildings we do not receive utility bills for because they are rented buildings. These Utility emissions are estimated based on industry standards and the square footage of the buildings.
- ✓ The Carbon Team worked with Health & Safety to inventory the number of CO<sub>2</sub> fire extinguishers used in operations. The associated emissions from CO<sub>2</sub> fire extinguishers were identified as less than .005 tCO<sub>2</sub>e. We will continue to work with Health & Safety to swap out CO<sub>2</sub> fire extinguishers where it is safe to do so with alternatives that do not contain harmful ozone-depleting gases.

In 2021, we started to identify and track emissions from refrigerants used in our HVAC systems and fleet. We hope to add these sources to our 2022 carbon footprint. We will also incorporate emissions from Harold Sutherland Construction (HSC) into our carbon footprint. As part of our sustainability report, we will continue to report our performance against this goal every year.

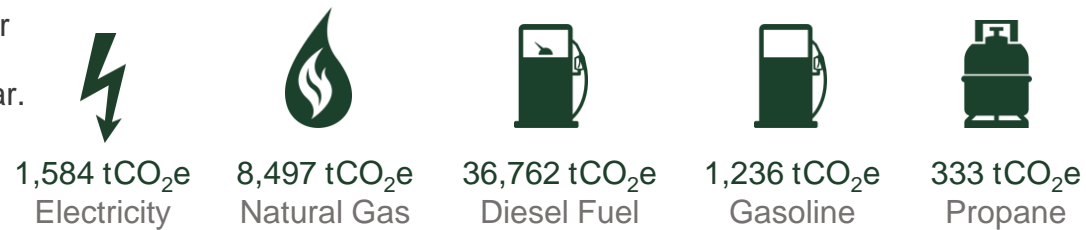
## Taking Action: Greening Our Fleet

With over 75% of our emissions generated from our vehicles and equipment, transitioning to low-carbon fuels or zero-emission vehicles will be critical to achieve our goals. In 2021, Walker Emulsions Portland purchased Walker’s first electric forklift, reducing their reliance on propane! In addition, our Aggregates Division continues to operate multiple CAT high-efficiency electric drive system wheel loaders that reduce fuel consumption by 25%.

2021 Carbon Footprint by Division:



2021 Carbon Footprint by Source\*:



\*Appendix B: [Historic Carbon Footprint](#)



McGregor Quarry





# Stewarding Our Environment

## Woodlot Management

With 4,451 hectares (ha) of land, we understand the responsibility to preserve the quality of our land, water and air and actively work to protect and conserve the land we own and operate. We have five Woodlots across the Niagara region that operate on a 20-year harvest rotation, with 8 - 10 trees per acre harvested. A complete inventory occurs every 20 years to monitor changes in these woodlots. The low-quality wood is used for firewood, and the higher-quality wood is sent to sawmills.

To ensure healthy and productive ecosystems, invasive species management is a top priority for our woodlot managers. Invasive species can cause significant negative impacts on our ecosystems and can be costly to remove once established. On our lands, prevention is always the number one priority for limiting the introduction of invasive species. Taking preventative measures to ensure that new species are not accidentally being introduced to the sites encourages healthy ecosystems. If invasive species become established at our sites, manual removal methods are used first, and herbicides are only used for extreme cases and aggressive species.

## Water Footprint\*

Division	Blue Water (m <sup>3</sup> )	Green Water (m <sup>3</sup> )
Aggregates	130,180	45,070
Emulsions	38,055	0
Environmental	106,495	61,000
Corporate	297	0
Total	275,027	106,070

**Blue Water Footprint** The amount of water abstracted from groundwater or surface water that does not return to the catchment from which it was withdrawn

**Green water Footprint:** Volume of rainwater consumed during the production process



985 ha  
Farmed Land



306 ha  
Conservation  
Lands



102 ha  
Managed Forests



40 Acres  
of Pollinator  
Gardens



Walker Brothers Quarry Woodlot

\*Appendix C: [Historic Water Footprint](#)







# SOCIAL

*People | Partners | Communities*





*"Our people make our company, and we strive to create the best workplace and opportunities for our people every day."*

- Lisa Benger, SVP, Human Resources



At Walker, we have a long history of supporting our high-performance employees and the communities in which we work. 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 work together to foster a healthy, positive, and respectful workplace that motivates and recognizes our employees. We encourage innovative ideas by engaging, empowering and appreciating our employees, promoting their growth and development and working to create a sense of belonging. The health, wellness, and safety of **our employees are paramount.**

We acknowledge that our success is dependent on thriving communities and, since 1887, have worked to contribute to the social and economic development of them. We actively build and nourish strong partnerships with the communities in which we operate, embracing our role of being a good neighbor.

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



## Our People

# 1,152

Employees<sup>1</sup>

# 112

Employees over 20 years service<sup>2</sup>

# 45%

Employees utilizing wellness subsidy<sup>3</sup>

# 6.6

Average years of service<sup>4</sup>

# 896

Employees volunteer hours<sup>5</sup>

1. Walker has grown to 1,152 employees, with 44% in Aggregates, 4% in Emulsions, 37% in Environmental, and 15% in Corporate. There were 275 new hires.
2. 112 employees with over 20 years of service continue to work at Walker!
3. 2021 had the highest usage rate of the Wellness Subsidy, reaching 45%.
4. In 2021, the average years of service decreased by 3 years due to an increase in the number of employees with long years of service retiring.
5. Walker employees devoted over 800 hours towards volunteering in their communities, including habitat restoration, community clean-ups, and other social activities. The pandemic contributed to having a lower participation compared to historic years. During our largest volunteer event, our annual Day of Action on Litter, we were able to collect 820 kg of waste across a number of public spaces in Niagara Falls!

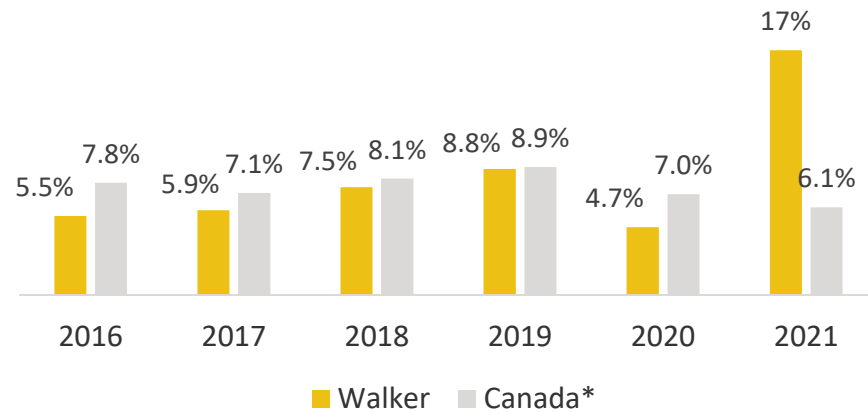


Trout Unlimited Canada Bring Back the Brookies

The COVID-19 pandemic has been a significant catalyst in moving many of our metrics over the last two years. The company is working to adapt to new challenges that impact our employee's and community's lives. To continue fostering engagement, innovation, and ensuring that all employee's needs are met, Walker will continue strengthening our diversity, equity, and inclusion policies and initiatives.

# Our Safety Culture

## Voluntary Turnover Rate<sup>1</sup>



\* Source: Conference Board of Canada (2020 data corrected from 2020 SR)

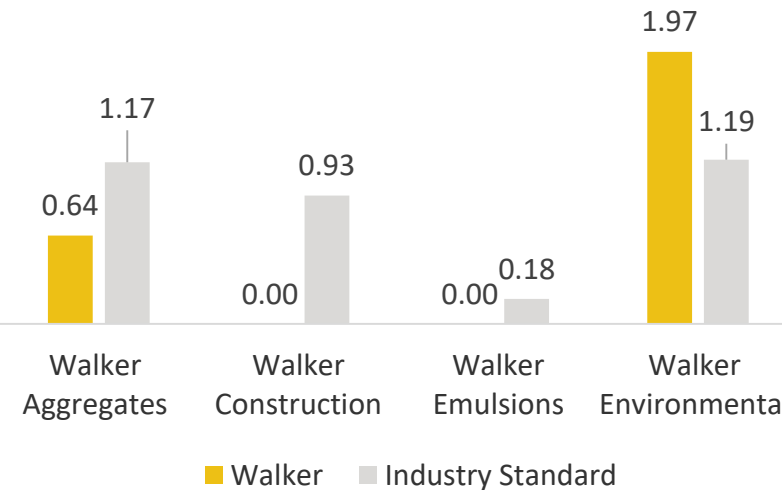
1. Due to the COVID-19 pandemic and the associated social changes, many people were forced to change living locations, redefine their careers, or retire. This led to the highest voluntary turnover rate the company has ever seen at 17%. Canada's turnover rate varied greatly by industry, sector, and region. The industries Walker represents ranged from 5 – 18%.
2. We continue to maintain Lost Time Injury Frequency Rates (LTIFR) lower than industry standards, with the exception of Walker Environmental. Our H&S teams continue to work with all operations towards reducing accidents and injuries. To help reduce LTIFR, H&S has designed "Take 5" Field Level Hazard Assessment Cards to be released in 2022. These cards will provide employees with a tool to get them to stop, make a plan, identify hazards, limit their risk and then execute their task safely.

Our first philosophy is that safety is paramount at all sites. Responding to the COVID-19 Pandemic touched every aspect of our business, from our team members and operating procedures to our customers and communities. As an essential service, we continued to operate as much of the world paused. We followed the guidance of health authorities and learned to adapt as needed to new work environments. All Walker employees showed true resilience during these challenging times. Numerous sites exceeded historic production volumes, and we successfully launched a new ERP!



Finished N-RICH® Product

## Lost Time Injury Frequency Rates<sup>2</sup>



*"We fundamentally believe that every employee has a right to go home safe at the end of each and every workday"*

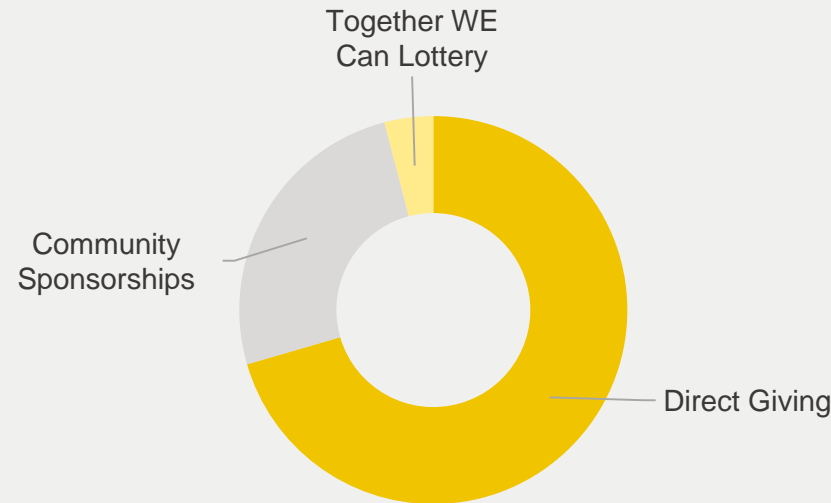
- Brian Ferguson, VP, Health and Safety



# Corporate Giving



Despite the continued economic impact of the COVID-19 pandemic, we continued to support many local organizations. In 2021, we donated over \$240,000\* to support our communities.



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

In addition to corporate giving, the Walker family Shareholders contributed the following organizations:

- Wellspring Niagara
- Niagara Health System Foundation – MRI
- Hospice Niagara
- Ernestine's Womens Shelter
- Markdale New Hospital
- Canada Summer Games in Niagara

## INSTILLING A CULTURE OF GIVING BACK

From the very beginning Walker has always been a company that understands the importance of giving back. Through charitable donations, sponsorships of local initiatives and employee volunteer days, we choose to demonstrate our belief in being an active community member.

**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.



## An Inspiring Story: Roger McGillvray

It is with mixed emotions that we announce that Roger McGillvray, Superintendent of the Severn Quarry, retired in 2021. Roger was a dedicated and trusted member of the Walker team, and mentor to many. Roger was with Walker for an inspiring achievement of 46 years! During this time at Walker, Roger reached many milestones. He was hired by McKean Quarries in 1975 as a haul truck driver and crusher operator at the Duntroon Quarry. In 1985, Seeley and Arnill Construction purchased the company and Roger continued working in all aspects of the quarry, including drilling, blasting, plant maintenance, equipment operator and training of new employees. In 1998, Walker Industries purchased the site, and, in 2000, Roger was promoted to oversee our Simcoe County limestone and sand and gravel operations.

Shortly after his promotion, Roger was instrumental in the upgrades to the Duntroon Quarry. He worked with the late John Walker, co-owner of Walker Industries, on the design and installation of the primary crushing plant. During this and future projects, Roger toured various countries looking at equipment that would best suit our needs. In 2003, Roger was placed in charge of the startup of our Severn Quarry. He was instrumental in the design, construction and implementation of the Severn Plant and Quarry, which has become one of the crown jewels of Walker. It was with great pride that Roger watched John Walker break the champagne bottle off the jaw crusher at the christening of the plant in 2011. This was the culmination of years of hard work.

Roger is very well known in the industry, respected by all, and was often sought out by coworkers, competitors and suppliers alike for his knowledge on blasting and crushing. He always made time to meet with a neighbour or someone interested in the industry. He also donated his time to educating others and teaching educational courses through the Ontario Stone Sand and Gravel Association or as a board member for Sir Sandford Fleming College. We are excited for Roger to start this new adventure in his life, but his personality, dedication, knowledge and friendship will be greatly missed.

Celebrating retirement  
after 46 years at Walker!

Roger always said that he enjoyed his job,  
and the people he worked with became a  
part of his extended family.







# ECONOMIC

*Quality | Growth | Cash Flow*



The key to our economic success is our long-term view. To grow and prosper, we firmly believe we must remain true to our founding values. We take a generational approach to decision making and look for conservative business growth based on innovating our existing operations and acquiring related businesses.

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 is imperative moving forward.

For over 130 years, we've been problem-solving and 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 strengthen those roads through new emulsions chemistries and continued to diversify and 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.



Niagara Landfill (Landfill Gas Pump)

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



*“Creativity and innovation are at the heart of our culture, and bringing new solutions to evolving challenges is what we do.”*

- Archie Reynolds, EVP, Emulsions



## Special Recognition

Walker is committed to its communities, donating material, organizing social events, supporting local organizations, and volunteering in local programs. Walker received multiple nominations from the Ontario Stone, Sand & Gravel Association (OSSGA), here are some examples:



### Property Enhancement *Sutherland Quarry – Georgian Bluffs, Ontario*

The Gold Bar award was given to Sutherland Quarry for various improvements at their property. Some improvements include communicative signage, a new office trailer with an employee common area, a lunchroom, four office spaces, a new scale house, general improvements to the site entrance, painting and new fencing.

### Progressive Rehabilitation *Ridgemount Quarries – Stevensville, Ontario*

In 2020, Ridgemount started a rehabilitation process with the goal of creating a new lake for recreational and natural activities for the Town of Fort Erie. In 2021, rehabilitation consisted of creating and seeding temporary berms and adding additional clay fill to the lake floor in the southwest part of the quarry.



### Community Relations Awards *Vineland Quarries and Crushed Stone – Vineland, Ontario*

Vineland quarry has continued to maintain and strengthen their relationship with its community. Being a good neighbour at Vineland means communicating with the community before blasting, hiring locals, donating material, volunteering in the community, and providing financial support to different local community organizations.

\*Appendix D: [Special Recognition OSSGA 2021](#)

## Community Relations Awards

Duntroon Quarry – Duntroon (Clearview), Ontario

McGregor Quarry – Amherstburg, Ontario

Ridgemount Quarries – Stevensville, Ontario

Severn Quarries – Orillia, Ontario

Sutherland Quarry – Georgian Bluffs

Vineland Quarries and Crushed Stone – Vineland, Ontario

Walker Brothers Quarries – Niagara Falls, Ontario

## Progressive Rehabilitation

Ridgemount Quarries – Stevensville, Ontario

## Property Enhancement

Sutherland Quarry – Georgian Bluffs

To learn more, go to [Appendix D](#)



*“Our communities are a pillar of our company, and a key objective of our 20-year vision is to be community leaders.”*

- Ryan Wall, EVP, Aggregates and Construction



# Production Rates

## Walker Aggregates

Aggregates, Asphalt, & Ready Mix Produced (MT)

2018	8,132,746
2019	10,433,068*
2020	10,025,899*
2021	10,572,700*

\* Added in HSC Operations

## Walker Environmental

Waste Managed (MT)      Organics Recovered (MT)

2018	1,809,579	397,732
2019	1,552,610	386,460
2020	1,385,889	389,529
2021	1,395,329	892,228**

\*\* Added in Gro-Bark Operations

## Walker Emulsions

Emulsions Produced (MT)

2018	74,225
2019	74,627
2020	62,753
2021	73,567

# \$5,672,461

Paid in:

- ✓ Property Taxes
- ✓ Aggregate Levy
- ✓ Landfill Host Community Fees

Sustainable products and services are those that not only support economic prosperity, but also environmental and social prosperity.

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

-  **30%** Revenue from sustainable products & services
-  **6.5%** Revenue from innovative products & services
-  **+ 1%** Waste managed



Walker Brothers Quarry

\*Appendix E: [Historic Innovative & Sustainable Products](#)







# ABOUT WALKER



One man's journey to  
Canada begins a family  
legacy of **innovation**



## Company Overview

Walker is a fifth-generation family-owned company headquartered in Niagara, Ontario. With over 1,100 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 environmentally responsible operations that pursue specific strategic missions to achieve sustainable growth.





## OUR COMMITMENT

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.



## OUR 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.

## OUR MISSIONS

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 is the Walker way.





# Walker Values

Walker's values are summarized in the acronym REACH to embody our overarching goal to make a positive impact today and every day



## 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.



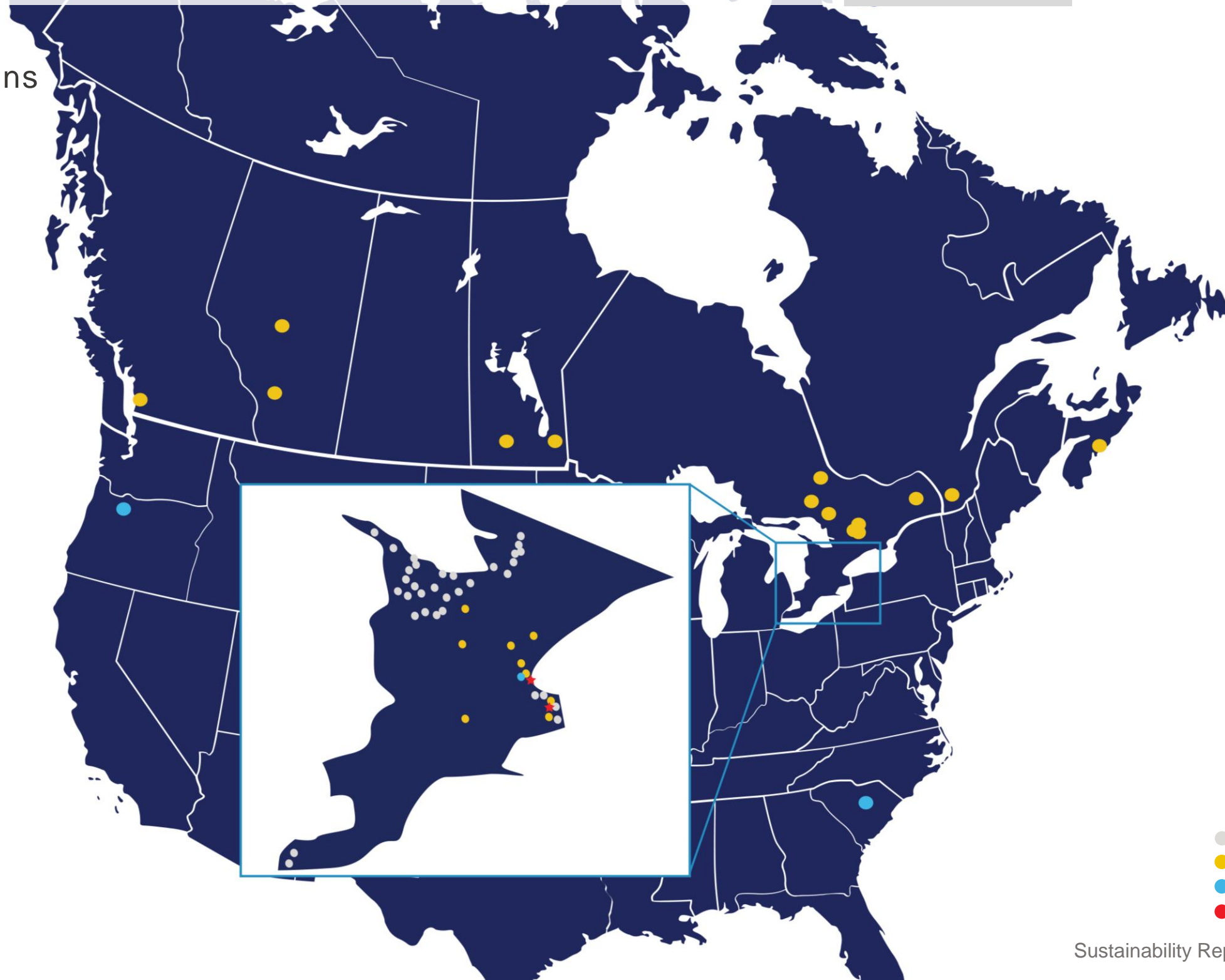
## HUMILITY

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.





# Our Locations



- Aggregates
- Environmental
- Emulsions
- Head Office





## Our Locations

### AGGREGATES

Albemarle Quarry – Warton, 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  
 VanSlightenhorst 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







# APPENDIX



## Appendix A: Resource Recovery

Resource Recovery (MT)	2016	2017	2018	2019	2020	2021
Organics Processed to Compost <sup>1</sup>	168,727	182,748	194,314	202,217	216,600	271,664
Organics Processed for Anaerobic Digestion	48,230	60,175	60,214	62,235	55,065	45,417
Biosolids Processed to Fertilizer	94,543	101,340	106,745	88,285	87,356	112,161
Waste Wood Processed to Alternative Low Carbon Fuel	688	1,207	3,360	3,725	4,797	4,305
Wood Waste Processed for Reuse <sup>2</sup>	10,062	13,022	14,779	11,316	8,920	440,457
Shingles Processed to Recycled Asphalt	1,377	7,906	18,320	18,682	16,791	18,224
Asphalt Recycled <sup>3</sup>	62,085	41,825	68,801	104,602	91,711	107,861
Concrete Recycled	57,658	37,610	86,889	58,838	45,412	70,362
Emulsions Reworked into Process	50	-	137	-	1,220	-
<b>Total</b>	<b>443,420</b>	<b>445,833</b>	<b>553,559</b>	<b>549,900</b>	<b>527,872</b>	<b>1,070,451</b>

<sup>1</sup>Previously, resources recovered from Gro-Bark operations were not included. In 2021, there was the addition of leaf & yard and mushroom waste from Gro-Bark operations. The mushroom waste is tracked in volumes and a conversion factor was used to convert cubic yards (20,000) to tonnes (8,000).

<sup>2</sup>Previously, resources recovered from Gro-Bark operations were not included. In 2021, there was the addition of wood resources from Gro-Bark operations. These resources are tracked in volumes and a conversion factor was used to convert cubic yards (1,062,360) to tonnes (424,944).

<sup>3</sup>Previously, resources recovered from HSC operations were not included. In 2021 there was the addition of asphalt recycled from Harold Sutherland operations.

[Go back to Resource Recovery](#)



## Appendix B: Carbon Footprint

Carbon Footprint by Source	2016	2017	2018	2019	2020	2021
Natural Gas	9,139	9,317	7,809	7,973	7,943	8,497
Diesel Fuel	24,355	20,331	21,984	26,923	22,909	36,762
Gasoline	1,529	1,422	1,413	1,658	1,282	1,236
Propane	215	148	173	182	143	333
Electricity	2,219	1,991	2,021	1,556	1,820	1,584
Carbon Footprint by Scope						
Scope 1 Emissions	35,239	31,218	31,379	36,736	32,278	46,829
Scope 2 Emissions	2,219	1,991	2,020	1,555	1,820	1,584
Carbon Footprint by Division						
Walker Aggregates	20,299	18,639	17,063	18,655	17,343	23,430
Walker Emulsions	1,992	2,091	2,138	2,087	2,256	2,301
Walker Environmental	14,898	12,232	13,940	17,265	14,341	22,567
Corporate Services	269	246	259	284	158	112
Carbon Footprint						
Total	37,458	33,209	33,401	38,292	34,009	48,413

\*To calculate our scope 1 and 2 emissions, Walker has followed the principles outlined in the Greenhouse Gas Protocol. Scope 1 GHG emissions include CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, and we are working on tracking HFCs and PFCs. Scope 2 emissions include CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O. No biogenic emissions are present in either scope 1 or scope 2.

\*For 2021 there was the addition of diesel, gasoline, electricity, and propane consumption from Gro-Bark operations and various other new emission sources. Emissions from HSC operations are not included.

[Go back to Our Carbon Impact](#)





## Appendix C: Water Footprint

Green Water Consumption by Division (m <sup>3</sup> )	2016	2017	2018	2019	2020	2021
Walker Aggregates	10,437	29,728	50,327	43,982	39,955	45,070
Walker Emulsions	0	0	0	0	0	0
Walker Environmental	277	24,342	58,607	89,288	76,044	61,000
Corporate Services	0	0	0	0	0	0
<b>Total</b>	<b>10,714</b>	<b>54,070</b>	<b>108,934</b>	<b>133,270</b>	<b>115,999</b>	<b>106,070</b>
Blue Water Consumption by Division (m <sup>3</sup> )						
Walker Aggregates	192,826	129,163	153,373	149,593	122,950	130,180
Walker Emulsions	46,691	44,989	40,407	41,577	38,500	38,055
Walker Environmental	94,331	83,193	80,191	73,502	111,415	106,495
Corporate Services	358	307	276	276	276	297
<b>Total</b>	<b>334,207</b>	<b>257,652</b>	<b>274,247</b>	<b>264,949</b>	<b>273,142</b>	<b>275,027</b>

[Go back to Water Footprint](#)



## Appendix D: Special Recognition OSSGA 2021

### Community Relations Awards

The Community Relations Award recognizes those who have demonstrated leadership in promoting good neighbour relations, community involvement, education, and industry awareness.

Duntroon Quarry – Duntroon (Clearview), Ontario	Extensive noise and blast monitoring, using covers on equipment and transfer points to reduce dust, watering roads and stockpiles to limit dust generation. Donation of 650 tonnes of stone for community projects and cash donations.
McGregor Quarry – Amherstburg, Ontario	Enhancements on traffic safety, noise and dust reduction using natural elements. Donation of 185 tonnes of screenings, financial support and sponsoring social events.
Ridgemount Quarries – Stevensville, Ontario	Continuous work to reduce noise and dust. Donation of more than 1,500 tonnes of screenings to community projects. Financial support and cash donations.
Severn Quarries – Orillia, Ontario	More than 150 tonnes of stone donated to various projects. Hosting of community events.
Sutherland Quarry – Georgian Bluffs	Donation of 36 tonnes of stone and cement blocks. Donation of machinery and manpower for social activities and cash donation for sport events.
Vineland Quarries and Crushed Stone – Vineland, Ontario	Continuous improvement on blasting. Donation of ten tonnes of stone and volunteering for planting trees and grasses. Financial support for community activities.
Walker Brothers Quarries – Niagara Falls, Ontario	Improvements in communication strategy with neighbours. Donation of 126 tonnes of stone and screening and 108 tonnes of recycled asphalt to support local initiatives. Volunteering for cleaning up public spaces.

### Progressive Rehabilitation

The Progressive Rehabilitation Award recognizes the ongoing efforts of individual operators to progressively rehabilitate their sites in accordance with their site plans.

Ridgemount Quarries – Stevensville, Ontario	The creation and seeding temporary berms and the addition of clay fill to the lake floor in the southwest part of the quarry to create a new lake for recreational and natural activities for the Town of Fort Erie.
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### Property Management

The Property Enhancement Award recognizes operational best practices at a site.

Sutherland Quarry – Georgian Bluffs	Some improvements include communicative signage, a new office trailer with an employee common area, lunchroom, and four office spaces, a new scale house, general improvements to the site entrance, painting and new fencing.
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Source: OSSGA, 2021. Celebrating Achievements in Aggregate – 2021 Industry Advancement & Student Design Awards. [\(Click here to see the Awards Brochure\)](#)

Go back to [Special Recognition](#)





## Appendix E: Innovative & Sustainable Products Revenue & Fees / Taxes

Products & Services from Revenue	2016	2017	2018	2019	2020	2021
Innovative Products	9.2%	7.9%	8.9%	8.3%	7.0%	6.5%
Sustainable Products	25%	26%	33%	29%	29%	30%
Fees, Levies, & Taxes						
Total	\$5,926,139	\$5,470,840	\$6,552,320	\$5,646,226	\$6,052,633	\$5,672,461

[Go back to Production Rate](#)





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