



# 2023 Sustainability Report



Building a sustainable future, **together.**

## Generational Thinking

As a fifth-generation, family-owned company, Walker considers the past, present and future in all that we do. Through friendship, partnership and consultation, we at Walker have learned our intergenerational perspective is common ground we share with our communities and Indigenous neighbours.

Listening and learning from them has deepened our commitment to managing projects in a thoughtful way. We recognize the need to incorporate our neighbours in environmental conservation and restoration in our work.

We are all caretakers of this land and have a shared responsibility to ensure the health of our communities and the environment, today, tomorrow and for generations to come.



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# A Message from President & CEO Geordie Walker

2023 brought us into the second year of our 5-year plan, and we collectively made advancements in each of our nine measurable social, environmental and economic objectives, that were established as part of our 20-year vision. This Sustainability Report tells the stories of how our team worked together both inside and outside of Walker to build a sustainable future.

## Social

At Walker, our people are at the heart of everything we do. We strengthened our culture of volunteerism, and our employees had multiple opportunities to use their two paid volunteer days to support their communities. All told, we spent almost 4,000 hours volunteering at community events like litter clean-up days, plasma drives, tree planting events and Habitat for Humanity builds. We even extended our traditional month of giving to an entire holiday season, supporting 33 organizations in 19 cities.

Our Health & Safety team made a strategic shift in incident reporting, choosing to target serious injuries and fatalities (SIF). After the implementation of comprehensive new measures, our SIF incident exposure percentages were well below the industry average.

## Environmental

We remain committed to achieving carbon neutrality by 2040, and several initiatives in 2023 have brought us closer to that goal.

Over the course of 2023, Walker recovered roughly 1.1 million tonnes of resources. From the 615 bicycles redirected from the Residential Waste Recycling Depot and donated to “The Broken Spoke” program, to the 230,000+ tonnes of organics processed into compost, we continue to look for new and innovative ways to repurpose materials that otherwise would be waste.

Early in the year, we launched our peat-free line of soils and mulches called GrowBetter Gardens. In addition to being excellent for our gardens, these products are a true example of the circular economy, responsibly sourced from 100% renewable and recycled materials.

We’ve also prioritized the reduction of greenhouse gas (GHG) emissions across our operations and recognizing that the bulk of our emissions come from the use of diesel-powered equipment, we invested in four CAT XE high-efficiency electric drive system loaders. This netted us a reduction in both fuel consumption and emissions – a step in the right direction.

## Economic

In November, we launched Niagara RNG, which is Ontario's largest Renewable Natural Gas (RNG) facility. We’re proud to partner with Enbridge and Comcor Environmental to produce this low-carbon, renewable fuel source, which produces enough energy to power 8,700 homes each year. We also acquired Cedarwell Excavating, based in Hanover Ontario, adding 55 talented new employees, a number sand and gravel pits and an excavation and construction business, serving Grey, Bruce and Wellington Counties.

## Looking Forward

For more than 136 years, Walker has been a committed member of the communities in which we operate. We recognize the importance of fostering strong partnerships with industry, government, local agencies and our neighbours, as we all have a role in contributing to the growth and well-being of our communities. With their collective support, we continue to build a sustainable future, *together*.

# Building a sustainable future, together.



Geordie Walker, President and CEO



# SUSTAINABILITY HIGHLIGHTS: RENEWABLE NATURAL GAS

With over 20 years of expertise, Walker has been at the forefront of landfill gas collection in Ontario. Even before regulations mandated it, we took the proactive step of installing a full collection system, enabling the generation of carbon offset credits in the early 2000s. This forward-thinking approach laid the foundation for our continued expansion into the renewable energy industry.

In 2014, our focus shifted towards evaluating technologies to utilize surplus landfill gas in Niagara. Inspired by a site in Texas, where landfill gas was converted into renewable natural gas (RNG) and injected into the local natural gas grid, we saw the potential to align this concept with our commitment to sustainability. RNG is methane that is captured from biogenic sources, such as landfills. After removing non-methane components, RNG becomes a direct replacement for fossil natural gas. Despite technological challenges and the need for substantial investment, our dedication to advancing environmental initiatives drove the project forward.

A significant breakthrough came in 2019 with Fortis BC's introduction of a green gas standard. This regulatory framework provided a tangible outlet for RNG in Canada, catalyzing the development of projects like the Niagara RNG initiative.

At the Niagara RNG facility, landfill gas undergoes a comprehensive multi-step purification process to produce RNG. This project is a collaboration between Walker Industries, Comcor Environmental, and Enbridge. With Enbridge providing dedicated access to the provincial gas grid, along with transportation and storage services, this partnership combines the expertise of all three entities to advance sustainable energy initiatives.

Through partnerships and innovative technology, Walker is helping to pave the way for a more sustainable future, where renewable energy sources play a crucial role in building a more resilient and environmentally responsible society, *together*.



“ Innovation drove us to convert surplus landfill gas into renewable natural gas, aligning with our sustainability goals. Renewable natural gas offers a significantly lower carbon footprint than fossil fuels, empowering consumers to reduce emissions. ”

Graham Guest  
General Manager, Energy & Technical Service, Environmental

The Niagara RNG facility is expected to produce 950,000 gigajoules annually—enough to power 8,750 homes, contributing to a greener future.

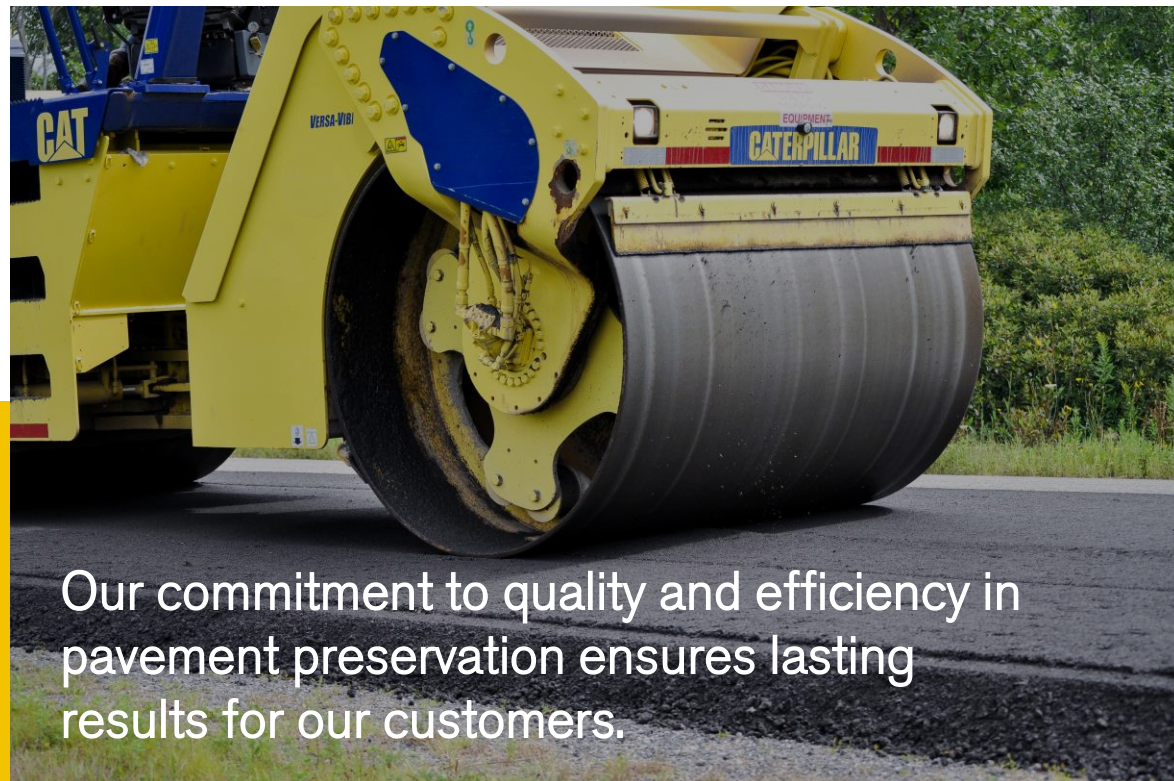




# SUSTAINABILITY HIGHLIGHTS: PAVEMENT PRESERVATION

Walker Construction Limited specializes in pavement preservation, prioritizing longevity and cost savings for our customers. We're committed to excellence, maintaining Ontario's roads by swiftly adapting to industry trends. Partnering with Walker Emulsions, we utilize asphalt emulsion to ensure durable surfaces, and our safety-focused crews, led by committed employees like Ron "Bird" Morningstar, ensure quality across all job sites.

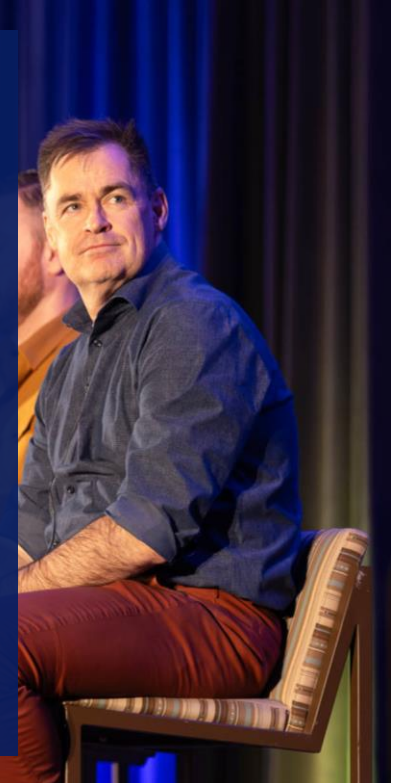
Despite the brief pavement preservation season, our efficient operations guarantee timely completion. With a range of techniques, our solutions offer cost reduction, environmental benefits, and resilient surfaces, including crack resistance and delayed reflective cracking.



Our commitment to quality and efficiency in pavement preservation ensures lasting results for our customers.

“ At Walker Construction, our commitment to pavement preservation goes beyond just placing product - it's about building lasting relationships. We listen to our customers, partner with our suppliers, and invest in our people. Our trusted connection with all stakeholders, allows us to continuously push boundaries, experiment with new techniques, and create value by extending the useful life of the asset network. With our entire team dedicated to excellence, we're not just preserving roads – **we're building a brighter future for Ontario's infrastructure.** ”

Derek Nunn  
Manager, Products & Innovation, Construction



In 2023, Walker Construction was awarded a contract with the Ontario Ministry of Transportation (MTO) to conduct a trial of Bonded Wearing Course (BWC) over a concrete section of Highway 406, addressing specific challenges related to pavement friction. Meeting MTO's high-friction aggregate requirements, the trial explored thinner pavements for optimized tire contact, with BWC emerging as an innovative solution.

This \$500,000 project involved thorough surface preparation before applying the final wearing course. BWC combines Hot Mix Asphalt strength with thin maintenance treatment flexibility, offering a durable, drainable surface for existing pavements. It reduces life-cycle costs by resisting cracking and delamination, while providing superior skid resistance and drainage. Ongoing MTO friction measurements will assess BWC's effectiveness, highlighting collaborative efforts to enhance pavement performance and safety.



# 2023 HIGHLIGHTS

Social
<p><b>148</b> ↑</p> <p>New positions created</p>
<p><b>\$1.3M</b> ↑</p> <p>Donated to support our communities</p>
<p><b>3,764</b> ↑</p> <p>Volunteer hours</p>
<p><b>51%</b> ↑</p> <p>Use of wellness subsidy</p>

Environmental
<p><b>27,439,477</b> ↑</p> <p>Electricity consumption (kWh)</p>
<p><b>40</b> =</p> <p>Acres of pollinator habitat</p>
<p><b>309</b> ↑</p> <p>Acres of conservation land</p>
<p><b>1,086,413</b> ↑</p> <p>Tonnes of resources recovered</p>

Economic
<p><b>113,485,591</b> ↑</p> <p>Electricity exported to the grid (kWh)</p>
<p><b>\$5,762,352</b> ↑</p> <p>Paid in taxes, levies, and community fees</p>
<p><b>36%</b> ↑</p> <p>Revenue from sustainable products</p>
<p><b>82</b> ↑</p> <p>Locations</p>

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

These five words outline our company's vision, guiding our path forward for today, tomorrow, and the next 20 years and beyond.

Our commitment to "Building a sustainable future, *together*" brings together past and future generations. We prioritize meeting present needs while ensuring the well-being of future generations, aiming for a positive environmental impact.

**SOCIAL:** In our social endeavours, Walker employees collaborate daily to champion Health & Safety, creating an inclusive workplace culture that celebrates high achievers. We also nurture strong community bonds, contributing to social progress.

**ENVIRONMENTAL:** We recognize the critical importance of environmental stewardship and go beyond mere compliance to minimize our carbon and water footprints while optimizing resource usage.

**ECONOMIC:** Economically, our decisions are guided by a multi-generational perspective, fueling business growth through innovation and strategic acquisitions. We highly value our partners, customers, and suppliers, as they are essential to our economic success.

Looking ahead, the 2023 Sustainability Report will showcase our programs, action plans, and data in support of our long-term sustainability vision.







# 20-YEAR SUSTAINABILITY VISION

How can we collectively shape a sustainable future? We aim to achieve this through nine distinct goals, each with specific objectives aligned with our SEE model. This decision-making framework serves as our guide, ensuring accountability for the **Social**, **Environmental**, and **Economic** impacts of our actions.

**S**

**SOCIAL**

**Health and safety leaders in our industries**  
*Top 10% in our industries with a target of zero accidents or incidents*

**Community leader in all our communities**  
*100% employee volunteer participation supported by internal giving program*  
*Community incubators/social enterprise in related fields*

**Hire, support and retain the most engaged employees**  
*Engagement score in the top 10% in our industries*

**E**

**ENVIRONMENTAL**

**Carbon Neutrality**  
*Reduced energy intensity, renewable energy and carbon sequestration*

**North American scale leader in recovering resources**  
*5M tonnes of resources recovered annually*  
*Industry leading rehab - maintain and enhanced land use*

**Environmental leader in our communities**  
*Create industry and community programs to be shared*

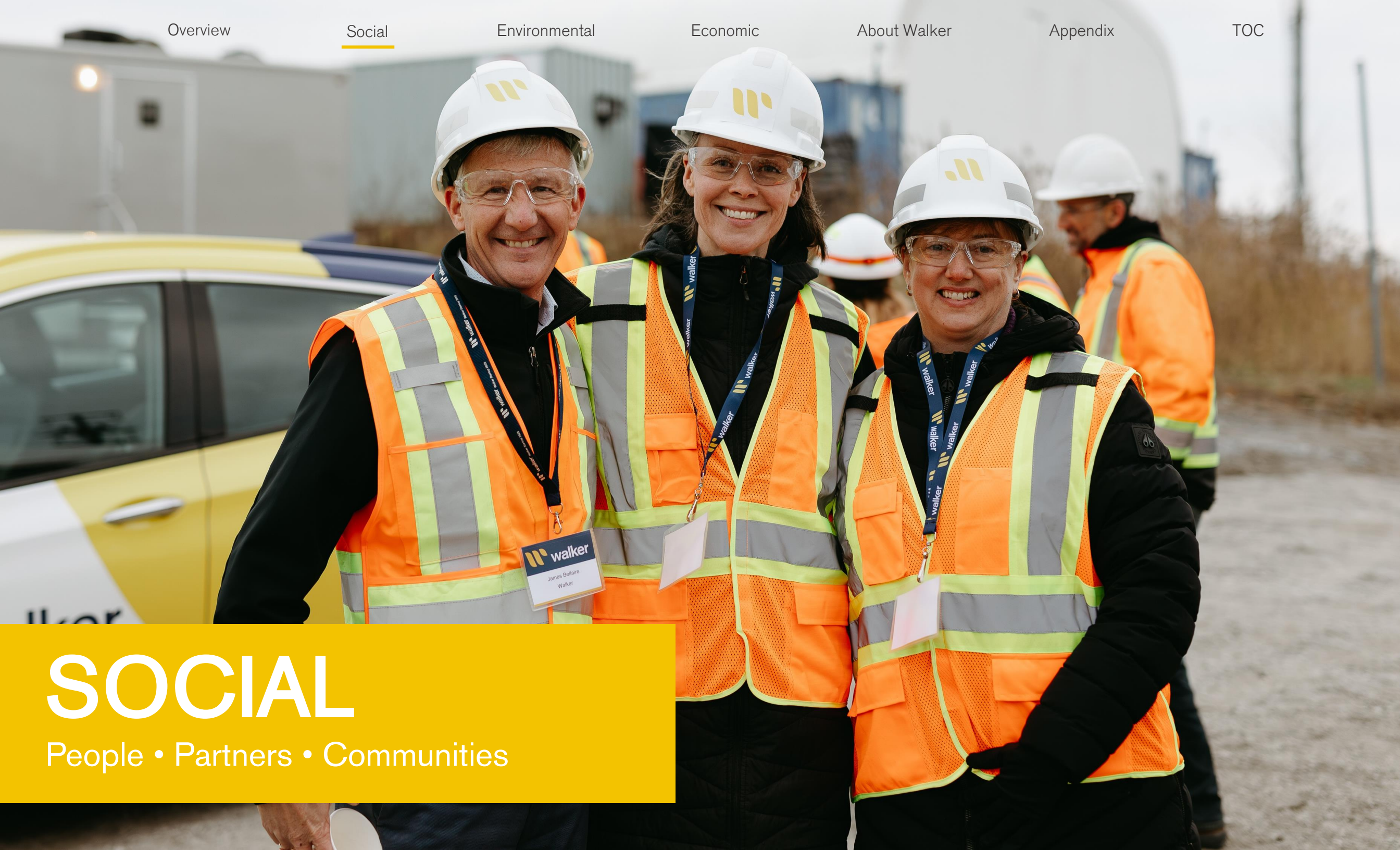
**E**

**ECONOMIC**

**Leading innovator in our industries**  
*50% of product revenue from products added or created in the last 5 years*

**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*

**Performance driven organization**  
*All employees know the top driver of their business, how we are doing, and how they personally impact that driver*



# SOCIAL

People • Partners • Communities



# OUR SAFETY CULTURE

## Moving Beyond TRIR Reporting: Our Focus on SIF Metrics and Prevention Strategies

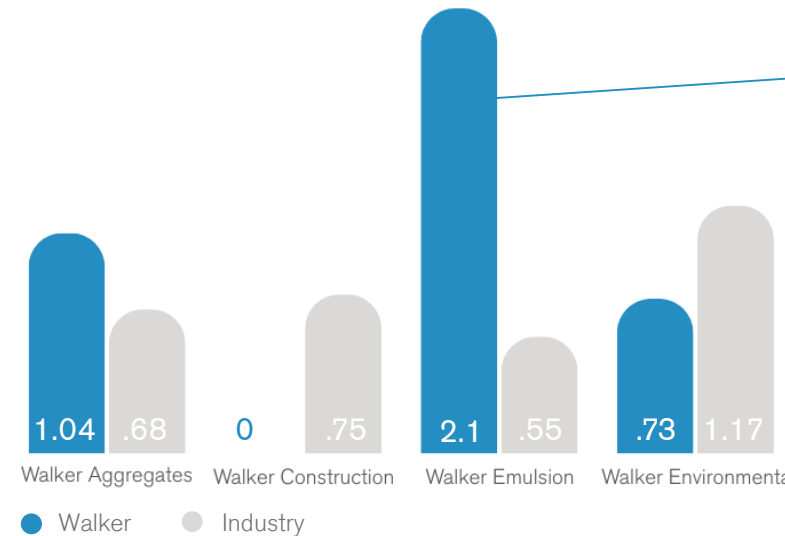
In 2023, our Health & Safety team took a significant step forward in workplace safety, transitioning from conventional incident reporting to a focused approach targeting Serious Injuries and Fatalities (SIF). This strategic shift reflects our commitment to employee welfare and proactive risk management. SIF incidents represent critical concerns requiring specialized attention and prevention strategies beyond traditional safety protocols. This strategic change demonstrates our unwavering commitment to employee safety and the cultivation of a proactive risk management culture.

To address SIF incidents, we implemented comprehensive measures, including defining key terms such as SIF, SIFp, Fatality, Life-threatening Injury or Illness, and Life-altering Injury/Permanent Disability. Key strategies encompass precursor identification, establishment of SIF metrics, and enhancements to our Safety Management System. Our internal SIF decision tree integrates critical precursors and Life Saving Rules, facilitating thorough investigations and preventive measures implementation.

In 2023, outcomes, with our efforts resulted in promising SIF incident exposure percentages significantly below the industry average of 21%. Drawing insights from SIF metrics, we implemented preventive strategies, including integration into the Safety Management System, communication of Life Saving Rules, enhanced risk assessments, safety resets, and improvements in incident handling systems.

As we reflect on our progress, we remain committed to continuous improvement and excellence in workplace safety. Our journey forward is driven by our collective determination to create a safer and healthier work environment for all.

### Lost Time Injury Frequency Rates



Our Orangeburg facility experienced one Lost Time Incident (LTI) and due to the small group size and reported hours worked, this incident resulted in a higher LTI Frequency. Prompt corrective actions were taken to prevent recurrence, including changes to the wax unloading process and provisions for safely removing solidified wax from hoses.

“ At Walker, safety is the first, second, and third priority. Walker genuinely cares about everyone's health and safety, always exploring new ways to improve health and safety through their policies and practices. ***Knowing that our safety is always in focus makes me feel safe and secure at work.*** ”

Natasha Mac Neil  
Project Coordinator, Aggregates & Construction

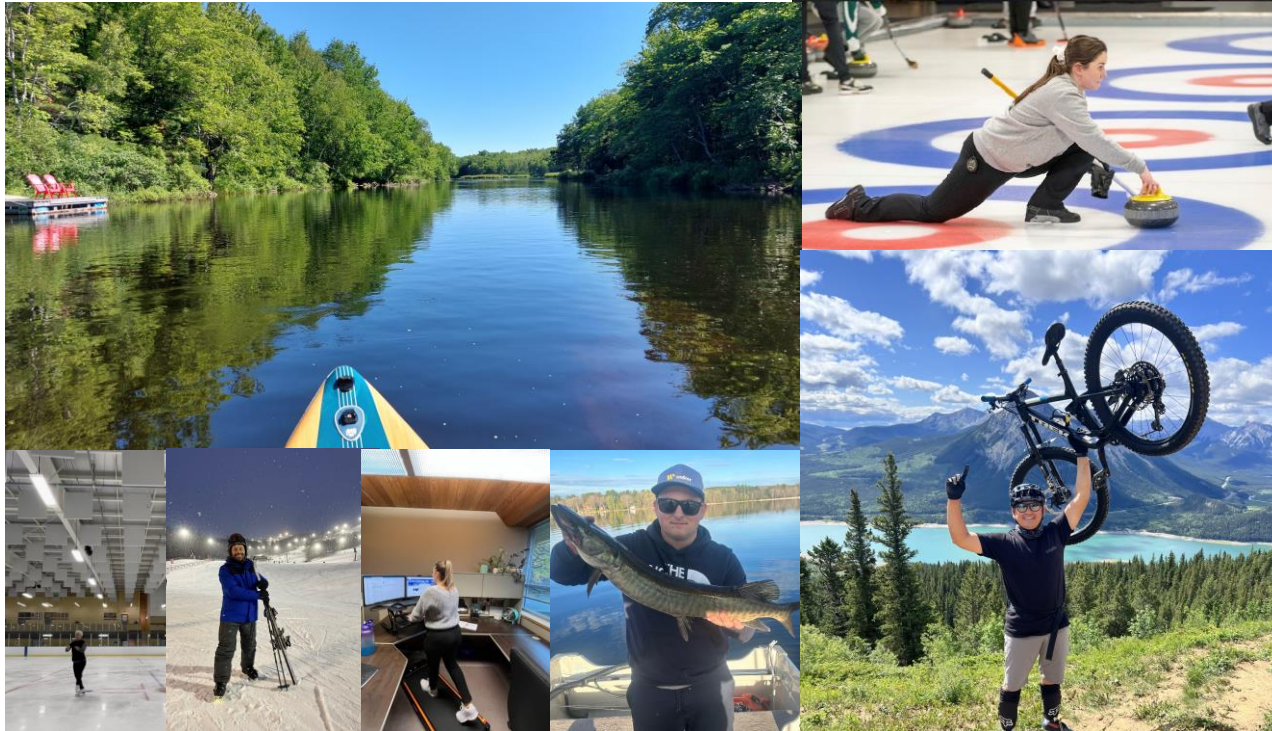




# OUR PEOPLE

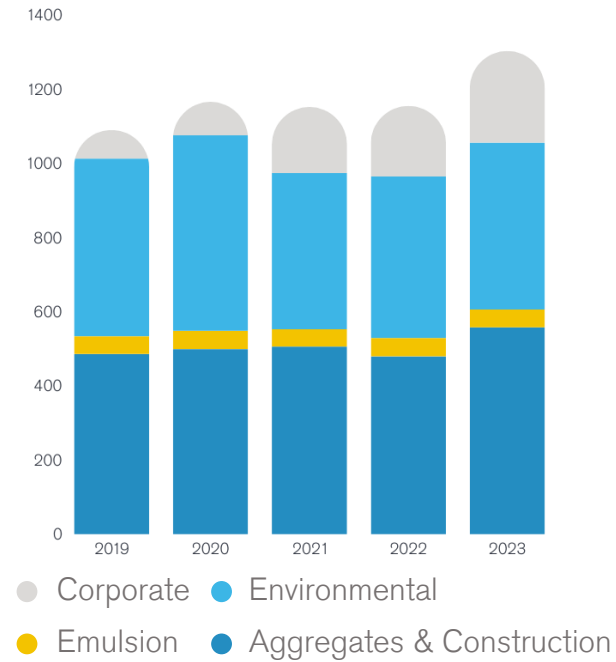
## Recruitment and Career Development

In 2023, Walker achieved significant success in attracting new talent. We posted 358 job openings and we proudly welcomed 303 new members into our community, underscoring our commitment to fostering growth and diversity within our organization. Furthermore, our dedication to career development is highlighted by the noteworthy achievement that **62% of posted management positions were successfully filled by internal candidates**. This accomplishment reflects our ongoing commitment to nurturing and advancing the talents of our existing team members, contributing to a thriving and sustainable workplace culture.

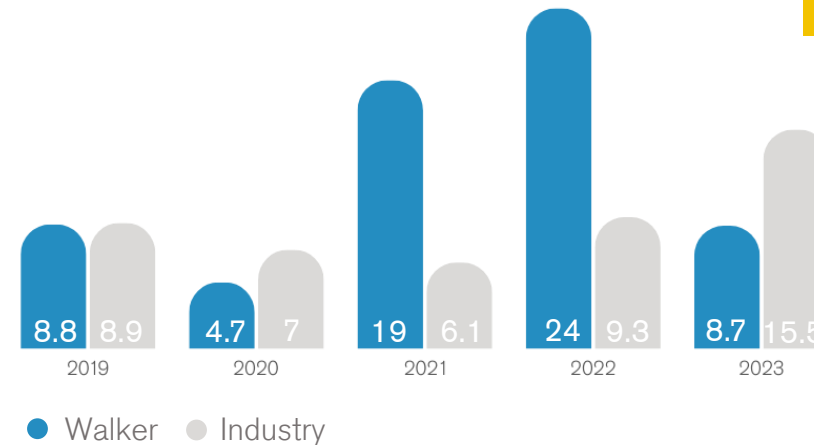


**Over 50%** of our employees used the Walker Wellness Subsidy in 2023.

## Number of Employees by Division



## Voluntary Turnover Rate (%)



**145** employees with over 20 years of service



**8 years** is the average length of service of an employee



# ENGAGEMENT AND TRAINING

In our ongoing pursuit of corporate sustainability, we recognize that our greatest asset is our people. At Walker, we are dedicated to fostering a culture of continuous learning, growth, and employee engagement.

## Employee Engagement

Our commitment to creating a workplace where employees thrive is evident in the results the 2023 employee engagement survey. We are pleased to report an outstanding 87% response rate, reflecting the genuine interest and investment our employees have in the organization. Equally impressive is the **employee engagement score of 80%**, indicating a high level of satisfaction and commitment among our workforce.

## Compensation Transparency

Recognizing the importance of fostering a transparent and fair working environment, we have taken steps to improve employee understanding of our compensation structure. As part of this initiative, we now issue comprehensive compensation statements to all employees. These statements provide clear insights into the various components of their compensation, promoting transparency and trust within the organization.

## Diversity, Equity, Inclusion

In a significant milestone for Walker in 2023, we **developed a comprehensive Diversity, Equity, and Inclusion (DEI) strategy** in collaboration with a dedicated working committee. The strategy, crafted with the invaluable input of more than 100 employees through focus groups and consultations, is aligned with our 5-year business strategy and reflects our commitment to fostering an inclusive workplace where diversity is celebrated, and every voice is heard.



### Leadership Training:

Over the past year, we have invested in leadership development programs with MCE (Mohawk Continuing Education) and McLean & Company Management Fundamentals.

49 (27 McLean, 22 Mohawk) employees actively participated in these initiatives, gaining valuable insights and honing their leadership capabilities.



“ Investing in leadership training not only strengthens our organizational leadership, but also ensures a pipeline of skilled individuals ready to take on future challenges. ”

Lisa Benger  
Senior Vice President Human Resources



**87%**

response rate from the 2023 employee engagement survey



# CELEBRATING ACHIEVEMENT

## Building Connections Through Employee Conferences

The 2023 Walker Conference united colleagues and fostered community-building. Responding to engagement survey feedback, this event aimed to reinforce the **#OneWalker culture** after an extended period of separation during the global pandemic. In total, 309 employees attended the 2023 conference. Through special speakers like dynamic communicator Lori Stephenson and Olympic medalist Jeremiah Brown, employees delved into personal and professional growth. Additionally, an executive panel Q&A session offered a chance to get to know the executive team better. Geordie Walker, President and CEO, also shared insight into the company's priorities and new 5-year strategic plan. The R.E.A.C.H awards were also announced at this conference. Emphasizing sustainability, the conference implemented eco-friendly practices such as encouraging carpooling, minimizing plastic waste, and minimizing housekeeping. Over 30 people took the bus that was organized, and 64 people carpoled to save a total of over 40,000 passenger KM, these efforts saved 12 tCO<sub>2</sub>e. The entire event's footprint of 47 tCO<sub>2</sub>e was offset. By prioritizing both connection and environmental responsibility, the conference embodies Walker's commitment to **building a sustainable future, together.**



## REACH Awards

The R.E.A.C.H. Employee Awards recognize Walker employees who represent and embody the values of the Company. In 2023, the Executive Team had the difficult job deciding who would win the award, which included a \$10,000 prize. In the end, there were so many worthy nominations that five recipients were selected.



### Christie Howes: *RESILIENCE*

Christie has shown amazing resilience throughout her career, and she gives her all to her community. She is active in Paws and Claws and fostering Hope Animal Rescue. Christie has been fostering and rescuing animals since 2020. She also volunteers at her local women's shelter through food drives, clothing drives and even cutting hair.



### Jim Walker: *ENVIRONMENT*

Celebrating 30 years at Walker, Jim spent his career in Aggregates. Recently, he made a career shift, becoming a successful mechanic apprentice. Now, he balances his day job with his passion for the environment, refurbishing equipment during slower seasons to prevent waste. He even crafts flower planters from broken crusher screens for coworkers and the community.



### Somer Arthurs: *ACCOUNTABILITY*

Somer embodies accountability, consistently delivering exceptional work while understanding every facet of the business. She prioritizes others' well-being over personal gain, leaving a positive impression on everyone she encounters, including the office cleaning staff.



### Olakunle (Ola) Okutubo: *COMMUNITY*

Ola is a pillar in his community and one of our top tier technicians in Alberta. Ola consistently rises to the occasion, seamlessly transitioning from night shifts to day shifts, willingly accepting out of town and overnight work. He does all this while caring for and supporting troubled youth on the weekends.



### Suzy Walter: *HUMILITY*

Suzy just celebrated 25 years with Walker! She was pretty quiet about her situation, but it was brought to Walker's attention that she made a remarkable, selfless decision recently - Suzy became an organ donor. She gave one of her kidneys, changing the life of her friend on kidney dialysis forever.



# LONG-TERM EMPLOYEES

### Les Hilderbrand



48 Years

*"Seeing how much Walker seeks to make such a difference to the communities around them, is a real source of pride for me."*

Les began his journey at Walker in 1975 as a Labourer at Ridgemount Quarry. Over the years, he showcased exceptional versatility, transitioning through various roles within the company. From mastering heavy machinery to obtaining mechanic's licenses, Les demonstrated a strong commitment to growth. His expertise in equipment repair spans multiple Walker sites, including Ridgemount and Vineland Quarries. Les finds fulfillment in assisting colleagues, diagnosing mechanical issues, and the diverse nature of his work. He values camaraderie and appreciates Walker's community impact. Notably, Les contributed to the successful trial and purchase of equipment for the Landfill division, having to go all the way to Germany to trial the equipment. His dedication and expertise have made him a valued member of the Walker team for nearly five decades.

### Rosemary Ackermann



29 Years

Rosemary joined Walker in 1994, initially handling payroll and benefits for hourly workers at the Duntroun Quarry Office. Currently, as the Office Supervisor Walker Aggregates in Simcoe Region, she manages payroll, accounts payable, and office personnel across multiple locations. Her transition to this role in 1999 marked a willingness to embrace challenges and learn. Rosemary's advice for transitioning roles emphasizes curiosity, learning, and enjoyment. With experience in the construction division, her favorite part of the job is problem-solving and supporting her fellow employees. She values Walker's supportive culture, fostering a sense of value among employees. Rosemary's dedication makes her a valued member of the team.

### Angelo Bevilacqua



36 Years

Angelo's journey at Walker began in 1987 as a summer student at Walker Brothers Quarry, evolving from a laborer to a haul truck driver. His expertise grew through welding, leading to roles as a maintenance welder and lead hand. Advancing to supervisory positions at Walker Brothers Quarry and Vineland Quarry, Angelo demonstrated dedication and skill. Joining the Health & Safety team in 2017 as a trainer, he utilized his extensive equipment experience. Angelo's commitment to learning, including night courses at Niagara College, propelled his career. Serving in various roles, including JHSC worker member rep, he emphasizes safety and promotes the Walker Way. His fulfillment lies in colleague interaction, prioritizing safety and sharing experiences.

### Lisa Bengert



25 Years

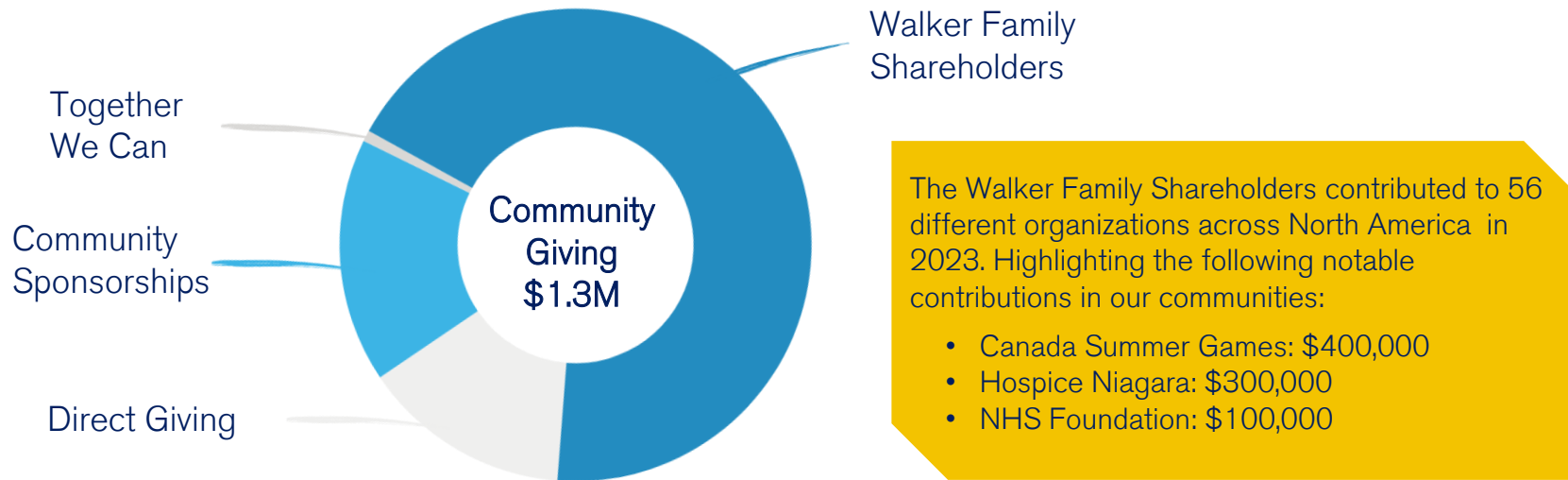
Lisa's journey at Walker began in 1998 as an Administrative Assistant, advancing to Special Projects Coordinator before assuming her current role as Senior VP of HR and Health & Safety. With dedication and expertise, she leads talent acquisition, employee development, and health & safety initiatives. Lisa's commitment to growth is evident in her pursuit of the HR CHRL designation, supported by Walker. Her passion lies in aiding managers through challenges, embodying Walker's collaborative culture. Notably, her contribution to creating the S.E.E. model reflects her impact on long-term strategies. Lisa is actively engaged in the community as a leader and serves as a Board Director for the Greater Niagara Chamber of Commerce.



# ENCOURAGING PHILANTHROPY

## Community Contributions

In our ongoing commitment to fostering positive change and uplifting our communities, we continue to support many local organizations. In 2023, our efforts saw us contribute over \$1.3 million towards various initiatives aimed at enhancing the well-being and prosperity of those around us. We recognize that true philanthropy transcends mere financial contributions; it requires empathy, understanding, and a genuine desire to uplift others.



## Together WE Can

For the tenth consecutive year, Walker's Together We Can program invested \$10,000 to give back to our communities through an employee lottery. 15 Walker employees won the chance to give money to the charity of their choice to help their communities.

### \$1,500.00

- Canadian Cancer Society
- Grey-Bruce Animal Shelter

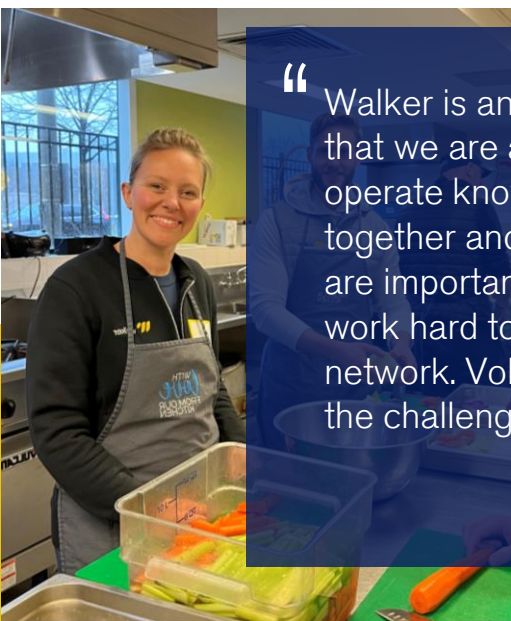
### \$1,000

- Sick Kids Foundation
- MS Society of Canada, Hamilton Chapter
- Free Korean Dogs
- The Salvation Army

### \$500

- CHEO Foundation
- Heart & Stroke Foundation, Niagara Chapter
- Reach Centre Grey-Bruce
- Miracle Max's Minions
- Meals on Wheels America

## #WALKERGIVESBACK



“ Walker is an active member in the communities where we operate by understanding that we are all in this together. **COMMUNITY** is one of our core values because we operate knowing that the health and well-being of everyone matters. By working together and supporting one another, we collectively tackle the meaningful issues that are important to our local communities. It's about more than just financial donations. We work hard to provide the resources we can, including our team's time, skills and support network. Volunteering improves our connections with our community, highlights where the challenges may be, and holds ourselves accountable for doing what is right. ”

Jenn Barraza  
Business Process Manager, Environmental





# SUPPORTING OUR COMMUNITIES

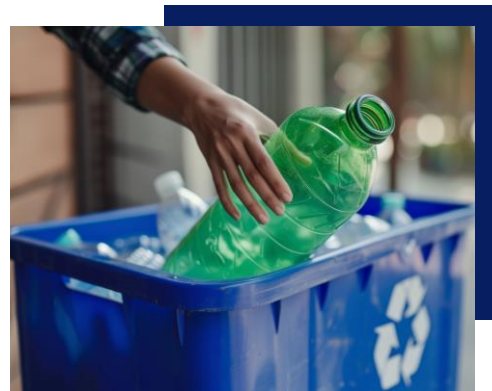


## NRNC Community Garden

15 Walker volunteers joined hands with Niagara Regional Native Centre (NRNC) community members to tidy up the garden and plant additional fruit trees and the NRNC community garden. We also donated trees and sustainable soils. This collaborative effort not only strengthened our connection with nature, but also fostered better connections and understanding between our team and the Indigenous community.

## Waste Management

In 2023, Walker offered advisory support in waste management to assist multiple Pow Wows, including Mississaugas of the Credit Pow Wow, Chippewas of the Thames Pow Wow, and the Niagara Region Native Centre 9th Traditional Pow Wow. We supported their community goals of having waste-free Pow Wows by providing bins for organic waste and recyclables and offering advisory services on waste reduction strategies.



## Employee Education

Recognizing the importance of education and awareness, Walker organized a series of Lunch & Learn sessions for employees. Guest speakers from the Niagara Region Native Centre, First Peoples Group, and Mississaugas of the Credit facilitated these discussions, enriching our employees' understanding of Indigenous rights, history, and culture.

Topics covered include:

- the use of land acknowledgment
- the history of Indigenous peoples and Turtle Island
- significant dates and their meanings
- history of the Mississaugas of the Credit First Nation
- Significant cultural issues indigenous groups are facing in today's society

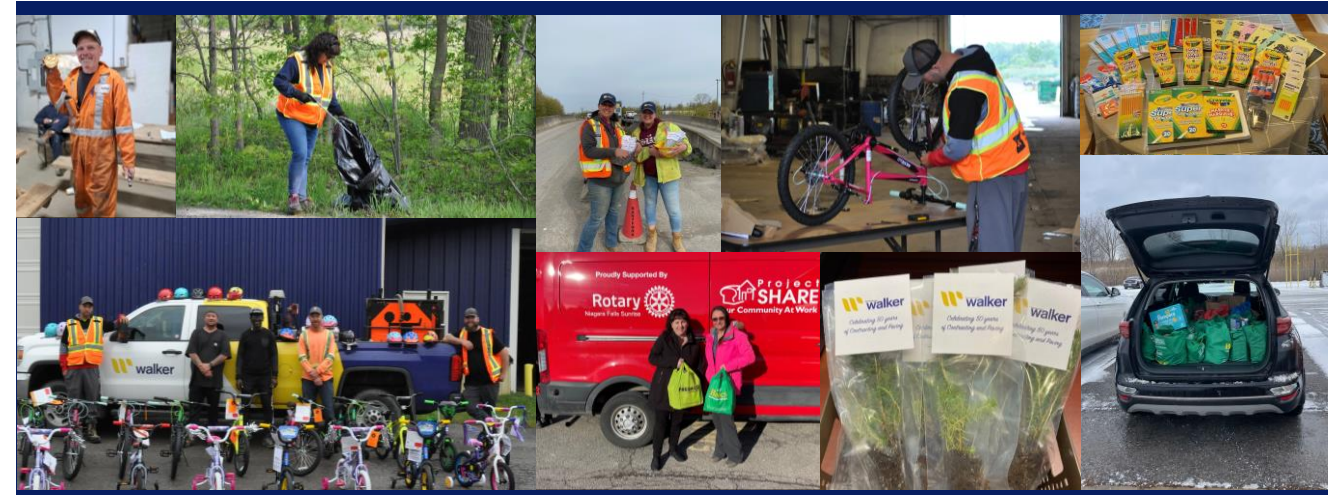
## Walker Construction Celebrate 50 Years

Walker Construction Limited is proud to mark its 50th year in the contracting and paving industry. From its inception in 1973, Walker Construction Limited (formerly Norjohn Contracting) has been serving the communities that we are proud to call home. What better way to celebrate 50 years of contracting and paving in southern Ontario than by showing our gratitude to our communities by doing 50 good deeds, a goal that was quickly surpassed.



The initiative kicked off with distributing trees to the community for planting on Arbour Day. In May, the team demonstrated its commitment to environmental stewardship by removing a staggering 6,613 pounds of waste from the roadside. Throughout the summer, Walker Construction continued raising funds with proceeds benefiting the Heart and Stroke Foundation.

- ✓ 250 tree saplings donated
- ✓ 50 bags of school supplies donated
- ✓ 20 bicycles built and donated to Birchway Niagara Boys & Girls Club
- ✓ 150+ hours volunteered
- ✓ \$1,500+ raised for Heart & Stroke Foundation
- ✓ 3 MT of waste cleaned up from our roadsides
- ✓ 282 lbs of food collected for Project Share





# COMMUNITY ENGAGEMENT

Walker acknowledges the significant impact of community engagement and social responsibility, evident through our active participation in our communities. By providing employees with two fully paid volunteer days, Walker encourages a culture of giving back, fostering positive impacts on both our workforce and the local communities we serve.

## Day of Action on Litter

In support of Ontario's Provincial Day of Action on Litter, our employees volunteered for in community clean-ups, demonstrating their commitment to keeping our communities and environments clean. Phil, the Green Bin Mascot, joined us to raise awareness of the detrimental effects of litter on our environment. Through our collective efforts, we successfully collected over 1250 lbs of litter at Firemen's Park in Niagara.

## Johnson Creek Clean Up

Celebrating our tenth year collaborating with Portland Parks & Johnson Creek Watershed Council, we proudly removed 560 lbs of garbage. We had a record-breaking turnout at the Johnson Creek clean up event!

Walker employees spent **3,764 hours** volunteering in their communities

# Season of Giving

October 2 – November 30

9 Weeks of Planned Events

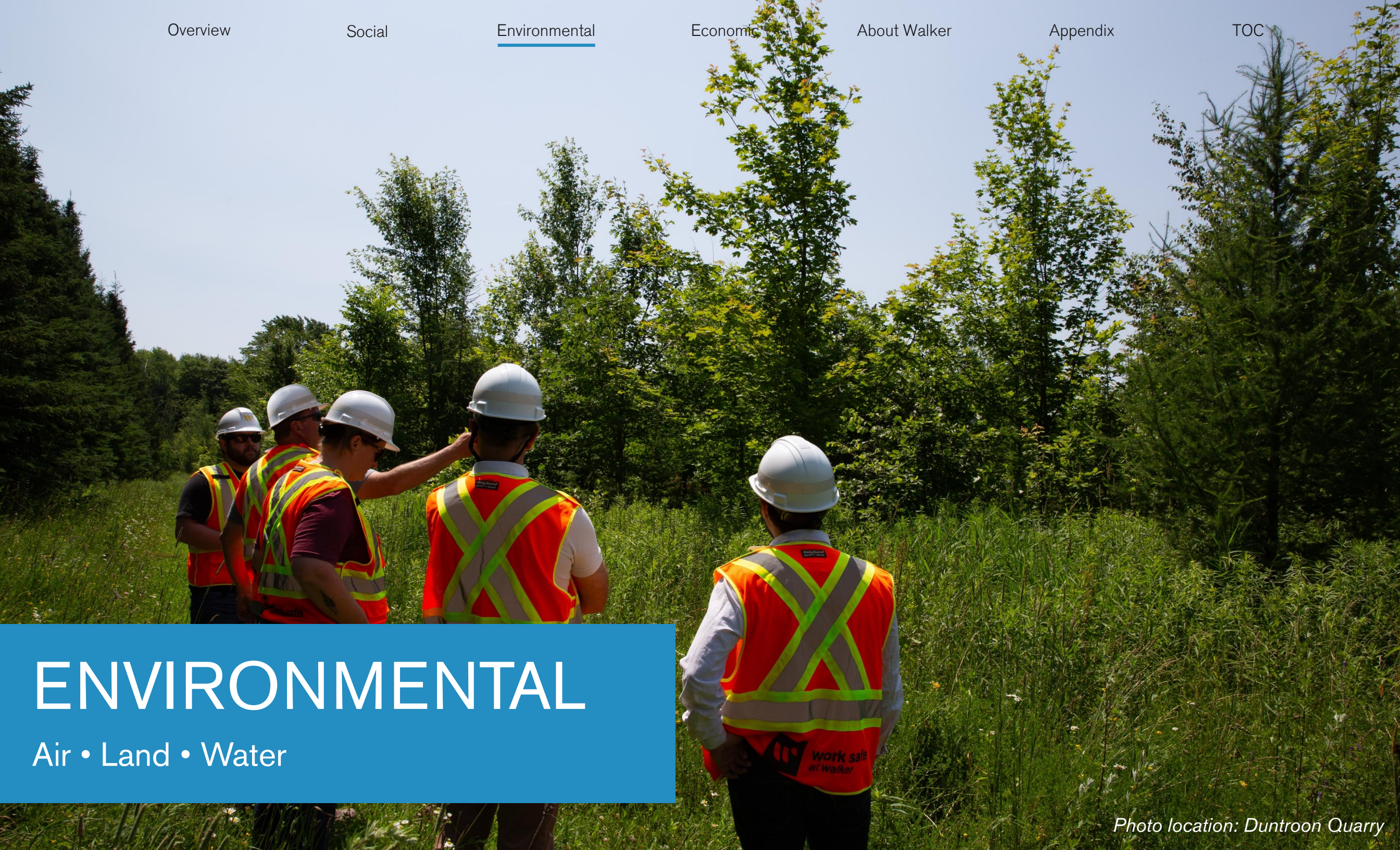
30+ Volunteer Events

19 Different Cities

240 Employees Volunteered (113 more than 2022)

33 Organizations Supported





# ENVIRONMENTAL

Air • Land • Water



# RESOURCE RECOVERY

**+14%**

Biosolids Processed to Fertilizer

**+37%**

Waste Wood Processed to Alternative Low Carbon Fuel

**-15%**

Shingles Processed

**+13%**

Asphalt Recycled

“ Being part of Walker means being a part of a multi-generational commitment to turn waste into sustainable resources, such as organic soils, mulches, fertilizers and renewable energy. Participating in innovative technologies that will further enable this waste-to-value conversion requires a long-term focus and ability to face several hiccups along the journey. As such, **RESILIENCE** is one of our core values that helped us to successfully start the largest Renewable Natural Gas facility in Ontario in December 2023 and to recover over 1 million tonnes of resources. ”

Steven Vermeulen  
Executive Vice President, Environmental



# 1.08 MILLION TONNES RESOURCES RECOVERED



## Resource Recovery in Action

In 2023, our Residential Waste Recycling Depot **recovered 615 bicycles and donated them to The Broken Spoke**, a local program that teaches students bike repair skills, emphasizing the benefits of refurbishing bicycles for personal use and providing transportation for those in need.

At Walker, resource recovery is a high priority, and our approach to using and disposing of materials is guided by a circular perspective. Since its establishment in 2016, the Walker Resource Recovery Area is dedicated to researching and developing recovered waste products. By recycling and reintegrating materials such as wood waste, railway ties, asphalt shingles, and clean soils, we ensure that valuable resources stay in use. Our processing methods transform these materials into new products, allowing our customers and communities to actively engage in a circular economy. These repurposed materials find new life as manufactured soils, alternative low-carbon fuels, and recycled asphalt products.

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



# PEAT-FREE SOIL BLENDS

## Transitioning Away from Peat

In our journey towards sustainability, we've made a conscious decision to move away from relying primarily on peat. Reducing the use of peat helps preserve precious peatland habitats like peat bogs and wildlife areas. Our materials are responsibly sourced from organic waste, contributing to a circular economy by repurposing waste from municipalities and forestry industries. But this isn't just about being green; it's about creating something that truly works for your garden. Our peat-free alternative, GrowBetter Gardens™, is designed with both your plants and the planet in mind. Much like the GrowBetter Gardens soil development, reducing the volume of peat moss used in our other soil blends requires thorough research into alternative materials, such as aged bark fines or wood fiber. Rigorous testing is required to ensure the physical and/or chemical properties of the soil blend are not compromised.



## Partnering with Academia

A Life Cycle Analysis (LCA) is crucial for assessing a product's sustainability by evaluating its environmental impact across its entire life cycle. Collaborations with academic institutions like Waterloo, provide access to advanced methodologies and knowledgeable researchers, fostering knowledge-exchange and capacity building. Another important aspect of transitioning to less peat or peat-free is developing educational tools to inform stakeholders, such as professional nursery growers, about the importance of this transition. By embracing these responsibilities, Gro-Bark and All Treat Farms have made significant traction in driving the shift to more sustainable soil blending practices utilizing less or no peat.

Walker collaborated with the University of Waterloo to **conduct a lifecycle analysis** on All Treat Farms's GORE compost and Gro-Bark's Composted Pin Mulch (CPM®) 1" product.



## GrowBetter™ Gardens Development

Carly Lacy, Resource Recovery's Research & Development Specialist, plays a pivotal role in the development of the new GrowBetter Garden mixes. With her expertise and dedication, Carly helps to ensure that our GrowBetter Garden mixes meet the highest standards of performance, sustainability, and innovation. She conducts thorough research to identify novel materials for peat replacement and rigorously tests different iterations of recipes to assess their suitability and effectiveness. Carly also collaborates closely with other team members to refine formulations based on feedback and undertake detailed data analysis. Carly's attention to detail, analytical skills, and passion for environmental stewardship are invaluable assets in our quest to create cutting-edge soil mixes, like our new GrowBetter Garden line, that promote healthy plant growth while minimizing environmental impact.



# CARBON NEUTRALITY

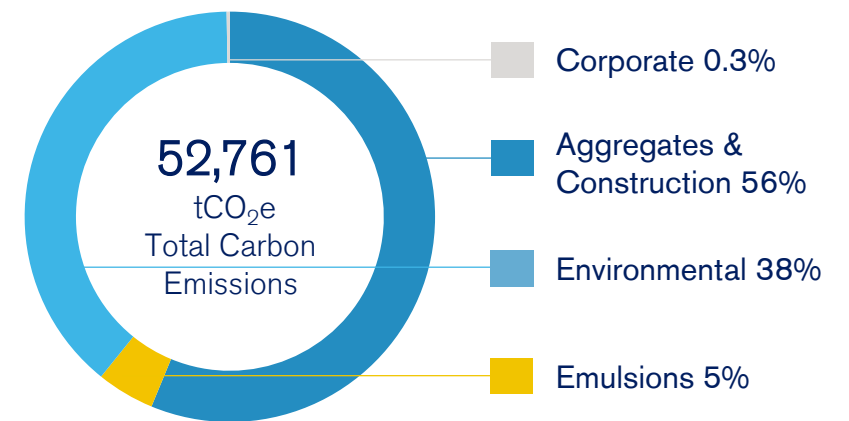
Walker is actively working towards becoming **carbon neutral by 2040**. In 2023, we recalculated our 2022 baseline using a financial control methodology, ensuring accuracy in determining the boundaries of our carbon footprint. We cannot measure what we do not track, highlighting the importance of tracking our emissions. Reducing greenhouse gas (GHG) emissions remains a paramount goal for us, representing the most effective pathway to achieve carbon neutrality. We recognize that fostering innovation and collaboration within our organization is essential to meet this objective. Promptly addressing emissions is vital, as prolonging high-carbon practices will only worsen environmental challenges, such as climate change, air pollution, and biodiversity loss.

Our path to carbon neutrality focuses on four main areas:

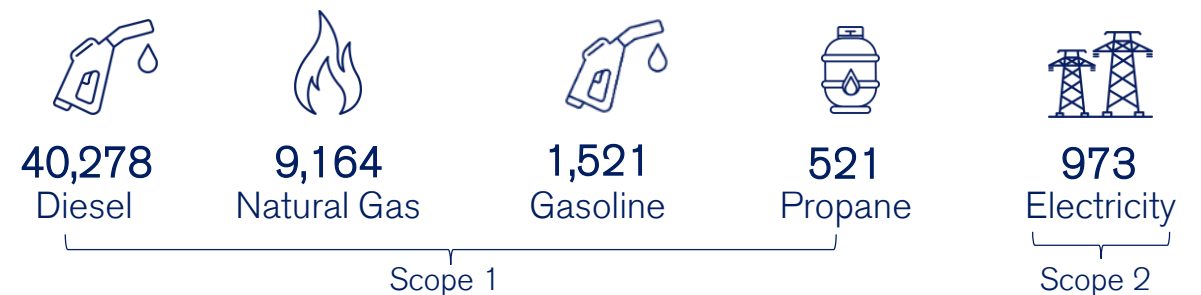
- ✓ Reducing Consumption and Intensity
- ✓ Utilizing Renewable Energy
- ✓ Developing Low-Carbon Products
- ✓ Low-Carbon Land Management

This strategy not only enables us to focus on reducing emissions within our operations but also extends to mitigating the impact of our products, allowing customers to lower their carbon footprint, and investing in nature-based solutions on our managed lands.

Our 2023 carbon footprint totaled 52,761 tCO<sub>2</sub>e. Our Scope 1 emissions represent our largest source of emissions from the use of diesel fuel in our equipment. In 2023, we made strides in reducing our diesel consumption by investing in multiple CAT XE high-efficiency electric drive system loaders. This technology has yielded a significant 25% reduction in fuel consumption for each new asset. Employee feedback has highlighted additional benefits such as quieter operations and improved drivability, illustrating the multiple benefits offered by integrating sustainable solutions into our operations.



2023 Carbon Footprint by Source



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



“At Walker, our **ENVIRONMENTAL** values are guided by EARTH 1st. It drives our efforts to develop renewable energy, achieve carbon neutrality, and reclaim lands we operate upon. It empowers every employee every day to act in an environmentally responsible and compliant manner. It holds us accountable to our social license to operate in our communities. It is fundamental to our legacy and essential to future generations.”

Tim Murphy  
SVP, Environmental Performance Department



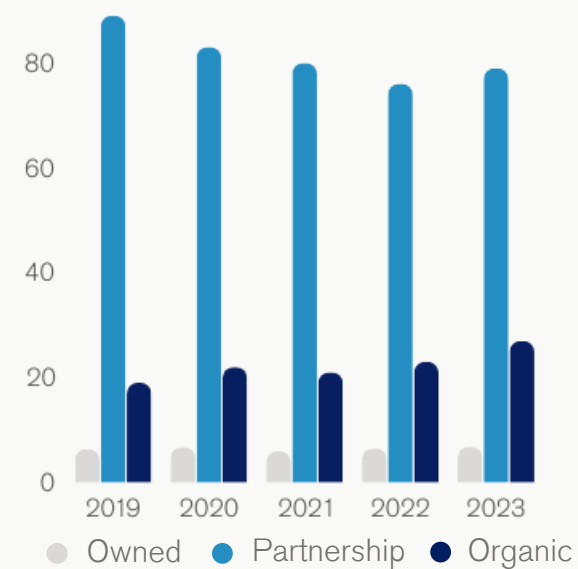
# RESOURCES TO ENERGY

Responsible energy management is crucial to our operations. Through our partnership with Comcor Environmental in Integrated Gas Recovery Services (IGRS), we convert landfill gas (LFG) into electricity, exporting it to the grid and offsetting our own onsite consumption at our Niagara Campus. Our LFG is also sent to General Motors Engine & Transmission plant in St. Catharines to reduce their GHG emissions by 70%.

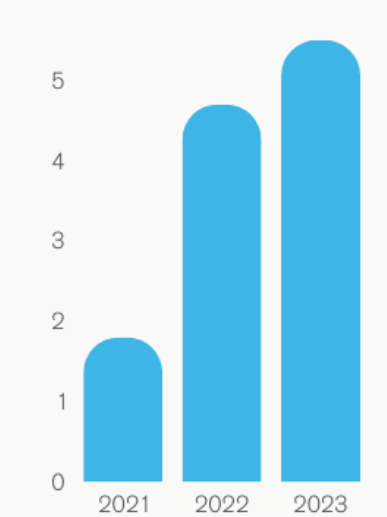
In December 2023, IGRS and Enbridge finalized the construction of a facility converting LFG into renewable natural gas (RNG), injected into the local Enbridge network. By maximizing renewable energy sources like LFG, we play a vital role in reducing carbon emissions, alleviating pressure on the grid, and reducing our reliance on fossil fuels.



### Electricity Generated by Sources (MW)



### Electricity Generated to Offset Onsite Load (MW)



### Walker Landfills (Niagara) kWh

2019	2020	2021	2022	2023
6,394,683	6,728,000	5,946,487.00	6,574,295	6,838,449

### Partnership Landfills kWh

2019	2020	2021	2022	2023
89,094,933	83,382,526	80,406,841.89	76,081,661	79,811,283

### Organic Collection & Recycling kWh

2019	2020	2021	2022	2023
19,120,312	21,889,342	21,395,860.00	22,527,524	26,835,859



## W2RO Mentor and Leadership Program

In 2023, Leslie Galloway (Proposal Lead, Environmental) completed the W2RO Mentor and Leadership Program. Waste to Resource Ontario (W2RO) advocates for waste management practices that transform waste into power while collaborating with stakeholders to address key industry challenges. This program was initiated in 2019, connecting waste, recycling, and resource recovery sector experts with professionals seeking career advancement. Aimed at fostering mentorship, education, and community building, the program focuses on developing aspiring professionals, addressing critical sector issues, providing eight months of mentorship, and enhancing the knowledge and skills of individuals for the overall capacity-building of organizations within the W2RO community. By participating in this program, Leslie has gained valuable mentorship, education, and community support in waste management practices that can be applied at Walker.

*“Participating in the 2023 W2RO Mentor & Leadership program was a wonderful opportunity to connect with and learn from other young professionals and leaders in our industry.”*



# STEWARDING OUR ENVIRONMENT

## Environmental Incident Prevention

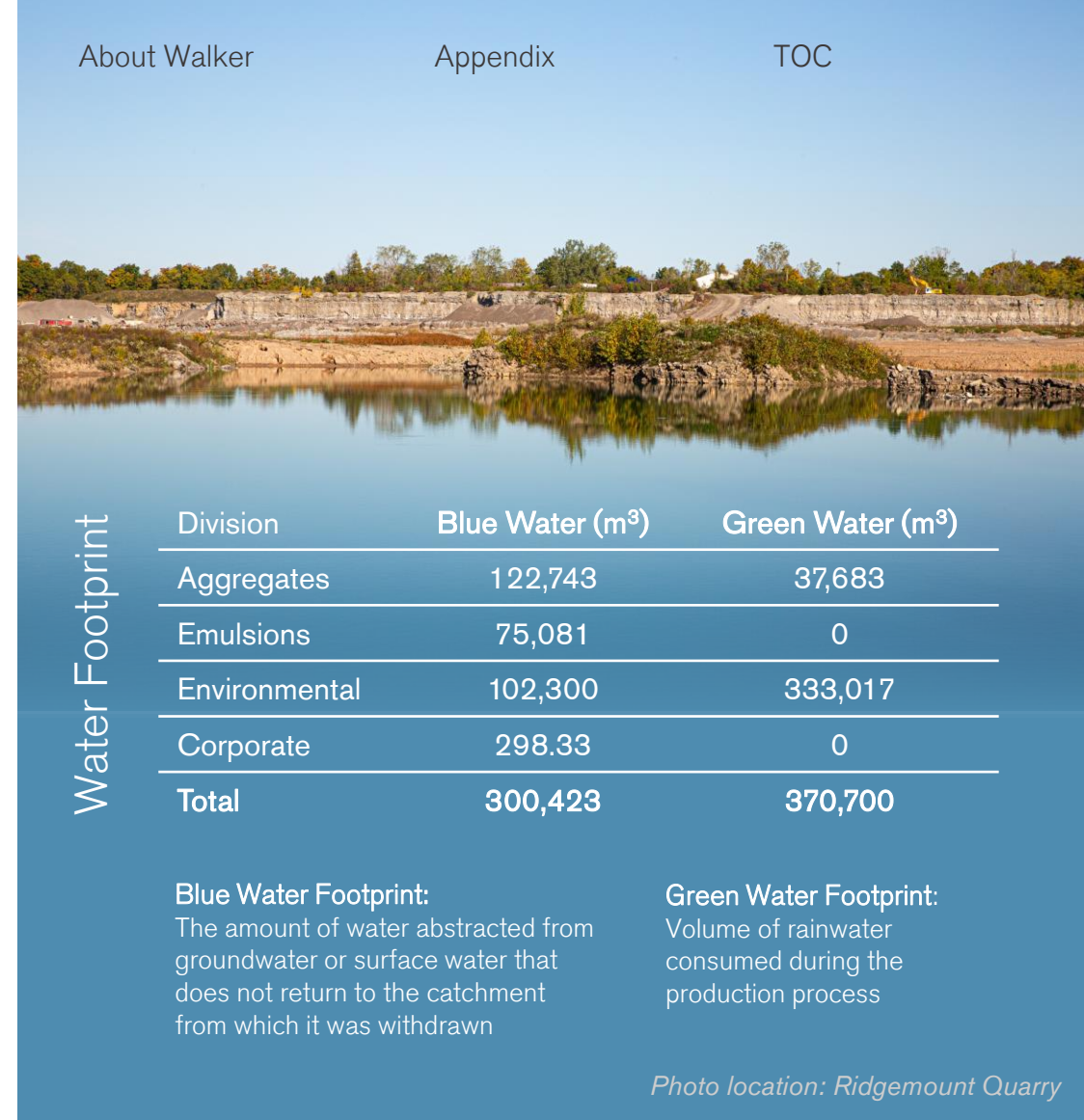
At Walker, environmental incident prevention is a fundamental aspect of our commitment to environmental stewardship and community well-being. Through initiatives like EnviroTalks, we prioritize ongoing training and support for our team members, ensuring they are well-versed in our corporate environmental policy requirements. Monthly environmental inspections, supplemented by quarterly assessments of high-risk items and annual comprehensive reviews, are integral to our proactive approach.

Guided by our EARTH 1st Philosophy, with the “A” emphasizing Acknowledging our Part, we recognize our responsibility to protect and preserve the environment. Our Environmental Performance team works hard to ensure changes to our operations and business growth are met with environmental considerations. Furthermore, we have identified climate change-related risks and develop tailored action plans to mitigate, adapt, or enhance our resilience. Through targeted technical training, from spill response to transportation of dangerous goods, we empower our workforce to respond effectively to environmental challenges, fostering a culture of sustainability, accountability and ensuring a safe environment for all.



“ To me, environmental protection and stewardship involve the everyday actions we take. From our morning tailgate talks, reinforcing spills training, to the daily maintenance of fences, dust control, and berms, and ensuring our restoration efforts stay on course. It's about **consistently implementing measures to safeguard our environment in all aspects of our work.** ”

Amanda Little  
Operations Manager, Niagara Aggregates



Water Footprint	Division	Blue Water (m <sup>3</sup> )	Green Water (m <sup>3</sup> )
	Aggregates	122,743	37,683
	Emulsions	75,081	0
	Environmental	102,300	333,017
	Corporate	298.33	0
	<b>Total</b>	<b>300,423</b>	<b>370,700</b>

**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

*Photo location: Ridgemount Quarry*



985 ha  
Farmed  
Lands



309 ha  
Conservation  
Lands



102 ha  
Managed  
Forests



40 Acres  
Pollinator  
Habitat

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





# ECONOMIC

Quality • Growth • Cash Flow



# COMMUNITY RECOGNITION

At Walker, our commitment to our communities runs deep. We actively contribute through material donations, social event organization, support for local organizations, and participation in volunteer programs. Recognized by the Ontario Stone, Sand & Gravel Association (OSSGA), here are some notable examples of our community involvement:



**Vineland Quarries and Crushed Stone**

Vineland Quarries and Crushed Stone prioritizes community engagement while mitigating noise, dust, and traffic risks at its site. Team members collaborated with local organizations like the Vineland Scouts and Habitat for Humanity Niagara on clean up and construction projects. They also volunteered with Trout Unlimited Niagara and Land Care Niagara to plant trees along Twelve Mile Creek. In 2023, they hosted their first open house and held the annual Public Liaison Committee (PLC) Holiday Wine & Cheese reception.



**Sutherland Quarry**

Sutherland Quarry received its fourth Community Relations Award for maintaining positive relationships with its neighbours in Georgian Bluffs. They achieved this through volunteer efforts in local searches, discounted aggregate supplies to Habitat for Humanity, and contributions to habitat enhancement projects. They also engage stakeholders regularly, host public events, and support local charities and events such as golf tournaments and local festivals.



**Duntroon Quarry**

Duntroon Quarry actively mitigates noise and dust from its operations while engaging the public through community events, newsletters, website updates, and site tours. They also participate in charity tournaments and support local initiatives. Recent contributions include donations to Clearview Township's Harvest Garden Party and Singhampton Community Centre fundraisers, as well as monetary support for various organizations like the Hospice Georgian Triangle Foundation and Stayner Siskins OHA Junior C Hockey Club.

“ **HUMILITY** to me means we understand our weaknesses and we can admit when we need help. This feeds directly into our actions with stakeholders and partners in that we realize we can always improve while working as a team to solve problems collaboratively. And that’s how our teams approach their daily actions and goals. ”

Ryan Wall  
Executive Vice President,  
Aggregates & Construction



## Community Relations Awards

- Downs Pit – Georgian Bluffs, Ontario
- Duntroon Quarry – Duntroon (Clearview), Ontario
- McGregor Quarry – Amherstburg, Ontario
- Orillia Pit – Hawkstone, Ontario
- Severn Quarry – Severn, Ontario
- Sutherland Quarry – Georgian Bluffs, Ontario
- Vineland Quarries and Crushed Stone – Vineland, Ontario

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



# PRODUCTION & DONATIONS

## Materials Produced / Managed (MT)

**Walker Aggregates**  
Aggregates, Asphalt, and Ready Mix

**Walker Environmental**  
Organic Resource Recovery

**Walker Environmental**  
Waste Managed

**Walker Emulsion**  
Emulsions Produced

2019	10,433,068
2020	10,025,899
2021	10,572,700
2022	9,737,463
2023	9,394,013

2019	386,460
2020	431,495
2021	945,203
2022	941,288
2023	968,605

2019	1,552,610
2020	1,385,889
2021	1,395,329
2022	1,324,711
2023	1,404,781

2019	46,759
2020	37,003
2021	44,131
2022	37,720
2023	39,449



Where the Stone Goes shines a light on the impact of our aggregate donations within our communities.

**Grey-Bruce:** We contributed 600 tonnes of screened sand to the RCMP Musical Ride, which was utilized on the Bayshore arena floor for the horses.

**Simcoe:** A triaxle load of screenings from Duntroon was donated to the Singhampton Baseball Diamonds.

**Niagara:** We donated 308 metric tonnes of aggregate to Habitat for Humanity for construction projects in Thorold. Additionally, our team volunteered hours to assist with the builds.

**Essex:** We donated stone to the Windsor-Essex Therapeutic Riding Association.



“ At Walker we believe that **ACCOUNTABILITY** is critical to success, and you can see that in our focus on quality control and quality assurance. It is not just about standards, for us it is a promise fulfilled, and that we are delivering precisely what we committed to, each and every time. ”

Hero Landry  
Executive Vice President, Emulsions

## \$5,762,352

Paid in:

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



# INNOVATION

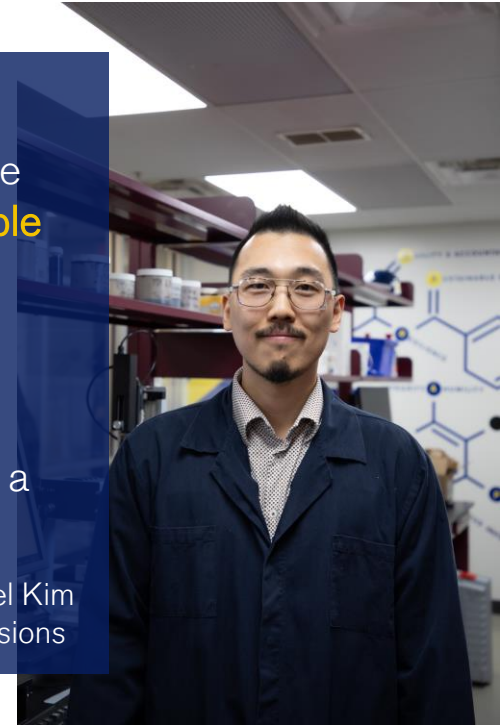
Walker Emulsions is committed to advancing sustainability through innovation. We have made significant progress in integrating lignin into our products, particularly in gypsum and engineered wood applications. Since 2021, our work to re-enter the gypsum wallboard industry has been fruitful.

By incorporating Kraft lignin into our wax dispersion formulations, we have achieved notable improvements in stability, water repellency, processing efficiency, and cost-effectiveness compared to previous products. Lignin is a class of complex organic polymers that form key structural materials in the support tissues of most plants. Kraft lignin, derived from the Kraft pulp process which is the primary method for converting coniferous wood to pulp, serves as a key industrial lignin obtained as a by-product from pulp production. Collaborations with major gypsum wallboard producers have led to successful trials, with further trials scheduled for the near future. Additionally, we are in the final stages of installing our first SMARTWAX System, demonstrating our commitment to technological advancement.

Through ongoing trials with high-efficiency dispersants, we aim to optimize product performance while minimizing resource usage and shipments. Our recent patents, all with sustainability at their core, underscore our dedication to environmentally responsible innovation. These patents include the use of Kraft lignin in wax dispersions for engineered wood and gypsum wallboard, as well as the development of self-emulsifying wax products for the SMARTWAX System utilizing animal and vegetable waxes. At Walker Emulsions, we remain steadfast in our pursuit of sustainable solutions, continuously pushing the boundaries of innovation in our industry.

“ In our traditional business model, we heavily relied on petroleum products. However, we've been **actively transitioning to more sustainable alternatives**. Our focus has been on utilizing lignin, a by-product of wood, to replace petroleum-based emulsifiers. Through our efforts, we've successfully integrated lignin-based products into our operations, marking a significant step towards sustainability. ”

Daniel Kim  
Manager of Product Development, Emulsions



**36%** revenue

**Sustainable Products**

▲ Products or services that support economic, environmental and social prosperity



**2.5%** revenue

**New Products**

▲ Products created or sold to new customer segments in the last 5 years



# ABOUT WALKER

*Photo location: Walker Industries Corporate Headquarters - Niagara*



# WHO IS WALKER

Walker is a fifth-generation family-owned company headquartered in Niagara, Ontario. With over 1,300 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.



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



# OUR DIVISIONS



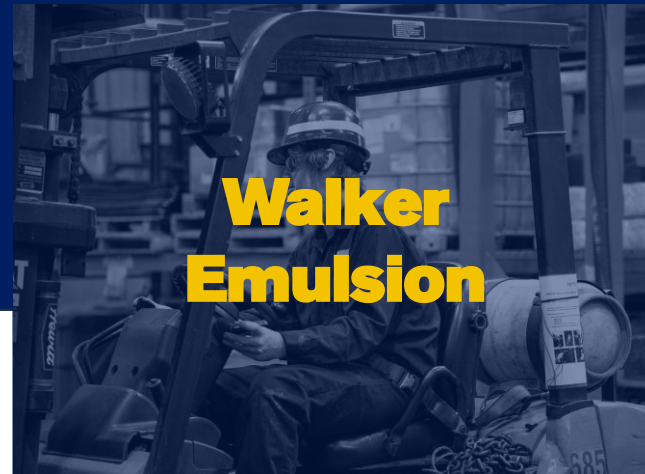
## Walker Aggregates

**Walker Aggregates** and its subsidiary, Walker Construction, are committed to meeting the infrastructure demands of communities throughout Ontario. While Walker Aggregates offers top quality stone, sand, gravel, and asphalt products, Walker Construction specializes in underground servicing, site development, road reconstruction, and pavement preservation services. Together, we strive to ensure the reliability and longevity of essential infrastructure across Ontario.



## Walker Environmental

**Walker Environmental** is a leading resource recovery and waste management firm, offering environmental solutions to municipalities and private enterprises across Canada. Our comprehensive services span coast-to-coast and include managing critical infrastructure such as landfills, waste transfer and haulage facilities, biosolids processing plants, composting facilities, food and residual organic processing facilities, and landfill gas renewable energy projects. Through our innovative approach, we create product brands from recovered resources, such as N-Rich®, All Treat Farms®, Gro-Bark® and GrowBetter Gardens™.



## Walker Emulsion

**Walker Emulsions** is a forward-thinking manufacturer specializing in sustainable emulsions and related chemistries for diverse industries and municipalities across North America. Our product lineup includes wax, asphalt, and bio-based emulsions, along with tailored formulations and technologies to meet specific needs.



## Corporate Services

**Corporate Services** are dedicated to establishing and upholding standards, procedures, and support mechanisms aimed at ensuring the safety and engagement of our employees. Walker Corporate Services is committed to mitigating risks and maintaining high levels of compliance with regulatory standards and plays a vital role in fostering a secure and productive environment for our workforce, enabling us to operate efficiently and effectively.



## VISION

Our vision is to build a sustainable future working in partnership with our communities



## MISSION

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



## VALUES

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

### R ESILIENCE

We value true resilience – **adapting** to challenges or opportunities. This is reflected in our legacy of **innovation**, **confidence** to carve our own path, and long-term perspective, understanding that opportunities unfold over time.

### E NVIRONMENT

We prioritize environmental protection through **sustainable practices**, believing how we operate is as crucial as what we achieve. We go beyond mere compliance, embracing **responsibility to safeguard** our planet for future generations, guided by our commitment to **long-term thinking**.

### A CCOUNTABILITY

We expect it from our top-performing employees and suppliers, while remaining accountable to our customers and community partners. By **taking responsibility** for our actions, we **prioritize** doing what's right, ensuring business success, environmental stewardship, and the well-being of our people and communities.

### C OMMUNITY

The Walker community includes employees, customers, suppliers, government officials, Indigenous groups, and neighbours across all our locations. We prioritize treating everyone with **integrity** and **respect**, valuing their health and safety, and recognizing their contributions to our business.

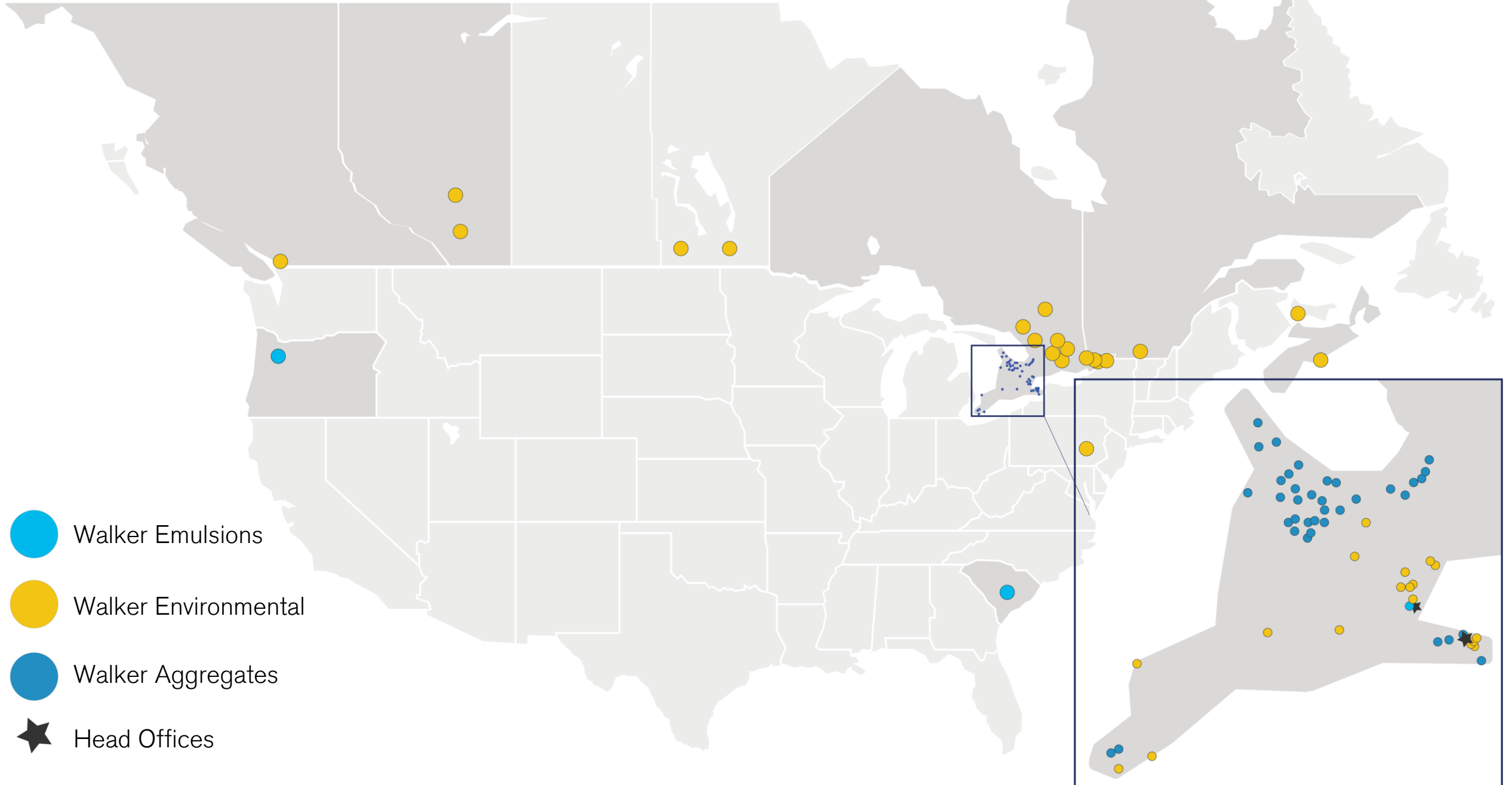
### H UMILITY

We prioritize doing what's right, **letting our actions speak** for themselves. This commitment shapes our story and guides our future, as we actively support our communities.





# Our Locations Across North America





# Our Locations Across North America

## AGGREGATES

Albemarle Quarry – Warton, ON  
 Amherstburg Quarry – Amherstburg, ON  
 Amsen Quarry – Albermarle, ON  
 Anten Mills Pit – Minesing ON  
 Bennett Pit – Meaford, ON  
 Clarksburg Pit – The Blue Mountains, ON  
 Crawford Pit – Bentinck, ON  
 Downs Pit – Owen Sound  
 Duntroon Quarry – Duntroon, ON  
 Durham Pit – Priceville, ON  
 Edgar Pit – Oro Medonte Township, ON  
 Gingerich Pit – Dobbinton, ON  
 Gowanlock Pit – Flesherton, ON  
 Gravenhurst Pit – Gravenhurst, ON  
 Hanover Pit – Hanover, ON  
 Holland Pit – Holland Centre, ON  
 Hooper Pit – Priceville, ON  
 Koch Pit – Priceville, ON  
 Lind Pit – Bentinck, ON  
 Lindsay Quarry – Mar, ON  
 Markdale Pit – Markdale, ON  
 McAllister Pit – Chesley, ON  
 McGregor Quarry – McGregor, ON  
 McKenzie Pit – Holstein, ON  
 Meaford (Bayview) Quarry – Meaford, ON  
 Orillia Pit 48 – Orillia, ON  
 Orillia Pit 5 – Oro-Medonte, ON  
 Orillia Pit 7 – Oro-Medonte, ON  
 Priceville Pit – Hanover, ON  
 Redford (Bentinck) Pit – Hanover, ON  
 Ridgemount Quarry – Stevensville, ON  
 Sarawak Quarry – Kemble, ON

## AGGREGATES CONTINUED

Severn Quarry – Orillia, ON  
 Schmidt Pit – Hanover, ON  
 Shepherd Pit – Desboro, ON  
 Sutherland Quarry – Georgian Bluffs, ON  
 Spring Creek – Lincoln, ON  
 VanSligtenhorst Pit – Hepworth, ON  
 Vineland Quarries – Vineland, ON  
 Walker Brothers Quarries – Niagara Falls, ON

## ASPHALT

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

## READY MIX CONCRETE

Alvanley Ready Mix – Allenford, ON

## CONSTRUCTION & PAVING

Cedarwell Excavating – Port Elgin, ON  
 Harold Sutherland Construction – Kemble, ON  
 Walker Construction Limited– Niagara Falls, ON

## GREASE TRAP SERVICES

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

## WASTE SERVICES

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

## BIOSOLIDS MANAGEMENT

Goffs, NS  
 Leamington, ON  
 Thorold, ON  
 Sackville, NS (Head Office)  
 Sarnia, ON  
 Sudbury, ON  
 Summerside, PEI

## ORGANICS PROCESSING & COMPOSTING

All Treat Farms – Arthur, ON  
 Gro-Bark® – Atrim, ON  
 Gro-Bark® – Bird’s Creek , ON  
 Gro-Bark® – Caledon, ON  
 Gro-Bark® – Dundalk, ON  
 Gro-Bark® – Kazabazua, ON  
 Gro-Bark® – Kenabeek, ON  
 Gro-Bark® – L’Amable, ON  
 Gro-Bark® – Mattawa, ON  
 Gro-Bark® – Milton, ON  
 Gro-Bark® – Nairn, ON  
 Gro-Bark® – Angelica, PA, USA  
 Niagara Composting Site – Thorold, ON

## RENEWABLE ENERGY

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

## EMULSIONS

Walker Emulsions Ltd. – Burlington, ON  
 Walker Emulsions Inc. – Orangeburg, SC  
 Walker Emulsions Inc. – Portland, OR

## CORPORATE OFFICES

Niagara Falls, ON  
 Oakville, ON



# APPENDIX

*Photo location: Vineland Quarry, Vineland, Ontario*



## APPENDIX A: Resource Recovery

Resource Recovery (MT)	2019	2020	2021	2022	2023
Organics Processed to Compost <sup>1</sup>	202,217	216,600	271,664	258,073	230,774
Organics Processed for Anaerobic Digestion	91,411	97,031	98,392	100,456	101,223
Biosolids Processed to Fertilizer	88,285	87,356	112,161	105,273	120,959
Waste Wood Processed to Alternative Low Carbon Fuel	3,725	4,797	4,305	4,098	5,627
Wood Waste Processed for Reuse <sup>2</sup>	11,316	8,920	440,457	453,159	492,885
Shingles Processed to Recycled Asphalt	18,682	16,791	18,224	20,229	17,137
Asphalt Recycled <sup>3</sup>	104,602	91,711	107,861	78,954	89,502
Concrete Recycled	58,838	45,412	70,362	33,759	28,249
Emulsions Reworked into Process	-	1,220	-	-	58
Total	579,076	569,838	1,123,426	1,054,000	1,086,413



## APENDIX B: Carbon Footprint

Carbon Footprint by Source	2017	2018	2019	2020	2021	2022	2023
Natural Gas	9,317	7,809	7,973	7,943	8,497	8,448	9,164
Diesel Fuel	20,331	21,984	26,923	22,909	36,762	42,579	40,278
Gasoline	1,422	1,413	1,658	1,282	1,236	1,425	1,521
Propane	148	173	182	143	333	1,263	521
Electricity	1,991	2,021	1,556	1,820	1,584	905	973
Spent Oil	-	-	-	-	-	239	239
Refrigerants	-	-	-	-	-	186	62
Carbon Footprint by Scope							
Scope 1 Emissions	31,218	31,379	36,736	32,278	46,829	54,178	51,788
Scope 2 Emissions	1,991	2,020	1,555	1,820	1,584	905	973
Carbon Footprint by Division							
Walker Aggregates	18,639	17,063	18,655	17,343	23,430	31,023	29,670
Walker Emulsions	2,091	2,138	2,087	2,256	2,301	2,362	2,406
Walker Environmental	12,232	13,940	17,265	14,341	22,567	21,499	20,549
Corporate Services	246	259	284	158	112	198	134
Carbon Footprint							
Total	33,209	33,401	38,292	34,009	48,413	55,084	52,761

\*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. In 2023 we recalculated our 2022 baseline to follow the financial control methodology for setting the boundaries of our carbon footprint.



## APPENDIX C: Water Footprint

Green Water Consumption by Division (m <sup>3</sup> )	2017	2018	2019	2020	2021	2022	2023
Walker Aggregates	29,728	50,327	43,982	39,955	45,070	37,683	37,683
Walker Emulsions	0	0	0	0	0	0	0
Walker Environmental	24,342	58,607	89,288	76,044	61,000	314,113	333,017
Corporate Services	0	0	0	0	0	0	0
Total	54,070	108,934	133,270	115,999	106,070	351,796	370,700

Blue Water Consumption by Division (m <sup>3</sup> )	2017	2018	2019	2020	2021	2022	2023
Walker Aggregates	129,163	153,373	149,593	122,950	130,180	122,182	122,743
Walker Emulsions	44,989	40,407	41,577	38,500	38,055	75,082	75,081
Walker Environmental	83,193	80,191	73,502	111,415	106,495	106,113	102,300
Corporate Services	307	276	276	276	297	298	298
Total	257,652	274,247	264,949	273,142	275,027	303,675	300,423



## APPENDIX D: *Special Recognition OSSGA 2023*

### 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	Duntroon Quarry's Community Relations Award acknowledges its efforts to reduce noise and dust while actively engaging the community. They host events, publish newsletters, and update their website, in addition to supporting local initiatives such as charity tournaments and donations to organizations like Clearview Township and the Hospice Georgian Triangle Foundation.
McGregor Quarry – Amherstburg, Ontario	McGregor Quarry earns its tenth consecutive Community Relations Award, showcasing its unwavering dedication to fostering positive relationships with its neighbors. Their approach includes minimizing operational impact, sponsoring local initiatives like the Amherstburg Admirals Junior C hockey team and charity golf tournaments, and providing bursaries for students at North Star High School. They also host educational tours and public events like the PLC summertime gathering, donate materials to various organizations, and maintain active communication through personal visits, calls, newsletters, and website updates.
Orillia Pit – Hawkestone, Ontario	Orillia Pit's commitment to positive community relations extends beyond noise, dust, and traffic control. They engage with the local community through events like Public Liaison Committee (PLC) barbecues, where residents can learn about operations and provide feedback. Additionally, Orillia Pit supports community organizations and initiatives, such as funding Legion Branch 397's Canada Day Celebration Fireworks and assisting the CGM Hospital Foundation in fundraising for a new MRI machine. They also contribute to events like the 2023 Barrie Fair. Communication is maintained through newsletters, neighbor outreach, and website updates by Walker Aggregates.
Sutherland Quarry – Georgian Bluffs, Ontario	Sutherland Quarry earned its fourth Community Relations Award for fostering strong ties with its Georgian Bluffs neighbors. They provided discounted clearstone aggregate to Habitat for Humanity, assisted in local searches, and supported habitat enhancement projects. Regular engagement with stakeholders, public events like barbecues and tours, and ongoing efforts to minimize operational disturbances further enhance community relations. Additionally, the quarry contributes in-kind and cash donations to various local events and charities, including golf tournaments and the Owen Sound Hospital Foundation Golf Classic.
Vineland Quarries and Crushed Stone – Vineland, Ontario	Vineland Quarries & Crushed Stone prioritizes community engagement alongside efforts to mitigate noise, dust, and traffic hazards. They collaborate with local groups like the Vineland Scouts and Habitat for Humanity Niagara on cleanup and construction projects. Additionally, they volunteer with environmental organizations to plant trees along Twelve Mile Creek. Their recent initiatives include hosting an open house and holding the annual Public Liaison Committee (PLC) Holiday Wine & Cheese reception. Regular updates on these activities are shared through newsletters, the Walker Aggregates' website, and personal outreach to neighbours.
Severn Quarry – Severn, Ontario	Severn Quarry prioritizes community relations by implementing advanced monitoring technology for noise and vibration levels during blasts, along with maintaining dust and noise levels on-site. They ensure traffic safety through various measures and host events like the 2023 Public Liaison Committee (PLC) summer barbecue. Additionally, Severn Quarry volunteers at local fairs and donates to organizations like the United Way and Hospice Georgian Triangle. They maintain communication through newsletters, website updates, personal outreach, and community events, welcoming feedback and questions from the community at all times.

Source: OSSGA, 2023, Celebrating Achievements in Aggregate – 2023 Industry Advancement Awards.

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