



Building a sustainable future, **together.**

| **2025** Sustainability Report





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A Message from Our President & CEO Geordie Walker

Guided by a generational commitment to operate sustainably, Walker has proudly provided high-quality services and products that help build communities for more than 139 years. In 2025, we continued to advance our social, environmental, and economic objectives.

Social

Health & Safety is at the core of how we work and remains our top priority. In 2025, Walker’s Health & Safety team reinforced this priority by introducing a new auditing framework and continuing to utilize our **Life-Saving Rules** to further strengthen prevention efforts at the site level. The team was also on-site across the organization to educate management and operations, completing 64 Health & Safety Manager site visits, 41 structured site audits, and four Life-Saving Rule walk-through sessions throughout the year.

At Walker, our people and communities are at the heart of the company’s success. We strive to empower our employees to be leaders outside the workplace, providing two fully paid volunteer days. In 2025, colleagues invested more than **4,600 hours volunteering** through litter clean-ups, tree plantings, charitable events, donations to community shelters, and more. Additionally, Walker employees visited more than 30 food banks across North America with monetary donations, boxes of produce and pantry items, and volunteering to help with food sorting and packaging.

In 2025, Walker continued to support Indigenous communities, including sponsoring many Powwows, which are critical to preserving traditional ways of life and ensuring youth continue to celebrate their culture. We were pleased to help communities, including the Mississaugas of the Credit First Nation, Six Nations of the Grand River, the Saugeen Ojibway Nation and Caldwell First Nation, stage excellent events. Later in the year, Walker also made in-kind donations of soil and mulch to members of these communities who share our passion for the circular economy and its positive impact on our environment.



Walker Shareholders (L-R): Dave Walker, Ian Walker, Wendy Mitchell, Geordie Walker

Environmental

We continue to expand our efforts in resource recovery, operational efficiencies, and renewable energy. In 2025, Walker recovered **more than 1 million tonnes of resources**. Approximately a quarter million tonnes of organic materials were transformed into nutrient-rich soil and fertilizer, supporting our agricultural industry and providing sustainable alternatives for our communities. Further, nearly 90,000 tonnes of recycled asphalt, concrete and shingles were recovered to be reintroduced into the circular economy, helping reduce emissions as our local infrastructure continues to grow.

Our Aggregates team **significantly reduced emissions** at the McGregor Quarry by identifying an electrification opportunity, phasing out two diesel generators, and connecting to the existing local electrical grid, reducing the sites’ diesel emissions by 14% and eliminating 217,000 liters of diesel consumption annually.

Economics

Throughout the year, we focused on building the GrowBetter Gardens™ line of sustainably sourced soils and mulches; in doing so, we highlighted our high-quality products to retailers and gardening enthusiasts. I am happy to share that Walker’s GrowBetter Gardens™ can be found exclusively in Canadian Tire stores across Canada.

Walker, through Niagara RNG, continues to provide renewable natural gas (RNG) from our Niagara Falls facility, and in 2025 received approval of our carbon intensity score from Environment and Climate Change Canada (ECCC) under the Clean Fuel Regulations – leveraging Walker’s local energy as a low carbon solution for larger industries across the nation. Innovation continues to play a large part for our Emulsions Division, as we provide next-generation solutions for the mass timber industry, like our Norwax® products, some **replacing petroleum-derived chemicals** with lignin – a renewable natural source from trees. These are examples of projects that have helped continue to our growth in 2025.

Looking Forward

Walker is proudly Canadian-owned and operated with 1,200 employees across North America. Our 139 years of operations is the product of a strong family heritage and a rich and diverse history of the businesses the company has invested in. As we enter 2026, we remain committed to operating safely and sustainably, supporting our employees, industry partners, and neighbours. I hope you enjoy the read as we highlight Walker’s continued efforts towards **building a sustainable future, together**.

Geordie Walker
President & CEO



Our Divisions



Walker Aggregates & Construction

Committed to meeting the infrastructure demands of communities throughout Ontario. Walker Aggregates offers top quality stone, sand, gravel, ready-mix concrete and asphalt products. Walker Construction specializes in underground servicing, site development, road building and reconstruction, and pavement preservation services. Together, we strive to ensure the reliability and longevity of essential infrastructure across Ontario.



Walker Environmental

A leading resource recovery and waste management division, offering sustainable solutions to municipalities and customers 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, organic processing facilities, and landfill gas renewable energy projects. Through our innovative approach, we create products from recovered resources, such as N-Rich®, All Treat Farms®, Gro-Bark® and GrowBetter Gardens™.



Walker Emulsions

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 in the mass timber, building materials and industrial manufacturing industries.

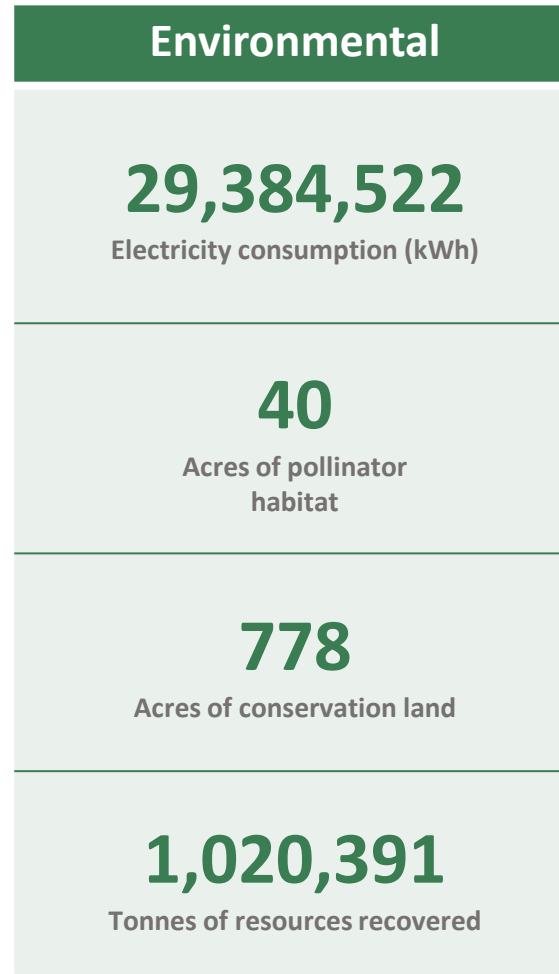


Corporate Services

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.



2025 Highlights



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 balance meeting present needs with the well-being of future generations, aiming for a long-term sustainable 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 2025 Sustainability Report will showcase our programs, action plans, and data in support of our long-term sustainability vision.

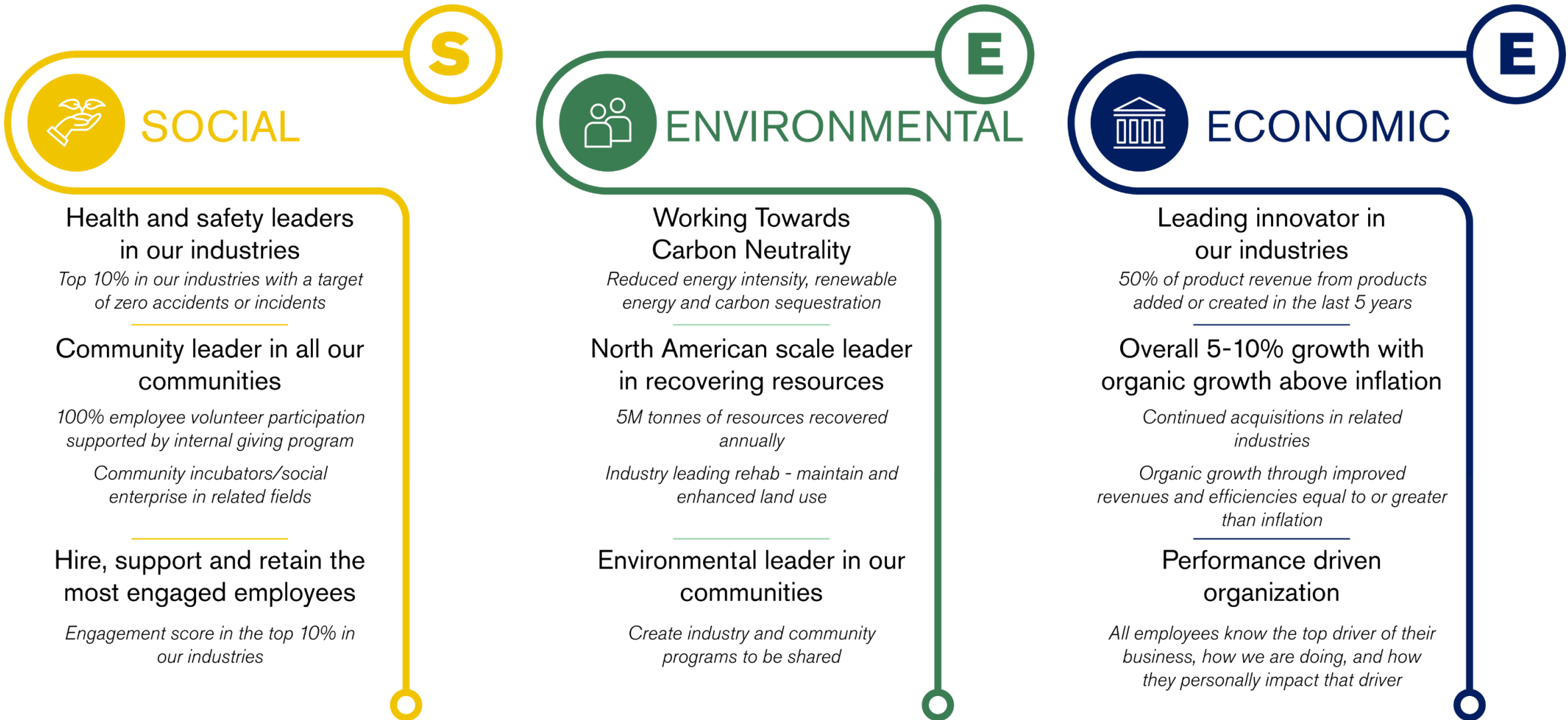




20-Year Sustainability Vision

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.





SOCIAL

People • Partners • Communities

Our Safety Culture

2025 Trends and Achievements

In 2025, we **strengthened our Health & Safety performance** through focused, data-driven improvements. Injury rates declined, and most proactive safety measures met or exceeded benchmarks, reflecting stronger planning, supervision, and workforce engagement across our operations.

A key priority was reinforcing alignment with our Life-Saving Rules. Ongoing reviews supported enhancements in hazard assessment, work planning quality, and supervisory oversight. Actions included:

- Conducting targeted Life-Saving Rule audits at four locations
- Delivering site-specific and equipment-specific LOTO training
- Enhancing onboarding and annual refresher training
- Emphasizing field-level hazard assessments and structured work planning during Safety Week

These efforts will continue in 2026 as part of our commitment to operational discipline and prevention.

We also invested in frontline leadership capability. Supervisors participated in quarterly micro-learning sessions focused on:

- Work planning and verification of controls
- Observing safe work practices
- Incident investigation quality
- Return-to-work program management

Leadership visibility remained strong throughout the year, with executive and senior management site visits increasing in the fourth quarter and exceeding annual targets. H&S Coordinator observations also surpassed expectations.

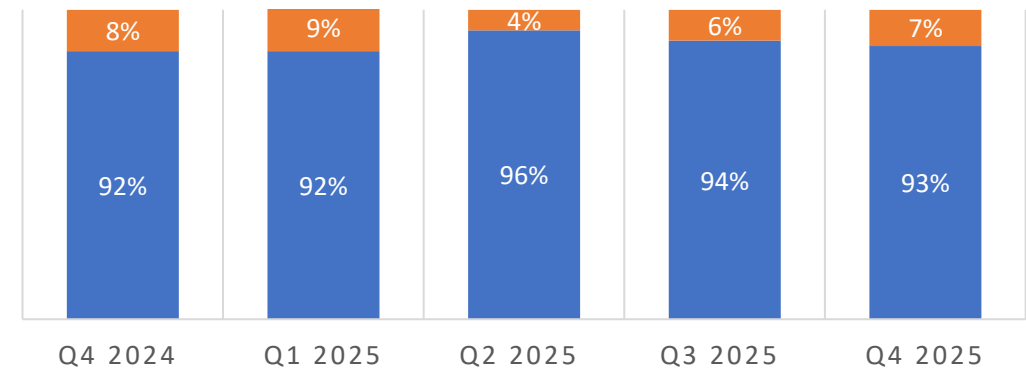
In 2025, we introduced two new initiatives: 64 Health & Safety Manager site visits and 41 structured site audits under a new audit framework. Four Life-Saving Rule walk-through sessions were also conducted to **further strengthen prevention efforts at the site level**.

Together, these program enhancements demonstrate our continued commitment to proactive risk management and continuous improvement in Health & Safety performance.

Serious Injury or Fatality (SIF) Prevention

NON-SIF VS SIF INCIDENTS

■ Non-SIF Incidents ■ SIF Incidents



Niagara Compost team received an overview on proper techniques for safely depressurizing, disconnecting, and reconnecting hydraulic lines for changing buckets on loaders.



Our Safety Culture

2025 Health & Safety Achievements

OSSGA Safety Awards – Individuals



Joseph Jones

Ridgemount Quarry Lead - Hand/Plant Operator

Joe actively led his team in upgrading all the guarding on a new mobile crushing plant. He ensures that a Hazard Assessment is done every morning with his teammates to ensure that they are accounting for all hazards that day. His expectations around housekeeping have proven to be infectious as those who work with him now share his expectations. Joe is very aware that new hazards can present themselves at any time and always makes a point of sharing with co-workers or contractors on site.



Justin Prince

Ridgemount Quarry - Production Supervisor

Justin has a keen eye for hazards with an immediate focus on neutralizing them. By ensuring that job planning is done daily, and that the people and contractors he works with have the proper training and equipment, he has demonstrated excellent leadership qualities. He does a fantastic job of managing contractors, and his positive attitude enables him hold them accountable without any negative feelings.



Brian Ferguson
Vice President, Health & Safety

“ At Walker, safety is embedded in how we operate. In 2025, we strengthened our performance through disciplined, data-driven improvements, enhanced Life-Saving Rule alignment, and a clear investment in frontline leadership. Targeted audits, focused training, and increased leadership visibility reinforced stronger work planning, hazard identification, and supervisory oversight across our operations. These efforts reflect our commitment to operational discipline, prevention, and continuous improvement. Our expectation remains clear: **everyone works safe and goes home safe, every day.** ”

Zero Lost Injury Time

A total of 7 Walker Aggregate sites have been recognized for Zero Lost Injury Time in 2025.

Walker’s Aggregate operations in Niagara, including Walker Brother’s Quarry (Niagara Falls), Vineland Quarry (Vineland), Ridgemount Quarry (Fort Erie), and Spring Creek Quarry (Lincoln) were recognized by the Ontario Sand, Stone, and Gravel Association (OSSGA) for zero lost injury time in 2025.

Walker’s three Asphalt operation in Walker Brothers Quarry (Niagara Falls), Vineland Quarry (Vineland), and Downs Pit (Owen Sound) also received recognition through the Ontario Asphalt Pavement Council (OAPC) for completing 2025 with zero time lost due to workplace injuries.





Our People

Walker's REACH Values

Across North America, Walker is connected by our **REACH** values (**R**esilience, **E**nvironment, **A**ccountability, **C**ommunity and **H**umility) that drive how we do business. Our individual efforts and contribution matters.

We are committed to a sustainable future – fostering a sense of community and supporting one another. We believe in building strong, positive relationships with our neighbours while actively contributing to the betterment of our communities. By prioritizing sustainability and collaboration, we strive to create a brighter future for everyone.



82

Walker locations
across North America



140

employees with over
20 years of service



55%

of employees used the
Walker Wellness Subsidy



8 years

is the average length of
service of an employee



James Bellaire
Executive Vice President, Finance &
Chief Financial Officer

“ Throughout last year's economic uncertainties with the introduction of new tariffs and continued inflation, our teams across the company stayed true to our REACH values, operating and making decisions on what is right, not only for the interest of the company's business goals, but for what was right for our customers, communities, and the environment. ”



Building Community Through Education

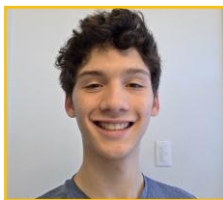


Walker Living Campus Eco School Days

In celebration of Earth Month in April, Walker supported the District School Board of Niagara's (DSBN) Eco School Days. These sessions are held at the DSBN Walker Living Campus, a few kilometers from Walker's Niagara Campus. **Colleagues from Walker's Environmental Division spent multiple days providing teachings on the lifecycle of food and the importance of composting to more than 300 students across Niagara.** Students also got to plant a seedling to take home, and watch grow during the session with Walker.

This is just one of many ways our team of subject matter experts in waste management, organic recovery and sustainability interact and help educate the communities we operate and live in on sustainable practices, and how Walker plays a role in building a sustainable future.

2025 Walker Scholarship Recipients



Reid Senecal (Son of Software Development Supervisor, Thierry Senecal) was the chosen recipient of the Walker University Scholarship. This scholarship provides the student with \$15,000 per year towards a 4-Year university program of their choice.



Rowan Lee (daughter of Operations Manager, GTS Alberta, Caleb Lee) was the chosen winner of the Walker College/Trade scholarship. This scholarship provides the student with \$7,500 per year towards a college/trade program of their choice.

Supporting Future Industry Leaders through Education



Asphalt Preservation (LEAP) Program

In efforts to further build Walker's Emulsions division with expertise in asphalt emulsions, Ellie Kenny a Laboratory Technologist at Walker spent the year taking courses and field trips to refineries, chemical plants, and jobsites **successfully completing the Asphalt Preservation (LEAP) program. This program is focused on educating the next generation of asphalt emulsion experts** by providing deeper knowledge and enhanced leadership skills within the asphalt emulsion industry.

Walker's Tuition Reimbursement Program

Payroll and Administration Clerk, Devon Walker has been with the company for more than 3 years working within Walker's Aggregates and Construction Division. In 2022, Devon found herself needing to train for a second career and began the Mohawk College's Office Administration program which she has successfully graduated.

During 2025, five Walker employees went through the company's education reimbursement program. Walker prides itself for not being a static organization and encouraging our workforce to explore and accelerate their personal growth. With a broad range of products and services, Walker can offer individuals different career paths and help employees reach their full potential.



*"The education program here at Walker is phenomenal and benefits both the employee and the organization."
- Devon Walker*



Employee Engagement

Employee Engagement Survey

We are committed to building a workplace where employees can take part in the company's growth and accelerate their personal development through an engaging environment. In 2025, Walker conducted its biennial Employee Engagement Survey. This survey is a tool that allows our workforce to share their experiences, what they see going well, what needs improvement, and provide recommendations that help us continue to grow as an organization. **We're happy to share that we reached our 2025 goal of 80% participation across the company.**

The results of this Employee Engagement Survey will allow us to create a roadmap based on the recommendations and commentary provided, outlining how we can continue to build and foster an engaging and impact-driven workplace.



Lisa Bengert
Senior Vice President, Human Resources and Health & Safety

“At Walker, our successes begins with our dedicated employees, and it is critical that we provide continued opportunities for feedback. The insights gained through employees play a meaningful role and guides future decisions, as well as the programs, policies and initiatives we invest in to build an engagement workplace we all can take pride in.”

2025 Engagement Highlights



80%

Completion of Frontline Supervisor Training



26

New Hires from Employee Referral Program



11,236

Employee Training Hours



27

Internal Promotions

Building a sustainable future, together.





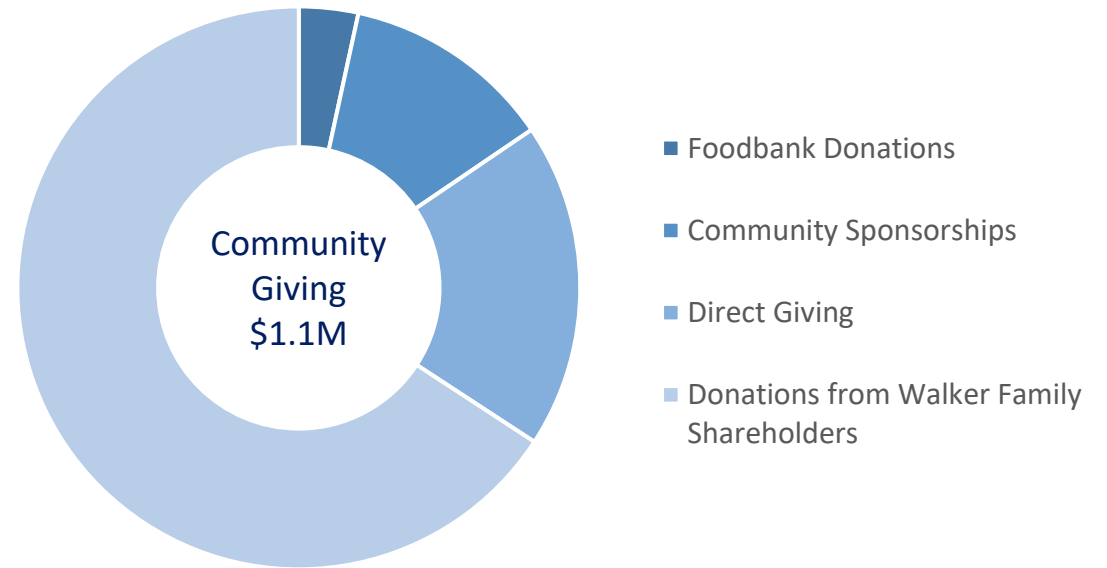
Encouraging Philanthropy

Community Contributions

As part of our ongoing commitment to promoting positive change and supporting our communities, Walker continues to donate to and sponsor numerous local organizations. In 2025, we contributed more than \$1.1 million to various initiatives designed to improve the well-being and prosperity of those around us.

In total, Walker contributed to more than 236 different organizations across North America in 2025, including monetary or in-kind donations towards these larger commitments:

- Canada Summer Games: \$3,000,000
- South Niagara Hospital Donation: \$2,000,000
- Niagara Health MRI Donation: \$500,000



Strengthening Local Healthcare



Walker was honored to participate in a significant milestone for Hospice Niagara—the grand opening ceremony of the 10-unit Walker House located in Welland, ON. This purpose-built residence is more than a building — it is a commitment to ensuring that people and families across our community have access to compassionate, person-centered end-of-life care when they need it most.



Walker Industries had the honor to contribute \$2 million to the Niagara Health Foundation’s “It’s Our Future” campaign, supporting the construction of the new South Niagara Hospital — a state-of-the-art healthcare facility that will transform the way care is delivered across Niagara. The South Niagara Hospital is set to open in 2028 and will play a central role in integrating care across Niagara.



Supporting Our Communities

Walker's 2025 Food Bank Program

Employees visited local food banks in 2025 to provide donations and a helping hand. Walker empowers every employee to contribute to their community, offering two fully paid volunteer days each year. During our Season of Giving campaign, **Walker employees visited more than 30 food bank locations** — from Nova Scotia to Vancouver, Portland to Orangeburg.



Supporting Communities Through Resource Recovery

Walker continued its partnership with the Broken Spokes program in 2025. In total, our Niagara Residential Waste Recycling Depot recovered and **donated 548 bicycles to the program**. The Broken Spokes program teaches local students how to fix and refurbish bikes and then donates them to individuals in need of transportation across the region.

Beyond bicycles, 21 lawnmowers, 9 weed eaters, and 55 small engines were also recovered and shared with the Broken Spokes program, helping students gain hands-on mechanical experience and learn valuable engine-repair skills.



The Riverwood Conservancy

During the year, Walker colleagues from the Woodbridge, ON office kicked off the spring volunteer season with a day at The Riverwood Conservancy. Riverwood has been working hard on clearing out the invasive species and planting native flora to promote biodiversity in the area. The team assisted in extracting and re-potting some Daffodil plants that had grown wild in the area and strategically planting some trees along the parks walking paths to prevent foot traffic from damaging the native plants.

10th Annual MCFN Green Pow Wow

In 2025, Walker continued its support of the annual Mississaugas of the Credit First Nation (MCFN) Three Fires Homecoming Pow Wow. **Walker provided advice on how to achieve a green Pow Wow by having a waste-free event.** This collaboration results in a waste diversion of ~85% per year. Walker also provides support by providing organic cutlery and plate wear for the Pow Wow feast and providing organic collection services.



Navia Sharma
Senior Vice President, Marketing & Corporate Affairs

“For 139 years, supporting the social, economic, and environmental well-being of the communities we serve has been integral to who we are at Walker. This commitment to giving back is deeply embedded in our culture, not only through philanthropy, but also through hands-on volunteering and by investing the time to build meaningful relationships with our neighbours, local businesses, and community partners. Walker will continue to support our communities and work collaboratively to build a more sustainable future, together.”

Supporting Our Communities

The Samaritan House of Orangeburg

The Samaritan House is the only homeless shelter serving men, women, and children across Orangeburg, Calhoun, and Bamberg Counties, making it a critical part of the region's safety-net infrastructure. The organization provides essential services to those experiencing homelessness, including safe shelter, nutritious meals, and access to supportive resources. Walker is proud to continue to support this incredible organization and, in 2025, contributed \$10,000 toward kitchen renovations. This donation will help expand the meal service capacity and provide larger meals in a safe and secure environment.



Helping Build Community Spaces in Windsor Essex

Essex County is home to the Windsor Essex Bike Club, a registered nonprofit organization that brings the community together through biking and other social activities. In 2025, the non-profit built its 3rd Phase of trails on the local Libro Community Centre properties. Walker has been a longtime supporter of the Windsor Essex Bike Club, and during building, donated the trails largest boulder weighing more than 60,000lbs from Walker's McGregor quarry. This donation along with hundreds of truckloads of construction materials throughout the previous years has helped build an incredible space for the community to enjoy.



Walker Riders take to the road for the Big Move Ride for Cancer

In 2025, Walker employees teamed up to participate in and support Niagara's Big Move Ride for Cancer. Niagara Health Foundation welcomed more than 400 riders with proceeds from the race supporting the Walker Family Cancer Centre located in St. Catharines.

Together, the 22 Walker riders, Walker employees across North America, customers, family and friends, raised more than \$33,000. The funds raised go directly to cancer care in Niagara. Walker also sponsored the event in addition to the team's fundraising.

The Walker Family Cancer Centre is a facility dedicated to providing compassionate, patient-first cancer care for the Niagara region. The centre provides state-of-the-art amenities, and a comfortable and welcoming environment for 1,700 patients, including 400 breast cancer patients and 600 prostate cancer patients annually.

In 2007 The Walker Family, through Walker Industries committed to supporting cancer care in Niagara, donating to the construction of the Walker Family Cancer Centre at Niagara Health. Recently, Walker continued its support with a donation to help fund a new MRI machine, bringing diagnostic capabilities that support the cancer center and Niagara Health as a whole, reducing MRI waiting times for patients in the region.



Community Engagement

From the beginning, Walker has always been a company that understands the importance of giving back. We choose to demonstrate our belief in being an active community member through charitable donations, sponsorships of local initiatives, and volunteering. 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.

2025 Community Clean-Ups



6th Annual Day of Action on Litter Breaks Company Record

Walker held its 6th annual Day of Action on Litter across Niagara, which aims to make a positive impact on the environment and help keep parks, roadways, and green spaces cleaner and safer for our neighbours to enjoy. With the help of 50 volunteers made up of Walker colleagues, our crews collected a record amount of **4,300 lbs of litter from our communities.**

GTS Annual Cross Country Clean Up

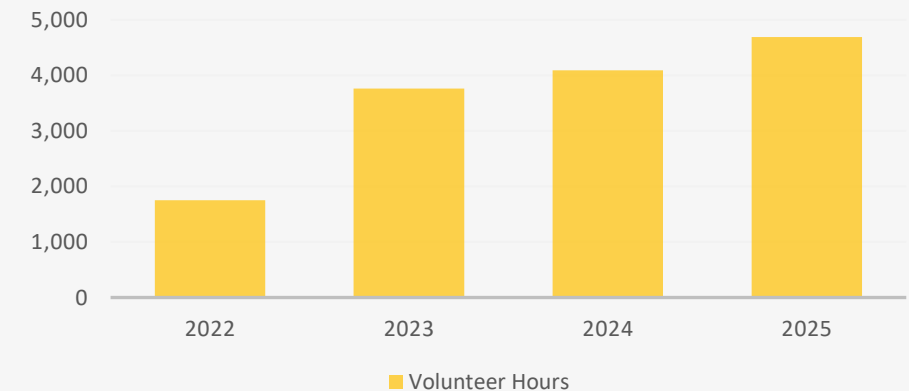
Walker’s Grease Trap Service team banded together again for another successful country-wide litter clean-up event across several communities where we operate and live in. Locations included, British Columbia, Calgary, Quebec, Ottawa, Toronto, and more. **More than 40 team members helped collect over 500lbs of garbage** throughout the months of April, May & June.



Growing Our Volunteer Efforts

Walker’s continued commitment to being an active neighbour and support our communities through volunteering has resulted in an increase in our utilization of our employee volunteer program. **By 2040, Walker aims to achieve a 100% volunteer participation rate.**

Volunteer Program Total Submitted Hours



Season of Giving

Walker’s annual Season of Giving Campaign running October to December encourages all employees to get involved in their communities ahead of the holiday season.



100
Employees
Volunteered



50+
Organizations
Supported



1,200
Hours
Volunteered

Walker employees spent **4,691 hours volunteering** in their communities in 2025



ENVIRONMENTAL

Air • Land • Water



Contributions to the Low Carbon and Circular Economies

At Walker, we take pride in our ability to find new and innovative ways to help divert material from landfills and send them back into Ontario’s circular economy to reduce impacts from post-consumer waste. We transform this waste into renewable natural gas, electricity, and growing media. Walker recognizes its role and the importance of environmental stewardship and goes beyond mere compliance to optimize resource usage.

Energy

Walker has been responsible for safely managing and storing community waste in engineered landfills for more than 40 years. The decomposition of waste generates methane and other greenhouse gases (GHG), that are captured, utilized and destroyed, which would otherwise be released to the atmosphere. Walker and our partners use innovative technologies that clean and transform methane into renewable natural gas (RNG) and electricity.

Organics

Processing organic waste, green bin material and commercial grease and food waste, is another way Walker supports the circular economy. Walker's Grease Trap Services (GTS) diverts, commercial organic waste and grease from landfills by collecting, processing and supplying this

material to other alternative energy partners that lever anaerobic digesters* and other technologies to convert waste into energy. Walker also collects green bin waste from its communities. Leveraging state-of-the-art GORE® technologies, the waste is transformed into high-quality compost for consumer use, reducing reliance on chemical fertilizers that require the extraction of virgin materials.

Residual Materials

Continuing to research new ways to further reduce the carbon impact of our landfill operations, Walker worked with Carleton University to develop and test the effectiveness of a landfill BioCover generated from our yard waste and organic screening overs. When applied to a landfill, we have proven that this BioCover will create a bio-active layer for methane to oxidize, reducing fugitive emissions. Not only does this help lower our carbon impact but also maximizes our resource recovery potential through the new application of residual organic materials.



*Note: Walker’s 2026 acquisition has introduced anaerobic processes into Walker’s resource recovery portfolio through anaerobic digester properties. Acquisition and production capabilities are not reflected in Walker’s 2025 Sustainability Report



Sustainable Solutions For Farming & Agriculture

Walker holds a rich history of organic handling as well as leveraging by-products from operations to support earth-friendly agricultural solutions. **Walker's premium soils, fertilizers and agricultural lime products provide sustainable alternatives that meet the needs of today's farmers and communities.**

Through our team's product expertise and continued collaboration with farmers across Ontario, we've continued to deliver long-lasting positive results that help customer's land, operations, and the communities in which we live and operate.



N-Rich®

N-Rich® is a sustainable local alternative amendment to traditional chemical fertilizers and lime. Biosolids collected from municipal inputs are blended with alkaline admixture, killing harmful pathogens while not harming those microbes that are beneficial to soil health. The result is a sustainable alternative that improves soil health, optimizes crop yield, and is economic.



Compost

As a Canadian leader in organics management and composting, Walker supplies a wide range of soils, soil amendments and growing media for the agricultural, horticultural and professional landscape sectors. Walker's nutrient rich products support soil structure, boost crop yields, and increase resilience to environmental challenges.



Agricultural Lime

A by product of Walker's Aggregate operations, Aggregate Lime neutralizes soil pH, improving nutrient availability and promotes healthy bacterial activity in soil. Agricultural lime also improves soil structure with better water infiltration and reduces the energy needed for roots to penetrate soils.



Digestate

The application of digestate* positively impacts soils' physical properties, specifically by forming "pores" in soil that facilitate the flow and air of water. This helps wet, heavy, clay-based soil filter water, which prevents compaction and makes soil easier to turn, and helps sandy or dry soil hold water so it can better resist drought.

“ Advantages of Walker's diverse operations and product portfolio is the ability to offer a full suite of sustainable solutions for the agricultural sector. We continue to expand our position and are committed to creating long-term value for our customers and communities while reducing the impact to the environment. ”



Steven Vermeulen
Executive Vice President,
Environmental Division

*Note: Digestate productions is not reflected in Walker's 2025 Sustainability Report Date.



Resource Recovery

1,020,391 TONNES OF RESOURCES RECOVERED IN 2025

We are committed to turning waste into valuable resources through our resource recovery and waste management strategies. By rethinking how materials are handled, we reduce landfill dependency, conserve resources, and contribute to a circular economy. Our efforts focus on recovering and repurposing materials across several key categories:

Organic Materials: Organic waste, including green bin organics, leaf and yard waste and biosolids, is processed into nutrient-rich compost and fertilizers. These products support our agriculture industries, improve soil health, and reduce the need for fossil fuel-based fertilizers.

Grease trap material is dewatered and sent to anaerobic digestors to generate electricity that is sent to the local grid.

Wood Waste: Waste wood is either reused in its existing form or converted into alternative low-carbon fuel. These processes extend the life of these materials while providing alternative energy solutions.

Construction and Demolition Materials: Asphalt, concrete, and shingles are recycled and repurposed to replace virgin aggregates, reducing the extraction of raw materials and lowering GHG emissions associated with new production.

Resources Walker Recovered (2025)



Organics Processed to Compost
250,336 t



Volume Collected by Grease Trap Services
109,944 t



Biosolids Processed to Fertilizer
93,924 t



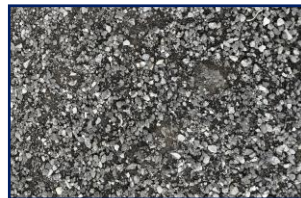
Ground Shingles Replacing Virgin Aggregates
13,171 t



Waste Wood Processed to Low Carbon Fuel
4,386 t



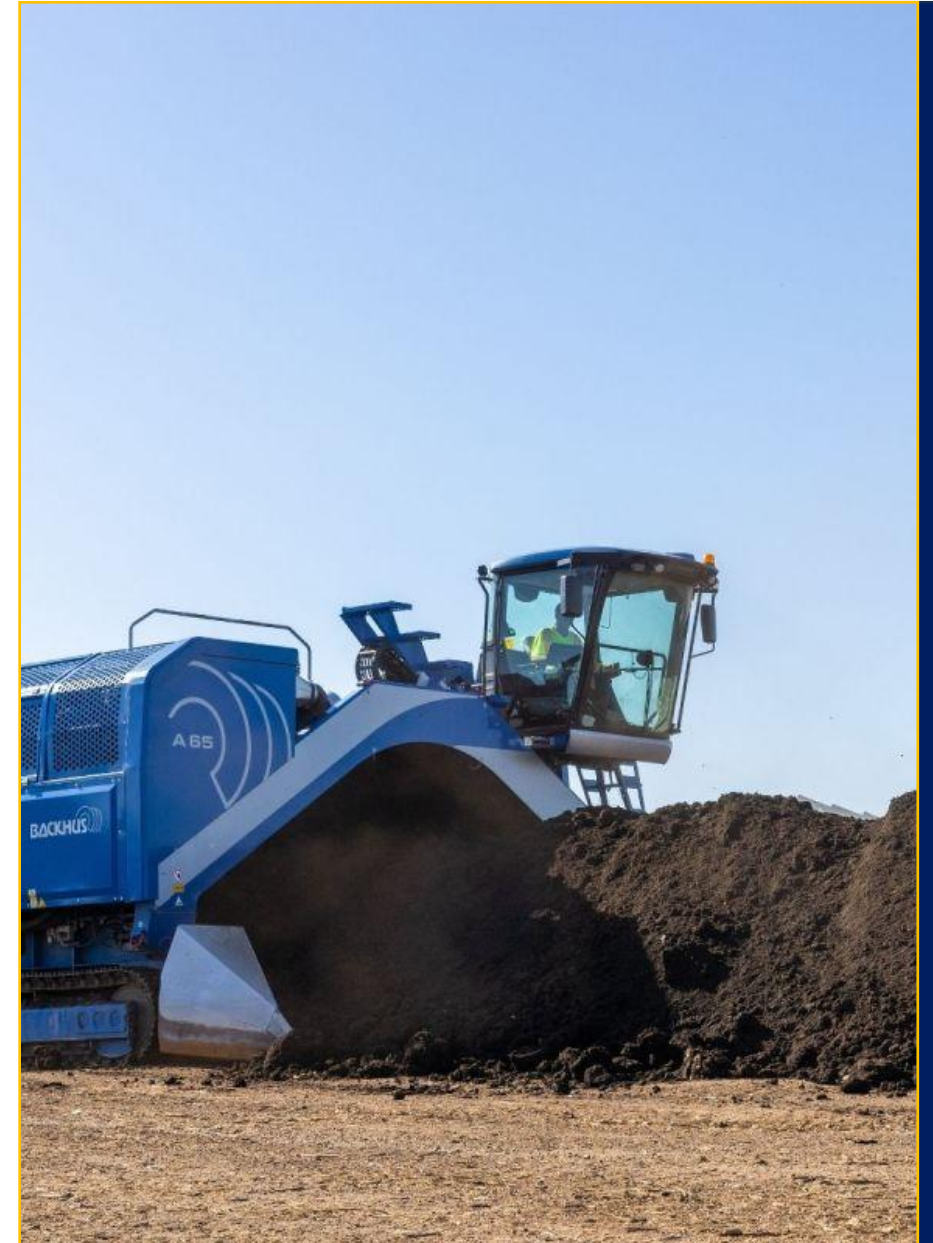
Wood Waste Processed for Reuse
474,051 t



Asphalt Recycled
33,876 t



Concrete Recycled
40,703 t



Working Towards Carbon Neutrality

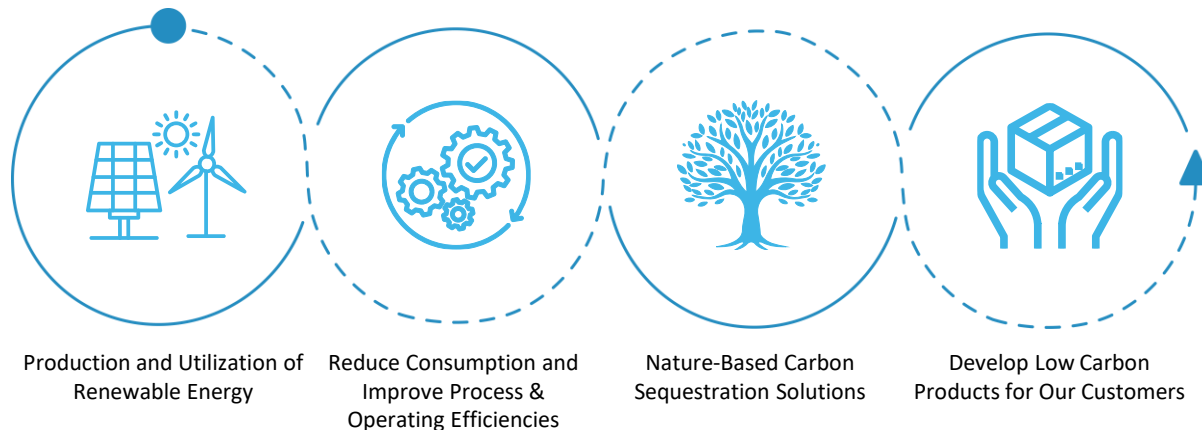
At Walker, we focus on implementing solutions that reduce emissions, improve energy efficiency, and support responsible resource use while maintaining and increasing operational performance and efficiency.

In 2025, we continued advancing projects that improve energy efficiency and reduce emissions across our operations. We conducted an energy audit at our Portland Emulsion's plant which identified opportunities to optimize energy use. At our Burlington Emulsion facility, an aging boiler was replaced with a new high-efficiency unit to reduce natural gas consumption by 13,000 m³ annually. We also invested in new energy efficiency scale houses and lunchrooms to replacing aging infrastructure.

Additional initiatives include installing smart thermostats and completing lighting retrofits that reduced electricity consumption by over an estimated 100,000 kWh annually. We also installed select heat pumps to improve energy efficiency and support lower-carbon heating options. Beyond building improvements, we continued advancing initiatives that support lower-carbon transportation. These include the use of renewable diesel within our fleet, the use of retread tires to extend product life and reduce material demand, and the continued purchase of new CAT XE Loaders, which improve fuel efficiency.

Together, 32 projects were implemented in 2025 to help lower energy use, reduce up to an estimated 600 tCO₂e, extend the life of existing resources, and reduce emissions across our operations while supporting long-term resilience.

Our path to carbon neutrality focuses on four main areas:



Optimizing Energy Use in Asphalt Production:

At our Vineland Asphalt Plant, we completed an energy efficiency upgrade by insulating the dryer drum. The dryer is one of the most energy-intensive components of asphalt production, as it uses natural gas to heat and dry aggregate prior to mixing. By insulating the dryer drum, we reduced heat loss and improved overall efficiency of the system.

This improvement plus operational efficiency allows the dryer to maintain operating temperatures while consuming less fuel. We observed a reduction of 350,000 m³ of Natural gas, avoiding 675 tonnes of CO₂e emissions per year and a 40% reduction in our carbon intensity. This project demonstrates how targeted infrastructure improvements can contribute to meaningful energy and carbon reductions that have a positive multi-year economic and environmental impact.

Smart Thermostats Improve Energy Management Across Facilities:

To better manage energy use in smaller buildings and office spaces, we installed smart thermostats at more than 16 locations across our operations. These systems have the potential to reduce emissions by 28 tonnes of CO₂e annually. By allowing heating and cooling schedules to be adjusted automatically based on occupancy and operating hours, we are able to reduce unnecessary energy use during evenings, weekends, and other off-peak periods.



Our Emissions

Accurate data is essential to understand where emissions occur and identify opportunities for meaningful reductions. Walker calculates and reports its emissions in accordance with the GHG Protocol, the globally recognized standard for GHG accounting and reporting.

Understanding our Emissions

Our GHG emissions are categorized into two scopes:

Scope 1 (Direct Emissions): These come from energy sources owned or controlled by Walker.

Scope 2 (Indirect Emissions): These result from the generation of purchased electricity that we consume, but which physically occur at the facility where it is produced.

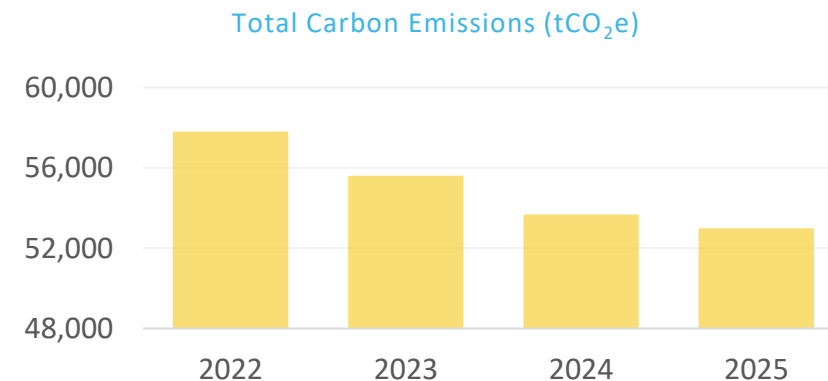
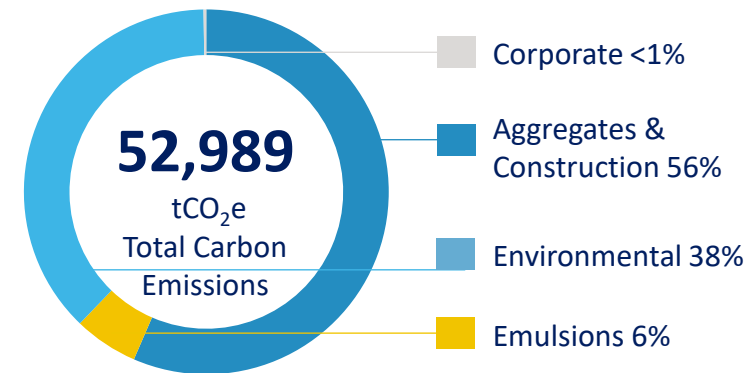
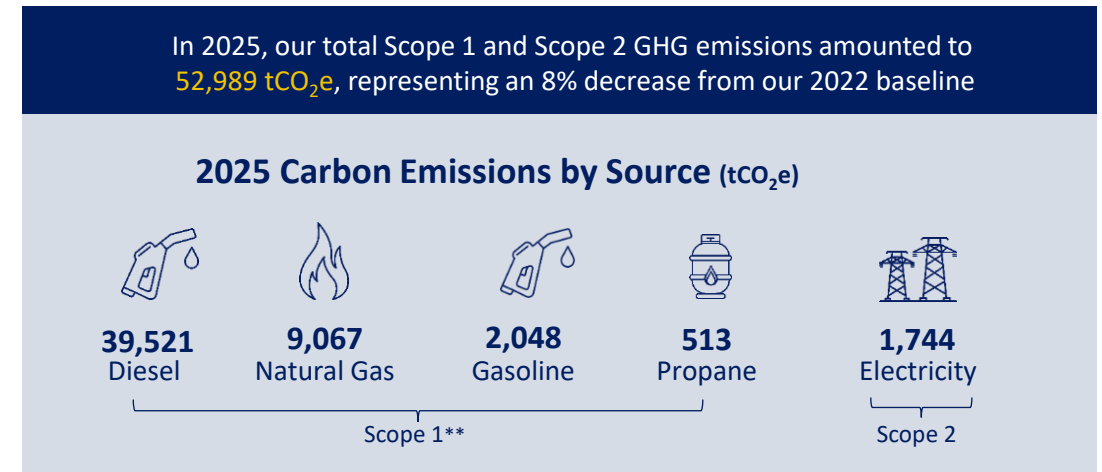
Fleet and Process Efficiency

Fuel used by our mobile and fixed equipment remains Walker’s largest source of Scope 1 emissions. As a result, improving fleet efficiency and optimizing how our equipment operates is a key focus area for reducing our overall carbon footprint.

- **Reduce Equipment Idling** by promoting operator awareness and the use of telematic systems to track idle time, monitor performance, and usage patterns.
- **Assess Alternative Fuels** that can help reduce emissions from existing equipment
- **Evaluate lower-emission technologies** including hydrogen, CNG, and electric where feasible.
- **Optimize operational processes** by reviewing how materials are handled at sites, identifying methods to reduce equipment run time.



Our D6XE loader is a great example of right-sizing equipment. A larger unit was replaced with a more appropriately sized and efficient machine, maintaining performance, while lowering fuel consumption and improving efficiency.



*Appendix B: [Historical Carbon Footprint](#)

** Scope 1 Refrigeration and HVAC emissions: 97 tCO₂e



Resources to Energy

Supporting Carbon Reduction Across Canada with RNG

Niagara RNG, a partnership between Walker, Comcor Environmental and Enbridge Gas, owns and operates one of the largest landfill gas to RNG projects in Ontario. The project refines the landfill gas that occurs naturally at the Walker East and South Landfills into RNG that displaces traditional fossil-based natural gas. Niagara RNG has also undergone the registration and approval process through Environment and Climate Change Canada (ECCC) to participate in the Clean Fuel Regulations (CFR).

Why does the CFR matter?

Under the CFR, companies can participate in the ECCC regulated compliance credit market. Compliance credits are generated based on the carbon intensity score (CI-Score) of a renewable energy source. Niagara RNG successfully submitted its CI-Score and participates in this credit market to help de-carbonize heavy industry across Canada.

Canadian RNG Supporting Canadian Industry

As a Canadian owned and operated company, our CI-Score demonstrates that we have a verifiable low carbon energy that helps meet the demand for renewable fuels. This is important to Walker as it allows us to serve industries and communities across Canada to align with Canada’s climate action plan. This is another successful step towards building a sustainable future, together in Canada.



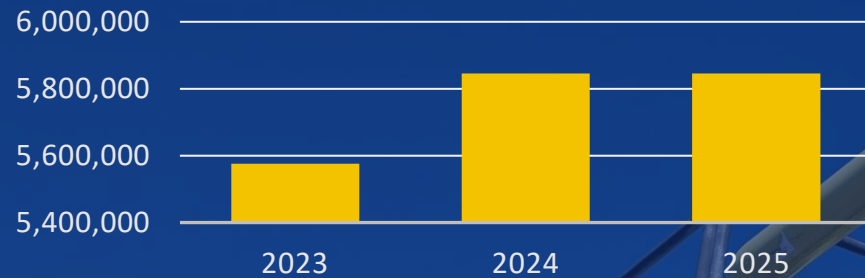
Niagara RNG Awarded Project of the Year

In 2025, Niagara RNG, a partnership between Walker, Comcor Environmental and Enbridge, was recognized as Project of the Year, by the Canadian Biogas Association.

Walker has been responsibly operating landfills for over 40 years and managing landfill gas projects for more than 20 years. Niagara RNG, located at Walker’s Niagara campus is one of Ontario’s largest RNG plants and is the continuation of our commitment to harness the highest environmental value from the materials we are stewards of.

In 2025, our partnership landfills produced 77,746,705 kWh of renewable energy, which is enough to power approximately 8,640 homes for a year.

Electricity Generated to Offset Onsite Loads (kWh)



Graham Guest
General Manager, Energy & Technical Services

“As a leader in managing landfill gas, we view it as our environmental responsibility to continually find ways to utilize as much landfill gas as possible. One way we do this is by leveraging innovative technologies to produce renewable natural gas as a low-carbon solution for our communities and industries. Through participation in the Clean Fuel Regulations, Walker, a Canadian-owned and operated company, will provide sustainable, domestic energy solutions for industries across Canada.”

Stewarding Our Environment

Across Walker's operations, we follow structured inspection and monitoring programs to **ensure our sites operate in accordance with regulatory requirements** while also aligning to our internal standards guided by the SEE model.

Walker's operations are subject to regulatory inspection and monitoring requirements under provincial approvals and permits. These requirements often include site inspections, annual reports, and environmental monitoring programs designed to ensure that facilities operate within established environmental limits.

Site's conduct monthly environmental inspections to review operational practices, equipment conditions, and site housekeeping. While some sites are required to complete these inspections as part of their regulatory approvals, others carry out the inspections to meet Walker's internal environmental performance standards.

To further support compliance, **Walker has implemented additional internal review processes that extend beyond regulatory requirements.** Monthly inspections are complemented by quarterly inspections led by the Environmental Performance Department, providing an additional level of oversight across operations. In addition, annual environmental performance reviews (EPRs) function as internal audits to assess regulatory compliance, evaluate environmental risks, and identify opportunities to further strengthen environmental management practices, including water consumption, energy efficiency, and GHG emission reduction. In 2025 we completed 144 quarterly inspections and 43 EPRs.

Environmental monitoring is also an essential component of Walker's environmental performance. Internally, Walker conducted 254 monitoring events in 2025, including groundwater, surface water, and other environmental parameters where required. These monitoring programs are supported by independent consultants and accredited laboratories, ensuring results are accurate, transparent, and aligned with regulatory expectations.

This structured approach helps to ensure regulatory compliance, identify potential issues early, and verify environmental performance.

“ Building a sustainable future starts with caring for the land we manage, operate, and live on. Beyond ensuring that all operations uphold environmental standards, Walker encourages employees to participate in environmental volunteerism and explore new innovations that help preserve the quality of our land, air, and water for future generations. ”



Sarah Hanson
Vice President, Environmental Performance



Expanding Ecological Habitat

Walker's Environmental Performance team planted 26 native Red Osier Dogwood shrubs around the ephemeral pond at Walker's Sutherland Quarry. These shrubs will support amphibian habitat, as the shrubs give them a place to lay their eggs. Additionally, as the Red Osier Dogwood shrubs continue to grow, they will provide shade, enhancing the pond with cooler areas for various amphibian species. This species of shrub thrives in moist environments, like the ephemeral pond, and aids in erosion control as well.



Land Management

Measured Improvements in Soil Health through GORE® Compost

At Walker, we continue to innovate and take a data-driven approach to sustainable farming solutions. Understanding the benefits high-quality compost has on long-term soil health, Walker activated trials in 2024 at our Taylor Road Farm, measuring the positive impacts of compost. 2025 marks the first year of findings, indicating positive results.

The Walker Taylor Road Farm plot was divided into four treatment plots. Each treatment was managed using the same standard agronomic practices, with the only variable being compost application rate and frequency. During harvest, soybean samples from each plot were also collected and submitted for third-party quality analysis to evaluate the effect of compost applications on crop composition and nutritional value

Walker Industries has applied finished GORE® compost to the field as per the treatment outline above on November 26, 2024. Soil samples from each plot were analyzed for key indicators of soil health and productivity including Organic Matter, Cation Exchange Capacity, Active Carbon, CO₂ Respiration, and Mineralizable Nitrogen.

Results from Season 1 of the Technical Memorandum indicate that while findings remain preliminary and additional work is required to draw definitive conclusions, early observations suggest that GORE® compost may improve soil structure, support healthier microbial activity, and enhance productivity under sustainable farming conditions. Continued monitoring over the remaining years of the trial will be essential to validate long-term benefits and better understand the full impact of compost application on soil performance and yield.



*View Walker Taylor Road Farm Season 1 Technical Memorandum [here](#).



40 acres
Pollinator Habitat



168 acres
Managed Forest



778 acres
Conservation Land



2,510 acres
Farmed Land

30% of all Walker owned lands were dedicated to farm, conservation and managed forest in 2025.



ECONOMIC

Quality • Growth • Cash Flow



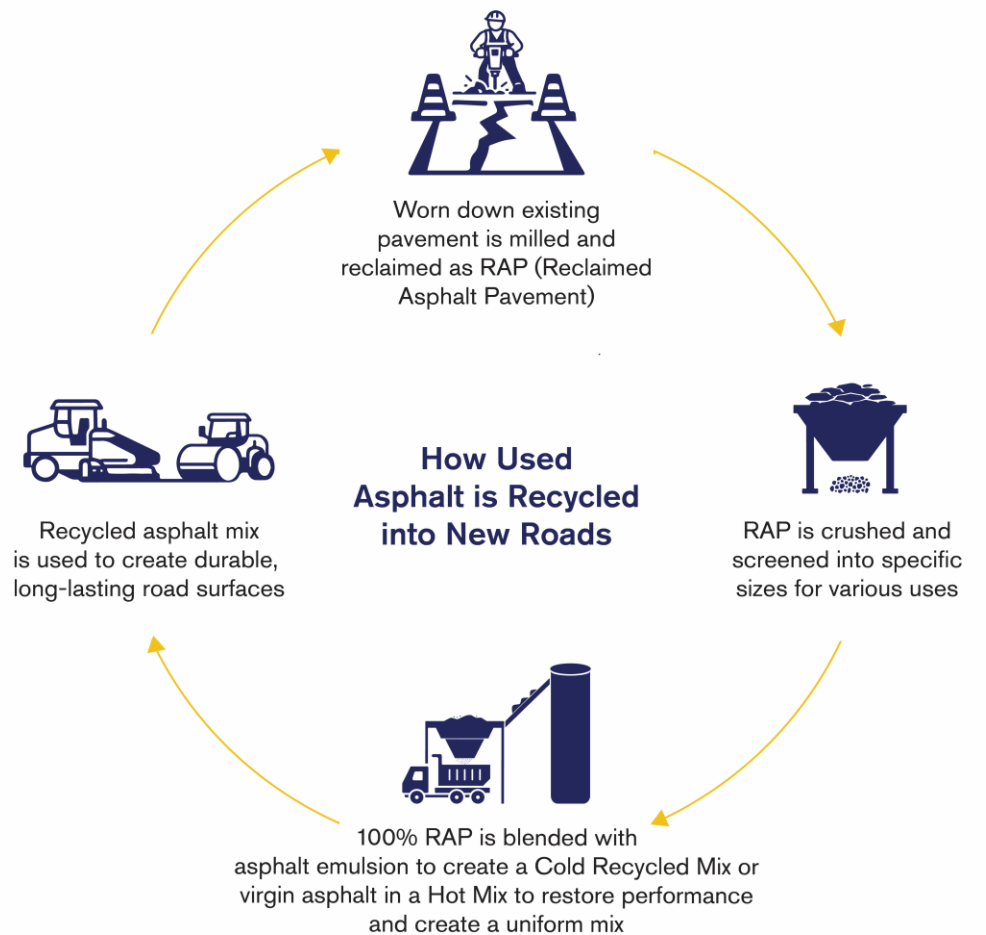
Extending Road Life Through Pavement Preservation

For over 50 years, Walker Construction Limited (formerly NorJohn Contracting & Paving Limited) has been a trusted partner in building and preserving local roads across Southwestern Ontario.

Dating back to the Roman empire, the importance of the road building industry has been around for thousands of years with many changes and improvements made throughout history. As part of our mission, building a sustainable future, together, Walker Construction has invested in specialized technologies specific to Pavement Preservation to extend the life of a road surface. These solutions save time and money, while making our existing road network more sustainable by eliminating the need for full road reconstruction and extending their useful life.

Walker Construction completed \$24 million in Pavement Preservation contracts and utilized 5 million liters of asphalt emulsion (supplied by Walker Emulsions) in Pavement Preservation in 2025 alone. Our experienced crews apply surface treatment technologies including Cold Recycled Mix, FiberMat®, Bonded Wearing Course, Chip Seal, among others.

Supporting the local circular economy, pavement preservation also helps extend the life of our aggregate supplies. In 2025, Walker Construction teams in Niagara and Grey-Bruce partnered with the Municipality of Brockton to transform a gravel road into a stable, smooth driving surface. Using reclaimed asphalt pavement (RAP) collected by the municipality, our Niagara crew blended the RAP with asphalt emulsion in a specialized Midland Mix Paver to create a solid 75 mm base over the existing gravel road. Once the base cured, the Grey-Bruce crew placed a lift of hot mix asphalt to seal the surface and complete the roadway. The result: what was once a gravel road is now 7 km of new paved roadway for Brockton, delivered at a fraction of the cost of traditional roadbuilding with virgin materials.



“From major highways to your local roads, it is essential that our communities have infrastructure that is accessible and well maintained. At Walker, we leverage innovative technologies with high quality aggregates to provide pavement preservation solutions — helping extend existing road surface life in a more sustainable and cost-effective way for tax-payers and municipalities.”

Community Recognition

Walker's Community Relations Award

In 2025, several of our Walker Aggregates quarries were honored with the Community Relations Award and one received the Progressive Rehabilitation Award from the Ontario Stone, Sand & Gravel Association (OSSGA). Strong community relationships are essential to our success. These awards reflect our ongoing efforts to operate responsibly while maintaining the trust of our communities and enhancing the landscapes we steward.

Walker Recipient Locations

- Severn Quarry – Severn, ON
- McGregor Quarry – Amherstburg, ON
- Duntroon Quarry – Duntroon (Clearview, ON)
- Sutherland Quarry – Georgian Bluffs, ON
- Hanover Pit – Hanover, ON
- Walker Brothers Quarry – Niagara Falls, ON
- Vineland Quarry – Vineland, ON



McGregor Quarry Recipient of 2025 Net Zero Award

Walker's McGregor Quarry in Amherstburg, ON received the 2025 Net Zero Award from the Ontario Stone, Sand & Gravel Association (OSSGA). By connecting the mobile plant to the existing electrical grid, McGregor Quarry has phased out the use of two ~750KW generators. This transition reduced the need for approximately 217,572 liters of diesel annually, leading to a reduction of 598 tCO₂e. While electricity emissions have increased slightly, electricity from the grid is a cleaner source of power compared to diesel. Ontario's grid is among one of the cleanest in Canada, with approximately 70% of its electricity generated from renewable and non-emitting sources such as nuclear and hydro power. As a result, grid electricity produces significantly less emissions than diesel; roughly 30 times less per kWh.

Walker Ready-Mix Plant Receives Eco-Gold Designation

Walker's Alvanley Ready-Mix Concrete site located in Grey Bruce received its Eco Gold Certification from the Ready-Mix Concrete Association of Ontario (RMCAO), in conjunction with the Ministry of Transportation of Ontario (MTO) and the Ontario Provincial Standards and Specifications (OPSS). Concrete producers must complete two mandatory audits before issuing a plant certificate: a Concrete Facility audit and an ECO facility audit. Walker's Ready-Mix Concrete plant achieved gold distinction for its facility exceeding minimum environmental requirements (ECO Gold). This recognition is a testament to Walker's unwavering commitment towards a sustainable future.



Walker At Work



Walker Emulsions play a vital role in industries that shape our communities.

- **Building Stronger Homes** – Our emulsions are used in essential building materials, from insulation products to wood components.
- **Enhancing Infrastructure** – Our emulsions support paving roads and driveways, siding homes, and installing durable roofing solutions.
- **Innovative Solutions** – Custom emulsions help customers gain a competitive edge in construction, manufacturing, and industrial applications.



Continuously innovating to recover resources and generate sustainable solutions.

- **Turning Waste into Opportunity** – We produce high-quality fertilizer, compost, soil, and mulch, supporting farmers, home gardeners, and green spaces while improving soil health and helping grow our food.
- **Circular Solutions** – By repurposing organic materials and wood waste, we reduce landfill use and create circular solutions that benefit communities and the environment.
- **Recovering Energy from Waste** – We turn waste into renewable energy. Our landfill operations help to power local communities.



Our locally sourced aggregates are essential to the growth of places we live and work.

- **Building Stronger Communities** – From roads and homes to schools, places of worship, and hospitals, our aggregates provide the foundation for essential infrastructure.
- **Local Resources** – Sourcing aggregates close to home helps reduce transportation emissions, lower costs, and ensure a steady supply for critical services.
- **Investing in the Future** – As infrastructure demands grow, so does the need for high-quality materials. By investing in local aggregates, we’re helping build stronger communities.



Innovation

Mass Timber and Sustainable Product Development

2025 marked a successful year for Walker’s Emulsions operations. With innovation as a focus, we were able to officially launch into the Mass Timber market with several specially formulated products designed to address the practical handling and protection needs of mass timber manufacturers across the United States and Canada.

The Mass Timber industry produces wood products found in home building, high-rise, commercial and industrial construction among other applications. “One of the greatest benefits of building with mass timber is wood’s ability to sequester CO₂. As trees grow, they capture CO₂ from the atmosphere and store it in the wood. When trees are harvested for building materials, the carbon is captured for the life of the structure” (*The State of Mass Timber in Canada 2021, Natural Resources Canada, p. 11*). As adoption of these building systems increases, manufacturers are seeking solutions that protect material quality and performance throughout the supply chain while aligning with evolving environmental expectations.

Walker supports this market through its AquaShield® product line, our initial coating solutions developed to protect wood products during manufacturing, storage, and transportation. AquaShield® is applied to laminated structural wood products where short-term protection from moisture and weather exposure is critical prior to installation.

AquaShield® coatings are water based and formulated with low volatile organic compound (VOC) content, supporting material stability while limiting the environmental impact. The quick setting formulation is designed to integrate efficiently into customer production lines, helping reduce handling time without disrupting throughput. Manufacturing and supply from regional facilities also help limit transportation distances and associated freight related emissions.

Beyond the current AquaShield® offering, Walker is actively working with customers to develop additional mass timber focused coating solutions. These development efforts are grounded in real manufacturing conditions and are focused on balancing durability, cost considerations, and environmental performance over the full lifecycle of the finished construction products.

Whether working alongside customers in their facilities or advancing development in Walker’s labs, our commitment to innovation remains constant. We approach challenges with a problem-solving mindset and a focus on practical outcomes, supporting long term partnerships that deliver value to our customers, our communities, and the environment.

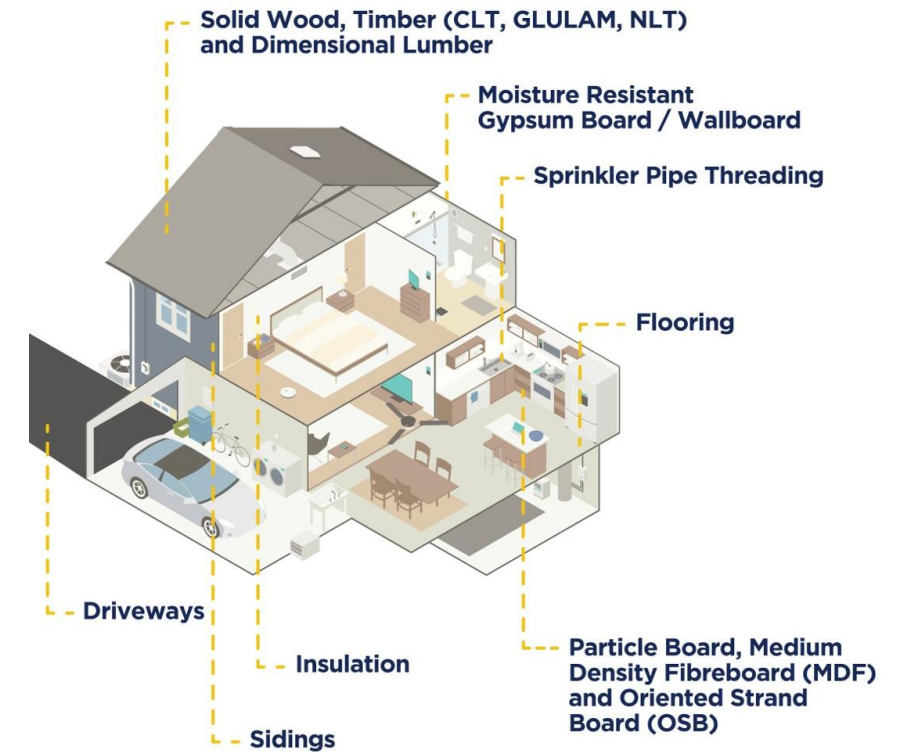


Hero Landry
Executive Vice President, Emulsions

“By pairing high-performance solutions with a clear commitment to environmental responsibility, we demonstrate that progress and sustainability can go hand in hand. Our team has a forward-thinking approach, from enhancing material durability to pioneering bio-based alternatives which positions Walker not only as industry leaders, but as true partners in building a more efficient and environmentally conscious future.”



How Emulsions Supports Home Building



Sustainability in Production: Water Recirculation

At Walker Emulsions, water is a cornerstone of our production process, serving as both a vital raw material and a primary coolant. Recognizing an opportunity to optimize this resource, our Burlington Plant team repurposed three existing tanks and installed a new piping network to create a closed-loop system. By recirculating cooling water and redirecting the residual heat for wax and asphalt production, the facility has achieved a dual victory:

- **Annual Savings:** Up to 6,600 m³ of water.
- **Water Footprint Reduction:** 12% (based on 2023 data).
- **Electricity Savings and GHG reduction:** Lower energy use/cost for water heating for asphalt and wax emulsion production.



ABOUT WALKER



Serving the community for 139 years.

Walker is a fifth-generation family-owned company headquartered in Niagara, Ontario. With 1,200 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 solutions to meet today’s needs without compromising the well-being of future generations. Supporting the infrastructure of communities means always considering the future.

Learn more about our journey of innovation.





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 the environment. It is our legacy, and our future.

VALUES

Safety is the foundation of all Walker values and underpins our commitment to our **REACH** values. It's the cornerstone of everything we do, ensuring that every decision and action supports the well-being of our people and communities, so we can all work safe and go home safe, every day.

R ESILIENCE

We **adapt** to challenges and 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 remain committed to protecting the environment through **sustainable business practices**. How we do business is just as important as what we do. We understand that our actions today impact tomorrow's generations.

A CCOUNTABILITY

We expect it from our high-performance employees and suppliers, and it's why we are 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

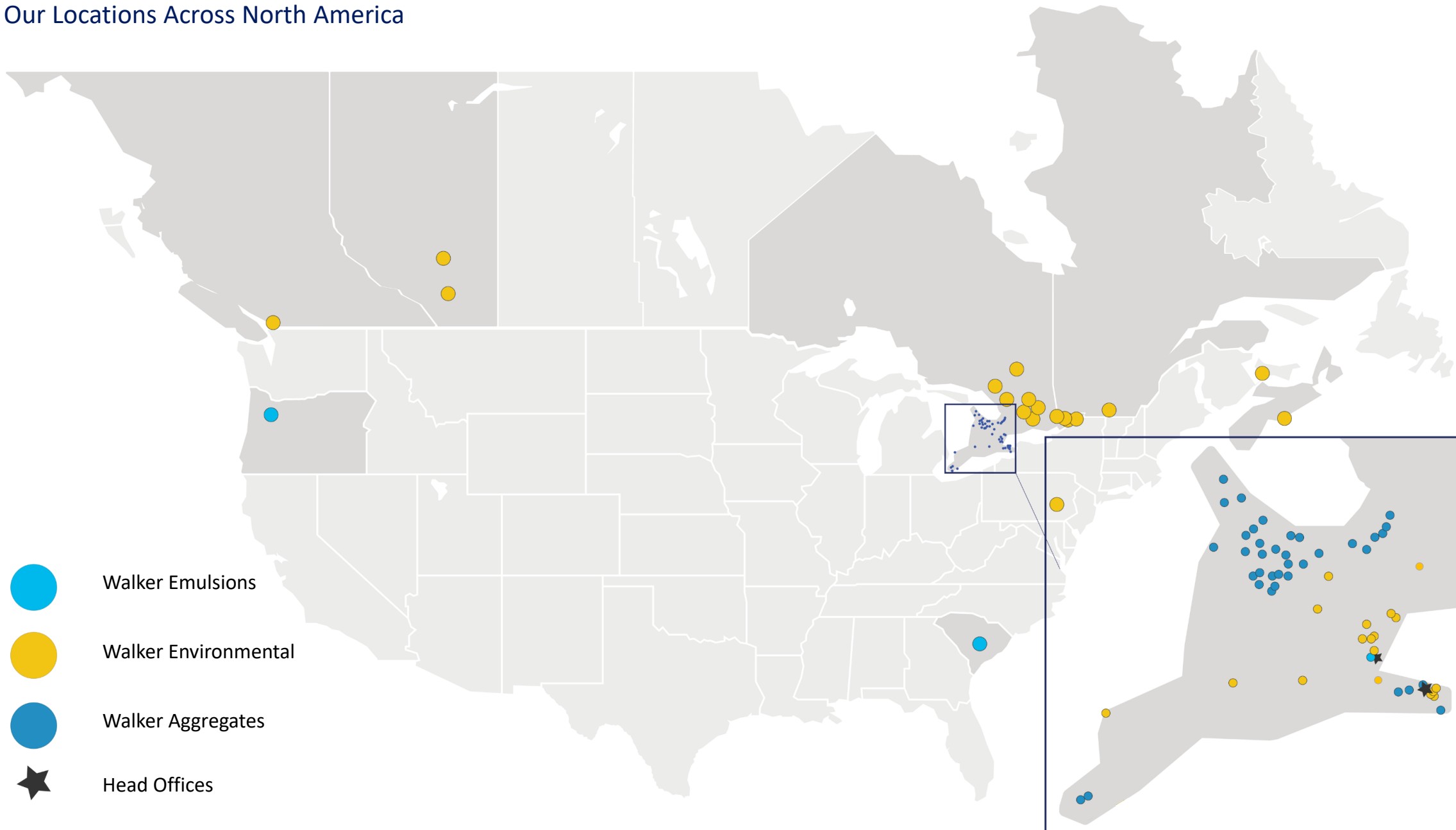
The Walker community includes employees, customers, suppliers, government officials, Indigenous groups, and neighbours across all our locations. We prioritize treating everyone with **integrity** and **respect**, valuing their **health** and **safety**, and recognizing their contributions to our business.

H UMILITY

We do 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 – Albemarle, ON
 Anten Mills Pit – Minesing ON
 Bennett Pit – West Grey, ON
 Clarksburg Pit – The Blue Mountains, ON
 Crawford Pit – Bentinck, ON
 Downs Pit – Owen Sound, ON
 Duntroon Quarry – Duntroon, ON
 Durham Pit – Priceville, ON
 Edgar Pit – Oro Medonte Township, ON
 Gingerich Pit – Dobbinton, 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
 Seyler Quarry – Orillia, ON
 Schmidt Pit – Hanover, ON
 Shepherd Pit – Desboro, ON
 Sutherland Quarry – Georgian Bluffs, ON
 Spring Creek – Lincoln, ON
 Vineland Quarries – Vineland, ON
 Walker Brothers Quarries – Niagara Falls, ON

ASPHALT

Downs Asphalt – Owen Sound, ON
 Vineland Asphalt – Vineland, ON
 Walker Brothers Asphalt – Niagara Falls, ON

READY MIX CONCRETE

Alvanley Ready Mix – Allenford, ON

CONSTRUCTION & PAVING

Walker Construction Limited – Hanover, ON
 Walker Construction Limited – 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® – Kenabeek, ON
 Gro-Bark® – L’Amable, ON
 Gro-Bark® – Mattawa, ON
 Gro-Bark® – Milton, ON
 Gro-Bark® – Nairn, ON
 Niagara Composting Site – Thorold, ON

RENEWABLE ENERGY

Grimsby, ON
 Lindsay, ON
 Mississauga, ON
 Moose Creek, ON
 Niagara Falls, ON
 Ottawa, ON

EMULSIONS

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

CORPORATE OFFICES

Niagara Falls, ON
 Oakville, ON



APPENDIX



APPENDIX A: Historical Carbon Footprint

Carbon Footprint by Source	2019	2020	2021	2022	2023	2024	2025
Natural Gas	7,809	7,973	7,943	8,449	9,165	8,772	9,067
Diesel Fuel	21,984	26,923	22,909	45,041	42,741	40,620	39,521
Gasoline	1,413	1,658	1,282	1,627	1,723	1,998	2,048
Propane	173	182	143	1,311	522	449	513
Electricity	2,021	1,556	1,820	940	1,131	1,789	1,744
Spent Oil	-	-	-	239	239	-	-
Refrigerants	-	-	-	186	62	42	97
Carbon Footprint by Scope							
Scope 1 Emissions	31,379	36,736	32,278	56,853	54,462	51,880	51,245
Scope 2 Emissions	2,020	1,555	1,820	940	1,131	1,789	1,743
Carbon Footprint by Division							
Walker Aggregates	17,063	18,655	17,343	33,700	32,455	31,280	29,937
Walker Emulsions	2,138	2,087	2,256	2,363	2,410	2,960	3,015
Walker Environmental	13,940	17,265	14,341	21,532	20,593	19,303	19,906
Corporate Services	259	284	158	199	136	127	131
Carbon Footprint							
Total	33,401	38,292	34,009	57,793	55,593	53,670	52,989

To calculate our Scope 1 and 2 emissions, Walker has followed the principles outlined in the [Greenhouse Gas Protocol](#). Scope 1 GHG emissions include CO₂, CH₄, N₂O, and we are working on tracking HFCs and PFCs. Scope 2 emissions include CO₂, CH₄, and N₂O. 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. In 2025 we recalculated our 2022 baseline to include the Cedarwell acquisition as the emissions were equal to or greater than 5% of our total emissions.



APPENDIX B: Historical Water Footprint

Green Water Consumption by Division (m ³)	2019	2020	2021	2022	2023	2024	2025
Walker Aggregates	43,982	39,955	45,070	37,683	37,683	20,984	32,004
Walker Emulsions	0	0	0	0	0	0	0
Walker Environmental	89,288	76,044	61,000	314,113	333,017	382,327	272,029
Corporate Services	0	0	0	0	0	0	0
Total	133,270	115,999	106,070	351,796	370,700	403,311	304,032

Blue Water Consumption by Division (m ³)	2019	2020	2021	2022	2023	2024	2025
Walker Aggregates	149,593	122,950	130,180	122,182	122,743	179,344	100,225
Walker Emulsions	41,577	38,500	38,055	75,082	75,081	71,230	61,031
Walker Environmental	73,502	111,415	106,495	106,113	102,300	107,855	109,030
Corporate Services	276	276	297	298	298	487	611
Total	264,949	273,142	275,027	303,675	300,423	358,916	270,897

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

Green Water: Volume of rainwater consumed during the production process.

We are actively working to improve the completeness of our data for our water footprint. While not all sources are fully accounted for at this time of issuance of this report (April 22, 2026), we are identifying and addressing data gaps to enhance the accuracy and transparency of future reporting.



APPENDIX C: Special Recognition OSSGA 2025

Community Relations Awards	
The Community Relations Award recognizes those who have demonstrated leadership in promoting good neighbour relations, community involvement, education, and industry awareness.	
Severn Quarry	Severn Quarry maintains strong community ties through transparent operations and ongoing engagement. Noise and vibration levels from blasting are monitored using Explotech and internal monitoring systems. The blasting program at Severn Quarry was revised in the past year to further reduce impacts, with blast depths reduced from 85 feet to 50 feet. In July 2025, Severn Quarry hosted its annual PLC barbecue for friends and neighbours. Local community members and several representatives from Walker Management attended the event, providing information and answering questions about the quarry’s operations. The barbecue aimed to share details about operational processes and highlight the role quarry materials play in everyday life. During the event, Mayor of Severn Mike Burkett presented Walker with a Certificate of Recognition for community support and involvement. Quarry managers are always happy to organize tours for interested individuals and groups. In past years, the quarry has provided tours to groups such as Georgian College students as part of their Earth Science course curriculum.
McGregor Quarry	McGregor Quarry focuses on strong neighbour relations by managing noise, dust, and traffic. Noise and vibration levels from blasting are measured using permanent seismographs and covers on equipment and transfer points help reduce noise. Stockpiles are regularly watered to control dust, and roads are swept and treated with brine on main haul routes to minimize fugitive dust. McGregor Quarry supports the community by contributing to various local events and organizations. Notable contributions include sponsoring the Windsor Family Homes Coalition Holiday Movie Night and the Amherstburg Santa Claus Parade. Material donations have also been made to the Windsor Essex Bike Community’s bike trail in Amherstburg, the Kingsville Pro Rodeo event, the Essex Steam & Gas Engine Museum, Bryerswood Youth Camp, and other community organizations. Members of the community are encouraged to contact quarry management with questions, concerns, or requests for additional information.
Sutherland Quarry	Walker’s Sutherland Quarry Expansion operations adhere to guidelines, follow best practices to control noise and dust, and engage the community it serves. Operation of the quarry adheres to the site plan Noise Control Recommendations and the Blast Impact Analysis as noted in the Adaptive Management Plan. All blasts at the quarry are monitored for noise and vibration to ensure that levels are within the MECP Guidelines. No blasts in 2024 have exceeded these guidelines. Haul roads are regularly watered, and the entrance/exit areas are swept on an as-needed basis, including Grey Road 17. A BBQ was held at the Sutherland Quarry, on August 14, 2025, attended by nearby residents and local politicians. Machinery and trucks were provided for residents and their children to explore. It was deemed a great success with over 150 in attendance. Walkers also attended the Opportunity Knocks conference and trade show in October located at the YMCA Cedar Glen Outdoor Centre in Schomberg hosted by the Indigenous Employment and Training Group NPAAMB.
Duntroon Quarry	Duntroon focuses on strong neighbour relations through its operational standards and community engagement. Roads and stockpiles are regularly watered, and internal roadways have a 25-kilometer speed limit to reduce dust created by truck traffic. Further, Duntroon’s haul trucks are lined with rubber to further reduce noise impacts. The quarry hosted a very well attended PLC event for family, friends and neighbours in July 2025. The “touch a truck” component of the day was a big hit with the kids. This event was hosted to show our appreciation for their continued support of the quarry and its operations. Members of the community are encouraged to contact management with any questions or concerns about the quarry. Management is happy to arrange site tours to better educate the public about the aggregate industry and the operation of the Duntroon Quarry.
Vineland Quarry	Vineland Quarry continues to strengthen its community relations through responsible operations and community engagement. Covers on equipment and transfer points reduce noise and dust, while roads and stockpiles are regularly watered to mitigate against dust impacts. Traffic is monitored by a retired police officer – hired by Walker – to discourage speeding and reckless drivers on and around the site. In July 2025 Vineland Quarries hourly employees helped build a gazebo for Community Living at their home in Beamsville. On Earth Day April 2025, the quarry employees work with these scouts to clean up litter on the roadways around the property and host a follow-up barbecue. Vineland Quarry hosted its annual open house this year, highlighting quarry operations, vineyard rehabilitation, and the aggregate industry through bus tours. Additionally, on weekends, small groups of archaeological enthusiasts can search for fossils in the quarry without disrupting regular activities.

Source: Submission via Walker: OSSGA, 2025, Celebrating Achievements in Aggregate

[Go back to Community Recognition](#)




APPENDIX D: Historical Property Taxes, Aggregate Levies, and Landfill Host Community Fees

	2019	2020	2021	2022	2023	2024	2025
Property Taxes, Aggregate Levies, and Landfill Host Community Fees	\$5,646,226	\$6,052,633	\$5,672,461	\$5,298,378	\$5,762,352	\$6,959,475	\$6,471,913



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