

2021

SUSTAINABILITY REPORT

GRAHAM



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MESSAGE FROM THE CEO

OUR VALUES – COMMITMENT, INTEGRITY AND RELIABILITY – HAVE DRIVEN OUR BUSINESS FOR NEARLY 100 YEARS AND CONTINUE TO PLAY A CRUCIAL ROLE AS OUR COMPANY GROWS AND OUR SERVICES EVOLVE. Our Sustainability strategy is grounded in these values. Our employees are passionate about innovating, evolving and identifying new ways to propel positive change in our business, communities and economy. The three pillars of our Sustainability strategy – Environment, Social and Governance – address the issues our clients, partners, community stakeholders and employee-owners care most about. These pillars are directly tied to our corporate strategic plan, ensuring that our operational activities contribute to positive social and environmental influence.

The global pandemic triggered pivotal change in 2021. While COVID-19 has been devastating in many ways, some positives have emerged. Globally, and in particular North America, we’ve witnessed a call for businesses to step-up their commitment to social and environmental issues. In response, we engaged a third-party environmental, social and governance expert to assess our existing Sustainability platform and guide us as we developed plans to expedite our Sustainability evolution. We’ve witnessed firsthand the profound influence that construction plays in the prosperity and smooth functioning of modern society. Moreover, we’ve been reminded that construction is an excellent catalyst for economic recovery. We plan to use our role in this recovery to contribute to a more resilient and inclusive economy.

This work has already begun. In 2021, we announced our intention to acquire AECOM’s Energy, Operations and Maintenance division, now referred to as Graham’s

Maintenance and Turnaround business unit. With the added strength and expertise of this business unit, we are focused on partnering with North America’s largest energy and petrochemical producers in accelerating the transition to a lower carbon economy. Of course, this also means focusing on our business’ climate footprint. Internally, we are working on our path to net-zero, making sure any pledge we make is credible and realistic, with measures to ensure accountability to our stakeholders.

From a social perspective, we donate to hundreds of community and social programs in areas where we operate. We’ve created long-lasting partnerships with Indigenous communities, creating sustainable and revenue-generating businesses that support education and career advancement. Internally, we continue to provide access to tools and resources for mental and physical health resiliency, as well as learning and development programs that aim to build a diverse, equitable and inclusive workforce.

As a \$4 billion business with operations throughout North America, we operate with a vision of creating thriving communities. Our 2021 Sustainability Report highlights a few of the initiatives we supported across our business and demonstrates our strong commitment to continuous improvement. I’m proud of the resilience and accomplishments of the Graham team this past year. We are truly stronger together and I want to thank all of Graham’s people, communities and partners for being part of this work together to deliver a shared future that is more equitable, just and, ultimately, sustainable.

ANDY TREWICK | PRESIDENT & CEO

“As we move forward in our sustainability journey, we must continue to evolve, innovate and find new ways to turn challenges into opportunities that propel positive change in our communities.”

Our expanding reach.

BUILDING ACROSS NORTH AMERICA

500+ 24

Projects Across North America

Permanent Office Locations

AS ONE OF NORTH AMERICA'S LARGEST CONSTRUCTION COMPANIES, GRAHAM HAS THE RESOURCES, CAPACITY & EXPERTISE TO UNDERTAKE PROJECTS OF EVERY SCOPE, SCALE & COMPLEXITY.



Our growing workforce.

INDUSTRY EXPERTS

ESTABLISHED >> 1926

2,200+ EMPLOYEES

6,200+ SITE WORKERS

2021 TRIF GRAHAM & WORKFORCE PARTNERS

0.29

Graham is financially strong.

FINANCIALLY CAPABLE

ANNUAL REVENUE \$4 BILLION

TOTAL BACKLOG \$5 BILLION

100% EMPLOYEE-OWNED

Focused on the future.

SUSTAINABILITY

- >> We support **over 150 environmental causes** each year.
- >> From 2017-2021, **we invested more than \$4 million** in our communities.
- >> The Code of Business Conduct & Whistleblower training program **has 100% participation from our employees.**

Delivering project excellence.

OPERATING DIVISIONS



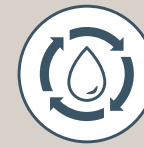
BUILDINGS



INDUSTRIAL



INFRASTRUCTURE



WATER



DEVELOPMENT

GRAHAM

THE GRAHAM GROUP OF COMPANIES

OUR COMMITMENT TO SUSTAINABLE PRACTICES IS STRENGTHENED BY ALIGNING OUR STRATEGIES ACROSS EACH GRAHAM GROUP COMPANY, AT EVERY LEVEL OF THE BUSINESS AND WITHIN ALL OPERATIONAL DIVISIONS.

By aligning our efforts, the positive impacts to the environment, communities and our business practices are compounded. Across North America, our Graham Group companies are prioritizing building a better, more sustainable future.



Gracorp Properties was founded in 2008 and has strategically worked with Graham to propel growth. Working from Seattle, Vancouver and Calgary, Gracorp focuses on the development of mixed-use, multi-family residential, office, industrial and retail projects. Through a disciplined approach to development and building, Graham and Gracorp's combined expertise enables our teams to consistently deliver excellent results for our clients and the end-user.



With over 30 years of experience, **Moltz** specializes in constructing water and wastewater related projects. Moltz has the knowledge and capability to deliver for a variety of clients, including federal agencies, state agencies, cities and towns, counties, special districts, and private clients. After the acquisition in 2019, Graham and Moltz have combined to continue delivering high quality facilities throughout Colorado, and with expansive experience in alternative delivery methods



As a combined force, Graham and **Quinn** have served the industrial market for over 105 years, by delivering full-spectrum solutions to Canada's extraction, processing and manufacturing sectors. This includes vital projects in: oil, natural gas and petrochemicals, refining and upgrading, potash, gold and uranium, power generation and mining and forestry.

Acquired in 2017, Quinn continues operations under the Graham brand throughout western Canada.



Joining the Graham Group in 2021, **Milender White** is an employee-owned construction contractor headquartered in Colorado, with offices in Southern California. They are known for delivering high-value projects, with their core business being high-complexity, multi-key commercial and residential projects.

SUSTAINABILITY POLICY STATEMENT

AT GRAHAM, WE ARE COMMITTED TO CREATING ECONOMIC PROSPERITY IN OUR CONSTRUCTION, FACILITY SERVICES AND DEVELOPMENT BUSINESSES WHILE EMPLOYING BEST-PRACTICES IN SUSTAINABILITY. Our approach provides a long-term guide for managing our business, ethics, and culture and protecting our human, environmental, financial, social, and intellectual capital.

Through Graham's three pillars of Sustainability – Environmental, Social and Governance (ESG) – we are using objective measures to monitor and continuously expand our goals in alignment with ESG values and beliefs, while remaining accountable for delivering long-term value to our clients, partners, employees, and unitholders.

Graham's goal is to be an industry leader in providing sustainable value for all stakeholders, including employee-owners, clients, partners, industry and communities.

CONSISTENT WITH OUR ESG PROGRAM, WE WILL:

- > Create a safe work environment for our employees, vendors and the public.
- > Invest in communities through engagement, sponsorship, volunteerism and promotion of our Graham Cares culture.
- > Actively engage with and provide a sustained commitment to the Indigenous communities and partners where we operate.
- > Apply fair labour practices and respect local laws in the areas in which we work.
- > Provide an environment of inclusion, equity and diversity and ongoing learning, training and development opportunities.
- > Comply with relevant environmental legislation and standards while developing solutions for the construction industry to reduce environmental impact.
- > Develop and promote innovation and technology that supports our continuously improving business processes, systems and tools.
- > Implement socially responsible supply chain practices by working honestly and collaboratively with our clients, contractors and vendors and encouraging them to operate with similar values and corporate responsibility policies.

We will continuously expand our goals by applying a sustainability lens to the business and infusing our sustainability principles into our measures, targets and strategic business objectives.

Guided by our Code of Business Conduct and our core values of commitment, integrity and reliability, we will conduct our business in an open, honest and ethical manner.



ENVIRONMENTAL

We continuously look for opportunities to minimize the impact of our activities on the environment and surrounding communities through environmental stewardship, sustainable resource management, and the promotion of pollution prevention. We respect the diversity of the landscapes where we operate and work to minimize our environmental footprint. We're committed to protecting the environment by implementing sound practices that reduce waste generation, minimize risk to the environment, preserve energy, reduce emissions and support biodiversity.



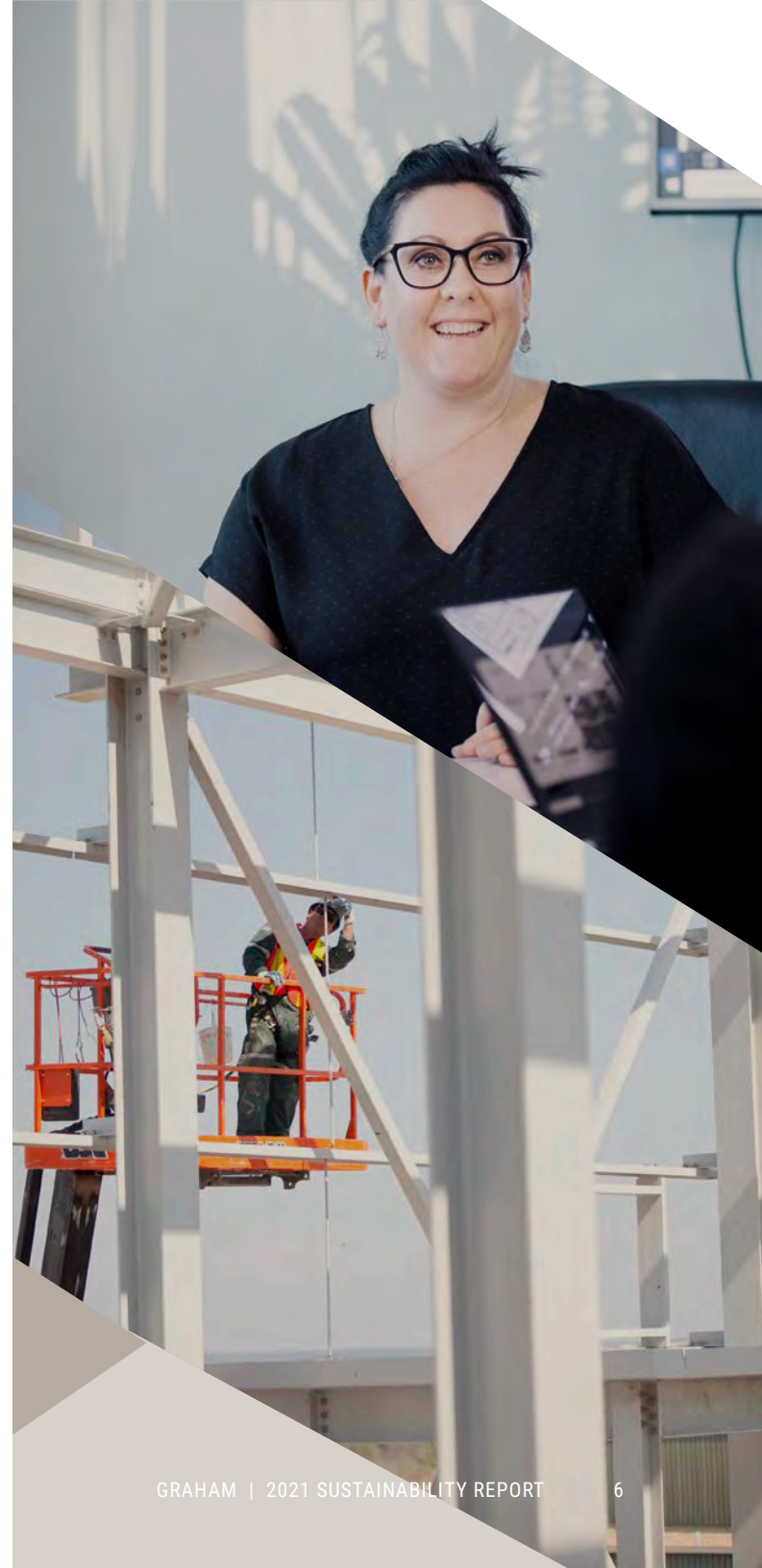
SOCIAL

Our people are the cornerstone of our business and the reason we are a leading construction company. The health, wellness, inclusion, equity, diversity and care of our people is our top priority. We not only invest in our people, but also our communities. Through our social partnerships, we help initiate change and propel progress for future generations. By living our values everywhere we operate, we help our clients, employees, partners and communities thrive.



GOVERNANCE

Graham is committed to robust corporate governance that manages our risk and the sustainable growth of our company. Our values of commitment, integrity and reliability guide everything we do. All business practices are measured against the highest possible standards of ethical business conduct. We maintain the highest level of integrity and professional business practices to be accountable, responsible, transparent and ethical.



DECADE FOR ACTION

Aligning with the United Nations' Sustainable Development Goals

We are committed to the United Nations' Decade of Action – accelerating sustainable solutions to the world's biggest challenges. In alignment with the United Nations Sustainable Development Goals (SDG) and our corporate business strategy, we are reinventing our Sustainability strategy. Working with third-party sustainability professionals, **we created strategic roadmaps for our short, mid and long-term sustainability goals. We are well positioned to implement our short-term goals that align with SDG goals in the near future, taking into consideration feedback we received from our valued internal and external stakeholders.**



STRATEGY DEVELOPMENT

We divided our Sustainability journey into two phases. Phase 1 addressed our industry approach and mapped our value chain to understand where we could influence and drive change. It revealed our strategic priorities and involved stakeholder engagement. The outcome of Phase 1 will help us continue to build a strong and resilient organization focused on creating demonstrable value and shared opportunities for everyone. Phase 2 addressed ESG governance requirements for the Sustainability strategy and implementation oversight.

PHASE 1

OBJECTIVE

Create an ESG strategy which supports long-term value creation for Graham

1

ASSESSING INDUSTRY APPROACHES

Assess global construction industry trends in sustainability through research and peer benchmarking.

2

VALUE CHAIN MAPPING

Map value chain to understand where we have control and influence to drive change for our business and industry. Identify key stakeholders throughout the value chain.

3

STRATEGIC PRIORITIES

Understand short, medium and long-term corporate-level strategic priorities to determine how these are influenced and advanced by ESG factors.

4

STAKEHOLDER ENGAGEMENT

Engage through interviews and surveys with clients, employees, executives, suppliers, partners and industry bodies to understand stakeholder ESG areas of concern and interest.

5

STRATEGY DRAFTING

Synthesize research and draft strategy, hold collaboration workshop, executive reviews, feedback and strategy finalization.

OUTPUT

An ESG strategy & vision for Graham

PHASE 2

1

CHARTER & ROADMAPS

For each pillar create project and implementation plan.

2

ESG GOVERNANCE

Develop governance to oversee ESG Strategy and implementation.

3

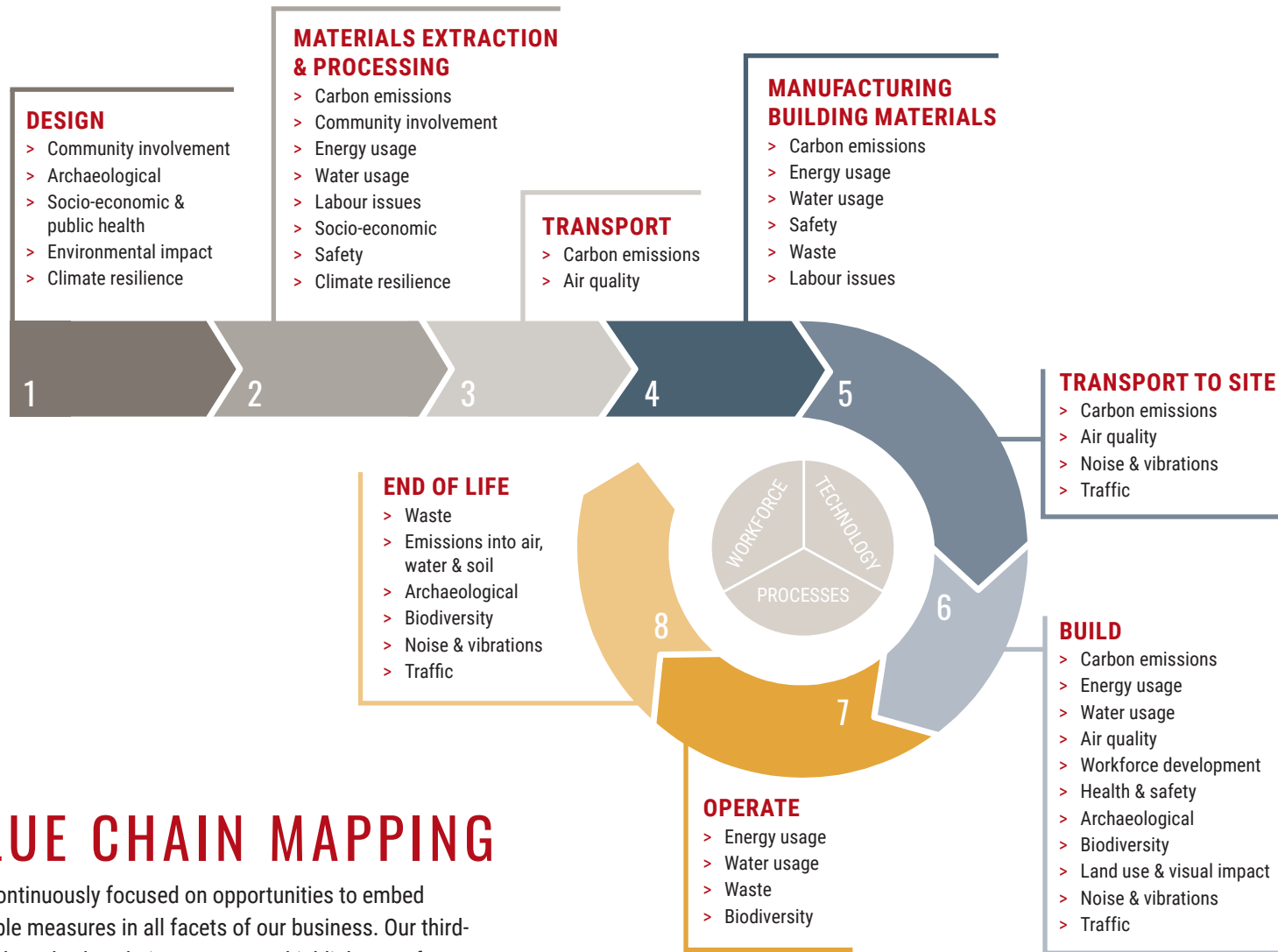
ESG MEASURE & MONITOR

Draft ESG KPI and reporting matrix.

4

IMPLEMENT STRATEGY

Educate stakeholders and roll out Sustainability strategy.



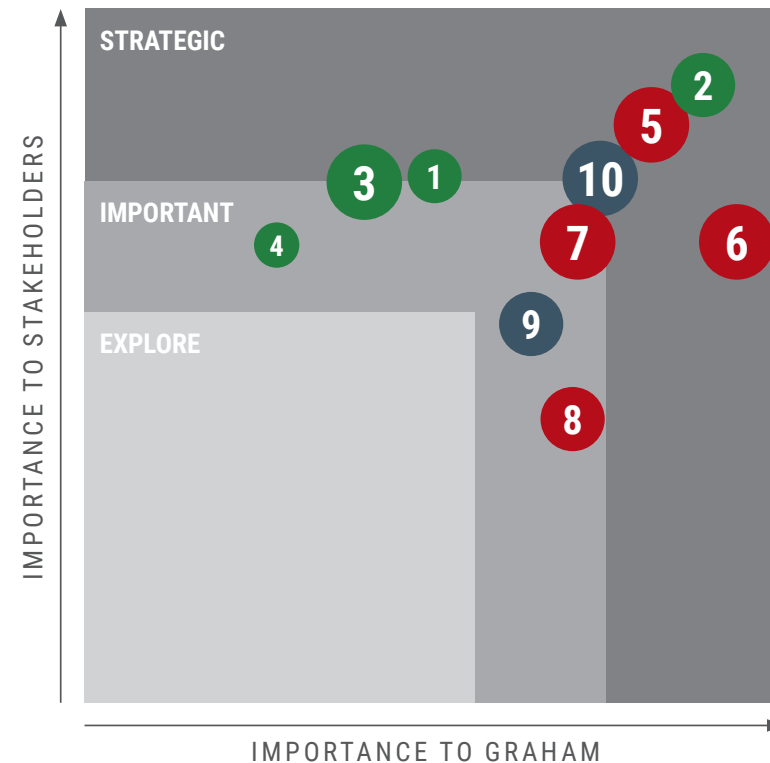
VALUE CHAIN MAPPING

We are continuously focused on opportunities to embed sustainable measures in all facets of our business. Our third-party study and value chain assessment highlights our focus areas within our project delivery model, from project design to end-of-life ESG-embedded processes. Graham is focused on areas four through seven of the value chain – where we have direct influence and the greatest impact.

ENGAGING STAKEHOLDERS TO ESTABLISH FOCUS AREAS

As part of our Sustainability reinvention, we completed a third-party study engaging a diverse range of internal and external stakeholders to understand their viewpoints on our current ESG efforts. This work resulted in our ten Sustainability focus areas (illustrated below). Externally, our focus was on collecting feedback about our environmental, social and governance impact. Internally, we engaged with our workforce to glean insight into how to create a more resilient, inclusive and inspiring workforce for our teams. From these assessments, we developed roadmaps for our short, mid and long-term objectives to accelerate our Decade of Action.

		FOCUS AREA
1	Environment	Waste management
2	Environment	Climate
3	Environment	Green building practices
4	Environment	Building resiliency
5	Social	DEI
6	Social	Workforce of the future
7	Social	Indigenous engagement
8	Social	Responsible citizen
9	Governance	Supply chain
10	Governance	Trust & transparency



STRATEGIC PRIORITIES

Backed by nearly 100 years of experience, discipline, and continuous improvement, we have built a resilient business that allows us to meaningfully contribute to causes, partnerships and communities where we live and work.

Our short-term focus areas:

- Climate
- Workforce of the Future
- Diversity, Equity and Inclusion (DEI)
- Trust and Transparency

These focus areas distinctly align with our values of commitment, integrity and reliability, which guide every business decision.





We respect the diversity of the landscapes where we operate and work to minimize our environmental footprint.



ENVIRONMENTAL

We protect the environment by implementing practices that reduce waste, minimize risk to the environment, preserve energy, reduce emissions and support biodiversity. Through environmental stewardship, sustainable resource management, and the promotion of pollution prevention, we consistently seek to minimize the impact of our activities on the environment and surrounding communities. We will achieve these through: our Environmental Management System; promoting efficient use of resources and reducing carbon emissions; and leveraging alternative solutions which encourage sustainable construction and incorporate waste management processes. Graham's endeavour to minimize pollution and commitment to the environment ensures continuous improvement of our overall performance.

IMPROVING OUR FLEET

Over the past two years we have reported on upgrades to our fleet in support of reducing our carbon footprint. In 2021, we shifted our focus to our off-road fleet.

We replaced 52 pieces of off-road equipment, upgrading from Tier 3 standard to Tier 4 units. In doing so, we reduced the particulate matter (PM) that is emitted during operation of each unit by 80 percent. Over the last decade, changes to off-road vehicle equipment standards have improved vehicle emissions of both nitrogen oxide (NOx) and PM. The upgrade to Tier 4 equipment is the last step in this standard.

To comply with Tier 4, engine manufacturers have employed these additional technologies, among others:

- Diesel Particulate Filter – Reduces particulate matter.
- Closed Crankcase Ventilation – Blow-by gases that get into the crankcase are recirculated back into the engine instead of vented to the atmosphere, reducing non-methane hydrocarbons (NMHC) and PM.
- Selective Catalytic Reduction – A reduction reaction converts NOx to nitrogen, water, and CO, reducing NOx drastically.

52 TIER 3 UNITS REPLACED WITH TIER 4 EQUIPMENT

80% EMISSIONS REDUCTION

20% OFF-ROAD FLEET UPGRADE

TIER 3

Tier 3 is the shorthand term for national vehicle emissions and fuel standards that result in cleaner, healthier air. They are designed to reduce the soot, smog and other types of dangerous pollution that come from the tailpipes of our cars and trucks.

TIER 4

Tier 4 diesel engine standards are the strictest EPA emissions requirement for off-highway diesel engines. This requirement regulates the amount of PM, or black soot, and NOx that can be emitted from an off-highway diesel engine.

To read more about emissions standards for off-road equipment click for guidelines in [Canada](#) and the [United States](#).

PROTECTING OUR PLANET WASTE MANAGEMENT

We're committed to managing our resources to create environmental and economic benefits which include re-using our materials and recycling. In construction, waste is generated through many different areas – general office waste and refuse, construction materials, and contaminated or poor-quality soils from construction sites.

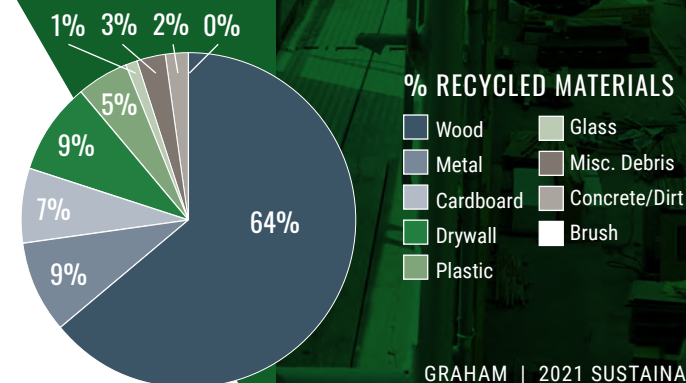
Our waste management activities include monthly reporting from our waste vendor on the volume of waste and whether it is disposed of or diverted. Tracking and reporting on waste management is often required for LEED projects or by our clients. In other situations, project teams use these waste management measures to go beyond minimum requirements.

Over the three-year project, the team diverted 1,513.78 tons or 97% of all materials from the landfill.

PROJECT SPOTLIGHT SHORELINE, WA

Although the project did not have LEED requirements, the Shoreline project team in Washington planned early to implement LEED-like waste management and reporting protocols. The waste vendor provided reporting to show volumes of materials removed from site, along with the volumes for each material that was recycled. Over the course of the three-year project, the team diverted 1,513.78 tons or 97% of all materials from the landfill.

Recycled materials included wood, metal, drywall, cardboard, plastic, glass, concrete, soils and brush, which were all sorted and sent for recycling instead of being disposed of as waste.



GHG STRATEGY CLIMATE FOCUS

Climate Focus means identifying and working on ways to minimize our carbon footprint, helping us to manage our own greenhouse gas (GHG) emissions and support stakeholders and clients on their journey towards decarbonization.

In 2021, we continued to build a GHG inventory and reporting process for all our facilities. Taking what we learned during the early phases, we have expanded these inventories, and will add to our facilities and fleet for years to come. As we gather data and establish a baseline, our next steps will be to begin to set targets for reductions.

Over the coming years Graham's ambition is to develop a GHG inventory for all our operations and then work with clients, vendors, and industry to identify and implement programs and innovations to continually reduce our emissions.

Achieving GHG reductions will require innovation and support from internal and external stakeholders. Innovations will be key in this process as Graham strives to become an industry leader in this area.



PROJECT SPOTLIGHT

DAVENPORT DIAMOND RAIL GRADE SEPARATION

We started working on the Davenport Diamond Rail Grade Separation project in 2019 and developed an Environmental Management System (EMS) sustainability plan shortly after construction commenced.

The plan includes five sustainability focus areas to support our clients' requirements:

1. Climate resiliency.
2. Reduction of energy consumption and emissions.
3. Integration of sustainability in the supply chain.
4. Minimize impacts on ecosystems.
5. Enhance community responsibility.

To support our client, the project set targets and key performance indicators and reporting annually. A baseline was established in 2020 and success was tracked and measured during 2021.

WASTE MANAGEMENT

In 2020, 83% of materials were diverted from landfill.

In 2021, 84% of materials were diverted from landfill.

EMPLOYMENT OPPORTUNITIES

In 2020 and 2021, 93% of those working on the project were local (Ontario). This included Graham staff, contractors and consultants.



MATERIAL



SOCIAL

We believe our success is anchored in relationships based on trust and respect, and we work hard to nurture them.

We have the opportunity and responsibility to help build a better future in our communities and workplace. Through our social partnerships, we help initiate change and propel progress for future generations. We maximize the impact of what we do by focusing on the areas of healthcare, education, children and family, the underprivileged, Indigenous communities and industry-based initiatives.

We care for our people and make sure they have a safe, healthy and inclusive work environment. Through a variety of health and wellness initiatives, we empower our employees to take care of their mental and physical health. We want our workforce to reflect the diversity in the communities in which we live and work. As individuals and as an organization, we all have the responsibility to create a safer and more equitable future, recognizing and calling out our own biases and working to combat the injustices that continue to exist in our society. Our differences make us stronger and our commitment to acting with integrity and treating everyone with respect is core to our culture.



EXCELLENCE IN HEALTH, SAFETY & ENVIRONMENT

Safety is a fundamental value embedded at the heart of our culture.

When we as individuals, colleagues and as an organization do the right thing in the right way, the first time, we create a safe, prosperous future for each other, the communities we live and work in, the environment and society.

Graham continues to be a leader in Health, Safety and Environment. We operate within our risk-based HSE Management System based on ISO 45000 requirements. It is coupled with high leadership engagement and ownership of our core values to provide a safe work environment for our employees and projects.

Graham's goal is to consistently achieve world-class HSE performance.

HSE PERFORMANCE

TRIF	0.29 Graham/WFP
	1.21 Subcontractor
	0.78 Combined

PTRIF	0.61 Graham/WFP
	1.58 Subcontractor
	1.12 Combined

LTI FREQUENCY	0.02 Graham/WFP
	0.09 Subcontractor
	0.06 Combined

SEVERITY	0.82 Graham/WFP
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TRIF: Total Recordable Injury Frequency
 PTRIF: Potential Total Recordable Incident Frequency
 LTI: Loss Time Injury
 WFP: Workforce Partners



HURT & ENERGY MODEL SUCCESS

Over the past year, we've changed how we look for hazards and risks on our projects.

This wheel helps us to focus on potential energy releases within our scope of work allows us to look at hazards and risk differently and provides context of where to deploy resources to mitigate risks.

Since 2019, we have seen a dramatic improvement in our HSE performance, risk tolerance awareness and engagement and reduction of SIF's within our company by utilizing our Hurt and Energy model.

AN INDUSTRY LEADER IN SAFETY INNOVATION

Graham is proud to be a founding board member of the Construction Safety Research Alliance (CSRA) established in 2019. Mike Court, our Senior Vice President of HSEQ & Sustainability, is the current Chair of the Board.

The mission and vision of the CSRA is to eliminate serious incidents and fatalities in the construction industry with transformative research and defensible science. The power of the CSRA comes from uniting industry experts with academic experts in scientific research. We are challenging long-standing safety theory and processes to reduce construction fatality rates, which have remained flat for many years.

Graham subject matter experts participate in the CSRA research projects. Below are past, current and upcoming projects:

- > The Tyranny of TRIR (past)
- > Quality of Safety Leading Indicators (past)
- > From Incident Investigation to Learning (current)
- > Unique Precursors of Serious Injury Fatality (SIF) (current)
- > Alternative to TRIR (current)
- > Predictive Analytics (current)
- > Safety Return on Investment (upcoming)
- > Science of Safety Training (upcoming)
- > Democratizing Culture (upcoming)

To learn more about the CSRA and Mike Court's role as Chair of the Board, [click here to listen to a podcast.](#)

CREATING A CULTURE OF HEALTH & WELLNESS

The mental health and psychological safety of our workforce and partners is a critical focus area across our company. We believe an investment in wellness is essential to ensuring our employees' best performance and their overall wellbeing.

Wellness enhances the lives of our employees and creates a better environment for professional and personal success. We take a holistic approach to health and wellness within four foundational pillars: physical, mental, financial and social health.

To help employees connect and energize, we offer tools and resources to improve mental and physical health. For example, we've partnered with *headversity*, a workplace mental health platform, to provide our employees with training

in resiliency and overcoming adversity. It focuses on mental health, mindfulness, self-expertise, mental fitness, hardiness and energy management. Furthermore, our Health and Wellness Hub on our employee intranet offers additional resources around physical health, nutrition, sleep and mental health.

We believe that investing in the health of our people helps boost morale, increases employee engagement and allows our teams to reach their highest potential.





“ The intention of our DEI commitment statement is to unify and align the organization. ”

SUPPORTING INCLUSION & DIVERSITY

Graham is a constantly evolving organization, and our policies and the way we work have grown alongside. Our Respectful Workplace policy and Code of Business Ethics & Conduct outline the expectations for conducting business in a safe, ethical, respectful and lawful manner.

We live in a diverse world and our evolving business success depends on our willingness and ability to shift our culture and expand how we conduct business to include committed Diversity, Equity and Inclusion (DEI) efforts.

This past summer we announced the release of our DEI Commitment Statement, formalizing our commitment to transparency, re-evaluating our internal practices and evolving our culture.

The intention of our DEI commitment statement is to unify and align the organization. This statement is the foundation of our purpose and our intention to truly build a culture of inclusion. Part of this journey is to examine where we may have biases, to seek out information, to

understand our employees and their experiences and to build an organization that supports us both individually and collectively.

Purposefully embedding DEI into our business requires time and considerable effort. We are applying a DEI "lens" to everything we do – examining policies, procedures, training and development to ensure we are promoting an inclusive culture and examining the employee experience for a diverse variety of employee needs. DEI is a journey that we are fully committed to, while we progress in our diversity, equity and inclusion plan and initiatives.

[READ OUR FULL DEI STATEMENT HERE >>](#)

IN 2021, 80% OF EMPLOYEES COMPLETED THE RESPECT IN THE WORKPLACE TRAINING

BUILDING STRONGER COMMUNITIES

ONE WALK

In the summer of 2021 Graham employees from across our operating locations celebrated One Walk, a virtual event that encouraged employees to participate in physical activity in support of mental and physical health, while giving back to our communities. For every employee who participated, Graham donated \$50 to that employee's local food bank.

In total, 502 employees participated in the event, with an additional 1,100 friends, family members and pets joining the cause. Together, we contributed more than \$31,000 to food banks, including additional fundraising that local branches took part in. Graham representatives from 12 cities, ranging from Toronto to Vancouver to Seattle, dropped by food banks to present donations and help fight hunger in our communities. One Walk was all about the opportunity to contribute to a great cause and create connections with co-workers, family and friends, all while complying with pandemic mandates put in place by local health authorities.

SUPPORTING FAMILIES IN TIMES OF NEED

Throughout the year we continued to find meaningful ways to give back to our communities and support people when they need it most. In early 2021, Gracorp (our real estate development arm), along with our Calgary Buildings team, delivered the beautiful new luxury ARIA apartments, located in Calgary's University District. When we heard the Ronald McDonald House (RMHC) Alberta (located across the street from ARIA) needed additional space for a few families that couldn't safely stay in their communal environment, we were eager to help.

With support from Gracorp, three RMHC families were provided an ARIA suite to stay in while their child went through treatment. So far, Gracorp has helped RMHC families stay in the ARIA suites for nearly 200 nights. We're honoured to help these families and continue to look for ways to give back to our communities in time of need.



Nearly \$875,000 invested in our local communities through sponsorships and donations

Provided ARIA suites to Ronald McDonald House families for nearly 200 nights

Over \$31,000 donated to food banks

GENEROUSLY GIVING

Across all our locations, we continue to support communities where we live and work. As the pandemic continued through 2021, so did our determination to give back where we operate. Through the adversity, we found ways to continue supporting and strengthening our communities together.

We supported various organizations in the United States including Toys for Tots, donating over 100 toys to underprivileged kids during the Christmas season, and we partnered with food banks for annual food drives donating more than 300 pounds of food. Across Canada we raised more than \$3,800 for KidSport Canada, we donated \$5,000 to Kids Cancer Care Foundation, and raised over \$29,000 during Movember for men's health. We also volunteered with Calgary Meals on Wheels, helping raise over \$25,000, as well as supported the Adopt-a-Family program by donating gifts and household necessities to families in need.

Giving back to our communities is integral to our culture. We recognize it was another challenging year for many people, which made supporting our communities during this time even more important.

COMMUNITY GIVING

 More than
\$875,000
in community investment
& sponsorship donations

 **\$417,000**
in sponsorship-based giving

 **\$545,000**
in support of key
client causes

 **\$85,000**
for educational initiatives

Over
\$461,000
directly to non-profit
organizations





A PATH TO RECONCILIATION

Graham was proudly part of the West Coast Collab, a group of companies that came together to assist local business leaders to create a Totem Pole in support of STARS Air Ambulance, Indigenous communities and the strong resource sectors across North America.

Collaborating with Chief Ray Natraoro, a Squamish-based Master Carver, the Totem Pole represents the bridge between Indigenous communities and the energy sector. It represents many meaningful factors the energy sector and industry symbolize to Indigenous cultures including bringing communities together and supporting reconciliation in Canada.

Master Carver Chief Ray Natraoro worked to showcase five values: Partnership, Integrity, Family, Resilience and Vision. This resulted in a beautiful piece of symbolic art that incorporates several traditional cultural elements. The Totem Pole was named "Xaays", meaning "Transformation" (Squamish language). We celebrate Xaays as a representation of a

collaborative future between Graham and our partners as we continue the work of the Truth and Reconciliation Commission of Canada with Indigenous communities.

In June 2021, the Totem Pole was auctioned and Graham was the successful bidder. Proceeds from the auction went to STARS Air Ambulance, Squamish First Nation and Community Futures Treaty Seven Organization. In honour of our long-lasting relationships, future collaboration and commitment to all Indigenous peoples, Chief Ray Natraoro acknowledges Graham as the new recipient of Xaays. Xaays now proudly stands in Graham's Corporate head office in Calgary, AB.

Graham has strong Indigenous alliances that engage on projects across Canada. **Indigenous employment has been as high as 81%** for workers on-site for various projects.



GOVERNANCE

Graham has a comprehensive set of policies, standards, processes and procedures that guide our culture, the expected behaviours of our employees, how we run our sites and how we mitigate risk.

Together, these policies, standards, processes and procedures form a strong governance foundation for the company. Our approach to managing our environmental and social performance includes a robust governance framework that underpins our strategy to remain resilient over the long term. Graham's governance structure includes our Board of Trustees and its committees, together with our executive management team, where corporate performance on environmental, social and governance initiatives guide us. Our values of commitment, integrity and reliability influence everything we do. Graham operates to the highest degree of ethical integrity and in compliance with the laws in each jurisdiction where we operate. We've established a Code of Business Ethics & Conduct to ensure our workforce is empowered to do the right thing.

ADVANCES TO OUR SUPPLY CHAIN

In 2021 we continued the roll-out and made improvements to the Graham Vendor Management Tool (GVMS). Since its inception we have accredited 1951 vendors, which demonstrates that strong progress has been made. We are committed to building on this progress.

After the system launched, we recorded lessons learned and made changes based on those learnings – one being the vendor diversity section of GVMS. This was done to provide better definitions of diversity groups, diversity percentage requirements to qualify as a diverse vendor and to keep pace with current and future diversity classifications. With these changes we have been able to develop our reporting tools which means we can easily identify our current and past diversity spend for vendors who have completed the diversity section. This has enabled us to support diversity information requests from our clients to support current project and bidding opportunities.

As part of our continuous improvement of GVMS, we launched the Vendor Performance Measurement module. This module enables our project teams to provide performance feedback about vendors in a number of categories such as Health & Safety, Quality, and Sustainability. We are continuing to develop and enhance this capability.

**SINCE 2017 GRAHAM HAS SPENT OVER
\$107 MILLION WITH LOCAL INDIGENOUS
CONTRACTORS & VENDORS.**



PROTECTING OUR PEOPLE & BUSINESS THROUGH CYBERSECURITY

Serious breaches of cybersecurity have become an existential threat for all organizations. We're continually looking for new and better ways to protect employees, vendors, partners, and clients, to adapt to the ever-evolving techniques used by cyber criminals. We work with industry experts and train on an ongoing basis to keep ahead of cybercrime trends.

We are a member of the Canadian Cyber Threat Exchange, an organization that facilitates sharing relevant information among members, in a collaborative approach to combat common threats.

While the ongoing improvement of technology and services to prevent and detect attacks is paramount, it is critical to combine these efforts with effective education and ever-improving awareness. People are our most valuable resource, which makes them the biggest target for cyber criminals.

With ongoing phishing simulations, a dedicated cyber education training portal, and regular assessments to measure progress, we've seen year-over-year improvement in Graham's cybersecurity. Over the past two years employees have reported three times as many suspicious emails and have reduced the fail rate in phishing simulations by more than two thirds.

We continually strive to incorporate a security mindset into our culture and everyday lives.



In 2021, employees reported **7,266** suspicious emails, a 50% increase over 2020

15,000

phishing simulations sent to employees

44%

were reported (a 30% increase over 2020)

80%

of employees passed every simulation

96%

average pass rate on each simulation

CORPORATE GOVERNANCE ESG STRATEGY

In 2021 we announced a revised approach to our Sustainability activities as we redirected from a Corporate Social Responsibility approach to a more structured and qualitative strategy that incorporates formal ESG metrics. Our new approach is designed to position Graham at the forefront of the industry in addressing the increasing ESG requirements of our clients.

At its core, our new sustainability approach entails ESG-specific measurable and quantifiable metrics under the philosophy of “What gets measured gets done”. ESG scores are becoming increasingly important, not only to our clients in construction, but among all of our stakeholders from employees to financial unitholders. Graham plans to establish a “Graham first” approach to ESG as part of our strategic advantage.

The benefits to this approach include:

- > The ability to set specific targets and the corresponding ability to measure progress;
- > Proactively addressing the Sustainability requirements that are increasingly utilized by both public and private sector clients in selection criteria;
- > The opportunity to identify strategic opportunities to gain market share;

- > Attracting and retaining talent of the younger generation who consistently indicate that an employer’s Sustainability strategy is fundamental to their engagement; and
- > Lowering the cost of capital as banks and investors adopt ESG metrics as part of their investment decisions.

Graham is taking a measured and structured approach to our qualitative Sustainability efforts. We’re adopting metrics that fit our culture and a strategy that will allow us to demonstrate our sustainability progress over time.

“ Our new approach is designed to position Graham at the forefront of the industry in addressing the increasing ESG requirements of our clients. ”



Canada

- + BONNYVILLE
- + CALGARY
- + COLD LAKE
- + EDMONTON
- + FORT MCMURRAY
- + FORT SASKATCHEWAN
- + KELOWNA
- + LLOYDMINSTER
- + RAINBOW LAKE
- + RED DEER
- + REGINA
- + SASKATOON
- + TORONTO
- + VANCOUVER
- + WINNIPEG

United States

- + ARVADA
- + DENVER
- + LOS ANGELES
- + NEWPORT BEACH
- + OMAHA
- + SALIDA
- + SEATTLE
- + SPOKANE
- + WINDSOR