

2020

SUSTAINABILITY  
REPORT

**GRAHAM**

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# PRESIDENT'S MESSAGE

Sustainability has for many years been an important priority in our business – and I should note that Graham was a caring company for many decades before the formal term was invented. Sustainability underpins decisions we make every day. The COVID-19 pandemic in 2020 presented challenges, but also many opportunities for our business. It reinforced the crucial role our construction activities play in contributing to the prosperity and smooth functioning of modern society. And more, it reminded us how we help strengthen and sustain our communities.

As a business with operations throughout North America and annual revenue of more than \$2 billion, we have the unique opportunity to make a tangible difference in our communities through social, economic and environmental programs. Throughout 2020, we were even more thoughtful and focused about supporting the communities where we live and work. Together with our employees, we sought out opportunities to make a difference to society in ways that went beyond simple charitable donations.

While our Sustainability practices are deeply embedded across our business, we align our Sustainability efforts with three strategic pillars that are important to our business, clients, employee-owners, and community stakeholders, and are informed by market research and industry best practices. The three pillars are Environmental, Social and Governance. They support our corporate strategic plan and provide us with a formal framework to define how we can make more meaningful social, economic and environmental marks on our communities.

Strong corporate citizenship isn't new to Graham. Sustainability demonstrates our

core values of commitment, integrity and reliability which underpin everything we do. Since our founding nearly 100 years ago, we have always operated with a vision of creating thriving communities. We contribute to regional economies by hiring local subcontractors and vendors. We leverage a robust Environmental Management System that focuses on waste reduction, recycling, re-use and recovery. Through volunteerism and donations, we contribute to social programs that benefit our stakeholders. We provide learning and development to build a thriving, diverse workforce and are committed to cultivating and preserving a culture of diversity, equity and inclusion. We have pursued these sorts of initiatives for decades, but we know that continuous improvement in all areas is key to our business and longevity. And so we actively seek out opportunities to be better.

This report highlights the initiatives we supported across our business in 2020 and demonstrates our strong commitment to continuous improvement. I'm very proud of the resilience and accomplishments of the Graham team, especially amidst the unusually challenging conditions of the past year. We recognize that transparency is a significant aspect of sustainability. And so we are proud to publish Graham's 2020 Sustainability Report, sharing the story of our sustainability efforts and commitments to communities with our stakeholders and the general public. As we move forward in our Sustainability journey, we are excited to build on what we have achieved so far and to continue building stronger communities.

ANDY TREWICK | PRESIDENT AND CEO

# ABOUT GRAHAM

GRAHAM IS AN EMPLOYEE-OWNED CONSTRUCTION SOLUTIONS PARTNER THAT HAS OPERATED CONTINUOUSLY SINCE 1926. We provide general contracting, design-build, construction management, integrated project delivery (IPD) and public-private partnership (P3) services to buildings, industrial, and infrastructure. Because we are committed to collaborative, team-based work

strategies and open, effective communication, we integrate easily into project delivery teams.

With operations throughout North America, Graham has the resources, capacity and expertise to undertake projects of every scope, scale and complexity.

## GRAHAM AT A GLANCE



1700+ EMPLOYEES

100%  
EMPLOYEE OWNED



FOCUSED ON  
SAFETY

OVER \$2.8 BILLION  
IN ANNUAL REVENUE

ESTABLISHED  
>> 1926

### FOUR DIVISIONS



Buildings



Infrastructure



Industrial



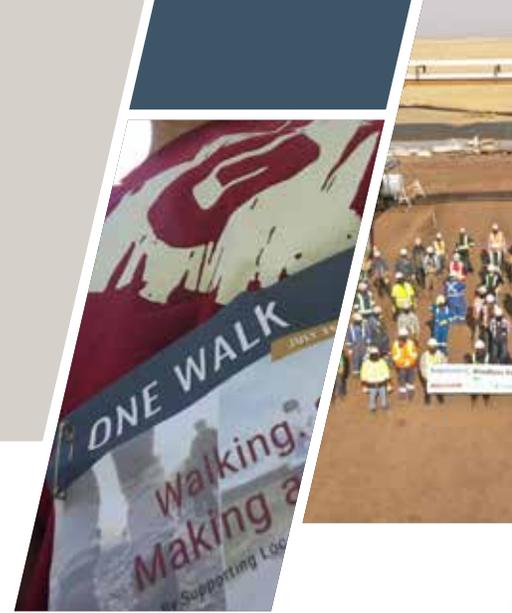
Development &  
Investment

500+  
PROJECTS  
ACROSS  
NORTH AMERICA

# OUR RESPONSE TO COVID-19

THROUGHOUT 2020, INDIVIDUALS, BUSINESSES AND COMMUNITIES WORLDWIDE HAVE HAD TO OVERCOME extraordinary challenges as a result of the novel coronavirus (COVID-19). When COVID-19 impacted communities across the globe, we remained vigilant to ensure the health and safety of our employees, partners, clients and stakeholders. We implemented additional measures to help curtail the spread of the virus and minimize the risks to our stakeholders and communities. As the unprecedented global situation evolved, we continued to adjust our protocols in accordance with the recommendations of local public health authorities to safeguard the health of both our people and communities. Our commitment to safety practices throughout the pandemic was unwavering. We came together as One Graham and didn't back down on ensuring safety was a top priority. If anything, our commitment to safety practices was heightened during the pandemic.





# SUSTAINABILITY POLICY STATEMENT

AT GRAHAM, WE ARE COMMITTED TO CREATING ECONOMIC PROSPERITY IN OUR CONSTRUCTION, FACILITY SERVICES AND DEVELOPMENT BUSINESSES WHILE EMPLOYING BEST-PRACTICE 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, subcontractors 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 & 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 one of Canada's leading construction companies. The health and 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 employees, neighbours, Indigenous groups and landowners 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.



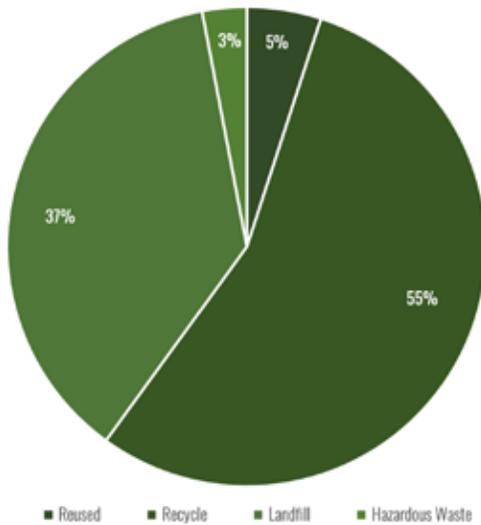


# ENVIRONMENTAL

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. 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 plan to 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.

WASTE DIVERSION BY METHOD



# WASTE MANAGEMENT

## MINIMIZING OUR IMPACT THROUGH PROJECT PLANNING & EXECUTION

GRAHAM'S HEALTH, SAFETY AND ENVIRONMENT (HSE) MANAGEMENT SYSTEM REQUIRES WASTE MANAGEMENT plans for all projects and offices. For most projects, waste tracking is an important part of the project planning and execution. The process begins long before site construction.

Waste management is included in all of our project environmental management plans. Each project goes through the process of identifying all types of waste that will be generated and then plans for handling and disposal. For most projects there are two streams for the management of these materials: recycling and disposal. We always make sure that whenever possible, materials are reused or recycled, sorted and collected on-site. Qualified vendors are chosen to facilitate this recycling. Materials that cannot be reused or recycled, are properly disposed.

All materials leaving the project site are tracked and recorded. A summary report identifies the volume and weight of all such materials, and indicates where they were recycled or disposed of. On many projects, annual waste reporting is completed and submitted to the client. This process is important on LEED-certified projects as it generates points towards the building's LEED certification.



# OUR EVOLVING FLEET

## IMPROVEMENT AND RESULTING GHG REDUCTIONS

OVER THE PAST FOUR YEARS, GRAHAM HAS BEEN CONTINUALLY IMPROVING THE COMPOSITION OF THE COMPANY'S VEHICLE FLEET. This has included replacing ¾ ton and 1-ton vehicles with smaller and more efficient and environmentally friendly vehicles where feasible. In 2019, Graham added 11 hybrid SUVs to its fleet, and one additional compact SUV in 2020. These changes not only bring cost savings, but reduce our greenhouse gas (GHG) emissions.

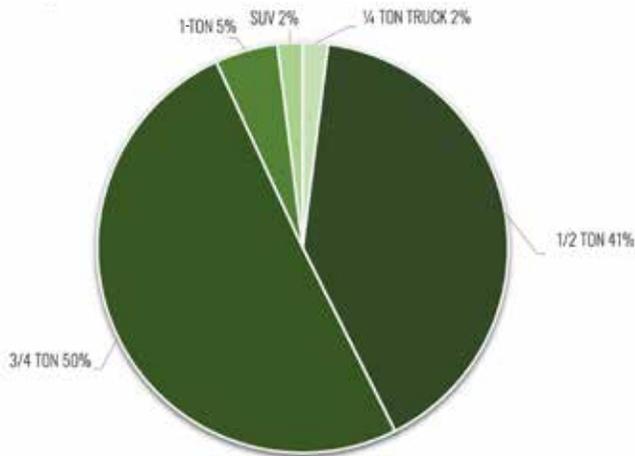
These changes enabled Graham to better manage its GHG emissions and still increase the light-duty vehicle

fleet. The impacts are significant, as the following examples illustrate:

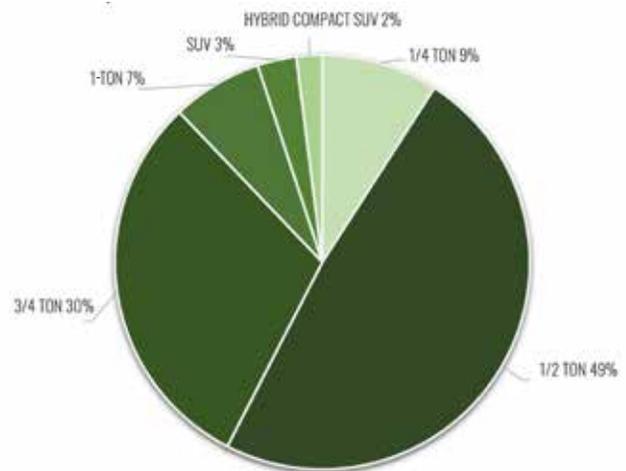
- Replacing a 1-ton truck with a ¼ ton truck eliminates 13.25 tonnes of CO<sup>2</sup> annually; and
- Replacing a ¾ ton truck with a hybrid SUV eliminates 8.9 tonnes of CO<sup>2</sup> annually.

Through strategic planning of its vehicle fleet needs, Graham can continue to make useful changes that not only save fuel but drive down our GHG emissions.

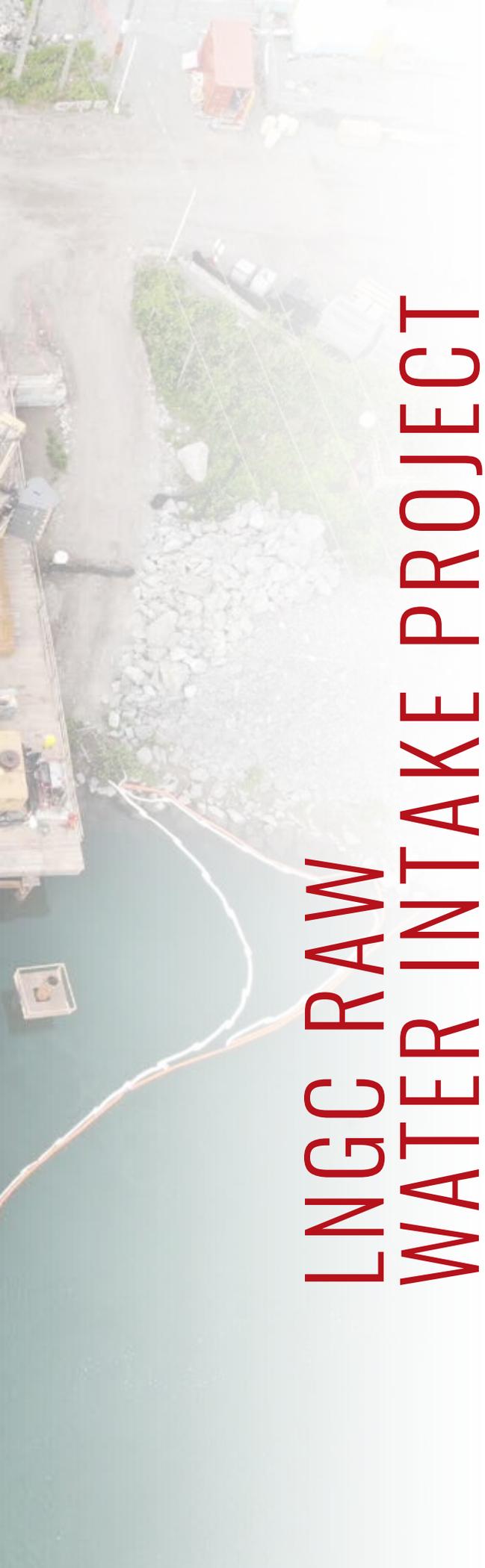
### FLEET COMPOSITION 2017



### FLEET COMPOSITION 2020







# LNGC RAW WATER INTAKE PROJECT

THE LNGC RAW WATER INTAKE PROJECT, LOCATED IN NORTHERN BC, REQUIRED PARTICULARLY STRINGENT ENVIRONMENTAL MANAGEMENT AND CONTROLS. Construction of a raw water intake in the Kitimat River involved many environmentally sensitive aspects that needed to be considered and protected.

Environmental planning commenced at the estimating stage, with Graham's estimators evaluating the environmental risks and planning the environmental controls and monitoring that would be required. Once the risks were identified, the team created a Construction Environmental Management Plan that would detail the controls and mitigations needed for each task in the project.

Some of the key environmental considerations were the in-water works, fish windows, erosion and sediment control, and protection of water quality.

Once construction teams began work there was monitoring and measuring to be completed to ensure negative environmental impacts were eliminated or minimized. Throughout 2020, the project teams completed:

- COMPLETED 92,878 MAN-HOURS OF LABOUR;
- PERFORMED 630 WATER QUALITY MEASUREMENTS;
- USED 71,297 LITRES OF FUEL;
- PUMPED 1.2 MILLION LITRES OF WATER;
- CONSUMED 104,411 LITRES OF WATER;
- HAD 545 WILDLIFE SIGHTING EVENTS;
- CONDUCTED 150+ INSPECTIONS; AND
- EXPERIENCED FIVE ENVIRONMENTAL INCIDENTS.



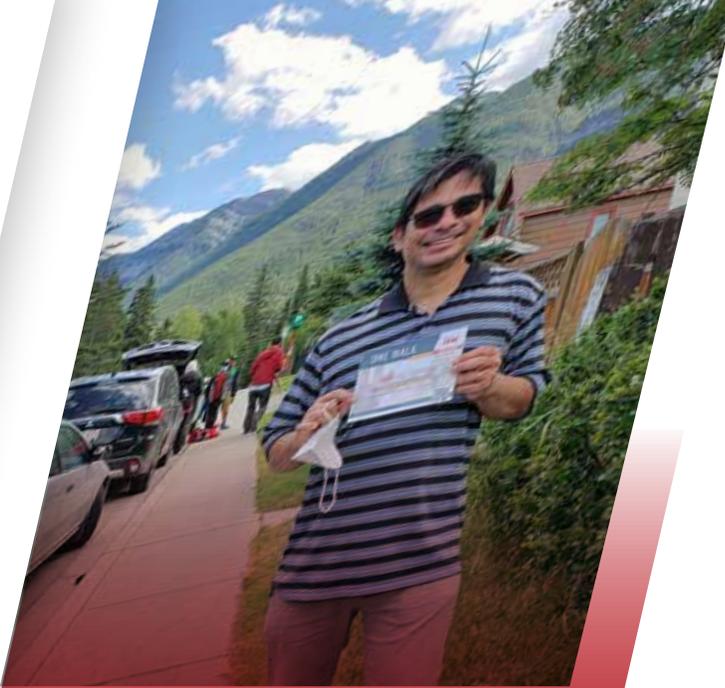


# SOCIAL

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, 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 many dimensions of 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.



OVER

\$28,000

DONATED TO FOOD  
BANKS ACROSS  
CANADA

# ONE WALK

IN SUMMER 2020, 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, 465 employees participated in the event, with an additional 720 friends, family members and pets joining the cause. Together, we thereby generated more than \$28,000 to food banks across North America, including any additional fundraising that local branches took part in. Graham representatives from 12 cities, ranging from Toronto to Vancouver to Denver, presented the donations at their local food banks to help them fight hunger in their community. One Walk provided the opportunity to contribute to a great cause and create connections with co-workers, family and friends, all within the framework of pandemic safety.



# RUH RADIOTHON

FOR THE SECOND CONSECUTIVE YEAR, WE SPONSORED THE ROYAL UNIVERSITY HOSPITAL (RUH) FOUNDATION'S RADIOTHON in raising funds for updated surgical equipment to improve patient care at Saskatoon's busiest hospital. Proudly wearing their red Graham Cares shirts, the team volunteered in manning phones and collecting donations for the RUH Foundation's fundraising campaign, called *Ready When You Aren't*. In addition, a Graham employee co-hosted the morning show on 92.9 FM "The Bull", to help bring awareness to the cause and encourage donations. In total, the radiothon raised more than \$647,000 for the RUH Foundation – including Graham's \$10,000 donation. The funds went towards the Hospital's six priority areas for 2020: Trauma Care, Community Mental Health Endowment, Saskatchewan's Colorectal Cancer Institute, the Epilepsy Monitoring Unit and Priority Equipment and Lecture Theatre Upgrades.

Graham has developed a strong partnership with RUH that has lasted many years. From lecture theatre improvements and emergency generator plants, to replacing the flooring on the main floor and delivering cart wash facilities, Graham has become a reliable contractor, committed to delivering the necessary projects while safeguarding patient care.

PROVIDED A

**\$10,000**

SPONSORSHIP TO THE  
ROYAL UNIVERSITY  
HOSPITAL FOUNDATION



MORE THAN

**\$610,000**

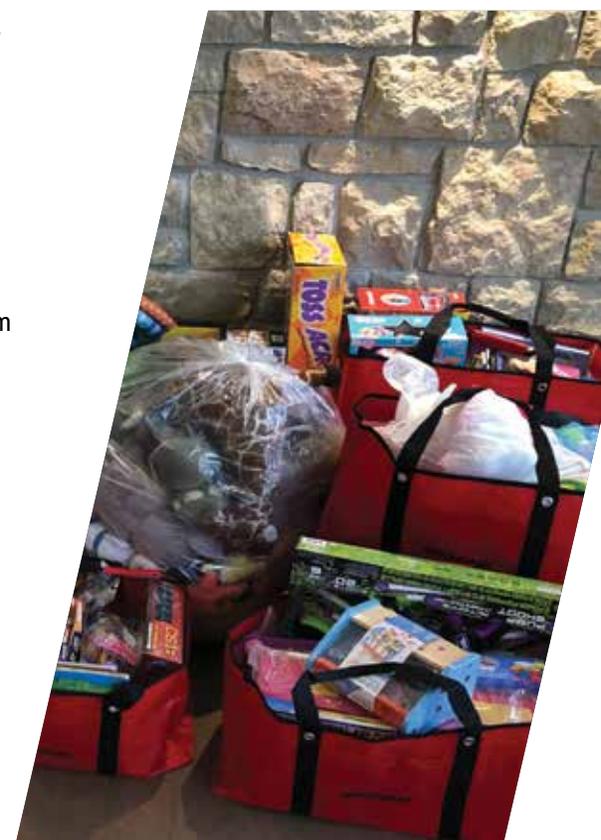
INVESTED IN OUR LOCAL  
COMMUNITIES THROUGH  
SPONSORSHIPS &  
DONATIONS

## GIVING TO COMMUNITIES ALL YEAR-ROUND

ACROSS ALL OUR LOCATIONS, WE CONTINUE TO SUPPORT THE COMMUNITIES WHERE WE LIVE AND WORK. At no point during the pandemic did we abandon our determination to give back wherever we operate. Although our particular activities sometimes needed to be adapted to the constraints imposed by the pandemic, we always found ways to continue supporting and strengthening our communities together.

We supported various organizations in the United States including Food Lifeline, for which we held a food drive to donate to local food banks, partnered with local homeless shelters to donate warm clothing and hygiene products, and donated presents to Toys for Tots for underprivileged kids during the Christmas season. Across Canada we supported organizations and raised over \$1,700 for Kids Cancer Care, donated more than \$2,000 to United Way, donated gifts to the Ronald McDonald House Santa Sack Program, supported Make-a-Wish Foundation and local food drives, we donated over 350 winter jackets to Inn from the Cold, and we also supported the Adopt a Family program by donating gifts and household necessities for families in need.

Giving back to our communities is integral to our culture. We recognized that 2020 would be a challenging year for many people, which made supporting our communities during this time even more important.





# SUPPORT FOR THE CANADIAN ARMED FORCES

IT HAS BEEN NEARLY 10 YEARS SINCE GRAHAM'S TORONTO OFFICE HOSTED ITS FIRST CHARITY GOLF TOURNAMENT in support of the Canadian Armed Forces (CAF) community, when we raised \$40,000 in our first effort. Since 2011, we've continued to invite key partners from the Greater Toronto Area, including architects, engineers, business and community leaders, and CAF members, to enjoy a day on the green, raising a total of over \$500,000 in support of the women and men of the Canadian Armed Forces and their families.

What started out as a simple donation has turned into a long-lasting relationship. Our partnership with Support Our Troops has given us important insight into the needs of the Canadian Armed Forces community. We're proud to continue to offer our support to the brave Canadians who work hard every day to safeguard our nation's safety and the freedom and security of all Canadian, now and for future generations.

OVER

**\$500,000**

RAISED TO SUPPORT  
CANADIAN ARMED  
FORCES SINCE 2011

# WOMEN BUILDING FUTURES

WE CONTINUE TO STRIVE FOR DIVERSITY WITHIN OUR WORKFORCE AND PROVIDE EMPLOYEES WITH RESOURCES TO GROW THEIR CAREER. We are proud to partner with Women Building Futures, a non-profit organization that empowers women to become economically prosperous through industry-recognized training in maintenance and construction related trades and the driving and operating industries.

Women Building Futures helps prepare women for prosperous careers in the trades through their *Journey Women Start* program. This 17-week multi-trade readiness program provides skills training, safety certification and more. Recognizing the value of a diverse workforce, Graham embarked on a \$35,000 partnership with Women Building Futures to encourage women to join the construction industry. Through this program we participated in quarterly interview days, in which we help prepare women for future employment opportunities.

As part of our involvement we are given the opportunity to hire program graduates, helping to diversify our workforce with women who are ready to commence work thanks to already having the appropriate safety and skills training. As employees of Graham, these women also have access to our project management institute and certified internal training courses to continue to enhance their skills. Over the past year, we've hired 11 graduates. Given their impressive talent and dedication, we intend to hire more.



WE EMBARKED  
ON A

**\$35,000**

PARTNERSHIP WITH  
WOMEN BUILDING  
FUTURES

# COMMUNITY GIVING



MORE THAN

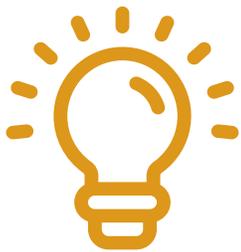
**\$610,000**

COMMUNITY INVESTMENT &  
SPONSORSHIP DONATIONS



**\$260,000**

IN SUPPORT OF KEY  
CLIENT CAUSES



**\$100,000**

FOR EDUCATIONAL  
INITIATIVES



**\$340,000**

ON SPONSORSHIP-BASED GIVING



OVER

**\$260,000**

DIRECTLY TO NON-PROFIT  
ORGANIZATIONS



# EMPOWERING EMPLOYEES FOR HEALTHY LIVING

OUR GREATEST STRENGTH IS OUR PEOPLE. Our employees directly affect our projects, our financial performance and how we conduct our business. We care for our people and make sure they have a safe and healthy work environment every day.

We recognize that the mental health of our employees is as important as their physical health, which is why we introduced the LifeWorks program by Shepell. The LifeWorks program includes confidential counselling and access to work/life solutions such as legal, financial, child nutrition and fitness, and is free of charge to employees. The program includes access for employees to take assessments, listen to podcasts and participate in exercises, all centered on supporting their overall well-being.

Graham also launched other new health and wellness initiatives in 2020. We intentionally shifted to emphasizing the importance of both physical safety and mental well-being in our workplace, and rolled out a series of initiatives aimed at increasing mental well-being awareness and reducing stigma. Recognizing the toll the pandemic was taking on our people, we introduced our Wellness Hub on the employee intranet. It offers numerous resources around physical activity, nutrition, sleep and mental health. We continue to support mental health initiatives to make discussions around mental health a more common practice.

IN THE FIRST YEAR OF LAUNCHING, WE'RE PROUD THAT NEARLY

# 35%

OF EMPLOYEES HAVE USED THE LIFEWORKS PROGRAM

WE STRIVE TO CREATE A RESPECTFUL WORKPLACE, ONE WHERE GRAHAM EMPLOYEES FEEL SAFE AND COMFORTABLE COMING TO WORK EVERY DAY. To help drive the continuous improvement of our culture, we launched the Respect in the Workplace Program. It takes a multi-pronged approach in providing focused training to our employees, support in the administration of the policy for our leaders and consistent communication to keep respect top-of-mind.

The program included mandatory e-training and in-classroom sessions for leaders to review the Respectful Workplace Policy and ensure leaders were capable of examining their own behaviour, calling out incivility on their team, responding to complaints and supporting their employees. The program also included mandatory e-training for employees to review the Respectful Workplace Policy, including examining their own behaviour.

We also produced monthly articles exploring pertinent topics affecting today's workplace and engaged with employees throughout the organization to provide feedback and discussion ideas. We ensure that new employees complete the e-training and are provided with the tools and support they need to understand the policy and contribute to a respectful culture. We will continue our journey by building on the fundamental respectful behaviour and incorporating training on topics such as diversity and inclusion.

# RESPECT IN THE WORKPLACE

OVER

90%

OF EMPLOYEES HAVE  
COMPLETED THE  
RESPECT IN THE  
WORKPLACE TRAINING





OVER THE NEXT  
THREE YEARS,  
WE WILL HAVE  
DONATED MORE  
THAN  
**\$30,000**  
TO SCHOLARSHIPS  
FOR INDIGENOUS  
STUDENTS

# INDIGENOUS PARTNERSHIPS

FOR OVER 20 YEARS GRAHAM HAS WORKED ALONGSIDE INDIGENOUS COMMUNITIES PROVIDING EXPERTISE, EMPLOYMENT, TRAINING AND FINANCIAL OPPORTUNITIES so that the communities and their members can benefit from the development of infrastructure within their traditional territories. What began more than two decades ago with one successful limited partnership with a group of Saskatchewan Dene First Nations has grown into a host of powerful agreements with Indigenous communities across Western Canada. While each agreement varies in structure, all are built and maintained on the same Indigenous principles with the goal of developing a strong, sustainable business that provides skills training, satisfying jobs and community support, and leaves an enduring legacy of which all can be proud.

In 2020, Graham started a three-year partnership with Indspire, an Indigenous national charity that invests in the education of First Nations, Inuit and Métis people for the long-term benefit of students, their families and communities, and Canada. Over the next three years, Graham is committed to donating over \$30,000 to help provide scholarships to Indigenous students.

Graham's overarching goal is to develop strong, sustainable business relationships with the communities that are associated with our projects and businesses. The relationships we develop reflect Graham's own values of commitment, integrity and reliability, and respect the heritage and culture of the Indigenous communities. Our inclusive actions, the effort we invest, the respect we show and the integrity of the team, are ultimately the measure of these relationships.

# OUR COMMITMENT TO HSEQ

A SIGNIFICANT CONTRIBUTOR TO GRAHAM'S SUCCESS AS A LEADING NORTH AMERICAN CONSTRUCTION SOLUTIONS PARTNER is the health and safety of our employees and the quality of the products and services we provide – along with our desire to keep getting better. Our core values on HSE and quality management principles provide the framework for operational excellence at all levels. This framework creates the conditions that ensure everyone from senior management to individuals performing the work tasks are actively engaged in achieving the strategic vision of our Activity Caring culture and “doing it right the first time, every time.”

Graham's HSE and Quality Management Systems are governed by our HSE and Quality Policy, which outlines Graham Leadership's commitment to continually improving the HSE and quality of products and services provided. Respectively based on ISO 45001 and ISO 9001:2015, both risk-based management systems provide the framework to manage our diverse business requirement and strategy. Our management systems outline the requirements for client focus, leadership, engagement of people, process approach, continuous improvement business cycle, evidence-based decision making and relationship management. The HSE and Quality Policies are reviewed annually by our Health, Safety, Environment and Quality Executive Committee and revised as required to align with Graham's evolving strategic plan.





# 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 and its committees, together with our executive management team, where corporate performance on environmental, social and governance initiatives guide every decision. 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 within each jurisdiction we operate. We've established a Code of Business Conduct policy to ensure our workforce is empowered to do the right thing, too.



# STRENGTHENING OUR SUPPLY CHAIN

## GRAHAM'S VENDOR MANAGEMENT SYSTEM

THE GRAHAM VENDOR MANAGEMENT SYSTEM (GVMS) IS A NEW TOOL TO GATHER, MANAGE AND MAINTAIN the required information from our vendor partners. The information ensures we are minimizing the risk to our projects and aligning ourselves with vendors who are committed to Graham's goals and standards.

The GVMS tool is supplied by Tradex and allows a high degree of configuration. We can create a single point of contact where our vendors can answer questions and supply required documentation for critical areas such as environment, health and safety, quality management, risk management, diversity, and legal. The system not only aids in gathering information but tracks document expiry dates and prompts vendors to keep information up to date. From an operational perspective, the GVMS helps us select appropriate vendors, enables us to search for and review specific information supplied by the vendor, and also provides evaluations and recommendations from Graham's Corporate Services groups.

IN ONE YEAR,  
MORE THAN

2,500

VENDORS WERE  
PART OF  
OUR GVMS



WE ONLY  
PURSUE JOBS  
WHEN WE HAVE  
EXPERIENCED,  
CAPABLE TEAMS  
AVAILABLE  
AND A PLAN TO  
DEAL WITH THE  
ASSOCIATED  
RISKS  
EFFECTIVELY

## RISK MANAGEMENT

EVEN THOUGH 2020 BROUGHT DISTURBANCE AND INSTABILITY TO MANY ORGANIZATIONS, GRAHAM PROVED THAT ITS ABILITY TO MANAGE AND MINIMIZE RISK WAS UNWAVERING. We recognize that risk management is everyone's responsibility, at all levels, and in all manners of projects or services we undertake. In every area we operate, successful risk management means fully understanding our market position, client requirements, our capability and resource capacity and any particular local operating or regulatory conditions that might complicate our work or elevate our risk – and then meeting or exceeding the required internal threshold for each factor.

We only pursue jobs where we have an early understanding of these requirements and are confident that we have the ability to develop a plan to deal effectively with the associated risks. This helps us develop teams, plan careers, and organize our capacity to produce consistent results for our stakeholders. We will also continue to shift our aggregate portfolio of work toward negotiated, prequalified, and internally developed projects with elements of early contractor involvement.

Another important element of risk management is measuring and monitoring the exposure of Graham's balance sheet to higher-risk projects. This does not mean that we won't pursue design-build, public-private partnerships or engineering, procurement and construction contracts; it means that as we grow, our sophistication in managing the risks inherent in those types of contracts must grow as well. Risk management encompasses everything from our safety-first workplace culture to active management at the corporate level of Graham's aggregate exposure to any one client, area, or contract.



# ENSURING NETWORK SAFETY

## 95% OF EMPLOYEES PASSED PHISHING SIMULATIONS

AS CYBERSECURITY THREATS TO BUSINESSES INCREASE, WE ARE CONTINUALLY EXPLORING WAYS TO PROTECT OUR SYSTEMS FROM BEING COMPROMISED. We have an obligation to protect our employees, vendors, partners, customers and clients.

Our people are the biggest target of cyber criminals. Therefore, it is crucial that we educate and train our employees on signs that indicate a possible cybersecurity threat. To start, we taught our employees simple ways to report suspicious emails. Then, we introduced regular phishing simulations, to see how many employees were being tricked. “Failing” a simulation leads to teachable moments shared throughout the organization. Using the results of each simulation, we determine which phish formats present the highest risk, and where our education and communication efforts are best spent. When certain employees are fooled by multiple simulations, we focus our education efforts on those people, and uncover what is happening on an individual basis.

Last year, we added an educational focus on personal cybersecurity. When the potential impacts are more personal in nature (eg. the risk to a bank account) the threat is more conceivable. People who practice good cyber hygiene at home take those habits to work.

As a result of our cybersecurity education and training across our organization, our employees have reported double in suspicious emails, year over year, and have doubled their pass rate on phishing simulations. Feedback has also indicated that employees are passing this information to friends and family – expanding the level of knowledge beyond ourselves.

EMPLOYEES REPORTED

4,258

SUSPICIOUS EMAILS LAST YEAR

# CORPORATE GOVERNANCE & ETHICS

OUR ANNUAL TRAINING PROGRAM HAS

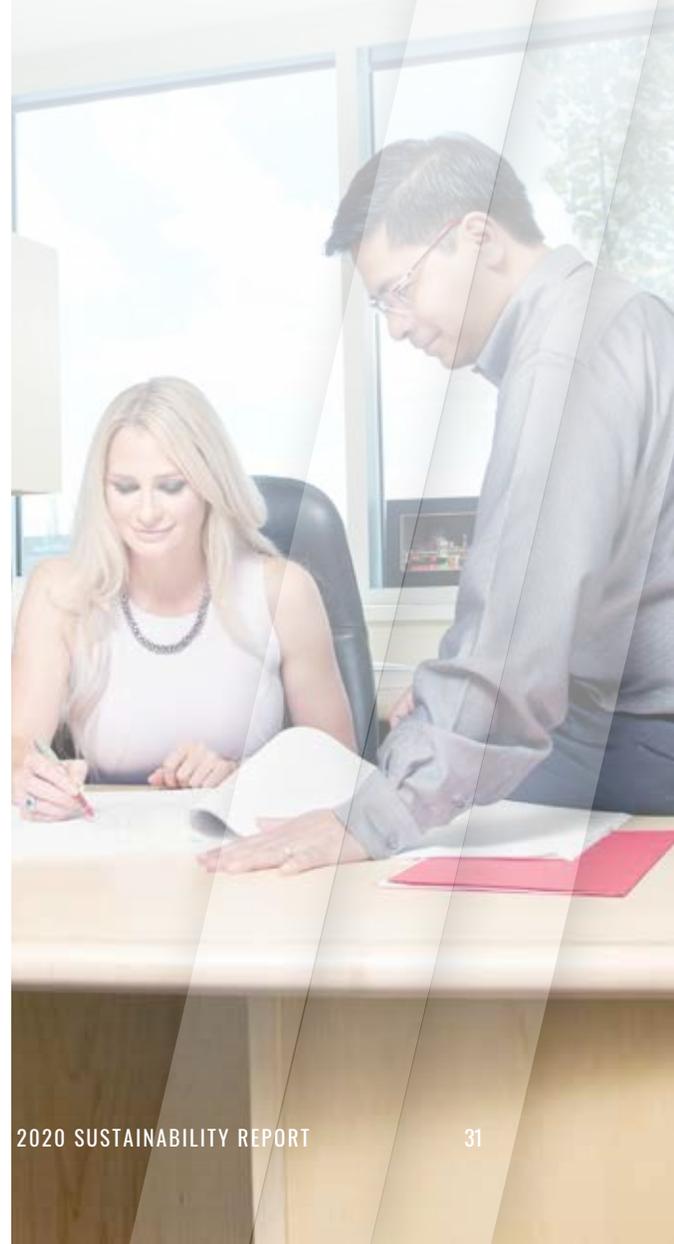
# 100%

PARTICIPATION FROM OUR EMPLOYEES

THE FOUNDATION OF GRAHAM'S COMMITMENT TO UPHOLDING HIGH ETHICAL STANDARDS IS OUR CODE OF BUSINESS ETHICS AND CONDUCT (COBC) AND THE WHISTLEBLOWER POLICY, WHICH SET OUT OUR EXPECTATIONS OF CONDUCT. Annually, our employees complete CoBC and Whistleblower training. We have achieved 100 per cent compliance with this program, demonstrating a deeply-rooted commitment to ethical behaviour among our employees.

Graham's CoBC is supplemented with the Ethics & Compliance Helpline – a confidential platform that allows employees to raise concerns anonymously and provides a rigorous process that ensures complaints are investigated and resolved.

The Helpline offers value that extends beyond identifying misconduct – it also provides insight into our business that leadership wouldn't otherwise be able to see. Graham's Ethics & Compliance Helpline and Whistleblower Policy are an asset for the company, giving visibility into the people aspect of the organization. It has also given Graham the opportunity to ensure we have strong leadership, protecting our strong culture, our people, and our assets.



Canada

- + VANCOUVER
- + KELOWNA
- + CALGARY
- + RED DEER
- + EDMONTON
- + BONNYVILLE
- + FORT MCMURRAY
- + REGINA
- + SASKATOON
- + WINNIPEG
- + TORONTO

United States

- + SEATTLE
- + SPOKANE
- + OMAHA
- + DENVER
- + SALIDA
- + WINDSOR