



2022 SUSTAINABILITY REPORT

GRAHAM

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ESG is integrated into our corporate strategic plan, ensuring that our operational activities have a positive social and environmental influence.

MESSAGE FROM THE CEO

Graham is committed to building a more inclusive, sustainable and prosperous future. For nearly 100 years, our strong values have driven our business and have remained present throughout the responsible management of our Environmental, Social and Governance (ESG) priorities.

Our Sustainability strategy helps us address what our clients, partners, community stakeholders, and employee-owners care about most. ESG is integrated into our corporate strategic plan, ensuring that our operational activities have a positive social and environmental influence. We are focused on reducing our environmental footprint through waste diversion, establishing new greenhouse gas targets, and ensuring our projects and partners adopt more sustainable practices. As a North American industry leader, we build to the highest standards of safety, quality and excellence. Through our collaborative and entrepreneurial approach, we derive innovative solutions that deliver long-term, tangible value for our stakeholders and communities. Sustainability and ESG initiatives are integrated in all that we do.

Our culture is one of caring and collaboration. It has created a dynamic, diverse workforce invested in the success of the business. Treating employees as a community has been a hallmark since the Graham family founded the company in 1926. We proudly continue that tradition today. We are active and caring contributors to the communities in which we live and work.

We have witnessed firsthand the profound influence that construction plays in the prosperity and smooth functioning of modern society. We are reminded that construction is an excellent catalyst for economic recovery, and we plan to use our influence to contribute to a more resilient and inclusive economy. ESG considerations are critical to the success and future of our business.

This report brings to life the initiatives behind our performance in 2022, demonstrating our strong commitment to continuous improvement, advancing our ESG and sustainability.

ANDY TREWICK | PRESIDENT & CEO

Our expanding reach

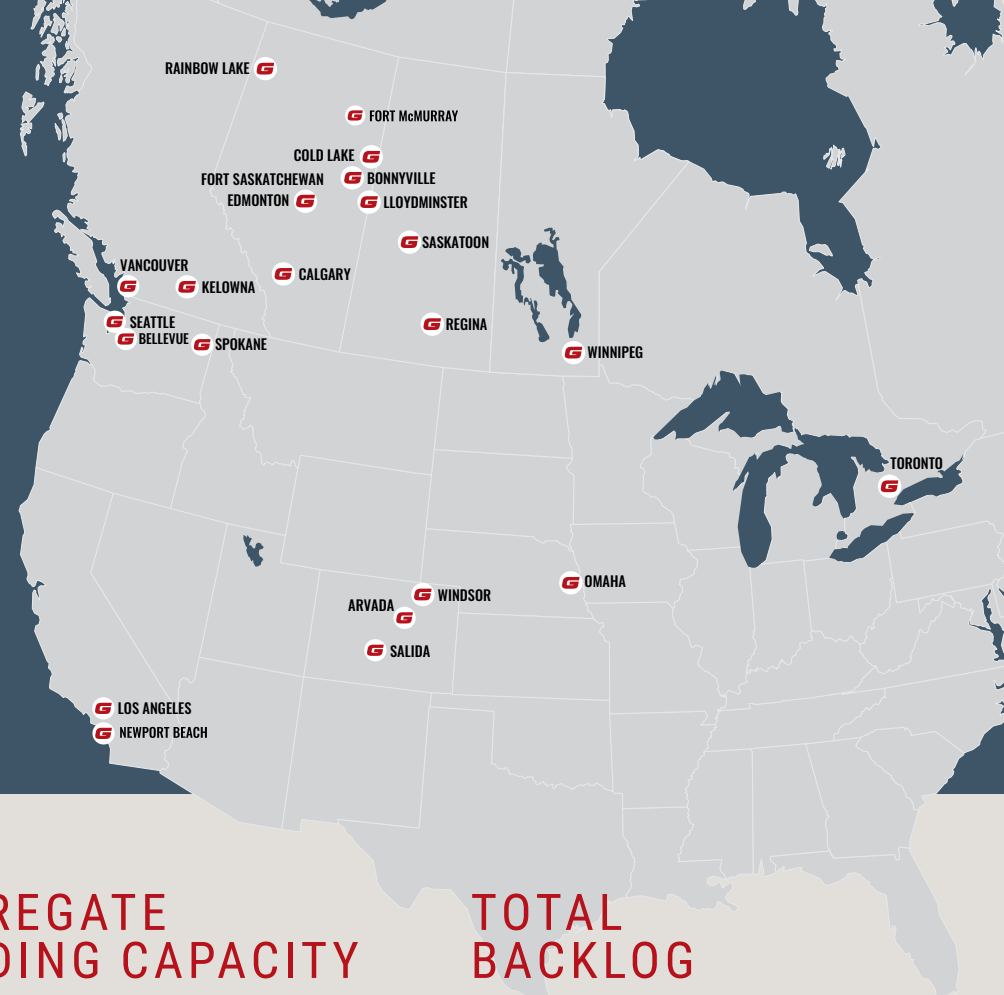
BUILDING ACROSS NORTH AMERICA

500+

Projects Across North America

23

Permanent Office Locations



As a North American organization, the Graham Group operates on Traditional and Tribal lands of Indigenous peoples. We respectfully acknowledge the history of these lands, all citizens and cultures. We continue to move forward in a spirit of mutual collaboration and Reconciliation.

Graham is financially strong

FINANCIALLY CAPABLE

ANNUAL REVENUE
\$4 BILLION

AGGREGATE BONDING CAPACITY
\$6 BILLION

TOTAL BACKLOG
\$5.6 BILLION

ESTABLISHED >> 1926

Our growing workforce

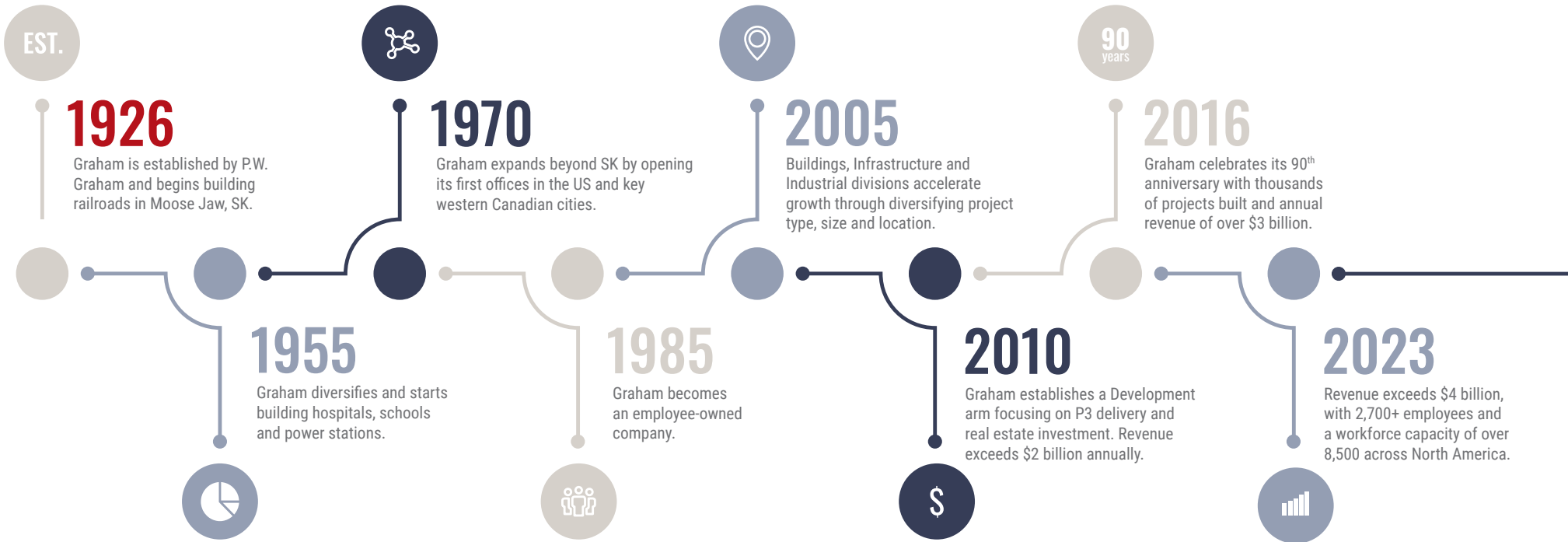
INDUSTRY EXPERTS

100%
EMPLOYEE-OWNED

2,700+
EMPLOYEES

8,500+
WORKFORCE CAPACITY

A BRIEF HISTORY OF GRAHAM



THE GRAHAM GROUP OF COMPANIES



Gracorp Properties was founded in 2008 and has strategically worked with Graham to propel growth in the development sector. Working from Seattle, Vancouver and Calgary, Gracorp focuses on the development of mixed-use, multi-family residential, office, industrial and retail projects.



With over 30 years of experience, **Moltz** specializes in constructing water and wastewater-related projects. 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.



Joining the Graham Group in 2021, **Milender White** is an employee-owned construction contractor in Colorado and Southern California. It is known for delivering high-value projects, with a core business of 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. The means to achieve this include:

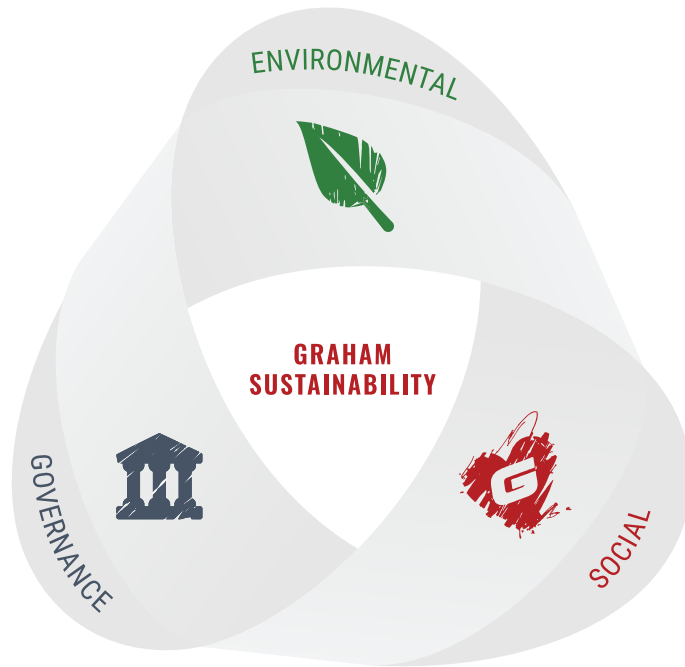
- » Create a safe work environment for our employees, vendors and the public.
- » Invest in communities through engagement, sponsorship, volunteerism and promotion of our Graham Cares culture.
- » Actively engage with and provide a sustained commitment to the Indigenous communities and partners where 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.

CONSISTENT WITH OUR ESG PROGRAM:

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.





COMMITMENT, INTEGRITY, RELIABILITY

Our Sustainability actions are focused on continuous improvement in support of our Sustainability strategy and the interconnectivity of Environmental, Social and Governance. As we focus on the interaction and synergy between each ESG pillar, Graham is building lasting, tangible value for our communities where we live and build.



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 are 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 supports 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.

MAPPING OUT THE FUTURE

At Graham, we are constantly thinking ahead. We recognize that what we do today shapes tomorrow. We work to build and create lasting, tangible value that sets standards and improves lives in the communities where we build and the environment we all share. Working safely, responsibly and collaboratively – with all stakeholders – is our highest priority. Because our future depends on it.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Graham's corporate business strategy aligns with the United Nations' Sustainable Development Goals (SDG) framework – to accelerate action and overcome impediments that stand in the way of progress on sustainable development. It is a blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 SDGs, which are an urgent call for action by all countries – developed and developing – in a global partnership. We are well positioned to implement our short-term goals that align with SDG goals in the near future, taking into consideration the feedback we received from our valued internal and external stakeholders.



GRAHAM'S SUSTAINABLE DEVELOPMENT PRIORITIES



VISION 2045



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.

At Graham, our values of 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 approach is guided by three pillars that effectively govern the entirety of our business: Environment, Social and Governance.

In our [2021 Sustainability Report](#), we outlined our plan to align our Sustainability strategy with the United Nation's 17 Sustainable Development Goals to end poverty, protect the planet, and ensure all people enjoy peace and prosperity. The aim is to make substantial progress on these by 2045.

As part of our ongoing commitment to sustainability, we have joined Vision 2045 – an initiative that brings together 50 of the world's most innovative and ambitious businesses to join forces and leverage cutting-edge technology to create world-changing outcomes in sustainability.

To further explain our Sustainability strategy and reinforce our commitment to building sustainable communities, we created a video and web page that captures the key components of our strategy:

- [View our Vision 2045 video here](#)
- [Check out our featured page](#)

ENGAGING CRITICAL STAKEHOLDERS

Through formal and informal channels, we regularly engage with our external and internal stakeholders. We consider their perspectives and viewpoints when developing our ESG-related efforts. From these assessments of critical stakeholders, we develop roadmaps for our short-, mid-, and long-term objectives to accelerate our road to the future.

EXTERNAL

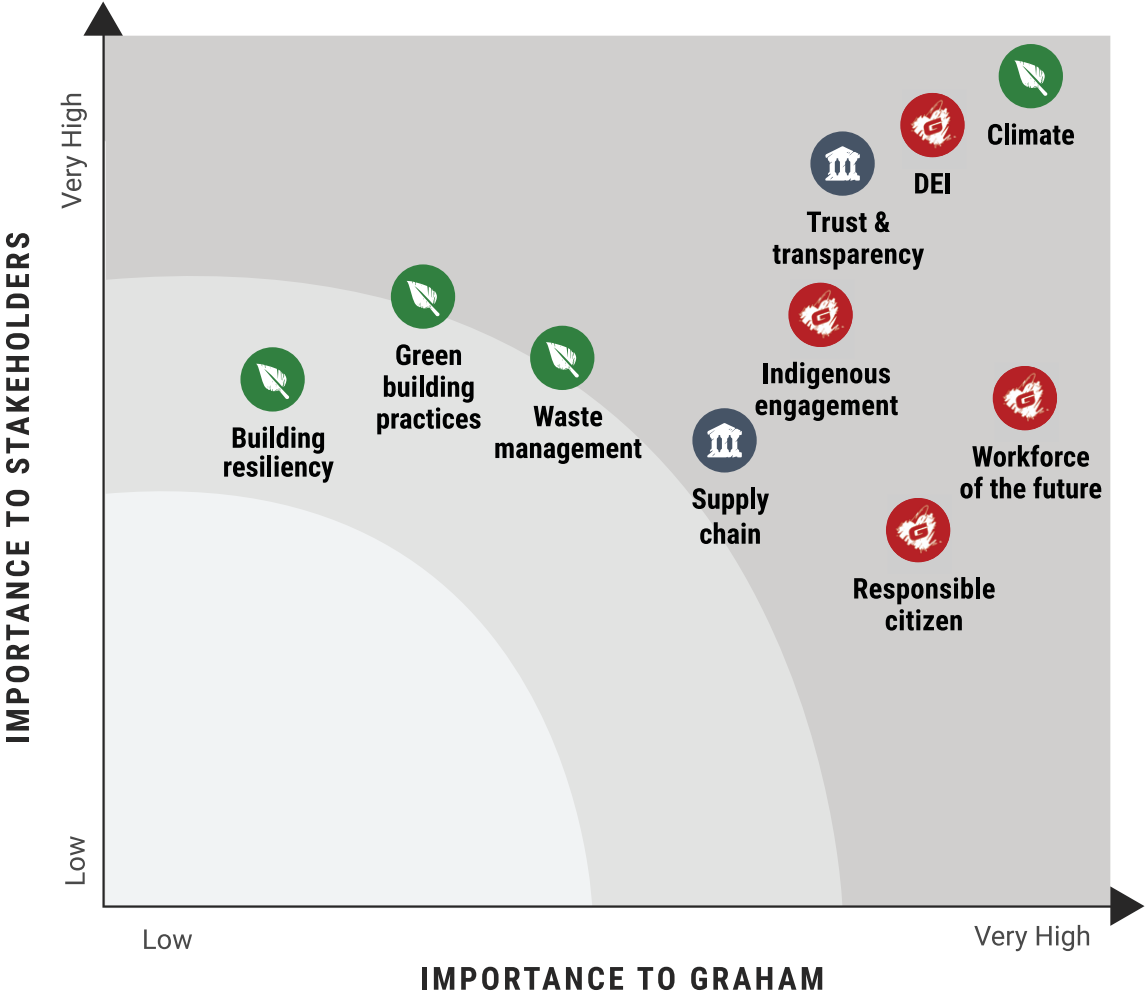
Our understanding of clients, vendors, industry associations and regulatory agencies is integral in facilitating their project-specific goals, ambitions and targets. We partner with them to achieve:

- Building Green – Net-zero carbon building
- Early Contractor Involvement sustainability planning and innovation
- Total embodied carbon tracking
- Water and wastewater expertise
- Infrastructure expertise
- Renewable and alternate energy projects
- Small modular reactors projects
- Regulatory disclosure requirements

INTERNAL

The most important aspect of our company is our people. That is why we regularly measure and gain insight into how our employee-owners think, feel and act through these methods:

- Town hall sessions
- Employee surveys
- Unitholders engagement
- Committees – including Sustainability branch committees
- Robust internal communications



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.



ENVIRONMENTAL

Climate

Identifying opportunities to minimize our carbon footprint, provide innovative solutions to our clients and drive change throughout our organization and the construction industry.

Formalize the sustainability framework – embed within existing Graham Management System processes

- Policies
- Roles & Responsibilities
- Risk Management
- Internal Controls
- Training & Development
- Reporting
- Technology



SOCIAL

Workforce of the Future

Building an inclusive workplace supporting long-term, fulfilling careers.

Diversity, Equity & Inclusion

Living our DEI values, supporting the health and wellness of our employees and providing training and development opportunities.



GOVERNANCE

Trust & Transparency

Building a strong foundation of Sustainability, supported by ESG matrix data collection and reporting methods.

Strengthen existing sustainability foundations – build on current practices and integrate within the ESG framework

- Health & Safety
- Supply Chain Transparency
- Indigenous Relations & Engagement
- Community Investment
- Waste Management
- Environmental Management



ENVIRONMENTAL

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

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 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

Gathering data and determining a baseline for emissions data was a priority in 2022 as we continue in our sustainability journey. As we move forward, setting emissions targets and reduction goals will be critical as we monitor the carbon footprint of our fleet vehicles.

2022 FOCUS AREAS

- 1. GREENHOUSE GAS (GHG) EMISSIONS MEASUREMENT** – Graham's equipment and vehicle fleet consists of nearly 2,500 units with a combustion engine and is also supplemented with rentals during peak demand, making measurement complex. In 2022, we were able, with the help of our vendors and manufacturers, to inventory the fuel consumption and resulting greenhouse gas emissions of the entire fleet, allowing benchmarking to begin. The total fuel burned was 25.8-million litres or 9,111 tonnes of carbon emitted. This will form the benchmark to progress toward a lower-carbon-footprint fleet.
- 2. CONTINUED INTEGRATION OF HYBRID FLEET VEHICLES** – Although we were faced with supply chain challenges, we continued to replace our fleet pickup trucks and sports utility vehicles with hybrid models to reduce our vehicle emissions. Hybrids now make up 5% of the 1,300-total vehicle fleet and resulted in a fuel consumption reduction of 50% when compared with traditional gas or diesel-engine vehicles. This also translated into an annual fuel consumption reduction of 120,000-litres. When considering fuel prices in 2022, that equals a cost reduction of \$200,000. Our strategy will see us continue to seek opportunities to cost-effectively replace pickup trucks with more fuel-efficient vehicles.
- 3. EQUIPMENT FLEET REPLACEMENT** – Graham replaces aged equipment annually from top tier manufacturers where sustainability is a strategic objective. In 2022, we saw a replacement of 5% of the heavy equipment with each piece resulting in a reduction of GHG produced by our fleet. Having set the baseline GHG for the fleet in 2022 will allow Graham to measure reductions and report on improvements in our fleet.
- 4. EQUIPMENT REBUILD CONSIDERATIONS** – Rebuilding and extending the life of heavy equipment requires less manufacturing, therefore fewer greenhouse gas emissions produced in the manufacturing process. While rebuilding mining class equipment has always been a part of Graham's equipment maintenance strategy, 2022 brought new supply chain challenges. This pushed us to rebuild equipment that had not been previously considered, such as forklifts and small loaders. The 2022 rebuild program brought new thinking into how Graham can reduce its overall carbon footprint; we are now including rebuild consideration in all heavy equipment purchases.

HYBRIDS NOW MAKE UP 5% OF GRAHAM'S FLEET

- Cost reduction of \$200,000
- Annual fuel reduction of 120,000L



Despite supply chain challenges in 2022, Graham continued in the transition to hybrid trucks and SUVs to reduce overall vehicle emissions from our fleet.



PROTECTING OUR PLANET

Graham is committed to sustainable construction. Whether that is through managing our resources to create environmental and economic benefits or re-using our materials and recycling, best practices are embedded across the organization.

WASTE DIVERSION & REUSE

Waste is generated through many different areas in the construction industry. This includes general office waste and refuse, construction materials, and contaminated or poor quality soils from sites.

Part of our strategy includes monthly reporting these types of waste and their disposal, diversion and volume; an approach that aligns with client requirements and LEED-certified projects. In other situations, project teams use these waste management measures to go beyond the minimum requirements. Above all, Graham is committed to sustainable construction and best practices are embedded across the organization.

INNOVATION

As part of our 2022 Climate Focus initiatives, our Sustainability Team developed a new Waste Management Guideline. It will standardize waste management practices across the organization and implement new tracking tools to measure and improve waste diversion metrics. This will allow for the collection of data which can later be used to set diversion targets. Once a baseline has been established, changes can be initiated to reduce the amount of material requiring disposal on a project site. Some tactics for reducing the amount of waste generated are:

- Protecting materials to ensure they are not damaged;
- Ordering the right amount of material to minimize excess requiring handling; and
- Reusing, whenever possible, and repurposing materials until they are no longer suitable for their intended uses.

2022 BY THE NUMBERS

430

Surface devices for
Schools Alberta

90

Laptops and desktops to
the University of Calgary

>500

Devices and peripherals for
repurposing with Asset Canada

REDUCING IT & TECHNOLOGY WASTE

Like all organizations, Graham faces the inevitable technology waste that is generated through day-to-day operations, technology changes and growth. This includes everything from endpoint computers (laptops, desktops, monitors, etc.) to larger infrastructure (network equipment, servers, etc.).

Over time, this technology may no longer meet our business needs and it is our responsibility to ensure these pieces are effectively recycled or disposed of in an environmentally friendly way.

STRATEGY

Developing strong processes and partnerships to limit waste and reuse by donating outdated equipment while following the four-year lifecycle rental model introduced in 2020 to ensure Graham maintains requirements of the business.

PROCESS

Researching organizations or educational institutions that could assist in the reclamation and redistribution of equipment; assessing whether technology can be repurposed or responsibly recycled.

GOAL

To reduce Graham's electronic waste and to help those who can still benefit from outdated technology and equipment.

In addition to the day-to-day endpoint computer devices, IT has been driving the reduction of our large capacity data centre footprint by strategically moving workloads to a cloud-based storage system. Through this initiative, we have been able to significantly reduce our power requirements, cooling/AC requirements as well as physical space requirements for our data center equipment.

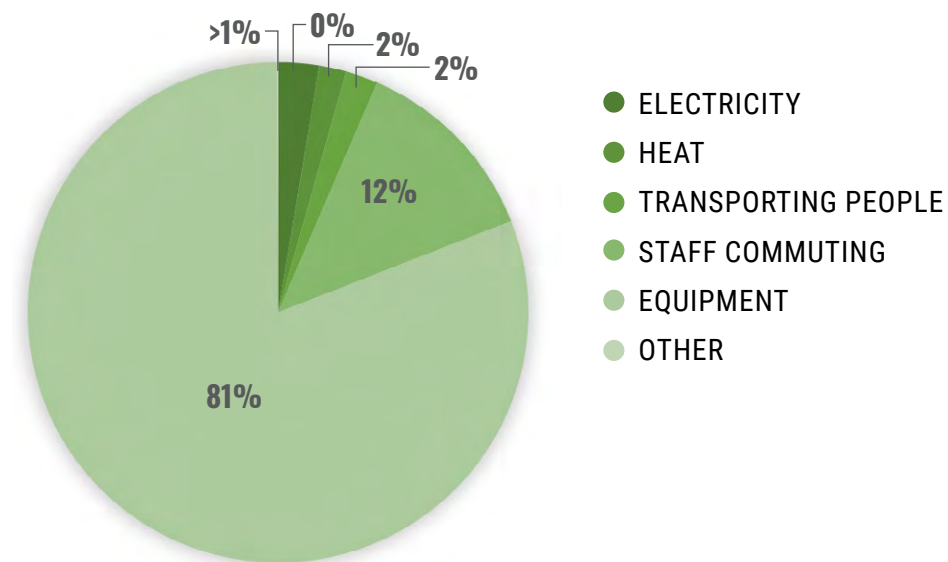
CLIMATE FOCUS: GHG STRATEGY

Climate focus means identifying and working on ways to minimize our carbon footprint. We seek to manage our own greenhouse gas (GHG) emissions while supporting our stakeholders and clients on their journey toward decarbonization.

As part of our climate focus actions for 2022, Graham expanded its GHG inventory and reporting processes to include all Graham facilities. A GHG inventory was completed for 23 locations, a significant increase from the previous three years which saw only two locations surveyed. These facilities and emissions were calculated for Scope 1, 2 and 3 emissions. Our continuation of a flexible working policy, allowing employees the ability to work from home part-time or, in some cases, full-time, has resulted in a reduction in commuter traffic and our overall carbon emissions.

Over the coming years, Graham will look to 2022 as a baseline to achieve further GHG reductions. We will set intensity-based targets and develop a reduction action plan to focus on our overall annual emissions.

2022 EMISSION BY TYPE (metric tonnes CO²)



HIGHLIGHTS OF GHG INVENTORY

23 Locations

2,970 Employees Surveyed

84,233 Tonnes of CO²

Scope 1: 68,805

Direct (company facilities & vehicles)

Scope 2: 1,632

Indirect (purchased electricity, steam, heating & cooling)

Scope 3: 13,797

Indirect (investments, franchises, leased assets, use/ processing of sold products, waste from operations, business travel, employee commuting, capital goods, purchased goods & services, transportation & distribution)

PROJECT SPOTLIGHT

CARIBOO MEMORIAL HOSPITAL REDEVELOPMENT

Graham was selected as the design-build contractor for the Cariboo Memorial Hospital Redevelopment Project in Williams Lake, B.C. The project will deliver new clinical and support spaces that will be constructed in a new expansion and renovated space on the existing Cariboo Memorial Hospital site.

Located within the traditional territories of the Secwepemc (Shuswap Interior Salish) First Nation, with two other First Nations in close proximity (Tsilhqot'in First Nation, and Dākelh Dene First Nation), the Cariboo Memorial Hospital serves the population living in Williams Lake and in adjacent rural and remote areas.

Phase 1 of the project will be built as an extension to the existing hospital and includes upgraded services to the existing facility. New spaces include an emergency department, medical/surgical inpatient units, maternal care and women's health and pharmacy services. The project is pursuing Gold certification under LEED Canada BD+C V4.



It was imperative the project achieve LEED Gold certification while the owner also required the project to meet stringent energy and carbon targets. The contract required the design to meet a "Carbon Target" of 33.74 kgCO₂e/m²/year, and an "Energy Target" of 385 kWh/m²/year. Engineering solutions deployed on the project included:

- The adoption of technology to improve patient experience;
- Extensive amounts of heat recovery and high efficiency;
- Low carbon mechanical and electrical energy systems, resulting in a 72.4% reduction in GHG emissions compared to an established reference building;
- 357 kWh/m²/year energy usage; and
- Industry leading projected carbon emissions of only 26.3 kgCO₂e/m²/year.

Graham is proud to support projects that improve patient care initiatives while making a difference in reducing GHG emissions and being energy efficient.



PROJECT SPOTLIGHT

QUEEN'S UNIVERSITY RESIDENCE

Graham was pleased to be involved in the construction of a new five-storey, 334-bed residence at Queen's University in Kingston, ON, which opened in Fall 2022. This LEED gold-level certified building set a high bar for sustainability with modern amenities and aligned with Graham's overall sustainability efforts.

The living space accommodates 324 students and 10 live-in student staff and offers many unique features, including varied shared lounge and study spaces, nap pods, service animal washing facilities, indoor bike storage, and culturally inclusive elements such as a prayer room, a yoga and meditation room, and an outdoor Indigenous gathering area. Designed with accessibility at the forefront, the residence also features several private and semi-private accessible suites, wheelchair accessible entrances, and is fully serviced by elevators and stairs.

PROJECT SPOTLIGHT

SHELL SCOTFORD QUEST CARBON CAPTURE & STORAGE FACILITY

Reflecting our commitment to sustainability, we have placed a heightened focus on new energy projects and on partnering with like-minded producers.

As such, Graham successfully completed a turnaround event for the Shell Scotford Quest Carbon Capture and Storage facility.

The scope of work included:

- Operations support for decontamination, shut-down and start-up activities;
- Blinding and de-blinding for unit isolation; and
- Process equipment removal, installation, and modification.

As testimony to Shell's satisfaction, Graham was recognized for Exceptional Safety Performance and awarded the Shell Goal Zero Cup twice during the turnaround event.



BUILDING OUR GREEN COMMITTEE

The Green Building Community of Practice (GBCP) was established in 2022 to support Graham's corporate sustainability initiatives.

The GBCP helps identifies opportunities to minimize our carbon footprint and provide innovative solutions to clients by focusing on:

- Developing and encouraging decarbonization of our construction practices, while recognizing the regional constraints;
- Creating a roadmap of “high-carbon issues” to understand on our road to net zero, and potential solutions to lessen the carbon footprint of those issues;
- Auditing our practices to confirm they are effective in advancing the business towards our goal, and providing value for the bottom line;
- Expanding our expertise in green building design and practices;
- Continuing to educate/train on emerging green building initiatives or techniques; and
- Supporting regional businesses by providing access to resources knowledgeable in low-carbon buildings and construction practices, thereby developing and encouraging green building practices with our regional groups.





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.

As individuals and as an organization, we all have the responsibility to create a safe and inclusive environment, 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 each as individuals but also collectively. Our differences make us stronger and our commitment to acting with integrity and treating everyone with respect is core to our culture.

HSE PERFORMANCE



TRIF	0.36
	Graham/allied partners
	1.53
	Subcontractor
	0.67
	Combined

LTI FREQUENCY	0
	Graham/allied partners
	0.03
	Subcontractor
	0.01
	Combined

PTRIF	0.96
	Graham/allied partners
	1.59
	Subcontractor
	1.13
	Combined

SEVERITY	0
	Graham/allied partners

TRIF	Total Recordable Injury Frequency
PTRIF	Potential Total Recordable Incident Frequency
LTI	Lost Time Injury

HEALTH, SAFETY, ENVIRONMENT & QUALITY PERFORMANCE

Safety is a fundamental value embedded at the heart of our culture. As a leading North American construction solutions partner, Graham succeeds because we place the occupational health of our people and our business partners, along with the protection of our communities and the environment in which we live, above all else. All stakeholders and employees share the responsibility.

By achieving a **Lost Time Incident-free** year in 2022, we set a new standard in Health, Safety, Environment & Quality. This extraordinary accomplishment was the ultimate goal of the Health, Safety & Environment Management System (HSE MS) and our Actively Caring culture. Our focus on high energy release potential events over the past four years has improved our ability to provide a safe work environment like never before. In total, Graham and our allied partners logged over **20-million workforce hours during 15 consecutive months** without an LTI.

This exemplifies our progress in the following areas:

- Continued focus on reduction of significant injury and fatalities (SIF) and major incidents;
- The continued improvement of the Hurt & Energy model: understanding that incidents will occur and developing our capacity to fail safe;
- Combining the HSE MS and the Quality Management System to create an Integrated Management System to reduce inefficiencies and avoiding duplication and low-value processes; and
- Enhanced safety culture through executive-led weekly safety and quality calls, discussing learnings and events related to HSEQ. These calls are led by the executive leadership of each division with input from all leaders.

AN INDUSTRY LEADER IN SAFETY INNOVATION

Safety is a continuous journey. Looking forward, Graham and our allied partners will continue to focus on innovative practices and advances in safety science.

Through our involvement in the Construction Safety Research Alliance, we are committed to the prevention of serious injuries and fatalities and focused on transformative construction safety research. Graham adopts leading-edge safety best practices and contributes to the collaborative research that eliminates serious injuries and fatalities in the construction industry.

Graham is a proud supporter of Safety and Health Week in Canada and Construction Safety Week in the US, celebrations of the strengthening of our industry's safety culture and performance. In the US, Graham also supports the National Institute for Occupational Safety and Health.



[VIEW OUR HSE POLICY HERE >>](#)

[VIEW OUR QUALITY POLICY HERE >>](#)



HURT & ENERGY MODEL SUCCESS

Over the past five years, we have changed how we look for hazards and risks on our projects by using our Hurt and Energy model.

Through scientific energy formulas, the unbiased Energy Wheel calculations helps us focus on potential energy releases within a scope of work and identifies energy hazards and risk. This allows us to focus on high-value areas to deploy resources and mitigate hazards.

Since 2018, we have seen dramatic improvement in our HSE performance, risk tolerance awareness and engagement, and reduction of SIFs within our company by utilizing our Hurt and Energy model.

STRENGTHENING OUR HEALTH & WELLNESS CULTURE

Graham's vision is to empower our employees to be healthy and well, both physically and emotionally.

By focusing on four pillars of health – physical, mental, financial and social – we aim to enable employees to be physically thriving, emotionally balanced, financially knowledgeable and socially connected. To achieve this in 2022, Graham:

- Improved our internal Health and Wellness Hub to access preventative health and well-being tools and resources;
- Participated in October Health & Wellness Month, an initiative that tested health awareness knowledge with over 1,300 submissions;
- Provided webinars on building resilience, suicide prevention, and substance misuse through headversity. The use of headversity was extended to employee family members to promote family-focused resiliency and mental wellness;
- Promoted monthly health and wellness facts and articles to educate employees and encourage them to take ownership of their health;
- Provided access to an Employee Assistance Program through Lifeworks which was utilized over 130 times; 94% of users that rated lessons reported the content to be relevant and helpful; and
- Began the introduction of The Working Mind, an evidence-based program designed to promote mental health and reduce the stigma around mental illness in the workplace.

We are committed to continuing to promote health and wellness initiatives that matter to our employees and create a workplace in which their health and well-being are supported.





SUPPORTING INCLUSION & DIVERSITY

Graham is a constantly evolving organization that has grown both in our policies and the way we operate. The success of our constantly shifting business depends on our willingness and ability to adapt our culture. Our people are the cornerstone of our business. As such, we must provide an inclusive workplace that supports long-term, fulfilling careers.

In order to become the Workforce of the Future, a strategic priority of committed Diversity, Equity and Inclusion (DEI) efforts was established. Our DEI Statement formalizes our commitment to transparency, the reevaluation of our internal practices, and evolving of our culture. This statement was the foundation of our purpose and our intention to truly build a culture of inclusion.

We focused our DEI efforts in 2022 for our employees and business by:

- Hosting a Women in Construction Forum, bringing together 413 employees to listen and learn from the experiences and perspectives of others;
- Hosting a webinar for Workplace Inclusion for Gender and Sexual Diversity;
- Creation of a DEI intranet site;
- Launch of a Diversity Calendar;
- Creation of a manager's toolkit to support strategic DEI initiatives;
- Deployment of an Employee Insight Survey that included questions around DEI and understanding employee perspectives on opportunity to succeed, authenticity and belonging; and
- Participating in Construction Inclusion Week.

Graham and our allied partners also have a three-year partnership with Women Building Futures, an organization providing comprehensive support and training to prepare women for successful entry into the trades. This partnership was forged to encourage more women joining our workplace and has resulted in the hiring of more than 75 women.



DEVELOPING TALENT

Graham has a culture rooted in education with a long history of enthusiastic learners. For the last two years, our development strategy has focused on defining new expectations for leadership at Graham. We believe this is achieved by developing talent within, along with seeking out the leaders of tomorrow.

LEADERSHIP DEVELOPMENT PROGRAM

This program instills a suite of qualities which define leadership at Graham, and ensures employees understand what we expect and look for in our leaders. The Leadership Development Program aims to accomplish a few key objectives:

- Define what leadership means at Graham, based on numerous discussions with the executive team and leaders across the organization, resulting in a set of required qualities and behaviours;
- Design learning programs to support the development of these leadership qualities in our employees. Two programs were launched: Management Fundamentals and Leadership Essentials. Over 200 managers participated in Management Fundamentals 2022, while Leadership Essentials spans 15 months of intensive experiential group learning activities and individual coaching; and
- With these leadership qualities in mind, leverage a 360-degree feedback process to assist in assessing development opportunities, gaps and potential.

BY THE NUMBERS

200 MANAGERS

participated in Management Fundamentals

15 MONTHS

of intensive experiential group learning for Leadership Essentials

GRAHAM GRADUATE PROGRAM

We have continued to watch our Graduate Program grow as it helps support the development of recent post-secondary graduates who are new to the construction industry. This program is designed to provide participants with broad exposure to everything Graham and help them to visualize their career, plan their training and development goals and identify the work they are most passionate about.

The Graduate Program does three things for new grads:

1. **Engages** by trying to maintain that first-day enthusiasm through exposure to Graham and the construction industry as a whole.
2. **Supports** as they embark on structured learning sessions, through mentorship opportunities, and through a variety of experiences while on-the-job.
3. **Guides** toward what's possible with Graham as they begin to envision their long-term career goals.

BY THE NUMBERS

3 YEARS

of commitment to new graduates

4 WEEKS

of structured learning with a focus on fundamental industry knowledge and career development

105 EMPLOYEES

supported by the Graduate Program

86%

retention rate



BUILDING STRONGER COMMUNITIES

Graham raised

OVER \$300,000

for mental health across North America.

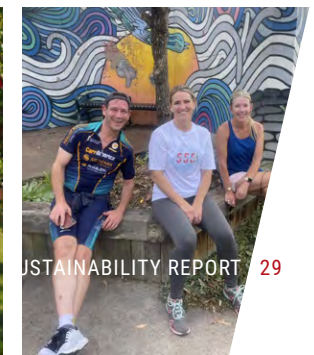
The mental and physical health of our workforce and community is a critical focus area across our company. We believe an investment in wellness is essential to ensuring our employees' best performance and longevity of our communities. Research shows that exercising has immediate and long-lasting benefits for the body as well as the brain which directly correlates to mental health. That's why we decided to combine the two! In the summer of 2022, Graham launched a campaign to raise funds for mental health in our communities. We called it Graham's 5/5/5 Moving for Mental Health.

Graham's President & CEO, Andy Trewick, ran five kilometres in five of our Graham locations over five days with a goal to raise \$100,000 for the Canadian Mental Health Association (CMHA) and the National Alliance on Mental Illness (NAMI). Employees were invited to run alongside him too. In addition to the outpouring of donations from our employees, vendors, partners and clients, five Graham corporate partners (Borden Ladner Gervais, headversity, RBC, Travelers Bond and Zedcor Security Solutions) generously donated sponsorship money to offset expenses to ensure that 100 per cent of the donations would go directly to CMHA and NAMI.

Graham's 5/5/5 Moving for Mental Health tripled its original fundraising goal, raising a **total of \$300,000 for mental health!** All funds raised went towards resources and programs at the CMHA and NAMI to support youth and adolescents, as they are the most negatively impacted groups with mental illness. Over 250 employees joined the run with Andy to raise funds and improve their mental and physical health.

We're committed to supporting youth and families in our communities. **Graham's 5/5/5 Moving For Mental Health** is one of the many ways we're giving back to our community.

Read more about Graham's 5/5/5 Moving for Mental Health [here](#).



DONATED \$50,000 TO FOOD BANKS ACROSS NORTH AMERICA

In the summer of 2022, Graham employees from across our operating locations celebrated One Walk, an 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, 845 employees participated in the event, with an additional 2,600 friends, family members and pets joining the cause. Together, with some locations choosing to top-off their contributions, we donated \$50,000 to food banks across North America. 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.

ONGOING COMMITMENT TO THE COMMUNITY

Over the past year, we've focused our community investment in healthcare, education, Indigenous initiatives, the underprivileged, children & families and our local community. Many of these initiatives are underpinned by our efforts to foster health and wellness and diversity, equity and inclusion in our workplace and community.

Across all our locations, we continue to support communities where we live and work. We support various organizations in North America, including:

- Stollery Children's Hospital
- Royal University Hospital
- Make-A-Wish Foundation
- STARS Air Ambulance
- Ronald McDonald House of Charities
- YouCan Youth Services
- Steps for Life
- Enbridge Tour Alberta for Cancer
- Providence for Children with Disabilities
- Toys for Tots
- Food Banks
- Kids Cancer Care
- Movember
- Meals on Wheels
- Adopt-a-Family
- Saskatchewan Polytechnic Annual Student Awards
- Indigenous Partnership Success Showcase
- Community Futures Treaty 7 Golf Tournament
- Indigenous Sustainable Investment Conference
- Calgary Stampede Sharing our Culture
- Squamish Days



Committed to supporting youth and families in our communities.

\$1.26 MILLION
in community investment & sponsorship donations

\$811,818

in sponsorship-based giving

\$446,400

directly to non-profit organizations

\$223,789

for educational initiatives



INDIGENOUS RELATIONS

At Graham, we are profoundly aware of the connection between actions toward Indigenous Reconciliation and the construction industry. At its core, this synergy is essential for progression: ensuring that Indigenous communities are strengthened and people's lives improve, while working together to build on traditional lands.

Graham is committed to reinforcing and improving these relationships with Indigenous communities across North America. As part of our social commitment, Graham's processes and policies are guided by the following:

- Improving our understanding of the Truth and Reconciliation Commission's 94 Calls for Action. This knowledge will empower Graham to adopt and integrate these actions throughout our organizational structure and operations;
- Understanding the implementation of the United Nations' Declaration on the Rights of Indigenous Peoples; and
- Maintaining an acute awareness of how to address and be a part of cultural events of Indigenous communities. This aspect is imperative for the construction industry. The meaningful way to do this is for the leadership of the organization to participate at local cultural events where there can be a sensible understanding to be able to bring that perspective back into the organization so we can learn how to work together.

Finding partners that can work together builds a bridge that can be based on two important factors: the industry perspective and the cultural component when working with Indigenous groups. The ultimate key to success is to be able to bring both groups and perspectives together to meet on the bridge and respect each other and gain trust in order to work together.

At Graham, we develop strong sustainable business relationships with the Indigenous communities affiliated with our projects and partnerships. These relationships reflect Graham's own values and respect the heritage and culture of the Indigenous communities.

Graham is committed to reinforcing and improving these relationships with Indigenous communities across North America.

» **EIGHT**
official Indigenous alliances
across western Canada

» **7.0%**
of our Industrial workforce
identify as Indigenous

» **\$231M+**
to supporting Indigenous
contractors and vendors
since 2016



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. They cover our approach to managing our environmental and social performance. 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 underpin ESG. Graham operates to the highest degree of ethical integrity and in compliance with the laws in each jurisdiction where we operate. A Code of Business Ethics & Conduct was established to ensure our workforce is empowered to do the right thing.

ADVANCES TO OUR SUPPLY CHAIN

In 2022, we continued the roll-out and improvement of Graham's Vendor Management System (GVMS). Since its inception, we have accredited 2,959 vendors, an increase of about 350% from 2021.

Of our nearly 3,000 vendors, 1,527 currently have live orders with Graham. We acquired the Maintenance & Turnaround business from AECOM which resulted in an additional 167 vendors completing the accreditation information.

We are proud of the progress that has been made and we will continue to improve.

Our journey to ensure we have a safe, competent supply chain continues as we carry on the accreditation process. The accreditation information enables us to understand the competence and diversity of our supply chain.

Continuing our journey to ensure a safe, competent supply chain.

During 2022, we placed orders with the diversity categories shown in the table below.

CATEGORY*	EXPENDITURE	NUMBER OF ORDERS	NUMBER OF VENDORS
Small Enterprises	\$532m	2306	774
Medium Enterprises	\$297m	1080	191
Indigenous, Alaskan Native or Tribal-Owned	\$72m	147	47
Indigenous Women Entrepreneurship	\$41k	1	1
Minority/Visible Minority-Owned Business Enterprise	\$48m	80	38
Women-Owned Or Women Business Enterprise (CND & US)	\$23m	92	42
LBGTQ2+-Owned	\$104k	4	1
Disabled-Owned	\$314k	2	2
Veteran-Owned	\$567k	4	4

* Some businesses could appear in more than one category.

During 2022, we continued our improvement journey by measuring the performance of our supply chain. Every March and September, vendors with orders over \$750,000 have their performance assessed by our project teams. This assessment enables our project teams to provide performance feedback about vendors on several categories such as Health & Safety, Quality and Sustainability.

Since we introduced this in 2021, we have carried out over 1,100 vendor assessments. We are continuing to develop and enhance this capability and look forward to seeing progress in 2023.

An increase in these numbers is anticipated in 2023 following the completed accreditation process for our subcontracts from 2021 and 2022, along with the anticipation of new vendors as the year progresses. We will be adding our supply-only vendors in 2023, which will expand our supply chain diversity knowledge further.



RISK MANAGEMENT

ENTERPRISE RISK MANAGEMENT

The Enterprise Risk Management (ERM) Committee at Graham continues to review and assess whether upcoming projects and opportunities align with Graham's Controlled Delivery strategy. It is the responsibility of the ERM Committee to establish and administer a process to ensure that new project pursuits and opportunities are selectively and responsibly procured in a manner consistent with Graham's preferred retained risk position. This approach is necessary for achieving the key objectives of the business and sustained profitability. It is also a critical component of our governance approach.

CORPORATE ETHICS

It is imperative that Graham operates ethically and transparently across the organization. To achieve this, a strong culture of ethics and compliance policies and procedures has been established. The cornerstone of Graham's Ethics Program is comprised of the Code of Business Conduct and Graham's Whistleblower Policy.

- **Code of Business Conduct:** Applies to all directors, officers, employees, independent contractors, and agents of Graham, along with its affiliated companies and allied partners. Reviewed annually, the purpose of this document is to ensure the shared responsibility to raise concerns about conduct by others that runs contrary to this Code. It is guided by our values (commitment, integrity, reliability) and the principles of our culture (caring, fairness, walking the talk). It is meant to provide guidance and direction to enable all Graham representatives to analyze situations and apply sound and ethical judgements in the conduct of Graham's business.
- **Whistleblower Policy:** Introduced in 2015, Graham's Ethics Helpline is a third-party platform with a toll-free line for raising issues related to unethical behaviour or conduct that is contrary to Graham's policies and values. The program serves as an alternate vehicle for raising concerns and plays an important role in protecting our people and preserving and promoting Graham's culture.

Operating ethically and transparently across the organization.

AUDIT COMMITTEE

Graham Income Trust's Audit Committee monitors the integrity of our financial health which is paramount to sustainable business practices and enhancement of our unitholder value.

It is also essential for ensuring the compliance by our business with applicable legal and regulatory requirements relating to audit and for internal controls and maintaining financial performance and transparency.

The principal functions of the Audit Committee are:

- To review the overall audit plan and the Trust's system of internal controls;
- To review the results of the external audit;
- To review disclosure documents, including periodic financial statements; and
- To address any potential issues with the Trust's auditors.

The Audit Committee also periodically reviews the expenses of senior management to ensure they are consistent with the policies of the Trust. In performing this function, the Audit Committee monitors audit functions and the preparation of financial statements, communicates directly with the external auditors, has overview responsibility for management reporting on internal controls, and meets with outside auditors independently of management. The Audit Committee also approves the release of financial results and any other releases related to financial reporting.

COMPENSATION, SUCCESSION & GOVERNANCE COMMITTEE

The Compensation, Succession and Governance Committee has the responsibility to review compensation matters and to recommend to the Board of Trustees the appropriate level of compensation for the Chief Executive Officer. It is responsible for reviewing and approving recommended compensation for the Trust's senior management. In addition, it provides oversight and guidance for the compensation and benefit plans of all of the Trust's employees. The Committee has the authority to engage outside advisors to the extent it considers necessary or desirable.



GRAHAM MANAGEMENT SYSTEM

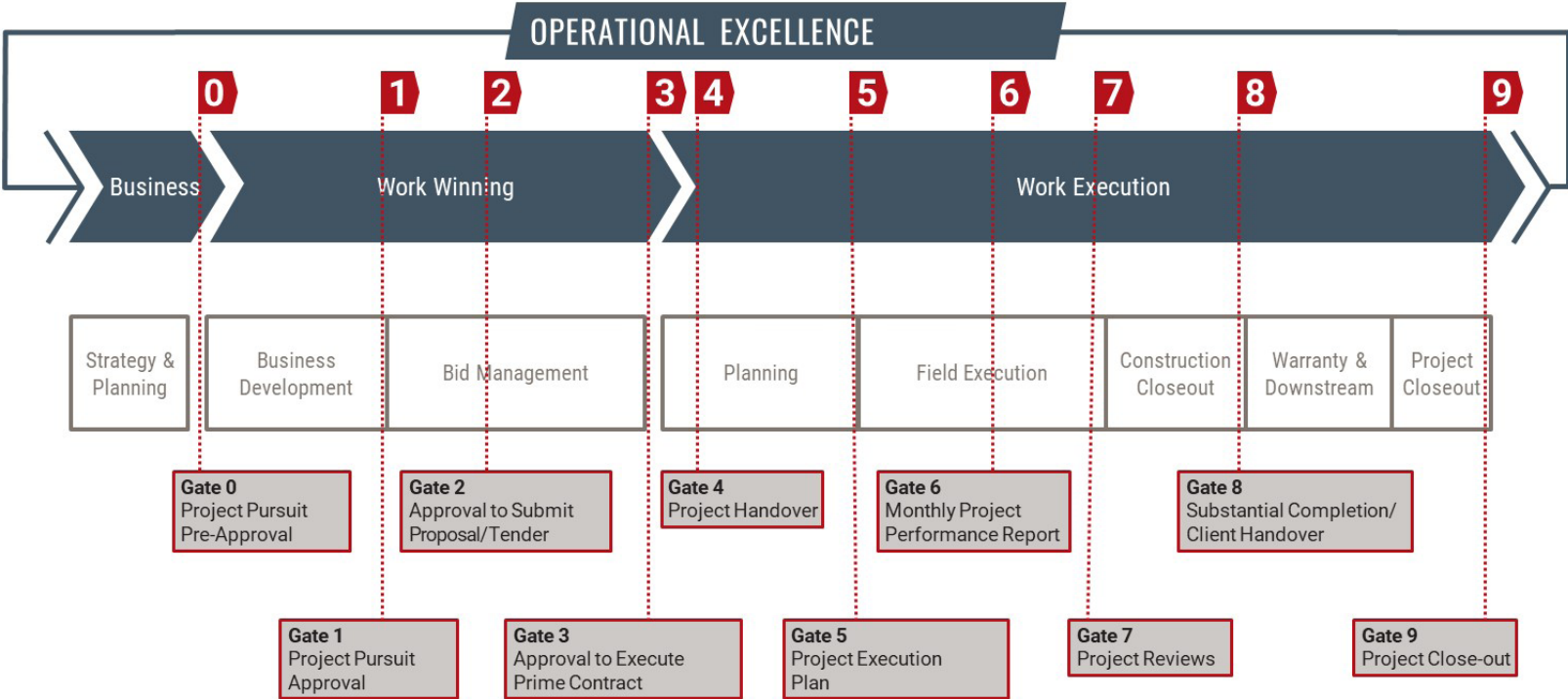
To operationalize sustainability into our business, we infused sustainability processes and reviews into our Graham Management System (GMS) Project Delivery Model gated process.

The anchor to our GMS, the Project Delivery Model process is one of the risk management tools used to mitigate project risk throughout the life cycle of a project.

Each step has a corresponding standard and mandatory activities that must be completed in order to proceed. From strategy and planning to business development all the way to project closeout, the project delivery model helps us deliver operational excellence start to finish.

By implementing this process, each project adheres to the same standards of specific sustainability risks and opportunities, helping to achieve maximum potential and client satisfaction.

GMS: PROJECT DELIVERY MODEL





PROTECTING OUR PEOPLE & BUSINESS THROUGH CYBERSECURITY

Cybersecurity breaches have become an existential threat for all organizations. It is important we continue to be vigilant against online scams and cybercriminals, especially in the current era of remote work.

We strive to implement effective measures to protect all stakeholders, including employees, vendors, partners and clients. To achieve this, we collaborate with industry experts and participate in the Canadian Cyber Threat Exchange, an organization that facilitates sharing relevant information among members in a collaborative approach to combat common threats.

In addition to utilizing technology and services to prevent and detect attacks, we believe in the importance of education and awareness to strengthen our overall security posture. Our employees, who are our most valuable asset, are a primary target for cyber criminals. It is why we prioritize training and development through ongoing phishing simulations, a dedicated cyber education portal, and regular progress assessments.

Our employee engagement continues to be strong, with ongoing engagement in reporting suspicious activity, enrollment in voluntary training and a desire to share best practices with all who interact with us. Along with embracing teachable moments to help staff learn and teach others, we ensure we recognize good cyber practices as well.

It is our ongoing goal to embed a security mindset into our culture and make it a part of our daily operations.

Cybersecurity is cyber safety.



21,497

phishing simulation emails delivered to employees – 40% were reported



8,182

external emails reported as suspicious by staff – a 15% increase over 2021



80%

of staff passed every simulation sent in 2022



96%

average pass rate on each simulation

grahambuilds.com

GRAHAM

Your Construction Solutions Partner