



**GRAYMONT**

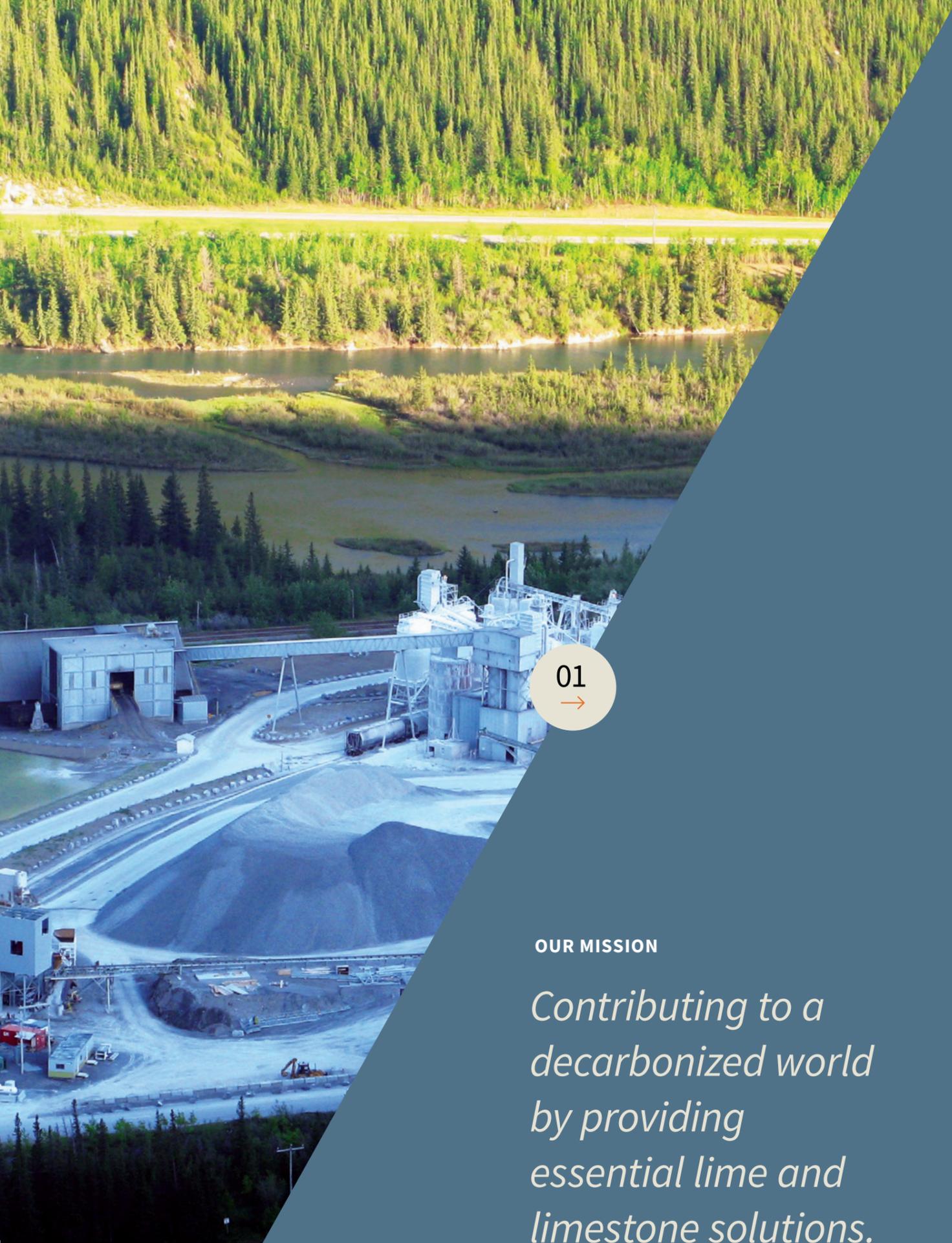
CONTRIBUTING TO A DECARBONIZED WORLD BY PROVIDING ESSENTIAL LIME AND LIMESTONE SOLUTIONS



# Contents

*World class in  
everything we do!*

01. Our Mission	4
Our Vision	5
Who we are	5
02. What we value	6
03. How we work	8
04. Health and safety	9
05. Environment	10
06. Customers	12
07. Communities	13
08. Growth	14
09. Innovation	16
10. People	18
11. Careers & Development	19
12. Equity, Diversity, and Inclusion	20
13. Flexibility	20
14. Workspaces	22
15. Competitive Remuneration	23
16. Recognition	24



01



#### OUR MISSION

*Contributing to a decarbonized world by providing essential lime and limestone solutions.*



#### OUR VISION

At Graymont our vision is to be world class in everything we do!

You'll know we're living up to this when you:

- know we are operating safe, clean and orderly facilities where everyone shares a strong commitment to an injury-free workplace.
- recognize our commitment to exceeding our customers' needs by reliably delivering quality products and services.
- feel that we are proactively developing and maintaining relationships of mutual support with our neighbors and others for the long-term success of Graymont and our communities.
- know that we are dedicated to improving our environmental performance.
- know that we are continuously optimizing our processes and activities to deliver increased value to stakeholders.
- know that we are a talented team of engaged and empowered individuals collaborating to deliver World Class performance.

#### WHO WE ARE

Graymont is a global leader in lime and limestone solutions.

Our products are essential in addressing today's most pressing environmental issues while supporting vital industrial processes and agricultural needs. Uses for our products include the purification of air and water, and the production of items essential to a modern economy such as steel, paper and metals. Headquartered in Canada, Graymont serves markets throughout North America and Asia-Pacific. Graymont is also the strategic partner of Mexican-based Grupo Calidra, the largest lime producer in Latin America.

Professionally managed and family owned, the company has been in operation for over 70 years. Graymont aims to be the preferred supplier, employer and partner of choice wherever we operate.



02  
→

*Our success requires both individual effort and teamwork in accordance with our shared Graymont values.*

**GRAYMONT:**

# What We Value



**OUR VALUES**  
→

**INTEGRITY**

We always do the right thing.

**RESPECT**

We respect the right of every individual to a safe workplace. We respect the customs, cultures and values of all people whether they be employees, customers, suppliers, regulators, or community members. We respect the sustainability objectives of society including community, economic, social and environmental priorities, needs and interests through all stages of facility development, operations and closure. We respect shareholder capital – the investment the owners have made in the business.

**TEAMWORK**

Effective teams can better solve complex problems.

**INNOVATION**

There is always a better way to do things.

**EXCELLENCE**

Whatever we do, we do well.

**LONG TERM PERSPECTIVE**

We take a long term perspective around decisions regarding employees, assets, reserves, customers, and shareholders.

**ACCOUNTABILITY**

We honour our commitments.

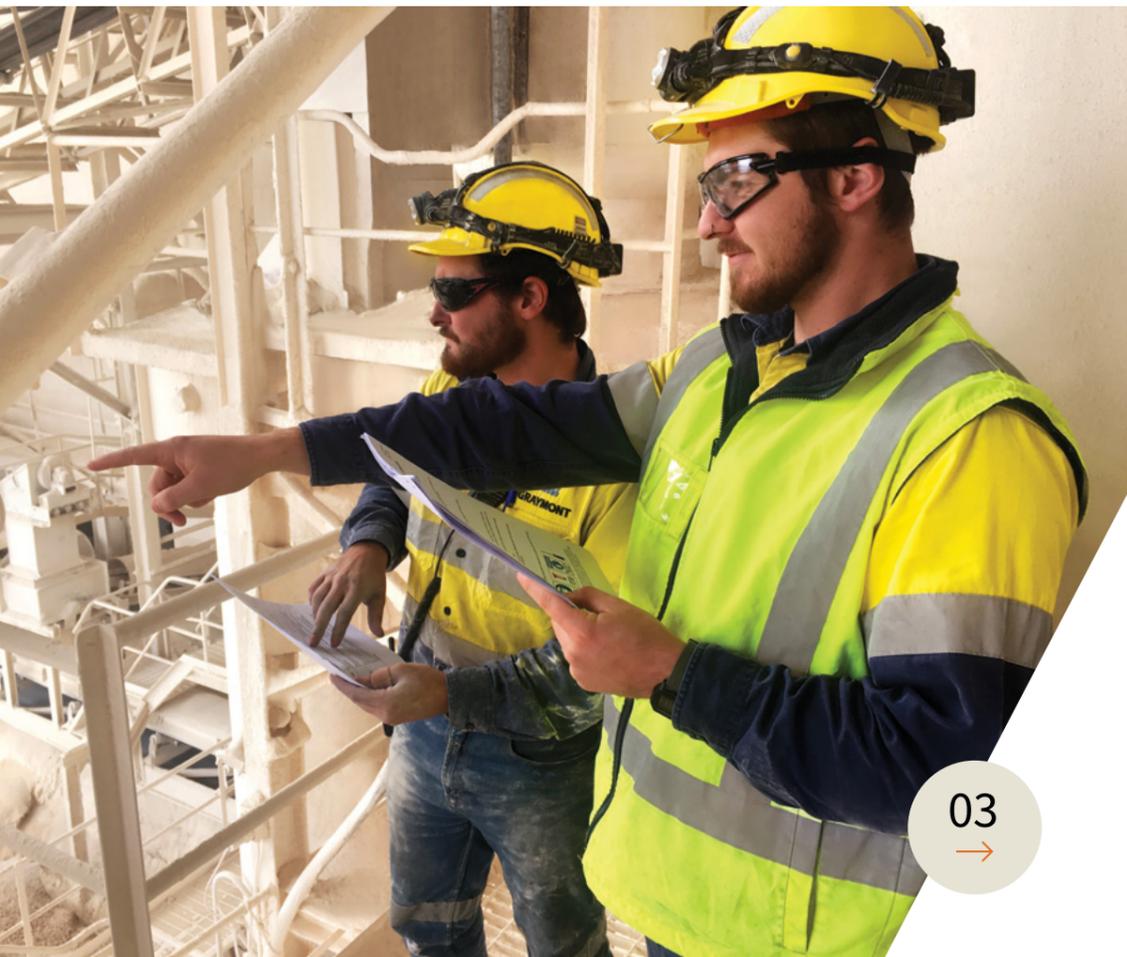
GRAYMONT:

# How We Work

Our way of working supports a One Graymont Culture.

- We all understand, share and promote Graymont strategy and direction.
- We all act for the benefit and success of all of Graymont, not the geography, region or function.
- We vigorously debate and share ideas and points of view.

- We hold ourselves and others accountable.
- We work cross-functionally and collaboratively across the organisation.
- We leverage mistakes as opportunities for learning and innovation.
- We are open to change and do not fear the loss of familiar order.
- We have fun doing what we do!



03



04



GRAYMONT:

# Health and Safety

Being a world-class company necessitates achieving an outstanding level of performance in the crucial area of health and safety. To that end, we operate under stringent, organization-wide safety standards, which emphasize employee involvement through safety committees, internal safety audits, training and certification, as well as strict adherence to safe work habits. We are striving for continuous improvement in health and safety, with the ultimate goal of zero injuries and zero incidents.

More information is available in our [Sustainability Report](#).





05



GRAYMONT:

# Environment



IT IS A GREAT TIME TO BE JOINING US



APPLY TODAY!

Graymont products are a big part of the solution in terms of addressing many of today's environmental challenges. We supply products and solutions that are essential to healthy, modern societies and crucial to a decarbonized economy. Lime and limestone solutions impacts many critical services and downstream industries in the supply chain. They are used in the purification of drinking water, the treatment of wastewater, in agriculture, for scrubbing air emissions from incinerators, power plants, and industrial plants, including makers of steel and other metals. They are also used in many environmental applications, including hazardous waste site-remediation. We also recognize the inevitable impact on the

environment resulting from Graymont's own production activities. A primary thrust here is to invest in fuel-efficient technologies for new or retrofitted production facilities, while working with best environment management practices and technologies. With climate change at the forefront of today's environmental concerns, Graymont recognizes its responsibility to further reduce its carbon footprint — and to collaboratively work with other industry participants to help secure a place for lime as a vital element of tomorrow's decarbonized world. To that end, Graymont supports the Paris Agreement.

More information is available in our [Sustainability Report](#) or [watch our video](#) to learn more about Graymont's [Climate Action](#).

GRAYMONT:

# Customers



06



## PRODUCTS

Our products are essential in addressing today's most pressing environmental issues while supporting vital industrial processes and agricultural needs. Graymont supplies an extensive range of high-calcium quicklime, hydrated lime and limestone products including pulverized limestone materials, dolomitic limestone and construction stone from a number of our limestone quarries. We are aiming to be the supplier of choice for sustainable lime and limestone solutions.

Learn more about our **Products** and the **Markets** our products service.



07



GRAYMONT:

# Communities

Building a sustainable future for our company involves engaging in a meaningful way with key stakeholders such as governments, non-governmental organizations (NGOs) and communities including First Nations, Aboriginal and Indigenous peoples; demonstrating that the Company is committed to operating in a responsible manner that creates real value and lasting benefits for all parties.

We believe that the foundation of being a good neighbour is open and honest communication. We endeavour to be proactive in communicating our plans and seeking community input so that

concerns and potential issues can be identified and addressed early on. To that end, our locations make a concerted effort to maintain open lines of communication with citizens, local governments and other local businesses.

Some of our major projects such as the Bedford Heritage Project (Quebec, Canada) and our Oparure Expansion Project (New Zealand) can be reviewed in our **Sustainability Report**.

Learn more about our **engagement with communities**.

GRAYMONT:

# Growth

08  
→

*Graymont is growing and strengthening our market leadership position.*

Our performance enables us to make profitable lime and limestone acquisitions, invest in state-of-the-art technology and to develop new products for emerging market applications to help improve the world we live in. Central to our corporate philosophy is a long-term approach to business, built on a solid commitment to sustainable growth and strict adherence to responsible environmental, workplace and operating practices.

Our new solar farm at our Galong (Australia) facility is a recent example of our investment state-of-the-art technology and new infrastructure to sustainably grow.



GRAYMONT:

# Innovation

09  
→

*At Graymont we value innovation; we know there's always a better way to do things.*

We encourage our employees to speak up and to share new ideas. We understand that getting better at what we do means being open to change and collaborating to find better ways to do what we do. This is essential to delivering world class performance.



10  
→



11  
→

GRAYMONT:

# People

We make products that improve our world! Our lime and limestone help clean the air and water and play a key role in the manufacturing and distribution of products we all use every day. What we do matters, and what each of our employees do every day matters too.

Every one of us contributes, as individuals and as team members, to meeting the needs of our customers. Whether you're an engineer, accountant, plant

manager, production worker, safety professional or one of our many other professionals, you will have opportunities to make a difference and help improve our world. With decarbonization as a key strategy, there will be opportunities for our employees to engage in climate-action initiatives and we will support employee participation in local carbon-reduction projects.



GRAYMONT:

# Careers & Development

*Graymont is a global leader in lime and limestone solutions.*

Graymont can provide global opportunities, a supportive environment to advance employee careers, and access to professional development. We help our people to master current role requirements and prepare for future career advancement within and across a wide range of technical, operational and corporate functions and challenging work to help our people contribute to their full potential.

Over and above our in-house training and development initiatives, we provide support for personnel who wish to improve their formal education and for those who need to keep up with developments within their area of expertise via professional memberships. Full-time employees who pursue approved post-secondary academic or vocational training can have some of their tuition costs reimbursed. The Company also hosts its annual Philip D Graham Scholarship Program, which provides a limited number of scholarships as financial assistance to the children of employees to help them take advantage of post-secondary educational opportunities.

**GRAYMONT:**

# Equity, Diversity, and Inclusion

As we continue to expand our global reach, the benefits of an inclusive workforce are increasingly clear and ever more relevant. Ensuring employees are treated equitably so they can reach their full potential and championing an inclusive culture so that each employee's unique perspective is heard and valued, contribute to enhancing innovation, improved problem-solving and decision-making, better employee performance and, in turn, better business performance. We recognize that our continued success as a world-class company requires both individual effort and teamwork, and that teamwork is most effective when all employees are treated equitably, feel included and are engaged and empowered.

Graymont's Equity, Diversity and Inclusion (EDI) Statement of Principles guides our efforts and behaviours, which go hand in hand with our Values, our Respectful Workplace Policy and our Code of Business Conduct and Ethics. Our EDI Action Plan helps us to deliver on the commitments in our EDI Statement of Principles. In turn, this supports our aim to be the preferred supplier, employer, and partner of choice wherever we operate.

**GRAYMONT:**

# Flexibility

We recognize the value and benefit to the company and our employees of a balance between work from home flexibility with face-to-face interactions that add significant business value by promoting collaboration and teamwork along with the sense of community and camaraderie that our employees enjoy. We are implementing our hybrid work model which enables most of our office-based employees to work two or three days a week in our contemporary workspaces and to work from home on other days. Our employees at our operational plants can also request flexibility in their schedule, working in cooperation with their supervisor, to help them meet their life responsibilities and needs.



GRAYMONT:

## Workspaces

Our contemporary office workspaces are purpose designed to provide an enjoyable environment and foster collaboration. We have been reducing the size of our office footprints and are remodelling them in a sustainable way that provides modern décor and facilities, state of the art connectivity, layouts that are conducive to multiple needs from open collaboration, quiet spaces, discrete offices, meeting rooms plus refreshing kitchen and dining spaces. Our hotelling arrangements are enabling us to move away from rigid desk allocation arrangements to a daily booking method to maximize flexibility and collaboration opportunities for our people and to help us all get the most out of our workspaces.

14



15



GRAYMONT:

## Competitive Remuneration

Graymont's competitive remuneration enables us to retain and attract the talent we need to be world class in providing lime and limestone solutions. Our focus on total rewards enables us to extend the competitiveness of our remuneration beyond base salary. At Graymont, our employees also enjoy attractive retirement and health benefits and a range of other initiatives, including a wellness program and a confidential Employee and Family Assistance Program.



16



**GRAYMONT:**

# Recognition

We derive our competitive advantage in large part from the remarkable employees who bring their skills and energy to work every day at our offices and plants sites. We provide all employees with clear focuses in their roles and responsibilities, and we positively recognize excellent work. This leads to value creation and enables us to genuinely appreciate the efforts of our talented employees.

We have established programs and activities to help managers recognize team and individual achievements such as peer recognition in structured meetings, promotion announcements, publishing achievements in our global Grayzette newsletter, our Years of Service Awards Program, along with and promotion opportunities within and across functions and access to international assignments.





**GRAYMONT**

[graymont.com](http://graymont.com)