



2016  
**SUSTAINABILITY REPORT**



**GRAYMONT**

# About Graymont

An emerging global leader in the supply of lime and limestone products, Graymont serves major markets throughout the United States and Canada, and has extended its reach into the Asia-Pacific region. Graymont also has a significant investment in Grupo Calidra, the largest lime producer in Mexico. Professionally managed and family owned, the Company has roots stretching back more than 65 years.

Graymont's Lime operations are focused on the production of high calcium and dolomitic lime and value-added lime-based products such as hydrated lime, as well as pulverized limestone and construction stone. The Company also owns a construction-materials operations, the Materials Group, which supplies construction materials markets in upstate New York and northern Alberta. The operating segments will be referred to throughout this document as "Lime" and "Materials".

## A Multitude of Environmental Applications for Lime

Graymont's main product, lime, is a versatile industrial chemical that has long been indispensable for vital industrial processes and applications, including the production of steel, alumina, pulp, paper, uranium, gold, copper and other materials. More recently, lime has also come to the fore as an essential element for addressing a myriad of complex environmental issues and challenges, both naturally occurring and man-made. Acid rain reduction, environmental rehabilitation, water and sewage treatment, agriculture, oil and gas production, and power generation are among the long and growing list of crucial sustainability-related applications for Graymont's products.

## Report Scope

Graymont's 2016 Sustainability Report summarizes the sustainability performance of Graymont and its subsidiaries. The Company's Lime operations constitute the largest portion of its economic, environmental, and social impacts. In this report, data and information contained in the Environmental Care section relate primarily to the Lime operations. Data and information in the Workforce Culture and Community Relations sections relate to all operations.

Discussion, data and information contained herein relates, with noted exceptions, to the 2016 calendar year. Historical data is provided, again with noted exceptions, for the years 2012 through 2016 and includes references to the year 2004 which has been established as the baseline. The 2017 report is scheduled for publication in April, 2018.

# Graymont's Mission

Improving our world by responsibly meeting society's needs for quality lime and stone products.

## Our Vision

Graymont's vision is to be world-class in everything we do!

That vision will be realized when:

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

## Our Values

Graymont's ultimate success requires encouraging individual effort while embracing the value of teamwork and cross-functional collaboration in accordance with our shared values. Those values are:

- ▶ Integrity
- ▶ Respect
- ▶ Teamwork
- ▶ Innovation
- ▶ Excellence
- ▶ Long-term Perspective
- ▶ Accountability

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# A Word from the CEO

Welcome to this milestone 10<sup>th</sup> Graymont Sustainability Report — the fifth edition I have had the privilege of signing off on as the Company's CEO.

As I often remind Graymont colleagues and stakeholders, our commitment to achieving world-class performance in all aspects of our operations is, like life, a journey, not a destination. This report documents some of the progress we have made over the past year — and the past decade — in pursuit of Graymont's mission to improve our world by responsibly meeting society's needs for quality lime and stone products.

As we continue along that path, we are working hard to create real value and lasting benefits for our shareholders and stakeholders. To that end, Graymont remains committed to achieving industry leadership in all facets of sustainability. This entails conducting our business in a responsible and sustainable manner by striving for continuous improvement in health and safety; reducing our environmental footprint; providing a secure and rewarding work environment where Graymont employees have opportunities to grow and develop; and engaging in a meaningful way with key stakeholders such as governments, non-governmental organizations ("NGOs") and communities — including First Nations, Aboriginal and Indigenous Peoples.

In that regard, I am pleased to officially announce that we have taken another step forward in forging effective relationships with First Nations, Aboriginal

and Indigenous Peoples by adopting a new Graymont Aboriginal, First Nations and Indigenous Peoples Policy. The policy formally enshrines our engagement to a collaborative approach guided by the principles of mutual respect, honest and open communications, and regard for First Nations, Aboriginal and Indigenous peoples' special relationship with the land and the environment. I am proud of the leadership Graymont has demonstrated in this area, and invite you to view the new policy in its entirety on our website.

I am also happy to note that, thanks to the relentless efforts of health and safety teams across the Company, all our key safety indicators showed further improvement in 2016. Last year was Graymont's best ever safety performance: levels achieved on the Graymont Reportable Incident Rate ("GRIR") (1.86), Lost Time Incident Rate ("LTIR") (0.86) and Severity Rate (13.3) represent milestones in our quest for world-class safety. I am especially pleased with the reduction in severity that we have seen over the past three years, which is significant for two reasons. Firstly, reduced severity translates into reduced impact on our co-workers and their families. Secondly, reductions in severity are often a precursor to lower levels of accident frequency, a trend that clearly seems to be emerging within Graymont.

Viewed from a longer-term perspective, it is clear how far we have progressed: since 2007, we have succeeded in cutting the GRIR by 56 percent and the LTIR by 69 percent, from 4.23 to 1.86 and 2.74 to 0.86 respectively.

Nevertheless, we know we cannot afford to let down our guard and must continue striving to find new ways to further reduce risk and prevent incidents in our pursuit of an injury-free workplace. To that end, we have been busy on a number of fronts, implementing stringent uniform safety standards at all Graymont facilities, conducting



internal audits to monitor compliance, and undertaking a new Safety Behaviour Study focused on the impact of human behaviors.

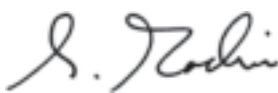
Environmental stewardship remains at the core of Graymont's commitment to achieving industry leadership in sustainability. Our strategy focuses primarily on the areas of air emissions, energy efficiency and waste reduction, all of which have shown marked improvement over the past decade. For instance, in the last ten years, we succeeded in reducing our combustion-related greenhouse gas ("GHG") emissions intensity by 12.6% and our oxides of sulphur ("SOx") and oxides of nitrogen ("NOx") emissions by 61% and 14%, respectively. With respect to waste reduction, we managed to find markets for some four million metric tons of calcined byproducts that would otherwise have wound up in landfill sites. But here, too, we are stepping up our efforts to attain true world-class performance. During 2016, we began to implement new environmental standards focused on seven areas of critical importance: fugitive dust, air, water, residual material, aesthetic integration of facilities, planning, reclamation and closure, and energy.

The new Aboriginal, First Nations and Indigenous Peoples Policy I outlined earlier is indicative of Graymont's commitment to be a responsible employer, a considerate neighbour and a force for good in the regions and communities where we are present. This commitment manifests itself in many different ways. In some instances, it involves major investments in innovative projects designed to secure the long-term future of a facility — along with the crucial jobs, taxes and economic spinoffs that come with it — as is the case with our Harmony and Heritage projects in Quebec's Eastern Townships region. It is also mirrored in the way the Company and its employees energetically support countless worthwhile local initiatives, which are as diverse as public safety and health

care, education, sports and recreation, arts and culture, to help enhance the quality of life in the many communities we call home. Some representative examples of local outreach are chronicled elsewhere in this report.

In the end, it is economic viability that most often determines the sustainability of any enterprise. Faced with continuing soft market conditions that impacted the entire lime industry, Graymont had to make some tough decisions in 2016 to help ensure the Company's competitiveness and financial viability going forward. Following the loss of a major client, the Tacoma, Washington plant was restructured and downsized. As well, a decision was made to indefinitely idle the Pavilion plant in British Columbia. We are mindful of the impact these decisions had on the affected employees, their families and the respective communities, and Company officials met with the workers and their unions to find ways to help mitigate the outcomes.

In closing, I can assure you that Graymont remains strong and is fully committed to the western Canadian and Pacific Northwest markets — as well as to our other established market regions across North America and New Zealand. Notwithstanding whatever new challenges inevitably come our way, our teams will continue striving to develop and maintain a sustainable, world-class organization that will create long-term value for all our stakeholders.



**Stéphane Godin**  
President and Chief Executive Officer  
Graymont  
March 20, 2017

# Corporate Governance and Accountability

Central to Graymont's 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. This philosophy is evident in actions taken at every level of the company, from the Board of Directors and the Strategic Leadership Team ("SLT") to managers, supervisors and front-line employees throughout the organization.

## Board Oversight

The fundamental objective of Graymont's Board of Directors is to create shareholder value. To achieve this objective, the Board recognizes that the Company must maintain a high level of health and safety, economic, environmental, and social performance. Accordingly, in keeping with its oversight and governance responsibilities, the Board holds management accountable for the responsible conduct of the business. The Board's Environmental, Health and Safety ("EHS") Committee, which meets bi-annually, closely monitors performance in those three vital areas.

The EHS Committee ensures due diligence by reviewing company performance in these areas and reporting on its activities to the Board. As well, management reports on environmental, health and safety matters at each regularly scheduled Board meeting. Additional reports

are provided throughout the year as appropriate. The other four Board committees oversee additional aspects of the business that are crucial to Graymont's long-term sustainability and viability: the Pension & Benefits and Compensation Committees, with respect to employee recruitment and retention; the Reserves Committee, with respect to business continuity; and the Audit Committee, with respect to financial accountability and viability.

## Strategic Leadership Team

The SLT, in turn, has developed and implemented a broad strategy that reflects Graymont's world-class vision. The strategy aims to drive continuous improvement in six key areas as depicted below.

Safety

Customers

Communities

Environment

Value Creation

People

## **A Responsibility Shared by All**

In summary, from an organizational perspective, accountability for sustainable development rests to varying degrees with management and leadership at the local, regional and corporate levels.

Graymont utilizes an annual performance-review process that is integrated at all levels of management to ensure goals are set in accordance with corporate strategy, and that we move forward and drive continuous improvement. However, the Company's strong commitment to corporate social responsibility transcends divisional, departmental and hierarchical boundaries. There is a fundamental expectation within Graymont that all employees share in the responsibility for developing and maintaining a sustainable organization.

## **Code of Business Conduct and Ethics**

Graymont's commitment to operating with integrity and according to the highest ethical standards is an integral part of the foundation on which we are building a world-class organization. Our Code of Business Conduct and Ethics sets out the standards that all Graymont employees, officers and directors must adhere to.

In addition, Graymont maintains an Ethics Reporting System, managed by an independent third party provider, which allows employees to report alleged violations of the Code on an anonymous and confidential basis.

## **Aboriginal, First Nations and Indigenous Peoples Policy**

Graymont recognizes that collaboration with First Nations, Aboriginal and Indigenous communities is essential for the realization of our mission and world-class vision. We strive to build and maintain effective long-term relationships based on trust and respect that are mutually beneficial. Our new Aboriginal, First Nations and Indigenous Peoples Policy sets out the guiding principles of this commitment and outlines focus areas for mutual value-creation opportunities.



# WORKFORCE CULTURE



Graymont derives its competitive edge in large part from close to 1,400 remarkable men and women who bring their skills and energy to work every day at offices and plant sites across North America and New Zealand. The Company strives to provide competitive wages and benefits, a safe, healthy work environment, and ample opportunities to grow and develop in order to realize their full potential.







## Safety

Health and safety are core to Graymont’s values — and essential to realizing our vision of being world-class in everything we do. Nothing is more important than ensuring that our co-workers return home safely to their families and loved ones at the end of the day. Hence our commitment to the ultimate goal of zero workplace injuries. Our multi-disciplinary approach stresses the value of teamwork and cross-functional collaboration to achieve continuous improvement in safety performance throughout the Company, in keeping with our ‘One Graymont’ culture.

### Dual Focus on Systems and People

As knowledge about workplace accidents has evolved, increased emphasis is being placed on improving the work system itself, to complement employee awareness and training initiatives. Accordingly, Graymont has adopted a balanced approach that focuses on both systems and people.

The research shows that enhancing a company’s safety performance involves tackling two distinct aspects of risk:

- 1) Avoiding, eliminating or reducing the probability of a hazard-related incident occurring; and
- 2) Reducing the severity of harm or damage if an incident or exposure does occur.

### SAFETY SCORECARD

**1.86**

#### Reportable Incident Rate

(The benchmark 2016 US metal/non-metal mining industry average was **2.24**)

**0.86**

#### Lost Time Incident Rate

(The benchmark 2016 US metal/non-metal mining industry average was **0.94**)

**0**

#### Fatality for the 7<sup>th</sup> Consecutive Year



## Workforce Culture

### Across-the-Board Improvement in 2016

All key safety indicators showed further improvement in 2016 and, for the first time, both the Graymont Reportable Incident Rate and the Lost Time Incident Rate were better than the respective industry benchmarks (the US Metal/Non-metal mining industry averages).

It is evident that the numerous initiatives undertaken in the past several years, such as the introduction of comprehensive new safety standards, rigorous housekeeping inspections and sustained reporting of “near misses” and “good catches”, are helping to reduce the number of actual incidents. A “good catch” is a situation involving a potential hazard that is identified and resolved prior to causing injury to a worker, while a “near miss” is an incident that resulted in no harm to a worker.

The across-the-board improvement achieved in 2016 represents a significant milestone in our quest for world-class safety performance. But despite these good results, we continue striving to find new ways to further reduce risk and prevent incidents in our pursuit of an injury-free workplace.

### Safety Behaviour Study

On-going programs aimed at continuously improving working conditions at all Graymont facilities clearly play a role in the Company’s pursuit of world-class safety performance. However, we believe the key to the next “step change” improvement with respect to safety lies in the area of human behaviors. Accordingly, we are now in the process of evaluating the maturity of the safety culture in our facilities.

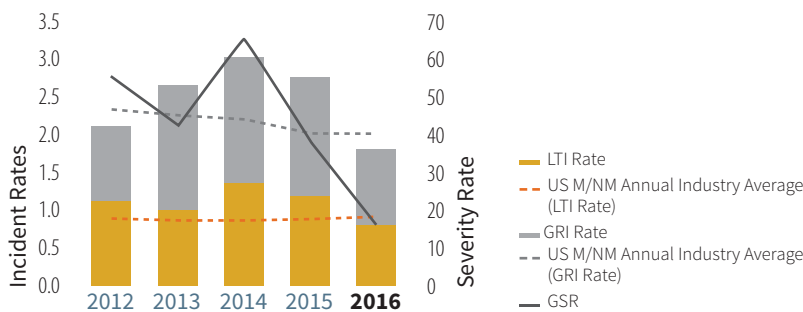
Utilizing the results of a 2015 safety-climate survey, a pilot study was undertaken involving three lime plants during 2016. This project involved focus

groups, interviews and on-site observations of working conditions and tasks on all shifts. Based on the findings, we will be working to develop and implement specific action plans aimed at leveraging our strengths to improve safety culture and further reduce the risk of injury across Graymont, focusing on areas identified as strategic priorities.

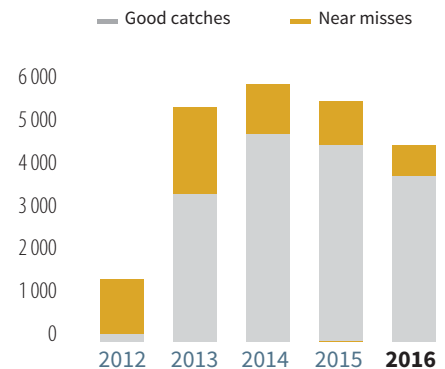
### Standards Implementation

The comprehensive set of health and safety standards rolled out across Graymont’s North American operation in 2015 were implemented in New Zealand during 2016. With the new standards imbedded at all Graymont’s facilities, we took another step forward with the introduction of an internal-audit program designed to ensure compliance with the standards and best practices going forward.

#### 1 Graymont Safety Performance



#### 2 Total Near Misses and Good Catches reported in Graymont





## Workforce Culture

A multidisciplinary team of trained internal auditors drawn from different functions as well as multiple locations was responsible for developing and launching the program. The audits involve evaluating compliance with more than 500 requirements based on the Graymont safety standards. The audit exercise is meant to be constructive and aims to ensure conformance, while providing opportunities to learn from other locations and share good practices to help drive continuous improvement.

Six of the Company's production facilities were audited in 2016. The remaining North American production facilities are slated for audits during 2017, with the New Zealand locations to follow. When the program is fully up and running, each facility will be audited every second year.

The initial round of audits found that the facilities in question complied with most requirements, while identifying opportunities for improvements with respect to certain standards. Based on those results, several corrective actions were implemented throughout the year to improve performance.

### Safety Challenge

The annual Safety Challenge, which doubles as a training tool and team-building exercise, was a great success again in 2016. First staged as an annual event in 2015, the Safety Challenge features a game-format training day, with employees divided into teams and challenged to show which side can demonstrate the best knowledge and understanding of Graymont safety standards and culture. New Zealand employees participated for the first time in 2016.

### Be Safe – Play it Smart

The highly successful *Be Safe – Play it Smart* poster campaign, designed to raise awareness of potential hazards among employees and their families, continues to draw attention. The 2016 poster series, featuring photos of actual employees taken at Graymont sites, was particularly well-received. They focused on the importance of conducting task risk-analysis before starting a job, and on the use of enhanced personal safety equipment, particularly eye protection, in higher-risk zones.





## Employee Engagement and Retention

The success of even the most carefully crafted strategy ultimately depends on mobilizing the men and women who must implement it. That is why Graymont strives to create a ‘One Graymont’ culture that motivates employees to take ownership of the tasks assigned to them.

It’s about living up to Graymont’s shared values, including integrity, respect and accountability. On-going training and professional development are crucial to fulfilling Graymont’s mission — as is our commitment to open, two-way communication.

The Company’s people-centred approach and its commitment to making Graymont an employer of choice in the communities where we are present is reflected in a loyal and stable workforce that numbered some 1,400 full-time permanent employees at year-end 2016. Although the voluntary turnover rate, including employees who retired, increased in 2016, to 8.4% from 5.4% the previous year, our workforce remains quite stable. Nevertheless, we intend to continue tracking this

indicator so that, should a meaningful trend appear to be developing, we will be able to respond as need be.

### Training and Development – Investing in Our People

Graymont understands that, to attract and retain top-quality people, we must strive not only to provide meaningful, challenging jobs and competitive remuneration but also training and development opportunities that enable employees to enhance their skill sets and prepare themselves to take on greater responsibilities.

At the heart of these efforts is the Investing in Our People (“IOP”) Program, an on-going initiative focused on providing key employees from the various production sites and corporate functions with the wherewithal required to make the best decisions about their respective areas of Graymont’s

operations. IOP employs a variety of specialized training tools and programs tailored to ensure that participants possess the level of skills and motivation required to support Graymont’s quest to become a truly world-class organization, thereby furthering his or her own career opportunities.

During 2016, IOP was rolled out at Graymont’s New Zealand operations, which became part of the Company in mid-2015. New Zealand employees embraced the IOP principles and quickly incorporated the IOP tools and tenets into their operating routines. Through employee involvement, the IOP program has steadily evolved and improved. Going forward, Graymont intends to continue leveraging the significant benefits to be derived from connecting front-line employees to its business goals and objectives.

### EMPLOYMENT

<b>1,395</b>	<b>8.4%</b>	<b>13 years</b>	<b>343</b>	<b>0</b>
<b>Full-Time Permanent Employees</b>	<b>Voluntary Turnover</b> (includes employees who retired)	<b>Average Length of Service</b>	<b>Employees with Service Greater than 20 Years</b>	<b>Days Lost to Strikes</b>



## Workforce Culture

In addition to in-house training and development initiatives, Graymont provides support for personnel who wish to improve their formal education. Full-time employees who pursue approved post-secondary academic or vocational training can have their tuition costs reimbursed. As well, the Company offers financial assistance to the children of employees to help them take advantage of a wide variety of educational opportunities through the Graymont Scholarship Program.

### **WIN Program Promotes Smart Lifestyle Choices**

Graymont's inclusive, people-centered culture is exemplified by the Wellness is Now or 'WIN' program, designed to engage employees across the Company's Canadian and U.S. operations — and their families — and assist them in making healthier lifestyle choices.

WIN participants are encouraged to take part in a series of activities organized over the course of the year, focused on four key areas of wellness: Emotional Health, in first quarter of the year; Physical Activity in Q2; Nutrition in Q3; and Financial Wellness, which includes tips on budgeting and how participants can better manage their money, in Q4.

U.S. participants who successfully complete the various program components qualify for reductions in the employee portion of their medical insurance premiums, while their Canadian colleagues earn points that can be converted into "Wellness Dollars". These may be applied against the purchase price of sports gear and other merchandise or gym memberships.

In addition to promoting healthy lifestyles, WIN has fostered an increase in camaraderie and competitive team spirit. An example of this healthy rivalry is the annual Holiday Challenge, which encourages Graymont employees to continue eating healthy and exercising over the holidays, when people are tempted to over-indulge. During the 2016 holiday season, employees participated in an expanded 'Happy & Healthy Holiday Challenge', which included an additional activity tracker to help participants monitor their activities during the holidays while continuing to maintain and not gain weight.

Other 2016 WIN highlights included a four-week walking challenge. During the second quarter of the year, when the focus is on encouraging people to step up their physical activity, some 450 employees from U.S. and Canadian locations throughout Graymont

participated in the 'Walk with Us Challenge.' Participants were asked to track their steps and enter the data into the Graymont WIN portal. Employees who managed to take at least 50,000 steps each week had their names entered in a draw, with prizes awarded weekly at each location. Over the four weeks of the event, participants averaged 75,350 steps each week, which translates into 38 miles or 60 kilometers. The combined total for all locations over the duration of the event was 135 million steps, which corresponds to 67,500 miles or 108,000 kilometers. To put things in perspective, that is the equivalent of walking almost three times around the world!

### **Employee Assistance Program**

Graymont's people-centred approach is evident as well in the Employee Assistance Program ("EAP"). EAP is a confidential short-term counselling service established to assist employees and family members encountering personal problems that impact their work performance. Those seeking assistance can receive support either in person, over the telephone or on-line, through a variety of qualified, issue-based health and wellness resources.



# ENVIRONMENTAL CARE



We are committed to operating in a sustainable manner, and are proud of the fact that Graymont's products are part of the solution in terms of addressing many of today's environmental challenges.





## Environmental Care

Graymont aims to consistently meet or exceed its regulatory and permit obligations, while working proactively to minimize the environmental impacts of its operations. To fulfill our commitment, we integrate environmental accountability into our strategic planning and take a systems approach to our practices with respect to environmental impacts.

### Revised Standards

Following a comprehensive review of Graymont's approach to environmental management completed in 2015, we decided to buttress the company's uniform environmental standards with additional specialized standards and performance requirements designed to accelerate our journey to world-class levels: to that end, we developed seven new environmental standards focused on areas of critical importance: Fugitive Dust, Air, Water, Residual Material, Aesthetic Integration of Facilities, Planning, Reclamation and Closure, and Energy. The goal is to have all the new standards fully implemented by the end of 2019.

In 2016, we moved ahead with planning for the implementation of those standards. Each facility was tasked with developing its own three-year implementation plan, specifically tailored to reflect its particular situation and starting level in terms of compliance with the standards. As well, all plants were obliged to achieve newly stipulated requirements with respect to spill prevention and control, parametric monitoring for air emissions, and outside storage practices. They were also asked to identify and implement three additional initiatives during 2016 to improve their general environmental performance. In 2017, all facilities will move forward with the first phase of their three-year plans for implementation of the seven new standards.

### A Systems-Based Approach

To help us fully understand our environmental performance and identify opportunities for improvement, we rely on a dual-component system. We utilize our environmental-compliance tracking system to record all corrective actions identified and implemented regarding compliance obligations, which vary according to location. A comprehensive audit program, which includes both internal and external facets, serves as a second line of control over compliance. During 2016, six Graymont facilities in North America and New Zealand were audited by third parties as part of a three-year auditing plan. It should be noted as well that future internal audits will encompass our stringent new environmental standards, once the standards are fully implemented.



## Air and Energy – 2016 Progress

Air emissions from Graymont’s lime kilns are tracked either by real-time emission-monitoring devices or periodic testing, to ensure that limits are respected. Historically, the incidents recorded have mostly involved exceedances of short duration detected by the emissions-monitoring equipment.

Nevertheless, we have been stringent in terms of ensuring that the causal issues were addressed and corrective actions taken to prevent recurrences. This proactive approach has resulted in a steady downward trend in the number of incidents since 2013, including a 21% reduction in 2016 compared to 2015. (See figure 3). This latest year-over-year improvement occurred even though the number of exceedances increased, due mostly to the inclusion of New Zealand’s exceedances for all of 2016, versus only six months in 2015, as well as the updating to a more conservative process for exceedances reporting and operating practices at the Superior plant. Indeed, significant reductions have been achieved in other categories

of environmental incidents, including spills, deviations and complaints, which together decreased by 51%.

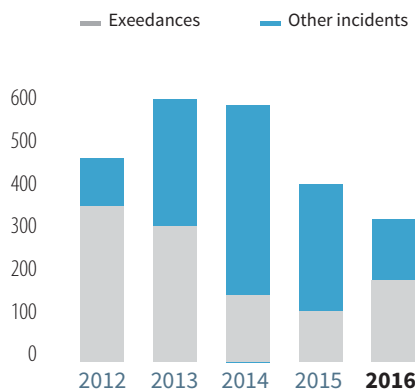
### Process Control

The calcination of limestone to produce quicklime is an energy-intensive process. Improved energy efficiency translates into reduced levels of air pollutants and GHG emissions as well as lower costs.

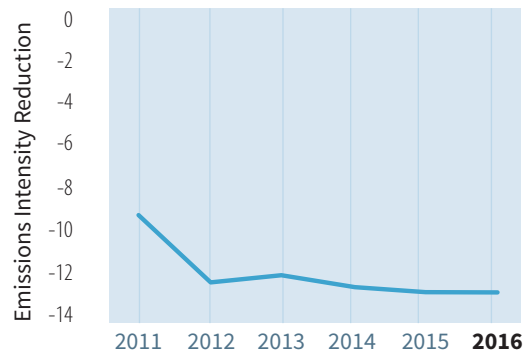
The approach we have taken to process control is integrated and multidisciplinary, encompassing Graymont’s Technical Services, Health, Safety and Environment, Quality and, of course, the Operations departments. Our multi-disciplinary teams look at ways to ensure our processes are as efficient as possible, in order to meet the quality requirements

of our customers while respecting relevant environmental and emissions standards. In 2016, Graymont’s total energy consumption increased slightly as a result of the energy used by our New Zealand’s facilities over the course of an entire year being factored in for the first time (compared to only six months of 2015). North-American energy consumption actually decreased by 3% in 2016, thanks to a three-pronged approach involving the utilization of monitoring equipment as well as specialized training and process-control initiatives. We expect these efforts will continue to yield improvements in terms of improved energy efficiency and reduced emissions of GHGs, as well as of SOx and NOx, which are by-products of combustion.

**3** Number of Graymont Environmental exceedances and other environmental incidents



**4** Combustion-related GHG emissions intensity reduction for all Graymont lime operations compared to the 2004 baseline







## Environmental Care

### Greenhouse Gases Strategy

Graymont takes an integrated approach to monitoring requirements with respect to GHG emissions, to ensure the Company remains fully cognisant of any real or potential issues and has ample time to make any changes that might be necessary to ensure operational efficiency and full compliance with regulatory requirements and norms. We do our utmost to meet all requirements in the respective jurisdictions where we operate and work proactively to reduce our GHG emissions intensity. Following a sharp decrease in 2011 that reflected several facilities switching to different types of fuel, our GHG emissions intensity has continued on a steady, gradual decline, indicating that our continuous optimization approach is yielding results (see Figure 4).

### New Capacity Showcases New Technology

Graymont's commitment to world-class operations and producing lime with the lowest-possible environmental impact is evident in its investments in state-of-the-art technologies for "greenfield" and "brownfield" expansion projects. For example, a new vertical lime kiln that features the most environmentally friendly technology anywhere in the industry was in its testing and commissioning phase at our Pleasant Gap, Pennsylvania facility in 2016.

### Partnering to Improve Our World

Graymont constantly strives to leverage the unique properties of lime products to help resolve and mitigate the many environmental issues our modern world faces. This goal could not be achieved without strong partnerships with other

companies equally committed to addressing environmental concerns in their particular spheres of activity. We continue collaborating with a number of partners to further advance environmental uses of lime, in applications such as the scrubbers used to curb emissions like SOx, from coal-fired generating plants.

## 2016 EMISSIONS IN NUMBERS

<b>3.9</b>	<b>25.619</b>	<b>5.3</b>	<b>2.0</b>	<b>5.5</b>
<b>million tonnes of lime produced</b>	<b>petajoules of energy consumed</b>	<b>million tonnes of CO<sub>2</sub>e<sub>q</sub> in total GHG emissions</b>	<b>thousand tonnes of SOx emissions</b>	<b>thousand tonnes of NOx emissions</b>
– a 3% decrease compared to 2015 – 23% above 2004* levels	– a 0.8% increase compared to 2015 – 18% above 2004* levels	– North American Operations 12.6% below 2004* levels of fuel-related emission intensity (equates to 299,000 tonnes of avoided GHG emissions)	– 61% under 2004* levels	– 14% under 2004* levels

\* 2004 is the established baseline year for reporting.



## Fugitive Dust

The mining and processing of minerals, including lime, can generate large amounts of dust which, if left uncontrolled, could potentially pose a nuisance. Consequently, Graymont operates in accordance with stringent universal environmental standards and practices aimed at reducing dust generation, limiting worker exposure and preventing ‘fugitive’ dust from impacting neighbouring properties and communities. Current practices, which include paving roadways, applying dust suppressant to unpaved roads, reclaiming yard areas and better managing raw material and by-product storage areas, have significantly reduced dust emissions at sites throughout the network.

In addition to those standard practices, we have demonstrated that an innovative approach can achieve even better results when dealing with particularly problematic situations. For example, a 292-metre (319-yard) wind fence was installed at our Indian Creek, Montana plant in 2016, to help prevent the spread of fugitive dust emissions from solid fuels. This initiative also enabled the plant to improve its storm-water drainage system, doubling the environmental benefits.



### 2016 SOx SCORECARD

Graymont’s SOx emissions:

**1,997**

tonnes

SOx emissions averted in other industries by the use of Graymont products:

**878,000**

tonnes



## Waste Reduction

At the heart of Graymont's approach to waste reduction is the Company's determination to create added value and reduce its environmental footprint by fully utilizing all of the materials and resources touched by its operations — be it limestone, natural stone, overburden, fuel or other materials. The ultimate goal is to reach the point where our processes essentially generate zero waste, by ensuring that no waste is sent to landfills or incinerators and that all products are reused or recycled to make new products.

In the past few years, Graymont successfully pushed forward an organization-wide initiative aimed at reducing the stockpiles of by-products traditionally associated with lime operations. However, a gradual depletion of the stockpiles, combined with changing economic and market circumstances, led to a recent decrease in sales of by-product. Nevertheless, we remain firmly committed to finding new applications and opportunities for waste reduction. In line with our zero-waste goal, a new initiative was launched during 2016 to certify some of those by-products against recognized standards in order to facilitate their entry into new markets.

**2016**  
CALCINED BY-PRODUCT SALES

**289**

**thousand tonnes**

of calcined  
by-products sold





# COMMUNITY RELATIONS



Building a sustainable future for Graymont involves engaging in a meaningful way with key stakeholders such as governments, 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.





## Community Relations

### **Open, Honest and Principled**

Graymont believes that the foundation of being a good neighbour is open and honest communication. Accordingly, 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, many Graymont locations maintain open lines of communication with citizens, local governments and other local businesses. The Company also has an internal process to track complaints and ensure that community concerns are taken into account.

Everywhere we operate, we try to give back to the communities — large and small — that we call home. In all instances, we strive to operate in accordance with our values and Stakeholder Relations Guiding Principles.

### **Building On Our Track Record**

Graymont has established a solid track record of community-engagement success stories, involving both company-wide programs and innovative local initiatives tailored to the wants and needs of a particular host community.

As our Company has continued to grow, so has the scope and scale of financial support and engagement extended to the communities where we are present. Allocations to community investments increased again in 2016, totalling approximately CAD\$930,000.

Furthermore, virtually every Graymont plant and office location — and their employees — provides additional support in the form of “donations in kind” of goods and services, not to mention that many employees and family members volunteer their time evenings and weekends to lend a hand with worthwhile community causes.

#### **STAKEHOLDER RELATIONS GUIDING PRINCIPLES**

- ▶ Stakeholders will be provided with timely and accurate information about Graymont’s activities and plans for the future that may impact them.
- ▶ Stakeholders will be given ample opportunity to participate in a stakeholder-engagement process, express their views and voice any concerns they might have.
- ▶ Graymont will strive to respect the culture and values of each stakeholder.



## Community Engagement – Making a Difference

The positive outcomes and progress made during 2016 on a wide variety of initiatives reinforced Graymont’s belief that effective stakeholder engagement makes for sound strategic planning and decision-making, which benefits all stakeholders.

Again this year, we wish to showcase some representative examples of the remarkable array of projects conceived and carried out by local teams of highly energized Graymont employees, determined to make a difference by giving back to their communities. As is evident from the initiatives outlined below, their energy and enthusiasm serves to enhance practically every aspect of community life — from education to safety and healthcare, sports and recreation, arts and culture, and the environment.

On the safety front, Graymont’s Faulkner plant in rural Manitoba pitched in to support the annual Farm Safety Day at the local Alf Cuthbert School. Graymont workers helped set up and staff a number of attractions, including interactive booths focused on issues ranging from chemical hazards to the dangers of downed power lines. Two employees who are also volunteer

firemen conducted tours of a fire truck and, at the end of the day, Graymont sent everyone home happy with gifts that included a fire extinguisher for each family as well as a personal first-aid kit for each student. *(Photo 1)*

Graymont’s Tacoma, Washington facility sponsored an annual fund-raiser to support Citizens for a Healthy Bay, as well as the local fire department. Graymont’s contributions included a donation of rescue equipment and sponsorship of the annual ‘CPR Sunday’ initiative, which offers CPR training free of charge to members of the public.

Healthcare-related initiatives were also the focus of our busy Bedford, Quebec volunteers. In June, the Graymont plant was represented by a crew of 20 at a dragon boat race staged on Lake Champlain to benefit the Brome-Missisquoi-Perkins Hospital Foundation, which raised \$1,000 for

the cause. In September, the plant sponsored another team of 20 employees, along with 12 of their family members, in the “*Je bouge*” (I am moving) challenge to benefit Saint-Jean-sur-Richelieu Hospital. Participants could choose between a cycling race, a footrace or a walk. *(Photo 2)*

Our so-called Futureintech Ambassador Shruthi Nair, a process engineer from Graymont’s Otorohanga plant in New Zealand, volunteered to work on a Transpower Neighbourhood Engineers Awards project with a group of six Piripiri School students. With our ‘ambassador’ providing the engineering expertise, the students set to work designing and installing monkey bars at the school playground and, in the process, learning some of the basics of the engineering profession. Graymont also sponsored the realisation of the project and participating students were invited to tour the plant. *(Photo 3)*





## Community Relations

Education continued to be the primary focus of community outreach at Graymont's Havelock, New Brunswick plant. In 2016, Graymont provided 20 tablets to the local school for its technology program. The tablets came complete with educational apps that link to the school's 'smart boards', which Graymont also helped purchase over the past years. *(Photo 4)*

Not surprisingly given Graymont's strong commitment to environmental stewardship, environment-related projects were front and centre for a number of 2016 community initiatives. For example, in New Zealand, Graymont made a major commitment in agreeing to have a seven-hectare area located near the Oparure quarry incorporated into the Waikato's Waitomo conservation area. The objective is to protect a subterranean cave and 'karst' system along with associated flora and fauna that are considered endangered ecosystems. As well, Graymont has undertaken to help maintain and promote public awareness of this

unique site, which also has cultural significance as it is adjacent to a once well-used Māori walking trail.

In Pennsylvania, employees at Graymont's Pleasant Gap Plant contributed to the annual Spring Creek Watershed Clean up, organized by the ClearWater Conservancy. Specific locations were targeted and cleared of three full containers of debris and trash by the hard-working Graymont clean-up crew. *(Photo 5)*

Turning to history and culture, our Green Bay, Wisconsin plant was among the sponsors of the spectacular Tall Ships Festival staged in August. One of the largest outdoor events in the region, the Festival features a sail past, tours of participating sailing vessels and fireworks. Graymont's contributions included the use of its dock space and the supply of manpower to help clean up the waterfront area in advance of the event. *(Photo 6)*



- 1** This Safety Day booth promoted enhances respiratory protection equipment.
- 2** Graymont Bedford team members participated in the 75-km bike race.
- 3** Graymont employees and students participated in the monkey bars engineering-construction project.
- 4** Tablets donated by Graymont are a valued educational tool put to good use every day by Havelock students.
- 5** An employee from Graymont proudly shows off the day's "catch".
- 6** Graymont was a sponsor of the spectacular Tall Ships Festival.





## Major Projects Update

### Giscome Project

On December 20, 2016, the BC Environmental Assessment Office issued an Environmental Certificate for the construction of a new lime plant and quarry that would be situated on the traditional territory of the Lheidli T'enneh First Nation in Giscome, BC, not far from the city of Prince George. Operational permits are still required before construction can begin. Permit applications have been submitted and the formal review of the applications by the regulatory agencies and First Nations is expected to begin in 2017. We anticipate the issuance of permits in 2018.

### Marbleton Harmony Project

Projet Harmonie (the Harmony Project) was conceived with the aim of securing operations over the long term at Graymont's Marbleton facility — a significant source of employment for this small community in Quebec's Eastern Townships region. The project essentially involves re-organizing management of the plant's overburden, which requires undertaking a number of land-reclamation initiatives designed to improve the quality of life in the area and better integrate activities at the site. While awaiting final authorization for the project, some preliminary work was carried out during 2016 to better integrate an existing stockpile into the surrounding landscape and lessen the visual impact of the plant itself through improved landscaping.

### Bedford Heritage Project

In a similar vein, this initiative is designed to significantly extend the viable operating life of another long-established Graymont facility in the Eastern Townships, the Bedford quarry and lime plant. The Heritage Project offers an innovative long-term solution to the problem Graymont faces in terms of disposing of unusable stone overburden from the Bedford quarry. The project basically involves stacking the unusable stone on site, then covering it with soil and plants to create a new regional park and green space. During 2016, agreements were concluded with the Town of Bedford. We anticipate receiving the necessary provincial and municipal approvals for building permits in coming months and plan to begin construction in 2017.







## Community Relations

### Rexton Project

Graymont has continued to refine the project design, infrastructure evaluation and resource exploration to facilitate a new limestone operation in Michigan’s Upper Peninsula, known as the Rexton Project. In keeping with our commitment to support community development in the region, Graymont has funded a Community Development Fund (“CDF”) administered by a local organization. Disbursements in 2016 provided financial assistance to three townships, a local school and a museum.



- 1** Artist’s rendition of the Heritage project plans at Bedford plant.
- 2** Visual impact reduction by improved landscaping at Marbleton plant.



## Aboriginal, First Nations and Indigenous Peoples Policy

Graymont has worked hard to earn a reputation for meaningful collaboration and honest and open communications with Aboriginal and Indigenous communities, wherever the Company operates and whatever the circumstances. In British Columbia, for instance, we recently engaged in constructive dialogue with the Ts’kw’aylaxw First Nation (TFN), with whom Graymont has maintained a mutually beneficial relationship for several decades, regarding transition planning for the probable permanent shutdown of the idled Pavilion plant, including measures designed to mitigate the impact of the closure on the community. Elsewhere in B.C., consultations with the Lheidli T’enneh First Nation (LTFN) aimed at optimizing benefits for both parties have been instrumental in preparing the ground work for our proposed Giscome project in the Regional District of Fraser-Fort George. In a similar vein, we continue to reach out and consult first nations with respect to our Rexton project in Michigan’s Upper Peninsula. In New Zealand, Graymont is working to conclude a memorandum of understanding (“MOU”) with the Maniapoto Maori Trust Board. As a part of this MOU, an annual \$5,000 scholarship has been established.

During 2016, we opted to take another step forward in building and maintaining effective relationships with First Nations, Aboriginal and Indigenous peoples by embedding our commitments in a formal Graymont Policy.

As set out in the policy, we are guided by the following principles: mutual respect, honest and open communications; and high regard for First Nations, Aboriginal and Indigenous peoples’ special relationship with the land and the environment. In order to derive maximum mutual benefit from our long-term relationships with Aboriginal and indigenous communities, we are focused on creating value in crucial areas such as education, employment, enterprise development and community development.

The complete Aboriginal, First Nations and Indigenous Peoples Policy is available on Graymont’s website.

# SUSTAINABILITY PERFORMANCE DATA



Following are three tables presenting Graymont's Key Performance Indicators (KPIs) related to social, environmental and economic performance. Current and historical data is provided for the years 2012 through 2016 and includes references to the year 2004 which has been established as the baseline.



## Social Performance Data

KPI		2016	2015	2014	2013	2012	Notes
Number of full time permanent employees	Canada	555	640	611	640	614	As of December 31 of each year.
	New Zealand	82	84				
	United States	758	804	748	714	722	
	Total	1,395	1,528	1,359	1,354	1,336	
Voluntary turnover rate (includes employees who retired)	Total	8.4%	5.4%	5.7%	5.3%	4.8%	Excludes Summer Student temporary employee separations.
Composition of Graymont Limited Board of Directors and Officers	Directors	8M 2F	8M 2F	8M 2F	8M 2F	8M 1F	M – male
	Officers	11M 3F	13M 1F	12M 1F	11M 1F	13M 2F	F – female
Reportable incident rate	Canada	2.44	3.06	4.36	2.98	2.34	Number of incidents that result in medical treatment, lost work days or restricted work days per 200,000 exposure hours.
	New Zealand	1.02	2.58				
	United States	1.56	2.71	2.22	2.51	2.08	
	Total	1.86	2.85	3.15	2.71	2.19	
Lost time incident rate	Canada	1.31	1.29	1.61	0.99	1.17	Number of incidents that result in lost work days per 200,000 exposure hours.
	New Zealand	1.02	0.00				
	United States	0.52	1.23	1.23	1.13	1.17	
	Total	0.86	1.22	1.40	1.07	1.17	
Fatalities		0	0	0	0	0	
Monetary fines for safety non-compliance	Canada	\$3.2	\$11.6	\$1.8	\$0.3	\$2.1	Thousand CAD\$ Thousand NZD\$ Thousand USD\$ Thousand CAD\$
	New Zealand	\$0.0	\$0.0				
	United States	\$48.0	\$37.8	\$44.5	\$85.8	\$76.1	
	Total	\$66.8	\$59.8	\$51.0	\$88.7	\$78.1	
Number of days lost to strikes	Canada	0	0	0	0	0	
	New Zealand	0	0	0	0	0	
	United States	0	0	0	0	0	
Employees covered by retirement and health benefits	Canada	100%	100%	100%	100%	100%	
	New Zealand	100%	100%	100%	100%	100%	
	United States	100%	100%	100%	100%	100%	
Employees covered by Employee Assistance Program	Canada	100%	100%	100%	100%	100%	
	New Zealand	100%	100%	100%	100%	100%	
	United States	100%	100%	100%	100%	100%	
Community investment	Canada	\$616	\$423	\$370	\$480	\$221	Thousand CAD\$ Thousand NZD\$ Thousand USD\$ Thousand CAD\$
	New Zealand	\$77	\$3				
	United States	\$185	\$260	\$239	\$248	\$176	
	Total	\$932	\$759	\$634	\$736	\$397	

## Environmental Performance Data

KPI		2016	2015	2014	2013	2012	Notes
Energy use	Canada	5.20	5.68	6.05	5.85	6.08	Petajoules. Total energy use at facilities including combusted energy and electricity.
	New Zealand	1.64	0.65				
	United States	18.78	19.10	20.45	20.67	19.56	
	Total	25.62	25.43	26.51	26.52	25.64	
Direct greenhouse gas emissions	Canada	1.06	1.15	1.26	1.18	1.24	Million tonnes CO <sub>2</sub> e. Lime production facilities only. Million tonnes CO <sub>2</sub> e. Lime production facilities only.
	New Zealand	0.29	0.16				
	United States	3.93	4.08	4.46	4.47	4.31	
	Total	5.28	5.39	5.71	5.65	5.55	
Production carbon intensity	Canada	1.18	1.21	1.21	1.20	1.24	Tonnes CO <sub>2</sub> e per tonne lime. Lime production only. Tonnes CO <sub>2</sub> e per tonne lime. Lime production only. (2004 intensity = 1.31 in Canada and 1.43 in the U.S.)
	New Zealand	1.31	1.27				
	United States	1.41	1.38	1.40	1.40	1.38	
	Total	1.35	1.33	1.35	1.35	1.34	
NOx emissions	Canada	2.05	2.05	2.30	2.29	2.20	Thousand tonnes. Lime production only. NPRI data. Thousand tonnes. Lime production only. TRI data. (2004 emissions = 2.15 in Canada and 4.29 in the U.S.)
	New Zealand	0.16	0.81				
	United States	3.36	3.46	3.81	3.76	3.87	
	Total	5.53	5.59	6.11	6.05	6.07	
SOx emissions	Canada	0.45	1.25	1.48	1.32	1.50	Thousand tonnes. Lime production only. NPRI data. Thousand tonnes. Lime production only. TRI data. (2004 emissions = 1.56 in Canada and 3.60 in the U.S.)
	New Zealand	0.13	0.10				
	United States	1.42	1.35	1.62	1.60	1.63	
	Total	2.00	2.70	3.10	2.91	3.13	
Monetary fines for environmental non-compliance	Canada	\$10	\$0	\$5	\$1	\$2	Thousand CAD\$ Thousand NZD\$ Thousand USD\$ Thousand CAD\$
	New Zealand	\$0	\$0				
	United States	\$17	\$15	\$84	\$57	\$137	
	Total	\$32	\$19	\$97	\$60	\$139	
Emission exceedance events	Canada	34	61	34	55	21	Number of exceedance events. An exceedance event can be an emission exceedance for as short as 6 minutes.
	New Zealand	19	5				
	United States	139	62	127	266	347	
	Total	192	128	161	321	368	
Other environmental incidents	Canada	66	97	66	59	NA	Other environmental incidents include spills, deviations and complaints. Other incidents detailed tracking started in 2013, only the total is available for 2012.
	New Zealand	8	7				
	United States	70	192	371	234	NA	
	Total	144	296	437	293	101	
Total cumulative land area disturbed	Canada	1,146	1,068	1,003	875	690	Hectares. Includes plant sites, quarries and pits.
	New Zealand	89	85				
	United States	1,092	1,072	1,101	904	968	
	Total	2,327	2,225	2,104	1,779	1,658	
Land area reclaimed	Canada	14	3	7	4	8	Hectares. Includes plant sites, quarries and pits.
	New Zealand	0	0				
	United States	0	61	9	22	21	
	Total	14	64	16	26	29	
Partially calcined by-products sold	Canada	33	52	38	26	30	Thousand tonnes.
	New Zealand	8	5				
	United States	247	352	587	416	389	
	Total	289	409	626	442	419	

## Economic Performance Data

KPI		2016	2015	2014	2013	2012	Notes
Sales	Lime	3.9	4.0	4.2	4.2	4.0	Million tonnes
	Stone	5.5	6.0	5.4	5.7	6.4	Million tonnes
	Asphalt	0.3	0.4	0.4	0.3	0.5	Million tonnes
	Ready Mix	0.1	0.1	0.1	0.1	0.1	Million cubic metres
Employee remuneration (includes wages, salaries, and health and retirement benefits)	Canada	\$73.6	\$80.1	\$74.4	\$70.3	\$65.7	Million CAD\$
	New Zealand	\$9.0	\$4.3				Million NZD\$
	United States	\$80.6	\$84.1	\$80.0	\$75.2	\$73.8	Million USD\$
	Total	\$188.5	\$191.4	\$162.7	\$147.8	\$139.5	Million CAD\$
Financial assistance received from government	Canada	\$1.6	\$1.3	\$1.5	\$0.8	\$1.9	Million CAD\$
	New Zealand	\$0.0					Million NZD\$
	United States	\$0.5	\$0.8	\$0.5	\$0.6	\$0.5	Million USD\$
	Total	\$2.3	\$2.3	\$2.1	\$1.4	\$2.4	Million CAD\$
Expenditure on research and development	Total	\$4.2	\$6.1	\$6.7	\$6.5	\$6.3	Million CAD\$



# Graymont North American Lime Operations



## LEGEND



Lime Operations

Graymont's North American Lime operations (21 plants) are focused on the production of high calcium and dolomitic lime, pulverized limestone, value-added lime based products such as hydrated lime, and construction stone. In Canada, the Company operates in the provinces of British Columbia, Alberta, Manitoba, Quebec and New Brunswick. In the United States, Graymont is present in Washington, Oregon, Montana, Nevada, Utah, Wisconsin, Michigan, Ohio, and Pennsylvania. The Company also operates rail-to-truck trans-load terminals that extend the geographic market reach of several plants. North American Lime operations are supported by five regional offices located in Boucherville, QC, Calgary, AB, Bellefonte, PA, West Bend, WI, Salt Lake City, UT and the Graymont engineering office in Joliette, QC.

# Graymont New Zealand Lime Operations



Graymont's New Zealand Lime operations (four plants) supply quality lime and limestone products to the agricultural, animal health and industrial markets in New Zealand and the Asia-Pacific region. Reliability of supply is critical for customers in these markets. Consequently, the Company places great importance on managing production and logistics in such a way as to ensure it is always in a position to accommodate customer requirements from its locations on New Zealand's North and South Islands.

# Graymont Materials Operations



The Materials operations are focused on providing construction stone, sand and gravel, asphalt products and ready-mix concrete for the infrastructure and general construction needs in upstate New York. The Materials Group also operates a site in northern Alberta as part of a joint venture (not shown on map). The head office of the Materials operations is located in Plattsburgh, NY.



## **Forward-Looking Statements**

Prospective Information

This report contains some information that is prospective in nature and which may be affected by known or unknown risks and uncertainties.

There can be no assurance that any of this information, in particular statements regarding forecasts and projections, will be accurate.

Actual results and future events could be materially different from those reflected in this report.



## Glossary and Abbreviations

**CAD\$** – Canadian dollar

**CEO** – Chief Executive Officer

**CO<sub>2</sub>e** – carbon dioxide equivalent

**Emission exceedance event** – an event where emissions exceed an environmental permit limit or internal standard for a prescribed duration of time. Prescribed durations of time can be as short as six minutes

**Good Catches** – a situation including a potential hazard which has been identified for resolution prior to causing injury to worker

**Greenhouse gas emissions (“GHG”)** – in Graymont’s case these include carbon dioxide, methane and nitrous oxide

**Graymont Severity Rate (“GSR”)** – based on the sum of lost workdays times two, plus the number of restricted workdays over a given period of time. The total is then divided by the number of Graymont Reportable Incidents

**Graymont Reportable Incident (“GRI”)** – an incident that results in an injured worker requiring medical treatment beyond first aid, an injured worker being unable to report for their next work shift, or an injured worker being restricted in their work duties

**Graymont Reportable Incident Rate (“GRIR”)** – number of GRI per 200,000 exposure hours  
**Health, Safety and Environmental (“HSE”)** – describes activities and processes used to enhance the health, safety and environmental performance of the Company

**KPI** – key performance indicator

**Lost Time Incident (“LTI”)** – an incident that results in an injured worker being unable to report for their next work shift

**Lost Time Incident Rate (“LTIR”)** – number of LTI per 200,000 exposure hours

**MSHA** – the United States Mine Health and Safety Administration

**Near Miss** – an incident which resulted in no harm to worker

**NOx** – oxides of nitrogen which are a by-product of combustion

**NPRI** – national pollutant release inventory – Canada

**NZD\$** – New Zealand dollar

**Petajoules** – 10<sup>15</sup> joules

**SOx** – oxides of sulphur which are a by-product of combustion

**Tonne** – metric ton or 1000 kilograms

**TRI** – toxic release inventory – United States

**USD\$** – United States dollar

## **Contact Us**

At Graymont, we regard our commitment to achieving all-around world-class performance as a journey — not a destination. As we strive for continuous improvement in crucial areas such as environmental stewardship, workplace health and safety and stakeholder relations, we welcome your comments and feedback.

Communications should be directed to:

E-mail: [ehs@graymont.com](mailto:ehs@graymont.com)

Or visit us at: [www.graymont.com](http://www.graymont.com)

## A Decade of Progress

With the publication of this 2016 Sustainability Report, Graymont marks the 10-year milestone on its sustainability journey. Although our continuous-improvement approach has brought a lot of changes over the past decade, one thing remains constant — Graymont’s unwavering commitment to achieving industry leadership in all facets of sustainability.



**GRAYMONT**

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