

# GIBRALTAR



# CORPORATE SOCIAL RESPONSIBILITY 2023



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# MESSAGE FROM OUR CEO

Corporate Social Responsibility is not a new concept or an independent initiative for our organization – it is simply what we do, it is who we are, it is how we operate, and it is interwoven in our four core values:

- 1) **Make it better** – continuously improve in everything we do
- 2) **Make it right** – conduct business the right way, each and every day
- 3) **Make it together** – create an environment where our people can flourish together
- 4) **Make an impact** – make a difference in the world, in our communities, and for our stakeholders

As a significant player in creating more sustainable ways to grow food, generate energy, and live and work with greater efficiency, ease, and comfort, we are on the front lines of some of the most important challenges humanity faces. We know we are on a journey that never ends, and one that will demand we aggressively test our paradigms and push to find better solutions. We embrace this effort and will be transparent and hold ourselves accountable to our people, our communities, our stakeholders, and the World.

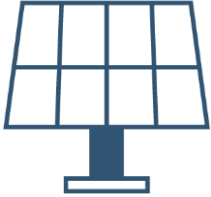
I am proud of our organization – our people continue to drive change and improvement which is illustrated in the pages that follow. We hope you enjoy Gibraltar's 2023 Corporate Social Responsibility Report and we look forward to sharing our story and progress in the years to come.

## BILL BOSWAY

Chairman of the Board of Directors,  
and Chief Executive Officer



# GIBRALTAR HIGHLIGHTS



Completed the installation of a roof top solar array at our Terrasmart office in Fort Myers, Florida to generate clean renewable electricity for the facility



Conducted an intensive three-day “Energy Treasure Hunt” at one of our manufacturing facilities to identify operational and maintenance efficiency improvements using a cross-functional team from across the company



Deployed the Gibraltar Supplier Handbook to promote development of sustainable partnerships with suppliers in alignment with our commitments to corporate social responsibility and high ethical standards



Provided paid time off and organized activities for our people to volunteer with local and national charities



Invested in over 25,000 hours of training in Safety, Cybersecurity, Leadership, and Workforce Technology Solutions to advance our capabilities

# OUR COMPANY AT A GLANCE

## OPERATIONS

Gibraltar operates from 30 facilities, including 23 manufacturing facilities and six offices across 16 states, Canada, and China.

## STOCK SYMBOL

Our common stock trades on the Nasdaq Global Select Market under the ticker symbol ROCK.

## OUR PURPOSE

**WE ADVANCE THE ART AND SCIENCE OF  
MAKING AND CELEBRATE THE PEOPLE THAT  
MAKE LIFE BETTER.**

## OUR VALUES

- **MAKE IT BETTER**
- **MAKE IT RIGHT**
- **MAKE IT TOGETHER**
- **MAKE AN IMPACT**



## BUSINESS SEGMENTS

Business	Objective	Value Driver	2022 Adjusted Revenue (in USD) <sup>(1)</sup>
<b>RENEWABLE ENERGY</b>	Enable cost-effective, eco-friendly energy generation.	Enable customers and utilities to harness energy efficiently wherever they choose to build.	<b>\$378 M</b>
<b>RESIDENTIAL</b>	Create solutions that make indoor and outdoor environments more comfortable, livable, efficient, and functional.	Manufacture ventilation and air management systems, building accessories, mail and parcel solutions, and outdoor awnings and shades.	<b>\$767 M</b>
<b>AGTECH</b>	Build strong agribusinesses, healthier lifestyles, and a sustainable future.	Provide growing solutions including the designing, engineering, manufacturing, full scope construction, maintenance and support of greenhouses and indoor growing operations.	<b>\$169 M</b>
<b>INFRASTRUCTURE</b>	Deliver knowledge and technology to keep people and business moving.	Provide expertise, products, and solutions that enable massive improvement efforts in highway and transportation infrastructure.	<b>\$76 M</b>

<sup>(1)</sup> For year ended December 31; for adjusted revenue to GAAP measure see the Fourth Quarter and Full Year 2023 Financial Results news release on [www.Gibraltar1.com](http://www.Gibraltar1.com).

# CORPORATE SOCIAL RESPONSIBILITY AT GIBRALTAR

Corporate Social Responsibility (CSR) is a key consideration in everything from the products we make and the suppliers we engage with, to our employment practices, business strategies, and future plans. We are committed to making a difference in the lives of the people our businesses touch, and to creating meaningful impact every day through our work and relationships.

## Foundation of Our Businesses

Our businesses reflect our purpose, values, and desire to make a positive impact on the world.

We continue to transform our company to focus on providing solutions to some of humanity's greatest challenges – from harnessing energy and growing food more sustainably, to living and working with greater ease, efficiency, and comfort.

This transformation positions our company to play a significant role in sustainable development matters, building partnerships with key players that help advance critical technologies, strengthening our **Renewable Energy, Residential, Agtech, and Infrastructure** businesses (see tables below), and enabling us to better respond to humanity's evolving needs.

## Rooted in Our Values

A sense of responsibility to people and the planet is woven into the values that define our purpose and drive our culture. Every day our choices and actions are governed by Our Values:

- **Make it better** – We challenge ourselves and our way of thinking every day to exceed the needs of our customers. We raise the bar – and set new standards.
- **Make it right** – We care about doing the right thing for each other, our customers, and communities by holding ourselves to the highest standards of ethics and safety.
- **Make it together** – We work collaboratively with our customers and each other – teamwork sets us apart. We work to create a culture that is inclusive of different perspectives and experiences.
- **Make an impact** – We are here to make a difference. We drive change and deliver meaningful value to our customers, investors, and community.

## Business Segment: Renewables

Our Role	Key Customers	Connection	Capabilities
<p>Leading developer of solar solutions that enable customers and utilities to harness energy efficiently wherever they choose to build.</p>	<ul style="list-style-type: none"> <li>• Solar project developers</li> <li>• Solar system integrators</li> </ul>	<ul style="list-style-type: none"> <li>• Expand access to solar energy through project optimization software, flexible solar infrastructure technology, mounting, electrical balance of systems, and design, engineering, and installation services.</li> </ul>	<p><b>Solar Racking Systems</b></p> <ul style="list-style-type: none"> <li>• Design</li> <li>• Engineering</li> <li>• Manufacturing</li> <li>• Installation</li> </ul> <p><b>Electrical Balance of System</b></p> <ul style="list-style-type: none"> <li>• Wire harness solutions</li> <li>• DC combiner boxes</li> <li>• AC recombiners</li> <li>• Fuse boxes</li> <li>• Battery connection</li> </ul>

## Business Segment: Residential

Our Role	Key Customers	Connection	Capabilities
<p>Create quality products that make indoor and outdoor environments more efficient, comfortable, livable, and functional.</p>	<ul style="list-style-type: none"> <li>• Residential contractors</li> <li>• Building products wholesalers</li> <li>• Home improvement resellers, dealers, and installers</li> <li>• Mail system resellers and dealers</li> </ul>	<ul style="list-style-type: none"> <li>• Protect and maximize the performance and efficiency of residential spaces.</li> <li>• Improve quality of life with single home, multi-home, and residential postal solutions.</li> </ul>	<p><b>Construction</b></p> <ul style="list-style-type: none"> <li>• Metal building products</li> <li>• Roofing accessories</li> <li>• Rainware systems</li> <li>• Roof &amp; foundation ventilation</li> <li>• Roofing accessories</li> </ul> <p><b>Comfort</b></p> <ul style="list-style-type: none"> <li>• Retractable awnings</li> <li>• Gutter protection</li> </ul> <p><b>Postal</b></p> <ul style="list-style-type: none"> <li>• Single-home mailboxes</li> <li>• Multi-home mailboxes</li> </ul>



## Business Segment: Agtech

Our Role	Key Customers	Connection	Capabilities
Experts in design, manufacture, and installation of controlled agriculture infrastructure.	<ul style="list-style-type: none"> <li>Commercial fruit and vegetable growers</li> <li>Flower and plant growers</li> <li>Educational, research, and institutional organizations</li> <li>Retail garden centers</li> </ul>	<ul style="list-style-type: none"> <li>Help meet the demand for fresh, locally grown produce while reducing the use of water, fertilizers, and pesticides.</li> <li>Support agtech innovation and development with universities and research organizations to bring new varieties of produce to consumers.</li> </ul>	<p><b>Facility Design</b></p> <ul style="list-style-type: none"> <li>Design &amp; Consultation</li> <li>Site Development</li> <li>General Contracting</li> </ul> <p><b>Environmental Systems</b></p> <ul style="list-style-type: none"> <li>Dehumidification</li> <li>Lighting</li> <li>Irrigation</li> <li>Fertigation</li> <li>Benching</li> </ul> <p><b>Operations</b></p> <ul style="list-style-type: none"> <li>Maintenance Systems</li> <li>Security</li> </ul>

## Business Segment: Infrastructure

Our Role	Key Customers	Connection	Capabilities
Provide expertise, products, and solutions that enable improvement efforts in highway and transportation infrastructure.	<ul style="list-style-type: none"> <li>Bridge, highway, railroad, and airport industries</li> </ul>	<ul style="list-style-type: none"> <li>Improve infrastructure to increase the speed, safety, and efficiency of commerce in motion.</li> </ul>	<ul style="list-style-type: none"> <li>Expansion joint systems</li> <li>Structural bearings</li> <li>Waterproofing systems</li> <li>Elastomeric concrete</li> </ul>

## Guided by Our Strategy

The **three pillars of our business strategy** are **business system**, **portfolio management**, and **organization development**. Our Organization Development pillar, where we continually advance our culture to improve the positive impact of our operations and human capital in our communities and the world, provides the foundation of our commitment to CSR.

Pillar	Principles and Approach	Importance
<b>Business System</b>	<ul style="list-style-type: none"> <li>• Execution every day – 80/20 excellence</li> <li>• Design business models and digital systems for speed, agility, and responsiveness to product development and innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Develop products and processes that improve the performance of our operations and drive positive, sustainable impact for our customers</li> </ul>
<b>Portfolio Management</b>	<ul style="list-style-type: none"> <li>• Optimize / extend the portfolio into higher growth and more profitable markets</li> <li>• Expand our leadership positions and shape our markets to deliver more value</li> </ul>	<ul style="list-style-type: none"> <li>• Use mergers and acquisitions to strengthen our impact and leadership position in sustainable industries</li> </ul>
<b>Organization Development</b>	<ul style="list-style-type: none"> <li>• Ensure we have the right design and structure for scalability</li> <li>• Recruit and develop diverse individuals and high performing teams across the organization</li> <li>• Foster an environment of respect and collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Resources accessible for everyone to work safely, speak up if they have concerns, and enhance the impact of our products and services</li> </ul>

## Driven by Our Culture

We hold ourselves equally accountable to the way we work as well as the outcomes. We set clear goals linked to customer and shareholder priorities. We connect our values to specific identifiable behaviors which contribute to a performance-driven culture. We listen and share our unique points of view, measure progress, celebrate success, and embrace a spirit of continuous learning.



## Critical to Customers and Partners

At Gibraltar, we recognize sustainability issues are top of mind not just for us, but for the customers and suppliers we rely on to keep our business moving forward.

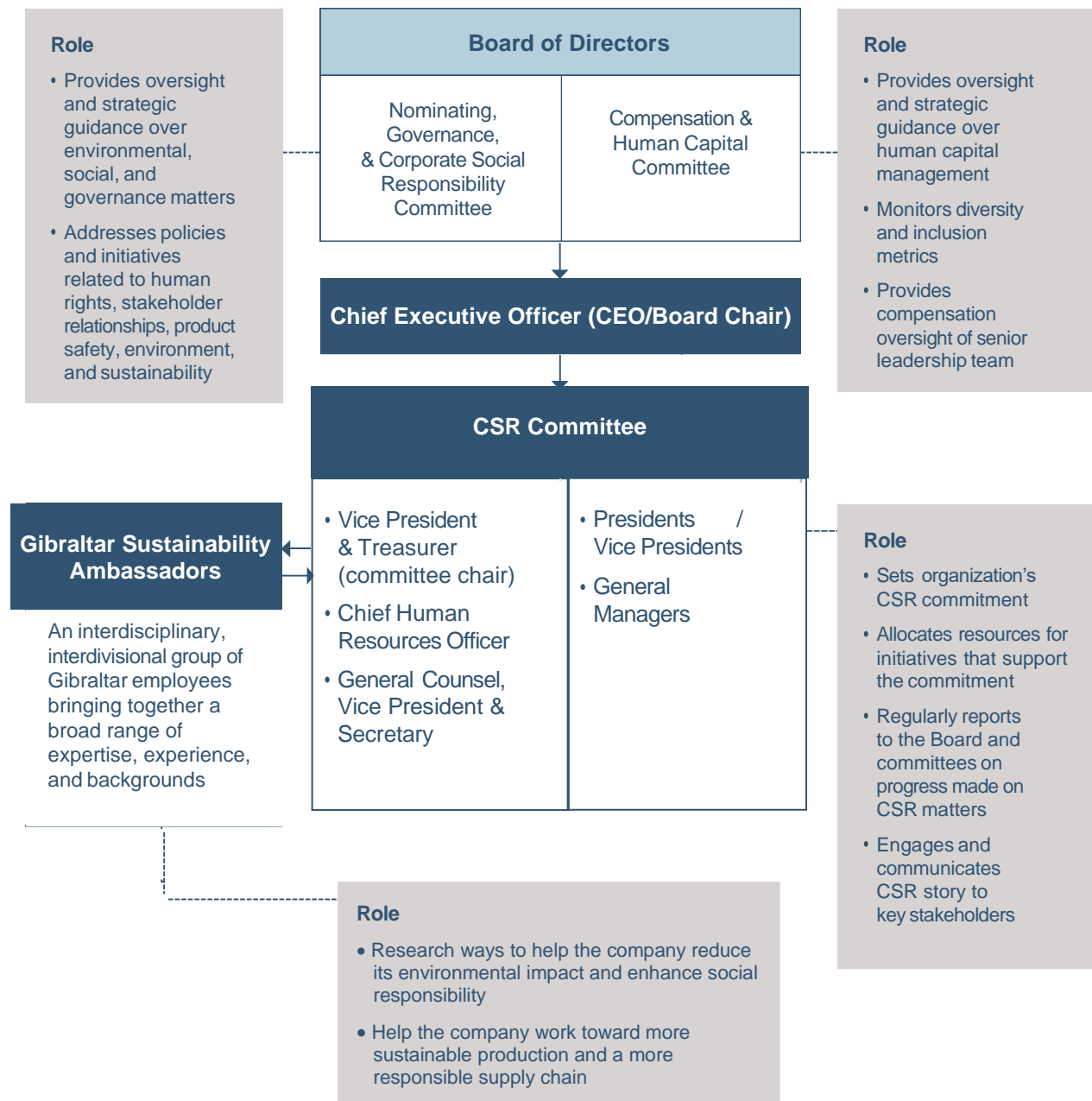
As the global need for sustainable solutions grows and expectations for best practices rise in the coming years, we will continue to evolve our efforts – looking for opportunities to take a leading role in our industries as we help our people, our communities, and the world thrive.



# CORPORATE GOVERNANCE

We recognize the close connection between corporate governance and social responsibility, and the importance of developing clear priorities and lines of accountability for the Company and its impact as we operate and grow.

A collaboration between Gibraltar’s Board of Directors, our business leaders, and employees drives the strategic direction and management of Gibraltar’s key priorities, and the structure and processes of our governance efforts reflect our commitment to continuous improvement.



**Responsible for CSR Management**

## Board Diversity

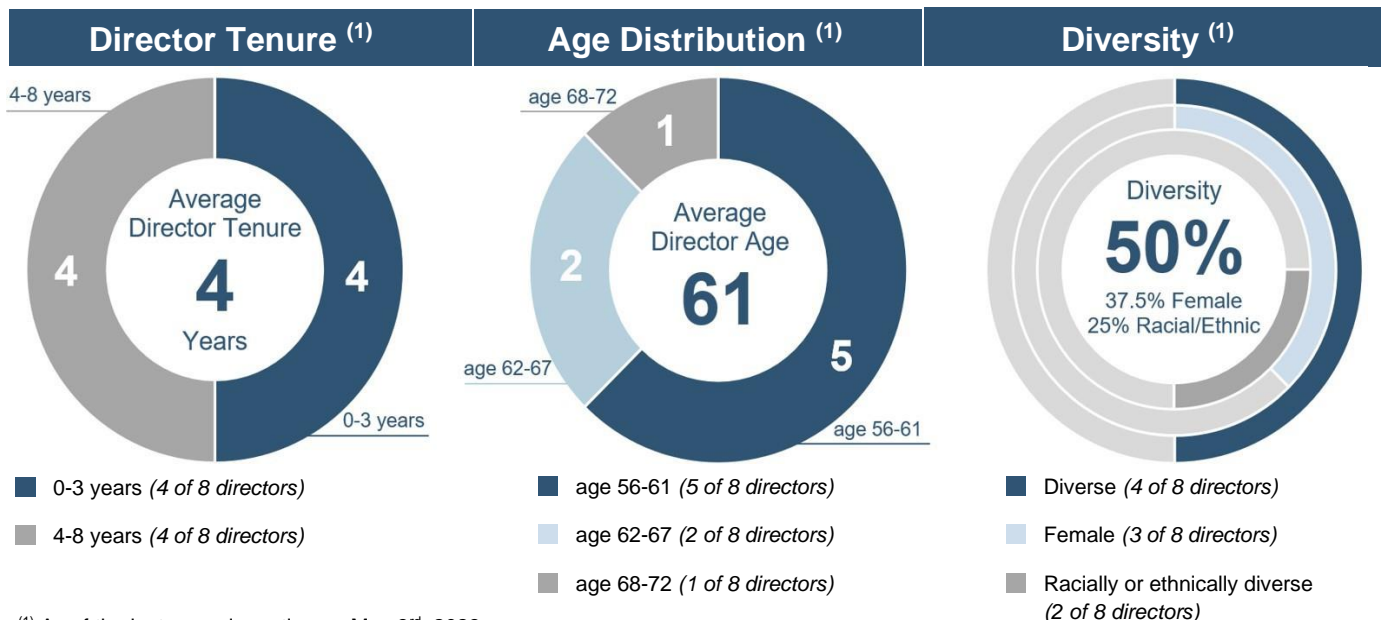
The Nominating, Governance and Corporate Social Responsibility Committee believes that, given the size and complexity of Gibraltar’s operations, the best way to ensure that the interests of all stakeholders are met is by having a diverse Board – diversity being broadly intended to mean representing a range of opinions, perspectives, as well as personal and professional experiences and backgrounds. Accordingly, the Nominating, Governance and Corporate Social Responsibility Committee considers whether the Board’s composition reflects a diverse mix of skills and experience in relation to the Company’s needs.

Director	Director Since	Number of Other Public Boards	Background and Skills									
			SL	G	C	HC	F	L	M	O	PM	D
Mark G. Barberio *	2018	Two										
William T. Bosway	2019	None										
Craig A. Hindman *	2014	None										
Gwendolyn G. Mizell *	2021	None										
Linda K. Myers *	2020	One										
James B. Nish *	2015	One										
Atlee Valentine Pope *	2020	None										
Manish H. Shah *	2021	None										

\* Independent Director

- SL** Senior Leadership                      **HC** Human Capital                      **M** Marketing                      **PM** Portfolio Management
- G** Governance                              **F** Finance                              **O** Operations                      **D** Digital
- C** Corporate Social Responsibility      **L** Legal

While assessing the composition of its members, the Board focuses on gaining a diversity of perspectives, experiences, and backgrounds. Diversity among directors strengthens the Board’s ability to provide effective oversight and strategic guidance to Gibraltar and our commitment to CSR.



(1) As of the last annual meeting on May 3<sup>rd</sup>, 2023.



# Enterprise Risk Management

The Board of Directors is actively engaged in the oversight of strategies adopted by management for mitigating risks faced by the Company. The involvement of the Board in reviewing the Company's enterprise risk management process provides the Board an opportunity to understand the nature of the risks faced by the Company, the strategies we implement to minimize these risks, and an assessment of the level of risk which is acceptable to the Company.

## Oversight and Management

The Board of Directors has tasked the Nominating, Governance and Corporate Social Responsibility Committee with the responsibility of providing oversight and strategic guidance on the environmental, social, and governance matters most significant to Gibraltar, including policies and initiatives relating to the environment with respect to energy management, climate change, and sustainability. The Committee provides guidance to ensure CSR is integrated with the company's overall business strategy and implementation of best practices.

In addition, since climate change risks are integrated into our full enterprise risk planning process, the Audit and Risk Committee is included in the risk oversight process.

The Audit and Risk Committee assists the Board with its responsibility to oversee the Company's risk assessment and risk management guidelines and policies. The Audit and Risk Committee and the Board have implemented an enterprise risk management program designed to:

1. **Understand the critical risks in the Company's business and strategy.**
2. **Evaluate the Company's risk management process and whether it functions adequately.**
3. **Facilitate open communication between management and the Directors.**
4. **Foster an appropriate culture of integrity and risk awareness.**

The Board discusses risk in general terms throughout the year at its meetings as well as risks in relation to specific proposed actions, including our CSR commitment. While the Board oversees the enterprise risk management process, management is responsible for implementing and executing controls designed to limit risk to the level deemed acceptable by the Board. The Company has internal processes and an effective internal control environment which facilitates the identification and management of risks and the quality and effectiveness of the risk-related communications with the Board. These include an enterprise risk management program under the leadership of our Chief Financial Officer and our Vice President of Internal Audit, regular reports from management on business strategy, a Code of Ethics and Statement of Policy, and product quality standards. Management communicates routinely with members of the Board on the significant risks identified and how they are being managed.



## Information Security Risk Oversight

The Company maintains a cyber security program which includes a dedicated Cyber Security team that directly reports to the Company's Chief Digital Information Officer. The Cyber Security team is responsible for overseeing the framework that enables the business to categorize and identify critical information assets, defining and implementing security controls, performing monitoring procedures, and leading efforts to address cyber concerns. Additionally, the Company's Cyber Security team provides monthly trainings and company-wide communications to increase employees' awareness and aid in the understating of cybersecurity related topics. The Company's Cyber Security team engages with third-party cybersecurity consultants to assist with its responsibilities and the Cyber Security team performs due diligence procedures around third parties in which the Company's information is shared or potentially will be shared.

Cybersecurity risks are identified by the Company's management team and measured using an approach comprised of both quantitative and qualitative aspects. The management team determines the risk tolerance levels, and any cybersecurity incident resulting in a substantial reputational and/or monetary impact to the business is deemed as significant risk. An annual survey is administered to the Company's management team regarding the Company's ability to effectively manage significant areas of risk for each segment and the Company as a whole. Results of the survey, including the cybersecurity risk, are reviewed with the Board of Directors and business leadership. The Board of Directors, in conjunction with the Audit and Risk Committee, provides oversight of the risk management process and the Company's management team develops and implements action plans where needed. Risks are prioritized by impact, the quantitative effect to earnings and/or the Company's reputation, and likelihood of an unwanted risk occurring within a 24-month period.

The Company's Board of Directors has ultimate oversight of the Company's cybersecurity risk. Senior leadership, including the Chief Digital Information Officer, updates the Board of Directors on the Company's cybersecurity and information security posture at least quarterly at the Company's board meetings, or more frequently as determined to be necessary or advisable. These updates include a review of cybersecurity incidents determined to have a moderate to high business impact, even if immaterial to the Company as a whole. The Audit and Risk Committee has responsibility for assisting the Board in the review and oversight of risks affecting the Company, and oversees the enterprise risk management process, which includes, with the assistance of internal audit, assessing the Company's exposure to cybersecurity risk and the effectiveness of the Company's processes and controls to address and respond to those risks. The Company and the Board have the authority to retain and/or obtain the advice of any cybersecurity expert or advisor to assist in the evaluation of the Company's Cyber Security position.

The Company relies on a wide variety of IT systems and its ability to effectively manage its business depends on the security, reliability, and capacity of these IT systems. These systems, including those the Company acquires through business acquisitions, can be damaged, disrupted or disabled due to attacks by computer hackers, computer viruses, ransomware, human error or malfeasance, power outages, hardware failures, telecommunication or utility failures, catastrophes, or other unforeseen events. Given the constant and evolving landscape of threats, even though the Company has measures designed to protect the Company against intellectual property theft, data breaches, sabotage, and other external or internal cyber-attacks or misappropriation, the Company may be unable to anticipate or identify all threats and it may be possible that potential vulnerabilities could go undetected for an extended period.

The Company's systems are not fully redundant and the Company's disaster recovery planning may not be sufficient. Any interruptions to the Company's IT systems could disrupt the Company's operations, causing delays or cancellation of customer orders or impeding the manufacture or shipment of products, processing of transactions, or reporting of financial results. Security breaches can result in the misappropriation, destruction or unauthorized disclosure of confidential information or personal data belonging to the Company or to the Company's employees, partners, customers, or suppliers. Furthermore, security breaches could damage customer, business partner and employee relationships and the Company's reputation and result in legal claims and proceedings, liability and penalties under data protection laws and regulations.

Notwithstanding the focus and emphasis on cybersecurity, the Company has experienced and will continue to experience cybersecurity incidents. While prior incidents have not had a material effect on the Company's business, there can be no guarantee that the Company will not experience a future incident that does have a material effect on its business. See "Risk Factors - Risks Related to Information Technology" in our Annual Report on Form 10-K. The Company's business and financial performance may be adversely affected by cybersecurity attacks, information systems interruptions, equipment failures, and technology integration.

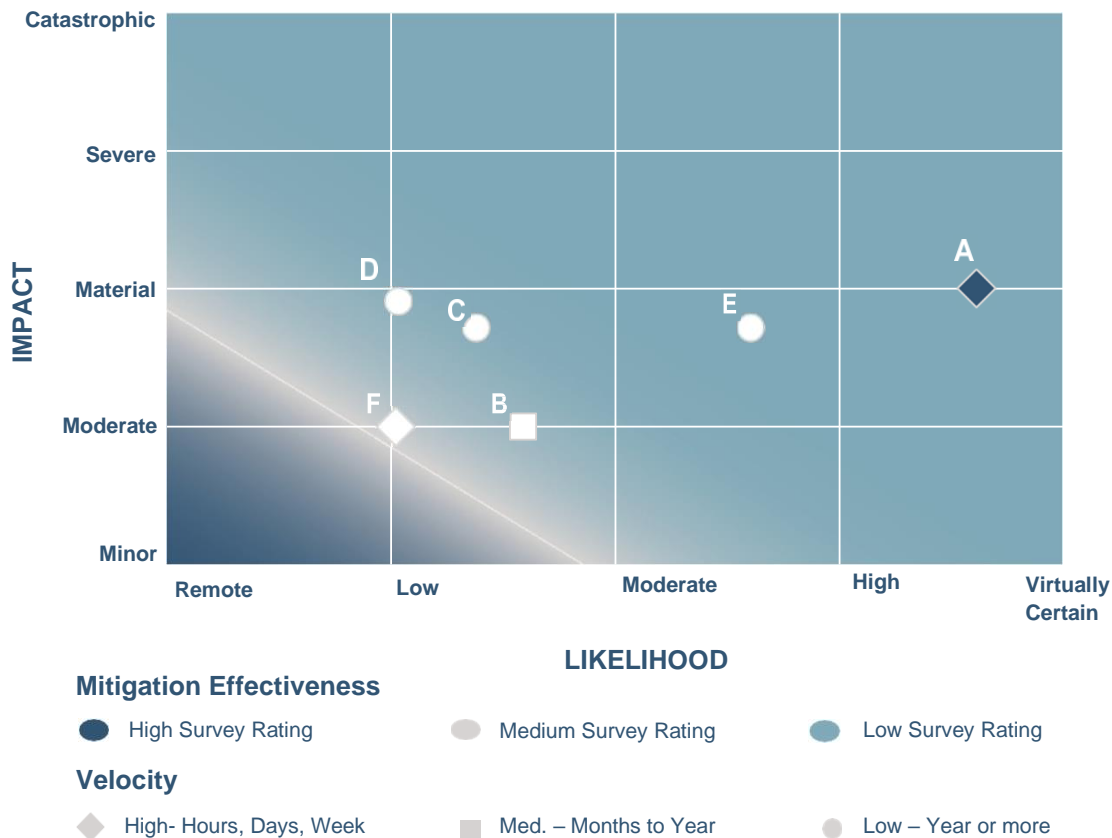


## Risk Mapping

Annually, the Audit and Risk Committee reviews with management the process deployed by Company management to evaluate risks and magnitude of the risks facing the Company. The Audit and Risk Committee leverages their knowledge of the Company’s strategy, industry trends, market conditions, and experience to evaluate significant corporate-wide risks.

Risks are identified by executive and segment leadership and measured using a bottom-up and top-down approach. Any event identified that would result in a substantial negative reputational and/or monetary impact on the business if it were to occur, is deemed a significant risk. An annual survey is administered to the Company’s upper management regarding the Company’s ability to effectively manage significant areas of risk for each business segment and the Company as a whole. Results of the survey are discussed with the Audit and Risk Committee and business leadership, which drives the business units and management team to develop and implement action plans where needed and provide a measure of progress to the previous years’ results.

Risk Categories are plotted to a heat map and prioritized by impact and likelihood as shown in the example figure below. “Impact” represents the quantitative negative effect to earnings and/or the Company’s reputation, while “Likelihood” represents the chance of an unwanted risk occurring within a 24-month period. Different shapes for each core risk indicate the velocity at which a risk can manifest itself, and color coding is used to indicate the measurement of the Company’s ability to mitigate the impact of potential risks based on management’s responses to the survey.



## Corporate Policies and Practices

The policies and practices that guide our company are deeply connected facets of our commitment to Make it Right – one of our company’s Values (see page 7). The following are some of our company’s most important policies and practices relating to our performance and accountability:

### Gibraltar Code of Ethics and Statement of Policy

At Gibraltar, we strive to conduct our business with integrity and in accordance with all applicable federal, state, and local laws in the countries where we operate. Employees are expected to deal fairly and honestly with each other, as well as with our suppliers, customers, and other third parties.

[Gibraltar’s Code of Ethics and Statement of Policy](#) (“Our Code”) outlines the principles and provides guidance on how Gibraltar and its business partners can uphold their commitments to acting responsibly and ethically. Our Code sets forth the fundamental principles governing the ethical conduct of all officers, directors and employees of Gibraltar and its subsidiaries. It is applied to consultants, supply chain partners, and others engaged in business with Gibraltar to the extent that Gibraltar can influence their conduct.

**Our Code seeks to ensure compliance with laws and regulations applicable to our industry, including:**

Antitrust Laws	Insider Trading
Human Rights	Product Quality and Safety
Labor Rights and Collective Bargaining	Participation in Political Affairs
Equal Employment Opportunity / Workplace Environment	Conflict Minerals
Environment, Health, and Safety	Other Forms of Problematic or Illegal Actions



**Our Code also affirms Gibraltar's commitment to:**

**Comply with both the letter and spirit of all applicable laws, regulations, customs, and social standards wherever the Company's business is conducted.**

**Conduct business affairs honestly, impartially, and in an ethical manner that avoids even the appearance of conflict between personal interests and those of the Company.**

**Provide a workplace that is free from discrimination, harassment, retaliation, and other forms of personal behavior or treatment not conducive to a productive work environment.**

**Adhere to the principle of equal employment opportunity for all individuals.**

**Ensure the health and safety of the Company's employees, neighbors, and environment.**

All employees and our Board of Directors are required to complete an annual training curriculum which includes Ethics – “Doing the Right Thing”, and Compliance – “Doing It the Right and Responsible Way.” Our Code and corresponding training materials are provided in multiple languages to ensure all employees have access to our fundamental principles governing the ethical conduct of all officers, directors, and employees of Gibraltar.

Every Gibraltar employee, regardless of position, has the ability and duty to report any activities that appear inconsistent with or in violation of Our Code. Violations may be reported anonymously through Gibraltar's toll-free 24-hour integrity hot line. Gibraltar is committed to making every effort to keep the identity of reporting individuals confidential and strongly prohibits any adverse actions or retribution of any kind against any member based on their proper reporting of any suspected unethical activities.



## Political Advocacy and Lobbying

Gibraltar has committed to complying with all national, state, and local laws regarding corporate participation in political affairs, including contributions to political parties, national political committees, and individual candidates.

As stated in Our Code, Gibraltar employees are barred from making political contributions or pledges of such contributions or other expenditures to any political organization or candidate for political office on behalf of Gibraltar. Employees are also prohibited from giving, offering, or accepting any personal payments, whether of money, services, property, or any other item of value, to or from an employee, officer, agent, or representative of any public or private organization, or any person seeking to do business with Gibraltar.

During 2022, Gibraltar has made zero contributions to political candidates, campaigns, and political action committees, and did not partake in any direct lobbying efforts.

Several of our businesses are members of industry and trade associations. Gibraltar's contributions to trade associations do not extend beyond routine membership fees. Trade associations in which we retained memberships in 2022 included:

- Advanced Textiles Association
- Allied Partner Illinois Independent Craft Grower's Association
- American Association of Airport Executives
- American Association of State Highway and Transportation Officials
- American Concrete Pavement Association
- American Concrete Pavement Association – Pennsylvania Chapter
- American Institute of Steel Construction
- American Road and Transportation Builders Association
- American Segmental Bridge Institute
- Canadian Welding Bureau
- Concrete Paving Association of Minnesota
- Great American Publishing
- International Grooving and Grinding Association
- Manhattan (Kansas) Area Chamber of Commerce
- North Baltimore (Ohio) Area Chamber of Commerce
- Solar Energy Industries Association
- Toledo Regional Chamber of Commerce
- Transportation System Preservation
- Women in Cleantech & Sustainability



# PRIORITIES, PROGRESS, AND PERFORMANCE



## OVERVIEW

Make it better. Make it right. Make it together. Make an impact. These Values are more than words to us – they are what drive us to continuously improve what we do and how we do it. This is especially true where our work gives us a daily opportunity to make life better for people and the planet.



## KEY AREAS OF IMPACT

Our efforts are focused on delivering positive impact in three key areas: **Our People**, **Our Communities**, and **the World**.

**OUR PEOPLE**  
(see page 24)

The safety, well-being, and success of our people is our top priority. We are dedicated to sharing our talents and investing in new skills to further develop our potential, drawing on the unique perspectives and abilities of each team member to build an inclusive culture of difference-makers.

**OUR COMMUNITIES**  
(see page 30)

Sharing with the communities where we live and work is vital to our purpose. By supporting local nonprofits and institutions as sponsors and volunteers, we help build resilience and strengthen the bonds that will help our communities thrive.

**THE WORLD**  
(see page 31)

Our work is firmly rooted in making life better for people and the planet; we innovate in the service of possibility, acting responsibly to create positive, lasting change in our world. We promote sustainability across our value chain, developing products and services for our customers that reduce environmental impact and improve quality of life.

## Strategic Priorities

A sense of responsibility to people and the planet is built into our DNA. Engaging our stakeholders to identify issues that reflect our purpose, values, and desire to make a positive impact is key to developing effective strategies that address our commitment to Our People, Our Communities, and The World.

### Stakeholder Engagement

In 2021, we conducted our first formal priority assessment process, requesting input from stakeholders on topics that shape our strategy and promote the long-term sustainability of our company. Across this assessment, we spoke to the following Gibraltar groups:

Employees	Leadership	Investors
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Most stakeholders were polled directly via an online survey. Three shareholders and more than 500 employees delivered detailed responses. We also held feedback sessions with two institutional investors.

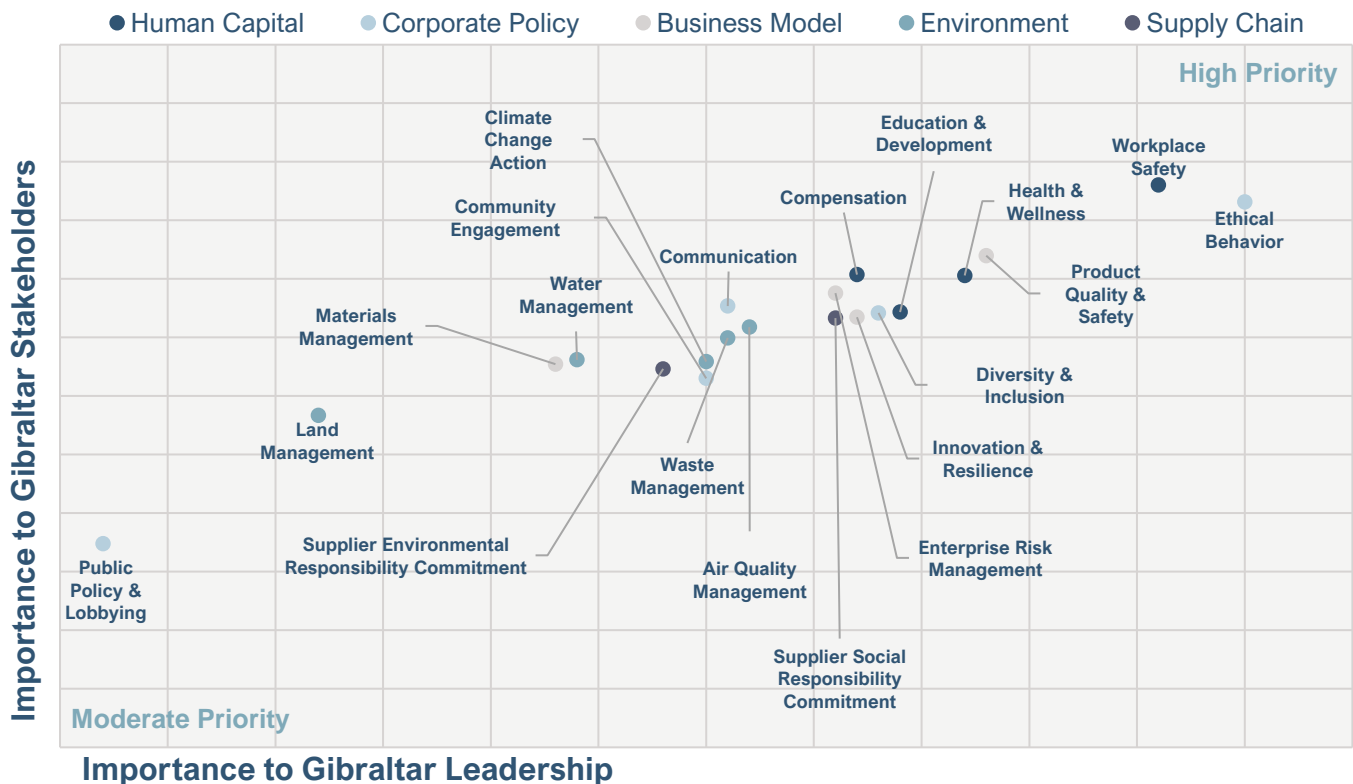
In the survey, we included topics that helped us gauge Gibraltar’s economic, environmental, and social impact, as well as ones that we found made a difference in our stakeholders’ decisions. We chose these topics by reviewing sustainability standards, ESG indicators, risks, benchmarking reports, and the Global Reporting Initiative (GRI) Standards framework. We asked participants to prioritize these topics based on how much they thought Gibraltar could influence or affect the topics.



## Topic Prioritization

The priority matrix below plots topics that were deemed important to both stakeholders and Gibraltar leadership. The highest priority topics for both groups (located in the top right region of the matrix) were:

- **Ethical Behavior:** Promoting high standards of ethics to prevent and eliminate corruption, extortion, and bribery everywhere we do business. Our collective commitment to high ethical standards is reinforced through Our Code and ethical training (see page 18).
- **Workplace Safety:** Championing a workplace that's free of injuries and fatalities by implementing employee training and enforcing safety precautions that continuously minimize physical risks to our workforce. Safety is a top priority and we continue to invest in our safety organization (see page 25).
- **Product Quality and Safety:** Supplying our customers with quality products and services that constantly meet or exceed expectations. Our customer-centric focus ensures we adapt to the needs of our customers while continually meeting expectations for product quality and safety (see page 33).
- **Health and Wellness:** Supporting our employees' physical and mental wellbeing at work and home. We strive to create an environment where our people have the best chance to thrive (see page 24) and we seek to help enrich our employees lives through our continued investment in the communities in which they live (see page 30).



Other topics plotted on the graph include areas for consideration as we evolve our CSR efforts and annual CSR reporting. We continue to develop systems to accurately quantify our impacts and design effective strategies to positively address them in a manner aligned with our commitments.

# Our People

The foundation of our focus on organization development is built on two fundamental beliefs:

- 1. Our ability to perform and deliver shareholder value is dependent on our people.
- 2. Each member of our team plays an important role in creating an environment where individuals are respected, valued, and diverse teams have the best chance to thrive.



We seek to support an array of career pathways and life journeys by engaging our entire organization, with areas of focus that include Health and Safety, Education and Development, Diversity and Inclusion, Compensation and Benefits, as well as Communication and Employee Engagement.

## Health & Safety

Safety is a top priority. We expect each of our team members to follow our safety standards, best practices, and support our key initiatives. We expect all team members to be accountable to themselves and each other and collaborate on safety solutions. We believe all accidents and near misses are preventable as we strive to create a zero-incident work environment.

We have continued to invest in our safety organization by implementing a disciplined safety management and reporting process to measure and review our safety results continuously at each location. Our CEO reviews safety performance monthly, including recordable incidents, near misses, and first aid cases. Safety performance and best practices are also reviewed quarterly enterprise-wide during company Town Hall meetings, and with Directors during quarterly board meetings.

Each of the Company's business units has a safety team that assesses risks to identify mitigating actions aimed to proactively prevent accidents in the future. Our businesses also identify additional safety investments required for training, education, equipment, and processes as part of our annual budget and capital planning procedure.

### Occupational Health and Safety Metrics

Metric <sup>(1)</sup>	2020	2021	2022
Total Recordable Incident Rate (TRIR) <sup>(2)</sup>	2.3	2.5	1.8
Lost Time Injury Frequency Rate (LTIFR) <sup>(3)</sup>	0.8	1.9	2.7
Lost Time Incident Rate (LTIR) <sup>(4)</sup>	N/A	N/A	0.1
Work-related fatalities <sup>(5)</sup>	—	—	—

<sup>(1)</sup> Safety measures include data from discontinued operations, operations held for sale, and recent acquisitions. Data from acquisitions is reported from date of acquisition to reporting date; data prior to acquisition not included.

<sup>(2)</sup> Incident rates are defined as number of work-related injuries or illness serious enough to require treatment beyond first aid, per 200,000 hours worked.

<sup>(3)</sup> Lost time injury frequency rates are defined as number of lost time injuries per year divided by the total hours worked per year.

<sup>(4)</sup> Lost time incident rate measures the number of lost time incidents per 100 employees working per 200,000 hours worked. Processes to accurately track LTIR were not implemented until 2022.

<sup>(5)</sup> Work-related fatality defined as a death that occurs while a person is at work or performing work-related tasks.

## Diversity & Inclusion

We support and encourage a culture where diversity of thought flourishes and all employees feel appreciated, included, and know they have an equal opportunity to develop, grow, and succeed based on their performance.

We believe that demonstrating respect for our people and valuing their perspectives and contributions is critical to cultivating our best and most successful outcomes.

Key workforce demographics are shown in the tables below. While the figures below are aggregated, we measure and strive to reflect in our teams the diversity of the communities in which we operate.



## Employee Composition by Gender and Age <sup>(1)</sup>

Employee Category	Female	Male	Not Specified	Age Group Totals	
Age Group	# of Employees	# of Employees	# of Employees	# of Employees	% of Workforce
Less than 30	79	265	1	345	16.1%
30 to 49	282	716	—	998	46.7%
50 and over	261	532	1	794	37.2%
<b>Total Company</b>	<b>622</b>	<b>1,513</b>	<b>2</b>	<b>2,137</b>	<b>100%</b>

<sup>(1)</sup> Data as of December 31, 2022.

## Gender Distribution <sup>(1)</sup>

Employee Category	Female		Male		Not Specified		Totals
Level	Count	% of total	Count	% of total	Count	% of total	Total at level
Executives & Senior Leaders	12	26.7%	33	73.3%	—	—	45
Managers	65	25.9%	186	74.1%	—	—	251
Admin Worker	170	28.1%	436	71.9%	—	—	606
Production Worker	375	30.4%	858	69.5%	2	<0.1%	1,235
<b>Total Company</b>	<b>622</b>	<b>29.1%</b>	<b>1,513</b>	<b>70.8%</b>	<b>2</b>	<b>&lt;0.1%</b>	<b>2,137</b>

<sup>(1)</sup> Data as of December 31, 2022.



**Ethnic Background of Employees <sup>(1)</sup>**

Ethnic Background	Number of Employees	Percent of Workforce
White	1,328	62.1%
Hispanic / Latino	295	13.8%
Black / African American	270	12.6%
Asian	95	4.5%
Not Specified	70	3.3%
Two or more	51	2.4%
Hawaiian / Pacific Islander	16	0.7%
American Indian / Alaskan Native	12	0.6%

<sup>(1)</sup> Data as of December 31, 2022.

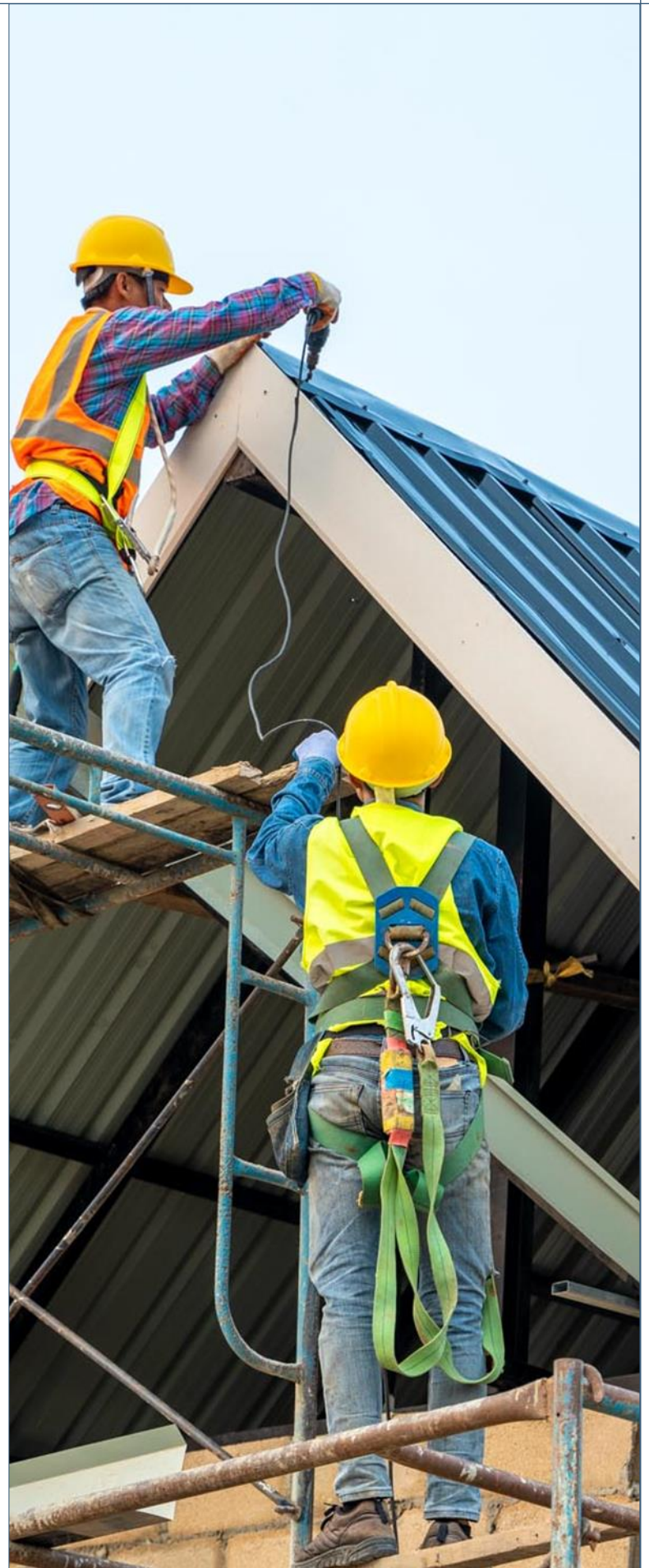
**Number of Employees by Employment Type <sup>(1)</sup>**

Employee Category	Female	Male	Not Specified	Comp Group Totals	
Comp Group	# of Employees	# of Employees	# of Employees	# of Employees	% of Workforce
Salaried	282	594	—	876	41.0%
Hourly	340	919	2	1,261	59.0%
<b>Total Company</b>	<b>622</b>	<b>1,513</b>	<b>2</b>	<b>2,137</b>	<b>100%</b>

<sup>(1)</sup> Data as of December 31, 2022.

We believe in building a team that includes people who bring diversity of thought, experience, and perspective to our organization. We recognize that our organization and the communities in which we operate will continue to evolve and grow, which will require that we remain focused on the following initiatives:

- Continue our mandatory and annual education and development program for the Company, including the Board of Directors, and evolve the curriculum as needed.
- Continue to map our organization with the communities where we operate and strive to reflect the diversity of the communities in which we operate in our teams.
- Implement and upgrade business systems across the Company to give us the capability to gather and analyze data, derive conclusions, and develop action plans for implementation.
- Communicate our progress through monthly business reviews with leadership teams, quarterly communications with our teams, and quarterly reviews with the Board.
- Build the most effective talent acquisition framework to attract the best people and extend training and development opportunities through a combination of on-the-job experiences, peer connections, as well as classroom and self-paced learning.
- Be proactive with our customers and supply chain partners to find ways to work together in promoting positive social development.



## Leadership Development

In 2022, we launched a reimagined leadership development program to better equip our mid- and senior-level leaders with modern tools and tactics to best foster collaboration and success within our workforce. The basis of our program now includes multiple learning paths to meet the development needs of employees at all levels, including ethics compliance, leadership development, continuous improvement, diversity & inclusion, and function-specific learning and certification programs.

The Gibraltar Leadership Program core curriculum (“GLP”) is a two-day program with modules on servant leadership, skilled collaboration, accountability at work, taking control of conflict, emotional intelligence, and communicating as a manager. Since 2022, 194 leaders from across our business units have participated in the GLP.

In addition, Gibraltar maintains its commitment to ethical leadership with quarterly ethics training for all employees. Gibraltar also encourages and supports employees who pursue training and development to build their functional knowledge and expertise through continuing education and certification programs related to their functional area.

Going forward we seek to introduce a complementary Manager Fundamentals program and further develop our rising talent with insight from a validated, broad leadership skill indicator and personalized development plans. The continued deployment of our new human resources information system will empower leaders at all levels from across our businesses to access the information they need to efficiently manage the work and support individuals throughout the journey to deliver on our commitments.



## Our Communities

We are committed to investing in the communities where our people live and work and to being an active and responsible corporate citizen in each community in which we reside and operate.

### Workplace Giving Program

Gibraltar partners with local, regional, and national charities and recognizes our employees' efforts to support nonprofits in quarterly companywide Town Hall meetings. We proudly sponsor a Workplace Giving Program, through which we provide all employees with the opportunity to financially support nonprofit organizations and causes that they are passionate about. For every donation or contribution an employee makes, Gibraltar matches the same contribution amount up to \$500 per year in the name of the employee.

### Volunteer Time Off Program

To foster meaningful community engagement opportunities for our employees, we have established a volunteer paid time off program. The program enables employees to receive pay at their regular hourly rate while volunteering for up to one working day per calendar year with an eligible nonprofit 501(3)(c) organization.



By sponsoring group events and helping our employees participate in individual volunteer activities of their choosing, we hope to enrich lives while helping those in need.

## The World

We are committed to operating responsibly in the world by focusing on measuring, managing, and reducing our environmental impact and by uplifting our communities. Our commitment to the world is a natural fit with our strategy to develop products and services that reduce environmental impact and improve quality of life.

### Supply Chain Responsibility

Gibraltar is committed to partnering with suppliers whose dedication to global social responsibility, environmental stewardship, ethical standards, and business conduct matches our own.

### Supplier Code of Conduct

Complementary to Our Code, the [Gibraltar Supplier Code of Conduct](#) sets forth our expectations for suppliers to uphold a steadfast commitment to high ethical standards and business conduct.

Gibraltar expects all suppliers to comply with ethical, labor, health, safety, environmental, quality, employee, and management responsibilities and standards outlined in the Supplier Code of Conduct. If failure to comply is detected, Gibraltar will request a corrective action plan from the supplier to ensure future compliance. In the event a supplier does not implement a corrective action plan in a timely manner, Gibraltar will review and assess all business/agreements, and take appropriate action.

Gibraltar also reserves the right to inspect and audit supplier facilities, ensuring compliance. Our Supplier Code of Conduct extends to all subcontractors, secondary suppliers, other third parties, and employees in business agreements with the supplier.

**Key elements of our Supplier Code of Conduct include:**

1. **Business Conduct and Compliance – includes protecting intellectual property / confidential information, compliance with all laws, and the barring of illegal or improper payments.**
2. **Human Rights – includes adhering to all internationally recognized and local labor standards regarding wages, benefits, collective bargaining, working conditions, and forced labor.**
3. **Fair Treatment, Diversity, and Inclusion – includes providing a work environment free from all forms of inhumane treatment, harassment, and abuse.**
4. **Material / Product Quality – includes proper product reporting, labeling, and meeting agreed quality expectations.**
5. **Environmental Responsibility – includes complying with all applicable laws and regulations, monitoring relevant emissions, and supporting efforts to reduce environmental impact.**
6. **Health and Safety – includes ensuring workers are guaranteed safe working conditions and provided adequate and accessible water and sanitation services.**

## Supplier Handbook

Gibraltar engages with supply chain partners to develop consistent, quality, and cost-effective relationships. To further this engagement, we deployed the Gibraltar Supplier Handbook during 2023, with the purpose of concisely communicating the Company's expectations to our suppliers, complementary to our Supplier Code of Conduct. The handbook serves as a reference for suppliers during the onboarding process and while they continue to partner with Gibraltar.

### Scope of the Gibraltar Supplier Handbook:

1. **Communicate expectations- we will clearly state our expectations for quality, delivery, pricing, and compliance. This helps to ensure that suppliers are aware of what Gibraltar requires of them and that they can meet those requirements.**
2. **Build relationships - by providing clear and concise information, we can show our commitment to collaborating with suppliers in a mutually beneficial way.**
3. **Improve the quality of the products that Gibraltar receives from its suppliers – by setting clear standards and providing feedback, Gibraltar can help suppliers to improve their processes and products.**
4. **Reduce costs by collaborating with suppliers to improve efficiency and reduce waste.**
5. **Mitigate risk and improve compliance - adherence to the terms of the handbook will assist us in complying with applicable laws and regulations.**
6. **Do business the right way – we promote corporate social responsibility and high ethical standards when interacting with all supply chain partners.**

The expectations set forth in the handbook serves to build sustainable partnerships between Gibraltar and its suppliers through increased transparency, improved efficiency, improved quality, and risk reduction. The handbook was distributed to Tier I suppliers who were asked to confirm that they had reviewed the contents and understand what they can expect of Gibraltar and what Gibraltar expects of its suppliers.

## Sourcing Minerals Responsibly

In accordance with section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act, which aims to prevent the use of tin, tantalum, tungsten, and gold (3TG) that directly and indirectly finance armed groups in The Democratic Republic of the Congo (DRC) and adjoining countries, Gibraltar does not support the purchase of any conflict minerals from the DRC or countries adjoining the DRC.

We expect our suppliers (both directly and indirectly) to source any 3TG minerals from countries other than the DRC and adjoining countries, and we reserve the right to request from suppliers at any time information, certifications, and documentation as we deem necessary to monitor or assess compliance. Refer to [Gibraltar's Conflict Mineral Policy](#) for more information.



## Product Quality & Safety

Gibraltar manufactures and distributes products for a variety of applications across the renewables, residential, agtech, and infrastructure markets. Our customer-centric focus ensures we adapt to the needs of our customers while continually meeting expectations for product quality and safety.

Examples of the practices implemented for product quality and safety include:

1. Following the principles of “Safety by Design”, which applies methods early in the product design process to emphasize the protection of human health and safety, and to minimize hazards throughout a product’s life cycle.
2. Providing installation guides that include safety precautions and warnings of potential risks to consumers, and where applicable sending out field technicians who instruct customers on proper and safe installation of various products.
3. Complying with all regulatory requirements for labeling and certifications such as Globally Harmonized System of Classification and Labeling of Chemicals, CE marking, and American Association of State Highway and Transportation Officials design and safety requirements where applicable.
4. Observing industry standards to ensure products specifications conform to well accepted codes and standards.
5. Performing routine testing, as well as internal and third-party audits, to ensure compliance in the manufacture of the product as prescribed by law, industry practices, or standards.
6. Pursuing third-party certifications for quality management – at the end of 2022, two manufacturing facilities had ISO 9001 certification for quality management.

We are committed to using sustainable and environmentally friendly materials in our products and operations. In addition, we are working to deploy the use of life cycle assessments to evaluate the overall environmental footprint of our products and services. We are focused on applying this tool to help us identify opportunities for energy and emissions optimization within our production lines, to design products for a low-carbon and circular economy, and to meet the growing demand for eco-conscious products.

## Tax Strategy

Gibraltar prudently implements tax strategies which are consistent with the Company's risk profile and assumes every tax strategy and initiative will be examined by the relevant fiscal authorities. Gibraltar's earnings before taxes and current and deferred tax expense are broken out by Domestic and Foreign in Note 18 Income Taxes in our Annual Report on Form 10-K for the year ended December 31, 2022, filed with the U.S. Securities and Exchange Commission. Countries outside the United States are shown as "Foreign" in the Form 10-K reporting because historically the majority of the Company's earnings have been generated within the United States. Gibraltar receives reductions in the amount of taxes payable in the form of various tax credits.

To foster product innovations and efficiencies in our processes, we continuously invest in research and development (R&D) initiatives. The majority of tax credits received are attributed to R&D credits, which support our ability to meet the needs of our customers and remain competitive in the end markets we serve. Financial benefits Gibraltar received from government for 2022 are reflected in the table below.

### Financial Benefits Received from Government

Country <sup>(1)</sup>	Tax Relief & Tax Credits	Subsidies	Grants	Financial Incentives
United States	\$910,000	—	—	—
Canada and other countries	—	—	—	—

## Environmental Metrics

Gibraltar is committed to conducting our business operations in an environmentally conscious manner. Principles of [Gibraltar's Environmental Policy](#) guide us to:

**Act in an environmentally responsible and safe way with respect to fellow employees, suppliers, contractors, customers, business partners, and members of our local communities, and commit to continuous education to create environmental awareness across all Gibraltar locations.**

**Focus on continuous improvement in the design, operation, and management of our facilities to minimize emissions, releases, and waste, and use natural resources and energy more efficiently.**

**Integrate environmental initiatives and practices through our business and operating systems to drive investment planning, implementation of initiatives, and business results.**

**Monitor and regularly report our progress on environmental performance.**

**Engage with our stakeholders and industry leaders to learn and develop best practices used in improving our environmental performance.**

Gibraltar's manufacturing facilities are subject to location-specific federal, state, and local environmental laws regarding air pollution, water pollution, waste disposal, and chemical control. Each facility has policies and procedures in place to ensure that operations adhere to all relevant laws and regulations.

Measuring the impact of our operations has allowed us to identify areas to improve operational efficiencies and set goals to reduce emissions. Gibraltar follows the operational control approach for its reporting boundary, whereby Gibraltar accounts for 100 percent of the emissions from operations in which it has the full authority to introduce and implement its own operating policies. Emissions data is collected from each of our facilities, using metered data in most instances. In cases where metered data is unavailable, estimates are made. Key metrics for energy consumption, greenhouse gas emissions, and water withdrawal for Gibraltar's operations are presented in the following tables.

For tracking absolute metrics including energy consumption, greenhouse gas emissions, and water withdrawal, we have selected 2020 as our fixed base year. Data for the base year and subsequent years have been calculated to include Gibraltar's continuing operations as of December 31<sup>st</sup>, 2022.

Intensity metrics are calculated using environmental data collected from invested facilities as of December 31<sup>st</sup> for the reported year. The financial data to which the environmental intensity metrics are normalized to are the net sales for the reported year inflation adjusted to the value of 2020 dollars.

## Energy Consumption

Metric <sup>(1)</sup>	Unit	2020	2021	2022
Total non-renewable energy (nuclear, coal, natural gas, diesel, gasoline, propane, etc.) purchased and consumed	MWh	83,171	86,313	82,358
Steam, heat, cooled air/water, (non-renewable) purchased or generated	MWh	—	—	—
Total non-renewable electricity purchased <sup>(2)</sup>	MWh	34,768	35,579	32,413
Total renewable energy (wind, solar, geothermal, hydroelectric) purchased or generated	MWh	—	—	—
Total renewable electricity purchased or generated <sup>(3)</sup>	MWh	—	—	—
Total non-renewable energy (electricity, heating & cooling) sold	MWh	—	—	—
Total renewable (electricity, heating & cooling) sold	MWh	—	—	—
<b>Total Energy Consumption</b>	MWh	83,171	86,313	82,358
<b>Energy Intensity by net sales <sup>(4)</sup></b>	MWh per USD	77.7	65.0	66.3

<sup>(1)</sup> Energy metrics are based on metered data and good faith estimates of energy consumption within Gibraltar's operational control, including fuel consumed on-site and purchased energy and energy consumed through operations of Gibraltar-owned or -leased vehicles. When possible, site-level purchased energy invoices are entered electronically into the EcoStruxure™ Resource Advisor system from Schneider Electric and subjected to several audits to check both the completeness and the validity of the data. Gibraltar has selected 2020 as a fixed base year. Energy data for the base year and subsequent years have been calculated to account for Gibraltar's continuing operations as of December 31<sup>st</sup>, 2022.

<sup>(2)</sup> Non-renewable purchased electricity accounts for all electricity purchased from the grid.

<sup>(3)</sup> Total renewable electricity purchased or generated is reported as what we procure, not what is already on the grid.

<sup>(4)</sup> Energy intensity is calculated using energy consumption from invested facilities as of December 31<sup>st</sup> of the reported year; financial data used are the net sales for the reported year which have been inflation adjusted to the value of 2020 dollars.

## Greenhouse Gas (GHG) Emissions

Metric <sup>(1)</sup>	Unit	2020	2021	2022
Direct (Scope 1)	MTCDE	10,013	10,419	10,160
Energy Indirect (Scope 2)	Market-based (MTCDE)	15,286	15,787	14,339
	Location-based (MTCDE)	14,445	14,903	13,563
GHG Intensity (Scope 1 & 2) by net sales <sup>(2)</sup>	MTCDE per million USD	23.7	19.8	19.7

<sup>(1)</sup> Absolute emissions are reported in metric tons of carbon dioxide equivalents (MTCDE) per the corporate and reporting standards of the Greenhouse Gas Protocol. Gibraltar has selected 2020 as a fixed base year. Emissions data for the base year and subsequent years have been calculated to account for Gibraltar's continuing operations as of December 31<sup>st</sup>, 2022. All greenhouse gases declared in the Kyoto Protocol (CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, NF<sub>3</sub>) are included in the evaluation of our Scope 1 and Scope 2 GHG emissions inventory. GHG sources relevant to Gibraltar's operations include purchased electricity, natural gas, diesel, gasoline, propane, and liquefied petroleum gas. Emissions resulting from fire extinguishers, refrigerants, welding, and other industrial gases have been excluded as de minimis.

<sup>(2)</sup> GHG intensity is calculated using Scope 1 emissions and market-based Scope 2 emissions from invested facilities as of December 31<sup>st</sup> of the reported year; financial data used are the net sales for the reported year which have been inflation adjusted to the value of 2020 dollars.





## Water Withdrawal

Metric <sup>(1)</sup>	Unit	2020	2021	2022
<b>Water withdrawal by source (cubic meters)</b>	Surface water	—	—	—
	Groundwater	582	189	106
	Seawater	—	—	—
	Produced water	—	—	—
	Third-party water	86,090	90,401	75,005
<b>Total water withdrawal</b>	cubic meters	86,672	90,590	75,111
<b>Water withdrawal intensity by net sales <sup>(2)</sup></b>	cubic meters per million USD	83.4	70.2	60.5
<b>Percent water withdrawal by level of water stress <sup>(3)</sup></b>	Low	64.4%	71.8%	70.8%
	Low-Medium	1.5%	1.2%	1.3%
	Medium-High	9.8%	9.9%	10.8%
	High	11.0%	10.2%	8.4%
	Extremely High	13.3%	7.0%	8.8%

<sup>(1)</sup> Water metrics are based on metered data and good faith estimates of water consumption within Gibraltar's operational control. Gibraltar has selected 2020 as a fixed base year. Water data for the base year and subsequent years have been calculated to account for Gibraltar's continuing operations as of December 31<sup>st</sup>, 2022.

<sup>(2)</sup> Water intensity is calculated using water data from invested facilities as of December 31<sup>st</sup> of the reported year; financial data used are the net sales for the reported year which have been inflation adjusted to the value of 2020 dollars.

<sup>(3)</sup> Water stress is evaluated using information provided by the World Resources Institute's Aqueduct Water Risk Atlas. Water stress indicates the level of competition among users and measures the ratio of total water withdrawals to available renewable surface and groundwater supplies. In 2022, Gibraltar operated six facilities in areas of high to extremely high water stress, accounting for 17.2% of our total water withdrawal. Over 98% of Gibraltar's water withdrawals are in the United States and Canada.

**Steps we have taken to improve our environmental impact include:**

- Sourcing renewable energy for our operations through installation of on-site solar photovoltaic systems or purchases of renewable electricity. In 2023, we completed a rooftop solar array at our office in Fort Myers, Florida and continue to evaluate additional opportunities at other facilities.
- Incorporating post-consumer content into home improvement products to meet the requirements of LEED v4 and v4.1 materials and resources credits.
- Beginning to transition existing internal combustion engine-powered forklifts to electric-powered forklifts.
- Founded a cross-functional team of environmental leaders to share ideas, engage in training activities, and collaborate to reduce the environmental footprint of our operations.

**Additionally, we proudly support the following efforts to further reduce our environmental footprint:**

Gibraltar participates in the U.S. Department of Energy's Better Plants Program to improve the energy efficiency of our operations and implement solutions to reduce the environmental footprint of our operations. Our continued participation in the program has helped us better the energy resiliency of our operations and strengthen our manufacturing competitiveness in the United States.

We have utilized the Better Plants Program to conduct several energy audits and energy efficiency training activities at our facilities that consume the energy contributing to the largest share to Gibraltar's Scope 1 and 2 greenhouse gas emissions. Following these activities, our teams develop and implement the recommended energy efficiency and carbon saving measures that were determined. Moving forward, we will continue to invest in our facilities, to make them safer, more energy efficient, and to reduce our overall environmental impact on our local communities and the world.

## Gibraltar Climate Disclosures

In 2022, Gibraltar completed its first CDP disclosure cycle, reporting 2021 data. CDP is a nonprofit organization that runs a global disclosure system for investors, companies, cities, states, and regions to manage their environmental impact. The disclosure marks a new step in Gibraltar's journey and is the first of many disclosures to come as we strive to operate more sustainably and continue to share our progress. See the TCFD Disclosure section of this report (page 42) for further details.

# ABOUT THE REPORT

Unless otherwise indicated, references to “Gibraltar”, “the Company”, “we”, “our” and “us” in this Gibraltar Corporate Social Responsibility (CSR) Report refer to Gibraltar Industries, Inc. and its consolidated subsidiaries. Information provided is as of December 31, 2022 or covers the period January 1, 2022 through December 31, 2022 unless otherwise noted.

The CSR Report also addresses certain events and initiatives that occurred after the end of calendar year 2022 to provide the most relevant information to stakeholders. Unless otherwise indicated, information in this CSR Report relates to our continuing operations, including business acquired in 2022. Gibraltar completed the acquisition of Quality Aluminum Products on August 22, 2022.

Inclusion of information in this CSR Report (including when such information is described as material, important, priority, or significant) is not an indication that such information is material as defined under the U.S. federal securities laws and the applicable regulations thereunder. Uncertainties are inherent in collecting data from a wide range of facilities and operations globally. Other than our audited financial information, the data included in this CSR Report has not been externally assured and reflects our good faith estimates. We expect our data collection system to evolve and will seek to continually improve our processes for collecting and disclosing accurate, meaningful, and consistent data. We plan to issue updated environment, social, and governance data on an annual basis in subsequent reports.

Certain information, estimates, projections, plans, or goals set forth in this CSR Report, other than historical statements, contain “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995 that are based, in whole or in part, on current expectations, estimates, forecasts, and projections about the Company’s business, and management’s beliefs about future operations, results, and financial position. These statements are not guarantees of future performance and are subject to a number of risk factors, uncertainties, and assumptions. Actual events, performance, or results could differ materially from the anticipated events, performance, or results expressed or implied by such forward-looking statements.

Factors that could cause actual results to differ materially from current expectations include, among other things, the availability and pricing of our principal raw materials and component parts, supply chain challenges causing project delays and field operations inefficiencies and disruptions, availability of labor at our manufacturing and distribution facilities or on our project sites, the loss of any key customers, other general economic conditions and conditions in the particular markets in which we operate, changes in customer demand and capital spending, competitive factors and pricing pressures, our ability to develop and launch new products in a cost-effective manner, our ability to realize synergies from newly acquired businesses, disruptions to our IT systems, the impact of regulation (including the Department of Commerce’s solar panel anti-circumvention investigation), rebates, credits and incentives and variations in government spending and our ability to derive expected benefits from restructuring, productivity initiatives, liquidity enhancing actions, and other cost reduction actions.

Before making any investment decisions regarding our company, we strongly advise you to read the section entitled “Risk Factors” in our most recent annual report on Form 10-K and Quarterly Report on Form 10-Q which can be accessed under the “SEC Filings” link of the “Investor Info” page of our website at [www.Gibraltar1.com](http://www.Gibraltar1.com). We undertake no obligation to update any forward-looking statement, whether as a result of new information, future events or otherwise, except as may be required by applicable law or regulation.

Statements regarding our policies, guidelines or goals are aspirational in nature. They are not promised to be delivered nor guaranteed for achievement. We cannot guarantee that our directors, officers, employees, and suppliers follow the requirements of our codes, policies, and guidelines in all circumstances.

Any trademarks, product names or brand images appearing herein are the property of their respective owners.

# APPENDIX A: TCFD DISCLOSURE

The Task Force on Climate-related Financial Disclosures (TCFD) has developed guidance to support organizations in developing climate-related financial disclosures to provide information needed by investors, lenders, and insurance underwriters to appropriately assess and price climate-related risks and opportunities. The following section details Gibraltar's approach to governance, strategy, risk management, and metrics and targets used to evaluate climate-related risks and opportunities.

## TCFD Disclosure: Governance

Our CSR commitment is integrated into the way Gibraltar operates its business. Gibraltar's Board of Directors and business leadership team are committed to acting in a manner which promotes sustainability, a culture of doing what's right, and generating positive benefits for all stakeholders.

### Board Oversight of Climate-related Risks and Opportunities

The Board of Directors has tasked our Nominating, Governance and Corporate Social Responsibility Committee with the responsibility of providing oversight and strategic guidance on environmental, social, and governance matters significant to the Company, including policies and initiatives relating to the environment with respect to energy management, climate change, and sustainability. The Committee provides guidance to ensure it is integrated with the Company's overall business strategy and corporate best practices. In addition, since climate change risks are integrated into our full enterprise risk planning process, the Audit and Risk Committee is included in the risk oversight process.

Senior management meets with the Nominating, Governance and Corporate Social Responsibility Committee at least quarterly to discuss Gibraltar's progress, including environmental sustainability. The Committee evaluates Gibraltar's progress through these regular updates.

### Management Assessment and Management of Climate-related Risks and Opportunities

The Corporate Social Responsibility Committee, which is overseen by the CEO, includes members of the Company's management team who are responsible for identifying priorities and implementing initiatives.

The Committee meets regularly, led by the Vice President & Treasurer (the Committee Chair). The meeting includes the Chief Human Resources Officer, General Counsel, Vice President & Secretary, and the business unit presidents and general managers. The CSR Committee is responsible for monitoring and reporting on our sustainability performance to the Nominating, Governance and Corporate Social Responsibility Committee on a quarterly basis.

The leaders of each of our business units are responsible for monitoring all climate-related matters that impact each business unit. Gibraltar also monitors the Company's climate-related data using Schneider Electric's Resource Advisor system.



## TCFD Disclosure: Strategy

### Identification of Climate-related Risks and Opportunities

Gibraltar defines time horizons for climate-related risks and opportunities as follows:

Short-term (0 to 5 years)	Medium-term (5 to 10 years)	Long-term (over 10 years)
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Examples of climate-related risks and opportunities that Gibraltar has identified over the short, medium, and long-term can be found at the end of the TCFD disclosures in Table A and Table B. Key risks and opportunities identified as most impactful to Gibraltar’s business are described in detail below:



#### Risk: Increased Severity and Frequency of Extreme Weather

Climate change will continue to increase the severity of weather including heat, drought, wildfires, wind events, and heavy precipitation. These events can impact Gibraltar’s day-to-day operations and ability to manager an effective supply chain so that we can distribute products and services to customers in a timely and efficient manner. Major weather events or patterns can damage facilities, capital equipment, inventory, impact revenue, and create a safety risk for our employees. Major weather events or patterns can also impact our field operations where we provide project management and construction services for our renewable energy and agtech customers.

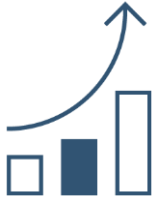
#### Risk: Increased Volatility and Reduced Availability of Key Materials

Our principal raw materials are steel, aluminum, and resins. Market pricing and availability can be challenging when general economic conditions change, supply and demand are not in balance, global pandemics occur, labor availability is low, import duties and tariffs exist, geopolitical tensions arise, and there is significant currency fluctuation. Climate change can amplify these factors and further increase market volatility in both scope and magnitude. The introduction of greenhouse gas regulations will likely impact input costs and production capacity for raw material producers until they learn to scale their production using low-carbon inputs more effectively.



#### Risk: Enhanced Reporting Requirements

Interest from all stakeholders – employees, customers, suppliers, governments, investors, and other organizations – to understand environmental performance of products and services continues to increase. We anticipate we will be requested to or required to report environmental product declarations and will have to develop the domain knowledge and expertise to do so.



### Opportunity: Growth of Renewable Energy

Alternative forms of energy are needed to meet the world's energy demand and transition to a low-carbon economy. Through 2050, over 60 percent of the world's commercial energy needs will be met by renewable energy sources, with more than half coming from solar energy<sup>1</sup>. In the United States, electricity generation from renewables is projected to be 38 percent of total energy production in 2050, with solar being the fastest growing method of renewable generation<sup>2</sup>. Our ability to design, engineer, manufacture, and install flexible solar infrastructure technologies enhances the deployment of solar energy anywhere to meet this growing demand. In 2022, our Renewables segment generated 27 percent of Gibraltar's sales and is expected to be a growing business unit for Gibraltar in the future.

### Opportunity: Controlled Environment Agriculture

Gibraltar delivers turnkey solutions for controlled environment agriculture for growers of fruits, vegetables, flowers, and cannabis. Our greenhouse structures and growing equipment systems optimize growing conditions and maximize yields irrespective of outdoor weather conditions. This presents an opportunity for customers to grow produce locally throughout the year, decreasing shipping delays and waste and ensuring products reach end customers at peak flavor and freshness. Growing in a controlled environment also uses significantly less water, fertilizer, pesticides, and land for the equivalent amount of plant grown outdoors.



### Opportunity: Manufacturing of Energy-Saving Products

Homeowners are looking for more indoor and outdoor comfort, and want it to be energy efficient, which Gibraltar's ventilation and outdoor living solutions provide. We offer both passive and active ventilation products to improve air flow and assist / augment the conditioning of indoor air. Gibraltar also provides retractable outdoor sunshades and screens to create more usable outdoor living space for multiple seasons.

<sup>1</sup> U.S. Energy Information Administration, Energy Outlook Report 2021

<sup>2</sup> U.S. Energy Information Administration, Energy Outlook Report 2020

## Impacts of Climate-related Risk and Opportunities on Strategy and Financial Planning

Identification of climate-related risks and opportunities has impacted Gibraltar's businesses, strategy, and financial planning in the following areas:

### Products and Services

Our primary platforms are well positioned to lead the growing demand for renewable energy, controlled environment agriculture, and better comfort and energy efficiency for the home. We continue to invest additional resources to improve the performance of our products and services, and to drive future innovation and product development of solutions that are also more sustainable and contribute a positive impact on the environment.

### Supply Chain

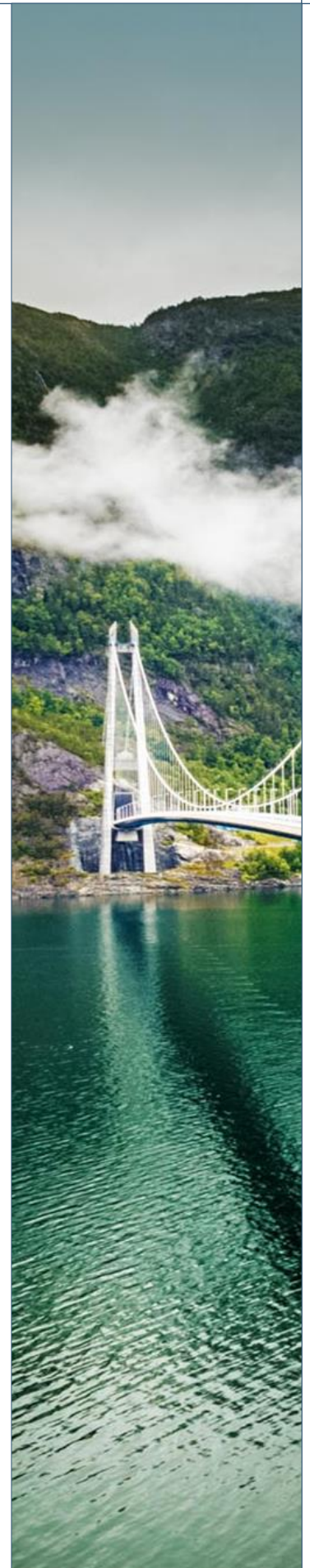
Our business deploys working capital to ensure we create an exceptional customer experience. We implemented enterprise resource planning systems along with a corporate-wide SIO (Sales, Inventory, & Operations Planning) process to further optimize working capital, forecast customer orders, enable efficient supply chain management, and create agility and flexibility to support any changing customer demands and market conditions. We believe our SIO process improves the reliability of our supply chain and maximizes our ability to respond in difficult operating environments.

### Adaptation and Mitigation Activities

We perform due diligence assessments of all acquisitions, and before we purchase or lease property. To mitigate the impact of weather events or patterns on our operations, we developed incident response plans at each business unit to minimize disruption in our operations from climate-related and other unplanned events. Gibraltar also maintains a risk management program which includes insurance policies that protect the Company from losses that result from natural disaster, flooding, and related business interruptions. We will continue to evaluate our facilities for chronic climate risks and consider planning for more extreme weather conditions.

### Investment in Research & Development (R&D)

To address our customers' goals of creating renewable energy, engaging in sustainable agriculture, and enjoying comfortable homes, our business units continuously invest in R&D initiatives to foster innovation in our products and efficiencies in our processes. For instance, within the Renewables segment we collaborate with our customers to reduce the cost per watt of solar energy created with the aid of our products. In 2022, Gibraltar invested \$15.8 million in R&D, of which over half was related to product development for comfortable living, sustainable power, and productive growing.





## Operations

We have established systems to track environmental data across our operations including energy consumption within the organization, Scope 1 and Scope 2 greenhouse gas emissions, water use, and waste generation. For the most part, our facilities are not subject to GHG and air quality regulations because our manufacturing processes do not directly generate significant GHG emissions or emissions that negatively impact air quality. We partner with a third party to track energy consumption and GHG emissions across our facilities. Having improved data collection and tracking systems across our operations, we are now preparing to solidify short, medium, and long-term environmental goals. As a member of the U.S. Department of Energy's Better Plants Program, we have conducted several energy audits at key facilities using the resources provided through the program, in addition to evaluating opportunities to invest in energy efficiency measures and procuring locally sourced renewable energy for our facilities.

## Operating Costs and Revenues

As noted above, our manufacturing processes are not heavily regulated, so we expect any regulatory impacts associated with greenhouse gas and climate regulations to be primarily indirect and result in pass through costs from our energy suppliers and suppliers of carbon intensive materials, such as the metals we purchase. Through capital investments in plant upgrades, employee training opportunities provided through our participation in the Better Plants Program, and expanding our efforts to source certain eco-conscious materials into our products, we anticipate better management of resources including energy, water, and materials. Improved operational efficiencies may lead to lower operating costs that also reduce our exposure to potential climate-related regulations.

## Capital Expenditures and Capital Allocation

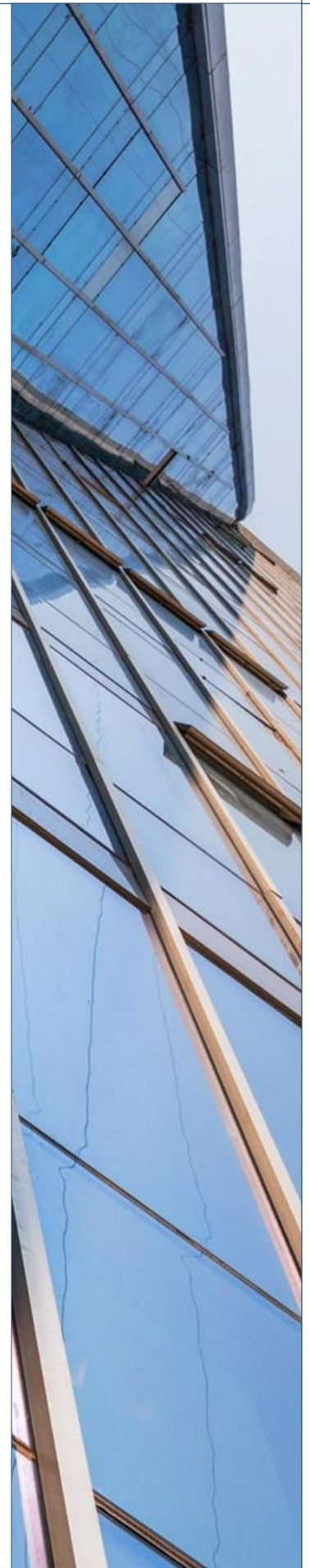
Based on the recommendations of the energy audits we conducted at key facilities in 2021 and 2022, we are working to allocate capital to invest in long-term energy saving upgrades including modernizing lighting fixtures, heating, ventilation, and air conditioning systems, and optimizing manufacturing process controls. We will continue to conduct energy assessments at other facilities through the Better Plants Program to identify additional savings opportunities. Furthermore, we continue to invest in energy efficient air filtration and air movement systems to make our facilities more comfortable and safer for our employees.



## Acquisitions and Divestitures

Portfolio management is one of the three pillars of Gibraltar's strategy to transform the Company to create compounding and sustainable value for our shareholders and stakeholders. We use portfolio management to optimize the Company's business portfolio and ensure our financial capital and human resources are effectively and efficiently deployed to deliver sustainable, profitable growth, while increasing our relevance with customers and shaping our markets. When we evaluate acquisition candidates, we focus on our acquisition rubric which emphasizes attractive markets and our ability to extract and create value from the target business. Our rubric has guided our capital allocation decisions for acquisition targets in the renewables, agtech, and comfortable living markets.

Since 2015, Gibraltar has invested nearly \$500 million of capital for acquisitions in the renewables and agtech markets. We believe these investments have aligned Gibraltar with more relevant products and services that address some of the world's most significant challenges, including climate change.





### **Resilience of Gibraltar's Strategy for Various Climate Scenarios**

We recognize the recommendations set forth by the TCFD of the need to consider how identified climate-related risks and opportunities may evolve and what potential implications to our businesses may be under different warming scenarios. Through our risk assessment process, we have identified several key climate-related risks and opportunities, as well as mitigation and capitalization measures that our businesses have in place to address them. In our overall risk profile, climate related risks are relatively low, and we believe our portfolio management strategy has positioned us well to address mitigation and resiliency challenges posed by climate change. We may consider conducting a climate-scenario analysis to evaluate our existing programs and processes relative to the TCFD recommendations in the future.

### **TCFD Disclosure: Risk Management**

Core risks are identified through Gibraltar's enterprise risk management program which is led by the Chief Financial Officer and Vice President of Internal Audit and overseen by the Board. Details regarding the processes used for identifying and assessing core risks can be found in the report section entitled Enterprise Risk Management. The execution of our business strategy and integration of CSR into our operations results in Gibraltar's leadership continually seeking strategies to both realize opportunities and mitigate climate-related risks.

### **TCFD Disclosure: Metrics and Targets**

We track our impact on the environment in areas including operational energy consumption, Scope 1 and Scope 2 greenhouse gas emissions, water use, and waste generation, as noted in the section entitled Environmental Metrics. We utilize this data to continue to develop and implement strategies to minimize our environmental impact. We are working towards solidifying short, medium, and long-term environmental goals using our established data collection and tracking systems.

**Table A. Examples of climate-related risks and potential financial impacts with mitigation strategies**

Risk Type	Potential Financial Impact (-)	Time Horizon			Mitigation Strategy
		Short	Medium	Long	
Transition – Policy and Legal	Increased operating costs		X		Pricing of GHG emissions will affect our purchases of energy and GHG intensive materials. As part of climate goals, we are looking to improve energy efficiency at our facilities and source renewable energy to reduce our exposure to potential GHG emissions pricing. In addition, we are expanding our efforts with our suppliers to acquire more low-carbon materials in a cost-effective manner across our business units.
Transition - Technology	Costs to adopt / deploy new practices and processes	X			We actively participate in the Better Plants Program to identify energy savings opportunities and develop energy management plans to improve energy efficiency and reduce operating costs associated with energy expenditures. Technical support we have received through the program has aided our business units in performing energy audits to identify capital investments in energy efficiency upgrades with <5-year payback periods and supported employee training events to help us manage operational challenges with energy use.
Transition - Market	Increased production costs due to changing input prices		X		Input costs for the raw materials we purchase may be subject to increases as a result of regulatory actions related to climate change. Our ability to navigate volatile market conditions by negotiating with suppliers and customers has been one of our strengths. We continually monitor commodity markets to understand the impact changes in input costs of steel, aluminum, and resins have on our operations and our competitors. Managing these input costs and improving our S1OP process help mitigate the risk of volatility in input costs. As mentioned above, we are developing plans to work with suppliers to acquire low-carbon materials in a cost-effective manner.

	Abrupt and unexpected shifts in energy costs		X		Our operations do not heavily rely on energy purchases as these costs contribute less than one percent of our sales. Our low exposure to energy costs in combination with efforts we are taking to reduce energy usage at our facilities reduce our exposure to increases in energy costs.
Physical – Acute	Reduced revenue from decreased production capacity (e.g., transport difficulties, supply chain interruptions)	X			Supply chain disruptions caused by climate-related risks could accelerate. To address this risk, Gibraltar relies on holding adequate inventory levels, a strong SIOp process, and communication with supply chain partners to identify issues in a timely manner.
	Increased capital costs from repairing or restoring damaged locations	X			To mitigate the impacts of extreme weather on our operations we purchase flood and property insurance for facilities as needed and have equipped locations to minimize losses due to natural disasters.
Physical – Chronic	Increased insurance premiums and potential for reduced availability of insurance on assets in “high-risk” locations			X	We monitor the risk profile of our facilities through our insurance renewal process on an annual basis. If insurance coverage becomes cost prohibitive or we determine a facility is in an area that is too “high-risk” we will consider relocating.
	Reduced revenue and higher costs from negative impacts on workforce (e.g., health, safety, absenteeism)		X		We focus on providing our workforce with the appropriate personal protection equipment and training to emphasize health and safety matters at our facilities. Safety is our number one priority and commitment to our employees.

**Table B. Examples of climate-related opportunities and potential financial impact with strategies to realize opportunities**

Opportunity Type	Potential Financial Impact (+)	Time Horizon			Strategy to realize opportunity
		Short	Medium	Long	
<b>Resource Efficiency</b>	Reduced operating costs	X			We have a strategic partnership with Schneider Electric and are an active participant in the Better Plants Program, both of which provide technical support to track energy use, identify energy-savings opportunities, and develop energy management plans to improve energy efficiency and reduce operating costs associated with energy expenditures.
<b>Products &amp; Services</b>	Increased revenue through demand for lower emissions products and services and new solutions to adaptation needs	X			As part of our portfolio management strategy, we continue to evaluate and invest in acquisitions to optimize our business portfolio to better serve the renewables and agtech markets.