

Making Life Better



Inaugural Gibraltar Corporate Social Responsibility Report

GIBRALTAR

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Overview

Introduction

Some parts of life carry more meaning – the places we call home, the energy upon which we rely, and the food we consume. At Gibraltar Industries, Inc. (“Gibraltar”, the “Company”), we advance the art of engineering, science, and technology to shape critical advancements in comfortable living, sustainable power, and productive agriculture.

Gibraltar is dedicated to making a positive impact through a commitment to Corporate Social Responsibility (CSR). At Gibraltar, doing the right thing is in our DNA. We are committed to making a difference in the lives of the people who are touched by our business and to creating meaningful impact every day through our work and relationships.

This report demonstrates our mission and commitment to be best-in class in specific areas of CSR and sustainability that matter to Our People, Our Communities, and The World.

- **Our People** – The safety, wellbeing, and success of our people is our top priority. We are dedicated to developing their potential as professionals and future leaders, drawing on the unique abilities of each team member to build a rich, inclusive culture of difference-makers.
- **Our Communities** – Sharing our success with the communities where we live and work is vital to our mission. By supporting local nonprofits and institutions as investors and volunteers, we help build resilience and strengthen the bonds that will help our communities thrive.
- **The World** – 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.

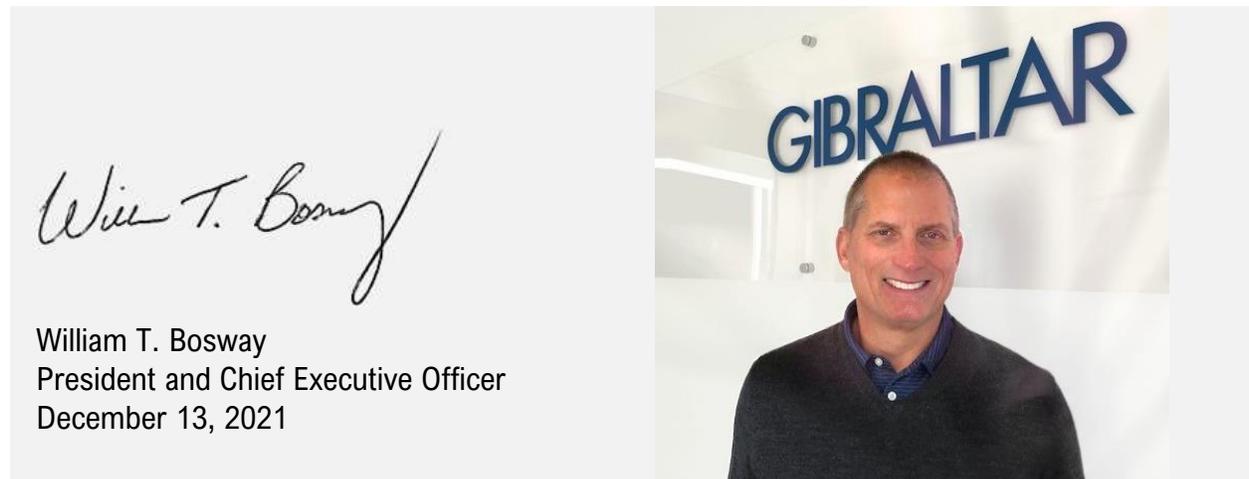
“ We advance the art and science of making and celebrate the people that make life better.

Message from the CEO

At Gibraltar we are committed to making a positive impact on the world, and over the last seven years, we have been transforming our company to focus on solving some of the world's most challenging opportunities – from the comfort of the places we call home, to the energy upon which we rely, and the food we consume. The challenges are quite significant, and the acceleration of progress will require more innovation, investment, passion, enthusiasm, and accountability across our organization, as well as across our supply chain.

I am excited to share this Inaugural Corporate Social Responsibility Report, which illustrates our progress and critical initiatives focused on bettering Gibraltar's impacts on Our People, Our Communities, and The World. I am very proud of the progress we are making and the momentum building across our organization to accelerate our initiatives to create a safer work environment, expand the experience base and diversity of our organization, and to identify opportunities to reduce environmental impact. And, as always, I am excited to share the positive contributions our team makes to the communities where our people and their families call home.

We look forward to sharing more with you about our CSR commitment through this report and additional initiatives found on our website. We recognize our commitment to corporate social responsibility is a journey, and I am confident our team will help us evolve and embrace the challenge and opportunity to make a difference for our collective future.



About Gibraltar

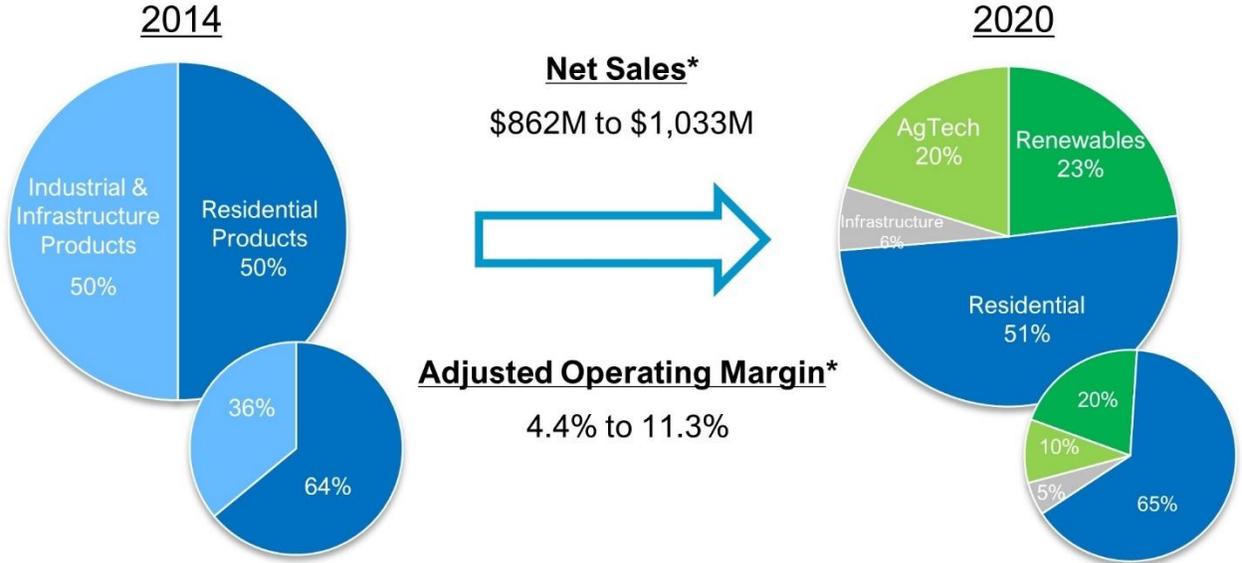
Gibraltar is a leading manufacturer and supplier of products and services for North American renewable energy, agtech, residential, and infrastructure markets. Driven to make life better for people and the planet, Gibraltar advances the art of engineering, science, and technology to shape critical markets in comfortable living, sustainable power, and productive growing.

Since 2014, we have transformed our business by deploying nearly half a billion dollars in capital for acquisitions in the renewables and agtech markets. We serve customers primarily in North America including renewable energy (solar) developers, institutional and commercial growers of food and plants, home improvement retailers, wholesalers, distributors, and contractors. As of December 31, 2020, our continuing operations included 38 facilities, comprised of 27 manufacturing facilities, two distribution centers, and nine offices, which are located in 17 states in the United States of America, Canada, China, and Japan.

Our common stock is trading on the Nasdaq Global Select Market under the ticker symbol "ROCK".

\$1.033B 2020 Total Annual Net Sales			
RENEWABLES \$238.1M 2020 Annual Net Sales	AGTECH \$209.5M 2020 Annual Net Sales	RESIDENTIAL \$522.8M 2020 Annual Net Sales	INFRASTRUCTURE \$62.2M 2020 Annual Net Sales
2,300+ Employees as of December 31, 2020		38 Facilities operated around the world	

We are well-positioned in attractive end markets where we can help solve industry and customer challenges, and we focus on improving the business through our three strategic pillars – a strong business system, portfolio management, and continuous organizational development. This strategic focus has led to the business transformation as highlighted below:



* See the section entitled *About the Report* for a presentation of Operating Margin and a reconciliation of our adjusted financial measures for 2014 and 2020.

Our transformation better aligns with partners that are solving global sustainable development issues through technologies across our renewables, agtech, and residential segments. Our alignment creates a strong business today and for the long-term, and makes us a relevant leader in the markets we serve.

SMART STRATEGIES

We operate with our eyes on the present and towards the future, maintaining a healthy balance sheet while continually looking for smart ways to grow.

Gibraltar's products and services represent our purpose and values to make a positive impact on the world. We work with our customers to address some of the world's greatest challenges – comfortable living, sustainable power, and productive growing.



Roofing and Ventilation Products

Passive and active ventilation products balance building air flow to regulate indoor moisture and heat – improving building air quality, augmenting building heating and cooling systems, and extending the life of the structure.

Home Improvement and Outdoor Living

Custom-made retractable awnings and screens are an attractive way to enjoy outdoor living spaces for multiple seasons. They provide energy efficient cooling and heating benefits when shielding windows and glass doors from the sun on hot days, while retracting back to allow solar penetration when cold.



Complete Solar Mounting Systems

Gibraltar has installed **over 5,000 megawatts** of renewable solar energy capacity by providing turnkey design, manufacture, and installation solutions for solar mounting and tracking systems.

Cutting Edge Growing Environments

Our proven controlled environment agriculture and processing technologies help meet the demand for fresh, locally grown produce while reducing the use of water, fertilizers, and pesticides.



Corporate Governance

Board of Directors

Gibraltar's business is conducted by its employees, managers, and officers under the direction of the Chief Executive Officer (CEO) and oversight from its Board of Directors. The Board is committed to maintaining high corporate governance standards for all Gibraltar stakeholders – including shareholders, employees, customers, suppliers, local communities, federal, state, and local government, and the public at large.

Gibraltar's Board of Directors and management operate in accordance with a defined set of corporate governance policies, practices, and ethical business conduct supporting the mission, role, and function of the Board and the responsibilities of various Board committees. The Board regularly reviews changing legal and regulatory requirements, evolving best practices and other developments and may, as a result, modify the Company's corporate governance policies and practices from time to time, as appropriate.

Structure and Responsibilities

All members of our Board, other than our CEO, are independent directors under applicable Nasdaq standards. The Board's Audit and Risk Committee, Capital Structure and Asset Management Committee, Compensation and Human Capital Committee, and Nominating, Governance and Corporate Social Responsibility Committee each consist entirely of independent directors.

Gibraltar's corporate governance practices and policies governs the authority of the Board with respect to various matters, such as director responsibilities, compensation, and access to management. The Company's corporate governance documents are available under the [Corporate Governance section](#) of the Investors page of the Company's website.

Our Board's responsibilities include, but are not limited to:

- Reviewing the performance of management
- Providing for management succession, including the succession of the CEO
- Reviewing the strategic direction of the Company, including acquisitions and other opportunities
- Assessment of risks inherent in strategic initiatives, operational activities, and external events
- Overseeing the Company's policies and procedures relating to protection and security of the Company's digital information and information technology systems, and
- Implementing policies and procedures intended to provide reasonable assurance that those that are entrusted with the management, direction, and success of the Company act in the best interests of the Company and its stockholders

Board Composition

The Nominating, Governance and Corporate Social Responsibility Committee ensures the Board includes highly qualified members that are willing to serve as an active director of the Company. The Nominating, Governance and Corporate Social Responsibility Committee believes that each board member must possess at least the following minimum qualifications:

- Each shall be prepared to represent the best interests of all shareholders
- Each shall be an individual who has demonstrated integrity and ethics in his or her personal and professional life and has established a record of professional accomplishment in his or her chosen field, and
- Each shall be prepared to participate fully in board activities, including active membership on at least one board committee and attendance at, and active participation in, meetings of the board and the committees of which he or she is a member, and not have other personal or professional commitments that would interfere with or limit his or her ability to do so

The Nominating, Governance and Corporate Social Responsibility Committee believes that, given the size and complexity of the Company's operations, the best interests of the Company's stockholders will be served by a board which is composed of individuals that contribute to the Board's overall diversity – diversity being broadly construed to mean a variety 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 an appropriately diverse mix of skills and experience in relation to the needs of the Company.

Director Nominee	Age	Director Since	Number of Other Public Boards	Backgrounds and Skills								
				SL	G	C	D	F	L	M	O	PM
Mark G. Barberio *	59	2018	Two	•	•			•			•	•
William T. Bosway	56	2019	None	•		•				•	•	•
Craig A. Hindman *	67	2014	None	•	•	•		•			•	•
Gwendolyn G. Mizell *	60	2021	None	•		•				•		
William P. Montague *	75	1993	One	•	•	•		•			•	•
Linda K Myers *	57	2020	None	•	•			•	•			•
James B. Nish *	63	2015	One	•	•			•				•
Atlee Valentine Pope *	66	2020	None	•	•	•	•			•		
Manish H. Shah *	57	2021	None	•			•				•	

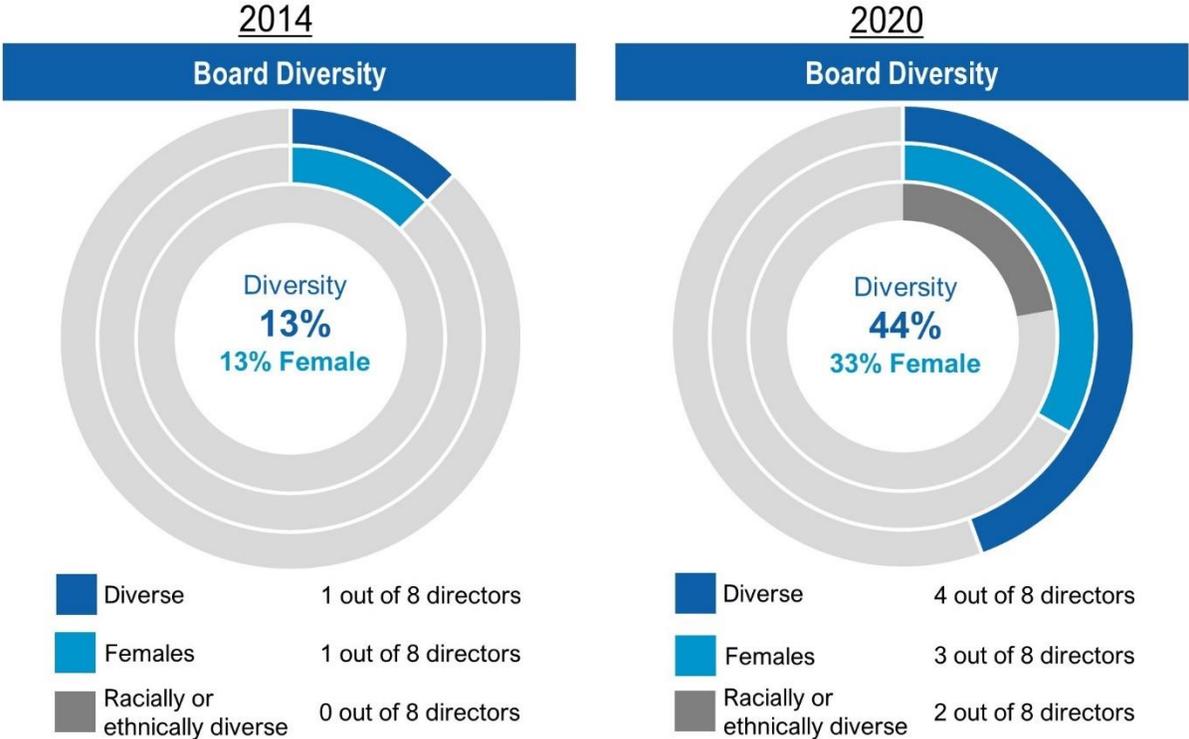
* Independent Directors

SL	= Senior Leadership
G	= Governance
C	= Corporate Social Responsibility

D	= Digital
F	= Finance
L	= Legal

M	= Marketing
O	= Operations
PM	= Portfolio Management

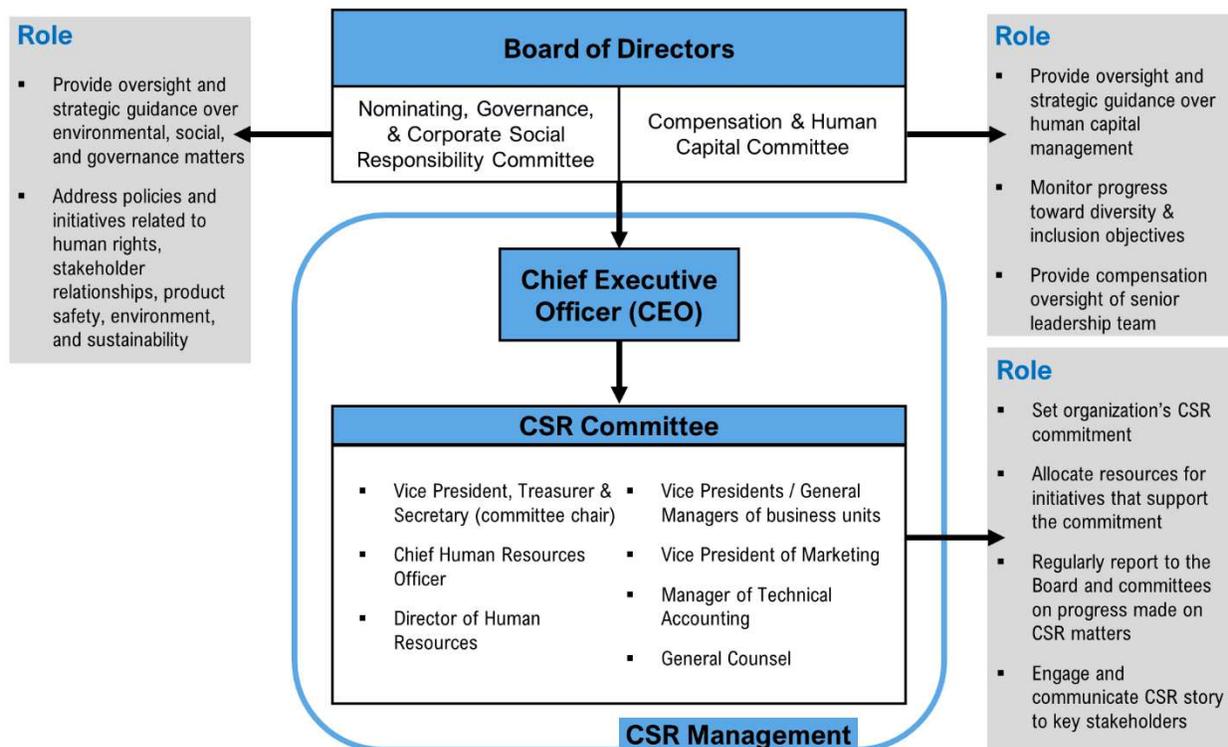
To oversee our Company’s transformation underway since 2014, the Board has seen a significant refresh of board members and has added a significant amount of diversity of perspectives, experiences, and backgrounds. We believe our new board members strengthen the Board’s ability to provide oversight and strategic guidance related to CSR and other strategic matters.



BUILT TO NURTURE AND GROW Our Board represents our business and its people. Together, they are an experienced team with diverse backgrounds and perspectives that will enable the growth of Gibraltar.

Oversight of CSR Commitment

Gibraltar is committed to promoting sustainability and a culture of doing what's right which requires an independent, focused, and collaborative relationship between the Board of Directors and business leadership team, as shown below:



The Board has tasked our Nominating, Governance and Corporate Social Responsibility Committee with 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 on Gibraltar's approach to CSR to ensure it is integrated with the Company's overall business strategy and corporate best practices.

The Compensation and Human Capital Committee provides oversight and strategic guidance on the Company's human capital management including corporate culture, diversity and inclusion, talent management, career development and progression, key executive succession planning, benefit plans and policies, workplace environment and safety, employee relations, and other matters impacting the Company's ability to attract and retain a stable and productive workforce. The Committee supports our CSR commitment while maintaining a focus on our employees and their well-being.

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 related to CSR. The Vice President / General Managers of the business units are responsible for executing CSR initiatives by tailoring programs and allocating resources to achieve our commitment.

Enterprise Risk Management

Oversight and 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.

The Audit and Risk Committee assists the Board in its responsibility to oversee the Company's risk assessment and risk management guidelines and policies. The Audit and Risk Committee consists of three or more independent members of the Board, and the Board has implemented an enterprise risk management program designed to:

- Understand the critical risks in the Company's business and strategy
- Evaluate the Company's risk management process and whether it functions adequately
- Facilitate open communication between management and the Directors, and
- 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.

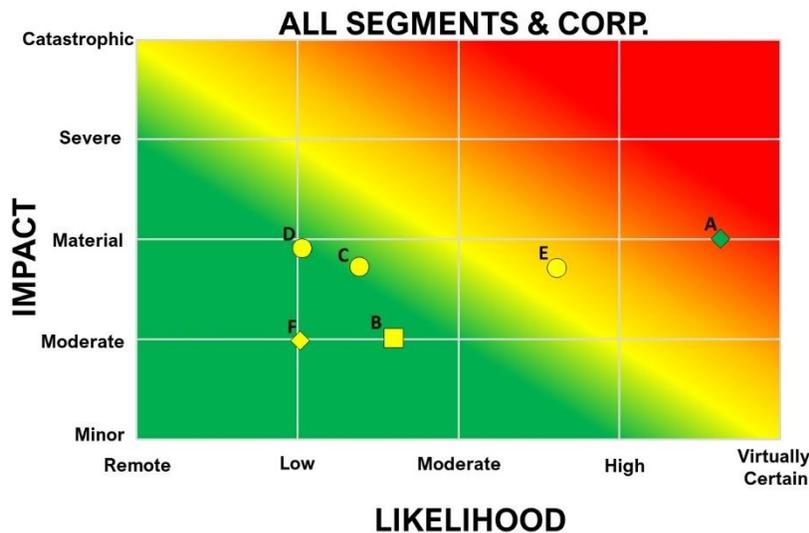
Information Security Risk Oversight

The Board recognizes the importance of maintaining the trust and confidence of our customers, employees, and suppliers, while simultaneously preserving the integrity of our Company's information systems. The Board is responsible for the oversight of the Company's information security risk management. To more effectively prevent, monitor, detect, and respond to information security threats, the Company has a dedicated Cyber Security leader reporting directly to the Company's Chief Digital and Information Technology Officer. The Cyber Security team is responsible for leading enterprise-wide information security strategy and developing awareness, training, policy, standards, architecture, and processes. The Board is briefed quarterly by the Chief Digital and Information Technology Officer on projects to strengthen the Company's cybersecurity controls, assessment of the Company's security program, and the state of our current cybersecurity monitoring.

Risk Mapping

It is the responsibility of the Audit and Risk Committee to review annually 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 resulting in a substantial negative reputational and/or monetary impact on the business 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 risk committee to develop and implement action plans where needed and provide a measure of progress to the previous years’ results.



Mitigation Effectiveness

● High Survey Rating ● Medium Survey Rating ● Low Survey Rating

Velocity

◇ High – Hours, Days, Week □ Med. – Months to Year ○ Low – Year or more

Heat map example is demonstrative only.

Core risks are plotted to a heat map and prioritized by impact and likelihood. “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.

Risk Mitigation

Core risks are identified through the enterprise risk management process and are addressed regularly with the Board. Areas of risk are addressed in a variety of ways to mitigate the likelihood and impact of an identified risk occurring. The successful execution of our strategy is the fundamental tool used to mitigate risk. Strengthening our three strategic pillars – a strong business system, portfolio management, and continuous organizational development – is critical to ensuring we deliver our commitment to our people, our communities, and the world.

Our strategic pillars are intended to enhance our businesses, make them more resilient, and provide our customers with innovative solutions. Optimization of our business portfolio to create compounding and sustainable value with strong leadership positions in higher growth, profitable end markets allow us to regularly evaluate the sustainability of our current businesses and minimize risk associated with acquisitions. Continuous organizational development primarily focuses on talent development, as well as the design and structure of the organization to focus on our most critical success factor, our employees. For instance, we have developed a comprehensive mandatory annual training program to educate every employee and members of the Board around topics including ethics, compliance, and cyber security. Our people also communicate progress in implementing action plans to address relevant risk areas during monthly business reviews and execution reviews with segment leadership. Our CEO communicates critical matters facing Gibraltar during quarterly Town Hall meetings with the entire organization.

GIBRALTAR'S THREE STRATEGIC PILLARS

1

Business System

1. Execution every day – 80/20 excellence
2. Business models, digital systems for speed, agility, and responsiveness
3. New product development and innovation

2

Portfolio Management

1. Optimize the portfolio into faster growing and more profitable markets
2. Expand our leadership positions and shape our markets to deliver more value

3

Organizational Development

1. Right design and structure for scalability
2. Recruit and develop a diverse set of talent across the organization
3. Create an environment for success – our “Best Place to Work” initiative

Ethics & Compliance

It is Gibraltar's policy to conduct 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 our suppliers, customers and other third parties. Gibraltar's [Code of Ethics and Statement of Policy](#) (referred to as "Our Code"), outlines our principles and provides guidance on how Gibraltar and its business partners can uphold a steadfast commitment to acting responsibly and ethically.

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

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

Our Code 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, and
- Ensure the health and safety of the Company's employees, neighbors, and environment

All employees and our Board of Directors are required to complete annual training of our comprehensive education 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 six local 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 through the chain of command or 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 & Lobbying

Gibraltar has committed to comply 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 federal, state, local, or foreign government. In 2020, Gibraltar made zero contributions to political candidates, campaigns, and political action committees, and did not partake in any direct or indirect lobbying efforts.

Trade Association Memberships

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 retain memberships include:

- American Association of Airport Executives
- American Concrete Pavement Association
- American Institute of Steel Construction
- American Road & Transportation Builder Association
- American Solar Energy Society
- California Solar & Storage Association
- Georgia Solar Energy Association
- Green Energy Ohio
- National Cannabis Industry Association
- Northeast Sustainable Energy Association
- Smart Electric Power Alliance
- Solar Energy Business Association of New England
- Solar Energy Industries Association

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, 2020 filed with the SEC. 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. Financial assistance Gibraltar received in the form of various tax credits and other government incentives and aid is reflected in the table below.

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.

During 2020, Gibraltar received government benefits related to the economic impacts of the COVID-19 pandemic including the Employee Retention Credit under the U.S. Coronavirus, Aid, Relief and Economic Security Act ("CARES Act"), and Canada Emergency Wage Subsidy (CEWS).

Financial Assistance Received from Government (in thousands, USD)

Country	Tax Relief & Tax Credits	Subsidies	Grants	Financial Incentives	COVID-19 Benefits
Canada	\$12	—	—	—	\$488
United States	\$1,160	—	—	—	\$1,443
Total	\$1,172	—	—	—	\$1,931

Priority Assessment

In 2021, Gibraltar executed its first formal CSR priority assessment process soliciting input from our stakeholders to set a clear direction for those issues most impactful to the company. Gibraltar referenced the GRI Standards framework in developing its process to assess topics Gibraltar most impacts through our operations and strategy.

Topic Identification

Relevant topics selected for inclusion in the survey were identified as those considered important for reflecting Gibraltar’s economic, environmental, and social impacts, and influencing the decisions of our stakeholders. Surveyed stakeholders were asked to prioritize topics based on the degree to which they believe Gibraltar can act to substantially influence and effect the risks and opportunities associated with each. Topics were selected by reviewing sustainability standards and protocols, environment, social, and governance indicators, identified risks, and benchmarking.

Stakeholder Selection

We solicited input from internal and external stakeholders for a holistic evaluation of the priorities from those that shape our strategy, influence our decisions, and help promote the long-term sustainability of the company. Input was received from the following groups:

- Gibraltar employees
- Gibraltar leadership
- Investors

Generally, stakeholders were polled directly via an online survey giving an opportunity to provide feedback. More than 500 employees provided detailed responses to the survey. Three shareholders provided survey responses, and feedback sessions were held with two other institutional investors.

GIBRALTAR CHANGEMAKERS



“Having a leadership team that includes employees in the decision-making process gets me up every morning. That we are involved and relied upon to help the company grow is motivating for when times are challenging. This is a company with a long-term strategy that I’m excited to be a part of.”

--- Chris Butler, Plant Manager

Topic Prioritization

The priority matrix below compares the importance of each survey topic to stakeholders and Gibraltar's leadership. Topics identified as highest priorities for Gibraltar (located in the top right region of the matrix) include:

- Ethical Behavior – Promoting high standards of ethics in business behavior and with business partners to prevent and eliminate corruption, extortion, and bribery in all markets in which Gibraltar operates or does business
- Workplace Safety – Championing a workplace that is free of injuries and fatalities by implementing employee training and enforcing safety precautions to continuously minimize physical risks to our workforce
- Product Quality & Safety – Supplying our customers with quality products and services that continuously meet and exceed expectations
- Health & Wellness – Supporting our employees' physical and mental wellbeing at work and at home



Other topics shown are also important priorities for managing Gibraltar's CSR commitment and are considered in our reporting process.

Our People

The foundation for our focus on organizational development is built on two fundamental beliefs:

- (1) Our ability to perform and deliver shareholder value is dependent on our people, and
- (2) We strive to create an environment where our people can have the best chance to thrive, which we refer to internally as creating the "Best Place to Work"

Our "Best Place to Work" initiative is built on – Health & Safety; Education & Development; Diversity & Inclusion; Compensation & Employee Benefits; and Communication & Employee Engagement – and involves our entire organization.

GIBRALTAR CHANGEMAKERS



"Working at Gibraltar is like a breath of fresh air. The atmosphere is very welcoming and inclusive, and everybody works together to fulfill common goals. The company is always open to new ideas, and it values input from all employees. If something is not working, an employee can share feedback with their manager, and the concerns are heard and considered, with an open mind to identifying solutions."

--- Ivana Podger, HR Manager

"When you have been around long enough to weather a crisis like the aftermath of 9/11, the 2008 recession, or a global pandemic, you realize how much the team you are around matters. Gibraltar has responded well to each, making decisions to keep people safe and the business strong."

--- Demetri Edwards, Production Lead



Health & Safety

Safety is a top priority at Gibraltar, and we expect each member of Gibraltar to follow our safety standards and practices, support our key initiatives, be accountable to themselves and each other, and be part of the solution. We believe all accidents and near misses are preventable as we strive to create a zero incidents work environment. We have a disciplined safety management and reporting process. We measure and review our safety results continuously in each location. Our CEO reviews safety performance, including recordable incidents, near misses, and first aid cases monthly with all business and human resource leaders. In addition, safety performance and best practices are also reviewed quarterly with the entire organization during our organization-wide Town Hall virtual meetings, and with directors during quarterly board meetings.

Each of the Company's business units has a safety team that assesses all recordable incidents and near misses to identify mitigating actions to prevent accidents in the future. Additionally, as part of our annual budget and capital planning process, our businesses identify additional safety investments required for training, education, equipment, and processes.

Occupational Health and Safety Measures

	2019	2020
Total Recordable Incident Rate (TRIR)*	3.7	2.3
Total Near Miss Frequency Rate (NMFR)**	3.9	4.9
Work-related fatalities***	0	0

**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.*

***Near miss rates are defined as an incident in which no personal injury occurred, but personal injury could have occurred but for a slight circumstantial shift, per 200,000 hours worked.*

****Work-related fatality defined as a death that occurs while a person is at work or performing work related tasks.*

Safety measures include data from discontinued operations and recent acquisitions. Data from acquisitions is reported from date of acquisition to reporting date; data prior to acquisition not included.

To further improve our workplace health and safety measures, we are in the process of developing an enterprise-wide safety framework that includes our Safety Policy and Philosophy, implementation of a shared Safety Management System, common training resources, and systems to facilitate sharing of best practices to continuously improve safety performance across all business units. This will ensure employees benefit from a safety culture which is operationally integrated and aligned with Gibraltar's values and culture.

We are also continuously evolving our crisis management plans as we gain additional experience, review industry best practices, and continue to develop more effective tools, processes, and policies. In an emergency, our main priorities are the welfare of our people and maintaining business continuity.

Addressing COVID-19 with Our Workforce

Operating during the COVID-19 pandemic has required focus, discipline, and diligence for our entire organization to maintain our health and safety protocols – while at work, home, and in the communities where we live and work. Beginning in March 2020 and to date, we implemented:

- All Centers for Disease Control and Prevention, World Health Organization, and U.S. Department of Health and Human Services recommendations and educational initiatives. Additionally, we proactively tracked and implemented all state and local mandates and made modifications in compliance with changes throughout the year.
- Travel restrictions and leveraging of digital tools as much as possible.
- Operating protocols in our offices and production facilities including mandatory PPE (face masks / shields, and sanitizer stations), social distancing requirements, zone management, shift management, temperature checks, visitor restrictions, and sanitization management with outside contractors.
- Business continuity protocols for our remote-working team with focus on reliable, consistent, and continuous connectivity along with additional cyber-security protection and a new centralized Help Desk.
- 160 hours of additional pay for our production employees to be used at their discretion during the year to support them, and their families, in the event the pandemic caused personal hardship. In December 2020, we paid a cash bonus to each production employee for the unused portion of their remaining 160 hours. For non-production employees, whose positions were generally able to be performed remotely, we provided salary continuation for time needed to deal with personal matters arising from the pandemic.
- Daily, weekly, and monthly communications to keep our team informed as the pandemic and our business situation evolved throughout the year. In 2020, the CEO hosted 18 live Town Hall virtual meetings connecting with as many as 650 people to provide updates and address any concerns from the team. The executive leadership team, business leaders, and human resource leaders met daily and weekly to modify and implement changes to our operating protocols. Throughout 2020, the Board met on an informal basis with members of our management team to discuss developments related to COVID-19 and the Company's response as well as the impact of COVID-19 on the Company's operations.
- Processes to track COVID-19 cases across Gibraltar by location and for our employees working remotely. The leadership team reviewed our status every 24 to 48 hours. We also tracked the recovery process for all employees and our "active" cases throughout the year.

Education & Development

We support our employees in realizing their full potential with meaningful career development opportunities. Our focus is to build the best organization and an environment where our employees learn, are challenged, and have the tools to grow. We are also focused on building the most effective systems, tools, and processes to enable the organization to continue to advance. With these initiatives, along with our formal education and development program, we will build competencies, drive more diversity of thought, challenge internal paradigms, and drive improved and consistent performance.

GIBRALTAR CHANGEMAKERS



“There is always an opportunity to grow at Gibraltar.”

“I have worked in multiple areas at Gibraltar, moving throughout the U.S. as I was promoted within the company. Over the last fourteen years, I went from a contractor to a supply chain analyst to now, a supply chain manager. I am thankful to have had influential mentors along the way. Each promotion was an opportunity to take on more responsibility and work on new projects.”

--- Malena Villarreal, Supply Chain Manager

“Since my second year of college, I have been drawn to renewable energy, which led me to RBI Solar. Not only did I find a company that aligned with my passions, but I also landed with a great team that works well together. I feel fortunate to have access to the executive team to discuss ideas, issues, and solutions.”

--- Ameer Abuhamdeh, Product Development Engineer



“As a newer member of the company, I feel valued and a part of our company’s mission.”

Education

The development of our organization starts with consistent education and training. At the core of this effort is making sure our people have a foundation based in ethics and compliance, which is summarized as follows:

- Our commitment to high ethical standards is the best way to serve our people, customers, suppliers, and investors
- We are all responsible to follow and uphold strong ethical principles
- Ethical behavior is more than a policy and compliance with the law is mandatory – it is our responsibility to conduct business in the right and responsible way

Our commitment to living our values includes providing education and training for all, and as part of our commitment, we have updated Our Code and expanded our ethics training curriculum.

We deploy a comprehensive education curriculum including Ethics – “Doing the Right Thing,” Compliance – “Doing It the Right and Responsible Way,” and Cyber Security. Our curriculum is administered online, and every employee and member of the Board is required to complete a minimum of 12.5 hours per year in an assigned timeframe. In 2020, we invested approximately 20,000 hours in education and training and our goal on a full-year basis is to invest at least 25,000 hours. Our education program, completed annually by all employees, is a condition of employment, and our CEO reviews the quarterly progress for all. The base curriculum is summarized below:

Ethics	Compliance	Cyber Security
<p><i>“Do the Right Thing”</i></p> <ul style="list-style-type: none"> • Ethics and Ethical Behavior • Harassment and Discrimination • Diversity, Equity and Inclusion <ul style="list-style-type: none"> - Unconscious and Implicit Bias - Micro-Aggressions - Respect in the Workplace - Cultural Competency • Corporate Social Responsibility • Conflict of Interest 	<p><i>“Do It the Right and Responsible Way”</i></p> <ul style="list-style-type: none"> • Insider Trading • Intellectual Property • Anti-Trust and Fair Competition • Government Relations • Improper Payments and Gifts • Data Privacy and Protection • International Business Ethics • U.S. Employment Law for Supervisors 	<ul style="list-style-type: none"> • Business Continuity • Security Awareness • Internet Security When Working from Home • Social Engineering, Phishing, and Ransomware • Mobile Security • Stop the Spread of Disinformation • Identity Theft

Average Training Time by Employee Category

Category	Total Training Hours	Estimated Head Count	Average Hours
Board Members	56.45	9	6.27
Executive	733.30	20	36.67
Director	1,206.18	54	22.34
Supervisor	4,898.12	243	20.16
All Others	17,430.51	1,723	10.12
Total *	24,324.56	2,049	11.87

* Training data includes the Company’s discontinued operations and excludes temporary employees, employees located outside North America, and the recent acquisition of TerraSmart LLC. Data from acquisitions is reported from date of acquisition to reporting date; data prior to acquisition not included.

Leadership Development

We also developed and launched Gibraltar University which is designed to develop key leadership positions across Gibraltar. The program follows a selective process to identify and train high potential, high performing employees. The two-year initiative utilizes classroom education, continuous learning, and team project implementation prior to graduation. The curriculum is taught by Gibraltar's leadership team and covers Finance, Human Resources, Marketing, Operations, Innovation, Legal, Strategy Development & Deployment, and Mergers & Acquisitions. In 2020, our first class of participants was nominated by our business leaders and began the program, and our second class will start the program in 2022.

We also maintain an Organization Planning and Talent Review process. The annual process integrates discussions and metrics on organization structure, career development, diversity and inclusion, performance and potential assessment, and succession planning. Each business unit reviews their organizational development plans with our CEO and senior leadership team and follows with monthly reviews to ensure implementation of organization plans. On an annual basis, our CEO reviews the organizational development plan and performance results with the Board, including performance of the senior leadership team, succession planning progress, key organizational priorities and results, education and training initiatives, and all key organizational design and structure. This annual process helps our organization scale and manage the future of the Company. It also reinforces the development requirements and opportunities for our people, and ensures we are addressing organizational gaps, opportunities, and succession planning in a continuous and timely manner. It also drives our annual hiring, recruiting, and retention initiatives.

Recruiting is an important aspect of our business strategy and is guided by our desire to find the best talent to drive our business and build our "Best Place to Work" vision. It starts with understanding our organizational needs and developing diverse candidate "slates" for the positions we plan to hire. Recruiting is also about telling our story better – communicating our "Best Place to Work" vision using social media to reach a broader audience, and strengthening our partnerships with selected professional recruiters, labor agencies, universities, and trade schools. Our apprentice, co-op, and internship programs continue to grow, which creates an opportunity for potential candidates to assess the fit and opportunity within our organization.

GIBRALTAR CHANGEMAKERS

"I love that Gibraltar promotes problem-solving and independent thinking as a company. As a project manager, I have complete autonomy when it comes to my work, and my manager and my team trust me to make the right decision to deliver for our customers. The difference at Gibraltar is that our employees face challenges head-on and have the freedom to solve problems efficiently and quickly."

--- Eric Devine, Product Manager,
Rubber & Pavement



"I'm excited to come to work each day because I feel like a trusted partner."

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 demonstrating respect for our people and valuing them for who they are, their perspectives, and their contributions is critical to creating the best environment for our team to have success. This is foundational for our “Best Place to Work” initiative. Key demographics of our employees are shown below.*

Employee Composition by Gender and Age

Employee Age Groups	Female	Male	Total by Age Group	Percent by Age Group
< 30 years of age	65	286	351	15.0%
30-49 years of age	251	775	1,026	43.9%
50+ years of age	258	702	960	41.1%
Total	574	1,763	2,337	

Gender Distribution

Position	Count	Percent
Female share of total workforce	574	25%
Females in all management (of total management positions)	72	24%
Females in senior management (of all senior management positions)	4	25%
Females on Board of Directors (of all Board of Directors members)	3	33%

Ethnic Background of Employees

Ethnic Background	Percent of Employees
White	60.2%
Black or African American	15.7%
Hispanic or Latino	13.1%
Not Specified	5.3%
Asian	4.8%
American Indian/Alaska Native	0.6%
Two or More Races	0.3%

Number of Employees by Employment Type

Employment Type **	Female	Male	Undisclosed	Total by Employment Type	Percent by Employment Type
Salary	289	650	0	939	40.2%
Hourly	285	1,113	0	1,398	59.8%

* Data as of December 31, 2020 and includes the Company's discontinued operations. Excludes approximately 619 full-time equivalent temporary agency employees for whom gender data was unavailable.

** As of December 31, 2020, 223 of Gibraltar's 2,337 employees were covered by collective bargaining agreements. All Gibraltar employees and business partners are expected to allow workers the right to freedom of association, engage in collective bargaining, join unions, and seek representation in compliance with Our Code. Any actions in violation of this policy can be reported to Gibraltar's toll-free 24-hour integrity hot line.

We are building a team with people who bring diversity of thought, experience, and perspective to our organization. We recognize that our organization and the communities we operate in 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 entire Company, including the Board of Directors, and evolve the curriculum as needed
- Continue to “map” our organization with the communities we operate in to ensure the make-up of our team is representative of the community itself
- 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 utilizing monthly business reviews with the leadership teams, through quarterly communications with our teams, and quarterly reviews with the Board
- Build the most effective talent acquisition framework to attract the best people with the following objectives:
 - (1) Build diversity of thought requirements into our recruiting process with our partner recruitment firms and labor agencies, universities, and trade schools, and ensure they deliver diverse slates of candidates for our hiring needs, and
 - (2) Strengthen our outreach efforts to build and broaden our opportunity for diverse talent – to include academic institutions, industry associations, local businesses, and affinity groups
- Be proactive with our customers and supply chain partners to find ways to work together in promoting positive social development

GIBRALTAR CHANGEMAKERS



“It’s so refreshing to be at a company that respects diversity and inclusion.”

“It’s so refreshing to be at a company that respects diversity and inclusion and implements that value into our daily lives as employees. Gibraltar encourages and enables both professional and personal growth. It celebrates employees of all different groups and backgrounds, and there is no such thing as ‘one size fits all’ when it comes to our company as a whole.”

--- Shunda Gray, Customer Support and Training Manager

Compensation & Employee Benefits

Our compensation and benefits package is a key factor in recruiting and retaining the best talent in our industry. Our employee health and welfare benefits program is designed to promote the overall health and well-being of our workforce. We offer competitive compensation packages that comply with all regulations and offer benefit programs that provide employees access to affordable healthcare and retirement benefits. While specific benefits vary worldwide and are based on regional practices, listed below are some common features offered to our United States based employees which comprise approximately 91% of our workforce:

- Medical, dental and vision benefits for employees and their spouse / dependents
- Flexible spending accounts for both healthcare and dependent care
- 401(k) retirement savings program with Company matching contributions
- Paid vacation and holidays
- Short-term and long-term disability benefits
- Wellness incentives for employees
- Life insurance benefits
- Employee assistance program
- Parental leave

In addition, all salaried employees receive a written performance appraisal on an annual basis. We review compensation at least annually for all employees and adjust it to ensure we reward exceptional performance and remain competitive in the market. We also offer a target-based incentive plan that provides for an annual bonus opportunity when certain Company financial metrics are met.

Virtual Remote Work

Gibraltar understands the value of virtual remote work for positions that allow for this form of flexibility. At the onset of the COVID-19 pandemic, we granted eligible position the opportunity to work from home to ensure a safe work environment while maintaining a culture of customer-centric collaboration. We continue to offer eligible positions the ability to work from home, and still provide office space to all employees who need it. Offering this flexibility has allowed us to better support the dynamic needs of our employees on a day-to-day basis. This policy has also allowed our talent acquisition team to broaden its search for a more diverse candidate pool so we may enhance our ability to attract a diverse set of talent.

Communication & Employee Engagement

Gibraltar recognizes the importance of engaging employees through consistent and continuous communication such that the team clearly understands the Company's vision, strategy, and key priorities. Every quarter, our CEO conducts a live Town Hall meeting for the entire organization with a standard agenda reviewing ethics and compliance, safety performance, business performance, community service initiatives, employee recognition, and concludes with a live Questions & Answers session. After each Town Hall meeting, our team is surveyed for feedback on ways to improve the meeting. In addition, each Gibraltar business leader is required to develop and execute a similar communication plan for their business.

In 2020, we also conducted an employee survey to solicit input about our brand, company reputation, and culture. The results of the survey have contributed to Gibraltar's brand assessment initiative as well as strengthened our internal communication process. Ultimately, creating a "Best Place to Work" environment requires continuous and effective engagement and communication with our employees, and it also creates a strong foundation for attracting and retaining our team. Furthermore, in 2021 we solicited input from our employees as part of our Priority Assessment survey used to inform Gibraltar of key topics material to our CSR commitment and important to our stakeholders.

GIBRALTAR CHANGEMAKERS



“Gibraltar supports its employees by providing training and opportunities for professional growth, regardless of job title or position. When I started at the company 27 years ago, I was working part-time and attending college. Today, I handle human resources and payroll for our location, among other duties, and recently became the lead for our safety training. Employees can suggest training ideas, and the company will consider those because it wants everyone to have the tools they need to succeed.”

--- Tiffany Claypole, Office Manager

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. Gibraltar partners with local, regional, and national charities. We also recognize our employee's efforts for supporting charities on a quarterly basis in company-wide Town Hall meetings.

GIBRALTAR CHANGEMAKERS



"We help each other and the community."

"What I love about Gibraltar is the value placed on the importance of strong, personal relationships, having a good work-life balance, and giving back. Across the organization, we support our colleagues and help when needed. You see this every day. And we serve the local community through regular charitable events – such as food and clothing drives – depending on what the greatest need is."

--- Alice Warner, Machine Operator

"Knowing that we are heard and listened to makes us feel valued. As a result, we are more invested in the company. This engagement was clear at the beginning of the pandemic when we joined together and pivoted our work to make PPE instead of awnings. It took a lot of planning and collaboration, but everyone stepped up and adapted."

--- Teresa Stevens, Fabric Department Lead



"Everyone is determined and focused on helping the company succeed."

Gibraltar proudly supports a Workplace Giving Program and partnered with charitable organizations including the Ronald McDonald House Charities, St. Jude Children's Research Hospital, Make-A-Wish Foundation of America, Habitat for Humanity International, and local area food banks. For every donation or contribution an employee makes, Gibraltar matches the same contribution amount in the name of the employee. We selected these organizations because of our existing relationship with each charity, and the various services and support they provide for those in need.



St. Jude Children's
Research Hospital

Make-A-Wish



Habitat
for Humanity

Likewise, our businesses support a variety of local and regional charities in their respective communities with their time, talent, and financial support.



Our people in Manhattan, Kansas participate in hosting tours for transitioning military members, including Military to Manufacturing. These tours are made possible through the partnership with The City of Manhattan, Kansas State University, and other local area businesses.

Our employees volunteered with the United Way of Metro Chicago in a camaraderie filled event to fill snack bags and create cards with inspirational messages to be presented to Blue Cap, located in Blue Island, Illinois. United Way of Metro Chicago works alongside nonprofits, like Blue Cap to establish multiple pathways to success for all their neighbors. Gibraltar is proud to support Blue Cap and its mission to serve as a catalyst for children and adults with intellectual disabilities to be educated, have quality life experiences, be respected and be a valued member of their community.



Supporting our communities through COVID-19



In early 2020, we temporarily converted two manufacturing facilities to produce personal protective equipment (PPE), including masks, gowns, and face shields. These products were distributed to our team members for use at work and home, and donated to local hospitals, health care facilities, and some of our suppliers around the United States. Our newly acquired botanical oil extraction businesses were repurposed towards the production of hand sanitizer and processes to sterilize personal protective equipment.

In 2020, our team rallied around the cause to fight hunger in our local communities by making contributions to local food banks, which Gibraltar doubled through matching donations. The funds raised by this effort allowed these food banks to fund 3.3 million meals, or over 85,000 meals (on average) for each community in which we operate and live.



The World

We are committed to operating responsibly in the world by focusing on measuring, managing, and reducing our environmental impact, and promoting responsibility across our entire value chain. Our commitment to the world is a natural fit with our strategy for developing products and services that reduce environmental impact and improve quality of life.

GIBRALTAR CHANGEMAKERS



“Gibraltar is dedicated to the development of its people so that we can deliver meaningful value to the world.”

“I’ve worked in the greenhouse industry for nearly 20 years and started with Gibraltar in 2020. It is clear Gibraltar wants to make a difference in the world, and I’m proud to be a part of that mission. The organization invests in continued growth and development to create products and solutions that positively impact people’s lives and our environment.”

--- John Quiring, Assistant General Manager

“Gibraltar provides the tools, support, and autonomy to produce unique, quality solutions for our customers in the most efficient, safest, and most ethical way possible. We do it right. That’s important because our projects are large, and they wouldn’t work if we didn’t have these values.”

--- Chris Allen, Supply Chain Manager



“I can solve problems for my customers in the most efficient, safe, and ethical way.”

Supply Chain Responsibility

Gibraltar is committed to partnering with suppliers who operate with similar dedication to global social responsibility and environmental stewardship. Our commitment to high ethical standards and business conduct extends directly to our supply chain.

Supplier Code of Conduct

Complementary to Our Code, Gibraltar's Supplier Code of Conduct sets forth Gibraltar's expectations for suppliers to uphold a steadfast commitment to high ethical standards and business conduct. Gibraltar expects all suppliers to be in compliance with ethical, labor, health, safety, environmental, quality, employee, and management responsibilities and standards. 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. 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:

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

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. More information about our [Conflict Mineral Policy](#) can be found under the Corporate Governance page of the Company's website.

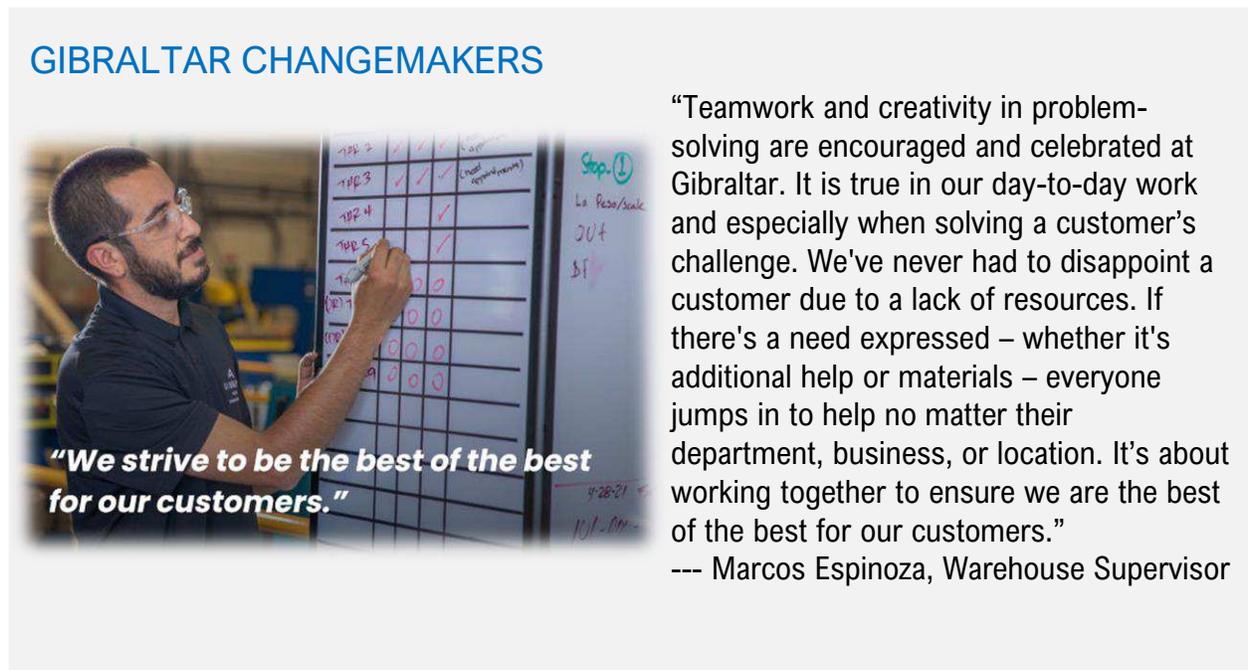
Product Quality & Safety

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

Examples of the practices implemented to ensure product quality and safety include:

- Following the principles of “Safety by Design”, which applies methods early in the product design process to emphasize protecting human health and safety, and to minimize hazards throughout a product’s life cycle
- Providing installation guides that include safety precautions and warnings of potential risks to consumers
- Complying with all regulatory requirements for labeling and certifications such as GHS (Globally Harmonized System of Classification and Labeling of Chemicals) and CE marking
- Observing industry standards to ensure products specifications conform to well accepted codes and standards
- Regularly performing 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
- Pursuing third-party certifications for quality management – at the end of 2020, four facilities, accounting for approximately 15% of Gibraltar’s manufacturing facilities, had ISO 9001 certification for quality management

GIBRALTAR CHANGEMAKERS



“We strive to be the best of the best for our customers.”

“Teamwork and creativity in problem-solving are encouraged and celebrated at Gibraltar. It is true in our day-to-day work and especially when solving a customer’s challenge. We’ve never had to disappoint a customer due to a lack of resources. If there’s a need expressed – whether it’s additional help or materials – everyone jumps in to help no matter their department, business, or location. It’s about working together to ensure we are the best of the best for our customers.”

--- Marcos Espinoza, Warehouse Supervisor

Environmental Metrics

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

- Act in an environmentally responsible and safe manner with respect to fellow employees, suppliers, contractors, customers, business partners, and members of our local communities, and committing to continuous education and creating 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
- Active engagement 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 all operations adhere with all relevant laws and regulations. There were zero incidents of environmental non-compliance resulting in fines or penalties among Gibraltar facilities in 2020. Some of our business units also pursue third-party certifications for environmental management. At the end of 2020, one facility, accounting for approximately 4% of Gibraltar's manufacturing facilities, operated with an ISO 14001 certification for environmental management.

Measuring the impacts 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 the company accounts for 100% of the emissions from operations where Gibraltar has the full authority to introduce and implement its own operating policies. Emissions data is collected from each of our facilities, and in most instances using metered data. In cases where metered data is unavailable, estimates are made.

Key metrics for energy consumption, greenhouse gas emissions, water use, and waste generation for Gibraltar's continuing operations are presented in the following tables. For target tracking purposes, we have selected 2020 as our baseline year and all intensity metrics are inflation adjusted to the value of 2020 dollars. The financial data to which the environmental intensity metrics are normalized is limited to continuing operations and includes estimated pro forma revenue attributable to acquired businesses for acquisitions consummated since 2019, as if such acquisitions had occurred on January 1, 2019.

Energy Consumption

	Unit	2019	2020
Total non-renewable energy (nuclear, coal, natural gas, diesel, gasoline, propane, etc.) purchased and consumed	MWh	75,354	80,329
Steam, heat, cooled air/water (non-renewable) purchased or generated	MWh	0	0
Total non-renewable electricity purchased *	MWh	34,147	33,880
Total renewable energy (wind, solar, geothermal, hydroelectric) purchased or generated	MWh	0	0
Total renewable electricity purchased or generated	MWh	0	0
Total non-renewable energy (electricity, heating & cooling) sold	MWh	0	0
Total renewable (electricity, heating & cooling) sold	MWh	0	0
Total costs of energy consumption **	million USD	4.20	4.98
Energy Intensity by net sales	MWh per million USD	64.0	65.8

* In 2019 and 2020, 100% of electricity consumption was purchased from the grid.

** Energy consumption costs exclude estimated data which accounts for 12% of total energy consumption in 2019 and 16% of total energy consumption in 2020. Fuel costs for mobile combustion sources for Thermo Energy Systems Inc. and TerraSmart LLC are not included in 2019 cost total.

Energy metrics are based on metered data and good faith estimates of 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.

Greenhouse Gas (GHG) Emissions

	Unit	2019	2020
Direct (Scope 1) GHG Emissions	MTCDE	8,353	9,710
Energy Indirect (Scope 2) GHG Emissions	Market-based	15,345	15,565
	Location-based	14,718	14,607
	(MTCDE)		
GHG Intensity (Scope 1 & 2) by net sales *	MTCDE per million USD	20.1	20.7

* GHG intensity is calculated using Scope 1 and market-based Scope 2 emissions.

Emissions are reported in metric tons of carbon dioxide equivalents (MTCDE). All greenhouse gases declared in the Kyoto Protocol (CO₂, CH₄, N₂O, HFCs, PFCs, NF₃) are included in the evaluation of our Scope 1 and 2 GHG emissions inventory. Relevant GHG sources identified are purchased electricity, natural gas, diesel, gasoline, propane, and LPG. Emissions resulting from fire extinguishers, refrigerants, welding, and other industrial gases have been excluded as de minimis. Our Scope 1 and 2 emissions data was verified by SCS Global Services to a limited level of assurance. Assurance statement is provided in the section entitled [About the Report](#).

GIBRALTAR CHANGEMAKERS



“Activities that fight climate change and protect the environment support Gibraltar’s Corporate Social Responsibility vision, as well as sustainability and a culture of doing what’s right.”
 --- Jeff Watorek, Gibraltar Vice President, Treasurer and Secretary

Water Use

	Unit	2019	2020
Water withdrawal by source	Surface water	0	0
	Groundwater	279	397
	Rainwater	0	0
	Reclaimed water	0	0
	Municipal water	103,072	103,810
	(cubic meters)		
<hr/>			
Total water withdrawal	cubic meters	103,351	104,207
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Water withdrawal intensity by net sales	cubic meters per million USD	87.8	85.3
<hr/>			
Percent water withdrawal by level of water stress *	Low	61.3	73.2
	Low-Medium	1.6	1.6
	Medium-High	8.7	5.4
	High	11.1	9.3
	Extremely High	17.3	10.4
	(%)		

* 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 2020, Gibraltar operated 10 facilities in areas of high to extremely-high water stress, accounting for 19.7% of our total water withdrawal. Over 99.5% of Gibraltar's water withdrawals are in the United States and Canada.

Waste Generation and Recovery

	Unit	2019	2020
Non-hazardous waste generation *	metric tons	8,276	7,656
Percent recycled/diverted	%	76	72
Hazardous waste generation	metric tons	NA**	14.7
Percent recycled/diverted	%	NA**	0
Waste generation intensity by net sales ***	metric tons per million USD	7.0	6.3

* Scrap metals accounted for 69% and 65% of all non-hazardous waste in 2019 and 2020, respectively.

** Processes to accurately estimate hazardous waste generation at facilities were not implemented until 2020.

*** Waste generation intensity includes hazardous and non-hazardous wastes.

Environmental Impact Initiatives

Gibraltar is committed to reducing operational energy consumption and carbon emissions, as well as improving the amount of energy supplied by renewable sources. During 2020, we partnered with a third party to help source energy more effectively, and to obtain tools to track energy usage in a more efficient manner. It was an important year to transition from a focus on setting up processes to capture environmental data to identifying tools we can use to positively impact our environmental footprint, and we are implementing these tools to drive future improvements.

One of the tools identified in 2020 was the U.S. Department of Energy **Better Plants Program**.



Gibraltar became a partner of the Better Plants program and committed to reduce the energy intensity at our U.S. facilities 25% by 2030. Participation in the program will help us to secure energy resiliency throughout our operations and strengthen our manufacturing competitiveness in the United States.

Recently, we utilized the Better Plants program to conduct energy audits at our most energy consuming facilities which contribute the largest share to Gibraltar's Scope 1 and 2 greenhouse gas emissions. Our team will develop and implement the recommended energy efficiency and carbon saving measures at these facilities. Furthermore, we will continue to invest in our facilities to provide our employees with safe and comfortable working conditions, including investments in energy efficient air filtration systems. Since 2020 we have invested more than \$1.2 million to install high volume low speed air management fans at a number of facilities.

Make it better
Make it right
Make it together
MAKE AN IMPACT

Other steps we have taken to improve our environmental impact include:

- Incorporating post-consumer content into products
- Reducing dependence on single use plastics for product packaging / shipping
- 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

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.

a. 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 on Gibraltar's approach to CSR to ensure it is integrated with the Company's overall business strategy and corporate best practices.

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

b. 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 related to CSR matters, including climate-related issues. The CSR Committee is led by the Vice President, Treasurer and Secretary, and includes the Chief Human Resources Officer, Director of Human Resources, Vice President of Marketing, Manager of Technical Accounting, General Counsel, and Vice Presidents / General Managers of the business units. The CSR Committee is responsible for monitoring and reporting on sustainability performance to the Nominating, Governance and Corporate Social Responsibility Committee on a quarterly basis.

In addition, the Vice President, Treasurer and Secretary reports progress on CSR matters to our employees during quarterly Town Hall Meetings. The Vice President / General Managers 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

a. Identification of Climate-related Risks and Opportunities

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

- Short-term (0 – 5 years)
- Medium-term (5 – 10 years)
- Long-term (over 10 years)

Examples of climate-related risks and opportunities 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 such 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, 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 other sources of energy 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 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, between 40% – 65% of electricity generation capacity additions are expected to be from renewable sources, with nearly half coming from solar energy. In the United States, electricity generation from renewables is projected to be 38% of total energy production in 2050, with solar being the fastest growing method of renewable generation.¹ Our

¹ U.S. Energy Information Administration, Energy Outlook Report 2020

ability to design, engineer, manufacture, and install flexible solar infrastructure technologies enhances the deployment of solar energy anywhere to meet this growing demand. In 2020, our Renewables segment generated 23% of Gibraltar's sales and is expected to be the fastest 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 impacts and ensuring products reach end customers at peak flavor and freshness to reduce waste. 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 created in an energy efficient manner, which Gibraltar's ventilation and outdoor living solutions specialize in providing. 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 sun-shades and screens to create more usable outdoor living space for multiple seasons.

b. Impacts of Climate-related Risks 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 products that are also more sustainable and contribute a positive impact for the environment.

Supply chain

Our business deploys working capital strategies to mitigate industry seasonality risk, and to ensure we create exceptional customer experience. We implemented enterprise resource planning systems along with a corporate-wide SIOP (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 SIOP 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 maintain some manufacturing and service redundancy across our businesses and have also equipped

certain locations to help minimize production disruption. Gibraltar also maintains flood insurance for facilities located in areas where there is potential for flooding. 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' needs to create renewable energy, sustainable agriculture, and 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 2020, Gibraltar invested over \$14.3 million in R&D, of which over half was related to product developments 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 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 partnered with a third party in 2020 to begin monthly tracking of 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 agreed to reduce the energy intensity of our manufacturing facilities' 25% by 2030. To meet this goal, 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 strategic partnerships, and sourcing goods from environmentally conscious suppliers, we anticipate better management of resources including energy, water, and materials. Improved operational efficiencies may lead to lower operating costs and increases in revenues that also reduce our exposure to climate-related regulations.

Capital expenditures and capital allocation

Based on the recommendations of the energy audits we conducted at key facilities in 2021, 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, since 2020 we have invested over \$1.2 million in air filtration and air movement systems to make our facilities more comfortable and safer for our employees in an energy-efficient manner.

Acquisitions and divestitures

Portfolio management is one of the three pillars of Gibraltar's foundation 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 to acquisition targets that participate in the renewables, agtech, and comfortable living markets.

Over the past several years, Gibraltar has invested nearly \$500 million of capital for acquisitions in the renewables and agtech markets. These investments, coupled with divestitures made within our industrial business segment, have led to a significant transformation to our business as noted in the section entitled [About Gibraltar](#). We believe these investments have aligned Gibraltar with more relevant products and services that address some of the world's most challenging opportunities, including climate change.

c. 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 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 left us well positioned 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 Audit and Risk Committee. Details regarding the processes used for identifying and assessing core risks can be found in the report section entitled [Enterprise Risk Management](#). The successful execution of our business strategy and integration of CSR into our operations ensures Gibraltar's leadership is continually seeking strategies to both mitigate climate-related risks and realize opportunities.

TCFD Disclosure: Metrics and Targets

We track our impact on the environment in areas including operational energy consumption, Scope 1 and 2 greenhouse gas emissions, water use, and waste generation, as noted in the section entitled [Environmental Metrics](#). We utilize this data to work towards continuously minimizing our environmental impact as described in the section entitled [Environmental Impact Initiatives](#). 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 our climate goals, we are looking to improve energy efficiency at our facilities and source renewable energy to reduce our exposure to GHG emissions pricing.
Transition – Technology	Costs to adopt/deploy new practices and processes	X			We have a strategic partnership with the Better Plants program who provides technical support to identify energy-savings opportunities and develop energy management plans to improve energy efficiency and reduce operating costs associated with energy expenditures. They have aided in performing energy audits to identify capital investments in energy efficiency with <5-year payback periods and implement employee training to help us manage operational challenges.
Transition – Market	Increased production costs due to changing input prices		X		Our ability to navigate volatile market conditions by negotiating with suppliers and customers has been one our strengths. We continually monitor commodity markets to understand the impact changes that input costs of steel, aluminum, and resins have on our operations and our competitors. Managing these input costs and improving our SIOP process help mitigate the risk of volatility in input costs.
	Abrupt and unexpected shifts in energy costs		X		Our operations do not heavily rely on energy purchases as these costs contribute less than 1% 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	
Resource Efficiency	Reduced operating costs	X			We have strategic partnerships with Schneider Electric and the U.S. DOE’s 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.
Energy Source	Reduced exposure to future fossil fuel price increases and GHG emissions		X		
Products & Services	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.

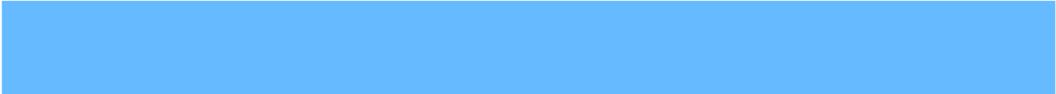
About the Report

Unless otherwise indicated, references to “Gibraltar”, “the Company”, “we”, “our” and “us” in this Inaugural Gibraltar Corporate Social Responsibility (CSR) Report refer to Gibraltar Industries, Inc. and its consolidated subsidiaries. Information provided is as of December 13, 2021 or covers the period January 1, 2020 through December 31, 2020, unless otherwise noted. This CSR Report also addresses certain events and initiatives that occurred after the end of calendar year 2020 to provide the most relevant information to stakeholders. Unless otherwise indicated, information in this CSR Report relates to our continuing operations, excluding businesses disposed in 2021. During the 2020 calendar year, Gibraltar completed five acquisitions including: Thermo Energy Systems Inc. on January 15, 2020; Delta Separations, LLC and Teaching Tech, LLC on February 13, 2020; Architectural Mailboxes LLC on October 15, 2020; Sunfig Corporation on December 11, 2020; and TerraSmart LLC on December 31, 2020. The numerical metrics disclosed herein include the impact of operations for these five entities as if such acquisitions had occurred on January 1, 2019, unless otherwise noted. Gibraltar completed the divestiture of its Industrial business effective February 23, 2021. All entities of the discontinued operations are excluded from this CSR Report and the numerical metrics disclosed herein do not include the impact of operations for those businesses, unless otherwise noted.

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 Scope 1 and 2 greenhouse gas emissions data and 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, plans, estimates, forecasts, and projections about the Company’s business, and management’s goals for or beliefs about future operations, results, and financial position. These statements and our goals 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 or our goals include, among other things, the impacts of COVID-19 on the global economy and on our customers, suppliers, employees, operations, business, liquidity and cash flows, other general economic conditions and conditions in the particular markets in which we operate, changes in customer demand and capital spending, including demand for solar energy, controlled growing



environments and our building and energy saving products, competitive factors and pricing pressures, our ability to develop and launch new products in a cost-effective manner, changes to our capital allocation priorities, our ability to improve our energy efficiency and procure renewable energy for our operations, the success of our innovation and R&D initiatives, our ability to recover any losses from our insurance providers, the effectiveness of our Sales, Inventory, Operations Planning process, our ability to identify acquisition candidates and realize synergies from and integrate newly acquired businesses, and our ability to derive expected benefits from restructuring, productivity initiatives, liquidity enhancing actions, and other cost reduction actions. We strongly advise you to read the sections entitled “Risk Factors” in our filings with the U.S. Securities and Exchange Commission which can be accessed under the “SEC Filings” link of the “Investor Info” page of our website at www.gibraltar1.com. The Company undertakes no obligation to update any forward-looking statements, 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.

GIBRALTAR INDUSTRIES, INC.
Reconciliation of Adjusted Financial Measures
(in thousands, except per share data)
(Unaudited)

	Twelve Months Ended December 31, 2020					Adjusted Financial Measures
	As Reported in GAAP Statements	Restructuring Charges	Senior Leadership Transition Costs	Acquisition Related Items	Gain on Sale of Business	
Net Sales						
Renewables	\$ 238,107	—	—	—	—	\$ 238,107
Residential	522,814	—	—	—	—	522,814
Agtech	209,460	—	—	—	—	209,460
Infrastructure	62,197	—	—	—	—	62,197
Consolidated sales	1,032,578	—	—	—	—	1,032,578
Income from operations						
Renewables	30,105	15	—	—	—	30,120
Residential	94,430	740	—	—	—	95,170
Agtech	10,633	932	—	2,779	—	14,344
Infrastructure	7,233	226	—	—	—	7,459
Segments Income	142,401	1,913	—	2,779	—	147,093
Unallocated corporate expense	(35,211)	375	2,526	1,991	—	(30,319)
Consolidated income from operations	107,190	2,288	2,526	4,770	—	116,774
Interest expense	703	—	—	—	—	703
Other (income) expense	(1,272)	—	—	—	1,881	609
Income before income taxes	107,759	2,288	2,526	4,770	(1,881)	115,462
Provision for income taxes	24,468	547	—	1,164	(469)	25,710
Income from continuing operations	\$ 83,291	\$ 1,741	\$ 2,526	\$ 3,606	\$ (1,412)	\$ 89,752
Income from continuing operations per share – diluted	\$ 2.53	\$ 0.05	\$ 0.08	\$ 0.11	\$ (0.04)	\$ 2.73
Operating margin						
Renewables	12.6%	—%	—%	—%	—%	12.6%
Residential	18.1%	0.1%	—%	—%	—%	18.2%
Agtech	5.1%	0.4%	—%	1.3%	—%	6.8%
Infrastructure	11.6%	0.4%	—%	—%	—%	12.0%
Segments Margin	13.8%	0.2%	—%	0.3%	—%	14.2%
Consolidated	10.4%	0.2%	0.2%	0.5%	—%	11.3%

GIBRALTAR INDUSTRIES, INC.
Reconciliation of Adjusted Financial Measures
(in thousands, except per share data)
(Unaudited)

	Twelve Months Ended December 31, 2014				
	As Reported in GAAP Statements	Acquisition Related Items	Intangible Asset Impairment	Restructuring Costs	Adjusted Statement of Operations
Net Sales					
Residential Products	\$ 431,915	—	—	—	\$ 431,915
Industrial & Infrastructure Products	431,432	—	—	—	431,432
Less Inter-Segment Sales	(1,260)	—	—	—	(1,260)
	<u>430,172</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>430,172</u>
Consolidated sales	862,087	—	—	—	862,087
Income (loss) from operations					
Residential Products	16,416	206	15,435	752	32,809
Industrial & Infrastructure Products	(74,634)	—	92,535	919	18,820
Segment (loss) Income	(58,218)	206	107,970	1,671	51,629
Unallocated corporate expense	(12,199)	(1,594)	—	—	(13,793)
Consolidated (loss) income from operations	(70,417)	(1,388)	107,970	1,671	37,836
Interest expense	14,421	—	—	—	14,421
Other income	(88)	—	—	—	(88)
(Loss) income before income taxes	(84,750)	(1,388)	107,970	1,671	23,503
(Benefit of) provision for income taxes	(2,958)	(510)	11,811	593	8,936
(Loss) income from continuing operations	\$ (81,792)	\$ (878)	\$ 96,159	\$ 1,078	\$ 14,567
(Loss) income from continuing operations per share – diluted	\$ (2.63)	\$ (0.02)	\$ 3.09	\$ 0.03	\$ 0.47
Operating margin					
Residential Products	3.8%	—%	3.6%	0.2%	7.6%
Industrial & Infrastructure Products	(17.3)%	—%	21.5%	0.2%	4.4%
Segments Margin	(6.8)%	—%	12.5%	0.2%	6.0%
Consolidated	(8.2)%	(0.2)%	12.5%	0.2%	4.4%

SCS global SERVICES GHG Verification Statement



The SCS Greenhouse Gas Footprint Verification Program has conducted a verification of GHG emissions based upon the following objectives, criteria, and scope:

Verification Objectives

- Evaluate the organization’s GHG inventory based per the level of assurance and materiality specified, including assessment of any significant changes and the organization’s GHG-related controls
- Evaluate conformance with specified verification criteria

Verification Criteria

- World Resources Institute/World Business Council for Sustainable Development’s “The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)” dated March 2004
- World Resources Institute/World Business Council for Sustainable Development’s “Scope 2 Guidance Document: An Amendment to the GHG Protocol Corporate Standard” dated 2015
- World Resources Institute/World Business Council for Sustainable Development’s “Corporate Value Chain (Scope 3) Accounting and Reporting Standard” dated 2011
- The Investor CDP Information Request
- ISO 14064-3: 2006 Specification with guidance for the validation and verification of GHG assertions

Verification Scope

- Company: Gibraltar Industries, Inc.
- Emissions Year: 2019 (Jan 1, 2019 – Dec 31, 2019)
- Geographic Boundary: As of December 31, 2020, operated 38 facilities, comprised of 27 manufacturing facilities, two distribution centers, and nine offices, which are located in 17 states, Canada, China, and Japan
- Level of Assurance: Limited
- Materiality: +/-5% quantitative threshold for direct and indirect emissions, qualitative based upon requirements specified within referenced criteria

Verification Opinion

This Verification Statement documents that SCS Global Services has conducted verification activities in compliance with ISO 14064-3: Specification with guidance for the validation and verification of greenhouse gas assertions. Based upon the reporting scope, criteria, objectives, and agreed upon level of assurance, SCS has issued the following verification opinion:

- Positive Verification – GHG assertion prepared in all material respects with the reporting criteria
- Negative Verification – GHG assertion was NOT prepared in all material respects with the reporting criteria

Verified Emissions

EMISSIONS SUMMARY - tonnes CO2e				TOTAL (tCO2e)
SCOPE	CO ₂	CH ₄	N ₂ O	
SCOPE 1	8,298.62	17.12	37.27	8,353.01
SCOPE 2 - LOCATION	14,717.62	<-Reported as tCO2e only		14,717.62
SCOPE 2 - MARKET	15,262.96	35.04	47.22	15,345.21

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Signature: *Tavio Benetti*
 Lead Verifier: Tavio Benetti
 Date: 10/19/21

Signature: *Nicole Munoz*
 Independent Reviewer: Nicole Munoz, Vice President - ECS
 Date: 12/7/21

SCS global SERVICES GHG Verification Statement



The SCS Greenhouse Gas Footprint Verification Program has conducted a verification of GHG emissions based upon the following objectives, criteria, and scope:

Verification Objectives

- Evaluate the organization’s GHG inventory based per the level of assurance and materiality specified, including assessment of any significant changes and the organization’s GHG-related controls
- Evaluate conformance with specified verification criteria

Verification Criteria

- World Resources Institute/World Business Council for Sustainable Development’s “The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)” dated March 2004
- World Resources Institute/World Business Council for Sustainable Development’s “Scope 2 Guidance Document: An Amendment to the GHG Protocol Corporate Standard” dated 2015
- World Resources Institute/World Business Council for Sustainable Development’s “Corporate Value Chain (Scope 3) Accounting and Reporting Standard” dated 2011
- The Investor CDP Information Request
- ISO 14064-3: 2006 Specification with guidance for the validation and verification of GHG assertions

Verification Scope

- Company: Gibraltar Industries, Inc.
- Emissions Year: 2020 (Jan 1, 2020 – Dec 31, 2020)
- Geographic Boundary: As of December 31, 2020, operated 38 facilities, comprised of 27 manufacturing facilities, two distribution centers, and nine offices, which are located in 17 states, Canada, China, and Japan
- Level of Assurance: Limited
- Materiality: +/-5% quantitative threshold for direct and indirect emissions, qualitative based upon requirements specified within referenced criteria

Verification Opinion

This Verification Statement documents that SCS Global Services has conducted verification activities in compliance with ISO 14064-3: Specification with guidance for the validation and verification of greenhouse gas assertions. Based upon the reporting scope, criteria, objectives, and agreed upon level of assurance, SCS has issued the following verification opinion:

- Positive Verification – GHG assertion prepared in all material respects with the reporting criteria
- Negative Verification – GHG assertion was NOT prepared in all material respects with the reporting criteria

Verified Emissions

EMISSIONS SUMMARY - tonnes CO2e				TOTAL (tCO2e)
SCOPE	CO ₂	CH ₄	N ₂ O	
SCOPE 1	9,636.24	30.31	43.60	9,710.15
SCOPE 2 - LOCATION	14,606.90	<-Reported as tCO2e only		14,606.90
SCOPE 2 - MARKET	15,503.85	26.14	35.31	15,565.30

Version 1-0 (October 2019) | © SCS Global Services

Signature: *Tavio Benetti*
 Lead Verifier: **Tavio Benetti**
 Date: **10/19/21**

Signature: *Nicole Munoz*
 Independent Reviewer: **Nicole Munoz, Vice President - ECS**
 Date: **12/7/21**

Gibraltar Industries, Inc.

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GIBRALTAR