

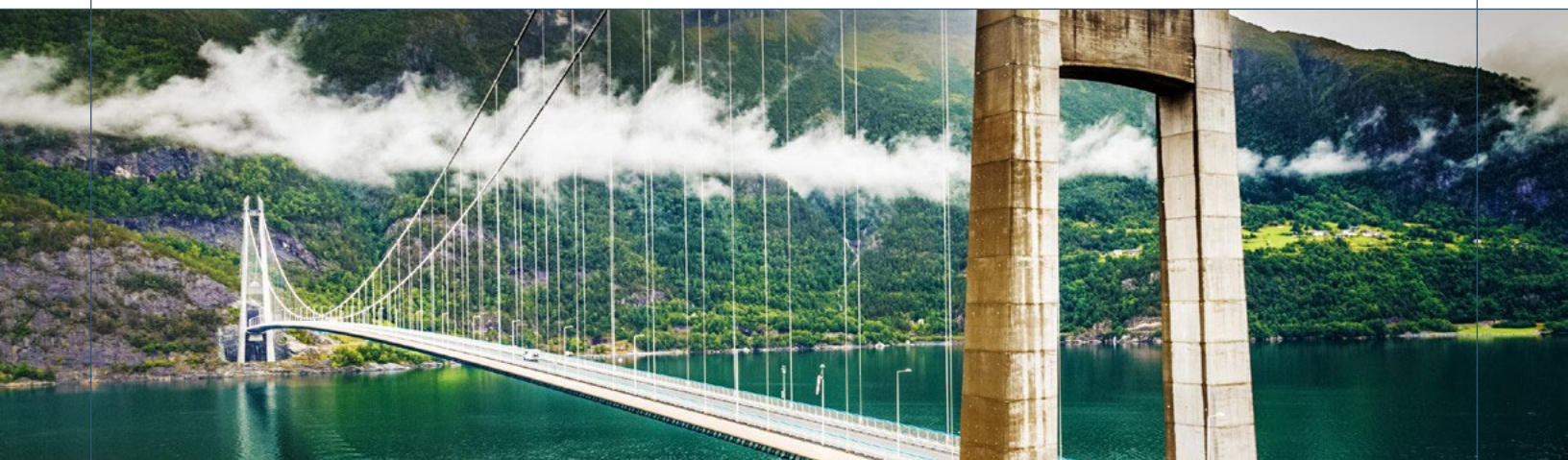
GIBRALTAR



CORPORATE SOCIAL RESPONSIBILITY 2022

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A MESSAGE FROM OUR CEO



Corporate Social Responsibility. It's a phrase we hear a lot today – and for many companies, it represents a revolutionary way to think about the work they do, and how they do it.

But for us, corporate social responsibility is inseparable from not only what we do, but who we are.

A sense of responsibility to people and the planet is built into our DNA . You see it in our values (see page 7): **Make it better**, which is about constantly striving to improve; **Make it right**, which is about doing the right thing for each other; **Make it together**, which is about collaborating toward important common goals; and **Make an impact**, which is about aspiring to make a difference in the world.

Responsibility runs through the work we deliver, too – as a significant player in creating more sustainable ways to grow food, harness energy, and live and work with greater efficiency, ease, and comfort, we are on the front lines of some of the most important challenges humanity faces.

So, as we share this Corporate Social Responsibility Report, we think of it as an evolution *in who we are* rather than a revolution in what we do. It's an opportunity to be more accountable, strategic, and transparent about how we think and act, and to deepen our commitment to Our People, Our Communities, and The World.

I am proud of the way our people have embraced the challenges of delivering the progress reported in the pages that follow. As we focus in the years ahead on our commitment to making our workplace safer, cultivating a more diverse and inclusive workforce, and reducing our environmental footprint, we will do so knowing that we are building on the foundations we lay today.

We hope you enjoy Gibraltar's 2022 Corporate Social Responsibility Report and look forward to sharing more of our story and progress in the years to come.

BILL BOSWAY

Chairman of the Board of Directors,
and Chief Executive Officer

GIBRALTAR CSR HIGHLIGHTS



Decreased Energy Intensity by Net Sales (total energy consumption/net sales) from 64.7 MWh in 2020 to 59.4 MWh in 2021 – a 8.2% company-wide improvement (see page 32)



Conducted the first comprehensive energy audits at seven of our manufacturing plants, which generate 66% of Gibraltar's carbon emissions, identifying opportunities to reduce energy consumption and increase energy efficiency in coming years



Released our inaugural report in alignment with TCFD (December 2021)



Conducted a materiality assessment to set the stage for our inaugural report and outline priorities for future disclosure (see page 17)



Evolved through a Board refresh process resulting in a broadening of board diversity in skills and tenure – achieved best in class demographics with 50% gender, racial or ethnic diversity (see page 12)

OUR COMPANY AT A GLANCE

OPERATIONS

Gibraltar operates from 34 facilities, including 25 manufacturing facilities, one distribution center, and eight offices across 16 states in the U.S., Canada, China, and Japan.

STOCK SYMBOL

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

OUR PURPOSE

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

OUR VALUES

(see page 7)

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



BUSINESS SEGMENTS

Business	Objective	Value driver	2021 Adjusted Revenue* (in USD)
Agtech	Build strong agribusinesses, healthier lifestyles, and a sustainable future.	Provide expertise in controlled environment agriculture (CEA) for Produce (fruits and plant growing), Commercial (flower and plant growing), and Cannabis sectors.	\$179 M
Renewable Energy	Enable cost-effective, eco-friendly energy generation.	Enable customers and utilities to harness energy efficiently wherever they choose to build.	\$432 M
Residential	Create and install solutions that make indoor and outdoor environments more comfortable, livable, efficient, and functional.	Manufacture and install outdoor awnings and shades, ventilation, and air management systems, building accessories, and mail and parcel solutions.	\$636 M
Infrastructure	Deliver knowledge and technology to keep people and business moving.	Provide expertise, products, and solutions that enable massive improvement efforts in highway and transportation infrastructure.	\$73 M

* See appendix for reconciliation of adjusted revenue to GAAP measure

CORPORATE SOCIAL RESPONSIBILITY AT GIBRALTAR

OVERVIEW

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



AT THE HEART OF OUR BUSINESSES

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

Since 2014, we have been transforming our company to focus on solving some of humanity's most challenging opportunities – from harnessing energy and growing food more sustainably to living and working with greater ease, efficiency, and comfort.

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

ROOTED IN OUR VALUES

A sense of responsibility to people and the planet is woven into the **core values** that define our purpose and drive our culture. These values include:

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



Business Segment: Agtech			
Our role	Key customers	Connection	Capabilities
Experts in controlled environment agriculture infrastructure.	<ul style="list-style-type: none"> • Commercial fruit and vegetable growers • Flower and plant growers, educational, research and institutional organizations, and retail structure businesses • Retail garden centers • Cannabis cultivators 	<ul style="list-style-type: none"> • Help meet the demand for fresh, locally grown produce while reducing the use of water, fertilizers, and pesticides. • Support Agtech innovation and development with universities and research organizations to bring new varieties of produce to consumers 	<p>Facility Design</p> <ul style="list-style-type: none"> • Design & Consultation • Site Development • General Contracting <p>Environmental Systems</p> <ul style="list-style-type: none"> • Dehumidification • Lighting • Irrigation • Fertigation • Benching <p>Operations</p> <ul style="list-style-type: none"> • Maintenance systems • Security

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

Business Segment: Residential			
Our role	Key customers	Connection	Capabilities
Create and install quality products that makes indoor and outdoor environments more efficient, comfortable, livable, and functional.	<ul style="list-style-type: none"> • Residential contractors • Building product wholesalers • Home Improvement resellers, dealers, and installers • Mail system resellers and dealers 	<ul style="list-style-type: none"> • Protect and maximize the performance and efficiency of residential spaces. • Improve quality of life with single home, multi-home, and residential postal solutions. 	<p>Construction</p> <ul style="list-style-type: none"> • Metal building products • Roofing accessories • Rainware systems <p>Protection</p> <ul style="list-style-type: none"> • Roof & foundation • Roofing accessories <p>Comfort</p> <ul style="list-style-type: none"> • Retractable awnings • Gutter protection <p>Communication</p> <ul style="list-style-type: none"> • Single-home mailbox • Multi-home mailbox

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



ANCHORED IN OUR STRATEGIES

The **three pillars of our business strategy** are **business systems**, **portfolio management** and **organization development**. Our Organizational Development pillar, where we continually drive culture change designed to improve the positive impact of our operations and human capital in our communities, and the world, is particularly important.

Pillar	Principles and approach	Importance
Business System	<ul style="list-style-type: none"> • Execution every day – 80/20 excellence • Design business models and digital systems for speed, agility, and responsiveness New product development and innovation 	<ul style="list-style-type: none"> • Develop products and processes that improve the performance of our operations and drive positive, sustainable impact for our customers.
Portfolio Management	<ul style="list-style-type: none"> • Optimize / extend the portfolio into higher growth and more profitable markets • Expand our leadership positions and shape our markets to deliver more value 	<ul style="list-style-type: none"> • Use M&A to strengthen our impact and leadership position in sustainable industries.
Organizational Development	<ul style="list-style-type: none"> • Ensure we have the right design and structure for scalability • Recruit and develop a diverse set of talent across the organization Create an environment for success 	<ul style="list-style-type: none"> • Accelerate initiatives to create a safer work environment, expand the diversity of our organization, and reduce the environmental impact of our operations.

DRIVEN BY OUR CULTURE

Through our people and culture, we seek to drive change and deepen our commitment to improving our performance.

From our Board and leadership teams to our employees in our offices and on our shop floors nationwide, we are actively working to embody the values that will ensure success, and to become a culture that attracts and retains employees whose values align with our own.



CRITICAL TO CUSTOMERS AND PARTNERS

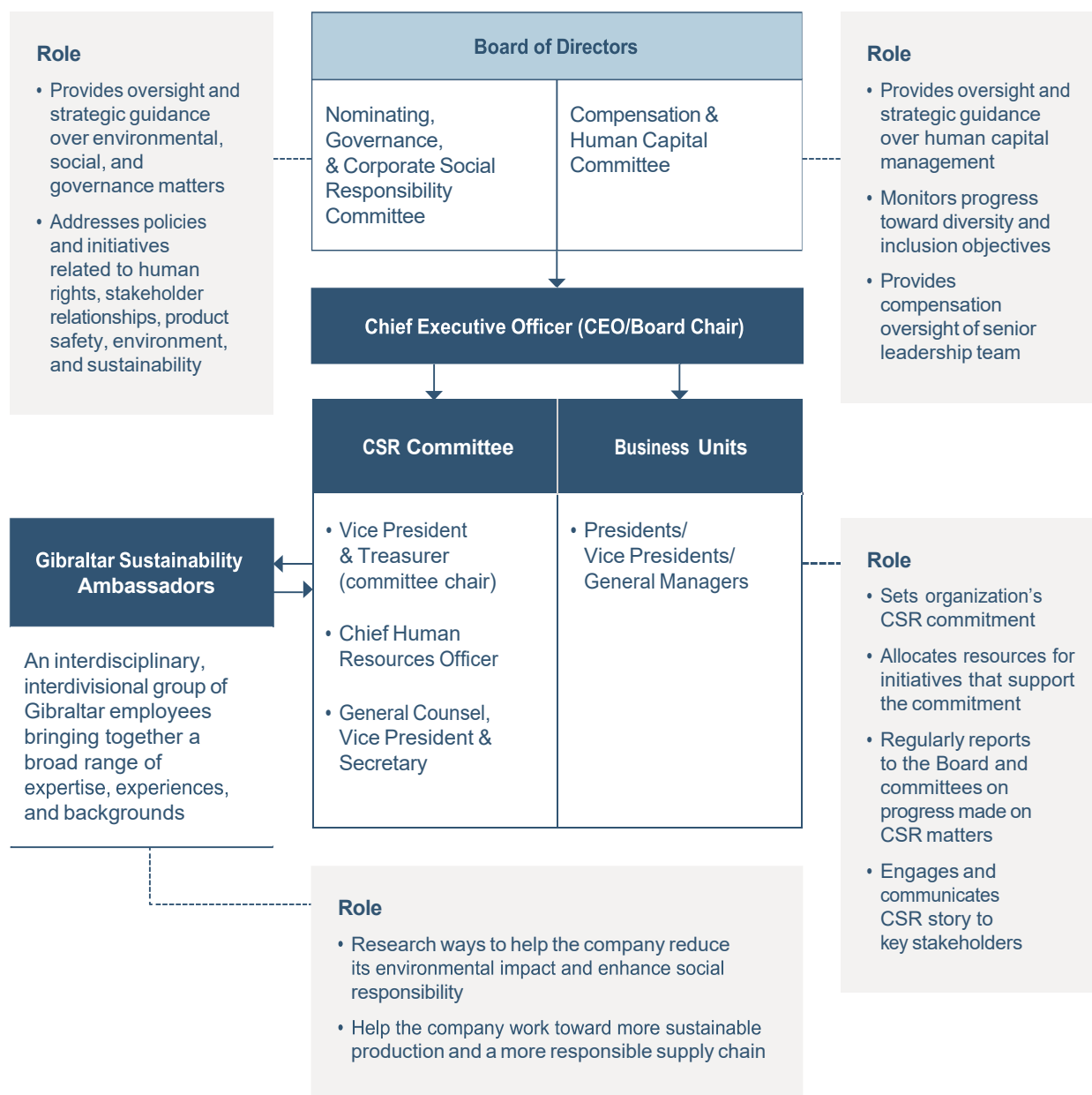
At Gibraltar, we recognize sustainability issues are top of mind not just for us, but for the customers and suppliers we rely on to keep our business moving forward.

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

CORPORATE GOVERNANCE

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

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



The Committee expanded in 2021 to include additional members of Gibraltar’s management team, including business unit Presidents, Vice Presidents, and General Managers. These business unit leaders are responsible for tailoring programs and allocating resources to engage employees and deliver our commitments.

The company also established the Gibraltar Sustainability Ambassador program in 2021, bringing together employees across locations and divisions to serve in a “think tank”, researching ways for the company to increase the positive impacts and drive ongoing improvement .

For a more detailed overview of our overall approach to Corporate Governance at Gibraltar, please see our corporate website and our 2021 Proxy Statement.

BOARD DIVERSITY

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

Accordingly, the Nominating, Governance and Corporate Social Responsibility Committee considers whether the Board’s composition reflects an appropriately diverse mix of skills and experience in relation to the needs of the Company.

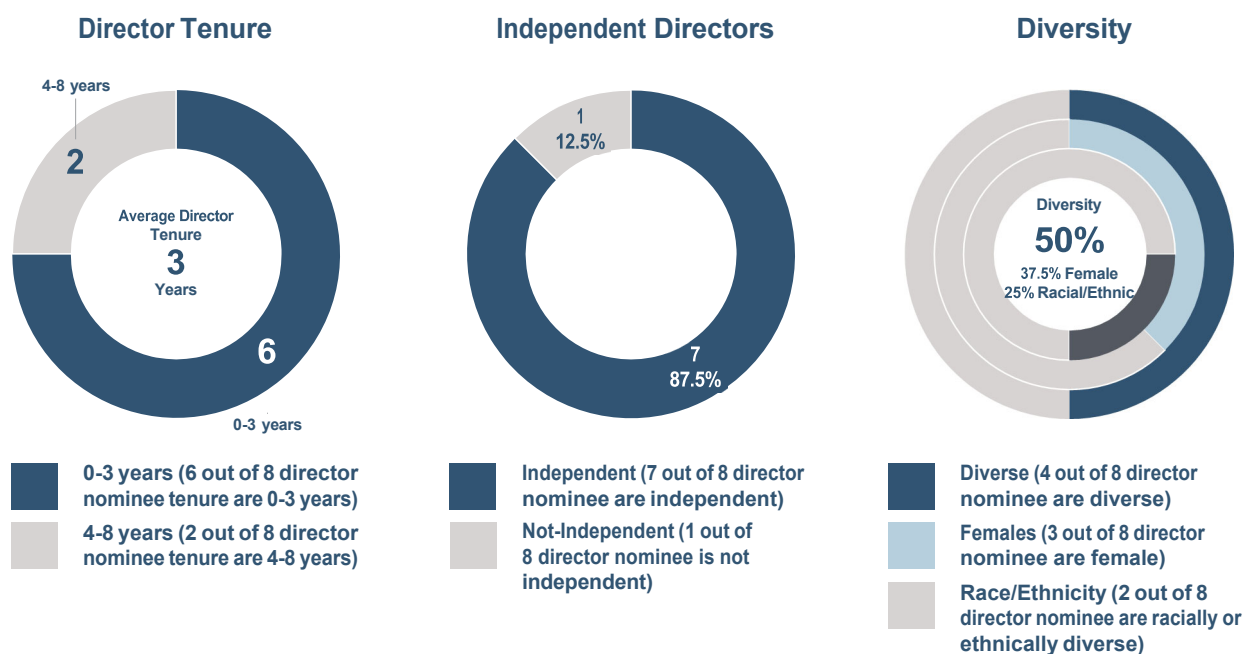
Director Nominee	Director Since	Number of Other Public Boards	Background and Skills									
			SL	G	C	HC	F	L	M	O	PM	D
Mark G. Barberio*	2018	Two	●	●			●			●	●	
William T. Bosway	2019	None	●		●	●			●	●	●	
Craig A. Hindman*	2014	None	●	●		●	●		●	●	●	
Gwendolyn G. Mizell*	2021	None	●		●	●			●	●		
Linda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

*Independent Director

LEGEND

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

The Board has experienced a refresh of members over the last few years and has added a significant amount of diversity of perspectives, experiences, and backgrounds. These new board members strengthen the Board’s ability to provide oversight and strategic guidance related to Corporate Social Responsibility.



ENTERPRISE RISK MANAGEMENT

The Board of Directors is actively engaged in the oversight of strategies adopted by management for mitigating risks faced by the company. The Board of Directors has tasked the Nominating, Governance and Corporate Social Responsibility Committee with the responsibility of providing oversight and strategic guidance on the environmental, social, and governance matters most significant to Gibraltar, including policies and initiatives relating to the environment with respect to energy management, climate change, and sustainability. The Committee provides guidance to ensure it is integrated with the company’s overall business strategy and corporate best practices. In addition, since climate change risks are integrated into our full enterprise risk planning process, the Audit and Risk Committee is included in the risk oversight process. For more on management’s approach to Risk Management, see Appendix.



CORPORATE POLICIES AND PRACTICES

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

GIBRALTAR CODE OF ETHICS AND STATEMENT OF POLICY

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

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

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

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

Our Code also affirms Gibraltar’s commitment to:

Comply with both the letter and spirit of all applicable laws, regulations, customs, and social standards wherever the Company’s business is conducted
Conduct business affairs honestly, impartially, and in an ethical manner that avoids even the appearance of conflict between personal interests and those of the Company
Provide a workplace that is free from discrimination, harassment, retaliation, and other forms of personal behavior or treatment not conducive to a productive work environment
Adhere to the principle of equal employment opportunity for all individuals, 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 languages to ensure all employees have access to our fundamental principles governing the ethical conduct of all officers, directors, and employees of Gibraltar.

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

POLITICAL ADVOCACY AND LOBBYING

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

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

During 2021, Gibraltar has made zero contributions to political candidates, campaigns, and political action committees, and did not partake in any direct lobbying efforts.



PRIORITIES, PROGRESS AND PERFORMANCE



OVERVIEW




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



KEY AREAS OF IMPACT

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



 <p>OUR PEOPLE (see page 19)</p>	<p>The safety, well-being, and success of our people is our top priority. We are dedicated to developing our people's potential as professionals and future leaders, drawing on the unique abilities of each team member to build an inclusive culture of difference-makers.</p>
 <p>OUR COMMUNITIES (see page 24)</p>	<p>Sharing our success with the communities where we live and work is vital to our purpose. By supporting local nonprofits and institutions as investors and volunteers, we help build resilience and strengthen the bonds that will help our communities thrive.</p>
 <p>THE WORLD (see page 26)</p>	<p>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.</p>

STRATEGIC PRIORITIES

2021 PRIORITY ASSESSMENT

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

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

TOPIC IDENTIFICATION

In the survey, we included topics that helped us gauge Gibraltar's economic, environmental, and social impact, as well as ones that we found made a difference in our stakeholders' decisions.

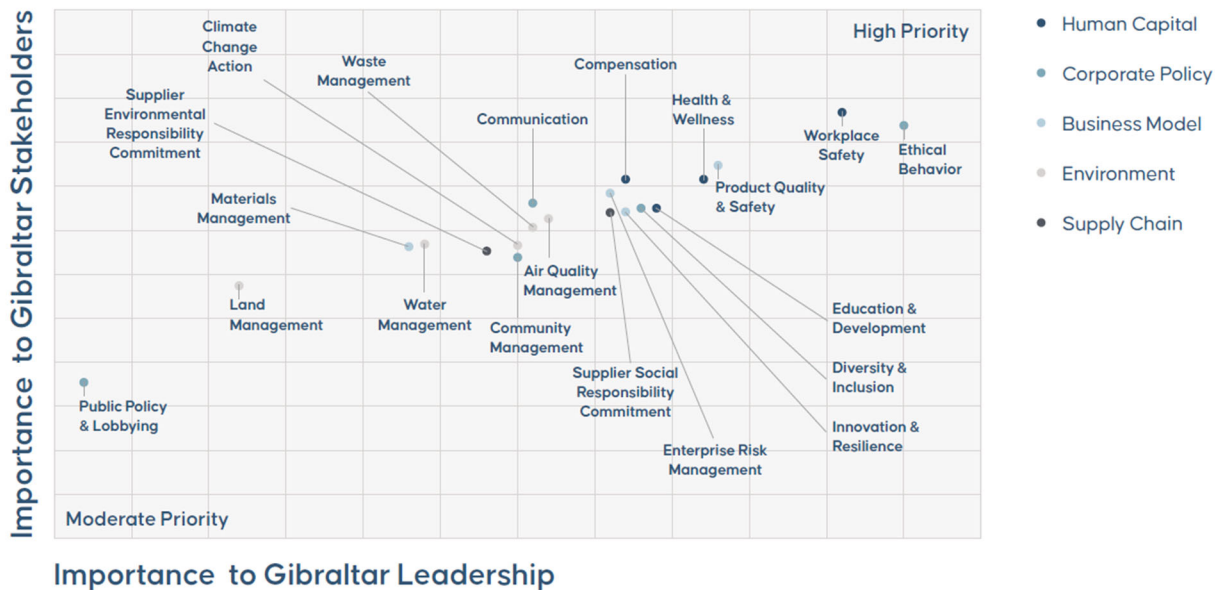
We chose these topics by reviewing sustainability standards, ESG indicators, risks, benchmarking reports, and the Global Reporting Initiative (GRI) Standards framework. We asked participants to prioritize these topics based on how much they thought Gibraltar could influence or affect the topics.

TOPIC PRIORITIZATION

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

- **Ethical Behavior:** Promoting high standards of ethics to prevent and eliminate corruption, extortion, and bribery everywhere we do business
- **Workplace Safety:** Championing a workplace that's free of injuries and fatalities by implementing employee training and enforcing safety precautions that continuously minimize physical risks to our workforce
- **Product Quality and Safety:** Supplying our customers with quality products and services that constantly meet or exceed expectations (see page 28 for more on product quality and safety at Gibraltar)
- **Health and Wellness:** Supporting our employees' physical and mental wellbeing at work and home

Other topics plotted on the graph include areas for consideration as we evolve our CSR efforts and commitments and in our annual CSR reporting.



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”

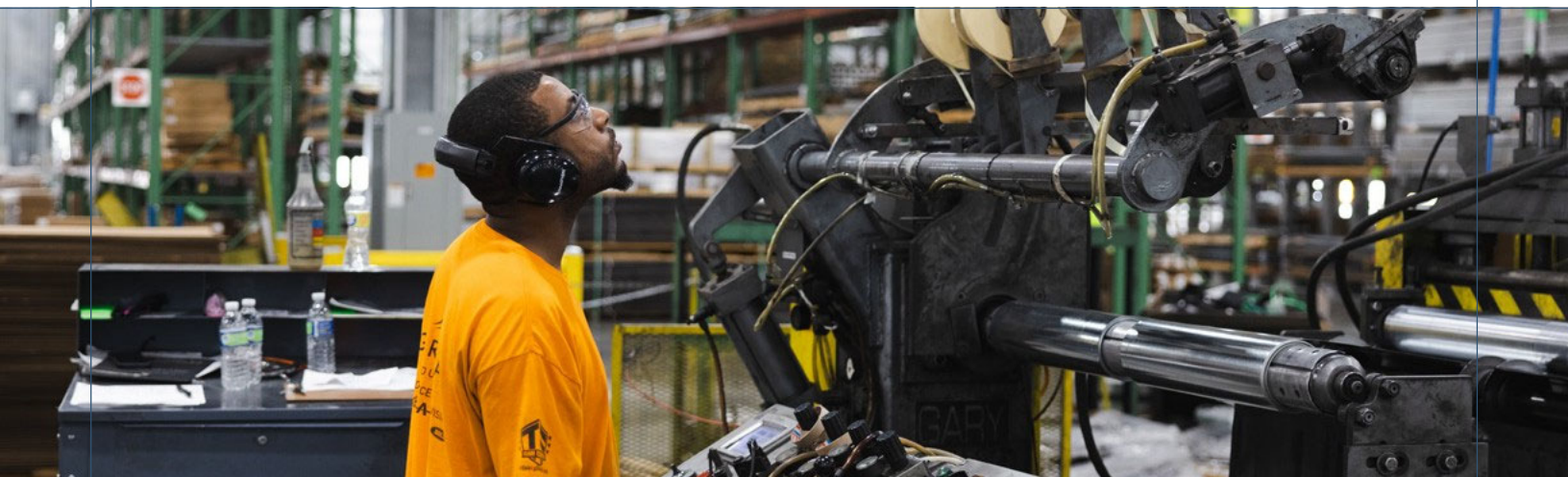
Our “Best Place to Work” initiative engages our entire organization, with areas of focus that include Health and Safety, Education and Development, Diversity and Inclusion, Compensation and Employee Benefits, and Communication and Employee Engagement.

HEALTH & SAFETY

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

We have continued to invest in our safety organization, and implemented a disciplined safety management and reporting process, measuring and reviewing our safety results continuously in each location. Our CEO reviews safety performance monthly, including recordable incidents, near misses, and first aid cases. Safety performance and best practices are also reviewed quarterly with the entire organization during company-wide Town Hall 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. Our businesses also identify additional safety investments required for training, education, equipment, and processes as part of our annual budget and capital planning procedure.



OCCUPATIONAL HEALTH AND SAFETY MEASURES

	2019	2020	2021
Total Recordable Incident Rate (TRIR)*	3.7	2.3	2.5
Lost Time Injury Frequency Rate (LTIFR)**	0.7	0.8	1.9
Work-related fatalities***	0	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.

**Lost time injury frequency rates are defined as number of lost time injuries per year divided by the total hours worked per year

***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, operations held for sale and recent acquisitions. Data from acquisitions is reported from date of acquisition to reporting date; data prior to acquisition not included.

We are continuously evolving our crisis management plans as we gain experience, review industry best practices, and continue to develop more effective tools, processes, and policies. In an emergency, our priorities are to protect the welfare of our people and to maintain 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 health and safety protocols while at work, home, and in our communities.

Although 2021 saw a steady reduction in the social and economic effects of the pandemic, Gibraltar continued to track COVID-19 cases across our operations by location and for our employees working remotely. We also tracked the recovery process for all employees and our “active” cases throughout the year.

DIVERSITY AND INCLUSION

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

We believe that demonstrating respect for our people and valuing their perspectives and contributions is critical to cultivating our best and most successful work environment – a belief that is foundational for our “Best Place to Work” initiative.

Key demographics for our employees are shown below. *

While the figures below are in total, we evaluate our organization against the diversity of the communities that we operate in, with a goal of being representative at the community level.

EMPLOYEE COMPOSITION BY GENDER AND AGE

Employee Category	Female		Male		Age Group Totals	
Age Group	# of Employees	% of Age Group	# of Employees	% of Age Group	# of Employees	% of Workforce
1 - 18 to 25	21	18.8%	91	81.3%	112	5.5%
2 - 25 to 34	96	22.0%	341	78.0%	437	21.6%
3- 35 to 44	134	28.9%	330	71.1%	464	23.0%
4 - 45 to 54	146	30.5%	333	69.5%	479	23.7%
5 - 55 to 64	122	28.2%	310	71.8%	432	21.4%
6 -65 or Older	37	38.1%	60	61.9%	97	4.8%
Total Company	556	27.5%	60	72.5%	2,021	100.0%

* Data as of December 31, 2021

GENDER DISTRIBUTION

Employee Category	Female		Male		Totals
Level	Count	%	Count	%	Total at Level
Board Member	3	37.5%	5	62.5%	8
Upper-Level Management	6	18.2%	27	81.8%	33
Management	68	24.5%	209	75.5%	277
Admin Worker	243	38.3%	391	61.7%	634
Production Worker	236	22.1%	833	77.9%	1,069
Total Company	556	27.5%	1,465	72.5%	2,021

* Data as of December 31, 2021

ETHNIC BACKGROUND OF EMPLOYEES

Race Breakdown		
Race Group	Number of Employees	% of Workforce
White	1,298	64.2%
Hispanic/Latino	280	13.9%
Black/African American	250	12.4%
Asian	98	4.8%
2 or More	51	2.5%
Hawaiian/Pacific Islander	21	1.0%
American Indian	11	0.5%
Not Specified	12	0.6%
Grand Total	2,021	100.0%

* Data as of December 31, 2021

NUMBER OF EMPLOYEES BY EMPLOYMENT TYPE

Employee Category	Female		Male		Comp Group Totals	
Comp Group	# of Employees	% of Comp Group	# of Employees	% of Comp Group	# of Employees	% of Workforce
Salaried	248	29.9%	581	70.1%	829	41.0%
Hourly	308	25.8%	884	74.2%	1,192	59.0%
Grand Total	556	27.5%	1,465	72.5%	2,021	100.0%

* Data as of December 31, 2021

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

- Continue our mandatory and annual education and development program for the Company, including the Board of Directors, and evolve the curriculum as needed
- Continue to map our organization with the communities 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 through monthly business reviews with leadership teams, quarterly communications with our teams, and quarterly reviews with the Board
- Build the most effective talent acquisition framework to attract the best people with the following objectives:

1.

Build diversity 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 academic institutions, industry associations, local businesses, and affinity groups to broaden opportunities for diverse talent

- Be proactive with our customers and supply chain partners to find ways to work together in promoting positive social development



LEADERSHIP DEVELOPMENT

In 2021, we reimagined the scope and objectives of our leadership development program. The multi-year effort that emerged will establish a foundation for excellence in leadership. The basis of our program now includes multiple learning paths to meet the development needs of employees at all levels, including ethics compliance, leadership development, continuous improvement, diversity & inclusion, and function-specific learning and certification programs.

The Gibraltar Leadership Program core curriculum (“GLP Core”) is a 2-day program with modules on servant leadership, skilled collaboration, accountability at work, taking control of conflict, emotional intelligence, and communicating as a manager. Gibraltar also maintains its commitment to ethical leadership with quarterly ethics training for all employees. Gibraltar also encourages and supports employees who pursue training and development to build their functional knowledge and expertise through continuing education and certification programs related to their functional area.

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 and recognizes our employees' efforts to support nonprofits in quarterly companywide Town Hall meetings. We proudly support a Workplace Giving Program, through which we provide all employees with the opportunity to financially support nonprofit organizations and causes that they are passionate about.

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 are a just a few of the many organizations that employees can support. For every donation or contribution an employee makes, Gibraltar matches the same contribution amount up to \$500 per year in the name of the employee.



Make-A-Wish



As a result of the ongoing crisis in Ukraine, Gibraltar added organizations to the Workplace Giving Program that work on the frontlines in Ukraine, delivering life-saving services to people affected by the ongoing conflict. Gibraltar employees can now make life changing impacts on the lives of those affected by the conflict in Ukraine by donating to CARE, International Medical Corps, and Mercy Corps.



VOLUNTEER TIME OFF PROGRAM

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

By helping our employees participate in volunteer activities, we hope to enrich their lives while helping those in need.



Gibraltar executives volunteering at the Boys & Girls Club in Denver, CO as part of the company's Volunteer Time Off (VTO) initiative.

THE WORLD

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



SUPPLY CHAIN RESPONSIBILITY

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

SUPPLIER CODE OF CONDUCT

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

Gibraltar expects all suppliers to comply with ethical, labor, health, safety, environmental, quality, employee, and management responsibilities and standards outlined in the Supplier

Code of Conduct. If failure to comply is detected, Gibraltar will request a corrective action plan from the supplier to ensure future compliance. In the event a supplier does not implement a corrective action plan in a timely manner, Gibraltar will review and assess all business/agreements, and take appropriate action.

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



Key elements of our Supplier Code of Conduct include:

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

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 Agtech, renewables, residential, and infrastructure markets. Our customer-centric focus ensures we adapt to the needs of our customers while continually meeting expectations for product quality and safety.

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

1. Following the principles of “Safety by Design”, which applies methods early in the product design process to emphasize the protection of human health and safety, and to minimize hazards throughout a product’s life cycle
2. Providing installation guides that include safety precautions and warnings of potential risks to consumers, and where applicable sending out field technicians who instruct customers on proper and safe installation of various products
3. Complying with all regulatory requirements for labeling and certifications such as GHS (Globally Harmonized System of Classification and Labeling of Chemicals), CE marking, and AASHTO design and safety requirements where applicable
4. Observing industry standards to ensure products specifications conform to well accepted codes and standards
5. Performing routine testing, as well as internal and third-party audits, to ensure compliance in the manufacture of the product as prescribed by law, industry practices, or standards
6. Pursuing third-party certifications for quality management – at the end of 2021, four facilities had ISO 9001 certification for quality management

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, 2021, 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 . The following table summarizes all the tax credits and relief that Gibraltar received in 2021 .

Country	Tax Relief & Tax Credits	Subsidies	Grants	Financial Incentives	COVID-19 Benefits
Canada	8	—	—	—	—
United States	668	—	—	—	—
Total	676	—	—	—	—

* All amounts in thousands of dollars

ENVIRONMENTAL METRICS

Gibraltar is committed to conducting our business operations in an environmentally conscious manner. Principles of our Environmental Policy guide us to:

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

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

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

Monitor and regularly report our progress on environmental performance

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

Gibraltar's manufacturing facilities are subject to location-specific federal, state, and local environmental laws regarding air pollution, water pollution, waste disposal, and chemical control. Each facility has policies and procedures in place to ensure that operations adhere to all relevant laws and regulations. There were zero incidents of environmental non-compliance resulting in fines or penalties across Gibraltar facilities in 2021.

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

Key metrics for energy consumption, greenhouse gas emissions, 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***	2021****
Total non-renewable energy (nuclear, coal, natural gas, diesel, gasoline, propane, etc.) purchased and consumed	MWh	75,169	79,035	79,618
Steam, heat, cooled air/water (non-renewable) purchased or generated	MWh	0	0	0
Total non-renewable electricity purchased*	MWh	34,147	33,879	34,51
Total renewable energy (wind, solar, geothermal, hydroelectric) purchased or generated	MWh	0	0	0
Total renewable electricity purchased or generated	MWh	0	0	0
Total non-renewable energy (electricity, heating & cooling) sold	MWh	0	0	0
Total renewable (electricity, heating & cooling) sold	MWh	0	0	0
Total costs of energy consumption**	million USD	4.23	4.92	4.11
Energy Intensity by pro forma net sales	MWh per USD	64.6	64.7	59.4

* 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, 16% of total energy consumption and 15% of energy consumption in 2021. Fuel costs for mobile combustion sources for Thermo Energy Systems Inc. and TerraSmart LLC are not included in 2019 cost total.

*** The 2019 and 2020 energy consumption and GHG emissions data are restated to capture historical propane consumption. We are in the process of having this revalidated by SCS Global Services. This attestation work was not completed at the time of publication.

**** We are in the process of having the 2021 data validated by SCS Global Services. This attestation work was not completed at the time of publication.

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.

GREENHOUSE GAS (GHG) EMISSIONS

	Unit	2019**	2020**	2021***
Direct (Scope 1) GHG Emissions	MTCDE	8,313	9,373	9,231
Energy Indirect (Scope 2) GHG Emissions	Market-based	15,345	15,567	17,532
	Location-based (MTCDE)	14,718	14,608	13,814
GHG Intensity (Scope 1 & 2) by net sales *	MTCDE per millions USD	20.3	20.4	20.0

* GHG intensity is calculated using market-based Scope 2 emissions and pro forma net sales

** The 2019 and 2020 energy consumption and GHG emissions data are restated to capture historical propane consumption. We are in the process of having this revalidated by SCS Global Services. This attestation work was not completed at the time of publication.

*** We are in the process of having the 2021 data validated by SCS Global Services. This attestation work was not completed at the time of publication.

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.

WATER USE

	Unit	2019	2020	2021
Water Withdrawal by Source	Surface water	0	0	0
	Groundwater	279	397	405
	Rainwater	0	0	0
	Reclaimed water	0	0	0
	Municipal water	103,072	103,810	104,678
Total Water Withdrawal	Cubic meters	103,351	104,207	105,084
Water Withdrawal Intensity by Net Sales	Cubic meters per million USD	87.8	85.3	82.3
Percent Water Withdrawal by Level of Water Stress	Low	61.3	73.2	77.8
	Low-Medium	1.6	1.6	1.3
	Medium-High	8.7	5.4	6.6
	High	11.1	9.3	8.8
	Extremely High	17.3	10.4	5.4

* 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 2021, Gibraltar operated 8 facilities in areas of high to extremely high-water stress, accounting for 14.2% of our total water withdrawal. Over 98.8% of Gibraltar's water withdrawals are in the United States and Canada.

WASTE GENERATION AND RECOVERY

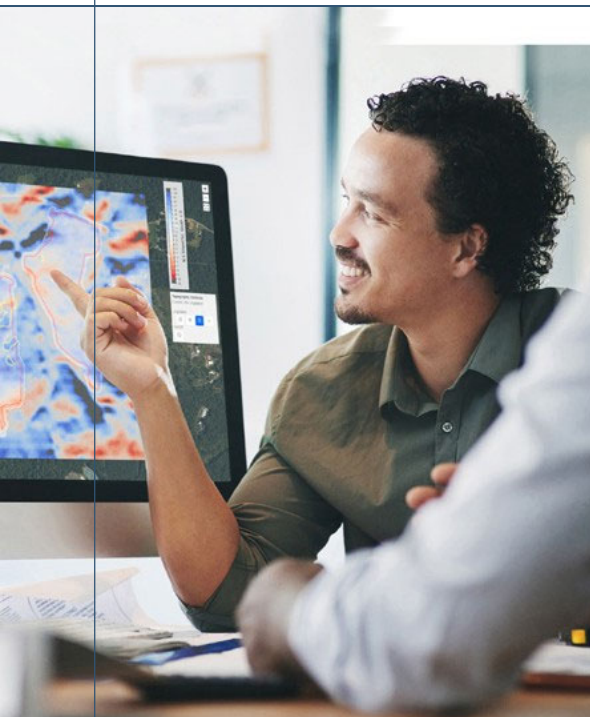
	Unit	2019**	2020**	2021
Non-hazardous waste generation*	metric tons	8,282	7,671	5,965
Percent recycled/diverted	%	76	72	65
Hazardous waste generation	metric tons	NA**	14.7	18.7
Percent recycled/diverted	%	NA**	0	0
Waste generation intensity by net sales***	metric tons per million USD	7.0	6.3	4.5

* Scrap metals accounted for 69%, 65%, and 41% of all non-hazardous waste in 2019, 2020 and 2021, respectively.

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

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

In 2021, energy intensity decreased as the result of increased production volumes and revenues while consuming energy at a lower rate compared to previous years. GHG intensity also decreased for the same reasons. We look forward to initiating more projects to reduce energy consumption in the coming years.



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
- Beginning to transition existing internal combustion engine-powered forklifts to electric-powered forklifts
- Founded a cross-functional team of environmental leaders to share ideas, engage in training activities, and collaborate to reduce the environmental footprint of our operations

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



BETTER PLANTS INITIATIVE

In 2020, Gibraltar made the decision to partner with the U.S. Department of Energy Better Plants Program. Our continued participation in the program has helped us secure energy resiliency throughout our operations and strengthen our manufacturing competitiveness in the United States.

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



CDP Disclosure

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

APPENDIX A. TCFD DISCLOSURE

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

TCFD DISCLOSURE: GOVERNANCE

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

Board Oversight of Climate-related Risks and Opportunities

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

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

Management Assessment and Management of Climate-related Risks and Opportunities

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

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

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

TCFD DISCLOSURE: STRATEGY

Identification of Climate-related Risks and Opportunities

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

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



RISK: INCREASED SEVERITY AND FREQUENCY OF EXTREME WEATHER

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

RISK: INCREASED VOLATILITY AND REDUCED AVAILABILITY OF KEY MATERIALS

Our principal raw materials are steel, aluminum, and resins. Market pricing and availability can be challenging when general economic conditions change, supply and demand are not in balance, global pandemics occur, labor availability is low, import duties and tariffs exist, 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 to or required to report environmental product declarations and will have to develop the domain knowledge and expertise to do so.



OPPORTUNITY: GROWTH OF RENEWABLE ENERGY

Alternative forms of energy are needed to meet the world's energy demand and transition to a low-carbon economy. Through 2050, over 60% of the world's commercial energy needs will be met by renewable energy sources, with more than half coming from solar energy¹. 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 generation². Our ability to design, engineer, manufacture, and install flexible solar infrastructure technologies enhances the deployment of solar energy anywhere to meet this growing demand. In 2021, our Renewables segment generated 33% 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 delays and waste and ensuring products reach end customers at peak flavor and freshness. Growing in a controlled environment also uses significantly less water, fertilizer, pesticides, and land for the equivalent amount of plant grown outdoors.

OPPORTUNITY: MANUFACTURING OF ENERGY-SAVING PRODUCTS

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

¹ U.S. Energy Information Administration, Energy Outlook Report 2021
² U.S. Energy Information Administration, Energy Outlook Report 2020

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 solutions that are also more sustainable and contribute a positive impact on the environment.

SUPPLY CHAIN

Our business deploys working capital to mitigate industry seasonality risk, and to ensure we create exceptional customer experience. We implemented enterprise resource planning systems along with a corporate-wide SIOPI (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 SIOPI 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 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 2021, Gibraltar invested \$14.1 million in R&D, of which over half was related to product development for comfortable living, sustainable power, and productive growing.





OPERATIONS

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

OPERATING COSTS AND REVENUES

As noted above, our manufacturing processes are not heavily regulated, so we expect any regulatory impacts associated with greenhouse gas and climate regulations to be primarily indirect and result in pass through costs from our energy suppliers and suppliers of carbon intensive materials, such as the metals we purchase. Through capital investments in plant upgrades, employee training opportunities provided through our 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 energy efficient air filtration and air movement systems to make our facilities more comfortable and safer for our employees.

ACQUISITIONS AND DIVESTITURES

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

Since 2015, Gibraltar has invested nearly \$500 million of capital for acquisitions in the renewables and Agtech markets. These investments, coupled with the divestiture of our industrial business segment, have led to a significant transformation of 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.

Resilience of Gibraltar's Strategy for Various Climate Scenarios

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



TCFD DISCLOSURE: RISK MANAGEMENT

Core risks are identified through Gibraltar's enterprise risk management program which is led by the Chief Financial Officer and Vice President of Internal Audit and overseen by the 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.

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 with 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:

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

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

Information Security Risk Oversight

The 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.

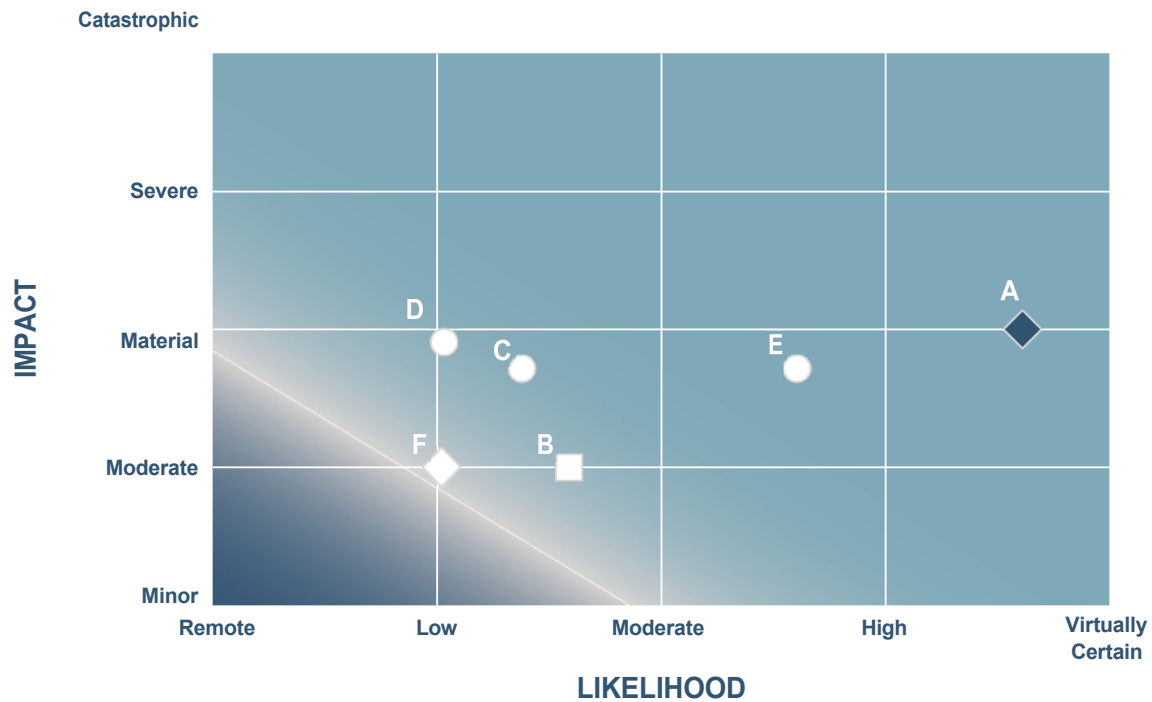
Risk Mapping

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.



ALL SEGMENTS & CORP.



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.

Risk Categories 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.



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 continue to minimize 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

Time Horizon					
Risk Type	Potential Financial Impact (-)	Short	Medium	Long	Mitigation Strategy
Transition – Policy and Legal	Increased operating costs		X		Pricing of GHG emissions will affect our purchases of energy and GHG intensive materials. As part of climate goals, we are looking to improve energy efficiency at our facilities and source renewable energy to reduce our exposure to 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 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 of 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.

Time Horizon					
Risk Type	Potential Financial Impact (-)	Short	Medium	Long	Mitigation Strategy
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 SIOB 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 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	Increased revenue through demand for lower emissions products and services and new solutions to adaptation needs		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.

APPENDIX B. RECONCILIATION OF ADJUSTED FINANCIAL MEASURES

GIBRALTAR INDUSTRIES, INC. RECONCILIATION OF 2021 ADJUSTED FINANCIAL MEASURES

(in millions) (unaudited)	Agtech	Renewable Energy	Residential	Infrastructure	Consolidated
Revenue as previously reported	\$199	\$432	\$636	\$73	\$1,340
Less: Processing sales	\$(20)	—	—	—	\$(20)
Adjusted revenue	\$179	\$432	\$636	\$73	\$1,320

ABOUT THE REPORT

Unless otherwise indicated, references to “Gibraltar”, “the Company”, “we”, “our” and “us” in this Gibraltar Corporate Social Responsibility (CSR) Report refer to Gibraltar Industries, Inc. and its consolidated subsidiaries. Information provided is as of December 31, 2021 or covers the period January 1, 2021 through December 31, 2021 unless otherwise noted.

This CSR Report also addresses certain events and initiatives that occurred after the end of calendar year 2021 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 2021 calendar year, Gibraltar completed the divestment of our Industrial business on February 23, 2021.

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.

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