



Corporate Social Responsibility

OUR LONG-TERM COMMITMENT



Graybar's Commitment

Graybar's focus on corporate social responsibility is an expression of our company's core values, particularly our long-term view. As we work to keep our company strong and healthy for future generations, we also strive to make the world a better place.

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Environmental Sustainability

At Graybar, we are committed to sustainability in the way we run our business, in the solutions we provide our customers and our investment in our people and communities.

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Empowering Our Communities

Graybar strives to forge connections that will have a positive influence in the communities where we do business.

8

Our People

As one of the largest employee-owned companies in North America, our employees take great pride in serving our customers and powering a new era.

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Graybar is a leading distributor of high-quality electrical, communications and data networking products, and specializes in related supply chain management and logistics services. Through a network of more than 345 locations across the United States and Canada, Graybar stocks and sells products from thousands of manufacturers, helping its customers power, network, automate and secure their facilities with speed, intelligence and efficiency.

A LETTER FROM OUR CHAIRMAN, PRESIDENT AND CEO

At Graybar, corporate social responsibility is a way of life.



Our environmental focus begins with our customers. A core capability of our business is helping our customers save energy, use resources wisely and meet their environmental sustainability goals. We do this by offering energy-saving products, as well as solutions that minimize waste and improve efficiency. We also continue to expand our capabilities in renewables and clean energy solutions to meet the changing needs of our customers.

In addition to helping our customers improve their sustainability, we use many of the same products and solutions in our own business. It's not only good for the planet, but it's also good for business, allowing us to reduce energy, waste and expense.

Being an employee-owned company shapes the way we view social responsibility. We strive to create a culture where employees feel a true sense of ownership for their results and can share in the success of the company. Senior leadership considers the impact on employees when making important decisions, and we offer programs that help employees live well today and plan well for tomorrow.

In addition to working to the advantage of our employees, we also give back generously to our communities. Strong communities are vital for the health of our business and the wellbeing of our employees and their families. Through the Empowering Our Communities program, we encourage employees to donate their time, talents and resources to strengthen their local communities.

From its earliest days, Graybar has upheld the highest standards of ethics and business conduct. We have achieved success by embracing change and innovation, while preserving the values on which our company was built. As we transform our company to thrive in a digital world, Graybar will continue to demonstrate strong corporate citizenship by working to the advantage of all the stakeholders we serve.



KATHLEEN M. MAZZARELLA

Chairman, President and
Chief Executive Officer

Graybar's Commitment...

to corporate responsibility is an expression of our company's core values, particularly our long-term view. We believe long-term success is more important than short-term gains, and this belief influences all aspects of our business. As we strive to keep our company strong and healthy for future generations, we also take steps to make the world a better place.

Our corporate social responsibility commitment encompasses:



Building a Better
Tomorrow Through
Sustainable Solutions



Creating a Brighter
Future Where
We Work and Live



Sustaining our
Values and
Ownership Culture



At Graybar, being a good corporate citizen
defines who we are and how we do business.



Our Values

INTEGRITY

We tell the truth, do what is right and treat others with fairness and respect.

We adhere to high standards of ethics and business conduct.

We take responsibility for our actions.

We behave in a way that protects and enhances Graybar's reputation in the communities we serve.

LONG-TERM VIEW

We believe that long-term success is more important than short-term gains.

We cultivate loyal relationships that stand the test of time.

We invest in our employees, recognize their achievements and give them opportunities to build successful careers.

We work to keep Graybar strong and healthy for future generations.

EMPLOYEE OWNERSHIP

We take pride in our company and demonstrate loyalty to the company and to one another.

We strive to be the best in all we do.

We win by working together toward common goals.

We tie our personal success to Graybar's success.

CUSTOMER FOCUS

We are committed to satisfying our customers.

We deliver consistent, reliable and quality service.

We anticipate our customers' needs and provide solutions that work.

We add value in the supply chain through innovation and continuous improvement.



Building a Better Tomorrow Through Sustainable Solutions

Given Graybar's roots in science, technology and electricity, it's not surprising that we have integrated sustainability into our business practices. We set our sights on long-term goals that make the company stronger and healthier for future generations, instead of chasing short-term gains or passing fads.

At Graybar, we invest in sustainability programs that make good business sense. When it comes to energy savings and waste reduction, what's good for the planet is often good for business. This same attitude influences the way we help customers prioritize their sustainability goals and investments.

Graybar's sustainability commitments cover three areas:

- Responsible stewardship of our resources
- Reducing our impact on the environment
- Providing sustainable solutions in the marketplace

BREAKING NEW GROUND

Building new, company-owned locations gives Graybar the opportunity to integrate green practices into our facilities.

Graybar's location in Tucson, Arizona, was our first facility constructed using the internationally recognized Leadership in Energy and Environmental Design (LEED®) standards, developed by the U.S. Green Building Council. The property was awarded LEED gold certification, and it showcases many of Graybar's energy-efficient products such as:

- A programmable, facility-wide lighting control and task system, which boosts energy efficiency and employee productivity.
- A solar power-generation system, which typically meets 88% of the building's power needs.
- Real-time solar energy production monitors, which track and reroute energy based on need.
- Three electric vehicle charging stations.

Locations like Tucson have provided Graybar with a better understanding of energy-efficient and sustainable construction practices, allowing us to work smarter when constructing future facilities.



Graybar opened its second LEED-certified facility in Pomona, California, and its third in Tampa, Florida. In addition to energy-efficient features, like LED lighting and controls, Graybar utilized a number of sustainable design and construction elements at these locations:

- The facility was constructed on a Brownfield redevelopment site.
- 22% of the total building content by value used recycled materials.
- 95% of all construction waste was diverted from a landfill during the course of the project.
- 38% of materials were sourced within 500 miles of the project.



Completed in 2018, the Graybar Denver Service Center features LED lighting with daylight harvesting, high-efficiency HVLS fans and automatic/low flow fixtures to reduce water consumption.

When building new locations, Graybar demonstrates a commitment to sustainability. We use many of the sustainable products we distribute, along with green design and construction practices such as:

- Energy-efficient LED light fixtures throughout the interiors and exteriors
- Individually controlled motion warehouse fixtures
- High-efficiency mechanical systems
- Daylight harvesting controls
- High-efficiency ENERGY STAR® Appliances
- Flooring materials made with recycled content

IMPROVING ENERGY EFFICIENCY

While Graybar has focused on integrating sustainable practices into our new facilities, we have also prioritized improving energy efficiency across our existing locations. To date, we have installed energy-efficient lighting in the majority of our facilities. Combined with other energy-saving initiatives, this has resulted in a 36% decrease in energy usage on a per square foot basis. In total, Graybar has saved more than \$22 million and reduced energy consumption by more than 191 million kilowatt hours since 2006 across its U.S. locations.

Graybar has also aligned locations with the ENERGY STAR® program, which provides a framework for Graybar to compare the energy efficiency potential of existing properties against similar spaces across the nation. The following locations have earned ENERGY STAR certification:



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|-----------------------|---|
| • Austell, Ga. | • Providence, R.I. |
| • Belleville, Mich. | • San Diego, Calif. |
| • Billings, Mont. | • Seattle, Wash. |
| • Columbia, S.C. | • Stafford, Texas |
| • Duluth, Minn. | • Taunton, Mass. |
| • Fresno, Calif. | • Tucson, Ariz. |
| • Green Bay, Wis. | • Youngstown, Ohio |
| • Honolulu, Hawaii | • Corporate Headquarters in St. Louis, Mo |
| • Jefferson City, Mo. | |
| • Joliet, Ill. | |
| • Norcross, Ga. | |
| • Pittsburgh, Pa. | |
| • Portland, Ore. | |

Data centers consume a considerable amount of energy. Graybar's comprehensive data center solutions deliver performance, scalability, flexibility and energy savings.



DECREASING WASTE

At Graybar, each employee plays a vital role in our sustainability efforts by participating in programs aimed at reducing waste.

- All locations are encouraged to implement waste reduction programs in their facilities.
- Employees do simple things to reduce waste every day. For example, nearly all Graybar employees have their paychecks deposited electronically, which cuts paper waste and saves employees' time.
- Graybar introduced a Print Release program that requires users to log in to a Print Release-enabled device to print their documents. This reduces the number of documents printed in error, saving paper and toner. Additionally, machines are defaulted to print and copy double-sided, further reducing paper needs.
- Our relocation partner, NEI, implemented a "discard and donate" program for employees who move for new roles. Employees are encouraged to discard or donate unneeded items prior to moving, minimizing fuel usage.

As Graybar moves forward on its digital transformation journey, we will continue to make progress on waste reduction and efficiency through robotic process automation, machine learning and other digital tools that automate routine work and allow our people to focus on serving our customers.



THE GREEN CHALLENGE

Graybar has been a presenting sponsor of the St. Louis Green Business Challenge, in conjunction with the Missouri Botanical Garden, since 2010. The program supports integration of sustainability measures into everyday operational practices common to many businesses.

Graybar adapted elements of the St. Louis Green Business Challenge for our own internal "Graybar Green Challenge." Efforts focus on conducting sustainable outreach and education, employee engagement, reducing waste and boosting energy efficiency. In addition, the program establishes expectations to increase recycling efforts, conduct energy assessments, participate in green organizations and more.

SUPPLY CHAIN WASTE WALKS

Since starting our Continuous Improvement program more than a decade ago, we have seen how internally-focused continuous improvement projects have resulted in improved processes and increased productivity. Graybar is pleased to share our methodology and experience with our customers through Supply Chain Waste Walks. Supply Chain Waste Walks are designed to identify opportunities to reduce waste in a company's processes and procedures. Graybar can help customers address a variety of areas, including warehouse processes, inventory management, and more efficient ways to manage business transactions. Supply Chain Waste Walks can also help customers identify ways to reduce paper waste, uncover recycling opportunities and improve energy efficiency.



BUILDING A BRIGHTER FUTURE FOR CUSTOMERS

With years of experience in implementing and offering sustainable solutions, Graybar is well positioned to help customers reduce their costs and improve the long-term sustainability of their facilities.

Nearly any facility can benefit from energy-saving upgrades, and lighting is a great place to start. Through our Lighting Follows Purpose® program, Graybar's lighting specialists can assess customers' lighting and deliver LED solutions that can help save money, improve the efficiency of lighting and improve employee productivity and engagement.

Many of Graybar's service solutions help our customers increase efficiency on the jobsite as well as reduce their impact on the environment. When we deliver the right amount of products our customers need, when they need it, we reduce the amount of unused materials on the jobsite, eliminating unnecessary waste.

IMPROVING DISTRIBUTION

Since we serve thousands of customers across North America, we are always looking for ways to improve the way we pick, pack, ship and deliver products. Graybar continuously strives to optimize efficiency in the way we source and inventory products, so we can provide an exceptional customer experience. We also use technology in innovative ways to transform the supply chain for the future.

Graybar uses an integrated distribution and package tracking software, which helps drivers map out more efficient distribution routes and also improves on-time delivery. Reducing mileage and engine idling time can lower emissions and fuel consumption.

Graybar continually integrates more fuel-efficient vehicles into its sales fleet as they become available. This helps us save fuel and reduce our impact on the environment.



Cardboard from product packaging makes up a significant portion of waste generated on the jobsite. Graybar can remove product packaging in our warehouses and recycle it. Delivering material to the jobsite in reusable containers also avoids the use of additional cardboard.



Creating a Brighter Future Where We Live and Work

Businesses thrive in vibrant and healthy communities. That's why at Graybar, we strive to do our part to strengthen neighboring areas through meaningful charitable contributions and volunteerism. We align our philanthropic efforts with the interests of our employees, customers and suppliers, as well as the needs of people near our districts and branches.

Giving back is one of the ways we demonstrate our values as a company. It takes many forms, such as serving our neighbors and supporting one another, both during good times and times of hardship.

Over the years, fundraisers have included food and toy drives, a book drive that collected 66,000 books, and multiple charitable donations.

Graybar's Empowering Our Communities program proudly matches individual employee donations to a select group of nonprofit organizations. It also provides employees with an opportunity to use a paid workday to volunteer in their local communities. Many teams use this as a way to give back, while building a sense of teamwork and camaraderie.

“Our employees have always taken an active role in their communities, and this program allows us to support the organizations most important to our employees.”

-Beverly Propst, Senior Vice President-Human Resources

As a company, we recognize these acts of goodwill and share stories of our community endeavors in the Outlook, which has been our quarterly, employee magazine since 1936. We also share many of these stories on poweringthenewera.com as well as our various social media channels.



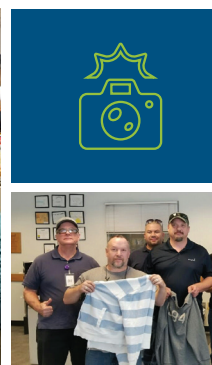


TAKING CARE OF OUR OWN

As an employee-owned company, we believe it's important to support our fellow Graybar employees in times of need.

The Graybar Family Foundation is an independently run, nonprofit organization that provides confidential, immediate support to Graybar employees who face unexpected hardships for reasons beyond their control, such as damage from a natural disaster or a medical emergency.

Many employees and retirees choose to make donations to the Graybar Family Foundation in honor of special occasions, in memory of family members or simply to support the mission of the organization. Customers and suppliers are also encouraged to donate.





POWERING trades

Supporting education has always been a priority at Graybar, because we believe it has a long-term impact on the success of our workforce.

Graybar offers the Construction Trades Scholarship Program, a need-based scholarship program designed to encourage more young people to enter the construction industry. Many of our customers face labor shortages, and we believe this is one important way we can help build the future of our industry.

Through the program, which is administered by the St. Louis Community Foundation, Graybar provides scholarships to students interested in a career in the construction trades.

In addition to the scholarship program, for many years Graybar has assisted CommScope with donating unused inventory to local JATCs (Joint Apprenticeship Training Committee). Graybar is also a proud sponsor of the Electrical Training Alliance (previously known as the NJATC).

Learn more at www.poweringtrades.com



A Foundation of Ownership

As one of the largest employee-owned companies in North America, Graybar has a distinct perspective on financial stewardship and how we do business. We're proud to be employee-owned for more than 95 years and we place great value on our employee owners. But employee ownership is about more than owning stock.

Our ownership culture compels each of us to be accountable and take responsibility for our results, because as employee owners, we all benefit when the company does well. For this reason, Graybar's employees serve as the key ingredient to the company's long-term success.

To help our employees understand how they can make a difference, we strive to communicate openly about the state of our business. We stay connected through all-employee web conferences, local business updates, an employee web portal and employee surveys. Through these channels, we discuss our goals, achievements and challenges, and collaborate on how we can meet the changing needs of our customers with innovative services and solutions.

To succeed as a company and as individuals, we take ownership of our performance and give our best every day to deliver an exceptional customer experience.

THE GRAYBAR ADVANTAGE

Graybar is recognized as a top workplace year after year. To continue achieving that goal means serving as a profitable, progressive business that provides employees with long-term career growth and financial opportunities to achieve a high quality of life – both while working and into retirement.

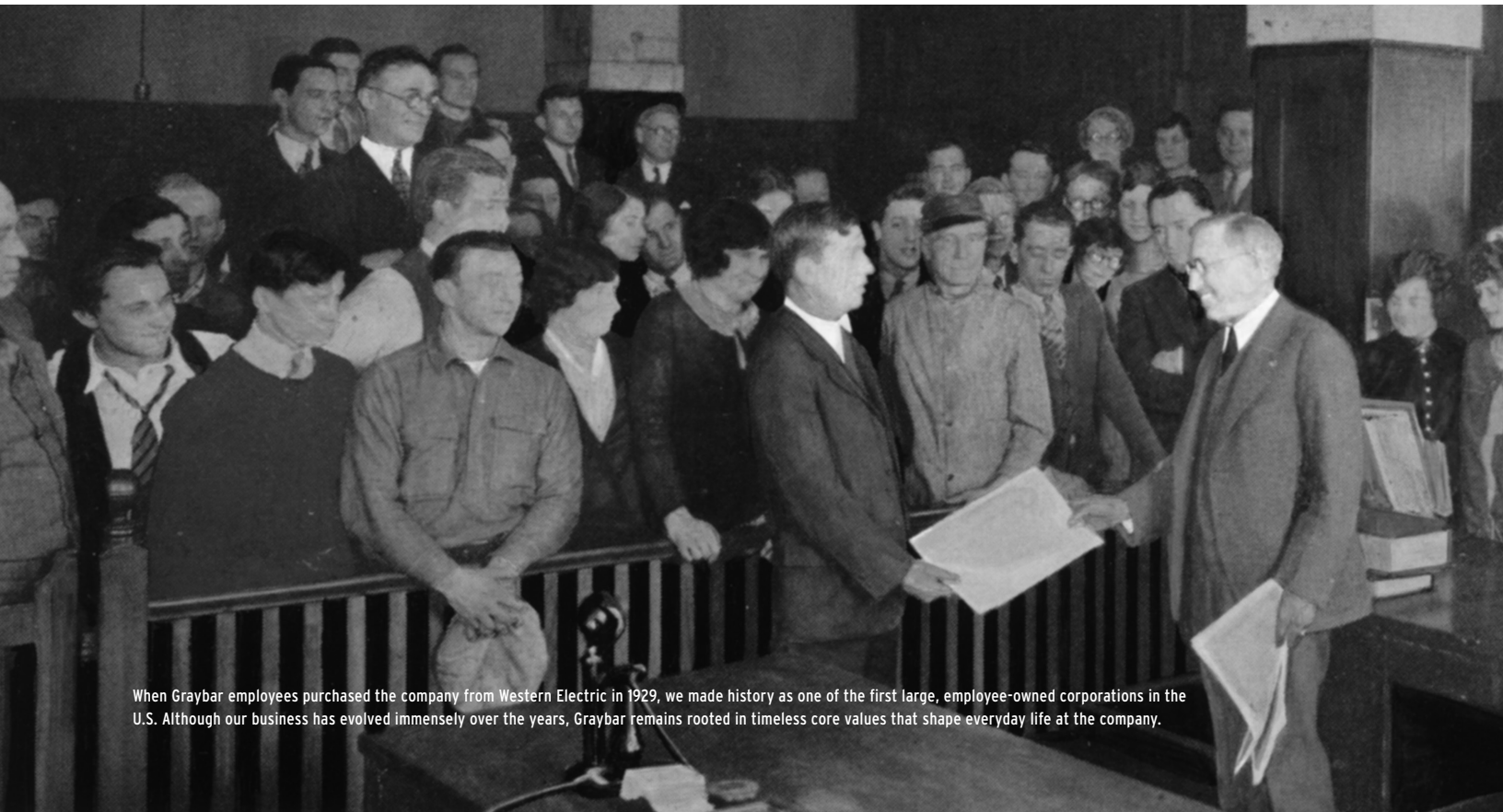
We do this by offering benefit programs and an opportunity to purchase our stock that helps employees plan well, invest well and live well.

Employee ownership is an exclusive privilege available only to eligible Graybar employees and retirees. When it is offered each year, eligible employees can choose to purchase Graybar stock under our plan. The share price of Graybar stock does not fluctuate.

Graybar also provides employees with a profit sharing and savings plan, into which the company has contributed an average of more than 10% of employees' salaries since 1956. Employees are not required to make contributions to the plan, and they can choose from several investment funds. This plan gives employees a way to share in the success of the company and save for retirement.



Thanks to our ownership culture, Graybar has earned recognition as a top workplace and as one of the world's most admired companies.



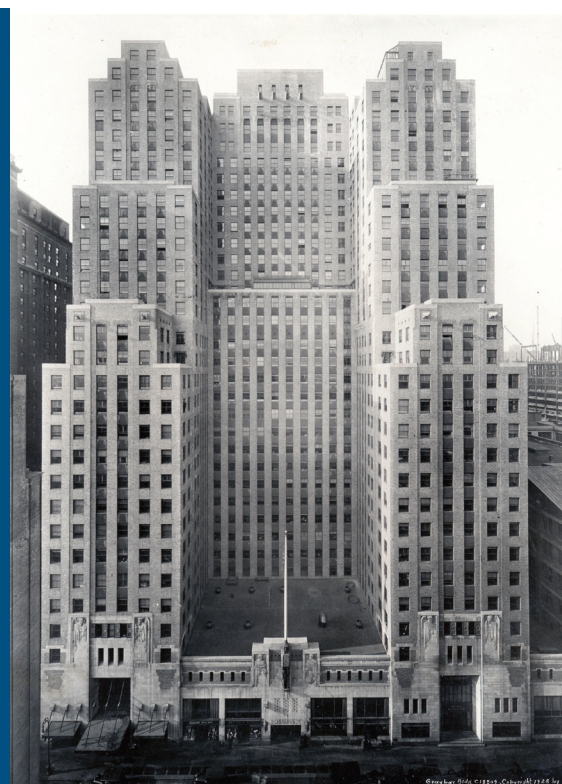
When Graybar employees purchased the company from Western Electric in 1929, we made history as one of the first large, employee-owned corporations in the U.S. Although our business has evolved immensely over the years, Graybar remains rooted in timeless core values that shape everyday life at the company.

THE EMPLOYEE OWNERSHIP STORY

When Graybar employees purchased the company from Western Electric in 1929, we made history as one of the first large, employee-owned corporations in the U.S. In fact, it was front-page news when Western Electric's President, Edgar Bloom, made the announcement on Nov. 5, 1928.

On Jan. 1, 1929, Graybar became an independent, employee-owned corporation. It was capitalized at \$9 million – \$3 million raised by the sale of stock to Graybar employees, and \$6 million in non-voting preferred stock held by Western Electric. The stock held by Western was, in effect, a loan. Graybar would pay back the loan out of earnings by buying back or redeeming the shares held by Western. The final payment was made in 1941.

The "noble experiment" in employee ownership has succeeded splendidly. To this day, we remain true to the principles established more than 95 years ago. Graybar stock has paid its shareholders, who are exclusively Graybar employees and retirees, a dividend every quarter. And the rest, as they say, is history.





MOVING FORWARD TOGETHER

At Graybar, our employees are the heart and soul of our company. We believe that employees with a broad range of perspectives bring the ideas and innovative thinking we need to solve our biggest challenges and compete in an ever-changing world. Consistent with our values, we welcome people from all backgrounds, cultures and experiences into our company because we believe it's the right thing to do and the right way to run our business.

We want each of our employees to know that they matter and to feel a sense of ownership and connection at Graybar. We believe that everyone should be treated with dignity and respect, and we work to build a collaborative environment where our employees have the opportunity to grow, learn and make a difference, both as individuals and as part of the team.

That's what our employee ownership culture is all about: working as one team and moving forward together, while honoring the unique value each person brings to our company.

GROWING WITH GRAYBAR

Graybar has an extensive track record of hiring talented employees, investing in industry-leading employee development programs and providing opportunities for employees to explore new and challenging roles throughout the company. We have earned positive recognition for our efforts to recruit military veterans and college graduates.

Graybar provides employees with training that equips them to succeed in their jobs today, while preparing them for the future. Each employee is required to complete a core curriculum for their current role, while having access to a large library of courses from which they can expand their knowledge.



In addition to online learning, Graybar hosts in-person training to help employees grow and thrive. For both new and experienced salespeople, our National Training Conferences provide an opportunity to connect with the best suppliers in the industry and engage in ongoing learning opportunities. We also offer an Accelerated Sales Development Program to equip new salespeople for success early in their sales careers. To help rising college seniors learn about the company and the industry, Graybar conducts an internship program each summer. Many of the interns are offered positions in the company's Leadership Trainee program upon graduation from college. As leaders advance through the company, Graybar invests in their development through a variety of programs, ranging from training on core management skills, all the way to executive development programs.

To transform the company for the future, Graybar focuses on inspiring a culture of innovation, agility and growth. One way we do that is through our employee innovation program. This program gives everyone at Graybar a platform to recommend and collaborate on new ideas. In addition, Graybar joined the Arizona State University Center for Services Leadership to help build upon our foundation of service excellence. Our involvement with ASU will help build upon our foundation of service excellence.

Because we know recognizing employees' achievements is also vital to effectiveness and retention, we acknowledge employees in a variety of ways. We celebrate employees' milestone anniversaries through our service awards program, and our Cause for Applause program gives employees and managers a platform for recognizing outstanding performance.



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