

2019

SUSTAINABILITY REPORT



BUILDING A SUSTAINABLE FUTURE

A LETTER FROM OUR PRESIDENT

Welcome to Continental Cement's 4th Annual Corporate Social Responsibility Report. From a business perspective, 2019 was a very challenging year, especially considering the extensive flooding on the Mississippi River and some of the other challenges we had to overcome. However, it was a very positive year for our sustainability program with continued advancement in the areas of health and safety, wellness, land management, and environmental leadership.

Throughout 2019, we worked hard to provide a safety and wellness platform to help our employees grow and prosper. Health and safety matters have never been more critical and pressing than they are today. We've implemented interactive wellness programs to help our employees develop and lead healthy, productive lives. From financial wellness, to our comprehensive benefit package, annual biometric screenings and employee assistance programs, Continental's employees are our greatest asset, and their health and safety are our top priority.

In 2019, we saw an increase in volunteer hours and donations to a variety of neighborhood and local organizations. The United Way and the communities around our plants in Hannibal, MO and Davenport, IA benefited from the kindness of our employees. The Chesterfield, MO office provided support to local veterans by partnering with the H.E.R.O.E.S Care organization.

Through our subsidiary, Green America Recycling (GAR), we continue to utilize alternative fuels which replace 40-45% of the coal that would otherwise be used to fuel our kilns. While we do emit CO2 during the cement making process, the use of these alternative fuels greatly reduces our carbon footprint. Additionally, concrete products and structures are long-lasting, durable and resilient, all of which are key in helping to create a more sustainable world for generations to come.

As we look ahead to 2020, we recognize that our industry, like the economy as a whole, is facing one of the most challenging periods in history due to the COVID-19 pandemic. Our commitment to the health and safety of our employees, our customers and the communities in which we operate is paramount. We are confident in our ability to weather the challenges brought on by the COVID-19 virus.

We appreciate your interest in our company and for allowing us to share the many positive outcomes of our efforts.

Tom Beck, President



Company Overview

Continental Cement is a wholly-owned subsidiary of Summit Materials, Inc. (NYSE: SUM). We have two cement manufacturing facilities, located in Davenport, IA and Hannibal, MO, with nine distribution terminals along the Mississippi River, from Minneapolis, MN, to New Orleans, LA. In addition, Green America Recycling, a subsidiary of Continental Cement, safely and effectively uses hazardous and non-hazardous waste to supplement coal as a fuel for the cement manufacturing process.

What We Believe

We believe that doing the right thing socially and environmentally, while manufacturing a quality product and providing excellent customer service, makes an outstanding company.

Our Leadership Team

- TOM BECK, President
- MIKE GORDON, SVP, Sales & Marketing
- MATT HELMS, VP, Manufacturing
- JENN BRADBURY, Chief Financial Officer
- SHAWN MAGES, Davenport Plant Manager
- JOSE GUTIERREZ, Hannibal Plant Manager
- KEITH TURPIN, GAR Operations Manager
- KURT GERDES, GAR Sales Manager
- PAULA NOVAK, Director Human Resources
- CHRIS CASON, Director, Planning & Analysis
- CARRIE JENKS, Director, Logistics
- NICOLAS MARKS, Director, Technical Services
- TIM SCHLOSSER, Director, EH&S

EMPLOYEES

At Continental, we believe employee satisfaction is directly linked to the satisfaction of our customers, so we work hard to build a work culture that is fulfilling to employees. We base our values on more than just paying competitive wages to demonstrate our commitment to our employees. We take pride in providing flexibility that enables employees to balance work and family. We recognize qualifications of our employees and identify opportunities to enhance their skillset. We hold social events that provide a relaxed setting to forge friendships and get to know the families of our employees. In addition, we provide a comprehensive benefits package which reinforces the value we place on the overall health and well-being of each employee. Our Guiding Principles are not just something we hang on the wall, our leaders model these Guiding Principles which are the heart and soul of how we conduct business.



GUIDING PRINCIPLES

Honest and Humble

Conduct business in a safe, ethical, and sustainable manner with respect for others

- Safety first, always
- Promote a positive work environment
- Be approachable with no air of self-importance

Challenging

Continuously challenge status quo

- Encourage collaborative two-way communication
- Create an environment where the best ideas win

Action-Oriented

Make timely, fact-based decisions

- Initiate actions that bring value to the company

Accountable

Take personal ownership of individual, team and company results

CELEBRATE SUCCESSES!

Hannibal Plant's Spring Clean-up Day

SAFETY

The biggest challenge to achieving and sustaining safety excellence is creating cultural change. It goes beyond setting the right goals and requires engaging your entire workforce in the process. By involving all employees and gaining buy in to the core goals and strategies, the team can develop the right habits and systems to enable operational excellence for the long-term. Davenport and Hannibal have started their journeys and are at different stages.

Hannibal F.O.C.U.S. (Future Of Company Under Safety) Committee

F.O.C.U.S. is the foundation of Hannibal to Zero which will create a culture that empowers ALL employees to put SAFETY FIRST through education, timely risk resolution, and accountability. The F.O.C.U.S. Committee has been instrumental in sharing new perspectives and performing risk assessments by educating the workforce on S.L.A.M. (Stop, Look, Analyze, Manage).

Pictured Right: Jason Ross (F.O.C.U.S. Committee member) pictured after a S.L.A.M. presentation at a plant wide meeting.



Davenport S.T.R.O.N.G. (Safety Team Responsible for Owing New Goals) Committee

Davenport has kicked off an employee lead safety committee with the identity of S.T.R.O.N.G. (Safety Team Responsible for Owing New Goals). Their Mission Statement is: *The S.T.R.O.N.G. (Safety Team Responsible (for) Owing New Goals) Safety Committee of the Continental Cement Davenport Plant is dedicated to building a concrete foundation to safeguard our employees and customers. We promise to educate and elevate safety awareness and employee participation. We will strive for continuous improvement to our safety practices to reach the ultimate goal of zero incidents.*

Their Mission Statement and Objectives are:

1. Continuous improvement safety process
2. All safety incidents fully investigated for root causes and countermeasures
3. Communications and trust are improved through the safety process
4. Hazard elimination through JSA's, SOP's, and auditing
5. Build and support the safety process to achieve zero incidents
6. Significantly improve customer understanding of safety expectations and follow the rules

Pictured Above: Mike Wink, Mike Hulsing, Jason Hoffman, Lon Mullen, Doug Buchanan, Kyle Rose, Mark Menapace, Tim Murphy, Doug Burkhead





WORKPLACE WELLNESS

Workplace wellness is an important part of overall company success, which involves being connected to the physical, psychological and social well-being of our employees. At Continental, we believe health is your biggest wealth. Fostering workplace wellness leads to improved employee health behaviors and provides the needed educational tools to assist employees in making smart and healthy choices that can reduce health care costs for themselves and the company. Most importantly, these changes are sustainable.

In 2019, we saw an increase in the utilization of “Engage”, our benefits technology platform. This technology allows employees to have more control over their health care benefits and the ability to link fitness devices to monitor and achieve daily fitness goals. As part of Engage, employees have access to wellbeing programs and self-management tools that provide valuable insights into building healthy habits. The platform provides the needed education to learn to deal with everyday stress, anxiety, or chronic pain.

To support the use of Engage, our wellness initiatives focused on activities that could be replicated at our many locations. In addition to our traditional initiatives such as on-site biometric screenings, flu shots and health fairs, we encouraged our employees to “Just get active!” We encouraged healthy competition to drive up overall participation. Employees positively responded and we are pleased to share the following result highlights:



These statistics are not easy to achieve. Lifestyle management is key to reaching ones' desired state of health. As we move into 2020, we will incorporate volunteerism into our workplace wellness initiative as well as look for group activities that provide health and fitness opportunities to bring employees together and build camaraderie. Our long-term goal is to use preventative means that provide measurable results!

THE AWARD GOES TO....

Continental Cement was recognized again for excellence in workplace safety and health during the Governor's Safety Awards ceremony, during the 85th annual Minnesota Safety & Health Conference at Mystic Lake Center. The conference is the oldest and one of the largest gatherings of workplace safety and health professionals in the region. The Minnesota Safety Council, founded in 1928, is a non-governmental, not-for-profit organization dedicated to improving the quality of life in Minnesota by preventing unintentional injuries.



“At Continental Cement, we perform our work safely so we can enjoy our time at home with family and friends. At home, we apply what we learn at Continental Cement so we can return to work and contribute to the team,” said Kevin O’Hern, Area Supervisor at Continental Cement.

Paul Aasen, president of the Minnesota Safety Council stated ‘Congratulations to Continental Cement for their hard work to make sure their employees are not part of this statistic’.

THANKS TO OUR EMPLOYEES FOR THEIR CONTINUED INVOLVEMENT IN ACHIEVING THIS AWARD.

Red Rock Terminal

Ron Ricker, Terminal Manager; Danny Brisbois, Terminal Operator I; John Gang, Terminal Operator I; Jef Johnson, Terminal Operator I; Dan Jones, Terminal Operator I; Steven Tande, Terminal Operator I

Minneapolis Terminal

Michael Stoller, Terminal Manager; Casey Kennedy, Terminal Operator I; Rhys Lewis, Terminal Operator II; Colin McGregor, Terminal Operator I

Corporate Office

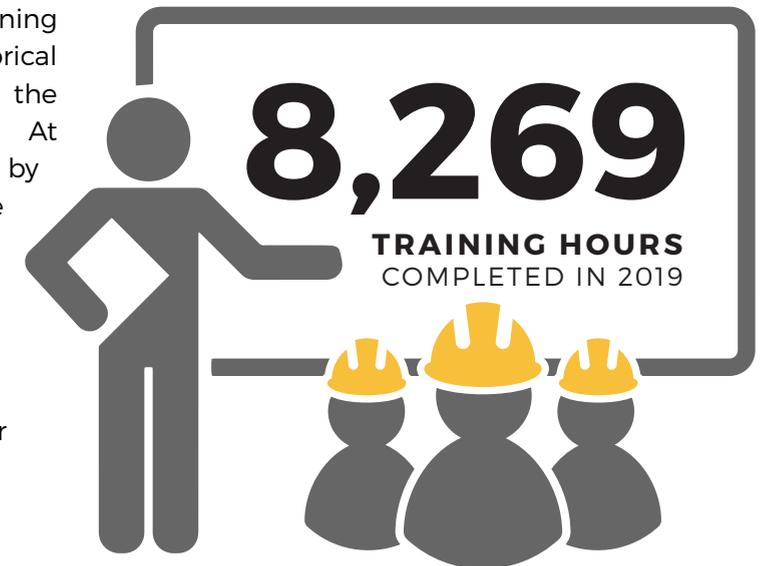
Brett Heinlein, Northern District Sales Manager; David Meyer, Market Manager; Kevin O’Hern, Area Supervisor

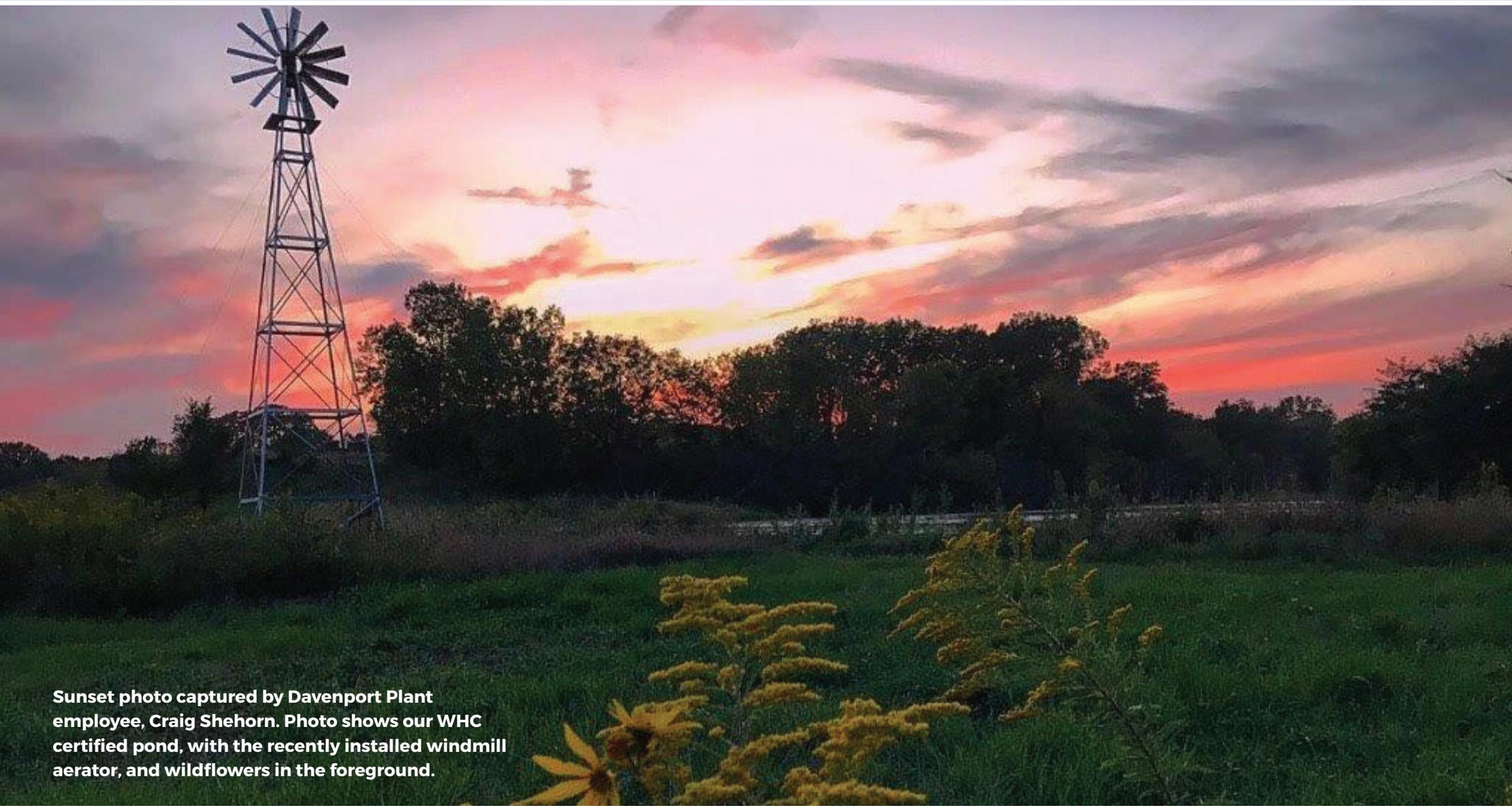
CONTINUAL LEARNING

With the many distractions facing organizations today, it is easy to fall prey and put learning on the back burner. At Continental Cement we face this same challenge on a regular basis but make a conscious effort to support the culture of learning we embarked on in 2015. We have evolving demands and to remain competitive we will always need to upskill, reskill, and new skill our employees.

In 2019, Summit Materials partnered with AchieveForum and created a customized Frontline Leadership Development Program. We know a program's success comes when you are able to put what you have learned into action, so this program incorporates visual, verbal, and experiential learning such as role plays, case studies, and practicing new techniques. Continental Cement was the first Operating Company to complete the program with very positive feedback received. We look forward to offering the program to additional managers throughout 2020.

The ability to measure the impact of training and development has been a historical challenge to organizations because the measurements can be subjective. At Continental, we measure programs by their effectiveness. We see the positive impact our learning culture has on our employees and we see the downstream affect it has on our organization through increased knowledge, efficiency gains, and most importantly exceptional customer service both internal and external.





Sunset photo captured by Davenport Plant employee, Craig Shehorn. Photo shows our WHC certified pond, with the recently installed windmill aerator, and wildflowers in the foreground.

ENVIRONMENT

Environmental sustainability is more than the right thing to do, it's good business. Environmental compliance, resource efficiencies, and recycling are paramount to our current and future sustainability program. Conservation and stewardship programs influence the way we work with the land beyond our primary use. In partnership with the Wildlife Habitat Council, we work to promote biodiversity and establish native landscapes. We view environmental sustainability as an important part of our business, an opportunity to reduce our environmental impact, and promote the responsible use and reclamation of the lands on which we operate. Read on to learn more about our most impactful initiatives.

AND THE WINNERS ARE...

In 2019, five of the six Summit Materials' Wildlife Habitat Council (WHC) Photo Contest winners were employees of Continental Cement Company. The winners were Damion Sadd, Craig Shehorn, Bre McKown, John Edwards and Melissa Myers.



Bre McKown

Two monarch caterpillars munch on a milkweed plant in the Davenport Plant Pollinator Garden.



John Edwards

A bee helps to pollinate in the East Prairie at the WHC certified Davenport Plant.



Melissa Myers

An Eastern Fence Lizard at the Hannibal, MO Plant.



Damion Sadd

Common Buckeye Butterfly seen in the Davenport Plant Pollinator Garden.



Memphis President's Island Terminal

March 19, 2019, marked the second annual cleanup for the Continental Cement Memphis President's Island Terminal. Continental Cement employees, along with college students from University of Central Arkansas, Grinnell College, Allegheny College, and University of Wisconsin Stevens Point, partnered with Living Lands & Waters. Collectively the group removed 11,950 pounds, or 5.97 tons, of trash along the Memphis, TN riverfront in one day!



BUILDING A BETTER FUTURE

Our goal is to build a better future together by raising environmental awareness through local and national partnerships, cleanup efforts at our terminals, and with our employees in the communities where we live, work and play.

Wildlife Habitat Council Award

The Davenport plant's conservation program was certified Silver this year by the Wildlife Habitat Council. This achievement recognizes the continuing efforts of their program and our company's commitment to conservation. The Davenport plant has two native grassland prairies, a pond/wetland area, Purple Martin houses, Barn Owl nesting boxes and a newly added Pollinator Garden.



St. Louis Terminal

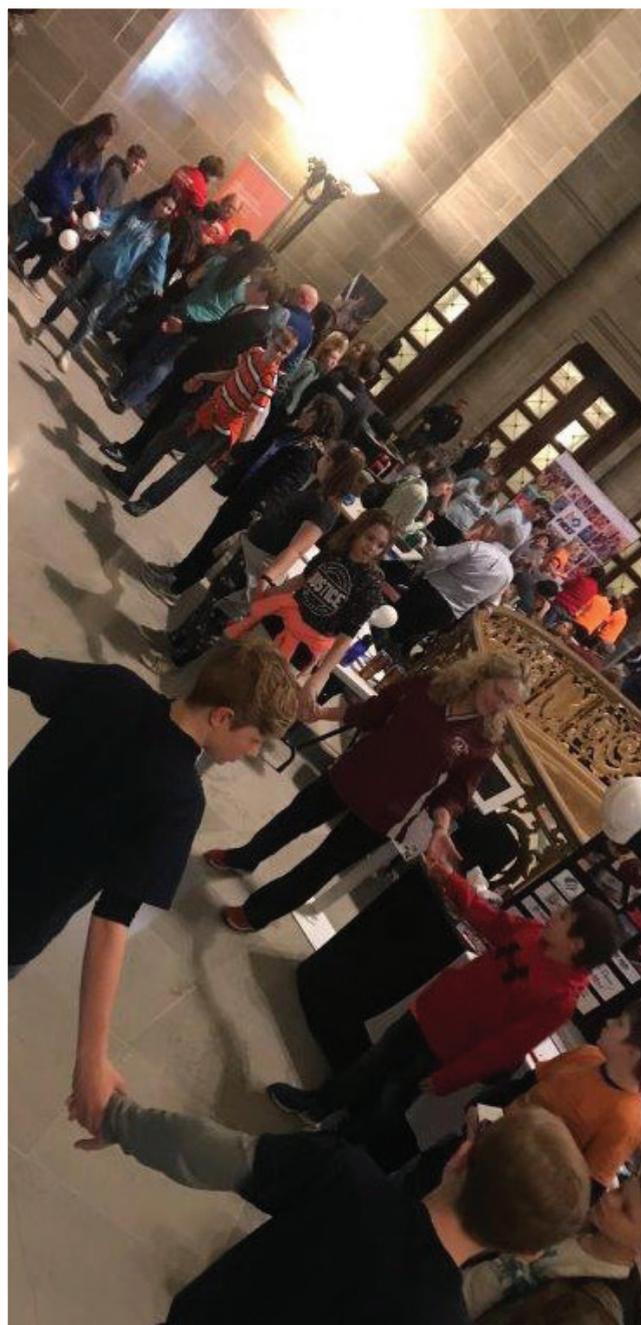
Employees from the St. Louis terminal, the Chesterfield office, and several visiting terminal managers partnered with local environmental groups to pick up litter, tires, discarded furniture and other debris along the streets surrounding the St. Louis Terminal.

Over two tons of trash and 20 tires were collected. The Terminal then coordinated the disposal of the trash with their local waste management company. Special thanks to Dustin Whited and the St. Louis Terminal team for hosting the event, determining the clean-up routes, ensuring safe practices, and providing lunch for everyone.

2019 STEM DAY at the Missouri Capital

Continental Cement and Green America Recycling expanded their Science, Technology, Engineering, and Mathematics (STEM) footprint in 2019 by participating in STEM Day at the capital.

STEM Day, hosted by the Missouri Mathematics and Science Coalition, occurs annually. The event aims to bolster STEM curriculum throughout Missouri's educational system. It also allows state legislators the opportunity to hear from passionate students, businesses, and organizations and learn more about the opportunities that STEM provides for continued economic development across the state.



Used Oil Collection Day

Green America Recycling hosts an annual used oil collection day. The Missouri Department of Natural Resources has certified Continental Cement/Green America Recycling as a Used Oil & Used Paint/Paint-Related Materials Collection Center. The facility may accept Used Oil & Used Paint/Paint-Related Materials from individuals and can process it through the liquid waste-derived fuel program utilizing these materials as fuel to power the kiln at Continental Cement.

Community Advisory Panel (CAP)

Since 2009, Green America Recycling has opened its doors to a panel of community members. This began as an extension of EPA's EPCRA (Emergency Planning and Community Right to Know Act). GAR (Green America Recycling) hosts committee members two times annually not only to discuss regulations pertaining to hazardous waste combustion; but also, as a sounding board for the community to address any questions to the facility. During the 2019 Fall meeting, members spent time touring the site and identifying process changes, upgrades, and improvements that may have an impact on how the facility does business. GAR appreciates the continued relationship and support received from this group of community members.



RECYCLING

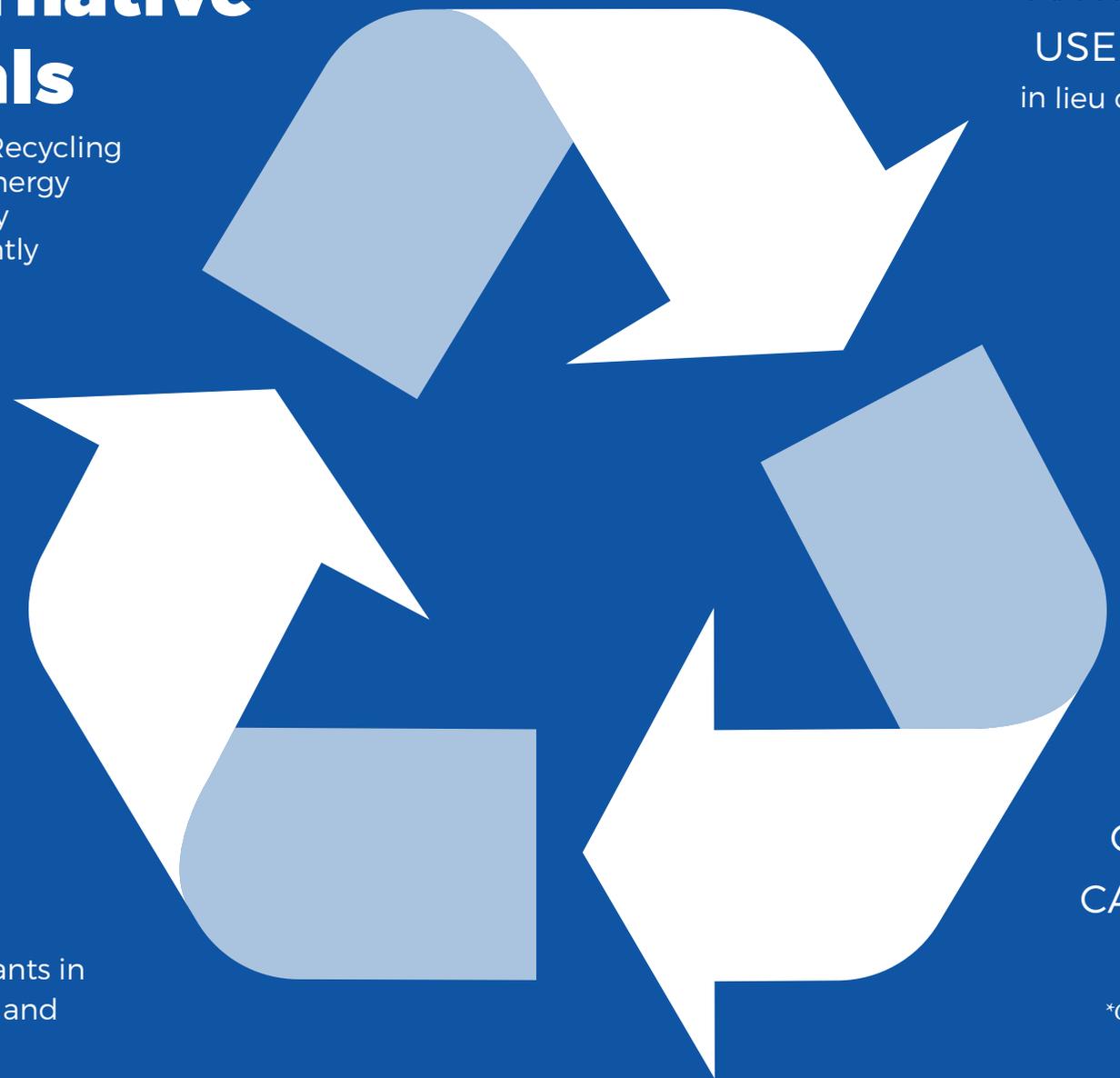
Cement Plants Alternative Fuels & Raw Materials

Continental Cement Company and Green America Recycling sustain an intense focus to effectively manage our energy consumption and raw material needs by strategically reducing our usage, creating efficiencies, and diligently monitoring progress. This effort is primarily realized through the identification and co-processing of industrial wastes that can be utilized in the cement manufacturing process.

**MORE THAN
130,000**

TONS OF HAZARDOUS AND
NON-HAZARDOUS WASTE USED
AS AN ALTERNATIVE FUEL

in our cement plants. We are one of a few cement plants in the country with the ability to co-process both liquid and solid hazardous wastes at our Hannibal Plant.



OVER 200,000
TONS OF INDUSTRIAL BY-PRODUCTS ARE
USED AS ALTERNATIVE RAW MATERIALS
in lieu of mined materials, preserving their use for the future

In 2019 the coal saved through the utilization of alternative fuels is equivalent to the amount of coal needed to power

270,000
100-WATT LIGHTBULBS
FOR 1 YEAR*

42%
OF OUR TOTAL THERMAL ENERGY USE
CAME FROM ALTERNATIVE FUEL IN 2019

These numbers are based on approximations.

**Calculation: Coal saved was 120k tons. It requires 1 lb. of coal to produce 1 kwh of electricity. It takes 875 kwh to power 1 – 100 watt light bulb for 1 year.*

COMMUNITY

We believe that we are an integral part of the communities where we operate, and we work hard to have a positive impact. We invite you to explore our most recent community engagement efforts that highlight our commitment to being responsible corporate citizens.

Volunteer Clean-Up Date

The Hannibal Plant organized a fall volunteer clean-up day. Employees picked up trash and debris in and around the Somalis Nature Area, which is located on the southern side of Hannibal, MO. The area has trails for a variety of outdoor recreationalists and also houses two protected caves for Indiana Bats.

***Pictured Right:** Robert Pickering, CCC/GAR Human Resources Manager, Robert Budnik, Environmental Manager, Abby Lister, Plant Controller, Melissa Myers, Environmental Engineer*



The Races

Employees at the Chesterfield office participated in the “Seize The Day” 5k run-walk race in support of the Epilepsy Foundation of Missouri-Kansas. Participants had the option of a timed run, an untimed “fun run,” or a one-mile walk. The team had a great time supporting this worthy cause despite the wet weather conditions.

On June 8, 2019, the Davenport Plant sponsored a water station during the Race for the Cure 5K. This was the 10th year the plant has sponsored and volunteered at the event.

Employees at the Chesterfield office participated in the “Seize the Day” 5K run-walk race in support of the Epilepsy Foundation of Missouri-Kansas.



H.E.R.O.E.S.

The Chesterfield Office adopted a veteran and his family for the 2019 holiday season through the H.E.R.O.E.S. Care organization.

For a Thanksgiving complete dinner was provided, including turkey, mashed potatoes, dressing, salad, rolls and pie.

In December 2019, the Hannibal Plant hosted two families for the Adopt-A-Family campaign. With the generous company match of \$1,000 and the incredible employee donations, over \$3,000 was received to split between the two families. This was the biggest year yet. The spirit and warmth of the season truly filled the hearts of all who were involved.

For Christmas, employee donations provided an abundance of clothing and toys for both children, several items for the father including a heavy coat, gift cards to buy work boots, gas cards, and several items the mother requested such as gift cards for clothes. Many other gift cards (Target/Schnucks/Visa) that the family can use to buy groceries and other essential items with were donated along with stockings for all four family members. A new washer and dryer set was delivered to their new residence just before Christmas!

The Chesterfield Community Service Committee, consisting of Rachel Anderson, Chris Cason, Kelsey Francis and Julie Hoover, organized the adoption and collection of gifts.

***Pictured Above:** Josh Moss, Chris Dietle, Shayna Martin, Tara Otten, Chase Palmer, Heather Ames, John Schindler, Jill Palmer*



UNITED WAY
\$25,000 DONATED TO THE FUND BY CONTINENTAL CEMENT & GREEN AMERICA RECYCLING

Substance abuse continues to rise throughout the country. Matt Helms approached the United Way last year to discuss how our Company could support prevention efforts and combat the drug issue impacting Northeast Missouri.

Last July, United Way of the Mark Twain Area opened a special grant application for area nonprofit organizations to apply for funding to bring a youth-focused substance abuse prevention program to the community. To do our part, Continental Cement and Green America Recycling agreed to donate \$25,000 to fund the grant. Applications were reviewed by a special committee and they interviewed leadership from each organization that submitted a proposal to understand the details about the proposed programs.

The Hannibal Alliance for Youth Success (HAYS) was awarded the \$25,000 grant to fund an initiative to prevent drug use among students. The grant will be used to launch the Trauma-Informed Program for

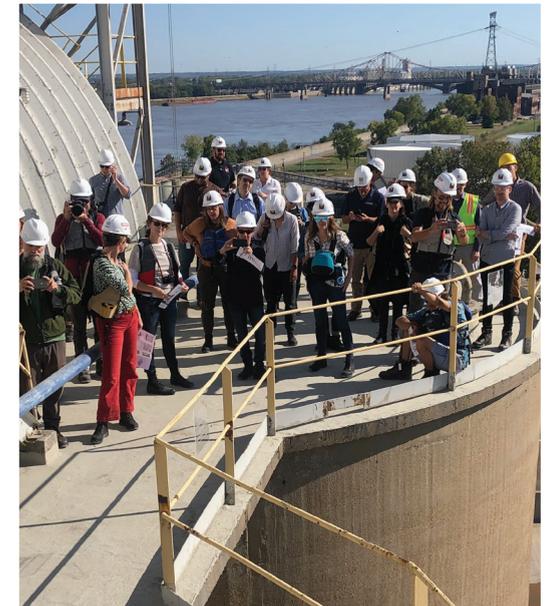
Pictured Above from Left to Right: Dave Dexheimer, United Way; Meghan Karr, Hannibal Public Schools; Stephanie Cooper, President of HAYS; Denise Damron, United Way; Robert Pickering, CCC/GAR

Schools (TIPS) in Northeast Missouri. In their proposal, HAYS shared how they would utilize the funding to provide trauma awareness training and education to regional educators. Teachers and other school personnel would learn how to identify students who are experiencing traumatic circumstances. All six area school districts will participate in the program.

Washington University

Earlier this year, local STL Alderwoman Christine Ingrassia, friend of the STL terminal, reached out on behalf of Washington University Architecture Professor Derek Hoeflerlin. The professor was looking for a river-based venue where his Architecture students could present research findings as part of a larger study to position the Mississippi River, its tributaries, and St. Louis region within its broader geographic, political, ecological, industrial, agricultural, and economic landscape. Once the data was collected, it was compiled into large-format photographs, mappings and videos and used in further demonstrations at the terminal aboard CC-1 (STL Dock Barge).

The field work on display at the terminal deployed many radical methods of site-specific documentations, such as flying balloons for aerial photography, video surveys via canoe trips along the Mississippi and its backwaters, and hands-on demonstrations of river knowledge such as rope-tying. In addition, a panel discussion was held aboard CC-1, which consisted of representatives from the US Army Corps of Engineers, Big Muddy Adventures, local government, the barge industry, and researchers to discuss a host of topics from infrastructure to private-public cooperation on the riverfront.





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