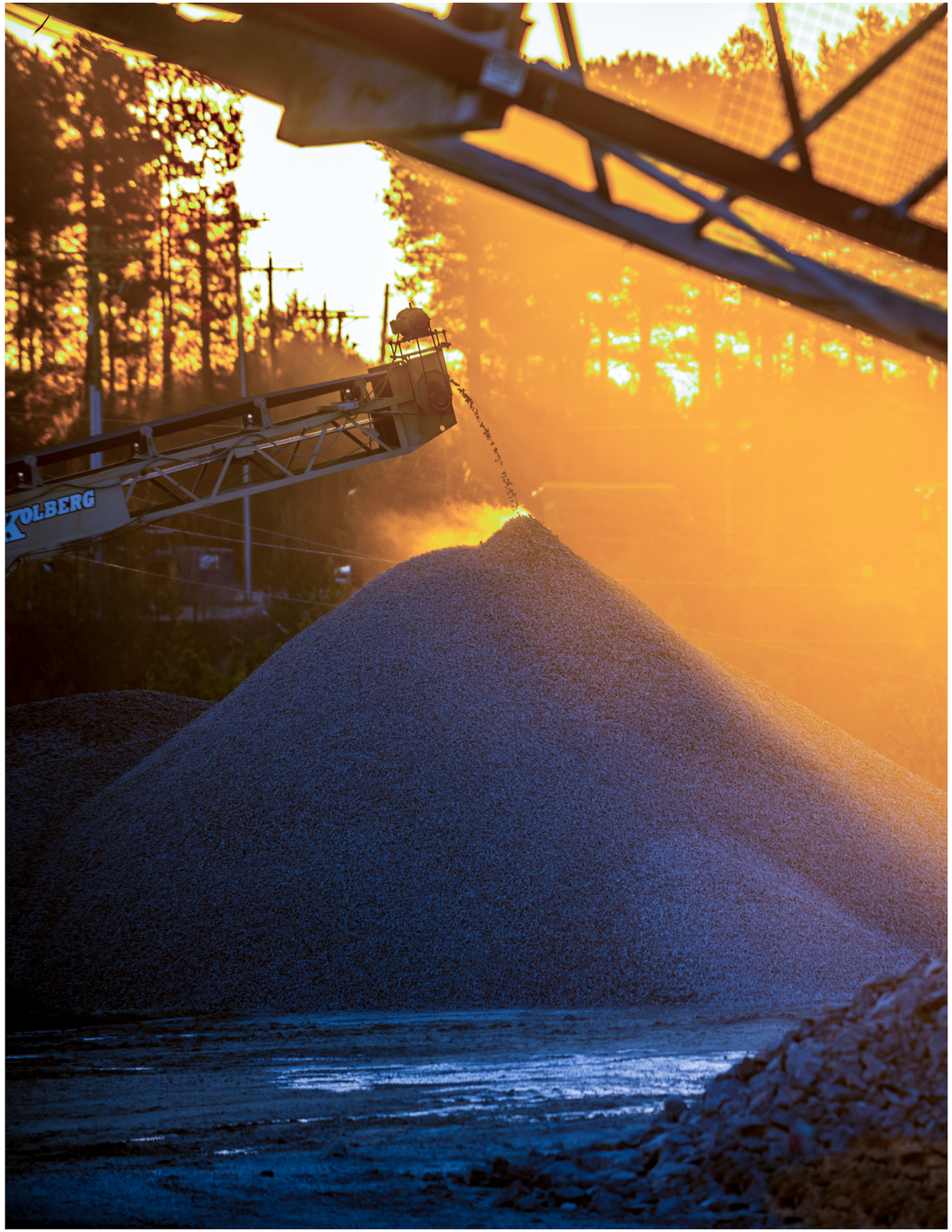
SUMMIT Materials

2020

ENVIRONMENTAL, SOCIAL & GOVERNANCE REPORT

OUR ROAD FORWARD





Cautionary Note Regarding Forward-Looking Statements and Other General Disclosures

Information contained in this report, which are not statements of historical facts, and the documents incorporated by reference herein, may be "forward-looking statements." Such forward-looking statements are identified by words such as "will," "seek," "should," "expects," "anticipates," "believes," "plans," "intends" and similar expressions and such statements involve risks, uncertainties, assumptions and other factors that could cause actual results, performance, prospects and opportunities to differ materially from those expressed or implied by such forward-looking statements.

Although Summit Materials, Inc. ("Summit," or "Company") believes that the assumptions inherent in these forward-looking statements are reasonable, the reader should not place undue reliance on these statements. Forward looking information is prepared as of October 1, 2021. Important factors could affect our results and could cause results to differ materially from those expressed in our forward-looking statements, including but not limited to the factors discussed in the section entitled "Risk Factors" in Summit's Annual Report on Form 10-K for the fiscal year ended January 2, 2021 as filed with the Securities and Exchange Commission, as such may be updated by our subsequent filings. Summit disclaims any intention or obligation to update or revise any forward-looking statements whether as a result of new information, future events or otherwise, except to the extent required by applicable laws.

This report contains some figures that have been approximated or rounded. This report and data within has not been reviewed by a third party and contains non-GAAP information. Various environmental, social and governance (ESG) metrics understand the concept of materiality differently and we do not attempt to reconcile these different understandings. The information that we disclose in this report cross reference certain frameworks, when applicable. However, we also disclose information not mentioned by such frameworks that we believe relevant to our sustainability initiatives. Over time, we will continue to seek to achieve more alignment with leading frameworks, even as such frameworks continue to evolve. Inclusion of information in this report should not be construed as a characterization of materiality or financial impact of such information.

2020 SASB Metrics Table

The Sustainability Accounting Standards Board (SASB) seeks to help businesses and investors develop a common language about the financial impacts of sustainability through standards that facilitate comparable, consistent and reliable data on sustainability factors. To that end, this report includes the metrics from SASB's Extractives & Minerals Processing Sector - Construction Materials standard that are relevant to Summit's business.

TOPIC	ACCOUNTING METRIC	CATAGORY	CODE	RESPONSE/REPORT SECTION
Greenhouse Gas Emissions	• Gross global Scope 1 emissions • Percentage covered under emissions-limiting regulations	Quantitative	EM-CM-110a.1	• 1.96M MT CO_2e • 89.50%
	• Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions • Emissions reduction targets • An analysis of performance against those targets	Discussion & Analysis	EM-CM-110a.2	Summit is developing specific 2030 and 2050 emissions reduction targets and strategies. That process is discussed in the Greenhouse Gas (GHG) Emissions Section
Air Quality	Air emissions of the following pollutants: 1. NOx (excluding N2O) 2. SOx 3. Particulate matter (PM10) 4. Dioxins/furans 5. Volatile organic compounds (VOCs) 6. Polycyclic aromatic hydrocarbons (PAHs) 7. Heavy metals	Quantitative	EM-CM-120a.1	1. NOx – 768 Tons 2. Sox – 565 Tons 3. PM10 – 167 Tons 4. Dioxins/furans – .223 lbs/ year 5. VOC's – 365 Tons 6. PAH's – 0 7. Heavy metals – 25 Tons
Energy Management	1. Total energy consumed 2. Percentage grid electricity 3. Percentage alternative 4. Percentage renewable	Quantitative	EM-CM-130a.1	1. 7.34M GJ 2. 20% 3. Not collected in 2020 4. Not collected in 2020 In 2022, Summit will be expanding the data collection and use of alternative and renewable energy sources
Water Management	1. Total fresh water withdrawn 2. Percentage recycled 3. Percentage in regions with high or extremely high baseline water stress	Quantitative	EM-CM-140a.1	1. 1.457M cubic meter (utility only) 2. Not collected in 2020 (water metering to begin in 2022) 3. 23.6%
Waste Management	• Amount of waste generated • Percentage hazardous • Percentage recycled	Quantitative	EM-CM-150a.1	• 5,717 (t) of Cement Kiln Dust waste • Other waste types not collected in 2020 • Further information regarding Summit's waste management program is discussed in the Waste Management Section
Biodiversity Impacts	Description of environmental management policies and practices for active sites	Discussion & Analysis	EM-CM-160a.1	Summit's environmental policies and practices for active sites are summarized in the Land Use and Reclamation Section
	Terrestrial acreage disturbed, percentage of impacted area restored	Quantitative	EM-CM-160a.2	17,220 (ac)
Workforce Health & Safety	1. Total recordable incident rate (TRIR) 2. Near miss frequency rate (NMFR) for a. Full-time employees b. Contract employees	Quantitative	EM-CM-320a.1	1. 1.26 2. a. Not collected in 2020 (Summit began collecting NMFR in 2021) b. Summit did not collect contract employee safety data in 2020 (Summit began collecting contract employee NMFR in 2021)
	Number of reported cases of silicosis	Quantitative	EM-CM-320a.2	0 cases of silicosis reported in 2020
Product Innovation	Percentage of products that qualify for credits in sustainable building design and construction certifications	Quantitative	EM-CM-410a.1	1.5%
	Total addressable market and share of market for products that reduce energy, water, and/or material impacts during usage and/or production	Quantitative	EM-CM-410a.2	Total addressable market – Lightweight Aggregates $49.5M Addressable market share – 16.7%
Pricing Integrity & Transparency Greenhouse Gas Emissions	Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing, and anti-trust activities	Quantitative	EM-CM-520a.1	For the fiscal year 2020, Summit had no material losses related to litigation or to non-appealable regulatory decisions involving cartel activities, price fixing or anti-trust activities

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Letter From Our CEO

Dear Valued Stakeholder,



This is my first sustainability letter to you as CEO of Summit Materials, and as I said upon accepting this role, it is an honor to lead this Company into its next phase of growth and value creation. We are grateful for the continued trust and support of our shareholders, customers and communities.

Reflecting on our 2020 sustainability performance, I want to first thank all of Summit's employees who labored as essential workers during the COVID-19 pandemic. Our team developed creative solutions, such as implementing paperless ticketing in our scalehouses and coordinating N95 mask donations to first responders during the early days of the pandemic, while continuing to build the infrastructure so vital to the communities we serve.

Despite these challenging circumstances, our team aligned on a vision to become the most socially responsible integrated construction materials solution provider as a key strategic pillar of our Elevate Summit Strategy. We are taking a value creation and innovation approach to social responsibility that we believe presents significant opportunities to grow our business. I can point to some notable early accomplishments:

- We reduced our recordable incident rate by 62% in 2020 versus 2019 on our journey to zero harm
- We completed our first SASB-compliant baseline for emissions, water and waste for 2020
- We championed efforts to reduce the emissions impact of cement production, including:
  - Expanding our Green America Recycling facility to increase our use of alternative fuels
  - Commercializing Portland Limestone Cement
  - Piloting next generation low carbon concrete, and
  - Partnering with universities in artificial intelligence solutions for ready mix concrete optimization
- We are capturing methane at our landfill business in Kansas and evaluating expansion to other landfills
- We achieved gender parity in 2021 with over 50% female Board directors and over 50% female executive officers

As we continue to advance our Elevate Strategy, we are developing specific commitments to not only provide the foundation to connect our communities today through our products and services, but to build a better tomorrow. We are currently vetting those ESG commitments with our stakeholders. In early 2022, we plan to share our ESG strategic roadmap to enhance Summit's social impact, improve our land use practices, and reduce our carbon emissions by 2030 and 2050, respectively.

We are committed to improving our stewardship of the land as we extract minerals and then turn them into vital infrastructure. We will manage our emissions, water and waste, and build robust reclamation and biodiversity programs to support our efforts to leave a lasting positive environmental legacy.

Additionally, Summit is actively pursuing initiatives within diversity, equity and inclusion (DE&I) to improve recruitment, training, development and advancement opportunities for all Summit employees. Our vision of Summit's future workforce is more inclusive and better reflects the diversity of the communities that we serve. We believe that social responsibility reflects a well-managed, sustainable business lead by a highly engaged team of talented employees.

When we announced our Elevate Strategy, we said we would set clear targets and keep stakeholders informed along the way – and we have made good on that promise. Thank you for your continued interest in Summit Materials. We look forward to working with you as we advance our shared commitment to a better tomorrow.

Anne P. Noonan

Anne P. Noonan
President and CEO, Summit Materials

About Summit Materials

Summit Materials is a construction materials company that supplies aggregates, cement, ready mix concrete, and asphalt paving mix in the United States and western Canada. Summit Materials is a geographically diverse, vertically integrated aggregates-based business, which offers customers a single source provider of construction materials and related downstream products in the residential, non-residential and public infrastructure end markets.

Summit has redefined its mission, vision and values to position our company to meet future challenges.

MISSION

Summit's mission is to provide the foundation to connect our communities today and build a better tomorrow.

VISION

Summit's vision is to be the most socially responsible, integrated construction materials solution provider, collaborating with stakeholders to deliver differentiated innovations and solve our customers' challenges.

VALUES

1. **Safety:** We are committed to keeping our employees, customers, and communities safe in all that we do.
2. **Integrity:** We build trust by doing what's right and remaining accountable, even when no one is watching.
3. **Sustainability:** We answer to the impact of our actions and seek out opportunities to develop innovative practices and solutions.
4. **Inclusivity:** We act intentionally to bring together our local communities and drive equity for all stakeholders.

Our Vision: The Most Socially Responsible Integrated Construction Materials Solution Provider

Our vision is to be the most socially responsible integrated construction materials solution provider. It begins with safety for everyone involved with our company: employees, the communities and customers that we serve.

We have high standards of integrity. We will do what's right and remain accountable.

We need to understand our impacts, develop measurement and management systems to quantify them, and then develop clear plans to address those impacts.

We know that our customers are, or will be, facing new challenges to address their social, land, and environmental impacts. We plan to serve them with innovative solutions – and we are laying the groundwork today. We are weaving social responsibility into everything we do to strengthen our unique market positions, local brands and relationships.

To better understand our impacts, in 2021, Summit completed a baseline study of Greenhouse Gas Emissions ("GHGs"), water, and waste inventory. The baselining was completed in accordance with the principles and guidance of the World Resources Institute (WRI), World Business Council for Sustainable Development (WBCSD), GHG Protocol and the Cement Sustainability Initiative's (CSI) protocol for corporate GHG accounting and reporting.

At Summit, we recognize that robust environmental and social performance is not only the right thing to do but that it is key to achieving our vision. To guide us to our vision, our North Star principles were developed through a company-wide strategic assessment. Those principles include:

HUMAN / SOCIAL IMPACT
Ensuring people and their communities are valued and can thrive.

LAND RECLAMATION
Measuring every drop of water we consume and returning land better than when we found it.

CARBON REDUCTION
Reducing CO_2 emissions to reach net zero by 2050.

At the time of the publishing of this report, Summit is in the process of developing specific goals to address our impacts and a roadmap to achieving them. Those goals and plans are being carefully vetted with our stakeholders. In early 2022, we plan to publish our goals and roadmap to enhance Summit's social impact, improve our land use practices, and reduce our carbon emissions by 2030 and 2050, respectively.



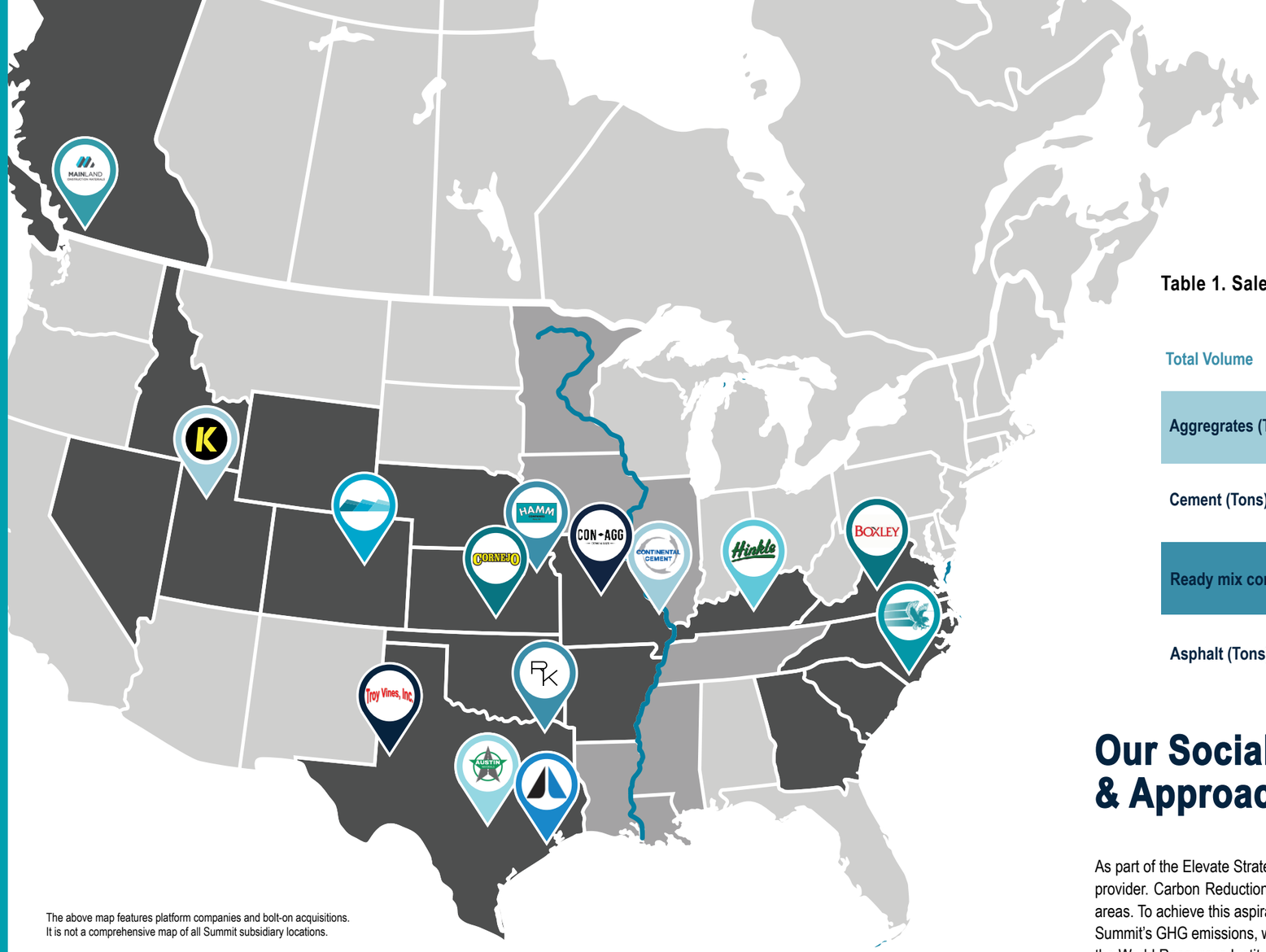
Scope of this Report

Summit's 2020 Environmental, Social and Governance (ESG) report is for the 2020 financial year (twelve months ending January 2, 2021).

Financial amounts are reported in US dollars (USD) unless otherwise stated. References herein to "Summit" or the "Company" refer to the consolidated company unless the context suggests otherwise.

This report includes metrics from SASB's Extractives & Minerals Processing Sector - Construction Materials standard that are relevant to Summit Material's business. SASB has been selected as the main reporting framework as we believe it to be the framework preferred by Summit Materials' investors who are seeking comparable, consistent, and financially material ESG disclosures by the industry. We believe adopting the SASB reporting framework will allow us to undertake improved year-over-year performance analysis and industry benchmarking in future reporting years. To normalize our operating results against our peers in the construction materials, SASB has recommended one activity metric for the construction materials industry: production by major product line. Table 1, on page 11, captures this information for 2020.

Further information and analysis on Summit's operational results is detailed in Summit's Annual Report on Form 10-K for the year ended January 2, 2021.



The above map features platform companies and bolt-on acquisitions.
It is not a comprehensive map of all Summit subsidiary locations.

Our materials include aggregates, which we supply across the United States, and in British Columbia, Canada, and cement, which we supply to surrounding states along the Mississippi River from Minnesota to Louisiana. In addition to supplying aggregates to customers, we use a portion of our materials internally to produce ready mix concrete and asphalt paving mix, which may be sold externally or used in our paving and related services businesses. Our vertical integration creates opportunities to increase aggregates volumes, optimize margin at each stage of production and provide customers with efficiency gains, convenience and reliability, which we believe gives us a competitive advantage.

Since our inception in 2009, we have become a major participant in the U.S. construction materials industry. We believe that, by volume, we are a top 10 aggregates supplier, a top 15 cement producer and a major producer of ready mix concrete and asphalt paving mix. Our proven and probable aggregates reserves were 4.1 billion tons as of January 2, 2021. In the year ended January 2, 2021 we sold 59.1 million tons of aggregates, 2.3 million tons of cement, 5.7 million cubic yards of ready mix concrete and 5.8 million tons of asphalt paving mix across our more than 400 sites and plants.

Table 1. Sales Volume by Major Product Line

	Year ended	
Total Volume	January 2, 2021	December 28, 2019
Aggregrates (Tons)	59,098	53,954
Cement (Tons)	2,286	2,395
Ready mix concrete (Cubic Yards)	5,740	5,466
Asphalt (Tons)	5,831	5,568

Our Social Responsibility Priorities & Approach to Disclosure

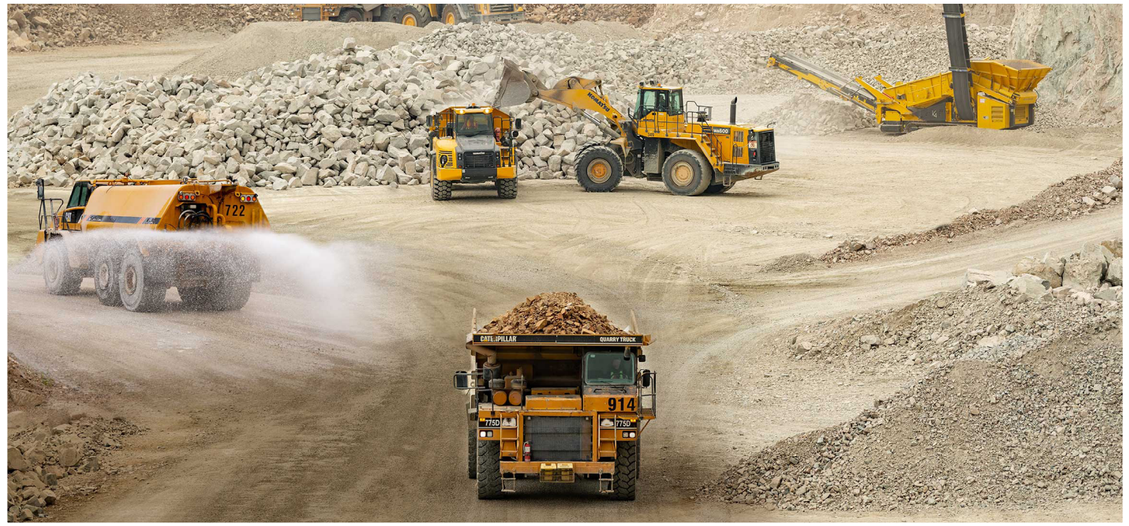
As part of the Elevate Strategy, Summit defined its vision to become the most socially responsible vertically integrated construction materials solution provider. Carbon Reduction, alongside Social / Human Impact and Land Reclamation, are Summit's three "North Star" Social Responsibility focus areas. To achieve this aspiration, in 2021, Summit completed a baseline study of greenhouse gas, water, and waste inventory as an effort to measure Summit's GHG emissions, water consumption and waste generation. The baselining was completed in accordance with the principles and guidance of the World Resources Institute (WRI) and the World Business Council for Sustainable Development's (WBCSD) Greenhouse Gas Protocol Corporate Accounting and Reporting Standard ("GHG Protocol") and the Cement Sustainability Initiative's (CSI) protocol for corporate GHG accounting and reporting.

In addition, in 2021, as part of the Summit Social Responsibility Strategy development, dedicated strategy sessions were conducted with Company's executives, senior management, and operations teams to facilitate the integration of North Star Social Responsibility priorities into our overall strategy development.

In 2021, the prioritized topics from the strategy development were mapped against SASB's Extractives & Minerals Sector - Construction Materials standard. Given the rigorous industry and stakeholder process SASB entails in order to produce a standard, SASB's accounting metrics was selected as the foundation of Summit's 2020 ESG Report. In addition, results from a high-level peer and industry benchmarking exercise, additional stakeholder and group feedback (including from regulators, ESG rating agencies and investors), the recommendations from the United Nations Sustainable Development Goals (UN SDGs), industry regulations and trends were assessed against the mapping.

2020 Highlights

Sustainability is a core value at Summit. Our commitment to being stewards of our environment and thoughtful members of our communities is central in our strategy to drive long-term stakeholder value. We work hard to continuously evolve our sustainability program and goals to meet the expectations of our stakeholders, and the rapidly evolving world. In 2020, Summit's sustainability program continued to align with our vision of being the most socially responsible integrated construction materials solution provider.



IN 2020, OUR
LOST TIME INCIDENT RATE **IMPROVED BY 62% OVER 2019**

WE CHAMPIONED EFFORTS TO
REDUCE THE EMISSIONS IMPACT OF CEMENT PRODUCTION, INCLUDING:

- Expanding our Green America Recycling facility to increase our use of alternative fuels
- Commercializing Portland Limestone Cement ("PLC")
- Piloting next generation low carbon concrete, and
- Partnering with universities in artificial intelligence solutions for ready mix concrete optimization

WE COMPLETED OUR FIRST
SASB-COMPLIANT BASELINE
for emissions, water and waste for 2020

WE ARE CAPTURING
METHANE AT OUR LANDFILL BUSINESS IN KANSAS
& evaluating expansion to our other landfills

CH_4

WE ACHIEVED GENDER PARITY IN 2021 WITH
OVER 50% **Female Board Directors & Executive Officers**

Our COVID-19 Response

The safety of our employees is a core value. During the COVID-19 pandemic we are taking action based on the best available information we have.

Since March 2020, we have been continuously monitoring information published by the Public Health Agency of Canada, U.S. Centers for Disease Control and Prevention (CDC), the World Health Organization (WHO) and other guidance released from appropriate government agencies.

Summit has taken the following measures to provide its employees with accurate information, help prevent infection and reduce the potential transmission of COVID-19:

HAND WASHING STATIONS

Our work is often in places where hand washing is a challenge. Employees at our company, RK Hall, developed and built mobile hand washing stations to ensure that employees had the ability, even at the most remote jobsites, to wash their hands. This initiative was rolled out throughout Summit.

TRAINING & RISK ASSESSMENT

Every customer or vendor who visits any of our mine sites, must complete site-specific training and risk assessment. To enable our teams to conduct such trainings and assessments safely during the pandemic, the safety team at our company, Hamm, devised a system to perform the training outside with 6 feet social distancing measures in place and sanitizing stations outside of scalehouses. This system was rolled out to all sites.

E-TICKETING SYSTEM

The pandemic expedited our efforts to offer a contactless and paperless experience for our customers. To meet this need, the Company implemented an e-ticketing solution, providing for paperless transactions and electronic signatures maximizing social distancing and in turn keeping our customers and employees as safe as possible while continuing to operate our businesses.





Governance

We believe our Board governance incorporates best-practice standards to oversee ESG-related risks and opportunities and create long-term value for Summit. Our Board takes pride in supporting Summit's efforts to offer a safe work environment to its employees and being a good corporate citizen in its local communities.

GOVERNANCE

Why is this important to Summit?

The Board's responsibility is one of oversight, and in performing its oversight role, the Board serves as the ultimate decision-making body of the Company, except for those matters reserved to or shared with our stockholders.

In accordance with the Company's belief that its long-term success includes being good stewards of the environment, the Board has established a Governance and Sustainability Committee ("the Committee") to oversee and support the Company's initiatives in these areas. For example, the Committee provides:

1. oversight of the Company's approach to social responsibility to ensure it aligns with the Company's overall business strategy;
2. oversight and periodic review of external developments which are likely to have significant influence on the Company's reputation and/or its ability to conduct its business in a socially responsible manner; and
3. oversight of Company polices and initiatives relating to the environment with respect to energy management, climate change and sustainability;
4. recommendations to the Board of Directors of a set of corporate governance principles to be included in the Company's Corporate Governance Guidelines and tracking of developments regarding corporate governance to enable the Committee to recommend to the Board of Directors changes to the Company's Corporate Governance Guidelines in light of such developments as may be appropriate;
5. review of the Company's policies related to political contributions and lobbying; and
6. reports to the Board of Directors on the foregoing matters at least annually.

Our Governance Documents

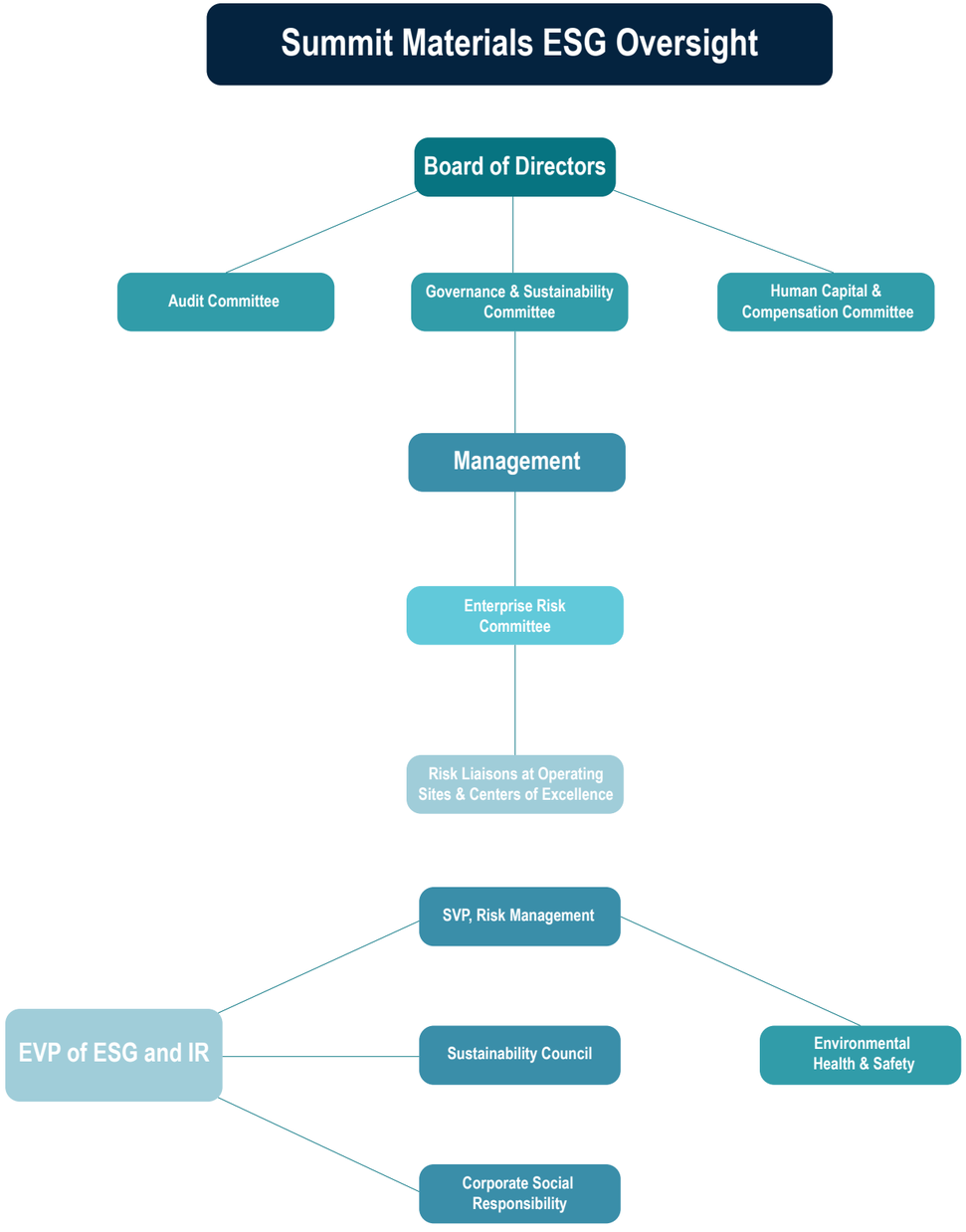
The following documents provide additional information on Summit's Board governance and corporate governance.

- Corporate Governance Guidelines
- Governance and Sustainability Committee Charter
- Human Capital and Compensation Committee Charter
- Code of Vendor Conduct
- Audit Committee Charter
- Code of Business Conduct and Ethics
- Whistleblower Policy



Board & Management Oversight of ESG Factors

The Company recognizes that environmental, social and governance ("ESG") performance is essential to the Company's long-term success and is of vital importance to stakeholders. As a result, the Company has implemented the following oversight structure to ensure that the Company's performance in these areas is monitored appropriately:



In light of the importance of environmental and climate change matters to the Company, its shareholders, communities, customers, and employees, and the associated risks the Company faces, the full Board oversees environmental risk factors and receives regular updates from the Governance and Sustainability Committee, the EVP, ESG & IR, Senior Leadership Team and Enterprise Risk Committee on the Company's environmental risk profile and key risk mitigating initiatives.

At the Management level, the EVP, ESG & IR management function is involved in overseeing and managing climate risk include, but are not limited to, emissions reduction initiatives, environmental health and safety, sustainability, and corporate social responsibility. The Senior Leadership Team is also involved in oversight of land use and social impact. The Company's operations have personnel responsible for maintaining compliance with environmental rules and regulations. The Enterprise Risk Committee (the "ERC") is responsible for assessment and oversight of enterprise-wide risks including those risks involving the environment and sustainability. Risk Liaisons at the operating sites and Centers of Excellence are also involved in identifying, reporting, and mitigating potential risks to the Enterprise Risk Committee.

To ensure our directors provide sound judgement and effective oversight on management's practices and help protect and create value for all the Company's stakeholders, 8 of 9 our directors are independent of the Company, as such term is defined by the New York Stock Exchange Rules and our Corporate Governance Guidelines.

When considering Board and committee composition, the Board considers diversity of background, skills, age, culture, geography, experience and gender. Our current Directors represent a strong and diverse mix of experience in finance, construction materials, engineering, government relations, risk management, mergers and acquisitions and international business. Over 50% of our Board of Directors are female and over 50% of our executive officers are female, including our Chief Executive Officer.

To further our commitment to our ESG strategy and achieve our vision, in 2021, the Company's Nominating and Corporate Governance Committee changed its name to the Governance and Sustainability Committee. This Governance and Sustainability Committee will provide oversight on the Company's approach to social responsibility and initiatives relating to the environment such as energy management, climate change and sustainability and provide reports to the Board on the foregoing at least annually.

The Board is committed to clear, accurate and comprehensive financial and non-financial reporting and disclosure and continuously improving policies and procedures.

Executive & Senior Leadership Commitment

Our Senior Leadership Team is accountable for ensuring that Summit meets its ESG priorities. Strategy and progress toward our ESG goals are discussed regularly at management meetings and are key topics at strategic sessions.

Our ESG senior management team is composed of the Executive Vice President, Chief Environmental Health, Safety and Governance Officer and Head of Investor Relations (EVP, ESG & IR), Senior Vice President, Risk Management and an Environmental, Social Governance Analyst.

The EVP, ESG & IR reports directly to the Chief Executive Officer on environmental, social, health and safety matters along with their impacts, risks and opportunities.

Our Regional Presidents maintain site accountability for ESG-related activities. Furthermore, at each site there is a manager, coordinator or equivalent appointed to oversee sustainability, environmental management, health and safety, and human resources who reports directly into this site leader. These local leads are supported by coordinators, technicians, contractors, and external consultants as needed. Functional leads at sites also have a dotted reporting line into the Senior Vice President, Risk Management, as appropriate.

Risk Management

Summit views sustainability as one of its core values and takes its responsibilities to the lands it operates on seriously. The ERC continually identifies and evaluates environmental and other risks, including the Company's compliance with environmental rules and regulations. The ERC undertakes regular, systematized review of the environmental risks affecting the Company, including those associated with climate change, that may affect the Company's businesses and also meets with key leaders in the Company's operations to identify and address such risks. Risk Liaisons at the operating sites and Centers of Excellence, which address commercial practices, processes, and capabilities, are also involved in identifying, reporting, and mitigating potential risks to the ERC.

CENTERS OF EXCELLENCE (COES)

Centers of Excellence (COEs) address improvements and opportunities to operations and commercial practices, processes, and capabilities. At Summit we have COEs for various areas such as Ready Mix, Aggregates, Asphalt & Construction, Safety, and Commercial Excellence.

Business Ethics and Transparency

CODE OF BUSINESS CONDUCT & ETHICS

The Company's Code of Business Conduct and Ethics applies to all of its officers, directors and employees, including its principal executive officer, principal financial officer and principal accounting officer, or persons performing similar functions and is posted on our website. Summit's Code of Business Conduct and Ethics for employees addresses avoidance of conflicts of interest, protection of confidential information, compliance with applicable laws, rules and regulations, adherence to good disclosure practices, among other items. The Company's Code of Business Conduct and Ethics is a "code of ethics," as defined in Item 406(b) of Regulation S-K. The Company will make any legally required disclosures regarding amendments to, or waivers of, provisions of our Code of Business Conduct and Ethics available on the Company website. The Company's EVP, Chief Legal Officer and Secretary is responsible for overseeing compliance with the Code and regularly reports to the Audit Committee on the same.

WHISTLEBLOWER POLICY

Our whistleblower program provides employees and third parties with a means to raise concerns in good faith regarding potential violations of our standards, policies, and procedures and ensures that those individuals will be protected from dismissal or retaliation of any kind.

Employees and any third parties with concerns around a potential infringement of employee rights have three mechanisms in which to report concerns in a confidential or anonymous manner.

a. in writing to Summit Materials, Inc., Attn: Audit Committee, Chief Legal Officer, 1550 Wynkoop Street, 3rd Floor, Denver, Colorado, 80202

b. by calling 1-855-688-1942 at any time

c. by accessing www.summit-materials.ethicspoint.com

An employee who, in good faith, reports a concern regarding suspected breach of a policy is protected from reprisal, such as dismissal, demotion, suspension, threats, harassment or discrimination. Every reasonable effort will be made to ensure the confidentiality of those providing information. If an employee prefers to report an allegation anonymously, he or she must provide enough information about the incident or situation to allow Summit to investigate properly and effectively.

Environment

We are committed to protecting the natural environment and minimizing adverse impacts caused by our operations or activities. Our commitment extends from exploration to construction and operations into post closure.



ENVIRONMENT

Why is this important to Summit?

Summit extracts minerals from the land that become part of homes, roads, and schools. We understand the importance of strengthening the communities in which we operate, protecting our social license to operate and maintaining our operational permits by managing and mitigating our impacts. Ensuring that our environmental footprint is progressively managed may also increase operational efficiencies, strengthen local stakeholder relationships and facilitate permitting and reduce environmental impacts.

Our Approach

Summit has defined two of three North Star Pillars directly related to the environment:

LAND RECLAMATION

Seeking to measure every drop of water we consume and returning land better than when we found it.

CARBON REDUCTION

Striving to reduce CO_2 emissions to reach net zero by 2050.

These North Star Pillars encompass areas related to environment, including:

- Greenhouse Gas Emissions
- Air Quality
- Energy Management
- Water Management
- Waste & Hazardous Materials Management
- Biodiversity Management
- Closure & Reclamation

In our operations we use an environmental management system (EMS) to manage our environmental programs efficiently and effectively in a comprehensive, systematic, planned, and documented manner. This custom application encompasses compliance and permitting. This system helps our environmental, health, safety and operations teams ensure that we are providing the organizational structure to abide by our environmental policy, and meet the environmental expectations of our stakeholders, regulatory agencies, and communities at large.

General Regulatory Landscape

We actively manage the risks associated with air quality, water, biodiversity, land and non-GHG air emissions by ensuring we meet all regulatory limits i
n the jurisdictions in which we operate. To ensure compliance and oversight our teams leverage our EMS and work closely with regulatory agencies and stakeholders to ensure we remain compliant with environmental regulation and our permits.

UNITED STATES

Summit's US operations and activities are regulated by local, state and federal legislation. We collaborate with municipal, state and federal regulators to execute regular inspections and audits. To ensure compliance, Summit has developed an in-house tool, Inview, to manage all environmental regulatory requirements across all operations.

CANADA

Summit's Canadian operations includes Mainland Construction Materials in the province of British Columbia (B.C.). Our operations and activities are regulated by both provincial and federal legislation. On a provincial level, the main pieces of legislation applicable to our mine sites are the *Environmental Assessment Act*, the *Mines Act and Health*, *Safety and Reclamation Code (HSRC)*, *Environmental Management Act*, *Water Sustainability Act* and *Regulation and Groundwater Protection Regulation*. We collaborate with the BC Regulators to execute regular inspections and audits.

GREENHOUSE GAS (GHG) EMISSIONS

GHG REGULATORY LANDSCAPE

To enable us to effectively manage regulatory risks related to greenhouse gas (GHG) emissions, we proactively monitor and assess the regulatory environment.

As of February 19, 2021, the United States and Canada have ratified the Paris Agreement which establishes a framework for countries to reduce GHG emissions (thereby, helping limit global temperature increase) and report on their GHG inventories.

Under the Paris Agreement, the United States has committed to reducing its GHG emissions by 50-52% by 2030. Canada has committed to reducing its GHG emissions by 30% below 2005 levels by 2030 and to achieving net-zero emissions future by 2050. To meet long-term legislated emissions reductions, the province of British Columbia (B.C.) has committed to reducing its GHG emissions by 40% below its 2007 levels by 2030. As part of its commitment, B.C. implemented a carbon tax in 2008. In April 2019, the tax increased from $35 to $40 per tonne of CO_2e emissions.

In addition to carbon taxes, Summit is also monitoring the emergence of new climate-related disclosure requirements in the jurisdictions where it operates. We continue to monitor these trends and events through our regular risk assessments and business planning activities as we recognize the impact that new regulation may have on our operations as well as opportunities for improvement that may arise.

GHG MONITORING & REPORTING

To ensure we meet both regulatory compliance and stakeholder expectations, we have processes in place at our operating sites to track and report our emissions.

Before emissions can be calculated, individual emissions sources need to be identified across our operations. These sources are identified through a careful inventory of operations and equipment. Summit is able to pinpoint the use of fuel types for facility and equipment operations, vehicle fleets, refrigerants, electricity, and direct emissions from cement production and landfills. In cases where the availability of information was limited, estimation procedures were used to keep the inventory as accurate as possible. These estimation procedures are described in the below sections.

All methodologies are based on guidance from the GHG Protocol with emissions factors taken from government and international organizations' sources such as the Environmental Protection Agency (EPA), Intergovernmental Panel on Climate Change (IPCC) and the World Resources Institute (WRI).

CLIMATE CHANGE STRATEGY

Climate change is one of the defining challenges of our era. At Summit our current efforts and future strategic direction will continue to allow us to create climate-related opportunities by exploring innovative ways to improve operational performance and reduce our impacts.

As a first step to better understand our impacts and define our climate change strategy, the baselining activity of our 2020 data was an important starting point for measurement of future progress. As part of this baselining exercise, emissions sources throughout Summit operations were determined.

To allow the company to more accurately record emissions data as well as set meaningful and informed targets the following near-term initiatives were established:

1. Samsara – Samsara is a third-party fuel consumption tracking for transport fuels. In 2021, this system will be placed in all vehicles to understand fuel consumption, emissions and active vs idle time across all Summit operations.

2. My Utility Cabinet (MUC) - MUC is a third-party invoice tracking program for usage and cost of purchased electricity, natural gas, and municipal water withdrawals. This data will be tracked across the entire organization.

3. Champion efforts to reduce the emissions impact of cement production, including:
    a. Expanding our Green America Recycling facility to increase our use of alternative fuels
    b. Commercializing and tracking adoption of Portland Limestone Cement ("PLC")
    c. Piloting and evaluating next generation low carbon concrete, and
    d. Partnering with universities in artificial intelligence solutions for ready mix concrete optimization

4. Continuing to capture methane at our landfill business in Kansas and evaluate expansion of methane capture to our other landfills

Summit's CO_2 reduction goal and climate change strategy will be focused on both our cement and non-cement business. At Summit we understand the majority of our carbon emissions are a result of our cement business, as such targets and mitigation techniques specific to cement and non-cement will be created to achieve carbon reduction targets.

As we advance our Elevate Strategy, we are developing specific goals to address our impacts and a roadmap to achieving them. We are currently vetting those goals and roadmap with our stakeholders. In early 2022, we plan to share our targets and strategy to reduce our carbon emissions by 2030 and 2050, respectively.

Figure 1. 2020 Scope 1 and Scope 2 GHG Emissions

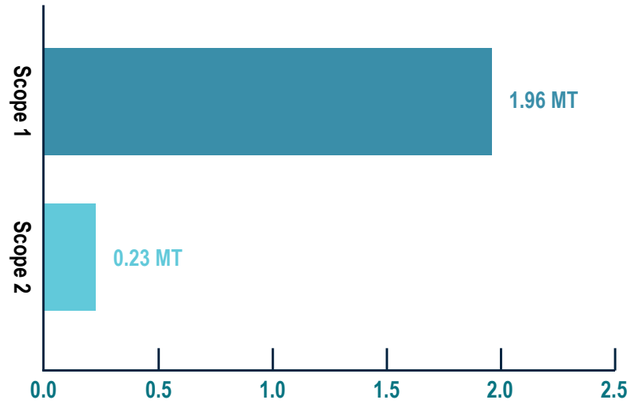
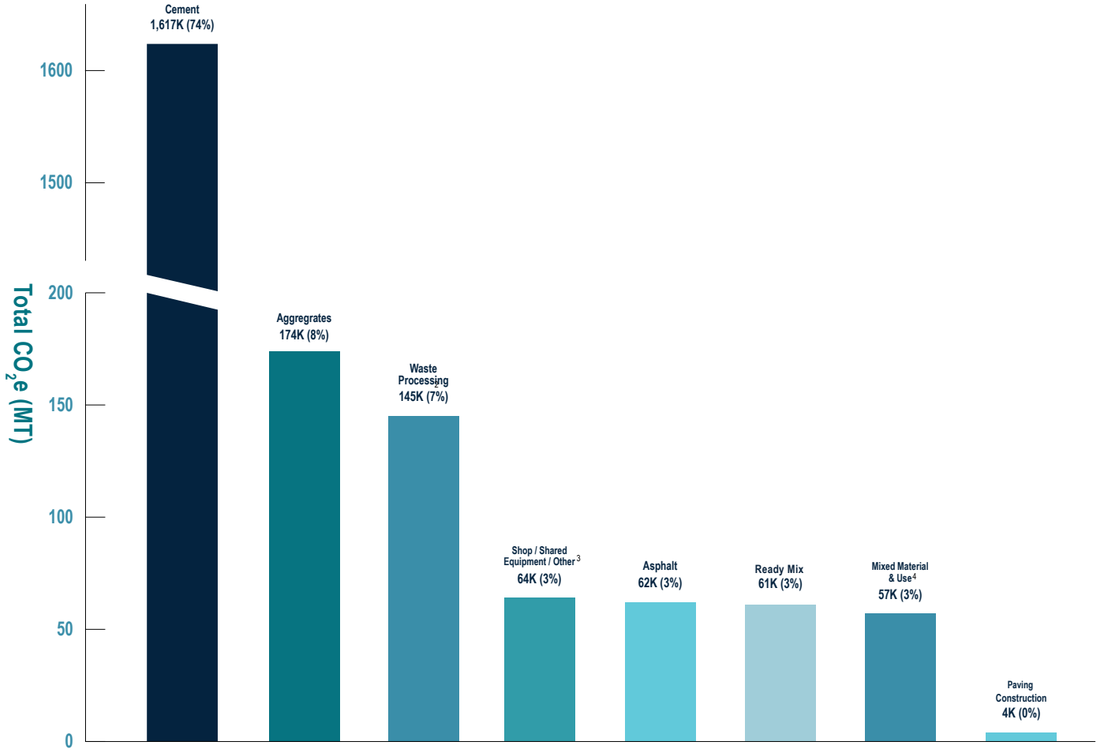


Figure 2. Total Scope 1 and Scope 2 Emissions, By Material (MT CO_2e)[1]



[1] Refrigerants (A/C refrigerant recharge estimated by mechanic for 22 Boxley locations) represent < 0.01% of total emissions, considered de minimis and are excluded
[2] Waste Processing includes recycling facilities and landfills
[3] Shop / Shared Equipment / Others includes shops, maintenance, administrative sites and any usage rolled up to Business level (e.g., shared / mobile equipment)
[4] Mixed Materials/Use includes sites where with multi-material operations (e.g., Aggregates and Asphalt or Asphalt and Construction)

CEMENT USE OF ALTERNATIVE FUELS

In 2019 our cement plants averaged 40-45% of their total energy derived from alternative fuels. Our Hannibal Cement Plant co-processes both liquid and solid hazardous waste as a fuel source. Our Davenport Cement Plant uses alternative fuels from surrounding industrial facilities, including items like off-spec seeds, used tires, used oil, by-products from nearby manufacturing, and materials that would otherwise be landfilled. Our subsidiary Green America Recycling is a key component to sourcing, securing, and implementing our alternative fuel usage. In 2019, our alternative fuel use offset more than 2.6M BTU, the equivalent of powering a city of 71,700 homes for an entire year.[1]

However, in 2020, due to an explosion that was not the fault of the Company, the Green America Recycling Facility did not operate for the full year. Summit has recently received the necessary approvals to resume full operations.

Summit's cement alternative fuel rate is distinguishing in comparison to the average U.S. industry rate of 25%.[2] We have made advancements in recent years to accept more diverse materials, increase our alternative fuel percentages use, and divert thousands of pounds of waste from landfills. In 2021, Summit embarked upon a further expansion of its Green America Recycling (GAR) Facility to increase our future proportion of alternative fuels.

We are working on developing a long-term strategy to address our CO_2 emissions from our cement operations, as we believe that this is a critical factor to combat climate change. In early 2022, we plan to share our targets and strategy to reduce our carbon emissions by 2030 and 2050, respectively.

Air Quality

AIR QUALITY MONITORING & REPORTING

At Summit, we actively manage the risks associated with air quality and non-GHG air emissions by ensuring we meet all regulatory requirements at our cement operations, Hannibal and Davenport. Currently, data is only available for our cement plants due to current permitting and regulatory requirements not encompassing Summit's aggregate and ready mix operations as of 2020. Summit is working to develop both a climate change and ESG strategy. As part of these strategies, air quality management will be a vital part in achieving our targets. Achieving standardized monitoring and reporting and going above compliance in many of our operating jurisdictions is a first step in our air quality management.

At Summit we understand the importance of air quality and have begun to undertake several strategic initiatives to further strengthen our air quality management. In 2022, company-wide plant infrastructure and efficiency updates will commence and include air management systems.

Table 2. 2020 Air Emissions by Pollutant (Tons)

NOx	768
SOx	565
Particulate Matter (PM10)	167
Dioxins/Furans	.233 lbs/per
Volatile Organic Compounds (VOCs)	365
Polycyclic Aromatic Hydrocarbons (PAHs)	0
Heavy Metals	25

[1] https://archive.epa.gov/sectors/web/pdf/cement-sector-report.pdf
[2] https://archive.epa.gov/sectors/web/pdf/cement-sector-report.pdf

Energy Management

ENERGY MANAGEMENT & EFFICIENCY

Our operating sites utilize energy for multiple activities: fuel (for both mobile vehicles and stationary combustion), electricity and explosives (for blasting). To better understand our energy needs and usage, a baselining activity was completed for 2020. This baselining activity is a starting point for measuring our energy usage and to develop our energy reduction targets.

We understand the importance of renewable energy and limiting our impact to the environment. In 2022, where feasible, conversion to renewable energy will be a company-wide initiative. Currently, Summit has some sites that are powered by fuel generators. The first step in our energy efficiency effort involves converting all of our sites to line power so that energy can be converted to renewables. Summit is dedicated to undertaking this effort and finding ways to be an industry innovator. Summit will focus on changing energy consumption practices to utilize more renewable and alternative sources especially because our energy consumption impacts our GHG emissions as well.

Green America Recycling

Our subsidiary Green America Recycling is a key component to sourcing, securing, and implementing our alternative fuel usage. For more than three decades, Green America Recycling (GAR) has been sustainably reusing waste materials for fuel in the cement manufacturing process. GAR is owned by Summit's Continental Cement Company and operates a Part B permitted RCRA Treatment, Storage and Disposal (TSD) facility adjacent to the cement plant in Hannibal, Missouri. GAR's full-service capability includes waste stream pre-qualification, unloading and processing of RCRA hazardous and non-hazardous solids and liquids.

GREEN AMERICA RECYCLING

GAR's hazardous waste facility in Hannibal, Missouri can accept a wide variety of waste materials. This includes, but is not limited to: refinery still bottoms, paint solids, tars, solvents, degreasers, off-spec chemicals, dry powders and debris. Acceptable waste containers include: drums, end dumps, totes, roll-offs, sludge/vacuum boxes, tank trucks, cubic yard boxes and bags, rail intermodels and rail tankers. Processing systems center around totally enclosed blending and processing buildings that vent organic vapors to the burning zone of the kiln.

GAR operates a fully capable waste fuel laboratory, offering on-site analytical services to meet facility processing and regulatory analytical requirements.

Figure 3. 2020 Energy Consumption

7,343,199 GJ
Total Energy Consumption

20.48 %
Energy Supplied By Grid[1]

[1] Total electricity consumption divided by total energy (excluding direct refrigerants, landfills, cement production)

Water Management

WATER USE

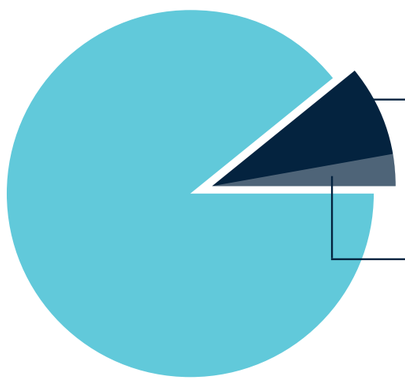
Water plays an important role in our production processes and site maintenance. Our approach to water use focuses on three main objectives: minimizing the consumption of fresh water, ensuring that clean water is being restored to local watersheds or municipal systems, and addressing site-specific water concerns. We use water in different lines of business for multiple purposes, including dust suppression, washing product, cooling, cleaning equipment, human use, and in the case of ready mix, into the product itself. These systems, processes, and reduction measures allow us to reduce our water pull from municipal sources, ensure healthy ecosystems and aquifers, and in turn reduce costs. In regions of higher water scarcity, we carefully evaluate and monitor our water usage to more effectively manage these risks.

WATER MANAGEMENT & MONITORING

Utility water withdrawals at Summit are managed by invoice and/or usage tracking. Summit tracks the baseline water stress at all operating sites. Baseline water stress as defined by the WRI measures the ratio of total water withdrawals to available renewable surface and groundwater supplies. These ratios were then converted into risk scores ranging from low water stress (<10%) to extremely high-water stress (>80%). Using the WRI's Aqueduct Water Risk Atlas, the percentage of Summit's operations in and municipal water withdrawals from high or extremely high baseline water stress locations are tracked.[3]

In the current year, Summit withdrew 1,457 k cubic meters of water from utility metered services. This does not include water withdrawn from sources that are not provided through utility or municipal services. However, in 2022, Summit will begin to undertake initiatives which would install water metering systems across our operations. Our goal is to develop a specific water action plan to reduce our water impact across operations. The water metering initiative is a first step in our overall water strategy.

Figure 4. Water Stressed Areas



12% (57 locations) operate in water stressed areas
Those under High (40% – 80%) or Extremely High (>80%) water stress as defined by WRI[1]

23.6% total freshwater withdrawal
Based on available utility data – from water stressed areas[2]

[1] The World Resources Institute's Aqueduct Water Risk Atlas defines water stress as "an indicator of competition for water resources and is defined informally as the ratio of demand for water by human society divided by available water." The Aqueduct Water Risk Atlas only considers surface water in its conclusions.
[2] Data is only based on utility usages

12% of Summit locations operate in areas that have been defined as areas for water risks and identify activities that withdraw and consume water in locations with High (40–80%) or Extremely High (>80%) Baseline Water Stress as classified by the WRI Water Risk Atlas tool, Aqueduct. The total water withdrawn within these areas totalled to 23.6% of Summit's total water withdrawn.[4]

WATER CONSERVATION INITIATIVES

At our ready mix plants in the central Salt Lake City region, we have a Load N' Go system that automatically power washes ready mix trucks before they leave the site for deliveries. This new technology is a safety feature, as well as a water management tool. At Summit we have developed and implemented water conservation programs and closed loop water systems. These recycling measures are based on water that is reused many times to perform similar tasks (washing vehicles, washing rock products, dust suppression, and more).

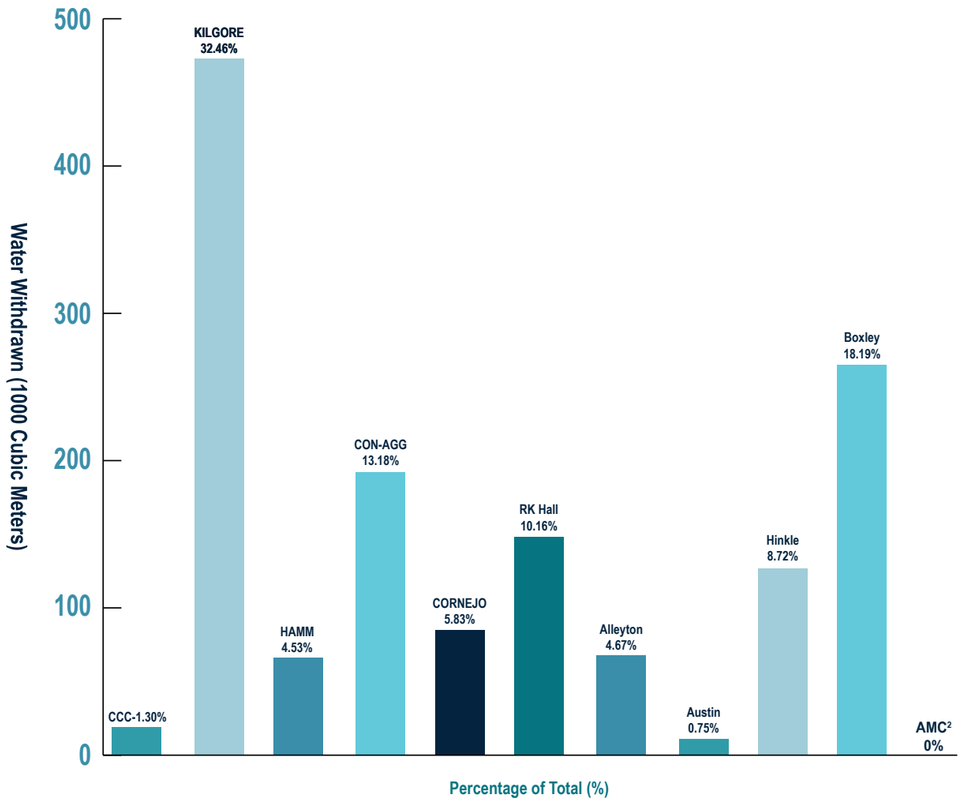




A Load n' Go system from the Central Salt Lake City region

[3] The World Resources Institute's Aqueduct Water Risk Atlas defines water stress as "an indicator of competition for water resources and is defined informally as the ratio of demand for water by human society divided by available water." The Aqueduct Water Risk Atlas only considers surface water in its conclusions.
[4] Data is only based on utility usages.

Figure 5. 2020 Water Summary by Company[1,2,3]



[1] Mainland has no data (Canada bills by well rights and usage is not tracked)
[2] AMC has only four locations supplied by utility water, 0.1>1000 cubic meters, this is reflected within the total water withdrawn.
[3] Water withdrawal data includes utility provided freshwater withdrawals currently tracked and provided by businesses and My Utility Cabinet. Non-utility provided freshwater withdrawals are largely unavailable and not readily estimable.

Boxley Case Study

Being good water stewards is an important operational priority. From capturing rainwater to recycling gray water, Boxley dramatically minimizes the amount of freshwater used in our operations.

Last year, we recycled 1.28 million gallons of water for use in our operations.

Aggregate
Capture rainwater and runoff in the quarries and utilize closed-loop water recycling systems for stone washing, washout, dust suppression, and truck wheel washing.

Asphalt
Minimal water gets used in the production and clean-up process.

Block
Zero wastewater gets generated in the block production process. Water used to wash out mixers is recycled and used for the production process.

Concrete
Recycled water is used to wash out the mixers and for production. Gray water gets sent to retaining ponds where concrete sediment settles out and gets the reused in the production process.

Slate
Capture and store rainwater and runoff in old quarries and use it to cool saws for cutting slate and dust suppression. Gray water gets cycled back into the same quarries, which act like setting/sediment ponds, and then water gets used again.

Waste & Hazardous Materials Management

HAZARDOUS & NON-HAZARDOUS WASTE MANAGEMENT

We produce a minimal amount of solid waste. The waste we do produce is frequently repurposed as sellable product, such as concrete blocks. In addition, our production processes generate limited hazardous waste. As part of our overall commitment to environmental stewardship and cost savings, we look for and continue to implement improvements that minimize waste. This includes programs like retreading old tires, recycling used drums, used oil, vehicle batteries, oil filters, and metals from old and retired equipment. We broadly track our recycling of materials, packaging, and various waste measures as a management tool in our environmental program at each of our companies, and collectively at the corporate level.

Due to limitations in the data available to report for waste, Cement Kiln Dust from cement operations at CCC is the only complete waste data available for reporting in 2020 - 9008 metric tons of cement kiln dust was generated at CCC in 2020. However, moving forward, we are undertaking the standardization of both hazardous and non-hazardous waste monitoring and reporting. As part of the standardization, Summit will look to adopt leading practices to ensure we strengthen our waste management, monitoring and recycling practices.

Reducing, reusing, and recycling are powerful ways for our business to manage our environmental impact. In recent years we have steadily grown our recycling campaigns to extend across the organization to all lines of business. This effort is more than a business initiative, it is helping shift the culture and awareness around waste. Furthermore, we own and operate a Material Recovery Facility outside of Lawrence, KS that is solely dedicated to reducing waste to the area landfill.

Figure 6. 2020 Total Waste Generation and Recycling Summary

10,649 MT
Methane Captured from Landfill & Sold[1]

9,008 MT
Cement Kiln Dust[2]

1,454 MT
Used Oil

1,145 MT
Recycled Metals

346 MT
Hazardous Waste from Cement Production

196 MT
Landfill / Municipal Solid Waste[3]

5 MT
Vehicle Batteries & Tires Recycled[4]

[1] From Hamm landfill only, excludes Cornejo, Kilgore and Mainland landfills and two CCC material recovery facilities
[2] Provided by CCC's Davenport location only, with remaining CKD added back into production
[3] From Boxley only where information was provided as estimates (2000 lbs/month/location)
[4] From Mainland only

Land Use & Reclamation

LAND USE PLANNING

Land Stewardship and biodiversity are material to our business and influence the way that we operate. We take pride and ownership in working with our stakeholders to develop positive solutions for our environment and the next generation of land use. The way we see it, every acre of land that we manage has potential beyond its primary mining use. That's why we are dedicated to conserving our land by promoting biodiversity through the development of wildlife habitat and using restored or unused habitats as educational tools in our communities.

Wildlife Habitat Conservation

WILDLIFE HABITAT COUNCIL PROGRAMS

We are dedicated to conserving our environment by promoting biodiversity through the development of wildlife habitat and using restored habitats as educational tools in our communities. In 2020, Summit continued its partnership with the Wildlife Habitat Council (WHC). Summit has been partnered with the WHC since 2014 to advance our efforts in land and wildlife conservation.

For more than 30 years, WHC has promoted and certified habitat conservation and management on corporate lands. Their conservation certification was developed to be accessible, credible, and to drive change through strict requirements and rigorous third-party evaluation. Our conservation efforts and certified habitat programs have expanded to include hundreds of managed acres, thousands of employee hours, and a beautiful array of landscapes and educational programs.







Wildlife Habitat Council Program Goals

INCREASE & IMPROVE
To annually improve the number of species managed, acres managed, and students impacted with certified Wildlife Habitat Council projects.

RESTORE NATIVE LANDSCAPES
For the restoration projects that may not be certifiable: continue to improve land rehabilitation efforts by using native plants, effectively promoting animal, bird, and pollinator habitat.

GET INVOLVED
To increase employees and communities involved with conservation projects – educating our stakeholders how we can all participate in conservation.

CLOSURE & PROGRESSIVE RECLAMATION

At Summit, we aim to reclaim as we go, which allows us to repurpose soil and plant life as much as possible and to reduce costs associated with bonded and unused lands. Frequently, land restoration is at the request of the landowner and may be returned to agricultural land or wildlife habitat. We have also created parks or easements for townships and cities where we operate. Whenever possible, we use native plant seed mixes, with an effort to support pollinators, birds, and other locally appropriate wildlife and habitat development.

Product Innovation Across Summit

One of the four pillars of our Elevate Strategy is innovation. We've developed an inventory of projects and products that we already sell or have been developing through industry and university partnerships. These opportunities will help Summit be less reliant on one line of business or one geography, deliver solutions that meet our customers' environmental challenges, and drive us toward our margin goals for the long term. We are beginning to assign resources to the function and developing an inventory of projects and products that we already sell or have been working toward with pilot programs, industry and university partnerships.

Innovation Partnerships & Pilot Programs

CEMENT - PORTLAND LIMESTONE CEMENT

Summit recently began commercializing its Portland Limestone Cement("PLC") at its Davenport Plant. PLC reduces concrete's embodied carbon by ~10% while providing resilient and durable pavements for our communities. We are excited to work with our customers to meet their needs in a more sustainable way.



A customer completing a paving job using Continental Cement's Portland Limestone Cement

AGGREGATES - BUILDEX

Buildex® makes tomorrow better by making todays' buildings, roads, and structures stronger and more sustainable. Buildex Haydite® is a ceramic structural lightweight aggregate that saves material, energy, labor and transportation costs. It can be used for numerous applications, including asphalt surface treatments, concrete bridge decks, lightweight geotechnical fills, and high-rise buildings. An environmentally friendly product that can be recycled and reused in other applications, Haydite® also has several unique characteristics that contribute to Sustainable Development and LEED™ Green Building certification credits. Our Buildex-Lightweight aggregates is an innovative product that reduces our energy consumption on site as well as labor and transportation costs.

CARBONCURE

Summit is actively piloting CarbonCure's sustainable concrete technology. CarbonCure's injects a precise dosage of carbon dioxide (CO_2) into concrete during mixing, where it undergoes a chemical reaction and converts into a mineral. This CO_2 mineralization process improves the concrete's performance and compressive strength, enabling the reduction of cementitious content in mix designs and carbon footprint reductions. Currently, Summit is piloting this technology at two of our companies, Con-Agg Companies in Columbia, Missouri and Allied Concrete in Houston, Texas.

As this pilot project is currently underway, more information will be available as this study continues at our operations.



CONCRETE

In 2020, Summit recycled more than 407,000 tons of concrete. This includes returns, old roadways, and other material that is recrushed and reused or sold as blocks.

METAL

We recycled more than 3,000 tons of metals in 2020. We did so by scrapping old and retired equipment, recycling drums, and other materials such as aluminum through our Recycling facility in Kansas.

ASPHALT

Recycled Asphalt accounted for approximately 16% of our total asphalt production in 2020. For this process, we mill and reuse worn out road ways and roofing shingles.

Social

Our employees are the backbone of our business, and our greatest asset. We are committed to creating and sharing economic value in the communities where we operate.

3 GOOD HEALTH AND WELL-BEING

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

SOCIAL

Why is this important to Summit?

Stakeholder engagement, strategic community investment, and local content (local hiring and local procurement) strategies are critical to being a partner of choice and securing and maintaining our social license to operate in our local communities.

Summit is committed to advancing the long-term prosperity and development of communities, including meaningful and tangible benefits in the communities in which we operate. Positive working relationships and partnerships in turn allow us to maintain our social license to operate and have productive operations. Our approach considers both direct and indirect economic benefits for our employees.

One of our Three North Star principles were developed through a company-wide strategic assessment, and includes:

HUMAN/SOCIAL IMPACT

Ensuring people and their communities are valued and can thrive.

Workforce Health & Safety

At Summit, safety is in our DNA. We are disciplined in our approach and measure our progress daily. We benchmark ourselves against best practices both within the building materials space and the broader industrials industry to champion a world-class safety program.

In early 2020 and continuing throughout 2021, we continuously adjusted our safety protocols to aggressively combat COVID-19 and ensure that our employees have the tools and information they need to stay safe at work.

Our workplace organization tool 5S (sort, simplify, shine, standardize, sustain) includes procedures and processes to ensure that issues like housekeeping and storage do not present safety hazards. Our protocols are obsessive, and adoption is critical to keeping ourselves, our colleagues, and our communities safe.

We regularly monitor and conduct program assessments to ensure our health and safety performance is aligned with leading international industry practices as we remain focused on continuous improvement.

At Summit, we have implemented a health and safety management and tracking software. This software is used by all operations as an application on a smartphone. This software has allowed all our sites to easily collect and manage data from key leading safety indicators and has been critical in data-driven analysis and decision making.

This standardization is about keeping workplaces, vehicles, offices, scale houses, all surfaces, warehouses, shops, and locations tidy, organized, and clean. This is no small task and takes daily focus for all employees. During the COVID-19 pandemic, 5S and cleanliness have been more important than ever. Safety is multi-faceted, and we understand more than ever how 5S contributes to keeping us all safer, more productive, and in a better workplace.

5S: SAFETY IN STANDARDIZATION

We are committed to integrating our safety leadership values into our processes, systems, and initiatives. As such we have instituted a very important 5S campaign across all aspects of the company.

Sort
When in doubt, move it out.
Red Tag technique

Simplify
A place for everything and everything has its place

Sweep/Shine
Clean and inspect or inspect through cleaning

Standardize
Make up the rules and follow them

Sustain/Self Discipline
Make it part of daily work and it becomes habit

GAME READY

Throughout 2020, our safety teams continued our 'Game Ready' initiative. The 'Game Ready' initiative began in 2019 and is designed to help our employees self-assess before beginning their work day. Game Ready allows our employees to speak candidly about their challenges and vulnerabilities in the workplace that might help prevent an incident. This self-awareness campaign is an important part of ensuring that everyone is ready for the day, feeling healthy, focused, alert, and prepared for their day at work.

Table 3. 2020 Summit Employee Health & Safety Summary

Total Man Hours Worked	13,140,896 Hours
Distance Traveled	94,815,314 Miles
Total recordable incident rate (TRIR)[1]	1.26
Near miss frequency rate (NMFR) for full-time Employees[2]	-
Near miss frequency rate (NMFR) for contract Employees[3]	-

[1] For a summary of our TRIR from 2011 to 2020 please see Figure 7 in the appendix.
[2] Currently, Summit does not track the NMFR rate for fulltime employees, however, all incidents and near misses are recorded through PowerApps.
[3] Currently, Summit does not track NMFR for contract employees, however contract employee incidents are tracked on-site and recorded.

Our People

Our people are our most important asset. Strong employee engagement and morale are vital to attracting and retaining talent which increases productivity. We believe fostering a culture of innovation and creative decision making, allows us to identify new solutions to creating long-term value.

Summit's focus in 2021 will include examining issues around cultural sensitivity, equal pay for equal work, hiring, recruitment and retention practices. Creating an inclusive culture is a continuous journey and fundamental to our success.

As we advance our Elevate Summit Strategy, our roadmap will include specific goals to enhance Summit's social impact by 2030 and 2050, respectively.

EMPLOYEE WELLNESS

Providing a holistic wellness program that promotes living a full integration of physical, mental and social well-being provides continued growth and balance for our employees.

NAPA's Diamond Commendation & Awards Program

To further demonstrate the importance of safety as a core value at Summit and continuous improvement in our operations, 19 sites across our companies were recently awarded the National Asphalt Pavement Association's (NAPAs) Diamond Commendation. NAPA's Diamond Commendation and Awards Program recognizes excellence in the asphalt industry. These programs help asphalt mix producers and paving companies improve operations and safety as well as recognize employees and partners for quality work. Furthermore, a part of NAPA's mission is to advance the asphalt industry through innovation and research, thought leadership, and promoting safe, efficient, sustainable operations.

The NAPA Diamond Commendation recipients included the following locations:

R.K. HALL CONSTRUCTION

- Amarillo Asphalt #25, Amarillo, Texas
- ASTEC Portable #70, Stratford, Texas
- Big Spring Asphalt Plant, Big Spring, Texas
- Denison Asphalt Plant, Denison, Texas
- DeQueen Asphalt Plant, DeQueen, Arkansas
- Garden City Asphalt, Garden City, Texas
- Greenville Asphalt Plant, Greenville, Texas
- Mount Pleasant Asphalt Plant, Mount Pleasant, Texas
- Paris Asphalt Plant #55, Paris, Texas
- Texarkana Asphalt Plant, Texarkana, Arkansas

BOXLEY MATERIALS

- Lynchburg Plant, Lynchburg, Virginia
- Salem Plant, Salem, Virginia

CORNEJO & SONS

- Plant 3 Wichita, Wichita, Kansas

HINKLE CONTRACTING

- Bowen Asphalt Plant, Stanton, Kentucky
- Middlesboro Asphalt Plant, Middlesboro, Kentucky
- Paris Asphalt Plant, Paris, Kentucky
- Somerset Asphalt Plant, Somerset, Kentucky

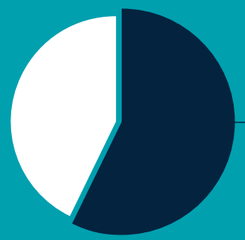
HAMM ASPHALT

- Lawrence Plant, Lawrence, Kansas
- Menoken Road Plant, Topeka, Kansas

Human Capital Management

SUPPORTING EMPLOYEES THROUGH COMPENSATION & BENEFITS

Summit provides its employees with a comprehensive benefits package that includes numerous financial, health and well-being benefits. Like many companies, navigating the pandemic has been challenging. Our focus in 2020, was mental health awareness and increasing overall wellness communications.



HEALTH ENROLLMENT **74%**

MyWellness
4,608 Registered Individuals
68% Participation



401K PROGRAM PARTICIPATION **66%**

Average Contribution
in 2020 is 6%, up from 5% in 2019

- ⬆ **64.7% of members** identifies as healthy, up 0.1% from 2019
- ⬆ **345** live online health visits, up 153% from 2019
- ⬇ ER visits **decreased by 3.6%**
- ⬇ **50.6% of ambulatory ED visits** were potentially avoidable, down from 54.9% in 2019

DIVERSITY, EQUITY & INCLUSION

At Summit, we value diversity, equity and inclusion (DE&I) in our workforce and pride ourselves on our commitment to inclusion at all levels. Summit is actively pursuing initiatives within our DE&I strategy to identify, assess and eliminate any barriers to recruitment, training, development and advancement opportunities, performance management and promotion practices and succession planning that could adversely affect employees because of their visible or invisible diversity. Respect for each other is a fundamental tenet of our company and a responsibility that belongs to all of Summit's employees. We have a crystal clear policy that intolerance, from any source, is wholly unacceptable. We aim to reflect this effort across our organization from drivers, to operations, to management and our Board of Directors.

In 2020, we have made conscious strides to address DE&I within our business. In 2020, 28% of our workforce identifies as non-white and in 2021, over 50% of the Board of Directors is female, including our Chief Executive Officer.

To continue to move us forward in the areas of DE&I, as well as continuing to develop our workforce, the Compensation Committee recently renamed itself the Human Capital and Compensation Committee and amended its charter to more clearly reflect its oversight of talent development, diversity and inclusion, employee engagement and company culture.

EMILY CASOLA | ***Plant Manager***

Meet Emily Casola, a Plant Manager at our AMC site Edisto Sand Quarry.

Emily Casola has been working in the extractives sector since graduating as a mining engineer from Virginia Polytechnic Institute and State University in 2016. Emily's Summit journey began with a position in our headquarters in Denver, Colorado. As a member of the Performance team, Emily was responsible for streamlining operations and identifying and implementing efficient practices and technologies that would benefit each site. In 2020, an opportunity to become a plant manager became available and Emily jumped at the chance.

As a Plant Manager, Emily is responsible for ensuring operations are running smoothly and all employees are safe. As a female Plant Manager there are some challenges that arise, but in Emily's experience these challenges become a way to make our processes and operations more efficient and safer for our employees. It creates an opportunity to use your set of skills in a way that can benefit the situation and become more adaptable. The sense that you need to be big and strong, is not always the correct approach to running a plant.

"Having a more hands on approach and being able to hit daily and yearly KPIs and targets is a very rewarding aspect of being a Plant Manager"

"Working as a Plant Manager, I would love to see more women in these roles in the mining, extractives and building materials industry. It's about representation and encouraging women and minorities that they can succeed in positions like these."



Labor Management

COMPLIANCE WITH EMPLOYEE REGULATIONS

As of January 2, 2021, we employed approximately 6,000 employees, of which approximately 5,700 were employed in the United States with the remainder being employed in Canada. Approximately 80% of our employees are hourly workers, with the remainder being salaried. Approximately 7% of our employees are union members, substantially all in our cement division and at our Canadian operations, with whom we believe we enjoy a satisfactory working relationship. Our collective bargaining agreements for employees who are union members generally expire between 2022 and 2026. Because of the seasonal nature of our operations, many of our hourly and certain of our salaried employees are subject to seasonal layoffs. The scope of layoffs varies greatly from season to season as they are predominantly a function of the type of projects in process and the weather during the late fall through early spring.

We aim to create a workplace that attracts and retains high-quality talent, protects workers' rights, offers an inclusive and respectful environment, and champions employee experiences and development.

Community Engagement

PROACTIVE COMMUNITY ENGAGEMENT

We are accountable to our stakeholders, which includes the communities where we operate. We actively engage and continuously listen, learn, share, and receive constructive feedback and comments regarding our operations. Summit embraces the uniqueness of each of our companies by recognizing their culture and established local partnerships with their respective communities. Our commitments are demonstrated through varied efforts across our geographical reach, with each company supporting their local areas in impactful ways.

Being a contributor to the development of sustainable cities and communities is integral to our business model and our core values. We work hard to have a positive impact in these places and to advance our programs and goals in alignment with our communities and stakeholders' needs.
In 2020, our employees volunteered approximately 1,000 hours to their communities through company sponsored engagement.

In 2020, Summit's Boxley operation was honored with The National Stone, Sand & Gravel Association's (NSSGA) Excellence in Community Relations Bronze Award. This award was earned from the efforts put forth by the teams across seven quarries throughout central and western Virginia. Boxley conducted several community outreach programs including but not limited to the following:

In a year when the needs of many in our communities were overwhelming, Boxley employees supported another record year of giving during our 2020 United Way campaign. With the company match, Boxley raised a total of $117,416 in 2021 pledges.

Boxley partnered with Feed America and donated $3,000 to help provide 500 new food donation boxes across our operating area in Virginia. Feeding Southwest Virginia and Blue Ridge Area Food Bank serve over 217,000 individuals each month across 51 counties and 17 cities.



BOXLEY

STRATEGIC COMMUNITY INVESTMENT & LOCAL CONTENT STRATEGIES

We're using data to determine how Summit can best drive value creation through enhanced social and human impact, land use, and emissions performance to help us achieve our Elevate Summit goals at a local and community level. For example, our business leaders are strategizing on how to best retain and attract a diverse employee base that offers more growth and development opportunities, and they are looking at options to enhance our land use practices to ensure our existing operations and greenfield projects align with the interests of our stakeholders. We are measuring our energy use to improve efficiency in our aggregates business, and undertaking pilot projects to understand the most optimal path forward to address the emissions impacts of our cement and ready mix concrete businesses.

SUMMIT Materials

Our vision is to be the most socially responsible, integrated construction materials solution provider, collaborating with stakeholders to deliver differentiated innovations and solve our customers' challenges.

Appendix

2020 SASB Metrics Table

TOPIC	ACCOUNTING METRIC	CATAGORY	CODE	RESPONSE/REPORT SECTION
Greenhouse Gas Emissions	• Gross global Scope 1 emissions • Percentage covered under emissions-limiting regulations	Quantitative	EM-CM-110a.1	• 1.96M MT CO_2e • 89.50%
	• Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions • Emissions reduction targets • An analysis of performance against those targets	Discussion & Analysis	EM-CM-110a.2	Summit is developing specific 2030 and 2050 emissions reduction targets and strategies. That process is discussed in the Greenhouse Gas (GHG) Emissions Section
Air Quality	Air emissions of the following pollutants: 1. NOx (excluding N2O) 2. SOx 3. Particulate matter (PM10) 4. Dioxins/furans 5. Volatile organic compounds (VOCs) 6. Polycyclic aromatic hydrocarbons (PAHs) 7. Heavy metals	Quantitative	EM-CM-120a.1	1. NOx – 768 Tons 2. Sox – 565 Tons 3. PM10 – 167 Tons 4. Dioxins/furans – .223 lbs/ year 5. VOC's – 365 Tons 6. PAH's – 0 7. Heavy metals – 25 Tons
Energy Management	1. Total energy consumed 2. Percentage grid electricity 3. Percentage alternative 4. Percentage renewable	Quantitative	EM-CM-130a.1	1. 7.34M GJ 2. 20% 3. Not collected in 2020 4. Not collected in 2020 In 2022, Summit will be expanding the data collection and use of alternative and renewable energy sources
Water Management	1. Total fresh water withdrawn 2. Percentage recycled 3. Percentage in regions with high or extremely high baseline water stress	Quantitative	EM-CM-140a.1	1. 1.457M cubic meter (utility only) 2. Not collected in 2020 (water metering to begin in 2022) 3. 23.6%
Waste Management	• Amount of waste generated • Percentage hazardous • Percentage recycled	Quantitative	EM-CM-150a.1	• 5,717 (t) of Cement Kiln Dust waste • Other waste types not collected in 2020 • Further information regarding Summit's waste management program is discussed in the Waste Management Section
Biodiversity Impacts	Description of environmental management policies and practices for active sites	Discussion & Analysis	EM-CM-160a.1	Summit's environmental policies and practices for active sites are summarized in the Land Use and Reclamation Section
	Terrestrial acreage disturbed, percentage of impacted area restored	Quantitative	EM-CM-160a.2	17,220 (ac)
Workforce Health & Safety	1. Total recordable incident rate (TRIR) 2. Near miss frequency rate (NMFR) for a. Full-time employees b. Contract employees	Quantitative	EM-CM-320a.1	1. 1.26 2. a. Not collected in 2020 (Summit began collecting NMFR in 2021) b. Summit did not collect contract employee safety data in 2020 (Summit began collecting contract employee NMFR in 2021)
	Number of reported cases of silicosis	Quantitative	EM-CM-320a.2	0 cases of silicosis reported in 2020
Product Innovation	Percentage of products that qualify for credits in sustainable building design and construction certifications	Quantitative	EM-CM-410a.1	1.5%
	Total addressable market and share of market for products that reduce energy, water, and/or material impacts during usage and/or production	Quantitative	EM-CM-410a.2	Total addressable market – Lightweight Aggregates $49.5M Addressable market share – 16.7%
Pricing Integrity & Transparency Greenhouse Gas Emissions	Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing, and anti-trust activities	Quantitative	EM-CM-520a.1	For the fiscal year 2020, Summit had no material losses related to litigation or to non-appealable regulatory decisions involving cartel activities, price fixing or anti-trust activities

Table 1. Sales Volume by Major Product Line

Total Volume	Year ended January 2, 2021	Year ended December 28, 2019
Aggregrates (Tons)	59,098	53,954
Cement (Tons)	2,286	2,395
Ready mix concrete (Cubic Yards)	5,740	5,466
Asphalt (Tons)	5,831	5,568

Figure 1. 2020 Scope 1 and Scope 2 GHG Emissions

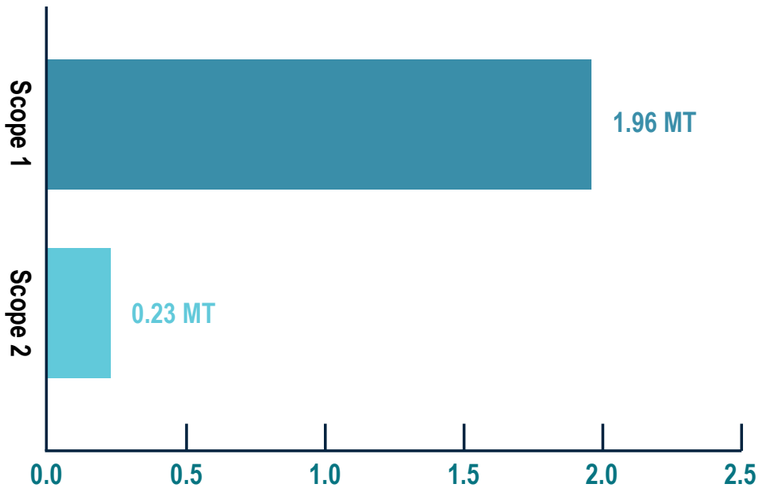
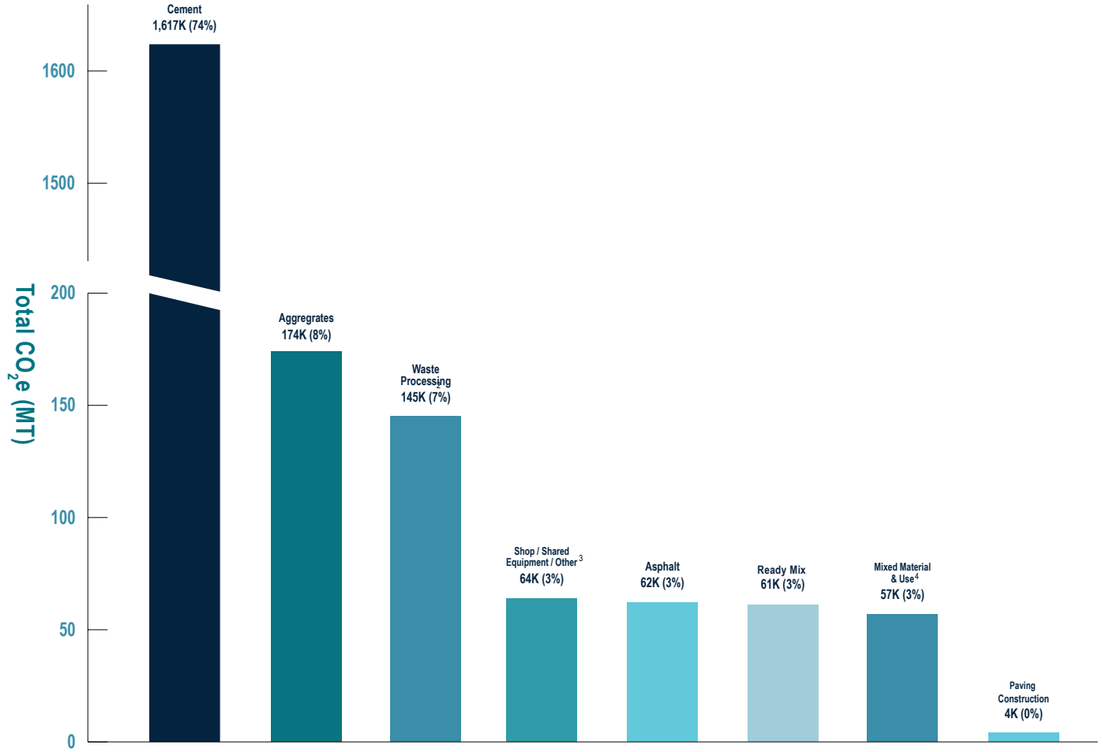


Figure 2. Total Scope 1 and Scope 2 Emissions, By Material (MT CO_2e)[1]



[1] Refrigerants (A/C refrigerant recharge estimated by mechanic for 22 Boxley locations) represent < 0.01% of total emissions, considered de minimis and are excluded
[2] Waste Processing includes recycling facilities and landfills
[3] Shop / Shared Equipment / Others includes shops, maintenance, administrative sites and any usage rolled up to Business level (e.g., shared / mobile equipment)
[4] Mixed Materials/Use includes sites where with multi-material operations (e.g., Aggregates and Asphalt or Asphalt and Construction)

Table 2. 2020 Air Emissions by Pollutant (Tons)

NOx	768
SOx	565
Particulate Matter (PM10)	167
Dioxins/Furans	.233 lbs/per
Volatile Organic Compounds (VOCs)	365
Polycyclic Aromatic Hydrocarbons (PAHs)	0
Heavy Metals	25

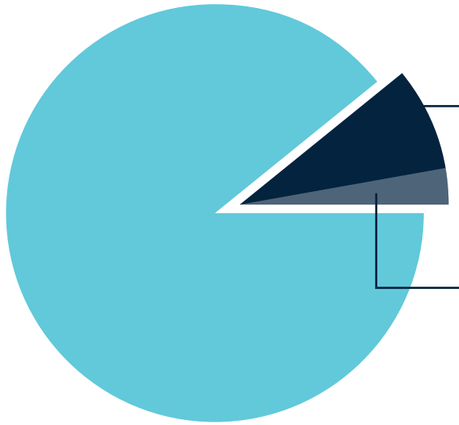
Figure 3. 2020 Energy Consumption

7,343,199 GJ
Total Energy Consumption

20.48 %
Energy Supplied By Grid[1]

[1] Total electricity consumption divided by total energy (excluding direct refrigerants, landfills, cement production)

Figure 4. Water Stressed Areas

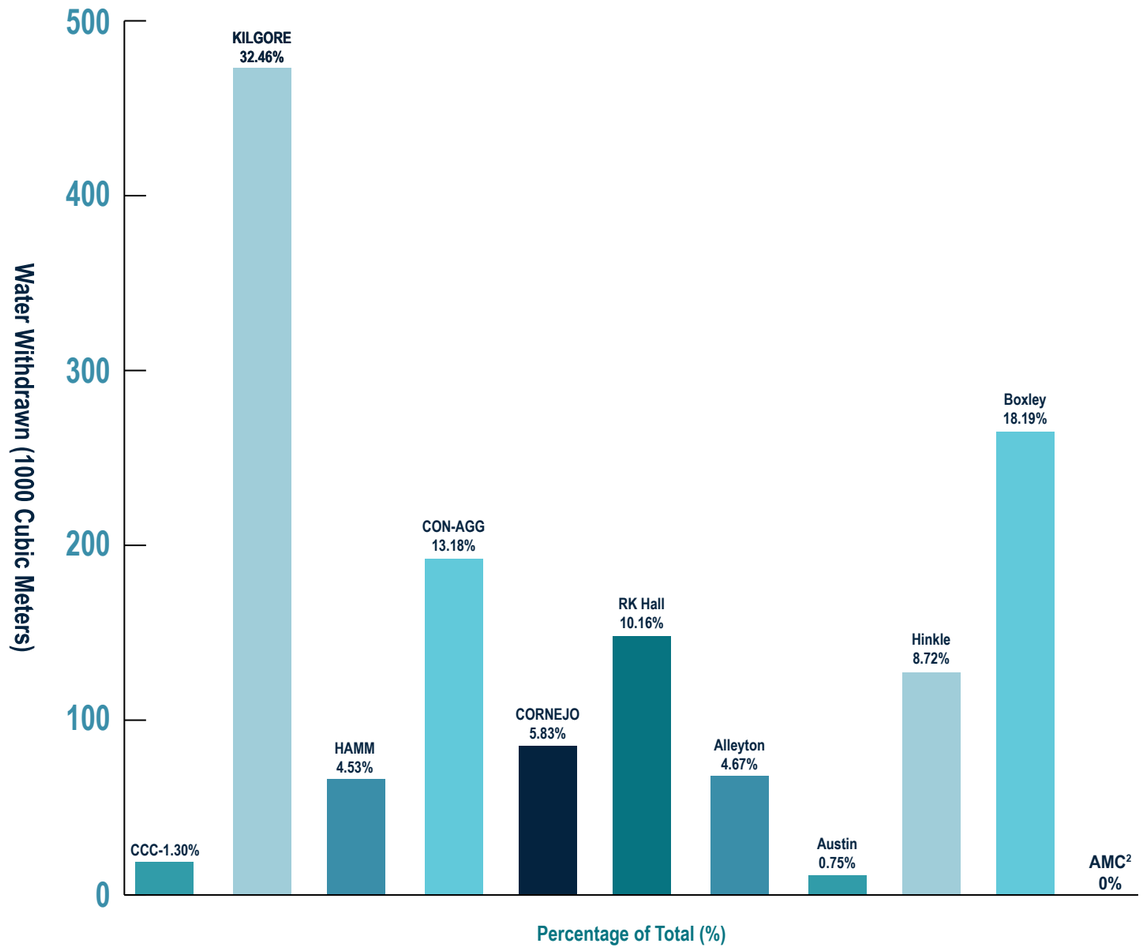


12% (57 locations) operate in water stressed areas
Those under High (40% – 80%) or Extremely High (>80%) water stress as defined by WRI[1]

23.6% total freshwater withdrawal
Based on available utility data – from water stressed areas[2]

[1] The World Resources Institute's Aqueduct Water Risk Atlas defines water stress as "an indicator of competition for water resources and is defined informally as the ratio of demand for water by human society divided by available water." The Aqueduct Water Risk Atlas only considers surface water in its conclusions.
[2] Data is only based on utility usages

Figure 5. 2020 Water Summary by Company[1,2,3]



[1] Mainland has no data (Canada bills by well rights and usage is not tracked)
[2] AMC has only four locations supplied by utility water, 0.1>1000 cubic meters, this is reflected within the total water withdrawn.
[3] Water withdrawal data includes utility provided freshwater withdrawals currently tracked and provided by businesses and My Utility Cabinet. Non-utility provided freshwater withdrawals are largely unavailable and not readily estimable.

Figure 6. 2020 Total Waste Generation and Recycling Summary

10,649 MT
Methane Captured from Landfill & Sold[1]

9,008 MT
Cement Kiln Dust[2]

1,454 MT
Used Oil

1,145 MT
Recycled Metals

346 MT
Hazardous Waste from Cement Production

196 MT
Landfill / Municipal Solid Waste[3]

5 MT
Vehicle Batteries & Tires Recycled[4]

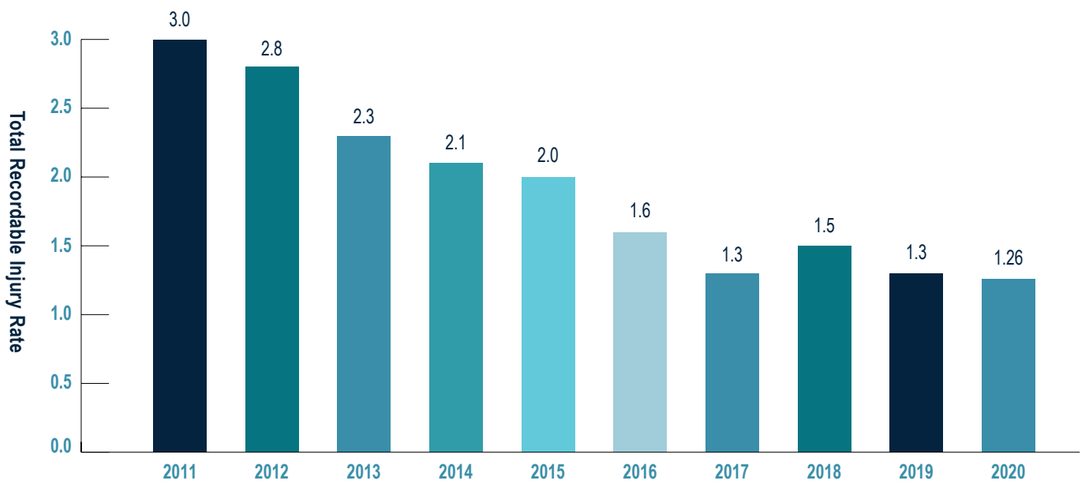
[1] From Hamm landfill only, excludes Cornejo, Kilgore and Mainland landfills and two CCC material recovery facilities
[2] Provided by CCC's Davenport location only, with remaining CKD added back into production
[3] From Boxley only where information was provided as estimates (2000 lbs/month/location)
[4] From Mainland only

Table 3. 2020 Summit Employee Health & Safety Summary

Total Man Hours Worked	13,140,896 Hours
Distance Traveled	94,815,314 Miles
Total recordable incident rate (TRIR)	1.26
Near miss frequency rate (NMFR) for full-time Employees[1]	-
Near miss frequency rate (NMFR) for contract Employees[2]	-

[1] Currently, Summit does not track the NMFR rate for fulltime employees, however, all incidents and near misses are recorded through PowerApps.
[2] Currently, Summit does not track NMFR for contract employees, however contract employee incidents are tracked on-site and recorded.

Figure 7. Total Recordable Incident Rate 2011-2020




SUMMIT
Materials