

A photograph of a worker in a high-visibility vest and hard hat, viewed from behind, standing on a metal walkway at an industrial facility during dusk. The scene is illuminated by warm, low-angle light, highlighting the worker's safety gear and the complex machinery in the background. A large white diagonal shape on the right side of the image contains the report title.

**DIVERSITY  
EQUITY &  
INCLUSION  
REPORT  
2022**



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## A LETTER FROM OUR CEO

Dear Valued Stakeholder:

Leadership excellence is imperative with a tireless focus on communication, people engagement, empowerment, and development. We lead with our values at Summit, which includes safety and inclusivity. Last year, Summit published its first Diversity, Equity and Inclusion report, and this year we are reinforcing those commitments to our stakeholders and to each other.

At its core, I believe that inclusivity means being free to challenge – as in “I feel free to challenge the way things are done here.” We are working to foster a culture where all our teammates feel empowered to share new ideas, and challenge the status quo, and see themselves building a long and fulfilling career in construction materials.

While the trajectory of the global economy in early 2023 is somewhat uncertain, we see it as an opportunity to allow us to test the bandwidth of our people and allow true talent to shine through stretch assignments. Creating a culture of learning in uncertain times, provides confidence to our teams that we are committed for the long term in their development & success.

In order to attract and retain the best talent, we have invested in regional professional recruitment teams that have significantly improved our time and ability to hire talent in a tight labor market. We’ve launched a recruiting program with the Department of Defense Skillbridge program, and we are raising our game to expand our reach into less represented populations. Our recruitment efforts are linked with our DE&I commitment to better represent the communities that we serve and ultimately provide the mobility and support for a diverse representation regardless of local demographics.

We’ve begun our DE&I journey, and appreciate the opportunity to share both our progress and challenges with you along the way in the interest of alignment and transparency. Our commitment to you is that all Summit teammates are responsible for creating an environment that brings out the best in each other.



*Anne P. Noonan*

**Anne P. Noonan**  
Chief Executive Officer  
Summit Materials, Inc.

## A LETTER FROM OUR CHIEF PEOPLE OFFICER

Dear Valued Stakeholder:

Summit’s core values are Safety, Integrity, Sustainability and Inclusivity for employees, community members, and stakeholders. Safety and Inclusivity are also the guiding principles of Summit’s approach to Diversity, Equity and Inclusion (DE&I).

When we talk about safety in a DE&I context, the definition extends to include physical safety, as well as the safety and freedom to challenge ideas, and the safety to be ourselves. It’s our job to foster that zero harm safety culture to permeate the organization. It’s just good business that we look out for each other’s safety.

When we talk about inclusivity in a DE&I context, we seek to drive inclusion throughout the business, from front line contributors to the senior most ranks of the company. You’ll see in the pages that follow that Summit publishes its EEO-1 data which allows us to quantify the diversity characteristics of our workforce. We’ve set a 2030 target for 60% of our employee base to resemble the demographics of the communities where we operate, and a goal of 90% for 2050.

However, we believe that the story doesn’t end with those statistics. We want everyone who comes to Summit to see the opportunity for a long-term career for themselves, where they have the mobility to pursue success throughout our business. That means we must be inclusive in offering growth and development opportunities, and seek to understand why we may have lower levels of representation in certain parts of the business, and consider different approaches.

In 2022, Summit achieved an impressive employee engagement result of 77%, which exceeds our 2030 target and is within striking distance of our 80% target by 2050. From a turnover perspective, we reported about 38.9% in 2022, a reduction from the prior year and putting us well on our way to achieve 30% or less turnover by 2030 and 20% or less by 2050.

Looking to 2023, Summit is taking additional steps to increase and develop a strong workforce through enhanced Diversity outreach, unconscious bias training and succession planning. Within the workplace, we are laying the foundation to embed safety and inclusion principles in our culture by promoting a work environment that strengthens a sense of belonging, which is more important than ever as we have a return to normal working environments after the pandemic challenges of the last couple of years. We’ve begun working with our procurement team on diversifying our supplier and vendor partners. And finally, we’re committed to providing opportunities for underrepresented communities in the markets we serve through programs like DoD Skillbridge.

We thank you for your interest in Summit’s DE&I journey, and we hope to continue the dialogue that this report inspires.



*Karli Anderson*

**Karli Anderson**  
EVP, Chief People and ESG Officer &  
Head of Communications





### Employee Wellness

We see wellness as the pursuit of continued growth and balance in the many dimensions of a productive life. When most of us think of wellness, we tend to think of physical health, and things like nutrition, exercise, weight management, blood pressure, etc. We work hard to provide a holistic wellness program that is much more than that and promotes living a full integration of physical, mental and social well-being.



**70.85%**  
HEALTH  
ENROLLMENT



**86%**  
401(K)  
PARTICIPATION  
RATE

**4,148**  
REGISTERED INDIVIDUALS  
ON MYWELLNESS



**5.4%**  
401(K)  
AVERAGE  
CONTRIBUTION



**259**  
LIVE ONLINE  
HEALTH VISITS

### Expanded Board Oversight

Strategic alignment and support from our Board is a steppingstone in our path to elevate our Human Capital Strategy and build our DE&I strategy. To better align with our future focus and vision, we refocused and renamed our Compensation Committee to Human Capital and Compensation Committee. This represents a renewed commitment from our Board to prioritize and provide leadership surrounding our total employee experience, including oversight of our diversity, equity, and inclusion strategy. Summit leadership, including our Board, is committed to creating and fostering an inclusive and engaged workforce. To view our revised charter including this expanded scope – [click here](#).

### Code of Business Conduct and Ethics

Our Code of Conduct was initially established in 2015 and every employee is held to the standards it establishes. This is more than a list of rules, it is the cornerstone of our commitment to do the right thing and provides a framework and resources to help our employees correctly navigate ethical challenges that present themselves in our business. Our Code of Conduct clearly states we have no tolerance for harassment – specifically around race, color, religion, sex, national origin, citizenship, age, disability, sexual orientation and gender identity. It serves as a guide as we strive to treat one another with respect, conduct business in a responsible way, and interact with our communities to make a positive difference.

## Employee Stock Purchase Program

To foster a culture of ownership to share in the success of our Company, Summit launched an employee stock purchase program in 2021 and continued in 2022. In 2022, approximately 7% of our teammates participated in the employee stock purchase plan. We believe that employee-investors are more likely to feel engaged, make sound decisions in the best interests of our stakeholders and engage more deeply in understanding Summit’s strategic objectives and financial performance. Eligible employees can choose to enroll and begin contributing a portion of their post-tax eligible earnings that will then be used to purchase shares of Summit Materials, Inc.’s Class A Common Stock, at up to a 15% discount. As part of their total benefits package, eligible employees can enroll and conveniently invest with post-tax deductions.

**7%**

Of our teammates participated in the employee stock purchase plan.

## Transforming How We Serve Our Employees

As we work to Elevate Summit Materials, we need to find, retain and develop the right talent by establishing superior resourcing, hiring, talent development capabilities, and experience for all of our employees. Through operational excellence and smart standardization, we are simplifying and standardizing our HR policies, processes, and procedures to help drive elevated business outcomes.

## Listening Tour

In 2022, our Chief People, Environmental, Social and Governance Officer, embarked on a listening tour across Summit. The listening tour was an opportunity for our employees to share their thoughts and ideas with the senior leadership. The listening tour also identified areas of improvement and opportunities for growth. By hearing directly from our employees, we were able to gain valuable insights into the organization’s strengths and weaknesses and use that information to make informed decisions to focus on three important areas: Talent Acquisition, Front Line Leadership, and Standardization.

## Community

DoD SkillBridge (also called “Career Skills”) program is an opportunity for Military and Veteran Service members to gain valuable civilian work experience through specific industry training, apprenticeships, or internships. The method best suited for our initial program will be on the apprenticeship programs. Military members are eligible to participate in SkillBridge during the last 180 days of service, and Spouses may participate while their partner is in service.

Summit Materials has been recognized as the first company in the United States to be approved for a DoD Ready-Mix program. Summit proposes to train and successfully prepare military service member or spousal interns for last 180 days of military service commitments to transition into the ready-mix line of business and is planned to be implemented across Summit Materials for other jobs and positions in the near future. Instruction on ready-mix driving and safety will be held at our Alleyton main office training room or other designated training venues, and ready-mix driver’s training will take place at ready mix plant sites through mentorship/trainer driver’s program.

## Data Drives New Insights

At Summit, we invested resources in data analytics and engagement surveys to better understand our employee base in detail, aggregating data from across our family of companies. The goal is to use information to focus in on what can be done differently to enhance DE&I and employee engagement across the organization. We continue to publish our EEO-1 data in our DE&I report so we can provide transparency to our stakeholders on our current status and our progress.



### CORNEJO HISPANIC FRONTLINE LEADERS TRAINING

Our Cornejo business in Wichita, KS began its first ever Hispanic Frontline Leaders Development program in 2020, with the first class graduating in 2022. The program consists of multiple intensive, day-long training courses on how to be a more communicative, empathetic, and effective manager. After going through this program for two full years, our Hispanic frontline leaders have grown and developed their leadership skills. We are very proud of their hard work and dedication to the Cornejo Crew.

## Understanding our Current Culture and Envisioning the Future

To help us assess our current state culture of Summit Materials and gather a future state vision, we began a year long journey to gather information from our employees and leaders. Based on eight components of a culture framework, we conducted a Summit Materials companywide Culture and Engagement Survey, with 80% engagement. Additionally, we conducted Cultural Visioning Workshop and Leadership Interviews with 12 members of the Senior Leadership Team to help us hear from our employees and shape our cultural strategy and roadmap for years to come.

**80%**

Of teammates participated in our Culture and Engagement Survey

## Companywide Metrics and Reporting

To better understand our employee information and organizational health, we have continued to track our companywide turnover metrics by individual company and Summit overall. In 2022, we began to break down these metrics by gender, race, generation and more as well as building a holistic people dashboard so that we can understand the nature of our workforce and to create additional goals and measures for achieving our success of having an inclusive and engaged workforce.

Our engagement surveys and data analysis revealed a need to develop our employees more broadly within the organization. In response, Summit is expanding its front-line leadership program to provide development opportunities to more of our front-line employees. Our vision is to have a pipeline of diverse, world class business leaders from all levels of the organization to lead us into the future.

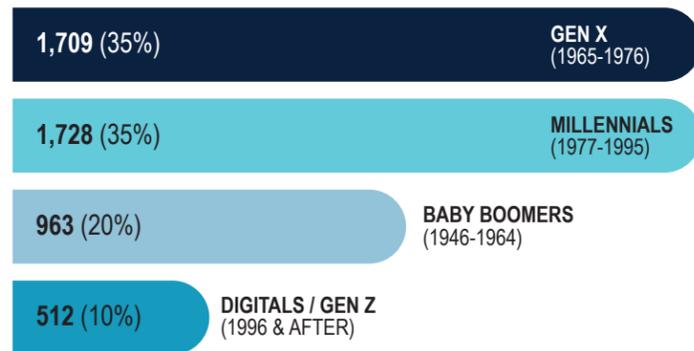
## BY THE NUMBERS<sup>1</sup>

As a company, we understand the power of data and analytical accuracy, and we are beginning to apply that understanding to our Human Capital and DE&I strategy and analysis. While quantitative data around representation is just one piece of the equation, we are committed to sharing what we have today publicly to highlight where we've made progress, where we have opportunities for future development, and why and where we need to focus our efforts moving forward. We are committed to sharing our company data on representation publicly each year.

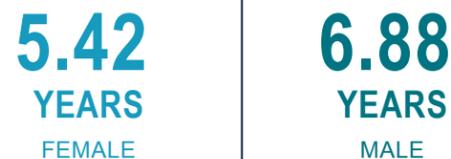
### TURNOVER RATE



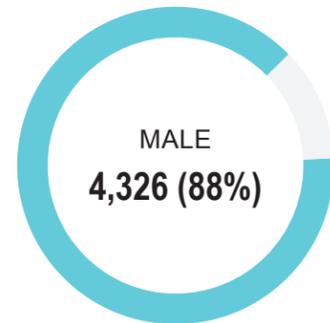
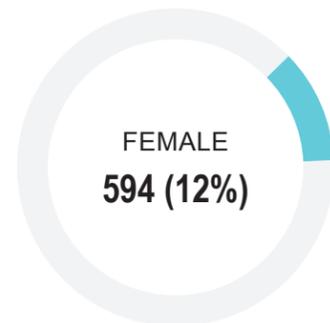
### GENERATIONS



### AVERAGE TENURE BY GENDER<sup>3</sup>



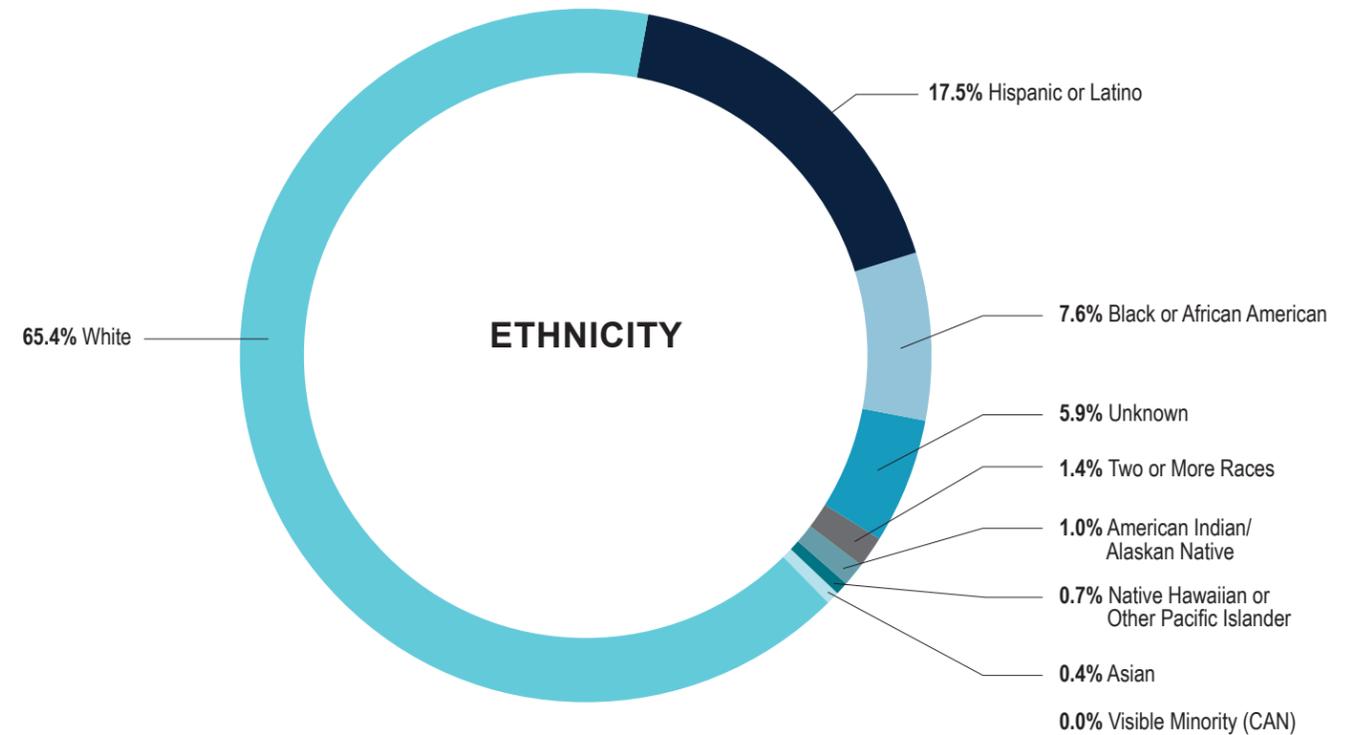
### GENDER



### 2022 NEW HIRES



### ETHNICITY



### WOMEN IN LEADERSHIP



<sup>1</sup> Current employee data entry has not been standardized across operating companies – and is subject to localized processes. Once we align our data process and governance, will have better data integrity and confidence in our reporting for future years.

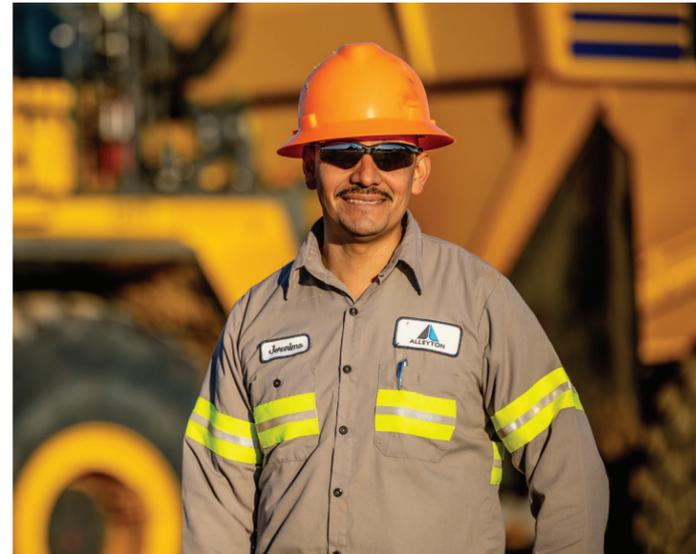
<sup>2</sup> This is an annualized turnover rate, collected as of December 31, 2021 and excludes divestitures.

<sup>3</sup> We are currently updating our job architecture across Summit Materials. The estimates of genders in roles may shift as we determine alignment in 2023.

### Transparency In Our EEO - 1 Survey Data

The EEO-1 Component 1 report is a mandatory annual data collection that requires all private sector employers with 100 or more employees, and federal contractors with 50 or more employees meeting certain criteria, to submit demographic workforce data, including data by race/ethnicity, sex and job categories.

Summit has heard from various stakeholders that publishing our EEO-1 data publicly provides important data to evaluate progress over time regarding our diversity and inclusion efforts. In the interest of transparency and fostering a continuous feedback loop with our stakeholders, Summit is publishing its survey from 2022.

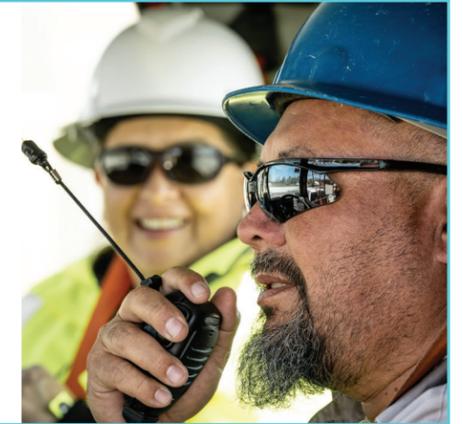


| JOB CATEGORIES             | Hispanic or Latino |            | Non-Hispanic or Latino |                           |           |   |                                  |                   |             |                           |                                     |          |                                  |                   | OVERALL TOTALS |
|----------------------------|--------------------|------------|------------------------|---------------------------|-----------|---|----------------------------------|-------------------|-------------|---------------------------|-------------------------------------|----------|----------------------------------|-------------------|----------------|
|                            | Male               | Female     | Male                   |                           |           |   |                                  |                   | Female      |                           |                                     |          |                                  |                   |                |
|                            |                    |            | White                  | Black or African American | Asian     | Asian Native Hawaiian or Pacific Islander | American Indian or Alaska Native | Two or More Races | White       | Black or African American | Native Hawaiian or Pacific Islander | Asian    | American Indian or Alaska Native | Two or More Races |                |
| Exec/Sr. Officials & Mgrs  | 0                  | 0          | 32                     | 0                         | 1         | 0   | 0                                | 0                 | 2           | 0                         | 0                                   | 1        | 0                                | 0                 | 32             |
| First/Mid Officials & Mgrs | 43                 | 3          | 414                    | 17                        | 5         | 1   | 1                                | 3                 | 60          | 4                         | 0                                   | 1        | 0                                | 1                 | 553            |
| Professionals              | 15                 | 3          | 131                    | 5                         | 2         | 0   | 1                                | 5                 | 54          | 1                         | 0                                   | 1        | 0                                | 2                 | 220            |
| Technicians                | 14                 | 0          | 109                    | 3                         | 1         | 0   | 0                                | 3                 | 12          | 0                         | 0                                   | 0        | 0                                | 0                 | 142            |
| Sales Workers              | 2                  | 2          | 69                     | 0                         | 1         | 0   | 1                                | 1                 | 26          | 0                         | 0                                   | 0        | 0                                | 0                 | 102            |
| Administrative Support     | 18                 | 31         | 79                     | 8                         | 0         | 0   | 0                                | 0                 | 211         | 8                         | 1                                   | 1        | 3                                | 5                 | 365            |
| Craft Workers              | 332                | 7          | 1084                   | 97                        | 1         | 4   | 27                               | 25                | 32          | 1                         | 0                                   | 2        | 3                                | 1                 | 1616           |
| Operatives                 | 14                 | 303        | 49                     | 6                         | 1         | 5   | 1                                | 1                 | 818         | 188                       | 31                                  | 4        | 15                               | 23                | 1459           |
| Laborers & Helpers         | 99                 | 1          | 160                    | 42                        | 0         | 2   | 5                                | 2                 | 15          | 2                         | 0                                   | 0        | 0                                | 0                 | 328            |
| Service Workers            | 0                  | 0          | 0                      | 0                         | 0         | 0   | 1                                | 0                 | 0           | 0                         | 0                                   | 0        | 0                                | 0                 | 1              |
| Intern/Coop                | 1                  | 0          | 8                      | 0                         | 0         | 0   | 0                                | 0                 | 1           | 0                         | 0                                   | 0        | 0                                | 0                 | 8              |
| <b>TOTAL</b>               | <b>538</b>         | <b>350</b> | <b>2135</b>            | <b>178</b>                | <b>12</b> | <b>12</b>                                 | <b>37</b>                        | <b>40</b>         | <b>1231</b> | <b>204</b>                | <b>32</b>                           | <b>9</b> | <b>21</b>                        | <b>32</b>         | <b>4828</b>    |

### Developing Our People Through Human Capital Management

We have several initiatives underway to reduce turnover, improve diversity and enhance employee engagement, including:

**ENHANCING AND ACCELERATING TALENT ACQUISITION PRACTICES** by standardizing our applicant tracking system, implementing blind evaluations, automating redundant tasks and developing programs targeting underserved applicant pools with the vision that employees come to Summit for the job and stay for a career.



**EMPHASIZING LEADERSHIP DEVELOPMENT FOR APPROXIMATELY 700 FRONT LINE LEADERS** as a core foundational offering to our existing and upcoming leaders. This program provides confidence and skill development in areas such as organizational leadership, personal effectiveness, fostering engagement and building strong and capable teams.



**EXPANDING OUR LEARNING AND DEVELOPMENT CAPABILITIES** to assess current and prospective employee objectives to achieve work life balance, give and receive constructive feedback, leverage innovation and best practices, and to prepare for the next step in their careers.



## Striving for Improvement in Diversity, Equity and 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.

### DEFINE

- Define DEI integration into our talent, culture, and business processes
- Define our why
- Define clear objectives to support short and long-term targets

### 2023 Priorities

- Formalize our DEI Strategy
- Talent Acquisition
- Frontline Leadership



### INVEST

- Invest in setting targeted metrics that reinforce leadership accountability
- Invest in governance structure(s) and policies to support sustainment

### 2023 Priorities

- Diversity of Hires
- 100% completion rate for SLT and Regional Leadership teams on unconscious bias training

### EMBED

- Embed core initiatives that help support our goals
- Embed continuous education channels for our teammates
- Embed diversity into operations through employee resource groups (ERGs)

### 2023 Priorities

- Diversity outreach
- Unconscious bias training
- Monthly education spotlight



## Leading With Inclusion

At Summit, DE&I is about investing in employees' experiences, access to opportunity, and futures. It relies on harnessing key insights that help us yield business outcomes, people outcomes, and culture outcomes. At Summit, we are focusing on inclusion as we believe inclusion builds a culture of belonging by actively inviting the contribution and participation of all people. We believe everyone's voice adds value. We believe that no one person can or should be called upon to represent an entire community.

## Creating a Culture of Belonging

Developing a culture of inclusion requires creating a common foundation of trust for open and honest conversations, understanding and accountability. In 2023 our leadership team and senior managers will be going through unconscious bias training. This training helps to provide a common understanding and language as a foundation for our efforts to understand and overcome biases and to create a more inclusive culture. This content is also being included in our frontline leadership training.

Our near-term strategy includes the following goals:

#### Goal #1

Reduce employee turnover from 43% in 2021 to 39.4% in 2022, with a long-term goal to 30% by 2030 and 20% by 2050.

#### Goal #2

100% participation amongst identified audiences for DE&I specific training, equitable compensation, and talent acquisition.

#### Goal #3

Set goals for diverse sourcing and candidate pools.

#### Goal #4

Increase overall employee engagement participation in survey.

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.

## LOOKING AHEAD: 2023 & BEYOND

In 2022, we strengthened our OneSummit/OneHR strategy, which aims to more effectively serve our employees and impact our communities through the creation of a workplace that attracts and retains high-quality talent, protects workers' rights, offers an inclusive and respectful environment, and champions employee experiences and development. Our success relies upon our ability to leverage the full scale and breadth of Summit Materials. The 2023 areas of focus below will help us meet our strategy while expanding opportunities for our employees and communities.

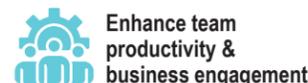
### CULTURAL ROAD MAP

- + **Establish a Talent and Leadership Strategic Framework and expanding our learning and development capabilities** to assess current and prospective employee objectives to achieve work life balance, give and receive constructive feedback, leverage innovation and best practices, and prepare for the next step in their careers.
- + **Emphasizing leadership development for approximately 700 front line leaders** as a core foundational offering to our existing and upcoming leaders. Our leadership development program provides the confidence and skill development in areas such as organizational leadership, personal effectiveness, fostering engagement, and building strong and capable teams.
- + **Bring our values to life by formalizing engagement and feedback** practices and knowledge sharing to empower people closest to problems to take action to solve them.
- + **Implementing Recognition practices and sharing stories** that motivate action toward goals and behaviors that support high performance and innovation as well as the Summit Mission, Vision, Values and Culture.
- + **Expanding engagement and communication strategy** to help all employees feel more connected to Summit, more aware of what is expected of them and inspired to take action.
- + **Expand DE&I strategy** Summit wide to drive inclusion

### SOURCING & RECRUITMENT

- + **Standardize Talent Acquisition capability and sourcing strategies** including relationships in the communities that we serve. Advance our veterans' program – from company specific to companywide.
- + **Establish baseline metrics** and set goals for diverse sourcing and candidate pools.

Our talent acquisition priorities include:



### FOUNDATIONAL PROCESSES, DATA & INSIGHTS

- + **Standardizing the job architecture** framework using best practices to provide the foundation and infrastructure for human capital management practices like talent movement, pay equity, career progression, workforce planning, and succession management to enhance the lateral and upward opportunities to our existing workforce.
- + **Realign HR work activities** and invest in technology to create consistent processes across our businesses to meet changing business and employee needs.

### BENEFITS & OFFERINGS

- + Completing Company-wide assessment to determine the **best overall Total Rewards structure**.
- + **Increasing awareness and participation** in currently available offerings, including our 401K and ESPP.

## Human Social Impact

*Ensuring Employees and their communities are valued and can thrive.*

Summit employs approximately 4,800 people and its impact stretches far beyond. Summit will seek to implement initiatives that attract, retain and grow leading talent to drive organic growth and innovation, while also being mindful of its impact in the greater community. In 2022, we strengthened our OneSummit/OneHR strategy, which aims to more effectively serve our employees and impact our communities through the creation of a workplace that attracts and retains high-quality talent, protects workers' rights, offers an inclusive and respectful environment, and champions employee experiences and development. Our success relies upon our ability to leverage the full scale and breadth of Summit Materials.

|  | 2030 TARGETS | 2050 TARGETS |
|--|--------------|--------------|
| Employee Turnover<br><i>(by percentage)</i>  | 30%          | 20%          |
| Employee base reflects communities for Diversity, Equity & Inclusion<br><i>(match % diversity)<sup>1</sup></i> | 60%          | 90%          |
| Employee Engagement<br><i>(by percentage)<sup>2</sup></i>  | 75%          | 80%          |

## 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 December 31, 2022. 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 factors impacting the Company’s inability to achieve its environmental, social and governance (ESG) targets within the projected timelines or in the projected manner, the lack of economically viable market-based CO2e offsets and credits, the performance of our environmental management system, the performance of existing technology related to CO2e emission reductions, the development of future technologies related to CO2e emissions, the continued evolution and development of ESG methodologies, frameworks and standards, market adoption of products with less environmental impact, including without limitation, Portland-limestone cement, the ability to reduce turnover at the desired levels and within the desired timelines, and the factors discussed in the section entitled “Risk Factors” in Summit’s Annual Report on Form 10-K for the fiscal year ended December 31, 2022 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 have 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.



