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CAUTIONARY NOTE REGARDING FORWARD-LOOKING STATEMENTS & 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 forwardlooking 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.



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2022 SASB METRICS TABLE

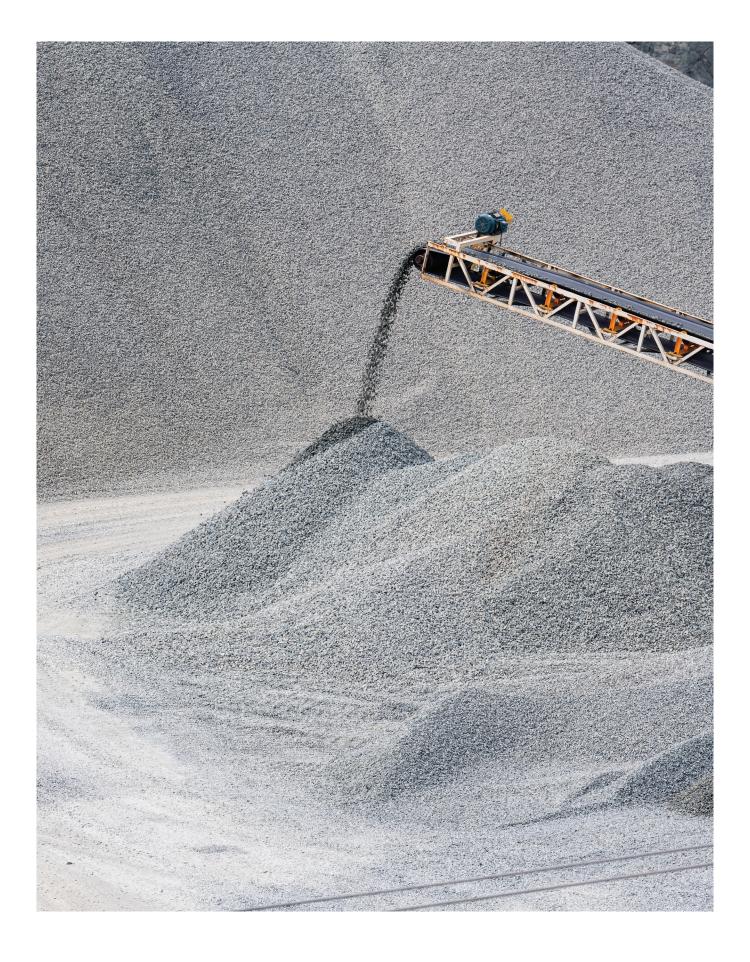
The Sustainability Accounting Standards Board (SASB) seeks to help businesses and investors develop a common language about the financial impacts of sustainability through standards that facilitate comparable, consistent and reliable data on sustainability factors. To that end, this report includes the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

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	RESPONSE/REPORT SECTION
	Gross global Scope 1 emissions, percentage covered under emissions- limiting regulations	Quantitative	Metric tons (t) CO ₂ e, Percentage (%)	EM-CM - 110a.1	1.88M MT CO ₂ e, 87.69%
Greenhouse Gas Emissions	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions,emissions reduction targets, and an analysis of performance against those targets	Discussion and Analysis	N/A	EM-CM - 110a.2	Summit has developed specific 2030 and 2050 emissions reduction targets and strategies. That process is discussed in Greenhouse Gas (GHG) Emissions
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	Metric tons (t)	EM-CM - 120a.1	 NOx – 2297 Tons SOx – 2449 Tons PM10 – 314 Tons Dioxins/furans – 2.24 lbs/year VOC's – 336 Tons PAH's – 0.005 Heavy metals – 102 Tons

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	RESPONSE/REPORT SECTION
Energy Management	 Total energy consumed Percentage grid electricity Percentage alternative Percentage renewable 	Quantitative	Gigajoules (GJ), Percentage (%)	EM-CM - 130a.1	 7.38 M GJ 17.80% Not collected in 2022 Not collected in 2022 Summit will be expanding the data collection and use of alternative and renewable energy sources.
Water Management	 Total fresh water withdrawn Percentage recycled Percentage in regions with High or Extremely High Baseline Water Stress 	Quantitative	Thousand cubic meters (m³), Percentage (%)	EM-CM - 140a.1	 1,496 k cubic meter (utility only) Not collected in 2022. Water metering in stressed water areas has begun in 2022. 23.6%
Waste Management	Amount of waste generated, percentage hazardous, percentage recycled	Quantitative	Metric tons (t), Percentage (%)	EM-CM - 150a.1	5,028 (t) of Cement Kiln Dust waste Other waste types not collected in 2022
Biodiversity Impacts	Description of environmental management policies and practices for active sites	Discussion and Analysis	N/A	EM-CM - 160a.1	Summit's environmental policies and practices for active sites are summarized in 8 Land Use and Reclamation
	Terrestrial acreage disturbed, percentage of impacted area restored	Quantitative	Acres (ac), Percentage (%)	EM-CM - 160a.2	14,442 (ac)

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TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	RESPONSE/REPORT SECTION
Workforce Health & Safety	 Total recordable incident rate (TRIR) Near miss frequency rate (NMFR) for (a) full-time employees and (b) contract employees 	Quantitative	Thousand cubic meters (m³), Percentage (%)	EM-CM - 140a.1	 0.88 Not collected in 2022. Summit began collecting NMFR in 2022. Summit did not collect contract employee safety data in 2022. Summit began collecting contract employee incidents in 2022. In 2023 we will expand reporting to include a NMFR.
	Number of reported cases of silicosis	Quantitative	Number	EM-CM - 320a.2	0 cases of silicosis reported
Product	Percentage of products that qualify for credits in sustainable building design and construction certifications	Quantitative	Percentage (%) by annual sales revenue	EM-CM - 410a.1	1.5%
Innovation	Total addressable market and share of market for products that reduce energy, water, and/ or material impacts during usage and/or production	Quantitative	Reporting currency, Percentage (%)	EM-CM - 410a.2	Total addressable market – Lightweight Aggregates \$49.5M Addressable market share – 16.7%
Pricing Integrity & Transparency Greenhouse Gas Emissons	Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing, and antitrust activities	Quantitative	Reporting currency	EM-CM - 520a.1	None for the fiscal year 2022.



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LETTER FROM OUR CEO

To Our Valued Stakeholders:

In 2022, Summit Materials made significant progress in our efforts to become the most socially responsible integrated construction materials solution provider. Summit's core values of safety, sustainability, integrity, and inclusivity are central to the Elevate Summit Strategy. Our environmental, social & governance (ESG) program has helped further that vision through:

- A 22% improvement in our recordable incident rate in 2022 over 2021 levels, continuing on our journey to a zero-harm culture;
- Publishing specific 2030 and 2050 targets for social impact, land use and carbon emissions;
- Selling 1.5 million tons of lower emitting Portland Limestone Cement in 2022, 300,000 tons ahead of our initial target as strong execution drove faster customer adoption and plant conversion;
- Continuing its focus on people through increased investment in talent acquisition and retention, employee engagement and diversity initiatives:
- **Providing 38.2% of our cement plants' energy from alternative fuel in 2022.** This equates to the amount of power that an estimated 9.685 American homes use in one year:
- Achieving an MSCI rating of "AAA." placing Summit in the top 4% of global issuers for ESG performance.

We believe that making consistent, regular progress towards reducing our impacts and addressing climate change is essential to building a sustainable competitive advantage, and all of our executives have specific ESG targets as a part of their incentive compensation.

In concert with this sustainability report, we are also publishing our dedicated diversity, equity and inclusion report to provide transparency on Summit's efforts to foster an environment that is welcoming to all. While I am proud to lead a company that has achieved gender parity in our Board, we have much to do in terms of achieving greater diversity in our front-line leadership amongst all underrepresented groups. Developing the next generation of diverse leaders at Summit is a top priority.

At Summit, social responsibility is a strategic pillar that reflects a well-managed, sustainable business. When we announced our Elevate Summit Strategy, we said we would set clear targets and keep stakeholders informed along the way – and we have made good on that promise. As you've come to expect, we will keep you updated along the way with specific, measurable outcomes.



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

¹ According to the U.S. Energy Information Administration, in 2021, the average annual electricity consumption for a U.S. residential utility customer was 10,632 kilowatt hours (kWh), an average of about 886 kWh per month. https://www.eia.gov/tools/faqs/faq.php?id=97&t=3.

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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 defined 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

Safety: We are committed to keeping our employees, customers, and communities safe in all that we do.

Integrity: We build trust by doing what's right and remaining accountable, even when no-one is watching.

Sustainability: We answer to the impact of our actions and seek out opportunities to develop innovative practices and solutions.

Inclusivity: We act intentionally to bring together our local communities and drive equity for all stakeholders.



OUR VISION: TO BE 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, communities and the customers that we serve.

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

We strive 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 are serving them with innovative solutions, and we are laying the groundwork today for new opportunities.

We are weaving social responsibility into everything we do to strengthen our unique market positions, local brands and relationships to drive value creation throughout the business.

INTRODUCTION **2022 ESG REPORT**



ESG MATERIALITY ASSESSMENT

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. We conducted a detailed ESG materiality assessment to identify the focus areas with the most impact to our business that were considered the most important by our stakeholders. We took a practical, value creating approach for this assessment, which involved considering the impact potential of each topic against our ability to implement. That framework helped us prioritize, allocate resources, and establish clear targets to measure and track our performance.

To guide us to our vision, three 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.



CARBON REDUCTION

Reducing CO₂ emissions to reach net zero by 2050.



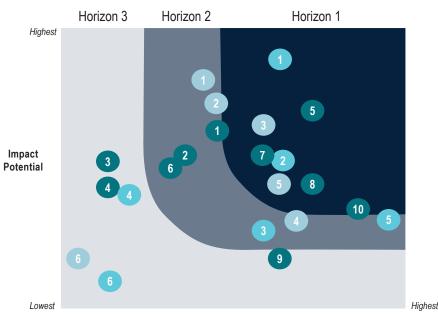
LAND **RECLAMATION**

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

SOCIAL RESPONSIBILITY INITIATIVE PRIORITIZATION & MATERIALITY

Initial prioritizations based on the ability to implement and impact potential to focus early investments that are more likely to succeed and support the changes required to be the most socially responsible integrated construction materials solution provider.

FIGURE 1. Social Responsibility Initiative Prioritization & Materiality Matrix



Ability to Implement

HUMAN/SOCIAL IMPACT 1. Talent acquisition & DEI strategy

- Succession planning & leadership development
- 3. Financial management coaching
- Comprehensive health & wellness
- Worker safety (beyond current program)

Indicates horizon 1 activity

6. Employee recognition

CARBON REDUCTION

- 1. Plant optimization & efficiency
- 2. Renewable power (incl. solar field installs, PPAs)
- 3. Fuel switching
- Eliminate landfill GHG emissions
- 5. Lower carbon solutions
- 6. Carbon capture & sequestration

LAND RECLAMATION

- 1. Water metering
- Rainwater capture
- 3. Water rights purchase
- 4. Aggressive reforestation
- 5. Waste material reuse/recycling
- "Asset light" economic development on reclaim
- 7. Reduce & recycle water
- Land selection, management, reclamation & recovery
- 9. Biodiversity management planning
- 10. Habitat recovery & conservation

Moving forward, we will continue to refine our identification, assessment and management of climate risk and opportunities starting with the scenario analysis beginning in 2022 to improve the robustness and comparability.

In 2022, we completed a qualitative climate risk assessment to support our enterprise risk process and to identify potential impacts of climaterelated risks. We also embarked on quantitative scenario modeling across our operations to assess our portfolio's resilience under different external conditions. Scenario analysis is a critical tool for strategic planning, risk management and assessing our strategic resilience; this insight further strengthens the importance and relevance of our climate-related actions outlined in our Net Zero Targets.

HUMAN/SOCIAL IMPACT



Ensuring Employees and their communities are valued and can thrive.

Summit employs approximately 4,800 people and its impact extends to our families, customers and communities. Summit is implementing initiatives that attract, retain and grow leading diverse talent to drive organic growth and innovation, while also being mindful of its impact in the greater community. Summit's focus includes examining our performance related to diversity, equity and inclusion, employee engagement, pay equity, talent acquisition, and recruitment and retention practices.

2030 TARGETS

30% **EMPLOYEE TURNOVER** (by percentage)

60% **EMPLOYEE BASE REFLECTS** COMMUNITIES FOR DIVERSITY. **EQUITY & INCLUSION** (match % diversity)

75% EMPLOYEE ENGAGEMENT (by percentage)

2050 TARGETS

20% **EMPLOYEE TURNOVER** (by percentage)

90% **EMPLOYEE BASE REFLECTS** COMMUNITIES FOR DIVERSITY. **EQUITY & INCLUSION** (match % diversity)

2030 TARGETS

LAND PRESERVED

& CONVERTED

ENGAGEMENT (by percentage)

OUR ESG TARGETS

Summit is committed to high standards for ESG performance. As the world transitions to a lower-carbon future and our customers and investors increasingly seek a balance between strong financial, operational and ESG performance, our targets are designed to foster social responsibility, business resiliency, and value creation.

We have established 2030 and 2050 targets for each of our North Star Pillars. Those targets were developed after extensive internal and external stakeholder analysis. Those targets are now embedded in Summit's planning process to ensure we can deliver steady, incremental progress towards those objectives and that business decisions are made with ESG considerations in mind. Further details for each target are found in their respective North Star focus area section.

LAND **RECLAMATION**



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

With more than 400 sites and plants, Summit's operations impact ecosystems and communities across North America. Reclamation or rehabilitation of depleted sites and plants can serve to mitigate impact, generate goodwill, and extend site usefulness. Once we reach the end of the mine or site life and value every drop of water we use, our objective is to leave the land better than when we found it.

10%

FRESHWATER WITHDRAWN

25% **FRESHWATER** WITHDRAWN

LAND PRESERVED & CONVERTED

WASTE DIVERTED

(MT, target by % of waste diverted)

2050 TARGETS

100% WASTE DIVERTED (MT, target by % of waste diverted)

CARBON REDUCTION



Reducing CO₂e emissions to reach net zero by 2050.

Customers and investors are driving towards a lower carbon future. We aim to ensure that Summit is a leading company among our sector's decarbonization efforts through product and operations innovation. We believe that with currently available technologies, approximately 25% of our 2020 baseline impacts can be addressed by 2030, and 50-75% of those impacts can be addressed by 2050. As an interim step, our plan is to address the and credits in our path to net zero by 2050. However, we also continue to explore and evaluate emerging technologies.

1.6-2.0

CO_{.e} EMITTED

CEMENT EMISSIONS INTENSITY

2030 TARGETS

0.65

2050 TARGETS

0.5-1.2 CO_se EMITTED

0.25

with offsets to get to net zero
CEMENT EMISSIONS **INTENSITY** (MT CO₂e / mt produced)

RENEWABLE POWER

RENEWABLE POWER

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SCOPE OF THIS REPORT

Summit's 2022 Environmental, Social and Governance (ESG) report is for the 2022 financial year (twelve months ending January 1, 2023).

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 industry, SASB has recommended one activity metric for the industry: production by major product line. Table 1 captures this information for 2022.

Further information and analysis on Summit's operational results is detailed in Summit's Annual Report on Form 10-K for the year ended December 31, 2022.

FIGURE 2. Our Locations

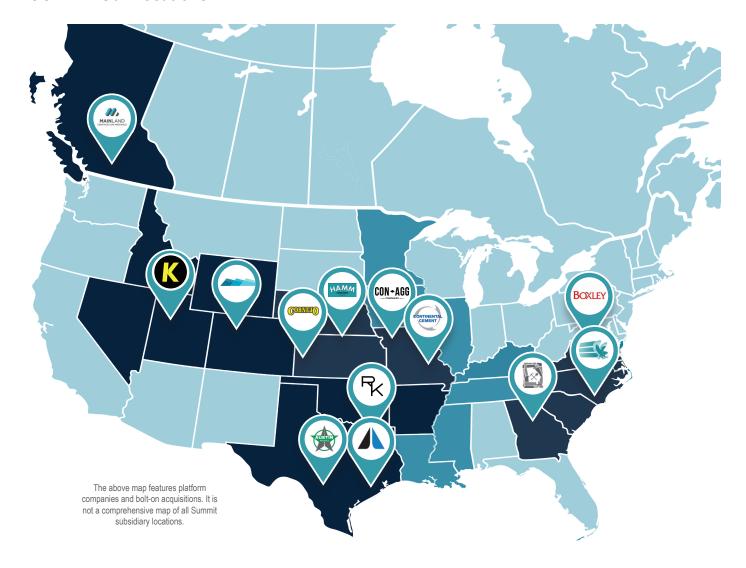


TABLE 1. Sales Volume By Major Product Line

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Total Volume	January 1, 2023	January 1, 2022	January 2, 2021
Aggregates (tons)	59,525	64,185	59,098
Cement (tons)	2,533	2,431	2,286
Ready-mix Concrete (cubic yards)	5,043	5,831	5,740
Asphalt (tons)	3,724	5,062	5,831

Voor andod

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 Summit's inception in 2009, we have become a major participant in the U.S. construction materials industry. We believe we are a major participant in the U.S. construction materials industry as our sales volumes of aggregates put us in the top 10 of aggregates suppliers, a top 15 cement producer and a major producer of ready-mix concrete and asphalt paving mix. Our aggregate reserves and resources were 5.7 billion tons as of December 31, 2022. In the year ended December 31, 2022 we sold 59.5 million tons of aggregates, 2.5 million tons of cement, 5.0 million cubic yards of ready-mix concrete and 3.7 million tons of asphalt paving mix across our nearly 400 sites and plants.

OUR SOCIAL RESPONSIBILITY PRIORITIES AND 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. Human/Social Impact, Land Reclamation, and Carbon Reduction are Summit's three "North Star" Social Responsibility focus areas.

In 2021, Summit completed a baseline study of its greenhouse gas emissions, water, and waste inventory. 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.

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 Elevate Summit Strategy development in order to cascade these efforts through the business.

The prioritized topics from our strategy were mapped against SASB's Extractives & Minerals Sector - Construction Materials standard in 2021. Given the rigorous industry and stakeholder process SASB demands in order to produce a standard, SASB's accounting metrics were 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.

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2022 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 2022, Summit made progress towards its vision of being the most socially responsible integrated construction materials solution provider, as evidence by the following accomplishments:



We published our SASB-compliant baseline for emissions, water & waste.



We captured methane at our landfill business in Kansas.



56% of our Board of Directors is female and 40% of our executive officers are female, including our Chief Executive Officer.

We championed efforts to reduce the emissions impact of cement production, as Summit:

- Embarked upon an expansion at our Green America Recycling facility to increase our use of alternative fuels in cement production;
- Launched Portland Limestone Cement (PLC), a lower clinker factor cement in certain markets, with plans to expand further;
- Piloted next generation low carbon concrete;
- Partnered with universities to evaluate artificial intelligence solutions for ready-mix concrete optimization.
- On average, 38.2% of our cement plants' energy came from alternative fuel in 2022. This equates to the amount of power that an estimated 9,685 American homes use in one year.²



In 2022, we have established and published both 2030 and 2050 targets for each of the North Star Pillars.

Target setting was completed hand-inhand with the development of our Elevate strategy. We embedded ESG targets in the planning process to ensure business decisions are made with sustainability considerations in mind.



Recycled more than 185,000 tons of concrete and more than 12,800 tons of recycled materials including metals, plastics, paper, cardboard and mixed recycling in 2022.



Recycled asphalt accounted for 12% of total tons produced in 2022.



We installed fuel consumption and mileage efficiency monitors in every Summit-owned vehicle to track and ultimately reduce fuel consumption, enhance efficiency, and lower total emissions.

Leveraging safety, fuel and emissions monitoring data from our vehicles to reduce impacts.

Evaluating long term solutions for fleet electrification and diesel to line power conversion.

² According to the U.S. Energy Information Administration, in 2020, the average annual electricity consumption for a U.S. residential utility customer was 10,715 kilowatt hours (kWh), an average of about 893 kWh per month. https://www.eia.gov/tools/faqs/faq.php?id=97&t=3.



Governance

Our Board governance incorporates best-practice standards to align the Company with stakeholder interests and create long-term value for Summit.

Board governance provides oversight on our initiatives relating to social responsibility that include human capital, environmental policies, energy management, land use, climate change, and sustainability. GOVERNANCE 22 2022 ESG REPORT 23

GOVERNANCE

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

When considering Board and committee composition, the Board may consider, among other things, diversity of background, relevant technical skills, age, various and relevant career experience. Indeed, in 2022, the Company amended its Corporate Governance Guidelines and Governance and Sustainability Committee's charter and formally adopted a policy to require any candidate pool assembled to fill a vacancy of the Board to include candidates who are diverse in terms of ethnicity and/or gender.

Our current Directors represent a strong and diverse mix of senior operational and financial executives with materials, technology, supply chain and investor expertise.

The Board is proud of the gender diversity it has been able to accomplish over the last few years. Over 56% of our Board are female and 40% of our executive officers are female, including our Chief Executive Officer.

The Board is committed to clear and accurate financial and non-financial reporting and disclosure and making improvements to policies and procedures it believes necessary to provide the same. The Board's responsibility is one of oversight.

In accordance with the Company's belief that its long-term success includes being good stewards of the environment, the Governance and Sustainability Committee's (the "Governance Committee") responsibilities include the oversight of the Company's initiatives in these areas. Its charter includes:

- Oversight of the Company's approach to social responsibility to ensure it aligns with the Company's overall business strategy;
- 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
- Oversight of Company policies and initiatives relating to the environment with respect to energy management, climate change and sustainability:
- 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;
- Review of the Company's policies related to political contributions and lobbying
- Reporting to the Board of Directors on the foregoing matters at least annually.

With regards to reporting, Summit's Audit Committee is responsible for oversight of the Company's environmental, social and governance (ESG) reporting and disclosures (quantitative and qualitative) and related processes and controls, including conformity to the Company's ESG strategy.

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 AND MANAGEMENT OVERSIGHT OF ESG FACTORS AND RISKS

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 and risk management is monitored appropriately:

FIGURE 3. ESG Oversight



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Board Oversight

The Board exercises direct oversight of strategic risks to the Company. The Audit Committee reviews guidelines and policies governing the process by which senior management assesses and manages the Company's exposure to risk, including the Company's major financial and operational risk exposures and the steps management takes to monitor and control such exposures. The Human Capital and Compensation Committee oversees risks relating to the Company's compensation and human capital management policies and practices. Each committee charged with risk oversight reports to the Board on those matters.

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 management and the Company's sustainability team on the Company's environmental risk profile and key risk mitigating initiatives.

Management Oversight

The Company's management is involved in overseeing and managing climate risks including, but are not limited to, safety, sustainability, finance and internal audit, and legal. Furthermore, each of the Company's operations has personnel responsible for maintaining compliance with environmental rules and regulations.

Summit views sustainability as one of its core values and takes its responsibilities to the lands it operates on seriously. The Company has a dedicated Enterprise Risk Committee (the "ERC") that continually identifies and evaluates environmental and other risks, including the Company's compliance with environmental rules and regulations. The ERC reports to the Board at every one of its meetings. Risk Liaisons at the operating sites and Centers of Excellence are also involved in identifying, reporting, and mitigating potential risks to the ERC.

The Company established an Environmental Management System (the "EMS"), called eVue, to facilitate its ongoing compliance with environmental rules and regulations. The Company implemented this system across its operations in 2021.

Management Oversight of Climate Change Risks and Mitigation Strategies

With respect to abnormal weather and other physical effects of climate change, to which, as an outdoor business, the Company is acutely attuned, the Company is seeking to monitor and reduce its contribution to climate change. The Company's efforts include, but are not limited to, the following:

- Establishing clear 2030 and 2050 targets for carbon emissions reductions, including a strategy for achieving net zero emissions by 2050, land use improvement, and social impact;
- Reporting on its sustainability progress annually under the Sustainability Accounting Standards Board Construction Materials Framework;
- Aligning with the United Nations Sustainable Development Goals to guide and influence the Company's programs and reporting;
- Recycling of hazardous waste, and use of such waste as an alternative fuel source to power the Company's cement plants;
- Transition and full implementation to Portland Limestone Cement (PLC) at both of our cement plants;
- Use of hybrid vehicles and equipment;
- Use of recycled materials, including recycled asphalt and recycled concrete;
- Managing and tracking the Company's fleet to optimize fuel efficiency and reduce unnecessary consumption;
- Managing and mitigating the Company's waste;
- Promoting progressive reclamation and biodiversity focused actions;
- Tracking and Managing the Company's water use, with a focus on areas of water scarcity and
 Conducting a climate risk assessment aligned with the Task Force on Climate Related Financial Disclosures (TCFD) across all operations.

The Executive Vice President, Chief People, Environmental, Social and Governance Officer and Head of Communications works with operational leaders to identify and develop mitigation strategies to address climate risks which includes, 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.

EXECUTIVE AND 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.

2022 Senior Leadership Commitments included specific objectives for sustainability reporting, making progress on diversity, equity and inclusion initiatives, water monitoring, fuel economy, progress on renewable power conversion, increasing adoption of lower Portland Limestone Cement (PLC) and the expansion of our Green America Recycling (GAR) facility.

Our ESG senior management team is composed of the Executive Vice President, Chief People, Environmental, Social and Governance Officer and Head of Communications and an Environmental, Social Governance Manager. Establishing the Executive Vice President, Chief People, Environmental, Social and Governance Officer and Head of Communications who reports to the Chief Executive Officer, as part of the executive leadership team enables an additional level of assessment and management of enterprise-wide ESG risks and opportunities, including climate-related matters.

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.



2022 ESG REPORT **GOVERNANCE**



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

Centers of Excellence (COEs) address improvements and opportunities to operations and commercial practices, processes, and capabilities. At Summit we have COEs for lines of business and key functions such as Ready-Mix Concrete, Aggregates, Asphalt and Construction, Cement and Safety.

BUSINESS ETHICS AND TRANSPARENCY

Code of Ethics Code of Business Conduct and 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.

All full-time employees are required to complete training related to our Code of Business Conduct and Ethics through Summit's internal Learning Management System.

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 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, c/o Chief Legal Officer 1801 California Street, Suite 3500 Denver, Colorado, 80202;
- (b) by calling 1-855-688-1942 at any time; or
- (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.







11 SUSTAINABLE CITIES AND COMMUNITIES



RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



15 LIFE ON LAND



PEACE, JUSTICE AND STRONG INSTITUTIONS



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.

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Summit extracts materials from the land that become part of homes, roads, and schools. We understand the importance of strengthening the communities in which we operate, positive working relationships and partnerships to operate and maintain 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 reduce environmental impacts.

OUR APPROACH

Summit has defined two of three North Star Pillars directly related to the environment and in 2022 established and published 2030 and 2050 targets for each pillar. Target setting was completed together with the development of a strategy to embed the ESG targets in the planning process and ensure business decisions are made with ESG considerations in mind. Our targets related to our environment North Star Pillars, of Land Reclamation and Carbon Reduction include:



Operating as net water positive and zero waste to preserve communities.

With more than 400 sites and plants, Summit's operations impact ecosystems and communities across North America. Reclamation or rehabilitation of depleted sites and plants can serve to mitigate impact, generate goodwill, and extend site usefulness. Once we reach the end of the mine or site life and value every drop of water we use, our objective is to leave the land better than when we found it

2030 TARGETS

10%

10% FRESHWATER WITHDRAWN

25%

WITHDRAWN

(reduction by percentage)

LAND PRESERVED & CONVERTED (by percent of total acres) 80% WASTE DIVERTED

2050 TARGETS

20%

LAND PRESERVED & CONVERTED (by percent of total acres) 100% WASTE DIVERTED (MT, target by % of waste diverted)

CARBON REDUCTION

Reducing CO_2 e emissions to reach net zero by 2050.

Customers and investors are driving towards a lower carbon future. We aim to ensure that Summit is a leading company among our sector's decarbonization efforts through product and operational innovation. We believe that with currently available technologies, approximately 25% of our 2020 baseline impacts can be addressed by 2030, and 50-75% of those impacts can be addressed by 2050. As an interim step, our plan is to address the balance of those impacts with market-based offsets and credits in our path to net zero by 2050. However, we also continue to explore and evaluate emerging technologies.

1.6-2.0
CO.6 EMITTED

(M MT CO₂e)

2030 TARGETS

0.65
CEMENT EMISSIONS
INTENSITY
(MT CO2e / mt produced)

30% RENEWABLE POWER (by percentage)

0.5-1.2

with offsets to get to net zero

CO₂ EMITTED

(M MT CO₂e)

2050 TARGETS

with offsets to get to net zero
CEMENT EMISSIONS
INTENSITY

100%
RENEWABLE
POWER

(by percentage)

THESE NORTH STAR PILLARS ENCOMPASS AREAS RELATED TO ENVIRONMENT, INCLUDING:



GREENHOUSE GAS EMISSIONS



WASTE & HAZARDOUS
MATERIALS MANAGEMENT



ENERGY MANAGEMENT



WATER MANAGEMENT



AIR QUALITY





CLOSURE AND 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, called EVue, encompasses compliance, permitting and documentation. EVue helps our environmental, health, safety and operations teams abide by our environmental policy, which helps Summit meet the environmental objectives of our stakeholders, regulatory agencies, and communities at large.

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GENERAL REGULATORY LANDSCAPE

We actively manage the risks associated with air quality, water, biodiversity, land and non-GHG air emissions by striving to comply with all regulatory limits in the jurisdictions in which we operate. To strive for 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, EVue, to manage all environmental regulatory requirements across all operations.
- CANADA: Summit's Canadian operations includes Mainland Construction Materials (Mainland) in the province of British Columbia (B.C.). Our operations and activities are regulated by both provincial and federal legislation. We collaborate with the BC Regulators to execute regular inspections and audits. 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.



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. British Columbia (B.C.) has committed to reducing its GHG emissions by 40% below its 2007 levels by 2030 in order to meet long-term legislated emissions reductions. Canada has committed to reducing its GHG emissions by 30% below 2005 levels by 2030 and to achieving net-zero emissions future by 2050.

In addition to carbon taxes, Summit is also monitoring the emergence of new climate-related disclosure requirements in both the United States and Canada. We continue to monitor these trends and events as we recognize the impact that new regulation may have on our operations as well as opportunities for improvement that may arise.

GHG MONITORING AND REPORTING

We have processes in place at our operating sites to track and report our emissions to help us meet regulatory obligations and stakeholder expectations. Before emissions are calculated, individual emissions sources are required 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, we believe our current efforts and future strategic direction will continue to allow the company to create climate-related opportunities by exploring innovative ways to improve operational performance and reduce our environmental impact.

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

Scenario Analysis

A materiality assessment was carried out in 2021, where Summit engaged with internal and external stakeholders to better understand the issues that are of most concern to them. For each issue, the assessment rates the degree of stakeholder concern and potential business impact. Moving forward, we will continue to refine our identification, assessment and management of climate risk and opportunities starting with the scenario analysis completed in 2022 to improve the robustness and comparability.

In 2022, we began a qualitative climate risk assessment to support our enterprise risk process and identify potential impacts of climate-related risks. We also embarked on quantitative scenario modeling across our operations to assess our portfolio's resilience under different external conditions. Scenario analysis is a critical tool for strategic planning, risk management and assessing our strategic resilience. This insight further strengthens the importance and relevance of our climate-related actions outlined in our Net Zero Targets.

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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:

- SAMSARA Samsara is a third-party safety platform that has fuel consumption tracking for transport fuels. In 2021, this system was placed in all vehicles to improve safety awareness and performance, understand fuel consumption, emissions, and active vs idle time across all Summit operations so future performance, efficiency, and conservation can be tracked. In 2022, we have built fuel reporting databases to monitor all fuels used in our Samara installed vehicles.
- 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 to drive enhanced energy efficiency across the business.
- CONTINUING TO CAPTURE METHANE at our landfill business in Kansas and evaluate expansion of methane capture to our other landfills.
- CHAMPION EFFORTS to reduce the emissions impact of cement production, including:



 Expanding our Green America Recycling facility to increase our use of alternative fuels



 Commercializing and tracking adoption of Portland Limestone Cement ("PLC")

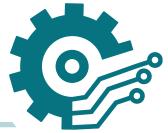


Piloting and evaluating next generation low carbon concrete, and



• Partnering with universities in artificial intelligence solutions for ready mix concrete optimization

WE ARE PURSUING EXISTING AND EMERGING TECHNOLOGIES TO ACHIEVE NET ZERO BY 2050



We have developed a long-term strategy to address our CO₂ emissions from our cement operations, as we believe that this is a critical factor to combat climate change, and we have established both 2030 and 2050 targets for each of the North Star Pillars, including carbon reduction.

Summit has researched the quantum of the emissions impact that can be addressed using currently commercially available technology. We believe that approximately 25% of our 2020 baseline impacts can be addressed by 2030 and that 50-75% of those impacts can be addressed with currently available technologies by 2050. As an interim step, our plan is to address the balance of those impacts with market-based offsets and credits to achieve net zero by 2050. We believe this approach strikes the right balance of leveraging technologies available today, supporting the expansion of the low carbon economy, and ultimately adopting the best of breed technology to eliminate carbon emissions from our processes once such a solution is scalable.

Summit is eagerly exploring emerging technologies, with the goal to ultimately show a clear path towards a true net zero by 2050 with less reliance on market-based offsets. This exploration includes the evaluation of new technologies such as carbon capture and sequestration and fuel switching.



CARBON REDUCTION

Reducing CO₂e emissions to reach net zero by 2050.

Customers and investors are driving a lower carbon future. Ensuring Summit is a leading company among our sector's decarbonization efforts through product and operations innovation is a priority.

	2030 TARGETS	2050 TARGETS
M MT CO ₂ e EMITTED (M MT CO ₂ e)	1.6 - 2.0	0.5 - 1.2 With offsets to get to net zero
CEMENT EMISSIONS INTENSITY (MT CO ₂ e / mt produced)	0.65	0.25 With offsets to get to net zero
RENEWABLE POWER (by percentage)	30%	100%

TABLE 2. 2022 SCOPE 1 AND SCOPE 2 GHG EMISSIONS

Tonnes CO ₂ e	Scope 1	Scope 2	Total
Total	1.88M MT	0.26M MT	2.14M MT

^[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)

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CEMENT USE OF 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. On average, 38.2% of our cement plants' energy came from alternative energy sources in 2022, which is far above the

average U.S. cement industry rate of 25% from alternative sources.³ The amount of renewably-sourced energy from our cement plants equates to the amount of power that an estimated 9,685 American homes use in one year.⁴

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 2022, Summit embarked upon a further expansion of its Green America Recycling Facility to increase our future proportion of alternative fuels in the production of cement. That expansion project is slated for completion in 2023.



AIR QUALITY MONITORING & REPORTING

At Summit, we actively manage the risks associated with air quality at our Hannibal and Davenport cement operations. Currently, data is only available for our cement plants due to current permitting and regulatory requirements not encompassing Summit's other operations as of 2022. As part of Summit's Climate Change and ESG 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 and going into 2023, company-wide plant infrastructure and efficiency updates will continue and include air management systems.

TABLE 3. 2022 Cement Operations Air Emissions by Pollutant

NOx	2,297
SOx	2,449
Particulate Matter (PM10)	314
Dioxins/Furans	2.24 lbs/year
Volatile Organic Compounds (VOCs)	336
Polycyclic Aromatic Hydrocarbons (PAHs)	0.005
Heavy Metals	102

³ https://archive.epa.gov/sectors/web/pdf/cement-sector-report.pdf

⁴According to the U.S. Energy Information Administration, in 2021, the average annual electricity consumption for a U.S. residential utility customer was 10,632 kilowatt hours (kWh), an average of about 886 kWh per month. https://www.eia.gov/tools/faqs/faq.php?id=97&t=3.

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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 in 2021 for our 2020 operations. 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. Currently, Summit has some operations that are powered by fuel generators. The first step in our energy efficiency effort involves beginning to convert our diesel-powered stationery operations to line power so that energy can be eventually converted to renewables. In 2022, where feasible we have upgraded from diesel fuel generators to line power. Summit is dedicated to undertaking this effort and finding ways to be an industry innovator. Summit is focused on changing its energy consumption practices to utilize more renewable and alternative sources especially because our energy consumption impacts our GHG emissions as well.

TABLE 4. 2022 Energy Consumption

Total Energy Consumption	7,380,257 GJ
Energy Supplied By Grid ¹	17.80%

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

GREEN AMERICA RECYCLING

Our subsidiary Green America Recycling (GAR) is a key component to sourcing, securing, and implementing our alternative fuel usage. For more than three decades, Green America Recycling 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 plants 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.



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 intermodals 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's non-hazardous waste facility in Davenport, lowa can accept a wide variety of waste materials. This includes, but is not limited to: paper, wood, plastic organic liquids, and rolled film material. Acceptable waste methods include: roll-offs, van bales, bulk trucks and belt trailers.

Our processing facilities operate 24 hours a day, seven days a week. Deliveries are typically accepted Monday through Friday and delivery times are established in accordance with a pre-arranged scheduling, including the flexibility of "drop and swap". GAR operates a fully capable waste fuel laboratory, offering on-site analytical services to meet facility processing and regulatory analytical requirements.

To learn more about the GAR, please see the Continental Cement and Green America Recycling Report.



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.

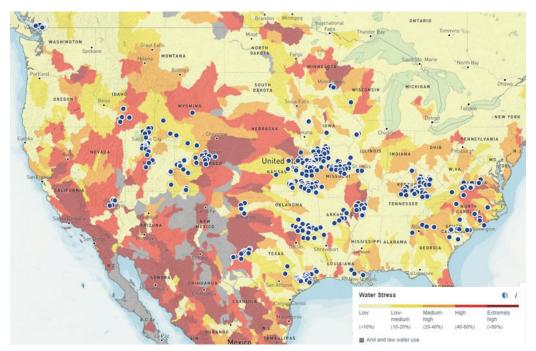
WATER MANAGEMENT AND MONITORING

Utility water withdrawals at Summit are managed by invoice and/or usage tracking. Summit tracks the baseline water stress at all operating locations. Baseline water stress as defined by the WRI measures the ratio of total water withdrawals to available renewable surface and groundwater supplies. These ratios are 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 1,496 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 began to undertake initiatives which would install water metering systems across our water stressed areas of 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.

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 totaled to 23.6% of Summit's total water withdrawn.⁴



12% (57 locations) Operate In Water Stressed Areas

Those under High (40% – 80%) or Extremely High (>80%) water stress as defined by WRI^{1,2}

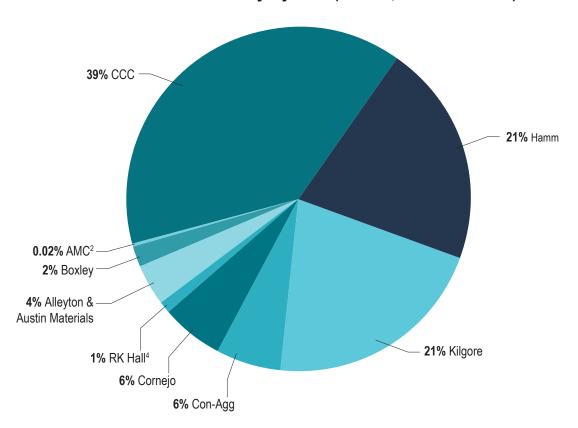
23.6% Total Freshwater Withdrawal

Based on available utility data – from water stressed areas³

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FIGURE 4. 2022 Water Summary By Site (% total, k cubic meters)^{1,2,3,4}



- [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.
- [4] RK Hall utility water usage is only available from October December 2022. In 2023, annual utility water usage will be provided.

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).



Wash Water Stabilization

While companies are establishing a baseline of current water consumption, operational improvements can start to be implemented, including wash water stabilization. With this technique, water used to wash equipment is recycled and used multiple times to cut down on the total water drawn at a given location. In addition to the reduction in water used, there can be up to a 13-minute average reduction per truck in end-of-day wash out time, and up to a 50% reduction in chipping costs – saving water, time and money.



Load & Go Truck Wash Systems

Finding ways to reduce water consumption in routine, everyday operations can be key to achieving sustainability goals. To that end, organizations may want to install Load and Go Ready Mix Truck Wash systems at operations sites. These automatic power washes for trucks can thoroughly clean equipment before it leaves a site while using a minimal amount of water. This type of technology is a water management tool as well as a safety feature.



Closed-Loop Systems

At Summit, we have developed and implemented water conservation programs and closed-loop water systems across our operations sites. These recycling measures are based on water that is reused many times to perform similar tasks, including washing vehicles, washing rock products, dust suppression and more. We can also use recycled water in our concrete production process. These projects not only save water use in daily operations, but produce cost savings by reducing non-productive time at the end of the day.

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BOXLEY CASE STUDY

WATER CONSERVATION

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.

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.

Asphal

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.



PARTING WITH PLASTIC: H₂O PROJECT SAVES 15,500 BOTTLES ANNUALLY

The team at Summit subsidiary HAMM Inc. recognized they were using approximately one pallet worth of plastic water bottles every month and a half, or roughly 15,500 bottles of water per year. They also used three bags of ice per day in the summer and one bag per day in the winter, adding up to approximately 520 bags per year.

In an effort to reduce waste and plastic consumption, the team installed a filtered water machine to replace the pallets of bottled water. They also installed an ice machine to eliminate the need to buy individual bags of ice. There is now a bulk filling station at the ice machine and a hot and cold disperser in the office. The switch not only means thirsty employees now have immediate access to hot or cold water to keep them hydrated, but it also resulted in a cost savings of more than \$4,000 annually.

The project was led by Brett Mason, plant manager of HAMM's Lotawana quarry, based in Lake Lotawana, MO. In addition to other sustainability initiatives across the company, this effort highlights the ways in which everyone can play a role in protecting the environment, and how small changes can make a big impact.



"I believe what makes Summit unique is a dedication to social responsibility that permeates our business — from many of our front-line leaders to our mid-level managers to our leadership team," said Karli Anderson, Summit's chief environmental, social and governance officer.

The results of the water filtration project are a step in the right direction, given the damage disposable consumer plastics can have on the environment. According to nonprofit environmental organization Earth.org, plastics production increased 200% between 1952 and 2020, resulting in 300 million tons of plastic waste each year — 60% of which ends up in landfills or the natural environment.

The more than 60 million disposable plastic water bottles thrown away in the U.S. each day

are a significant contributor to environmental pollution, according to Pat Franklin, executive director of the nonprofit Container Recycling Institute.



"The price consumers are paying for the bottled water itself pales in comparison to the price they're paying for the environmental consequences of manufacturing, transport and disposal of the bottles," writes Franklin. "Transport and disposal of the bottles adds to the resources used, and water extraction — which is concentrated in communities where bottling plants are located — adds to the strain bottled water puts on our ecosystem."

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WASTE & HAZARDOUS MATERIALS MANAGEMENT

HAZARDOUS AND 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 operating 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 2022 – 4561 metric tons of cement kiln dust was generated at CCC in 2022. 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.

TABLE 5. 2022 Total Waste Generation and Recycling Summary

25,246 TONS

Methane Captured from Landfill & Sold¹

5,028 TONS

Cement Kiln Dust² 12,846 TONS

Recycled Materials (metals, paper, cardboard, plastics, mixed)⁴

10,190 GALLONS

Used Oil

674,695 TONS

Landfill/Municipal Solid Waste³

1,146

lires

367
Vehicle Batteries

[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] Provided by Hamm, Continental and RK Hall

[4] Recycled metals provided by Kilgore only



Since 2014, the Hamm Materials Recovery Facility (MRF) has been a trusted residential single-stream recycling partner for Lawrence, KS, and its surrounding communities. The state-of-the-art facility processes more than 12,000 gross tons of mixed recyclables every year and sorts them into

individual bales of paper, cardboard, plastics and metal cans. Those bales are then sold and used to create products people use every day: water bottles, aluminum beverage cans, milk jugs, bicycle frames, newspapers, park benches — even broom bristles.

Hamm's investment in the local economy with the MRF not only ensures a more sustainable future for eastern Kansas, but it also provides jobs and needed infrastructure to support our communities as they grow and prosper.

"Ultimately, the city wanted to be at the forefront and have a state-of-the-art facility at their beck and call because the citizens had the appetite for it," said Jeff Hamm, VP of ESG at Hamm. "It's a huge community involvement and the city of Lawrence has been fantastic to work with."

Advancing Environmental Sustainability Goals

The facility's environmental impact is significant. Nearly 99% of the materials that come through the door are ultimately recycled. In 2021, the facility processed 16,648 tons of recyclable materials, preventing over 57,000 tons of CO₂-equivalent greenhouse gases and removing the equivalent of 148,000 cars from the road. The roughly 6,900 tons of paper recycled saved more than 117,000 trees, and the plastics we recycled saved over 5,300 barrels of oil. The key to the MRF's success is our team. Hamm's commitment to safety and quality control is evident as soon as you enter the facility. The MRF team is continuously trained on safety, operations, sorting, quality control, and lean manufacturing processes which helps drive out waste and inefficiency.

Creating Space For Community Involvement

The MRF does not just process recyclable materials, it also provides a space for community involvement and education. As part of Summit and Hamm's commitment to transparency, we regularly host tour groups to experience the facility and learn more about what we do — one of the only MRFs in the country to offer tours. Every year, 300-500 local students, business leaders, and community members visit the MRF to learn about recycling and other sustainability initiatives such as pollinator projects and Wildlife Habitat Council (WHC) programs.

"This really is an engagement tool for the community," Hamm said. "We think it's very important not only to get our youth involved, but also community leaders and community members."

Hamm and Summit are focused on creating a better tomorrow for not only the citizens of Lawrence, but for all the local communities where we operate. From the state-of-the-art equipment in the MRF to our safety-focused teams, we have the processes in place to produce high-quality recycled materials and reduce the amount of recovered materials that end up in the landfill. That is our mission and our passion, and we know that by working together, we can achieve our shared goals of protecting the environment and making life better for the entire community.

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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.

WILDLIFF 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 2022, 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.

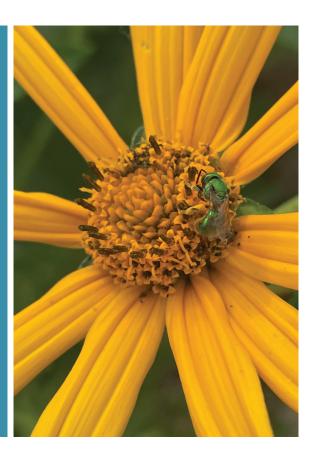


TABLE 6. WHC Certified sites

Certified Gold Certified Corneio Wildlife Alleyton **Austin Materials Hamm Sanitary** Resources Landfill Project Hays Quarry Texas Texas **Cox Station Quarry Con-Agg Native Davenport Plant Wildlife Mainland Sand and Gravel** Plant Garden **Restoration Areas** British Columbia, Canada Missouri

Cornejo Wildlife Project and Hamm Sanitary Landfill Achieve Gold Status

The Cornejo Wildlife Project and the Hamm Sanitary Landfill have met the criteria for WHC Conservation Certification Gold Tier. The achievement recognizes the specific efforts of the company's program and its commitment to conservation.

Bee Sanctuary Benefits Local Community and the Environment

For the past six years or so, Cox Honeyland of Utah — a multigenerational honey farm — has been housing some of their bees on the Kilgore site near Logan, Utah. The bees are located in a reclaimed area of the site where they are far away from employees and other people. This sanctuary helps to not only ensure the safety of employees and others on site, but it also allows the bees to live undisturbed.

The bees only spend the spring and summer months at the Kilgore site. Around October, the farm's owner packs them up and takes them to California and other areas where they spend the winter pollinating avocado trees and other crops. In this way, the environmental impact of the project extends far beyond the Kilgore site.

"One thing this partnership has highlighted from a sustainability standpoint is that two worlds can collide and we can make this work," Lee Ware, Environmental Director at Kilgore said. "This is one of those instances where we have the land and space to do something that benefits not only the local community but also the environment."

The Kilgore team is working to plant more native vegetation in the area to further support the bee colonies.

Kilgore welcomed the bees with open arms and provided the land at no cost to the honey farm. To thank Kilgore for their support, Cox Honeyland offers up several cases of their honey each year. That honey is then distributed to Kilgore employees as a token of appreciation for all their hard work.

First opened in 1929, Cox Honeyland is a staple in the local community, and it was important to the Kilgore team to support such an iconic institution. In fact, many of the people that work on the site are locals who are already familiar with Cox honey and its importance to the community.

Summit Materials is committed to forming partnerships with the local communities where we operate to advance sustainability programs and protect the environment.

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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.



Northwest Aggregates, a division of Kilgore received the 2022 Jack Starner Award for "Outstanding Reclamation Success."



2022 Virginia Statewide Mineral Mining Reclamation Award

In 2022, the Virginia Department of Energy and the Virginia Transportation Construction Alliance (VTCA) recognized the Boxley Blue Ridge quarry reclamation project as one of the best in the state. This endeavor involved Boxley's ongoing best practice of reclaiming overburden or spoil piles created when accessing new stone reserves. Exceeding Virginia Energy Department standards for safety, stability, environmental responsibility, and appearance, the reclamation included engineering proper slopes for safety and stability, planting premium seed mix to create an attractive vegetative cover for soil stabilization, and benching the slopes to channel stormwater runoff into the quarry pit. The quarry operation meets 100% of its water production needs from captured rain and storm water which is recycled for stone washing and dust suppression.



PRODUCT INNOVATION ACROSS SUMMIT OPERATIONS

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 towards with pilot programs, as well as industry and university partnerships.

INNOVATION PARTNERSHIPS/PILOT PROGRAMS/UNIVERSITY PROJECTS

Wash Water Stabilization

Summit has completed both a pilot and full implementation of a Wash Water Stabilization project across our sites. This project was designed to save water use on our daily operations. This project has been 100% implemented in our Ready-Mix business. With this technique, water used to wash equipment is recycled and used multiple times to cut down on the total water drawn at a given location. In addition to the reduction in water used, there can be up to a 13-minute average reduction per truck in end-of-day wash out time, and up to a 50% reduction in chipping costs – saving water, time and money.

Carbon Cure

Summit is actively piloting CarbonCure's sustainable concrete technology. CarbonCure injects a precise dosage of carbon dioxide (CO₂) into concrete during mixing, where the CO₂ undergoes a chemical reaction and converts into a mineral. This CO₂ mineralization process improves the concrete's performance and compressive strength, enabling the reduction of cementitious content in mix designs and carbon footprint reductions. In 2021, Summit piloted this technology at two of our operations, Con-Agg Companies in Columbia, Missouri and Allied Concrete in Houston, Texas. Summit completed the pilot phase in 2021 and in 2022 we added Carbon Cure to 4 plants in Texas and 7 in Utah.



247,478 LBS

Of CO, Injected



43,338
TRUCKLOADS
Delivered with CarbonCure
Concrete



393,676
YD3
Of Concrete Made with CarbonCure



2,358
ACRES
Of U.S. Forest Absorbing
CO, For A Year

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.

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Portland Limestone Cement

Demand for cement and concrete is expected to grow in the coming years, with the global market for ready-mix concrete alone projected to reach \$569 billion by 2026.1 Meeting that demand while achieving environmental sustainability goals will require innovation in both products and the processes we as an industry use to create building materials. Summit and Continental is proud to do our part and we're excited to announce we have produced and tested a new low-carbon cement that could have a positive impact on reducing carbon emissions across the construction landscape.

Portland cement manufacturers have developed a modified formulation of their most important product to respond to growing calls for reducing embodied carbon associated with construction. Portland limestone cement (PLC) is a blended cement with a higher limestone content, which results in a product that works the same, and performs the same, but with a reduction in carbon footprint of 10% on average.

The Innovation: 20% Portland Limestone Cement

Continental Cement recently produced and tested a 20% Portland Limestone Cement (PLC) — the lowest carbon PLC to date — as part of a collaborative research project with the Minnesota Department of Transportation (MnDOT) and the National Road Research Alliance project. The new product, known as Type IL(20), features less clinker than other types of traditional cement while achieving performance characteristics required for construction. Clinker is where most of the CO2 is contained in cement products. So, by increasing the limestone content to 20%, there is less clinker, and therefore fewer carbon emissions

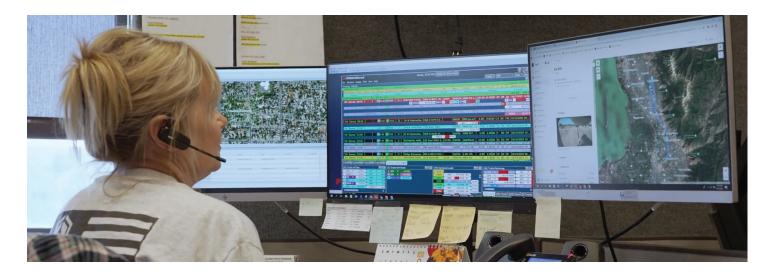
PLC formulations with 5-15% limestone have already been approved for use in all major specifications and are available on the market today. But this was one of the first field applications to test a PLC with limestone content above 15%. It took a major commitment from Continental Cement to participate in the project as they had to convert a plant for an entire day to supply the necessary materials.

"This project demonstrates our commitment and is a great opportunity for the industry," said Nicolas Marks, Senior Technical Director at Continental Cement. "We'll learn a lot from this project and develop pathways to improve further our sustainability and product performance."

Although the test was conducted in partnership with the Minnesota Department of Transportation, PLC isn't limited to roadway applications. The product has the potential to be used for a wide range of applications including precast, cast in place, block manufacturing and more. Basically, anything you can use traditional cement for, you can use PLC, including those with higher limestone content.

The fact that this field test was conducted in Minnesota is not insignificant either. The state as a whole experiences some of the most extreme weather in the U.S. — hitting both a high of 104° F and a low of -50° F in 2021 alone. So, the extreme conditions provided a good testing site for a product that will hopefully be used across the country one day.





Samsara Most Sustainable Operations: Summit Materials

In 2022, Summit received the Connected Operations Award for Most Sustainable Operations. This award recognizes organizations that are leading the charge on building greener and cleaner operations.

RECYCLED MATERIALS

We recycled more than 12,800 tons of recycled materials including metals, plastics, paper, cardboard and mixed recycling in 2022. In 2022, we used over 330 retread tires.



CONCRETE

In 2022, Summit recycled more than **186,268 tons** of concrete. This includes returns, old roadways, and other material that is recrushed and reused or sold as blocks.

ASPHALT

Recycled Asphalt accounted for approximately 12% of our total asphalt production in 2022. For this process, we mill and reuse worn out road ways and roofing shingles.

ENVIRONMENT

RK Hall Uses EPDs to Increase Transparency and Advance Sustainability Goals

Summit Materials is not only committed to a comprehensive sustainability program, but also being transparent about how we advance our sustainability goals. That's why the team at RK Hall, a Summit subsidiary, took on the task of creating environmental product declarations (EPDs) for their line of hot mix asphalt products. By quantifying the carbon footprint of these products, the team hoped to potentially reduce waste and increase transparency and corporate responsibility.

CHALLENGE

SOLUTIONS

RESULTS

- The RK Hall team wanted a better way to measure and manage the environmental impact of their products and operations.
- The team also wanted to give customers more information so they can compare products and choose the option that best aligns with their needs.
- The team decided to create EPDs for their hot mix asphalt products.
- EPDs are objective reports used to communicate information about a product's potential environmental impacts, including the product's carbon footprint, sometimes referred to as the embodied carbon emissions of a product.
- Establishing EPDs required a coordinated effort across all plant sites, with many different team members participating in the process.

Data was collected and recorded from each site to measure the following:

- All utility usage, including water, electricity, fuel and waste at each plant
- Every material used in each mix design and the amount of each ingredient used, including: aggregate, oil, lime, fiber, anti-strip and reclaimed asphalt pavement (RAP)
- All supporting documentation, including: safety data sheets for each mix, haul tickets from every supplier for each material shipped to the plants, and graduations from each supplier

• All of RK Hall's hot mix designs at seven plant locations have EPDs, as of December 2022.

- RK Hall is the only asphalt pavement producer in the state of Texas to invest in the creation and publication of EPDs, as of December 2022.
- The EPDs are expected to provide the basis for government incentives under the Inflammation Reduction Act that will be awarded for mixes with lower embodied carbon emissions.
- The goal is to implement policies and procedures that will ensure EPDs are maintained, updated and expanded as needed at each location.
- RK Hall is also considering EPDs for their Concrete Division.

With this investment, RK Hall is now a leader in environmental responsibility. This is a testament to RK Hall and Summit's commitment to excellence.

- Joseph Shacat, Director, Sustainable Pavements



Continental Cement Company & Green America Recycling

At Continental Cement Company ("CCC" or "Continental"), a subsidiary of Summit Materials, cement is our business. We started making cement in Hannibal, MO, in 1903 and are the proud producers of quality cement that has been used in many iconic construction projects, like the Empire State Building and the Panama Canal. More recently, our cement has been used in the Minnesota Vikings' new football stadium, the St. Louis Cardinals' newest baseball stadium and the new Major League Soccer stadium for the St. Louis FC.

We have manufacturing facilities in Davenport, Iowa and Hannibal, Missouri and nine distribution terminals along the Mississippi River between Minneapolis, Minnesota and New Orleans, Louisiana.

At CCC, we highly prioritize safety. In fact, it's our core value. Our goal is to ensure that our employees go home safely each day, because they are foundational to our success. We are committed not only to the safety of our employees, but also to conducting business in an ethical manner. We are committed to manufacturing cement in a sustainable way and CCC is the proud owner of Green America Recycling, LLC (GAR). Operating facilities adjacent to our plants in Hannibal and Davenport, GAR has been sustainably reusing waste materials for fuel in the cement manufacturing process for more than 30 years. In fact, Continental Cement's Hannibal, Missouri location is one of only 12 cement manufacturers permitted to handle federally-regulated hazardous liquid waste materials as a fuel source, and one of only two cement manufacturers permitted to handle federally-regulated solid hazardous waste materials.

The cement industry continues to explore new ways of producing cement in an environmentally responsible way. Since 1975, the U.S. cement industry has reduced its carbon dioxide emissions by 33 percent and reduced its energy consumption by as much as 37 percent.

CONTINENTAL CEMENT COMPANY & GREEN AMERICA RECYCLING 54 2022 ESG REPORT 5

CEMENT MANUFACTURING PROCESS



QUARRY

For its raw materials, cement manufacturing uses minerals containing the four essential elements for its creation: calcium, silicon, aluminum, and iron. Most plants rely on a nearby quarry for limestone. The most common combination of ingredients is limestone coupled with much smaller quantities of clay and sand. Other raw materials, such as mill scale, shale, bauxite and fly ash, are brought in from outside sources when necessary. Rock from the quarry and/or underground mine is transported to the primary crusher, where chair sized rocks are broken into pieces the size of baseballs. Some plants will use a secondary crusher, depending on process needs

PROPORTIONING BLENDING & RAW GRINDING

The raw materials are analyzed in real-time using cross-belt analyzers and in the plant laboratory, blended in the proper proportion, and then ground even finer. Plants grind the raw material with heavy, wheel-type rollers that crush the materials into powder against a rotating table. After grinding, the material is known as raw meal and is now ready for the preheater tower.





PREHEATER TOWER

The preheater tower supports a series of vertical cyclone chambers through which the raw meal passes on its way to the kiln. To save energy, modern cement plants preheat the meal before it enters the kiln. Rising more than 350 feet, hot gases exit from the kiln and clinker cooler combined with fuels such as ground coal, petcoke, natural gas, and recycled waste streams, heat the raw materials as they swirl through the cyclones.

KILN

Raw meal now enters the huge rotating furnace called a kiln. It's the heart of the cement making process – a horizontally sloped steel cylinder, lined with firebrick, turning approximately four revolutions per minute. The kiln is the world's largest piece of moving industrial equipment. From the preheater, the raw meal enters the kiln at the upper end. It slides and tumbles down the kiln through progressively hotter zones toward the flame. At the lower end of the kiln, fuels such as ground coal, petcoke and natural gas feed a flame that reaches 3400 degrees Fahrenheit – one third of the temperature of the sun's surface. Here, in the hottest part of the kiln, the raw meal reaches about 2700 degrees Fahrenheit and becomes partially molten. This intense heat triggers chemical and physical changes. Expressed at its simplest, the series of chemical reactions converts the calcium and silicon oxides into calcium silicates, cement's primary constituent. At the lower end of the kiln, the raw meal emerges as a new substance: red hot particles called clinker.





CLINKER COOLER

The clinker tumbles onto a grate system cooled by forced air. Once cooled the clinker is ready to be ground into the gray powder known as Portland cement. To save energy, heat recovered is recirculated back to the kiln and preheater tower.

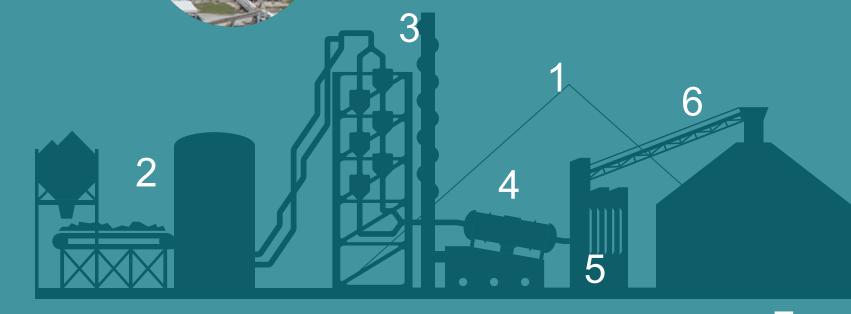
FINISH GRINDING

The clinker is ground in a ball mill – a horizontal steel tube filled with steel balls. A small amount of gypsum is added during final grinding to control the set as well as limestone and other mineral components to reduce the clinker content of cement. As the tube rotates, the steel balls tumble and crush the clinker into a super-fine powder. It can now be considered blended hydraulic cement also referred to as portland cement. The cement is so fine it will easily pass through a sieve that is fine enough to hold water



DISTRIBUTION From the grinding mills, the ce

From the grinding mills, the cement is conveyed to silos where it awaits shipment. Cement is shipped by trucks, rail, or barge.











CONTINENTAL CEMENT COMPANY & GREEN AMERICA RECYCLING 56 2022 ESG REPORT 57

WE ARE PURSUING EXISTING AND EMERGING TECHNOLOGIES TO ACHIEVE NET ZERO BY 2050

We have developed a long-term strategy to address our CO₂ emissions from our cement operations, as we believe this is a critical factor to combat climate change, we have established both 2030 and 2050 targets for each of the North Star Pillars, including carbon reduction.

In the interest of transparency, Summit has researched the quantum of the emissions impact that can be addressed using currently commercially available technology. We believe that approximately 25% of our 2020 baseline impacts can be addressed by 2030. We believe that 50-75% of those impacts can be addressed with currently available technologies by 2050. As an interim step, our plan is to address the balance of those impacts with market-based offsets and credits to achieve net zero by 2050. We believe this approach strikes the right balance of leveraging technologies available today, supporting the expansion of the low carbon economy, and ultimately adopting the best of breed technology to eliminate carbon emissions from our processes once such a solution is scalable.

Summit is eagerly exploring emerging technologies, with the goal to ultimately show a clear glide path towards a true net zero by 2050. This exploration includes the evaluation of new technologies such as carbon capture and sequestration and fuel switching.



PORTLAND CEMENT ASSOCIATION'S ("PCA") ROADMAP TO CARBON NEUTRALITY - PORTLAND LIMESTONE CEMENT

In October 2021, CCC joined an ambitious journey to achieving carbon neutrality across the cement and concrete value chain by signing onto the Portland Cement Association's ("PCA") Roadmap to Carbon Neutrality. In collaboration with PCA's other member companies and experts, the Roadmap demonstrates how the U.S. cement and concrete industry can collectively address climate change, decrease greenhouse gases and eliminate barriers that are restricting environmental progress. Given the significant role of cement in society and anticipated infrastructure development, it is critical that the industry comes together and acts now to create sustainable building solutions in the decades to come.

The PCA Roadmap focuses on a comprehensive range of reduction strategies for stakeholders to adopt across all phases of the material's life cycle, such as reducing CO₂ from the manufacturing process, decreasing combustion emissions by changing fuel sources and shifting toward increased use of renewable electricity.

Many of the solutions included in the PCA Roadmap are products, technologies and approaches that exist today – and by bringing together a variety of collaborators, PCA intends to ensure the adoption of these solutions on a broad scale. This will accomplish near-term benefits while constantly striving toward the long-term success of reaching carbon neutrality.

What is Portland Limestone Cement?

Portland cement manufacturers have developed a modified formulation of their most important product to respond to growing calls for reducing embodied carbon associated with construction. Portland-limestone cement (PLC) is a blended cement with a higher limestone content, which results in a product that works the same, and performs the same, but with a reduction in carbon footprint of 10% on average.

Producers know that replacing some of the clinker in Portland cement with ground limestone offers benefits, the most important being that it reduces the embodied CO_2 of the cement. Modifying a concrete mix design to replace higher carbon materials with lower carbon ingredients is an effective strategy to reduce its environmental footprint. Whereas the U.S. standard for portland cement allows for up to 5% of clinker to be replaced by limestone, the standard for blended cement allows for 5% to 15% limestone replacement in PLC (Type IL). The same clinker is used to make portland cement and portland-limestone cement, but there is less of it in PLC. And concrete mixes designed with PLCs are compatible with all supplementary cementing materials (SCMs), so when you substitute PLC for ordinary portland cement, you can continue to use all the other materials you use to make concrete for an even greater reduction in carbon footprint.



Other than water, concrete is the most-used material on the planet, representing about 50% of all manmade materials by mass. Due to the everyday use of concrete, small changes to its formulation can have dramatic effects on the construction industry's annual carbon footprint.

Use of limestone and binder materials when grinding clinker into the cement product provides a direct savings in CO₂ emissions. PLC cement is a new product that is being utilized by the cement industry to reduce CO₂ emissions. PLC cement includes up to 15% limestone in the finished product. The quality of the cement product is closely controlled to ensure that all quality standards are met. For each ton of material that replaces a ton of clinker, Continental Cement saves nearly one ton of CO₂ emissions.



CONTINENTAL CEMENT COMPANY & GREEN AMERICA RECYCLING 58 2022 ESG REPORT 58

2022 PLC PROGRESS AT CONTINENTAL

Continental Cement recently produced and tested a 20% Portland Limestone Cement (PLC) — the lowest carbon PLC to date — as part of a collaborative research project with the <u>Minnesota Department of Transportation (MnDOT)</u> and the <u>National Road Research Alliance project</u>. The new product, known as Type IL(20), features less clinker than other types of traditional cement while achieving performance characteristics required for construction. Clinker is where most of the CO₂ is contained in cement products. So, by increasing the limestone content to 20%, there is less clinker, and therefore <u>fewer carbon emissions</u>.

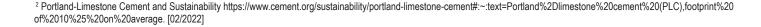
PLC formulations with 5-15% limestone have already been approved for use in all major specifications and are available on the market today. But this was one of the first field applications to test a PLC with limestone content above 15%. It took a major commitment from Continental Cement to participate in the project as they had to convert a plant for an entire day to supply the necessary materials.

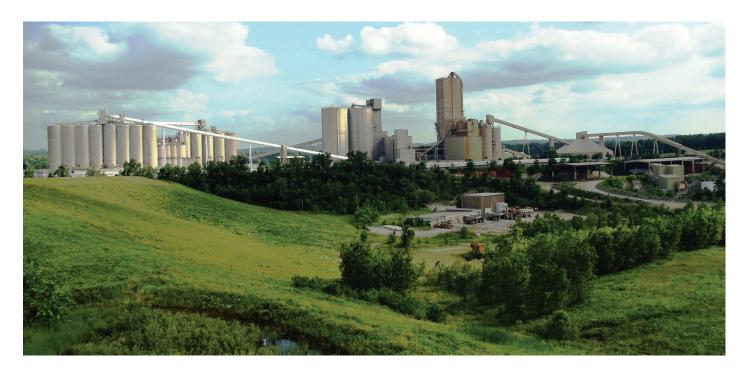
"This project demonstrates our commitment and is a great opportunity for the industry," said Nicolas Marks, Senior Technical Director at Continental Cement. "We'll learn a lot from this project and develop pathways to improve further our sustainability and product performance."

Although the test was conducted in partnership with the Minnesota Department of Transportation, PLC isn't limited to roadway applications. The product has the potential to be used for a wide range of applications including precast, cast in place, block manufacturing and more. Basically, anything you can use traditional cement for, you can use PLC, including those with higher limestone content.

The fact that this field test was conducted in Minnesota is not insignificant either. The state as a whole experiences some of the most extreme weather in the U.S. — hitting both <u>a high of 104° F</u> and <u>a low of -50° F</u> in 2021 alone. So, the extreme conditions provided a good testing site for a product that will hopefully be used across the country one day.







The opportunity: A more sustainable future

What makes this innovation so exciting is that the new formulation of PLC could one day become the go-to cement for construction projects across the country — with the expected benefit of lower environmental impacts. However, it may take a while to get there. Before the product can be used in new construction, it must first be approved by a number of regulatory bodies and organizations. Changing building standards can be a slow process, but it's one Summit is excited to be a part of as we work with stakeholders to communicate the value of this product in pushing the construction industry toward fewer carbon emissions.

The industry will also need to make progress on the production side. Cement plants already producing 5-15% PLC should be able to transition to the new formulation rather quickly, which would help accelerate widespread adoption of the product.

However long it takes for IL(20) to gain acceptance, Summit and Continental Cement plan to be here for the long haul. We believe that innovations like these are the future of the building materials industry and represent an exciting step forward toward our environmental sustainability goals.

CEMENT COE 2022 PLC CONVERSION INITIATIVE

1,560,691

Tons Delivered

CO₂ SAVINGS

133,875

Tons of direct CO² savings**

CONTINENTAL CEMENT COMPANY & GREEN AMERICA RECYCLING 60 2022 ESG REPORT

INNOVATIVE CEMENT STORAGE FACILITY

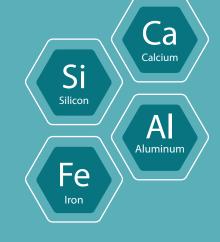
To further make our operations as efficient as possible, the Davenport Plant has begun construction of a cement storage dome and will be fully operational in March 2023. Once completed the dome will provide significant additional storage, allowing Continental Cement to largely replace previously used winter storage barges. It results in a safer and more efficient operation at Davenport, IA and will improve Continental Cement's ability to serve its customers.

"The investment by Summit Materials of approximately \$30 million in the largest cement storage dome in North America, represents a strong vote of confidence in Continental Cement and a commitment to sustained operations and investment in the State of Iowa," commented David Loomes, President of Continental Cement. "We are proud to have partnered with several of our customers in using our low carbon cement ("PLC") in the concrete mixes that form part of the dome. As a clear leader in our industry, Continental Cement became the first US cement producer to switch all production to PLC – this is consistent with our commitment to Sustainability and the path to Carbon neutrality."



Alternative Raw Materials

Continental Cement utilizes alternative raw materials that include silica, alumina, iron, and calcium to replace natural raw materials that are mined. Materials such as flyash, slag, and catalyst provide a circular economy solution to beneficially reuse these materials instead of landfilling each as a waste. Carbon emissions from mining and off-site disposal are also reduced through use of alternative raw materials in the cement process.



88.5%

Of the power for the Davenport plan came from renewable electricity.

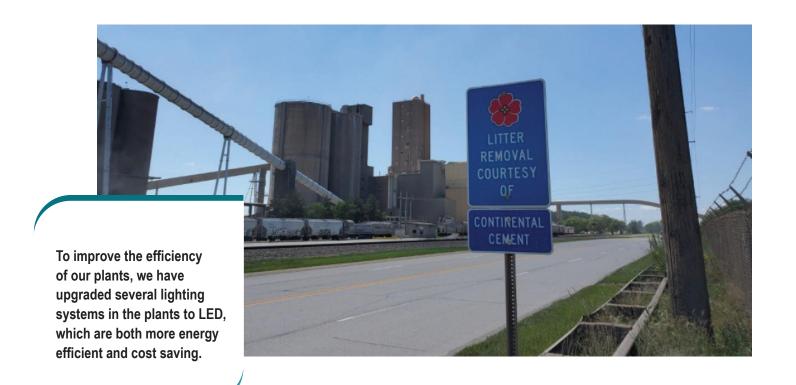
De-Carbonizing of Electricity

Cement plants require large amounts of electricity to grind raw materials and clinker in the manufacturing process. Obtaining renewable electricity from the power provider results in significant reductions in CO₂ emissions for society. In 2022, MidAmerican Energy provided 88.5% of the power for the Davenport plant from renewable electricity. MidAmerican Energy is further investing in renewable energy, such as wind and solar generation, forecasting to reach their goal of providing 100% renewable energy.

Greener and Cleaner

Employees at the Davenport Plant continued their efforts in creating more natural environments around their locale during the spring and summer of 2022. In 2022 over 500 trees were planted. To ensure our operations are safe and clean, the Davenport plant has "Adopted" the Highway in front of the plant and cleans up of the roadsides twice per year. Moreover, On August 22nd, Continental's Davenport Team joined lowa Stormwater Education Partnership's "22 on 22" monthly initiative where they asked people to pick up 22 pieces of litter on the 22nd of each month. Davenport's participation was focused on their Highway clean-up area through the State's Adopt a Highway program.





CONTINENTAL CEMENT WHC GOLD STATUS

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 2022, 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.

The Continental Cement Davenport Plant Wildlife Restoration Areas program has met the criteria for WHC Conservation Certification Gold Tier. The achievement recognizes the specific efforts of the Plant's program and its commitment to conservation.

CEMENT USE OF 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. On average, 38.2% of our cement plants' energy came from alternative fuel in 2022. Equating to the amount of power that an estimated 9.685 American homes use in one year.

Summit's cement alternative fuel rate is distinguishing in comparison to the average U.S. industry rate of 25%*. 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 2022, Summit embarked upon a further expansion of its Green America Recycling Facility to increase our future proportion of alternative fuels. In 2023 GAR operations will be expanded, allowing the plant to replace approximately 55% of its fossil fuel consumption with non-hazardous waste. This expansion is a crucial element of Continental Cement's Sustainability objectives and aligns with its Carbon Reduction Commitment and roadmap.

CONTINENTAL CEMENT COMPANY & GREEN AMERICA RECYCLING 62 2022 ESG REPORT 63

GREEN AMERICA RECYCLING

Portland cement manufacturers have developed a modified formulation of their most important product to respond to growing calls for reducing 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 plants 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.



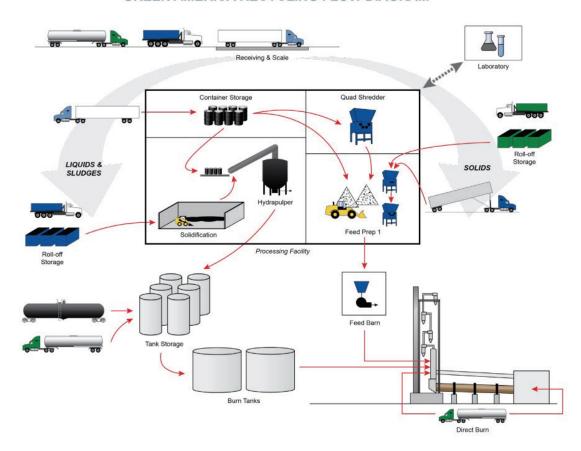
GAR's hazardous waste facility in Hannibal, Missouri can accept a wide variety of waste materials. This includes, but is not limited to: refinery still bottoms, paint solids, tars, solvents, degreasers, off-spec chemicals, dry powders and debris. Acceptable waste containers include: drums, end dumps, totes, roll-offs, sludge/vacuum boxes, tank trucks, cubic yard boxes and bags, rail intermodals 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's non-hazardous waste facility in Davenport, lowa can accept a wide variety of waste materials. This includes, but is not limited to: paper, wood, plastic organic liquids, and rolled film material. Acceptable waste methods include: roll-offs, van bales, bulk trucks and belt trailers.

Our processing facilities operate 24 hours a day, seven days a week. Deliveries are typically accepted Monday through Friday and delivery times are established in accordance with a prearranged scheduling, including the flexibility of "drop and swap". GAR operates a fully capable waste fuel laboratory, offering on-site analytical services to meet facility processing and regulatory analytical requirements.

We are expanding our Green America Recycling facility to increase our use of alternative fuels in cement production to further reduce greenhouse gas emissions. Here's how our process works:

GREEN AMERICA RECYCLING FLOW DIAGRAM



REGULATIONS

Operations and technical employees receive frequent training as required by **RCRA** (Resource Conservation and Recovery Act) and **MSHA** (Mine Safety and Health Administration). They also receive intensive emergency response training. As an extra precaution, vapor and particulate recovery systems are installed throughout the facility to control emissions.

Liquid Fuel Program

Liquid fuels are unloaded directly into one of six waste fuel blend tanks. A vapor balancing system is utilized between tanks and trucks during off-loading.

Dispersible Fuel Program

Acceptable materials for this program include, but are not limited to: sludge, tank bottom waste, centrifuge solids and waste water in roll-offs. These solids are blended with liquid fuels in the liquid receiver tank and are then pumped back to the fuel farm.

The dry solids program consists of off-loading, storage, material preparation for debris-like solids and monolithic drums, originating from both received bulk shipments and containerized debris in drums and boxes. Examples of acceptable materials include: rags, wood, and off-specification products, with limited free liquids.

WIND MILL BLADES AS AN ALTERNATIVE FUEL / RAW MATERIAL

Not only does Continental Cement provide cement for the base of a wind blade tower, but through Green America Recycling, the end-of-life wind blades are circularly reused as raw material and fuel in the cement production process. Beneficially reusing the old windmill blades as an alternative fuel avoids greenhouse gas emissions at landfills and incinerators as well as decreasing the amount of land required to landfill the windmill blades.





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SOCIAL

Stakeholder engagement, strategic community investment, and local content strategies are critical to being a partner of choice and securing and maintaining our 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 we operate in. Positive working relationships and partnerships allow us to operate in a productive manner and create long-term value.

Our Three North Star principles were developed through a company-wide strategic assessment, and include:



WORKFORCE HEALTH AND SAFETY

Safety is a core value, but more than that it is who we are. We are disciplined in our approach and measure our progress daily. We benchmark ourselves against best practices both within the construction materials space and in the broader industrial industry to drive continuous improvement.

SAFETY CENTERS OF EXCELLENCE

Summit is focused on driving value in the long term through innovation and adapting to changing conditions. A Center of Excellence (COE) is a team built to address this need. We've established a Safety COE to drive continuous improvement of our safety practices throughout our business to foster a culture of zero harm by executing the safety fundamentals through process standardization, leveraging technology, and utilizing leading indicators to improve safety performance.

Safety COE Process

- Analyze Hazards/Risk
- Develop pipeline projects that will benefit from standardization and improve safety performance
- Implement & Measure
- Improve/Enhance



5S: SAFETY IN STANDARDIZATION

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



Our workplace organization tool, 5S (sort, simplify, sweep/shine, standardize, sustain), includes procedures and processes to ensure that our work environments are clean, organized, and safety hazards are eliminated.

This standardization process is about keeping workplaces, vehicles, offices, scale houses, all surfaces, warehouses, shops, and locations tidy, organized, and clean. This is no small task and requires daily focus from all employees. 5S and cleanliness has been paramount in protecting our employees and customers. Safety is multi-faceted, and we understand more than ever that 5S contributes to keeping us safe, more productive, and in an overall better work environment.

Every Summit facility receives a quarterly 5S score to foster continuous feedback for improvements.

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Watch, Think, Focus Repeat Chips - Don't Gamble With Safety

Summit's first Safety COE initiative launched in 2021 was a digital risk assessment program encouraging employees to Watch, Think, Focus and Repeat (WTFR). It included the distribution of WTFR challenge chips to all employees. The Company asked all employees to carry the chip with them at work each day as a reminder to Watch, THINK, Focus, Repeat in every task they perform each day. In 2023, we are further expanding the program with gold and silver chips that can be earned based on safety performance achievements. Risk assessments are performed for:



- Non-routine tasks (a task you haven't performed in the last 30 days)
- Tasks that are "new" to you or anyone in your group completing the task
- Tasks involving Lock Out Tag Out Try Out (LOTOTO), the use of fall protection, confined space, or lifting & rigging
- Tasks involving repairs that aren't considered "daily maintenance"

THINK Forms



THINK forms provide our employees with the level of protection that goes beyond "compliance" and helps achieve ZERO incidents. By utilizing the expertise of those closest to the risk, we can control the risks and eliminate incidents.

THINK forms are completed when:

- New task for individual or anyone on the team that may be assisting with the task
- Non-routine task (task hasn't been completed in 30 days)
- Plant maintenance or repairs
- Any task involving LOTOTO, fall protection, lifting/rigging, confined space

23,176 THINK FORMS
WERE COMPLETED

OUR RECORDABLE INCIDENT RATE

IMPROVED 22% VS. 2021

THINK	THINK EDIT/ENTRY SCREEN								
EMPLOYEES PAR	TICIPATING IN RISK ASSESSMENT								
NAME (FIRST AND LAST)									
NAME OF REVIEWER									
REVIEWER COMMENTS									

See Something Stop Say or Do Something is a process where employees speak up if they see a hazard that needs to be fixed or improved, which reduces risks and eliminates hazards. Additionally, employees can use the form to report Near Misses and safety concerns. We've improved the process by creating a digital form that can be used on any electronic device.

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Congratulations to our Georgia Stone Products - Jefferson Quarry, Broad River Quarry, and Forsyth Sand Plant for No MSHA Reportable Incidents in 2022!





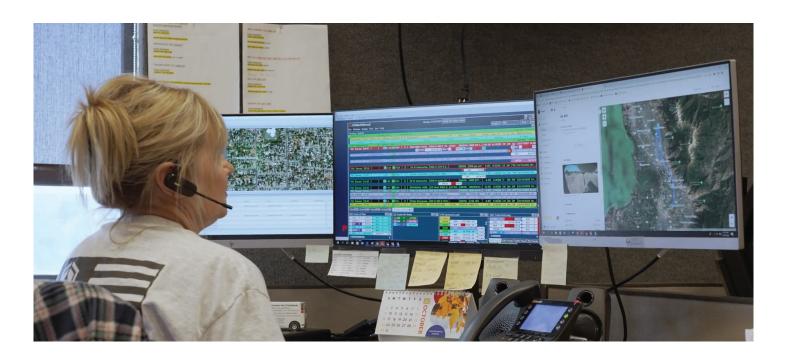
Safety Refreshers

Safety is a core value at Summit Materials. Over 2022, our companies have had refresher courses with the Mine Safety and Health Administration (MSHA). Our teammates have not only learned about different aspects of safety in mining but how to apply their knowledge to their daily tasks.









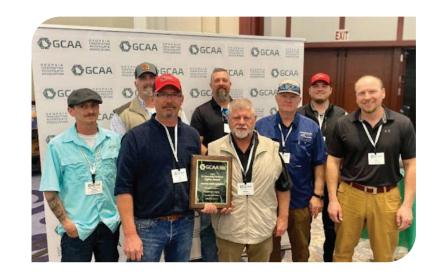
SAMSARA

Samsara is a third-party fleet safety and fuel consumption tracking device for transport vehicles. In 2021, this system was placed in all company-owned vehicles to understand not only safety performance but also our fuel consumption, emissions and active versus idle time across all Summit operations.

The Samsara system has been integrated into all of our Summit-owned over the road vehicles. This system improves our driving behaviors and allows us to coach drivers if the system detects distracted driving, harsh braking, acceleration, turning, following too close, or speeding. It also allows us to reward good driving behaviors. Samsara also captures our Elog information for DOT compliance. With the help of the Samsara and our Smith System Driver training we have decreased the number of safety related driving incidents company wide.

CON-AGG SAFETY AWARD

In 2022, Con-Agg, our operation in Columbia, MO was awarded the Missouri Limestone Producers Association's (MLPH) Hillenkamp-Rush Meritorious Safety Award, which is given to only one company in Missouri each year and is based on the company's safety record.



2022 ESG REPORT



SAFETY AWARD 2022 WINNER



Congratulations to the Hannibal Green America Recycling Team for winning our 2022 Elevate Summit Safety Award! Outstanding collaborative team effort to improve safety, environmental compliance, and efficiency demonstrating our #1 company value of safety by significantly improving fire protection and prevention at the Hannibal facility.

Here are some of their many accomplishments:

- Formed the Fire Protection and Prevention Team in 2022 Q2 and all team members attended the ANSUL Fire
- Increased fire suppression system testing
- Improved incoming material sampling procedures including loader treads/bucket inspections and drum handing
- Updated emergency response equipment and created an emergency response trailer with all PPE and equipment for mobile, easy access.
- Implemented a 3 layer protection procedure for problem drum identification
- Implemented stricter safety & compliance standards for incoming material acceptance resulting in >1000 rejected shipments

CONGRATULATIONS TO THE FOLLOWING HONORABLE MENTIONS:



Continental Cement Terminal Lid Lifters



Continental Cement Port Allen Load Out Tower



South Region Sawyer Chip Plant Upgrade

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, 15 sites across our companies were recently awarded the National Asphalt Pavement Association's (NAPA's) 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 2022 Diamond Achievement Commendation recipients included the following locations:



Plant 002 Amarillo Plant 003 Denison Plant 005 DeQueen

Plant 007 Paris

Plant 006 Texarkana

Plant 008 Mt. Pleasant

- Plant 009 Greenville Plant 010 Astec Portable
- Plant 011 Astec Portable Plant 013 Astec Portable
- Plant 102 Astec Portable

CORNEJO

Plant 3 Wichita



Lynchburg Plant Salem Plant

TABLE 7. 2022 Summit Employee Health & Safety Summary



11,882,530 Total EmployeeHours Worked



65,053,420 Distance Traveled (Miles)



0.88 Total recordable incident rate (TRIR)



Near miss frequency rate (NMFR) for contract Employees²



Near miss frequency rate (NMFR) for full-time Employees1

^[1] Employees, have added a field to check if it was a contractor

^[2] Currently, Summit does not track NMFR for contract employees, however contract employee incidents are tracked on-site and recorded.

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OUR PEOPLE

Our commitment to the health and safety of our people and communities is foundational to our success. We believe strong employee engagement helps foster a culture of innovation and creative decision making, allowing us to identify new solutions to creating long-term value.

Summit's focus in 2022 included examining our performance related to diversity, equity and inclusion, employee engagement, pay equity, talent acquisition, recruitment and retention practices. Creating an inclusive culture is not only a core value, but is fundamental to our success and is a continuous journey.

As we advance our Elevate Strategy, we are developing specific goals to address our social impact and a road map to achieving them.

OUR LONG-TERM SOCIAL IMPACT GOALS

Ensuring Employees and their communities are valued and can thrive.

	BASELINE	2030 TARGETS	2050 TARGETS
Employee Turnover (by percentage)	45%	30%	20%
Employee base reflects communities for Diversity, Equity & Inclusion (match % diversity) ¹	-	60%	90%
Employee Engagement (by percentage) ²	73% °	75%	80%

^[1] Baseline diversity will be published at a later date. All targets were approved by Summit's Board of Directors in November 2021.

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. 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 now 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. In 2022, we had about 7% of eligible employees participating in the program.

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.

TABLE 8. 2022 EEO-1 Data

	Ulone	nic or						Non-Hisp	panic or Latino						
	Lat			Male				Female							
JOB CATEGORIES	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	OVERALL TOTALS
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
TOTAL	538	350	2135	178	12	12	37	40	1231	204	32	9	21	32	4828

^[2] Employee engagement was based on a self-selected group of employees in 2021.

^[3] Summit expects a wider range of employee feedback in future assessments, but in the interest of transparency we are disclosing 2022 results here as we did not have sufficient data for a baseline in 2020.

2022 ESG REPORT

A FOCUS ON 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.



AVERAGE CONTRIBUTION



PARTICIPATION RATE



70.85% **ENROLLMENT**



LIVE ONLINE **HEALTH VISITS**

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 under-served 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



metrics that reinforce

support sustainment

for SLT and Regional

Leadership teams on unconscious bias training

leadership accountability Invest in governance

structure(s) and policies to

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

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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.

I enjoyed our first module of the Leadership Expedition. I had three big takeaways. First, reflecting on the areas that I am doing well as a manager and as a leader, but where I can work to grow in both areas to be a more effective team member for Peak Ready Mix. Also, I really appreciated the reminder of the "unconscious bias"; it's easy to forget something we are not always aware of and remembering that unconscious bias can greatly affect our decision making. Lastly, I look forward to using the VIVID tool when receiving communication from my teammates. Stepping back and asking what the "sender" needs from me, can guide conversations to the point and direct me to where I can help.

- Front Line Manager From Kilgore Construction

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 #3

Set goals for diverse sourcing and candidate pools.

Goal #2

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

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.

LABOR MANAGEMENT

COMPLIANCE WITH EMPLOYEE REGULATIONS

As of December 31, 2022, we employed approximately 4,800 employees. 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 2026 and 2027. 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.

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COMMUNITY ENGAGEMENT

PROACTIVE COMMUNITY ENGAGEMENT

We actively engage with our stakeholders, including the communities where we operate, which includes the communities where we operate. We engage by listening, learning, sharing and receiving constructive feedback and comments regarding our operations. Summit embraces the uniqueness of each of our operating companies by recognizing their culture and establishing local partnerships with their respective communities. Our commitments are demonstrated through varied efforts across our geographical reach, with each operating 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.

HAMM

Hamm has partnered with Lawrence Public Schools to provide students a chance put their greenhouse to use. Students working with native pollinators grown in greenhouses are then able to plant these pollinators on our reclaimed sites. This partnership allows the students to monitor the pollinators in setting outside of the greenhouse and allows us to continue to increase the number of native pollinators at our reclamation sites.

The Pollinator Education project aims to increase the knowledge and awareness of the importance of pollinators in our society. The lessons cover the threats to pollinators such as pesticide use, habitat loss, deforestation, and the importance of planting native. The education program also focuses on the Monarch butterfly, with participants learning about monarch migration, the importance of milkweed to monarch caterpillars, and the Monarch life and breeding cycles. By using the Pollinator Habitat as the foundation for our knowledge sharing, we are able to show real life examples of how to select native plants, why host plants are crucial, how to create your own native plant garden at home and demonstrate the attraction of pollinators to plants that meet their needs for foraging, shelter, and breeding.





SUMMIT FINANCE GROUP AND CORNEJO & SONS

Summit's Finance Group organized a couple of volunteer opportunities at the Kansas Food Bank and invited the Cornejo team to join them. In one day they packed over 400 heart healthy boxes to be shipped out to those in need in their local community!

MAINLAND

Employees and members of the Sumas Mountain community were invited to Cox Quarry for a tour and lunch. Young and old had a great time decorating hard hats, exploring static equipment, touring the quarry, and watching a blast, all while enjoying a delicious lunch. The event was a great opportunity to connect with the community, share the important work we do at Cox Quarry, and inspire the next generation to explore opportunities in mining.





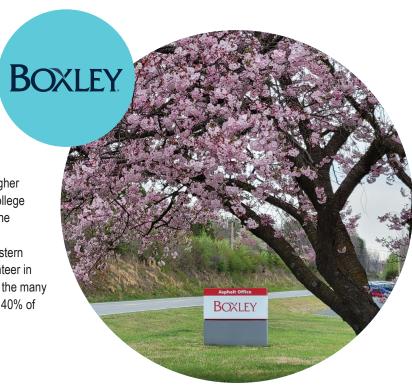
NATIONAL DAY FOR TRUTH & RECONCILIATION

On September 30th, 2022, Mainland Construction Materials partnered with the Williams family of the Sumas First Nation to continue the work started at the William's Eco Garden on last year's National Day for Truth and Reconciliation. In 2021, Mainland planted 215 native food bearing shrubs and trees and in 2022 Mainland planted another 215 native shrubs and trees.

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STEM EDUCATION & COMMUNITY WORKFORCE DEVELOPMENT INITIATIVES COMMUNITY COLLEGE ACCESS PROGRAM

Working to help break the cycle of poverty through access to higher education, Boxley has committed \$10,000 to the Community College Access Program (CCAP). This public/private partnership pays the cost of tuition for underserved high school graduates, including support for workforce credentials, for three years at Virginia Western Community College. All CCAP participants are required to volunteer in their community each semester, as a way of saying "Thanks" to the many public and private donors who have invested in their education. 40% of current enrollees are pursuing STEM-related degrees and 85% of graduates remain in the area.



ADDRESSING FOOD INSECURITY

Last year, employees focused volunteer efforts toward addressing food insecurity caused by high inflation and the lingering effects of COVID. The annual employee Thanksgiving food drive collected 338 items and \$160.00 in monetary donations that were distributed to community food banks. Boxley Support Center employees spent the year volunteering with Food 4 Kids at nearby Montvale Elementary School, delivering grocery bags of food to at-risk children and their families and conducting a Peanut Butter drive.



BOXLEY LOCAL FIRE & EMS TOURS

Upholding a long-standing tradition, in 2022 Boxley resumed annual tours for the local fire and EMS personnel servicing various locations.

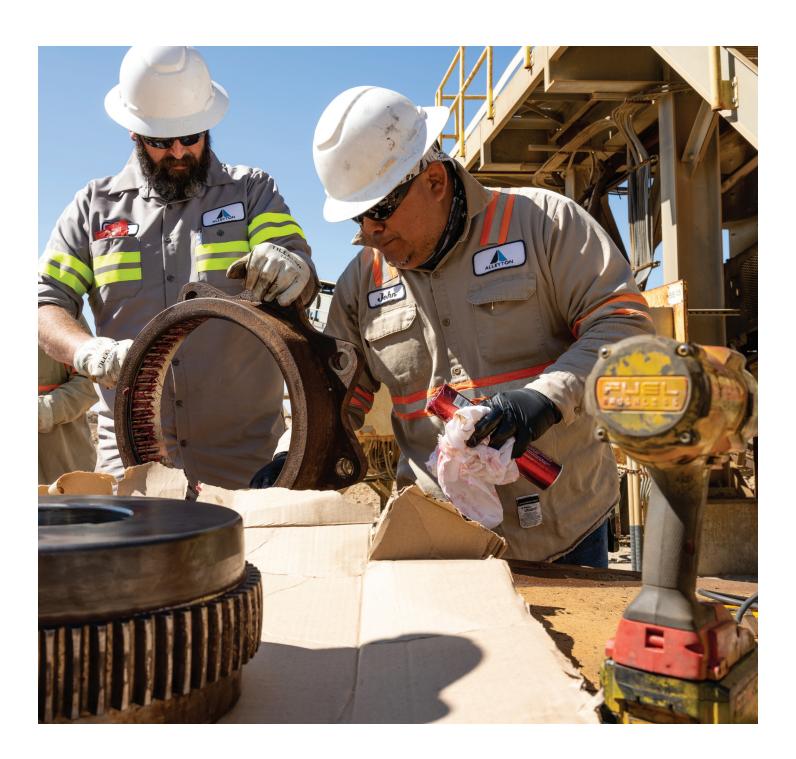
The purpose of the visits and tours is, first and foremost, safety—for our employees and the first responders. Keeping rescue personnel familiar with our property layouts and procedures equips them, so they are aware of any hazards they could encounter should we ever need their assistance with an emergency on-site.

Throughout the tour, safety aspects get brought to the forefront, but we also take the opportunity to educate the crew members about our industry and what we do daily. Finally,

to close out, we like to provide a meal and present them with Boxley's annual donation.

"We've been doing this for many years. It's a great opportunity for us to get to know some of our local first responders and provide insight into our operation."

- Cline Dooley, Area Manager



STRATEGIC COMMUNITY INVESTMENT AND 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. Plus, 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.

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SASB Metrics 2022

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	RESPONSE/REPORT SECTION
	Gross global Scope 1 emissions, percentage covered under emissions- limiting regulations	Quantitative	Metric tons (t) CO ₂ -e, Percentage (%)	EM-CM - 110a.1	1.88M MT CO ₂ e, 87.69%
Greenhouse Gas Emissions	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions,emissions reduction targets, and an analysis of performance against those targets	Discussion and Analysis	N/A	EM-CM - 110a.2	Summit has developed specific 2030 and 2050 emissions reduction targets and strategies. That process is discussed in Greenhouse Gas (GHG) Emissions
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	Metric tons (t)	EM-CM - 120a.1	 NOx – 2297 Tons SOx – 2449 Tons PM10 – 314 Tons Dioxins/furans – 2.24 lbs/year VOC's – 336 Tons PAH's – 0.005 Heavy metals – 102 Tons

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	RESPONSE/REPORT SECTION
Energy Management	 Total energy consumed Percentage grid electricity Percentage alternative Percentage renewable 	Quantitative	Gigajoules (GJ), Percentage (%)	EM-CM - 130a.1	 7.38 M GJ 17.80% Not collected in 2022 Not collected in 2022 Summit will be expanding the data collection and use of alternative and renewable energy sources.
Water Management	 Total fresh water withdrawn Percentage recycled Percentage in regions with High or Extremely High Baseline Water Stress 	Quantitative	Thousand cubic meters (m³), Percentage (%)	EM-CM - 140a.1	 1,496 k cubic meter (utility only) Not collected in 2022. Water metering in stressed water areas has begun in 2022. 23.6%
Waste Management	Amount of waste generated, percentage hazardous, percentage recycled	Quantitative	Metric tons (t), Percentage (%)	EM-CM - 150a.1	5,028 (t) of Cement Kiln Dust waste Other waste types not collected in 2022
Biodiversity Impacts	Description of environmental management policies and practices for active sites	Discussion and Analysis	N/A	EM-CM - 160a.1	Summit's environmental policies and practices for active sites are summarized in 8 Land Use and Reclamation
	Terrestrial acreage disturbed, percentage of impacted area restored	Quantitative	Acres (ac), Percentage (%)	EM-CM - 160a.2	14,442 (ac)

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TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	RESPONSE/REPORT SECTION
Workforce Health & Safety	 Total recordable incident rate (TRIR) Near miss frequency rate (NMFR) for (a) full-time employees and (b) contract employees 	Quantitative	Thousand cubic meters (m³), Percentage (%)	EM-CM - 140a.1	0.88 2a. Not collected in 2022. Summit began collecting NMFR in 2022. 2b. Summit did not collect contract employee safety data in 2022. Summit began collecting contract employee incidents in 2022. In 2023 we will expand reporting to include a NMFR.
	Number of reported cases of silicosis	Quantitative	Number	EM-CM - 320a.2	0 cases of silicosis reported
Product Innovation	Percentage of products that qualify for credits in sustainable building design and construction certifications	Quantitative	Percentage (%) by annual sales revenue	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	Reporting currency, Percentage (%)	EM-CM - 410a.2	Total addressable market – Lightweight Aggregates \$49.5M Addressable market share – 16.7%
Pricing Integrity & Transparency Greenhouse Gas Emissons	Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing, and antitrust activities	Quantitative	Reporting currency	EM-CM - 520a.1	None for the fiscal year 2022.

TABLE 1. Scope 1 and Scope 2 GHG Emissions (MT CO₂e)^{1,2,3,4}

	2022		2021	
Tonnes CO ₂ e	Scope 1	Scope 2	Scope 1	Scope 2
Total	1.87M	0.26M	1.89M	0.31M

^[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. Cement Operations Air Emissions by Pollutant

	2022	2021
NOx	2,297	2,237
SOx	2,449	1,730
Particulate Matter (PM10)	314	304
Dioxins/Furans	2.24 lbs/year	2.38 lbs/year
Volatile Organic Compounds (VOCs)	336	355
Polycyclic Aromatic Hydrocarbons (PAHs)	0.005	0.01
Heavy Metals	102	104

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TABLE 3. Energy Consumption

	2022	2021
Total Energy Consumption (GJ)	7,380,257	8,585,602
Energy Supplied By Grid¹(%)	17.80	17.73

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

FIGURE 4. Water Summary By Site

	2022	2021
ccc	39%	29%
Kilgore	21%	23%
Mainland ¹	-	-
Hamm	21%	12%
Con-Agg	6%	12%
Cornejo	6%	3%
RK Hall ⁴	1%4	10%
Alleyton & Austin Materials	4%	-
Boxley	2%	4%
AMC ²	0.02%	0%
TOTAL ^{2,3}		

^[1] Mainland has no data (Canada bills by well rights and usage is not tracked)

TABLE 5. Total Waste Generation and Recycling Summary

	2022	2021
Methane Captured from Landfill & Sold¹	25,246 Tons	10,649 Tons
Cement Kiln Dust²	5,028 Tons	2,531 Tons
Used Oil	10,190 Gallons	22,185 Gallons
Recycled Materials (Metals, paper, cardboard, plastics, mixed)	12,846 Tons	12,699 Tons
Landfill / Municipal Solid Waste ³	674,695 Tons	682,694 Tons
Number of Vehicle Batteries Recycled⁴	367	-
Number of Tires Recycled⁴	1,146	*
Vehicle Batteries & Tires Recycled		1,490 Tons

^[1] From Hamm landfill only, excludes Cornejo, Kilgore and Mainland landfills and two CCC material recovery facilities

TABLE 6. Summit Employee Health & Safety Summary

	2022	2021
Total Employee Hours Worked	11,882,530 Hours	12,761,669 Hours
Distance Travelled	65,053,420 Miles	90,689,509 Miles
Total recordable incident rate (TRIR)	0.88	1.14
Near miss frequency rate (NMFR) for fulltime Employees ¹	-	-
Near miss frequency rate (NMFR) for contract Employees ²	-	

^[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.

^{4]} RK Hall utility water usage is only available from October – December 2022. In 2023, annual utility water usage will be provided.

^[2] Provided by CCC's Davenport location only, with remaining CKD added back into production

^[3] Provided by Hamm, Continental and RK Hall

^[4] Provided by Kilgore only

^[1] Employees, have added a field to check if it was a contractor [2] Currently, Summit does not track NMFR for contract employees, however contract employee incidents are tracked on-site and recorded.

