



2021
**ENVIRONMENTAL, SOCIAL
& GOVERNANCE REPORT**

OUR ROAD FORWARD



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 forward-looking statements are reasonable, the reader should not place undue reliance on these statements. Forward looking information is prepared as of January 1, 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 inability to achieve its Diversity, Equity and Inclusion initiatives and targets within the projected timelines or in the projected manner, the inability to reduce turnover at the desired levels and within the desired timelines, the inability to achieve targeted employee engagement levels within desired timelines, 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 and the factors discussed in the section entitled "Risk Factors" in Summit's Annual Report on Form 10-K for the fiscal year ended January 1, 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.

2021 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	CODE	RESPONSE/REPORT SECTION
Greenhouse Gas Emissions	<ul style="list-style-type: none"> Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations 	Quantitative	EM-CM-110a.1	Scope 1: <ul style="list-style-type: none"> 1.89 M MT CO₂e 84.51% Scope 2: <ul style="list-style-type: none"> 0.31 M MT CO₂e
	<ul style="list-style-type: none"> Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions Emissions reduction targets An analysis of performance against those targets 	Discussion & Analysis	EM-CM-110a.2	Summit 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: <ol style="list-style-type: none"> NOx (excluding N2O) SOx Particulate matter (PM10) Dioxins/furans Volatile organic compounds (VOCs) Polycyclic aromatic hydrocarbons (PAHs) Heavy metals 	Quantitative	EM-CM-120a.1	<ol style="list-style-type: none"> NOx - 2237.36 Tons SOx -1730.10 Tons PM10 - 303.57 Tons Dioxins/furans - 2.38 lbs/year VOC's - 354.69 Tons PAH's - 0.01 Heavy metals -103.81 Tons
Energy Management	<ol style="list-style-type: none"> Total energy consumed Percentage grid electricity Percentage alternative Percentage renewable 	Quantitative	EM-CM-130a.1	<ol style="list-style-type: none"> 8.56M GJ 18% Not collected in 2021 Not collected in 2021 In 2022, Summit will be expanding the data collection and use of alternative and renewable energy sources.
Water Management	<ol style="list-style-type: none"> Total fresh water withdrawn Percentage recycled Percentage in regions with high or extremely high baseline water stress 	Quantitative	EM-CM-140a.1	<ol style="list-style-type: none"> 2,007 k cubic meter (utility only) Not collected in 2021. Water metering to begin in 2022. 23.6%

TOPIC	ACCOUNTING METRIC	CATEGORY	CODE	RESPONSE/REPORT SECTION
Waste Management	<ul style="list-style-type: none"> Amount of waste generated Percentage hazardous Percentage recycled 	Quantitative	EM-CM-150a.1	<ul style="list-style-type: none"> 2,5317 (t) of Cement Kiln Dust waste Other waste types not collected in 2021
Biodiversity Impacts	Description of environmental management policies and practices for active sites	Discussion & Analysis	EM-CM-160a.1	Summit's environmental policies and practices for active sites are summarized in Land Use and Reclamation
	Terrestrial acreage disturbed, percentage of the impacted area restored	Quantitative	EM-CM-160a.2	17,220 (ac)
Workforce Health & Safety	<ol style="list-style-type: none"> Total recordable incident rate (TRIR) Near- miss frequency rate (NMFR) for <ol style="list-style-type: none"> Full-time employees Contract employees 	Quantitative	EM-CM-320a.1	<ol style="list-style-type: none"> 1.14 2a. Not collected in 2021. Summit began collecting NMFR in 2022. 2b. Summit did not collect contract employee safety data in 2021. Summit began collecting contract employee incidents in 2021. In 2022 we will expand reporting to include a NMFR.
	Number of reported cases of silicosis	Quantitative	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	EM-CM-410a.1	1.5%
	Total addressable market and share of market for products that reduce energy, water, and/or material impacts during usage and/or production	Quantitative	EM-CM-410a.2	Total addressable market – Lightweight Aggregates \$49.5M Addressable market share – 16.7%
Pricing Integrity & Transparency Greenhouse Gas Emissions	Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price-fixing, and anti-trust activities	Quantitative	EM-CM-520a.1	For the fiscal year 2021, Summit had no material losses related to litigation or to non-appealable regulatory decisions involving cartel activities, price-fixing or anti-trust activities

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.

These targets are subject to risks and opportunities. Summit acknowledges there may be challenges along the way that may impact the timing, process, or outcomes on these targets. However, we are committed to pursuing actions that can lead to positive change. Further details for each target are found in their respective North Star focus area section.



HUMAN/SOCIAL IMPACT

Ensuring Employees and their communities are valued and can thrive.

Summit employs approximately 5,500 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 in 2021 includes examining our performance related to diversity, equity and inclusion, employee engagement, pay equity, talent acquisition, and recruitment and retention practices.

2030 TARGETS

2050 TARGETS

30%

EMPLOYEE TURNOVER
(by percentage)

20%

EMPLOYEE TURNOVER
(by percentage)

60%

EMPLOYEE BASE
REFLECTS COMMUNITIES
FOR DIVERSITY, EQUITY
& INCLUSION
(match % diversity)

90%

EMPLOYEE BASE
REFLECTS COMMUNITIES
FOR DIVERSITY, EQUITY
& INCLUSION
(match % diversity)

75%

EMPLOYEE
ENGAGEMENT
(by percentage)

80%

EMPLOYEE
ENGAGEMENT
(by percentage)



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 the 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

2050 TARGETS

10%
FRESHWATER WITHDRAWN
(reduction by percentage)

25%
FRESHWATER WITHDRAWN
(reduction by percentage)

10%
LAND PRESERVED & CONVERTED
(by percent of total acres)

20%
LAND PRESERVED & CONVERTED
(by percent of total acres)

80%
WASTE DIVERTED
(MT, target by % of waste diverted)

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 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.

2030 TARGETS

2050 TARGETS

1.6 - 2.0
CO₂E EMITTED
(M MT CO₂e)

0.5 - 1.2
CO₂E EMITTED
(M MT CO₂e)
WITH OFFSETS TO GET TO NET ZERO

0.65
CEMENT EMISSIONS INTENSITY
(MT CO₂e/ mt produced)

0.25
CEMENT EMISSIONS INTENSITY
(MT CO₂e/ mt produced)
WITH OFFSETS TO GET TO NET ZERO

30%
RENEWABLE POWER
(by percentage)

100%
RENEWABLE POWER
(by percentage)

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A LETTER FROM OUR CEO



To Our Valued Stakeholders:

2021 was a pivotal year for Summit Materials. The Company developed and launched its Elevate Summit Strategy, a dynamic and aggressive plan designed to drive the Company's next phase of growth and value creation. The Elevate Summit Strategy was shaped by feedback from customers, investors, and other key stakeholders, and strategic execution is off to an encouraging start as Summit posted record financial performance and a 99.9% total shareholder return in 2021. With these results, we are either on track or have already achieved our Elevate Summit Strategy Horizon One targets.

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 our vision to be the most socially responsible, integrated construction materials solution provider. In 2021, the Company:

- Demonstrated year-over-year improvement in its recordable incident rate, continuing on its journey to a zero-harm culture,
- Formalized a dedicated ESG function,
- Published its 2020 baseline for water, waste and carbon emissions in a SASB-compliant report,
- Established specific 2030 and 2050 targets for social impact, land use and carbon emissions,
- Helped develop The Portland Cement Association's pledge to reach carbon neutrality in 2050, which we have signed, and
- Continued its focus on people through increased investment in talent acquisition and retention, employee engagement and diversity initiatives.

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

We developed our 2030 and 2050 targets by consulting with our stakeholders, and we believe our plan effectively balances near term quick wins with long term opportunities. This means leveraging commercially available approaches today, such as measuring and reducing our water usage, converting from diesel to line power, and leveraging telemetry to track and enhance fuel efficiency, while also piloting new technologies such as artificial intelligence and next generation concrete solutions.

In concert with this sustainability report, we also are publishing a 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 and executive team, 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. Today we are setting clear targets and objectives, and we plan keep you updated along the way with specific, measurable outcomes.

Sincerely,

A handwritten signature in black ink that reads "Anne P. Noonan". The signature is written in a cursive, flowing style.

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

ABOUT SUMMIT MATERIALS

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

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

MISSION

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

VISION

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

VALUES

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.

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, our North Star principles were developed through a company-wide strategic assessment. Those principles include:



HUMAN / SOCIAL IMPACT

Ensuring people and their communities are valued and can thrive.



LAND RECLAMATION

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



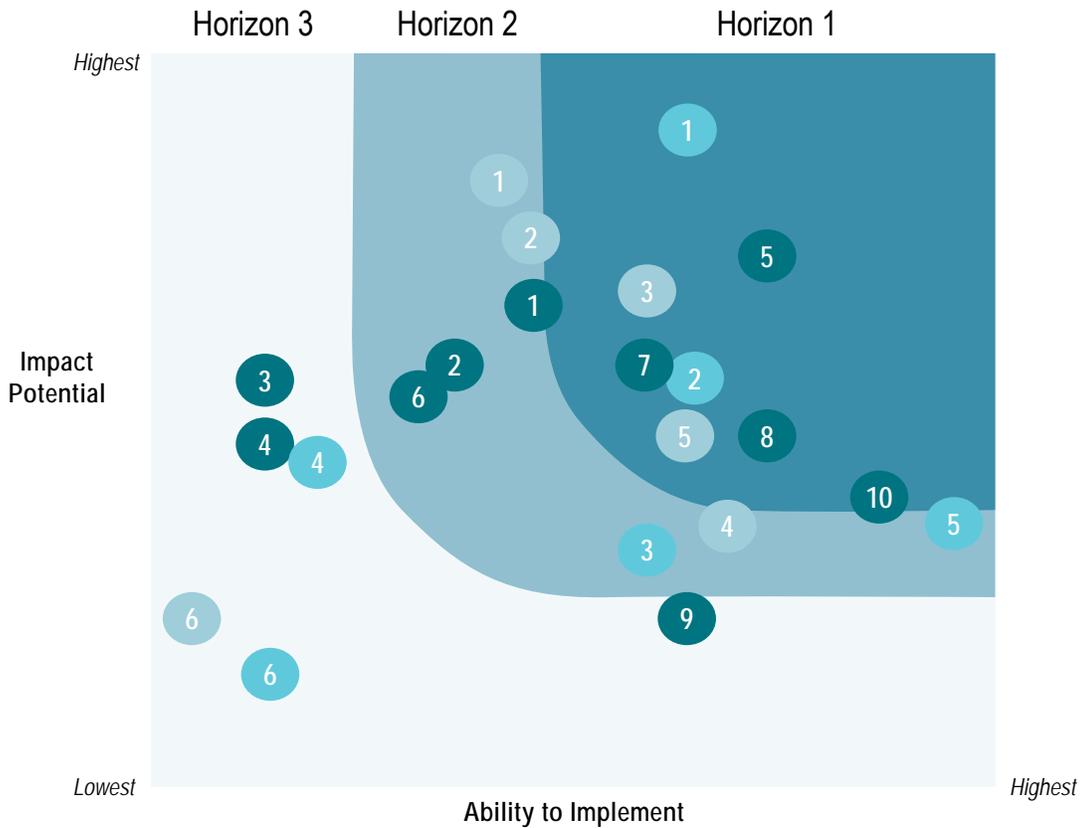
CARBON REDUCTION

Reducing CO₂ emissions to reach net zero by 2050.

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



HUMAN/ SOCIAL IMPACT

1. Talent acquisition & DEI strategy
2. Succession planning & leadership development
3. Financial management coaching
4. Comprehensive health & wellness benefits
5. Worker safety (*beyond current program*)
6. Employee recognition

CARBON REDUCTION

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

LAND RECLAMATION

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

 Indicates horizon 1 activity

SCOPE OF THIS REPORT

Summit's 2021 Environmental, Social and Governance (ESG) report is for the 2021 financial year (twelve months ending January 1, 2022).

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 2021.

Further information and analysis on Summit's operational results is detailed in Summit's [Annual Report on Form 10-K for the year ended January 1, 2022](#).

OPERATIONS & ASSETS

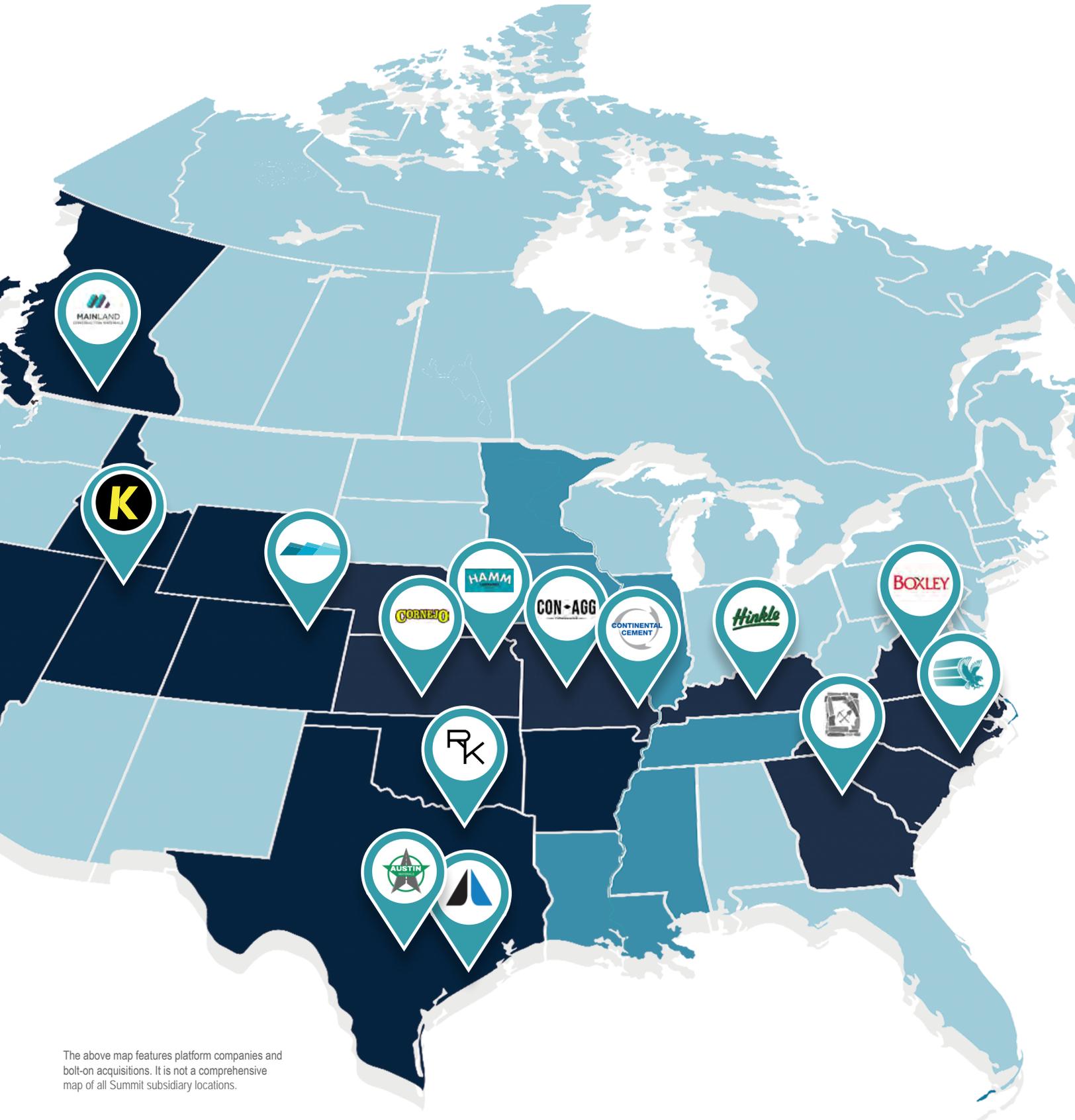
Our materials include aggregates, which we supply across the United States and in British Columbia, Canada, and cement, which we supply to surrounding states along the Mississippi River from Minnesota to Louisiana. In addition to supplying aggregates to customers, we use a portion of our materials internally 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 that, by volume, we are a top 10 aggregates supplier, a top 15 cement producer and a major producer of ready-mix concrete and asphalt paving mix. Our proven and probable aggregates reserves, and resources were 5.9 billion tons as of January 1, 2022. In the year ended January 1, 2022, we sold 64.2 million tons of aggregates, 2.4 million tons of cement, 5.8 million cubic yards of ready-mix concrete and 5.1 million tons of asphalt paving mix across our more than 400 sites and plants.

Table 1. Sales Volume by Major Product Line

Total Volume	Year ended	
	January 1, 2022	January 2, 2021
Aggregates (tons)	64,185	59,098
Cement (tons)	2,431	2,286
Ready-mix Concrete (cubic yards)	5,831	5,740
Asphalt (tons)	5,062	5,831

Figure 2. Locations



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



OUR SOCIAL RESPONSIBILITY PRIORITIES & APPROACH TO DISCLOSURE

As part of the Elevate Strategy, Summit defined its vision to become the most socially responsible vertically integrated construction materials solution provider. 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.

2021 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 2021, Summit made progress towards its vision of being the most socially responsible integrated construction materials solution provider, as evidenced by the following accomplishments:



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

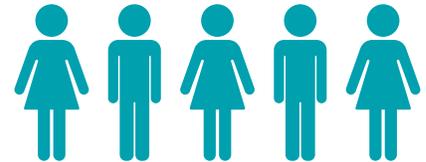
In 2021, our safety recordable incident rate **improved by approximately 9%** and our preventable vehicle incident rate **improved by approximately 33%** over 2020.



We established specific targets and strategies to address our impacts by 2030 and 2050, including a path towards net zero emissions by 2050.

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

- 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; and
- Partnered with universities investigating artificial intelligence solutions for ready-mix concrete optimization.



We achieved gender parity at the Board and executive officer level.



We captured methane at our landfill business in Kansas.



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.



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

To ensure our directors provide sound judgment and effective oversight on management's practices 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. Our current Directors represent a strong and diverse mix of senior operational and financial executives with materials, technology, supply chain and investor expertise.

Over 56% of our Board of Directors are female and over 60% 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:

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

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.

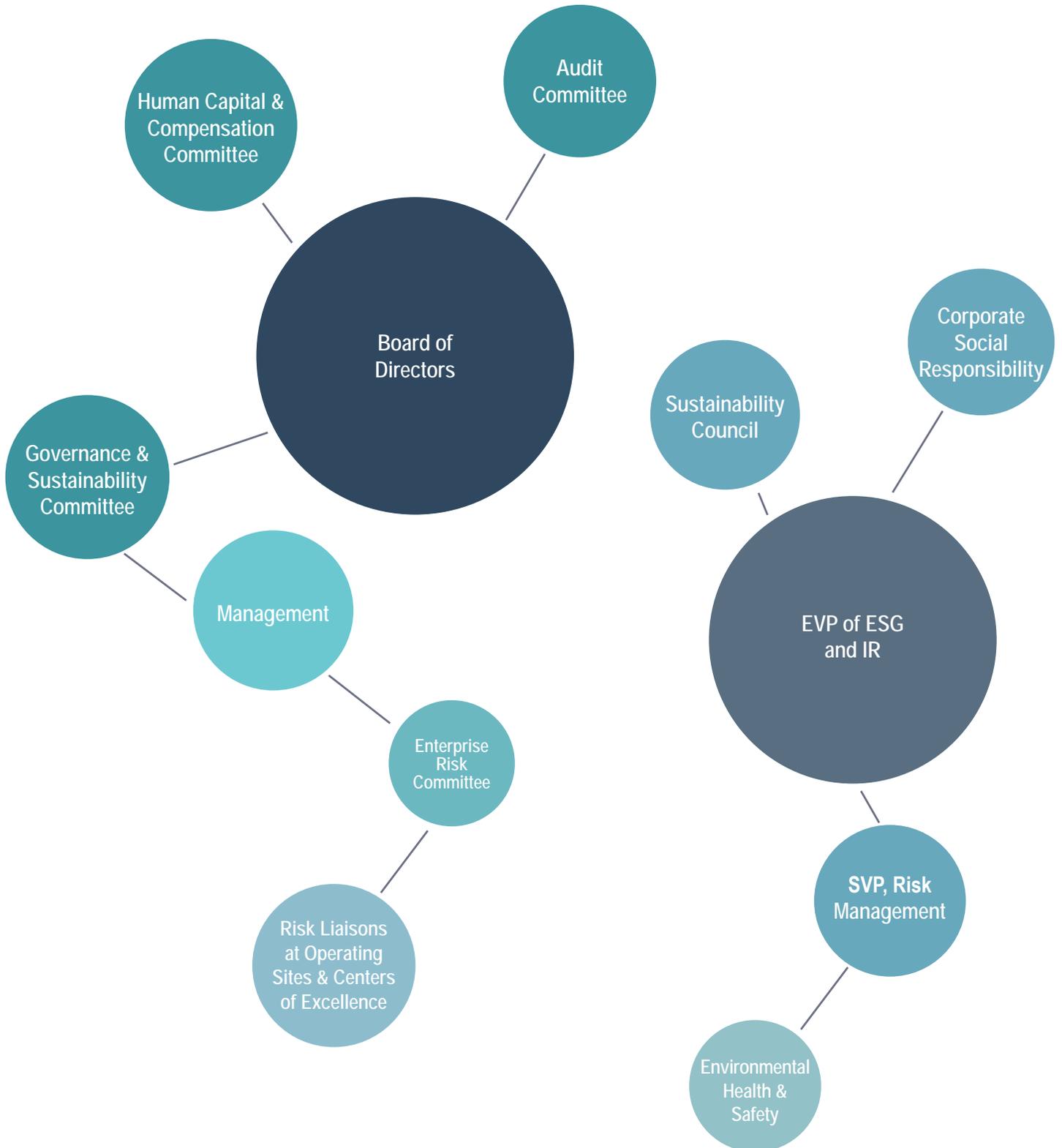
- [Corporate Governance Guidelines](#)
- [Governance and Sustainability Committee Charter](#)
- [Human Capital and Compensation Committee Charter](#)
- [Code of Vendor Conduct](#)
- [Audit Committee Charter](#)
- [Code of Business Conduct and Ethics](#)
- [Whistleblower Policy](#)



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



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 (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. 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 (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;
- Membership in the UN Global Compact;
- Recycling of hazardous waste, and use of such waste as an alternative fuel source to power the Company's 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; and
- Tracking and Managing the Company's water use, with a focus on areas of water scarcity.

The Chief Environmental Health, Safety and Governance Officer and Head of Investor Relations (EVP, ESG & IR) 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 & 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 include specific objectives for sustainability reporting, making progress on diversity, equity and inclusion initiatives, water monitoring, fuel economy, progress on renewable power conversion and increasing adoption of lower carbon Portland Limestone Cement (PLC).

Our ESG senior management team is composed of the Executive Vice President, Chief Environmental Health, Safety and Governance Officer and Head of Investor Relations, Senior Vice President, Risk Management and an Environmental, Social Governance Analyst. Establishing the Chief EVP, ESG & IR, 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 to this site leader. These local leads are supported by coordinators, technicians, contractors, and external consultants as needed.

Letter from Our Chief Environmental, Social & Governance Officer



To Our Valued Stakeholders:

As Executive Vice President of ESG and Head of Investor relations at Summit Materials, it's a privilege to lead our Company towards our vision of being the most socially responsible integrated construction materials service provider. That vision was formed through our continuous feedback loop of stakeholder engagement with our customers, community members, employees, and investors.

Many would agree that external stakeholder engagement is a best practice. However, 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 and Board.

Our team achieved many accomplishments over the last year, including:

- Publishing our SASB-compliant 2020 water, waste and CO₂ emissions baseline last October, and publishing our 2021 results less than 6 months later,
- Vetting and developing 2030 and 2050 targets for Human/Social Impact, Land Use, and Emissions,
- Developing an ESG roadmap to strategically position Summit to lead in social responsibility,
- Standardizing Environmental Health and Safety functions throughout our business, and
- Initiating strategic alliances and partnerships, and identifying sustainable innovation opportunities.

If you participated in Summit's Sustainability Council, one of our Wildlife Habitat Projects, or one of our strategic growth or operational excellence meetings, you would observe an enthusiasm for integrating socially responsible principles from our team members throughout the business. Projects that deliver both sustainability and economic benefits include:

- Installing telemetry to monitor and reduce our fleet fuel consumption and emissions,
- Converting our generator-powered assets to line power to facilitate the ultimate conversion to renewables,
- Installing water metering systems to track and reduce the precious water we consume, and
- Expanding of our Green America Recycling business and cement plant conversion towards Portland Limestone Cement.

Summit's social responsibility success owes a debt of gratitude to the commitment of our regional leaders and operational teams that not only champion these efforts—they make them happen. We have resourced a lean ESG function at the Summit support center level that succeeds due to the level of engagement from our operations, combined with executive and Board support. Summit has created an environment for sustainability success, and we look forward to continuing to update you on our journey.

Sincerely,

A handwritten signature in black ink that reads "Karli Anderson". The signature is fluid and cursive.

Karli Anderson
EVP, ESG & IR
Summit Materials, Inc.

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.

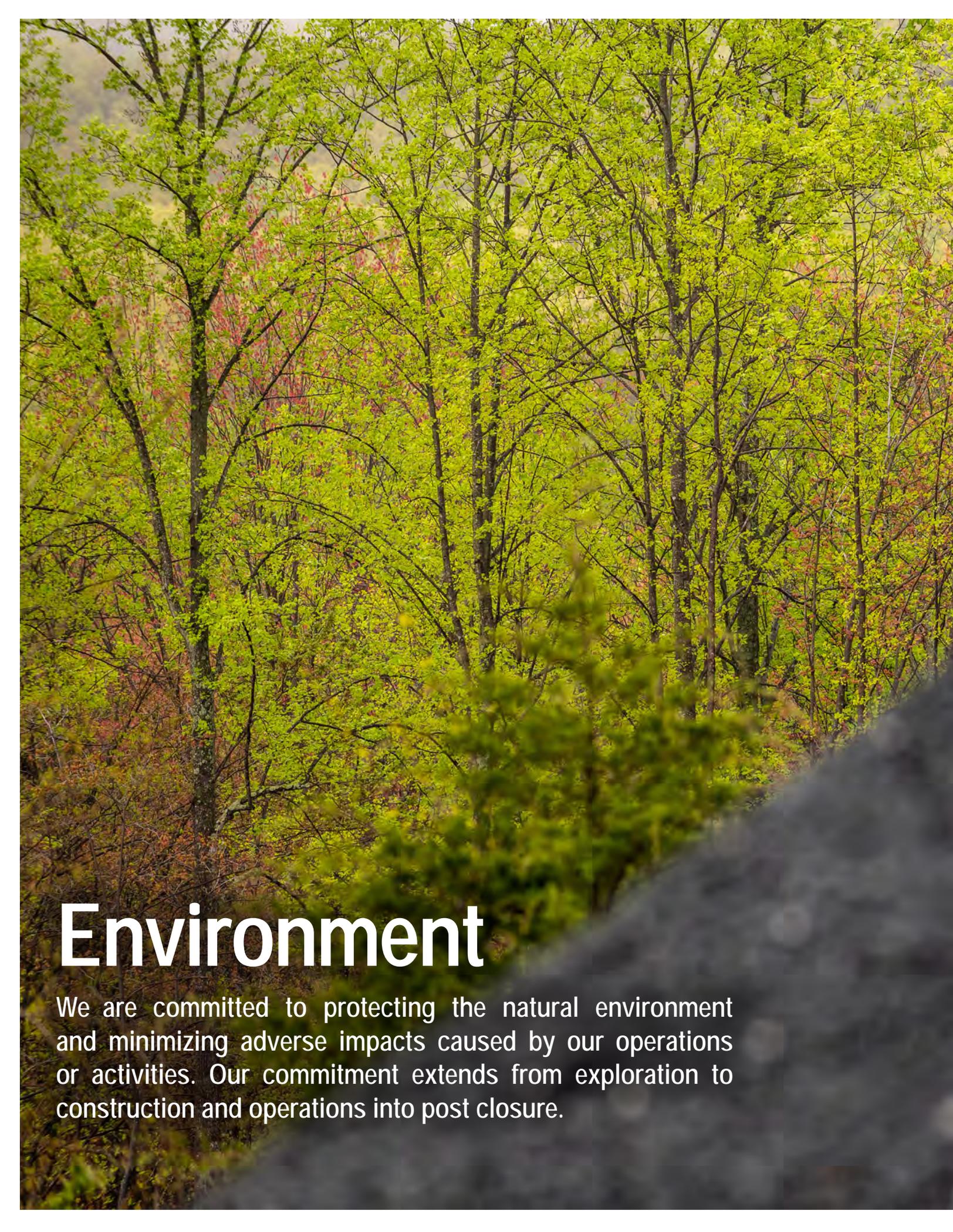
WHISTLEBLOWER POLICY

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

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

- (a) in writing to Summit Materials, Inc., Attn: Audit Committee, Chief Legal Officer, 1550 Wynkoop Street, 3rd Floor, Denver, Colorado, 80202;
- (b) by calling 1-855-688-1942 at any time; 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.



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.



9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



11 SUSTAINABLE CITIES
AND COMMUNITIES



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



13 CLIMATE
ACTION



15 LIFE
ON LAND



ENVIRONMENT

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

Our Approach

Summit has defined two of three North Star Pillars directly related to the environment and has established 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 as we strive for improvements in land use, and carbon emissions. These targets are subject to risks and opportunities. Summit acknowledges there may be challenges along the way that may impact the timing, process, or outcomes on these targets. However, we are committed to pursuing actions that can lead to positive change.



LAND RECLAMATION

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

2050 TARGETS

FRESHWATER WITHDRAWN <i>(reduction by percentage)</i>	10%	25%
LAND PRESERVED & CONVERTED <i>(by percent of total acres)</i>	10%	20%
WASTE DIVERTED <i>(MT, target by % of waste diverted)</i>	80%	100%



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 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.

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%

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



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.

General Regulatory Landscape

We actively manage the risks associated with air quality, water, biodiversity, land and non-GHG air emissions by ensuring we meet all regulatory limits 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 in the province of British Columbia (B.C.) Our operations and activities are regulated by both provincial and federal legislation. On a provincial level, the main pieces of legislation applicable to our mine sites are the *Environmental Assessment Act*, the *Mines Act and Health, Safety and Reclamation Code (HSRC)*, *Environmental Management Act*, *Water Sustainability Act and Regulation and Groundwater Protection Regulation*. We collaborate with the B.C. Regulators to execute regular inspections and audits.



GREENHOUSE GAS (GHG) EMISSIONS

GHC 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.

In April 2021, President Biden announced that the United States' Nationally Defined Contribution to the Paris Agreement will be an economy-wide reduction in greenhouse (GHG) emissions of 50-52% by 2030, relative to 2005 levels. In addition, in advance of the November 2021 Conference of the Parties 26 meeting in Glasgow, Scotland (COP26), the Biden administration released details on its strategy to achieve those targets. The COP26 meeting concluded with international consensus to further reduce GHG emissions, including through the elimination of certain fossil fuel subsidies. In conjunction with COP26, the United States and China also bilaterally agreed to cooperate on GHG emission reductions. Any resulting legislation or regulation has and potentially could include provisions for a "cap and trade" system of allowances and credits, among other provisions. The EPA promulgated a mandatory reporting rule covering GHG emissions from sources considered to be large emitters. The EPA has also promulgated a GHG emissions permitting rule, referred to as the "Tailoring Rule" which sets forth criteria for determining which facilities are required to obtain permits for GHG emissions pursuant to the U.S. Clean Air Act's Prevention of Significant Deterioration (PSD) and Title V operating permit programs. The U.S. Supreme Court ruled in June 2014 that the EPA exceeded its statutory authority in issuing the Tailoring Rule but upheld the Best Available Control Technology (BACT) requirements for GHGs emitted by sources already subject to PSD requirements for other pollutants. Our cement plants and one of our landfills hold Title V Permits. If future modifications to our facilities require PSD review for other pollutants, GHG BACT requirements may also be triggered, which could require significant additional costs.

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, 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.

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

1. **Samsara** – Samsara is a third-party 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.
2. **My Utility Cabinet (MUC)** - MUC is a third-party invoice tracking program for usage and cost of purchased electricity, natural gas, and municipal water withdrawals. This data will be tracked across the entire organization to drive enhanced energy efficiency across the business.
3. Champion efforts to **reduce the emissions** impact of cement production, including:
 - a. Expanding our Green America Recycling facility to increase our use of alternative fuels,
 - b. Commercializing and tracking adoption of Portland Limestone Cement (PLC),
 - c. Piloting and evaluating next generation low carbon concrete, and
 - d. Partnering with universities in artificial intelligence solutions for ready-mix concrete optimization.
4. Continuing to **capture methane** at our landfill business in Kansas and evaluate expansion of methane capture to our other landfills.

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 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.

2030 TARGETS

2050 TARGETS

M MT CO₂e EMITTED
(M MT CO₂e)

1.6 - 2.0

0.5 - 1.2
With offsets to get to net zero

CEMENT EMISSIONS INTENSITY
(MT CO₂e / mt produced)

0.65

0.25
With offsets to get to net zero

RENEWABLE POWER
(by percentage)

30%

100%

Table 2: 2021 Total Scope 1 and Scope 2 Emissions (MT CO₂e)^{1,2,3,4}

Tonnes CO ₂ e	Scope 1	Scope 2	Total
Total	1.89M	0.31M	2.24M

[1] Refrigerants (A/C refrigerant recharge estimated by mechanic for 22 Boxley locations) represent < 0.01% of total emissions, considered de minimis and are excluded

[2] Waste Processing includes recycling facilities and landfills

[3] Shop / Shared Equipment / Others includes shops, maintenance, administrative sites and any usage rolled up to Business level (e.g., shared / mobile equipment)

[4] Mixed Materials/Use includes sites where with multi-material operations (e.g., Aggregates and Asphalt or Asphalt and Construction)

CEMENT USE OF ALTERNATIVE FUELS

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, 39.8% of our cement plants' energy came from alternative energy sources in 2021, which is far above the

average U.S. cement industry rate of 25% from alternative sources.¹ The amount of renewably-sourced energy from our cement plants equates to the amount of power that an estimated 10,200 American homes use in one year.²

We have made advancements in recent years to accept more diverse materials, increase our alternative fuel percentages use, and divert thousands of pounds of waste from landfills. In 2021, Summit embarked upon a further expansion of its Green America Recycling Facility to increase our future proportion of alternative fuels in the production of cement. That expansion project is slated for completion in 2022.



AIR QUALITY

AIR QUALITY MONITORING & REPORTING

At Summit, we actively manage the risks associated with air quality and non-GHG air emissions by ensuring we meet all regulatory requirements at our 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 aggregate and ready-mix operations as of 2021. 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, company-wide plant infrastructure and efficiency updates will commence and include air management systems.

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

[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>.

Table 3. 2021 Air Emissions by Pollutant (Tons)

NOx	2237.36
SOx	1730.10
Particulate Matter (PM10)	303.57
Dioxins/Furans	2.38 lbs/year
Volatile Organic Compounds (VOCs)	354.69
Polycyclic Aromatic Hydrocarbons (PAHs)	0.01
Heavy Metals	103.81



ENERGY MANAGEMENT

ENERGY MANAGEMENT & EFFICIENCY

Our operating sites utilize energy for multiple activities: fuel (for both mobile vehicles and stationary combustion), electricity and explosives (for blasting). To better understand our energy needs and usage, a baselining activity was completed 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. In 2022, conversion to renewable energy will be a company-wide initiative. 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.

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.

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 plant in Hannibal, Missouri. GAR's full-service capability includes waste stream pre-qualification, unloading and processing of RCRA hazardous and non-hazardous solids and liquids.



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, Iowa 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](#).

Table 4: 2021 Energy Consumption

Total Energy Consumption	8,585,602 GJ
Energy Supplied By Grid ¹	17.73%

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



CONTINENTAL CEMENT COMPANY

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 and the St. Louis Cardinals’ newest baseball stadium.

We have two 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 is one of only 12 cement manufacturers permitted to handle federally-regulated hazardous waste materials as a fuel source, and one of only two cement manufacturers permitted to handle federally-regulated solid hazardous waste materials.

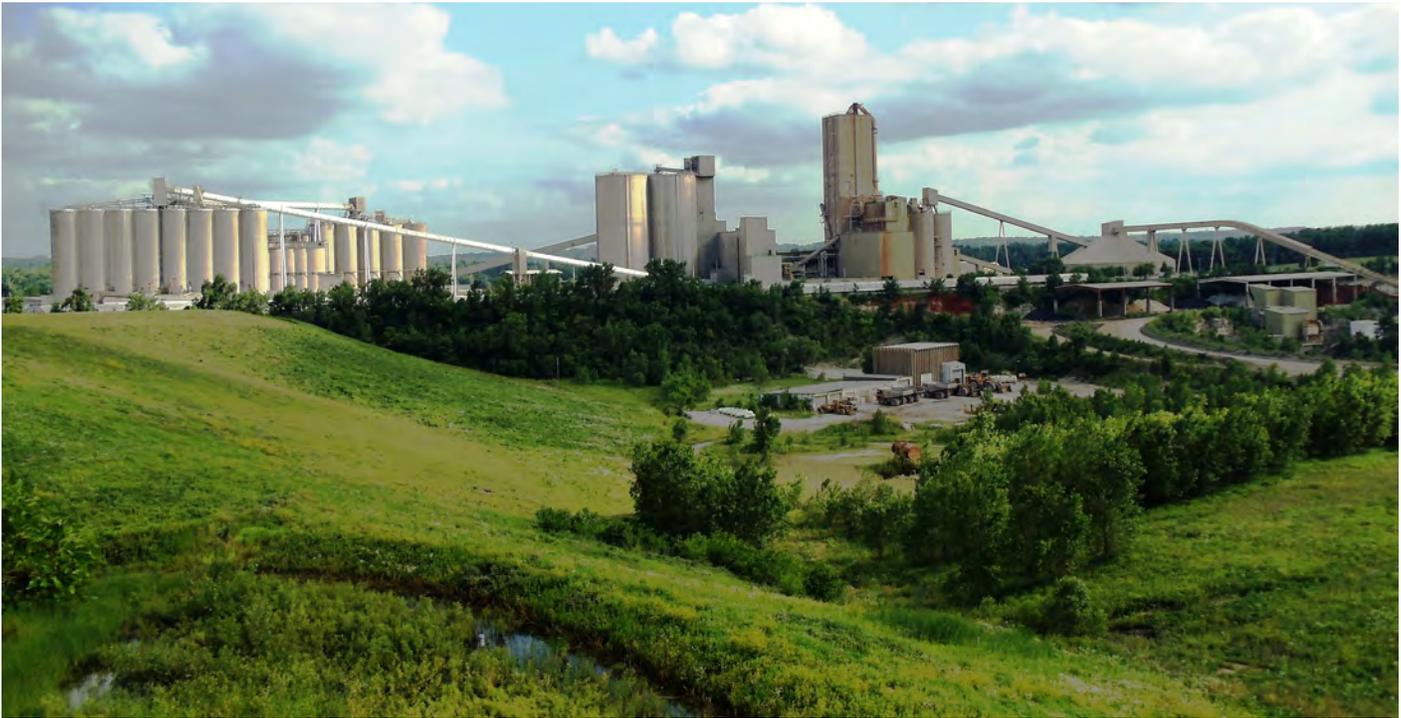
The cement industry continues to explore new ways of producing cement in an environmentally responsible way. Since 1975, the U.S. cement industry has reduced its carbon dioxide emissions by 33% and reduced its energy consumption by as much as 37%.

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, 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. Additionally, 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.

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RENEWABLE POWER <i>(by percentage)</i>	30%	100%

CEMENT MANUFACTURING PROCESS

1. 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.

2. PROPORTIONING BLENDING & RAW GRINDING

The raw materials are analyzed in real-time using cross-belt analyzers and in the plant laboratory, they are 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.

3. 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.





4. 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°F – one third of the temperature of the sun's surface. Here, in the hottest part of the kiln, the raw meal reaches about 2700°F 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.

5. 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.

6. 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 portland cement. The cement is so fine it will easily pass through a sieve that is fine enough to hold water.

7. DISTRIBUTION

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



Portland Cement Association's (PCA) Roadmap to Carbon Neutrality

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 gasses 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 to create sustainable building solutions in the decades to come.

"We are excited to support the PCA by signing the association's Roadmap to Carbon Neutrality," commented Tom Beck, Executive Vice President, Summit Materials. "As a member of the Summit Materials family of companies, a key focus of our sustainability strategy is to reduce our CO₂ emissions, particularly at our cement plants. This PCA Roadmap will help us and member companies find innovative solutions so that we can continue to support our communities through infrastructure while reducing our carbon footprint."

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. 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 CO₂ 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 II). 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 cementitious 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 man-made materials by mass.³ Due to the everyday use of concrete, small changes to its formulation can have dramatic effects on the construction industry's annual carbon footprint.

[3] Portland-Limestone Cement and Sustainability [https://www.cement.org/sustainability/portland-limestone-cement#:~:text=Portland%2Dlimestone%20cement%20\(PLC\),foot-print%20of%2010%25%20on%20average](https://www.cement.org/sustainability/portland-limestone-cement#:~:text=Portland%2Dlimestone%20cement%20(PLC),foot-print%20of%2010%25%20on%20average) [02/2022]

GREENER AND CLEANER

Employees at the Davenport Plant continued their efforts in creating more natural environments around their locale during the spring of 2021. In April, over 300 trees were planted at the Nahant Marsh newly acquired Clarke property. For Earth Day 2021, 100 oak trees were planted outside the quarry. Again, for two consecutive days in mid-April, several groups volunteered at Nahant Marsh to help clean and remove logs off of the prairie.

During the month of May, Continental sponsored several events at the Nahant Marsh. The first was invasive plant removal from the Main Prairie, while during the second event Goldenrod and Milkweed were planted, along with additional clean up.

300+
Trees were planted
in April, 2021 with an
additional 100 Oak trees
planted on Earth Day.

CONTINENTAL CEMENT ACHIEVES 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 2021, 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.

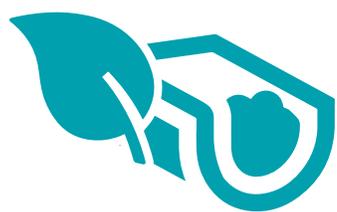
For more than 30 years, WHC has promoted and certified habitat conservation and management on corporate lands. Their conservation certification was developed to be accessible, credible, and to drive change through strict requirements and rigorous third-party evaluation. Our conservation efforts and certified 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 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, 39.8% of our cement plants' energy came from alternative fuel in 2021. 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.⁴

Summit's cement alternative fuel rate is distinguishing in comparison to the average U.S. industry rate of 25%.⁵ We have made advancements in recent years to accept more diverse materials, increase our alternative fuel percentages use, and divert thousands of pounds of waste from landfills. In 2021, Summit embarked upon a further expansion of its Green America Recycling facility to increase our future proportion of alternative fuels.



39.8%
OF OUR CEMENT PLANTS'
ENERGY CAME FROM
ALTERNATIVE FUEL IN 2021



Equating to the amount of
power that an estimated
10,200
AMERICAN HOMES
USE PER YEAR

[4] 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>.

[5] <https://archive.epa.gov/sectors/web/pdf/cement-sector-report.pdf>

Green America Recycling



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

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.

WASTE FUEL PROGRAMS

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.

SOLID FUEL PROGRAM

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.

Community Involvement

CONTINENTAL CEMENT HERITAGE CELEBRATION

On Wednesday, July 28, 2021, Continental Cement unveiled a new mural celebrating immigrants. The mural depicts the building of America's infrastructure and cement production from Continental's Hannibal cement plant. Local artist, Ray Harvey, was commissioned to design and create the mural, depicting cement workers, immigrants arriving at Ellis Island and other crucial parts of our nation's history built by immigrants' hands. The Panama Canal, the Statue of Liberty, and the Empire State Building, all built with Continental Cement, are also prominent features of the mural, which is painted on a building in historic downtown Hannibal, Missouri.



STEM AT CONTINENTAL

Since it opened its doors, Continental Cement has aimed to teach its communities about Science, Technology, Engineering, and Mathematics (STEM) through site visits and tours.

When the company began to incorporate alternative fuel into its process, the volume and frequency of these visits increased substantially.

Today, Continental hosts roughly 1,000 visitors each year who are interested in learning about STEM with our company's program. Through engagement and exposure, Continental engages visitors by:

- **Providing site tours on the manufacturing process and energy recovery, as well as the science and chemistry behind it all**
- Educating on the prehistoric Mississippian Period with a discussion of rock formations and fossil exploration
- Hosting an annual STEM camp in collaboration with local manufacturers to encourage STEM employment in local communities
- Enabling career-focused discussions with subject matter experts on the path and education needed to prepare one for a STEM vocation



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.

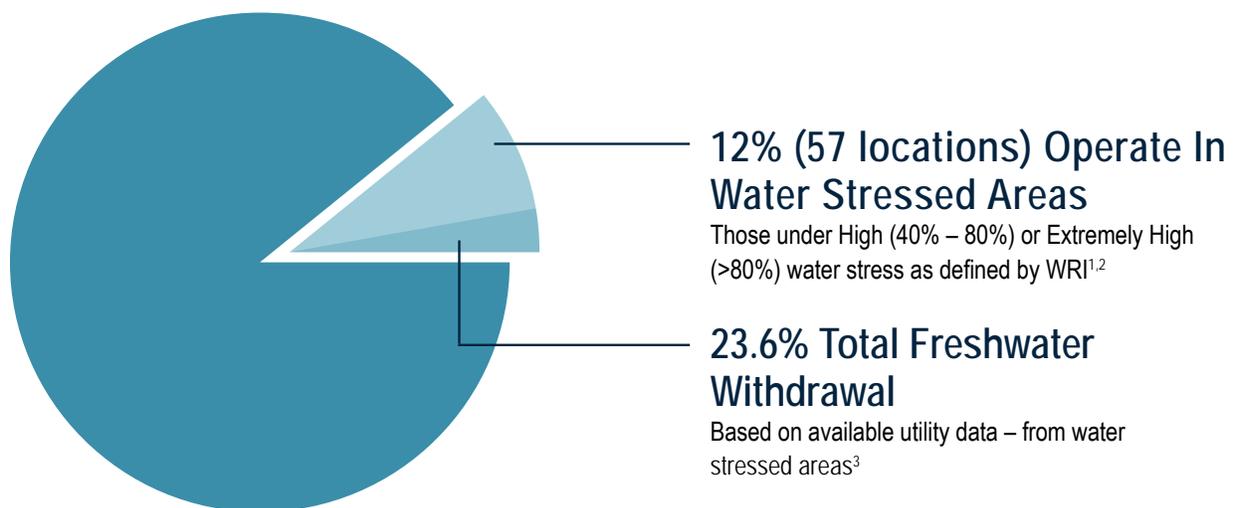
WATER MANAGEMENT AND MONITORING

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 Aqeduct 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 2,007k cubic meters of water from utility metered services. This does not include water withdrawn from sources that are not provided through utility or municipal services. However, in 2022, Summit will begin to undertake initiatives which would install water metering systems across our operations. Our goal is to develop a specific water action plan to reduce our water impact across operations. The water metering initiative is a first step in our overall water strategy.

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, Aqeduct. The total water withdrawn within these areas totaled to 23.6% of Summit's total water withdrawn.⁴

Figure 4. Water Stressed Areas



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

[2] Data is only based on utility usages

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WATER CONSERVATION INITIATIVES

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



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

Boxley Case Study

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

AGGREGATE

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

ASPHALT

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

BLOCK

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

CONCRETE

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

SLATE

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

Mainland Construction Materials – Abbotsford, BC Flooding

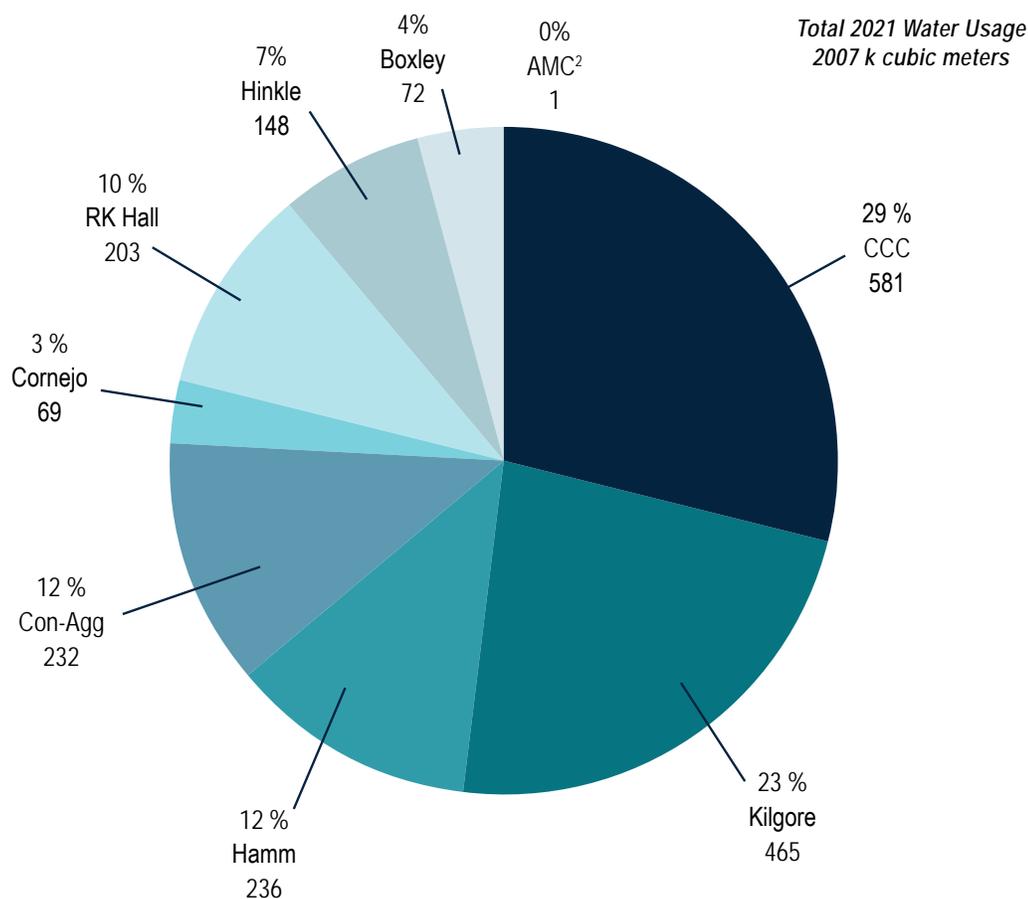


In November 2021, the City of Abbotsford experienced unprecedented flooding. Our stone, sand and gravel industry came together to restore access to the highway while directly affected.

The City of Abbotsford and Jakes Construction had a very narrow window to close the hole in the dyke before the second ‘atmospheric river’ arrived. They asked Mainland if they could deliver the material they needed and they couldn’t disappoint! The fact that Mainland was able to do their part, is because of all of the amazing employees that put their lives, their families, and in some instances, their flooded basements on hold to help us all.

We are so grateful for our amazing employees. Thank you to each and every person who has done what needed to be done to help others. We are so proud you’re on our team!

Figure 5. 2021 Water Summary by Site (% total, k cubic meters)^{1,2,3}



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

[2] AMC has only four locations supplied by utility water <0.1 1000 cubic meters, this is reflected within the total water withdrawn.

[3] Water withdrawal data includes utility provided freshwater withdrawals currently tracked and provided by businesses and My Utility Cabinet. Non-utility provided freshwater withdrawals are largely unavailable and not readily estimable.



HAZARDOUS AND NON-HAZARDOUS WASTE MANAGEMENT

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

Due to limitations in the data available to report for waste, cement kiln dust from cement operations at CCC is the only complete waste data available for reporting in 2021 – 2,531 metric tons of cement kiln dust was generated at CCC in 2021. 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. Total Waste Generation and Recycling Summary



[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



LAND USE PLANNING

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

Wildlife Habitat Conservation

WILDLIFE HABITAT COUNCIL PROGRAMS

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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.



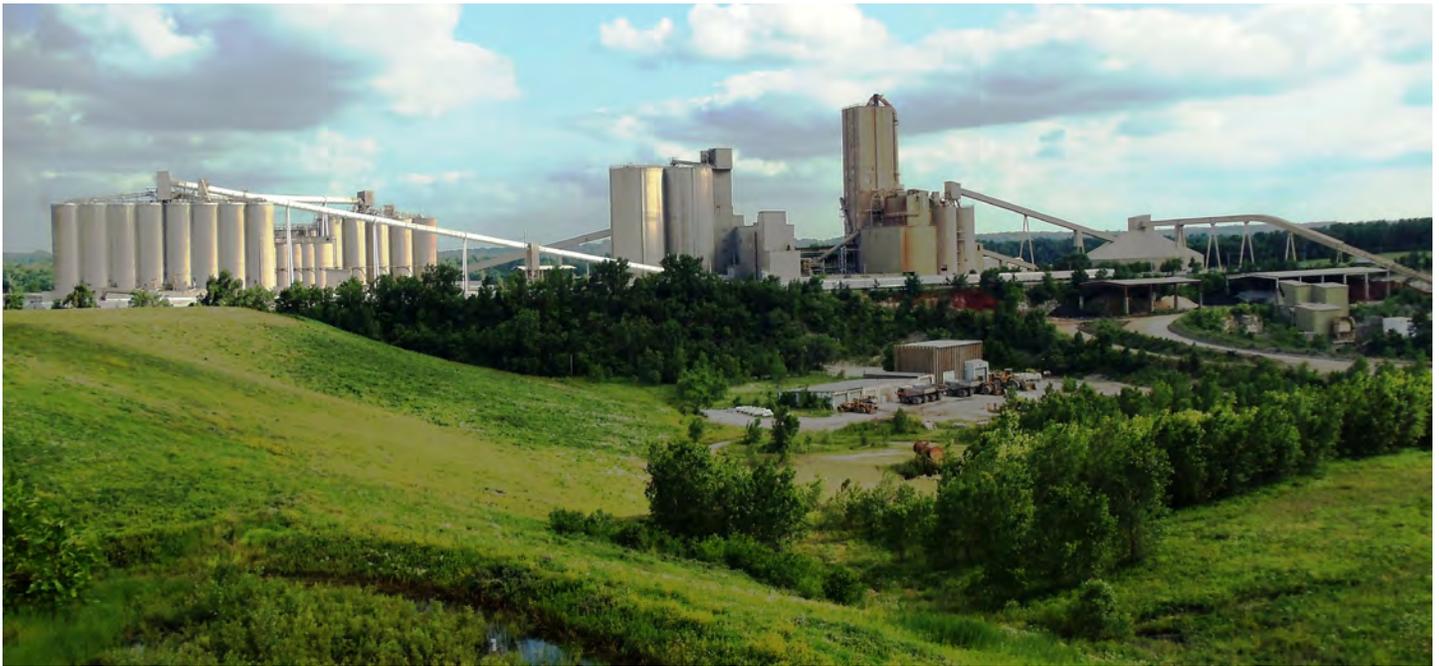
RESTORE NATIVE LANDSCAPES

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.



CONTINENTAL CEMENT ACHIEVES GOLD STATUS

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.

Figure 6. WHC Certified Sites

Certified Gold

Davenport Plant Wildlife
Restoration Areas
Iowa

Certified Silver

Cornejo Wildlife
Project
Kansas

Hamm Sanitary
Landfill
Kansas

Certified

Alleyton
Resources
Texas

Austin Materials
Hays Quarry
Texas

Cox Station Quarry
Mainland Sand and Gravel
British Columbia, Canada

Con-Agg Native
Plant Garden
Missouri

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.

Summit is currently developing a comprehensive, company-wide reclamation policy in consultation with stakeholders, which we expect to publish by 2023.



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

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. Key highlights include:

- This project has been 100% implemented in our Ready Mix business
- We have estimated water saved 7,000,000 gallons in 2021 (based on calculations, not installed meters)
- Savings for us come in reduction of non-productive time at the end of the day

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 we plan to add Carbon Cure to four plants in Texas and seven in Utah in 2022.

AGGREGATES –BUILDEX

Buildex® makes tomorrow better by making today's 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.

PORTLAND CEMENT ASSOCIATION'S ROADMAP TO CARBON NEUTRALITY

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A paving job being completed with Continental Cement's Portland Limestone Cement

RECYCLED MATERIALS

We recycled more than 11,000 tons of recycled materials including metals, plastics, paper and cardboard in 2021.

Recycled Materials

CONCRETE

In 2021, Summit recycled more than 388,000 tons of concrete. This includes returns, old roadways, and other material that is re-crushed and reused or sold as blocks.

ASPHALT

Recycled Asphalt accounted for approximately 13% of our total asphalt production in 2021. For this process, we mill and reuse worn out road ways and roofing shingles.



Social

Our employees are the backbone of our business, and the foundation of our success. We are committed to improve and serve the communities where we operate.



3 GOOD HEALTH AND WELL-BEING

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

SOCIAL

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

Summit is committed to advancing the long-term prosperity and development of communities, includes 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.

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



HUMAN/ SOCIAL IMPACT

Ensuring people and their communities are valued and can thrive.

Workforce Health & Safety

Safety is a 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.

In 2021, we continuously adjusted our safety protocols to address challenges associated with COVID-19 and ensure our employees had the tools and information to stay safe at work.



SAFETY CENTER 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 prioritize the highest safety standards and continuous improvement of our safety practices throughout our business to drive a culture of zero harm.

Our workplace organization tool, 5S (sort, simplify, shine, standardize, sustain), includes procedures and processes to ensure that our work environments are clean, organized, and improve hazard recognition. Our protocols are comprehensive, and adoption is critical to keeping ourselves, our colleagues, and our communities safe.

SAFETY COE PROCESS

- Analyze Hazards/Risk
- Develop pipeline projects that will benefit from standardization & 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.

Sort: When in doubt, move it out. Red tag technique.

Simplify: A place for everything and everything in its place.

Sweep/Shine: Clean and inspect or inspect through cleaning.

Standardize: Make up the rules and follow them.

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

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. During the COVID-19 pandemic, 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 you safe, more productive, and in an overall better work environment.

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



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. 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 (LOTO), the use of fall protection, confined space, or lifting and rigging.
- Tasks involved with repairs that aren't considered "daily maintenance".

SEE SOMETHING STOP SAY OR DO SOMETHING

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. We've improved the process by creating a digital form that can be used on any electronic device.

SAMSARA

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

The Samsara system has been integrated into all of our Summit-owned over the road vehicles. This system helps improve 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 Samsara and our Smith System Driver training we have decreased the number of safety related driving incidents company wide.



Elevate Summit Safety Award – RK Hall’s Samsara Bracket Driver Challenge

As part of our Elevate Summit Strategy, Summit recently launched an awards program to celebrate and share safety-minded “bright ideas,” and test and implement innovative strategies that will lead to lasting impact. We received many outstanding submissions with bold ideas that prioritize employee safety, work environments and processes. Summit’s inaugural Elevate Safety Summit Award was given to RK Hall’s Samsara Bracket Driver Challenge!

Mindy King, Chad Stone and Charlie Bearden from RK Hall, created a competition between drivers that promotes, encourages, and rewards safe driving individually and as a team by creating a bracket challenge between different driving teams. They discovered:

1. Driver scores consistently increased through motivation, encouragement, and teamwork.
2. The program increased driver awareness and reduces accident potential.
3. The program decreased the risk of vehicle damage from braking too hard, delayed responses, harsh acceleration and careless driving habits.

The team also worked to expand the challenge to other Summit Companies, beginning with Alleyton and Razorback. They scaled the project to foster innovation, collaboration and best practices throughout Summit.

Table 6. 2021 Summit Employee Health & Safety Summary

Total Employee Hours Worked	12,761,669
Distance Traveled (Miles)	90,689,509
Total Recordable Incident Rate (TRIR)	1.14
Near Miss Frequency Rate (NMFR) For Full-time Employees ¹	-
Near Miss Frequency Rate (NMFR) For Contract Employees ²	-

[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.

Notable Achievements



INSPECTION RECORD
 AMC, Boxley, Georgia Stone Products, and Hinkle had over 20 citation free mine inspections.

NRMCA DRIVERS CHAMPIONSHIPS
 The National Mixer Driver Championship Program is administered by the National Ready Mixed Concrete Association's Safety, Environmental and Operations Committee. The competition was developed to recognize those individuals with exceptional ability that deliver the world's most versatile building product. Congratulations to the Summit Materials ready-mix drivers from Allied Concrete in TX, Altview Concrete in UT, and Cornejo CMC Concrete in KS who competed in the NRMCA 2021 National Driver Championship.





Our People

Our people are foundational to our success. Strong employee engagement and morale decreases employee turnover, absenteeism and increases productivity. We believe strong employee engagement also helps foster a culture of innovation and creative decision making, allowing us to identify new solutions to create long-term value.

Summit's focus in 2021 includes examining our performance related to diversity, equity and inclusion (DE&I), 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 roadmap to achieving them.



HUMAN/SOCIAL IMPACT

Ensuring employees and their communities are valued and can thrive.

Summit employs approximately 5,500 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 in 2021 includes examining our performance related to diversity, equity and inclusion, employee engagement, pay equity, talent acquisition, and recruitment and retention practices.

	BASELINE	2030 TARGETS	2050 TARGETS
EMPLOYEE TURNOVER <i>(by percentage)</i>	45%	30%	20%
EMPLOYEE BASE REFLECTS COMMUNITIES FOR DIVERSITY, EQUITY & INCLUSION <i>(match % diversity)¹</i>	-	60%	90%
EMPLOYEE ENGAGEMENT <i>(by percentage)²</i>	39% ³	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.

[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 2021 results here as we did not have sufficient data for a baseline in 2020.

Our Strategy For Achieving Our Social Impact Goals

LAUNCHING AN 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.

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 2020. Due to COVID-19, the 2021 reporting timeline for the EEO-1 has shifted.

Table 7. 2020 EEO-1 Data

JOB CATEGORIES	Hispanic or Latino		Non-Hispanic or Latino												OVERALL TOTALS
	Male	Female	Male						Female						
			White	Black or African American	Native Hawaiian or Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	White	Black or African American	Native Hawaiian or Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	
Exec/Sr. Officials & Mgrs	0	0	59	0	0	0	0	0	5	0	0	1	0	0	65
First/Mid Officials & Mgrs	42	5	497	34	1	1	3	0	57	4	0	0	0	0	644
Professionals	5	1	126	5	0	2	0	2	74	3	2	3	0	1	224
Technicians	27	0	140	10	0	0	1	3	17	0	0	0	0	1	199
Sales Workers	3	3	111	2	1	1	0	0	22	0	0	0	1	0	144
Administrative Support	25	36	103	9	0	0	0	1	245	7	2	1	2	3	434
Craft Workers	320	8	1127	125	3	1	17	13	35	0	0	0	2	0	1651
Operatives	429	14	1238	255	16	5	28	15	54	10	1	1	4	0	2070
Laborers & Helpers	162	4	295	45	3	0	7	3	25	2	0	0	0	0	546
Service Workers	0	0	4	0	0	0	0	0	0	0	0	0	0	0	4
TOTAL	1013	71	3700	485	24	10	56	37	534	26	5	6	9	5	5981
PREVIOUS YEAR TOTAL	847	55	3529	380	22	10	33	28	482	27	4	6	8	7	5438

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.



80.0%
OF MEMBERS IDENTIFIED
AS HEALTHY



4,148
MYWELLNESS REGISTERED
INDIVIDUALS

263
LIVE ONLINE
HEALTH VISITS



59%
MYWELLNESS
PARTICIPATION



71.3%
HEALTH
ENROLLMENT



DEVELOPING OUR PEOPLE THROUGH HUMAN CAPITAL MANAGEMENT

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

- **Standardizing the job architecture framework** using best practices to provide the foundation and infrastructure for human capital management practices like talent movement, pay equity, career progression, workforce planning, and succession management to enhance the lateral and upward opportunities for our existing workforce.
- **Emphasizing leadership development for approximately 500 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.

In 2021, we made conscious strides to address DE&I within our business.



In addition, the Board made strides in 2021 in other forms of diversity, including racial and ethnic diversity, in connection with the appointment of Ms. Tamla Oates-Forney, who identifies as African American. The Board is committed to continuing to increase its overall diversity and including more representation from underrepresented groups.

Our near-term strategy includes the following goals:



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, 2021, we employed approximately 5,500 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 2022 and 2026. Because of the seasonal nature of our operations, many of our hourly and certain of our salaried employees are subject to seasonal layoffs. The scope of layoffs varies greatly from season to season as they are predominantly a function of the type of projects in process and the weather during the late fall through early spring.

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



Community Engagement

PROACTIVE COMMUNITY ENGAGEMENT

We actively engage with our stakeholders, including 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 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 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.

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, and they are looking at options to enhance our land use practices to ensure our existing operations and greenfield projects align with the interests of our stakeholders. We are measuring our energy use to improve efficiency in our aggregates business, and undertaking pilot projects to understand the most optimal path forward to address the emissions impacts of our cement and ready-mix concrete businesses.

Notable Achievements



CCC

Summit Materials Executive Vice President, Tom Beck presented the dedication of a new mural in Hannibal, MO celebrating immigrant contributions to the building of America through work and product from Hannibal's historic Continental Cement Plant. The first plant opened in 1903 and Continental Cement sponsored the effort.



HAMM

Jeff Hamm and a crew from Hamm Companies donated labor and materials to rebuild the Wishing Bench in Lawrence, Kansas after it was destroyed by fire on Aug. 15, 2021. Their finished product — complete with a new wheelchair ramp is shown on the right.



Sidewalk paved by Boxley for park art project.



BOXLEY

When approached to donate six yards of concrete to create a Donor Nook along the Greenway near their Roanoke ready-mix and block locations, Boxley said yes. The 3500 psi w/air mix was used for the sidewalk and slab where artwork, a bench, and a plaque on a rock now show tribute to the members of the community who donated to make Bridging the Gap between Roanoke and Salem's greenway sections possible.

When asked why they looked to Boxley for the donation, Liz Belcher from Roanoke County said, "Boxley has been a strong supporter of non-profits and community events in the Roanoke Valley. Because Boxley is directly across the street from this project, we talked about how easy it would be to drive over there and get the concrete."

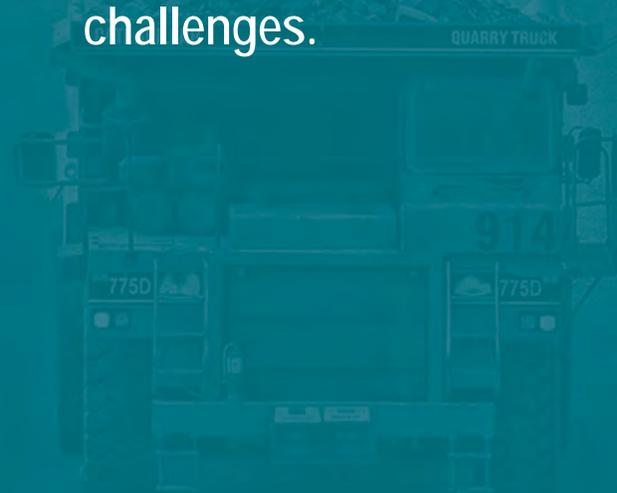




SUMMIT

Materials

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



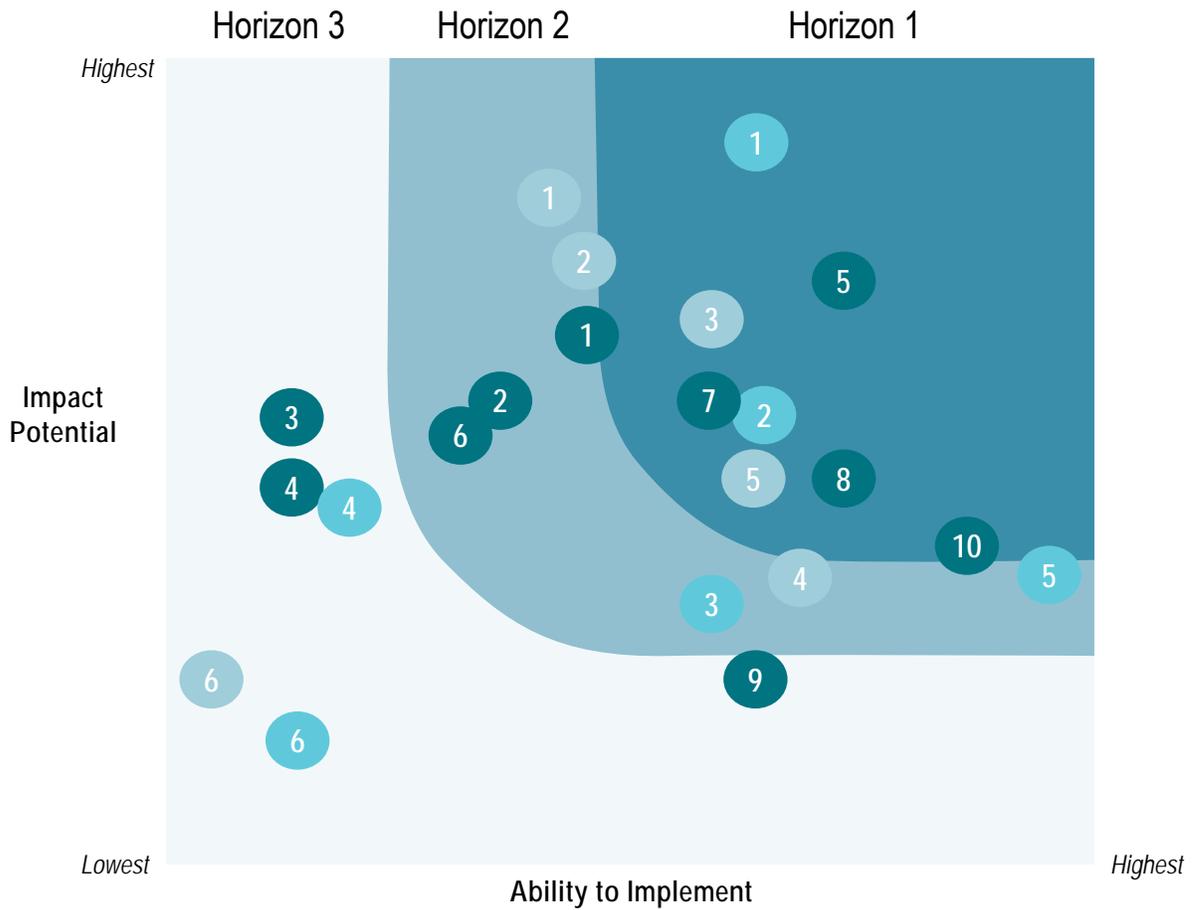
APPENDIX

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	CODE	RESPONSE/REPORT SECTION
Greenhouse Gas Emissions	<ul style="list-style-type: none"> Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations 	Quantitative	EM-CM-110a.1	Scope 1: <ul style="list-style-type: none"> 1.89 M MT CO₂e 84.51% Scope 2: <ul style="list-style-type: none"> 0.31 M MT CO₂e
	<ul style="list-style-type: none"> Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions Emissions reduction targets An analysis of performance against those targets 	Discussion & Analysis	EM-CM-110a.2	Summit 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: <ol style="list-style-type: none"> NOx (excluding N2O) SOx Particulate matter (PM10) Dioxins/furans Volatile organic compounds (VOCs) Polycyclic aromatic hydrocarbons (PAHs) Heavy metals 	Quantitative	EM-CM-120a.1	<ol style="list-style-type: none"> NOx - 2237.36 Tons SOx -1730.10 Tons PM10 - 303.57 Tons Dioxins/furans - 2.38 lbs/year VOC's - 354.69 Tons PAH's - 0.01 Heavy metals -103.81 Tons
Energy Management	<ol style="list-style-type: none"> Total energy consumed Percentage grid electricity Percentage alternative Percentage renewable 	Quantitative	EM-CM-130a.1	<ol style="list-style-type: none"> 8.56M GJ 18% Not collected in 2021 Not collected in 2021 In 2022, Summit will be expanding the data collection and use of alternative and renewable energy sources.
Water Management	<ol style="list-style-type: none"> Total fresh water withdrawn Percentage recycled Percentage in regions with high or extremely high baseline water stress 	Quantitative	EM-CM-140a.1	<ol style="list-style-type: none"> 2,007 k cubic meter (utility only) Not collected in 2021. Water metering to begin in 2022. 23.6%

TOPIC	ACCOUNTING METRIC	CATEGORY	CODE	RESPONSE/REPORT SECTION
Waste Management	<ul style="list-style-type: none"> Amount of waste generated Percentage hazardous Percentage recycled 	Quantitative	EM-CM-150a.1	<ul style="list-style-type: none"> 2,5317 (t) of Cement Kiln Dust waste Other waste types not collected in 2021
Biodiversity Impacts	Description of environmental management policies and practices for active sites	Discussion & Analysis	EM-CM-160a.1	Summit's environmental policies and practices for active sites are summarized in Land Use and Reclamation
	Terrestrial acreage disturbed, percentage of the impacted area restored	Quantitative	EM-CM-160a.2	17,220 (ac)
Workforce Health & Safety	<ol style="list-style-type: none"> Total recordable incident rate (TRIR) Near-miss frequency rate (NMFR) for <ol style="list-style-type: none"> Full-time employees Contract employees 	Quantitative	EM-CM-320a.1	<ol style="list-style-type: none"> 1.14 2a. Not collected in 2021. Summit began collecting NMFR in 2022. 2b. Summit did not collect contract employee safety data in 2021. Summit began collecting contract employee incidents in 2021. In 2022 we will expand reporting to include a NMFR.
	Number of reported cases of silicosis	Quantitative	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	EM-CM-410a.1	1.5%
	Total addressable market and share of market for products that reduce energy, water, and/or material impacts during usage and/or production	Quantitative	EM-CM-410a.2	Total addressable market – Lightweight Aggregates \$49.5M Addressable market share – 16.7%
Pricing Integrity & Transparency Greenhouse Gas Emissions	Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price-fixing, and anti-trust activities	Quantitative	EM-CM-520a.1	For the fiscal year 2021, Summit had no material losses related to litigation or to non-appealable regulatory decisions involving cartel activities, price-fixing or anti-trust activities

Figure 1. Social Responsibility Initiative Prioritization & Materiality Matrix (Page 11)



HUMAN/ SOCIAL IMPACT

- 1. Talent acquisition & DEI strategy
- 2. Succession planning & leadership development
- 3. Financial management coaching
- 4. Comprehensive health & wellness benefits
- 5. Worker safety (*beyond current program*)
- 6. Employee recognition

CARBON REDUCTION

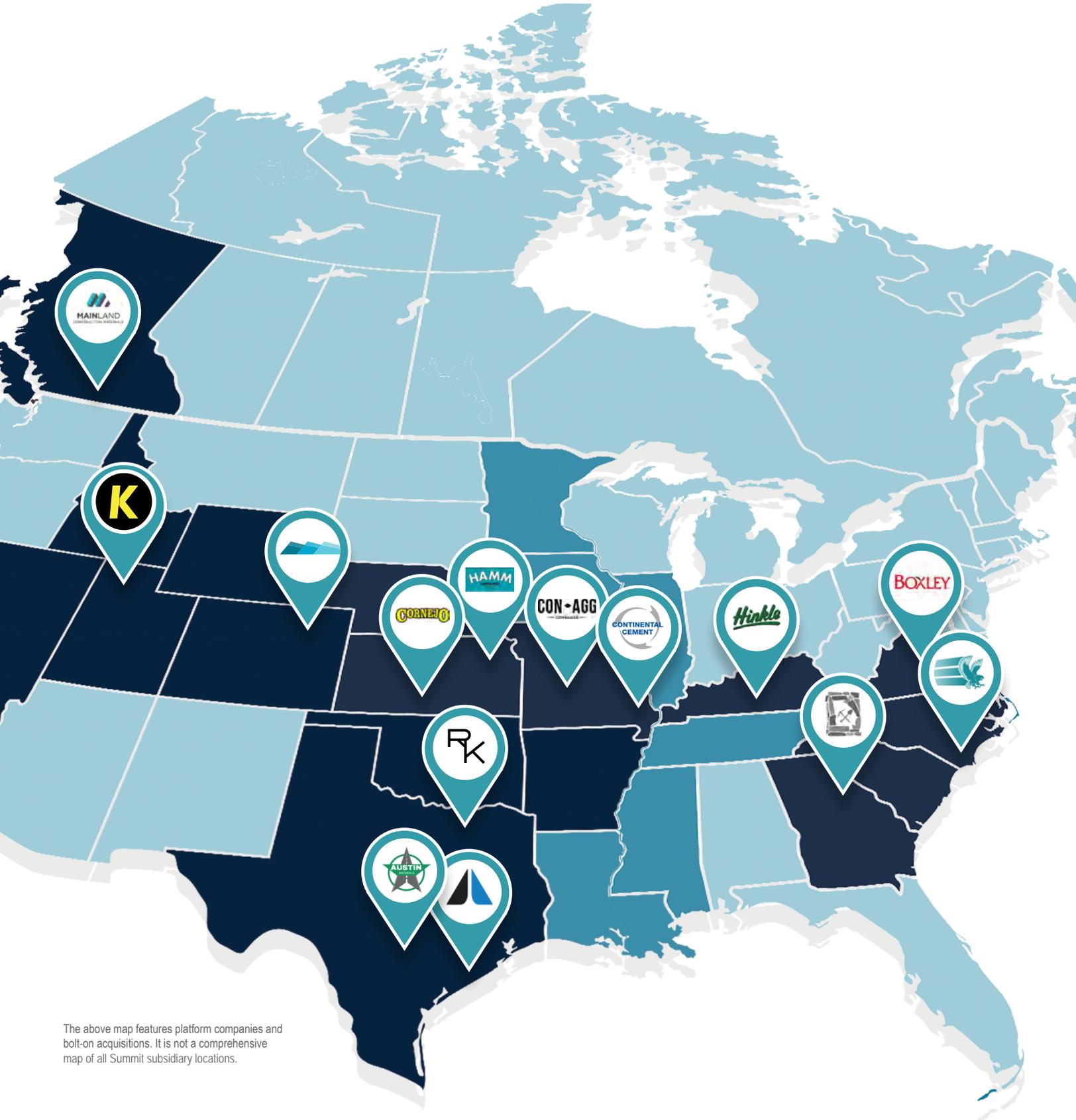
- 1. Plant optimization & efficiency
- 2. Renewable power (incl. solar field installs, PPAs)
- 3. Fuel switching
- 4. Eliminate landfill GHG emissions
- 5. Lower carbon solutions
- 6. Carbon capture & sequestration

LAND RECLAMATION

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

Indicates horizon 1 activity

Figure 2. Locations (Page 13)



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

Table 1. Sales Volume by Major Product Line (Page 12)

Total Volume	Year ended	
	January 1, 2022	January 2, 2021
Aggregates (tons)	64,185	59,098
Cement (tons)	2,431	2,286
Ready-mix Concrete (cubic yards)	5,831	5,740
Asphalt (tons)	5,062	5,831

Figure 3. ESG Oversight (Page 19)

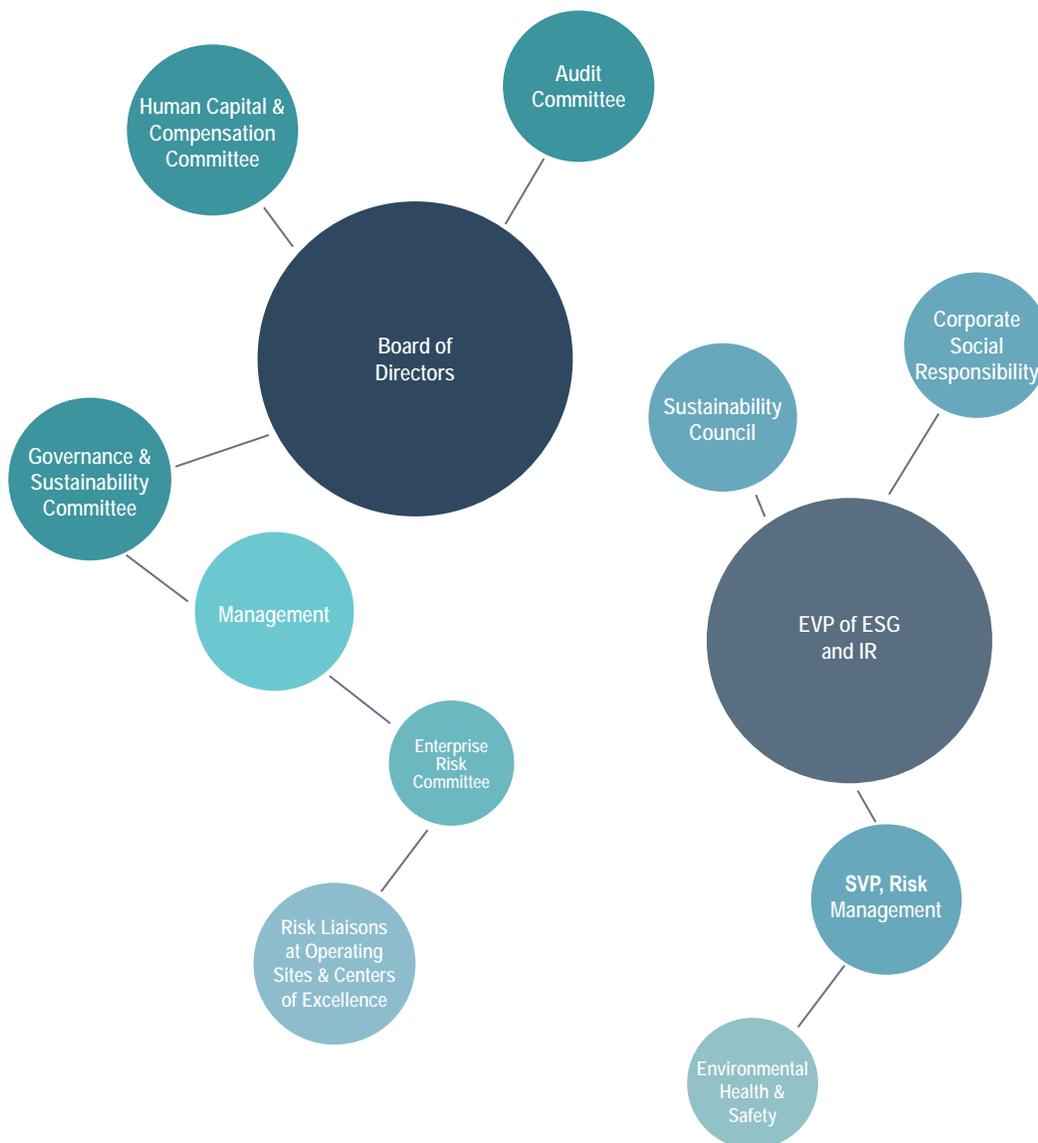


Table 2: 2021 Total Scope 1 and Scope 2 Emissions (MT CO₂e)^{1,2,3,4} (Page 30)

Tonnes CO ₂ e	Scope 1	Scope 2	Total
Total	1.89M	0.31M	2.24M

[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 3. 2021 Air Emissions by Pollutant (Tons) (Page 32)

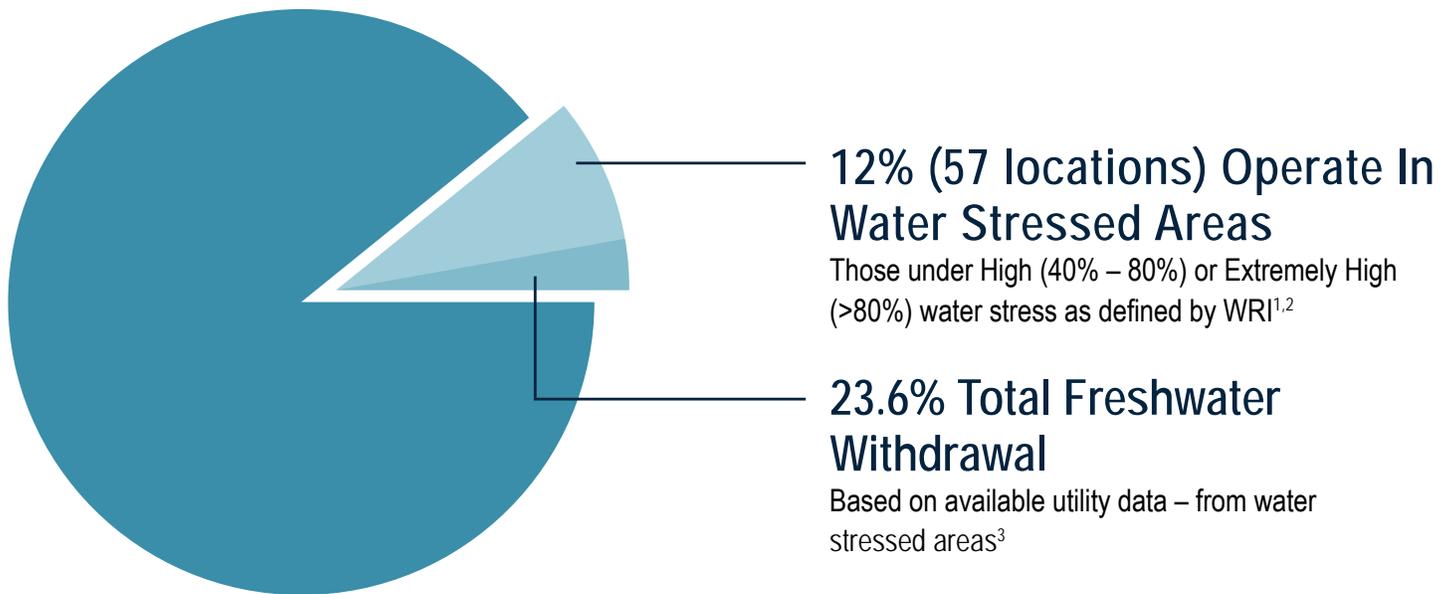
NOx	2237.36
SOx	1730.10
Particulate Matter (PM10)	303.57
Dioxins/Furans	2.38 lbs/year
Volatile Organic Compounds (VOCs)	354.69
Polycyclic Aromatic Hydrocarbons (PAHs)	0.01
Heavy Metals	103.81

Table 4: 2021 Energy Consumption (Page 33)

Total Energy Consumption	8,585,602 GJ
Energy Supplied By Grid ¹	17.73%

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

Figure 4. Water Stressed Areas (Page 42)

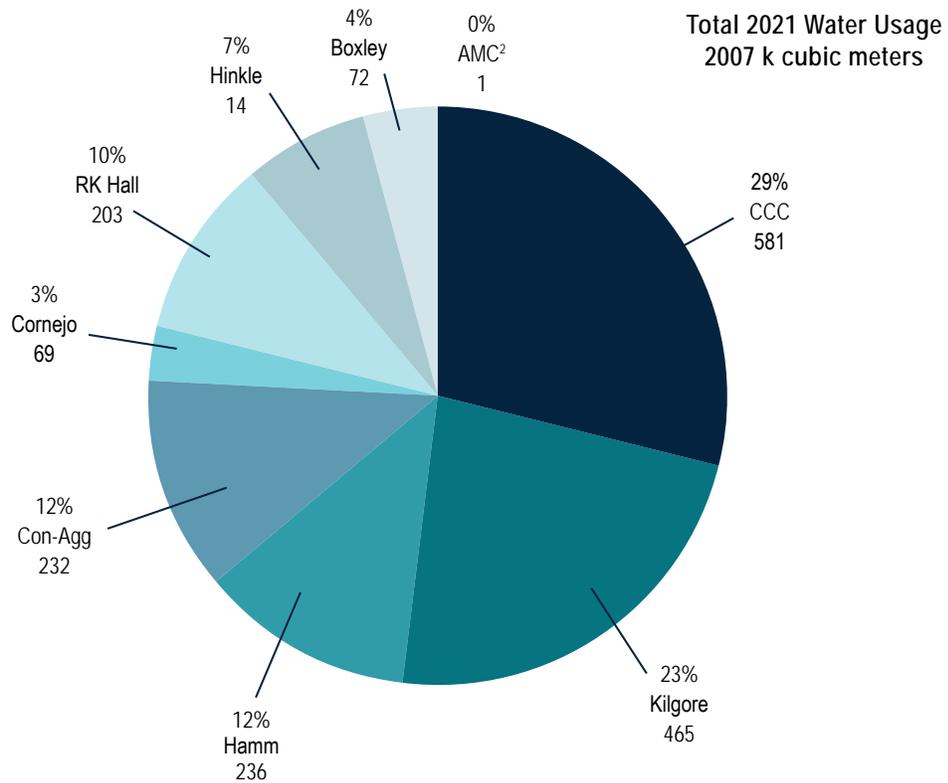


[1] The World Resources Institute's Aqueduct Water Risk Atlas defines water stress as "an indicator of competition for water resources and is defined informally as the ratio of demand for water by human society divided by available water." The Aqueduct Water Risk Atlas only considers surface water in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

[2] Data is only based on utility usages

[3] Data is only based on utility usages

Figure 5. 2021 Water Summary by Site (% total, k cubic meters)^{1,2,3} (Page 36)



[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.

Table 5. Total Waste Generation and Recycling Summary (Page 44)



[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

Figure 6. WHC Certified Sites (Page 47)



Table 6. 2021 Summit Employee Health & Safety Summary (Page 55)

Total Employee Hours Worked	12,761,669
Distance Traveled (Miles)	90,689,509
Total Recordable Incident Rate (TRIR)	1.14
Near Miss Frequency Rate (NMFR) For Full-time Employees ¹	-
Near Miss Frequency Rate (NMFR) For Contract Employees ²	-

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

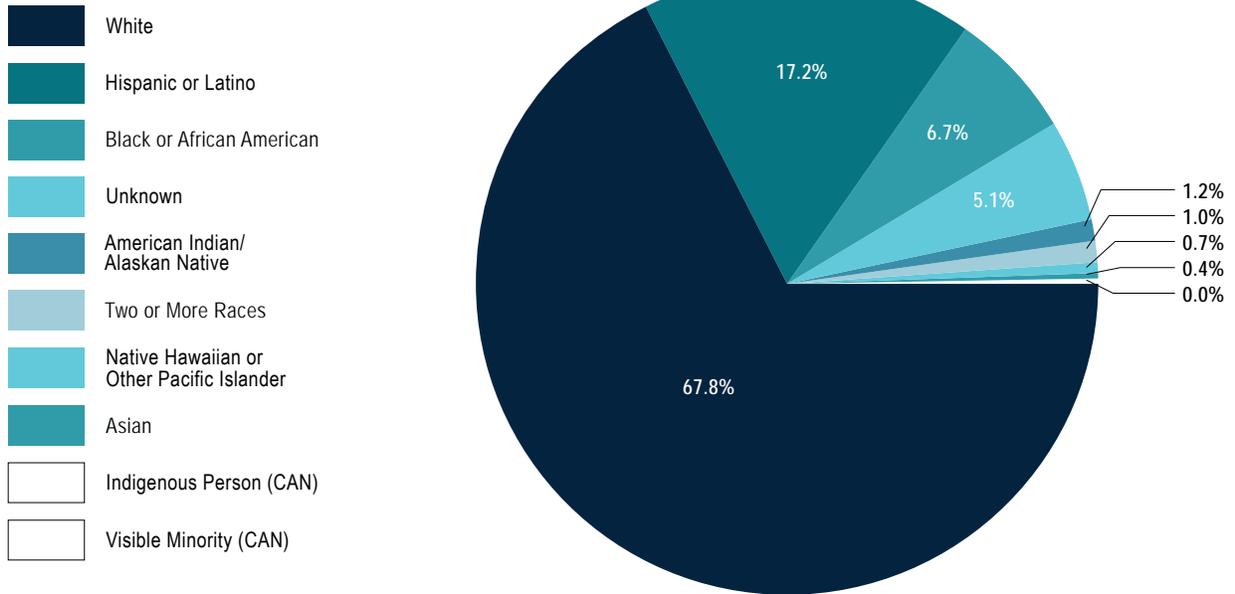
[2] Currently, Summit does not track NMFR for contract employees, however contract employee incidents are tracked on-site and recorded.

Table 7. 2020 EEO-1 Data (Page 58)

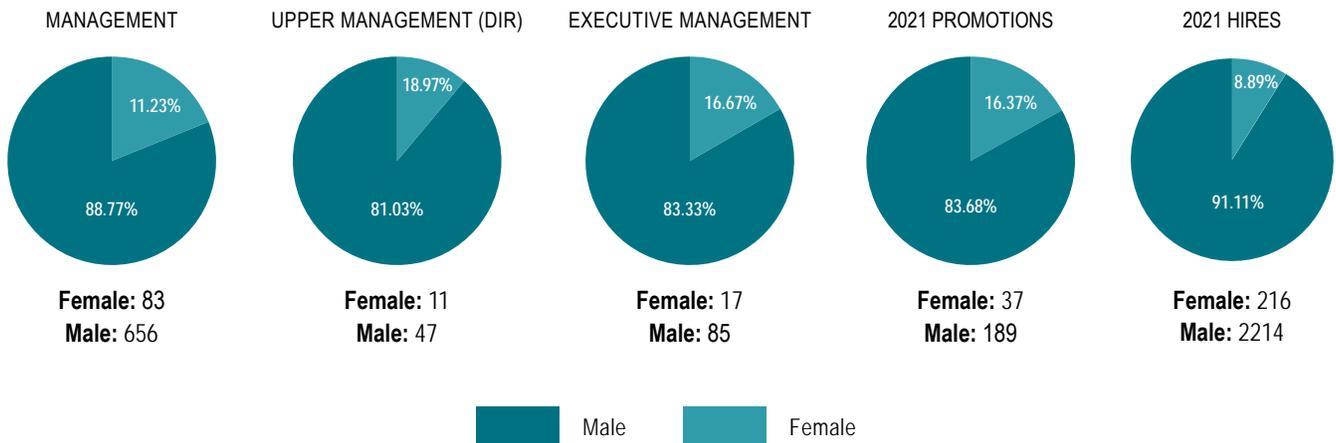
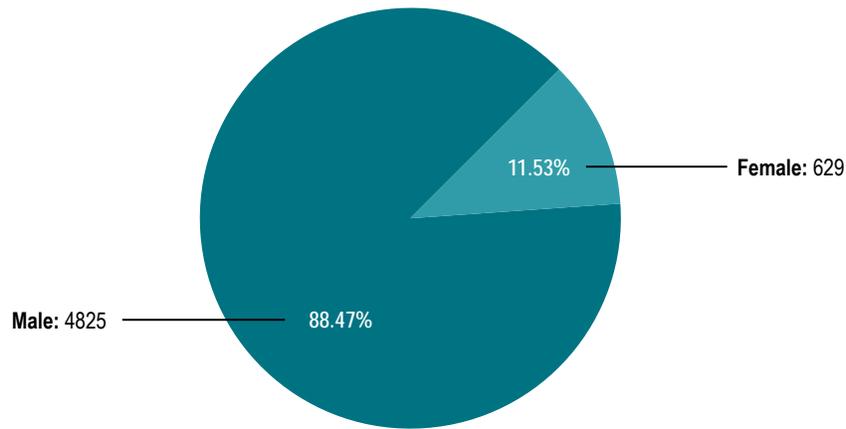
JOB CATEGORIES	Hispanic or Latino		Non-Hispanic or Latino												OVERALL TOTALS
	Male	Female	Male						Female						
			White	Black or African American	Native Hawaiian or Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	White	Black or African American	Native Hawaiian or Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	
Exec/Sr. Officials & Mgrs	0	0	59	0	0	0	0	0	5	0	0	1	0	0	65
First/Mid Officials & Mgrs	42	5	497	34	1	1	3	0	57	4	0	0	0	0	644
Professionals	5	1	126	5	0	2	0	2	74	3	2	3	0	1	224
Technicians	27	0	140	10	0	0	1	3	17	0	0	0	0	1	199
Sales Workers	3	3	111	2	1	1	0	0	22	0	0	0	1	0	144
Administrative Support	25	36	103	9	0	0	0	1	245	7	2	1	2	3	434
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Laborers & Helpers	162	4	295	45	3	0	7	3	25	2	0	0	0	0	546
Service Workers	0	0	4	0	0	0	0	0	0	0	0	0	0	0	4
TOTAL	1013	71	3700	485	24	10	56	37	534	26	5	6	9	5	5981
PREVIOUS YEAR TOTAL	847	55	3529	380	22	10	33	28	482	27	4	6	8	7	5438

2021 Diversity, Equity, and Inclusion Report Figures

Race & Ethnicity

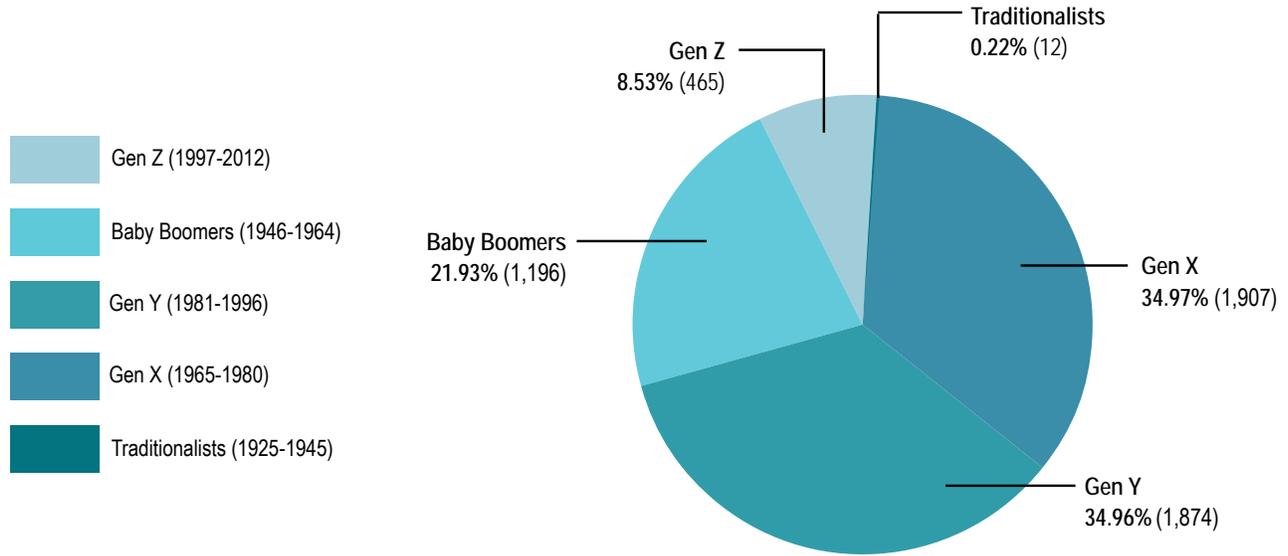


Gender²



[2] We do not currently have a job architecture across Summit Materials. The estimates of genders in roles may shift as we determine alignment in 2022.

Generations



2020 EEO-1 Data

JOB CATEGORIES	Hispanic or Latino		Non-Hispanic or Latino													OVERALL TOTALS
	Male	Female	Male						Female							
			White	Black or African American	Native Hawaiian or Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	White	Black or African American	Native Hawaiian or Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races		
Exec/Sr. Officials & Mgrs	0	0	59	0	0	0	0	0	5	0	0	1	0	0	65	
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