



2023 DIVERSITY, EQUITY, & INCLUSION REPORT



SUMMIT MATERIALS HEADQUARTERS

1801 California Street, Suite 3500

Denver, CO 80202

(P) 303.893.0012

(F) 303.893.6993

[summit-materials.com](https://www.summit-materials.com)

LETTER FROM OUR CEO

Dear Valued Stakeholder:

As we embark on another transformative year at Summit Materials with the early 2024 close of the Argos USA deal integration, we continue to recognize that leadership excellence should be grounded not only in our organizational values but also in unwavering dedication to our people through communication, engagement, empowerment and development. We published our first DE&I report in 2022, which explained how we were laying the groundwork for defining our Path to Maturity.

In 2023, we focused our DE&I efforts on reframing that path to more clearly connect the dots between our values and our efforts. This year, we will focus on expanding that path through a crucial aspect of inclusion: belonging.

Throughout 2023, we recognized that diversity is not enough – it is the inclusion and sense of belonging that truly make a difference. As a result, our initiatives aim to create a culture where every voice is valued, every face is recognized, and every teammate feels valued, heard, and empowered. Our 2024 Path to Maturity goals have been informed by what we’ve learned, and rather than focus on formal DE&I language, our go forward approach is to embed inclusive mindsets and behaviors – as in, “this is how we do things here.”

In this report, you will find stories and statistics related to our 2023 efforts, including:

- unconscious bias training for our senior leaders and regional leadership teams
- aligning our employees’ roles and responsibilities through a job architecture project

- expanding our employee engagement survey questions to better measure inclusion and belonging
- standardizing our Talent Acquisition function to enable equitable, inclusive recruitment and hiring
- building out our Talent Acquisition space to include a diversified staff among gender, age, ethnicity and beyond
- partnering with the DoD to become the first company to offer a Ready-mix SkillBridge Program
- highlighting and recognizing women in construction through the Pave Your Own Road women in leadership program

This year, we look to build on these foundational programs and create a culture of belonging through a new strategic imperative called RISE—Represent, Include, Share, Empower—which you can read about in this report. Through RISE, we will offer every teammate the opportunity to share the diversity of their experiences and knowledge and play an active role in creating an environment where everyone feels like they belong here.

This report reflects our commitment to transparency, accountability and the continuous pursuit of excellence in all aspects of our business.

Thank you for your continued dedication to our shared values.

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



LETTER FROM OUR CHIEF PEOPLE OFFICER

Greetings:

Summit's mission of connecting our communities today and building a better tomorrow are driven by our core values of Safety, Integrity, Sustainability and Inclusivity for employees, community members and stakeholders. Safety and Inclusivity are also the guiding principles of Summit's approach to Diversity, Equity and Inclusion (DE&I). When we talk about safety in a DE&I context, the definition extends to include physical safety as well as the safety and freedom to challenge ideas, and perhaps most importantly, the safety to be ourselves.

As leaders, it's our job to foster not only a zero harm safety culture but also a culture of belonging. We believe our people are our greatest asset. We strive to create an inclusive environment where every Summit teammate has the opportunity to feel seen, heard and valued—like they belong here—and a culture where knowledge is freely exchanged, and efforts that contribute to our success are not just acknowledged but also rewarded.

When employees feel like they belong, we see it reflected in our data: for example, our turnover rate has decreased by 4% since 2021, putting us on track

to achieve our 2030 goal of <30%; headcount among Underrepresented Groups has increased to 36%; and the number of women in leadership continues to rise each year. Additionally, our overall Inclusion Score from our annual employee engagement survey increased by 6.25%, and a 77% Happiness Score (+3% YoY) indicates that our teammates feel a sense of belonging.

Our promise to you—our stakeholders and our employees—is that we will continue to learn, grow, and RISE together. You can read more about our initiatives and strategic imperatives, including RISE, in this report.

Thank you for your interest in Summit's DE&I journey.



KARLI ANDERSON
*Executive Vice President, Chief People, Environmental,
Social and Governance Officer and Head of Communications
Summit Materials, Inc.*





REFRAMING OUR COMMITMENTS



At Summit Materials, we envision a workplace where every employee feels seen, heard, valued, and respected for their unique perspectives and contributions. We strive to create an inclusive workplace, workspace, marketplace, and community that fosters innovation, creativity, and collaboration and prioritizes safety, equity, and belonging for all. We aim to create a workplace that attracts and retains high-quality talent, protects workers' rights, offers an inclusive and respectful environment, and champions employee experiences and development.

OUR PATH TO MATURITY

At Summit we believe creating an environment where our people feel they **belong**, feel they are **treated fairly**, and have the **support** of leadership to impact the business in a meaningful way is critical to our success.

In 2023, we began reframing our approach to DE&I to both align with our Elevate Summit strategy and build on our existing core value of Inclusivity by creating awareness of and buy-in around our DE&I mission, values, and strategic priorities through a focus on **belonging**.

Our Path to Maturity goals and strategic priorities center around embedding inclusive mindsets and behaviors (e.g., "this is how we do things here") vs. formal DE&I language, with belonging becoming the foundation for all DE&I communications and programming.

OUR JOURNEY

Vision

We envision a workplace where every employee feels valued and respected for their unique perspectives and contributions.

Mission

We create an inclusive workplace, workspace, marketplace and community that prioritizes safety, equity and belonging for all.



WORKPLACE

We aim to recruit, retain and promote a diverse workforce with equal opportunity.



WORKSPACE

We are welcoming and inclusive, creating spaces that embrace every voice and ensure a strong sense of belonging.



MARKETPLACE

We provide fair compensation, promotions and career advancement opportunities for our employees.



COMMUNITY

We support initiatives that promote diversity and inclusion beyond our workplace.



We continue to incorporate our values and core beliefs across our entire workplace and community and will assess our performance across our strategic priorities through the following key performance indicators:

REFRAMING OUR DE&I STRATEGY THROUGH RISE

We reframed our approach to DE&I to focus on **belonging**, developing a brand (launching in Q1 2024) that resonates and inspires action. Each pillar of **RISE – Represent, Include, Share, Empower** – is defined to foster shared understanding and capture the culture we hope to emulate: a model rooted in fostering a sense of belonging, sharing diverse experiences, and amplifying the voices of our teammates.

RISE is more than a concept; it is a call to action.

Through cultivation of RISE champions, we will actively shape a culture where everyone feels not just included, but truly welcomed. A culture where knowledge is a currency freely exchanged, and collective efforts that contribute

OUR HAPPINESS SCORE
INCREASED TO
77%

OUR INCLUSION SCORE
INCREASED BY
6.25%

to our success are not just acknowledged but also rewarded. With RISE, we will build more than a brand; we will creating a culture where each and every teammate a plays a role in shaping our journey. Moving forward, all of our people priorities will be aligned to a RISE pillar.

UNDERSTANDING OUR CURRENT CULTURE AND ENVISIONING THE FUTURE

We expanded our October 2023 company-wide Culture and Engagement Survey questions to further measure our Path to Maturity, building our baseline and refining our inclusivity index. We based the survey on seven elements for building diverse and inclusive teams. Four of the seven elements were added in 2023 based on feedback and approval from the Board of Directors and Senior Leadership Team.

- Supervisory Trust
- Psychological Safety
- Diversity*
- Integrating Differences*
- Belonging*
- Decision Making
- Fair Treatment*

Our overall Inclusion Score, including the four new questions, increased by 6.25%, from 3.52 (2022) to 3.74 (2023).

In 2023, 78% of employees participated in the survey, demonstrating a continuing commitment to sharing feedback that helps shape our culture. We think of the Happiness Score as an overview of our cultural health – and 77% happiness (+3% YoY) is a strong indicator that our teams are engaged and enjoy where they work.

DEVELOPING A BRAND THAT RESONATES AND INSPIRES ACTION.

REPRESENT

We elevate. Diversity is our strength and belonging is our goal. We actively recruit, and promote individuals from various ethnicities, genders, ages, abilities, and backgrounds.

INCLUDE

We belong. We envision a workplace where everyone is seen and heard. Where each face matters and each voice is recognized. Everyone feels welcome and included in our culture and community.

SHARE

We learn. We create an environment where everyone feels safe to speak up, respected for their differences, and included in the conversation. People continuously grow, learn and develop.

EMPOWER

We champion. We cultivate a culture where every employee feels empowered and inspired. Where our teammates feel consistently and meaningfully supported, celebrated, and recognized. We each own the responsibility to motivate and instill confidence in our teammates.



OUR DE&I JOURNEY: WHERE WE ARE TODAY

- Build our baseline and refine our inclusivity index.
- Host focus groups with our teams
- Expand our DEI and Unconscious Bias training to our frontline leaders

UNCONSCIOUS BIAS TRAINING

As part of our commitment to our Inclusivity value and a belief that meaningful change starts at the top, we offered Unconscious Bias training to all Summit senior leaders. We achieved our goal of 100% of senior and regional leaders completing the training. The feedback from attendees was overwhelmingly positive.

Looking ahead, Summit will extend this training opportunity to all frontline leaders in 2024 as well as offer a yearly refresher course to senior and regional leaders.

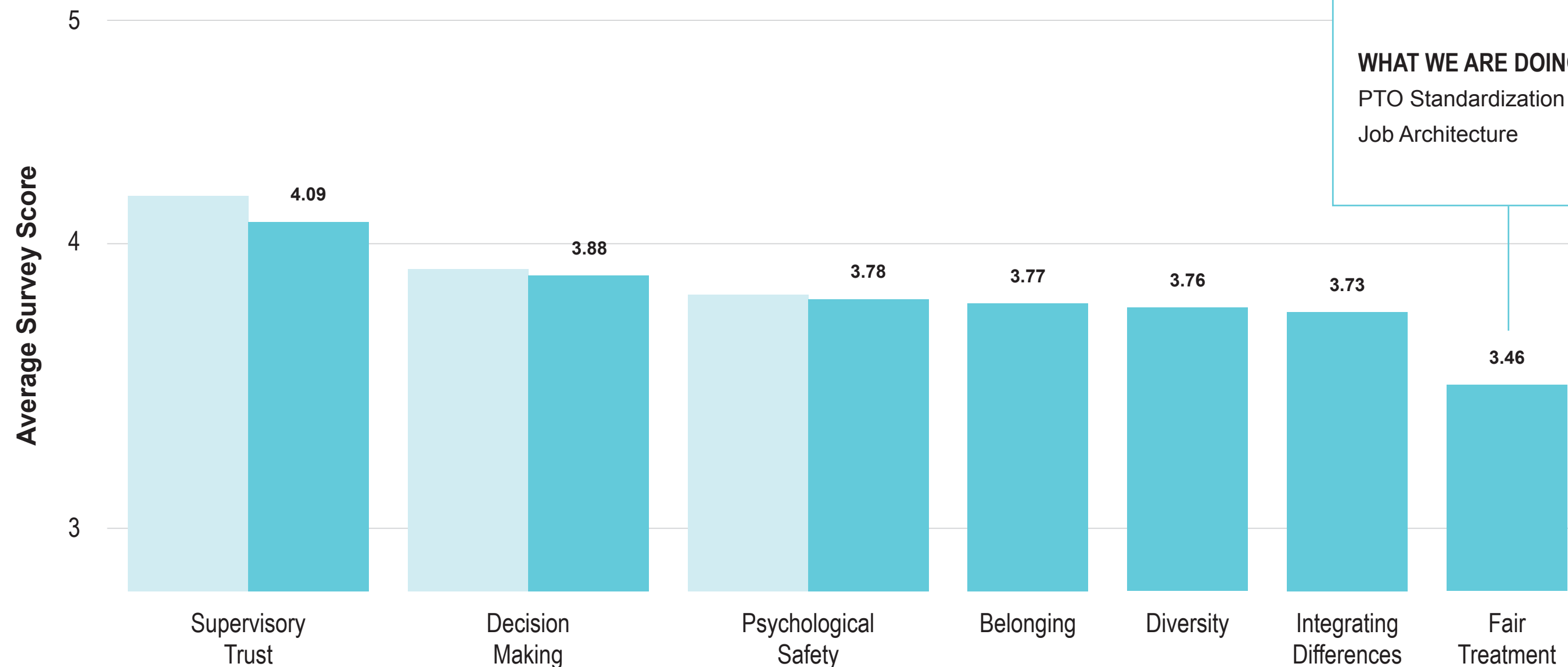
We know from our 2023 engagement survey that “Fair Treatment” is one of our greatest opportunities for improvement. Both Unconscious Bias training for leaders and our Job Architecture project are a direct result of our intention to improve in this space.

SURVEY RESULTS

Measuring Inclusivity based on 7 elements for building diverse and inclusive teams.

FAIR TREATMENT
Q: “Employees who... help the organization achieve its strategic objectives are fairly rewarded and recognized.”

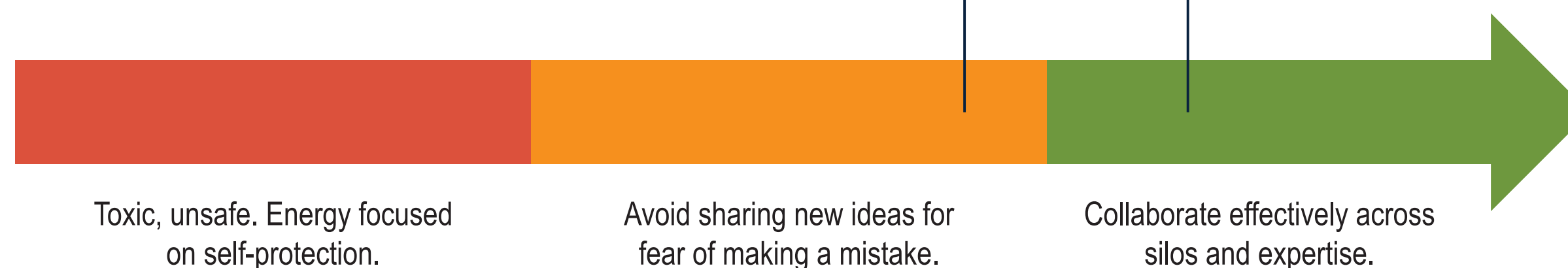
WHAT WE ARE DOING
PTO Standardization
Job Architecture



Year ● 2022 ● 2023

2022 Overall Rating
3.52

2023 Overall Rating
3.74



JOB ARCHITECTURE FRAMEWORK

Summit standardized a job architecture framework using best practices to provide the foundation and infrastructure for human capital management practices like talent movement, compensation management, career progression, workforce planning and succession management to enhance lateral and upward opportunities for our teammates.

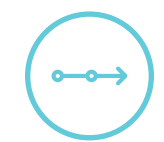
Our job architecture framework helps teammates manage career pathing and progression opportunities for a lifelong career at Summit—from entry-level to senior leader positions—in three distinct ways:



LATTICE CAREER GROWTH allows for vertical, horizontal and diagonal job movement. Teammates can explore and grow their careers by moving across the company into various roles.



VERTICAL CAREER GROWTH involves promotions that allow teammates to move up the ranks to roles with more responsibility, strategic projects and higher pay.



LATERAL CAREER GROWTH broadens skillsets in different fields and enables teammates to take on new challenges to develop new skills and create a broader network within the organization.

As of October 2023, Summit teammates have visibility into job codes, standard titles and grade levels. This structured, unified framework for viewing jobs will lead to faster decision-making regarding talent, create well-defined career paths that teammates will be able to follow and grow their careers, and allow HR to review pay on a regular basis that ensures we remain competitive. We also implemented job architecture into our recruitment practices, ensuring that all new hires are brought on within the new job grade and title framework and within the suggested pay range for their grade level.



Summit's Job Architecture Project Established:

~350

JOB CODES

Reduced by 38%

20

JOB FAMILIES

18 GRADE LEVELS

Grades 8-25 (Excluding Executive Positions)

Grades 8-12 Hourly Operational & Non-Exempt Professionals / Individual Contributors

Grades 13-15 Front line Leaders & Functional Professionals

Grades 16-18 Managers

Grades 19-21 Directors

Grade 22 Vice Presidents

Grades 23-24 Senior Vice Presidents

Grade 25 Regional Presidents

COLORADO NEURODIVERSITY CHAMBER OF COMMERCE

Summit became a member of the Colorado Neurodiversity Chamber of Commerce – the nation’s first chamber focused on “creating a successful economic community for neurodiversity in business.” The CNDCC aims to increase opportunities for neurodivergent individuals “to excel in the workforce, business, and leadership.” We look forward to working with the CNDCC to recruit and retain neurodiverse employees at Summit, and take advantage of the many learning opportunities around neuro-inclusive hiring and best practices to build a culture of belonging for neurodiverse employees.

TRANSFORMING HOW WE SERVE OUR EMPLOYEES

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

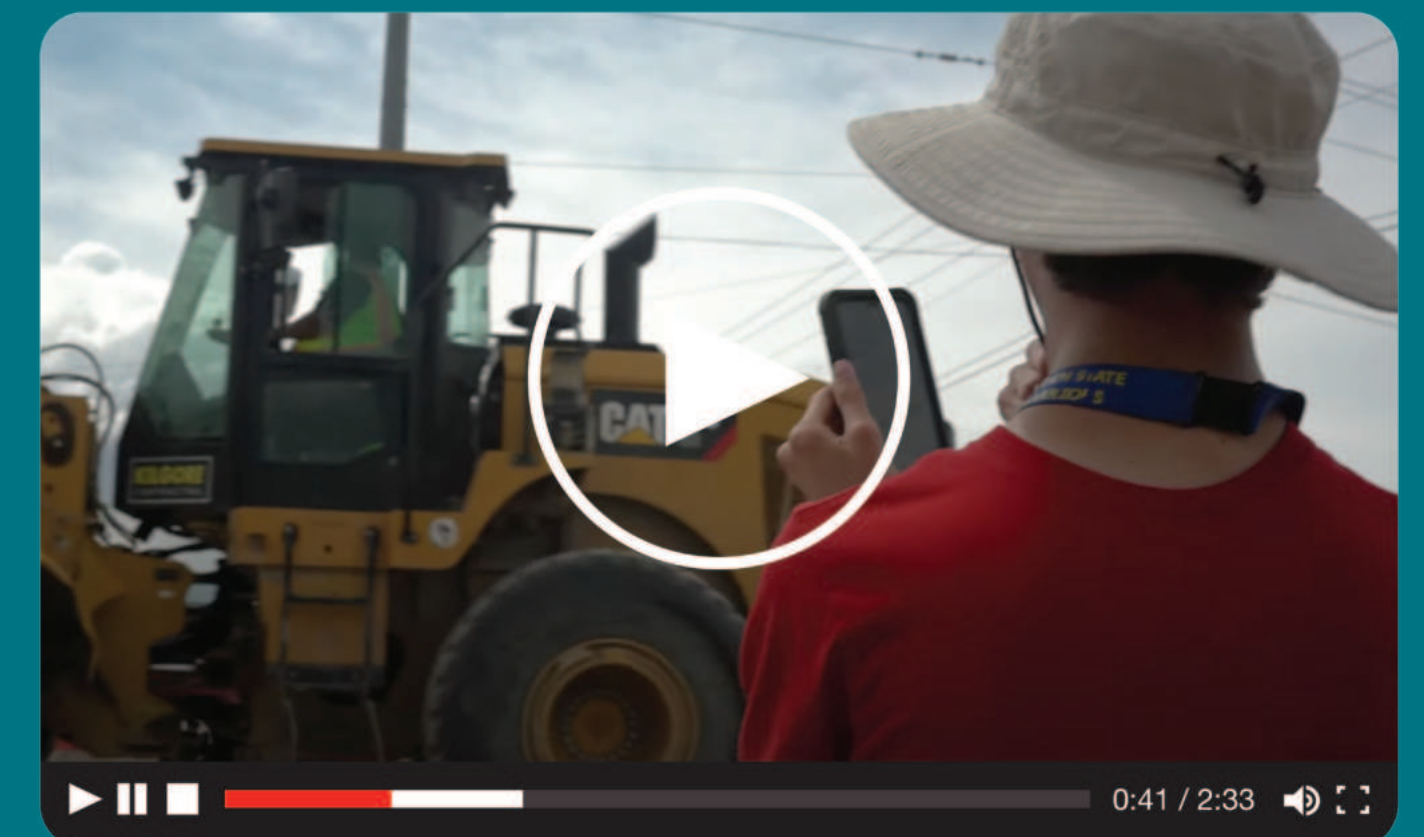
Hamm and Summit are focused on creating a better tomorrow for not only the citizens of Lawrence, but for all the local communities where we operate. From the state-of-the-art equipment in the MRF to our safety-focused teams, we have the processes in place to produce high-quality recycled materials and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

RECOGNIZING DIVERSITY IN OUR COMMUNITY

We support initiatives that promote diversity and inclusion beyond our workplace.

Oliver Thelin’s autism has given him a passion for construction. When his dad, Todd, reached out to ask if they could come watch one of our road repaving projects in Utah, we invited them to join a construction kickoff meeting, get hands-on with some of our equipment, and watch the paving process in action. Oliver’s keen eye led to his photos from our job site earning him First Place and Honorable Mention awards for photography at the Utah State Fair.

Click below to watch Oliver’s story on YouTube.



MY EXPERIENCE BEING A NEURODIVERGENT IN THE WORKPLACE

BY: RACHEL TABER, VP, HUMAN RESOURCES – CEMENT SEGMENT
Argos USA | Continental Cement | Green America Recycling, a Summit Materials Company

Diversity does not just come in the form of gender or race; it also comes in the form of how someone thinks, processes information, and communicates.

As a neurodivergent, I am typically strongest at lateral thinking, being analytical, and quickly absorbing, processing, and recalling an extraordinary amount of information. My brain is wired differently from what is considered neurotypical, and because of this I often look at things from a unique perspective. I can see a bigger picture and connect the dots before others do, which allows me to suggest what some may consider outside-the-box solutions.

In my experience, many people assume I am not an empathetic person because I'm so analytical, but the truth is the opposite. In fact, I can easily get stuck on an issue or subject when I perceive that some form of injustice or inequitable decision has occurred. I feel so deeply about these types of situations that I ask a lot of "why" questions to process information. This approach can sometimes be mistaken for being deliberately challenging or questioning someone instead of my desire to seek clarity and understanding. I also have a hard time understanding and responding to "normal" social cues such as small talk and jokes. I can be seen as blunt or too straightforward in my communication style, which can unintentionally alienate my co-workers.

At Summit Materials, for the first time in my career, I have felt a sense of relief to discover that I have the support of my leaders and HR peers to be my authentic

self and to be a part of a team who truly desires to understand the unique diversity of individuals and is willing to help resolve situations that may interfere with growth and relationship building. If more companies operated with the belonging mindset that Summit Materials does, we could tap into a whole new pool of skilled talent.

As an advocate for neurodivergence, I challenge everyone to think differently in making initial judgements when meeting someone. Being introverted, lacking small talk, not making direct eye contact, not smiling all the time, or asking questions to clarify expectations may make someone seem "unapproachable," "rude," or "difficult," but if you pause for a moment, you may realize they are a neurodivergent trying to find their way. Providing organization-wide unconscious bias training and supporting mental health check-ins encourages a psychologically safe culture where individuals can be open and reach high productivity levels quicker.

I am proud to say that at Summit I have been able to show up as my true self, get guidance when needed to help me work through some of my neurodivergent-related challenges, and in less than a year of joining the company I was promoted from Director of Human Resources for the Cement Segment to Vice President of Human Resources for the Cement Segment.

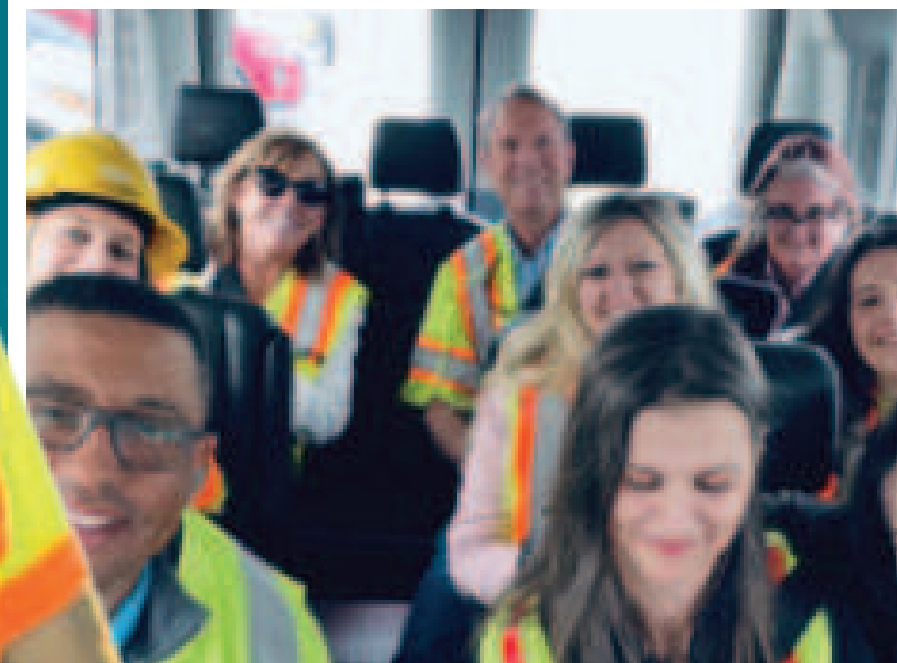


HOW I PAVED MY OWN ROAD: HONORING SUMMIT'S WOMEN IN CONSTRUCTION

We support initiatives that promote diversity and inclusion beyond our workplace.

Throughout my career in construction, I've had the privilege of experiencing a diverse range of roles that have helped shape me into the leader I am today. From working in manufacturing and R&D to advocating for legislative policies and leading business teams, I never fixated on a specific role. Instead, I sought to gain as much experience as possible, and I was fortunate to be mentored by companies that believed in people development. This approach allowed me to grow my career, and the rewards came later.

Authentic leadership has been critical to my success, and it requires knowing that I am not always the smartest person in the room. I surround myself with individuals who think differently and are better than me, and I believe that building strong, proactive teams is essential to success in an ever-changing environment. As a leader, I challenge myself to learn new things every week, stay aware of external influences, and stay on top of industry challenges. By valuing and prioritizing these traits, I've been able to cultivate a values-based leadership style that prioritizes how we lead over what we do as leaders.



PAVE YOUR OWN ROAD: HONORING SUMMIT'S WOMEN IN CONSTRUCTION

In honor of Women's History Month and Women in Construction Week we created the Pave Your Own Road program to inspire and empower all team members to pave their own roads to success by highlighting the underrepresented career stories of five emerging women leaders in Summit Materials and the construction industry. The five employees were selected by their regional leaders through a rigorous nomination process. Their stories were highlighted on social media and internal communications channels, and they were invited to join Summit CEO Anne Noonan and senior leadership from the South Region for a listening tour of sites in and around Midland, Texas. The tour's objective was to provide participants with an insider's look into a "day in the life" of our CEO and to listen to employees' ideas on how to build a culture of inclusivity, improve safety, efficiency and collaboration across teams, and to promote diversity and inclusion in the construction industry.

The tour began at the Troy Vines Midland office, where participants explored the equipment shop, ready-mix plant, and dispatch office. They visited Garden City to tour RK Hall's newest asphalt plant and quarry location. The tour concluded at the Price Construction office in Big Spring, Texas, where participants discussed upcoming construction and paving work in the West Texas area. Throughout the tour, participants engaged in discussions with employees and shared strategies for attracting and retaining more diverse talent in the field. The tour provided valuable insights into the challenges that employees face in the field and sparked ideas for how Summit Materials can improve operations and empower employees.



DEPARTMENT OF DEFENSE SKILLBRIDGE PROGRAM

In 2022, Summit Materials LLC was recognized as the first company in the United States to be approved for a ready-mix program through the DoD SkillBridge (also called “Career Skills”) program, which provides opportunities for Military and Veteran Service members (or their spouses) to gain valuable civilian work experience through specific industry training, apprenticeships, or internships. Summit offers a 180-day ready-mix apprenticeship program in Texas focused on the fundamentals of ready-mix driving and safety.

In 2023, Summit began building relationships with U.S. Army Transition Officers, advertising on the Hiring Our Heroes careers website, and attending military job fairs and skills trade events to recruit the first cohort of candidates for our ready-mix apprenticeship program.

Recruitment locations included:

- Fort Riley, Kansas (August 2023)
- Camp Lejeune, North Carolina (October 2023)
- Fort Hood, Texas (November 2023)

We are pleased to report that 19 service members have applied to our apprenticeship program through the SkillBridge website; of those, five have been extended offers to begin the program in 2024. Through feedback at recruiting events, an additional 10 potential candidates have expressed interest in applying.



DATA-DRIVEN INSIGHTS

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

Our engagement surveys and data analysis revealed a need to help teammates successfully balance their work life and personal life. In response to this feedback, we spent the year designing a standardized Paid Time Off (PTO) plan that is equitable across all regions, and that went into effect January 1, 2024.

Other key themes pointed to safety continuing to be a recognized cornerstone value and strength in our organization. We also heard our teammates' desire for their managers to be better at taking action on feedback. We are committed to addressing this by providing managers with more training and resources so they have the support they need to address their teams. Our teammates also want more opportunities for growth and development. We are committed to expanding our training programs, including Unconscious Bias Training for frontline leaders, and providing broader awareness of internal opportunities.

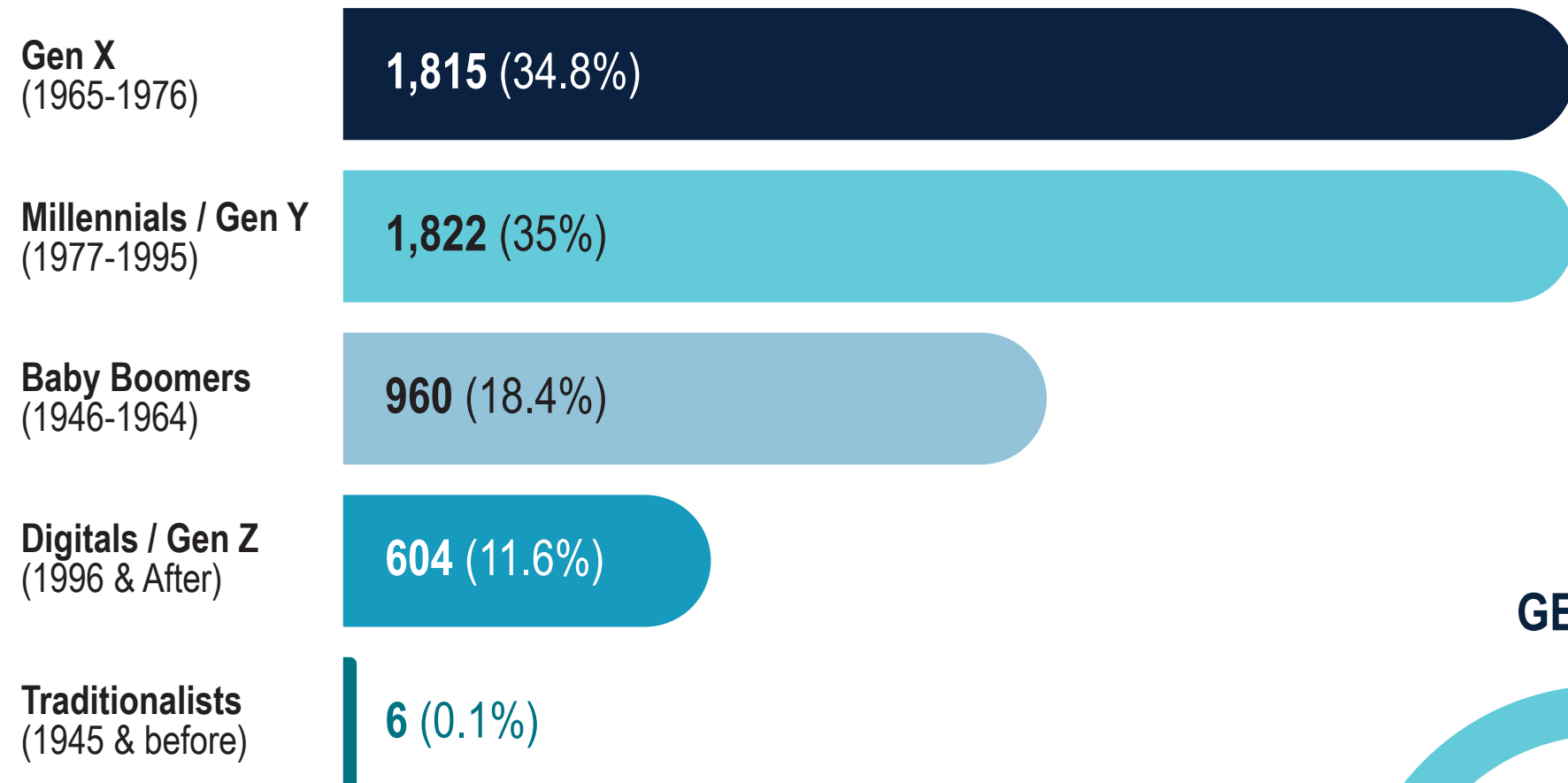
BY THE NUMBERS¹

We continue to apply the power of data and analytical accuracy to our Human Capital and diversity, equity and inclusion strategy and analysis, and reaffirm our commitment to sharing our company data on representation publicly each year. In 2023, we saw increases in our Gen Z employee population (+2% YoY) and in representation among our Under Represented Groups (URGs) (2.3% YoY), bringing our URG workforce total to 36%. Representation among Baby Boomers decreased from 20% to 17% YoY. We also saw improvement in turnover and are making solid progress toward our 2030 goal of <30%, with a decrease of 4% since 2021.

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

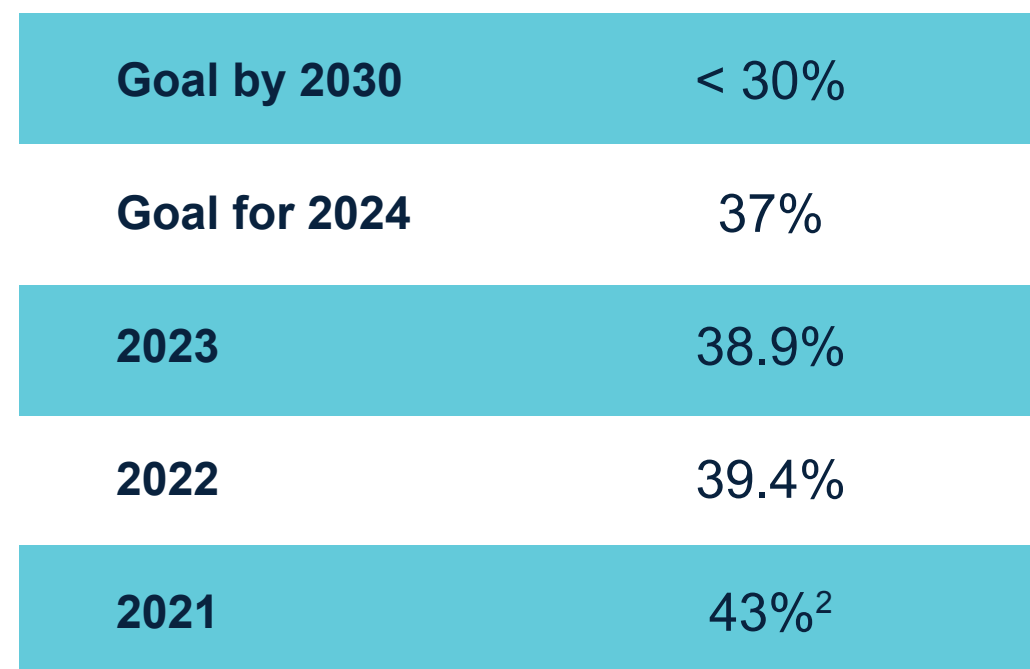
+2%
Gen Z YoY

GENERATIONS

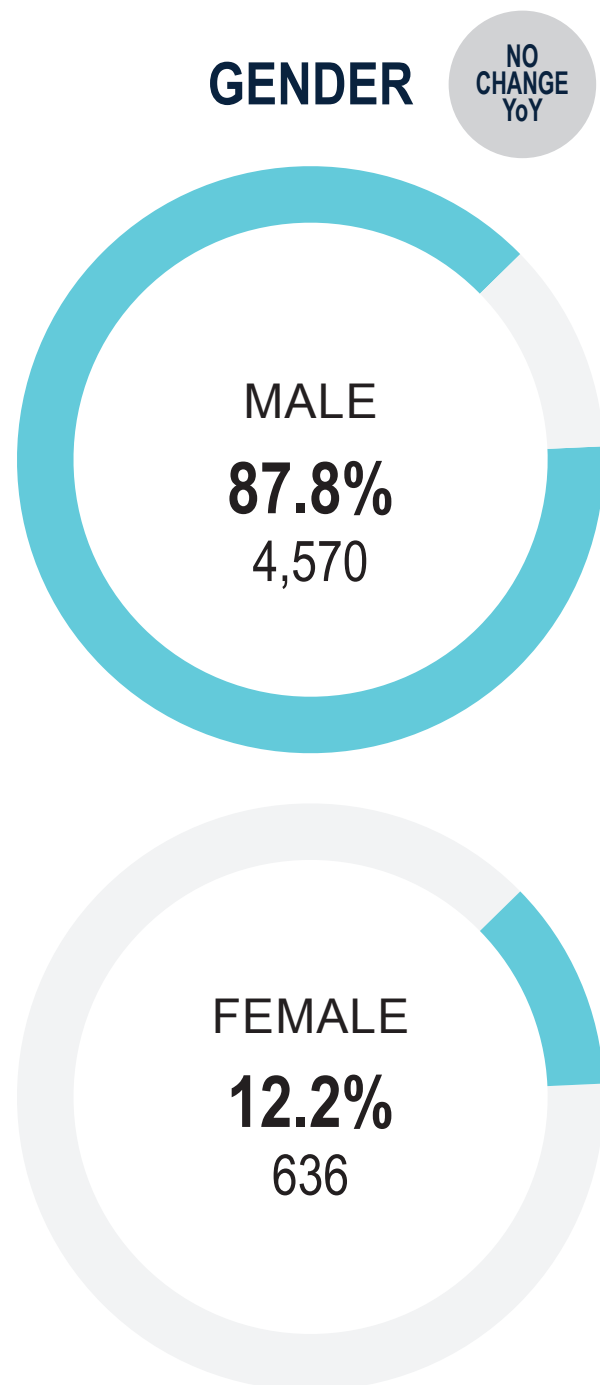


ON TARGET

TURNOVER RATE



² This is an annualized turnover rate, collected as of December 31, 2023 and excludes divestitures.



AVERAGE TENURE BY GENDER³

6.67 YEARS

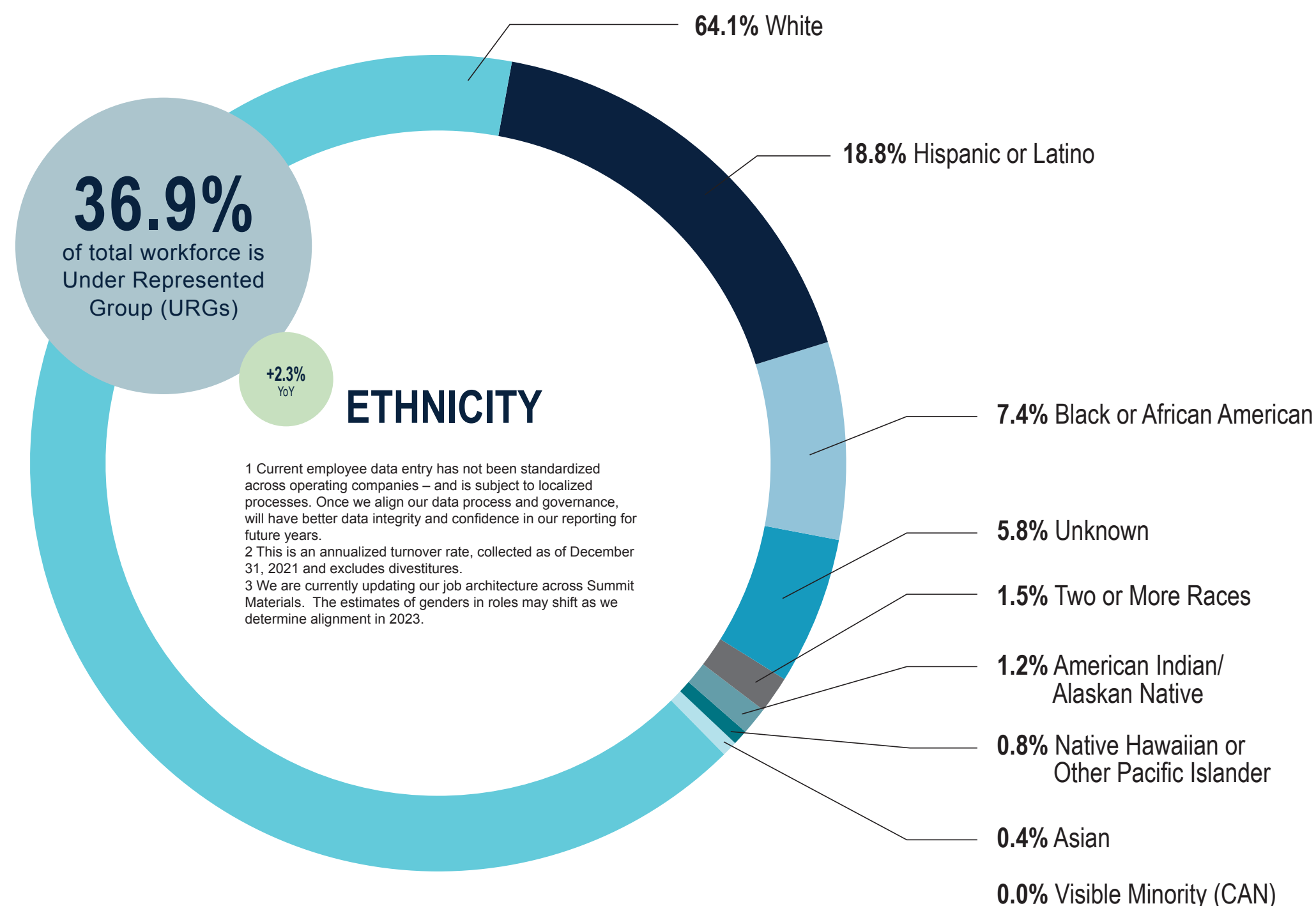
Average Tenure of Active Employee

5.53 YEARS

FEMALE

6.82 YEARS

MALE



WOMEN IN LEADERSHIP



WOMEN COMPRISED MORE THAN **50%** of Summit's Board of Directors in 2023.

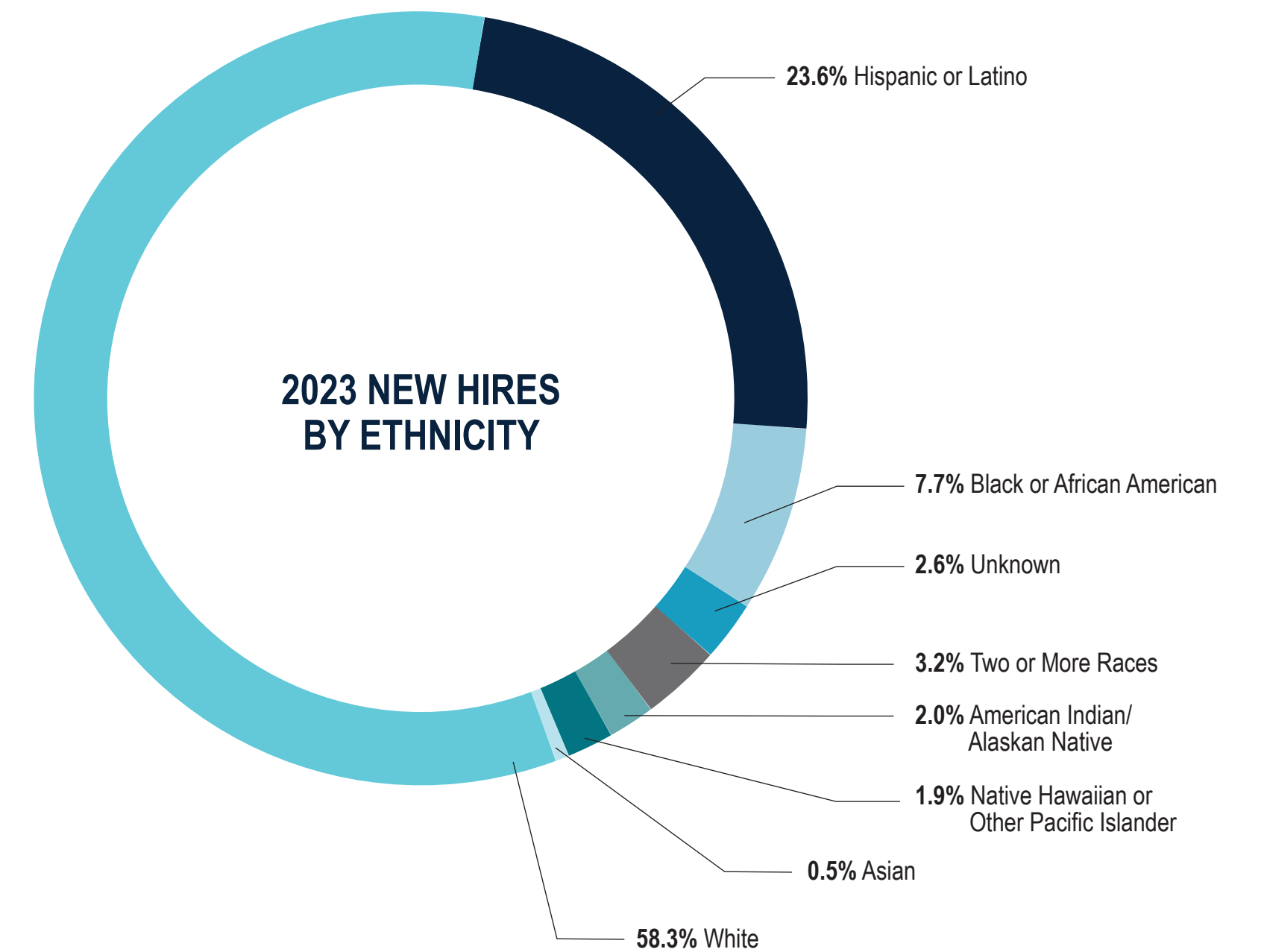
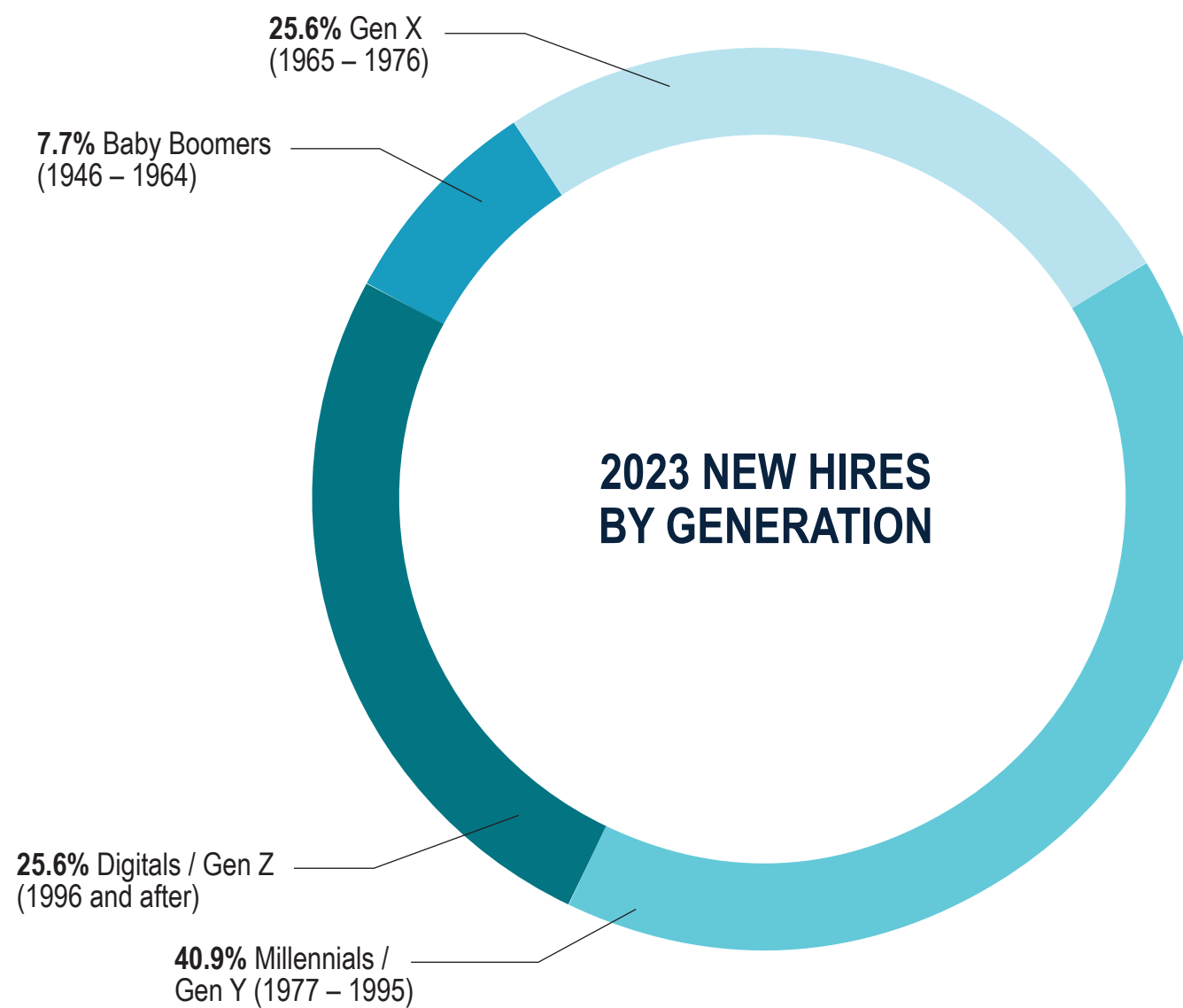
2023 NEW HIRES

2,521 TOTAL

New Hires in 2023

234 FEMALE
(9.3%)

2,286 MALE
(90.7%)





EMPLOYEE WELLNESS

We see wellness as the pursuit of continued growth and balance in the many dimensions of a productive life and we provide a comprehensive benefits program to support physical, mental, financial and social wellbeing.

We believe that employee-investors are more likely to feel engaged, make sound decisions in the best interests of our stakeholders, and engage more deeply in understanding Summit's strategic objectives and financial performance. Eligible employees can choose to enroll and begin contributing a portion of their post-tax eligible earnings that will then be used to purchase shares of Summit Materials, Inc.'s Class A Common Stock, at up to a 15% discount. As part of their total benefits package, eligible employees can enroll and conveniently invest with post-tax deductions.



70.85%
HEALTH ENROLLMENT
A 4% increase from 2022

86%

401(K)
PARTICIPATION
RATE

5.63%

401(K)
AVERAGE
CONTRIBUTION



10%
EMPLOYEE STOCK
PURCHASE PROGRAM



TABLE 10. 2023 EEO-1 DATA

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, we are sharing our 2022 EEO-1 data here.

JOB CATEGORIES	Hispanic or Latino		Non-Hispanic or Latino													
	Male	Female	Male						Female						OVERALL TOTALS	
			White	Black or African American	Asian	Native Hawaiian or Pacific Islander	American Indian or Alaska Native	Two or More Races	White	Black or African American	Asian	Native Hawaiian or Pacific Islander	American Indian or Alaska Native	Two or More Races		
Exec/Sr. Officials & Mgrs	0	0	29	0	1	0	0	1	4	1	0	0	0	0	0	36
First/Mid Officials & Mgrs	43	4	419	16	5	1	1	4	58	2	0	0	0	0	2	555
Professionals	17	3	134	6	1	0	1	6	52	1	4	0	0	0	0	225
Technicians	17	1	93	4	1	2	0	3	9	0	0	0	0	0	0	130
Sales Workers	3	3	66	1	1	0	2	1	27	0	0	0	0	0	0	104
Administrative Support	20	31	83	6	1	0	1	1	207	8	0	1	1	5	365	
Craft Workers	33	6	1033	88	2	7	23	27	29	2	0	0	1	2	1553	
Operatives	262	16	701	153	3	22	17	21	51	10	1	3	2	3	1265	
Laborers & Helpers	130	1	142	45	0	4	2	8	15	0	0	0	0	0	0	347
Service Workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL	825	65	2700	319	15	36	47	72	452	24	5	4	4	12	4580	

LOOKING AHEAD: 2024 AND BEYOND

In 2023, we continued to strengthen our OneSummit/OneHR strategy, which aims to more effectively serve our employees and impact our communities through the creation of a workplace that attracts and retains high-quality talent, protects workers' rights, offers an inclusive and respectful environment, and champions employee experiences and development. We also took the opportunity to reframe our approach to DE&I with a focus on belonging and retention, since inclusion directly affects the decisions people make about their jobs.

Our 2024 priorities will help us increase belonging, inclusivity and diversity and encourage active participation in and support for our DE&I efforts among all Summit employees.

80%

OF RESPONDENTS

indicated inclusion is important when choosing an employer

71%

OF RESPONDENTS

would prefer an organization that demonstrates inclusive behaviors but inconsistent inclusion programs – as opposed to high-quality inclusion programming, but inconsistent inclusive behaviors.

23%

OF RESPONDENTS

indicated they have already left an organization for a more inclusive one – *including 30% of millennial respondents.*

39%

OF RESPONDENTS

reported that they would leave their current organization for a more inclusive one



CULTURAL ROAD MAP

- + **Establish the RISE Council**, a change-making body made up of employees who will be champions for and stewards of RISE behaviors and initiatives, particularly our efforts to elevate women leaders and improve the perception of “fair treatment” across teammates. Members will be expected to point out blind spots, share what they’re hearing from “the frontlines” and recommend solutions for improvement.
- + **Increase our understanding of the employee experience through Pulse Surveys and Focus Groups**. By encouraging our employees to share their knowledge, experience and potential solutions, particularly around belonging, we will empower people closest to problems to help create actionable strategies to solve them.
- + **Expand our employee engagement strategy and increase our engagement scores and retention**, particularly of employees in underrepresented groups, through campaigns designed to help all employees feel seen, heard, valued—like they belong here—and inspired to take action.
- + **Show women they belong in the construction industry**. Our Cement business, for example, will continue a tradition of issuing pink hardhats and vests for new employees to wear during their onboarding and training period.
- + **Refine our Job Architecture**
Emphasize leadership development, including Unconscious Bias training, for approximately 500 frontline leaders as a core foundational offering to our existing and upcoming leaders. Our leadership development program provides confidence and skill development in areas such as organizational leadership, personal effectiveness, fostering engagement and building strong and capable teams.
- + **Enhance our Recognition practices and share teammate stories** that inspire action around the RISE pillars.



SOURCING AND RECRUITMENT

- + **Reframe and expand our Talent Acquisition capability and sourcing strategies**, including relationships in the communities that we serve. For example, we will continue a vendor partnership that provides a platform to allow us to be more intentional about targeting diverse hires across underrepresented groups and geographies and reaching those targeted populations in our recruitment efforts (e.g., small rural towns; engineering schools with higher diversity in their student populations).
- + **Expand our veterans’ program** to include active duty military service members preparing to transition to the civilian workforce—and their families.
- + **Extend our Women in Construction recruitment campaigns** in April and October to target mothers and young women entering trade school directly out of high school. Our recruiting efforts are shifting to include career fairs focused on a younger female demographic that may not know what career path they want to take or may not recognize that opportunities exist for women in skills- or trade-based professions. Summit sites in Virginia and the West Region hosted site tours for women interested in construction opportunities.
- + **Track diversity hiring metrics by month and week across all lines of business and geographies** and report trends regularly.
- + **Enhance the H-2B Trade Visa program**, specifically targeting Spanish-speaking populations.



HUMAN/SOCIAL IMPACT

Ensuring Employees and their communities are valued and can thrive.

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

	Employee Turnover (BY PERCENTAGE)	Employee Base Reflects Communities (MATCH % DIVERSITY)	Employee Engagement (BY PERCENTAGE)
2030 TARGETS	30%	60%	75%
2050 TARGETS	20%	90%	80%

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 April 10, 2023. Important factors could affect our results and could cause results to differ materially from those expressed in our forward-looking statements, including but not limited to the Company’s DE&I initiatives and targets

within the projected timelines or in the projected manner, the ability to reduce turnover at the desired levels and within the desired timelines, and the factors discussed in the section entitled “Risk Factors” in Summit’s Annual Report on Form 10-K for the fiscal year ended January 1, 2023 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. Inclusion of information in this report should not be construed as a characterization of materiality or financial impact of such information.

