



2023 ESG REPORT

Environmental, Social,
and Governance
Report



2023

SUMMIT MATERIALS HEADQUARTERS

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CAUTIONARY NOTE REGARDING FORWARD-LOOKING STATEMENTS & OTHER GENERAL DISCLOSURES

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

Although Summit Materials, Inc. (“Summit,” or “Company”) believes that the assumptions inherent in these forward-looking statements are reasonable, the reader should not place undue reliance on these statements. Forward looking information speak only as of April 2, 2024. Important factors could affect our results and could cause results to differ materially from those expressed in our forward-looking statements, including but not limited to factors impacting the Company’s inability to achieve its environmental,

social and governance (ESG) targets within the projected timelines or in the projected manner, the lack of economically viable market-based CO₂e offsets and credits, the performance of our environmental management system, the performance of existing technology related to CO₂e emission reductions, the development of future technologies related to CO₂e emissions, the continued evolution and development of ESG methodologies, frameworks and standards, market adoption of products with less environmental impact, including without limitation, Portland-limestone cement, the ability to reduce turnover at the desired levels and within the desired timelines, and the factors discussed in the section entitled “Risk Factors” in Summit’s Annual Report on Form 10-K for the fiscal year ended December 30, 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. 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.

2023 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, this report does not include Argos USA acquisition legacy data, as the acquisition was completed in January 2024.

Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Quantitative	Metric tons (t) CO ₂ -e, Percentage (%)	EM-CM-110a.1	1.73 M MT CO ₂ e 85.88%
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion and Analysis	N/A	EM-CM-110a.2	Summit has developed specific 2030 and 2050 emissions reduction targets and strategies. That process is discussed in Greenhouse Gas (GHG) Emissions
Air Quality	Air emissions of the following pollutants: 1. NOx (excluding N ₂ O), 2. SOx, 3. particulate matter (PM10), 4. dioxins/furans, 5. volatile organic compounds (VOCs), 6. polycyclic aromatic hydrocarbons (PAHs), and 7. heavy metals	Quantitative	Metric tons (t)	EM-CM-120a.1	NOx - 2,548 Tons Sox - 1,816 Tons PM10 - 311 Tons Dioxins/furans - 2.11 lbs/year VOC's - 323 Tons PAH's - 1.16 Tons Heavy metals - 105 Tons
Energy Management	1. Total energy consumed, 2. percentage grid electricity, 3. percentage alternative, 4. percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	EM-CM-130a.1	1. 7.17 M GJ 2. 19.69% 3. Not collected in 2023 4. Not collected in 2023 Summit will be expanding the data collection and use of alternative and renewable energy sources.
Water Management	1. Total fresh water withdrawn, 2. percentage recycled, 3. percentage in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic meters (m ³), Percentage (%)	EM-CM-140a.1	1. 1,228 k cubic meter (utility only) 2. Not collected in 2023. Water metering in stressed water areas has begun and we are working to expand across operations. 3. 23.6 %
Waste Management	Amount of waste generated, percentage hazardous, percentage recycled	Quantitative	Metric tons (t), Percentage (%)	EM-CM-150a.1	775 (t) of Cement Kiln Dust waste landfilled , 8,552 (t) of cement kiln dust shipped off-site to third party customer Other waste types not collected in 2023.

2023 SASB METRICS TABLE (cont.)

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, this report does not include Argos USA acquisition legacy data, as the acquisition was completed in January 2024.

Biodiversity Impacts	Description of environmental management policies and practices for active sites	Discussion and Analysis	N/A	EM-CM-160a.1	Summit's environmental policies and practices for active sites are summarized in 8 Land Use and Reclamation
	Terrestrial acreage disturbed, percentage of impacted area restored	Quantitative	Acres (ac), Percentage (%)	EM-CM-160a.2	14,442 (ac)
Workforce Health & Safety	1. Total recordable incident rate (TRIR) 2. And near miss frequency rate (NMFR) for a. full time employees and b. contract employees	Quantitative	Rate	EM-CM-320a.1	1. 0.22 2a. Not collected in 2023. Summit began collecting NMFR in 2023. 2b. Summit did not collect contract employee safety data in 2023. Summit began collecting contract employee incidents in 2023. In 2024 we will expand reporting to include a NMFR.
	Number of reported cases of silicosis	Quantitative	Number	EM-CM-320a.2	0 cases of silicosis reported
Product Innovation	Percentage of products that qualify for credits in sustainable building design and construction certifications	Quantitative	Percentage (%) by annual sales revenue	EM-CM-410a.1	1.5%
	Total addressable market and share of market for products that reduce energy, water, and/or material impacts during usage and/or production	Quantitative	Reporting currency, Percentage (%)	EM-CM-410a.2	Total addressable market—Lightweight Aggregates \$49.5M Addressable market share—16.7%
Pricing Integrity & Transparency Greenhouse Gas Emissions	Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing, and anti-trust activities	Quantitative	Reporting currency	EM-CM-520a.1	For the fiscal year 2023, Summit had no material losses related to litigation or to non-appealable regulatory decisions involving cartel activities, price fixing or anti-trust activities

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LETTER FROM OUR CEO

Dear Stakeholders,

I am pleased to present to you our Environmental, Social, and Governance (ESG) Report for 2023. We recognize the vital role that responsible business practices play in creating long-term value for our stakeholders and contributing to a sustainable future. As we navigate the complex challenges of today's global business environment, our commitment to ESG principles remains unwavering. This report reflects our dedication to transparency, accountability, and the integration of sustainability into every facet of our operations.

We understand the critical importance of environmental sustainability. Specifically in 2023 we established an ESG strategic roadmap on value generative commitments. We were able to exceed expectations with lower diesel fuel usage in our fleet and a higher thermal substitution rate at both cement plants in 2023, reducing costs and emissions.

In 2023, we also intensified our focus on belonging and inclusion. We have identified a relationship between our employee inclusivity score and turnover reduction. As a result, we are focused on improvement in this area to enhance employee well-being, lower costs, and improve productivity. In 2023, 100% of our company leadership completed unconscious bias training to further enhance these efforts.

We continue to pursue initiatives that are technology leading, customer driven, and value creating. Notable projects include:

- **Fleet Electrification:** ~\$50K to ~\$250k annual savings when we convert from yellow iron diesel to line power

- **Alternative Fuel Usage:** ~\$1.3M incremental EBITDA from Green America Recycling vs prior year
- **Employee Turnover:** ~\$100k - \$500K savings for every 1% reduction in employee turnover
- **Fuel Efficiency:** ~\$1M in fuel savings for a 3% reduction in fuel consumption

Our journey towards sustainability is an ongoing commitment and key pillar in our ELEVATE strategy. Technology is advancing and there are many places we could invest labor or capital. Our commitment to you is that we will invest where there is a positive rate of return. We have to be creative, so that means partnering with a university on exploring carbon capture opportunities instead of funding a project solo; leveraging DOE funding options where it makes sense, and aligning with innovative companies. We understand that long term success in sustainability requires efforts that align stakeholders with shareholders.

In closing, I would like to express my gratitude to our employees, customers, partners, and shareholders for their continued support on our sustainability efforts. Together, we can make a meaningful difference and build a better tomorrow.

Thank you for your trust and partnership,



ANNE 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 defined its mission, vision and values to position our company to meet future challenges.

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: 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.



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 equality for all stakeholders.

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.

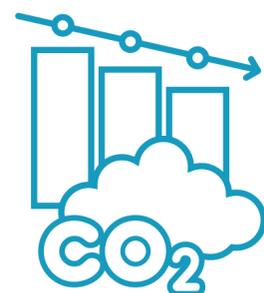
At Summit, we recognize that robust environmental and social performance is not only the right thing to do but that it is key to achieving our vision. We conducted a detailed ESG materiality assessment to identify the focus areas with the most impact to our business that were considered the most important 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, three North Star principles were developed through a company-wide strategic assessment. Those principles include:



Human/Social Impact

Ensuring people and their communities are valued and can thrive.



Carbon Reduction

Reducing CO₂ emissions to reach net zero by 2050. Moving forward, we will continue to refine our identification, assessment and management of climate risk and opportunities starting with the scenario analysis beginning in 2022 to improve robustness and comparability.



Land Reclamation

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

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

In 2023, we completed a qualitative climate risk assessment to support our enterprise risk process and to identify potential impacts of climate-related risks. We also embarked on quantitative scenario modeling across our operations to assess our portfolio’s resilience under different external conditions. Scenario analysis is a critical tool for strategic planning, risk management and assessing our strategic resilience. This insight further strengthens the importance and relevance of our climate-related actions outlined in our Net Zero Targets.

ESG TARGETS

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

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

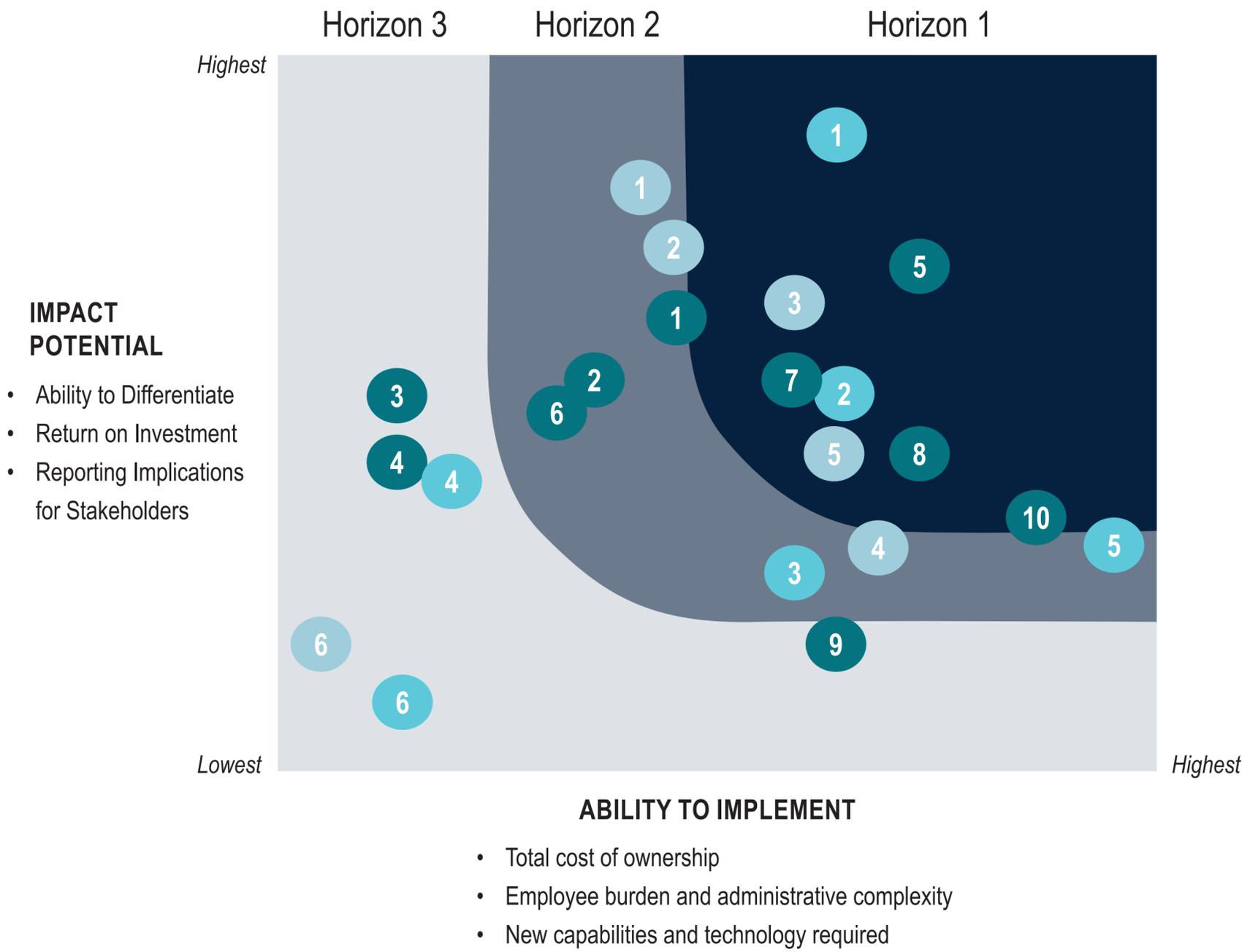


FIGURE 1. SOCIAL RESPONSIBILITY INITIATIVE PRIORITIZATION & MATERIALITY MATRIX

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.

- 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

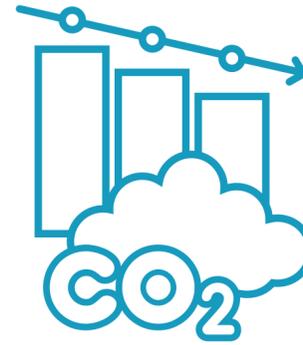


HUMAN/SOCIAL IMPACT

Ensuring employees and their communities are valued and can thrive.

In 2023, Summit employed 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%



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.

	CO ₂ e Emitted (M MT CO ₂ E)	Cement Emissions Intensity (MT CO ₂ E /MT PRODUCED)	Renewable Power (BY PERCENTAGE)
2030 TARGETS	1.6 - 2.0	0.65	30%
2050 TARGETS	0.5 - 1.2 With offsets to get to net zero 0.0	0.25 With offsets to get to net zero 0.0	100%



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 in 2023, 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. in our path to net zero by 2050. However, we also continue to explore and evaluate emerging technologies.

	Freshwater Withdrawn (REDUCTION BY PERCENTAGE)	Land Preserved & Converted (BY PERCENT OF TOTAL ACRES)	Waste Diverted (MT, TARGET BY % OF WASTE DIVERTED)
2030 TARGETS	10%	10%	80%
2050 TARGETS	25%	20%	100%



SCOPE OF THIS REPORT

Summit's 2023 Environmental, Social and Governance (ESG) report is for the 2023 financial year (twelve months ending December 30, 2023). This report does not include Argos USA acquisition legacy data, as the acquisition was completed in January 2024.

Financial amounts are reported in U.S. 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 2023.

Further information and analysis on Summit's operational results is detailed in Summit's Annual Report on Form 10-K for the year ended December 30, 2023.

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 we are a major participant in the U.S. construction materials industry as our sales volumes of aggregates put us in the top 10 of aggregates suppliers, a top 15 cement producer and a major producer of ready-mix concrete and asphalt paving mix. In the year ended December 31, 2023, we sold 58.4 million tons of aggregates, 2.3 million tons of cement, 4.9 million cubic yards of ready-mix concrete and 3.7 million tons of asphalt paving mix across our nearly 400 sites and plants.

TABLE 1. SALES VOLUME BY MAJOR PRODUCT LINE

TOTAL VOLUME	January 1, 2024	January 1, 2023	January 1, 2022	January 2, 2021
Aggregates (tons)	58,406	59,525	64,185	59,098
Cement (tons)	2,362	2,533	2,431	2,286
Ready-mix concrete (cubic yards)	4,909	5,043	5,831	5,740
Asphalt (tons)	3,725	3,724	5,062	5,831



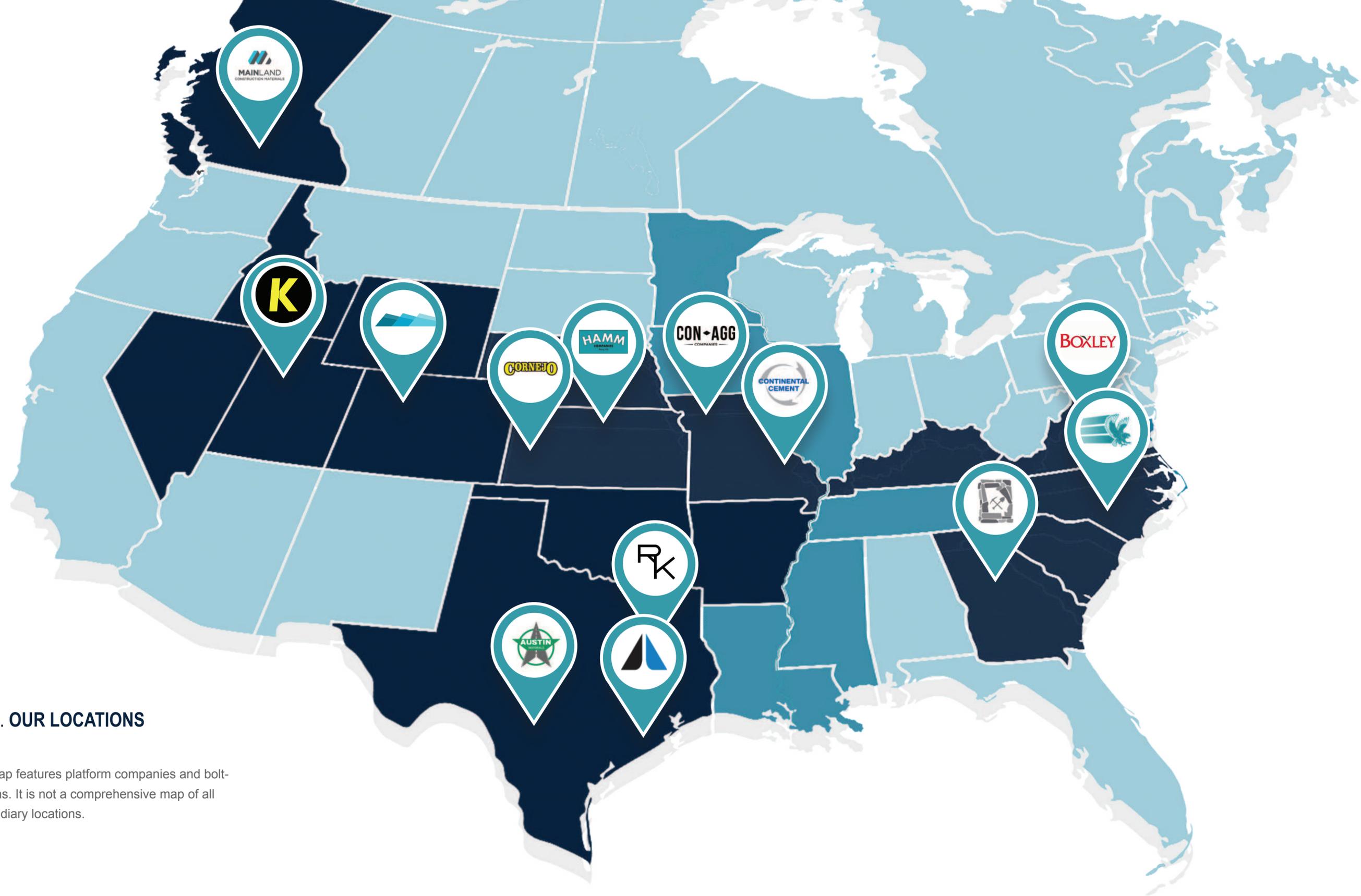


FIGURE 2. OUR LOCATIONS

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



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 Pillars.

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 2022. 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 2023 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.

2023 HIGHLIGHTS

Sustainability is a core value at Summit. Our commitment to being stewards of our environment and thoughtful members of our communities is central to 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 2023, Summit made progress towards its vision of being the most socially responsible integrated construction materials solution provider, as evidenced by the following accomplishments:

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

- Continued upon an expansion at our Green America Recycling facility to increase our use of alternative fuels in cement production
- Full implementation of Portland Limestone Cement (“PLC”), a lower clinker factor cement in certain markets, with plans to expand further
- Piloted next generation low carbon concrete
- Partnered with universities to evaluate artificial intelligence solutions for ready-mix concrete optimization
- Evaluating long term solutions for fleet electrification and diesel to line power conversion
- Leveraging safety, fuel and emissions monitoring data from our vehicles to reduce impacts

¹ 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>.

<p>WE HAVE GENDER PARITY at the Board and executive officer level.</p> 	<p>WE COMPLETED 529 ACTIVITIES that had a positive social and environmental impact on our communities.</p>	 <p>ON AVERAGE 45.7% thermal substitution rate at our cement plants in 2023. This equates to the amount of power that an estimated 10,000 American homes use in one year.¹</p>			
 <p>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.</p>	<p>TOGETHER, WE PERFORMED A TOTAL OF 3,731 VOLUNTEER HOURS.</p> 	<p>Recycled asphalt accounted for 20% OF TOTAL TONS PRODUCED IN 2023.</p>  <p>WE RECYCLED MORE THAN 269,630 TONS OF CONCRETE & MORE THAN 778,281 TONS of recycled materials including metals, plastics, paper, cardboard and mixed recycling in 2023.</p>			
<p>66 WE HOSTED SCHOOL & COMMUNITY TOURS & PRESENTATIONS.</p>	<p>CH₄ WE CAPTURED METHANE at our landfill business in Kansas.</p>				
<p>WE CULTIVATED</p> <table border="0"> <tr> <td data-bbox="1402 1474 1669 1572">  <p>126 GARDENS</p> </td> <td data-bbox="1735 1474 2045 1572">  <p>30 BIRDHOUSES</p> </td> <td data-bbox="2112 1474 2512 1572">  <p>36 BEEHIVES & BUTTERFLY HOUSES</p> </td> </tr> </table>			 <p>126 GARDENS</p>	 <p>30 BIRDHOUSES</p>	 <p>36 BEEHIVES & BUTTERFLY HOUSES</p>
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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, including human capital, environmental policies, energy management, land use, climate change and sustainability.

To ensure our directors provide effective oversight of management and help protect and create value for all the company's stakeholders in 2023, 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. In 2022, the Company amended its Corporate Governance Guidelines and Governance and Sustainability Committee's charter and formally adopted a policy to require any candidate pool assembled to fill a vacancy of the Board to include candidates who are diverse in terms of ethnicity and/or gender.

In 2023, Summit Directors represent a strong and diverse mix of senior operational and financial executives with materials, technology, supply chain and investor expertise.

The Board is proud of the gender diversity it has been able to accomplish over the last few years. 55% of our Board are female and 40% of our executive officers are female, including our Chief Executive Officer.

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

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

- (i) Oversight of the Company's approach to social responsibility to ensure it aligns with the Company's overall business strategy
- (ii) 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
- (iii) Oversight of Company policies and initiatives relating to the environment with respect to energy management, climate change and sustainability
- (iv) 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;
- (v) Review of the Company's policies related to political contributions and lobbying
- (vi) 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 ESG reporting and disclosures (quantitative and qualitative) and related processes and controls, including conformity to the Company's ESG strategy.



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](#)

FIGURE 3. ESG OVERSIGHT

BOARD & MANAGEMENT OVERSIGHT OF ESG FACTORS & RISK

Summit recognizes that Environmental, Social and Governance (ESG) performance is essential to our long-term success and is of vital importance to stakeholders. As a result, we have implemented the following oversight structure to ensure that performance and risk management is monitored appropriately:

BOARD OVERSIGHT

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

In light of the importance of environmental and climate change matters to the Company, its shareholders, communities, customers, and employees, and the associated risks the Company faces, the full Board oversees environmental risk factors and receives regular updates from management and the Company’s sustainability team on the Company’s environmental risk profile and key risk mitigating initiatives.



MANAGEMENT OVERSIGHT

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

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

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

MANAGEMENT OVERSIGHT OF CLIMATE CHANGE RISKS AND MITIGATION STRATEGIES

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

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



The Executive Vice President, Chief People, Environmental, Social and Governance Officer and Head of Communications works with operational leaders to identify and develop mitigation strategies to address climate risks which includes, but are not limited to, emissions reduction initiatives, environmental health and safety, sustainability and corporate social responsibility. The Senior Leadership Team is also involved in oversight of land use and social impact. The Company's operations have personnel responsible for maintaining compliance with environmental rules and regulations.



EXECUTIVE AND SENIOR LEADERSHIP COMMITMENT

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

2023 Senior Leadership Commitments included specific objectives for sustainability reporting, making progress on diversity, equity and inclusion initiatives, water monitoring, fuel economy, progress on renewable power conversion and increasing adoption of lower Portland Limestone Cement (PLC).

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

Our Regional Presidents maintain site accountability for ESG-related activities. Furthermore, at each site there is a manager, coordinator or equivalent appointed to oversee sustainability, environmental management, health and safety and human resources who reports directly into this site leader. These local leads are supported by coordinators, technicians, contractors and external consultants as needed.

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. We have COEs for lines of business and key functions such as ready-mix concrete, aggregates, asphalt and construction, cement and safety.

BUSINESS ETHICS & TRANSPARENCY

CODE OF ETHICS CODE OF BUSINESS CONDUCT AND ETHICS

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

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

WHISTLEBLOWER POLICY

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

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

- (a) In writing to Summit Materials, Inc., Attn: Audit Committee, c/o Chief Legal Officer, 1801 California Street, Suite 3500, Denver, Colorado, 80202
- (b) By calling 1-855-688-1942 at any time
- (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.

LETTER FROM OUR CHIEF PEOPLE, ENVIRONMENTAL, SOCIAL AND GOVERNANCE OFFICER

Dear Stakeholders,

As the Chief People, Environmental, Social and Governance Officer and Head of Communications at Summit Materials, I am honored to present our sustainability achievements and initiatives in this year's annual ESG report. We continue to pursue solutions that are technology leading, customer driven and most importantly, value creating. This function more than pays for itself, helps differentiate our business with customers and investors, and extends our social license to operate. We are deeply committed to advancing our sustainability goals, aligning our efforts with global standards, and contributing positively to build a better tomorrow.

This year marked a significant milestone in our journey towards reducing our environmental impact. We have focused on reducing carbon emissions, improving energy efficiency, and increasing the use of alternative fuels and raw materials. Our investments in state-of-the-art technology have enabled us to reduce our CO₂ emissions. We are also proud of our advancements in reducing water consumption and enhancing waste management practices which demonstrates our commitment to protecting natural resources. By spending less money on fuel, reducing turnover, and converting diesel powered yellow iron to line power, we are realizing low single digit millions per year. By boosting our alternative fuel usage, we can boost financial returns while also reducing emissions and our dependency and cost of fossil fuels. We have conviction that these efforts drive long term sustainability of our business and have a compounding effect on our margins as we expand these programs through the company.

When we consider our three North Stars for ESG, #1 is Human and Social Impact. When we reduce employee turnover and boost engagement and belonging, we boost productivity and lower our costs. For every percentage point we can reduce turnover in our organization, we save at least half a million dollars in training, development, talent acquisition and productivity. Our strategy is to focus on inclusion. Through our employee engagement surveys, we leverage that data to create a custom inclusivity index you'll see in the arrow on this slide. There is a relationship between this inclusivity score and turnover reduction, we are focused on improvement in this area to lower costs and improve productivity.

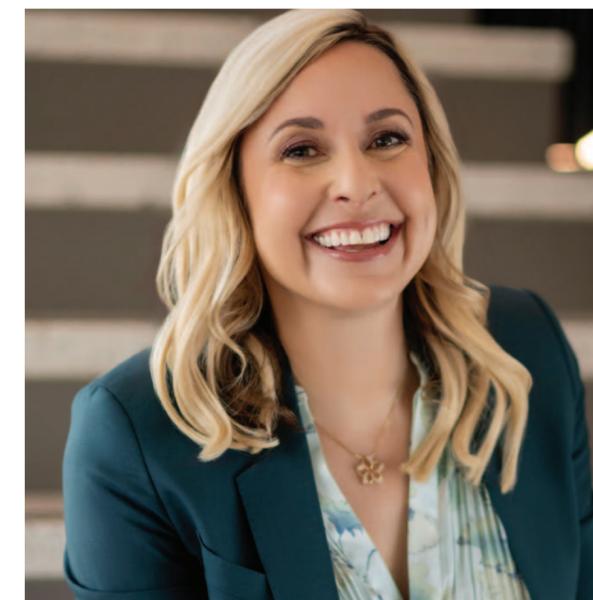
Our journey towards sustainability is ongoing and collaborative. We thank our employees, customers, suppliers, and communities for their support and partnership. Together, we are making Summit Materials a leader in sustainable materials production, contributing to a more resilient future.

Thank you for your continued trust and support in our efforts to promote sustainability and drive for zero harm

Warm regards,



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



ENVIRONMENT

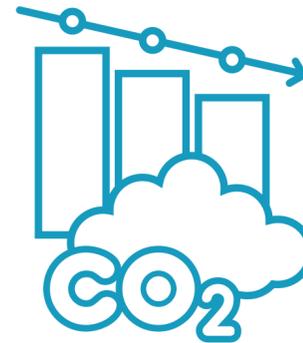
We are committed to protecting the natural environment and minimizing adverse impacts caused by our operations or activities. Our commitment extends from exploration to construction and operations into post closure.



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

OUR APPROACH

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



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.

	CO ₂ e Emitted (M MT CO ₂ E)	Cement Emissions Intensity (MT CO ₂ E /MT PRODUCED)	Renewable Power (BY PERCENTAGE)
2030 TARGETS	1.6 - 2.0	0.65	30%
2050 TARGETS	0.5 - 1.2 <small>With offsets to get to net zero 0.0</small>	0.25 <small>With offsets to get to net zero 0.0</small>	100%



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 in 2023, 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. in our path to net zero by 2050. However, we also continue to explore and evaluate emerging technologies.

	Freshwater Withdrawn (REDUCTION BY PERCENTAGE)	Land Preserved & Converted (BY PERCENT OF TOTAL ACRES)	Waste Diverted (MT, TARGET BY % OF WASTE DIVERTED)
2030 TARGETS	10%	10%	80%
2050 TARGETS	25%	20%	100%

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



Greenhouse Gas Emissions



Land Management



Air Quality



Energy Management



Water Management



Biodiversity Management



Waste & Hazardous Materials Management



Closure and Reclamation

In our operations we use an environmental management system (“EMS”) to manage our environmental programs efficiently and effectively in a comprehensive, systematic, planned and documented manner. This custom application, called EVue, encompasses compliance, permitting and documentation. EVue helps our environmental, health, safety and operations teams abide by our environmental policy, which helps Summit meet the environmental objectives of our stakeholders, regulatory agencies and communities at large.

GENERAL REGULATORY LANDSCAPE

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

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

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



GREENHOUSE GAS (GHG) EMISSIONS

GHG REGULATORY LANDSCAPE

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

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

Under the Paris Agreement, the United States has committed to reducing its GHG emissions by 50-52% by 2030. British Columbia (B.C.) has committed to reducing its GHG emissions by 40% below its 2007 levels by 2030 in order to meet long-term legislated emissions reductions. Canada has committed to reducing its GHG emissions by 30% below 2005 levels by 2030 and to achieving net-zero emissions future by 2050.

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

GHG MONITORING AND REPORTING

We have processes in place at our operating sites to track and report our emissions to help us meet regulatory obligations and stakeholder expectations. Before emissions are calculated, individual emissions sources are required to be identified across our operations. These sources are identified through a careful inventory of operations and equipment. Summit is able to pinpoint the use of fuel types for facility and equipment operations, vehicle fleets, refrigerants, electricity, and direct emissions from cement production and landfills. In cases where the availability of information was limited, estimation procedures were used to keep the inventory as accurate as possible. These estimation procedures are described in the below sections.

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

CLIMATE CHANGE STRATEGY

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

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

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

In 2023, Summit completed a qualitative climate risk assessment to support our enterprise risk process and identify potential impacts of climate-related risks. We also embarked on quantitative scenario modeling across our operations to assess our portfolio's resilience under different external conditions. Scenario analysis is a critical tool for strategic planning, risk management and assessing our strategic resilience. This insight further strengthens the importance and relevance of our climate-related actions outlined in our Net Zero Targets.

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

✓ Samsara

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 versus idle time across all Summit operations to track future performance, efficiency and conservation. In 2023, we have built fuel reporting databases to monitor all fuels used in our Samara-installed vehicles

✓ My Utility Cabinet (MUC)

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.

✓ Reduce Impact of Cement Production

Efforts to reduce the emissions impact of cement production, including:

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

✓ Capturing Methane

Efforts 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.

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, 45.7% thermal substitution rate (TSR) at our cement plants in 2023, which is far above the average U.S. cement industry rate of 25% from alternative sources. The amount of renewably-sourced energy from our cement plants equates to the amount of power that an estimated 10,000 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 2023, 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.

² According to the U.S. Energy Information Administration, in 2021, the average annual electricity consumption for a U.S. residential utility customer was 10,632 kilowatt hours (kWh), an average of about 886 kWh per month. <https://www.eia.gov/tools/faqs/faq.php?id=97&t=3>

TABLE 2. CARBON REDUCTION TARGETS

Our target: Reducing CO₂e emissions to reach net zero by 2050. Customers and investors are driving a lower carbon future. Ensuring Summit is a leading company among our sector’s decarbonization efforts through product and operations innovation is a priority.

	CO ₂ e Emitted (M MT CO ₂ E)	Cement Emissions Intensity (MT CO ₂ E /MT PRODUCED)	Renewable Power (BY PERCENTAGE)
2030 TARGETS	1.6 - 2.0	0.65	30%
2050 TARGETS	0.5 - 1.2 With offsets to get to net zero 0.0	0.25 With offsets to get to net zero 0.0	100%

TABLE 3. 2023 SCOPE 1 AND SCOPE 2 GHG EMISSIONS^{1,2,3,4}

Tonnes CO ₂ e	Scope 1	Scope 2	TOTAL
TOTAL	1.73M MT	0.28M MT	2.01M MT

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



AIR QUALITY

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 2023. 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. We began company-wide plant infrastructure and efficiency updates in 2022 and continued these across operation in 2023. Moving forward, will continue to expand the program through internal continuous improvement events and include air management systems.

TABLE 4. 2023 AIR EMISSIONS BY POLLUTANT

TONS			
NOx	2,548	Dioxins/Furans (lbs/year)	2.11
SOx	1,816	Volatile Organic Compounds (VOCs)	323
Particulate Matter (PM10)	311	Polycyclic Aromatic Hydrocarbons (PAHs)	1.16
		Heavy Metals	105





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. Currently, Summit has some operations that are powered by fuel generators. The first step in our energy efficiency effort involves beginning to convert of our diesel-powered stationery operations to line power so that energy can be eventually converted to renewables. In 2023, where feasible we have upgraded from diesel fuel generators to line power. Summit is dedicated to undertaking this effort and finding ways to be an industry innovator. Summit is focused on changing its energy consumption practices to utilize more renewable and alternative sources especially because our energy consumption impacts our GHG emissions as well.

GREEN AMERICA RECYCLING

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

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

GAR’s non-hazardous waste facility in Davenport, 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 5. 2023 ENERGY CONSUMPTION

Total Energy Consumption	7,167,628 GJ
Energy Supplied By Grid¹	19.69%

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



CONTINENTAL CEMENT COMPANY & GREEN AMERICA RECYCLING

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

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

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

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

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 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, 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.



CEMENT MANUFACTURING PROCESS (cont.)

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 degrees Fahrenheit – one third of the temperature of the sun's surface. Here, in the hottest part of the kiln, the raw meal reaches about 2700 degrees Fahrenheit and becomes partially molten. This intense heat triggers chemical and physical changes. Expressed at its simplest, the series of chemical reactions converts the calcium and silicon oxides into calcium silicates, cement's primary constituent. At the lower end of the kiln, the raw meal emerges as a new substance: red hot particles called clinker.

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 blended hydraulic cement also referred to as portland cement. The cement is so fine it will easily pass through a sieve that is fine enough to hold water.

7. DISTRIBUTION

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





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

In the interest of transparency, Summit has researched the quantum of the emissions impact that can be addressed using currently commercially available technology. We believe that approximately 25% of our 2020 baseline impacts can be addressed by 2030. We believe that 50-75% of those impacts can be addressed with currently

available technologies by 2050. As an interim step, our plan is to address the balance of those impacts with market-based offsets and credits to achieve net zero by 2050. We believe this approach strikes the right balance of leveraging technologies available today, supporting the expansion of the low carbon economy, and ultimately adopting the best of breed technology to eliminate carbon emissions from our processes once such a solution is scalable.

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

TABLE 6. CARBON REDUCTION

Our target: Reducing CO₂e emissions to reach net zero by 2050. Customers and investors are driving a lower carbon future. Ensuring Summit is a leading company among our sector’s decarbonization efforts through product and operations innovation is a priority.

	CO ₂ e Emitted (M MT CO ₂ E)	Cement Emissions Intensity (MT CO ₂ E /MT PRODUCED)	Renewable Power (BY PERCENTAGE)
2030 TARGETS	1.6 - 2.0	0.65	30%
2050 TARGETS	0.5 - 1.2 With offsets to get to net zero 0.0	0.25 With offsets to get to net zero 0.0	100%

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

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

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

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

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

WHAT IS PORTLAND-LIMESTONE CEMENT?

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 IL). The same clinker is used to make portland cement and portland-limestone cement, but there is less of it in PLC. And concrete mixes designed with PLCs are compatible with all supplementary cementing materials (SCMs), so when you substitute PLC for ordinary portland cement, you can continue to use all the other materials you use to make concrete for an even greater reduction in carbon footprint.

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

Use of limestone and binder materials when grinding clinker into the cement product provides a direct savings in CO₂ emissions. PLC cement is a new product that is being utilized by the cement industry to reduce CO₂ emissions. PLC cement includes up to 15% limestone in the finished product. The quality of the cement product is closely controlled to ensure that all quality standards are met. For each ton of material that replaces a ton of clinker, Continental Cement saves nearly one ton of CO₂ emissions.³



2023 PLC AT CONTINENTAL

In 2022 Continental Cement produced and tested a 20% Portland Limestone Cement (PLC) — the lowest carbon PLC to date — as part of a collaborative research project with the [Minnesota Department of Transportation \(MnDOT\)](#) and the [National Road Research Alliance](#) project. The new product, known as Type IL(20), features less clinker than other types of traditional cement while achieving performance characteristics required for construction. Clinker is where most of the CO₂ is contained in cement products. So, by increasing the limestone content to 20%, there is less clinker, and therefore [fewer carbon emissions](#).

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

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

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

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



You’re looking at severe road conditions as far as freezing, thawing, exposure to road and de-icing salts and more. So, I think it just adds another layer of credibility to the study.

- Nicolas Marks

THE OPPORTUNITY: A MORE SUSTAINABLE FUTURE

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

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

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

CEMENT STORAGE FACILITY

To further make our operations as efficient as possible, the Davenport Plant completed construction of a cement storage dome. The storage dome provides our Davenport Plant significant additional storage, allowing Continental Cement to replace previously used winter storage barges. It results in a safer and more efficient operation at Davenport, IA and improves Continental Cement’s ability to serve its customers.

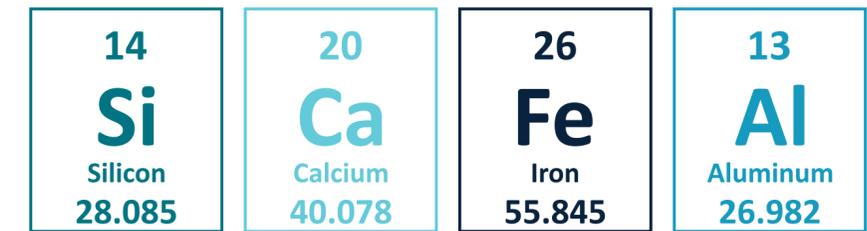
“The significant investment by Summit Materials in one of the largest cement storage domes in North America, represents a strong vote of confidence in Continental Cement and a commitment to sustained operations and investment in the State of Iowa,” commented David Loomes, President of Continental Cement.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



CONTINENTAL CEMENT INITIATIVES

Alternative Raw Materials

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



Decarbonizing of Electricity

Cement plants require large amounts of electricity to grind raw materials and clinker in the manufacturing process. Obtaining renewable electricity from the power provider results in significant reductions in CO₂ emissions for society. In 2022, MidAmerican Energy provided 100% of the power for the Davenport plant from renewable electricity and are currently working to supply their customers with updated values for 2023. MidAmerican Energy is further investing in renewable energy, such as wind and solar generation, forecasting to reach their goal of providing 100% renewable energy.

Greener and Cleaner

Employees at the Davenport Plant continued their efforts in creating more natural environments around their locale during the spring and summer of 2023.

To ensure our operations are safe and clean, the Davenport plant has “Adopted” the Highway in front of the plant and cleans up of the roadsides twice per year.

To improve the efficiency of our plants, we have upgraded several lighting systems in the plants to LED, which are both more energy efficient and cost saving.



Continental Cement WHC Gold Status

We are dedicated to conserving our environment by promoting biodiversity through the development of wildlife habitat and using restored habitats as educational tools in our communities. In 2023, Summit continued its partnership with the Wildlife Habitat Council (WHC). Summit has been partnered with the WHC since 2014 to advance our efforts in land and wildlife conservation.

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

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

CEMENT USE OF ALTERNATIVE FUELS

Our Hannibal Cement Plant co-processes both liquid and solid hazardous waste as a fuel source. Our Davenport Cement Plant uses alternative fuels from surrounding industrial facilities, including items like off-spec seeds, used tires, used oil, by-products from nearby manufacturing, and materials that would

45.7% of the plants fossil fuel consumption was replaced with non-hazardous waste.

otherwise be landfilled. Our subsidiary, Green America Recycling, is a key component to sourcing, securing and implementing our alternative fuel usage. On average, 45.7% TSR at our cement plants in 2023. Equating to the amount of power that an estimated 10,000 American homes use in one year.

Summit's cement alternative fuel rate is distinguishing in comparison to the average U.S. industry rate of 25%*. We have made advancements in recent years to accept more diverse materials, increase our alternative fuel percentages use and divert thousands of pounds of waste from landfills. In 2022, Summit embarked upon a further expansion of its Green America Recycling Facility to increase our future proportion of alternative fuels. In 2023 GAR operations continued to be expanded, allowing the plant to replace approximately 55% of its fossil fuel consumption with non-hazardous waste. This expansion is a crucial element of Continental Cement's Sustainability objectives and aligns with its Carbon Reduction Commitment and roadmap.



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

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

GAR's non-hazardous waste facility in Davenport, 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.

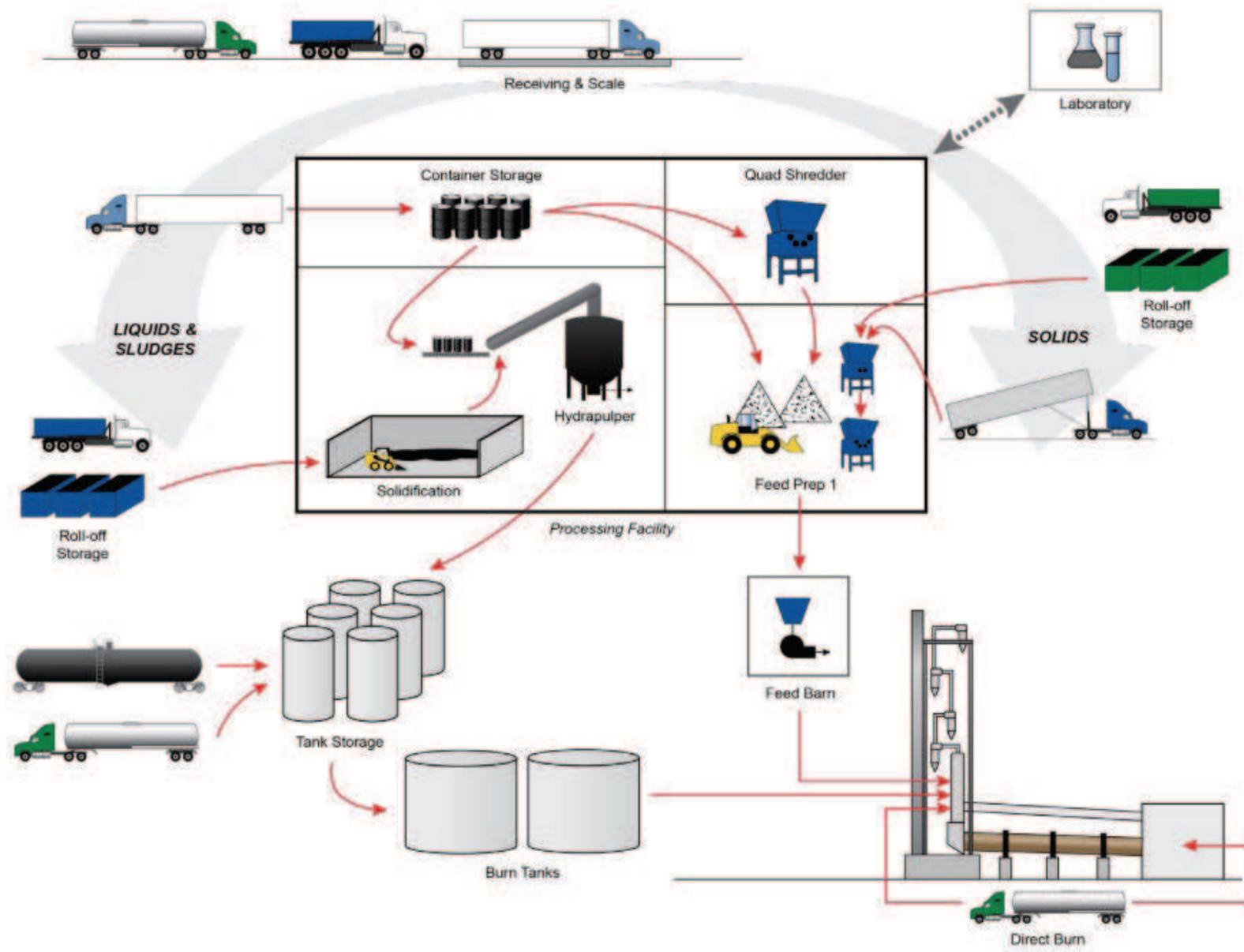
Our processing facilities operate 24 hours a day, seven days a week. Deliveries are typically accepted Monday through Friday and delivery times are established in accordance with a prearranged scheduling, including the flexibility of "drop and swap." GAR operates a fully capable waste fuel laboratory, 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.

GREEN AMERICA RECYCLING FLOW DIAGRAM

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



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.



HANNIBAL PLANT SPOTLIGHT



The plant replaces an average of **38% of its coal usage with alternative fuels**, reducing CO₂ emissions around 13%.



Each type of material **requires individual approval** from the State of Iowa's Department of Natural Resources.



Solid waste materials represent approximately **70% of total annual volume** of alternative fuels.



The Hannibal plant acquires electricity from Ameren, which has invested in hydro, solar and wind power generation.



DAVENPORT PLANT SPOTLIGHT



The plant replaces an average of **38% of its coal usage with alternative fuels**, reducing CO₂ emissions around 13%.



Each type of material **requires individual approval** from the State of Iowa's Department of Natural Resources.



Solid waste materials represent approximately **70% of total annual volume** of alternative fuels.



The Davenport plant is also using **several sources of biogenic materials** for fuel, like seed corn, wheat and rice, these are considered carbon neutral.

INVESTING IN CARBON REDUCTION

Continental is investing \$30M to expand the Davenport Green America Recycling facility, adding the FLSmidth FUELFLEX® Pyrolyzer. This new innovative technology is the first pre-commercial installation in the world. This allows for the increased processing of waste material into fuel, pushing the replacement rate from 38% to over 50%. This expansion creates an opportunity for the Davenport plant to eventually further divert more materials from landfills –adding value to discarded materials that are not being used. The expansion will increase local economic activity and has strong support from the community.

2023 Alternative Fuel Totals

Hannibal

91,869

TONS OF
ALTERNATIVE FUEL

Davenport

63,623

TONS OF
ALTERNATIVE FUEL



IN 2023, WE RECYCLED

3,956
TONS

OF WINDMILL BLADES
TO USE AS FUEL

WIND MILL BLADES AS AN ALTERNATIVE FUEL/ RAW MATERIAL

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



WATER MANAGEMENT

WATER USE

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



WATER MANAGEMENT AND MONITORING

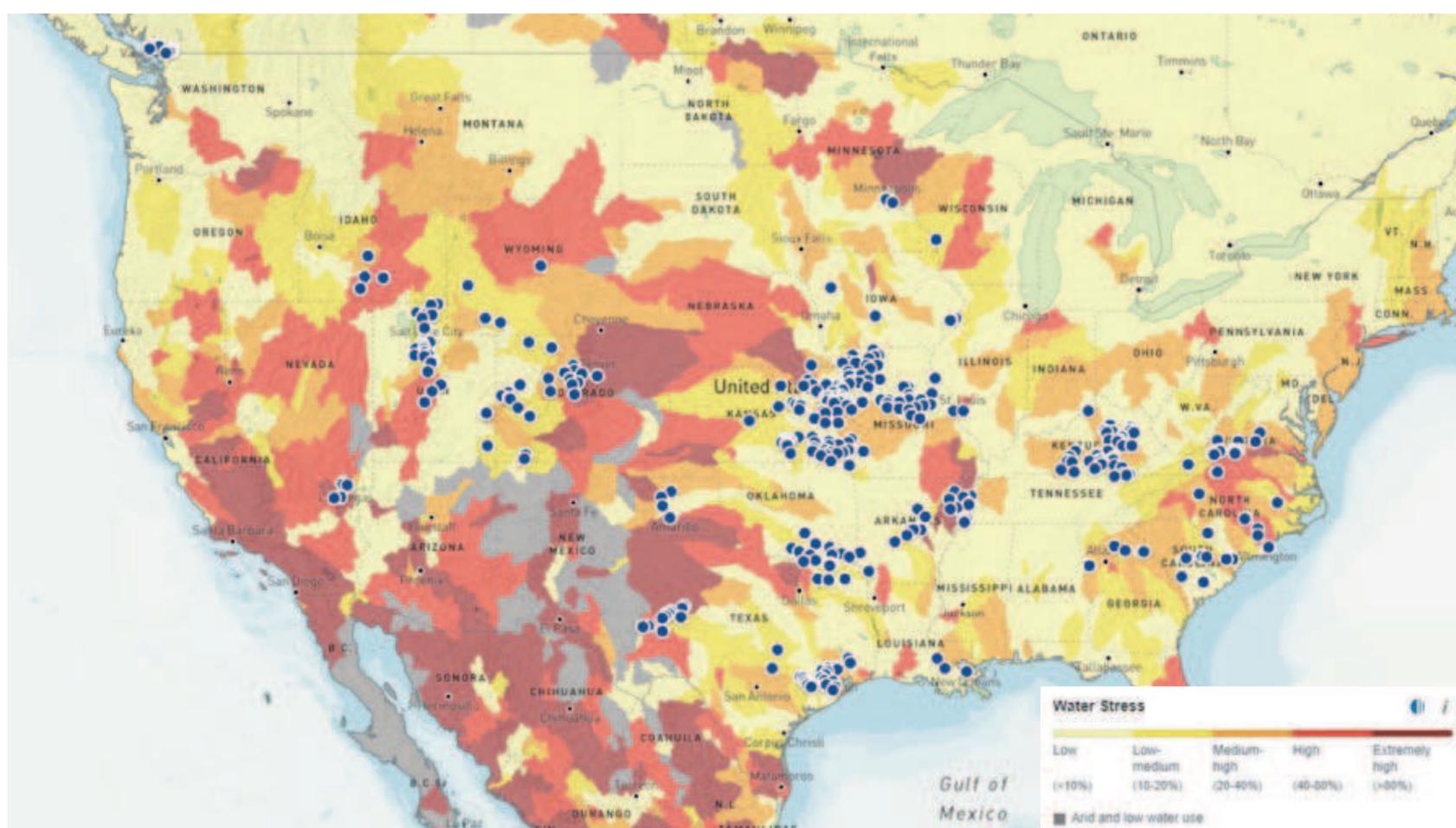
Utility water withdrawals at Summit are managed by invoice and/or usage tracking. Summit tracks the baseline water stress at all operating locations. Baseline water stress as defined by the WRI measures the ratio of total water withdrawals to available renewable surface and groundwater supplies. These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

In the current year, Summit withdrew 1,228 k cubic meters of water from utility metered services. This does not include water withdrawn from sources that are not provided through utility or municipal services. Our goal is to develop a specific water action plan to reduce our water impact across operations. The water metering initiative is a first step in our overall water strategy.

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

In 2024, as Summit has continued to expand operations across the US, Summit will reevaluate our sites and update our baselining and water stress analysis.

⁴ 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.
⁵ Data is only based on utility usages



12%
**(57 locations) Operate
In Water Stressed Areas**
Those under High (40% – 80%)
or Extremely High (>80%) water
stress as defined by WRI^{1,2}

23.6%
**Total Freshwater
Withdrawal**
Based on available utility data
– from water stressed areas³

WATER CONSERVATION INITIATIVES

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



Wash water stabilization

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

Load and Go Truck Wash systems

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

Closed-loop systems

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

2023 Water Withdrawn By Site

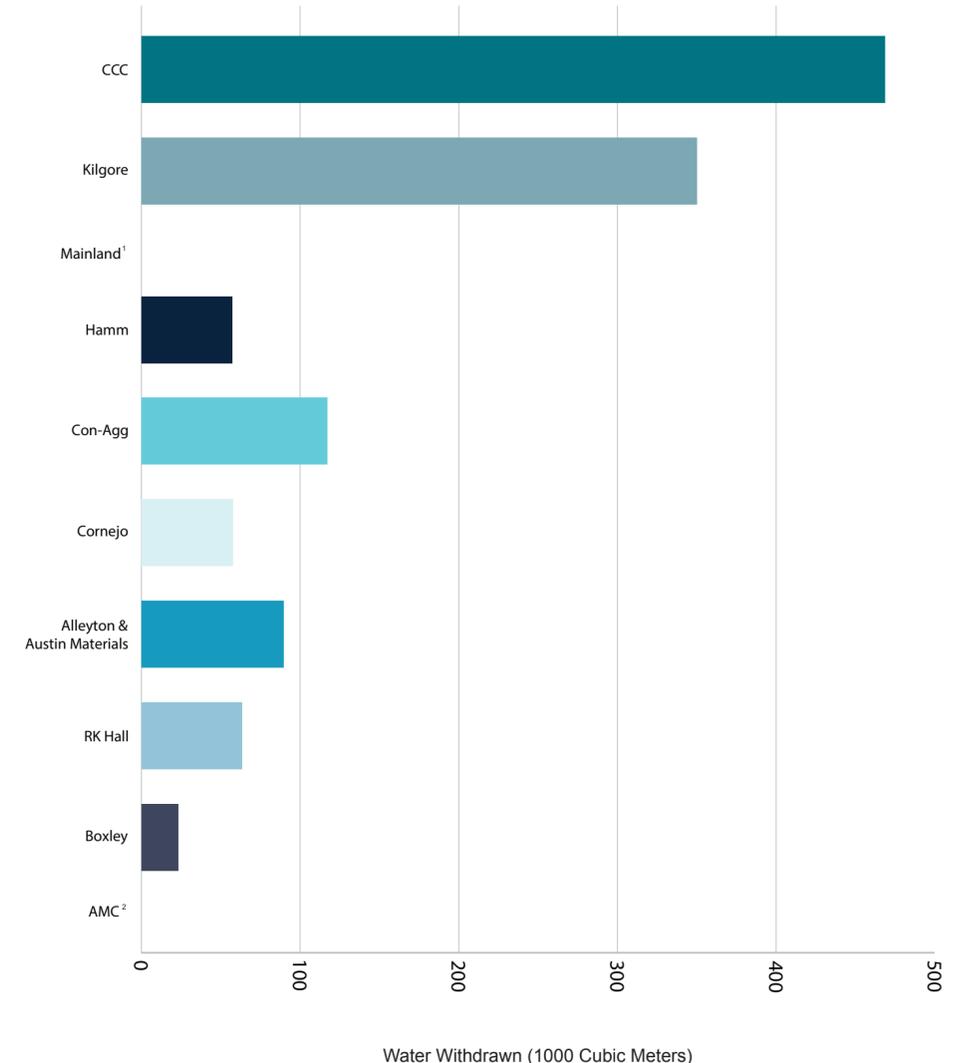
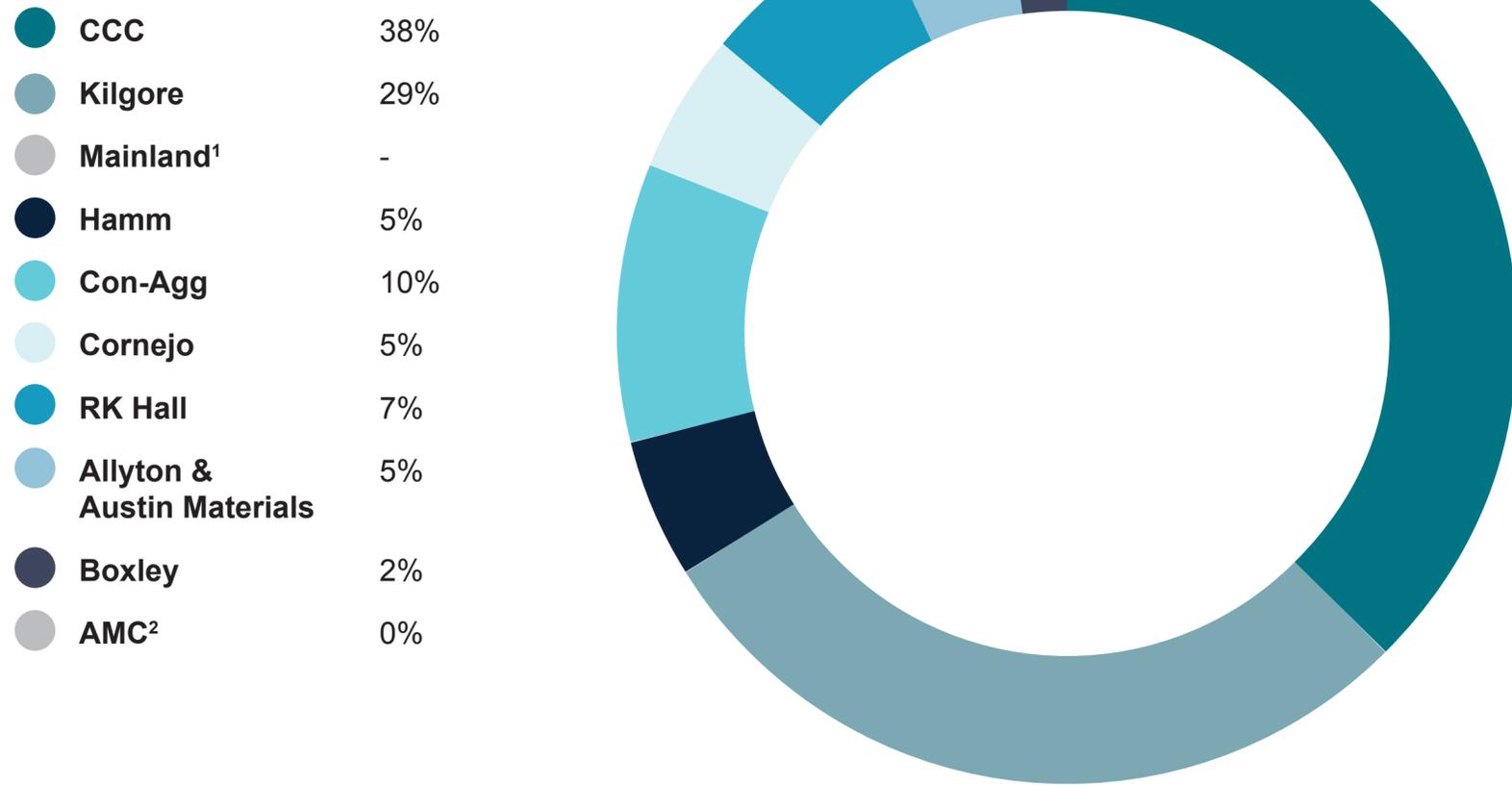


FIGURE 4. 2023 WATER SUMMARY BY SITE



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

BOXLEY CASE STUDY WATER CONSERVATION

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

Aggregate

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

Asphalt

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

Block

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

Concrete

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

Slate

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



WASTE & HAZARDOUS MATERIALS MANAGEMENT

HAZARDOUS AND NON-HAZARDOUS WASTE MANAGEMENT

We produce a minimal amount of solid waste. The waste we do produce is frequently repurposed as sellable product, such as concrete blocks. In addition, our production processes generate limited hazardous waste. As part of our overall commitment to environmental stewardship and cost savings, we look for and continue to implement improvements that minimize waste. This includes programs like retreading old tires, recycling used drums, used oil, vehicle batteries, oil filters and metals



from old and retired equipment. We broadly track our recycling of materials, packaging and various waste measures as a management tool in our environmental program at each of our operating companies, and collectively at the corporate level.

Due to limitations in the data available to report for waste, cement kiln dust from cement operations at CCC is the only complete waste data available for reporting in 2023 – 9327 metric tons of cement kiln dust was generated at CCC in 2023. However, of that 9327 metric tons of cement kiln dust, only 775 was landfilled, the remaining 8552 metric tons were transported to an off-site customer for use. 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 7. 2023 TOTAL WASTE GENERATION & RECYCLING SUMMARY

WASTE TYPE	WASTE GENERATED
Methane Captured from Landfill & Sold ¹	11,844 Tons
Cement Kiln Dust ²	775 Tons
Used Oil	29,860 Gallons
Recycled Materials (metals, paper, cardboard, plastics, mixed)	778,281 Tons
Landfill / Municipal Solid Waste ³	659,713 Tons
Number of Vehicle Batteries Recycled ⁴	728
Number of Tires Recycled ⁴	1,091

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 sold to third party
 3 Provided by Hamm, Cornejo
 4 Provided by Kilgore only

Creating space for community involvement

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.



THE HAMM MATERIAL RECOVERY FACILITY

Since 2014, the MRF has been a trusted residential single-stream recycling partner for Lawrence, KS, and its surrounding communities. The state-of-the-art facility processes more than 12,000 gross tons of mixed recyclables every year and sorts them into individual bales of paper, cardboard, plastics and metal cans. Those bales are then sold and used to create products people use every day: water bottles, aluminum beverage cans, milk jugs, bicycle frames, newspapers, park benches — even broom bristles.

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



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

- Jeff Hamm, VP of ESG at Hamm



LAND USE AND RECLAMATION

LAND USE PLANNING

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

WILDLIFE HABITAT CONSERVATION

Wildlife Habitat Council Programs

We are dedicated to conserving our environment by promoting biodiversity through the development of wildlife habitat and using restored habitats as educational tools in our communities. In 2023, Summit continued its partnership with the Wildlife Habitat Council (WHC). Summit has been partnered with the WHC since 2014 to advance our efforts in land and wildlife conservation.

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



WILDLIFE HABITAT COUNCIL PROGRAM GOALS



Increase & Improve

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



Restore Native Landscapes

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



Get Involved

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

TABLE 8. WHC CERTIFIED SITES

<p>Alleyton Resources <i>Texas</i></p>	<p>Austin Materials Hays Quarry <i>Texas</i></p>	<p>Hamm Sanitary Landfill <i>Kansas</i></p>	<p>Davenport Plant Wildlife Restoration Areas <i>Iowa</i></p>
<p>Cox Station Quarry Mainland Sand and Gravel <i>British Columbia, Canada</i></p>	<p>Con-Agg Native Plant Garden <i>Missouri</i></p>	<p>AMC Andrew's Quarry <i>Georgia</i></p>	<p>Cornejo Wildlife Project <i>Kansas</i></p>



Certified



Certified Gold

CASE STUDIES

Cornejo Wildlife Project

The Cornejo Wildlife Project is situated at the Cornejo & Sons North Wichita Sand and Asphalt Plant 3 in Wichita, Kansas. Originally an abandoned airport transformed into a sand mine, the Cornejo Wildlife Project spans wetlands, landscaped gardens and grasslands, with a focus on supporting bird and pollinator populations while offering educational opportunities for employees and their families.

Strategically positioned near the Arkansas River Corridor Habitat, the Cornejo Wildlife Project serves as an ideal rest stop for migratory birds. To minimize human interference, five bluebird nesting boxes were strategically placed away from roads and operational areas. Additionally, brush piles were installed to provide shelter and foraging zones for targeted bird species.

Central to the project's conservation goals is the protection of pollinators, particularly migratory monarch butterflies along the I-35 Monarch Highway. Various gardens on-site, including a 200-square-foot pollinator garden featuring milkweed, garden phlox and black-eyed Susan, aim to support this objective.

Overcoming challenges, such as water supply to the pollinator garden, the team at Cornejo & Sons implemented innovative solutions, such as a solar-powered pump drawing water from a nearby pond. The site adopted a no-pesticide policy in the pollinator garden, resulting in the observation of approximately 42 butterflies, bees, moths and wasps in 2022.

Recognizing additional opportunities, the team enhanced wildlife habitat at the plant entrance by removing overgrown plants and introducing milkweed and catmint. This initiative proved successful in attracting bees and butterflies. Repurposing a berm originally seeded with turfgrass, the team transformed it



into a haven for butterflies and bees by overseeding with various wildflower mixes, implementing a no-mow policy to support plant and pollinator flourishing.

The Cornejo Wildlife Project extends beyond wildlife enjoyment, offering tours to summer interns, employees and their families. These tours provide valuable insights into the role of the pollinator garden, bluebird nests, wetlands, and riverside grasslands in supporting wildlife. Notably, the project engages learners in hands-on activities like planting native wildflowers and testing water quality, emphasizing accessibility and family-friendly involvement.

Hamm/Free State Pollinator Partnership Program

In 2022, Hamm Waste services in partnership with Lawrence Free State High school developed a program to propagate and plant native pollinator plants at our N. Lawrence landfill location. The program consists of a curriculum built around the life cycles and benefits of native pollinators in our ecosystem. Students learn the importance of native vs nonnative pollinators in our ecosystem, the benefits of pollinators to local fauna as well as the life cycles of many native pollinator species. Hamm presents to the Free State environmental science classes twice a year, once during the spring semester and again during the fall semester. The Fall semester students then propagate Hamm supplied native pollinator seeds in their greenhouse and take a site visit to the N. Lawrence landfill to identify and prep a site for the pollinators to be planted in the spring. Fall students also do plant survival surveys on the plants that were planted by previous classes. The spring class is responsible for finishing the propagation of the native pollinators and then brings the pollinators to the N. Lawrence site and plants them in the location determined by the Fall classes. To date the program has produced over 500 native pollinator plants planted at Hamm's landfill location and has engaged more than 175 environmental science students.

Cox Quarry – Osprey Conservation Efforts

Located in Langley, British Columbia, Canada, the Cox Station Quarry Mainland Sand and Gravel site hosts a granite rock quarry where crushed stone is produced through rock drilling and blasting. In 2014, employees at Summit noticed ospreys nesting dangerously close to a high-voltage power line near the aggregate plant crusher. Besides posing a threat to the birds, the dropped sticks and debris from the nest were causing issues with the power supply. With assistance from a bird specialist and a local outdoors club, a plan to construct nesting platforms, aiming to steer ospreys away from hazardous areas within the quarry was created. Observing the ospreys' curiosity towards human activity and noise, the team strategically placed multiple platforms, offering the birds choices to stay near operational zones or seek quieter spots. Three key locations were chosen: a 70-foot pole, a bustling area near stockpiles, and a serene spot by the nearby Fraser River. Proximity to water ensures an ample supply of fish, ospreys' primary food source.

Continuous monitoring has revealed that a pair of ospreys has been breeding and hunting at the site for seven years. This particular pair has utilized two out of the three platforms, successfully raising five generations of young ospreys at the quarry.

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.

In 2024, Summit will undertake a company-wide closure and reclamation standard initiative. The initiative will ensure that our sites are reclaimed in a way that our communities and landowners can benefit from once operations cease. Being a community partner, this initiative is extremely important for Summit, as we strive to leave the land in the same or better condition than we found it.





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 develop an inventory of projects and products that we already sell or have been working towards with pilot programs, as well as industry and university partnerships.

INNOVATION PARTNERSHIPS/PILOT PROGRAMS/ UNIVERSITY PROJECTS

Wash Water Stabilization

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

CarbonCure

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

In 2023 Carbon Cure helped Summit reach the following goals:



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.



PCC HYDROGEN PARTNERSHIP

In 2023, Continental entered into a Memorandum of Understanding (“MoU”) with PCC Hydrogen, Inc. (“PCCH2”), a producer of negative carbon intensity hydrogen. The MoU establishes a formal strategic alliance between Summit and PCCH2 to develop a fuel replacement strategy to lower carbon emissions from its cement manufacturing process.

The project aims to deploy negative carbon intensity hydrogen derived from ethanol as a replacement fuel for the existing hydrocarbon fuels used as a source of heat in the cement manufacturing process. Continental Cement will provide its expertise related to the use of alternative fuels in the cement production process, while PCCH2 will develop a plan for the construction of one of its hydrogen production facilities to support the hydrogen needs resulting from the collaboration. It is the first MoU of its kind signed by Continental Cement and represents another positive step toward its efforts related to decarbonizing cement production.

Using ethanol as a feed source and by capturing the pure CO₂ byproduct of the hydrogen manufacturing process, PCCH2 can deliver high purity, negative carbon green hydrogen to fuel Continental Cement’s manufacturing process resulting in optimal efficiency and thermal stability. Green hydrogen is one of the most attractive means to mitigate CO₂ in industrial applications and ultimately to get closer to net zero CO₂ emissions.

Working closely with Green America Recycling, Continental Cement is championing several sustainability initiatives, adopting new technologies and cutting-edge approaches to address climate change, while delivering social, environmental and economic benefits.

RECYCLED MATERIALS

We recycled more than 778,281 tons of recycled materials including metals, plastics, paper, cardboard and mixed recycling in 2023.



CONCRETE

In 2023, Summit recycled more than 269,635 tons of concrete. This includes returns, old roadways and other material that is recrushed and reused or sold as blocks.

ASPHALT

Recycled Asphalt accounted for approximately 20% of our total asphalt production in 2023. For this process, we mill and reuse worn out road ways and roofing shingles.

SOCIAL

We strive to develop respectful and positive relationships with our employees, contractors, suppliers, customers and local communities. At Summit we are committed to improving and serving the communities where we operate.





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

Summit is committed to advancing the long-term prosperity and development of communities, including meaningful and tangible benefits in the communities we operate in. Positive working relationships and partnerships allow us to operate in a productive manner and create long-term value.

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



Human/Social Impact
Ensuring people and their communities are valued and can thrive.

WORKFORCE HEALTH & SAFETY

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 drive continuous improvement of our safety practices throughout our business to foster a culture of zero harm by executing the safety fundamentals through process standardization, leveraging technology and utilizing leading indicators to improve safety performance.

Safety COE Process

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

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

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.

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

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

SORT, SIMPLIFY, SHINE, STANDARDIZE, SUSTAIN



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.

WATCH, THINK, FOCUS REPEAT CHIPS – DON'T GAMBLE WITH SAFETY

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

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

THINK FORMS



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

THINK forms are completed when:

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





THINK EDIT/ENTRY SCREEN

EMPLOYEES PARTICIPATING IN RISK ASSESSMENT

NAME (FIRST AND LAST)

NAME OF REVIEWER

REVIEWER COMMENTS

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. Additionally, employees can use the form to report Near Misses and safety concerns. We've improved the process by creating a digital form that can be used on any electronic device.

Samsara

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

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

NAPA'S DIAMOND COMMENDATION & AWARDS PROGRAM

To further demonstrate the importance of safety as a core value at Summit and continuous improvement in our operations, 15 sites across our companies were recently awarded the National Asphalt Pavement Association's (NAPAs) Diamond Commendation. NAPA's Diamond Commendation and Awards Program recognizes excellence in the asphalt industry. These programs help asphalt mix producers and paving companies improve operations and safety as well as recognize employees and partners for quality work. Furthermore, a part of NAPA's mission is to advance the asphalt industry through innovation and research, thought leadership and promoting safe, efficient, sustainable operations. The NAPA 2023 Diamond Achievement Commendation recipients included the following locations:

RK Hall

- | | |
|--------------------------|----------------------------|
| 🏆 Plant 002 Amarillo | 🏆 Plant 009 Greenville |
| 🏆 Plant 003 Denison | 🏆 Plant 010 Astec Portable |
| 🏆 Plant 006 Texarkana | 🏆 Plant 011 Astec Portable |
| 🏆 Plant 007 Paris | 🏆 Plant 013 Astec Portable |
| 🏆 Plant 008 Mt. Pleasant | 🏆 Plant 102 Astec Portable |

Boxley

- | | |
|-------------------|---------------|
| 🏆 Lynchburg Plant | 🏆 Salem Plant |
|-------------------|---------------|

GCCA SAFETY AWARDS

In 2023, several of our sites were awarded the GCCA Safety Awards. These awards were based on our sites having no reportable injuries in 2023. The award winning sites were:

- | | |
|----------------------|----------------------|
| 🏆 Jefferson Quarry | 🏆 Carnesville Quarry |
| 🏆 Broad River Quarry | 🏆 Forsyth Sand |



MINE SAFETY AWARDS

The Mine Safety Awards were established in 1961 by the province to recognize the safety record of mines in this province. Each year, these awards honor mining operations for their safety accomplishments in the previous calendar year.

The Mine Safety Awards are held each year to honor the safest mining operations in British Columbia (B.C.). Each year's winners gather the following spring to be presented their awards.

The following awards were handed out on May 15th, 2023 at the 61st Annual Mine Safety Awards in Victoria. Certificates of Achievement were presented to the following operations, all of which had a minimum of 15,000 worker hours and an injury-frequency rate of zero:

Open Pit Mine and Quarry Awards Certificate of Achievement

- 🏆 Mainland Construction Materials - Jamieson Quarry
- 🏆 Mainland Construction Materials - McLean Quarry
- 🏆 Mainland Construction Materials - Bradner Pit

ELEVATE SUMMIT

SAFETY AWARD 2023 WINNER



CONGRATULATIONS TO THE ALLEYTON TEAM!

Project: 360° RMX Cameras

Implementation of 360-degree RMX cameras to address visibility issues around commercial motor vehicles and reduce incident rates. By providing drivers with increased visibility, the intervention aims to decrease blind side and backing incidents while also offering proof for incidents where the driver is not at fault.

HONORABLE MENTIONS



KILGORE

Project: Concrete Delivery Standard Operating Procedures

Development of a Standard Operating Procedure (SOP) for concrete placement. By assembling a diverse team to assess delivery issues and develop standardized procedures, Kilgore aims to eliminate preventable vehicle incidents (PVIs) on job sites.



CONTINENTAL CEMENT

Project: Barge Lid Lift

Implementation of the Barge Lid Lifter to address safety concerns during barge loading operations. By installing a remote controlled crane at the Hannibal plant river terminal, employees no longer need to climb onto the barge, significantly reducing the risk of slip, trips and falls, especially during inclement weather or icy conditions.

TABLE 9. 2023 SUMMIT EMPLOYEE HEALTH & SAFETY SUMMARY

<p>11,857,799</p> <p>Total Employee Hours Worked</p>	<p>65,053,420</p> <p>Miles Traveled</p>
<p>0.22</p> <p>Total Recordable Incident Rate (TRIR)</p>	<p>■</p> <p>Near miss frequency rate (NMFR) for fulltime Employees¹</p>
<p>■</p> <p>Near miss frequency rate (NMFR) for contract Employees²</p>	

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.

2023 SAFETY ACHIEVEMENTS

IN 2023, THE SOUTH REGION RECEIVED

2 OUTSTANDING ACHIEVEMENT
IN QUALITY- CONSTRUCTION
OF ASPHALT PAVEMENT
NOMINATIONS
from the Texas Asphalt
Pavement Association/Texas
Department of Transportation

2 QUALITY PAVEMENT
AWARDS
from the Texas Asphalt
Pavement Association/Texas
Department of Transportation

IN 2023, THE EAST REGION RECEIVED

0
RECORDABLE
INJURIES

71%
PVI REDUCTION

33
CITATION FREE
INSPECTIONS

IN 2023, THE SOUTH REGION RECEIVED

Environmental Product Declarations
Designations for

20 READY MIX
PLANTS
All Rustin Plants
Troy Vines
RK Hall Ready Mix

7 ASPHALT
PLANTS
Paris Asphalt Plant
Mount Pleasant Asphalt Plant
Greenville 224 Asphalt
Amarillo Asphalt Plant
DeQueen Asphalt Plant
Texarkana Asphalt Plant
Denison Asphalt Plant

IN 2023, THE EAST REGION RECEIVED

NSSGA GOLD AWARD WINNER
AMC Sumter Sand

NO REPORTABLE INCIDENTS AWARD
Georgia Construction Aggregate Association (GCAA)
Broad River Quarry *Carnesville Quarry*
Jefferson Quarry *Forsyth Sand*

NO REPORTABLE INCIDENTS
North Carolina Aggregate Association (NCAA)
Ivanhoe *Greenville* *Linden*

INDIVIDUAL AWARD WINNERS
South Carolina Aggregate Association (SCAA)
Travis Redford - 25 years without a reportable
Chuck Sullivan - 25 years without a reportable

NO LOST TIME INCIDENTS AWARD
South Carolina Aggregate Association (SCAA)
Lanier *Dixiana* *Sumter*
Edisto *Richardson* *Buckhorn*
Black Creek

CONTINENTAL CEMENT GAR
CELEBRATED

3 YEARS
without a Recordable Injury in
October 2023

OUR PEOPLE

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

Summit's focus in 2023 included examining our performance related to diversity, equity and inclusion, employee engagement, 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.

EMPLOYEE STOCK PURCHASE PROGRAM

To foster a culture of ownership to share in the success of our Company, Summit launched an employee stock purchase program in 2021. We believe that employee-investors are more likely to feel engaged, make sound decisions in the best interests of our stakeholders and engage more deeply in understanding Summit's strategic objectives and financial performance. Eligible employees can now choose to enroll and begin contributing a portion of their post-tax eligible earnings that will then be used to purchase shares of Summit Materials, Inc.'s Class A Common Stock, at up to a 15% discount. As part of their total benefits package, eligible employees can enroll and conveniently invest with post-tax deductions. In 2023, we saw an increase in the employee stock purchase plan to 10% in November 2023 from 6% at the beginning of 2023.

Our Social Impact Long-Term Goals

Ensuring people and their communities are valued and can thrive.

	BASELINE	2030 TARGETS	2050 TARGETS
Employee Turnover (by percentage)	45%	30%	20%
Employee base reflects communities for Diversity, Equity & Inclusion (match % diversity) ¹	-	60%	90%
Employee Engagement (by percentage) ²	73% 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 2022 results here as we did not have sufficient data for a baseline in 2020.



TABLE 10. 2022 EEO-1 DATA

JOB CATEGORIES	Hispanic or Latino		Non-Hispanic or Latino												OVERALL TOTALS
			Male						Female						
	Male	Female	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	36
First/Mid Officials & Mgrs	43	4	419	16	5	1	1	4	58	2	0	0	0	2	555
Professionals	17	3	134	6	1	0	1	6	52	1	4	0	0	0	225
Technicians	17	1	93	4	1	2	0	3	9	0	0	0	0	0	130
Sales Workers	3	3	66	1	1	0	2	1	27	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	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

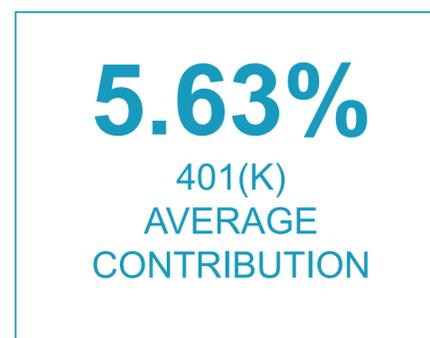
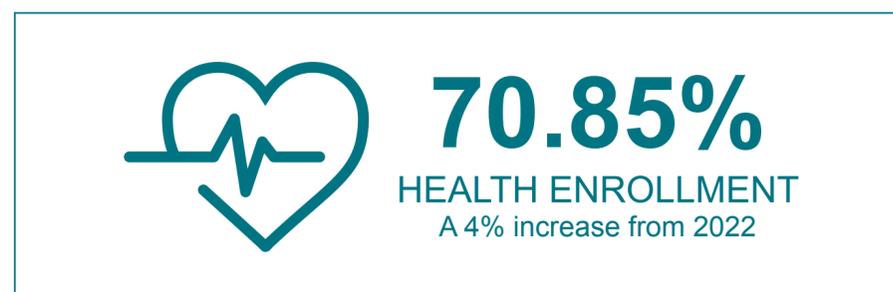
TRANSPARENCY IN OUR EEO – 1 SURVEY DATA

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

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

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.



DEVELOPING OUR PEOPLE THROUGH HUMAN CAPITAL MANAGEMENT

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

- Enhancing and accelerating talent acquisition practices by standardizing our applicant tracking system, implementing blind evaluations, automating redundant tasks and developing programs targeting underserved applicant pools with the vision that employees come to Summit for the job and stay for a career.
- Emphasizing leadership development for approximately 700 front line leaders as a core foundational offering to our existing and upcoming leaders. This program provides the 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 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 to our success are not just acknowledged but also rewarded. With RISE, we will build more than a brand; we will create a culture where each and every teammate 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
- Decision Making
- Psychological Safety
- Belonging*
- Diversity*
- Integrating Differences*
- 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

Our Path to Maturity - Values Focused, Culture Centered, Results Driven

- 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.

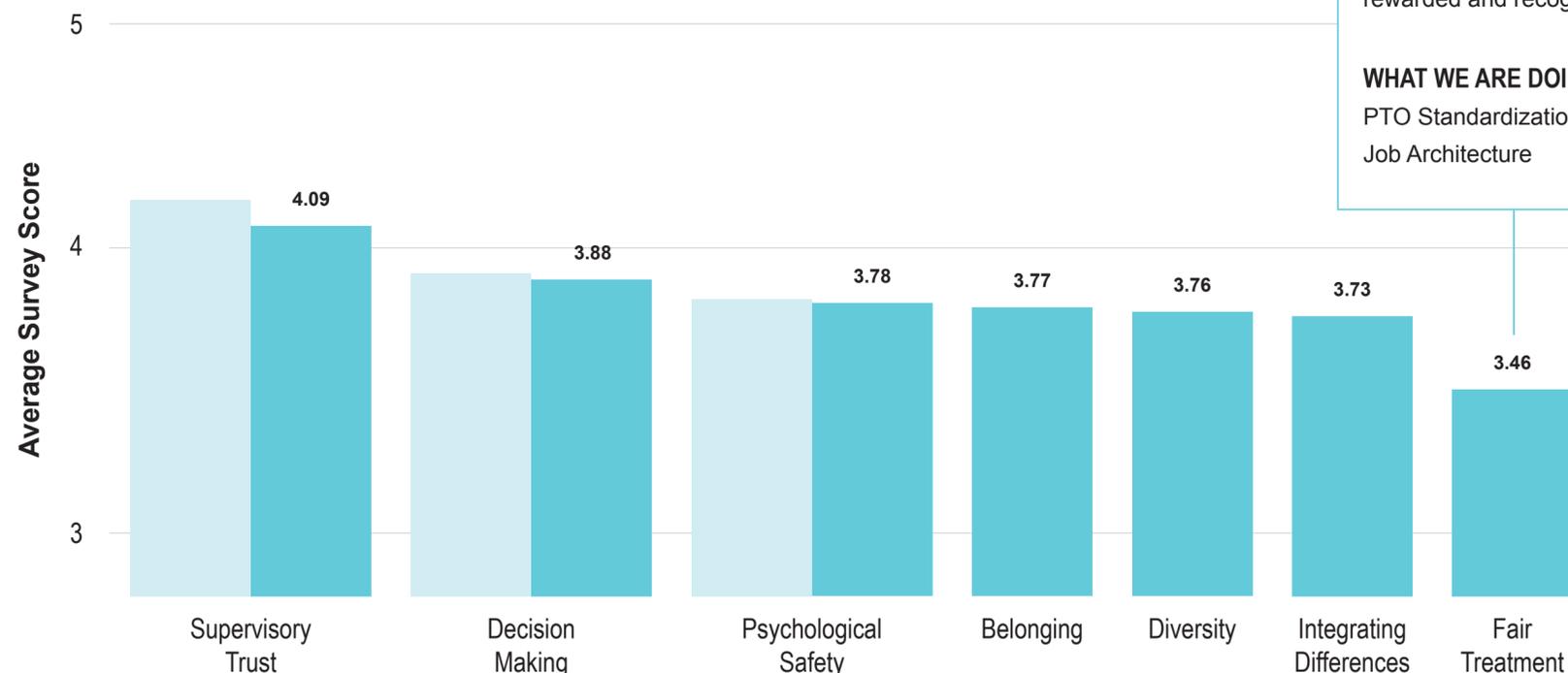


SURVEY RESULTS

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



LABOR MANAGEMENT

COMPLIANCE WITH EMPLOYEE REGULATIONS

As of December 31, 2023, we employed approximately 4,800 employees. Approximately 80% of our employees are hourly workers, with the remainder being salaried. Approximately 7% of our employees are union members, substantially all in our cement division and at our Canadian operations, with whom we believe we enjoy a satisfactory working relationship. Our collective bargaining agreements for employees who are union members generally expire between 2026 and 2027. Because of the seasonal nature of our operations, many of our hourly and certain of our salaried employees are subject to seasonal layoffs. The scope of layoffs varies greatly from season to season as they are predominantly a function of the type of projects in process and the weather during the late fall through early spring.

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

COMMUNITY ENGAGEMENT

PROACTIVE COMMUNITY ENGAGEMENT

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

Being a contributor to the development of sustainable cities and communities is integral to our business model and our core values. We work hard to have a positive impact in these places and to advance our programs and goals in alignment with our communities and stakeholders' needs.

INVOLVEMENT AT A GLANCE

WE CULTIVATED



126
GARDENS



36
BEEHIVES &
BUTTERFLY
HOUSES



30
BIRDHOUSES

TOGETHER, WE
PERFORMED A TOTAL OF

3,731
VOLUNTEER
HOURS

WE HOSTED

66
SCHOOL AND
COMMUNITY
TOURS &
PRESENTATIONS

WE COMPLETED

529 ACTIVITIES

that had a positive social and environmental
impact on our communities



Explore the Earth Tours at Boxley Quarries

365 students learned about geology firsthand with a quarry tour and presentation by our engineers and environmental experts about the role aggregate plays in daily life. The program meets grade 5's Earth Science Standards of Learning (SOL) requirements. Boxley supports STEM education initiatives and works to educate the public about the critical role aggregate and aggregate products play in everyday life.

Hamm

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

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

Summit Finance Group and Cornejo & Sons

Summit's Finance Group organized a group of volunteer opportunities with the United Way and invited the Cornejo team to join. Both teams provided local schools with the supplies needed for school within their local community!



Alleyton

Our ready-mix team from Alleyton attended the community Camp Hope event in November 2023. The Camp Hope event is aimed at building awareness for post traumatic stress syndrome (PTSD) with the PTSD Foundation of America. The PTSD Foundation of America aims to bring hope and healing to veterans and their families suffering from the effects of combat-related post-traumatic stress. In 2023, we wrapped two of our company trucks to raise awareness and donated 81 cubic yards of concrete.

November Campaign

Team Summit Materials rallied together for a great cause to support Movember. Across operations, Summit employees spread awareness and raised \$23,979 that will be used to help support life-changing mental health programs, medical research and ground-breaking trials and cancer treatments.



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.

APPENDIX

2023 SASB METRICS TABLE

Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Quantitative	Metric tons (t) CO ₂ -e, Percentage (%)	EM-CM-110a.1	1.73 M MT CO ₂ e 85.88%
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion and Analysis	N/A	EM-CM-110a.2	Summit has developed specific 2030 and 2050 emissions reduction targets and strategies. That process is discussed in Greenhouse Gas (GHG) Emissions
Air Quality	Air emissions of the following pollutants: 1. NOx (excluding N ₂ O), 2. SOx, 3. particulate matter (PM10), 4. dioxins/furans, 5. volatile organic compounds (VOCs), 6. polycyclic aromatic hydrocarbons (PAHs), and 7. heavy metals	Quantitative	Metric tons (t)	EM-CM-120a.1	NOx - 2,548 Tons Sox - 1,816 Tons PM10 - 311 Tons Dioxins/furans - 2.11 lbs/year VOC's - 323 Tons PAH's - 1.16 Tons Heavy metals - 105 Tons
Energy Management	1. Total energy consumed, 2. percentage grid electricity, 3. percentage alternative, 4. percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	EM-CM-130a.1	1. 7.17 M GJ 2. 19.69% 3. Not collected in 2023 4. Not collected in 2023 Summit will be expanding the data collection and use of alternative and renewable energy sources.
Water Management	1. Total fresh water withdrawn, 2. percentage recycled, 3. percentage in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic meters (m ³), Percentage (%)	EM-CM-140a.1	1. 1,228 k cubic meter (utility only) 2. Not collected in 2023. Water metering in stressed water areas has begun and we are working to expand across operations. 3. 23.6 %
Waste Management	Amount of waste generated, percentage hazardous, percentage recycled	Quantitative	Metric tons (t), Percentage (%)	EM-CM-150a.1	775 (t) of Cement Kiln Dust waste landfilled , 8,552 (t) of cement kiln dust shipped off-site to third party customer Other waste types not collected in 2023.

2023 SASB METRICS TABLE (cont.)

Biodiversity Impacts	Description of environmental management policies and practices for active sites	Discussion and Analysis	N/A	EM-CM-160a.1	Summit's environmental policies and practices for active sites are summarized in 8 Land Use and Reclamation
	Terrestrial acreage disturbed, percentage of impacted area restored	Quantitative	Acres (ac), Percentage (%)	EM-CM-160a.2	14,442 (ac)
Workforce Health & Safety	1. total recordable incident rate (TRIR) and 2. near miss frequency rate (NMFR) for a. full time employees and b. contract employees	Quantitative	Rate	EM-CM-320a.1	1. 0.22 2a. Not collected in 2023. Summit began collecting NMFR in 2023. 2b. Summit did not collect contract employee safety data in 2023. Summit began collecting contract employee incidents in 2023. In 2024 we will expand reporting to include a NMFR.
	Number of reported cases of silicosis	Quantitative	Number	EM-CM-320a.2	0 cases of silicosis reported
Product Innovation	Percentage of products that qualify for credits in sustainable building design and construction certifications	Quantitative	Percentage (%) by annual sales revenue	EM-CM-410a.1	1.5%
	Total addressable market and share of market for products that reduce energy, water, and/or material impacts during usage and/or production	Quantitative	Reporting currency, Percentage (%)	EM-CM-410a.2	Total addressable market—Lightweight Aggregates \$49.5M Addressable market share—16.7%
Pricing Integrity & Transparency Greenhouse Gas Emissions	Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing, and anti-trust activities	Quantitative	Reporting currency	EM-CM-520a.1	For the fiscal year 2023, 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

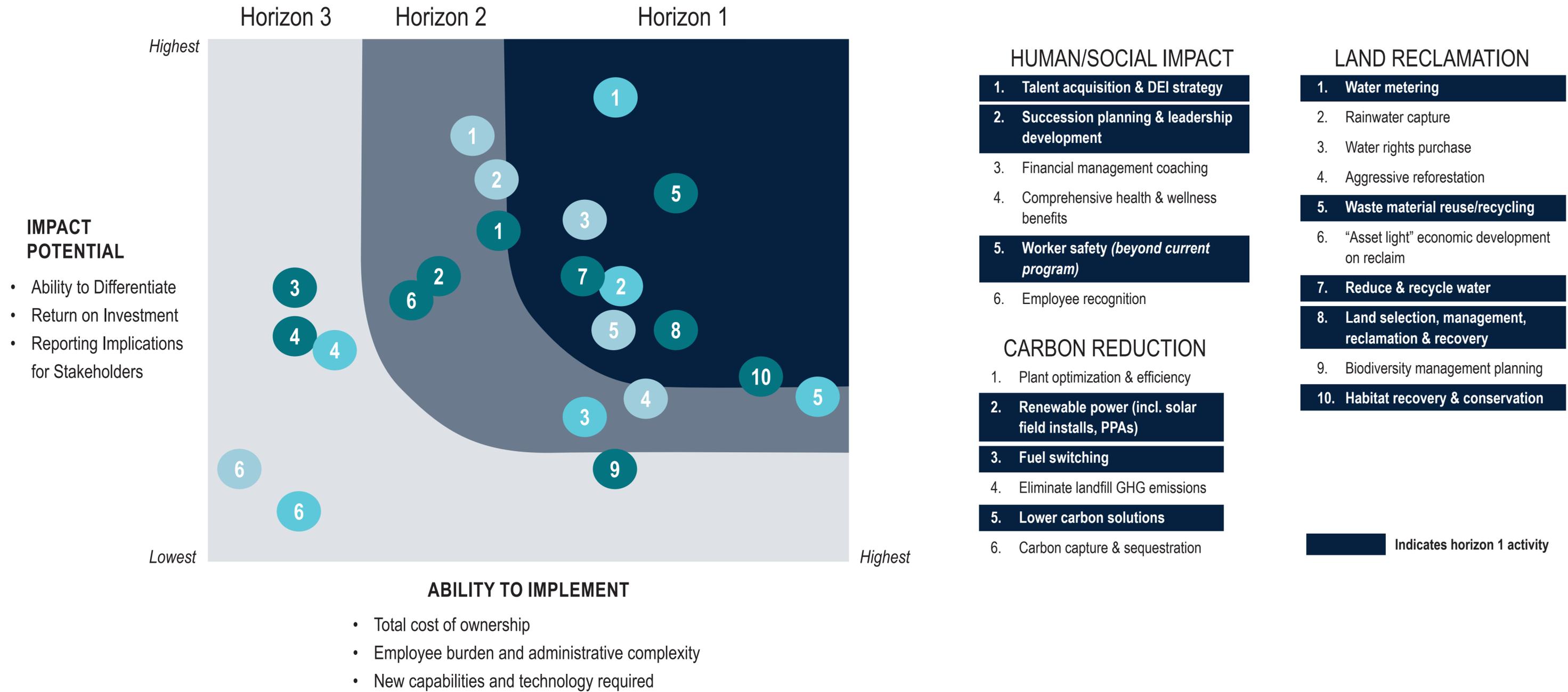




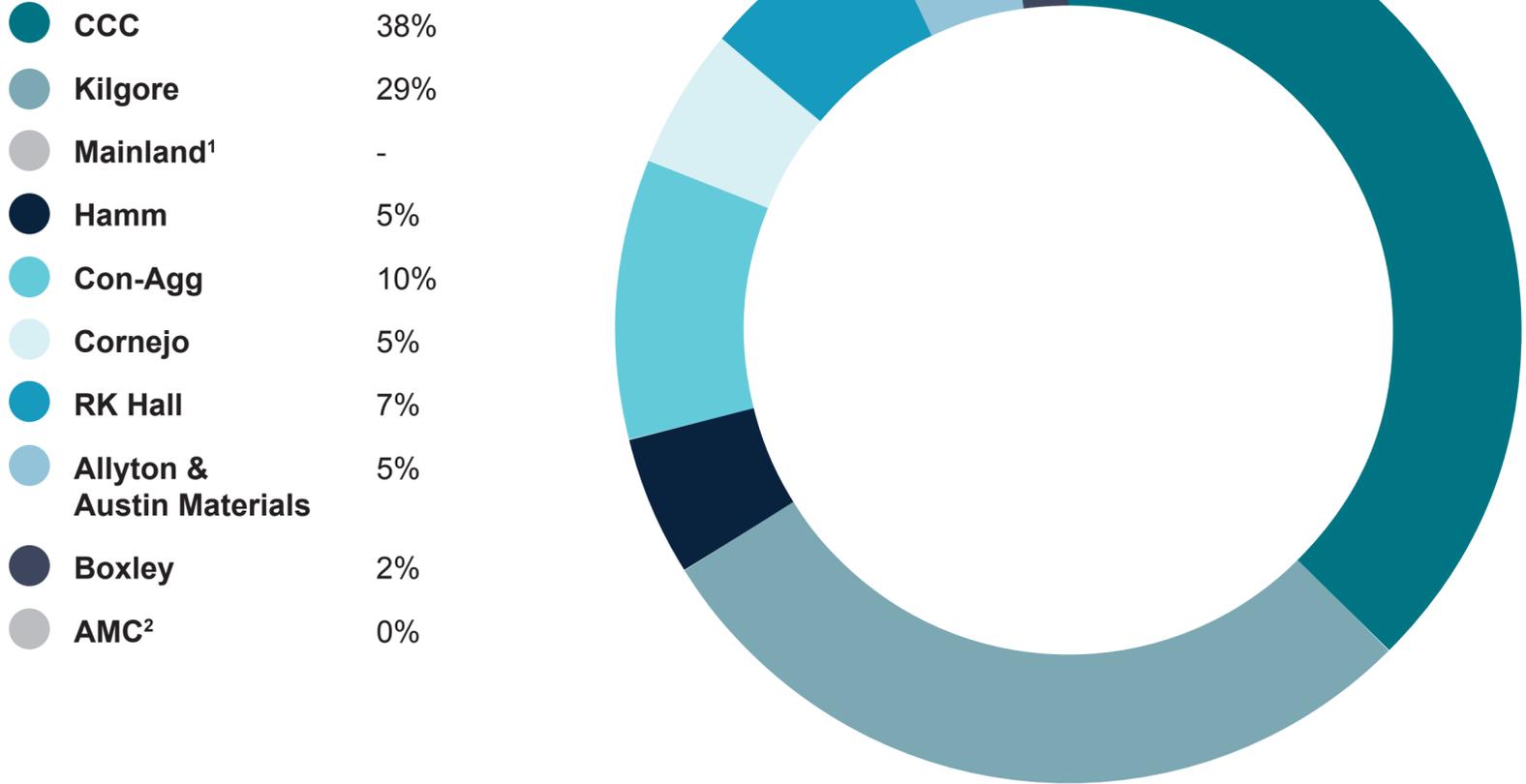
FIGURE 2. OUR LOCATIONS

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

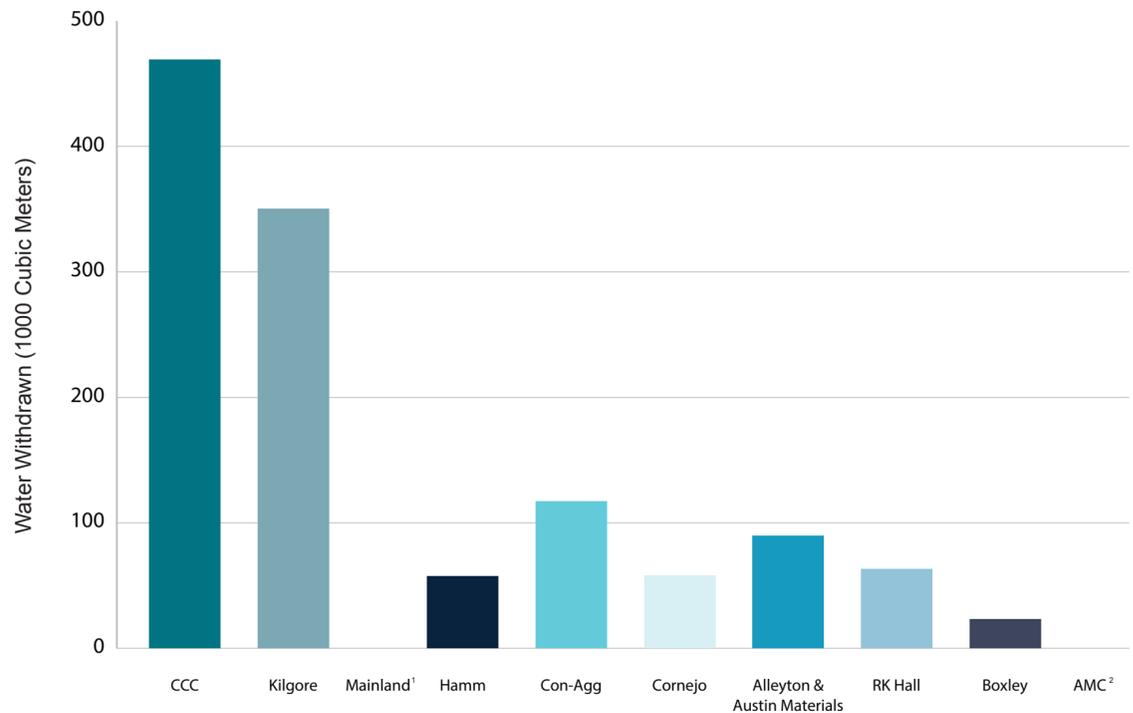
FIGURE 3. ESG OVERSIGHT



FIGURE 4. 2023 WATER SUMMARY BY SITE



2023 Water Withdrawn By Site



1 Mainland has no data (Canada bills by well rights and usage is not tracked)
 2 AMC has only four locations supplied by utility water (<0.1 1000 cubic meters, this is reflected within the total water withdrawn.
 3 Water withdrawal data includes utility provided freshwater withdrawals currently tracked and provided by businesses and My Utility Cabinet. Non-utility provided freshwater withdrawals are largely unavailable and not readily estimable.
 4 RK Hall utility water usage is only available from October – December 2022. In 2023, annual utility water usage will be provided.

TABLE 1. SALES VOLUME BY MAJOR PRODUCT LINE

TOTAL VOLUME	January 1, 2024	January 1, 2023	January 1, 2022	January 2, 2021
Aggregates (tons)	58,406	59,525	64,185	59,098
Cement (tons)	2,362	2,533	2,431	2,286
Ready-mix concrete (cubic yards)	4,909	5,043	5,831	5,740
Asphalt (tons)	3,725	3,724	5,062	5,831

TABLE 2. CARBON REDUCTION TARGETS

	CO ₂ e Emitted (M MT CO ₂ E)	Cement Emissions Intensity (MT CO ₂ E / MT PRODUCED)	Renewable Power (BY PERCENTAGE)
2030 TARGETS	1.6 - 2.0	0.65	30%
2050 TARGETS	0.5 - 1.2 With offsets to get to net zero 0.0	0.25 With offsets to get to net zero 0.0	100%

TABLE 3. 2023 SCOPE 1 AND SCOPE 2 GHG EMISSIONS ^{1,2,3,4}

Tonnes CO ₂ e	Scope 1	Scope 2	TOTAL
TOTAL	1.73M MT	0.28M MT	2.01M MT

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

TABLE 4. 2023 AIR EMISSIONS BY POLLUTANT

TONS		Dioxins/Furans (lbs/year)	2.11
NOx	2,548	Volatile Organic Compounds (VOCs)	323
SOx	1,816	Polycyclic Aromatic Hydrocarbons (PAHs)	1.16
Particulate Matter (PM10)	311	Heavy Metals	105

TABLE 5. 2023 ENERGY CONSUMPTION

Total Energy Consumption	7,167,628 GJ
Energy Supplied By Grid¹	19.69%

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

TABLE 6. CARBON REDUCTION

	CO₂e Emitted (M MT CO ₂ E)	Cement Emissions Intensity (MT CO ₂ E /MT PRODUCED)	Renewable Power (BY PERCENTAGE)
2030 TARGETS	1.6 - 2.0	0.65	30%
2050 TARGETS	0.5 - 1.2 With offsets to get to net zero 0.0	0.25 With offsets to get to net zero 0.0	100%

TABLE 7. 2023 TOTAL WASTE GENERATION & RECYCLING SUMMARY

WASTE TYPE	WASTE GENERATED
Methane Captured from Landfill & Sold ¹	11,844 Tons
Cement Kiln Dust ²	775 Tons
Used Oil	29,860 Gallons
Recycled Materials (metals, paper, cardboard, plastics, mixed)	778,281 Tons
Landfill / Municipal Solid Waste ³	659,713 Tons
Number of Vehicle Batteries Recycled ⁴	728
Number of Tires Recycled ⁴	1,091

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 sold to third party

³ Provided by Hamm, Continental and RK Hall

⁴ Provided by Kilgore only

TABLE 8. WHC CERTIFIED SITES

<p>Alleyton Resources <i>Texas</i></p>	<p>Austin Materials Hays Quarry <i>Texas</i></p>	<p>Hamm Sanitary Landfill <i>Kansas</i></p>	<p>Davenport Plant Wildlife Restoration Areas <i>Iowa</i></p>
<p>Cox Station Quarry Mainland Sand and Gravel <i>British Columbia, Canada</i></p>	<p>Con-Agg Native Plant Garden <i>Missouri</i></p>	<p>AMC Andrew's Quarry <i>Georgia</i></p>	<p>Cornejo Wildlife Project <i>Kansas</i></p>

○ Certified ● Certified Gold

TABLE 9. 2023 SUMMIT EMPLOYEE HEALTH & SAFETY SUMMARY

<p>11,857,799 <i>Total Employee Hours Worked</i></p>	<p>65,053,420 <i>Miles Travelled</i></p>	<p>0.22 <i>Total Recordable Incident Rate (TRIR)</i></p>	<p>- <i>Near miss frequency rate (NMFR) for fulltime Employees¹</i></p>	<p>- <i>Near miss frequency rate (NMFR) for contract Employees²</i></p>
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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 10. 2022 EEO-1 DATA

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	36
First/Mid Officials & Mgrs	43	4	419	16	5	1	1	4	58	2	0	0	0	2	555
Professionals	17	3	134	6	1	0	1	6	52	1	4	0	0	0	225
Technicians	17	1	93	4	1	2	0	3	9	0	0	0	0	0	130
Sales Workers	3	3	66	1	1	0	2	1	27	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	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