



# 2021 DIVERSITY, EQUITY & INCLUSION REPORT

## CAUTIONARY NOTE REGARDING FORWARD-LOOKING STATEMENTS & OTHER GENERAL DISCLOSURES

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

Although Summit Materials, Inc. (“Summit,” or “Company”) believes that the assumptions inherent in these forward-looking statements are reasonable, the reader should not place undue reliance on these statements. Forward looking information is prepared as of April 1, 2022. Important factors could affect our results and could cause results to differ materially from those expressed in our forward-looking statements, including but not limited to the Company’s inability to achieve its Diversity, Equity and Inclusion initiatives and targets within the projected timelines or in the projected manner, the inability to reduce turnover at the desired levels and within the desired timelines, the inability to achieve targeted employee engagement at the desired levels within desired timelines, and the factors discussed in the section entitled “Risk Factors” in Summit’s Annual Report on Form 10-K for the fiscal year ended January 1, 2022 as filed with the Securities and Exchange Commission, as such may be updated by our subsequent filings. Summit disclaims any intention or obligation to update or revise any forward-looking statements whether as a result of new information, future events or otherwise, except to the extent required by applicable laws.

This report contains some figures that have been approximated or rounded. This report and data within have not been reviewed by a third party and contains non-GAAP information. Inclusion of information in this report should not be construed as a characterization of materiality or financial impact of such information.

## ABOUT SUMMIT MATERIALS

Summit Materials is a leading vertically integrated materials based company that supplies aggregates, cement, ready-mix concrete and asphalt in the United States and British Columbia, Canada. Summit is a geographically diverse, materials-based business of scale that offers customers a single-source provider of construction materials and related downstream products in the public infrastructure, residential and nonresidential, and end markets. Summit has a strong track record of successful acquisitions since its founding and continues to pursue growth opportunities in new and existing markets. For more information about Summit Materials, please visit [www.summit-materials.com](http://www.summit-materials.com).





# LETTER FROM OUR CEO

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Dear Valued Stakeholders:

Summit Materials is in the next phase of growth and value creation with people at its center. Our employees are our greatest advantage and Human Capital is a key focus in our strategy. We are committed to diversity, equity, and inclusion (DE&I) within our company. Our business is the key connective tissue in many of the communities where we operate, and it is essential that we recognize our responsibilities to a diverse and engaged workforce and community. To that end, we are working towards greater transparency and accountability in publishing our first Diversity, Equity and Inclusion Report. We have much to be proud of over the last two years, but we also have much more to do. We are driven to further our commitment through our four core values:

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

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

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

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

I firmly believe everyone has value and brings unique perspectives to Summit Materials. We know that people of diverse backgrounds, opinions, perspectives, and experiences, provide creativity and strength that maximizes engagement and elevates success at all levels of Summit Materials. Fostering an environment that is welcoming and inclusive to all is essential to achieving our mission and better positioning our employees to contribute to our current and future success. I am proud to lead a company that has achieved gender parity in our Board and executive team, but we have much to do in terms of achieving greater diversity in our front-line leadership amongst all underrepresented groups.

It's imperative that we demonstrate how anyone, regardless of background, race, or gender can build a fulfilling career in construction materials. The information contained in this report is one step in our journey towards a more diverse and inclusive Summit. We are starting with our data and listening to our employees. While numbers do not represent the entire story nor speak to each unique voice in our Company, by exploring and detailing our data and following with honest discussions with our people, we can gain a better understanding of the work that we need to do to increase diversity and inclusion throughout our workforce. Together, we are responsible for creating an environment that brings out the best in each other.

Sincerely,

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

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

# LETTER FROM OUR CHIEF PEOPLE OFFICER



Dear Valued Stakeholders:

As the newly appointed Chief People Officer and Head of Corporate Communications in 2021, I have the honor to provide leadership and help establish our inaugural DE&I strategy for 2022 and beyond. We are starting with the foundation of our values and our steadfast leadership commitment to create a values-based and inclusive culture. We are sharing more data than we ever have before. This includes detailed views of leadership, overall representation, and retention. This is about our people—data cannot, and will not, be the only basis for determining our course of action. Behind the discussions with our employees and each datapoint, there is a unique human experience that we all can learn from and our strategy will be built on the understanding that we gain from these discussions with our employees. This is just the beginning.

Summit Materials has made significant progress and investment in 2021 to set the foundation for years to come. We established our HR strategy and reorganized our HR structure, we heard from our employees in our first ever company wide engagement survey, streamlined our data and worked to better understand the experience of our people. Summit is actively pursuing initiatives within our DE&I strategy to identify, assess and eliminate any barriers to recruitment, training, development and advancement opportunities, performance management and promotion practices, and succession planning that could adversely affect employees because of their visible or invisible diversity.

As we work on these initiatives to make a greater impact, we reinforce our commitment to these values for the long term. We are focusing on building a strong foundation through an understanding of root-causes and striving to embed diversity, equity, and inclusion in all that we do. Respect for each other is a fundamental tenet of our company and a responsibility that belongs to all of Summit’s employees. We have a crystal-clear Code of Business Conduct and Ethics policy that intolerance, from any source, is wholly unacceptable. We aim to reflect this effort across our organization from drivers, to operators, to management and our Board of Directors. This report is our call to action and our commitment to change, but it doesn’t have all the answers. We’re continuing our journey, but we still have far to go together. We have an exciting future ahead as we move into 2022.

Sincerely,

A handwritten signature in black ink, appearing to read 'Deon MacMillan'.

**Deon MacMillan**  
Chief People Officer and Head of Corporate Communications  
Summit Materials, Inc.

## OVERVIEW

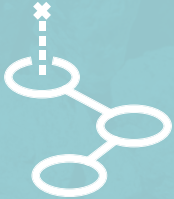
Summit Materials is pleased to share our first diversity, equity, and inclusion report for 2021 demonstrating our progress to date on building a company culture of inclusion and belonging.

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# 2021 HIGHLIGHTS

Summit took several initial actions in 2021 to act on our commitment to DE&I and provide a foundation for future improvements:



Surveyed employee engagement and culture as well as developed a road map for improvement.



Acknowledged that we need better participation from underrepresented groups at all levels of the organization.



Expanded Board oversight of our Human Capital Management and revised the Charter of the Human Capital and Compensation Committee.



Acknowledged we need to improve data gathering and insights when employees depart to better understand retention drivers.

Identified front line leaders as a key pipeline for future managers and leaders, and are developing specific training programs for employees.



Launched an Employee Stock Purchase Plan.

Began establishing HR Centers of Excellence (COEs) in areas of Engagement, Diversity and Inclusion, Talent Acquisition, Talent Management, Learning and Development, Service Delivery and Total Rewards.



# LAYING THE FOUNDATION

2021 was an instrumental year as we developed the foundation of our people strategy to build our road forward towards a more inclusive and diverse Summit Materials (“Summit” or “Company”). To better meet our employee and customer needs the Company moved to creating more standardized operations including a holistic human capital management strategy. We believe this change and the resources it provides, will allow us to leverage the full scale and breadth of Summit Materials, to more effectively serve our employees and impact our communities. We aim to create a workplace that attracts and retains high-quality talent, enhances employee welfare, offers an inclusive and respectful environment, and champions employee experiences and development.



## EXPANDED BOARD OVERSIGHT

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

## CODE OF BUSINESS CONDUCT AND ETHICS

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

## LAUNCHING AN EMPLOYEE STOCK PURCHASE PROGRAM

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

# OUR DEFINITIONS

## Diversity

The practice or quality of including or involving people from all aspects of the human experience, social identities, and social groups, including but not limited to race, ethnicity, creed, color, sex, gender, gender identity, sexual identity, socio-economic status, language, culture, national origin, religion/spirituality, age, (dis)ability, military/veteran status, political perspective, and associational preferences.

## Equity

The quality of being fair and impartial, particularly in instituting just practices and policies that ensure all our employees and communities can thrive. Equity is different from equality, equality implies treating everyone as if their experiences are exactly the same. Instead, we aim to ensure that diversity is celebrated through equal opportunities.

## Inclusion

Creating an environment where all employees and members of our communities can feel respected and empowered to participate and achieve their full potential.

## 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 for all of our employees.



**4,148**  
REGISTERED INDIVIDUALS  
ON MYWELLNESS



**263**  
LIVE ONLINE  
HEALTH VISITS

**80.0%**  
OF MEMBERS IDENTIFIED  
AS HEALTHY



**59%**  
MYWELLNESS  
PARTICIPATION



**71.3%**  
HEALTH  
ENROLLMENT



# UNDERSTANDING TO TAKE ACTION

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## UNDERSTANDING OUR CURRENT CULTURE AND ENVISIONING THE FUTURE

To help us assess our current state culture of Summit Materials and gather a future state vision, we began a year-long journey to gather information from our employees and leaders. Based on eight components of a culture framework, we conducted Summit Materials first company wide Culture and Engagement Survey. We had 2298 employees respond – this equates to an approximately 39% participation rate and those responding indicated a 74% happiness score. Additionally, we conducted Cultural Visioning Workshop and Leadership Interviews with 12 members of the Senior Leadership Team to help us hear from our employees and shape our cultural strategy and road map for years to come

## COMPANY WIDE METRICS AND REPORTING

To better understand our employee information and organizational health, in 2021 we began tracking our company-wide turnover metrics by individual company and Summit overall. In 2022, we will begin to break down these metrics by gender, race, generation and more as well as building a holistic people dashboard so that we can provide targeted focus and support and create additional goals and measures for achieving our success of having an inclusive and engaged workforce.



**EMILY CASOLA**  
*Plant Manager, AMC*

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Emily Casola has been working in the extractives sector since graduating as a mining engineer from Virginia Polytechnic Institute and State University in 2016. Emily's Summit journey began with a position in our headquarters in Denver, Colorado. As a member of the Performance team, Emily was responsible for streamlining operations and identifying and implementing efficient practices and technologies that would benefit each site. In 2020, an opportunity to become a plant manager became available and Emily jumped at the chance.

As a Plant Manager, Emily is responsible for ensuring operations are running smoothly and all employees are safe. As a female sand Plant Manager there are some challenges that arise, but in Emily's experience these challenges become a way to make our processes and operations more efficient and safer for our employees. It creates an opportunity to use a unique set of skills in a way that can benefit the situation and become more adaptable.

"Having a more hands on approach and being able to hit daily and yearly KPIs and targets is a very rewarding aspect of being a Plant Manager"

"Working as a Plant Manager, I would love to see more women in these roles in the mining, extractives and building materials industry. It's about representation and encouraging women and minorities that they can succeed in positions like these."



## TRANSFORMING HOW WE SERVE OUR EMPLOYEES

As we work to elevate Summit Materials, we need to find, retain and develop the right talent by establishing superior resourcing, hiring, talent development capabilities, and experience for all of our employees. Through operational excellence and smart standardization, we are simplifying and standardizing our HR policies, processes, and procedures to help drive elevated business outcomes. One of the most recent changes we made as a part of our transformation was establishing HR Centers of Excellence (COEs) in areas of Engagement, Diversity and Inclusion, Talent Acquisition, Talent Management, Learning and Development, Service Delivery and Total Rewards. Additionally, within our regions, we are shifting our HR team from Operating Companies to Line of Business Support.

## CORNEJO HISPANIC FRONTLINE LEADERS TRAINING

Cornejo began its first ever Hispanic Frontline Leaders Development program in 2019. The annual program consists of multiple intensive, day-long training courses on how to be a more communicative, empathetic, and effective manager. After going through this program for three full years, our Hispanic frontline leaders have grown and developed their leadership skills. We are very proud of their hard work and dedication to the Cornejo Crew.



**HALEY WYANT**  
*Lab Technician*

Haley Wyant, is a skilled worker and lab technician at our Buckingham Slate location in Arvon, VA. She advises other women, “don’t get discouraged if you’re the minority for any reason; if you have the drive and desire, you can ‘go for it’”.

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

## OUR COMPANY TODAY

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

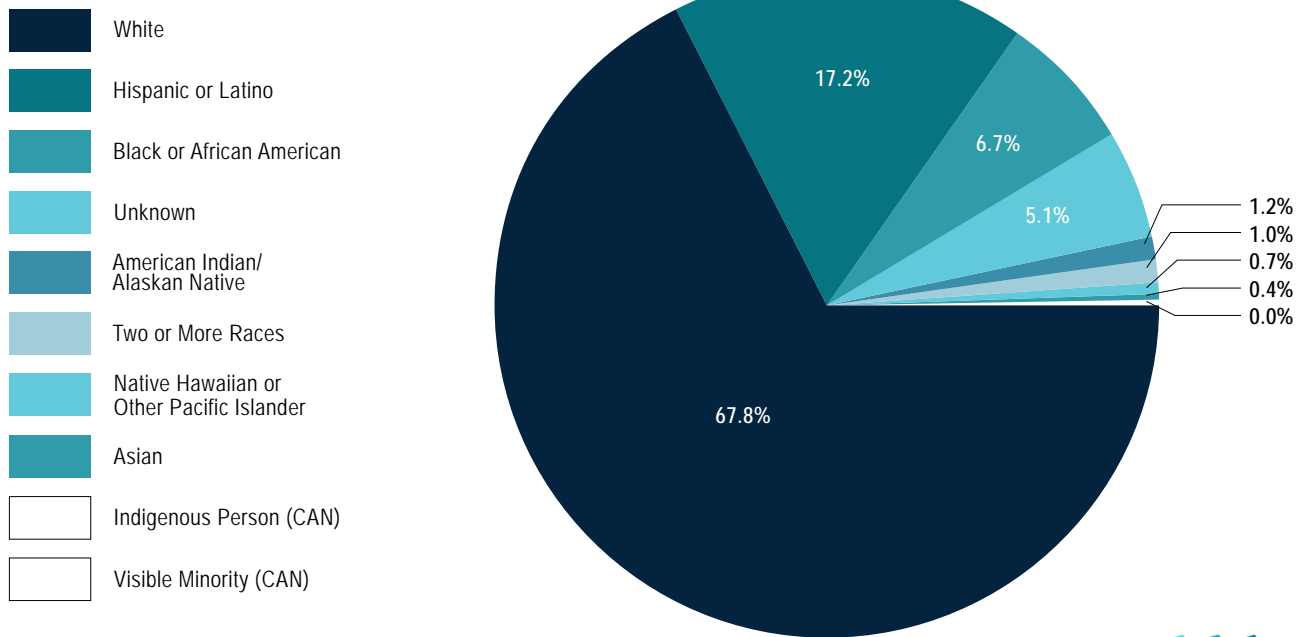
In 2021, we made conscious strides to address DE&I within our business.



**28% of our workforce identified as non-white and in 2021, over 50% of our Board of Directors is female and over 50% of our executive officers are female, including our Chief Executive Officer.**

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

### Race & Ethnicity



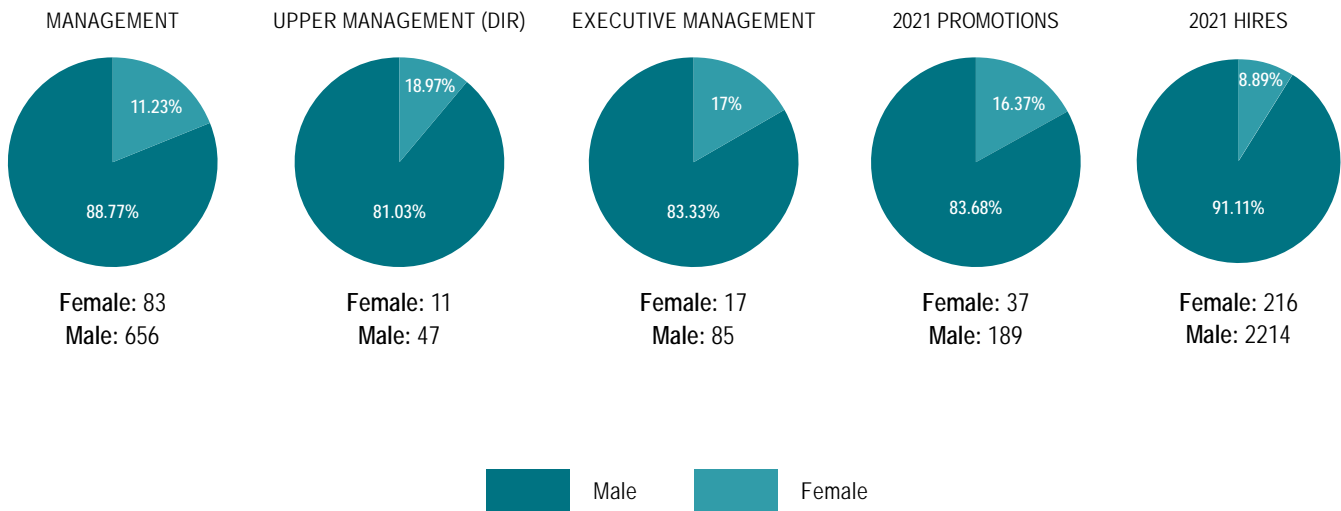
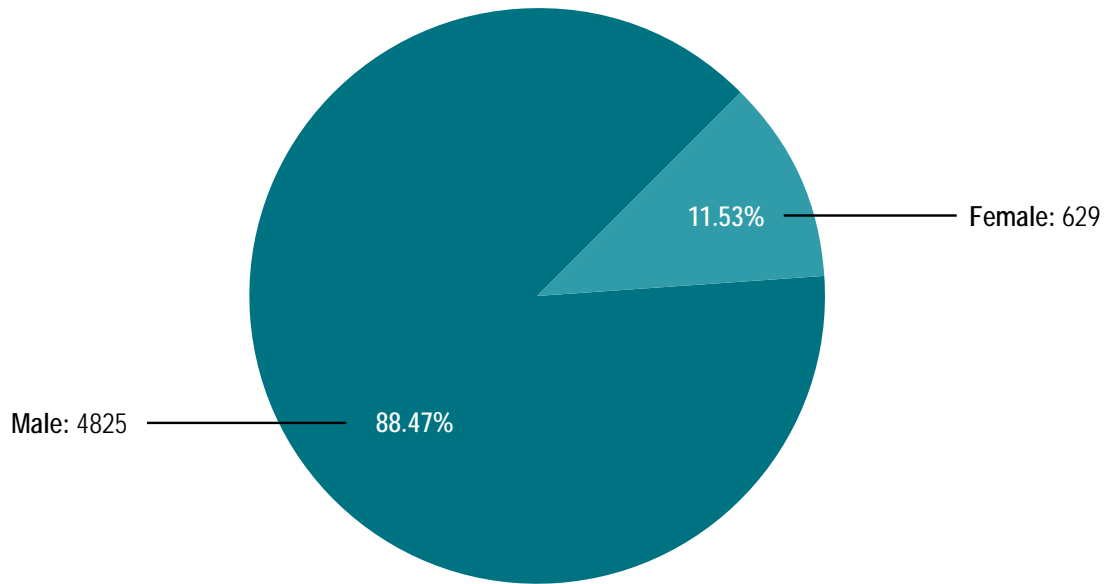
<sup>1</sup>Current employee data entry has not been standardized across companies and is subject to localized processes. Once we align our data process and governance, we will have better data integrity and confidence in our reporting for future years.

**NORMA TERRELL**  
*Cornejo Logistics Truck Foreman, 17 years*

"Although the road of being in construction has been long and challenging, I would not change a thing. Ladies, keep your heads up and know that we are strong and empowering and we have the skills and will to make a difference in construction."



## Gender<sup>2</sup>



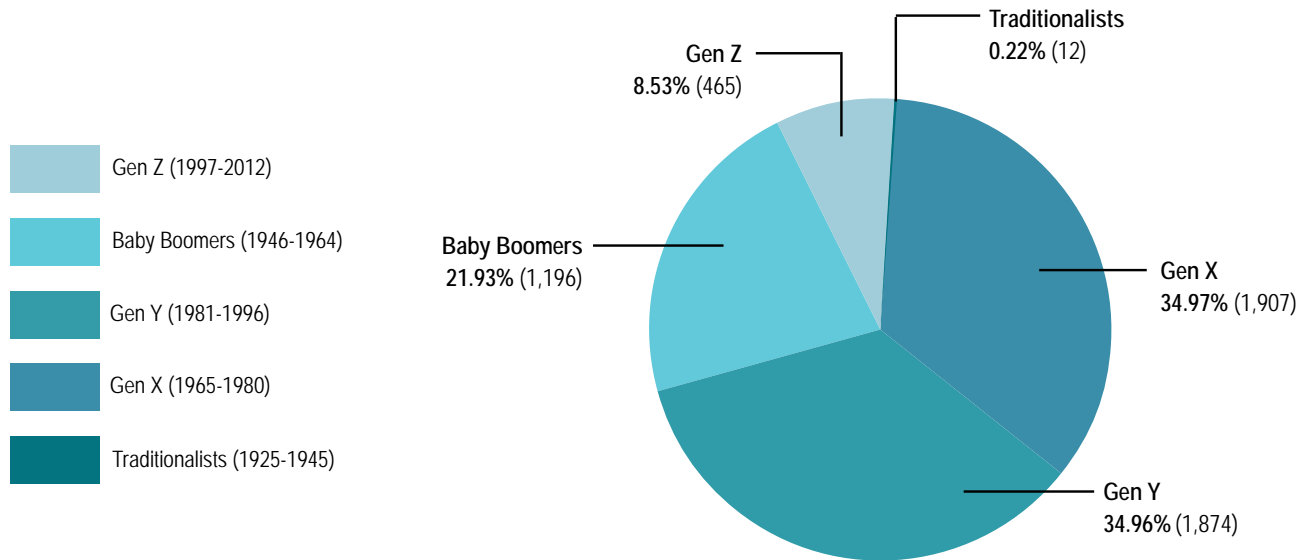
<sup>2</sup>We do not currently have a job architecture across Summit Materials. The estimates of genders in roles may shift as we determine alignment in 2022.



**STACY BARBOUR**  
*Operations Manager, Fieldale Quarry, Boxley*

“Work hard! When you have ideas that could make a difference in the industry, bring them up. Challenge yourself by taking growth opportunities.”

## Generations



## TRANSPARENCY IN OUR EEO - 1 SURVEY DATA

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

Summit has heard from various stakeholders that publishing our EEO-1 data publicly provides important data to evaluate progress over time regarding our diversity and inclusion efforts. In the interest of transparency and fostering a continuous feedback loop with our stakeholders, Summit is publishing its survey from 2020. Due to COVID-19, the 2021 reporting timeline for the EEO-1 has shifted.

## 2020 EEO-1 Data

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

# OUR SOCIAL IMPACT

Summit employs approximately 5,500 people and its impact stretches far beyond. Summit will seek to implement initiatives that attract, retain and grow leading talent to drive organic growth and innovation, while also being mindful of its impact in the greater community. Summit's focus in 2021 included examining our performance related to diversity, equity and inclusion (DE&I), employee engagement, pay equity, talent acquisition, and recruitment and retention practices.

Summit is committed to fostering an environment where everyone can belong. We've established the following 2030 and 2050 targets for diversity, equity and inclusion to help us align as a business to strive for improvements in employee retention, diversity and engagement. These targets are subject to risks and opportunities. Summit acknowledges there may be challenges along the way that may impact the timing, process, or outcomes on these targets. However, we are committed to pursuing actions that can lead to positive change.



## HUMAN/SOCIAL IMPACT

Ensuring employees and their communities are valued and can thrive.

### 2030 TARGETS

### 2050 TARGETS

EMPLOYEE  
TURNOVER  
*(by percentage)*

30%

20%

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

60%

90%

EMPLOYEE  
ENGAGEMENT  
*(by percentage)*

75%

80%

To have an inclusive, engaged and high-performing culture with strong retention, it's important to know what matters to people, to *LISTEN* to their feedback, and *ACT*.

# 2022 STRATEGIC PLAN

In 2021, we created our OneSummit/OneHR strategy, which aims to more effectively serve our employees and impact our communities through the creation of a workplace that attracts and retains high-quality talent, enhances employee welfare, offers an inclusive and respectful environment, and champions employee experiences and development. Our success relies upon our ability to leverage the full scale and breadth of Summit Materials. The 2022 areas of focus below will help us meet our strategy while expanding opportunities for our employees and communities.



## FOUNDATIONAL PROCESSES, DATA & INSIGHTS

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



## BENEFITS & OFFERINGS

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



## CULTURAL ROAD MAP

- + **Establish a Talent and Leadership Strategic Framework and expand our learning and development capabilities** to assess current and prospective employee objectives to achieve work life balance, give and receive constructive feedback, leverage innovation and best practices, and prepare for the next step in their careers.
- + **Emphasizing leadership development for approximately 500 front line leaders** as a core foundational offering to our existing and upcoming leaders. Our leadership development program provides the confidence and skill development in areas such as organizational leadership, personal effectiveness, fostering engagement, and building strong and capable teams.
- + **Bring our values to life by formalizing engagement and feedback** practices and knowledge sharing to empower people closest to problems to take action to solve them.
  - Our goal is to increase overall employee **engagement survey participation from 39% to 60%** and create regional quick action steps to improve the experience of our employees.
- + **Implementing Recognition practices and sharing stories** that motivate action toward goals and behaviors that support high performance and innovation as well as the Summit Mission, Vision, Values and Culture.
- + **Defining the communication strategy** to help all employees feel more connected to Summit, more aware of what is expected of them and inspired to take action.
- + **Establish DE&I strategy** and launch DE&I policy Summit wide along with non-discrimination practices.
  - Our goal is 75% participation for the identified audiences for DE&I specific training as well as have leadership investment in diversity council.



## SOURCING & RECRUITMENT

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







# SUMMIT

Materials

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

