



2021

ESG Report

Table of Contents

Introduction 3

| | |
|--------------------------------------|---|
| Our ESG At-A-Glance | 4 |
| A Message From Our CEO | 5 |
| About This Report | 6 |
| About Cornerstone Building Brands | 6 |
| Our Core Values | 7 |
| ESG Vision | 7 |
| ESG Goals | 8 |
| Materiality & Stakeholder Engagement | 9 |

Our Environmental Footprint 11

| | |
|-------------------------|----|
| Climate Change & Energy | 12 |
| Waste, Water & Land Use | 13 |
| Environmental Data | 16 |

Care for Our Employees, Customers & Communities 18

| | |
|--|----|
| Talent Acquisition, Engagement & Retention | 19 |
| Diversity, Equity & Inclusion | 22 |
| Occupational Health, Safety & Wellbeing | 24 |
| Customer Experience | 26 |
| Community Engagement & Philanthropy | 26 |
| Human Rights | 28 |
| Social Data | 29 |

Responsible Building Solutions 32

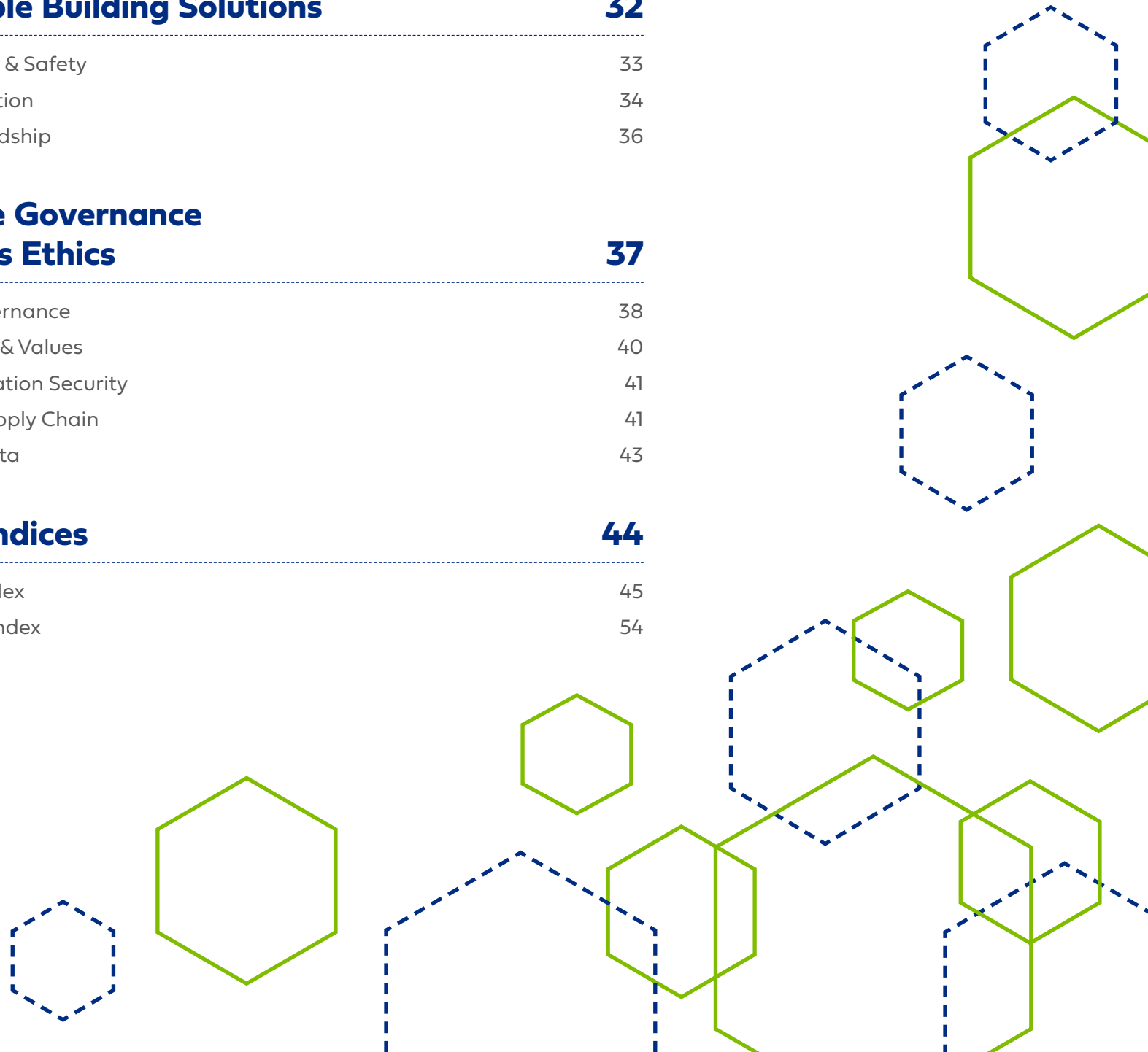
| | |
|--------------------------|----|
| Product Quality & Safety | 33 |
| Product Innovation | 34 |
| Product Stewardship | 36 |

Corporate Governance & Business Ethics 37

| | |
|------------------------------|----|
| Corporate Governance | 38 |
| Business Ethics & Values | 40 |
| Cyber & Information Security | 41 |
| Responsible Supply Chain | 41 |
| Governance Data | 43 |

Content Indices 44

| | |
|--------------------|----|
| GRI Content Index | 45 |
| SASB Content Index | 54 |



Introduction

As we make choices about how we grow and evolve our business, we are committed to creating a better world for future generations. We will achieve this via the solutions we bring to our customers and the way in which we develop and deliver them.



Our ESG At-A-Glance

As of 12/31/2021

97
Manufacturing Plants



\$2.2 B
Market Capitalization

23.6%
Manager Racial and Ethnic Diversity

0.62
Lost Workday Incident Rate

33%
Female Executives

82
Warehouses, Distribution and Retail Outlets



18.1%
Female Managers



\$2,858,577
In Product and Cash Donations to Help Build Affordable Housing



28.6%
Female Workforce

47.7%
Workforce Racial and Ethnic Diversity

Helped Build
601
Homes Through Home for Good project

21,700
Employees Worldwide



“Sharing progress towards our ESG objectives while outlining our future aspirations informs our stakeholders and connects us with our communities. We’re evaluating our environmental footprint and pursuing initiatives that evolve our operations to be more responsible and sustainable.”

ROSE LEE, PRESIDENT & CHIEF EXECUTIVE OFFICER

A Message From Our CEO

To our stakeholders,

I am proud to present Cornerstone Building Brands’ first enterprise-wide ESG report. Our company was formed by bringing together strong businesses and a portfolio of leading brands that have been enabling sustainable building construction for over 100 years. Our exterior building solutions help build strong, sustainable and beautiful structures that provide safety and protection for millions. We provide the same promise of safety and wellbeing to our more than 21,000 employees. With the launch of this report, we’re renewing our commitment to strengthen and expand our most important core value, safety, to our employees, customers and communities.

As we strive to become the premier exterior building solutions company in North America, we have a responsibility to increase our positive impact on the environmental, social and governance issues most material to our business. This means in addition to manufacturing solutions for homes and structures in which people live, work and play, we are also committed to helping communities thrive. This report showcases our dedication to constantly improving the sustainability of our solutions through operational efficiencies that reduce our

environmental impact, increasing the life cycle and recyclability of our products and creating a safe and inclusive work environment for our employees. We are implementing these initiatives by prioritizing trust and integrity in every interaction we have with our customers and supply chain partners.

Our 2021 report documents our progress toward our ESG objectives and outlines what we aspire to achieve in the future. As part of our efforts, we’re evaluating our environmental footprint. We are also pursuing initiatives that combat the effects of climate change, reduce our energy usage and evolve our operations to be more responsible and sustainable. In parallel, we will continue to provide the market with sustainable, responsible building solutions.

The core of our business is people. We continue to emphasize and promote safety and inclusivity in our workplace culture. In the process, we want to create an environment where people desire to work with us and are inspired to learn and grow.

We also care deeply about our customers and supply chain partners. That’s why we are developing innovative, environmentally efficient solutions that improve our sustainability while still meeting our customers’ high standards for performance and aesthetics.

In 2021, we created the vital frameworks required to support this ESG work. We established board oversight of ESG, hired experienced, dedicated ESG leaders, created an ESG council and had previously introduced an ESG website hub in 2020. We also continued to engage with our stakeholders to regularly communicate progress, share meaningful achievements and outline future ESG priorities and goals. These robust ESG governing mechanisms ensure that our ESG efforts are never an afterthought but instead an essential part of Cornerstone Building Brands’ business and culture.

As we make decisions about how we grow and evolve our business, we remain committed to improving our communities for future generations. We will accomplish this through the solutions we bring to our industry and the ways we develop and deliver them. I invite you to learn more about Cornerstone Building Brands through this report and how we are leveraging our solid foundation to create a more sustainable, responsible and ethical company. We look forward to a promising future and thank you for continuing to help get us there.

Sincerely,

Rose Lee,
President & Chief Executive Officer

About This Report

GRI 102 (2016): 102-12

This is Cornerstone Building Brands' first ESG report. To align with our financial reporting, this report covers information for the fiscal year ended December 31, 2021.

The results of our 2021 materiality assessment helped inform the content of this report. We plan to publish future ESG reports as we continue to develop our sustainability initiatives and disclosures and report on our progress. This report has been prepared in accordance with GRI Standards: Core Option (2016) and in partial alignment with the SASB standards for the Building Products & Furnishings Industry.

For questions about the report, please contact us at info@investors.cornerstonebuildingbrands.com.

About Cornerstone Building Brands

In 2018, Cornerstone Building Brands, Inc., was formed by the merger of NCI Building Systems, Inc. and Ply Gem Building Products, LLC. With our large scale presence, broad range of shelter, surface and aperture solutions and deep customer relationships, we are driven to become the premier exterior building solutions company in North America.

Our solutions address three key requirements of every building's construction. First, we provide solutions that address the apertures (openings) of buildings, such as our windows and doors. Second, we provide solutions for exterior cladding, such as our vinyl and aluminum siding and stone products. Third, we provide solutions for shelter through our engineered metal buildings, components and roofing. All of our products provide a combination of structural, environmental and aesthetic requirements of building construction. Some of our key brands include:

Windows and Doors: Ply Gem, Simonton, Atrium, American Craftsman, Silver Line, Great Lakes Window, North Star, Prime and Cascade

Siding and Accessories: Ply Gem, Mastic, Georgia-Pacific (licensed), Mitten, Variform, Environmental Stoneworks, ClipStone, Canyon Stone, Leaf Relief, Snap Tight, Leaf Smart and Leaf Logic

Commercial: Metallic Building Systems, Ceco Building Systems, Star Building Systems, Heritage Building Systems, Robertson Building Systems, MBCI, American Building Components (ABC), Metal Depots, Metal Coaters, Metal Prep and Union Corrugating Company

In 2021, we took active portfolio actions to accelerate growth in our core businesses and divest non-core businesses. We acquired Cascade Windows, Prime Window Systems and Union Corrugated Company, which will be included in our next ESG report. We divested our Insulated Metal Panels and Roll-Up Sheet Door business units, which are not included in this year's report. There are a few data sets that include acquisitions and divestiture data and one highlight story which will be identified in the report.

At Cornerstone Building Brands, we are motivated to positively impact the communities where people live, work and play, and strengthening our ESG capabilities helps us to achieve this objective. Our 2021 ESG report describes the ways we are working to deliver on our ESG commitments.

Cornerstone Building Brands Board of Directors Statement of Support

As Cornerstone Building Brands advances on its ESG journey, we're committed to creating an even more sustainable, ethical and impactful organization. While the leadership team is responsible for implementing and activating the ESG strategy, we will provide guidance and oversight on the company's progress. We fully support the executive leadership team in this work and have taken measures to help ensure Cornerstone Building Brands' ESG success.

In 2021, we updated our Nominating & Corporate Governance Committee Charter to include oversight of sustainability-related issues. This committee oversees the company's ESG matters at the board level. It works with the Board of Directors to hold the company and its executives accountable for the ESG commitments Cornerstone Building Brands makes.

We are proud to serve on the Board of Directors for a company committed to achieving its ESG goals. Cornerstone Building Brands aims to improve the sustainability of its building solutions while prioritizing a safe work environment for all employees and cultivating opportunities that empower every employee to succeed.

We understand the company's ESG work is not a one-time project. Instead, these efforts represent an ongoing commitment by Cornerstone Building Brands that will enable the business, employees, customers and communities to thrive today and for generations to come.

Board of Directors: Rose Lee, Kathleen J. Affeldt, George L. Ball, Gary L. Forbes, John J. Holland, Dr. William E. Jackson, Wilbert W. James, Jr., Daniel Janki, John Krenicki, Jr., Tim O'Brien, Judith Reinsdorf, Nathan K. Sleeper, Jonathan L. Zrebiec



ESG Vision

Our Environmental Footprint

We believe through our ESG initiatives and the reduction of our environmental footprint, we will continuously improve as stewards of the environment. By addressing initiatives that impact climate change, energy use and the environment, we seek to have a positive impact for both our stakeholders and the planet.

- [Climate Change & Energy](#)
- [Waste, Water & Land Use](#)

Care for Our Employees, Customers & Communities

We are committed to the wellbeing of our employees and the communities and customers we serve. We believe that our sustainable business practices along with our commitment to ESG lead to positive societal benefits. Our highest priority is always the safety of our employees.

- [Talent Acquisition, Engagement & Retention](#)
- [Diversity, Equity & Inclusion](#)
- [Occupational Health, Safety & Wellbeing](#)
- [Customer Experience](#)
- [Community Engagement & Philanthropy](#)
- [Human Rights](#)

Responsible Building Solutions

We develop and manufacture products that provide exterior building solutions to customers across North America. We feel a responsibility not only to uphold product integrity and safety, but also to leverage innovation and stewardship to meet the needs of our customers and promote sustainability in our products.

- [Product Quality & Safety](#)
- [Product Innovation](#)
- [Product Stewardship](#)

Corporate Governance & Business Ethics

We are committed to conducting business with the highest levels of integrity and ethics every day. This is the foundation of Cornerstone Building Brands. We have built a reputation for trust, strength and integrity in everything we do.

- [Corporate Governance](#)
- [Business Ethics & Values](#)
- [Cyber & Information Security](#)
- [Responsible Supply Chain](#)

ESG Goals

At Cornerstone Building Brands, we are motivated to positively impact the communities where people live, work and play. We have strengthened our ESG capabilities and established these goals to drive change and make an impact on the topics most material to our business and stakeholders. We are establishing baselines and strategic initiatives to monitor improvement in our sustainability strategy and practices in order to ensure we create a solid foundation on which to build an even more sustainable, responsible and ethical company.

Climate Change, Energy Solutions, Water & Waste

Reduce Scope 1 and 2 greenhouse gas emissions and energy consumption intensity, water consumption intensity and solid waste to the landfill intensity. Establish baselines in 2022 and programs/initiatives to reduce energy consumption, waste generation via recycling/reduction and additional water conservation programs.

Evaluate new research and development product solutions to identify additional opportunities to enhance energy efficiency and develop best-in-class sustainable products.

Increase communication with end consumers regarding the impacts of our product solutions to save energy and reduce emissions over the lifetime of the product. Measure progress on increased number of communications with consumers.

Talent Acquisition, Engagement & Retention

Make continuous improvements in recruiting, retention and development, including measures for reducing turnover.

Diversity, Equity & Inclusion

Build and support diverse workforce and leadership teams that reflect the communities where we live, work and play. Key performance indicators will include increases in various diversity metrics.

Reinforce our culture of inclusion by leveraging the use of Employee Resource Groups.

Occupational, Health, Safety & Wellbeing

Achieve a total recordable incident rate (TRIR) of less than 1.0 by 2026 as we pursue our goal of zero injuries.

Product Innovation

Continue building out organizational capabilities to support innovation across products, processes, business models and services.

Increase percentage of products that qualify for sustainable building design or reduced energy, water and/or material impacts and certifications.

Product Quality & Safety

Continually improve assessments of environmental, health and safety impacts of products and services.

Transparency & Reporting

Continue to build out internal sustainability capabilities and structure based on 2021 Materiality Assessment and 2021 ESG Report.

Business Ethics & Values

Launch a process to ensure suppliers certify adherence to the Cornerstone Building Brands Code of Conduct.

Cyber and Information Security

Continue implementation of IT Security, Compliance and Risk Management processes and procedures to increase security and mitigate the risk of cyber-incidents.

Increase the number of employees completing cybersecurity awareness training and reporting suspicious emails.

Responsible Supply Chain

Investigate sustainable packaging opportunities, including lightweight packaging and reusable or recyclable packaging.

Continue to develop ESG initiatives with suppliers including collecting suppliers' sustainability data and diversity statistics.



Materiality & Stakeholder Engagement

Materiality

GRI 102 (2016): 102-46, 102-47

In 2021, Cornerstone Building Brands underwent its first sustainability-driven materiality assessment. Assisted by an objective third-party, the assessment helped Cornerstone Building Brands identify and assess the risks, opportunities and impacts that sustainability-related topics may have on both our business and our stakeholders in the short-, medium- and long-term. Through topic identification, prioritization and validation, we determined our most material sustainability topics were grouped into three categories: Environment, Social and Governance.

Our materiality matrix reflects the current and emerging priorities of our internal and external stakeholders based on relative degree of importance. Although all the topics in the matrix are important to our business, our materiality matrix helps us prioritize and allocate our resources to topics that are most material to our business and stakeholders.

Because we are committed to incorporating environmental sustainability into all of our products and production processes, we choose to align the topics of Product Innovation, Product Quality & Safety and Product Stewardship within our overall environmental strategy development. The results of our materiality assessment helped define the content that we discuss in this report, and will continue to inform our sustainability strategy and management practices moving forward.

Environmental

Priority Material Topics

- Climate Change
- Product Innovation
- Product Quality & Safety

Material Topics

- Energy
- Product Stewardship
- Waste & Toxic Emissions
- Water
- Biodiversity & Land Use

Social

Priority Material Topics

- Talent Acquisition, Engagement & Retention
- Occupational Health, Safety & Wellbeing
- Diversity, Equity & Inclusion

Material Topics

- Community Engagement & Philanthropy
- Customer Experience
- Human Rights

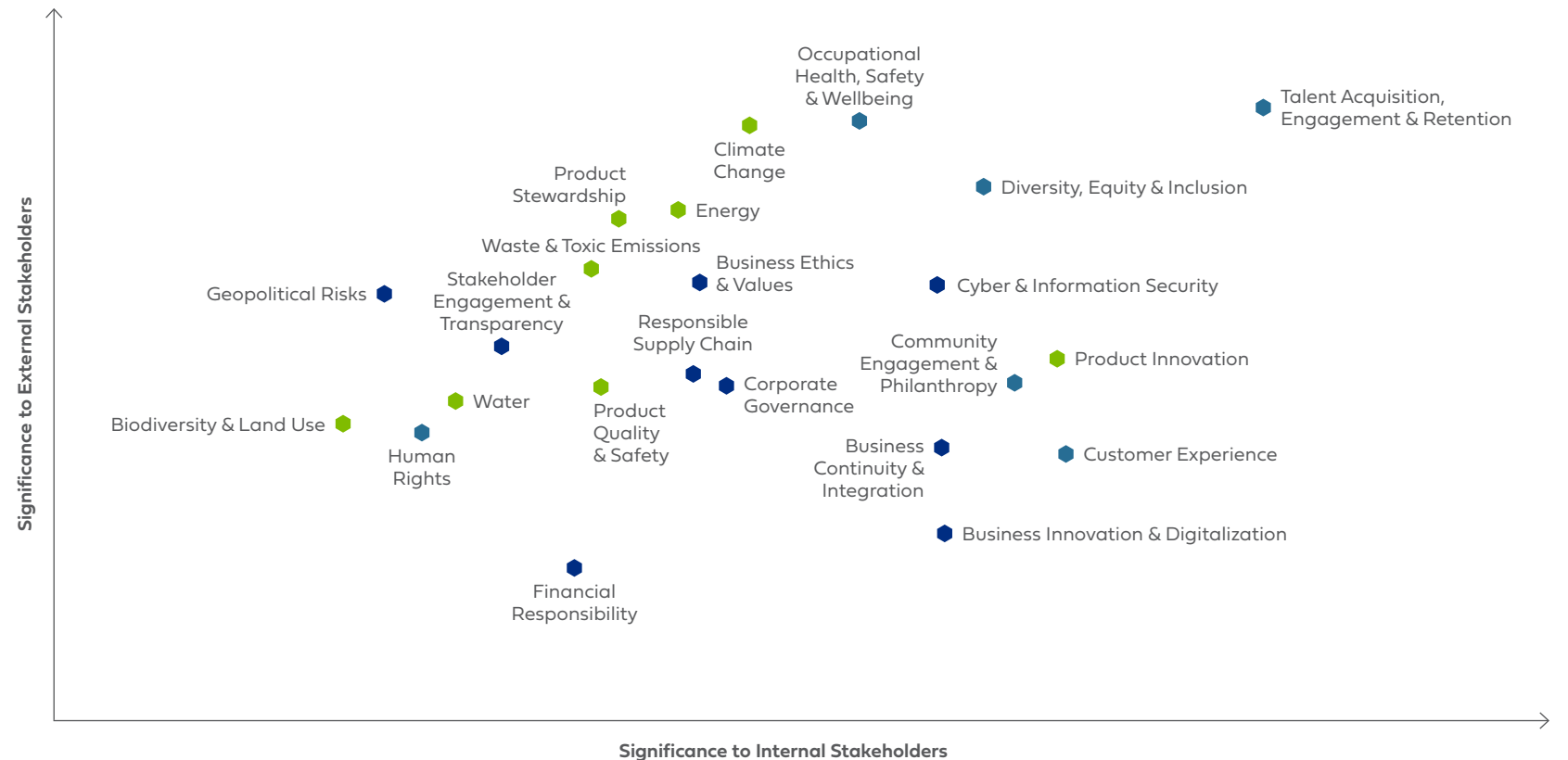
Governance

Priority Material Topics

- Cyber & Information Security
- Business Ethics & Values

Material Topics

- Business Continuity & Integration
- Business Innovation & Digitalization
- Geopolitical Risks
- Corporate Governance
- Responsible Supply Chain
- Stakeholder Engagement & Transparency
- Financial Responsibility



Stakeholder Engagement

| Stakeholder | Example Priority Topics |
|------------------------------------|--|
| Business Partners | Product Innovation; Talent Acquisition, Engagement & Retention; Business Innovation & Digitalization |
| Communities & NGOs | Business Innovation & Digitalization; Occupational Health, Safety & Wellbeing; Geopolitical Risks |
| Customers | Occupational Health, Safety & Wellbeing; Talent Acquisition, Engagement & Retention; Diversity, Equity & Inclusion |
| Employees | Talent Acquisition, Engagement & Retention; Customer Experience; Product Innovation |
| Governments & Regulators | Human Rights; Waste & Toxic Emissions; Cyber & Information Security |
| Industry Organizations | Energy; Product Stewardship; Climate Change |
| Investors & Financial Institutions | Talent Acquisition, Engagement & Retention; Climate Change; Stakeholder Engagement & Transparency |
| Peers | Occupational Health, Safety & Wellbeing; Talent Acquisition, Engagement & Retention; Diversity, Equity & Inclusion |
| Suppliers | Product Stewardship; Waste & Toxic Emissions; Energy |
| Thought Leadership | Climate Change; Biodiversity & Land Use; Geopolitical Risks |

Stakeholder Engagement & Transparency

GRI 102 (2016): 102-40, 102-42, 102-43, 102-44, GRI 103 (2016): 103-1, 103-2, 103-3

We regularly engage with our stakeholders to identify and understand their needs and concerns related to our business. Our stakeholder engagement practices focus on developing strong partnerships that advance our purpose, mission and core values while benefiting our customers.

Clear and consistent communication with our stakeholders is important and enables them to better understand our business strategy.

Our materiality assessment helped us identify and select which stakeholders to engage. This ESG report is designed to address the feedback we received from our stakeholders during the materiality assessment and other engagements. We will continue to respond to stakeholder feedback through our ongoing stakeholder engagement and future reporting.



Industry Organizations

GRI 103 (2016): 102-13

- Energy Star®
- Green Building Initiative™
- Hollow Metal Manufacturer's Association
- Manufacturer's Alliance
- Metal Building Manufacturers Association®
- Metal Construction Association®
- National Association of Home Builders®
- National Coil Coating Association
- National Concrete Masonry Association
- National Fenestration Rating Council®
- National Association of Manufacturers
- Steel Door Institute
- United States Green Building Council®
- Vinyl Siding Institute™
- Window and Door Manufacturers Association



Our Environmental Footprint

We believe through our ESG initiatives and the reduction of our environmental footprint, we will continuously improve as stewards of the environment. By addressing climate change, energy use and operational environmental impacts, we seek to have a positive impact for both our stakeholders and the planet.





Climate Change & Energy

At Cornerstone Building Brands, we recognize that climate change has—and will continue to have—significant impacts on our communities, stakeholders, business partners and customers. We are mindful of the harmful effects of global climate change and the impact from manufacturing operations and the end-use of building construction products.

We recognize a responsibility to address climate change concerns, including efforts to reduce GHG emissions. Looking ahead, we will set targets across our business to reduce our GHG emissions while continuing to develop more environmentally sustainable products that can withstand changes in the environment related to climate change. Promoting energy conservation and efficiency initiatives will help us to advance our GHG emission reduction efforts. We will also evaluate the use of renewable or low carbon energy sources where available to reduce our GHG emissions.

Furthermore, we will continue to promote energy efficiency through our many long-lasting, energy-saving product solutions. These products help our consumers to conserve energy, reduce heating and cooling costs and promote sustainability.

Our intent is to establish Scope 1 and 2 GHG emission reductions goals with stated timeframes.

Climate Change

GRI 103 (2016): 103-1, 103-2, 103-3

According to the U.S. Environmental Protection Agency (EPA), climate change can impact our planet and our society through devastating increases in the frequency and intensity of extreme weather events, including heat waves, droughts, floods and severe storms. As a manufacturer of exterior building products, we recognize the impact that such events can have on homes, buildings and ultimately our communities.

Extreme weather events may also disrupt our ability to source raw materials, manufacture products and deliver and install products for our customers. Where extreme weather events may impact our operations, such as our facilities on the Gulf Coast, we have the capability to shift production to unaffected plants to seamlessly meet the ongoing needs of our customers in a timely manner.

In 2021, with the help of third-party platforms, we began collecting and analyzing utility provider data (e.g., electricity, natural gas and water) to assist in calculating our baseline emissions, to implement demand-side energy efficiency opportunities and to assist with sustainability reporting. Moving forward, we will use this baseline to establish targets and measure and report progress towards emissions reductions.

Energy

GRI 103 (2016): 103-1, 103-2, 103-3

Energy use is closely tied to climate change. Promoting energy conservation and efficiency helps advance our emissions reductions efforts. For example, in several plants across our operations, we converted from fluorescent to LED lights for greater energy efficiency. We also added motion-detecting sensors to automatically shut off lights when not in use, resulting in reduced energy use and emission reductions.

We engage in energy efficiency projects at our plants that focus on heat recovery, optimization and process efficiency to contribute to our energy conservation efforts. In 2022, we plan to identify potential opportunities for energy conservation utilizing energy efficiency services through a third-party platform for high-priority plants. This service will send a specialized energy team to high-priority plants to conduct energy efficiency audits and provide project management and implementation of identified and selected energy reduction initiatives. We will also evaluate the use of renewable or low-carbon energy sources where available to reduce our GHG emissions.

We promote energy efficiency through our many longer-lasting, energy-saving products. We help buildings qualify for ENERGY STAR® and LEED certification

requirements through the installation of our environmentally beneficial materials and sustainably favorable solutions with longer-term/longer-lasting life cycles. Many of our residential window products are ENERGY STAR® Certified, and several were also identified as ENERGY STAR® 2021 Most Efficient, representing the top performing ENERGY STAR® windows and doors in the market. These products help consumers conserve energy, reduce heating and cooling costs and promote sustainability. For more information about our products, please refer to the [Responsible Building Solutions](#) section of this report.

Waste, Water & Land Use

GRI 103 (2016): 103-1, 103-2, 103-3

Across our operations, we continuously evaluate how we can maintain a safe and healthy working environment and effectively manage our infrastructure to promote efficient, consistent and dependable operations. We focus on hazardous waste recycling and reuse programs, lean manufacturing principles, continuous improvement initiatives aimed at reducing non-value-added waste and optimizing fleet transportation routes to minimize fuel consumption, with the aim of creating long-lasting, energy-saving exterior building solutions while minimizing our environmental footprint.

Waste & Toxic Emissions

We manage our business in compliance with environmental regulations and requirements while considering ways we can further minimize our impact on the environment. We operate using lean manufacturing processes to reduce, reuse and recycle waste where we are able through internal initiatives and in partnership with suppliers and other third-party vendors. For example, to minimize waste to the landfill, we reclaim scrap vinyl material from our processes and regrind or recycle it for use as recycled raw material input.

Polyvinyl chloride (PVC), steel, glass and aluminum are the largest commodities in our business. We have significant programs in place to reuse and recycle PVC and recycle glass from our manufacturing operations. Many of our low-rise, non-residential building products are made from steel (the most recycled building material in the world) and most of our steel products are fully recyclable. Additionally, the aluminum used in manufacturing our residential building products is composed of recycled content material.





We believe our recyclable and environmentally favorable products help conserve natural resources and reduce our products' overall environmental impact.

According to the Vinyl Siding Institute™, vinyl siding requires only modest amounts of energy and water for manufacturing, is recyclable and generates minimal waste with proper installation as compared to other exterior cladding materials. In addition, steel roofs last longer than conventional construction solutions and do not have to be maintained or replaced as often, thus reducing unnecessary energy consumption, material waste and associated labor costs.

Our operations are subject to the federal Clean Air Act and comparable state and local laws, which govern emissions of air pollutants from industrial stationary sources at our manufacturing facilities. We operate in compliance with these laws and implement engineering or pollution control measures to protect human health and welfare when required or necessary.

Solid wastes generated from our operations, including some hazardous wastes, are subject to the federal Resource Conservation and Recovery Act (RCRA) and comparable state and local laws. RCRA imposes requirements for the handling, storage, treatment and disposal of hazardous waste. We operate in compliance with these laws and have developed hazardous waste pollution prevention plans at some of our larger waste-generating facilities.

Environmentally Friendly Manufacturing

Our manufacturing process at North Star, one of our leading windows and doors brands, is environmentally friendly, so customers can take comfort in knowing that they are investing in a greener future when they invest in North Star windows and doors. North Star has made great efforts to save energy and eliminate waste throughout its production process to ensure a greener future for everyone, including:

- Utilizing all PVC product materials in the manufacturing process, by recycling internally or by utilizing second-party external recycling. In 2021, we used more than 8 million pounds of PVC and reground and recycled approximately 2% of this amount internally and 9% of this amount through second-party recyclers. PVC scrap may be used to make products such as vinyl fencing and decking.
- Utilizing all glass product materials in the manufacturing process or by second-party external recycling. In 2021, we used more than 12 million pounds of glass in the manufacturing process and generated 10% of this amount as scrap which was recycled. Recycling scrap glass can be used in road resurfacing and other glass manufacturing processes.
- Recycling excess cardboard into products such as cellulose insulation.
- Sending scrap metal to scrap-metal recyclers for reuse.

- Collecting and re-refining used engine oil from our truck fleet to make various oil products.
- Recycling and reusing process water. Our process water for cooling in extrusion is a closed loop system with a minor amount of discharge (less than 1%) resulting in process water consumption of less than 100 gallons per day.
- Converting all the lighting in the plant in 2018 to high-efficiency LED's reducing our power consumption by over 475,000 kWh/year.

For more information about North Star's specific sustainability efforts, please visit [northstarwindows.com](https://www.northstarwindows.com).



Expanding Solutions That Promote Sustainability

In December 2021, we acquired Union Corrugating Company (UCC), a leading provider of metal roofing, roofing components and accessories, and added these team members to the Cornerstone Building Brands family. UCC has a 75-year legacy of faithfully serving customers nationwide. As part of Cornerstone Building Brands, UCC will help our Company expand our offerings of building solutions with greater sustainability benefits to customers in the growing residential metal roofing market.

In recent years, the world has born witness to increases in the frequency and intensity of extreme weather events, including heat waves, wildfires, floods and severe storms. Metal roofs are not only an economical and long-lasting solution for homes and businesses, but they are also among the most durable and weather-resistant types of roofing in today's market. UCC's weatherproof roofing materials have the highest Underwriters Laboratories (UL) ratings for fire, wind and impact-resistance compared to other roofing materials, providing customers with the assurance of durable products.

Additionally, UCC's metal roofs are ENERGY STAR® certified to provide customers with energy efficiency benefits. By reflecting a high percentage of the sun's energy back into the atmosphere, metal roofs can lower attic temperatures and subsequent cooling loads, resulting in greater energy efficiency. Metal roofing materials are also among the most environmentally friendly and sustainable roofing materials used in the residential sector. UCC's roofing materials offer not only energy efficiency benefits, but are also recyclable and require extremely low maintenance, reducing costs, waste and inconvenience.



Water

We consume, discharge, recycle and reuse water throughout our operations for a variety of process purposes. Our coil coating operations in our Siding and Commercial business units consume the most water across our business, and we treat process water produced from those operations to below permitted standards before discharge. In other areas of our operations, such as in our vinyl extrusion processes, we can reclaim process water via a closed loop system to minimize our use of freshwater.

Our operations are subject to the federal Water Pollution Control Act (also known as the Clean Water Act) and comparable state and foreign laws. These laws impose requirements and strict controls regarding the discharge of pollutants from industrial activity into the waters of the U.S. We comply with storm water pollution prevention and wastewater discharge standards, and obtain permits regulating our discharges of pollutants when required.

Biodiversity & Land Use

Biodiversity and land use is not currently a material consideration for our business. Still, we recognize its growing importance among our external stakeholders. We also recognize that biodiversity and land use is tied closely to other environmental topics, including climate change, waste and water. As we work to reduce our overall environmental impact, we will consider how our business could impact biodiversity, particularly within our materials sourcing. For more information about resource conservation within our supply chain, please refer to the [Responsible Supply Chain](#) section of this report.

Environmental Data

| Indicator | Unit | 2021 |
|--|---|--------|
| Climate Change (GRI 305-1, 305-2) | | |
| About the Data | The GHG data is location based and currently includes 57 locations for natural gas and 81 locations for electric. Additional facilities are currently being added to the system throughout 2022. Natural gas GHG emission factors are based on USEPA, EIA and Energy Star. Electricity GHG emission factors are based on eGrid 2019 emission factors. | |
| Direct (Scope 1) GHG Emissions | MT CO ₂ e | 30,039 |
| Gases Included in the Calculation | Energy-only based GHG CO ₂ e | |
| Biogenic CO ₂ Emissions | We are unaware of any facilities that generate biogenic CO ₂ emissions. | |
| Location-Based Energy Indirect (Scope 2) GHG Emissions | MT CO ₂ e | 70,886 |
| Gases Included in the Calculation | Energy-only based GHG CO ₂ e | |
| Base Year | 2021 is the first year that we calculated and disclosed our emissions data. Therefore, we plan to use 2021 as our base year in future reporting unless otherwise stated. | |
| Energy (GRI 302-1) | | |
| About the Data | We are unaware of any facilities that purchase cooling or steam, or that sell electricity, heating, cooling or steam. The electric and natural gas consumption data currently includes 257 accounts and 2,634 invoices that have been incorporated into a third-party energy management software system. We estimate there will be over 600 utility accounts for electricity, natural gas and water/sewer. Additional facilities are currently being added to the system throughout 2022. | |
| Electricity Consumption | Joules (Trillions) | 806.6 |
| Heating Consumption | Joules (Trillions) | 613.8 |
| Total Energy Consumption | Joules (Trillions) | 1420.4 |

| Indicator | Unit | 2021 |
|--|---|---------|
| Waste, Water & Land Use (GRI 306-3) | | |
| Waste | | |
| <p>About the Data</p> | <p>This solid waste and recycling data includes 31 locations whose solid waste and recycling invoices have been incorporated into a third-party waste management software system and includes solid waste, C and D waste, organics, limited regulated waste, mixed recycling, cardboard and plastic. This does not include internal recycling and hazardous waste. Planned improvements to the data infrastructure will allow for continuous improvement in both the types of materials tracked and the inclusion of additional facilities.</p> | |
| Total Waste Generated | Metric Tons | 3,836.2 |
| Total Waste Generated: Disposed | Metric Tons | 3,297.6 |
| Total Waste Generated: Recycled | Metric Tons | 538.6 |
| Water | | |
| <p>About the Data</p> | <p>The water consumption data currently includes 55 accounts and 584 invoices that have been incorporated into a third-party energy management software system. We estimate there will be over 600 utility accounts for electricity, natural gas and water/sewer. Additional facilities are currently being added to the system throughout 2022.</p> | |
| Total Water Consumption | Megaliters | 243.4 |

Care for Our Employees, Customers & Communities

We are committed to the wellbeing of our employees and the communities and customers we serve. We believe that our sustainable business practices along with our commitment to ESG lead to positive societal benefits. Our highest priority is always the safety of our employees.



Talent Acquisition, Engagement & Retention

GRI 103 (2016): 103-1, 103-2, 103-3

Our employees are our greatest assets, and we work hard to effectively recruit, retain and develop strong talent. Our goal is to ensure all employees can grow their careers by taking on challenging assignments, improving their skills and learning from those around them through formal and informal training. Ultimately, we aspire to be the employer of choice for the communities in which we operate.

Core Values/Success Model



Cornerstone Building Brands cultivates an inclusive work environment built upon mutual respect, communication and teamwork through our core values and success model. This model defines leadership at every level by providing a framework that reinforces the principles of our talent philosophy. Through performance management, succession, talent planning and learning and development, our employees are able to connect their work to our purpose, mission and core values—motivating everyone in our organization to deliver on a higher sense of purpose. We believe our model and underlying processes help to clearly define roles and goals, establish clear-cut performance and behavior expectations, focus work in alignment with business strategy and Company goals and create consistent structures and processes to enable development and career growth. We apply the success model to guide Cornerstone Building Brands and our employees to achieve our purpose and mission.

Equally important to our talent management strategy is embracing all employees, no matter their background, race, age or sexual orientation and identity, and delivering a transparent, fair and engaging experience across the organization. Our Equal Employment Opportunity and Prohibition against Discrimination, Harassment and Retaliation policies support our talent management and Diversity Equity & Inclusion (DE&I) strategies. For more information, please see the [Diversity, Equity & Inclusion](#) section of this report.

Manufacturing Day 2021

Manufacturing is an essential industry, but according to the National Association of Manufacturers (NAM), U.S. manufacturers will need to fill 4 million jobs by 2030, and more than half of those jobs could be left unfilled because of two issues: a skills gap and misperceptions about modern manufacturing. NAM's Manufacturing Day, of which our brands have been a participant for many years, promotes events, programs and other initiatives that encourage interest in the manufacturing industry. In honor of Manufacturing Day 2021, Cornerstone Building Brands hosted events throughout October 2021 as part of our ongoing effort to showcase the importance of U.S. manufacturing and increase awareness of outstanding career opportunities in the field. After hosting virtual-only events in 2020, this year's events offered several options to ensure students and community members could experience the program safely. Cornerstone Building Brands' facilities in West Virginia, Texas, Nebraska, Ohio and North Carolina participated in the annual event, which is further supported locally by hundreds of manufacturers across the country. This year's outreach to students, teachers, parents, job seekers and other local community members was especially important as companies look to rebuild the workforce amidst the effects of the COVID-19 pandemic. We were also national level sponsors for the Manufacturing Institute's nationwide Creators Wanted Tour. This interactive and hands-on program brought parents, teachers and students together with manufacturers to participate in an interactive experience to learn about the impact of careers in manufacturing. We provided funding, staffing and panel speakers in the Dallas, Texas area tour stop.



Removing Barriers to Retention

We recognize that some employees may face barriers to retention that are out of their direct control, including reliable transportation, dependable childcare, substance abuse, domestic conflicts or financial crises. These barriers can directly impact employees through high absenteeism, poor performance and turnover.

We have implemented programs to work with third-parties and nonprofits, such as the Salvation Army, to provide transportation to and from our plants. In addition, our 2018 Innovation Challenge winner worked with their local transportation department to add a bus stop at one of our plants, improving access to the workplace for many employees.

We also began a pilot partnership with a local United Way office in 2021 serving a key plant. The partnership focuses on both onsite and offsite resources, such as transportation to work, family care, dedicated resource coordinators and financial and other assistance to remove potential barriers to retention. During the first six months of the partnership, our pilot plant saw a 33% reduction in direct turnover within the first 30 days of employment compared to the prior six-month period, resulting in estimated savings of approximately \$233,000. Taking care of people takes many forms, and Cornerstone Building Brands is proud to reward innovative ideas to do just that.



Talent Acquisition

Developing a strong workforce starts with attracting exceptional talent who share our core values. Our Talent Acquisition team strives to identify and implement innovative solutions that support our intent to build a diverse and engaged workforce. We are committed to attracting and hiring top talent regardless of race, color, ancestry, religion, sex, national origin, sexual orientation, age, citizenship, marital status, disability, gender identity or veteran status.

Commitment & Retention

As part of our talent management strategy, we seek to build and maintain strong employee commitment and retention. To facilitate direct communication between our leaders and employees, we host regular town hall meetings at the leadership, business unit and plant levels.

Employee development is another important aspect of commitment and retention. We provide development training to all employees, including those who work at our plants. In 2021, we completed an extensive training needs analysis, and as a result, we reimagined all training and prioritized manager development. For example, we implemented a Leadership Essentials training curriculum which promotes the performance, leadership and retention of people leaders by giving them the learning and development they need to face a distinct set of leadership challenges.



Over the course of 12 weeks, participants engage in self-directed assignments, online trainings and complete a final capstone project to solve a real Cornerstone Building Brands problem. All activities focus on developing important leadership traits, including emotional intelligence, inclusivity, communication and collaboration.

We also use a Learning Management System (LMS) as our Company platform for employee learning and talent development initiatives. The LMS provides convenient learning opportunities for all Cornerstone Building Brands employees. Through the LMS, employees can take control of their learning journey by identifying and completing professional development activities that align with their interests or career goals.

Additionally, employees are assigned Company, division and location-specific training based on their role or an assessment of their skills. The LMS allows our employees to:

- Take online courses and videos. Some online courses have been pre-assigned based on job function/role.
- Register for Instructor Led Training (ILT) in-person classes.
- Maintain records of completed online and ILT classes.



Our training is offered to more than 21,000 employees in four countries and registered contractors. Employees must complete annual compliance training and may take professional development courses on demand. We also create customized development plans on request. We have built key talent management processes and are currently implementing them at scale across the business.

In addition to standard evaluations, such as post-course evaluations, we evaluate training in a more comprehensive manner (with surveys and other evaluations), to ensure the learning is applied on the job. We will expand these evaluations for new programs implemented in 2022.

Our overall training budget was lower during 2021 due to COVID-19, as training was primarily delivered online. The average training did not vary much by employee category due to online delivery. This does not include the cost of providing onboarding job training and job skill training at our plants.

Succession Planning

Each year, we review our senior employees as part of our robust succession and development plans for key leadership roles. During this review, the CEO and the Board of Directors discuss future candidates for senior leadership positions, including development opportunities for the highest-potential employees.

We are also working with the University of North Carolina to provide a development program that accelerates the capabilities of our highest-potential leaders for larger, more complex roles. The Enterprise Leadership Program, which we are piloting in 2022, will help us build robust internal talent pipelines and help us deliver on our talent philosophy.

Competitive Pay & Benefits

To attract and retain the best employees, we focus on providing competitive pay and benefits. Our compensation programs target the market for competitiveness and sustainability. We provide benefit programs with the goal of improving the physical, mental and financial wellness of our employees throughout their lifetime. Some examples of benefits packages in the U.S. include base and variable pay, medical with an HRA contribution from the company, dental, vision, flexible spending accounts, life insurance, short and long term disability, paid time off and retirement saving plans with a Company match. We continually review wages to ensure we are fair, equitable, competitive and can attract and retain the best talent.

Diversity, Equity & Inclusion

GRI 103 (2016): 103-1, 103-2, 103-3

Building a strong, growing organization begins with our employees, a team composed of individuals from varied backgrounds, each providing a unique and valued contribution to the success of Cornerstone Building Brands. Our DE&I efforts strive to create a work environment that is inclusive and equitable for all employees and represents the communities in which we operate and the customers we serve. We believe this is fundamental to our success as a company, and we will continue to invest in a diverse and inclusive workforce.

We define Diversity, Equity & Inclusion as:

- **Diversity:** The presence of different types of people who possess unique combinations of characteristics and backgrounds, such as ethnicity, gender, sexual orientation and age.
- **Equity:** The continuous practice of eliminating barriers to ensure all employees have access to resources, opportunities and advancement so that they may fully contribute to the Company's success.
- **Inclusion:** The act of creating a culture where everyone feels welcome, respected and valued.

Policies & Commitments

Our [Prohibition against Discrimination, Harassment and Retaliation policy](#) states that all applicants, employees and other covered persons shall have the opportunity to apply for employment and to work in an atmosphere and environment free from any form of discrimination or harassment, including sexual harassment, on the basis of race, color, religion, sex (including pregnancy or related medical conditions, gender identity and sexual orientation), national origin, ethnicity, disability, age, veteran status, military service or affiliation, genetic information or any other characteristic protected under applicable local, state or federal law. To meet the goal of a harassment-free, discrimination-free work environment, every employee has a responsibility to conduct themselves in accordance with this policy and hold others accountable to do the same.

Our [Equal Employment Opportunity policy](#) states that we recruit, hire and train all job positions without regard to any characteristics protected under applicable local, state or federal law. In accordance with this policy and our Affirmative Action plan, we will actively recruit, hire and

advance minorities, women, covered veterans and individuals with disabilities in the workforce. Cornerstone Building Brands is committed to assuring non-discrimination and equal employment opportunities. We expect employees at all levels to support the Equal Employment Opportunity policy. For more information about our efforts to recruit, hire and engage strong talent, please see the [Talent Acquisition, Engagement & Retention](#) section of this report.

In addition to our policies, our DE&I priorities support our business by:

- Creating opportunities for all employees to provide feedback to a DE&I Council
- Tracking our progress with measurable goals to build our team at all levels to mirror the communities we serve
- Providing opportunities for employees to join employee resource groups (ERGs)
- Developing DE&I educational and training opportunities
- Evaluating current Company initiatives through a DE&I lens

To meet the goal of a harassment-free, discrimination-free work environment, every employee has a responsibility to conduct themselves in accordance with this policy and hold others accountable to do the same.

National Association of Manufacturers Pledge

In 2020, the National Association of Manufacturers (NAM) launched the Pledge for Action, which commits to leveraging the capabilities of its signatories to close the opportunity gap for people of color. Under the pledge, manufacturers commit to 50,000 tangible actions that increase equity and parity for underrepresented communities, creating 300,000 pathways to job opportunities. Ultimately, the pledge's goal is to develop a manufacturing industry that reflects the diversity of the overall U.S. workforce by 2030.

As a signatory to the pledge, Cornerstone Building Brands will continue to integrate DE&I into our overall business strategy and practices, as well as increase the tangible actions we can take to close the opportunity gap. Moving forward, we will continue to report on our progress and impact.



Supporting Our Veterans

In honor of Veterans Day, Cornerstone Building Brands, in support of our Patriots ERG, pledged a donation of \$20,000 to K9s for Warriors, the nation's largest provider of trained service dogs to military veterans suffering from PTSD and other trauma. Our Patriots ERG selected this cause because of its commitment to ending veteran suicide, raising awareness of invisible disabilities and creating policy-level reform through support and service, expert training programs and cutting-edge research. We are proud to lend support of this cause through our Patriots ERG and look forward to seeing the growth of this group.

Oversight

In 2020, our Executive Committee established a DE&I Council to accelerate the adoption and growth of our DE&I efforts. Nine key Company council leaders and two executive sponsors were selected based on experience, capability, sphere of influence, interests and their passion for creating an inclusive culture. The Council adopted a charter and is responsible for advising DE&I priorities related to our culture, setting targets, benchmarking, providing education and training, seeking employee feedback, building engagement and evaluating our current initiatives through a DE&I lens. Their progress, and the progress of our overall DE&I efforts, are monitored by our Executive Committee and Board of Directors.

Employee Resource Groups (ERGs)

To support our employees and further integrate DE&I into our Company culture, we formed the following ERGs in 2021:



WOMEN!

Women +
Allies



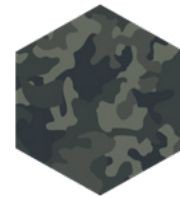
UNITY

People of Color
+ Allies



PRIDE

LGBTQ+ &
Allies



PATRIOTS

Veterans
+ Allies

ERGs provide employees with opportunities to express opinions, develop professionally, find peer support and mentorship and increase overall engagement through a tangible sense of belonging. Anyone can join an ERG to learn, grow and support their teammates.



47.7%

of our workforce is represented by racial and/or ethnic diversity.

Occupational Health, Safety & Wellbeing

GRI 103 (2016): 103-1, 103-2, 103-3

As a manufacturer, the health and safety of our employees is a top priority and core value. Nothing is more important to us than providing a safe work environment. We believe in watching out for each other, and require all of our employees, temporary employees, contractors and visitors to follow our safety standards.

Policies & Commitments

We make the following occupational health and safety commitments across our business:

- We are committed to providing training for our employees to perform their jobs safely.
- We are committed to developing and maintaining occupational health and safety programs and initiatives with the purpose of eliminating all injuries, safety incidents and job-related illnesses.

Nothing is more important to us than providing a safe work environment. We believe in watching out for each other, and we expect consistency with following our safety standards by all employees, temporary employees, contractors and visitors.

- We are committed to addressing all occupational health and safety risks in a thorough and timely manner.
- We will design, build and deliver tools to leaders and employees for use in mitigating and eliminating hazards and risks.

Historically, our Company's occupational health and safety-related policies were implemented at the business unit or brand level due to the Company's evolution through mergers and acquisitions. Cornerstone Building Brands is currently deploying our integrated occupational health and safety strategy for enterprise-wide implementation, which includes an environment, health and safety policy. In addition to our own safety policies and commitments, we are subject to the Occupational Safety and Health Act (OSHA) and comparable state and foreign laws that regulate the protection of the health and safety of our workers.



Driving Our Safety Culture Forward

In 2022, we are implementing numerous new initiatives to further integrate safety into the Cornerstone Building Brands safety culture, recognized internally as “Acts of Caring.” From the leadership level to the plant level, we believe that all employees can learn from each other and promote greater health and safety awareness. For example, beginning in 2022, many meetings hosted by Cornerstone Building Brands and its employees with numerous attendees must now include an EHS&S Share, during which employees can share best practices, close calls, prevention measures or other lessons learned. We have also enhanced our data collection and reporting processes to develop additional key metrics that evaluate our safety performance, which we will share with our Executive Committee and Board of Directors.

To help further ensure that our commitment is successfully integrated across our operations, we are implementing a regular occupational health and safety audit across all our plants using internal health and safety experts. We plan to audit our plants using a three-year audit cycle to ensure all plants are examined at least once every three years. The audit will also include a safety culture survey for each plant, the findings of which we will share at the plant, business unit and corporate levels. Based on these findings, we will continue to develop existing and new initiatives that integrate occupational health and safety into our Company culture.



Oversight

In 2021, Cornerstone Building Brands began building an enterprise-wide Environmental Health, Safety & Sustainability (EHS&S) team, which has responsibility for designing, developing and implementing an enterprise-wide occupational health and safety strategy. The Vice President of EHS&S provides quarterly updates about our occupational health and safety strategy, management and performance to our Executive Committee and Board of Directors. We also hold our business unit leaders and plant leaders accountable for the execution of our occupational health and safety strategy, management and performance through EHS&S Business Plans.

Although we emphasize ownership of occupational health and safety at all levels of leadership across the organization, we believe that everyone at Cornerstone Building Brands is responsible for health and safety. We require all employees to follow our safety expectations, outlined below and in our Code of Conduct:

- **Remember that safety is everyone’s responsibility.** Always maintain the highest safety standards and comply with all applicable policies and laws, including applicable job safety procedures and the Company’s “Golden Rules.” We do not tolerate violence, threats and unauthorized weapons.

- **Be alert and fit for work.** Do not work under the influence of alcohol, controlled substances or illegal drugs. Do not attempt to work if you are unable to perform your job safely or if your condition compromises your safety or those around you. This includes side effects resulting from legally prescribed medications.
- **Watch out for each other.** Never tolerate others who ignore or bypass safety standards. Help make sure that those who work with you, including other employees, contractors and third-parties, act consistently with our safety standards.
- **Ask questions. Report problems.** If you have any questions about safety-related laws, safety policies or procedures, or possible health and safety hazards, discuss the matter with your Safety representative or refer to the Getting Help section of the Code of Conduct.

COVID-19

Our response to the COVID-19 pandemic illustrated our commitment to safety. To support our employees, customers and communities, we took extraordinary measures and invested in practices to protect employees and reduce the risk of spreading the virus. Our actions included additional cleaning of our facilities, staggering crews, incorporating visual cues to reinforce social distancing, providing face coverings and gloves, as well as implementing daily health validation at our manufacturing and office facilities. We continue to monitor the evolving situation, and may adjust current policies as more information and guidance becomes available or conditions change.

Our Performance

We leverage a third-party platform to collect, analyze and report health and safety data across the enterprise and by business unit.

| Metric | Unit | 2021 |
|--|--------|------|
| Total Recordable Incidents (TRIR) per 100 Workers (Frequency) Rate | Rate | 2.96 |
| Lost Workdays (LWDR) per 100 Workers (Severity) Rate | Rate | 18.0 |
| Lost Workday Incidents (LTIR) per 100 Workers (LTIR) Rate | Rate | 0.62 |
| Workplace Fatalities | Number | 0 |

Customer Experience

GRI 103 (2016): 103-1, 103-2, 103-3

We strive each day to be a customer-centric organization where customers recognize us as their partner of choice. Our manufacturing footprint, differentiated products and solutions along with strong relationships enable us to partner with our customers to provide mutual value creation. We are continually improving our business processes with our focus on digital connectivity and ease of doing business with our customers, streamlining our business processes and jointly working with our channel partner customers to create value for our end customers.

Oversight

Each of our business units are responsible for day-to-day execution of their respective businesses to ensure strong customer engagement and service. We also create teams across the different business units to ensure a consistent customer experience for our customers who work with multiple business units. We invest in product, installation and sales training for our customers (who sell to end consumers), as well as business support and marketing tools and other value-added services to strengthen our connection with our customers.

Customer Engagement & Performance

We use a number of different programs to engage directly with our key customers and improve the overall customer experience. For example, we launched a customer loyalty program that helps us connect with our customers through direct communications and product access. We also provide them with industry resources. Customers who are part of our loyalty program are eligible for benefits, including item catalogs, participation in industry roundtable discussions and other perks.

We are also incorporating the use of the Net Promoter Score (NPS) into our customer experience strategy for a number of our business units. The NPS demonstrates the satisfaction and willingness of our customers to recommend our products to others. We use the NPS to better understand how our customers view our performance and to create a baseline for continuous improvement and performance against our industry overall.

Our sales, marketing and field teams engage our customers directly and regularly receive feedback from customers. In addition, we utilize customer portals and have completed customer journey mapping which helps us to continually improve. We also use feedback received through the warranty process to improve the products and services we provide. Our CEO receives monthly reports highlighting customer feedback and customer experience performance metrics.

Community Engagement & Philanthropy

GRI 103 (2016): 103-1, 103-2, 103-3

Cornerstone Building Brands is committed to positively impacting the communities where we live, work and play. Our local teams are encouraged to support and assist charitable organizations that support affordable housing, disaster relief, employees in need of immediate assistance, veterans and more.

Home for Good project

Across North America, the lack of affordable housing presents a real crisis for communities. Along with our passion for making high quality and innovative products, we believe in using our business to help those in need of affordable housing. The Home for Good project supports our Company's founding purpose of giving back to communities and supporting affordable housing. Even before the COVID-19 pandemic, more than 17 million U.S. households (one in seven) were spending 50% or more of their income on housing, forgoing personal and economic stability that safe, decent and affordable housing provides.



We strive each day to be a customer-centric organization where customers recognize us as their partner of choice. Our manufacturing footprint, differentiated products and solutions along with strong relationships enable us to partner with our customers to provide mutual value creation.



100+

employees involved
from four locations

Since the Home for Good project's inception in 2016, we have donated more than \$2.8 million in building products, financial contributions and volunteer hours to help build 601 homes in 90 communities. We also committed an additional \$275,000 in product to Habitat for Humanity's pandemic relief campaign—Home, Communities, Hope + You—to support COVID-19 recovery efforts. Our building solutions will be used to help build safe, affordable housing in communities across the U.S. The donated windows, siding and accessories will make it possible for families to continue working toward their dreams of home ownership, even amid pandemic recovery.

In 2021, we expanded our efforts to help build resilient homes using our extensive array of fortified products—including impact windows, metal roofing and performance siding. Through these donations, we're making sure that families in need of affordable housing in areas prone to extreme weather have access to these products.

Home for Good project Highlights:

- Total Donated to Date: \$2,858,577 in Product Value
- Total Donated in 2021: \$364,367 in Product Value
- Total Homes Built: 601
- 5,274 Cartons of Siding Donated
- 3,981 Cartons of Shutters and Accessories Donated
- 4,617 Windows Donated

Connecting Communities

Giving back is in the DNA of Cornerstone Building Brands, and, as such, our facilities are active in their communities. In 2021, we piloted an initiative to bring together our local efforts under the same program to measure our collective impact on the communities in which we live, work and play. The Connecting Communities program is designed to help our employees give back to the communities they serve and call home. The program calls for the formation of outreach teams at select manufacturing locations, branches and offices across North America and provides the tools needed to build connections within local communities and coordinate activities that benefit the people who live in them.

Through the pilot that ran September to December 2021, we engaged four manufacturing locations to participate in charitable giving, volunteer opportunities and sponsorships led by local employees. In 2022, we will expand the program to six additional plant and office locations.

Connecting Communities Highlights:

- Number of Employees Activated: 100+
- Number of Organizations Supported: 10+
- Number of Pilot Plants: 4

Employee Assistance Fund

We created the Cornerstone Building Brands Employee Assistance Fund to help employees who are facing financial hardship following natural disaster or unforeseen personal events. Funded by employees and other donors, donations can be made through ongoing gifts or onetime payments. Cornerstone Building Brands also makes donations to the fund, including coverage of any administrative fees. An independent third-party reviews all requests for assistance and awards funds to bridge the gap until homeowner's insurance, FEMA aid or other support takes effect. To donate, please visit [Cornerstone Building Brands Employee Assistance Fund](#).

Human Rights

GRI 103 (2016): 103-1, 103-2, 103-3

Our Company is built on a foundation of treating people fairly and respectfully. Our commitment to human rights and human dignity begins in the boardroom and extends to the factory floor and beyond. Our workplace is a complex, interconnected network, and can only function when all parties within are treated fairly and respectfully. We recognize and value our role in protecting human rights at the individual and corporate levels by implementing policies to protect workers in our offices, plants and throughout our supply chain.

Business ethics guide our conduct, and we hold our Company to this standard. Whether an employee, temporary or contract worker, candidate for hire, customer or supplier, all individuals are treated with the utmost respect, integrity and professionalism and are expected to do the same for others.

Our commitment to human rights and human dignity begins in the boardroom and extends to the factory floor and beyond. Our workplace is a complex, interconnected network, and can only function when all parties within are treated fairly.

Our Human Rights Expectations

Understand and follow the law and our policies. We comply with all applicable laws pertaining to fair employment practices, as well as laws prohibiting forced and compulsory labor, child labor, employment discrimination and human trafficking. Our internal policies include the promotion of diversity and inclusion, accommodating disabilities and protecting the rights and dignity of everyone with whom we do business. We do not tolerate abuse of human rights in our supply chain, and we expect all our suppliers to avoid the use of minerals originating from the “Conflict Region” of Africa. For more information about our supply chain, please see the [Responsible Supply Chain](#) section of this report.

Report possible violations. We openly encourage anyone to report any suspicion or evidence of human rights abuses in our operations or in those of our business partners. We work to cultivate a culture that gives all employees the opportunity to work without fear of intimidation, reprisal or harassment, and in an environment where they can have concerns addressed in a timely and equitable manner. To this end, we employ an Integrity Helpline—staffed by third-party ethics and compliance specialists—as a confidential means for reporting possible legal and policy violations. For more information about our Integrity Helpline, please see the [Business Ethics & Values](#) section of this report.

Respect human rights—every day. Respect for human dignity begins with our daily interactions with one another and with our business partners. It also includes promoting diversity and inclusion, accommodating disabilities and doing our part to protect the rights and dignity of everyone with whom we do business.



Social Data

| Indicator | Unit | 2021 |
|---|--|--------|
| Talent Acquisition, Engagement & Retention | | |
| About the Data | Includes only U.S. data and does not include acquisitions and divestitures. Permanent Employee includes Full Time and Part Time Pay Class. Temporary Employee includes Contractor, Intern and Temp Pay Class. The Male and Female data does not include 32 blank responses. These are included in the Permanent Employees by Region (U.S.) data. | |
| Workforce Composition | | |
| Permanent Employees by Gender (Female) | Number | 5,016 |
| Permanent Employees by Gender (Male) | Number | 12,485 |
| Temporary Employees by Gender (Female) | Number | 184 |
| Temporary Employees by Gender (Male) | Number | 205 |
| Permanent Employees by Region (U.S.) | Number | 17,533 |
| Temporary Employees by Region (U.S.) | Number | 389 |
| Full-Time Employees by Gender (Female) | Number | 4,977 |
| Full-Time Employees by Gender (Male) | Number | 12,450 |
| Part-Time Employees by Gender (Female) | Number | 39 |
| Part-Time Employees by Gender (Male) | Number | 35 |
| Diversity, Equity & Inclusion (GRI 405-1) | | |
| About the Data | Includes only U.S. data and does not include acquisitions and divestitures. The Male and Female Workforce Percent Data does not include 32 blank responses. | |
| Board Diversity | | |
| Board Diversity by Age (Under 30) | Percent | 0% |
| Board Diversity by Age (30–50) | Percent | 14% |
| Board Diversity by Age (Over 50) | Percent | 86% |

| Indicator | Unit | 2021 |
|--|---------|-------|
| Board Diversity by Gender (Female) | Percent | 23% |
| Board Diversity by Gender (Male) | Percent | 77% |
| Board Diversity by Race/Ethnicity | Percent | 15% |
| Executive Committee Diversity | | |
| EC Diversity by Gender (Female) | Percent | 33% |
| EC Diversity by Gender (Male) | Percent | 67% |
| EC Diversity by Race/Ethnicity | Percent | 8% |
| Manager Diversity | | |
| Manager Diversity by Gender (Female) | Percent | 18.1% |
| Manager Diversity by Gender (Male) | Percent | 81.9% |
| Manager Diversity by Race/Ethnicity | Percent | 23.6% |
| Workforce Diversity | | |
| Workforce Diversity by Age (Under 30) | Percent | 20.3% |
| Workforce Diversity by Age (30–50) | Percent | 46.6% |
| Workforce Diversity by Age (Over 50) | Percent | 33.1% |
| Workforce Diversity by Gender (Female) | Percent | 28.6% |
| Workforce Diversity by Gender (Male) | Percent | 71.2% |
| Workforce Diversity by Race/Ethnicity | Percent | 47.7% |

| Indicator | Unit | 2021 |
|--|--|-------------|
| Occupational Health, Safety & Wellbeing | | |
| About the Data | Includes divestitures (until sold) and acquisitions (for the entire fiscal year as if it happened 1/1/21). | |
| Total Recordable Incidents (TRIR) per 100 Workers (Frequency) Rate | Rate | 2.96 |
| Lost Workdays (LWDR) per 100 Workers (Severity) Rate | Rate | 18.0 |
| Lost Workday Incidents (LTIR) per 100 Workers (LTIR) Rate | Rate | 0.62 |
| Workplace Fatalities | Number | 0 |
| Community Engagement & Philanthropy | | |
| Home for Good project | | |
| Total Donated to Date | Dollars in Product Value | \$2,858,577 |
| Total Donated in 2021 | Dollars in Product Value | \$364,367 |
| Total Homes Built | Number | 601 |
| In-Kind Donations: Cartons of Siding | Number | 5,274 |
| In-Kind Donations: Cartons of Shutters and Accessories | Number | 3,981 |
| In-Kind Donations: Windows | Number | 4,617 |
| Connecting Communities | | |
| Number of Employees Activated | Number | 100+ |
| Number of Organizations Supported | Number | 10+ |
| Number of Pilot Plants | Number | 4 |



Responsible Building Solutions

We feel a responsibility to uphold product integrity and safety while also leveraging innovation and stewardship to create even more sustainable products.



Product Quality & Safety

GRI 103 (2016): 103-1, 103-2, 103-3

At Cornerstone Building Brands, we know that to be successful we need products that adhere to the high-quality design and environmental standards that our customers expect. Across our different business units, we carry accreditations and certifications for our quality systems and management. For example, within our Commercial business unit, our coil coating operations are both ISO 9001 and ISO 14001 certified for quality management and environmental management systems, respectively. We follow a robust quality process to ensure we can meet customer requirements and expectations when we engage with a new customer, introduce a new product or change any specifications within our existing product offerings. We also conduct regular quality audits, both on our manufacturing lines in the plants and on our finished products to ensure our products meet the highest standards.

At Cornerstone Building Brands, we know that to be successful we need products that adhere to the high-quality design and environmental standards that our customers expect.

We retest and recertify our existing products at designated intervals to ensure they meet the most recent product and process regulatory standards and to identify opportunities to improve our products. We test our products against certain environmental conditions, often against extremes beyond what may actually occur in the real world. Our capabilities include a wide range of simulated destructive and accelerated regression testing based on nationally recognized industry standards (AISC, NIST) to validate that our products meet and exceed performance requirements, including thermal chambers to demonstrate temperature changes, hail drop impact testing, air cannons, wind load testing and air and water infiltration testing.

Oversight

Our Quality teams for both our commercial and residential businesses are responsible for ensuring we adhere to specific building codes, standards, accreditations and certifications. From our Quality technicians in our plants to our enterprise-wide Quality Steering Committee, we manage product quality at all levels across the organization. In 2021, we hired a Vice President, Quality Assurance to serve as the leader of our product quality and quality assurance processes across Cornerstone Building Brands. As part of the launch of the Cornerstone Building Brands Production System, we ensured that Safety and Quality were two of the eight pillars. Each pillar represents a fundamental component of the Production System, and its implementation will help organize, develop and further define our commitment to product safety and quality.

Performance

As part of our continuous improvement process, we measure and monitor items such as manufacturing claims, scrap generation and yields in our production by analyzing our processes and piloting new production initiatives.

Product Innovation

GRI 103 (2016): 103-1, 103-2, 103-3

As one of our core values, Innovation encourages our Company to challenge the status quo and develop creative solutions to meet the evolving needs of our customers, improve our communities and promote sustainability. Investing in innovation will be a critical value driver of our aspiration to become a premier exterior building solutions company. Our path forward will be guided by our Expansive Innovation Engine, which will require:

- Product innovation in our core businesses
- New technology enablement through digital, artificial intelligence and robotics
- Mergers and acquisitions and ventures which will build our externally-enabled innovation pipeline

Our innovation strategy requires that new innovation initiatives are shared across business units so that all our businesses can learn from each other.

To achieve enterprise-wide visibility to product and manufacturing innovations, we first created an integrated system to collect data on newly developed products and solutions for review against a set of requirements. We also implemented evaluation mechanisms to drive data-informed product decisions at every stage of the product or enhancement development process. This helps our management to better analyze and execute new product innovation.

Our cross-functional teams review new product development projects on a monthly basis to identify elements that may deliver on our value propositions, growth strategies and sales objectives. We continue to amplify our R&D and innovation programs to reflect stakeholder feedback and provide solutions reflective of regulatory changes and end-market needs.

New Product Development

When developing new products, we use a multi-step process that considers market potential, scalability, resource intensity, sustainability, performance and other potential risks, impacts or opportunities before bringing a new product to market. Our new product development team consists of product managers and product engineers who engage our suppliers, customers and end-users as part of the new product development process. Our CEO and Board of Directors receive regular updates about new product development results.

Ever Beautiful. Ever Durable. EverPlank.

For generations, Mastic by Ply Gem has been the top choice among homeowners and remodelers. Mastic siding is well known for its durability, easy maintenance and low environmental impact. Now, our customers can count on Mastic to provide the newest category of vinyl siding—luxury vinyl siding—with EverPlank Luxury Vinyl Siding.

EverPlank Luxury Vinyl Siding provides customers with the easy maintenance and durability of traditional vinyl siding without compromising true-to-wood aesthetic. In addition to the realistic look and feel of real wood grain, our patent pending innovations allow for end-to-end installation, giving our customers a high-end look without the unsightly overlaps and exposed nails of traditional vinyl siding.

EverPlank Luxury Vinyl Siding's durability decreases the need for maintenance and increases costs savings for our customers. Along with its ability to withstand strong winds and resist warping and rotting, EverPlank Luxury Vinyl Siding does not require repainting, saving our customers an average of \$1,500 per year. Compared to other siding, Mastic EverPlank Luxury Vinyl Siding also has the most minimal environment impact, giving our customers the assurance that they are choosing a product that is good for their homes and good for the planet.

EverPlank Luxury Vinyl Siding's impact includes :

- 79% less impact on global warming than fiber cement
- 85% less impact on global warming than brick & mortar
- 99% of scrap can either be immediately returned to the manufacturing process or used in other products



Our Canadian Business

Within our Canadian business unit, we launched several initiatives in 2021 to advance our product innovation strategy and management approach. Notably, we launched our 2022–2024 R&D Strategic Roadmap to guide our R&D priorities in the short-, medium- and long-terms. Our Innovation Council is responsible for managing the prioritization of our R&D Strategic Roadmap. The Council provides oversight and review of new ideas and concepts before moving these innovations further along in the product development and product management processes. We aligned these new processes with our U.S. colleagues to create standards for dashboards, ideation processes and vitality reviews. We also launched the Canadian R&D Center of Excellence, which focuses on integrating common processes, developing skills and creating a shared resource pool for innovation.

An important aspect of our strategy is collecting and addressing feedback from key customers and stakeholders. In 2021, we developed an Ideation Process to house the voice of customer inputs. We also created integrated architect and designer outreach programs, which provide accredited information sessions and tool and resource development programs to participants. We conduct surveys and focus groups through our outreach programs to better understand new product ideas, consumer trends and other feedback.

Innovation Challenge

At Cornerstone Building Brands, we consider innovative opportunities at all levels of the organization, from the leadership team to our plant teams. Each year, we look for ways to improve our products and operating efficiency by relying on the guidance of our experts—the employees who make our products and deliver them to customers. Our Innovation Challenge encourages employees across the organization to submit their ideas for ways to improve products or make our operations run better. Whether the suggestion pertains to communication, digitalization, product development or transportation efficiency, we consider all ideas for potential commercialization. In fact, employee submissions have led to numerous new products, services and patents. We award winning teams \$50,000, as well as Company-wide recognition for their ideas.





Product Stewardship

GRI 103 (2016): 103-1, 103-2, 103-3

Our products offer a wide variety of sustainability benefits, and we will continue to focus on further developing products with reduced environmental impacts and the positive sustainable benefits they can bring to our customers, end-users and communities. Many of our products include energy-efficient properties that can lower end-users' utility bills and reduce their carbon footprint. Our innovative engineering and chemistry support superior product performance in all weather conditions. Long-term product performance increases our product sustainability. By increasing the effectiveness of our products and extending their lifespan, repairs or replacements are not needed as soon or as often. Our products also provide customers with the choice of safe, sustainable and recyclable materials.

Sustainable Metal Roofs

ABC brand's sustainable metal roofing and wall panels are durable, economical and offer a long life expectancy. Metal roof and wall panel advantages include being sustainable and energy efficient:

- Roofing made of 25–35% recyclable materials
- Virtually 100% recyclable by the end of the roof's lifespan
- Coated with infrared reflective Cool Roof finishes
- Strong host for other energy-efficient or even energy-producing building materials
- May be used with insulation
- Ideal for solar photovoltaic (PV) systems

Energy efficient metal roofs from ABC are coated with ENERGY STAR qualified paint to meet the requirements of the Cool Roof Rating Council. When properly designed and installed, a cool metal roof can absorb up to 34% less heat than asphalt shingles, reducing energy consumption and providing an immediate return on investment. ABC metal roofing is also recognized for its durability and resistance to inclement weather. ABC metal roof panels are covered by Underwriters Laboratories (UL) Class A Fire, UL 90 wind uplift and Class 4 UL Impact Resistance (hail) ratings.

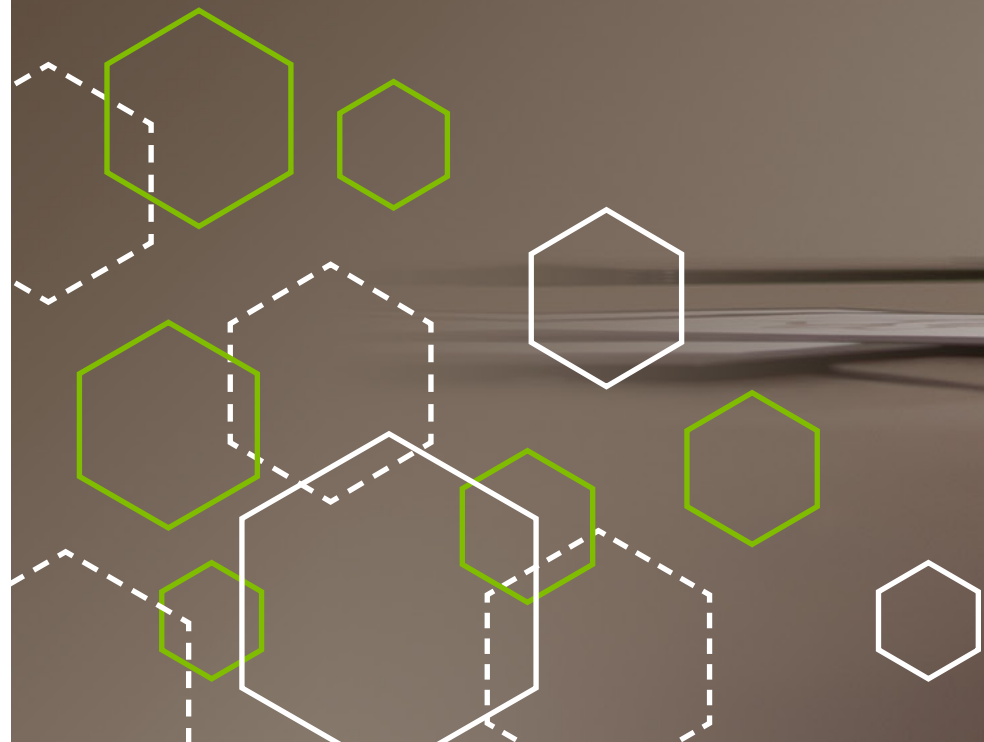
Save Energy With Every View

As an ENERGY STAR® partner, we commit to meeting strict criteria from the EPA to help end-users conserve energy, reduce heating and cooling costs and protect the environment. ENERGY STAR designated several of our Ply Gem, Simonton and Great Lakes Window brands' vinyl windows and doors as 2021 Most Energy Efficient. The Most Efficient distinction identifies products and options that offer cutting-edge energy efficiency and represents the top performing ENERGY STAR certified windows and doors. By utilizing advanced features, windows and doors awarded ENERGY STAR Most Efficient status substantially decrease heating and cooling costs and provide exceptional interior comfort.



Corporate Governance & Business Ethics

We commit to conducting business with the highest levels of ethics every day. This is the foundation of Cornerstone Building Brands. We have built a reputation of trust and integrity in everything we do.





Corporate Governance

GRI 103 (2016): 103-1, 103-2, 103-3

Policies & Commitments

Integrity and ethics guide every decision we make. Starting with the Board of Directors, everyone within Cornerstone Building Brands holds these values and principles as fundamental to our success. The Board of Directors and the Company have adopted policies and guidelines to ensure the highest standards of integrity and ethics.

Our Corporate Governance Guidelines help to promote the effective functioning of our Board of Directors and its committees. The guidelines cover director qualification, Board composition, Board leadership and director responsibilities. Our Board of Directors regularly reviews our Corporate Governance Guidelines, and most recently amended and restated our guidelines in December 2021.

Our Board of Directors

Our Board of Directors is composed of 13 directors, 12 of which are considered independent from our management. Our Board of Directors has six standing committees to guide the decision-making, oversight and review of different aspects of our business. The responsibilities of each committee include the following:

The **Executive Committee** is generally authorized to act on behalf of our Board of Directors between scheduled Board meetings. For more information regarding the Executive Committee, please read the [Committee Charter](#).

The **Audit Committee** is responsible for engaging and discharging the independent auditors, as well as monitoring audit functions and procedures. The Committee also provides assistance to the Board of Directors regarding its oversight of the Company's financial statements, accounting, risk management and internal control practices. This also serves to provide confidence in the integrity of the Company's publicly reported financial results and disclosures. For more information regarding the Audit Committee, please read the [Committee Charter](#), which we amended and restated in December 2021.



The **Compensation Committee** is responsible for reviewing and making recommendations to our Board of Directors on all matters relating to compensation and benefits provided to executive management. This Committee also helps oversee the Company's policies and strategies related to talent management and development for executive and senior management. Per SEC regulations, the Committee prepares a report of its compensation review and recommendations in the Company's annual proxy statement. For more information regarding the Compensation Committee, please read the [Committee Charter](#), which we amended and restated in December 2021.

The **Nominating and Corporate Governance Committee** is responsible for recommending qualified candidates to serve on our Board of Directors, evaluating, implementing and overseeing the standards and guidelines for the governance of Cornerstone Building Brands, including monitoring compliance with those standards and guidelines, as well as overseeing succession planning and evaluating the performance of the Board of Directors. For more information about the responsibilities of the Nominating and Corporate Governance Committee, please read the [Committee Charter](#), which we amended and restated in December 2021.

The **Routine Transactions Committee** is responsible for reviewing, considering and approving the following proposed transactions: (i) expenditures of capital or other assets outside the ordinary course and not part of the annual capital expenditure plan; (ii) mergers or acquisitions; (iii) non-ordinary course asset divestitures; (iv) any non-ordinary course joint ventures or similar arrangements with third-parties; and (v) certain hedging transactions. For more information about the responsibilities of the Routine Transactions Committee, please read the [Committee Charter](#).

The **Affiliate Transactions Committee** is responsible for reviewing, considering and approving certain transactions between both the Company and its controlled affiliates, as well as the significant shareholders of the Company and their affiliates. This Committee must consist of two shareholder directors unaffiliated with any significant shareholders of the Company and with the Company. For more information about the responsibilities of the Affiliate Transactions Committee, please read the [Committee Charter](#).

Sustainability Governance

In 2021, we updated our Nominating & Corporate Governance Committee Charter to include oversight of sustainability-related issues. At each of our four regularly scheduled Board of Directors meetings each year, the chair of the Nominating & Corporate Governance Committee reports ESG-related updates to the rest of the Board. At least annually, the Board of Directors will conduct a full review of our ESG-related risks and opportunities. In 2022, we began incorporating ESG-related issues into our enterprise risk management process, the results of which our Board of Directors will review.

Business Ethics & Values

GRI 103 (2016): 103-1, 103-2, 103-3

Integrity matters. It matters to our customers, our employees, our partners, our shareholders and the communities where we live and do business. Cornerstone Building Brands has worked to build a reputation of trust and integrity around every interaction. We expect employees at every level of the business to always conduct business at the highest ethical levels, ask questions and raise concerns if they see or hear something that is not aligned with our core values.

Policies & Commitments

Our Code of Conduct is built into the fabric of everything we do, including our daily decisions and behaviors. It focuses on health and safety, equality and inclusion, confidential information, insider trading, third-party relationships, gifts and entertainment, conflicts of interest, competition, anti-corruption, political and charitable contributions, human rights and the environment.

We conduct comprehensive training for all employees on the Code of Conduct including corruption, anti-trust violations and conflicts of interests. We obtain written acknowledgement our employees have read and understand the Code of Conduct.

All officers, directors and employees of Cornerstone Building Brands and all its subsidiaries must follow our Code. We also require anyone acting on our behalf, including contractors and consultants, to conduct themselves in a manner consistent with our Code, the law and applicable Company policies. Any employee found in violation of our Code will be subject to appropriate disciplinary action, including possible termination of employment. We take corrective action to help prevent any future violations or incidents. In accordance with our Code of Conduct, we will not tolerate retaliation against anyone who reports a concern in good faith.

We publicly disclose an Anti-Corruption and Trade Compliance Policy Statement and Compliance Guide to prohibit bribery and other corrupt practices in any form. Worldwide compliance with this policy is mandatory, and any violations of this policy may result in appropriate disciplinary action, up to and including termination.

Integrity Helpline

In addition to our Code of Conduct, we use an Integrity Helpline to report possible violations of any policies, laws, rules or regulations, including our Code. Employees can anonymously, where permitted by local law, call the Integrity Helpline and speak to third-party ethics and compliance specialists 24 hours a day, seven days a week. Cornerstone Building Brands receives a summary report for each call our Integrity Helpline receives and uses that report for assessment and further action, including the use of an assigned investigator, performing a formal investigation, reporting back to the person who submitted the original report and taking corrective action.

We will not tolerate retaliation against anyone who reports a concern in good faith. We take claims of retaliation very seriously. We will investigate claims of retaliation, and if substantiated, will discipline retaliators up to and including termination.





Cyber & Information Security

Security breaches could result in vulnerabilities and loss of, and/or unauthorized access to, confidential information. The reliability and security of our information technology infrastructure and applications, and our ability to expand and continually update technologies in response to our changing needs, are critical to our business.

In 2019, we implemented an enterprise-wide Cybersecurity Policy to provide a framework through which we safeguard

critical data, systems and information in the event of a cyber-threat or security incident. Under this framework, we promote the following objectives:

- **Confidentiality:** Preventive and detective measures to protect against cyber-attacks seeking to acquire confidential information.
- **Integrity:** Preventive and detective measures to protect against cyber-attacks seeking to corrupt, damage or destroy information and/or systems.
- **Availability:** Preventive and detective measures to protect against cyber-attacks seeking to flood network resources, therefore making them unavailable.

We make significant investments in protections and monitoring practices for our data and information technology to reduce potential risks, and we continue to monitor our systems on an ongoing basis for any current or potential threats. When we engage with new business partners, such as suppliers and vendors, or when we acquire new businesses, we conduct a series of reviews and processes to understand and mitigate any potential security risks associated with that new relationship, as appropriate.

In response to the increased risk of cyber-attacks and ransomware facing companies today, we increased our focus on cyber-security. As a result, we greatly improved our security posture.

We use an industry-leading third-party, BitSight, to measure our security controls using a robust scorecard. Within 18 months, our BitSight score improved from 480 to an industry-leading 720. We are proud of our scorecard, but we understand the threat to our cyber-security is unlikely to disappear. We will continue to implement new security measures to protect our data and connectivity as part of our continuous improvement efforts.

Our ongoing commitment to Cyber and Information Security includes:

- Layered security
- Authentication & messaging
- IT infrastructure security
- Anti-virus protection
- Patch management
- Backup and recovery
- Security monitoring
- Incident response
- Cyber-awareness training
- Continuous employee education

Responsible Supply Chain

GRI 103 (2016): 103-1, 103-2, 103-3

Our Supply Chain

The raw materials we use in each of our business units are primarily commodities. Specifically, we use PVC resin, glass and aluminum in our residential products, and steel in our non-residential products. The availability, quality and costs of many of these commodities depend on market conditions and fluctuate over time. These commodities are generally available from multiple sources, primarily in North America, and the supplier partners available to our business are adequate to support our operations.

Ultimately, we aim to have a supply chain that is resilient to potential disruptions, both those anticipated and unanticipated, that may have subsequent impacts on our operations. To safeguard the resiliency of our supply chain, we focus on leveraging alternate products and/or suppliers, as well as ensuring we have flexibility through multiple locations. We also partner with our suppliers to ensure that we can drive win-win solutions and become mutually resilient.



Policies & Commitments

Business ethics are the foundation of our conduct, and we hold every employee and supplier to this standard through our Code of Conduct. We comply with and expect our suppliers to comply with applicable laws pertaining to fair employment practices and laws prohibiting forced and compulsory labor, child labor, employment discrimination and human trafficking. Our internal policies include promoting diversity and inclusion, accommodating disabilities and protecting the rights and recognizing the dignity of everyone with whom we do business. We recognize and value our role in protecting human rights at the individual and the corporate levels.

We expect all our suppliers to avoid the use of minerals originating from the “Conflict Region” of Africa, per our Conflict Minerals policy. We prohibit vendors from using such minerals to produce their products unless responsibly sourced. Cornerstone Building Brands annually surveys its suppliers using third-party resources to verify compliance with this policy and make procurement decisions based on compliance. We expect suppliers to have due diligence frameworks and perform reasonable country-of-origin inquiries in good faith to identify and prevent conflict minerals from being included in products sold to us, unless the originating facilities are certified as “conflict free.”

Oversight

In 2021, we created multiple councils that are responsible for implementing responsible supply chain strategies and programs across the business, including a Travel Council, Packaging Council and a Real Estate Council. In 2022, we will further build out the responsibilities and priorities of the councils, including performance metrics.

As we continue to develop and mature our sustainability strategy, programs and initiatives, we also seek to enhance our initiatives for a more responsible and sustainable supply chain. We encourage our suppliers to consider the sustainability-related topics that are most material to their business, and how their sustainability ambitions may overlap with our own. For example, we are investigating the sustainability-related benefits of working with our suppliers to reuse our materials. This may include recycling glass cullet, melting aluminum and steel or regrounding vinyl scrap materials for reuse. When we evaluate potential suppliers, we consider their ability to meet our needs for material reutilization. We are in the process of establishing baseline data that represents our material reutilization activities. In addition, we are developing a formalized, comprehensive audit program to ascertain and document the capabilities and performance of our suppliers.

Transportation & Logistics

To advance our responsible supply chain and integration efforts, we are working to certify our internal, private fleets as EPA SmartWay partners. The program helps companies improve and advance their overall supply chain sustainability through freight transportation efficiency. For example, at Cornerstone Building Brands we measure and monitor fuel consumption daily to identify opportunities for fuel efficiency improvements. With technology and smart driving behaviors, our internal, private fleet averages more than seven miles per gallon compared to the industry average of six miles per gallon.

In addition to freight transportation efficiency, we also improve fuel efficiency through fleet maintenance. Our fleets consist of vehicles that are typically five years old or newer and are equipped with auxiliary power units (APUs). APUs help eliminate engine idle time while parked by providing power for heating, cooling and lighting in the cab. Minimizing the idle time of vehicles in our fleet helps lower fuel consumption and improve the overall sustainability of our fleets.

Governance Data

| Indicator | Unit | 2021 |
|---------------------------------|---|---------|
| Corporate Governance | | |
| About the Data | For more information about our Corporate Governance practices, please refer to our annual reports and proxy statements. | |
| Board Average Tenure | Years | 7.5 |
| Board Independence | Percent | 86% |
| Responsible Supply Chain | | |
| About the Data | Does not include acquisitions. | |
| Total Supplier Spend | Dollar (Millions) | \$3,379 |



Content Indices

This report has been prepared in accordance with GRI Standards: Core Option (2016) and in partial alignment with the SASB standards for the Building Products & Furnishings Industry. We plan to publish future sustainability reports regularly as we continue to further develop our sustainability initiatives and disclosures and report on our progress.



GRI Content Index

General Disclosures

| Disclosure Number | Disclosure Title | Location or Direct Response |
|-------------------------------|---|---|
| Organizational Profile | | |
| 102-1 | Name of the Organization | Cornerstone Building Brands, Inc. |
| 102-2 | Activities, Brands, Products and Services | <p>In 2018, Cornerstone Building Brands, Inc. was formed by the merger of NCI Building Systems, Inc. and Ply Gem Building Products, LLC. We have a diverse portfolio that has provided exterior building solutions to our customers for more than 75 years. We are driven to become the premier manufacturer of exterior building solutions in North America. We are proud to provide solutions to serve our customers in all stages of construction, from new construction to repair and remodel markets, and we meet our customers where and how they prefer.</p> <p>We have established a leading market position in many of our product categories within the North American exterior building products market, including vinyl windows, vinyl siding, stone veneer installation, metal accessories, metal roofing/wall systems and a top-three position in engineered metal building systems. Our leading brands by segment include:</p> <ul style="list-style-type: none"> ▪ Windows and Doors: Ply Gem, Simonton, Atrium, American Craftsman, Silver Line, Great Lakes Window, North Star, Prime and Cascade. ▪ Siding and Accessories: Ply Gem, Mastic, Georgia-Pacific (licensed), Mitten, Variform, Environmental Stoneworks, ClipStone, Canyon Stone, Leaf Relief, Snap Tight, Leaf Smart and Leaf Logic. ▪ Commercial: Metallic Building Systems, Ceco Building Systems, Star Building Systems, Heritage Building Systems, Robertson Building Systems, MBCI, ABC, Metal Depots, Metal Coaters, Metal Prep and Union Corrugating Company. <p>We have an extensive coast-to-coast network of manufacturing, distribution and branch office facilities throughout North America, providing both our national and local customers with timely delivery of our products and services. We operate 97 manufacturing facilities across the U.S., Canada and Mexico, supported by a network of 82 warehouse, distribution and retail outlets. This data includes 2021 acquisitions and does not include 2021 divestitures.</p> |
| 102-3 | Location of Headquarters | Our corporate headquarters is located in Cary, North Carolina. |
| 102-4 | Location of Operations | We own and lease properties primarily in the U.S., Canada and Mexico. We carry out business operations through legal entities in the U.S., Canada, Mexico and Costa Rica. |

| Disclosure Number | Disclosure Title | Location or Direct Response |
|-------------------|--|---|
| 102-5 | Ownership and Legal Form | Cornerstone Building Brands became a newly formed Company on November 16, 2018, as the result of a merger between NCI Building Systems, Inc. and Ply Gem Building Products, LLC, wherein Ply Gem was merged into NCI, incorporated in the state of Delaware, and shares of NCI common stock were issued to the holders of all equity interests in Ply Gem. The Company's common stock is traded on the New York Stock Exchange under the trading symbol CNR. |
| 102-6 | Markets Served | We own and lease properties primarily in the U.S., Canada and Mexico. We carry out business operations through legal entities in the U.S., Canada, Mexico and Costa Rica. |
| 102-7 | Scale of the Organization | <p>Total Number of Employees: As of December 31, 2021, we employed approximately 21,700 persons worldwide.</p> <p>Total Number of Operations: We operate 97 manufacturing facilities across the U.S., Canada and Mexico, supported by a network of 82 warehouse, distribution and retail outlets. This data includes 2021 acquisitions and does not include 2021 divestitures.</p> <p>Net Sales or Revenues: Net Sales for 2021 were \$5,583.1 million; Pro forma Net Sales were \$5,483.9 million.</p> <p>Market Capitalization: \$2.2 Billion on December 31, 2021.</p> |
| 102-8 | Information on Employees and Other Workers | Social Data |
| 102-9 | Supply Chain | The raw materials we use in each of our business units are primarily commodities. Specifically, we use PVC resin, glass and aluminum in our residential products, and steel in our non-residential products. The availability, quality and costs of many of these commodities have fluctuated, and may continue to fluctuate over time. These commodities are generally available from multiple sources, primarily in North America, and the number of suppliers available to our business is adequate to support our production. |
| 102-10 | Significant Changes to the Organization and its Supply Chain | In 2021, we acquired Cascade Windows, Prime Windows and Union Corrugated Company and divested our Roll-up Sheet Door business and Insulated Metal Panels business. |
| 102-11 | Precautionary Principle or Approach | Our approach to minimizing our environmental footprint aligns with the ideas of the precautionary principle. Across our operations, we continuously evaluate how we can maintain a safe and healthy working environment and effectively manage our infrastructure to promote efficient, consistent and dependable operations. |
| 102-12 | External Initiatives | About This Report |
| 102-13 | Memberships of Associations | Industry Organizations |
| Strategy | | |
| 102-14 | Statement from Senior Decision-Maker | CEO Letter |

| Disclosure Number | Disclosure Title | Location or Direct Response |
|-------------------------------|--|---|
| Ethics and Integrity | | |
| 102-16 | Values, Principles, Standards and Norms of Behavior | <p>Our Purpose: Our building solutions are the cornerstone of the communities where people live, work and play—now and for generations to come.</p> <p>Our Mission: Winning together by achieving excellence every day—through superior manufacturing capabilities, the ingenuity of our people and a relentless commitment to our customers.</p> <p>Our Core Values:</p> <ul style="list-style-type: none"> ▪ Safety: Safety is an essential part of our culture. We approach each day with careful attention to the wellbeing of every individual. From the moment we leave home to the time we return, we take personal responsibility for our safety and the safety of those around us ▪ Integrity: We are honest and accountable in our actions with one another and with all our stakeholders, and we strive to build trust at every opportunity. Our commitment to doing what’s right underscores everything we do each day. ▪ Innovation: We challenge the status quo and proactively seek opportunities for continuous improvement and transformative breakthroughs. We develop solutions to meet our customers’ evolving needs and improve communities through our commitment to environmental sustainability. ▪ Teamwork: We work side by side to create an environment of collaboration and mutual respect. Our backgrounds are as varied as our talents, and we stand together as one winning team whose diversity reflects the communities we serve. |
| Governance | | |
| 102-18 | Governance Structure | As of 4/1/2022, our Board of Directors is composed of 13 directors, 12 of which are considered independent from our management. We have six standing committees: Executive Committee, Audit Committee, Compensation Committee, Affiliate Transactions Committee, Nominating & Corporate Governance Committee and the Routine Transactions Committee. The Nominating & Corporate Governance Committee oversees ESG-related efforts, including ESG-related efforts for environmental, social and governance topics. |
| Stakeholder Engagement | | |
| 102-40 | List of Stakeholder Groups | Stakeholder Engagement & Transparency |
| 102-41 | Percent of Employees Covered by Collective Bargaining Agreements | As of December 31, 2021, we employed approximately 21,700 persons worldwide. In the United States, approximately 7.5% (1,615) are represented by various unions under collective bargaining agreements. We have excluded areas outside of the U.S. until appropriate processes are in place to collect this data. |

| Disclosure Number | Disclosure Title | Location or Direct Response |
|---------------------|---|--|
| 102-42 | Basis for Identifying and Selecting Stakeholders | Stakeholder Engagement & Transparency |
| 102-43 | Approach to Stakeholder Engagement | Stakeholder Engagement & Transparency |
| 102-44 | Key Topics, Concerns Raised, Which Stakeholder Group Raised Each Key Topic/Concern and How the Organization Has Responded (including through its reporting) | Stakeholder Engagement & Transparency |
| Reporting Practices | | |
| 102-45 | Entities Included in Consolidated Financial Statements | Our consolidated financial statements include all entities under Cornerstone Building Brands, Inc., and its subsidiaries. |
| 102-46 | Process for Defining Report Content and Topic Boundaries; How the Reporting Principles for Defining Report Content Were Applied | Materiality |
| 102-47 | List of Material Topics | Materiality |
| 102-48 | Effect of Restatements of Information and Reasons for Them | N/A—This report represents Cornerstone Building Brands’ inaugural ESG report. |
| 102-49 | Significant Changes from Previous Reporting Periods in the List of Material Topics and Topic Boundaries | N/A—This report represents Cornerstone Building Brands’ inaugural ESG report, and includes the results of our first materiality assessment. |
| 102-50 | Reporting Period | This report covers information for the fiscal year ended December 31, 2021. |
| 102-51 | Date of Most Recent Report | N/A—This report represents Cornerstone Building Brands’ inaugural ESG report. |
| 102-52 | Reporting Cycle | N/A—This report represents Cornerstone Building Brands’ inaugural ESG report. We plan to publish future sustainability reports on a frequent basis. |
| 102-53 | Contact Point for Questions Regarding the Report | For questions about the report, please contact us at: info@investors.cornerstonebuildingbrands.com |
| 102-54 | Core or Comprehensive Claim | This report has been prepared in accordance with the GRI Standards: Core Option. |
| 102-55 | GRI Content Index | Our GRI Content Index begins on page 45 of this report. |
| 102-56 | Policy/Practice for External Assurance | We did not seek external assurance for this report. We will consider external assurance for future sustainability reports. |

Topic-Specific Disclosures: Environmental

| Disclosure Number | Disclosure Title | Location or Direct Response |
|------------------------------------|--|---|
| Climate Change | | |
| 103-1 | Explanation of the Material Topic and Its Boundary | Climate Change |
| 103-2 | The Management Approach and Its Components | Climate Change |
| 103-3 | Evaluation of the Management Approach | Climate Change |
| 305-1 | Direct (Scope 1) GHG Emissions | Environmental Data |
| 305-2 | Energy Indirect (Scope 2) GHG Emissions | Environmental Data |
| Energy | | |
| 103-1 | Explanation of the Material Topic and Its Boundary | Energy |
| 103-2 | The Management Approach and Its Components | Energy |
| 103-3 | Evaluation of the Management Approach | Energy |
| 302-1 | Energy Consumption within the Organization | Environmental Data |
| Waste, Water & Land Use | | |
| 103-1 | Explanation of the Material Topic and Its Boundary | Waste, Water & Land Use |
| 103-2 | The Management Approach and Its Components | Waste, Water & Land Use |
| 103-3 | Evaluation of the Management Approach | Waste, Water & Land Use |
| 306-3 | Waste Generated | Environmental Data |
| Company-Specific | Water Consumption | Environmental Data |

Topic-Specific Disclosures: Social

| Disclosure Number | Disclosure Title | Location or Direct Response |
|---|--|---|
| Talent Acquisition, Engagement & Retention | | |
| 103-1 | Explanation of the Material Topic and Its Boundary | Talent Acquisition, Engagement & Retention |
| 103-2 | The Management Approach and Its Components | Talent Acquisition, Engagement & Retention |
| 103-3 | Evaluation of the Management Approach | Talent Acquisition, Engagement & Retention |
| 102-8 | Information on employees and other workers | Social Data We are working to identify, measure and report a metric that accurately measures our performance in Talent Acquisition, Engagement & Retention. For this report, please refer to GRI 102-8 for more information about our workforce composition. |
| Diversity, Equity & Inclusion | | |
| 103-1 | Explanation of the Material Topic and Its Boundary | Diversity, Equity & Inclusion |
| 103-2 | The Management Approach and Its Components | Diversity, Equity & Inclusion |
| 103-3 | Evaluation of the Management Approach | Diversity, Equity & Inclusion |
| 405-1 | Diversity of the Governance Bodies and Employees | Social Data |
| Occupational Health, Safety & Wellbeing | | |
| 103-1 | Explanation of the Material Topic and Its Boundary | Occupational Health, Safety & Wellbeing |
| 103-2 | The Management Approach and Its Components | Occupational Health, Safety & Wellbeing |
| 103-3 | Evaluation of the Management Approach | Occupational Health, Safety & Wellbeing |
| Company-Specific | Total Recordable Incidents (TRIR) per 100 Workers (Frequency) Rate | Social Data |
| Company-Specific | Lost Workdays (LWDR) per 100 Workers (Severity) Rate | Social Data |
| Company-Specific | Lost Workday Incidents (LTIR) per 100 Workers (LTIR) Rate | Social Data |
| Company-Specific | Workplace Fatalities | Social Data |

Topic-Specific Disclosures: Social

| Disclosure Number | Disclosure Title | Location or Direct Response |
|--|--|---|
| Community Engagement & Philanthropy | | |
| 103-1 | Explanation of the Material Topic and Its Boundary | Community Engagement & Philanthropy |
| 103-2 | The Management Approach and Its Components | Community Engagement & Philanthropy |
| 103-3 | Evaluation of the Management Approach | Community Engagement & Philanthropy |
| Company-Specific | Home for Good project Donations | Social Data |
| Company-Specific | Connecting Communities Donations | Social Data |
| Human Rights | | |
| 103-1 | Explanation of the Material Topic and Its Boundary | Human Rights |
| 103-2 | The Management Approach and Its Components | Human Rights |
| 103-3 | Evaluation of the Management Approach | Human Rights |
| We are working to identify, measure and report a metric that accurately measures our performance in Human Rights. We hope to report on our Human Rights performance in future reporting. | | |
| Customer Experience | | |
| 103-1 | Explanation of the Material Topic and Its Boundary | Customer Experience |
| 103-2 | The Management Approach and Its Components | Customer Experience |
| 103-3 | Evaluation of the Management Approach | Customer Experience |
| We are working to identify, measure and report a metric that accurately measures our performance in Customer Experience. We hope to report on our Customer Experience performance in future reporting. | | |

Topic-Specific Disclosures: Responsible Building Solutions

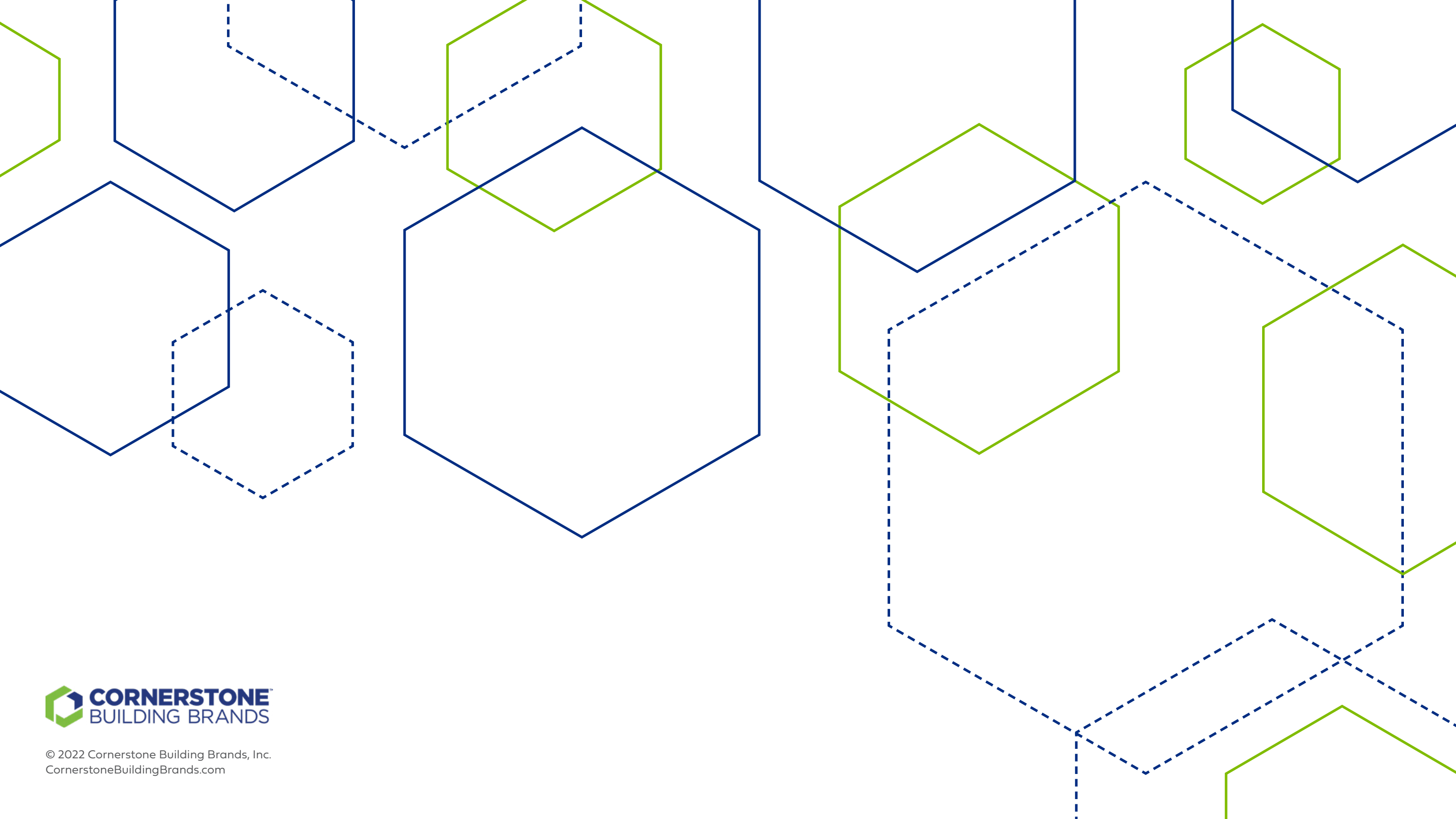
| Disclosure Number | Disclosure Title | Location or Direct Response |
|--|--|--|
| Product Quality & Safety | | |
| 103-1 | Explanation of the Material Topic and Its Boundary | Product Quality & Safety |
| 103-2 | The Management Approach and Its Components | Product Quality & Safety |
| 103-3 | Evaluation of the Management Approach | Product Quality & Safety |
| We are working to identify, measure and report a metric that accurately measures our performance in Product Quality & Safety. We hope to report on our Product Quality & Safety performance in future reporting. | | |
| Product Innovation | | |
| 103-1 | Explanation of the Material Topic and Its Boundary | Product Innovation |
| 103-2 | The Management Approach and Its Components | Product Innovation |
| 103-3 | Evaluation of the Management Approach | Product Innovation |
| We are working to identify, measure and report a metric that accurately measures our performance in Product Innovation. We hope to report on our Product Innovation performance in future reporting. | | |
| Product Stewardship | | |
| 103-1 | Explanation of the Material Topic and Its Boundary | Product Stewardship |
| 103-2 | The Management Approach and Its Components | Product Stewardship |
| 103-3 | Evaluation of the Management Approach | Product Stewardship |
| We are working to identify, measure and report a metric that accurately measures our performance in Product Stewardship. We hope to report on our Product Stewardship performance in future reporting. | | |

Topic-Specific Disclosures: Governance

| Disclosure Number | Disclosure Title | Location or Direct Response |
|---|--|--|
| Corporate Governance | | |
| 103-1 | Explanation of the Material Topic and Its Boundary | Corporate Governance |
| 103-2 | The Management Approach and Its Components | Corporate Governance |
| 103-3 | Evaluation of the Management Approach | Corporate Governance |
| Company-Specific | Board Average Tenure | Governance Data |
| Company-Specific | Board Independence | Governance Data |
| Business Ethics & Values (Including Cyber & Information Security) | | |
| 103-1 | Explanation of the Material Topic and Its Boundary | Business Ethics & Values |
| 103-2 | The Management Approach and Its Components | Business Ethics & Values |
| 103-3 | Evaluation of the Management Approach | Business Ethics & Values |
| <p>We are working to identify, measure and report a metric that accurately measures our performance in Business Ethics & Values (Including Cyber and Information Security). We hope to report on our Business Ethics & Values (Including Cyber and Information Security) performance in future reporting.</p> | | |
| Responsible Supply Chain | | |
| 103-1 | Explanation of the Material Topic and Its Boundary | Responsible Supply Chain |
| 103-2 | The Management Approach and Its Components | Responsible Supply Chain |
| 103-3 | Evaluation of the Management Approach | Responsible Supply Chain |
| Company-Specific | Total Supplier Spend | Governance Data |

SASB Content Index

| Disclosure Number | Disclosure Title | Location or Direct Response |
|--|--|--|
| Energy Management in Manufacturing | | |
| CG-BF-130a.1 | Total Energy Consumed | Environmental Data |
| Management of Chemicals in Products | | |
| CG-BF-250a.2 | Percentage of eligible products meeting volatile organic compound (VOC) emissions and content standards (% by revenue) | We do not consider this metric to be material to our business or our products. |
| Product Lifecycle Environmental Impacts | | |
| CG-BF-410a.1 | Description of efforts to manage product lifecycle impacts and meet demand for sustainable products | Our products have features that positively contribute to sustainable building practices, and we continue to focus on the additional impacts and benefits that our products can bring to our customers and end-users. Many of our products include energy-efficient properties that can lower end-users' utility bills and reduce their carbon footprint. In 2021, we realized different levels of quality improvement across our different business units. Our Continuous Improvement team seeks to reduce manufacturing claims, reduce scrap generation and bring higher yields in our production by analyzing our processes and piloting new production initiatives. |
| CG-BF-410a.2 | Weight of end-of-life material recovered, (2) percentage of recovered materials recycled | We reclaim scrap vinyl material from our processes and regrind or recycle it for use as recycled raw material input. Many of our low-rise, non-residential building products are made from steel (a recyclable building material) and most of our steel products are fully recyclable. Additionally, the aluminum used in manufacturing our residential building products are composed of recycled content. We are currently evaluating product take-back programs across certain segments of our organization. This will allow us to track enterprise-wide product take-back metrics and better support the principles of a circular economy. |
| Activity Metrics | | |
| CG-BF-000.B | Area of Manufacturing Facilities | More than 1.4 Million Square Meters |



© 2022 Cornerstone Building Brands, Inc.
CornerstoneBuildingBrands.com