



BUILDING A BETTER TOMORROW

Sustainability Report 2023

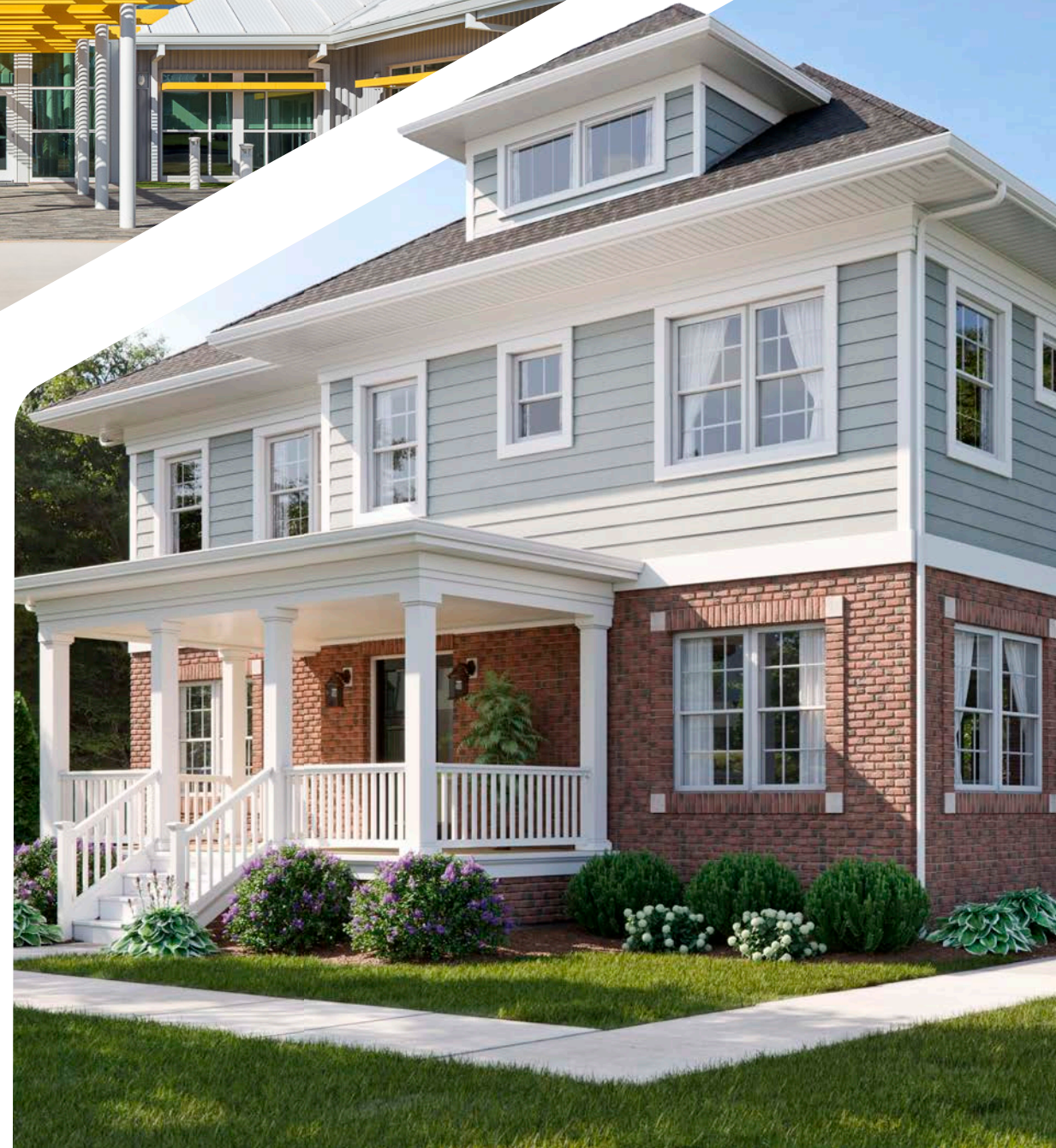




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INTRODUCTION

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- Cornerstone Building Brands' Board of Directors Statement of Support
- About This Report
- About Cornerstone Building Brands
- Our Sustainability Vision
- Our Sustainability Goals
- Engaging Stakeholders & Understanding Materiality

At Cornerstone Building Brands, we are dedicated to Building a Better Tomorrow for our customers, communities and future generations. We believe in working safely, responsibly and ethically across our organization and communities to achieve this goal. We continue to enhance our sustainability program to progress our sustainability journey, while delivering industry-leading building solutions to our customers. We are excited to share our third annual Sustainability Report, which highlights our ongoing efforts and the progress made in 2023.





OUR SUSTAINABILITY PERFORMANCE AT-A-GLANCE



93

Manufacturing Plants



72

Warehouses, Distribution and Retail Outlets



\$3.4M

Product and Cash Donations to Help Build Affordable Housing



18,000

Approximate Team Members Worldwide



1.96

Total Recordable Incident Rate



87%

Total Waste Diverted from Landfill



720+

Homes We Helped Build Through Our Home for Good project



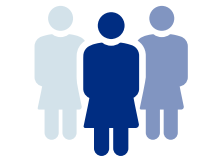
45%

Workforce Racial and Ethnic Diversity



24.7%

Manager Racial and Ethnic Diversity



27.9%

Female Workforce



20.3%

Female Managers



54.5%

Female Executives

A MESSAGE FROM OUR PRESIDENT & CEO

GRI 2-22

To Our Stakeholders,

I am delighted to share our third enterprise-wide Sustainability Report which spotlights the latest progress in Cornerstone Building Brands' sustainability journey. Since our inaugural report in 2022, Cornerstone Building Brands has made significant strides toward building a better tomorrow by continuing to deliver on our steadfast commitment to corporate responsibility. Our dedication to being a trustworthy partner to our customers, suppliers and team members has been at the heart of our commitment. This is evidenced in the progress we have made on our initiatives to protect the environment, care for the safety and well-being of our teams and maintain the integrity, transparency and ethics of our business practices.

At Cornerstone Building Brands, we understand that our people are central to our success, having both the opportunity and responsibility to enact positive change in our business and our communities. In 2023, we focused on the core values that are foundational to our culture and guide us: Safety, Integrity and Inclusion. We also identified the customer-centric, interconnected and continuously improving behaviors and mindsets that define who we are and how we work every day. Our customers are at the center of our work and the decisions we make. Knowing how our work connects to the work of other team members and continuously improving what and how we do our work are the expected behaviors and mindsets that align with our core values and help bring our distinctive culture to life as we create mutual value for our customers and our company.

I am excited about the work we are doing. We are creating a culture that supports our teams and enables them to take pride in their work and our company as we succeed individually and collectively. By empowering our people to deliver industry-leading products and solutions in sustainable and responsible ways, we are living our company's greater purpose of positively impacting the communities where we all live, work and play — now and for generations to come. This not only helps us become premier in the eyes of our customers, but also in the eyes of our team members, further strengthening our capabilities and better positioning us for future growth.

This 2023 Sustainability Report is your invitation to learn more about our commitment to action. We are building a better tomorrow for our team members, business partners and our communities by building a safer tomorrow, building caring communities and building with ethics and integrity. Thank you for your continued support on this journey.

Sincerely,



Rose Lee

President and Chief Executive Officer
Cornerstone Building Brands



CORNERSTONE BUILDING BRANDS' BOARD OF DIRECTORS STATEMENT OF SUPPORT

GRI 2-22

The Board of Directors of Cornerstone Building Brands applauds the progress Cornerstone Building Brands continues to make on the journey to become a more sustainable and impactful organization. The Company's focus on creating a better world through its products supports its goal of becoming North America's premier building solutions provider. Commitment to sustainability advancement creates long-term value for stakeholders, including Clayton, Dubilier & Rice (CD&R), customers and notably, the Company's employees. This focus on **Building a Better Tomorrow** illustrates Cornerstone Building Brands' ambition to serve as an industry leader, and places priority on the people and communities in which the Company operates.

Sustainability-related concerns are overseen by the Nominating and Corporate Governance Committee of the Board of Directors, and the full Board of Directors provides quarterly oversight and detailed review of the Company's sustainability strategy. The Board of Directors fully supports the executive leadership team in the management and execution of Cornerstone Building Brands' sustainability initiatives, which create value for the Company.

The Board of Directors is committed to supporting the integration of sustainability into Cornerstone Building Brands' operations.

Board of Directors: John Krenicki, Jr., Marcia Avedon, Naomi Garlick, Wilbert James, Jr., Daniel Janki, Rose Lee, Timothy O'Brien, Nathan Sleeper and Tyler Young



ABOUT THIS REPORT

GRI 2-3

This 2023 Sustainability Report (this "Report") for Cornerstone Building Brands (the "Company", "we", "us" and "our") highlights progress made on our sustainability commitments. This Report and data cover our fiscal year January 1, 2023 to December 31, 2023 (unless otherwise noted).

We prepared this Report in accordance with the 2021 Global Reporting Initiative (GRI) Universal Standards and in partial alignment with the Sustainability Accounting Standards Board (SASB) Building Products & Furnishings Standard. For the first time, we considered the International Sustainability Board's 2023 International Financial Reporting Standards S1 and S2 frameworks.

Cornerstone Building Brands partnered with ClimeCo, a third-party sustainability consulting firm, to perform a validation by reviewing methodologies used to develop environmental metrics, including waste generation, water use and greenhouse gas emissions. This effort supports Cornerstone Building Brands' commitment to enhancing the quality of our environmental data and our focus on continual improvement. For more information, see the [Appendix](#).

For additional information about our Report, please contact us at info@investors.cornerstonebuildingbrands.com.



ABOUT CORNERSTONE BUILDING BRANDS

GRI 2-1, 2-2, 2-6

Cornerstone Building Brands is a leading manufacturer of exterior building products for residential and low-rise non-residential buildings in North America. Headquartered in Cary, N.C., we serve residential and commercial customers across the new construction and Repair & Remodel (R&R) markets. Our market-leading portfolio of products spans vinyl windows, vinyl siding, stone veneer, metal roofing, metal and wall systems, pre-engineered metal buildings and metal accessories. Cornerstone Building Brands' broad, multi-channel distribution platform and expansive national footprint includes approximately 18,000 employees at manufacturing, distribution and office locations throughout North America. Corporate stewardship and sustainability are embedded in our culture. We are committed to contributing positively to the communities where we live, work and play. For more information, visit us at cornerstonebuildingbrands.com.

Our Ownership as a Private Enterprise

In 2022, Cornerstone Building Brands became part of the CD&R portfolio of companies, making 2023 our first complete fiscal year as a private entity. CD&R shares our commitment and our vision to leverage our sustainability initiatives to make a positive impact on the communities where we and our customers operate. CD&R's operational and strategic support enables Cornerstone Building Brands to accelerate our growth plans, deliver enhanced value to our customers and contribute to Building a Better Tomorrow for our employees, customers and communities. We look forward to our continued partnership as we further our journey to become a premier exterior building solutions company. Please view [our press release](#) from 2022 on the CD&R acquisition for more information.



Safety

Safety is an essential part of our culture. We approach each day with careful attention to the well-being 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.



Inclusion

We value teamwork and work together to create a truly inclusive environment where each team member feels respected and valued and has access to opportunities and resources that enable them to be successful every day. Our backgrounds are as varied as our talents, and we stand together as one winning team whose diversity reflects the communities we serve.

Our Brand Portfolio

APERTURE SOLUTIONS – U.S.

Windows & Doors



SURFACE SOLUTIONS – U.S.

Siding, Stone Veneer & Accessories



SHELTER SOLUTIONS

Metal Roof, Wall & Building Systems



CANADA

Windows, Doors, Roofing, Siding & Accessories



OUR CULTURE

Our Behaviors and Mindsets

Our Core Values



CUSTOMER-CENTRIC

Understanding our customers and how our roles can create mutual value



- I seek to **understand our customers' needs** and what is most important to them to be successful
- I look for ways that Cornerstone Building Brands and our customers can **create mutual value and win together**
- I continuously look for **better ways to do my work** that will also enable our teams to create more value with our customers

INTERCONNECTED

Delivering customer value by working intelligently and efficiently as one team



- I understand how important it is to **work as part of ONE TEAM** and leverage each other's strengths and abilities through collaboration and teamwork, with customer value top of mind
- I understand how **what I do relates to others** in the Cornerstone Building Brands team and how it impacts the customer
- I look for ways to **connect with others through transparency, accountability and trust** to improve the quality and timeliness of my work

CONTINUOUS IMPROVEMENT

Better supporting what the customer values most



- I look for new ways to incorporate diverse perspectives to **improve my decision-making, quality and/or delivery** of my work
- I look for ways to do my **work more efficiently**, both in time and resources required
- I look for ways our company can better **support what our customers need and value most**

OUR SUSTAINABILITY VISION

How We Are Building a Better Tomorrow



Building a Safer Tomorrow

Our commitment to protecting the environment is made possible through a data-driven strategy to create initiatives focused on climate change management and decreasing waste to landfill, energy consumption and freshwater usage. Through this pledge, we build value for our stakeholders, care for our communities and reduce our environmental footprint.

- Managing Climate Change & Energy
- Understanding Our Environmental Footprint



Building Caring Communities

The safety of our team members is top priority. Our occupational health, safety and well-being initiatives help us to ensure a safe and healthy work environment. We believe in sustainable practices and are dedicated to furthering our journey to generate positive societal benefits for our communities and the customers we serve.

- Cultivating Strong Talent Management
- Fostering Diversity, Equity & Inclusion (DE&I)
- Providing Occupational Health, Safety & Well-Being
- Improving the Customer Experience
- Giving Back Through Community Engagement & Philanthropy
- Respecting Human Rights







Building With Ethics & Integrity





We prioritize integrity, transparency and ethical business practices to maintain our reputation of trust and stability. We leverage our high standards of integrity and ethics to carry out business in a way that always upholds our values.

- Structuring Corporate Governance
- Upholding Business Ethics & Values
- Protecting Cyber & Information Security
- Developing Responsible Supply Chain

OUR SUSTAINABILITY GOALS

PRIOR SUSTAINABILITY GOALS	PROGRESS	SUMMARY	2024 GOALS
Climate Change, Energy Solutions, Water & Waste			
<ul style="list-style-type: none">▪ Reduce Scopes 1 and 2 greenhouse gas (GHG) emissions and energy consumption year-over-year, based on identified baseline in 2022▪ Identify quantitative reduction targets for Scopes 1 and 2 GHG emissions and energy in 2024, based on year-to-date trend analyses and science-based methodology▪ Reduce freshwater consumption and solid waste to landfill volume year-over-year, based on identified baseline in 2022▪ Formalize water management plans for sites located within water scarcity zones▪ Identify quantitative waste reduction targets in 2024, based on year-to-date trend analyses	 Ongoing	<ul style="list-style-type: none">▪ Expanded inventory of Scopes 1 and 2 GHG emissions to include mobile sources, refrigerants and fugitive emissions to align with GHG protocol▪ Enhanced Environmental, Social and Governance (ESG) data collection with expanded utilization of third-party platforms such as Pulsora, Rubicon and EMSys	<ul style="list-style-type: none">▪ Incorporate energy conservation actions into select site Environmental, Health, Safety & Sustainability (EHS&S) business plans▪ Deliver sustainability scorecards through Center of Excellence dashboards and the Operational Excellence Environmental Pillar of the Cornerstone Building Brands Production System▪ Assess the GHG Protocol for Scope 3 emissions for relevance and develop inventories per material categories as needed▪ Research and invest in select onsite renewable energy sources▪ Incorporate water conservation actions into select site EHS&S business plans▪ Investigate systems to drive potential Zero-Waste-to-Landfill manufacturing sites
Talent Acquisition, Engagement & Retention			
<ul style="list-style-type: none">▪ Make continuous improvements in recruiting, retention and development, including measures for reducing turnover	 Ongoing	<ul style="list-style-type: none">▪ Reconfigured and launched our optimized Applicant Tracking System (ATS)▪ Designed and developed Talent Acquisition dashboard for launch in 2024 via PowerBI▪ Implemented a referral process for new leaders▪ Piloted High Impact Interviewing Training, launched across the enterprise and integrated into Leadership Essentials program▪ Adopted interview guides and debrief forms▪ Launched new hire surveys with a continuous improvement process in place	<ul style="list-style-type: none">▪ Launch enterprise-wide employee referral program▪ Launch early careers/internship programs to attract, engage and hire top talent from select universities and grow our own talent▪ Streamline pre-boarding process and integrate into talent acquisition for a seamless and positive transition of new hires

PRIOR SUSTAINABILITY GOALS	PROGRESS	SUMMARY	2024 GOALS
Diversity, Equity & Inclusion			
<ul style="list-style-type: none"> Integrate Diversity, Equity and Inclusion (DE&I) into all aspects of the business Build and support a diverse workforce and leadership teams 	 Ongoing	<ul style="list-style-type: none"> Completed informal pairing of mentors/mentees in employee resource groups (ERGs), leveraging internal and external opportunities across all four groups to widen the breadth of participation Ensured DE&I was an explicit dimension of leadership and skills development Included our commitment to diversity in our core value of Inclusion Collected and analyzed representation data to assess current state and develop data-driven goals that can be measured regularly; reviewed data with Executive Committee and discussed ongoing development of goals ERGs leveraged DE&I toolkits throughout 2023 as part of their ongoing connections 	<ul style="list-style-type: none"> Build upon our foundation of DE&I and advance our practices in talent recruitment, talent development and succession and increase overall engagement at the Company
Occupational Health, Safety & Well-Being			
<ul style="list-style-type: none"> Improve year-over-year Total Recordable Incident Rate (TRIR) as we pursue our goal of zero injuries 	 Ongoing	<ul style="list-style-type: none"> Executed the 2023 EHS&S Strategic Initiatives along with plant business plans that will be monitored and reported throughout the year to track progress The Company is actively pursuing a build-out of an EHS&S management platform designed to implement compliant and effective EHS&S Management systems and methods to reduce impacts such as human injury and environment releases. As a result of our relentless pursuit of zero impact, we are gaining incremental improvements evident by a 15–25% annual reduction in TRIR over the past 2 years 	<ul style="list-style-type: none"> Improve TRIR each year, continuing our pursuit of attaining zero injuries
Circular Economy			
<ul style="list-style-type: none"> Communicate product circularity by quantifying recycled content across major platforms 	 Completed	<ul style="list-style-type: none"> Increased messaging through marketing literature and social media postings to highlight landfill diversion efforts and recycled content of certain product categories 	<ul style="list-style-type: none"> Increase the use of reclaimed materials within manufacturing organization through our New Product Development (NPD) program

PRIOR SUSTAINABILITY GOALS	PROGRESS	SUMMARY	2024 GOALS
Transparency & Reporting			
<ul style="list-style-type: none"> Operationalize metrics to ensure data repeatability and assurance Communicate the progress of our ESG journey with all stakeholders 	 Completed	<ul style="list-style-type: none"> Published energy conservation, water management and waste management plans through the Cornerstone Building Brands Production System model as playbooks for operating sites Communicate the progress of our ESG journey with all stakeholders Published an inventory management plan for environmental data collection to ensure year-over-year consistency Conducted 14 leadership reviews, including but not limited to Board of Directors, to cover training, status and oversight 	<ul style="list-style-type: none"> Develop and launch the Cornerstone Building Brands Production System College for operationalizing energy, water and waste strategies with the Cornerstone Building Brands Production System environmental pillar
Business Ethics & Values			
<ul style="list-style-type: none"> Ensure 100% of new hires complete Code of Conduct training 	 Completed	<ul style="list-style-type: none"> Completed an audit every 14 days to monitor compliance Achieved 100% compliance for active U.S. employees hired in 2023 	<ul style="list-style-type: none"> Ensure 100% of new hires acknowledge the Code of Conduct
Cyber & Information Security			
<ul style="list-style-type: none"> Maintain BitSight Security Rating of Advanced 	 Completed	<ul style="list-style-type: none"> Our current score on our Security Risk Scorecard is 750/Advanced, which includes four new companies we acquired 	<ul style="list-style-type: none"> Maintain average annual BitSight Security Rating of 740 or higher/Advanced
Responsible Supply Chain			
<ul style="list-style-type: none"> Ensure 100% of new suppliers acknowledge our Supplier Code of Conduct 	 Ongoing	<ul style="list-style-type: none"> Include provisions in our master service agreements and our purchase order terms and conditions that highlight our Supplier Code of Conduct We continue to engage new and existing suppliers in a Supplier Risk Assessment program that includes a sustainability component 	<ul style="list-style-type: none"> Evaluate opportunities to incorporate sustainable packaging through collaboration with our supplier partners and internal teams, including opportunities for reuse and recyclability Implement a new vendor onboarding form that will require suppliers to certify that they comply with our Supplier Code of Conduct and other applicable policies

ENGAGING STAKEHOLDERS & UNDERSTANDING MATERIALITY

GRI 3-1, 3-2

Cornerstone Building Brands conducted a materiality assessment in 2021 to identify key Company concerns based on internal and external stakeholder feedback. We identified, prioritized and validated material topics through our assessment process, organizing them by subject area and by their relevance to stakeholders, and identified risks, opportunities and impacts in the short-, medium- and long-term. We regularly engage with our stakeholders on current and emerging topics and update our material topics as appropriate.

The results of this assessment are used to guide our sustainability strategy and inform how we allocate resources to address the current and emerging sustainability topics most critical to our stakeholders. They also provide the foundation for the content we discuss in this Report and define how we share our progress toward Building a Better Tomorrow. Note that we include product innovation, quality and safety as part of our larger environmental strategy, but for ease of reading and understanding, we include those topics in this Report within the following chapters: [Building With Ethics & Integrity](#) and [Building a Safer Tomorrow](#).

ENVIRONMENTAL

Priority Material Topics

- Climate Change
- Product Innovation
- Product Quality & Safety

Material Topics

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

GOVERNANCE

Priority Material Topics

- Business Ethics & Values
- Cyber & Information Security

Material Topics

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

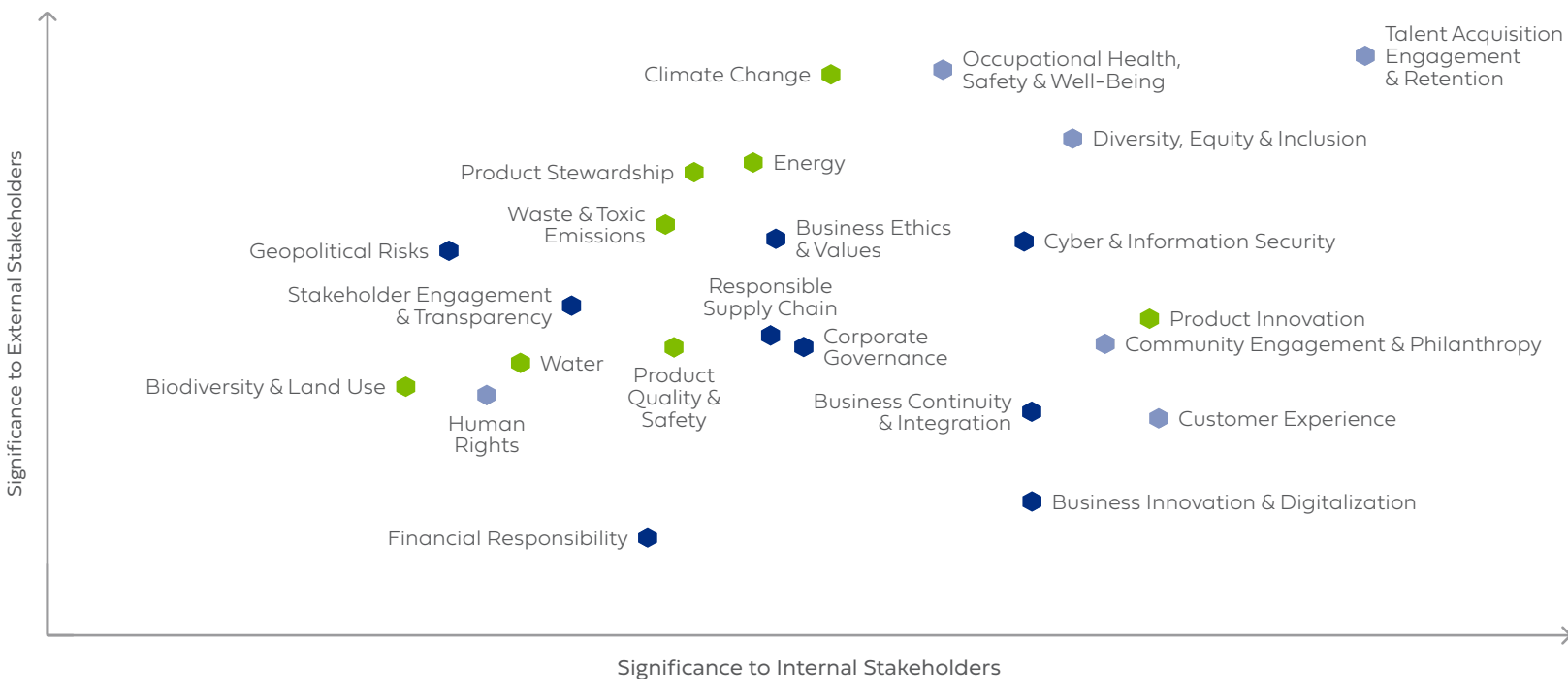
SOCIAL

Priority Material Topics

- Diversity, Equity & Inclusion
- Occupational Health, Safety & Well-Being
- Talent Management

Material Topics

- Community Engagement & Philanthropy
- Customer Experience
- Human Rights



Engaging Stakeholders

STAKEHOLDER	EXAMPLE PRIORITY TOPICS
Business Partners	<ul style="list-style-type: none"> ▪ Product Innovation ▪ Talent Acquisition, Engagement & Retention ▪ Business Innovation & Digitalization
Communities & Non-Governmental Organizations (NGOs)	<ul style="list-style-type: none"> ▪ Business Innovation & Digitalization ▪ Occupational Health, Safety & Well-Being ▪ Geopolitical Risks
Customers	<ul style="list-style-type: none"> ▪ Occupational Health, Safety & Well-Being ▪ Talent Acquisition, Engagement & Retention ▪ Diversity, Equity & Inclusion
Team Members	<ul style="list-style-type: none"> ▪ Talent Acquisition, Engagement & Retention ▪ Customer Experience ▪ Product Innovation
Governments & Regulators	<ul style="list-style-type: none"> ▪ Human Rights ▪ Waste & Toxic Emissions ▪ Cyber & Information Security
Industry Organizations	<ul style="list-style-type: none"> ▪ Energy ▪ Product Stewardship ▪ Climate Change

STAKEHOLDER	EXAMPLE PRIORITY TOPICS
Investors & Financial Institutions	<ul style="list-style-type: none"> ▪ Talent Acquisition, Engagement & Retention ▪ Climate Change ▪ Stakeholder Engagement & Transparency
Peers	<ul style="list-style-type: none"> ▪ Occupational Health, Safety & Well-Being ▪ Talent Acquisition, Engagement & Retention ▪ Diversity, Equity & Inclusion
Suppliers	<ul style="list-style-type: none"> ▪ Product Stewardship ▪ Waste & Toxic Emissions ▪ Energy ▪ Geopolitical Risks¹ ▪ Occupational Health, Safety & Well-Being²
Thought Leadership	<ul style="list-style-type: none"> ▪ Climate Change ▪ Biodiversity & Land Use ▪ Geopolitical Risks

1 Geopolitical Risk in our supply chain has been a topic of engagement with our suppliers, and we are engaging our supply base to understand how these risks impact our supply chain and how we can best mitigate.

2 We have extended our safety programs into managing contractor and supplier safety based on safety performance requirements of our suppliers.



Partnering With Purpose

GRI 2-29

We are committed to cultivating productive partnerships that advance our purpose, mission and values. Stakeholder engagement, including our 2021 materiality assessment, allows us to gather feedback on business-related risks and opportunities. Continuous dialogue helps us identify which groups to engage on specific issues, enables our response on critical feedback and provides opportunities for our stakeholders to share their priorities and concerns.

Our diverse set of stakeholders has provided valuable feedback that has been incorporated into this year’s Sustainability Report. By considering these concerns, we are better equipped to address priority matters and align our business with stakeholder expectations. This approach ties back to our core values and enables us to maintain transparency and accountability, ultimately contributing to our long-term success.

Industry Organizations

GRI 2-28

- American Institute of Architects
- American Architectural Manufacturer’s Association
- Cool Roof Rating Council
- ENERGY STAR®
- Fenestration Canada
- Green Building Initiative™
- Hollow Metal Manufacturer’s Association
- Manufacturer’s Alliance
- Metal Building Manufacturers Association®
- Metal Construction Association®
- Metal Roofing Alliance®
- National Association of Home Builders®
- National Association of Manufacturers
- National Coil Coating Association
- National Concrete Masonry Association
- National Fenestration Rating Council®
- Polymeric Exterior Products Association (PEPA)
- Steel Door Institute
- United States Green Building Council®
- Vinyl Sustainability Council
- Window and Door Manufacturers Association

BUILDING WITH ETHICS & INTEGRITY

Structuring Corporate Governance

Upholding Business Ethics & Values

Protecting Cyber & Information Security

Developing Responsible Supply Chains

Leading Product Stewardship & Innovation

Our commitment to doing what's right underscores everything we do. We believe that how we do our work is just as important as the solutions we deliver. We have worked hard to build our reputation for high ethics and integrity among team members, suppliers, customers and the communities we touch. We've formalized our commitment to integrity through corporate governance, policy and process.



STRUCTURING CORPORATE GOVERNANCE

GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-19; 3-3

Our corporate policies and guidelines establish our high standards of behavior, and we strive to consider these values in every decision that impacts our Company, our team members and other stakeholders.

Corporate Governance

Our [Corporate Governance Guidelines](#) outline Board of Directors (Board) responsibilities, director qualifications and the performance evaluation processes. As of December 31, 2023, we had nine directors. Cornerstone Building Brands is no longer required to comply with the New York Stock Exchange's (NYSE) corporate governance requirements, including the requirement that a majority of its Board be comprised of independent directors. If Cornerstone Building Brands were subject to the listing standards of the NYSE, we believe that four of the nine directors could be determined to be "independent" as defined by those standards. As of December 31, 2023, three of our directors were diverse by gender and two were diverse by race and ethnicity. On April 1, 2024, we added a new director to our Board who is diverse by gender. On May 18, 2024, one director retired from the Board due to meeting the mandatory retirement guidelines in our Corporate Governance Guidelines.

Cornerstone Building Brands maintains three standing board committees:

- **The Audit Committee** oversees the accuracy and integrity of the Company's financial statements, internal controls, compliance with relevant regulations and engagement with independent auditors. The committee also assists the Board of Directors in risk oversight.

- **The Compensation Committee** reviews compensation and benefits granted to executive management. The committee also oversees enterprise-wide talent management, broader compensation plans and career development policies and strategies.
- **The Nominating and Corporate Governance Committee** oversees succession planning, performance evaluations and the nomination of future board candidates. The committee also manages standards and guidelines for Cornerstone Building Brands' governance.

Over the past year, our Board conducted a thorough process to gather, receive and act on feedback related to their performance.

Sustainability Governance

Since 2021, the Nominating and Corporate Governance Committee has been formally responsible under its Charter for oversight over sustainability-related issues. The committee receives quarterly updates from management on our sustainability strategy and any related risks and opportunities, which are then communicated to the full Board of Directors by the Governance Chair. Sustainability risks are considered as part of our Enterprise Risk Management (ERM) process as we identify specific enterprise-wide risks. In 2023, we enhanced our ERM program to incorporate newly identified risks such as artificial intelligence (AI) and physical security, based on company strategy and industry benchmarking.



UPHOLDING BUSINESS ETHICS & VALUES

GRI 2-23, 2-24, 2-25, 2-26; 3-3; 205-1, 205-2

Our Company's Ethics and Compliance program builds on the principles established in our Code of Conduct to define and drive business conduct consistent with our core values and the laws, rules and regulations that apply to our business. The program is designed to protect the interests of the Company and its investors by preventing, detecting, investigating and responding to potential misconduct and violations of applicable law and company policy.

Operating With Integrity

Built on our foundational core values of Safety, Integrity and Inclusion, our [Code of Conduct](#) establishes baseline principles and sets expectations for business interactions both within and outside the Company. The Code describes how we seek to integrate ethical principles into business practices and culture through honesty, transparency and compliance with both the letter and the spirit of the laws that apply to our business. In 2023, we refreshed our Code of Conduct to align with changes to our operational and organizational structure.

During onboarding, team members are required to formally acknowledge they have read and understand the Code of Conduct. Team members complete Code of Conduct training during the onboarding process and annually thereafter.



We updated our Anti-Bribery Policy in 2023 to align with best practices, standards and applicable guidance. The policy prohibits bribery, kickbacks and any other form of corruption and requires anyone acting on behalf of the Company to comply with applicable laws and regulations relating to bribery, corruption and illicit payments, including the U.S. Foreign Corrupt Practices Act. This policy applies to all team members in all roles in all regions across the Company.

In addition to our Anti-Bribery Policy, our Code of Conduct and Supplier Code of Conduct reinforce the Company’s anti-bribery commitment. Team members in key roles interacting with customers, suppliers and vendors, including members in the Sales, Finance and Supply Chain departments, are required to take anti-bribery training annually. Compliance with the Supplier Code of Conduct is part of our standard contract language for all new vendors.



100%

All U.S. employees who were active as of May 2024 signed the Code of Conduct, except for employees on leave.



Building Better Spotlight

Building a Speak Up Culture

Our Speak Up Policy encourages team members to raise questions and concerns regarding health, safety, workplace harassment and other policies and laws, as well as any other concerns related to actual or suspected misconduct or violations of the Code of Conduct. The policy provides multiple channels for team members to report concerns, including their immediate supervisor, another supervisor or Human Resources, or to the Speak Up Line, described below. Reports through all channels may be made confidentially without fear of retaliation. Posters explaining when and how to speak up are prominently displayed at our facilities.

Leaders across Cornerstone Building Brands receive interactive in-person training on our Speak Up Policy, core values and culture to amplify the importance of listening and following up with team members who raise concerns. Training topics include promoting internal reporting by team members, how and when to refer a question or concern to a subject matter expert for internal investigation and the importance of following up on team member reports.



Our Speak Up Line, administered by a third party, provides an additional channel for team members to confidentially ask questions and report concerns related to actual or suspected misconduct. Reports to the Speak Up Line may be made anonymously where allowed by law. Upon receipt, reports are reviewed by an internal team consisting of representatives from the Legal and Human Resources departments to determine appropriate follow-up, including an investigation where warranted. Team members to whom investigations are assigned receive training to ensure investigations are thorough and fair. In the event a report is substantiated, prompt and appropriate corrective action is taken, up to and including termination.

Speak Up Line data is used to monitor risk and drive remediation and preventative measures. The Audit Committee of the Board conducts quarterly reviews of Speak Up Line activity that focus on risk areas by category and location along with remediation activity designed to mitigate identified risks.



PROTECTING CYBER & INFORMATION SECURITY

GRI 3-3

Maintaining integrity of cyber and information security is a key aspect of our responsibility to our team members and customers. We aim to protect our digital infrastructure and services through data security measures that minimize the risk of security breaches, unauthorized access and potential disruptions to our services. As cyber risks emerge, we work to employ controls and systems that mitigate outages and other disruptions. We consistently update our technologies and scan for vulnerabilities. Our high level of cybersecurity enables us to build a safer tomorrow.

Our Cybersecurity Policy outlines our procedures to safeguard data, systems and information in the event of a cyber threat or security incident. The policy highlights the three pillars of our cybersecurity strategy:



Confidentiality

Prevent and detect cyberattacks seeking to acquire confidential information



Integrity

Prevent and detect cyberattacks that corrupt, damage or destroy information and/or systems



Availability

Prevent and detect cyberattacks that flood network resources, making them unavailable

In 2023, the Information Technology (IT) department updated its portfolio of cyber and information security policies to align with the Company's current systems technology portfolio and internal and external threat landscape.

Cornerstone Building Brands' IT Steering Committee maintains cybersecurity oversight, including strategy and initiatives. The committee includes members of the Executive Committee and relevant subject matter experts who ensure all new initiatives align with our company strategy. Our management teams present quarterly reports to the Board on our most critical cybersecurity issues. In 2023, we launched a new management committee to ensure proper governance and risk mitigation of projects related to potential AI opportunities. As the AI landscape continues to grow, we recognize that advancement comes with risks and opportunities, and we are committed to approaching the AI topic with integrity and appropriate governance.

Cybersecurity elements that help Cornerstone Building Brands build a safer tomorrow include:

- Layered security
- Authentication and messaging
- IT infrastructure security
- Anti-virus protection
- Patch management
- Backup and recovery
- Security monitoring
- Cybersecurity awareness training
- Continuous team member education

Through these initiatives, our team member phishing rates have improved by almost 15% since 2021, when we began enterprise-wide phishing campaigns.

We understand that our cybersecurity measures are only as strong as those of our partners. Because we trust our partners with sensitive information, we require all new suppliers, vendors and newly acquired businesses to undergo a series of technological infrastructure reviews to identify and mitigate potential security risks. In addition, we recognize that optimizing our own data systems offers benefits for our customers and vendors, who appreciate quick and thorough troubleshooting and customer service through our technology.

At Cornerstone Building Brands, our focus is to improve, modernize and consolidate our technology systems to ensure the security of our data. A key part of modernization is implementing multiple levels of infrastructure to ensure outages do not impact any part of our systems. We also continue to invest in new infrastructure to improve our performance and contingency preparedness.

For the past three years, we have engaged BitSight, a third-party cybersecurity ratings company, to measure the effectiveness of our information security management. We continue to maintain an industry-leading score with a steady improvement of almost 25% since 2020.



DEVELOPING RESPONSIBLE SUPPLY CHAINS

GRI 2-24; 3-3

Maintaining responsible and reliable supply chains for our customers, suppliers and partners strengthens our business. Our procurement practices drive value for our customers and enable the respective success of our business partners. To drive customer satisfaction and deliver on our commitments, we understand that our products must rely on dependable and flexible supply chains.

Supply chain-related risks and opportunities are embedded in our Enterprise Risk Management program and are presented to the Audit Committee of the Board annually. In addition to the Audit Committee reporting, Cornerstone Building Brands' management team regularly reports updates to the Board on issues relative to our supply chain.

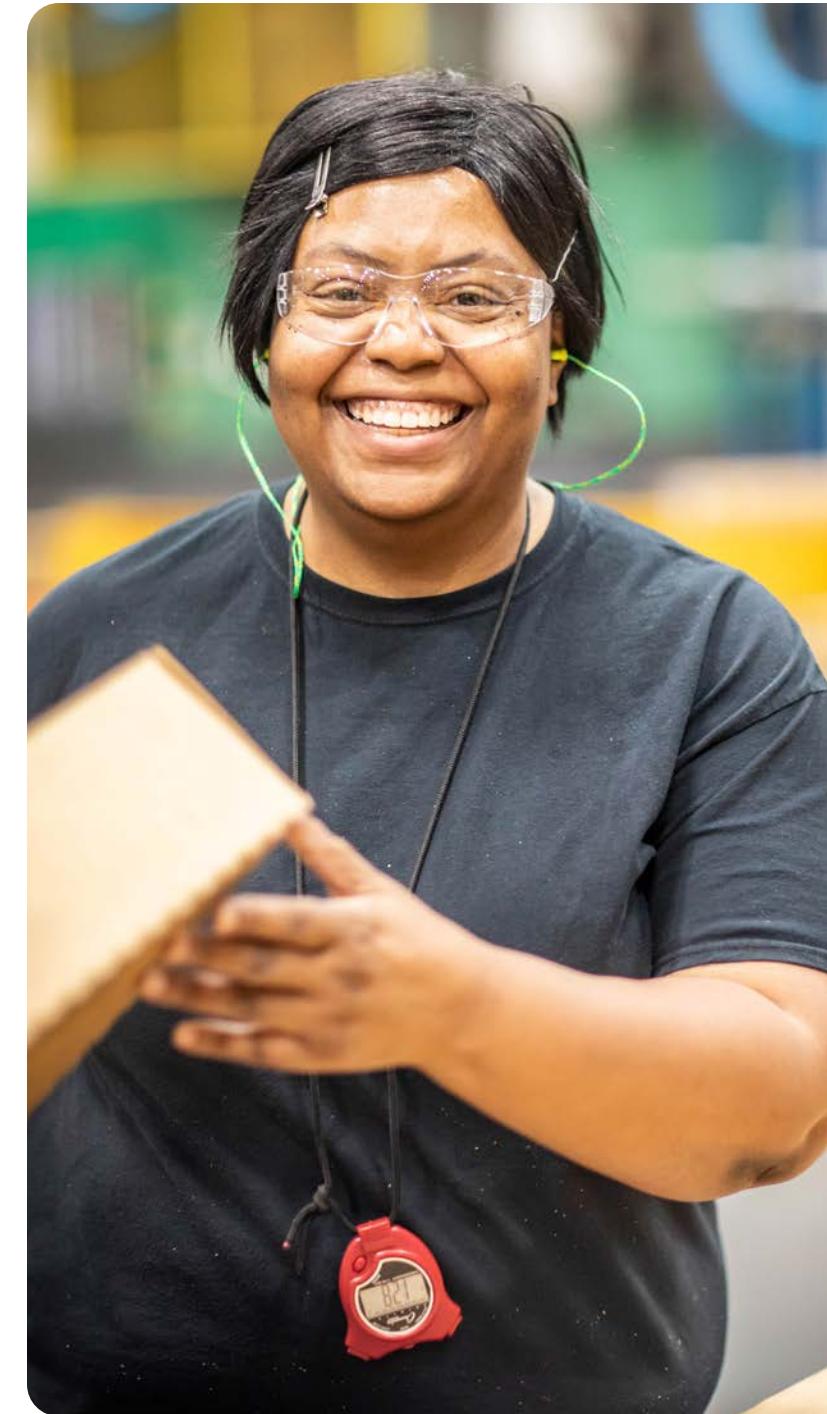
Cornerstone Building Brands relies on various raw materials for its manufacturing processes, with steel as the primary commodity in our Shelter Solutions business unit, and PVC resin, glass and aluminum primarily used in our residential businesses. As our operations are affected by various factors, the availability, quality and cost of these materials are subject to fluctuations over time. Although these commodities are typically readily available from various sources, especially in North America, we recognize the need to prepare for supply chain disruptions to avoid impacts on our operations. We strive to cultivate a resilient supply chain that can withstand unforeseen and unanticipated disruptions while maintaining the safety and quality that provide value to our customers.

Our supply chain teams continue to develop our capabilities to flexibly adapt to and be well prepared for disruptions. We engage with our current and prospective suppliers, as well as our customers, to understand their needs and prepare our operations in case of a disruptive event. In addition, we check in directly with our manufacturing sites on a regular basis to ensure we can provide the resources required for efficient production. Management teams work to track risks, investigate disruptions, utilize tools to minimize impacts and implement processes to learn from past incidents.

We recognize that increased frequency and severity of weather events have the potential to impact the availability of materials and resilience of our supply chains. Cornerstone Building Brands works with manufacturing sites and suppliers impacted by extreme weather to incorporate mitigation strategies and implement contingency plans where possible. Our teams continue to make progress enhancing the resiliency and flexibility of our supply chain in the case of a climate-related event.



Our procurement practices drive value for our customers and enable the respective success of our business partners.





Upholding Supplier Expectations

We view our suppliers as an extension of the Cornerstone Building Brands business and expect them to act in accordance with our company values. We seek to hold our suppliers to the same strict ethics and integrity principles to which we hold ourselves accountable through our Supplier Code of Conduct, which was initially published in 2022 and includes topics such as sustainability, diversity, human rights and other priorities. We used 2023 as an opportunity to familiarize our suppliers with the tenets of the Supplier Code of Conduct. Under our process, new material suppliers are required to agree to our Supplier Code of Conduct in our contract, which is also included in our requests for proposals. For more information about our supplier guidelines, please refer to our [Supplier Code of Conduct](#).

In addition, we regularly request information from suppliers on topics such as sustainability data, human rights, anti-corruption and environmental compliance. We leverage supplier intelligence to monitor risks that are communicated to the business, such as in monthly commodity reports.

We recognize our role in protecting against human rights infringements in our business activities throughout our value chain. We expect our suppliers to uphold due diligence standards and conduct country-of-origin inquiries when reasonable to identify and prevent any sourcing of conflict minerals. We source materials from conflict-free facilities and abide by relevant transparency laws, such as the California Transparency in Supply Chain Act. To support our compliance efforts, we use a third-party resource to survey our suppliers and adjust our procurement decisions accordingly. In addition to survey tools, we

monitor our supply chains on an ongoing basis using subscription-based services. For more information on Cornerstone Building Brands' commitment to human rights, please see the [Respecting Human Rights](#) section of this Report.

In 2023, we expanded our quarterly business reviews with key suppliers and business partners. The topic of sustainability underlaid these conversations, where we discussed how we might collaborate to improve our sustainability performance. We plan to continue these engagements to further build our relationships with our suppliers and identify opportunities for mutual growth.



LEADING PRODUCT STEWARDSHIP & INNOVATION

GRI 3-3

Enhancing the sustainability and performance of our products is the essence of our product innovation goals at Cornerstone Building Brands. Being a premier company entails continuous improvement of our products' safety, quality, sustainability and efficiency. While our products serve basic human needs, we strive to broaden our product benefits to provide sustainable options to the market.

In 2023, we enhanced our innovation capabilities by launching our Expansive Innovation Engine, which supports growth in product platforms, ventures and technology. The engagement and dedication of our team members from ideation to product delivery continues to generate value to Cornerstone Building Brands.

In each business unit at Cornerstone Building Brands, the business unit president is responsible for product development within the business, with oversight from our Chief Growth Officer. Our product development teams regularly update the Executive Committee and Board of Directors on new product development and engage with our suppliers, customers and end-users to gather feedback throughout the development cycle.

In 2023, we launched the Innovation Council, a central group comprised of the business unit presidents in addition to other business and functional leaders who work together to standardize our approach to new product development. Through a stage-gate process, our teams generate new ideas, validate and investigate their feasibility, test their design and development, and manufacture, launch and commercialize new products. In addition to incorporating stakeholder feedback in the product's final design, the process also helps reduce costs by standardizing the process across the entire

business, and the testing stage helps reduce waste by ensuring the product is suitable for customers before being manufactured at scale. We consider market potential, scalability, resource intensity, sustainability, performance and other risks or opportunities at the inception of a product's creation. Following the standards set by the Innovation Council, our teams track, monitor and systemically identify risks and opportunities to ensure lessons and improvements can be compared and implemented across functions to drive innovation and collaboration. Moving forward, the Innovation Council will regularly report on innovation and sustainability to our Chief Executive Officer.

Working together as one business allows us to best serve our customers and provide innovative solutions. We initiated our new product development process in 2023 to drive consistency and best practices across all functions at Cornerstone Building Brands. Our updated approach focuses on governance and visibility, improved processes and fostering collaboration through cross-functional learning, alignment to Cornerstone Building Brands' strategy and efficient workflow. Through this approach, our innovation team is responsible for incorporating visibility, action and accountability. These enhancements offer opportunities for efficiency, quality and sustainability in our processes. In 2023, we hosted our inaugural Innovation Days series. Key leaders convened in person to engage in discussions about ongoing projects and challenges, with the aim of identifying common problem areas and opportunities for collaboration. The presentations centered on Innovation Best Practices and the Design Thinking Process. We intend to host several more Innovation Days throughout 2024, and we are enthusiastic about the progress we will make as a result.

Within our Shelter Solutions business unit, we are committed to enabling Speed & Ease for our customers by delivering a broad portfolio of solutions on time and in full, with exceptional communication at each step. Our portfolio of premier metal roof, wall and building solutions is supported by our industry-leading expertise and our relentless focus on processes and technologies that enable our customers to operate faster, easier and in a more connected way.



Our residential and commercial products are designed to provide safety and durability for our customers. As impacts from climate change intensify, we recognize that our product offerings must adapt to serve our customers as their needs change. We test product performance against specific standards and design our building products based on required codes to protect our customers from the negative impact of climate and weather. Our goal is for our products to protect and improve the longevity of the buildings that utilize them. By creating durable products, we reduce the need to replace and repair — decreasing both material use and waste production — and we aim to prioritize the use of safe, sustainable and recyclable materials.

Once a new or updated product is developed, we engage our customers in real-world testing to make sure the product fits their needs prior to commercialization. We engage directly with customers and builders to request feedback on products in areas such as ease of installation, proper solution and usability. For example, our new product development team visited one partner's site to monitor the installation of a new MAC Metal product and collect feedback. We shared their feedback and ordered improved trim for easier installation prior to the product's official launch.

Within the last year, we recognized an opportunity for growth within our Aperture Solutions – U.S. business unit team. To drive our Aperture Solutions commitments forward and bring more targeted value to our customers, we identified an opportunity for continuous improvement in quality and hired the business unit's first Packaging Engineer.

This role works to ensure proper and secure packaging so that each product arrives to the customer intact, which in turn prevents the material waste and costs of replacements. As we look toward a more sustainable future, the growing team in the Aperture Solutions – U.S. business unit is focused on integrating alternative materials that retain the efficacy of the packaging and the safety of the product while improving sustainability.

Each of our business segments employs unique strategies to bring sustainability and innovation into their respective product development processes.

Corporate: Partners with local universities and other third parties to conduct material science research to develop a polymer with both functionality and sustainability benefits and to implement sustainability improvements in our products

Aperture Solutions – U.S: Provides downstream energy efficiency benefits to our customers through window improvements that minimize drafts or leaks and manage solar heat gain; leverages automation to improve quality, precision and consistency of products and manufacturing processes

Shelter Solutions: Employs a new functional Innovation Committee that meets every other week to discuss new initiatives to expand the sustainability of our offerings

Surface Solutions: Ensures compliance to various internal end-of-line recycling programs to enable plants to meet their goal to convert 99% of raw materials to finished goods, which is measured monthly; aids in improved manufacturing efficiency by tracking first pass yield daily so each plant meets targeted improvement goals

We are proud of the work each business segment contributes to align with our company strategy to be a premier company from an innovation and sustainability perspective.



Building Better Spotlight

Focusing on the Simple Metal Buildings Space

Our Shelter Solutions business unit brings strong, durable and customer-friendly products to market, including Hypersteel™ and Simplisteel™ buildings — two new distinct building solutions that deliver the strength of leading metal building design and manufacturing at the speed and price point customers need.



Hypersteel™ buildings utilize cold-formed metal components to create highly resilient structures that are more cost-effective and lightweight than conventional construction methods. Hypersteel™ cold-formed buildings offer convenience for the user through a streamlined design and order process, with lightweight primary structural members that typically do not require large teams, heavy equipment or specialized labor to install.



Simplisteel™ buildings bring the power of rigid-frame to simple building structures to provide highly durable buildings that customers can easily make their own. Opportunities for large clear spans within the interior space allow customers to tailor Simplisteel™ buildings to meet their needs and preferences, whether they are building a small business or a passion project.

BUILDING A SAFER TOMORROW

Managing Climate Change & Energy

Understanding Our Environmental Footprint

Prioritizing Product Quality & Safety

As the impacts of climate change intensify, extreme weather and resource scarcity threaten the safety of our communities, team members and planet. Reducing our environmental footprint and doing our part to mitigate climate change is a crucial component of Cornerstone Building Brands' commitment to protecting the safety of our team members and communities.



MANAGING CLIMATE CHANGE & ENERGY

We are continuously evaluating and implementing proven strategies to mitigate our contributions to climate change. Our goal is to build a cleaner, safer tomorrow for our communities, stakeholders, partners and customers. Our strategy focuses on reducing the greenhouse gas (GHG) emissions and energy intensity of our operations.

Improving our emissions performance depends on strong governance within our teams. Our sustainability team members report regularly to the Executive Committee, including the CEO, and report quarterly to the Board. Once a year, we provide updates to the Board and Executive Committee on sustainability-related risks, which are captured in our Enterprise Risk Management assessments. Both the Executive Committee and leaders from the strategy, legal and operational teams receive reports on any risks uncovered from these assessments and are then responsible for monitoring and implementing solutions.

To better monitor and reduce our emissions, we strive to consider the entire lifecycle of a product — its sourcing; the energy used for its production, packaging and transportation; and the impacts it has while in use and at end of life. Through a complete lifecycle approach, we actively facilitate energy conservation and efficiency initiatives in our manufacturing operations and building spaces in alignment with our efforts to reduce our Scopes 1 and 2 emissions.

We leverage our centralized ESG data platform, Pulsora™, and our utility management platform, EMSys, to monitor our energy consumption and identify areas of opportunity for emission reductions such as renewable and low-carbon energy sources. In 2022, we leveraged the platforms to establish a performance baseline to inform future opportunities for emissions reduction. We also rely on analytics from these platforms to identify sites for focused energy audits and region-specific water conservation initiatives that align with our sustainability strategies and Cornerstone Building Brands Production System (CPS) Environmental pillar module deployment.

Through our Shelter Solutions product portfolio, customers can reduce their energy costs with metal roof panels featuring solar reflective coatings to help decrease the heating and cooling levels needed to maintain comfortable interior temperatures. These metal products are virtually 100% recyclable at end-of-life to help reduce landfill waste.

Providing durable products with sustainability attributes has the additional benefit of increasing our customers' sustainability through their downstream usage of our products. For more information, please see [Leading Product Stewardship & Innovation](#).



Our goal is to build a **cleaner, safer tomorrow** for our communities, stakeholders, partners and customers.

Addressing & Adapting to Climate Change

GRI 3-3

Our operations, communities and planet face increased vulnerability to the impacts of climate change. We understand that the prevalence and intensity of natural disasters and extreme weather patterns, including wildfires, droughts and floods, present risks to our team members, supply chain, facilities and customers. Such events can potentially reduce access to power, water and infrastructure and disrupt the distribution of raw materials, product manufacturing, delivery and product installation.

Our facilities have multiple systems in place in case of emergencies and extreme weather events. In many situations, we can pivot production to a different plant to maintain capacity and avoid shortages or delays in delivery. We also source materials from multiple suppliers. We will continue to implement strong management processes to adapt our operations and processes to mitigate potential climate change impacts in the future.



Measuring & Minimizing Our Energy Use

GRI 3-3

Our energy usage plays a significant role in our emissions generation and overall environmental footprint. Cornerstone Building Brands routinely pursues opportunities to increase energy conservation and efficiency at our facilities. We use modules from CPS to share procedures for analyzing and identifying energy conservation opportunities and provide a framework for energy efficiency measures. The Company employs optimization and process efficiency programs within our manufacturing facilities to reduce energy consumption. We partner with third-party assessors to conduct energy audits at select plants to evaluate the impacts of short- and long-term initiatives such as facility updates, lighting retrofits and equipment modification or replacement. The audit results, along with our consumption data, enable us to build business unit-specific Energy Use Indexes by square footage and unit production. Through this process, we have created baselines that inform our planning to set company-wide energy efficiency targets. In 2023, we prioritized four facilities for energy reduction initiatives based on audit results.

We strive to incorporate energy-efficient products in our portfolio to support energy efficiency efforts in communities across North America. These products facilitate energy conservation through product innovation and technology, reducing end user heating and cooling costs and promoting sustainability. Many of our residential window and patio door products exceed code requirements or are ENERGY STAR® certified. Several of our products have received the ENERGY STAR® Most Efficient distinction.

Our Shelter Solutions business segment offers metal panels with solar reflective coatings to reflect the sun and help reduce interior cooling costs in accordance with the CRRC-1 Program.



Where possible, we aim to implement energy efficiency measures to reduce our overall footprint. Our new 400,000 square foot distribution center in Stuarts Draft, Virginia is equipped throughout with energy-saving LED lighting. Across the company, we were able to reduce our overall building footprint by almost 700,000 square feet in 2023 through restructuring efforts.

Optimizing Transportation

Supplying our customers with solutions for a safer tomorrow includes transporting materials and products across North America. We continue to progress on our journey to reduce the carbon footprint of our fleet through regular maintenance, optimizing vehicle fuel models and encouraging improved driving behaviors, such as loading each truck as efficiently and completely as possible before leaving the plant. Such modifications enable us to exceed the average industry fleet fuel efficiency by 7%.

While we work to reduce our fleet emissions, we will continue to evaluate future initiatives, such as reducing the number of routes and vehicles used while still meeting our product transportation needs and filling trucks with multiple customer orders to reach maximum capacity. These efforts to improve efficiency and environmental impact from our transportation processes collectively contribute to Building a Better Tomorrow.



7%

In 2023, we exceeded the average industry fleet fuel efficiency by 7%.





Building Better Spotlight

Partnering on Circularity With a National Home Builder

In 2017, we formalized a partnership with a national home builder to reclaim scrap vinyl siding, reduce packaging and decrease the amount of wood needed for vinyl siding transportation by using bulk crates. In 2023, our program has reclaimed more than 1.6 million pounds of scrap for recycling, and we granted credit to our customers for their participation. Additionally, approximately 5,750 bulk crates were returned, repaired and reused.



UNDERSTANDING OUR ENVIRONMENTAL FOOTPRINT

GRI 3-3

Cornerstone Building Brands’ aspiration to be a premier exterior building solutions company includes environmental stewardship throughout our operations, products’ life cycles and communities. Our stewardship efforts involve compliance with applicable environmental laws, regulations and other requirements, while also initiating footprint reduction strategies to help secure a safer tomorrow. We believe our manufacturing facilities can be compliant, efficient and maintain consistently high quality while reducing freshwater and raw material consumption and environmental impact.

Over the past year, we made significant progress in onboarding additional facilities and closing data gaps to capture energy, water and waste data from all our manufacturing operations in a cohesive, central location. We use Pulsora™ and EMSys to integrate environmental data of newly acquired facilities. We work closely with our acquired companies to ensure the quality and accuracy of their data aligns with our preexisting data collection processes.

We continue to leverage our CPS to emphasize accurate data collection, management and tracking across business units to increase visibility and provide operations leaders with comparable metrics on waste generation and diversion, freshwater consumption and GHG emissions. With a baseline of environmental data established and deployment of CPS progressing throughout our manufacturing sites, we are well-positioned to continue systemizing data collection with an eye towards the ongoing development of plant-level goals aimed at driving incremental improvements across key environmental metrics.

Managing Waste

As a producer of exterior buildings materials, we believe we have a unique opportunity and responsibility to demonstrate best practices for waste management, including diversion from landfills where possible and proper disposal of hazardous materials. Many of our products contain recycled material such as the aluminum used in our residential building products, and most of our low-rise, non-residential building products use recyclable steel.

We seek to handle, store and dispose of hazardous waste in compliance with applicable regulations while using best practices and management standards to implement waste minimization and pollution prevention plans where applicable. We work to ensure our hazardous waste management system abides by the federal Resource Conservation and Recovery Act and applicable state and local regulations.

Most of our manufacturing sites are very small quantity waste generators that produce insignificant amounts of hazardous waste. Aside from our PVC extrusion processes, we receive most of our raw materials pre-painted and/or preformed, and our manufacturing activities largely involve fabrication or assembly. Although we paint some of our products, we do not generate a large amount of hazardous paint or solvent waste. Waste-related impacts during the creation of our raw materials — such as secondary steelmaking, PVC powder manufacturing and painting steel coils — are produced higher upstream in our value chain.

Our manufacturing waste provides us with many opportunities for reuse and recycling. We focus on reclaiming our most common scrap wastes of PVC, steel, glass and aluminum, and leverage methods to incorporate circularity and recycling of these materials. In 2023, we diverted more than 148,000 metric tons of waste from landfills, which is more than 87% of our total waste.

Designing Better Beginnings & Ends

Sustainability is a key attribute for many of our product materials. According to the PEPA's Life Cycle Inventory and Analysis findings, vinyl siding manufacturing is less energy-intensive to produce than fiber cement siding. In 2023, we recycled 400,000 pounds of vinyl in partnership with PEPA. In the future, we plan to expand the partnership to additional areas where a recycling infrastructure already exists, including Ontario, Ohio, Michigan and potentially areas such as the mid-Atlantic and New England.



Vinyl siding is less waste-intensive than other exterior cladding materials and, in certain recycling facilities, can be recycled and reused. We promote vinyl waste circularity in our operations by regrounding it and incorporating it back into our raw materials.

Additional Cornerstone Building Brands products that reduce environmental waste include our steel roofing and wall panels — recyclable construction solutions with lower maintenance requirements and replacement frequency. Less maintenance for steel roofs translates to lower material waste, labor costs and energy consumption. Steel panels available with solar reflective coatings also represent a cooler roofing system that offers energy savings by reflecting sunlight more effectively than uncoated or traditional roofing materials¹.

¹ [MRA Separates Fact Vs. Fiction About Metal Roofing Hot Weather](#)

Sourcing Responsible Materials

Our suppliers enable the incorporation of sustainably sourced material into our products, which provides further sustainability benefits downstream for our customers during the use-phase. Working with our suppliers, we have uncovered processes to reuse or recycle materials, including recycling glass cullet, aluminum and steel and regrounding vinyl scrap. We continue to partner with our suppliers and review opportunities to incorporate supplier sustainability solutions into our supply chains.

Protecting Against Air Contaminants

Protecting air quality is critical for building a safer tomorrow for our team members and surrounding communities. Cornerstone Building Brands works to comply with all applicable state and local regulations regarding air quality levels, including the federal Clean Air Act and non-U.S. equivalents. We also employ pollution control measures to protect public health and welfare.

Conserving Water

Water is a shared resource critical to both our operations and the daily lives of our team members and communities. Our CPS outlines expectations and approaches to water management and conservation to reduce our impact on regional water demand and incorporate cost-saving measures.

CPS guidance on water-related topics includes monitoring water consumption, establishing minimum water management and conservation expectations for sites in water scarcity zones, conducting site audits and implementing projects that reduce our water impact on the environment and reduce costs. Selected plants are required to

undergo training, adhere to record-keeping requirements, conduct analyses on drinking water, measure water discharge and quality and implement water saving procedures where appropriate. In addition, the water conservation module defines specific roles and responsibilities for team members at each plant, including responsibilities for the business unit environmental, health and safety director as well as the water management and conservation coordinator and site leader with respect to deployment of CPS procedures.

Keeping Biodiversity in Mind

We believe it is imperative to understand our impacts on nature and the biodiversity of our planet. As biodiversity continues to be a topic of increasing importance to our external stakeholders, we will seek avenues to incorporate biodiversity considerations into the management approach of our environmental footprint, climate change and materials sourcing. For more information about resource conservation within our supply chain, please refer to the [Developing Responsible Supply Chains](#) section of this report.





PRIORITIZING PRODUCT QUALITY & SAFETY

GRI 3-3

At Cornerstone Building Brands, we take pride in our customer-focused approach to product quality and safety. We understand the importance of manufacturing safe and easy-to-use products that maintain top-tier quality over their lifetime.

Enterprising Product Quality

Cornerstone Building Brands' executive team maintains responsibility for our quality performance, and our Board of Directors oversees our quality program. Our Vice President of Quality Assurance and Continuous Improvement reports product safety and quality issues to the Board on a quarterly basis and leads our commercial and residential Quality teams. Plants submit performance scorecards for weekly analysis, and the Quality team meets monthly with plant leaders to review performance and address any issues. To drive performance around quality, product quality metrics are tied to the performance reviews of plant leaders and salaried team members.

We understand that quality governance extends into the rigorous testing and evaluations conducted at the plant level. Existing products are regularly tested and recertified to meet regulations and continuously improve product quality. Within our Shelter Solutions business, the testing processes for metal roof and wall panels guide specifiers in designing an appropriate system based on expected common environmental conditions, such as wind and water exposure. Tests include uplift, air and

water leakage and fire performance based on nationally recognized industry standards such as those from Underwriters Laboratories and ASTM International.

Our quality team focuses on identifying, prioritizing and remediating internal and external defects in our plants and our products' end usage. In 2023, we expanded our data-driven approach to product quality to include a quality prioritization matrix, which is a systematic approach to identify and prioritize the most frequent failures, allowing us to allocate resources more effectively. Following its deployment, this methodology led to quarterly quality major problem-solving kaizen events at each location, which contributed to significant improvements and reductions in failures and yielded millions of dollars of cost savings annually and has increased our customer satisfaction.

We frequently engage with our customers to gather feedback on the quality of our products. In 2023, we started a customer site visit program to allow the factory leadership team to visit key customers and select customers to witness our processes during plant visits. Through this enhanced engagement, we have received positive customer feedback in support of our quality management approach, including positive comments on our commitment to quality and the time and energy spent to ensure quality products.

To streamline and accelerate the reporting of field quality issues, we launched a mobile reporting platform to enable field-based team members to readily report quality issues. This tool enables immediate communication to the Operations leadership team and shop floor employees to expedite problem-solving.

Cornerstone Building Brands' unique auditing approach invites managers at one plant to audit a different plant. This process ensures that quality is evaluated accurately, honestly and with integrity. In addition to identifying key areas for improvement through routine auditing and testing, we also identify benchmarks and best practices for quality management. Each month, we recognize the plants and individuals who model these best practices, and based on the monthly recognitions, every April we acknowledge and celebrate these quality leaders at a celebratory event.

In 2023, we launched our new No Defect Forward program, requiring every team member to be accountable for quality by training production workers to recognize common defects coming from prior stations that should not be passed to the next station. The program identifies specific defects based on each stage in the manufacturing process to ensure errors are observed and remediated in real time.



2,900

During the inaugural year with the No Defect Forward program, Cornerstone Building Brands launched more than 2,900 No Defect Forward stations across all business units.

The Cornerstone Building Brands Production System (CPS) is a key element that defines how Quality is communicated and managed at all levels of the organization. It starts with a daily accountability meeting where the plant leader and the staff members review the daily performance and actions to continuously improve. A similar approach happens with the group leaders on the shop floor — called the Winning Impact Team — where they review the daily performance of a specific area of the factory and actions to continuously improve. Customer defects are reviewed at the Accountability room and at the Winning Impact Team boards to quickly execute problem solving and ensure that the defects will not happen again.



As we look ahead, Cornerstone Building Brands is developing an additional key performance indicator (KPI) to measure field failure rates and defects. Gathering such data will allow us to validate our current models and identify areas of improvement or enhancement at a product, brand, business unit and/or plant level. In addition, this KPI will enable more transparent communication with customers and provide an opportunity to demonstrate our progress with external stakeholders and business partners.

Ensuring Product Safety

Cornerstone Building Brands takes product safety seriously, responding swiftly to any product safety concerns. We continually monitor the Consumer Product Safety Committee for issues and recalls from peers to avoid similar problems. In the event of a defect, we would expect to immediately shut down production at potentially affected facilities to inspect and verify product safety.



Building Better Spotlight

Enhancing Employee Learning Through Quality College

Team members new to the Quality Team attend annual training called Quality College to learn best practices in applying our CPS Quality Assurance pillar methodologies. To monitor progress, measure knowledge gained and provide the most relevant training, our team members are assessed both before and after their learning experience. Gathering this information enables us to enhance the Quality College experience for future participants.

The Quality College experience helps to develop our workforce, enables Cornerstone Building Brands to identify potential future leaders and provides opportunities for team members to showcase their strengths. Upon graduation, exceptional performers are awarded with "honors" certificates. All graduates are expected to serve as stewards and leaders, sharing updated information and applicable learnings with the team members in their respective Quality teams.

BUILDING CARING COMMUNITIES

Cultivating Strong Talent Management

Respecting Human Rights

Providing Occupational Health,
Safety & Well-Being

Fostering Diversity, Equity & Inclusion

Improving Customer Experience

Giving Back Through Community
Engagement & Philanthropy

At Cornerstone Building Brands, we believe that to become premier, our values, strategies and initiatives must help us fulfill our purpose of positively contributing to the communities where we live, work and play. We recognize that our people make the difference and believe it's essential to foster an environment where our teams can grow and thrive, and where we can fulfill our purpose of providing building solutions that positively impact the communities where people live, work and play — now and for generations to come. We can win together by achieving excellence through a relentless commitment to our customers, the ingenuity of our people and our operational performance.





Building Better Spotlight

CULTIVATING STRONG TALENT MANAGEMENT

GRI 3-3

Our team members are central to our success, and we strive to be an employer of choice for current and prospective employees. We are committed to fostering a workplace culture that aligns with our values and aspire to thoughtfully hire, develop and retain a diverse set of team members to cultivate individual potential and collective success.

Cultivating an Inclusive Workplace

We believe that cultivating inclusivity at every stage of our hiring process is crucial to achieving our goals, and we are committed to creating a workplace that is inclusive, respectful and supportive — one where all team members can thrive.

Over the past year, Cornerstone Building Brands took a proactive approach to enhance and restructure our talent acquisition, engagement and retention team. This advancement facilitated the identification of clear owners of Diversity, Equity & Inclusion (DE&I) in the talent space and fostered greater connection and transparency among executive leadership. For more information about our DE&I efforts, see the [Fostering Diversity, Equity & Inclusion](#) section of this Report.

We provide unconscious bias training for hiring managers to make our recruitment process more fair and impartial. We assess all candidates based on their qualifications and skills, regardless of their race, color, ancestry, religion, sex, national origin, sexual orientation, age, citizenship, marital status, disability, gender identity or veteran status.



46%

Our job application system greatly improves the accessibility of our job openings with a simplified design and navigation resulting in a current application completion rate of 46%, exceeding the industry average of about 10–20%.

We value the feedback we receive from our team members, which provides input to our business decisions to continuously improve the culture at Cornerstone Building Brands. In the second year of our annual Employee Pulse Survey, we achieved a response rate of 58% (a 5% improvement from our inaugural year). Results demonstrated either consistency or improvement in three key measures: engagement, Employee Net Promoter Score (NPS) and discretionary effort. We aspire to increase team member participation in future survey iterations, as team member feedback drives our actions to further enhance engagement.

All team members are provided with job-specific and compliance training to equip them with fundamental skills for success. Team members also rely on our Learning Management System to monitor their professional skillset development through Instructor-Led Training courses and activities aligned with individual interests and career goals. Our Human Resources team assists team members to create individualized development plans to identify future career pathways within Cornerstone Building Brands, upon request. Our annual performance reviews for indirect team members help us track performance and identify candidates for promotion.

Manufacturing Month

According to the National Association of Manufacturers (NAM)¹, U.S. manufacturers may need to fill almost four million jobs by 2030, but more than half of those jobs could be left vacant due to skills gaps and misperceptions about modern manufacturing. This demand for talent is why, for the last 12 years, we have joined NAM and the Manufacturing Institute to celebrate Manufacturing Day (MFG Day). In 2023, we hosted team member celebrations at more than 50 locations, opened our doors at more than a dozen plants for 350 student visitors to tour our sites and offered a \$2,500 scholarship on behalf of our Jasper, Tennessee plant. We are proud of our continuous participation in MFG Day, which recognizes team member engagement and furthers our efforts to elevate the perception of manufacturing, communicate the essential role of manufacturers and inspire the next generation of manufacturing talent.

¹ https://themanufacturinginstitute.org/wp-content/uploads/2024/04/Digital_Skills_Report_April_2024.pdf?utm_source=609706&utm_medium=email



40%

Our employee turnover rate decreased by 40% between 2022 and 2023.

Performance evaluations are executed in relation to annual business and personal development goals and assess how team members integrate our behaviors and mindsets into their daily work. Yearly evaluations enable and encourage team members to discuss their annual progress and career ambitions with their supervisors and level-set expectations for future performance. We utilize the information gathered from this process to identify and reward outstanding performance, identify where training and development are needed and inform appropriate compensation.

Workforce Programs & Initiatives

Cornerstone Building Brands' Second Chances initiative began in 2018 through a partnership with the Georgia Department of Correction's work release program. This program, in collaboration with Georgia's Transitional Centers, helps acclimate and provide skills to help residents transition back into society and become productive citizens, while also preventing recidivism. This partnership is one of the many ways Cornerstone Building Brands demonstrates its commitment to inclusivity and building stronger communities.

Cornerstone Building Brands acknowledges that refugees face challenges accessing jobs in new communities due to language barriers, transportation issues and limited social and professional networks. In 2023, the Company joined the Tent Partnership for Refugees (Tent) in the U.S., a group of more than 400 major companies committed to hiring and integrating refugees. Membership in Tent is free and open to companies across various industries, including consumer goods, hospitality, retail,

professional services, technology and manufacturing. Tent helps refugees rebuild their lives while also providing companies with the benefits of the skill, dedication and creativity of these new team members.

Tent guides member companies to create effective refugee hiring programs and integrate refugees into their workforces. Through the Tent Partnership, Cornerstone Building Brands holds relationships with refugee resettlement organizations in Auburn, WA; Salt Lake City, UT; Atwater, CA; Orwigsburg, PA; Stuarts Draft, VA; Houston, TX; Rocky Mount, VA and Denver, CO to provide refugees with employment opportunities.

Identifying Potential & Emerging Leadership

At Cornerstone Building Brands, we maintain a comprehensive strategy for recognizing and nurturing leadership skills within our organization. We utilize a combination of internal and external development practices for our employees. We offer opportunities for potential leaders to attend conferences and seminars, funded by the Company. We also collectively evaluate and provide specialized training to individuals who exhibit the highest potential for leadership roles within the Company. This approach allows us to foster a strong and capable leadership team and solve for leadership transition, which is critical to the success of our organization.



Cornerstone Building Brands participates in the Manufacturing Institute's Women MAKE Awards, which recognize women in the manufacturing industry who exemplify leadership within their companies. We are proud that two Cornerstone Building Brands employees were selected as MAKE Award recipients in 2023.

Our foremost priority for talent development is to create a strong internal talent pipeline, empowering team members to meaningfully progress in their careers. Since its pilot in 2021, our Leadership Essentials development program has continued accelerating the growth of people leaders at all company levels. Over the 12 weeks of teaching and self-directed assignments, the program equips current and future leaders with the tools to support their teams and develop critical leadership skills, including emotional intelligence, inclusivity, communication and collaboration. This training empowers leaders to successfully navigate common management challenges in a manner consistent with Cornerstone Building Brands' core values.



330

In 2022, 330 leaders completed our Leadership Essentials development program, and in 2023, 321 additional leaders completed the course. These individuals apply their learnings to management and leadership proficiency in areas such as HR, information technology and safety.

Providing Competitive Pay & Benefits

We understand the importance of supporting our team members in all aspects of their lives, including investing in their financial and personal well-being. We design our benefits packages to prioritize the physical, mental and financial welfare of our team members. At Cornerstone Building Brands, we constantly review and enhance our compensation packages to ensure that our pay and benefits are fair, equitable and competitive, thereby attracting and retaining the most talented individuals for our company. Our team members are provided with competitive pay and comprehensive benefits, including health, dental and vision insurance programs with company health reimbursement account (HRA) contributions; flexible spending accounts; life insurance; short and long-term disability; paid holidays and paid time off; and retirement savings plans with a company match.





RESPECTING HUMAN RIGHTS

GRI 3-3

Our commitment to human rights covers the boardroom to the factory floor and beyond. Our human rights policies outline our dedication to treating our Cornerstone Building Brands community members fairly and respectfully in our offices, plants and throughout our value chain at the corporate and individual levels. Being a premier company includes remaining steadfast in our commitment to respecting the human rights and dignity of everyone. Through our core value of Integrity, we strive to foster a culture that treats our team members, customers, community stakeholders and suppliers with respect, honesty and professionalism.

Our Human Rights Expectations

Commit to respecting the human rights and dignity of everyone. Through our core value of Integrity, we foster a culture that treats our team members, customers, community stakeholders and suppliers with respect and professionalism.

Understand and follow the law and our policies. Cornerstone Building Brands strives to comply with all applicable national, state and local laws regarding human rights. Our [Human Rights and Labor Policy](#) sets our Company standards on involuntary labor, discrimination, harassment, minimum wage, freedom of association, safety and

environment. These standards apply to all Cornerstone Building Brands employees and suppliers. The Company's [Supplier Code of Conduct](#) also includes these standards. Our suppliers are also expected to avoid the use of conflict minerals from specific regions of Africa. To learn more about our supply chain, please refer to the [Developing Responsible Supply Chains](#) section of this Report.

Report possible violations. We make every effort to create an environment where all team members can work without fear of intimidation, reprisal or harassment and encourage the reporting of actual or suspected human rights abuses, whether in our operations or those of our business partners. In addition to encouraging direct, open communication with leadership and Human Resources, individuals can also submit reports through our Speak Up Line, a confidential means for reporting possible legal and policy violations. Reports to the Speak Up Line may be submitted anonymously where allowed by applicable law. Independent ethics and compliance professionals staff this resource, and supplied information is only accessible to those investigating claims. For more information about our Speak Up Line, please see the [Upholding Business Ethics & Values](#) section of this Report.

PROVIDING OCCUPATIONAL HEALTH, SAFETY & WELL-BEING

GRI 3-3

Cornerstone Building Brands is responsible for ensuring all team members return home safely every single day. We understand that health, safety and well-being require a combined effort by our entire workforce, including contractors and those working remotely, as well as visitors to our facilities.

Establishing Safe Foundations

Our Health & Safety (H&S) team is responsible for the development and implementation of our company-wide occupational health and safety strategy. H&S leaders provide quarterly updates to the Executive Committee and Board of Directors on strategy and progress. The respective business unit and plant leaders are accountable for executing our strategy through H&S Business Plans.



Every team member is expected to follow our safety standards: Remember that safety is everyone's responsibility, be alert and fit for work, watch out for each other, ask questions and report problems.

Every team member is expected to follow our safety standards 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 or 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, illness or fatigue.
- **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 team members, contractors and third parties, act consistently within 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.





To ensure the health and safety of our people, we make the following health and safety commitments:

- We are committed to providing necessary training for our team members to perform their jobs safely.
- We are committed to developing and maintaining occupational health and safety programs and initiatives with the goal of eliminating all injuries, safety incidents and job-related illnesses.
- We are committed to addressing all occupational health and safety risks in a thorough and timely manner.
- We will design, build and deliver tools for leaders and team members to use in mitigating and eliminating hazards and risks.

Protecting Our People

Our health and safety programs and policies reflect compliance with best practices and standards, including the United States Department of Labor Occupational Safety and Health Administration and the International Organization for Standardization. Our workforce refers to such guidelines for expectations on training, documentation, responsibility and corrective measures, if applicable.

Cornerstone Building Brands implements programs that expand on our existing safety culture. Walks and Talks, a process by which leaders observe and provide feedback on team members' safety behavior, was launched in 2023. In its first year, more than 51,000 Walks and Talks were recorded, where team members discussed safety concerns with leadership or plant leaders observed team members performing tasks to evaluate safety performance and program implementation. All interactions are recorded through an app that tracks coaching moments, behaviors and potential follow-up items, and leaders are encouraged to follow up to discuss performance and areas for improvement where applicable. The program promotes dialogue among team members and leaders, allowing for the learning and sharing of best practices across all levels and business units.

**WALKS
AND
TALKS**

Any individual at a Cornerstone Building Brands location is empowered to invoke Stop Work Authority (SWA) should they perceive unsafe situations that may result in injury or risk. With continued emphasis from leadership and as team members feel more empowered to take on this responsibility, we are pleased to report greater participation in SWAs last year. In one example, a team member exercised SWA when they noticed an unsafe tire on a contractor truck carrying heavy metal. When SWA was invoked, the team member's supervisor was contacted, and the pair were able to get the tire replaced to avoid a potential accident impacting other team members, contractors or members of the local community.

We leverage our Cornerstone Building Brands Production System (CPS) to monitor and encourage safety performance improvements. Our CPS safety pillar outlines how we manage both health and safety at each of our plants, including committees and regulatory issues such as lockout/tagout. In 2023, we focused on sharpening and improving CPS into a centralized system providing uniform training, tracking and monitoring across all business units. Aligning these systems across Cornerstone Building Brands allows us to monitor performance, reduce incidents and improve overall health and safety at our Company. As part of our sustainability goals for 2024, we plan to expand our CPS system with specific learnings to make our leaders fluent in sustainable opportunities.

We conduct regular industrial hygiene assessments (IHAs) to monitor, assess and, if necessary, remediate chemical impacts in our manufacturing processes. In 2023, we enhanced our formal process for assessing chemical risks through a five-step facility-wide review of chemical use at Cornerstone Building Brands. Identified chemicals are examined to determine the likelihood, frequency and severity of exposure. Using these metrics, we assign the chemical a rating, prioritizing chemicals to be reviewed and setting a schedule or sampling plan. Conducting routine assessments such as IHAs help us keep our teams safe and avoids chemical exposure at a level of concern.



In 2023, we conducted IHAs at eight Cornerstone Building Brands locations and plan to schedule more than 40 for 2024.

Measuring Improvements

We gather, analyze and report health and safety data across our business units using a third-party software platform focused on compliance intelligence. We audit each location every three to five years based on risks specific to individual plants. In any given year, we audit six to 12 plants to monitor risk management and identify improvement opportunities. Following each audit, we track risks, findings and regulations identified and implement any necessary mitigations.

Health and safety performance at Cornerstone Building Brands continues to improve through enhancements to our training programs, data tracking, management platforms and risk mitigation prioritization. According to the Bureau of Labor Statistics, our record on incident rates is better than manufacturing industry averages. Over the last three years, we are proud to have reduced our Total Recordable Incident Rate (TRIR) by more than 30% and our Lost Time Incident Rate (LTIR) by more than 50%.

2021	2022	2023	MANUFACTURING INDUSTRY AVERAGE ¹
TRIR per 100 Workers (Frequency)			
2.96	2.61	1.96	3.2
LTIR per 100 Workers			
0.62	0.55	0.30	1.1
Workplace Fatalities			
0	0	0	N/A

1 [Bureau of Labor Statistics, 2022 Manufacturing Industry](#)



FOSTERING DIVERSITY, EQUITY & INCLUSION

GRI 3-3

At Cornerstone Building Brands, we are deeply committed to fostering a diverse, equitable and inclusive work environment built on mutual respect and equal employment opportunities for all applicants and team members, where unique backgrounds and contributions are acknowledged, valued and celebrated.

Cornerstone Building Brands has established a DE&I Council, now in its third year of operation. The Council's primary objective is to provide guidance on DE&I priorities related to company culture. The Executive Committee and Board of Directors monitor the Council's management and the Company's overall DE&I progress.



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The Council includes 18 key leaders and two executive sponsors selected based on their experience, capabilities, sphere of influence and passion for creating a more inclusive culture.



DE&I Definitions

Our DE&I promise supports our purpose, mission and core values to have a work environment that is inclusive and equitable for all employees.



The presence of different types of people who possess unique characteristics and backgrounds.

Ensuring all team members have access to resources, opportunities and advancement.

The act of creating a culture where everyone feels welcomed, respected and valued.

Committing to Inclusivity

We continue to reinforce our DE&I commitment through our [Equal Employment Opportunity \(EEO\) Policy](#), included in all job postings. This EEO policy is intended to ensure that we recruit, hire and train team members without discrimination based on any characteristics protected by local, state or federal law. This policy illustrates our actions to recruit, hire and advance people of color, women, covered veterans and people with disabilities in the workforce, upholding our commitment to inclusivity across our operations. For more information about our efforts to attract, engage and retain diverse talent, please see the [Talent Acquisition, Engagement & Retention](#) section of this Report.

Our [Discrimination, Harassment and Retaliation Policy](#) establishes Cornerstone Building Brands' commitment to provide an application process and workplace environment free from any form of discrimination or harassment, including sexual harassment and discrimination based on 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. Every team member has a responsibility to conduct themselves in accordance with this policy and hold others accountable to the same standard.

Our DE&I policies and priorities support our business by:

- Giving all team members opportunities to provide feedback to the DE&I Council on an ongoing basis
- Establishing and growing Employee Resource Groups (ERGs) that give our people the opportunity to support and learn from each other

Expanding Perspectives Through Employee Resource Groups

Our four Employee Resource Groups (ERGs) provide all of our team members with opportunities to express their perspectives, develop professionally, identify and receive peer and mentorship support and foster a sense of belonging. In addition to meeting monthly, our ERGs expand their reach by hosting a quarterly joint meeting of all four ERGs where the benefits of joining an ERG are showcased and all team members are invited to learn from each other.



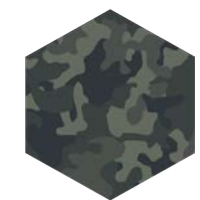
WOMEN!
Women & Allies



UNITY
People of Color & Allies



PRIDE
LGBTQ+ & Allies



PATRIOTS
Veterans & Allies



Building Better Spotlight

CEO Pledge to Support More Inclusive Workplaces

President and CEO Rose Lee signed the CEO Action for Diversity & Inclusion Pledge — a commitment to cultivating a workplace that supports open dialogue around DE&I. In line with the pledge, Cornerstone Building Brands commits to implementing bias education and training, sharing best practices and engaging with the Board of Directors on CEO actions to develop DE&I strategies.



Building Better Spotlight

Sales Excellence Council

In 2023, Cornerstone Building Brands developed an internal governance structure to drive strong performance and positive experiences for our customers. The Sales Excellence Council, led by our Vice President of Corporate Strategy, is a cross-business unit collaborative working group that meets monthly to discuss progress and shared learnings related to customer experience. The information, which comes directly from our sales teams, is then shared with individual business segment presidents through sales reports. The Sales Excellence Council meets quarterly with key stakeholders from the Executive Committee. Our Chief Growth Officer is responsible for providing updates to the executive team and Board of Directors on our sales excellence and customer engagement performance.

IMPROVING THE CUSTOMER EXPERIENCE

GRI 3-3

Cornerstone Building Brands' continuous improvement and customer-centric mindsets work together to build collaboration with our customers, where feedback and input are consistently incorporated into our processes to ensure customers' voices are heard. As our customers are at the very center of our premier journey, we pride ourselves in being a customer-centric organization that is committed to quality and service while providing opportunities to create mutual value with our customers.

All teams collaborate across our business units to provide support and share opportunities for improvement. Their focus remains providing a uniformly positive experience to all customers, regardless of product, plant or business unit. Our customers who sell to end-users receive product, installation and sales training to ensure a consistent and positive experience with the Company and its products. With the introduction of Market Development Managers, we invest in business support, marketing tools and other value-added services to strengthen our customer connection.

Driving Customer Satisfaction

Internally, our customer teams emphasize sales excellence to provide a positive experience for our customers. Sales excellence at Cornerstone Building Brands involves leveraging customer segmentation and

priorities to prepare a strategy specific to their needs. We aim to understand what each customer seeks — whether that be product development, pricing or engagement with our sales and customer teams — to drive a positive and customized sales experience.

Customers can take advantage of loyalty programs within our business units to communicate directly with us, access industry resources and engage in numerous benefits, including receiving item catalogs and participating in industry roundtable discussions.

We monitor internal and external KPIs to track and quantify customer experience at Cornerstone Building Brands. Our main indicator is our Net Promoter Score (NPS), which measures customers' level of satisfaction and their willingness to recommend our products to others. We leverage our NPS to understand our customer service performance, which enables us to gauge reactions to previous initiatives and identify further opportunities for continuous improvement.

We use customer portal and customer journey mapping assessments to continually improve our products and services. Our sales, marketing and field teams directly engage with our customers to regularly seek feedback on their experience. Input from the warranty claim process contributes to product design improvements and diagnosis of common points of failure. To stay in tune with customers, our CEO receives monthly reports detailing customer feedback and experience performance metrics.

GIVING BACK THROUGH COMMUNITY ENGAGEMENT & PHILANTHROPY

GRI 3-3

At Cornerstone Building Brands, our values, strategies and initiatives help us fulfill our purpose and support our journey toward being a premier company. Through three Cornerstone Building Brands Cares programs — the Home for Good project, Connecting Communities and our Employee Assistance Fund — we are helping to build caring communities now and for future generations.

HOME FOR GOOD PROJECT

Doing good is good for business, and we turned our passion for making affordable, quality products into a mission to help those in need of affordable housing — while driving connections with our contractors, earning deeper equity for our brands and giving back to communities.

CONNECTING COMMUNITIES

With goals of engaging and retaining talent and increasing our brand awareness in hiring markets, we created Connecting Communities across our facilities — driving community outreach and bringing to life our purpose.

EMPLOYEE ASSISTANCE FUND

Caring for our own employee community is important to us. We offer our EAF to provide emergency funding for our employees in need of immediate financial assistance.





Building Better Spotlight

Partnering With Country Music to Make an Impact

Each year, Cornerstone Building Brands appoints a country music singer as a Home for Good project ambassador, generating awareness and public attention. In 2023, award-winning artist Tyler Hubbard served as our ambassador, engaging with his fans to publicize the work of the Home for Good project and joining volunteers to construct homes in Tennessee. In addition to drawing attention to affordable housing issues in North America, Cornerstone Building Brands meets with our ambassadors quarterly to share updates and outcomes resulting from the partnership.

“I’m grateful to be part of Cornerstone Building Brands’ Home for Good project and the opportunity to help bring awareness to the shortage of affordable housing in our communities,” said Hubbard, who has donated his time to the project. “Being a homeowner improves quality of life for so many families and children, so I’m happy to help in any way to ensure more families have a place to call home.”

Tyler Hubbard

In 2023, we selected the Grammy Award-winning trio Lady A to serve as ambassadors in 2024. The Home for Good project aligns with the band’s LadyAid Fund, which provides support to numerous initiatives from natural disaster aid and recovery to helping vulnerable children. Cornerstone Building Brands will also be donating to the LadyAid Fund as part of our partnership with the band.



Where Our Life’s Work Changes Lives: Home for Good project

Our building products are the cornerstone of communities where people live, work and play, and we believe that part of our work’s purpose is giving back to communities in need. The Home for Good project, our initiative to address the critical need for affordable housing across North America, allows us to do just that. In 2023, the estimated annual income needed to afford median home ownership costs rose 20%, partly due to rising interest rates¹. We believe stable housing is a fundamental human right that leads to independence and future success across many facets of life.

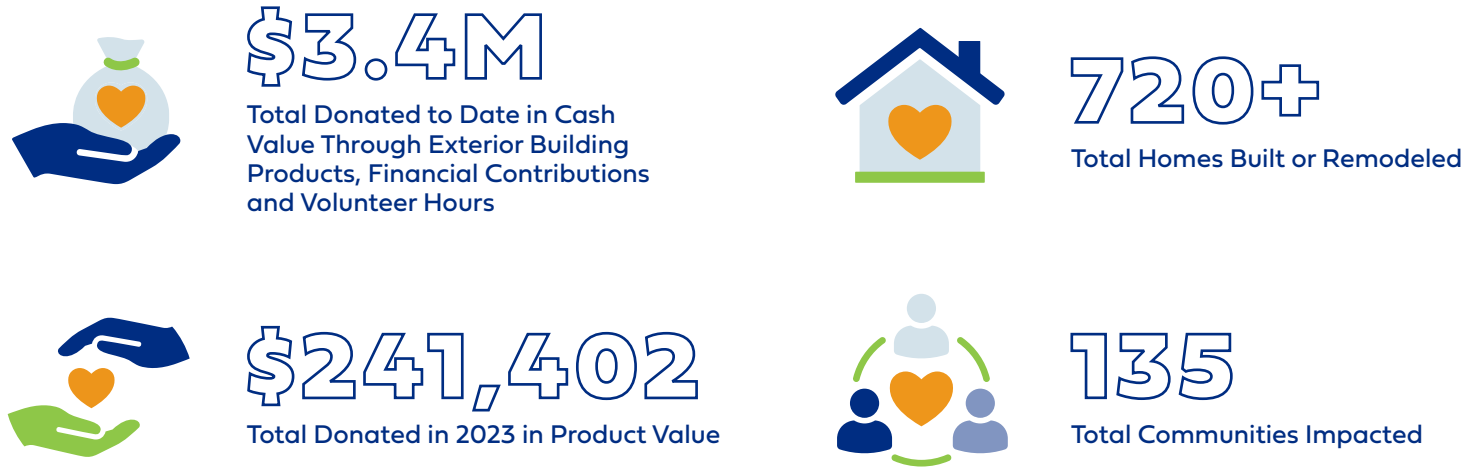


¹ 2023 State of the Nation’s Housing report: 4 key takeaways | Cost of Home ([habitat.org](https://www.habitat.org))

Through our Home for Good project, Cornerstone Building Brands team members and stakeholders donate building products, facilitate home builds and volunteer their time to help build or remodel affordable housing across North America. We have worked with partners such as the global nonprofit Habitat for Humanity and country music stars, such as Alan Jackson, Luke Bryan and Tyler Hubbard, to generate awareness for our cause while being an active part of the solution. We plan to continue our partnership with Habitat for Humanity in 2024 by donating vinyl siding, windows, metal roofing and accessories that provide quality, affordability and ease of installation.

Through the Home for Good project, we believe our workforce has developed a sense of pride in the impact we have on affordable housing in local communities. Through the unwavering commitment of our team members and the donation of our building products, we can create a difference for those around us, positively contributing to the communities where we live, work and play.

Home for Good project Highlights



Localizing Impact: Connecting Communities Program

We encourage team members to participate in our charitable and philanthropic initiatives. We created the Connecting Communities program to engage our teams, increase brand awareness and drive localized community outreach. Facilities involved in the program maintain outreach teams focused on building partnerships with local community organizations, setting goals and organizing events that address local needs.

We understand that community engagement requires careful consideration of partner organizations. We provide guidance to our participating team members on seeking, choosing and engaging with external organizations in alignment with our ability to make an impact and bring our purpose to life. Once team members select which causes to support based on the needs of their local communities, we evaluate the partner organizations to ensure that proper alignment, management and compliance are followed.



As we aim to expand the program into the future, we also recognize Connecting Communities’ positive impact over the past few years. Since its launch at our Rocky Mount facility in late 2021, our team members have supported more than 50 organizations and donated more than 1,600 volunteer hours to local communities. In 2023, eight of our facilities participated in the Connecting Communities program.

Taking Care of Our People in Times of Need

Caring for our own employee community is critical to Cornerstone Building Brands. This is why we created our Employee Assistance Fund to support our team members during challenging times, such as financial hardship due to natural disasters or unforeseen personal hardship. Through donations from other team members and Cornerstone Building Brands, we gather funds for team members in need of immediate financial assistance. Team member requests receive independent, third-party review to fund expenses while grantees wait for homeowner’s insurance, FEMA aid or other support to take effect. Please visit the [Cornerstone Building Brands Employee Assistance Fund](#) to learn more about our fund and consider a donation.

Connecting Communities Highlights



1,800+
Hours Volunteered



88
Organizations Supported



300+
Team Members Activated



\$96,500+
Charitable Giving in 2023



APPENDIX

Data Summary

GRI Content Index

SASB Content Index

Cornerstone Building Brands has reported in accordance with the GRI Standards for the period January 1, 2023 to December 31, 2023, in partial alignment with the SASB standards for the Building Products & Furnishings Industry and with reference to the TCFD recommendations. We have provided relevant data and framework indices below.



DATA SUMMARY

ENVIRONMENTAL	2021	2022	2023
Climate Change (GRI 305-1, 305-2)			
About the Data	The 2022 natural gas consumption data includes information from 73 locations. We prioritized the inclusion of our largest sites by floor area, which were estimated to contribute the most to our greenhouse gas footprint. Natural gas GHG emission factors are based on USEPA Emission Factors for Greenhouse Gas Inventories, Table 1 Stationary Combustion Emission Factors, April 1, 2022 (www.epa.gov). Electricity GHG emission factors are based on USEPA 'Emission Factors for Greenhouse Gas Inventories,' Table 6 Electricity, April 1, 2022. From EPA eGRID2020, February 2022 www.epa.gov . These values do not include propane, diesel fuel or other mobile emissions. Refrigerant emissions are also excluded. We are continuing to expand the number of locations that are captured in our footprint, as well as our evaluation of all material emissions sources.		<p>In 2023, we updated our emissions boundary to align with an operational control approach as defined by the GHG Protocol. Emissions calculations now cover all facilities over which that we have operational control. Where primary data was not available, we modeled emissions based on location size, type of facility and industry averages. We continue to expand primary data collection, data quality and the emissions sources captured within our footprint.</p> <p>The methodology used to calculate our Scope 1 and Scope 2 GHG emissions align with GHG Protocol. Direct Scope 1 values have been expanded to include additional stationary, mobile and fugitive emissions. Natural gas and mobile GHG emission factors are based on Federal Register EPA; 40 CFR Part 98 and EPA (2023) Inventory of U.S. Greenhouse Gas Emissions and Sinks. Fugitive GHG emissions from refrigerant leakages are based on EPS HFC Emissions Accounting Tool. In the future, we will continue to explore de minimus emissions sources, including emissions from backup generators and additional mobile equipment.</p> <p>Scope 2 values include indirect emissions from purchased electricity. Electricity GHG emission factors are based on USEPA eGRID2022, February 2024. Data is collected through third-party ESG platforms, including Pulsora, Rubicon and EMSys.</p>

ENVIRONMENTAL	2021	2022	2023
Direct (Scope 1) GHG Emissions (MT CO ₂ e)	30,039	105,050*	120,157
Gases Included in the Calculation	Energy-only based GHG CO ₂ e	All direct Scope 1 GHG CO ₂ e	CO ₂ , CH ₄ and N ₂ O
Biogenic CO ₂ Emissions	We are unaware of any facilities that generate biogenic CO ₂ emissions.	We are unaware of any facilities that generate biogenic CO ₂ emissions.	We are unaware of any facilities that generate biogenic CO ₂ emissions.
Location-Based Energy Indirect (Scope 2) Emissions (MT CO ₂ e)	70,886	173,541*	175,707
Gases Included in the Calculation	Energy-only based GHG CO ₂ e	Location-based indirect energy-only based GHG CO ₂ e	CO ₂ , CH ₄ and N ₂ O
Base Year	2021 was the first year that we calculated and disclosed our emissions data. We expanded our reporting footprint for FY2022 to align with GHG Protocol. Therefore, we plan to utilize 2022 as our base year in the future unless otherwise stated.		

Energy (GRI 302-1)			
About the Data	<p>We are unaware of any facilities that purchase cooling or steam, or that sell electricity, heating, cooling or steam. The electricity and natural gas data is tracked utilizing a third-party ESG software platform that integrates information from a third-party full-service energy management firm that automatically tracks data from utility invoices. The 2022 electric consumption data includes information from 107 locations and the 2022 natural gas consumption data includes information from 73 locations. Significant efforts, including but not limited to IT technology, were employed in 2022 to expand our reporting footprint. These values do not include propane or diesel and gasoline fuel consumption. We are continuing to expand the number of locations that are captured in our footprint, as well as our evaluation of all material energy sources.</p>		<p>Significant efforts — including but not limited to use of new technology and data gap filling — were employed in 2023 to more fully capture our environmental footprint. In particular, we updated our energy and emissions boundary to align with an operational control approach as defined by the GHG Protocol. Emissions and energy calculations now cover all facilities over which we have operational control. Where primary data was not available, we modeled energy use based on location size, facility type and industry averages.</p>
			<p>Electricity and natural gas consumption data is tracked utilizing a third-party ESG software platform that integrates information from a third-party energy management firm that automatically tracks data from utility invoices. We are unaware of any facilities that purchase cooling or steam, or that sell electricity, heating, cooling or steam.</p>
Electricity Consumption (joules, trillions)	806.6	1,477*	1,627
Heating Consumption (joules, trillions)	613.8	1,097*	1,451
Total Energy Consumption (joules, trillions)	1,420.4	2,574*	3,078

* Represents 2022 metrics that have been restated due to continued expansion of the measurement of our environmental footprint, including updated data, additional data and changes in the measurement methodologies or in the definitions used.

ENVIRONMENTAL	2021	2022	2023
Waste, Water & Land Use (GRI 303-5, 306-3)			
Waste			
<p>About the Data</p> <p>A third-party ESG software platform is used to track waste and recycling data for 2022. This platform integrates information from a variety of different data sources, including data from a third-party full service waste management provider that tracks waste and recycling invoices and limited manual entry of additional waste and recycling data provided by our facilities. Information was collected from 68 locations considering more than 30 different waste and recycling streams. We prioritized the inclusion of our largest sites by floor area, which were estimated to contribute the most to our greenhouse gas footprint. Significant efforts, including but not limited to IT technology, were employed in 2022 to expand our reporting footprint.</p>			<p>In 2023, we expanded the facilities included in our waste footprint to include all facilities in our operational boundary and to establish a consistent boundary across our environmental metrics. Where primary data was not available, we modeled gaps in landfill data based on site type and size. To avoid overestimation, gaps in waste diversion metrics have not been modeled. We continue to expand primary data collection, data quality and the waste sources captured within our footprint, with a focus on identifying the various waste streams at each site that need to be tracked and modeled in future footprints. We currently do not track hazardous waste, waste-to-energy, composting or e-waste on a company-wide basis.</p> <p>A third-party ESG software platform was used to track waste and recycling data for 2023. This platform integrates information from a variety of different data sources, including data from a third-party full service waste management provider that tracks waste and recycling invoices and limited manual entry of additional waste and recycling data from our facility managers.</p>
Total Waste Generated (metric tons)	3,836.2	138,302.5	170,214.1
Total Waste Generated: Disposed (metric tons)	3,297.6	20,139.0	21,881.5
Total Waste Generated: Diverted from Disposal (metric tons)	538.6	118,163.5	148,332.6

ENVIRONMENTAL	2021	2022	2023
Water			
<p>About the Data</p>	<p>The 2022 water data currently includes 55 accounts and 584 invoices that have been incorporated into a third-party energy management software system. We prioritized the inclusion of our largest sites by floor area, which were estimated to contribute the most to our environmental footprint. The footprint includes invoiced third-party water sources and does not yet include other water sources, such as well water, estimated to be <10% of total water use. We are continuing to expand the number of locations that are captured in our footprint as well as our evaluation of all material water metrics.</p>		<p>In 2023, we expanded the facilities included in our water footprint to include all facilities in our operational boundary and to establish a consistent boundary across our environmental metrics. Where primary data was not available, we modeled gaps in water and sewer data based on site type and size. We continue to expand primary data collection, data quality, and the water sources captured within our footprint, with a focus on identifying the various water sources at each site that need to be tracked and modeled in future footprints.</p> <p>A third-party ESG software platform was used to track water data for 2023. The footprint includes invoiced third-party water sources and does not yet include other water sources, such as well water, estimated to be <10% of total water use. We continue to expand the primary data we collect as well as the water metrics we track.</p>
Total Water Withdrawals (megaliters)	243.4	1,642.0*	1,686.4

SOCIAL	2021	2022	2023
Talent Acquisition, Engagement & Retention (GRI 2-7, 2-8)			
<p>About the Data</p>	<p>Includes only U.S. data and does not include acquisitions. Does not include 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.</p>		<p>Race and Ethnicity Data includes U.S. only employees, while all other data points include all countries. Permanent Employee includes Full Time and Part Time Pay Class. Temporary Employee includes Intern and Temp Pay Class. There are 354 blank values for Gender across all countries.</p>

* Represents 2022 metrics that have been restated due to continued expansion of the measurement of our environmental footprint, including updated data, additional data and changes in the measurement methodologies or in the definitions used.

SOCIAL	2021	2022	2023
Workforce Composition			
Permanent Employees by Gender (Female)	5,016	4,889	5,077
Permanent Employees by Gender (Male)	12,485	11,721	12,734
Temporary Employees by Gender (Female)	184	224	1
Temporary Employees by Gender (Male)	205	308	29
Permanent Employees by Region (U.S.)	17,533	17,004	15,814
Temporary Employees by Region (U.S.)	389	532	3
Full-Time Employees by Gender (Female)	4,977	4,866	5,047
Full-Time Employees by Gender (Male)	12,450	11,693	12,692
Part-Time Employees by Gender (Female)	39	23	30
Part-Time Employees by Gender (Male)	35	28	42
Diversity, Equity & Inclusion (GRI 405-1)			
About the Data	Includes only U.S. data and acquisitions. Does not include divestitures. The Male and Female Workforce Percent Data does not include 32 blank responses.		Race and Ethnicity Data includes U.S. only employees, while all other data points include all countries. There are 354 blank values for Gender across all countries.
Board Diversity			
Board Diversity by Age (Under 30)	0%	0%	0%
Board Diversity by Age (30–50)	14%	33%	33%
Board Diversity by Age (Over 50)	86%	67%	67%
Board Diversity by Gender (Female)	23%	22%	33%
Board Diversity by Gender (Male)	77%	78%	67%
Board Diversity by Race/Ethnicity	15%	22%	22%

SOCIAL	2021	2022	2023
Executive Committee Diversity			
EC Diversity by Gender (Female)	33%	55%	54.5%
EC Diversity by Gender (Male)	67%	45%	45.5%
EC Diversity by Race/Ethnicity	8%	9%	9.1%
Manager Diversity			
Manager Diversity by Gender (Female)	18.1%	19.0%	20.3%
Manager Diversity by Gender (Male)	81.9%	78.3%	77.5%
Manager Diversity by Race/Ethnicity	23.6%	24.3%	24.7%
Workforce Diversity			
Workforce Diversity by Age (Under 30)	20.3%	18.5%	17.6%
Workforce Diversity by Age (30–50)	46.6%	46.2%	47.1%
Workforce Diversity by Age (Over 50)	33.1%	35.3%	35.3%
Workforce Diversity by Gender (Female)	28.6%	28.8%	27.9%
Workforce Diversity by Gender (Male)	71.2%	68.9%	70.2%
Workforce Diversity by Race/Ethnicity	47.7%	45.0%	45.0%
Occupational Health, Safety & Well-Being (GRI 403-9, 403-10)			
About the Data	<p>Data includes divestitures (until sold). All workers are included in Occupational Health, Safety & Well-Being data. We calculate our rates using 200,000 hours worked with a total of 47,751,817 hours worked in 2022. Strains and sprains were the most common types of injuries.</p>		<p>Data includes divestitures (until sold) and acquisitions after finalized. All workers are included in Occupational Health, Safety & Well-Being data. We calculate our rates using 200,000 hours worked with a total of 39,497,289 hours worked in 2023. Strains and sprains to upper extremities were the most common types of injuries.</p>

SOCIAL	2021	2022	2023
Total Recordable Incidents (TRIR) per 100 Workers (Frequency) Rate	2.96	2.61	1.96
Lost Workdays (LWDR) per 100 Workers (Severity) Rate	18.00	30.70	30.95
Lost Workday Incidents (LTIR) per 100 Workers (LTIR) Rate	0.62	0.55	0.3
Workplace Fatalities	0	0	0
From Work-Related Injuries	0	0	0
From Work-Related Ill Health	0	0	0
Community Engagement & Philanthropy			
Home for Good project			
Total Donated to Date (dollars in product value)	\$2,858,577	\$3,179,464	\$3,420,866
Total Donated Annually (dollars in product value)	\$364,367	\$320,887	\$241,402
Total Homes Built to Date	601	674	723
In-Kind Donations: Cartons of Siding	5,274	5,646	5,878
In-Kind Donations: Cartons of Shutters and Accessories	3,981	4,435	4,598
In-Kind Donations: Windows	4,617	5,266	5,895
Connecting Communities			
Number of Employees Activated	100+	250+	300+
Number of Organizations Supported	10+	72+	88
Number of Participating Locations	4	10	7

GOVERNANCE	2021	2022	2023
Corporate Governance			
About the Data	For more information about our Corporate Governance practices, please refer to our annual reports and proxy statements. Following the Merger and the removal of our common stock from listing on the NYSE, the Company is no longer subject to the independence requirements for our Board or Board committees. However, if the Company were subject to the listing standards of the NYSE, we believe that four (out of nine) of our directors could be determined to be “independent” as defined by the listing standards of the NYSE.		
Board Average Tenure (years)	7.5	6.5	5.9
Board Independence	86%	44%	44%
Business Ethics & Values (GRI 205-3)			
Confirmed Incidents of Corruption	—	—	—
Incidents in which employees were dismissed or disciplined	—	—	—
Incidents when contracts with business partners were terminated or not renewed due to violations	—	—	—
Public legal cases regarding corruption brought against the organization	—	—	—
Responsible Supply Chain			
About the Data	Does not include 2021 Prime, Cascade or UCC acquisitions.	Does not include 2021 Prime, Cascade or UCC acquisitions.	Does not include May 2023 for Cascade and includes June 2023 estimated data for Cascade.
Total Supplier Spend (dollars, millions)	\$3,379	\$2,754	\$3,308

GRI CONTENT INDEX

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION, DIRECT RESPONSE OR OMISSIONS STATEMENT
The Organization & Its Reporting Practices		
2-1	Organizational details	About Cornerstone Building Brands
2-2	Entities included in the organization's sustainability reporting	About Cornerstone Building Brands
2-3	Reporting period, frequency and contact point	About This Report
2-4	Restatements of information	Due to continued expansion of the measurement of our environmental footprint, including updated data, additional data and changes in the measurement methodologies or in the definitions used, the 2022 data for Climate Change, Energy Consumption, Water and Waste will be restated. The restated metrics are indicated with an asterisk.
2-5	External assurance	We did not seek external assurance for this year's sustainability report, but conducted third party validation of our Data Summary.
Activities & Workers		
2-6	Activities, value chain and other business relationships	About Cornerstone Building Brands
2-7	Employees	Data Summary — Social
2-8	Workers who are not employees	Data Summary — Social
Governance		
2-9	Governance structure and composition	Structuring Corporate Governance
2-10	Nomination and selection of the highest governance body	Structuring Corporate Governance
2-11	Chair of the highest governance body	Structuring Corporate Governance
2-12	Role of the highest governance body in overseeing the management of impacts	Structuring Corporate Governance
2-13	Delegation of responsibility for managing impacts	Structuring Corporate Governance
2-14	Role of the highest governance body in sustainability reporting	Structuring Corporate Governance

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION, DIRECT RESPONSE OR OMISSIONS STATEMENT
2-15	Conflicts of interest	Upholding Business Ethics & Values
2-16	Communication of critical concerns	Upholding Business Ethics & Values
2-17	Collective knowledge of the highest governance body	Cornerstone Building Brands' Annual Form 10-K
2-18	Evaluation of the performance of the highest governance body	Cornerstone Building Brands' Annual Form 10-K
2-19	Remuneration policies	Structuring Corporate Governance
2-20	Process to determine remuneration	Cornerstone Building Brands' Annual Form 10-K
2-21	Annual total compensation ratio	Cornerstone Building Brands' Annual Form 10-K
Strategy, Policies & Practices		
2-22	Statement on sustainable development strategy	A Message From Our President & CEO
2-23	Policy commitments	Upholding Business Ethics & Values
2-24	Embedding policy commitments	Upholding Business Ethics & Values ; Developing Responsible Supply Chains
2-25	Processes to remediate negative impacts	Partnering with Purpose ; Upholding Business Ethics & Values
2-26	Mechanisms for seeking advice and raising concerns	Upholding Business Ethics & Values
2-27	Compliance with laws and regulations	We do not have any significant instances of non-compliance with laws and regulations for this reporting period.
2-28	Membership associations	Industry Organizations
Stakeholder Engagement		
2-29	Approach to stakeholder engagement	Engaging Stakeholders & Understanding Materiality
2-30	Collective bargaining agreements	As of December 31, 2023, we employed approximately 18,000 persons worldwide. In the United States, approximately 5.7% (1,044) 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.
3-1	Process to determine material topics	Engaging Stakeholders & Understanding Materiality
3-2	List of material topics	Engaging Stakeholders & Understanding Materiality

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION, DIRECT RESPONSE OR OMISSIONS STATEMENT
Material Topics (In Order of Report)		
Climate Change		
3-3	Management of material topics	Managing Climate Change & Energy
305-1	Direct (Scope 1) GHG emissions	Data Summary — Environmental
305-2	Energy indirect (Scope 2) GHG emissions	Data Summary — Environmental
305-3	Other indirect (Scope 3) GHG emissions	Information Unavailable: Scope 3 data is currently unavailable. Cornerstone Building Brands has engaged our supply chain to capture ESG information, including but not limited to emissions data. Cornerstone Building Brands plans to assess Scope 3 emissions in 2025.
305-4	GHG emissions intensity	Information Unavailable: Due to the inconsistent units associated with Cornerstone Building Brands product portfolio, Cornerstone Building Brands does not report emissions based on intensity. We are investigating the most appropriate process to normalize the data.
305-5	Reduction of GHG emissions	Information Unavailable: Cornerstone Building Brands established baseline measurements for GHG emissions in 2021 and has not identified quantitative reduction targets to date. Using a three-year trend analysis, Cornerstone Building Brands plans to assess quantitative reduction targets in 2024.
305-6	Emissions of ozone-depleting substances (ODS)	Not Applicable: Cornerstone Building Brands does not produce, import or export ODS as part of our business activities.
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x) and other significant air emissions	Information Unavailable: While Cornerstone Building Brands does emit significant air emissions, including NO _x , SO _x , VOC, HAP and PM, we are not currently tracking enterprise-wide emissions data. We do track and report this information to applicable regulatory agencies at certain facilities. We plan to assess enterprise-wide emissions tracking systems in 2024.
Energy		
3-3	Management of material topics	Managing Climate Change & Energy
302-1	Energy consumption within the organization	Data Summary — Environmental
302-2	Energy consumption outside of the organization	Information Unavailable: While we are not currently measuring energy consumption outside of our organization, we have initiated engagement with our supply chain and our distribution channels. We anticipate evaluating programs to measure energy consumption outside of our organization in 2025.
302-3	Energy intensity	Information Unavailable: Due to the inconsistent units associated with Cornerstone Building Brands' product portfolio, Cornerstone Building Brands does not report energy consumption based on intensity. We are investigating the most appropriate process to normalize the data.
302-4	Reduction of energy consumption	Information Unavailable: Cornerstone Building Brands established baseline measurements for energy consumption in 2022 and has not identified quantitative reduction targets to date. Using a three-year trend analysis, Cornerstone Building Brands plans to assess quantitative reduction targets in 2025.

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION, DIRECT RESPONSE OR OMISSIONS STATEMENT
302-5	Reductions in energy requirements of products and services	Information Unavailable: While we are not currently monitoring the reduction of energy requirements of our products, Cornerstone Building Brands' product portfolio includes many products which may offer ENERGY STAR and Most Efficient ENERGY STAR ratings.
Waste		
3-3	Management of material topics	Understanding Our Environmental Footprint
306-1	Waste generation and significant waste related impacts	Cornerstone Building Brands generates waste as a normal part of our manufacturing processes. We strive to reduce and manage the generation of manufacturing waste through innovation and best practices. Most Cornerstone Building Brands manufacturing sites are considered very small quantity waste generators that produce insignificant amounts of hazardous waste. We seek to handle, store and dispose of hazardous waste in compliance with applicable regulations while using best practices and management standards to implement waste minimization and pollution prevention plans where applicable. We work to ensure that our hazardous waste management system abides by the federal Resource Conservation and Recovery Act and applicable state and local regulations.
306-2	Management of significant waste-related impacts	Cornerstone Building Brands leverages the inherent nature of many of our raw materials to optimize circular manufacturing and works to divert manufacturing waste from landfills. Also, Cornerstone Building Brands engages various third parties to facilitate end of life product stewardship programs.
306-3	Waste generated	Data Summary — Environmental
306-4	Waste diverted to disposal	Data Summary — Environmental
306-5	Waste directed to disposal	Data Summary — Environmental
Water & Effluents		
3-3	Management of material topics	Understanding Our Environmental Footprint
303-1	Interactions with water as a shared resource	Cornerstone Building Brands routinely interacts with water, including consumption for drinking, sanitation and manufacturing processes; groundwater withdrawal; effluent treatment and discharge; and stormwater runoff management as a part of our business activities. We utilize periodic water quality testing, process knowledge and compliance with effluent discharge and stormwater runoff permits to manage our impacts on water.
303-2	Management of water discharge-related impacts	Cornerstone Building Brands' water discharges are regulated by foreign, national, state or local effluent discharge pretreatment standards, categorical pretreatment standards and stormwater industry sector benchmark standards. More stringent water quality standards and testing requirements are required for some sites that discharge to impaired bodies of water. We have not established internal standards or guidelines that exceed regulatory requirements for discharge water quality.
303-3	Water withdrawal	Information unavailable: While we do not collect data on total water withdrawal by source at the enterprise level, we do actively manage and report on our total potable water use at the site level. Some sites employ measures to conserve freshwater and recycle process water. We anticipate evaluating systems to track total water withdrawal at the enterprise level in 2024.

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION, DIRECT RESPONSE OR OMISSIONS STATEMENT
303-4	Water discharge	Information unavailable: While Cornerstone Building Brands does manage and measure site-level process water discharges at some locations, we do not currently track enterprise-wide water discharge data. We anticipate evaluating systems to track total water discharges at the enterprise level in 2024.
303-5	Water consumption	Data Summary — Environmental
Biodiversity		
3-3	Management of material topics	Understanding Our Environmental Footprint
304-1	Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas	Information unavailable: While we have not determined which operational sites are adjacent to high biodiversity value, we consider it a future opportunity and seek to protect those ecosystems our operations may impact.
304-2	Significant impacts of activities, products and services on biodiversity	Information unavailable: While we continue to report our GHG emissions and landfill diversion rates as a biodiversity impact of our operations, we do have data to understand the ecological impact of our products after distribution. However, with the benign nature of our materials, we consider it a future opportunity to understand.
304-3	Habitats protected or restored	Information unavailable: While we have not determined which operational sites are adjacent to high biodiversity value, we consider it a future opportunity and seek to protect those ecosystems our operations may impact. As we develop more granular data, we may be able to report the condition of potentially affected ecosystems.
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Information unavailable: While we have not determined which operational sites are adjacent to high biodiversity value, we consider it a future opportunity and seek to protect those ecosystems our operations may impact. As we develop more granular data, we may be able to report the condition of potentially affected species.
Training & Education		
3-3	Management of material topics	Cultivating Strong Talent Management
404-1	Average hours of training per year per employee	The average duration of completed training for Cornerstone Building Brands employees was 2.25 hours in 2023.
404-2	Programs for upgrading employee skills and transition assistance programs	Cornerstone Building Brands offers tuition reimbursement, leadership training modules and continuous education opportunities for our employees. Cornerstone Building Brands also offers outplacement services as part of our transition assistance.
404-3	Percentage of new employees receiving regular performance and career development reviews	100% of Cornerstone Building Brands' indirect employees are included in the annual performance and career development process.
Diversity, Equity & Inclusion		
3-3	Management of material topics	Fostering Diversity, Equity & Inclusion

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION, DIRECT RESPONSE OR OMISSIONS STATEMENT
405-1	Diversity of governance bodies and employees	Data Summary — Social
405-2	Ratio of basic salary and remuneration of women to men	Confidentiality constraints: Cornerstone Building Brands does not publicly disclose this data.
Occupational Health, Safety & Well-Being		
3-3	Management of material topics	Providing Occupational Health, Safety & Well-Being
403-1	Occupational health and safety management system	Providing Occupational Health, Safety & Well-Being
403-2	Hazard identification, risk assessment and incident investigation	Providing Occupational Health, Safety & Well-Being
403-3	Occupational health services	Providing Occupational Health, Safety & Well-Being
403-4	Worker participation, consultation and communication on occupational health and safety	Providing Occupational Health, Safety & Well-Being
403-5	Worker training on occupational health and safety	Providing Occupational Health, Safety & Well-Being
403-6	Promotion of worker health	Cornerstone Building Brands offers our employees an Employee Assistance Program that covers a variety of services, resources and tools to make their lives a little easier.
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Providing Occupational Health, Safety & Well-Being
403-8	Workers covered by an occupational health and safety management system	Providing Occupational Health, Safety & Well-Being
403-9	Work-related injuries	Data Summary — Social
403-10	Work-related ill health	Data Summary — Social
Customer Experience		
3-3	Management of material topics	Improving the Customer Experience
Company-Specific Metric	Net Promoter Score	Confidentiality constraints: Cornerstone Building Brands does not publicly disclose this data.
Local Communities		
3-3	Management of material topics	Giving Back Through Community Engagement & Philanthropy

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION, DIRECT RESPONSE OR OMISSIONS STATEMENT
413-1	Operations with local community engagement, impact assessments and development programs	Information Unavailable: Cornerstone Building Brands has a formal Connecting Communities programs within eight locations. While there are many other locations that engage in community outreach/support that is not formally tracked. Cornerstone Building Brands considers it an opportunity to enhance the data collection associated with the program.
413-2	Operations with significant actual and potential negative impacts on local communities	Cornerstone Building Brands operates facilities in communities where we have opportunities for significant impacts. We recognize our potential for environmental, economic and social impacts in the communities where we operate, and review and assess risk through a systematic approach using subject matter experts to provide review, oversight and ownership of applicable major risk factors. Specifically, we look at potential risks to the environment, the health and safety of our employees and our communities, and use systems and processes — like our Cornerstone Building Brands Production System — to manage these risks. We conduct periodic internal environmental, health, safety and sustainability audits at our facilities using a risk-based three- or five-year cycle. The audit protocols and objectives align with our core value of protecting the health and safety of our employees and surrounding communities, consistency with our EHS&S policy and our commitments to comply with applicable legal or internal requirements to minimize or prevent pollution.
Company-Specific Metric	Home for Good project donations	Data Summary — Social
Company-Specific Metric	Connecting Communities donations	Data Summary — Social
Human Rights		
3-3	Management of material topics	Respecting Human Rights
406-1	Incidents of discrimination and corrective actions taken	Confidentiality constraints: Cornerstone Building Brands does not publicly disclose this data.
Customer Health & Safety		
3-3	Management of material topics	Prioritizing Product Quality & Safety
416-1	Assessment of the health and safety impacts of product and service categories	Information Unavailable: Cornerstone Building Brands tracks warranty, customer responses and other performance trends associated with their products; however, the granularity in the data is not currently available to identify specific health and safety impacts. CBB considers it an opportunity to enhance the data collection associated with their program.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Information Unavailable: Cornerstone Building Brands tracks warranty, customer responses and other performance trends associated with their products; however, the granularity in the data is not currently available to identify specific health and safety impacts. CBB considers it an opportunity to enhance the data collection associated with their program.
Product Innovation		
3-3	Management of material topics	Leading Product Stewardship & Innovation
Company-Specific Metric	—	Confidentiality constraints: Cornerstone Building Brands does not publicly disclose this data.

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION, DIRECT RESPONSE OR OMISSIONS STATEMENT
Product Stewardship		
3-3	Management of material topics	Leading Product Stewardship & Innovation
Company-Specific Metric	—	Holistic data is not readily available for product longevity, recycling, reclaim and end of life opportunities due to the broad product portfolio and lack of data collection systems. However, Cornerstone Building Brands continues to focus on these areas to promote circularity. As an example, we partnered with Clayton Homes and have reclaimed more than 810 tons of vinyl siding for scrap and approximately 5,750 shipping crates for reuse.
Business Ethics & Values		
3-3	Management of material topics	Upholding Business Ethics & Values
205-1	Operations assessed for risks related to corruption	Upholding Business Ethics & Values
205-2	Communication and training about anti-corruption policies and procedures	Upholding Business Ethics & Values
205-3	Confirmed incidents of corruption and actions taken	Data Summary — Governance
Cyber & Information Security		
3-3	Management of material topics	Protecting Cyber & Information Security
Company-Specific Metric	BitSight Security Rating	Cornerstone Building Brands works to maintain a BitSight Security Rating of Advanced for our business sector.
Responsible Supply Chain		
3-3	Management of material topics	Developing Responsible Supply Chains
308-1	New suppliers that were screened using environmental criteria	Cornerstone Building Brands is in the process of assessing current suppliers in 2024.
308-2	Negative environmental impacts in the supply chain and actions taken	Cornerstone Building Brands is in the process of assessing current suppliers in 2024.
414-1	New suppliers that were screened using social criteria	Cornerstone Building Brands is in the process of assessing current suppliers in 2024.
414-2	Negative social impacts in the supply chain and actions taken	Cornerstone Building Brands is in the process of assessing current suppliers in 2024.
Company-Specific Metric	Total Supplier Spend	Data Summary — Governance

SASB DISCLOSURES

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION, DIRECT RESPONSE OR OMISSIONS STATEMENT
Consumer Goods — Building Products & Furnishings		
CG-BF-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Data Summary — Environmental
CG-BF-250a.1	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	Any new chemicals introduced into any plant require SDS and EHS personnel involvement.
CG-BF-250a.2	Percentage of eligible products meeting volatile organic compound (VOC) emissions and content standards	As far as eligible products meeting VOC emissions standards, we do not consider metric to be material.
CG-BF-410a.1	Description of efforts to manage product lifecycle impacts and meet demand for sustainable products	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 is 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.
CG-BF-410a.2	(1) 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.
CG-BF-430a.1	(1) Total weight of wood fiber materials purchased, (2) percentage from third-party certified forestlands, (3) percentage by standard, and (4) percentage certified to other wood fiber standards, (5) percentage by standard	Cornerstone Building Brands does not purchase wood fiber materials.
CG-BF-000.B	Area of manufacturing facilities	More than 1.6 million square meters.

Note on Materiality & Forward-Looking Statements

This 2023 Sustainability Report includes information on Cornerstone Building Brands' (the "Company") program for incorporating sustainability-related and environmental, social and governance ("ESG") considerations across the Company's operations and activities. Such program is subject to the Company's fiduciary duties and applicable legal, regulatory and contractual requirements and is expected to change over time. Additionally, the act of selecting and evaluating material ESG factors is subjective by nature, and the criteria utilized or judgment exercised by the Company may not align with the views, beliefs or values, internal policies or preferred practices of any particular stakeholder. There are a variety of ESG principles, frameworks, methodologies and tracking tools; the Company's adoption and adherence to those discussed herein or to any others is expected to vary over time as ESG practices evolve.

While the Company intends to include sustainability-related and ESG considerations as a component of its operations and activities, as described herein, there can be no assurance that related initiatives, policies and procedures as described herein will be applied in any given context or activity. The Company is permitted to determine in its discretion, taking into account any applicable contractual commitments or regulatory requirements, that it is not feasible or practical to implement or complete certain of its ESG initiatives, policies and procedures based on cost, timing or other considerations.

Although the Company views the consideration of sustainability-related and ESG factors to be an opportunity to potentially enhance or protect its performance over the long-term, the Company cannot guarantee that its ESG program, which depends in part on qualitative judgments, will positively impact its performance. Additionally, there can be no assurance that the Company will be able to achieve any ESG-related objectives, that its actions will not result in outcomes that could be viewed as having a negative ESG effect, or that any historical trends will continue to occur. Actual results may be significantly different from the forward-looking statements herein.

Certain information contained herein relating to ESG goals, targets, intentions or expectations reflect current thinking and may be subject to change, and no assurance can be given that such goals, targets, intentions or expectations will be met. Further, statistics and metrics relating to ESG matters may be estimates and subject to assumptions or developing standards (including the Company's internal standards and policies). Inclusion of information in this report is not an indication that the subject or information is material to our business, results of operations or financial position. References to the term "material" and variations thereof are distinct from, and should not be confused with, how such terms are defined under the securities or other laws of the United States or any other jurisdiction, or as they are used in the context of financial statements and financial reporting. Materiality, for the purposes of this document should not, therefore, be read as equating to any use of the word in other reporting by the Company.





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