

**2024**

# **CORPORATE SOCIAL RESPONSIBILITY REPORT**







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# A MESSAGE FROM OUR CEO

## DEAR STAKEHOLDERS,

This past year, we continued to progress in our corporate social responsibility (CSR) journey as we developed and launched a new, formalized strategy. Under our strategy, we desire to partner with our stakeholders to build a sustainable future by delivering efficient and clean homebuilding solutions. We seek to advance our strategy by focusing on the following four pillars:

- **Customers:** Provide innovative solutions that allow customers to operate more sustainably.
- **Team Members:** Work together to foster a workplace where safety, careers and innovation thrive.
- **Operations:** Exemplify our company values through operating safely, effectively and efficiently to drive long-term value.
- **Communities:** Make a positive impact in the local communities we serve.

I am proud to share some of our key accomplishments for 2023 in this report, including:

- Saved the equivalent of over 1.5 million trees through sales of our more efficient manufactured component products.
- Invested in team member safety initiatives, including installing safety cameras in over 95% of all our heavy- and medium-duty trucks, with plans to equip our light-duty vehicles by the end of 2024.
- Invested in fleet and facility upgrades, which enhanced energy efficiency.
- Delivered an industry leading total recordable incident rate of 1.54, a year-over-year reduction of 30%, once again beating our 10% annual reduction target.
- Redesigned and bolstered our team member benefit offerings to maintain our industry leadership position.

As we continue to build a sustainable future, we appreciate our stakeholders' feedback on our efforts and look forward to sharing ongoing updates on our progress.



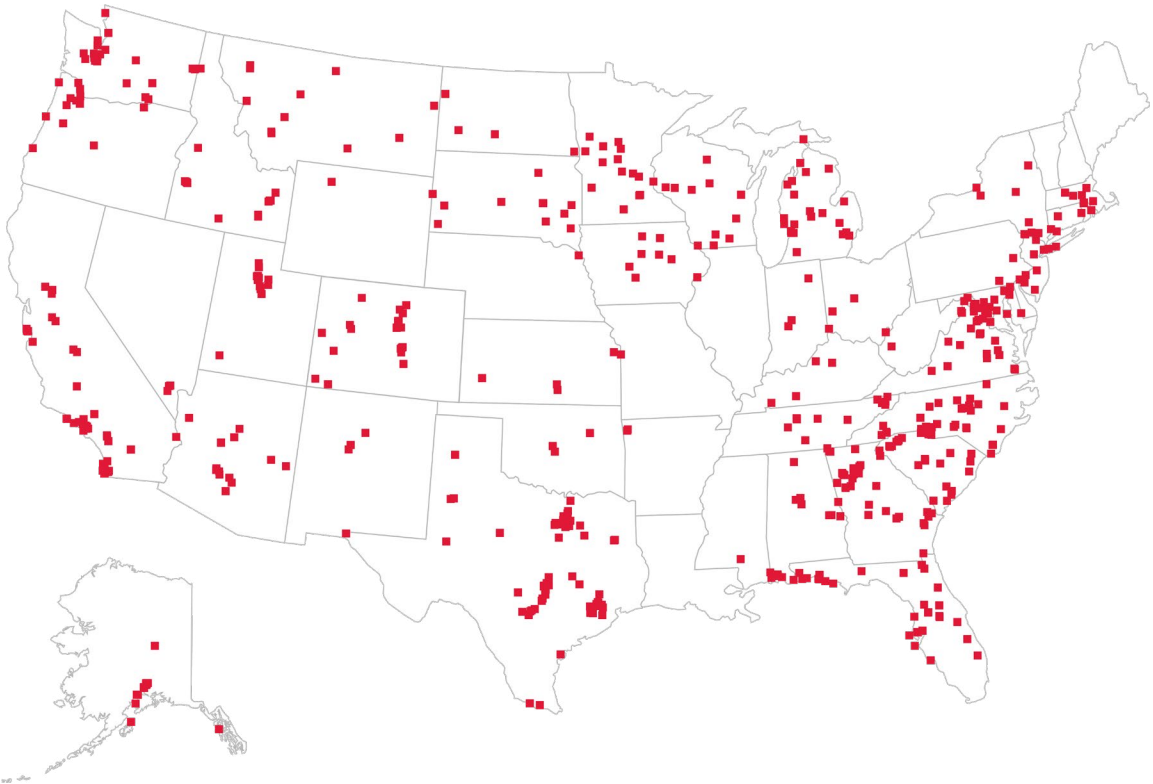
A handwritten signature in black ink, appearing to read 'Dave Rush', written in a cursive style.

**Dave Rush**  
President & CEO

# WHO WE ARE

Builders FirstSource is the nation's largest supplier of structural building products, value-added components and services to the professional market for new residential construction and repair and remodeling. Our focus is on providing unparalleled service to both large and small customers.

Through investments in innovation and an unmatched portfolio of value-added products and manufacturing capabilities, we are revolutionizing the homebuilding industry — outperforming today and transforming tomorrow.



**| 43** States

**| ~29K** Team Members

**| ~570** Locations

**| 89** of Top 100 U.S. Metropolitan Statistical Areas served



# OUR PRODUCTS AND SERVICES



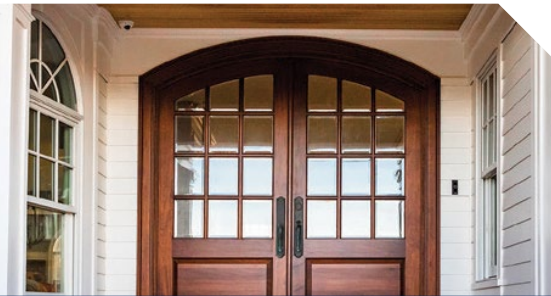
## LUMBER AND LUMBER SHEET GOODS

- Dimensional Lumber, Plywood and Oriented Strand Board
- Distribution Services



## MANUFACTURED PRODUCTS

- Wood Floor and Roof Trusses, Wall Panels and Engineered Wood
- READY-FRAME® — Optimized Framing Solutions



## WINDOWS, DOORS AND MILLWORK

- Interior and Exterior Doors
- Windows
- Millwork (Interior Trim and Custom Features)
- Manufacturing and Distribution Services



## SPECIALTY BUILDING PRODUCTS AND SERVICES

- Siding, Roofing, Cabinets and More
- Turnkey Construction and Install Solutions
- Digital Tools
- Design Services



# OUR MISSION, VISION AND VALUES



## OUR MISSION

Be the best supplier of building materials and services by having a people-first culture, exceptional customer service and innovative solutions that create superior value for our stakeholders.



## OUR VISION

Make the dream of home ownership more achievable for everyone, positioning Builders FirstSource as the most valuable partner in the industry.



## OUR VALUES: S.P.I.C.E.

Our values are at the center of everything we do: Safety, People, Integrity, Customers, Excellence. From the boardroom to the jobsite, they define our culture and guide our priorities, decisions and actions.

### S AFETY

We make safety our top priority.

### P EOPLE

We lead with a people-first culture.

### I NTEGRITY

We are honest and reliable.

### C USTOMERS

We deliver exceptional customer service.

### E XCELLENCE

We challenge the status quo.



# OUR APPROACH TO CORPORATE SOCIAL RESPONSIBILITY

We are committed to operating in a responsible manner that advances our financial strength, operational efficiency, corporate governance, community engagement, environmental stewardship and resource management. Our corporate social responsibility (CSR) strategy and priorities are guided by our stakeholders and third-party frameworks, including the Sustainability Accounting Standards Board ([SASB](#)) Building Products & Furnishings standard and the Task Force on Climate-related Financial Disclosures ([TCFD](#)).

Ultimate review and approval of our CSR strategy is made by our Executive Leadership Team, with our Board of Directors (the “Board”) maintaining oversight. Specifically, our Nominating and Corporate Governance Committee is tasked with overseeing management’s efforts on significant issues related to CSR, including sustainability, emissions, labor, inclusive culture, health and safety, supply chain and community, to enhance shareholder value.

Our CSR Steering Committee, composed of select members of our management team, reviews and approves strategic recommendations made by our newly created CSR Cabinet. The CSR Cabinet is composed of internal subject matter experts, tasked with developing recommendations aligned with our sustainability strategy and ensuring the successful development, execution, progress and monitoring of key initiatives. These two leadership groups work closely together to ensure alignment with our CSR strategic priorities, goals and commitments. The day-to-day implementation of our CSR initiatives is overseen by our Vice President of Corporate Social Responsibility and Risk Management.

## ABOUT THIS REPORT

This report highlights our commitment to CSR and provides an overview of our governance, oversight, policies, programs and performance around issues important to Builders FirstSource, with an emphasis on those included in our CSR strategy. We look forward to obtaining feedback from our stakeholders and building on the initiatives outlined in this report as we continue to develop our practices and disclosures in the future. Unless otherwise specifically stated, this report covers Builders FirstSource’s performance in 2023.



# OUR CORPORATE SOCIAL RESPONSIBILITY JOURNEY

## 2022

- **Published inaugural Corporate Social Responsibility Report**
- **Developed internal data collection and validation processes** to enhance reporting and establish Scope 1 and 2 greenhouse gas emissions baselines
- **Saved over 1.3 million trees** through Builders FirstSource manufactured framing components
- Awarded **2022 VETS Indexes Employer Award**
- **Launched WEBUILD** — our women-focused employee resource group
- Supported local communities with **more than \$3.2 million in charitable giving**

## 2023

- **Published second annual Corporate Social Responsibility Report**
- Disclosed Scope 1 and 2 **greenhouse gas emissions baselines**
- Announced intent to set short-, medium-, and long-term reduction **targets for Scope 1 and Scope 2 emissions** no later than 2025
- **Developed formal Corporate Social Responsibility strategy**
- **Saved over 1.5 million trees** through Builders FirstSource manufactured framing components
- **Installed safety cameras** in over 95% of all heavy- and medium-duty trucks
- **Electrified 3.7%** of on-site material handling/forklift fleet
- **Achieved MSCI ESG “A” rating**
- Awarded **Top Workplace Award in Dallas**
- Received **6 Comparably awards**, including Best Company Culture
- Supported local communities with **over \$4 million in charitable giving**

## 2024 & BEYOND

- **Launched formal Corporate Social Responsibility strategy**
- **Published third annual Corporate Social Responsibility Report**
- **Continue assessment of key CSR policies**, including Responsible Supply Chain Policy and Code of Business Conduct and Ethics
- **Publish annual CSR report and disclosures**
- Set Scope 1 and Scope 2 **emissions reduction targets**



# 2023 CSR HIGHLIGHTS



## CUSTOMERS

~220K

Tons of CO<sub>2</sub>e avoided with manufactured component products\*

>95%

Of wood sourced from SFI/FSC certified vendors



## COMMUNITIES

Delivered over

\$4M

In charitable giving

Supported local non-profit organizations through **team member volunteerism**



## TEAM MEMBERS

~13.5

Average hours of training per leader

~20

Average hours of training per team member

1.54

Industry leading total recordable incident rate, a 30% year-over-year improvement, exceeding our 10% annual goal



## OPERATIONS

3.7%

Of on-site material handling/ forklift fleet electrified

100%

Of team members are trained on safety

16,027

Tons of waste recycled

## 2023 AWARDS



2023 Top Workplace Award in Dallas



Comparably Awards for

- Best Company **Culture**
- Best Company **Happiness**
- Best Company **Leadership**
- Best Company for **Diversity**
- Best Company for **Women**
- Best **CEOs for Women**

\*Calculation includes roof and floor trusses, wood panels and READY-FRAME®

# LAUNCHING OUR CORPORATE SOCIAL RESPONSIBILITY STRATEGY

Our corporate social responsibility strategy sets forth how we align and advance sustainability within our business strategy to deliver value for our customers, team members and stakeholders. It was developed and formalized during 2023 through several working group sessions with our CSR Steering Committee and CSR Cabinet.

Our CSR strategy focuses on four primary pillars core to our success: **customers, team members, operations and communities**. To achieve our vision of making home ownership more achievable for everyone while positioning Builders FirstSource as the most valuable partner in the industry, we know we must provide innovative and sustainable solutions to our customers. This goal can only be achieved through the support of our valuable team members, with whom we are committed to empowering and fostering a safe and inclusive workplace. We aim to have our operations exemplify our values through safe, effective and efficient processes to drive long-term value for our stakeholders. Through these efforts, we aspire to create a positive impact in the communities in which we serve.

## CUSTOMERS



Provide innovative solutions that allow customers to operate more sustainably

## TEAM MEMBERS



Work together to foster a workplace where safety, careers and innovation thrive

# PARTNERING WITH OUR STAKEHOLDERS TO BUILD A SUSTAINABLE FUTURE BY DELIVERING EFFICIENT AND CLEAN HOMEBUILDING SOLUTIONS

## OPERATIONS



Exemplify our company values through operating safely, effectively and efficiently to drive long-term value

## COMMUNITIES



Make a positive impact in the local communities we serve





# CUSTOMERS

Provide innovative solutions that allow customers to operate more sustainably

As the nation's largest supplier of structural building products and value-added components, we are well positioned to drive more value for our customers by helping them operate more sustainably.

We continually seek to develop new ways to deliver more efficient, safe and sustainable building solutions. Our key initiatives in support of this goal are:

- Product Innovation
- Sustainable Materials
- Digital Tools



# PRODUCT INNOVATION

Our size, scale and concerted focus on growing the adoption of manufactured component products across our industry results in compelling outcomes for our customers’ businesses, as well as people and the planet. The advancement of our innovative manufactured component products is a priority within the customer-focused pillar of our CSR strategy.

## The Builders FirstSource Manufactured Components Advantage:



**Better**  
Computerized designs reduce mistakes and material misuse



**Faster**  
Components are pre-cut and/or assembled, saving labor and time



**Safer**  
Less cutting on the job reduces injury risk for a safer and cleaner jobsite



**Reduces Waste**  
Put less in the dumpster, reduce disposal fees and have a cleaner site

## The Component-Framed vs. Stick-Framed Difference\*

When two identical homes are built side by side, the advantages of the component-framed portions of the house include:

**~223.4**  
Hours saved

**~25%**  
Less wood used

\*Data from Structural Building Components Association (SBCA) [bestwaytoframe.com](https://bestwaytoframe.com)



As demand for more sustainable products grows, we partner with suppliers like Boise Cascade® to meet that demand. To further reduce waste and drive efficiency through manufactured components products, we utilize Boise Cascade’s BC Connect® software and SawTek® saw systems for a portion of our offering. This technology combines software and hardware in an all-in-one saw system that automates engineered wood products (EWP) processing. Using SawTek® to precision trim EWP in 2023, we were able to reduce even more waste by 266,000 lineal feet, which is equal to 900,000 lbs. avoided in jobsite dumpsters.





Driving Efficiency and Safety with Manufactured Components

In addition to the many sustainability benefits of component-framed over stick-framed buildings, component-framed requires less on-site cutting, resulting in a cleaner, more organized and safer job site. Additionally, the enhanced efficiency leads to reduced costs, contributing to more affordable and accessible homes.

Our computerized, pre-cut manufactured framing components — including roof and floor trusses, wall panels, Engineered Wood Products (EWP) floor systems and READY-FRAME® — optimize material usage by precisely preparing building components ahead of time for less waste. For example, we estimate that our production process for roof and floor trusses saves approximately 25% on total board footage of wood compared to conventional stick-framed practices.\*

**~220K**  
**Tons of CO<sub>2</sub>e avoided**  
with manufactured components  
products in 2023\*

\*Calculation includes roof and floor trusses, wood panels and READY-FRAME®  
\*\*The structural building components association (SBCA) study "Framing the American Dream" (sbcindustry.com/fad) found that stick-framed structures use 25% more lumber than manufactured components

Our pre-cut framing package, READY-FRAME®, is innovatively designed to provide easier, more sustainable, more efficient and lower cost solutions for our customers by providing the following benefits:

- Overall cycle time reduction
- Waste reduction
- Labor savings
- Safer jobsite

READY-FRAME® enables up to 20% faster construction and can deliver a 39% increase in productivity per production labor hour. Use of this pre-cut framing package can reduce cutting by 60% and ladder time by 27%, reducing exposure to injury risk, leading to a safer jobsite. It also significantly reduces the amount of material sent to landfill — up to two-thirds fewer dumpsters per home — meaning less waste and lower disposal costs, as well as lower emissions from avoided waste haulage\*\*.



At Builders FirstSource, we work with our valued suppliers to provide innovative solutions that allow our customers to operate more sustainably. DuPont, a technology-based materials and solutions company, recently launched an industry-leading low-global warming potential (GWP) Styrofoam™ Brand XPS, which supports our efforts to deliver sustainable innovation to the industry. The new low-GWP Styrofoam™ Brand XPS allows us to provide our customers with the thermal performance, moisture resistance, and durability they expect with a 94% reduction in embodied carbon as verified by third-party EPDs\* and an LCA Optimization Assessment\*\*. By offering this reduced carbon option, we have helped our customers operate more sustainably by reducing the embodied carbon of their builds.

\*Available on UL SPOT, SPOT - Sustainable Product Database (ul.com)  
\*\*Styrofoam™ Brand XPS LEED Optimization Document - Embodied Carbon Assessment (dupont.com)





By partnering with Weyerhaeuser, a large timberlands and forest products company, we are supporting sustainable forest management. Weyerhaeuser harvests only 2% of its forests each year, and after harvest they replant 100% of the land that was harvested. After accounting for forest growth, Weyerhaeuser’s forests sequester significantly more carbon than is lost during harvest. In purchasing products like machine stress rated lumber, oriented strand board (OSB), and engineered products for a portion of our READY-FRAME® volume and whole house design, we are contributing to long-term carbon storage in harvested wood products. The products we purchased from Weyerhaeuser in 2023 are expected to store 756,000 metric tons of carbon dioxide for the next 100 years, which is equivalent to the greenhouse gas emissions generated by driving 180,000 cars for one year. As we prioritize sustainably sourced wood products, Weyerhaeuser, as well as our other suppliers of wood products, are incented to continue sustainably managing their forests long into the future to meet this demand.



## SUSTAINABLE MATERIALS

We take seriously our responsibility to our planet and we work with our customers and suppliers to operate more sustainably. We also work to help homebuilders meet their energy efficiency design needs and operate in alignment with increasingly stringent energy rating requirements and codes.

Our aim is to serve our markets and customers by balancing price, quality, performance and sustainable impact to create the best products for our end users. We continuously explore new initiatives and technologies to drive innovation and unlock sustainability benefits, such as assessing the potential to create products with alternative materials. We also invest in design optimization efforts to advance innovations in our roofing and floor panels, all while ensuring a safe, structurally sound product.

> 95%

of our wood is sourced from sustainable forestry certified vendors

We remain committed to sourcing sustainable lumber, which includes lumber certified by the Sustainable Forestry Initiative (SFI) and Forest Stewardship Council (FSC), and providing Energy Star® qualified windows and doors to our customers. In 2023, we sourced over 95% of our wood and mouldings from SFI or FSC certified vendors.

As we look ahead to 2024, we are focused on continuing to work closely with our vendor partners and suppliers to identify even more efficient processes to increase the safety and efficiency of our building capabilities. We will also continue to invest in automation and technological innovations that align with our CSR priorities and put even safer equipment and machinery into our team members’ hands.

Builders FirstSource’s manufactured framing components make framing more sustainable, with

~6 MILLION

trees saved since 2019\*

## DIGITAL TOOLS

Our approach to streamlining homebuilders’ design and modeling begins with our industry-leading digital tools. We are guided by our efforts to address the industry’s most pressing pain points, such as lengthy design cycles and inefficient job site activity. We continue to build on our vision of digitizing the industry to reduce waste through bold innovations such as our “Shoppable Digital Twin Experience” technology, which provides a new 3D channel offering. We believe that our digital offerings, which were launched on [myBLDR.com](https://myBLDR.com) in Q1 2024, enhance our sustainability efforts, reducing waste from beginning to end.



\*Calculation based on production data for Builders FirstSource READY-FRAME® precut framing packages and roof and floor trusses since January 1, 2019. An independent third-party study found that the lumber reduction from homes built with READY-FRAME®, compared to traditional stick-framed homes, equals approximately 7.8 trees per the average size US home of approximately 2,300 sq. ft. We calculate the number of homes supplied with READY-FRAME® using our average board footage processed per house, which is based on our 2019 READY-FRAME® saw production data and our 2019 data of actual homes produced with READY-FRAME®. The structural building components association (SBCA) study “Framing the American Dream” ([sbcindustry.com/fad](https://sbcindustry.com/fad)) found that stick-framed structures use 25% more lumber than manufactured components. Using our roof and floor trusses, we calculate the number of trees saved for homes using a 25% savings on total board footage production.





# TEAM MEMBERS

Work together to foster a workplace where safety, careers and innovation thrive

Team members are the foundation of our success and the driving force behind the excellence we deliver to customers. We strive to foster and maintain an environment that is safe, inclusive and promotes bringing fresh ideas and perspectives to help us grow and excel. Our focus on safety and our industry-leading approach to talent development drives our competitive advantage.

We support our team members and create a workplace where everyone can thrive. Our key initiatives in support of this goal are:

- Safety
- Compensation and Benefits
- Team Member Engagement and Retention
- Team Member Development
- Respectful, Inclusive Culture



# SAFETY

At Builders FirstSource, safety is in our DNA. Keeping our team members safe is our top priority, as best exemplified through our standing goal of achieving zero incidents.

## Operations Safety Enhancements Initiatives

In 2023, we implemented a number of new safety initiatives, including:

- Development and rollout of new safety tutorial videos
- Partnership with equipment vendors and industry peers to continuously improve our overall safety programs
- Piloting artificial intelligence to help identify areas of team member manual overexertion and enhance safer lifting techniques
- Partnership with an insurance provider to identify and improve work hazards related to handling incidents at our facilities

## Safety Training

We require all team members to adhere to our safety programs, policies and ongoing education and training efforts, which are designed to improve safe behaviors. Our mandatory new-hire training includes a robust focus on safety and the Builders FirstSource Safety and Health Program. All field-based team members must also participate in daily, as well as monthly, safety meetings. We also provide job-specific safety trainings, depending on the team member’s specific responsibility and location.

In 2023, we enhanced our Environmental Health and Safety (EHS) program by fully transitioning to a mobile device observation and incident recording application. This was designed to provide our team members with the tools needed to document incidents and ensure the proper investigations and actions are taken. This application also tracks key components of ongoing safety initiatives, such as the number of safety trainings by site, attendees and topics covered.

## Performance

Zero incidents remains our standard of excellence. As a testament to our safety commitment and the effectiveness of trainings, we delivered an industry leading total recordable incident rate (TRIR) of 1.54 in 2023, a 30% year-over-year reduction, once again beating our 10% annual reduction target. We have targeted another annual reduction of at least 10% for 2024, and our leadership’s compensation includes metrics tied to our safety performance.

Our Compliance Safety Accountability (CSA) points per inspection in 2023 was 1.67, down 16% from the previous year, and beating our 10% annual reduction target. Governed by the Federal Motor Carrier Safety Administration (FMCSA), the CSA score is a measurement of fleet safety.

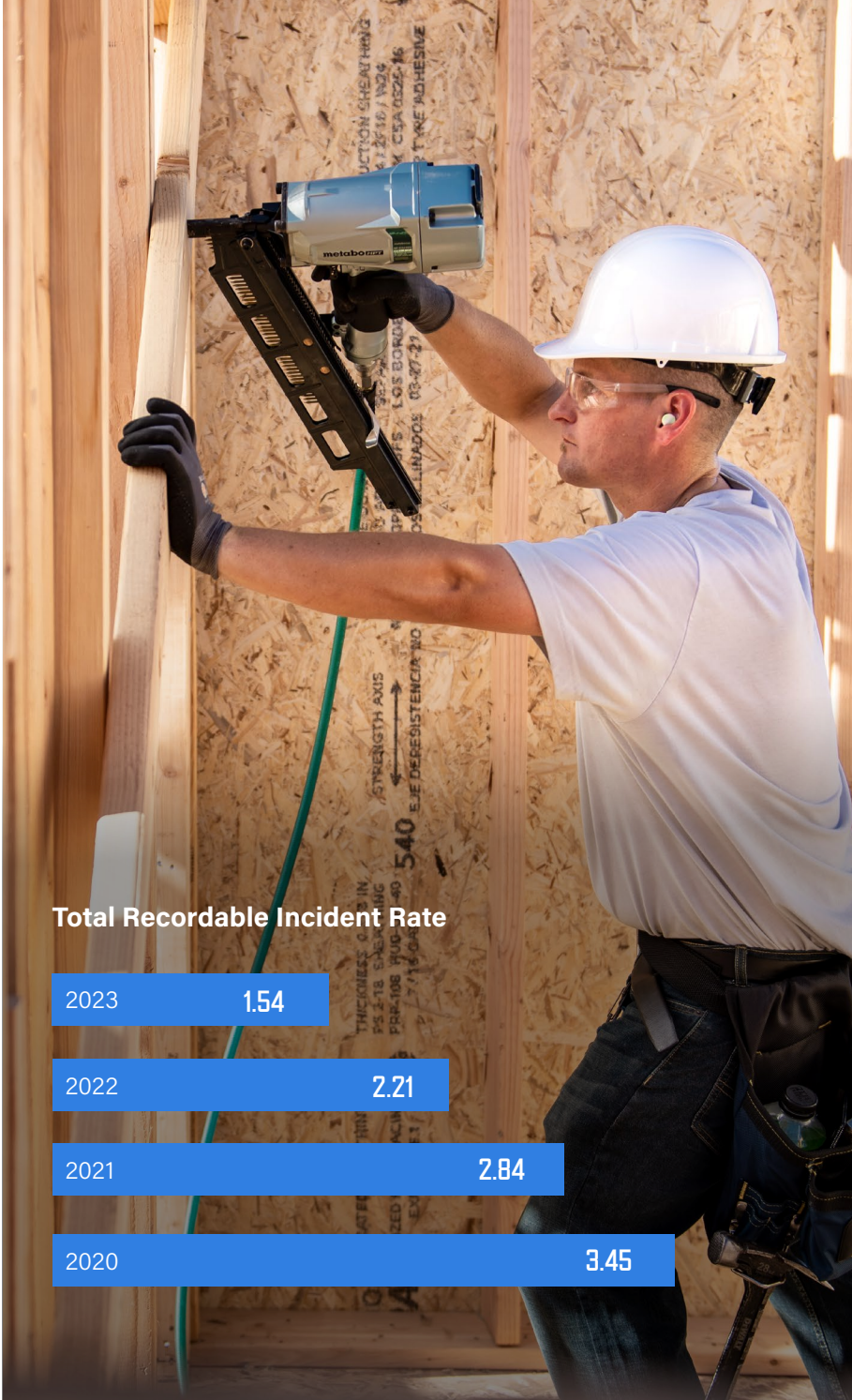
30%

year-over-year TRIR reduction

>60%

(368) of our facilities were accident-free in 2023

\*TRIR calculated as the number of safety incidents across all team members per 200,000 hours worked



## Total Recordable Incident Rate

2023	1.54
2022	2.21
2021	2.84
2020	3.45

## Safety Management

Our Vice President of Safety has day-to-day responsibility for our health and safety programs, with our Executive Leadership Team being actively engaged and having strong oversight via periodic updates and performance reports. The Board also receives quarterly reports on safety performance and initiatives. As safety is a top priority, our leadership's compensation includes metrics tied to our safety improvement and performance.

The Builders FirstSource Safety and Health Program is aligned with OSHA standards and provides a framework for operating safely and mitigating risks with guidelines and procedures relevant for our industry. Our safety policies and programs apply to all team members and contractors.

Every Builders FirstSource location implements controls and safeguards to promote safety and must have processes in place to inspect and identify hazards and then record and track mitigation actions for each hazard identified. We provide safe work procedures for critical tasks, offering clear expectations and requirements to perform work safely. Location managers and supervisors are responsible for implementing and maintaining safety elements in their work areas and answering team member questions about the Safety and Health Program, as well as working with the regional or area safety managers as appropriate. In addition, safety performance is systematically considered

during the contractor selection process, and our supervisors and managers perform regular field assessments of contractor safety performance to ensure our standards are met.

All locations also have location-specific written emergency preparedness procedures with guidelines on how to respond in the event of an incident. To achieve compliance, we conduct internal safety audits of each location at least once every three years.



In 2023, we increased our investment in driving safety and completed the installation of in-vehicle cameras in over 95% of all heavy duty and medium duty vehicles.

## Driver Safety Enhancements

As operators of a large vehicle fleet, driver safety and training is an important focus. We monitor and analyze safety on numerous indicators and safety measures, including pre-trip inspection time and tracked incident progression, with a system in place to follow up, coach and correct unsafe behavior.

Approximately half of all light-duty vehicles are currently equipped with cameras, with the intent to install cameras across the fleet by the end of 2024.

Going forward, we seek to expand our driver safety monitoring and training and utilize the in-vehicle cameras to better identify and target opportunities for enhancement.





# COMPENSATION AND BENEFITS

We are proud of the comprehensive, industry-leading benefits packages we offer, including responsible time off, parental leave and adoption assistance benefits.

Supporting and motivating all of our team members is a critical part of our talent strategy, as well as ensuring that our team is able to share in our company’s success. We offer variable incentive pay to virtually all team members, which can include a profit-sharing plan and/or an annual bonus plan. Additionally, we celebrate team members through service awards and company and peer recognition awards.



## We offer a wide array of competitive benefits.

In 2023, to enhance our team member offerings, we,

- Redesigned all medical plans to improve affordability while enhancing the scope of our coverage
- Enhanced vacation accruals for our hourly team members
- Introduced new maternity benefits for all full-time employees, including six paid weeks of time off
- Expanded our military leave and pay benefit offerings

## Other benefits include:

- Medical, prescription, dental and vision coverage; health reimbursement accounts
- Virtual healthcare and nurse lines
- Flexible spending accounts for health and dependent care
- 401(K) retirement program with company match, also available to part-time team members
- Paid time off, remote work and work/life balance programs, including industry-leading responsible time off
- Industry-leading parental leave
- Paid volunteerism day
- Adoption assistance
- Paid bereavement leave
- Company paid life and AD&D insurance
- Choice of disability income protection (short- and long-term)
- Mental health resources
- EAP (Team Member Assistance Program), also available to part-time team members
- Preventive care programs

# 2023 TEAM MEMBER ENGAGEMENT SURVEY

We are pleased with our best-in-class engagement for the 2023 pulse survey and are committed to continuing our process of soliciting formal team member feedback. We measure team member engagement on an annual basis, alternating between shorter “Pulse” surveys and full surveys.

**19,000+**  
Team member participants, representing **~75%** participation rate (up 52% from the prior year)

**80%**  
Favorability rating



## ENGAGEMENT AND RETENTION

We seek to foster an engaging and rewarding work environment to attract and retain talent.

We undertake annual engagement surveys with a full survey of all team members every other year and pulse surveys in off years. Through the surveys, our team members provide input on our work environment, allowing us to assess and further enhance workforce engagement. We also hold regular town hall meetings with Q&A sessions to provide open communications with our team members. To promote a safe and respectful workplace, we maintain a formal grievance system where team members can report an issue via our anonymous hotline, as well as directly to their manager or human resources representative. These procedures are set forth in our Team Member Handbook and company intranet, as well as displayed on posters in our facilities.

## TEAM MEMBER DEVELOPMENT

At Builders FirstSource, we leverage a robust, all-encompassing, job-specific training platform called 1-Team University, which provides a myriad of development opportunities for team members to improve skills and prepare for career growth. In 2023, we established within 1-Team University our leadership development and training program for frontline operators, which we will rollout throughout 2024.



### 1-Team University learning platform features:

- Build Understanding in Leadership Dynamics (BUILD): Five-day foundational leadership skills and strategies training
- BUILD 2.0: Three-day in-depth advanced leadership training
- High-potential and emerging-leader classes
- Customer service training
- Best-practices sharing
- Micro-learning courses on various topics, such as navigating change
- Industry-specific skills courses

**~20,000**  
Professional development and leadership training classes completed since December 2021

**~13.5**  
Average hours of training per leader

**>100**  
New high potential leaders identified in our 2023 pilot leadership development program, with a formal program rollout beginning in early 2024

**470,000+**  
Hours total on-the-job training

**~20**  
Hours on average of training per team member

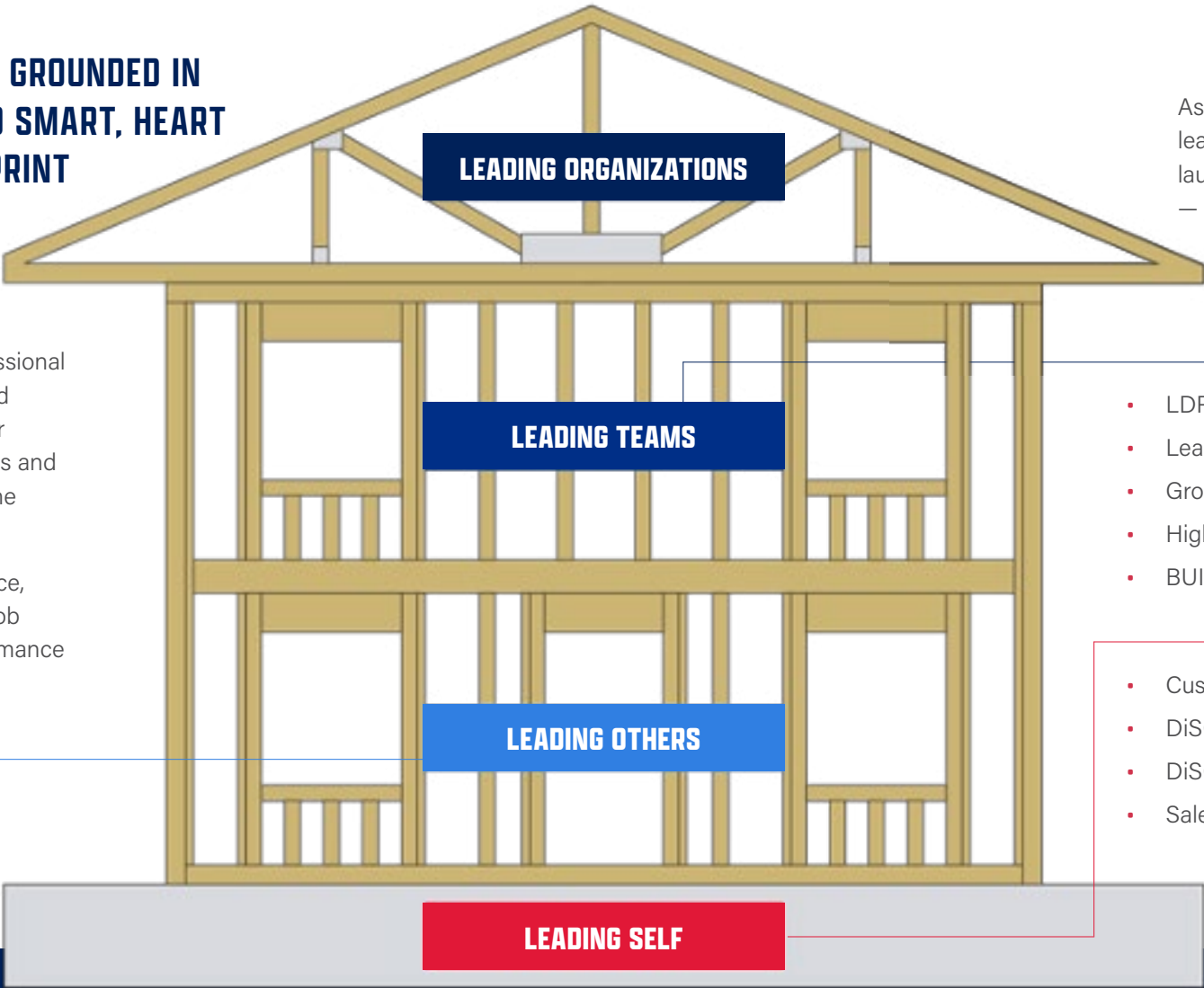


THE BFS LEADERSHIP JOURNEY IS GROUNDED IN OUR CORE VALUES (S.P.I.C.E.) AND SMART, HEART AND COURAGE LEADERSHIP BLUEPRINT

Our BFS Foundations Learning Management System houses and tracks our team member trainings, including 1-Team University, leadership and management, professional skills and compliance. Our Internal Training and Development Team leads the refinement of our trainings to identify current and future skill gaps and train our team members to ensure they have the necessary skills to succeed.

To foster development and hands-on experience, we provide extensive on-the-job training and job shadowing. Our team members receive performance reviews annually as part of our feedback and development process.

- BUILD — Leadership Training
- Leading Change
- Management in Training (MIT)



As a part of our Smart, Heart & Courage leadership development program, we launched our “Leading with Heart” training — a new, signature leadership development program that teaches tools and processes for our leaders to build and foster more engaged teams.

- LDP: Business & Financial Acumen
  - Leading with Heart
  - Growth Mindset
  - High Stakes Conversations
  - BUILD 2.0 — Leadership Training
- Customer 1<sup>st</sup> — Customer Service & Loyalty
  - DiSC®\* — Communications Styles
  - DiSC®\* for Sales
  - Sales in Training (SIT)

\*DiSC® is a personal assessment tool

**S**AFETY  
We make safety our top priority.

**P**EOPLE  
We lead with a people-first culture.

**I**NTEGRITY  
We are honest and reliable.

**C**USTOMERS  
We deliver exceptional customer service.

**E**XCELLENCE  
We challenge the status quo.



# RESPECTFUL, INCLUSIVE CULTURE

At Builders FirstSource, we prioritize supporting a Respectful, Inclusive Culture (RIC). We understand that fostering fresh ideas and perspectives is key to our innovation, continuous improvement and success, which is why we value a respectful, unbiased culture and teams built on mutual respect.

Our Chief People Officer has management responsibility for our RIC programs, focused on empowering team members to reach their full potential.

In 2023, we focused on continuing our team member training series and efforts to invest in our talent pipeline.

Our unconscious bias training is provided to all team members in support of our RIC programs. We also launched a comprehensive topical observance calendar for team members to see the many days celebrated by our workforce.

RIC is embedded in our formal talent pipeline strategy, beginning with forecasting hiring needs. We are proud to share the 2023 achievement that every Builders FirstSource corporate recruiter was an AIRS\* Certified Diversity and Inclusion Recruiter (CDR). We also continued to expand our ongoing relationships with Historically Black Colleges & Universities (HBCU) by formalizing our HBCU recruiting efforts, with a target of attending four to eight HBCU recruiting events a year.



In 2023, we were proud to receive recognition for our top performing culture and leadership with six credential awards from Comparably\*\*, which recognize top performing cultures and leadership and are granted based on team member feedback. These awards included Best Company Culture, Best Company Happiness, Best Company Leadership, Best Company for Diversity, Best Company for Women and Best CEOs for Women. We also received a 2023 Top Workplace Award in Dallas.



\*ADP company and leader in recruitment training  
\*\*Leading workplace culture and corporate brand reputation platform with anonymous employee ratings on over 70,000 companies



Military Friendly Programs

Builders FirstSource is a proud partner of the Department of Defense’s SkillBridge Program and is designated as an official Military Friendly® employer for 2023. We are committed to continuing to expand our veteran recruitment efforts by engaging the SkillBridge Program, Home Builders Institute, National Homebuilding Association, Building Talent Foundation, Hiring Our Heroes Program, The Manufacturing Institute, Troops Into Transportation and various military spouse programs.

Builders FirstSource Employee Resource Groups (ERG)

Our ERGs are locally established and led, employee-driven groups designed to foster an inclusive culture that empowers our team members to reach their greatest potential.



Our women-focused ERG, WEBUILD (Women Engaged in Building Unity, Innovation, Leadership & Drive), launched chapters in all three operating divisions (East, Central and West) in 2023 and continues its work to encourage women working in the industry and at Builders FirstSource.



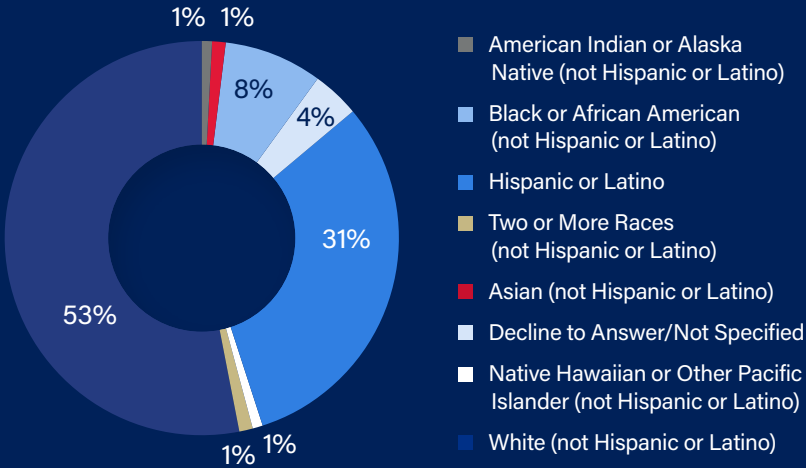
Our Proud to Serve ERG is focused on recruiting, employing and retaining veterans and persons serving in the armed services. We support these team members through mentoring, fellowship, career networking and leadership development.

In 2023, we were a VETS Indexes Employer 3-star company.

BUILDERS FIRSTSOURCE TEAM MEMBERS

The data below reflects the broad diversity of Builders FirstSource team members.

2023 Ethnic and Racial Diversity



2023 Gender and Ethnicity by Function

	MALE	FEMALE	ETHNICALLY DIVERSE
All Team Members	82%	18%	43%
Executives	83%	17%	14%
Corporate	66%	34%	23%
Field Operations	83%	17%	48%
Field Management	85%	15%	26%

Data as of December 31, 2023





# OPERATIONS

Exemplify our company values through operating safely, effectively and efficiently to drive long-term value

We know that when we optimize operations — from sustainability and product quality and safety, to operating with integrity — we make a significant positive impact given our industry leadership position.

Safe, effective and efficient operations are a hallmark of our culture, and we are focused on continuous improvement to manage risk and drive value. Our key initiatives in support of this goal are:

- Environmental, Emissions and Waste Management
- Product Quality and Safety
- Integrity
- Data Privacy and Cybersecurity
- Responsible Supply Chain



# ENVIRONMENTAL, EMISSIONS AND WASTE MANAGEMENT

We are committed to operating efficiently to minimize our environmental footprint, including reducing carbon emissions, water usage and waste.

Our Environmental Compliance Director is responsible for the development, implementation and oversight of our environmental management programs. They ensure compliance with applicable federal, state and local environmental regulatory requirements, such as stormwater and air requirements, and that our sustainability initiatives align with our environmental programs.

We utilize our internal learning management system — BFS Foundations Management System, which includes our EHS training — to educate team members on relevant environmental and safety topics, such as stormwater management awareness, spill prevention and environmental compliance. To learn more, see the [“Team Member Development”](#) section.

## Risk Management

The Internal Environmental Audit Team audits each location at least once every three years. Locations identified as “higher risk” receive quarterly and annual audits on topics such as stormwater and hazardous spills. As part of our focus on continuous improvement, we take appropriate corrective actions to address any issues and enhance operations and compliance.

All Builders FirstSource facilities have emergency response plans for extreme weather events and adhere to all local codes for mitigating extreme weather risk. A weather risk analysis is conducted before acquiring new properties to ensure full consideration of potential flood zones and other natural weather emergencies.

We are committed to monitoring, measuring and reducing our environmental impact, including natural resource usage and emissions. For example, we do not utilize water in key manufacturing processes, which minimizes the impact and risks associated with water usage.



Emissions-Saving Initiatives

- Throughout 2023, we pursued a number of new initiatives to reduce the environmental impact of our facilities and fleet, including:
- Reducing waste through automation in our manufacturing processes
  - Leveraging floor plan software technology to maximize material use and minimize waste
  - Converting to new lower energy, LED lighting
  - Introducing solar
  - Installing overhead fans to reduce air conditioning power usage
  - Installing truss plant grinders and working with third-party vendors to repurpose and recycle lumber waste
  - Monitoring vehicle idle times and providing financial incentives to minimize idling and reduce emissions
  - Introducing alternative fuel vehicles, such as electric, compressed natural gas and clean-burning diesel vehicles

To communicate fuel efficiency practices to our drivers, we hold a regular Fleet Champion Call where we discuss a range of driving topics, including tire efficiency, selecting the right truck for the job and reducing idle time.

We also continued to pursue other initiatives such as utilizing low volatile organic compound (VOC), water-based paints in our facilities, which are better for the environment and team members, and reduce hazardous waste risks.

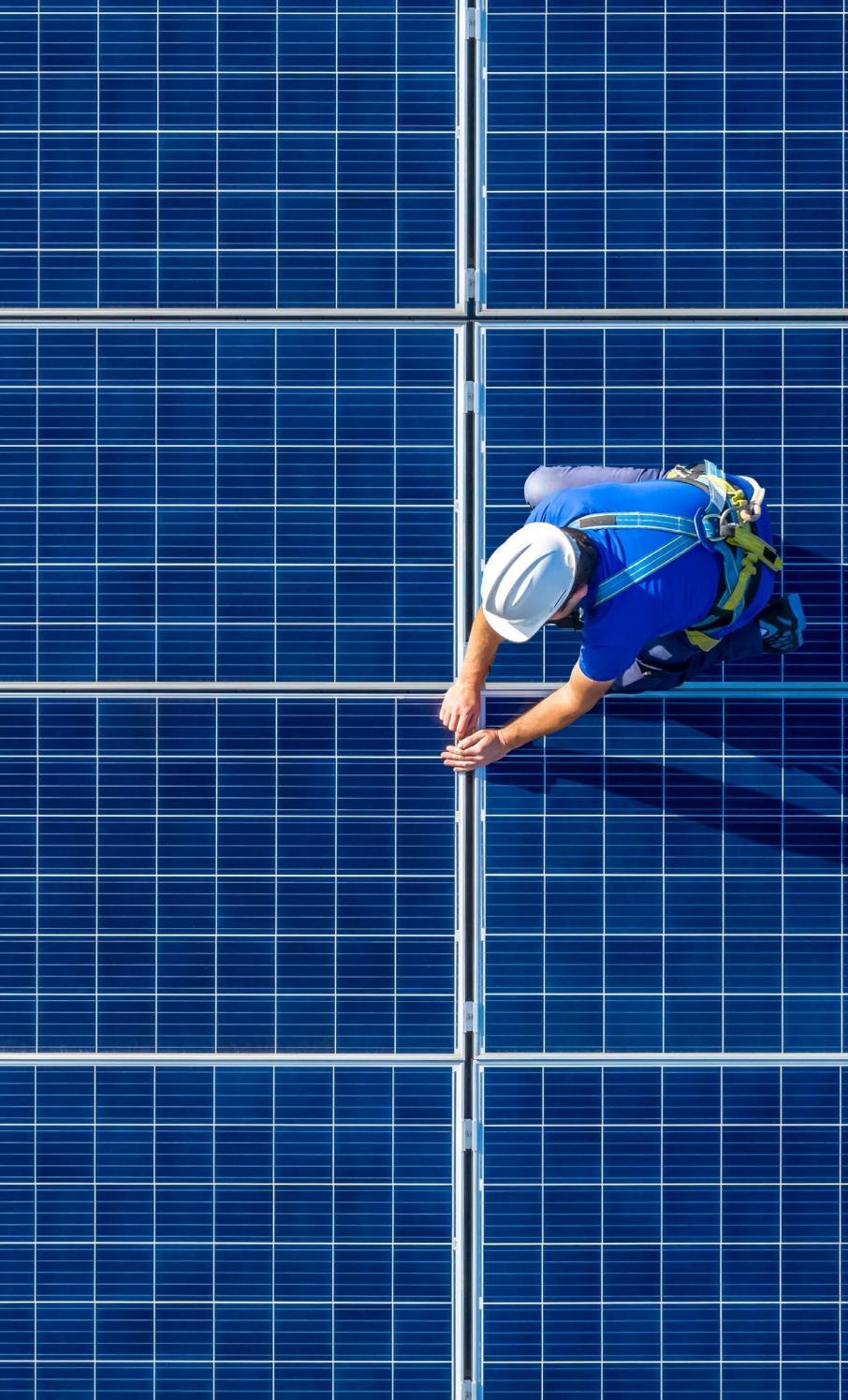
Reducing Operational Emissions with Solar Panels and Lighting Upgrade

Our New Bedford, MA campus leverages solar panels to power its Yard, Truss and Panel locations. The current solar energy system generates enough power to support all three locations on campus with excess power, which is sold back to the grid. We will continue to explore additional locations that may be well positioned to begin using solar power in 2024 and beyond.

Additionally, to underscore our focus on finding energy efficient alternatives at every level of our operations, in 2023 we invested over \$800,000 into more energy efficient lighting solutions in Builders FirstSource locations around the nation. We remain committed to continuing our efforts throughout 2024 and beyond.

Fleet fuel efficiency initiatives:

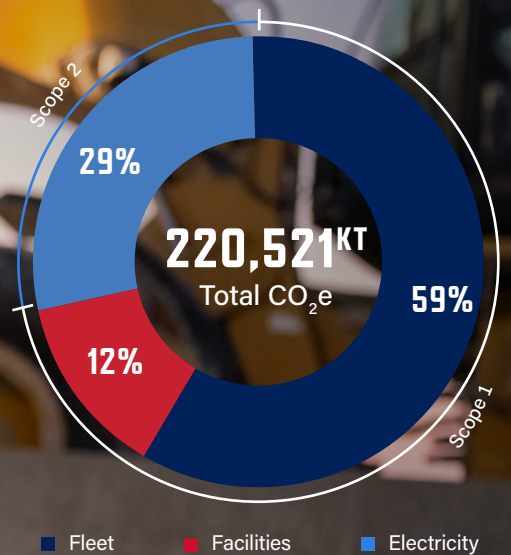
- Targeted vehicle replacements with cleaner and more efficient equipment
- Closest point shipping initiatives to maximize efficiency of customer orders with inventory capacity
- Tracking of outlier high idle time locations, where we are taking steps to reduce idle time to under one hour per day







2023 Greenhouse Gas Emissions\*



We are pleased to once again report out our Scope 1 and Scope 2 greenhouse gas emissions across our facilities and fleet:

(KT CO2e)	2022*	2023
Scope 1 total	154,472.48	156,447.33
Fleet	129,123.35	129,887.93
Facilities	25,349.13	26,559.40
Scope 2 total	67,693.94	64,073.84
Electricity	67,693.94	64,073.84
Total	222,166.42	220,521.17

\*Greenhouse gas emissions data has been revised to reflect enhanced data collection, including for locations where we previously estimated data. 2023 acquisitions were accounted for in the calculation of 2023 ESG data but are not included in our 2022 baseline data as the emissions associated with these acquisitions did not reach the GHG Protocol recommended significance threshold

\*\*Waste data represents approximately 85% of our locations

Greenhouse Gas Emissions and Targets

We continue to invest time, effort and resources to be in a position to set short-, medium- and long-term Scope 1 and Scope 2 greenhouse gas emission reduction targets no later than 2025. In addition to gathering and analyzing critical data to inform future targets, we are focusing now on two key areas of impact — Facilities and Fleet — to reduce emissions. To learn more, see the “[Emissions-Savings Initiatives](#)” section.

2023 Waste Management and Recycling Data\*\*

Our commitment to operating efficiently includes a focus on reducing waste and ensuring the best use of scrap materials. Each Builders FirstSource location is encouraged and empowered to implement a zero-waste mindset resulting in a myriad of innovative solutions, such as converting scrap wood to mulch.

	WASTE GENERATED	WASTE RECYCLED	% OF WASTE RECYCLED
Total (tons)	84,124.53	16,027.97	19.05%



# PRODUCT QUALITY AND PRODUCT SAFETY

At Builders FirstSource, we are committed to maintaining the highest standards of quality and excellence in every product, every time. Our commitment to quality resonates across the entire organization. We regularly monitor product quality and safety, and in the event of a quality and safety incident, we have established response procedures that work directly with suppliers and customers to investigate and take appropriate corrective action to foster continuous improvement.

While our Chief Operating Officer oversees product quality and product safety initiatives, along with our facility managers, site-level product quality and safety is a responsibility of all team members. Relevant team members receive product quality and safety training at hire and when there is an update to the quality assurance manuals used at manufacturing locations. Our Product Liability Specialist oversees new product assessment for building code and regulatory compliance.

We continue to invest in automation to increase product quality and workforce safety. For example, our investment in robotics has increased product quality by providing more precise and efficient ways to build. In addition, with robotics performing material handling tasks, the risk of work-related incidents, including strains, sprains, lacerations, and contusions are greatly minimized. We will continue to focus on advancing our automation efforts to identify even safer, more precise and efficient ways to build products.

## Truss Manufacturing

As an industry leader in truss automation, we understand that maintaining our commitment to quality products is crucial for delivering standards of excellence to our customers. We partner with our largest customers to create and deliver innovative, industry-leading product and labor solutions, including through leveraging our truss automation capabilities.

100% of our truss manufacturing plants have received quality controlled and quality assurance (QC/QA) certification from the Structural Building Components Association (SBCA). Each of our truss locations has a designated QC inspector, and each QC inspector is required to inspect a set number of trusses per build station based on established lumber criteria, such as joint tolerance and connector plate embedment. Inspection details are submitted to SBCA for review and scoring, and all of our truss plants consistently achieve the required score to maintain the nationally recognized SBCA-QC/QA certification.

## Millwork Manufacturing

All of our millwork manufacturing plants are required to follow our Quality Assurance Manual. This manual, along with other quality control processes, guides our millwork manufacturing plants to measure and manage in-process and post-production inspections throughout the millwork manufacturing process. Team members receive training on the Quality Assurance Manual at hire and as new products and processes are developed. Additionally, approximately a third of our millwork plants have obtained Energy Star Certification, meeting strict energy performance standards set by the U.S. Environmental Protection Agency.





# INTEGRITY

We are committed to operating responsibly and ethically in all we do. [Builders FirstSource’s Code of Business Conduct and Ethics \(Code\)](#) and [Supplemental Code of Ethics for Senior Officers](#) serve as the foundation of our compliance program and set forth policies and procedures to promote anti-bribery and anti-corruption, integrity and ethical conduct. The Code also includes operating guidelines detailing delegation of authority, requirement for approval and standard operating procedures.

Our General Counsel oversees our business ethics and bribery and corruption programs, with ultimate oversight by our Board of Directors. We have robust processes and systems to monitor compliance, including accounting systems to detect potential financial irregularities, and we regularly report to the Board of Directors.

All team members receive training and must acknowledge their acceptance of the Code during onboarding and complete periodic acknowledgements thereafter. All managers and above receive quarterly and annual questionnaires and reviews as part of our regular bribery and corruption risk assessments to detect and deter non-compliance.

We also require our team members to complete a training on, and acknowledge, our Team Member Handbook. In 2023, we updated this training to include a dedicated section related to ethics.

## Whistleblower Hotline

To help ensure compliance with our Code and promote ethical behavior, we have a whistleblower program overseen by our General Counsel, who has general oversight and enforcement with respect to business ethics. Our whistleblower program offers anonymous, 24/7 reporting of any concerns. The program is communicated to all team members via posters in all locations, the Team Member Handbook provided to, and acknowledged by, all team members and our company intranet. All reported incidents are investigated and tracked in our EthicsPoint compliance system through final resolution. Appropriate representatives of our legal, human resources, internal audit and finance departments are notified of reported incidents, with an overview of reports provided to the Audit Committee of our Board of Directors regularly.





## DATA PRIVACY AND CYBERSECURITY

The Builders FirstSource data privacy programs are overseen by the Chief Information Officer (CIO), with the Chief Information Security Officer (CISO) responsible for cyber and data security. The CIO and CISO continuously monitor internal and external cybersecurity threats and review and revise cybersecurity defenses on an ongoing basis. Both the CIO and CISO prepare regular reports for the Audit Committee of our Board of Directors, which has ultimate oversight over data privacy and cybersecurity.

The CISO additionally manages the Security Incident Response Plan, which outlines a responsive action plan in case of a cybersecurity incident. This plan is leveraged in coordination with the Company's Security Incident Response Team, composed of executive leaders, cross-functional management team members, internal technical support team members and external third-party service providers, who are collectively responsible for evaluating and escalating cybersecurity incidents as appropriate.

The Audit Committee meets with the CIO at least annually to discuss cybersecurity in greater detail, and the Audit Committee also reports to the Board of Directors regarding cybersecurity matters. To drive our commitment to data privacy and cybersecurity across the organization, we conduct quarterly training and semi-monthly phishing simulations to all team members.

## RESPONSIBLE SUPPLY CHAIN

Builders FirstSource is committed to the highest quality standards of responsible operations within our supply chain and expect our suppliers to hold themselves to the same standards we do. We maintain a direct line of communication with our vendor partners and suppliers to ensure responsible operations.

We expect our suppliers to operate according to the highest ethical and legal principles. In 2023, we added a provision in our supplier contracts reinforcing our expectation that all suppliers adhere to our Code as well as business conduct standards. Topics we address in our Supplier Code of Conduct include forced labor, child labor, freedom of association and collective bargaining.

As guided by our [Responsible Supply Chain Policy](#), we recognize that the extraction and processing of certain raw materials can have significant social, economic and environmental impacts on local populations. We are particularly concerned with tin, tantalum, tungsten and gold originating in the Democratic Republic of the Congo or its adjoining countries (commonly known as Conflict Minerals), where revenues generated by their sale may directly or indirectly finance armed conflict. We do not directly source materials from smelters or mines and only utilize refined metals in manufacturing activities. We expect all suppliers to buy materials from socially responsible sources.



A photograph of a young man and woman embracing from behind, looking out over a field towards a modern house under a sunset sky. The man is wearing a colorful plaid shirt, and the woman is wearing a floral dress. The house in the background is a two-story yellow and white structure.

# COMMUNITIES

Make a positive impact in the local communities we serve

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Our commitment to excellence extends beyond our facilities and our teams, and into the communities in which we operate. Conducting ourselves at the highest standards of corporate citizenship, partnering with local organizations and participating in charitable efforts allow both our company as a whole and individual team members to positively contribute to the greater good of the areas we serve.

Our key initiatives in support of this goal are:

- Charitable Donations
- Volunteerism
- BFS Cares

# CHARITABLE DONATIONS

In 2023, we delivered over \$4 million in charitable giving.

Builders FirstSource supports a variety of charitable organizations, and we also encourage our locations to support local charitable organizations and causes. We seek to create a meaningful difference in the lives of others and an enduring impact on the communities where we live and work. These include:



**American Red Cross**, which shelters, feeds and provides comfort to victims of disasters; distributes international humanitarian aid; and supports veterans, military members and their families.



**Camp Southern Ground**, which supports both children with a wide range of development and learning issues and active-duty and veteran service members through a residential summer camp and wellness transition programs.



**Habitat for Humanity**, which helps families build and improve places to call home so that more people are able to live in affordable and safe homes.



**Homeaid America**, which develops housing and programmatic facilities for people experiencing, or at risk of, homelessness.



**Gary Sinise Foundation**, which supports defenders, veterans, first responders, their families and those in need through a variety of programs, services and community engagements.



**Leukemia & Lymphoma Society**, which raises money for research that will cure leukemia, lymphoma, Hodgkin’s disease and myeloma and to improve the quality of life of patients and their families.



**Carry the Load**, which provides support for military, veterans, first responders and their families through scholarships, educational and community-based programs.

**Builders FirstSource** has partnered with the **Leukemia & Lymphoma Society (LLS)** for 17 years. Through a variety of charitable efforts, including the participation of thousands of team members in LLS’s signature Light the Night events across the country, Builders FirstSource — in collaboration with customers and suppliers — has continuously supported the non-profit’s mission and raised

\$11M

raised for LLS through 2023, making Builders FirstSource the **#1 National fundraising team.**



# VOLUNTEERISM

## Local Community Giving in Action

In 2023, we supported our local communities in a number of philanthropic based events, including educational programs, volunteer opportunities and disaster relief. A few community event highlights from the year are pictured below.



### East Division

Teaching North Carolina students about the homebuilding industry and safe power tool usage at the Greater Charlotte's Professional Women in Building Council's 2<sup>nd</sup> Annual Girls Summer Camp.



### West Division

Supporting the Marshall, Colorado fire rebuild to support the Northern Colorado community in recovering from the devastating December 2021 fire that destroyed over 1,000 structures and 6,000+ acres.



### Central Division

Participating in and supporting the SkillsUSA TeamWorks construction competition for Wichita, Kansas high school students by providing necessary supplies such as lumber, hardware, house wrap and windows.

# BFS CARES

BFS Cares was created to help team members facing financial hardship immediately after a natural disaster or unforeseen personal hardship.

We provide qualifying team members in need with tax-free grants — up to \$5,000 — funded by individual team member donations and support from the company.

Since 2017, more than

1,300

grants have been provided,

totaling over

\$900,000



# APPENDIX

## TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) INDEX

We are committed to providing transparency on our climate change risk management. The TCFD has developed voluntary, consistent climate-related financial risk disclosures for use by companies in providing information to stakeholders, which we have used to guide our reporting.

GOVERNANCE	Board Oversight	Our Board of Directors has ultimate oversight of climate change related risks and is responsible for reviewing and providing guidance on the company's climate change related programs and policies as part of its wider sustainability oversight. Specifically, our Nominating and Corporate Governance Committee is tasked with overseeing management's efforts on significant issues relating to CSR and sustainability, including issues relating to measuring our carbon footprint.
	Management Oversight	Ultimate review and approval of our sustainability strategy, including climate change related risks and programs, is made by our Executive Leadership Team, including our CEO. Our sustainability strategy is led by the ESG Steering Committee and ESG Cabinet, with day-to-day implementation overseen by our Vice President of ESG and Risk Management.
STRATEGY	Climate-Related Risks and Opportunities	We have identified climate-related risks and opportunities that may affect us over the short-, medium- and long-term. These include,
		PHYSICAL RISKS: Adverse weather events, natural disasters or similar events, including as a result of climate change, could generally reduce or delay construction activity, which could adversely impact our financial condition, operating results and cash flows. Furthermore, if certain markets where we have made significant investments become less desirable for new home building due to the frequency of adverse weather events or climate change, we could incur significant losses at our facilities throughout these markets.
		REPUTATIONAL RISKS: Our business faces increasing public scrutiny related to ESG activities. We risk damage to our brand and reputation if we fail to act responsibly or meet any commitments that we may set in a number of areas, such as DEI, environmental stewardship, including with respect to climate change, human capital management, support for our local communities, corporate governance and transparency, or fail to consider ESG factors in our business operations. Additionally, investors and shareholder advocates are placing an increasing emphasis on how corporations address ESG issues in their business strategy when making investment decisions and when developing their investment theses and proxy recommendations. We may incur meaningful costs with respect to our ESG efforts and if such efforts are negatively perceived, our reputation and stock price may suffer.
		REGULATORY RISKS: Concerns over the long-term impacts of climate change have led and will continue to lead to governmental efforts around the world to mitigate those impacts. Consumers and businesses are also changing their behavior and business preferences as a result of these concerns. New governmental regulations or guidance relating to climate change, as well as changes in consumers' and businesses' behaviors and business preferences, may affect whether and on what terms and conditions we will engage in certain activities or offer certain products or services. The governmental and supervisory focus on climate change could also result in our becoming subject to new or heightened regulatory requirements. Any such new or heightened requirements could result in increased regulatory, compliance or other costs. Our business, reputation and ability to attract and retain employees may also be harmed if our response to climate change is perceived to be ineffective or insufficient.
		DEMAND OPPORTUNITY: We assist homebuilders in designing energy efficient homes in order to meet increasingly stringent energy rating requirements. Upgrading to our premium windows, doors and insulating products can reduce overall cost to the homebuilder by minimizing costs of the required heating/cooling system. We work closely with the homebuilder to select the appropriate mix of our products to meet current and forthcoming energy codes. We believe these services require scale, capital and sophistication that smaller competitors do not possess.



# TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) INDEX

We are committed to providing transparency on our climate change risk management. The TCFD has developed voluntary, consistent climate-related financial risk disclosures for use by companies in providing information to stakeholders, which we have used to guide our reporting.

	Impact on Strategy	Our leadership team is committed to considering the potential risks and opportunities climate change may pose to our business. We regularly evaluate ways to reduce the resource needs of our operations and the direct and indirect environmental impacts of the supply, manufacturing, use and disposal of our products. We recognize that the effects of climate change will add greater impetus to addressing the world's environmental challenges.
	Climate Resilience	Our senior managers and executives monitor changing regulatory requirements and other impacts to our business. We seek to balance operational efficiency with resilience through a diversified manufacturing and supplier base.
RISK MANAGEMENT		Our Senior Leadership Team and Board of Directors are intent on managing and mitigating various risks to our business and financial performance, including climate change and other environmental risks.  Such risk management topics are reviewed and discussed on a regular basis among our leadership team across the entire organization. Consideration of such risks is implemented in all aspects of our business as part of our operating and investment decision-making process.
METRICS	Metrics	We monitor and measure our climate-related performance, including greenhouse gas emissions.
	GHG Emissions (2023)	Scope 1    1: 156,447.33 metric tons CO <sub>2</sub> e
		Scope 2    2: 64,073.84 metric tons CO <sub>2</sub> e
		We intend to set Scope 1 and 2 emission reduction targets no later than 2025.

# SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX

The disclosures in this report are informed by the recommendations of the Sustainability Accounting Standards Board (SASB) Building Products & Furnishings standard.

	ACCOUNTING METRIC	CODE	DISCLOSURE
ENERGY MANAGEMENT IN MANUFACTURING	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	CG-BF-130a.1	(1) 826 GWh (2) 21% (3) N/A
MANAGEMENT OF CHEMICALS IN PRODUCTS	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	CG-BF-250a.1	See section on <a href="#">Operations</a>
	Percentage of eligible products meeting volatile organic compound (VOC) emissions and content standards	CG-BF-250a.2	Not reported
PRODUCT LIFECYCLE ENVIRONMENTAL IMPACTS	Description of efforts to manage product lifecycle impacts and meet demand for sustainable products	CG-BF-410a.1	See section on <a href="#">Product Innovation</a> and <a href="#">Sustainable Materials</a>
	(1) Weight of end-of-life material recovered, (2) percentage of recovered materials recycled	CG-BF-410a.2	See section on <a href="#">Environmental, Emissions and Waste Management</a>
WOOD SUPPLY CHAIN MANAGEMENT	(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	CG-BF-430a.1	>95% of our wood is sourced from sustainable forestry certified vendors. See section on <a href="#">Sustainable Materials</a>
ACTIVITY METRIC	Annual production	CG-BF-000.A	Not disclosed
	Area of manufacturing facilities	CG-BF-000.B	Not disclosed



EEO-1 DATA

The EEO-1 data table below reflects the Company's U.S. workforce as of December 31 of the most recent year that is available as of the publication date of this report.

RACE / ETHNICITY															
HISPANIC OR LATINO			NOT HISPANIC OR LATINO												
			MALE						FEMALE						ROW TOTAL
JOB CATEGORIES	MALE	FEMALE	WHITE	BLACK OR AFRICAN AMERICAN	ASIAN	NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKA NATIVE	TWO OR MORE RACES	WHITE	BLACK OR AFRICAN AMERICAN	ASIAN	NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKA NATIVE	TWO OR MORE RACES	
EXECUTIVE / SENIOR LEVEL OFFICIALS AND MANAGERS	1	1	55	2	1	0	0	2	9	1	1	0	0	1	74
FIRST / MID-LEVEL OFFICIALS AND MANAGERS	407	58	2023	131	16	8	16	26	359	17	10	0	2	8	3081
PROFESSIONALS	104	74	828	50	24	1	9	8	353	39	19	1	3	12	1525
TECHNICIANS	58	14	554	19	11	1	6	7	92	5	6	0	0	1	774
SALES WORKERS	363	204	3260	67	7	9	32	34	1158	29	19	6	14	26	5228
ADMNISTRATIVE SUPPORT WORKERS	239	385	734	118	12	4	11	13	1009	108	25	11	16	21	2706
CRAFT WORKERS	823	86	680	34	3	4	2	8	13	2	0	0	0	0	1655
OPERATIVES	1303	133	2494	656	20	25	26	43	43	7	0	0	0	0	4750
LABORERS AND HELPERS	3894	345	3123	1021	101	54	82	90	103	14	4	6	5	4	8846
SERVICE WORKERS	18	20	23	3	0	0	0	0	8	3	0	0	0	0	75
CURRENT 2022 REPORTING YEAR TOTAL	7210	1320	13774	2101	195	106	184	231	3147	225	84	24	40	73	28714
PRIOR 2021 REPORTING YEAR TOTAL	6970	1060	13637	2027	181	99	185	247	2975	192	84	27	34	61	27779

# SAFE HARBOR AND NON-GAAP FINANCIAL MEASURES

## Cautionary Notice

Statements in this presentation that are not purely historical facts or that necessarily depend upon future events, including statements about expected market share gains, forecasted financial performance or other statements about anticipations, beliefs, expectations, hopes, intentions or strategies for the future, may be forward- looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. In addition, oral statements made by our directors, officers and employees to the investor and analyst communities, media representatives and others, depending upon their nature, may also constitute forward-looking statements. All forward- looking statements are based upon currently available information and the Company's current assumptions, expectations and projections about future events. Readers are cautioned not to place undue reliance on forward-looking statements. Forward-looking statements are by nature inherently uncertain, and actual results or events may differ materially from the results or events described in the forward-looking statements as a result of many factors. Builders FirstSource, Inc. undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. Any forward-looking statements involve risks and uncertainties, many of which are beyond the Company's control or may be currently unknown to the Company, that could cause actual events or results to differ materially from the events or results described in the forward-looking statements, including risks or uncertainties related to the Company's growth strategies, including gaining share and

its digital strategies, or the Company's revenues and operating results being highly dependent on, among other things, the homebuilding industry, lumber prices and macroeconomic trends, including interest rates and potential labor and supply shortages, and also lumber and other commodity prices. Builders FirstSource, Inc. may not succeed in addressing these and other risks. Further information regarding factors that could affect our financial and other results can be found in the risk factors section of Builders FirstSource, Inc.'s most recent annual report on Form 10-K filed with the Securities and Exchange Commission ("SEC") and may also be described from time to time in the other reports the Company files with the SEC. Consequently, all forward-looking statements in this presentation are qualified by the factors, risks and uncertainties contained therein.

## Use of Non-GAAP Financial Measures

This presentation includes financial measures and terms not calculated in accordance with accounting principles generally accepted in the United States ("GAAP") in order to provide investors with an alternative method for assessing our operating results in a manner that enables investors to more thoroughly evaluate our current performance as compared to past performance. We believe these non-GAAP measures provide investors with a better baseline for modeling our future earnings expectations. Our management uses these non-GAAP measures for the same purpose. We believe that our investors should have access to the same set of tools that we use in analyzing our results. These non-GAAP measures should be considered in

addition to results prepared in accordance with GAAP, but should not be considered a substitute for or superior to GAAP results. Our calculations of adjusted EBITDA, adjusted EBITDA margin, free cash flow and net leverage are not necessarily comparable to similarly titled measures reported by other companies. The company provided detailed explanations and reconciliations of these non-GAAP financial measures in its filings with the SEC.





Builders FirstSource  
6031 Connection Drive, Suite 400  
Irving, TX 75039  
[bldr.com](https://www.bldr.com)

May 2024

If you have any questions regarding the  
Corporate Social Responsibility Report,  
please contact [investorrelations@bldr.com](mailto:investorrelations@bldr.com).

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