

# Environmental, Social, and Governance Report 2023

Wingdale, NY reclaimed sand and gravel pit



PECKHAM  
INDUSTRIES, INC.

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# From the Desk of the President

Ninety-nine years and counting, that is how long Peckham Industries has been the trusted supplier of construction materials, products, and services in the communities that we serve. We believe that our “family by choice” delivers value to all our stakeholders; our customers, our members, our shareholders, and our communities. It is our purpose and why we exist as Peckham Industries. Under the guidance of our board and shareholders, we have elevated our commitment to being a positive force in our communities. As part of our focus, we are adopting the Environmental, Social and Governance (ESG) model. We have collated all the efforts across our footprint and with our partners to ensure a safe, healthy, and environmentally sustainable approach to doing business. Herein, you will see our commitment represented in real action. Peckham members continuously exemplify respect, innovation and compulsive tinkering when it comes to Peckham's environmental stewardship, safety and health, people, and communities.

For a century, Peckham Industries has supplied materials, paved roads, and constructed projects right where our own families live. That experience—doing business the right way, year after year—has forged a proud member culture built on values of safety, integrity, dedication, and efficiency. Our ESG model approach further underlines our commitment to our communities. By beneficitation of the earth's resources to develop civilization in a custodial way, Peckham promises a safe and sustainable future for its communities, no matter how the road bends. Relying on a company that has placed family values at its forefront for 100 years, constructors can depend on Peckham to sustainably grow and guide for the next 100 with a partner they know and can trust.



**"Under the guidance of our board and shareholders, we have elevated our commitment to being a positive force in our communities."**

**-Damian Murphy  
President & CEO**

# ESG Goals

Our products and services play a vital role in the economic development of the communities in which we operate. We continuously look for ways to reduce our impact on our neighbors and the environment and to improve our overall member experience. As we begin the process of establishing measurable goals for each of the ESG topics, we believe that in the development of these goals we will directly impact our business success and sustainability, while at the same time enabling us to identify ways to continue improving our strategic approach as responsible stewards of our community, environment and workplace. This report highlights Peckham's commitment to our members by detailing our dedication to safety, training, and career development that makes Peckham more than just a place to work. This report also identifies both existing goals and goals that are currently being defined as they relate to the environment, safety, member engagement, support of the communities in which we operate, climate change and corporate governance. As our ESG program matures, including having data to calculate baselines from which to measure our impacts, we will add to the following topics.

## ENVIRONMENTAL



- Define strategies to reduce energy intensity per ton of product to include: Mobile equipment upgrades; Improvements to aggregates production throughput; Asphalt production and heating efficiency.
- Define current energy use and associated emissions to develop alternate energy and reduction in use goals.
- Electrical efficiency - Strategies identified to reduce emissions require changes not only to our operations but to the power generated by utilities that supply our grid electricity. Secure 5% of all energy from renewable sources by 2030.

## HEALTH & SAFETY



- Reduce our Recordable Incident Rate by 50% from the 2021 level as we strive for Zero incidents.
- Reduce our Lost Time Incident Rate by 50% from the 2021 level.
- Implement the Peckham Engagement Plan (PEP), our behavior-based safety initiative, throughout all levels of the company.

## OUR PEOPLE



- Continue to embrace diversity and inclusion in our workforce, while looking for opportunities to expose new workers to our company and industry, for example, through our Intern Program.
- Promote member well-being through ongoing HR initiatives and expanded use of our Employee Assistance Program (EAP).
- Develop leadership and member programs to address gaps and provide training across the entire member life cycle.



# About Peckham

ABOUT PECKHAM INDUSTRIES

PECKHAM BY THE NUMBERS

PII LEADERSHIP

THE PECKHAM WAY

OUR PRODUCTS



Amherst, MA Quarry

# About Peckham Industries

Since our founding on March 17, 1924, by William H. Peckham, Peckham Industries has remained a family-owned construction and materials partner. For over 99 years, Peckham has served New York state and New England with loyalty and adaptability. Our familial background has allowed our team to implement safety, integrity, dedication, and efficiency into each project—all while simultaneously striving to enhance the communities that surround them.

Peckham provides a wide range of products and services, including aggregates, asphalt pavements, liquid asphalt, paving and construction services, reclamation and milling, precast concrete parking garage components and more. Headquartered in Brewster, NY, Peckham's extensive network throughout New York and New England includes hot mix asphalt plants, stone quarries, bulk asphalt terminals, ready mix concrete plants, liquid calcium chloride and emulsion terminals, as well as the logistics capabilities and expertise to deliver those products to customers.

Relying on the forefront of family values for a century, the fourth generation of the Peckham family has built an organization that promises a safe and sustainable future that will allow it to grow and guide for the next 100 years.

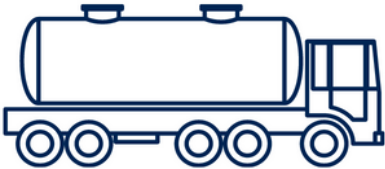


Chestertown, NY Quarry and HMA plant

# Peckham by the Numbers



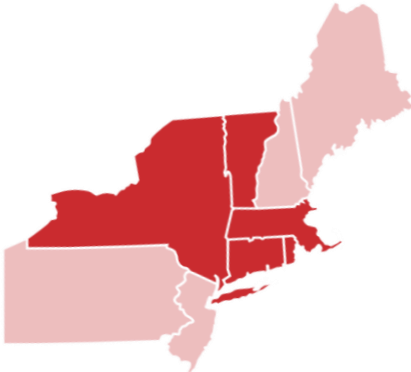
Founded in 1924 in White Plains, NY



Liquid Asphalt Terminals



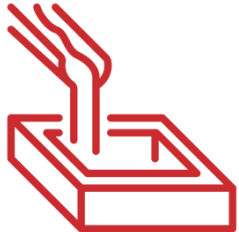
Precast Concrete Facility



Operations in 5 states



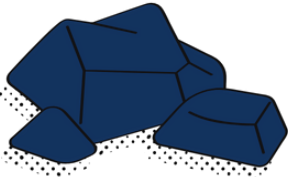
Headquartered in Brewster, NY



Concrete Plants



Fourth generation Family-Owned Business



Aggregate Facilities



Hot Mix Asphalt Plants



1000+ Members



67% of Board members are nonmanagement & independent  
44% of Board members are women



Road Construction Divisions



Quality Control Labs

# PII Leadership



Damian Murphy  
President & CEO



Rich Antes  
Treasurer



Pete Barrett  
Asst VP Materials



Eric Belman  
VP Business  
Development



Jeff Belval  
VP Materials



Alan Corr  
CFO



Dan Flannery  
Asst VP Equipment  
Management



Will Hadeka  
General Manager  
Dailey Precast



Jennifer Harvey  
VP & General Counsel



Gary Metcalf  
VP Sales &  
Marketing



Parker Mills  
VP Construction



Peter Simoneau  
VP Performance &  
Integration



Anand Sud  
VP HR



Chris Suttmeier  
VP PARCO



Matt Webb  
CIO



Bob Yaremko  
VP EHS & Technical  
Services



# The Peckham Way

## SAFETY

### PROTECT FAMILY & FRIENDS

#### Communicate

- Actively listen, connect often, and embrace feedback.
- Engage and inspire action- reinforce our values and why they matter.

#### Transparency and Learning

- Admit mistakes and learn from them.
- Stay fact based and rational in times of uncertainty and crisis.

#### Ownership and Caring

- Behave like you own it.
- Act when we see something wrong.

## INTEGRITY

### OUR WORD IS OUR BOND

#### Determined

- Show determination and drive in getting the job done with high quality outcomes.
- Work with intensity- always going the extra mile.

#### Measurement

- Develop standard operating procedures to enable performance and growth.
- Utilize agreed upon metrics to drive continuous improvement and performance.

#### Humility

- Put others first.
- Collaborate- working together to solve challenges as one team.

#### Innovation

- Remain open to new ways of doing things- actively experiment, leverage technology and engage new ideas
- Empower people to effectively execute and challenge the status quo.

#### Honesty and Truth

- Always act with honesty and tell the truth.
- Provide full disclosure- state the good and the bad.

#### Loyalty

- Treat fellow members with respect.
- Convey in actions and words, a sense of ownership and passion for the company.

#### Compulsive Tinkering

- Continuously seek to improve our value proposition.
- Effectively debate and align around a decision- best ideas win.

#### Respect and Engage

- Treat all members of the team equally by nurturing an environment that is diverse, inclusive, and fair.
- Show genuine concern for people and their wellbeing.

#### Obligated

- Utilize the appropriate tools, protocols and procedures to be effective.
- Take personal responsibility- lead by example.

#### Safety Always Wins

- Promote an environment free from any type of harm or harassment.
- Have a zero-incident attitude.

#### Focused

- Make our values an everyday mindset.
- Be intentional in your actions.

## DEDICATION

### COMMITTED TO SERVE

#### Mastery

- Continuously seek to improve- be the best we can be.
- Educate and provide challenging, developmental opportunities- enable others to be all they can be.

## EFFICIENCY

### RESULTS MATTER

#### Work Life Rhythm

- Seek opportunities to recognize, reward and celebrate.
- Create value through member engagement, sustainability and stakeholder partnerships.

# Peckham By Your *SIDE*

# The Peckham Way Tour

The culture at Peckham Industries is a differentiator for our business and it is critical to securing our future success. We are investing in how we sustain our culture, as we remain on an aggressive growth track. A key initiative is to engage with our leaders across PII through the **Peckham Way Tour**. The Tour was developed in order to communicate and strengthen the Peckham Way culture and draw out authentic stories that demonstrate our foundational core values of safety, integrity, dedication, and efficiency, along with our brand personality traits of mastery, loyalty, experienced and innovative.

The committee developed an effective program to communicate and strengthen our culture that will remain sustainable as the company grows. Through the Peckham Way Tour we continue to familiarize members with the recent updates to Peckham's mission, guiding principle, reinforce the core values, and our brand attributes- known as Peckham By Your SIDE. The committee members served as brand ambassadors, facilitating several sessions across the business to over 100 Peckham members. Feedback from both the ambassadors and the session attendees has been very positive, as members are excited to see Peckham's culture continue to grow and flourish as the business grows.



Brand Ambassadors leading a Peckham Way Tour Session in Pleasant Valley, NY

# Our Products

## Aggregates

Aggregates are made up of primarily crushed stone, sand and gravel that are vital to the construction of housing, schools, hospitals, roads and highways. The aggregates industry, literally the foundation of our nation's infrastructure, is a significant contributor to the economic wellbeing of our country.

## Hot/Warm Mix Asphalt

Hot and warm mix asphalt is made up of approximately 95 percent aggregates, asphalt binder, additives, and modifiers used in roads, highways, parking lots and driveways. Of the 2.8 million miles of paved roads in the U.S., about 94% are surfaced with asphalt.

## Precast Concrete

Precast concrete is designed and manufactured in our Shaftsbury, VT plant where we specialize in projects such as parking garages, building exteriors, sports stadiums, retaining walls and bridges.

## Ready-mixed Concrete

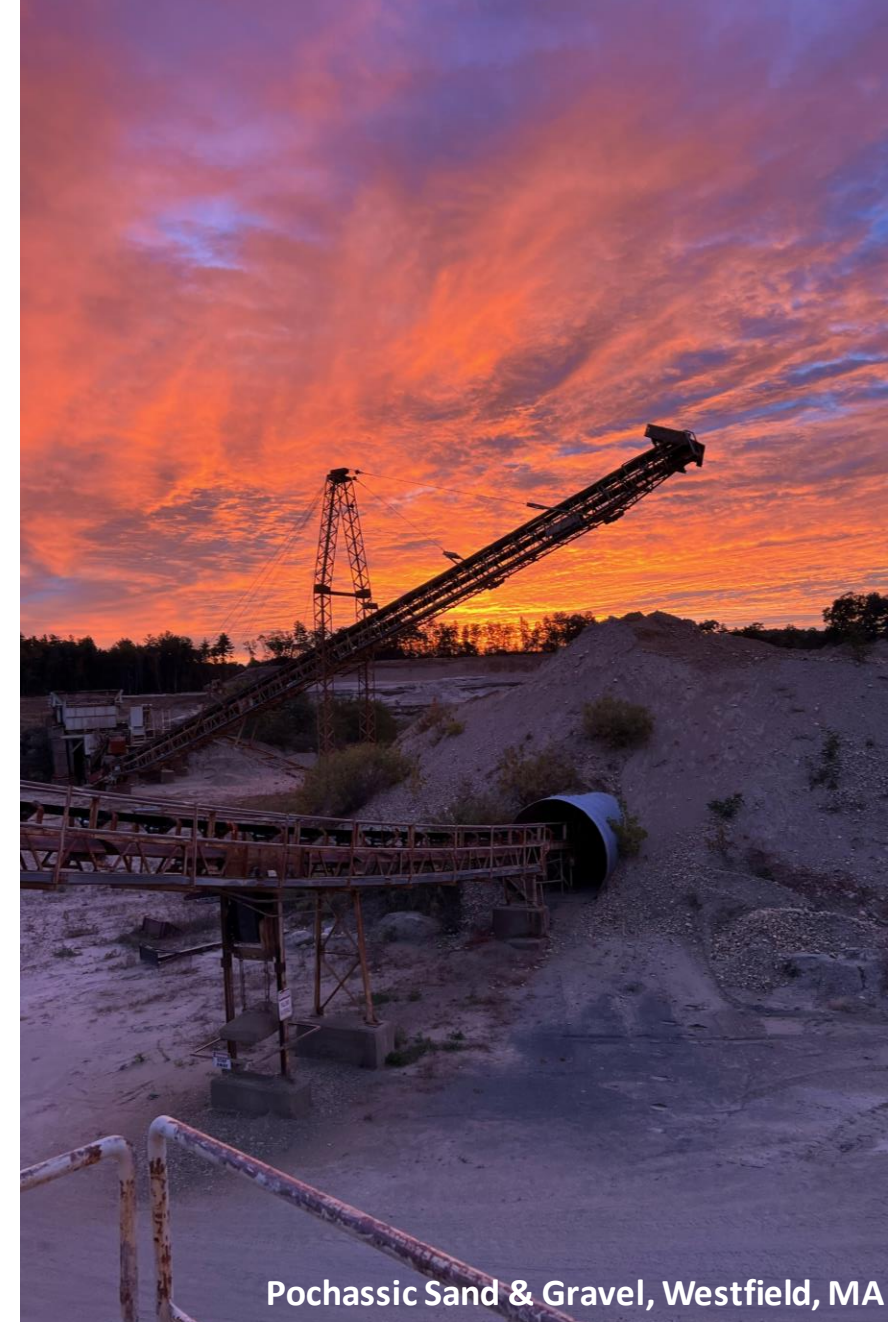
Ready-mixed concrete is made up of aggregate, cement, additives and water that create a durable, strong, water-tight product, making it a desirable material for construction projects such as buildings, sewer systems, tunnels, home foundations, driveways and sidewalks.

## Recycled Materials

Recycled materials are made from previously used concrete, asphalt, rock and brick. After careful inspection, these materials are re-crushed and sized to meet customer needs and specifications for other uses.

## Road Construction Services

Our services include consultation, paving of all types, site work, maintenance, surface treatments, full depth reclamation and cold in-place recycling (CIPR). Our reclamation and CIPR processes reduce road maintenance costs and greenhouse gas emissions, while conserving natural resources and fuel.



Pochassic Sand & Gravel, Westfield, MA



# Environmental

OUR COMMITMENT

THE ROAD FORWARD

PECKHAM'S ROAD FORWARD

SUSTAINABILITY STATISTICS

RECYCLED PAVEMENT SOLUTIONS: CIPR & FDR

MODIFICATION OF WINGDALE, NY

WILDLIFE HABITAT COUNCIL

PROPERTY MANAGEMENT



Wingdale, NY bird box

# Our Commitment

Peckham Industries, Inc. is committed to operating in an environmentally responsible and safe manner, reporting our performance with respect to key areas of focus, as well as embedding our sustainability practices and goals into our corporate environmental strategy. All aspects of our sustainability approach, including environmental stewardship, are an integral part of Peckham's annual planning process and day-to-day business. We strive to safely and sustainably manage our business while pursuing our environmental and economic objectives. Peckham has robust governance and oversight in place as it relates to environmental matters, including climate change-related issues. We place day-to-day responsibility for compliance with our operations management and view it as an important part of our ongoing strategy. In this regard:

- We have strong oversight of environmental matters at all levels; operations, management, and the Board of Directors.
- We view sustainability as a part of both our day-to-day and long-term strategies, and as a driver of our ability to create value.
- We strive for continuous improvements in our environmental performance and consider it as an avenue to create new business opportunities.
- Our stewardship programs are guided by a combination of industry best practices, innovative operational improvements, and the use of clean technologies.
- We include environmental matters in our management discussions and goals.

Various aspects of our business are highly regulated by governmental standards and permitting requirements related to air emissions, water discharges, waste management, noise and dust control, land use and other environmental matters. It is our policy to continually meet and, where possible, exceed compliance with applicable environmental laws and regulations. We also continually invest in new or upgraded equipment and processes to maintain compliance. For example, at our Wingdale Materials facility, we recently invested in a Hybrid Technology front-end loader that consumes significantly less diesel than traditional loaders.



**"We strive for continuous improvements in our environmental performance and also consider it as an avenue to create new business opportunities."**

**-Jason Kappel  
Director of Technical Services**

# Our Commitment

To achieve our environmental-related goals, we employ full-time environmental professionals and managers with significant expertise in environmental compliance and sustainability who are credentialed as follows:

- Most hold degrees in various engineering disciplines or environmental-related sciences, including mining and civil engineering, geology, and environmental science.
- Many are members of, or occupy leadership positions in, industry associations and hold professional certifications that require continuing education and training.
- Many of our environmental professionals and operations managers are outdoorspeople with a keen interest in wildlife and habitat conservation, as evidenced by their active memberships in organizations such as the Boy Scouts, Kayaking Clubs, and the Wildlife Habitat Council.

Our operations are subject to both periodic self-audits as well as regular inspections by regulatory authorities, and our internal practices and procedures often go beyond regulatory requirements. As we have responsibly grown our business, we have maintained our focus on these goals by prioritizing environmental stewardship and compliance during integration. In the sections that follow, we further detail our performance with respect to various issues that are, or may be, material to our business. This includes the issue of climate change-related risks and goals, which are increasingly important considerations for our business. Specifically, we provide important information regarding the carbon footprint of our overall business and detail the important steps we have taken, and plan to take, in reducing the carbon intensity of our operations.



**Jason Kappel**  
Director of Technical  
Services



**Kevin DeSilva**  
Environmental  
Compliance Manager



**Kyle Crossett**  
Property Manager



**Jonathan Crowley**  
Environmental Technician



**Walter Price**  
Mine Engineer



**Mark Pfaff**  
Quarry Engineer

# The Road Forward

## About the Road Forward

An initiative of the National Asphalt Pavement Association, The Road Forward: A Vision for Net Zero Carbon Emissions for the Asphalt Pavement Industry calls on the U.S. asphalt community to advance technologies, products, and processes to achieve net zero carbon emissions by 2050. Launched in January 2022, the multi-year effort will engage, educate, and empower the U.S. asphalt community to produce and construct net zero carbon emission asphalt pavements.



## Sponsorship

In May 2022, Peckham Industries became an inaugural sponsor for NAPA's Road Forward Program. The Road Forward allows Peckham to unite with others across the country to help move the paving industry forward in carbon emissions reduction. Sponsorship will help fund the ongoing research and education to aid the entire U.S. asphalt industry in achieving net zero carbon emission asphalt production and construction by 2050.



**“Since 1924, our company’s foundation has been built on family values, and we are committed to building a sustainable future for our members, customers, and communities for generations to come. The Road Forward allows us to unite across the country to help move our industry forward as we pave the way to a sustainable future.”**

**-Will Hadeka  
Sustainability Lead**

# Peckham's Road Forward

## Greenhouse Gas Emissions

In this ESG report, we are committing to understand and to calculate both our Direct and Indirect greenhouse gas emissions. Direct greenhouse gas (GHG) emissions are those that occur from sources that are controlled or owned by an organization (e.g., emissions associated with fuel combustion in boilers, aggregate dryers, mobile equipment). Indirect emissions are CO<sub>2</sub> emissions associated with the purchase of electricity, heating, or cooling, etc. Although indirect emissions physically occur at an offsite facility where they are generated, they are accounted for in an organization's GHG inventory because they are a result of the organization's energy use. Peckham recently performed a baseline CO<sub>2</sub> emission calculation for all facility operations for the calendar year 2021. We will do the same company-wide calculation for calendar year 2022 in early 2023.

Once both 2021 and 2022 emission estimates are in-hand, we will work to establish goals that align with industry-wide efforts to reduce GHG emissions. For example, several other construction aggregates businesses are looking to achieve carbon emission neutrality by 2050 for Direct emissions, and carbon neutrality for Indirect emissions by 2030. Peckham will determine our realistic goals after we have calculated our company-wide footprint for both Direct and Indirect emissions based on 2021 and 2022 data. As a company, Peckham emitted 109,680 tons of CO<sub>2</sub> in 2021 across all business lines. Calendar year 2022 data will be summarized and included in the 2024 edition of Peckham's ESG report.



Catskill, NY HMA plant



# Peckham's Road Forward

In our aggregates product line, being the largest of our businesses, the primary source of our direct GHG emissions is the consumption of diesel fuel in our mining operations. The same is largely true of our ready-mixed concrete products, as well as our asphalt and paving services, which have similar mobile combustion sources, including off-road and on-road equipment. Several of the hot mix asphalt facilities also utilize recycled (spec oil) as a fuel to dry and heat aggregate. The use of spec oil is the highest contributor of CO2 emissions at these facilities. These businesses also use natural gas in their processes, and those emissions, while considerably smaller than their diesel-related emissions, are included in Peckham's total carbon footprint.

In an effort to reduce GHG emissions, we have made significant investments in restructuring the company to focus on business lines and right-sizing our operations in terms of equipment and labor. These changes result in an operation using fewer pieces of equipment and shorter haul distances from the mine to the crushing plant (e.g., the Wingdale Stope project).



Pleasant Valley front entrance improvement project

# Peckham's Road Forward

Our roadmap to achieving GHG emission reduction goals, although as-of-yet undefined, includes numerous actions we can employ, through current or recent investments and operational improvements, as well as future steps we are evaluating, including:

*Use of additional alternative fuels, including the purchase of energy from wind and other renewables sources:*

- Investigation of the use of B99 Biodiesel.
- Evaluating both wind and solar power projects at our various facilities.
- Capital investments in more efficient, lower emission transportation systems, and material conveyance systems, such as conveyor beltlines in our quarries.
- Right-sizing trucks and installing fleet management software.
- Currently, we are using a hybrid wheel loader in our Wingdale quarry. Initial results are promising with less fuel used in this piece of equipment versus a comparable traditional diesel loader.
- Making continued upgrades to our mobile equipment fleets to newer, cleaner burning equipment
- Regarding energy procurement (Indirect GHG emissions), we engaged NRG, our energy supplier, about green alternatives to how we currently purchase energy. On the electric side of things, NRG can provide Renewable Energy Credits (RECs) that a company receives when committing to purchasing power from renewable sources of generation (solar, wind, etc.).
- On the natural gas side, NRG offers carbon offsets. A carbon offset represents one metric ton (mT) of carbon emissions avoided or captured from the atmosphere. Carbon offset purchases help fund projects that avoid or reduce greenhouse gas emissions in the atmosphere. The projects we could support are third-party verified by Verified Carbon Standard or Climate Action Reserve to guarantee that the emission reductions are real, permanent, and verified.

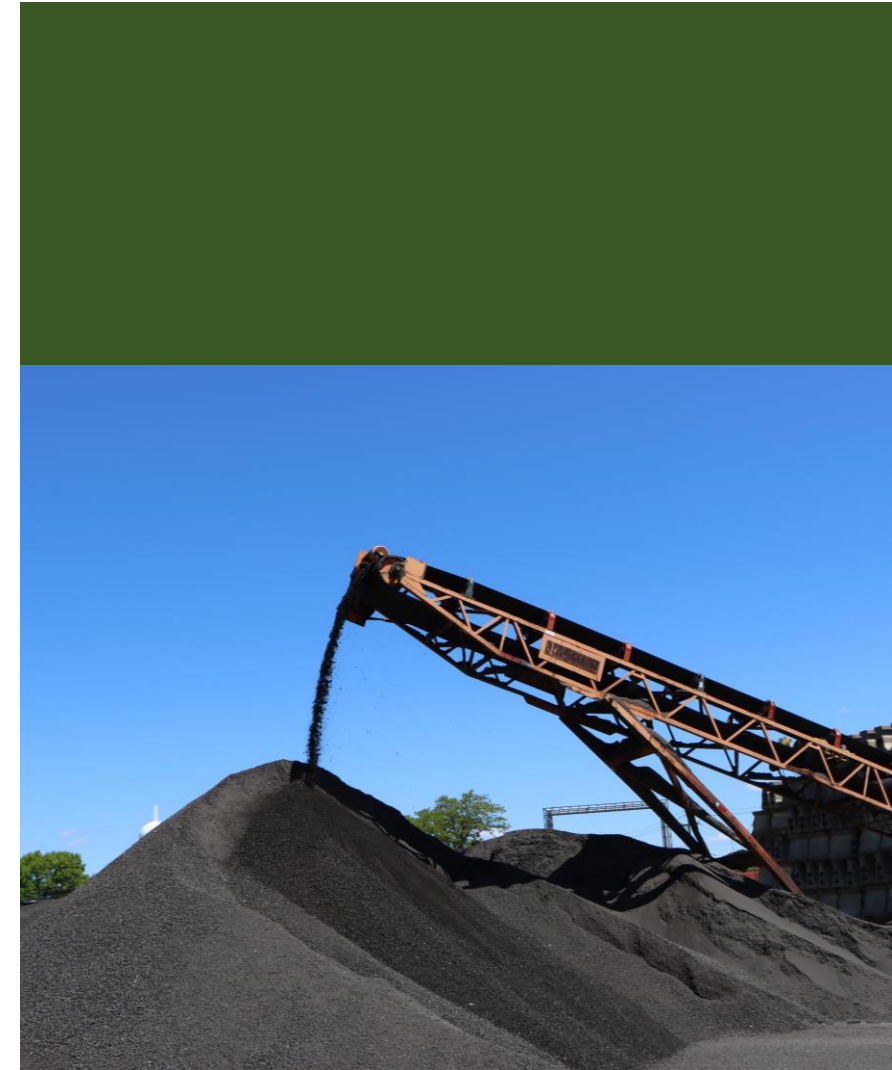
# Peckham's Road Forward

## Operational Improvements:

- We are currently permitting a \$13 million modernization of our Bedford HMA plant to convert the facility from an outdated batch plant to a modern drum plant, inclusive of more silos to promote storage and flexibility of products produced while reducing plant emissions.
- Warm mix technology – We have implemented warm mix technology in terms of both additives and reduced temperatures in our HMA facilities across the company and will continue to pursue this avenue to reduce energy consumption and emissions in the production of bituminous concrete products.
- Higher RAP content – We continually work with various State DOTs in order to advocate for the use of higher RAP content in our bituminous concrete products. Higher RAP content directly correlates to the use of less liquid asphalt and less virgin aggregate in our bituminous concrete products.
- Blue smoke capture- Blue smoke capture systems reduce fugitive emissions at various points throughout a hot mix asphalt plant.

## Leadership positions in industry and advocacy associations that support actions to control climate change:

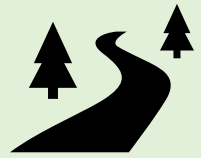
- Participating in working groups at the national level, such as NAPA's Road Forward/Sustainability Committee to remain at the cutting edge of available technologies and Best Management Practices.
- Development of Environmental Product Declarations (EPDs) using NAPA's EPD calculator for various products.



Bronx, NY RAP crushing operation

# 2022 Sustainability Stats

## RECYCLED PAVEMENT



- 1.7 million square yards of pavement recycled in place
- 1.2 million square yards of cold in-place recycling
- 499,876 square yards of full depth reclamation

## RAP & RUCARBS



- 510,485 tons of RAP usage which accounts for 20% of total HMA production
- 194,389 tons of recycled RUCARBs (concrete, asphalt, rock, brick)

## HMA PLANT & ASPHALT TERMINAL FUEL TYPE



- Natural gas in 65% of plants
- Recycled oil in 30% of plants



CIPR, Whitehall, NY

# Cold In-Place Recycling

As we are all aware, road conditions across the country have continually deteriorated in the last 30 years, resulting in the requirement for significant investment to ensure safe and efficient transport for people and commerce to sustain our civilization. This investment should be done in a sustainable way to ensure a healthy planet for the future. Cold In Place Recycling (CIPR) is a cost efficient, carbon-reducing materials application that PRC has embraced and mastered in recent years as an alternative road maintenance procedure. It significantly reduces trucking and energy requirements while providing an attractive, competent extension of road life. In cooperation with Astec Industries, PII had planned a demonstration of the application in April of 2020 for towns and municipal customers, but due to the pandemic it was delayed. Only towards the end of 2021 did it seem like we would be able to try again. We decided that given the extra planning time, we would make it bigger and better than before. Working with industry partners and vendors like Tracy Road and Astec Industries, Peckham put on a Cold In Place Recycling Presentation (CIPR) for municipalities across NYS and DOT staff from VT, ME, MA, and NY in April 2022. In conjunction with industry expert Dr. Steve Cross, we marketed and organized the presentation with lunches sponsored by Astec and Tracy Road. Our CIPR presentation drew approximately 100 attendees and was comprised of 4 seminars, a panel discussion, and a live demonstration with Peckham's own CIPR crew on Mattison Rd in the Town of Kingsbury, NY. Our customers were able to learn more about the equipment involved in our operations, how to design CIPR jobs, what to expect from material, and how to inspect/test a CIPR job. The crew lead a flawless example of the process. As a testament to their work, the mat held up for two weeks until it could be paved despite 30-degree temperatures, farm tractor traffic, and significant rainfall. After the presentation there was a tremendous amount of positive feedback, and many of our customers have planned new CIPR jobs.



CIPR Demo, Kingsbury, NY

# Full Depth Reclamation

Our CIPR and FDR processes save valuable time and money in the replacement and maintenance of existing roads by recycling 100% of the existing materials, eliminating sub-surface cracks that other processes do not address, and extending the pavement service life. Our FDR process is not only an environmentally friendly solution, but it also provides more structural value than conventional mill and fill solutions and is typically over 50% less expensive than conventional hot mix or cold mix asphalt reconstruction. In addition, the quick mobilization, high production capacity, and fast curing time of our FDR process allows for timely project completion reducing costs associated with long equipment trains, trucking materials on/off-site and lengthy road closures.

At the end of the FDR process, the roadway is rolled and is then ready to be topped with a wearing course overlay of a hot mix, warm-mix, cold mix or chip seal product. Some customers even use FDR to simply reshape and stabilize their existing dirt roads. FDR equipment is a similar length as a conventional milling machine and our loaders can remove material via conveyor enabling us to work in areas not compatible for most other recycling equipment.



Town of Greenville, Orange County, NY

# Modification of Wingdale, NY Mining Operation

Recent modification to operations at our Wingdale quarry is a prime example of our commitment to Peckham's sustainability plan, our members, and the surrounding community. For the past 27 years, Wingdale has been operated as an underground mine. Blasting and developing an underground mine is expensive, fraught with challenges, including exposure to ground control issues, low member morale, dark working conditions, ventilation challenges, limited production, and very high energy consumption relative to a traditional surface quarry.



Underground Primary Crusher

# Modification of Wingdale, NY Mining Operation

To solve this problem and alleviate challenges related to underground mining, we developed a Stope Hole to connect a surface quarry to the underground crushers. The Stope Hole is a vertical shaft, 25 ft long by 25 ft wide and 220 ft deep, connecting the surface mine to the underground mining operation. The stope originated so that the surface mine could be developed, while at the same time addressing concerns of the Town and local residents regarding noise, emissions and potential visual impacts of a surface quarry.

The Stope Hole has allowed Peckham to reduce the size of the underground operation to the smallest size possible, making ground control and ventilation much easier to handle. Additionally, 12-14 people used to work underground. Now, since moving above ground, the underground crew has been reduced to about 4 or 5 members. This has resulted in a better home-life balance for members allowing them to work more efficiently and in safer conditions.



Stope Hole



# Wingdale Mining Improvements



The health, safety, environmental and efficiency benefits of surface quarry development and the stope hole are numerous and perhaps best described in a list, as follows:

- Improved air quality in the underground operation;
- Less members underground – Underground crew reduced from 12 to 4-5;
- Greater efficiency - shorter shift hours, increasing member life-work balance – improving morale;
- Elimination of six pieces of equipment resulting in less fuel use and reduced emissions;
- Less community impact from blasting operations;
- Addressed and eliminated community concerns over noise and dust from the crushing operation. Preserved natural ridge that “hides” the surface quarry from community vantage point. Improved relationship with Town residents.

Wingdale, NY surface quarry

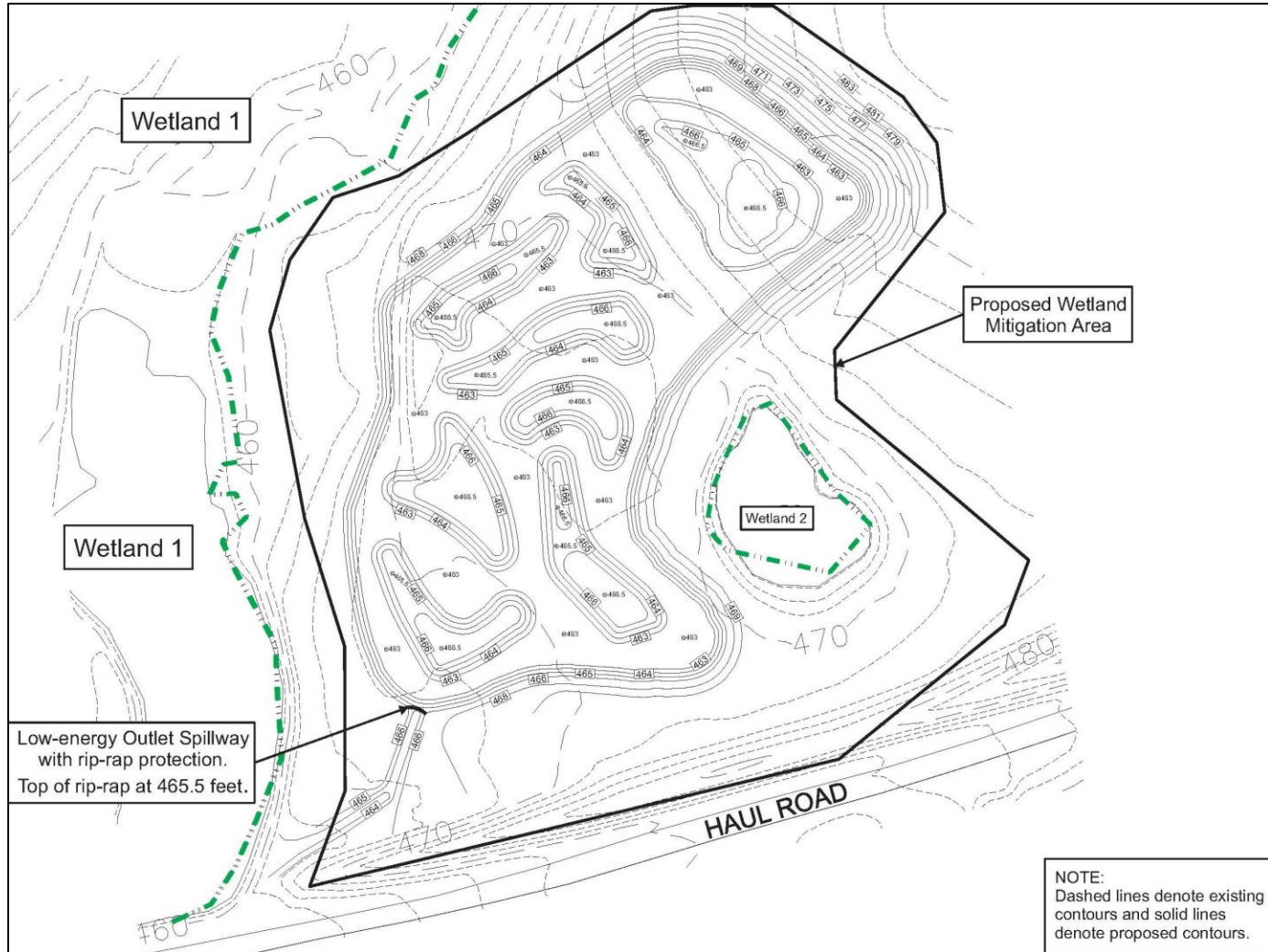
# Constructed Wetland

The Wingdale surface quarry impacted 0.97 acres of natural wetlands during the initial stages of development. To mitigate this impact, and in concert with the U.S Army Corps of Engineers, we created a 2.97-acre wetland elsewhere on the Wingdale property. The wetland is a combination of upland islands and wet areas surrounding the islands. The wetland was re-vegetated with a specific seed mix determined by a third-party wetland biologist. This wetland is functioning extremely well and is a prime example of Peckham's commitment to reclamation and development of robust habitats at our industrial operations. We have a similarly constructed wetland at our West Athens, NY liquid asphalt terminal.



Wingdale, NY constructed wetland

# Wetland Mitigation



# Wildlife Habitat Council

Peckham Industries has been a proud member of the Wildlife Habitat Council (WHC) since January 2020. The WHC works with companies, such as Peckham, to explore opportunities to improve and protect biodiversity in and around our facilities. As part of these efforts, Peckham has identified conservation projects that our members can participate in that are consistent with our values of being good neighbors in our communities and stewards of the environment.

One such project has involved the Eastern Bluebird, whose population was once threatened due to loss of habitat, use of pesticides, and competition from non-native birds. However, today, Bluebirds have made an incredible comeback due to volunteers installing nest boxes throughout the country. In partnership with the Wildlife Habitat Council, Peckham identified and started a Bluebird box initiative designed to place boxes in most of our facilities. While looking for bird boxes we were introduced to a wonderful organization, LifeSong Inc., that supports employment and day habilitation services for adults with special needs. LifeSong built over 60 Bluebird boxes that were then mounted in the spring of 2022 by our members. Throughout the year, Peckham members have joined together in maintaining boxes while enjoying the experience of watching nesting birds and their baby bird hatchlings.



Bob Yaremko and Jen Harvey pictured with the LifeSong woodworkers

# Wildlife Habitat Council



WILDLIFE  
HABITAT COUNCIL®

## SHAGBARK HICKORY TREES



In May 2022, 300 Shagbark Hickory trees were planted in our reclaimed sand & gravel pit located in Wingdale, NY to support a local habitat of Northern Long Ear and Indiana bats which reside in the area. These bats use the bark on the Shagbark Hickory trees to roost and avoid predators.

## POLLINATOR GARDENS



In order to help improve biodiversity around our facilities, pollinator gardens have been planted by members in various locations such as Pleasant Valley, NY and West Stockbridge, MA. Pollinators – the animals that move pollen from flower to flower to accomplish fertilization, such as bees, are vital to the health and economy of the world and many ecosystems, propagating wild flowering plants as well as many crops. Across the globe, pollinator species populations are in decline due to a reduction in their available habitats. Peckham hopes to help combat this decline through a focused effort to plant pollinator-friendly species on our properties. We truly believe that every act of conservation matters!



Wingdale, NY Shagbark Hickory Trees

# Property Management



Peckham is committed to the environmental stewardship of not only the lands that we operate on, but also undeveloped ones that we own, as well as neighboring properties. Peckham owns over 10,000 acres of land and have developed reclamation or restoration management plans for most of the quarry operations pursuant to permitting obligations. Our approach to reclamation includes the protection of the environment while we are quarrying as well as its restoration after mining, both of which we typically plan before we open a new site or expand to a new area within an existing site. In so doing, we commit to activities that include minimizing impacts to neighboring properties, wildlife and plant-life, adjacent streams and water quality. An example of this is our collaboration with Scenic Hudson in donating a 76-acre conservation easement to forever protect a mile-long forested ridgeline in Catskill that contributes to outstanding views enjoyed from the Hudson River, the Rip Van Winkle Bridge, Olana State Historic Site and many other public vantage points.

We also enroll our forested lands in both New York and Massachusetts in state-run forest management and conservation programs, 480a and Chapter 61, respectively. These programs provide holding entities with tax incentives to maintain stands of woodlands on private property. Although the tax revenue saved is minor, the benefit to natural flora and fauna and the natural habitats they support is large. In addition to the above referenced initiatives, our members also enjoy working on company properties where we maintain bee apiaries, pollinator gardens and bird boxes.

Pochassic Sand & Gravel, Westfield, MA



# Social

HEALTH AND SAFETY

OUR PEOPLE

NEIGHBORS AND COMMUNITY



Members with local state and county legislators at the Athens, NY terminal



# Health and Safety

**SAFETY IS OUR OBLIGATION**

**INITIATIVES DRIVING SUCCESS: MEMBER ENGAGEMENT, TRAINING, MEMBER RECOGNITION**

**THE ROAD TO ZERO**

**CPR & AED TRAINING SAVES LIVES**



Post-Memorial Day Safety Stand Down, Bedford Hills, NY



# Safety is our Obligation

The Safety & Health of our members, customers and vendors is a value at Peckham Industries; not just words on paper, but our obligation to get everyone of our members home safely each and every day.

We live by our Safety Charter and are constantly looking for new ways to make improvements in order to create a safe and risk-free working environment. All members are empowered to stop an unsafe task and are expected to do so.

Our goal is Zero, period! We are steadily moving towards that end, celebrating and recognizing milestones along the way. We are truly a family; family looks after and takes care of each other – there is nothing that we do that is more important than the welfare of our members. We are committed to making Peckham a world class organization and the ultimate construction materials employer in the Northeast... safety is a cornerstone of that effort.



**"We are committed to making Peckham a world class performer and the ultimate construction materials employer in the Northeast... safety is a cornerstone of that effort."**

**-Steve Benton,  
Corporate Director of Safety**

# Initiatives Driving Success: Member Engagement

As we continued to look for new ways to Achieve Zero, we dipped our toe in the Behavioral Based Safety world and came to the conclusion that member engagement is at the center of it all, and is critical in making improvements throughout the organization, starting with our safety performance.

We looked at overly complicated methods and boiled it down to simply observing tasks and behaviors and including individuals or groups of members in discussing how we could collectively make the process safer. The premise being that those closest to the risk should have the most to say about it. Without fail, we were blown away by the dialogue, the ideas, and the simple solutions to address most risks and hazards.

The Peckham Engagement Plan (PEP), our behavior-based safety initiative, was started in 2022, with members performing over 750 PEPs throughout the organization. The traditional toolbox talks have become much more member centric, facilitated by our managers, focused on making our operations safer, more efficient and overall, a continuously improving enterprise.



**Steve Benton**  
Director of Safety



**Lou Merkle**  
Asst. Director of Safety



**Sue Kortoba**  
Senior Safety Manager



**James Comerford**  
Safety Manager



**Mark Brayton**  
Safety Coordinator



**Jim Wilborn**  
Fleet Safety Coordinator



**Gary Herman**  
Regional  
Equipment  
Manager/  
Compliance



**Heather Ross**  
Safety  
Coordinator

# Initiatives Driving Success: Training

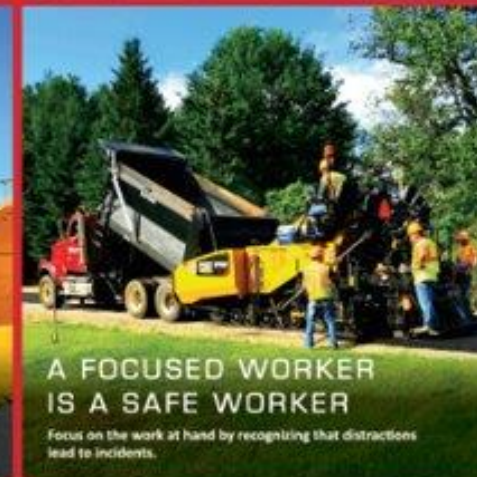
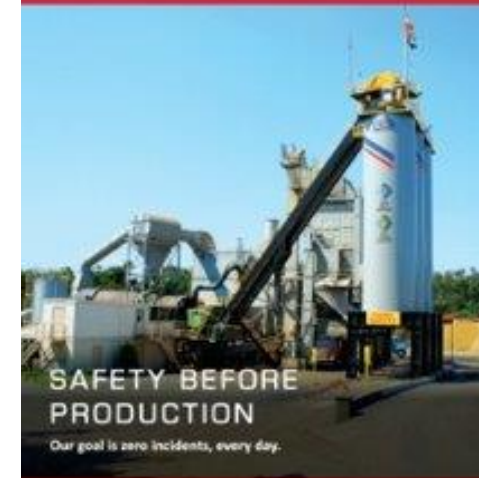
Member safety training continues to underpin our success. During the 2022 preseason, we conducted 30 training sessions, including MSHA refreshers, Peckham Engagement Program (PEP) lessons, Peckham Road Corp. and Palmer Paving Corp. construction focused events, rigging, MSHA supervisory, first aid/CPR/AED, defensive driving, air brake and tire safety. All told, every member attended at least one training session, and in many cases, several.

The trainings combine Peckham safety staff, vendors, and guest speakers, making for fresh topics and customized curriculum each year. The result is a refreshed and enthusiastic start to the production season.

We complement the preseason with events throughout the year, including a series of safety stand down events that coincide with Memorial Day, Independence Day, and Labor Day. These provide the chance to re-focus following a long weekend and engage our members on the potential risks and hazards, along with solutions, to prevent injuries and accidents. In addition, Dailey Precast hosts a safety day specific to their operations using a similar format from the other company trainings.

As we expand and make advancements, we will look for new opportunities to provide more specific and higher-level content in order to continuously educate all our members.

## HEALTH & SAFETY CHARTER



The safety of our employees, customers, visitors and job sites is our #1 commitment.

# Initiatives Driving Success: Member Recognition

During the 2022 preseason training, we recognized both teams and individuals for their safety leadership and contributions.

- Overall Best Safety Performance Award: Construction Division PRC & PPC
- Most Improved Division: Dailey Precast
- The Joe Wildermuth PII Safety Champion Award: Bill Perry, Dailey Precast
- Regional Safety Champions:
  - Rob Mucha, Palmer Paving
  - Jim Bourhill, Southern Division
  - Kevin Hammond, Peckham Road
  - Don Mickette, Northern Division
  - Denis Proulx, Eastern Division
  - Aaron Meacher, Central Division

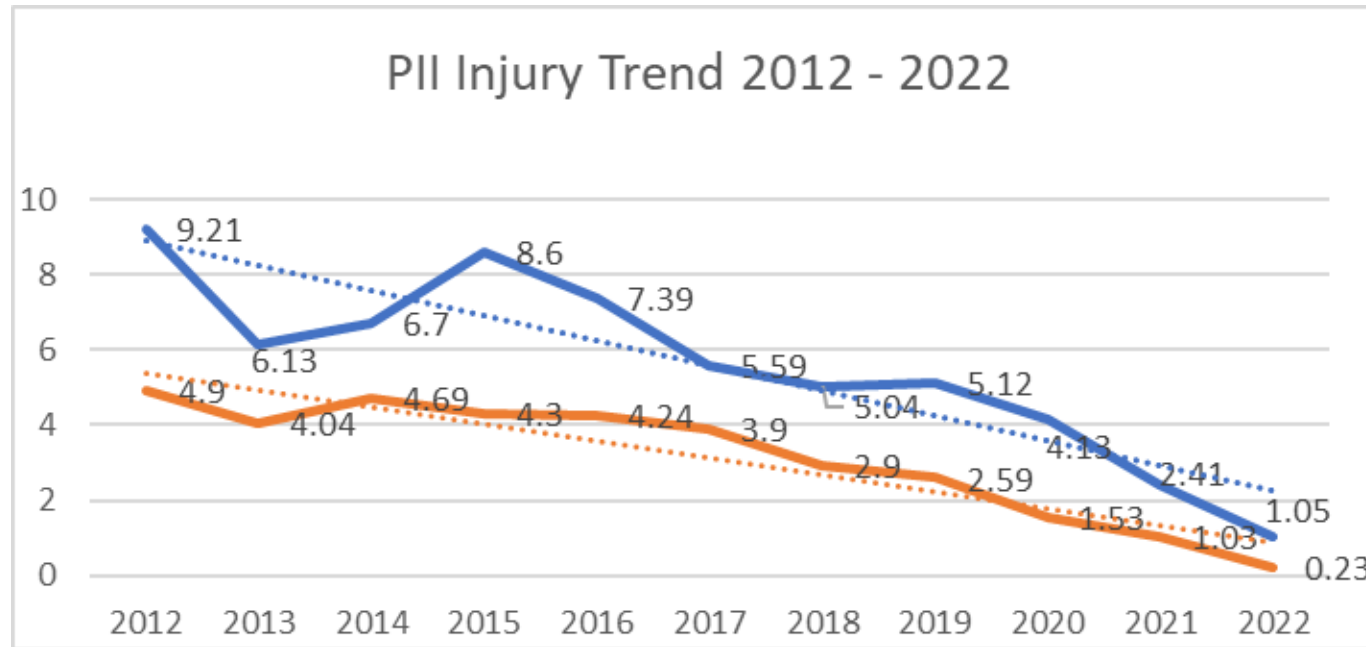


L-R: James Comerford, Joe Wildermuth, Bill Perry, Damian Murphy

There were also a number of individual operations that worked the entire year without an incident, totaling almost 950,000 hours. In addition, throughout the year, we look to recognize members that go over and above to contribute to the Peckham Way, which holds safety as a value and cornerstone to its success. Those members are displayed on Netpresenter TVs in all facilities and recognized by their peers and Peckham members throughout the Northeast.

# The Road to Zero

Recordable Incident Rate  
and Lost Time Incident  
Rate History



We continue to make great strides towards our ultimate goal of Achieving Zero. Since 2015, we have achieved year over year improvements and the percent change has been dramatic. Now the challenge becomes a little more difficult, as the low hanging fruit is gone and we look to eliminate all member injuries – the good news, we know we can do it. Why? Because we are already doing it in 85% of our operations throughout the company.

We have moved from a traditional approach of solely site inspections, monitoring lagging indicators, and reactive solutions, to a more progressive culture of engagement, leading indicators, and member-driven identification of risk and prescribed solutions. So far, so good, as our recent member survey indicates that 93.5% of all members are inspired to work safely every day.

# CPR & AED Training Saves Lives

On the morning of June 9, 2022, Tommy Faxon, owner of Tommy Faxon Excavation, was displaying symptoms of a heart-related emergency while unloading a tanker at Peckham's PARCO terminal in Athens, New York.

Scott Pooters, Peckham's Liquid Division Manager, was nearby as this was happening, along with fellow members Joe Sisto and Ahron Young. Sisto, alongside an acquaintance of Tommy who works as a Columbia County 911 dispatcher, performed chest compressions while they waited for EMS to arrive. Pooters hooked Faxon to one of the on-site AEDs and administered a shock based on instructions from the device. The efforts of this well-trained trio had allowed Faxon to be revived twice prior to the arrival of EMS staff—before he was even transported to the hospital. Later that day, Peckham received word Tommy had successfully undergone surgery and was recovering. Because of their in-depth knowledge and preparedness, Pooters, Sisto, and Young had saved a life.

Tommy has since made a full recovery and returned to his business. Peckham hopes that this story brings attention to our extreme pride knowing that as the result of our investment in training and AEDs, as well as the willingness of our members, a *second* life was saved at Peckham Industries — the first being our ready-mix driver Bobby Ryan, in Shaftsbury, Vermont, in 2019.

As Peckham Vice President Bob Yaremko, commented: “We all should be so proud of the actions taken by Scott, Joe, Ahron and others in Athens to save Tommy’s life. It is an incredible outcome due to the training we have done for decades with members and AED units we have throughout the company.”



L-R: Joe, Scott, Ahron



# Our People

CULTURE FOR GROWTH

HR TEAM

LEADERSHIP DEVELOPMENT

MEMBER WELL-BEING

DIVERSITY AND INCLUSION

DIVERSITY BY THE NUMBERS

INTERNSHIP PROGRAM



Drone technology demo for local high-school students, Catskill, NY

# Culture for Growth

The senior management team has been actively engaging to embed Peckham by your SIDE (Safety, Integrity, Dedications and Efficiency) as our core values to embody everything we do. Several townhall-type meetings have been held to present and discuss what our Vision, Mission and Values mean and how we can consistently demonstrate these in our daily behaviors.

As we hire new members into the Peckham family and pursue growth opportunities, our culture is a driving force for engagement and retention. All members are beginning to experience efforts at better defining our culture through leadership trainings, hiring and onboarding, performance management and member recognition. Several of these initiatives that started this year will be rolled out more broadly as we enter the new season in 2023 to further embed our cultural attributes across the organization. As members become more familiar with the Peckham Way it will become apparent that Peckham is more than just a job or a place to work, Peckham is a Family....By Choice.



**"As we hire new members into the Peckham family and pursue growth opportunities, our culture is a driving force for engagement and retention."**

**-Anand Sud,  
Chief Human Resources  
Officer**



# HR Team: Enabling Growth & Effective Member Engagement

2022 has seen significant changes to the Human Resources team with the addition of several team members. Gina Ferrucci joined us in the Westfield office as HR Manager for MA and supporting the Construction business. Jennifer Hess also joined us earlier in the year as a Talent Acquisition Leader and has helped hiring managers make good progress in adding the required resources to deliver on our operational needs and growth aspirations.

In 2023, Kara Fasce, in addition to leading HR processes, assumed the Materials HR Partner role. Joanne Dizbela has transitioned into a Talent Acquisition Administrator role and Heather Guare who was the HR Manager role in Shaftsbury supporting our Precast business assumed a new role as Compensation and Benefits Manager. Jenna Schnitzer was promoted to HR Leader for Precast and Chloe Spigner, a recent MBA graduate from Clarkson University, joined us in Q1 in Shaftsbury as HR Admin. Asst. supporting Jenna.



**Anand Sud**  
Chief HR Officer



**Kara Fasce**  
Senior HR Manager



**Gina Ferrucci**  
Senior HR Manager



**Heather Guare**  
C & B Manager



**Jennifer Hess**  
TA Leader



**Joanne Dizbela**  
TA Administrator



**Erika Yaremko**  
HR Administrator



**Jenna Schnitzer**  
HR Leader



**Chloe Spigner**  
HR Administrator

# Leadership Development



Leadership Development Class

In October 2022, our first group of Management Development Program participants graduated! Our managers and supervisors are critical to the success of our business. Through them we deliver on our mission as a "Family by Choice" company that delivers value as the trusted supplier of construction materials, products, and services in the communities we serve.

The program was launched in April and was delivered over five modules that are spaced a month apart. Each module is for one-half a day with an emphasis on applying the leadership concepts learned in the workplace. Some of the training modules include; developing skills to work with different leadership and communication styles, performance management, hiring and onboarding, and the role of the leader in making the work environment more inclusive. The senior management team has been actively engaging to observe and support the lessons learned.

Based on the success we've had from the first program, a second program was launched in November of 2022 with completion planned in April of 2023. The program has 19 managers participating and there are 4 female managers.

# Member Well-Being

It has been quoted that the focus on nurturing member well-being is critical to developing workplace resilience. Several survey findings reveal that member well-being and mental health is a top priority for many employers and here at Peckham, we are taking steps to promote and encourage member engagement and well-being.

Safety and member well-being are two sides of the coin. The Benefits team has been arranging for presentations through guest speakers to talk about relevant topics such as heart health, diabetes, cancer, and financial planning as a few of the topics this year, in addition to promoting our Employee Assistance Program (EAP) that provides a number of resources and options for our members.



Member lunch and learn, Brewster, NY

# Commitment to Diversity and Inclusion

Our culture is defined by our Peckham Way values. Our values of Integrity and Dedication are the driving force behind our commitment. We strive to treat all members of the team equally by nurturing an environment that is diverse, inclusive, and fair, showing genuine concern for people and their well-being, and always treating fellow members with respect. At Peckham, we are continuously seeking to improve our diversity, equity, and inclusion to be the best we can be.

## BOARD OF DIRECTORS

45% Women Directors

67% Independent Directors

Three Board Committees

## 2022 INAUGURAL INTERNSHIP PROGRAM

30% Women

70% Men

15% Ethnic minorities

25% Full-time hires from 2022 intern class

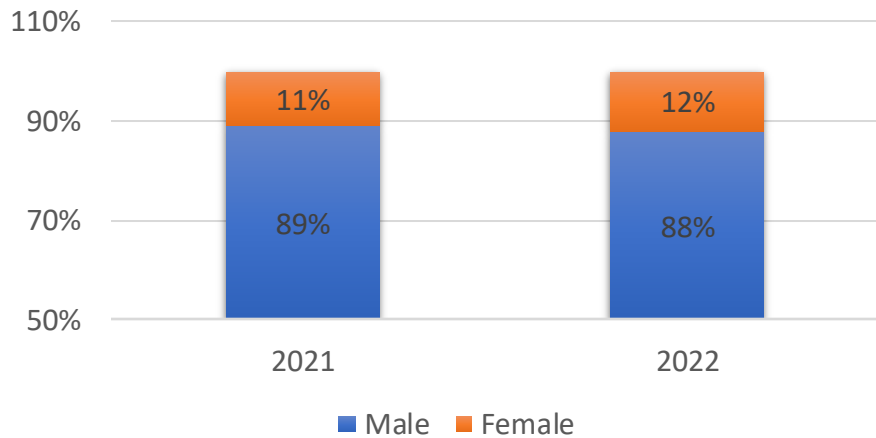
## SEVEN WOMEN OF ASPHALT MEMBERS



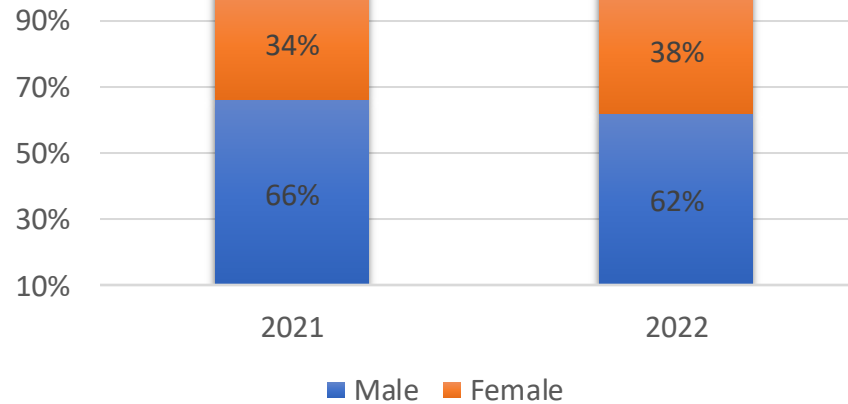
PII was a 2022 Silver Level Sponsor of Women of Asphalt

# Diversity By The Numbers

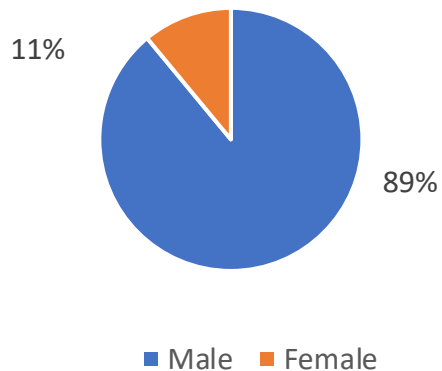
## Members



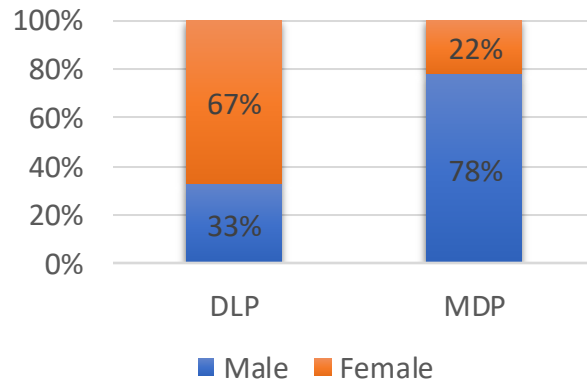
## Main Office Locations



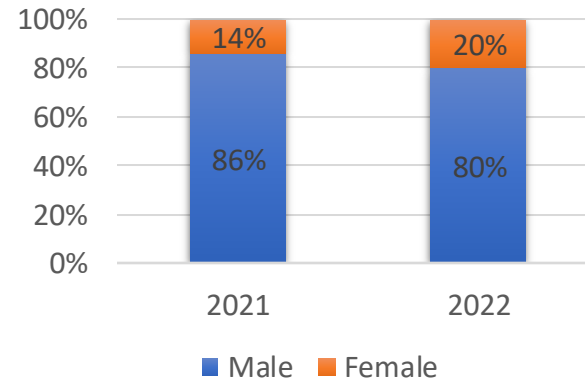
## Leaders



## Developing Leaders



## Promoting Leaders



In our efforts as a Family by Choice employer, one of several strategic initiatives is to strengthen our diversity and be an inclusive employer. We recognize the challenge we face which is similar to others in the industry competing for scarce talent.

As such, we are investing in leadership development and training our female talent to assume larger roles in the future while reaching out to colleges to increase our pipeline of female talent and become a more inclusive employer.

# Internship Program



2022 Summer Intern Class at our Brewster, NY headquarters

In an era where talent is scarce and attracting and retaining talent is going to enable growth, it becomes critical that we are a company that fully embraces diversity and is an inclusive employer. Our career fairs and internship program are excellent opportunities for introducing greater diversity in the workplace.

In 2022, we had an excellent year with our internship program. We had 13 interns work in our business and functions across all geographic locations. The inaugural 2022 intern class was comprised of four women and nine men, all of whom gained valuable work experience and exposure to the construction industry. Of these 13 interns, three accepted full-time positions with Peckham starting in 2023, and several others are returning for a second summer of work!

The Talent Acquisition team has been actively working with colleges and management to define internship opportunities for 2023.



# Neighbors and Community

COMMITTED TO OUR COMMUNITIES

COMMUNITY RELATIONS EXCELLENCE

BEING A GOOD NEIGHBOR

PECKHAM FAMILY FOUNDATION



# Committed To Our Communities

Peckham's core values, mission statement, and vision cement a belief system as stable as the infrastructure Peckham helps construct. Dedication and commitment to serving the very communities in which the Peckham family of companies live and work is ingrained in the company culture. United by the Peckham Way, members build loyal relationships and deliver masterful results on their promises. Peckham promises a safe and sustainable future for our communities and members, no matter how the road bends.

In 2022, Peckham received a Gold award for community relations excellence presented by the NSSGA. Details of the award are discussed later in this report. While the Pleasant Valley Quarry team is honored to have been selected to receive this award, this award is also representative of Peckham Industries' foundational dedication and commitment to serving local communities. Every year, Peckham hosts blood drives, food drives, annual open houses, local sponsorships of community events, in addition to financial donations. Peckham members continuously exemplify dedication, ownership and care, humility, and loyalty toward our local communities and dedicated members.



**"We are committed to being a responsible neighbor by supporting the communities in which we operate. Every member is empowered to help our neighbors and build relationships in support of our communities."**

**-Bob Yaremko,  
VP of EHS & Technical  
Services**



# Community Relations Excellence

In 2022, Peckham Materials' Pleasant Valley Quarry received the Community Relations Excellence Gold Award from the National Stone, Sand, and Gravel Association (NSSGA). A major accomplishment as Pleasant Valley was one of only eight gold award recipients in the country to receive the award. This award recognizes facilities that have demonstrated achievement in efforts relating to special events, charitable contributions, volunteer projects, advocacy efforts, relationship building, quarry education, and media relations.

Peckham's long-time member and Pleasant Valley resident Kevin McCarthy, along with Donna Siggelkow, and Cliff Weigelt traveled to Washington, DC to accept the award at NSSGA's annual Legislative and Policy Forum. This award recognizes the hard work and dedication of so many Peckham members that continue to contribute their time and effort working within our company to not only support the Pleasant Valley community, but also educate the community about our company, the vital products we produce and the importance of our industry.



Pleasant Valley's annual summer open house



NSSGA Legislative and Policy Forum

# Being a Good Neighbor



In the spring of 2022, Pignatare Farms leased a parcel of Peckham-owned property in Westfield, MA to harvest vegetables to sell at their farmstand. Gary Herman discussed with Pignatare Farms the possibility of planting a few rows of sunflowers on the land to distribute throughout the local community. By mid-August, it became evident that a “few” rows of sunflowers was actually a wonderfully bountiful crop. Company volunteers assisted in harvesting these sunflowers and gave some thought to locations where they could be gifted. At Peckham Industries, we strive to be good neighbors and stewards of the environment. We are excited that these sunflowers acted as super pollinators for butterflies and bees and were elated to donate sunflowers throughout the community. Sunflowers were delivered to the following gracious recipients: Armbrook Village Senior Living, Baystate Noble Hospital, Genesis Health Care, Governors Center Nursing Home, Holyoke Soldiers Home, Mercy Adult Day Program, Papermill Elementary School, The Arbors Assisted Living Center, The Forum House, Western Massachusetts Hospital, Westfield Gardens Nursing Home, Council on Aging.

Member volunteers, Westfield Quarry, MA

# Peckham Family Foundation

The Peckham Family Foundation has worked with local communities to identify needs and provide assistance to facilitate change and encourage growth. Grants provided by the Peckham Family Foundation have supported a wide range of initiatives including environmental causes and arts in education, as well as support for underserved populations with a goal of enhancing the quality of life in local communities. Local organizations supported by the Peckham Family Foundation include: Northern Westchester Hospital Center, Hudson Valley Shakespeare Festival, Youth Theater Interactions, Wild Center, Willie Ross School For The Deaf, Athens Cultural Arts Center, IUOE Local 137 Scholarship Fund, Upstate Foundation, Adirondack Marathon Distance Festival, Department Of Law, Bedford, Playhouse, Community Center Of Northern Westchester, United Way Of Northern Westchester, Yonkers Film Festival, Hudson Valley Shakespeare Festival, and the Katonah Museum Of Art.



Pleasant Valley, NY Library

# Peckham Family Foundation

Additional organizations supported by the Peckham Family Foundation include: Pleasant Valley Free Library, Westchester Arts Council, Chestertown Rotary Club, Manhattan Institute For Policy Research, Katonah Village Library, Bedford Village Fire Department, Northshire Rescue Squad, Saw Mill River Audubon, Regional Food Bank Of Northeastern NY, Bedford Playhouse, Lincoln Center For The Performing Arts, Lincoln Center Theater, White Plains Hospital Center, Delaware County Community College, Saratoga Performing Arts Center, Jacob Burns Film Center, Shelburn Farms, The Players Preservation Fund, Guggenheim Museum, Historic Hudson Valley, Bedford Village Fire Department, SUNY Adirondack, Horticultural Society Of New York, First Steps To Heal, Purchase College Foundation, Scenic Hudson, Protect The Adirondacks, New Westchester Symphony Orchestra, Historic Saranac Lake, Lake George Music Festival, Columbia Land Conservancy, Franklin Community Center, Westchester Arts Council, Tulane Educational Fund, Asphalt Institute Foundation Internship Program, Empire Center For Public Policy, Metro Hort Group, Upper Jay Art Center, Northfield Dive Rescue Team, Live-On New York, Southern Vermont Arts Center, ProCon.org, Kent State University Foundation, Metropolitan Opera Guild, Dorset Theater Festival, Westchester Arts Council, Chestertown Historical Society, Construction Advancement Institute, Veteran's Ananda, LifeSong for Orphans, Furniture Sharehouse, Cairo Development Foundation, Filling in the Blanks, Pegasus Therapeutic Riding, New Fairfield Gridiron Club, New York Botanical Gardens, Center for Disability Services, First Steps To Heal, New York City Police Foundation, Seagle Music Colony, Carmel Rotary Club, Cerebral Palsy Of Westchester, Teatown Lake Reservation, Endeavor Therapeutic Horsemanship, Junior Achievement Of Greater Fairfield County, Westchester Arts Council, IUOE Local 137 Scholarship Fund, Lifesong, Inc.



LOVE. ENHANCE. EQUIP. INSPIRE.



Pleasant Valley Library





# Governance

ABOUT THE PECKHAM BOARD

GOVERNANCE

BOARD COMMITTEES

THE PECKHAM BOARD MEMBERS



# About the Peckham Board

The Peckham family shareholders are supported by an independent and diverse board. The Peckham Board consists of nine members: two family members (John and Amy Peckham), the CEO (Damian Murphy) and six (6) independent directors, currently three men and three women. Board members serve terms of three years each – up to a total term limit of nine years. For a private company, the Peckham Board is relatively sophisticated with a Lead Independent Director, high functioning committees, executive sessions, board evaluations, a robust risk-reporting template and accompanying process, talent succession planning and ongoing strategy reviews. The company is an NACD (National Association of Corporate Directors) full board member. Peckham Industries has developed a culture of responsible corporate activity and is dedicated to ethical business behavior at all levels within the company. The Peckham Family believes strong corporate governance is the foundation for delivering on our company commitments based on the values that are embedded in the Peckham Way.

**67%** Board members are nonmanagement and independent

**44%** Board members are women

# Governance

Our Board of Directors plays an integral role in determining our strategic priorities, has direct oversight of corporate risks, and considers ESG goals an integral part of its function while basing actions and decisions on the highest ethical standard. Our Corporate Governance Guidelines define the framework within which the Board, through its committees, directs the affairs of Peckham Industries.

We are proud of the diversity of our Board. With six independent directors, four of our nine directors are women. Our directors are diverse in their skills and experiences in industry, operations, financial, information technology or other attributes.

Peckham has three standing committees of the board – Nominating and Governance, Audit, and Leadership Development and Compensation. In addition to these standing committees, Peckham has established the Information Technology and Cyber Subcommittee (of the Audit Committee), the Retirement Subcommittee (of the Nominating and Governance Committee) and a Board Working Group on ESG. These specialized committees allow the Board to fine tune its attention to these areas of interest and risk while matching the unique skills of Board members with an area of focus.

# Governance & Nominating Committee

The purposes and goals of this Committee are to assist the Board of Directors in providing guidance and oversight of the strategic direction and initiatives of the enterprise, review and determine the skill sets and experience of current Board members, recruit for Board consideration nominees who can provide skills and experience of value to the enterprise, and work in conjunction with the Executive Compensation and Leadership Development Committee to formulate and execute the CEO's succession plan.

## Audit Committee

The purpose of the Audit Committee is to assist the Board of Directors in its oversight of the Company's financial reporting and internal controls.



# Executive Compensation & Leadership Development Committee

The purpose of the Compensation committee is to review and approve the Company's compensation and benefits policies and objectives. This committee also determines whether the Company's officers, directors, and members are compensated according to those policies and objectives. This committee also executes the Board's duty to determine the compensation of the Company's executives who are in the Board oversight category, as determined by the Board. Additionally, this committee will carry out the responsibility of the Board related to leadership development of the Company's executive officers, other members that are determined by the committee, and the Company's Board of Directors, as well as other related matters.

# The Peckham Board Members



**Sal Calta** launched Calta Consulting LLC in February 2016, helping both small and large businesses transform for growth and efficiency. Previously, Sal was a Senior Executive at IBM, retiring in 2015 after a successful 36-year long career that included Product Development, Supply Chain, Business Transformation and Information Technology. He most recently was the company's VP of business transformation, helping IBM re-invent itself in the era of Agile and Cognitive technologies. Sal then served as GuideWell and Florida Blue's interim Chief Information Officer from May to November 2015, applying years of business transformation experience to help GuideWell/Florida Blue advance its Health Care Innovation Journey. This 6-month role serves as a model for Sal's new consulting business, helping any company navigate a challenging business transition. Sal previously served on the Board of the Dutchess County Regional Chamber of Commerce, and currently serves on the Board of Directors for Peckham Industries.



**Amy George** joined Terex Corporation, a \$4 Billion global manufacturer of aerial work platforms and materials processing machinery, in 2007 and is currently the SVP HR, Chief Human Resources Officer. Prior to her role as CHRO, she was the Chief Talent and Diversity Officer at the company. Amy was employed by PepsiCo from 1997-2007 and held a variety of leadership roles in Human Resources, culminating in her position as Vice President, Global Diversity. Prior to that, Amy was employed from 1987-1997 at James River Corporation, now Georgia Pacific, where she held management positions in a variety of functions, including Sales, General Management, Customer Administration and Human Resources. She began her career in Human Resources at Chesebrough-Ponds. Amy holds a BA from Brown University and an MBA from the Johnson School at Cornell University. Amy is delighted to have been named to the Board of Directors of Peckham Industries as of 2022. She is an active volunteer in her community and has been a member of the Board of Directors of the Boys and Girls Club of Stamford since 2012. She is also an emeritus member of the Advisory Council at Cornell's Johnson School.



**D'Anne Hurd** currently serves as an independent director on corporate boards, an Inboardroom advisor to boards, and a frequent public speaker on corporate governance. Her Board service has included two mutual funds, three public, and eight private corporate boards (four family-owned)—including serving as Board Chair, Lead Independent Director, and Chair of Governance, Audit, Finance and Compensation committees—in cloud-based SaaS, technology, medical devices, pharma/biotech, financial services, telecommunications, retail, and manufacturing industries. She has served as chair of the audit and member of the nominating/governance committees since 2013 for Peckham Industries. D'Anne served as a senior financial management executive at two Fortune 100 companies and was CFO and General Counsel for seven (7) Boston-based technology companies. She earned her J.D. in Corporate and Securities Law from Duke University School of Law, an MBA in Finance from University of Connecticut, and her BA from Mount Holyoke College.

# The Peckham Board Members



**Steven Lant** was employed by Central Hudson Gas and Electric Corporation, Inc. from 1980 until his retirement in 2014. He served in a number of leadership positions including Chief Financial Officer from 1999 to 2004 and Chief Executive Officer from 2004 until 2014. He also served as Chairman of the Board and CEO of Central Hudson's parent Company, C H Energy Group Inc., a publicly-traded diversified energy company, from 2004 until its acquisition by Fortis, Inc. in 2013. Steven has served in a number of leadership roles with nonprofit corporations, including Chair of HeathQuest, the Hudson Valley Economic Development Corporation, The United Way of Dutchess County and Rehab Programs Inc. He has also served as CEO of the United Way of the Dutchess-Orange Region and on the boards of the Edison Electric Institute and The Business Council of New York State. Steven currently serves as a board member and Chair of the Finance Committee of NuVance, a seven-hospital system serving the Hudson Valley and western Connecticut, the Marist/NuVance School of Medicine, and Peckham Industries, Inc. Steve also serves as a lecturer in the Executive Leadership program sponsored by the Dutchess County Regional Chamber of Commerce. Steve earned a B.A. and M.A. in Economics from the University at Albany.

**Jan Marshall** currently serves as an Executive Coach and Consultant for jlm Coaching & Consulting, in addition to currently serving on the Board of Directors for Peckham Industries since 2018. Prior to joining the Board of Directors for Peckham Industries, from 2017 to 2019 Jan served as a member of the Board of Directors for Junior Achievement, a nonprofit organization in California. Jan's professional experience includes serving as the CIO of Cubic Corporation from 2014 to 2019 and in an earlier stint as an Executive Coach and Consultant for jlm Coaching and Consulting, LLC from 2012 to 2014. Jan also served as the CIO for Southwest Airlines, Inc. from 2006 to 2012. Jan's additional professional experience includes serving as VP and Consultant for The Feld Group/EDS, the AVP of Burlington Northern Santa Fe Railroad and PepsiCo, Inc., where her career began. Jan received her bachelor's degree in Psychological Sciences from Purdue University and her MBA and MIS from the University of Dallas.

**Damian Murphy** was appointed President and CEO of Peckham Industries, Inc. in April 2021. Damian joined Peckham Industries after a 25-year career in the construction materials sector, working with both public and privately held companies. Most recently, Damian founded OPL Advisors, an advisory firm to the industry. In that role, he served client needs in succession planning, organizational and talent development, strategic market approaches, operational improvement and acquisition planning, negotiation, and integration. Additionally, Damian was focused on the development and application of technology and innovation in the sector. Before OPL Advisors, Damian was part of the founding team at Summit Materials and served as regional president through its growth, initial public offering (IPO), and continued expansion. Damian focused on aggregates, cement, asphalt, concrete, and waste management while at Summit Materials. He was also a primary developer of the acquisition pipeline and led the integration of acquired businesses into the Summit Materials portfolio. Damian was a key leader in creating and sustaining the Summit Materials culture. Damian also served in company and regional president roles for Oldcastle-CRH in the mid-Atlantic and Midwest regions. Before that, he served as vice president of Aggregate Industries' Rocky Mountain region, responsible for aggregates and hot mix asphalt production and sales. Before joining Aggregate Industries, Damian worked in the mid-Atlantic for a top 10 privately held aggregate supplier and began his career in Europe. Damian has been an active member of several industry organizations throughout his career. He has served on the executive committee of the NSSGA and has served as vice president of the Colorado Rock Products Association. Damian received a Bachelor of Engineering with a concentration in Minerals Engineering from the Camborne School of Mines in the United Kingdom and holds a Master's in Business Administration from the University of Dayton, Ohio.

# The Peckham Board Members



**Amy K. Peckham** is CEO of Etain, LLC and charged with specifically focusing on day-to-day concerns for Community Relations and Marketing. Ms. Peckham attended the Catholic University in Washington, DC, and received her bachelor's degree from Iona College, in New Rochelle, New York. Her extensive experience includes 15 years as a paralegal, and holding Corporate Secretary and Management Advisor responsibilities in Peckham Family Holdings, Inc., a family-owned construction material company operating throughout New York, where she is responsible as a board participant for policy, strategic planning and oversight, and management of land use, public relations, financing, capitalization, regulatory compliance, crisis management, and succession planning activities. Amy Peckham has served as the CEO of Etain, LLC in New York since 2015 and spearheaded Etain's successful bid for a license in the state. Amy has also assisted other companies with application processes for other states and helped Khem Organics win a license to operate in Massachusetts. Under Amy's direction, Etain has also undertaken efforts to expand to California and recently received a license in the City of Lancaster, Los Angeles County.



**John R. Peckham** serves as Chairman of the Board for Peckham Industries. Mr. Peckham, grandson of the Company's founder, began his career with the Company in 1978 as a construction superintendent. He later became Purchasing Manager and in 1981 became Executive Vice-President and Chief Financial Officer. Mr. Peckham has also been an active member of industry and community organizations. He is a member of the Moles, Seven Bridges Field Club, the Down Town Association, Union League Club and the Dorset Field Club. Mr. Peckham's past and present involvement includes: President of the Empire State Concrete and Aggregate Producers Association from 1996-1997, President of the Associated General Contractors Association, New York State Chapter from 1998-1999, Director of the AGC from 1991 to present, Director of the National Associated General Contractors, 1998 to present, Director of the Construction Industry Council, 1998 to present, Trustee of the Westchester Arts Council, 1999 to present. He currently serves as the President of the Board of Trustees and was a Trustee for The Masters School from 2004 to June 2012. He chaired the Audit Committee and the Grounds Committee. Mr. Peckham attended Chappaqua schools and The Taft School in Waterbury, Conn. He has a degree in economics from Union College in Schenectady, New York.



**Pat Ward** spent over 20 years with Aggregate Industries across their UK and USA businesses following 7 years with Hanson in the UK. Joining Aggregate Industries in 1995, he was given the opportunity in 1999 to relocate to Denver as VP of the Colorado business. At the time of leaving the USA in 2014 to become Group Chief Executive of Aggregate Industries UK, he had responsibility for Colorado, Texas, Nevada and the Mid-Atlantic Region. In 2016 he joined Breedon Group as CEO and Executive Board Member where he led the business until 2021 when he returned to the USA. In 2022, Pat joined the Peckham Industries Board of Directors.



**Thank you for reading our 2023  
Peckham Industries  
Environmental, Social, and  
Governance Report. If you have  
any questions or would like  
additional information, please  
contact [info@peckham.com](mailto:info@peckham.com)**