

# STONE IS JUST THE START

**Impact**  
REPORT

Luck Companies may be in the aggregates business — crushing stone — but our purpose reaches far beyond that. For our family and associates, it's about the positive impact we create in the communities where we operate, building lasting relationships with customers and partners, and our unwavering commitment to continuous improvement in everything we do. Most importantly, it's about our culture — one that encourages growth, development, and the support of each other. Creating an environment where people have the highest likelihood to ignite their potential and then ignite the potential in those around them.

This will be the legacy and greatest impact we leave in the world.

Driven by a passion for learning, innovation, and an orientation toward others, our organization has thrived for over a century. With over a thousand dedicated associates stewarding our values and mission, we're excited for the future — confident that, for us,

# STONE IS JUST THE START

— Richard Luck



Richard Luck, President,  
Luck Companies



Charlie Luck

Charlie Luck, CEO and Chairman,  
Luck Companies

1923



2023

I have been thinking about how to introduce the content within this report. My hope is that we can share how we approach our work, our passion, and the difference we strive to make. We feel like stone is just the start and we have the opportunity to impact lives within the company and with our customers and our community.

When my grandfather founded our company back in 1923, he established more than an aggregates business; he established a culture of care, where people are the priority. My father carried this belief forward, ensuring that as we grew and innovated, we did all that we could to support the needs of our people, our customers and our community. Today, we are activating Luck Companies' people-focused mission to *ignite human potential and make a positive impact*, because we've always believed that our impact is measured not just by what we do, but how we do it.

We are a values-based organization. Our values of *Leadership, Integrity, Commitment* and *Creativity* shape every decision, every relationship, and every initiative here at Luck Companies.

In this report, I hope you'll get a glimpse into the heart of our company. You'll hear stories from passionate people who dream big, inspire one another, and work with our customers in ways that create lasting value. You'll also see how we're nurturing a culture of belonging and well-being, and how our associates bring our mission to life each day, embracing collaboration, innovation, and relationships—inside and outside of our company.

As you explore this report, we hope you'll feel the energy and excitement behind the work we're doing. Since I succeeded my Dad as President in 1995, Lisa, my wife, and I have encouraged our family to chase their dreams. We are totally excited about the readiness of our son, Richard, to step into the role of President of Luck Companies. He is ready. Richard's leadership will take us into our fourth generation of family leadership which has spanned over 100 years. We are more excited than ever about the bright future in front of us with over 1,000 tremendously talented associates.

Our commitment remains the same: we'll continue supporting our associates with resources to help them grow, develop, and achieve their dreams. We'll continue strengthening our connections with our customers and communities where we live and work—investing our energy and our resources. We'll keep building strong partnerships and pushing beyond what's expected, always keeping people at the forefront of everything we do.

Thank you for your continued support and belief in the journey we're on.

Charlie Luck

## OUR MISSION

We will ignite human potential through Values Based Leadership and positively impact the lives of others around the world.

## OUR VALUES

### INTEGRITY

Earns the trust and respect of others



### CREATIVITY

Delivers ideas and innovation that add value



### LEADERSHIP

Ignites human potential and performance



### COMMITMENT

Takes personal responsibility for the success of self, others and the organization



## Impact REPORT

### THERE IS SO MUCH TO EXPLORE ONLINE!

Experience the 2024 Impact Report digitally! Look for QR codes throughout this report to discover more stories.



### LUCK⌘STONE

Luck Stone produces crushed stone, sand and gravel—providing vital infrastructure materials to support growing communities. [LuckStone.com](http://LuckStone.com)

### LUCK⌘ECOSYSTEMS

Luck Ecosystems repurposes unused raw materials from our quarries to produce environmental performance products. [LuckEcosystems.com](http://LuckEcosystems.com)

### LUCK⌘ Foundation

The Luck Foundation supports organizations critical to our communities, our mission, and our business. [LuckCompanies.com/foundation](http://LuckCompanies.com/foundation)

### LUCK⌘ REAL ESTATE VENTURES

Luck Real Estate Ventures fuels economic growth through the responsible development of our land holdings. [LuckRealEstateVentures.com](http://LuckRealEstateVentures.com)

### INNERWILL LEADERSHIP INSTITUTE

InnerWill transforms individuals and organizations through Values Based Leadership—a distinctive leadership philosophy that is a cornerstone of Luck Companies. [InnerWill.org](http://InnerWill.org)



# 100

## Celebrating 100 Years of Powering Possibilities

In 2023, Luck Companies achieved 100 years in business! As an organization driven to ignite the potential of people, we knew that our 100th anniversary celebration needed to reflect the stories of the people who have been, and are, a part of our story.

For two years leading up to this milestone, we dreamed up ways to celebrate and share the perspectives of our associates, our customers, our partners, and the communities where we operate. Additionally, we wanted our 100th anniversary celebration to extend throughout the entire calendar year and for it to be accessible to all.

We believe in igniting human potential and positively impacting the lives of people around the world. For many of us, that spark starts with a dream. During our 100th year, we were able to learn more about each other through our mission-aligned campaign: *What is your dream?* where we asked associates to share personal goals and aspirations, enabling us to learn more deeply about one another and connect in new ways.

With a goal of giving back in mind and wanting to support our communities, the Gift of Giving campaign was created in partnership with the Luck Foundation. This campaign provided every associate in the company the opportunity to designate a nonprofit of our choosing to have \$1,000 donated by the Luck Foundation on our behalf, prompting conversations within our households about which organization we'd like to support. It was also an opportunity for many of us to give in a way we haven't before and allowed us to align our decisions with our personal values. The Gift of Giving campaign resulted in \$1 million given to over 600 incredible organizations across the country.

*It was a monumental year of gratitude for our past, celebration of today, and tremendous hope for a bright future ahead.*

\$1 million

donated to nonprofits across

36 states



1 Cook Car

restored

The Sunnyside Granite Company cook car has been memorialized and continues to be a symbol of the caring, people-focused approach to business that's inspired our organization for over a century.



42 stories

gathered from partners, customers, and retirees

33 events

for associates, retirees, customers, and partners



26

100th anniversary kickoff celebrations held simultaneously



Learn more about our 100th anniversary celebration or our company's history by visiting our website dedicated to this milestone and those who've helped us reach it.

## Our Dreams



128 dreams shared by associates



WITH OVER 100 YEARS IN BUSINESS, AT LUCK COMPANIES, WE ARE COMMITTED TO BUILDING COMMUNITIES IN A SAFE AND SUSTAINABLE WAY—**AND STONE IS JUST THE START OF HOW WE DO IT.**

Our quarries provide critical infrastructure materials for the roads, buildings, hospitals, and schools that enable local economies to prosper. Our company supports this growth further with expertise in the environmental, commercial and industrial development, and community engagement. Together, these capabilities allow us to fulfill our mission within our company and in the communities where we operate.



# STONE

# IS JUST

# THE START







of growing and scaling  
our family business.

# Let's Grow Together

CELEBRATING OUR GROWTH IN THE SOUTHEAST  
AND OUR PEOPLE-FOCUSED STRATEGY



**OUR LOCATIONS**

-  Quarry
-  Luck Ecosystems
-  Distribution Yard
-  Construction and Demolition



**“Our growth strategy is about people. We are not interested in growth for growth’s sake—we want to strategically add to our business, give our associates opportunities to grow, and have a positive impact on our communities.”**

– John Pullen,  
Chief Enterprise Strategy Officer

**In 2015, when we launched Vision 2020, we committed to growing our company outside of Virginia, our heritage region. Fast-forward to today, and we have an exciting story to tell about our growth in the Southeast, including what we have planned for the future.**

**A MAJORITY OF OUR GROWTH** is through greenfields—large, undeveloped parcels of land that are well-suited for quarry development. When we buy a piece of land and are ready to develop it, we approach each opportunity with the goal of being a partner and a collaborator with new neighbors, customers, and potential associates.





# Connecting and Collaborating with Our Communities

Luck Companies enters each new community with a high standard for starting and maintaining a collaborative and positive relationship for everyone involved.

“Our people dedicate their time, and we dedicate our resources, to help communities become stronger,” said John Pullen, Chief Enterprise Strategy Officer. “As we enter a community, we bring resources including financial and human capital, which leads to increased economic development. And, as we stay there and grow, we bring sustainability, relationships, and connection.”

Our team spends a lot of time getting to know the community and its needs. This starts with engaging with local leaders, citizens, and organizations very early in the process. We host community events to listen to concerns and answer questions.

“We spend a lot of time finding out what’s important to the community,” Joe Carnahan, Chief Growth Officer said. “We know the importance of building trust, and we do that by listening to concerns and needs and finding ways to partner to address them.”

This connection and collaboration vary according to each community’s unique needs, so we spend time learning about the community and hearing from neighbors about what is needed. Often our engagement with the community involves volunteering, providing financial donations, sharing our expertise through educational programming, or donating our product to help achieve specific goals.

**“Opening a new site—from finding a greenfield, putting the shovel in the ground, and eventually getting rock out of a quarry—is a huge engineering feat. We are approaching this work with diligence and a ton of care, thanks to a cross-functional team of associates who work together to make it happen.”**

– Joe Carnahan, Chief Growth Officer



## OUR REASON FOR GROWTH

While growth creates financial opportunity, it has never been the core driving factor for Luck Companies. When we grow, we create new opportunities for our associates, our partners, and our communities.

“Growth for us is a way to expand the reach of our mission,” said Joe. “The more sites we have over a larger geographic area, the more chances we have to activate our mission.”

All of our associates make growth possible, whether being directly involved in an acquisition, developing a greenfield, driving a haul truck, working in the scale office, or being a part of the Finance team. The revenue we generate, the safety record we uphold, and how we carry ourselves with customers and communities bring

our culture and brand to life—creating a reputation that makes growth possible.

Whether it’s a greenfield or an acquisition, it requires a tremendous team effort across many parts of our company. “Opening a new site—from finding a greenfield, putting the shovel in the ground, and eventually getting rock out of a quarry—is a huge engineering feat,” said Joe. “We are approaching this work with diligence and a ton of care, thanks to a cross-functional team of associates who work together to make it happen.”

“When it comes down to it, our performance over the last ten years has made it possible to pursue our growth plans,” Joe said. “And that performance is the result of the work of every associate at the company.”

**Steps to Greenfielding**

- Identify Land
- Establish Geology
- Due Diligence
- In-Person Visits
- Community Input
- Acquire Permits
- Plan for Operations

**What exactly is a greenfield?**

A greenfield is a piece of land that is largely undeveloped and underutilized. Luck Companies undertakes a thorough site selection process for vetting parcels of land. Once we purchase a greenfield, Luck Companies may elect to reserve it for future mining activity and market expansion or we may promptly begin the internal process to fully design and operationalize the site.

## GROWING OUR COMPANY TO GROW PEOPLE

“As we have acquired new sites or worked to operationalize greenfields, there are countless impactful stories about people who have moved and grown into new roles that they may never have dreamed of,” Joe said.

At each new site, you will find associates who have moved from Virginia to join a new team of Luck Stone associates in Georgia, North Carolina or South Carolina. They not only share their technical expertise but also model our values and our culture. This is an important part of ensuring our culture and values remain consistent and strong as we grow.

Kershaw Plant

34.4858° N  
-80.6210° W



**Today, Matt O'Maley, originally from our plant in Culpeper, Virginia, is the Plant Manager at our Enoree Plant in Enoree, South Carolina.**

“When Luck Stone acquired the Kershaw Plant, I was asked to come down and train the new associates. I taught them how to run the equipment but also spent time sharing Luck Stone’s culture,” Matt said. “I was asked if I would be interested in moving to South Carolina and felt a tremendous amount of pride in developing the site and growing my leadership skills there. Over the last few years, as we’ve grown our footprint in South Carolina, I’ve been able to move up within the company. I have learned so much about the business, and I don’t think I would ever have had this opportunity anywhere else.”



**Zack DeBruhl, Maintenance Material Coordinator, joined Luck Stone as a part of the Kershaw, South Carolina acquisition.**

“The opportunities I’ve had since becoming a Luck Stone associate have been amazing. I have been able to progress in the organization, starting as a Surface Miner after the Kershaw Plant acquisition and now, I’m the Maintenance Material Coordinator with responsibilities at three plants across our South Carolina footprint.”



**Darian Archie, Pit Foreman, has made growth with Luck Stone a family affair.**

“I was raised in Chester County, South Carolina. Now I work at Luck Stone’s Kershaw Plant in Kershaw, South Carolina,” he said. “Being here as an associate, I admire how committed we are to taking care of each other just as we do our families. My son, Darius Archie, has joined the Luck Stone team in Fairfield, South Carolina. I am excited to see him grow and develop professionally into a great person and leader at Luck Stone.”

## EXPANDING OUR REACH FOR CUSTOMERS

As we grow our footprint, we can be better partners to customers in the Southeast. This means working with existing customers in new locations or offering new customers another option in markets with limited selection to source stone.

“We always believe that we can show up in a highly engaging, service-oriented way for our customers,” Joe said. “As a family-owned and operated producer of aggregates, we can offer a higher level of care and quality, and we have proven that we can maintain that in new markets as we have grown.”

## Cementing Our Legacy for Years to Come

“We are an over 100-year-old company that started with one site in Virginia then grew to 5 quarries, then to 15. When I joined the company in 2003, we were fortunate to already have so many amazing customer relationships that had been developed over many years and still have an impact on our organization today. Now that’s what we are doing in these new regions—building relationships that will benefit our teams for decades. It’s really exciting to pave new paths for growth that will create a legacy for associates many years from now.”

— Joe Carnahan, Chief Growth Officer

## INTRODUCING OURSELVES TO NEW COMMUNITIES

Each time we enter a new community, we approach it with a goal to build trust so we can bring our mission to life there. When we acquire a site, neighbors are already accustomed to having a quarry nearby, but we want to show them how we like to be a partner and active member of the community. This process is more intricate when we are starting from scratch with a greenfield.

Following extensive technical study and assessment, and prior to being able to operationalize a greenfield, we are required to work through a multi-layered permitting process, and we meet with the community early, and often, along the way.

“Engaging the community is integral,” said Ben Thompson, Director of Greenfield Development at Luck Companies. “We want to fully introduce ourselves and make sure that we have our passionate, knowledgeable team members available at the community meetings we hold. We want to find out what’s important to the communities we’re hopeful to join. We want to support their ambitions and build trust.”

In July 2023, we created a new position and hired Susan Mitchell as our Community Engagement Manager. This is a testament to how important building and maintaining strong relationships in our communities is to us.



**Luck Companies associates organized a supply drive to send food and personal care items to communities in South Carolina devastated by the impact of Hurricane Helene in September 2024.**

“It’s exciting to introduce Luck Companies to new communities and show them that we want to be a community partner for years to come,” said Susan. “We support them by volunteering, creating partnerships and sponsorships, and providing funding for specific programs.”

As we have grown outside our heritage region, we are entering communities that may have never heard of Luck Companies and may be skeptical of our intent to be a multi-generational community partner. We provide reassurance by spending a lot of time with them in order to understand their needs and aspirations.

**“A key differentiator for us is our high level of empathy and care for people. We recognize that many potential neighbors may be anxious about our industry. We employ genuine curiosity and empathy as we engage to better understand concerns, build relationships, educate, and leverage collaboration to achieve the greatest positive project and generational community impact.”**

— Ben Thompson, Director of Greenfield Development

## Enoree Plant

34.6602° N  
-81.9409° W

### What is the permitting process for a greenfield?

When a greenfield site becomes viable and we are interested in moving forward, we have to go through a zoning process to get approval to operate our business on the land.

#### STEP 1:

##### *Local Approval*

Local approval is when we introduce ourselves to the local community members who may have never heard of Luck Companies. Our goal is to educate them about who we are and share information about our operations and the benefits of having us in their community. Eventually, the community votes to approve or deny our proposal for local land use.

#### STEP 2:

##### *State Approval*

State approval is a more technical review of our plans. It's based on the science of the proposal and whether the state believes we will be a good steward of the property and the industry.

After the zoning permits are approved, our Growth team passes the baton to our Operations team and broader cross-functional team of Luck Companies associates who develop and implement the buildout of the site.

#### STEP 3:

##### *Due Diligence*

Our due diligence activities focus on understanding environmental, cultural, and habitat attributes within the property. We research county planning documents, adjacent and nearby properties, and development patterns. All of this learning is reflected in each of our proposals, allowing us to be stewards of the land and partners to our communities.

"A key differentiator for us is our high level of empathy and care for people," Ben said. "We recognize that many potential neighbors may be anxious about our industry. We employ genuine curiosity and empathy as we engage to better understand concerns, build relationships, educate, and leverage collaboration to achieve the greatest positive project and generational community impact."

Every community engagement is different because we base our partnership around their specific needs.

In Fairfield, South Carolina, the community needed help with some critical community infrastructure. We have helped them reach their goals for a new Chamber of Commerce building and a new Community Center.

In Enoree, South Carolina, the community voiced an interest in education, so our teams worked with Woodruff High School to support career development programs to share information about the careers that are offered by the mining and quarrying industry. Our teams also supported earth science education through a "cupcake mining" activity where we shared how the rock cycle and geology impact the daily lives of everyone.

Through our time in the school, we saw a need for financial support of the sports programs to ensure that

children were offered the opportunity to support their well-being while learning essential soft skills taught by participating in team sports. Luck Companies remains an active booster of Woodruff High School Athletics and provided further funds and resources to their fishing team and cheer squad.

When we entered Chester, South Carolina, the school board wanted help connecting its graduates to technical trades, so we focused our energy there and addressed this specific need. We shared our knowledge and spent time in schools discussing opportunities in our industry. We made this commitment very early in the process, and we are still working closely with the community to address these challenges.

### LEADING THE WAY WITH SOUTH CAROLINA

In recent years, our growth team has focused on expansion in South Carolina, but we continue to explore what's next in other areas where we operate. Teams are in place exploring growth opportunities in Virginia, North Carolina, and Georgia. Future growth plans will be an important part of our next vision cycle.



**"It's exciting to introduce Luck Companies to new communities and show them that we want to be a community partner for years to come. We support them by volunteering, creating partnerships and sponsorships and providing funding for specific programs."**

– Susan Mitchell, Community Engagement Manager



Learn more about how we are making an impact in our communities.

# Fairfield

## FIRST AND FLOURISHING

Fairfield is the first greenfield we have opened outside of Virginia in over 25 years. It has served as a tremendous learning opportunity that we can use as a framework as we plan for other greenfields.

“It was an excellent learning opportunity for everyone,” said Matt Pullin, Regional Operations Manager for Luck Stone. “Not just on-site in South Carolina, but as a company. There are so many people working to open a greenfield. There are a few of us on site currently, but in planning meetings, there are over 20 people present from across the company.”

As the team worked through the site’s operationalization, it referenced a playbook created with the planning team. The playbook includes all of the technical details, an understanding of the land, and commitments made to the community. The team used the playbook as the source of truth, but also adjusted plans as they became more familiar with the area.

## Fairfield Timeline

SEPTEMBER 2022:  
BEGAN CLEARING LAND

FEBRUARY 2023:  
FIRST SHOT

AUGUST 2023:  
STARTED CRUSHING ROCK

SEPTEMBER 2023:  
OPEN FOR SALES

“There are always unknowns that you discover about the property and the deposit of the rock,” Joe said. “It’s really hard work. For example, overburden and sap rock mix with the rock, blasting can be challenging, and there is often not enough space to load, haul, and blast at the same time. Our teams constantly deal with pumps, groundwater, and other moving pieces.”

Matt agrees that despite operationalizing the Fairfield site in just one year, it had its own challenges and surprises. As with any significant project, the on-site team had to pivot as they discovered new details.

The contractor we worked with to move the dirt had to travel approximately 2 miles round trip to dump the dirt, which is a significant distance. There was also an extensive amount of engineering and design work to address three bottomless culverts on the property.

“We had all the plans you could think of on paper,” Matt said. “But there are many split-second decisions when things turn out a little differently than anticipated. Our Engineering and Operational Support teams were always available to troubleshoot, and there are also just some things that you must assess with the local team.”

## SERVING CUSTOMERS TODAY

The team moved at record speed to get the site up and running in just one year, and a customer—Scout Motors—was depending on us to open within that time.

“Having a customer in place allowed us to hit the ground running,” Matt said. “It provided solid sales support for the costs of a new greenfield.”

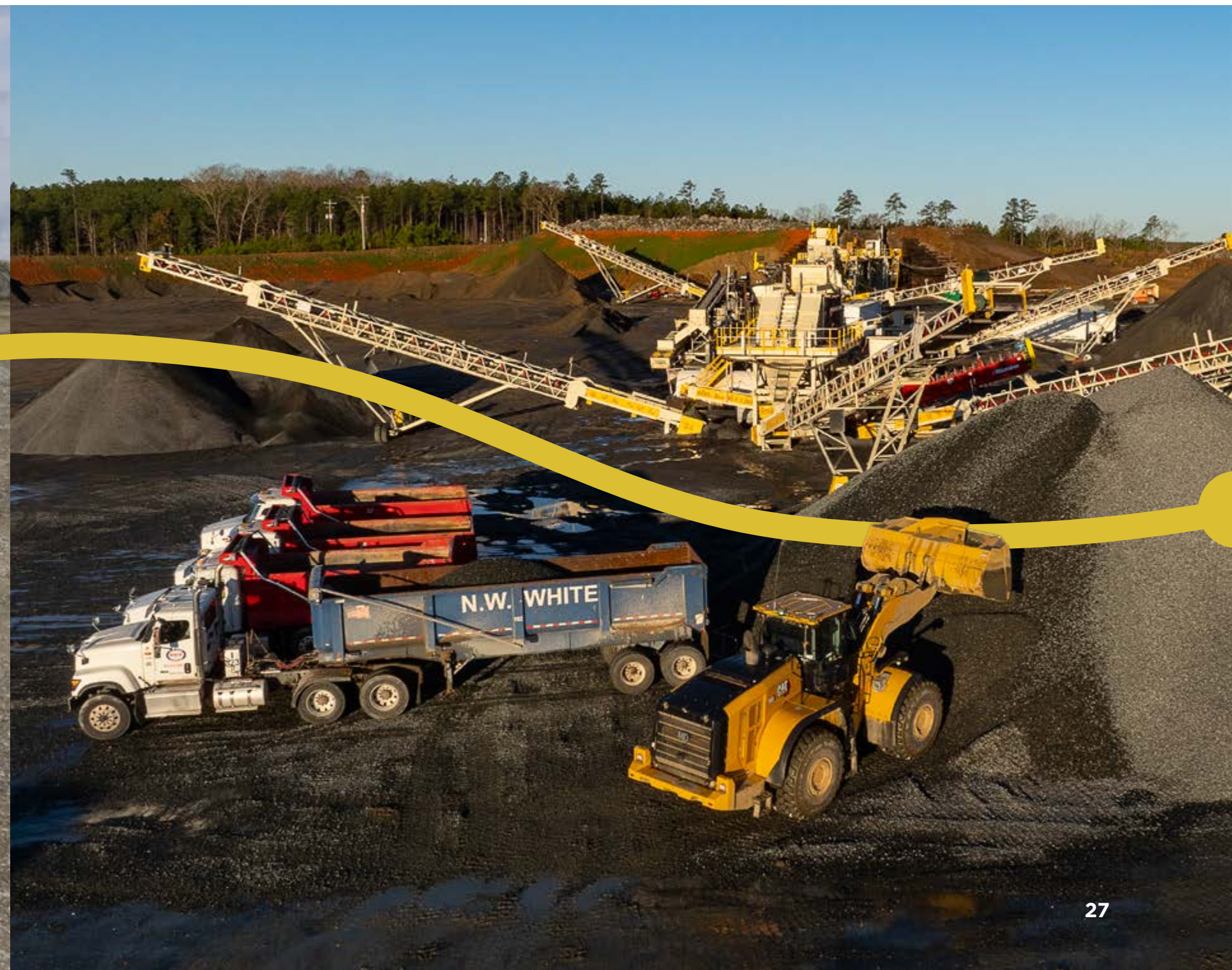
Things have not slowed down for the team in Fairfield. In May 2024, the site crushed 73,000 tons of rock, and the following month, it installed a second tertiary crusher to keep up with production.

“For the first 3 to 5 years, there will be exciting challenges, feedback from customers, and product adjustments to get the site to a more mature phase,” Matt said. “However, all of the top lift has treated us pretty well so far.”



Fairfield Plant

104.3087° W  
30.9650° N





### CREATING NEW PATHS FOR ASSOCIATES

Matt Pullin is no stranger to the personal opportunity that can come as we open new sites. He and his family moved from Spotsylvania, Virginia, to South Carolina in 2018. He helped with the Kershaw site and then Fairfield, and is now serving in his current role as Regional Operations Manager to continue overseeing these plants and our Enoree Plant.

“We were pretty settled and close to family in Virginia,” he said. “But my wife and I moved here with two babies and committed to only staying a few years. However, we love it here so much, that we have decided to call it home.”

It is no surprise that Matt continues to pay his own success story forward with his passion for developing other associates and finding opportunities for them to thrive.

“The most exciting part of all of this is not just seeing the sites develop but all of the people growing and

developing with them,” he said. “I have been a part of every hire, and we have so many new people in new roles at every level and position.”

Matt and his team take this responsibility very seriously as they introduce people to the technical side of our business, our values, and the critical approach we take to safety at our sites.

When Matt reflects on his experience at Fairfield, people are always top of mind—the associates running the site today, and everyone who contributed to making it a reality.

“I can’t stress enough how grateful we are to be here, supporting the needs of this community, and growing our team along the way,” Matt said. “We are learning so much and are carrying it forward with each new greenfield site. It’s an exciting time to be here.”



**“The most exciting part of all of this is not just seeing the sites develop but all of the people growing and developing with them. I have been a part of every hire, and we have so many new people in new roles at every level and position.”**

– Matt Pullin, Regional Operations Manager



# STONE ISLAND JUST START



**of positively impacting  
our local economies.**



# Using Our Real Estate Engine to Fuel Economic Growth

Luck Real Estate Ventures (LREV) manages Luck Companies' real estate portfolio—over 25,000 acres across the Southeast—and is tasked with leveraging it to create business opportunities, accelerate economic growth, and affect positive change in our communities.

“Over the last five years, our land has fueled much of our growth in the Southeast,” said Jon Riley, General Manager of LREV. “We’re utilizing our land assets creatively to generate revenue for the growth of

our communities, the growth of our customers, and the growth of our business.”

**Jimmy Randolph (left) meets with members of the LREV team at the Sanford Area Growth Alliance.**



## DEVELOPING LAND WITH THE RIGHT PARTNERS

In 2020, we began a more intentional approach to industrial development with our real estate holdings. In the past, we had maintained a lot of undeveloped land, but through careful analysis and research, our team determined that developing portions of the land would create more opportunities for everyone involved.

As the team explored opportunities and met potential industrial tenants, we realized our unique position in managing the land.

“We began to connect with potential partners all over the country,” said Vik Murthy, Land Use Development Manager. “Our conversations made it clear that we were an ideal fit for companies being courted by local communities that needed industrial property but didn’t want to own the land or the zoning process. We handle that step for them and have a more flexible timeline.”



**VIK MURTHY,**  
Land Use Development  
Manager, LREV



## SPOTLIGHT ON SANFORD

Our Sanford, North Carolina, site is an excellent example of how the LREV team’s expertise and capabilities benefit the company, our customers, and our communities.

In 2020, we acquired a greenfield in Sanford, North Carolina. It was an incredible piece of real estate, but it wasn’t permitted in an ideal way for a quarry, and there were challenges with the access road leading into the property.

The LREV team took a creative look at the land and surrounding property and devised a solution that benefited all stakeholders. They identified 140 additional acres of land, acquired it, and designed an alternative access road. This land was annexed into the city, giving us access to utilities, and then rezoned with an industrial designation.



“We were able to use our real estate expertise to solve a problem that facilitates the quarry’s ultimate construction and enables us to support industrial and job growth within the community,” said Jon.

Through this process, we built lasting relationships in the community that will continue to benefit development.

“As a community, Sanford had identified a gap in our local economy for flexible industrial space, and Luck Companies approached us with a way to make that happen,” said Todd Tucker, Economic Development Director at the Sanford Area Growth Alliance.

Our LREV team brought the land, the expertise, and the right partners to create a truly beneficial path forward for everyone involved.

Speaking about the partnership, Jimmy Randolph, CEO of the Sanford Area Growth Alliance said, “When it comes to economic development, growth follows manufacturing, and the LREV team brought us a tremendous opportunity to grow — a win-win for all of us.”



**TODD TUCKER,**  
Economic Development  
Director, Sanford Area  
Growth Alliance

# STOP JUST THE START

of broadening the  
impact of our mission.

### Values Based Organizations

#### Five Practices

<p><b>SEEK RISK</b> Being transparent about</p> <ul style="list-style-type: none"><li>• Know what's working and what's not</li><li>• Share transparency &amp; feedback</li><li>• Measure progress using data</li></ul>	<p><b>LARRY RISK</b> Sharing our vision</p> <ul style="list-style-type: none"><li>• Define our mission, vision, and strategy</li><li>• Share our vision in action</li><li>• Align decision-making</li></ul>	<p><b>CHOOSE TO LEAD</b> Championing values-based leadership</p> <ul style="list-style-type: none"><li>• Demonstrate courage</li><li>• Develop leaders</li><li>• Hold self and others accountable</li></ul>	<p><b>ENGAGE EVERYONE</b> Developing leaders at all levels</p> <ul style="list-style-type: none"><li>• Inspire employee commitment</li><li>• Energize employees with direction &amp; support</li><li>• Empower employees to make a difference</li></ul>	<p><b>ALIGN ACTIONS</b> Sustaining the culture</p> <ul style="list-style-type: none"><li>• Embed our values in our processes</li><li>• Strengthen relationships across the organization</li><li>• Tell stories &amp; celebrate successes</li></ul>
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INNERWILL

# Sharing Our Passion for Values Based Leadership

Under CEO Charlie Luck's leadership, Luck Companies built a culture focused on running a successful business and making a positive impact in the lives of others. Values Based Leadership (VBL) is a leadership philosophy and practice that empowers individuals to live, work, and lead in alignment with their core values.

In 2010, Charlie posed an important question: What if we could share this philosophy and the tools we've developed with our customers and partners to help them align their teams and create new pathways for igniting human potential outside of Luck Companies? And so, InnerWill, a 501(c)(3) nonprofit, was established.

Since then, InnerWill has worked with more than 400 organizations and the incredible people behind them to use VBL to overcome business challenges and drive success.

Dr. Tom Epperson, InnerWill's President, says InnerWill exists to expand Luck Companies' mission of igniting human potential.

"InnerWill's approach is rooted in the positive results, experiences, and impact of VBL at Luck Companies. We use everything we have learned about culture, strategy, and leadership to help our clients tackle real world problems."

So, what exactly does it look like to engage with InnerWill? InnerWill works from a set of frameworks that ignite the potential of the people in an organization. "Every organization is unique with different challenges, but most companies we work with are trying to figure out how to transform their organization or align around their mission," said Betsey Fortlouis, Director of Partnerships and Development and Facilitator at InnerWill.



**"InnerWill's approach is rooted in the positive results, experiences, and impact of VBL at Luck Companies. We use everything we have learned about culture, strategy, and leadership to help our clients tackle real world problems."**

- Dr. Tom Epperson, InnerWill President



**BETSEY FORTLOUIS,**  
InnerWill Director of Partnerships and Development and Facilitator



## OUR INNERWILL TEAM IN ACTION

Our InnerWill team works across industries throughout the United States, and often engages with other family-led businesses that have crossed paths with our business as a customer, supplier, or partner.



A family-run business established in 1969, Knight's Companies, a Luck Stone customer, offers septic, ready-mixed concrete, precast concrete, trucking, and concrete pumping services, as well as steel reinforcement products to commercial and residential customers in South Carolina and Georgia.

**Challenge:** Engage their developing leaders in articulating the company's values and vision for the future.

**Solution:** Our InnerWill team facilitated a series of sessions with the group to introduce the principles of VBL, build self-awareness with personal values and insights, foster trust and communication, and cultivate a culture of receiving and giving feedback.

The InnerWill team worked with Knight's Companies to develop their mission, vision, and values in support of their business goals, identifying the observable behaviors needed to bring the values to life. InnerWill also coached leaders at Knight's Companies to model and influence the organization around this new framework.

"As we embarked on this Values Based Leadership journey, not only did I see the benefits of our companies, divisions, and markets coming together collectively and being one unified front, but we started to identify where we are stronger or weaker on some of our values than others. It also allowed me to identify who I was and where I could be better as a leader—it has really directed me to be a better me, and inspired others to be better versions of themselves as well," said Pete Knight, CEO, Knight's Companies.

**"It also allowed me to identify who I was and where I could be better as a leader—it has really directed me to be a better me, and inspired others to be better versions of themselves as well."**

- Pete Knight, CEO, Knight's Companies





A family-established business, William A. Hazel, Inc. is a total site development and construction company in Virginia.

**Challenge:** John Roddy was the company's first external CEO and was charged with strengthening its operations, culture, and strategy. John connected with InnerWill to help navigate and facilitate a successful transition.

**Solution:** First, the InnerWill team worked as executive coaches to help him identify goals and practice new skills to make choices that supported the future success of the business and the family. Then, they helped him get feedback on his leadership style to begin aligning his leadership team around the necessary changes and desired outcomes. Taking the feedback he received and implementing tools and tactics learned from InnerWill, John was able to lead the company through the transition. The InnerWill team also facilitated sessions with the Board of Directors (comprised of family and non-family members) to gain alignment around the company's strategic plan.

As a result of this work, InnerWill helped William A. Hazel, Inc. reconcile differing visions for the future and create alignment around a single vision. The team at InnerWill worked with them to identify necessary Board skills to support the vision, establish best practices for influencing others, and build commitment with the Board.

**“Engaging the InnerWill team has helped our leadership understand the importance of embracing the values that are important to our organization, for both the internal relationships with our employees and externally with our business partners. It’s wonderful to have the benefit of the InnerWill team to help guide us as our business evolves and continues to grow stronger.”**

- John Roddy, CEO, William A. Hazel, Inc.



A multi-family, multi-generation paving business, Superior Paving, Corp., is also a Luck Stone customer based in Northern Virginia.

**Challenge:** CEO Jim Mitchell wanted to strike the right balance between stepping away from the business' day-to-day operations and focusing on what's next for the company and himself. InnerWill had worked with Superior Paving Corp. several years prior to establish its mission, vision, and values.

**“We now have a deeper understanding of how to lead with our values and we also feel more confident in being able to continue our family-owned business for many decades.”**

- Jim Mitchell, CEO, Superior Paving Corp.

**Solution:** Our InnerWill team is using its program *Not Retirement, Reinvention*, which is designed to help successful family business leaders who are ready to transition their passion, purpose, and potential to foster continued fulfillment in their next chapters. It's a custom program that leverages each leader's invaluable insights, wisdom, and talents to overcome challenges, embrace opportunities, and live a life of abundance and purpose after retirement.

**Results:** “Our work with InnerWill has helped our business and our family tremendously. We now have a deeper understanding of how to lead with our values and we also feel more confident in being able to continue our family-owned business for many decades, as we look to our next generation of leadership,” said Jim Mitchell, CEO, Superior Paving Corp.



# STOP ONE IS JUST THE START



of our dedication to safety.

# SAFETY: A Personal Value

Across our operations, associates work over 2 million hours a year. In each of these hours, they make decisions that impact their teammates' safety and their own safety. Luck Companies is committed to ensuring our associates have the tools to make the right decisions and return home safely each day.

Our behavior-based safety program, Value Safety, empowers associates to hold safety as a core value, resulting in a focus on behaviors that eliminate potential hazards.

At Luck Companies, safety isn't the safety manager's job; rather, it is the responsibility of every associate. It is a value.

"What it really boils down to is a strong culture of looking after one another," said Troy Austin, Value Safety Manager. "It's looking to your right and left and making sure you and your teammates are not doing anything that will jeopardize safety, a critical pillar of our company's people-focused culture."



**TROY AUSTIN**  
Value Safety Manager



**Winners of the NSSGA Louis Griesemer Sterling Safety Gold Award in 2021 and 2022, in recognition of achieving the lowest total incidence rate and general excellence of safety and health.**

We support our safety culture with a rigorous set of tools, training, and resources to guide associates along the way.

"We invest in the equipment, processes, and educational curriculum our associates need to make their jobs as safe as possible," said Abel Parker, Director of Risk Management. "This includes a rigorous training program for new associates, refresher courses for existing associates, and job-specific training to ensure they know how to apply it day in and day out."



## There are 3 components to Luck Companies' behavior-based safety program:

### Value Safety 1.0: Make the right choice

This philosophy empowers every team member to make safety-focused decisions daily.

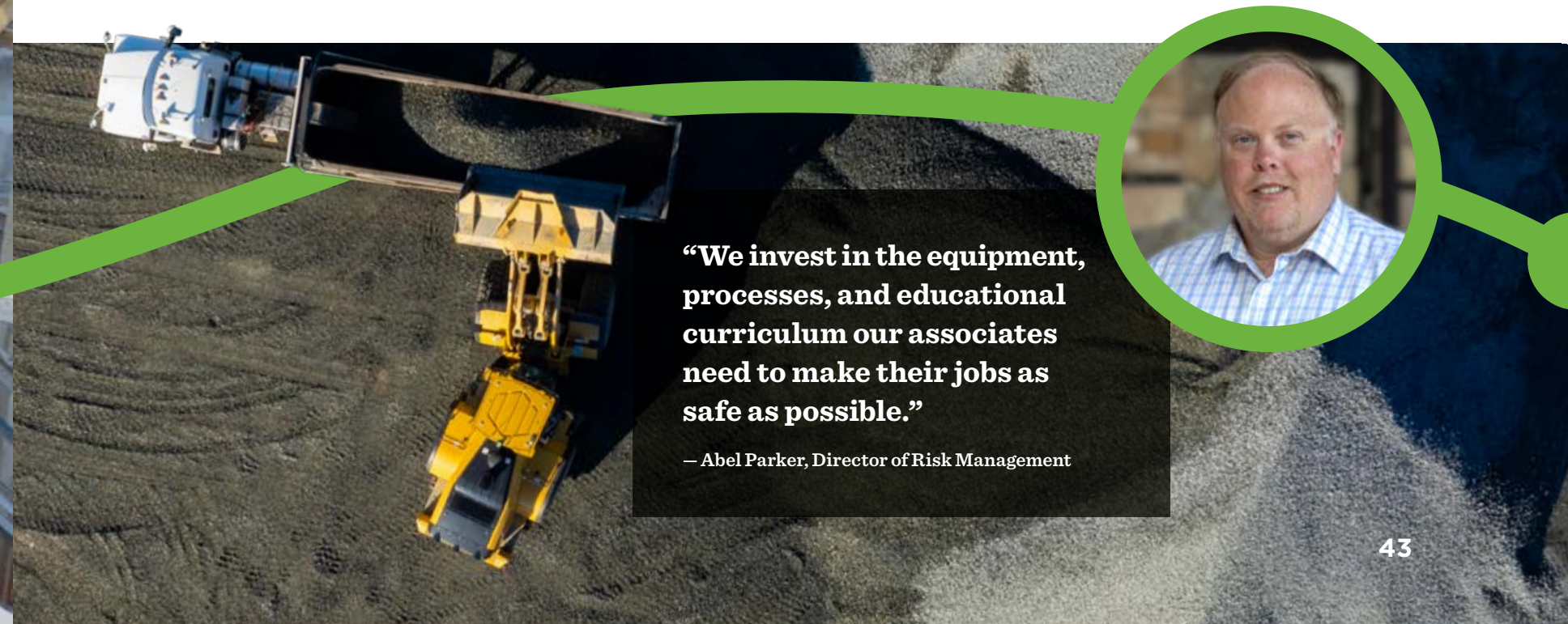
### THE TALK Before the Task

Using this acronym, associates can easily remember the steps to take before initiating any task: Tools, Hazards, Elements & Task Trained, Appropriate PPE, Lean In, and Knowledge. THE TALK promotes open communication and thorough planning before any task is undertaken.

### Value Safety 2.0: Tools and Procedures

Utilizing the Hierarchy of Controls which trains associates to evaluate recurring incidents, learn from them, and apply changes to prevent them, associates are equipped with the right tools to make the right choice.

"Often, when communication breaks down or an incident occurs, we can turn around and tie it back to one of those three components, reinforcing our belief that when all of the pieces are in place, our safety program really works. That's a powerful message and reminder for all of us," Troy said.



**"We invest in the equipment, processes, and educational curriculum our associates need to make their jobs as safe as possible."**

— Abel Parker, Director of Risk Management

## SPOTLIGHT ON POWHATAN

There is no greater example of Value Safety at work than our Powhatan Plant in Powhatan, Virginia that celebrated 20 years without a reportable injury in 2024. A reportable injury is an injury that is required to be reported to a regulatory agency.

“It’s just mind-blowing to think about all of the choices made every single day at a location—thousands of choices. Crushing 20 million tons of stone and going 20 years without a reportable injury. It’s incredible,” Troy said.

Randy McMasters, Plant Lead at Powhatan, has worked at Luck Stone for 35 years and has seen firsthand how the culture led to this phenomenal record.

“We are family here,” he said. “We want everyone to go home the way they came to work. We aren’t afraid to approach each other if we see something that could be

unsafe, and it’s a part of our culture to do that—it’s expected.”

Randy was also present on site when the last reportable injury occurred 20 years ago and attributes the commitment to training and communication for keeping Powhatan’s 23 associates safe since then.

Darren Prince, Plant Manager at Powhatan, can attest to Powhatan’s family-like, supportive atmosphere. He also attributes all of the success to the associates who are doing the work every day.

“In the last 20 years, the management has changed, and the team has changed, but the commitment to a safety culture has not changed,” he said. “The team in the field provides leadership to new team members and continues to reinforce that safety is a value.”



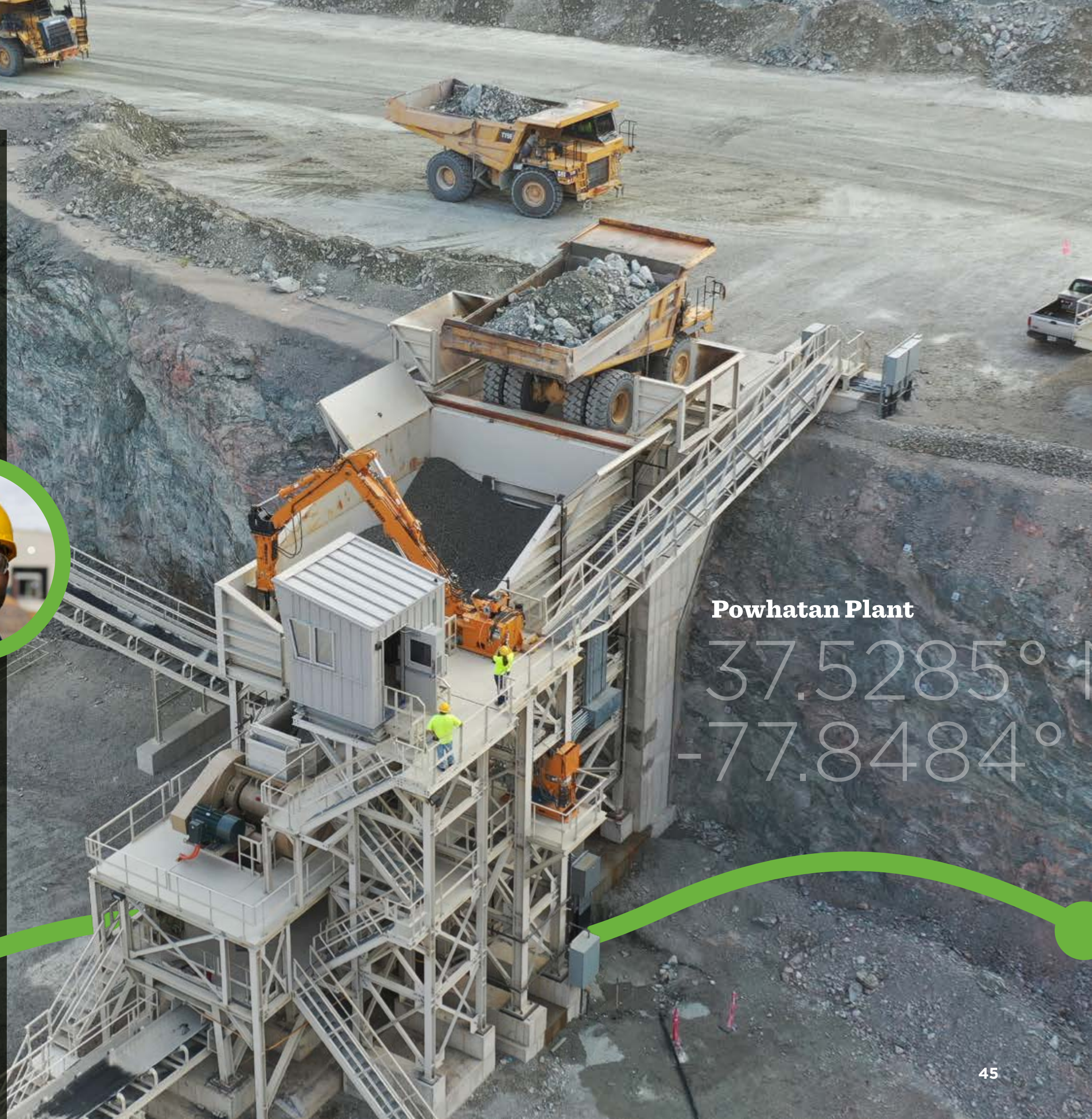
**DARREN PRINCE**  
Plant Manager,  
Powhatan Plant

**“We aren’t afraid to approach each other if we see something that could be unsafe, and it’s a part of our culture to do that—it’s expected.”**

– Randy McMasters, Plant Lead, Powhatan Plant

## Powhatan Plant

37.5285° N  
-77.8484° W



## SPOTLIGHT ON MOUNT AIRY

Sarah Botset, a Pit Foreman at our Mount Airy Plant in Mount Airy, North Carolina, learned CPR and how to administer the AED as a part of Luck Stone's required safety training. It's essential knowledge for plant leadership, but also one of those skills she hoped she would never have to use.

Unfortunately, on November 27, 2023, she received a call asking her to come to the Scale Office immediately because Tony Marshall, a Luck Stone CDL driver, was unconscious.

Tony had stopped by the office that morning because he felt unwell. When they took his blood pressure, it was uncharacteristically high, and they decided to take him to the emergency room. Before he could be transported to the hospital, he went into cardiac arrest.

Sarah arrived at the scene and quickly assessed the situation, administered the AED, and then began compressions.

"I was going through the steps we learned in our CPR class, but there was a whole team helping—calling the paramedics and calming down the people around us," said Sarah. "I was very focused on doing everything I could for Tony."

Once the paramedics arrived, they took over and later shared that Sarah's quick thinking and ability to administer CPR had saved Tony's life.

To this day, Tony doesn't remember much beyond arriving at the office. However, one thing he will never forget is how Sarah's actions saved his life.

"If there hadn't been someone onsite who knew how to perform CPR or use the AED machine, I wouldn't be here today," Tony said. "Having the right people and the right tools in place was a lifesaver. I hope people can learn from my story."

The Mount Airy team is already taking action based on what they learned, and several more associates have volunteered to take CPR training.

**"Having the right people and the right tools in place was a lifesaver. I hope people can learn from my story."**

– Tony Marshall, CDL Driver



Tony Marshall, CDL Driver,  
and Sarah Botset, Pit Foreman,  
Mount Airy Plant

**Mount Airy Plant**

36.4608° N  
-80.6048° W





STONE

START

THE START



**of developing people  
and positively impacting  
our communities.**

# A Foundation of Giving

Luck Companies has a long history of giving back to our communities. In 1967, we took it a step further and established the Luck Foundation, the philanthropic arm of Luck Companies. Today, the Foundation is a thriving, impact-driven entity that is focused on two strategic pillars of giving: Values Based Leadership (VBL) and Environmental Stewardship.

We are also committed to giving to organizations that strengthen the communities in which we operate by donating to critical community organizations like fire departments and free clinics.

## LUCK FOUNDATION MISSION:

**We ignite potential, strengthen communities, and nurture our planet while inspiring a culture of giving.**



DOUG PALMORE,  
President, Luck Stone

## Values Based Leadership

VBL ties directly to our mission of igniting human potential, and this pillar enables us to support leadership development, education, coaching, and VBL research. The Foundation contributes to organizations with a wide range of needs, spanning the leadership development of non-profit board members to organizations focused on building leadership skills in students and young adults.

“We believe that by developing leadership skills in people, leaders can solve bigger problems with the organizations they serve,” said Wanda Ortwine, Chief Family Officer at Luck Companies.



## The Thomas Jefferson Foundation

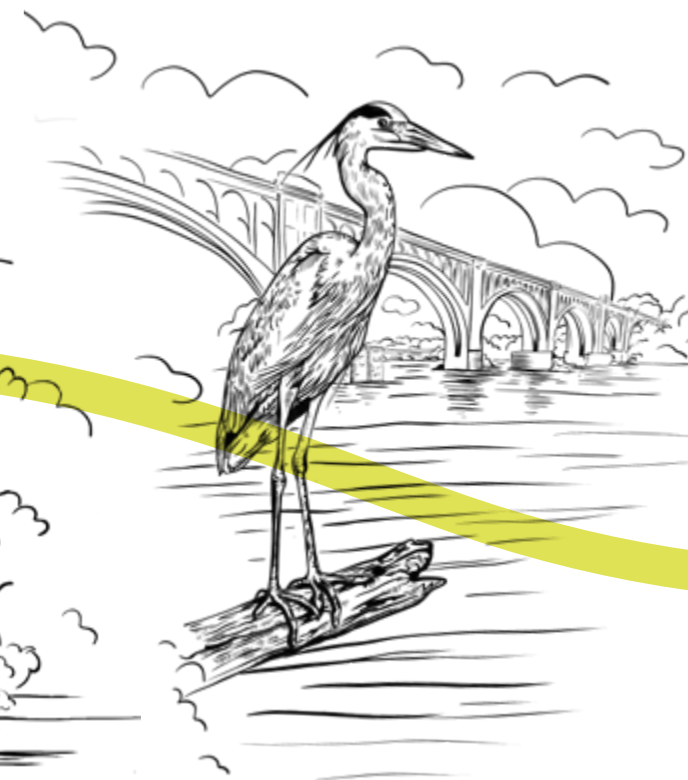
One long-time grantee of our Foundation’s VBL pillar is the Thomas Jefferson Foundation. The organization shares a property line with our Charlottesville Plant. As the owner of Monticello, the home of Thomas Jefferson, it preserves the property and provides education about his life.

“We proudly support the Thomas Jefferson Foundation’s Promise Grants program which provides \$5,000 grants to descendants of Monticello’s enslaved families pursuing post-secondary education,” said Doug Palmore, President of Luck Stone.

Additionally, we sponsor the “Citizen Leadership Medal,” an esteemed award given jointly by the Thomas Jefferson Foundation and the University of Virginia.

**It’s powerful to have such a deep relationship with an industry partner—when industry and environmental organizations share the similar values and carry the same message to legislators, we can have greater impact.**

– Bill Street, President, James River Association



## Environmental Stewardship

Our commitment to environmental stewardship is demonstrated by the organizations we support. These organizations are responsible for educating the community on the importance of stewarding our natural resources and developing programs and efforts that improve and protect the environment.

Another longstanding grantee is the James River Association, which strives to keep the James River healthy with robust programs and resources. Our foundation contributes to the James River Leadership Expeditions (JRLE), which provides environmental education programs to over 13,000 students across the James River watershed. It supports, trains, and inspires participants to take personal and community-wide action to address issues facing the river. The yearlong program culminates with a leadership-focused environmental capstone project, in which students propose a solution for a problem impacting the health of the James River watershed.

“Our priority placed on environmental stewardship led us to a partnership with the James River Association, which has been mutually beneficial for many years,” said Mark Williams, Environmental Manager at Luck Companies. “Our company works on the river, we volunteer for cleanups, we assist with the development of parks and recreation opportunities, and we share the enthusiasm of the JRLE students as we explore the many opportunities that the James River offers to us. Luck Companies is proud to be a sponsor of the James River Leadership Expeditions, and we are inspired by these young leaders of a new generation of environmental stewards.”

MARK WILLIAMS,  
Environmental Manager



# GIFT OF Giving

## Amplifying Our Giving to Celebrate 100 Years

In 2023, Luck Companies celebrated our 100th anniversary, and igniting human potential in our communities was a cornerstone of the yearlong celebration. We surprised associates with the “Gift of Giving”—an opportunity for each of them to grant \$1,000 from the Luck Foundation to a non-profit that held special meaning to them.

“This mission-aligned campaign was an incredibly important pillar of our 100th anniversary program,” said Charlie Luck, Chairman and CEO of Luck Companies. “In addition to expanding the reach of our annual giving, we wanted to offer associates the opportunity to follow their hearts and their passions, perhaps in a way they hadn’t ever done before. We encouraged them to talk with family and friends about the organizations to support, to think deeply about their values, and to align their decision with those values.”

## Having an Impact by Helping Our Communities

“Our *Gift of Giving* campaign coordinators received over 600 heartfelt stories of how the nonprofit organizations had positively impacted the lives of the associates, their families, and their communities,” Charlie said. “Together, we had a significant impact on the lives of others. That is a true testament to our associates’ leadership and the culture of care we’re propelling at Luck Companies.”

We are proud of our associates’ full participation and for the impact the campaign had:

**100%**  
associate participation

**612**  
organizations served

**\$1M**  
granted in 2023



## WHAT WE HEARD FROM RECIPIENTS:

### Children’s Hospital Foundation (CHoR)

“The Children’s Hospital Foundation is thrilled to be a beneficiary of your Luck Companies 100th Anniversary Fund! Nine Luck team members made generous gifts in response to your effort, and we are honored and excited to thank them and you for this. Your support directly enhances the ability of our team at Children’s Hospital of Richmond at VCU to provide world-class care to children and families. At the Children’s Hospital of Richmond, we too believe in the power of our people, the people who are providing children’s care and the patients and families we serve. This shared value makes it even more special that some of your colleagues chose to support CHoR during your 100th year.”

### Capital Area Rescue Effort (CARE)

“We have recently received a \$1,000 grant from you. Thank you for your generous grant to Capital Area Rescue Effort (CARE). We are thrilled to have your support. You are truly making a difference in the lives of homeless dogs, and we are extremely grateful.”

### The Mustard Tree Louisa Chapter

“Thank you for your generous grant award to The Mustard Tree Louisa Chapter. The funds will be used toward education and ministry opportunities. Others will be blessed by your generosity.”

To: The Luck Foundation  
On behalf of Hopewell Baptist Church I would like to thank you for your grant. Payment initiated by Kevin Kerens - Reference number 133769.  
I personally have many fond memories of the Luck Co. My father worked at the Rockville quarry as a loader operator for approximately five years. He had nothing but kind words for the Luck family and the company.  
Thank you again for the grant.  
Sincerely,  
Gene B. Bork



**JULIE HUTCHINS,**  
Business Planner

In support of the Foundation, associate Julie Hutchins, received numerous letters of thanks from organizations benefiting from the Gift of Giving. “It’s amazing the reach this initiative had on the communities where we operate, allowing associates to contribute to them in a meaningful way.”



To The Luck Foundation - we have recently received a \$1000 grant from you. Thank you for your generous grant to Capital Area Rescue Effort (CARE). We are thrilled to have your support. This gift will help special needs dogs like Baylor who suffers from mobility issues. You are truly making a difference in the lives of homeless dogs and we are extremely grateful.  
Denny Jermann



## WHAT OUR ASSOCIATES SHARED:



“When my wife needed treatment in New York City, Mercy Medical connected us to Angel Flights Mid-Atlantic, a network of private pilots providing flights to those needing transportation to medical appointments. This organization will always be very near and dear to my heart. I am pleased to know that my donation could help another patient/family get the medical treatment they need without the worry of distance.”

**JOEL BOWERS, Lead Electrical Tech**



“I chose Healing Transitions as the organization I wanted to donate the \$1,000 to. I donated in honor of my son and all those who have been addicted to either drugs or alcohol. My son had gone through a rehab program already, but this is the one that really worked. He is now a productive citizen, with his own company, and helps those that have been through Healing Transitions’ incredible program.”

**GEORGIA BROOKS, COM-D Service and Logistics Specialist II**



“In 2021, my wife was diagnosed with ALS. The ALS Society has helped her proactively prepare for the challenges that she will inevitably face such as mobility issues and losing the ability to speak. They have funded her voice banking which will allow her voice to be replicated by a computer. The comfort of knowing that her family and friends will continue to hear her voice is beyond measure.”

**STEVE DEMEYER, Plant Manager**



“I donated to Special Olympics Virginia Area 31 because I have a cousin with Down syndrome. When he was born, his parents were told to just put him in a home. Luckily, for the rest of the family, they didn’t do that. Growing up with Bill was a joy. He competed in the Special Olympics for years and I went to quite a few of the events to support him. Seeing the support and love the volunteers gave those kids has stuck with me all these years.”

**PATTY COX, COM-D Service and Logistics Specialist II**

# Honoring a Legacy of Caring for One Another

As a part of our 100th anniversary, we honored the legacy of Charles Luck III and his passion for serving others.

Charles Luck III was known for creating personal connections with everyone he met and for his care and compassion for people. During his leadership of the company, he inspired a culture of giving that is still an important part of Luck Companies today.

He coined the company slogan “We Care” to illustrate our company-wide commitment to serving customers and giving back to the communities where we operate.

We honored this formative period in our history by celebrating Charles Luck III’s legacy and the “We Care” slogan of our past by encouraging teams to identify a volunteer opportunity and give their time and talent to an organization in their region. We sent all of our associates “We Care” branded t-shirts and asked them to wear them proudly during their time serving the community.



CHARLES LUCK III



“It was inspiring to see our teams sharing their time and talents to support neighbors and community-focused organizations across our footprint. ‘We Care’ is one more way our associates are living out our mission of positively impacting others each day.”

– Paige Gill, Vice President of the Central Region



## Nourishing the Community in Charlottesville

The “We Care” call to give back inspired our team at our Charlottesville Plant in Charlottesville, Virginia to give back to their community by volunteering weekly at their local Meals on Wheels. Ed Honeycutt, Foreman at the Charlottesville Plant, proposed the idea when he heard that the organization needed help packing meals on Tuesdays. The team had worked with Meals on Wheels a few years prior, and there was a lot of enthusiasm for renewing their support of an important community resource.

“The Meals on Wheels staff enjoys having our Luck Stone team volunteers each week,” Ed said. “We work hard, but we also have a good time while we are giving back. It is nice to know our contributions are making a positive difference in our own community.”

In addition to its weekly commitment, the team also helped prepare gift bags for the Christmas holiday. The goal was for everyone who received a meal also to receive a gift bag.

“I think everyone comes back a little more thankful each time we volunteer,” Ed said. “I am blessed to be a part of a great team.”



“We work hard, but we also have a good time while we are giving back. It is nice to know our contributions are making a positive difference in our own community.”

– Ed Honeycutt, Foreman, Charlottesville Plant



# WE CARE. In Action

## Finance Team Richmond Tool Bank

Our finance team partnered with the Richmond ToolBank, an organization with a mission to provide tools, equipment, and expertise to community-based organizations. The team stepped out of their day-to-day roles and worked together to build picnic tables to donate to local schools to help bring the ToolBank's mission to life.



## Mount Airy Plant Salvation Army

Mount Airy's Operations, Sales, and COM-D teams came together to help the Salvation Army with its Christmas Angel Tree program. Each year, the organization puts children's names and needs on trees located in different retail areas across the city. The Mount Airy team collected donations from associates and bought the items to help Santa check off the children's lists.

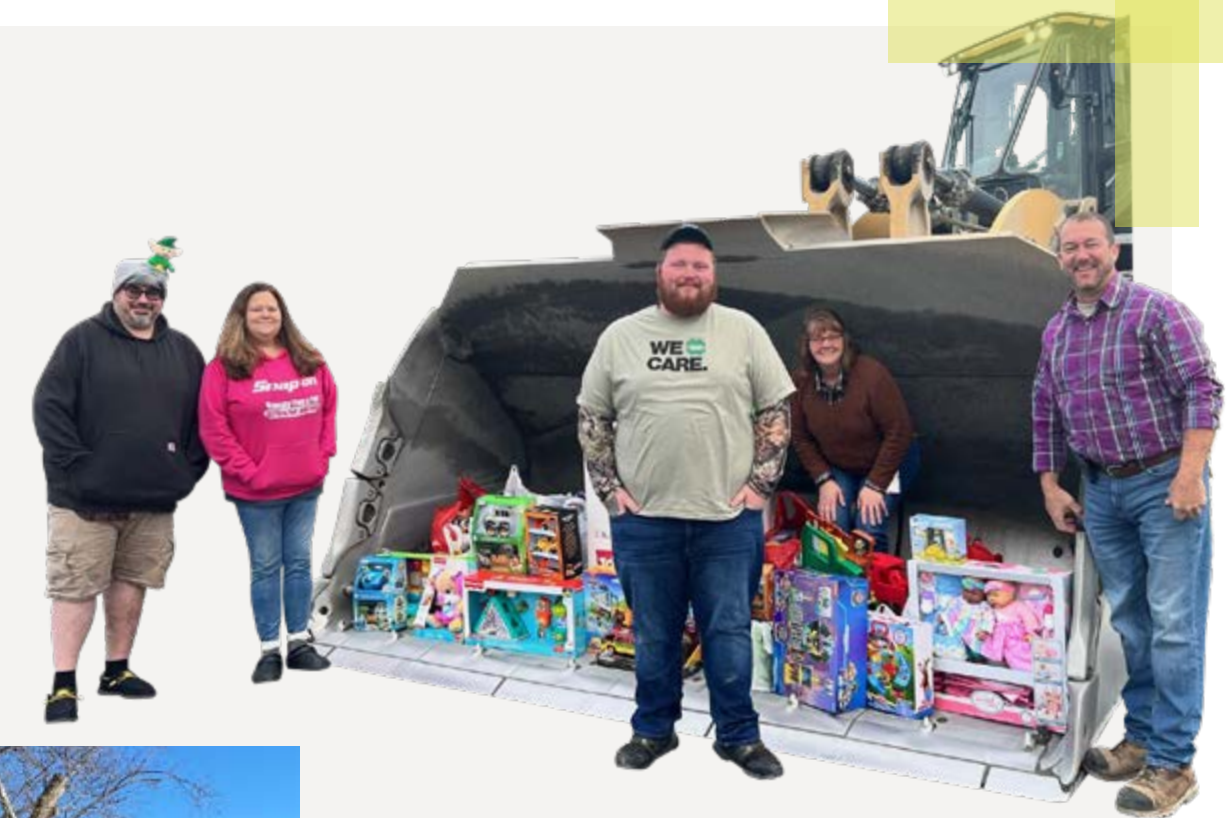


## Technical Training Team Powhatan Habitat for Humanity

The Technical Training Team had the opportunity to help Powhatan's Habitat for Humanity. This organization provides significant resources to Powhatan and its surrounding communities, and the team was excited to help paint and finish an entire house.

## Northern Region Toys for Tots

The Northern Region came together to support Toys for Tots, an organization that collects and distributes toys for the holidays. This year, the team needed five pick-up trucks to deliver the toys. They also had a group help sort, distribute, and prepare all of the donations.



## Quarry Design and Development Team James River Association

The Quarry Design and Development team members joined the James River Association and planted over 150 native shrubs and trees as a buffer along the James River near Scottsville, Virginia. The James River Association partners with the community to improve the health of the James River and help citizens realize the benefits of a healthy river.



Associates in our Northern Region teamed up to collect toys and supplies to donate to local families in need.



# Educating the Future

Looking to the future is essential to being an innovative company. While this typically relates to the technology we use or the processes we implement, it can also mean supporting students from the earliest ages throughout their educational journey.

We believe that exposing students to the possibilities of a career in the aggregates industry is a way to ignite human potential.



## Igniting Curiosity in Students

There is a world of career possibilities in the aggregates industry, and educating students early will spark their curiosity for the future. For us, this starts with educational rock kits—which include 10 rock samples, booklets for the students, and educational guidance for teachers—that elementary school teachers can use to teach students about geology and the rock cycle.

Our efforts started in 2007 when we worked to place a rock kit in every single 5th grade classroom in Virginia. Today, we partner with the Society of Mining, Metallurgy, and Exploration's Mineral Education Coalition to fund, assemble, and distribute these rock kits at the National Science Teachers Association conferences. We are proud to have been a leader in this initiative that encompasses the East Coast, helping to fund and distribute over 10,000 of these rock and mineral kits.



"It's exciting to think about kids interacting with the materials we are producing," said Katie Kosloski, Greenfield Development Manager at Luck Companies.

"It's amazing what rocks can teach us and exciting for students to realize the many ways we use and experience them in our everyday lives. For the rock kits, we always make sure to include a stone from our Culpeper quarry since there are dinosaur footprints there, and kids love that."

We also keep several kits on hand so our locations can use them in their local communities.

"We are involved in our communities in many ways," said Katie. "We love being able to support students in their education at a young age. Whether it's through the rock kits or sharing our technical expertise in the classroom, we hope to help make learning tangible while also illustrating the exciting variety of careers offered by the aggregates industry."

**Left: Teachers build rock kits to take back to their classrooms at the National Science Teachers Association Conference in Atlanta, Georgia.**

**Bottom: Luck Stone associates, Roy Corona and Danny Zavala, from the Atlanta Plant helping to create these learning resources at the National Science Teachers Association Conference.**



## Reaching the Next Generation

Our team is passionate about sharing the work we do and the opportunities in our industry with middle and high school students. Connecting with the next generation looks different across our communities, but we are always focused on highlighting the wide range of opportunities available in the aggregates industry.

### Supporting Local Schools

Our Technical Training Team works with local schools to support career and technical education courses. They also participate in Junior Achievement Job Shadow Day and mock interviews with seniors. Additionally, at high schools in the communities where we operate, our associates speak to juniors and seniors interested in construction and the mining industry.

Our Spotsylvania Plant in Fredericksburg, Virginia, donates steel to the welding program and participates in job shadow days for the welding, automotive, and building trade students at the local high school. Our plant operators and welders also join classes to share how welding is used in the aggregates industry.

### Working Alongside College Students

Our co-op program creates a unique opportunity for engineering students to put their classroom knowledge to use in the field. The 15-month program begins with a 3-month summer experience after their sophomore year. Students are then immersed in a full year of work experience at Luck Stone starting the following January.

“I learned a lot about the role of a mining engineer and got to explore aspects of the industry which I’ve always found interesting. No day was the same—for two or three days a week I arrived at the Corporate Office early to work on designs or have meetings with supervisors and mining engineers about designs I had worked on. For days not spent in the office, I was on the road, touring different operations and visiting with plant managers, foremen, and supervisors,” said Baxter Jones, a former co-op program participant from Virginia Tech’s Mining and Minerals Engineering School.

Upon his graduation from Virginia Tech, Baxter was hired as a Mining Engineer at Luck Stone on the Quarry Design & Development team.

“Now as an associate at Luck Stone, I am able to see firsthand how this program prepares college students for a career in the mining industry. The real-life experience is invaluable and it’s such an asset for recent graduates to have the opportunities to work in the industry they want to enter into.”

### Robotics Program

Raymond Slaughter, Director of Engineering Construction at Luck Stone, provides engineering support to the Goochland High School Robotics Team in Goochland, Virginia. He focuses on ensuring all students on the team have a safe space to grow, learn, and develop skills they can use in the future.

In addition to his engineering expertise, he helps the students create business plans to fundraise for their projects, troubleshoot problems with their robots, and act as an overall mentor.

“We work alongside these students to help them think through their project from start to finish. Whether it’s fixing a technical component or preparing a presentation to seek donations, they are problem-solving and finding solutions every step of the way. It’s amazing to watch them progress and develop all along the way,” said Raymond.

### Work Study Program

We partner with Cristo Rey Richmond High School in Richmond, Virginia to provide students with real-life experiences in a professional environment. The school is a learning community that helps young students of limited economic means to excel.

Each school year, four students rotate through teams within the Luck Companies’ Corporate Office, including the Finance, IT, Human Resources, and Facilities Teams. The students work 5 days a month, and throughout the school year, they work on projects and become part of the team. Our associates support the students both academically and socially, on mock interview days and at their school athletic events. In alignment with our mission of igniting human potential, our partnership continues to have a lasting impact on the students and Luck Companies associates.



“I learned a lot about the role of a mining engineer and got to explore aspects of the industry which I’ve always found interesting. No day was the same...”

– Baxter Jones, former co-op program participant and current Mining Engineer

“We work alongside these students to help them think through their project from start to finish. Whether it’s fixing a technical component or preparing a presentation to seek donations, they are problem solving and finding solutions every step of the way.”

– Raymond Slaughter, Director of Engineering Construction





# STONE

# IS JUST

# THE START



of ensuring a sustainable future for the communities that we serve.





# Sustaining Environment, Community, and Connection at Our *Caroline Plant*

Through our Luck Ecosystems business, we use our materials to improve the environment and outdoor experiences in the communities we serve. We produce high-quality sand and soil blends, ballfield mixes, and stormwater management and erosion control products that give back to the planet and the community in unique ways.

“The company’s investment in the Luck Ecosystems business demonstrates a tremendous intentionality

and commitment to doing our part for the environment,” said Larry Estep, General Manager for Luck Ecosystems. “It also allows us to support the community in ways that might not be possible if we were only selling aggregate products.” This community participation takes shape in two important ways: providing products that improve water quality and supporting local sports facilities.



**LARRY ESTEP,**  
General Manager,  
Luck Ecosystems

## Providing Engineered Blends of Sand, Gravel, and Rip Rap to Restore Watersheds in Communities

As communities grow and develop, they put more pressure on the surrounding watershed, which leads to sedimentation and erosion. We are uniquely positioned to provide specialty, customizable products to help with the specific needs of these watersheds.

“We are asking our local waterways to handle more as land is developed,” said John Irby, Key Account Manager for Luck Ecosystems. “They need restoration and reinforcement with specialized sand and stone products.

As this demand has increased, Luck Companies has stepped up to fill the need and sees the environmental good we can do through this work.”

**JOHN IRBY,** Key Account Manager,  
Luck Ecosystems



Find out more about how Luck Ecosystems is creating products to improve and protect the environment.

## Producing Infield Mixes and Sand-Based Products for Local Sports Facilities

We also provide a variety of native soil materials and sand-based products to support golf course and athletic field maintenance and construction activities.

“Participating in athletic programs gives individuals the opportunity to create camaraderie, community, and leadership,” said Kyle White, Key Account Manager for Luck Ecosystems. “I wake up every day excited that the products we provide are creating a foundation for this to happen safely. To me, it’s just another way we are laying the groundwork to ignite human potential.”

Across both of these needs, Luck Ecosystems customers have come to expect quality, consistency, and service when they work with this innovative part of our business.



DAVID LESSON,  
Luck Ecosystems Foreman,  
Caroline Plant

## Evolution of Our Caroline Plant

As the Luck Ecosystems business has grown over the years, so too has our dependence upon the use of natural sand and gravel in the products we make. Our ability to utilize materials produced by the Luck Stone Caroline Plant over this period has been instrumental to our success as a business unit. With the realization that Caroline’s current rate of production would use up the remaining reserves within 18 to 24 months, the decision was made to transition the operation from Luck Stone to Luck Ecosystems, with a plan to slow down the rate of mining by 80 percent. This strategy shift will extend the lifespan of the site to at least 7 years, and focusing on specialty outlets for the materials we produce will enable us to maximize the value of those remaining reserves. “The intentional decision to slow down the rate of mining and extend

the life of the reserve demonstrates our desire to help improve the environment by creating products that support sustainable practices, our commitment to the customers we support, and our commitment to the business,” Larry said.

“We run a much more agile operation,” said Ronnie Harless, Foreman at our Caroline Plant. “With a smaller crew, our associates need to wear several hats—our haul truck driver is also a plant operator and an excavator operator. Everyone is being trained to play new roles and sit in new seats.”

The focus on Luck Ecosystems also creates space for the team to learn more deeply about these specific products and explore ways to innovate.

“Now, we have all the materials we need in one location,” said David Lesson, Luck Ecosystems Foreman at the Caroline Plant. “It allows us to experiment with different blends and also look creatively at how we use different materials.”

One of the teams’ recent ideas was repurposing some of the production waste into new blends. Typically, our pond fines, fine material obtained from washing crushed stone, are considered waste products, and the team discovered that we can utilize the materials to create new effective recipes. This is a win for the environment and the business.

“We are trying a lot of new things and are open to new ideas,” said David. “This was harder to do when the business was supported across several plants. It’s been fun to experiment and develop new options and solutions for our customers.”

RONNIE HARLESS,  
Foreman, Caroline Plant



# South Richmond Plant

37°49'40.0" N  
77°43'02.0" W

## Using Our Resources to Restore the Environment

As awareness around stormwater runoff and erosion has become heightened as a result of legislation like the Chesapeake Bay Act, there is greater need for products to help with erosion and sediment control along the coastline, river, and streambeds. As this demand increased, Luck Stone's South Richmond Plant in Richmond, Virginia received more requests for rip rap, stones of varying sizes, used for erosion control.

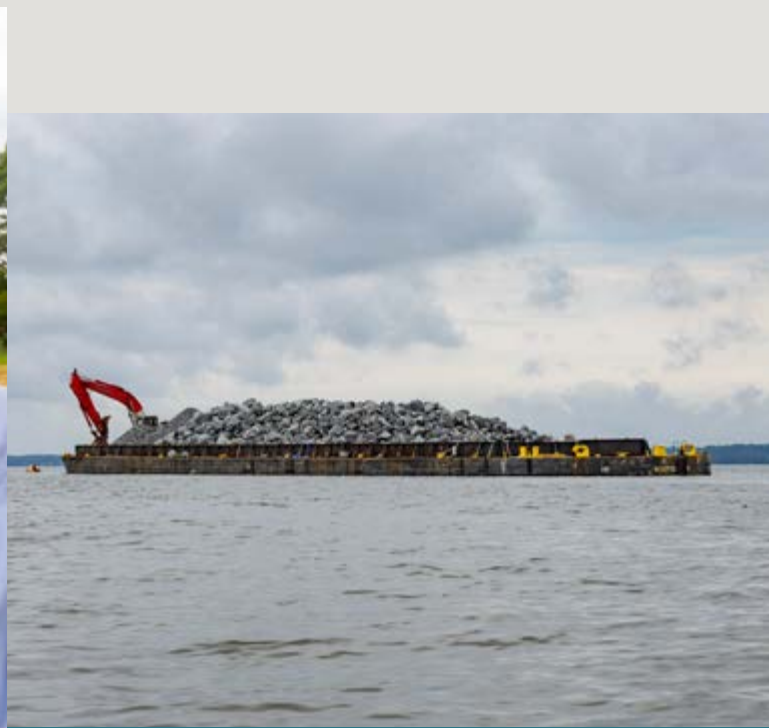
With this demand came a question: Should the South Richmond Plant continue to be a multi-product producer or focus on the environmentally-critical rip rap? Changing its focus would require an operational shift that would slow down production and extend the quarry's life.

**“The South Richmond Plant is located on the James River—its unique location makes it one of few quarries on the East Coast that can easily supply large rip rap by waterway.”**

– Matt Schiefer, Vice President of the Eastern Region



Luck Stone associates, Charlie Bartocci and Anna Taylor, alongside Coastal Design & Construction partners, Emelie Gunn and Jim Gunn



In 2023, the site made the shift to focus its product on the sustainability of the Chesapeake Bay.

“Today, the plant produces about half of the tonnage it did in prior years, but its production is helping restore waterways that support important ecosystems within the Chesapeake Bay,” said Eric Sankey, Plant Manager of the South Richmond Plant.

As part of this work, we partner with Coastal Design & Construction, another family-owned, multigenerational business focused on shoreline construction, oyster reef restoration, and rising sea-level mitigation.

“My father started the company in 1978,” said Richard Gunn, Engineer at Coastal Design & Construction.

“His passion for the water has guided us to work that is helping to preserve the Chesapeake Bay and its many tributaries—whether we are assisting navigation, restoring infrastructure, or protecting habitat and wildlife. Luck Stone has been a great partner over many years.”

### Preserving the Environment and History

We recently helped Coastal Design & Construction with a project to preserve the historic Colonial Parkway, a 23-mile scenic roadway stretching from the York River in Yorktown, Virginia, to the James River in Jamestown, Virginia.

Over the past several decades, storms have eroded the existing structures that stabilize the shoreline of the river, putting the parkway in danger.

Our South Richmond Plant’s position along the James River allows us to send large quantities of rip rap by barge to help restore the shorelines.

“The parkway is an important part of history and a main thoroughfare today,” said Emelie Gunn, Marketing Communications Manager at Coastal Design & Construction. “It’s important to this community—it’s the road my brother, Richard, and I used to take to school every single day, and it’s also the way for tourists to get to Jamestown.”

### Rebuilding Islands to Restore Natural Ecosystems

We have also had the opportunity to partner with Coastal Design & Construction to restore natural land structures and ecosystems in the Bay. This includes small islands that are habitats for wildlife and play essential roles in water movement. These islands are disappearing due to coastal erosion and rising sea levels, and as they have diminished, shoreline erosion has increased.

“Luck Stone’s quarry location on the James River allows us to take product in by barge,” said Richard. “This is an important asset when working on projects like Colonial Parkway and others that support the Bay.”

Luck Stone is participating in a project providing 4,300 to 5,400 pound pieces of rip rap that the Army Corps of Engineers uses to line the perimeter of one of these islands.

As the Army Corps of Engineers dredges the waterways to keep the channels open for larger ships, they take the dredging spoils and place them in the stone-lined footprint of the original island. Over time, the island is restored and resumes its role of providing important shoreline protection and habitats.

**“The Colonial Parkway Project is one great example of the environmental support we are providing from the South Richmond Plant,” Eric said. “We are protecting our shorelines for generations to come, and that is very gratifying work.”**



Eric Sankey, Plant Manager at our South Richmond Plant, and Esmeralda Martinez, Equipment Operator, stand in front of rip rap they are producing in support of environmental restoration projects.





# Creating *Buzz* at Greene and Rockville

The honey bee plays a critical role in our food supply by pollinating more than 100 of the crops we eat, including nuts, vegetables, berries, citrus and melons. While their population has declined over time, beekeepers have helped stabilize it in recent years.

Many of these beekeepers, like our own Dan Babish, Regional Sales and Operations Manager for Luck Stone, nurture hives as a hobby in their backyards. 15 years ago, Dan and his wife bought their first hives and started raising bees on their property to support honey bees' critical role in our ecosystem.



## Supporting a New Kind of Community at Luck Stone

Over the years, Dan has continued to grow his beekeeping skills and saw a unique opportunity to introduce his craft to the team at Luck Stone's Greene Plant in Ruckersville, Virginia.

"We completed a stream diversion in 2020 that affected several acres of land," said Stanley Powell, Greene's Plant Manager. "We wanted to improve the property and the natural habitat to support the wildlife here through reclamation, so we planted a mini orchard with apples, peach, and pear trees. Then Dan came to us with the idea to add honey bees."

In 2022, Dan worked with the team at Greene to purchase two hives from a local beekeeper, and they extracted their first honey in 2023.

"The Greene team was engaged in the whole process right from the beginning," Dan said. "I have enjoyed sharing everything I have learned and watching others get involved. Stanley and his foremen suited up on day one and have been hands-on since then."

**Today, the Greene Plant has four hives, and they extracted their second round of honey in August of 2024. The honey and its natural benefits are gifted to associates at the plant, and the team hopes to eventually have enough honey to donate to local food pantries.**



Greene Plant Manager, Stanley Powell, tends to one of the beehives.



**“Caring for these bees has provided a new way for our associates to work together and learn new skills, while also creating a habitat for bees—an essential part of our ecosystem and integral to our food supply chain.”**

- Dan Babish, Regional Sales and Operations Manager



### Growing Our Community of Bees

When Bobby Kluczyk, former Rockville Plant Manager and current Plant Manager at our Spotsylvania and Massaponax Plants, heard about the hives at Greene, he reached out to Dan and talked to Rockville’s Maintenance Materials Coordinator, Eddie Turner, a seasoned beekeeper.

“Harvesting honey for our team is a unique way to support their well-being,” Bobby said. “The bee hives allow us to offer the amazing health benefits of local honey with our associates and their families.”

Eddie tends to about 25 hives at home and brought 2 to the plant. The hives are located in front of the plant’s shop, where fruit trees and wildflowers offer the bees ample sources of nectar.

While Eddie is primarily responsible for taking care of the bees, he gets a lot of questions throughout the year from other associates.

“People ask a lot about how the bees are doing,” Eddie said. “And, of course, they get excited when it’s time to give the honey out.”



### Building More Buzz

As the buzz grows within Greene and Rockville, Luck Stone’s resident beekeepers hope our other sites will be interested in the idea.

“The hives have been a source of honey, a benefactor to the environment, and a way to engage associates,” said Dan. “It would be really exciting if other plants were interested in the idea and placed hives on their sites. Caring for these bees has provided a new way for our associates to work together and learn new skills, while also creating a habitat for bees—an essential part of our ecosystem and integral to our food supply chain.”





# STONE

# IS JUST

# THE START

of powering possibilities.

# Uplifting Our Culture of Belonging

If you walk into any of our plants or offices and ask an associate about their Insights profile or their personal values, they can tell you exactly what makes them tick. The Insights Discovery tool is built to help us understand how and why people behave and communicate the way they do. Our Insights Profile is a personalized document that details our preferences, key strengths and weaknesses, and information about how we can be most mindful when working with others.

Throughout our careers, every associate at Luck Companies participates in Insights training to understand our strengths, weaknesses, motivators, and more; we also engage in values training to raise awareness of our core drivers. Together, these tools create a powerful understanding of ourselves and others.

This self-awareness and encouragement to be one's authentic self at work has created a strong foundation of belonging. To us, belonging signifies that an individual can bring his or her authentic self to work and feel accepted, engaged, and valued.

"The training builds self-awareness and helps us to be more aware of others," said Mark Barth, Chief Talent Officer at Luck Companies. "We want associates to be curious about that experience and then in turn ignite the potential of others."

The Insights and personal values of each associate are ingrained in our culture. It's not a team-building exercise we do and file away—it's an important part of how we interact with each other every day. It's not uncommon to hear associates talk about Insights colors or personal values in a meeting or to see them posted at an associate's workspace.

"This work is all about enabling associates to show up to work as their most authentic selves," added Mark. "This gives them the tools to bring out the best in each other, which really does create a sense of belonging—a natural extension of our values and VBL work."

## Continuing the Journey

With this commitment to belonging at our core, we continue our journey to broaden its impact through deeper education, understanding, and action.

The company's extended leadership—about 150 people—went through belonging workshops to create new platforms for open, raw conversations that propel our culture forward. These same leaders then led sessions with their teams to ensure every associate was a part of this meaningful dialogue.

"Through these workshops, we uncovered a desire to continue the conversation," said Liz Davis, Director of Human Resources. "As a result, we are providing managers with conversation starters to incorporate into their regular team meetings. This facilitates an ongoing, important conversation around belonging."

With more awareness, we are now working on other implications of belonging. We have established associate resource groups for women, Black, and veteran associates. The Human Resources Recruiting



Associates learning how their Insights styles align with the Insights Discovery Wheel

team is also looking at processes to ensure we reach more diverse audiences, which will result in a more diverse pool of candidates that will make our organization stronger.

"We are excited about the tools we are putting in place," Liz said. "It's an important step in our journey. We want our associates to wake up in the morning and come to work ready to engage because their unique experiences are accepted and respected. We want them to be able to be their best selves and ignite the human potential around them."

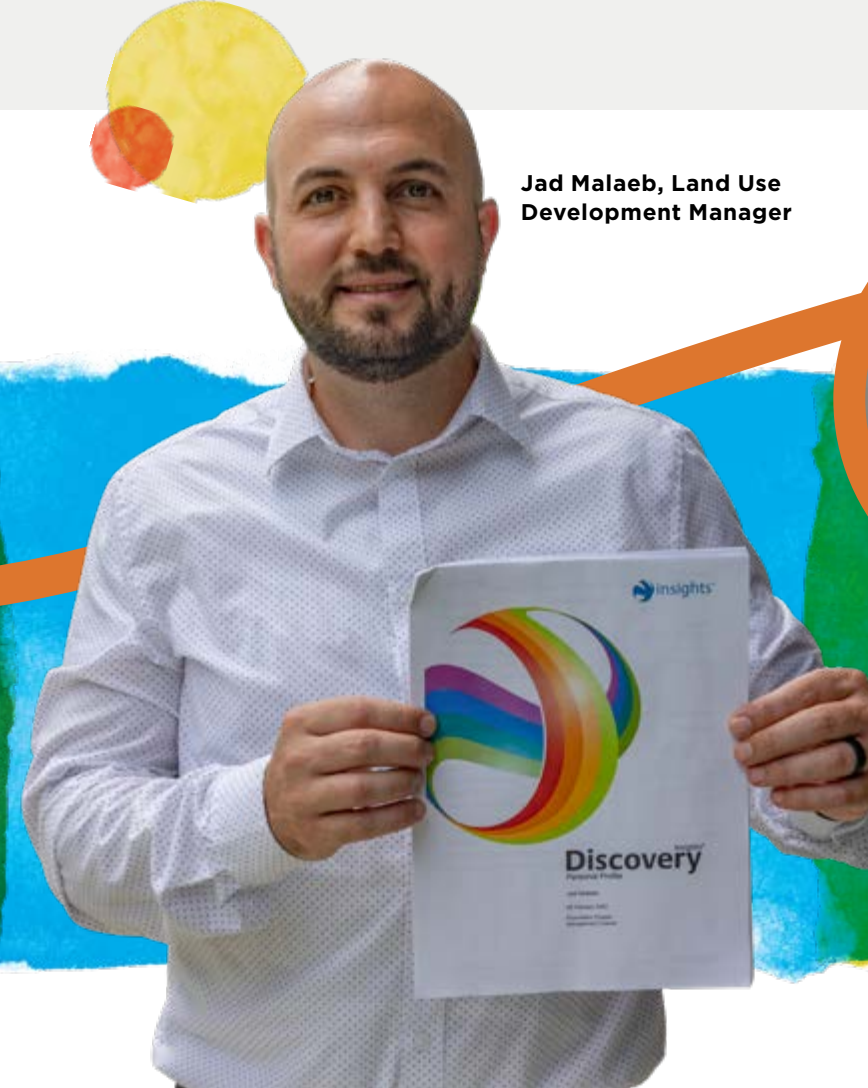


**"The training builds self-awareness and helps us to also be more aware of others. We want associates to be curious about that experience and then in turn ignite the potential of others."**

– Mark Barth, Chief Talent Officer



Corrin Bennett, Business Coordinator



Jad Malaeb, Land Use Development Manager



**"We want our associates to wake up in the morning and come to work ready to engage because their unique experiences are accepted and respected."**

– Liz Davis, Director of Human Resources



Learn more about Insights and how this tool impacts our culture.



# Supporting Each Associate's Individual Well-Being Needs

A person's well-being is imperative in a company that exists to ignite human potential. Luck Companies has always sought to support our associates in and out of work, but in recent years, we have started to look at new, meaningful ways to deliver on this.

"When you consider Maslow's hierarchy of needs—safety, security, food, love, and eventually self-

actualization, it is actually the path to igniting human potential. We can't expect to get all 1,000+ associates to get there if their financial, mental, or physical well-being is compromised, and we want to play a role in helping them," said Mark. "We want to provide resources to support them on their journey."

## Giving the Gift of Time for Well-Being

One of the first tangible steps we took to improve the well-being of our associates was to offer Well-Being Days to all associates, in addition to their vacation and sick time off. We did research to determine what would be most valuable in helping associates support their own well-being, and associates shared that it looks different for each individual. Whether volunteering, celebrating a religious holiday, or spending time outdoors, everyone recharges in their own ways.

We gave associates three additional days off and combined them with our two existing floating holidays to create 5 "Well-Being Days." We want people to do something that inspires them, improves their lives, or creates more work-life balance.

"For me, the introduction of Well-Being Days has been incredibly beneficial," said Lucy Hutton, Senior HR Business Partner. "These days provide a valuable opportunity to take time off when I need a mental health break, without having to use my PTO that is intended for vacations. This approach helps me maintain a healthy work-life balance and ensures that my vacation days are reserved for their intended purpose, allowing for true rest and relaxation."

## Helping Associates Get Financially Fit

We want to make sure associates have a strong understanding of their finances and are set up for success over the course of their career. As part of our financial well-being initiative, we ensure all associates have access to tools and resources that can guide them down a path of being knowledgeable about their finances.

This initiative jump-started our work to create more programming to support associates' financial well-being, which now includes:

- Financial planning classes that cover topics like estate planning, retirement, and debt management.
- A personalized financial planning meeting with an independent financial services firm at no cost to the associate.
- Identity theft protection services including security and credit monitoring.
- More in-depth retirement planning at a shared cost with associates.



Luck Stone supports physical wellness for associates and the community by offering the opportunity to run through our quarries in our Run the Rock 5k event.

"Our financial well-being has always been a priority for us, but we didn't know how to manage some of the retirement plans and accounts from previous jobs," said Andy Anderson, Luck Ecosystems Sales Coordinator and Kate Anderson, Environmental Coordinator. "We took the financial well-being classes offered, and we have been able to consolidate accounts and create a plan for retirement. We feel more confident about our financial health and have goals to help us retire in the future."

## Opening Up About Mental Health

We understand that associates deal with different levels of stress and pressure at work and home, and it's all interconnected. We offer support for associates while also creating a culture where talking about mental well-being and mental health is okay.

"Our programming focuses first on making sure associates have resources to help them through any challenge they are having," said Andy Mann, Director of Compensation and Benefits.

We launched a non-denominational corporate chaplain program that places a chaplain in each location every week. Associates can schedule time with the chaplain and talk about work or personal matters—health, relationships, grief, or any other issue they may be having. It's at the associates' discretion whether these conversations relate to religion. Since the program

started in 2022, chaplains have had nearly 3,000 conversations across all of our locations.

Giving associates direct access to a confidential behavioral resource was an essential first step. We continue to explore other resources—like virtual life coaches—to ensure associates can advocate for their own mental well-being.

At the same time, we are training managers in mental health first aid, so they have the skills, knowledge, and tools they may need to assist a team member.

"It's common for managers to think that they aren't allowed to check in on associates even if they think something is going on," said Andy. "We want to change that perception and give managers the awareness and understanding for how to do it."

## Supporting Physical Well-Being

Our support for physical well-being gives associates the incentive, motivation, and confidence to pursue preventative care. We offer financial incentives rewarding healthy behavior and also have healthcare resources visit sites twice a year.

"We have required job-based training each year, and we offer additional resources when we have their undivided attention," said Andy. "We had a physical therapist come and talk about what associates need to do before work starts, and on the job, to prevent injuries."

Through all of these touchpoints, the goal is to encourage people to make small changes that can have significant benefits over time.

Our locations have also found local ways to support a focus on physical well-being through incremental behavior changes. From walking programs to daily stretching groups and nutrition classes, sites are finding ways to lean into the well-being of their work families.

"I participated in one of the free annual wellness checks at our Charlottesville Plant and learned that I had Type 2 Diabetes. If I hadn't been offered this benefit, I would not have made the necessary lifestyle changes. It has been life changing. I eat much healthier and have lost over 100 pounds. I feel better and have gotten my sugar levels back to a healthy range," said Jeremy Hasher, Senior QC Tech at our Charlottesville Plant in Charlottesville, Virginia. "I take great pride in prioritizing my well-being now and taking care of myself and my family. I have also helped others—at work and home—who have had similar issues. I am grateful for the support my team at Charlottesville gave me during this time in my life."

"Mental, physical, and financial health are all equally important and completely connected," said Mark Barth. "We have some powerful stories about associates who addressed their financial health, which impacted their mental and physical health. We are trying to create as many of these instances as possible over the next several years."



**"Our programming focuses first on making sure associates have resources to help them through any challenge they are having."**

– Andy Mann, Director of Compensation and Benefits



**"If I hadn't been offered this benefit, I would not have made the necessary lifestyle changes. It has been life changing. I eat much healthier and have lost over 100 pounds. I feel better and have gotten my sugar levels back to a healthy range."**

– Jeremy Hasher, Senior QC Tech, Charlottesville Plant

STONE

IS JUST

THE START

of innovation and  
continuous improvement.



## An Autonomous Future That is All About People

Our curiosity and commitment to continuous improvement have fueled many advancements in the industry for over 100 years. We encourage our associates to bring new ideas and find opportunities to stretch and learn—as individuals—and as a company.

When Caterpillar approached Luck Stone about validating Cat® 777 autonomous haulage solution at our Bull Run Plant in Chantilly, Virginia, there was only one possible answer—absolutely!

“Our collaboration has been grounded in shared values for many years,” said Charlie Luck, Chairman and CEO of Luck Companies. “Together, we believe that safety, innovation, and a commitment to our people is critical, not only to propelling important projects like this but to ensuring our focus on the future and all the exciting possibilities technology affords our industry.”

We have worked with Caterpillar for several decades and we have built a relationship grounded in trust and learned from each other along the way.

“Caterpillar has a long-standing relationship with Luck Stone, and we are working together to bring the demonstrated benefits of enhanced safety and increased productivity to the quarry industry,” said Denise Johnson, Caterpillar Group President. “We are getting in the dirt together to scale our already proven mining solution for this industry.”



**“Caterpillar has a long-standing relationship with Luck Stone, and we are working together to bring the demonstrated benefits of increased safety and productivity to the quarry industry.”**

– Denise Johnson, Caterpillar Group President



**“I have enjoyed the communication and transparency at Luck Stone. Every single associate is aware of the project and what we are trying to achieve. It creates a very positive environment.”**

– Tom Smith, Senior Manager of Technology Operations at Caterpillar

## Creating the Future and Developing Our Team

“We believe that by working alongside Caterpillar and staying on the leading edge, we are providing opportunities for associates to learn and grow,” said Travis Chewning, Vice President, Engineering and Operational Support. “It’s also about sophisticating our business so that it’s attractive and exciting for the next generation of associates to be here.”

Senior Project Manager Rusty Minix was one of the first to raise his hand to work on this project. From his standpoint, it’s exciting not only for the Bull Run team but also for associates across the company.

“Associates are curious about the work,” he said. “I get questions from people all over the company in a wide range of roles. The one question I always get from associates is, ‘Is this really going to work?’ That’s one of the easiest to answer—I have 100% faith in it.”

Tom Smith, Senior Manager of Technology Operations at Caterpillar, moved to Virginia to work out of Bull Run and support the team to customize and implement the autonomous fleet for Luck Stone’s needs. He enjoys the work as well as learning about Luck Stone’s culture.

“I have enjoyed the communication and transparency at Luck Stone,” Tom said. “Every single associate is aware of the project and what we are trying to achieve. It creates a very positive environment. I spend a lot of time in the pit, and everyone in the control room and out on the machines asks questions and talks openly.”



**“We believe that by working alongside Caterpillar and staying on the leading edge, we are providing opportunities for associates to learn and grow.”**

– Travis Chewning, Vice President, Engineering and Operational Support



See how we are collaborating with Caterpillar and piloting an autonomous hauling solution.



## Collaboration at Our Bull Run Plant

Luck Stone and Caterpillar agreed that our Bull Run Plant offered an ideal setting to implement haul truck automation. Caterpillar has run automated fleets in mine sites across the globe for more than 11 years with Cat® MineStar™ Command for hauling. While this autonomous system is already proven in a mining environment, an aggregates quarry is a much smaller environment that requires adjustments.

“Caterpillar has already moved 9.5 billion tons of material using autonomous trucks with no reported injuries but the business dynamics and quarry environment are very different,” Travis said. “Our goal is to help them scale their proven success within our industry while delivering all the same benefits.”

The autonomous truck fleet at Bull Run features 4 100-ton-class Cat 777 trucks, which will be equipped with Cat® MineStar™ Command for hauling, the backbone of its autonomous system. Bull Run also uses 3 light vehicles, which trained associates use to enter the secure pit for inspections or other necessary activities. When associates are in the light vehicle, the autonomous fleet knows who they are and where they are going and can interact with them safely.

“You might think this would just be a plug-and-play for Caterpillar since they have done it on a larger scale,” Rusty said. “But it is a multifaceted process to scale it for Bull Run. The Caterpillar team has also been very open when we have ideas for doing it differently for our location. It’s a great working relationship.”

“It’s a complete shift in mindset when you move the solution from mining to aggregates,” Tom added. “You have to be a bit nimbler because it’s a smaller operation with an intense level of collaboration.”

After over 2 years of preparing, the team is ready to operationalize the first autonomous fleet in our industry.

Johnny Palmer, Bull Run’s Plant Manager, is the first to admit that when he first heard about the idea of doing this at Bull Run, it was daunting and exciting at the same time.

“It’s an honor that they picked Bull Run to be the pilot,” Johnny said. “The more I learn, the more I see the trucks in action, I just think, wow, I am looking at the future. We are playing a role in the future of our industry.”

**“The one question I always get from associates is, ‘Is this really going to work?’ That’s one of the easiest to answer –I have 100% faith in it.”**

– Rusty Minix, Senior Project Manager

As the site prepares to go live, it’s also preparing for the attention the autonomous fleet will bring.

“We have spent a lot of time thinking about the best way to share this work with associates, customers, and other partners,” Johnny said. “We’ve been preparing our site so we can encourage people to visit and take a look at the future with us.”

## BULL RUN

38.8500°N  
-77.5464°W



**“The more I learn, the more I see the trucks in action, I just think, wow, I am looking at the future. We are playing a role in the future of our industry.”**

– Johnny Palmer, Plant Manager, Bull Run Plant



## WHY AUTONOMY?



### Creates opportunities for people

Our mission is to ignite human potential and positively impact the lives of others, and this project does just that by providing opportunities and experiences for our associates to grow and learn.



### Delivers unprecedented safety

The safety of an autonomous quarry pit is unprecedented. Caterpillar’s autonomous mining trucks have driven over 325 million kilometers without any reported injuries, and its operations are highly predictable to prevent interactions by slowing down or stopping in the event of an obstacle in the truck’s path.



### Enables consistent productivity

An autonomous truck can deliver consistent and predictable elevated productivity. This is achieved through dependable delivery of the mine plan without the variable impact of human operators or environmental conditions.



### Alleviates some labor shortages

An automated fleet minimizes labor challenges in the industry. Luck Stone quarries typically have 3 to 5 trucks in a fleet. When plants are short of just 1 operator, they can lose 20-35 percent of their capacity in a day. In the long term, it alleviates some of the increasing challenges of finding labor for these types of roles.



### Creates new sustainability opportunities

Autonomy allows plants to improve fuel efficiencies, minimize idle time, and opens the doors to add future technologies that can help from an environmental standpoint.

# Awards & Recognition



## 2024 Pit and Quarry Hall of Fame—Charlie Luck Inducted

At NSSGA's annual conference in Nashville, Tennessee in March 2024, our third-generation leader of Luck Companies, Charlie Luck, was inducted into the Pit and Quarry Hall of Fame. This incredible honor was voted on by his peers in the industry and current members of the Hall of Fame. Notably, Charles S. Luck III received this honor in 2018 and Charles Luck, Jr., was inducted in 2013.

## 2023 NSSGA Community Relations Excellence Award—Gold (Culpeper Plant)

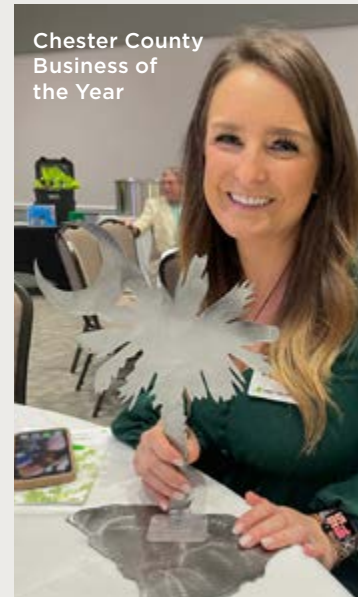


## 2023 Barry K. Wendt Memorial Commitment Award (Charlie Luck)

"Throughout the industry, Charlie Luck is widely known for encouraging the advancement and bettering the aggregates industry," said NSSGA President & CEO Michael Johnson. "His industry expertise and drive to help individuals succeed showcases he is an outstanding representation of the Barry K. Wendt Memorial Commitment Award."

## 2023 Minerals Education Coalition Partnership Appreciation Award

The MEC Partnership Appreciation Award acknowledges a non-subject matter expert individual or organization which has exemplified support for the MEC's mission either through development and use of educational materials with K-12 teachers and students or public outreach and awareness about mining and minerals.



## 2022 Chester County Business of the Year, Chester Chamber of Commerce (Luck Stone)



## 2023 ROCKPAC Paul Mellott Jr. Award for Political Excellence (Charlie Luck)

The Paul Mellott, Jr. Award for Political Excellence is given annually to an industry leader who works tirelessly on behalf of the industry to promote ROCKPAC and the importance of political advocacy.

## Luck Companies receives 2024 Commonwealth Award of Excellence at the Virginia Public Relations Awards for 100th Year Celebration

## 2024 Reclamation Over All Winner and Quarry Division Winner (Rockville Plant)—Virginia Mine Reclamation Awards

## 2024 Safety Award for the 25,000-50,000 Safe Work Hours Category (Powhatan Plant)—Virginia Mineral Mine Safety Awards



## 2023 Georgia Construction Aggregates Association Silver Eagle Award of Excellence—Atlanta Plant

## 2024 NSSGA Silver Environmental Excellence Award (Rockville Plant)

NSSGA's Environmental Excellence Awards recognize producer member operations actively contributing to the maintenance of the environment in and around their operations as evidenced by a corporate commitment to the exemplary use of environmental controls and systems.



## 2023 Luck Companies recognized by Virginia General Assembly for 100 Years in Business

## 2024 Fairfield County Chamber of Commerce Industry Partner of the Year, Fairfield Plant



## OUR MISSION

We will ignite human potential through  
Values Based Leadership and positively  
impact the lives of others around the world.

