

2017  
**Impact**  
REPORT



# *Generations*

OUR COMMITMENT TO SUSTAINABLE GROWTH





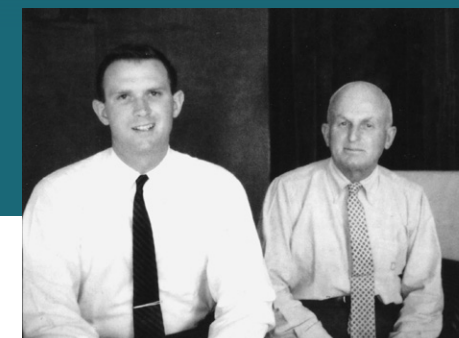
SINCE 1923

# We care



“IF YOU TAKE CARE OF YOUR PEOPLE,  
THEY WILL TAKE CARE OF YOU.”

Charles Luck Jr.



Charles Luck III and Charles Luck Jr.

Generations | April 2018

## To our Luck Companies community:

For generations, Luck Companies has been about people. The people who work here, and those whose lives we touch every day: our customers, our families and our communities.

My grandfather, Charles Luck Jr., who founded our company in 1923, is remembered for having said, “If you take care of your people, they will take care of you.”

My father, Charles Luck III, translated that commitment to people into the phrase, “We care,” which associates and customers from that time will remember was on stickers and signage around the company. These words were more than a declaration to our customers; they were a sincere promise to people—inside and outside of our company.

In today’s world, there is an active conversation going on about purpose. Companies everywhere are discussing how to more authentically connect purpose to business. For some organizations, the connection is a product. For others, it’s a cause. At Luck Companies, it is a focus on people. This has been true for three generations.

We believe that our mission to ignite human potential, by using Values Based Leadership, can positively impact the world. At Luck Companies, growth comes from living and leading in alignment with our core values of Integrity, Commitment, Leadership and Creativity.

As the nation’s largest privately held, family owned and operated producer of crushed stone, sand and gravel, it is our vision to ignite human potential and actualize performance while growing a thriving family business with exceptional leaders prepared for the future. Throughout 2017, we saw so much growth in our associates and our business, setting us up to achieve our Vision 2020 objectives.

With nearly 100 years of history and a senior, experienced management team, Luck Companies is well positioned for sustainable growth from Maryland, Virginia, North Carolina and throughout the Southeast. We are committed to developing an environment where each leader has the opportunity to optimize their purpose, passion and competency in a way that prepares them and the company for the future.

Our three business units, Luck Stone, Luck Ecosystems and Luck Real Estate Ventures, make the products that serve as the foundation for the bridges, roads and buildings that keep our economy moving and protect our environment. By integrating environmental, economic and social responsibility best practices into our business strategies, we are working to ensure the long-term health of our company, our people, our communities and our environment.

In addition to the notable work from 2017 that is published in this report, this year marks a meaningful time for our family business as my son, Richard Luck, was named plant manager at our Bealeton Plant. The fourth generation of the Luck family to join the company, Richard has worked in developmental roles across our organization and joins the team at our Bealeton Plant at an exciting time: in 2017, the Bealeton Plant became the 15th Luck Stone operation to achieve E3 status through the Virginia Environmental Excellence Program.

For our family and our company, sustainability is about harnessing the potential in people: using our energy,

resources, and values to positively impact those around us, now and into the future. We work to ensure that we are honoring those who came before us by operating in ways that generate growth for those who will come after.

Throughout this report, you’ll see evidence of our impact on the community and our stewardship of the environment. You’ll see it all through the lens of growth—in each associate, at each site and across the company. It is our honor and privilege to share our progress with you and report important data on safety, environmental impact, associate engagement and philanthropy.

Together with our customers, we are working to ensure that our business has a positive and enduring impact for generations to come. Thank you for being a part of our journey.

Sincerely,

Charlie Luck IV, President & CEO  
Luck Companies

Richard Luck, Plant Manager,  
Luck Stone



# ABOUT LUCK COMPANIES



Through three generations of family leadership, Luck Companies has been building strong communities for nearly 100 years. Our three business units make the products that serve as the foundation for the bridges, roads and buildings that keep our economy moving and protect our environment. Driven by our values of integrity, commitment, leadership and creativity, we believe in providing our associates with the tools and support to perform and lead at their best so they can ignite the potential in themselves and others. Our company is a community of people, utilizing the power of values and customer inspired relationships to redefine what's possible for an industry and make a positive and enduring impact.

With 27 operating locations and nearly 700 associates, Luck Companies is headquartered in Richmond, Va., where it was founded by Charles Luck Jr. in 1923. Charlie Luck IV leads the company today.

[LUCKCOMPANIES.COM](http://LUCKCOMPANIES.COM)



**Luck Stone** is the largest family owned and operated producer of crushed stone, sand and gravel. A responsive and creative partner to the construction, civil engineering and environmental industries, Luck Stone provides consistent, quality aggregate materials and services that serve as the foundation of roads, bridges and buildings. The materials we deliver are only the start of our commitment, which goes far beyond stone. Our people contribute to our customers' success through partnerships built on simplicity and service. We continually innovate to find value for our customers' operations and ensure stewardship of the land. Our vision is that we will positively impact the Luck Stone community by building value inspired by our customers.

[LUCKSTONE.COM](http://LUCKSTONE.COM)



**Luck Ecosystems** transforms raw materials into environmental performance products to optimize sports playing field surfaces, support plant growth, filter storm water and protect the land and shore. What began as a small grassroots effort to reduce waste at quarry sites has transformed into a purpose-driven business with ambitious goals to improve the environment. Luck Ecosystems offers customers a range of solutions to manage the effects of storm water runoff, from the only horticultural growing material registered with the Virginia Department of Agricultural and Consumer Services to professional-grade media for golf courses and baseball fields. Our high-quality soil blends, ball field mixes and erosion control materials provide the underlying foundation of a more sustainable ecosystem and rewarding sports experience.

[LUCKECOSYSTEMS.COM](http://LUCKECOSYSTEMS.COM)



**Luck Real Estate Ventures** specializes in the development of industrial and commercial land. Our vision is to impact economic growth through industrial real estate ventures. With offerings in industrial, commercial and land for development from Hampton Roads to central and northern Virginia, Luck Real Estate Ventures' extensive property holdings are primed for profitable development. We care deeply about our communities, and work closely with partners to realize the full economic potential of our properties, carefully managing each project to affect positive change in the community. Our approach is strategic, sustainable and ultimately unlocks greater social and economic benefit. Headquartered in Richmond, Luck Real Estate Ventures was founded in 1998.

[LUCKREALESTATEVENTURES.COM](http://LUCKREALESTATEVENTURES.COM)



Luck Companies gives back to our community through local philanthropy, matching associate giving and grants from the **Luck Companies Foundation**. In addition, the Luck Companies Foundation partners with non-profits to lead work that results in long-term positive impact in our local communities. We focus in two main areas—Values Based Leadership and Environmental Stewardship.

[LUCKCOMPANIES.COM/OUR-IMPACT](http://LUCKCOMPANIES.COM/OUR-IMPACT)



Based on the results of our own journey, we founded **InnerWill** to amplify the reach and impact of our mission to develop values based leaders. The InnerWill Leadership Institute is a national 501 c3 nonprofit organization committed to transforming individuals and organizations through Values Based Leadership. InnerWill works with organizations, including Luck Companies, to develop leadership in every person, at every level, and provides customized programming to fit each client's needs and ensure positive and measurable impacts on everything from employee engagement to building trust.

[INNERWILL.ORG](http://INNERWILL.ORG)



## OUR VALUES



### LEADERSHIP

Ignites human potential and performance

- Value diversity and difference
- Develop self and others
- Inspire confidence and optimism
- Confront issues



### COMMITMENT

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

- Model safety, health and environmental stewardship
- Do what it takes
- Pursue excellence
- Celebrate success



### INTEGRITY

Earns the trust and respect of others

- Be honest
- Do what you say
- Hold self and others accountable
- Give and receive feedback



### CREATIVITY

Delivers ideas and innovation that add value

- Be curious
- Learn new skills
- Be open to change
- Explore and experiment

#### Values Based Leadership

Values Based Leadership (VBL) is a distinctive leadership philosophy that has guided Luck Companies for more than 15 years. VBL embodies living, working and leading in alignment with deeply discovered core values in order to ignite human potential in yourself and others. At its core, VBL is about becoming the best version of yourself so you can make a positive impact on those around you. In a professional setting, VBL can help connect organizational goals to associates' personal values. By fostering a values based culture, we are creating and experiencing connections that have a significant, positive impact on our business.

## Vision 2020

### MISSION

Luck Companies will ignite human potential through values based leadership and positively impact the lives of others around the world.

### VISION

Luck Companies will ignite potential and actualize performance while growing a thriving family business with exceptional leaders prepared for the future.

### OBJECTIVES

#### Leadership development and succession

Ensure we are developing the environment where each associate has the opportunity to optimize their purpose, passion and competency in a way that prepares the company for the future.

#### Business excellence

Optimize time, energy and talent in order to build a healthy, profitable and high-performance company.

#### Growth

Challenge ourselves to intentionally reinvent the growth process in a way that brings value to the company and grow sales.

#### Financial performance

Advance the mission for future generations by ensuring the long term financial health of the company.




# OUR APPROACH TO SUSTAINABILITY

At Luck Companies, we integrate environmental, economic and social responsibility best practices into our business strategies to ensure the long-term health of our company, our people, our communities and our environment.

We are committed to creating a positive outcome for natural, built and work environments.

We are making a long-term investment in our economy to ensure the sustainability of our company, our communities and our planet.


We will develop generations of leaders committed to positively impacting the lives of others.




At Luck Companies, we think about generation as growth. We are in the business of building strong communities—starting with our own. Our vision for 2020 and beyond is to grow a thriving family business with exceptional leaders prepared for the future.

John Pullen, Chief Growth Officer, Luck Companies

Generations: Our own words



**Impactful Partnership**



The partnership with Luck Companies was critical to the outreach and expansion of offerings the Nature Generation provides to the youth of our nation. Their technical and financial support allowed us to create and then modernize our eco-games, in concert with Virginia Standards of Learning, that are now played and enjoyed by thousands of students in nearly half of all the states. This partnership gave NatGen the foundational support upon which we have enriched and expanded our environmental education programs. Our mission is to inspire the next generation of environmental stewards—Luck Companies’ support is making that a reality.

Amy L. Marasco, President, The Nature Generation



## SUSTAINABILITY METRICS

1. *Safety*

2. *Environmental Impact*

3. *Associate Engagement*

4. *Philanthropy*

At Luck Companies, our values drive us to hold ourselves accountable to high standards in safety, environmental stewardship, associate engagement and philanthropy. We track all of our results and we are proud to report the following data for 2017.

**1. Safety**

Luck Companies is committed to the safety and health of people. We believe all injuries, occupational illnesses and incidents are preventable. Our guiding principles for safety include:

**We hold ourselves and others accountable to a zero tolerance for unsafe acts and conditions.**

**We will operate our facilities in 100% compliance with applicable laws and regulations.**

**We will hold contractors to these same standards.**

At Luck Companies we consistently produce industry-leading results in our safety and health programs. Our total recordable case rate significantly outperforms our industry averages. Our Value Safety Program, now more than 16 years old, is a behavior-based safety program. A key element of the program is our commitment to innovation, emphasizing new components that lead to sustainable improvement in our performance. We also place a heavy emphasis on safe working conditions by outperforming federal and state regulations.

As a critical component of our core values, we are committed to providing all associates with a safe working environment. All associates are expected to contribute and commit to the safety and wellbeing of themselves and others. We take pride in our extensive safety training, well-maintained equipment and mechanical safeguards to ensure safe working conditions.

**Luck Companies Incident Rate Compared to Industry Average**

	2015	2016	2017
Aggregates Industry*	2.14	2.05	2.01
Luck Companies Total	1.90	1.22	1.26

1.0

\* Industry averages are available only for the previous year’s data. We use the latest information available provided by the U.S. Department of Labor.

In 2017, Luck Companies announced our *Value Safety 2.0 Initiative*, a commitment to driving our Incident Rate consistently below 1.0 (1 injury per 100 full-time associates). By studying trend data, our team identified six tasks that consistently caused reportable injuries. Through root cause analyses performed on each, we were able to determine and eliminate the underlying hazard from those tasks to prevent any future injuries. We will conduct root cause analyses on any other future injuries that may occur as well.

20

out of 26

Luck Companies locations are **0-0 in 2017**  
(0 medical injuries and 0 lost time injuries)




Safety and Health Regulatory Requirements at Luck Companies

As a leading producer of crushed stone, sand and gravel, Luck Companies is subject to numerous safety regulations. Luck Stone’s primary business is classified as mining, and falls under the jurisdiction of the U.S. Mine Safety and Health Administration (MSHA). In the mining industry, independent contractors have a higher incident rate while on mine property than actual miners. We are doing all we can to assist these contractors in working safely and complying fully with MSHA rules and regulations.

Luck Companies maintains our philosophy of being 100% knowingly compliant with all rules and regulations and working




in partnership with U.S. Occupational Safety and Health Administration (OSHA) and MSHA to help protect our workforce. In 2017, we continued our Operational Excellence Evaluation program, which consists of full internal compliance audits at each of our locations every year. Possible hazards are identified during these evaluations, with violations corrected immediately. Other recommendations must be acted upon, with a 90% correction rate expected within a month. We also maintained our dedication of additional resources to assisting outside contractors with safe work practices while they are partnering with Luck Companies.



### Occupational Health

In alignment with our commitment to safety, Luck Companies has long been a leader in occupational health programs, ensuring that our associates have a healthy work environment.

The goals of the Luck Companies occupational health program are:

-  **Provide a healthy work environment for Luck Companies’ associates**
-  **Produce products that can be used safely and effectively by our customers**
-  **Educate the communities where we operate**

In 2017, we continued our pre-employment physical program: associates hired who will be performing certain functions complete a physical to ensure they can safely perform the function of that role successfully based on their health status.

	2015	2016	2017
Hearing tests conducted	395	400	396
Recordable hearing losses	1	0	0
Standard threshold shift (potentially work-related)	2.2%	2.5%	8.0%
Personal exposure assessments	202	238	165
Noise and dust exposure above OSHA/MSHA limits	2	0	2

Impactful Partnership



The Career and Technical Education department of Goochland County Public Schools is extremely fortunate to partner in so many ways with Luck Companies. The company and its staff provide our students and teachers with numerous opportunities and experiences that we cannot replicate in our classrooms.

**Bruce Watson, Director, Career and Technical Education, Goochland County Public Schools**

2. Environmental Impact

Luck Companies is honored to be a part of the Virginia Environmental Excellence Program (VEEP), established by the Virginia Department of Environmental Quality (DEQ) to encourage superior environmental performance. In partnership with the United States Environmental Protection Agency and the Virginia General Assembly, VEEP drives environmental excellence by encouraging facilities and organizations in the Commonwealth that have strong environmental records to go above and beyond their legal requirements.

Luck Companies is a facility-based VEEP member, which means we use Environmental Management Systems (EMS) and pollution prevention based on the principals of ISO 14001, the international standard for EMS. Our facilities are graded as E2 (Environmental Enterprise) or E3 (Exemplary Environmental Enterprise), depending on progress toward our goals, which fall into three categories:

-  **Environmental compliance**
-  **Recycling**
-  **Community engagement**



Generations: Our own words

“Generations” to me represents both legacy and future; legacy in that generations of people laid the foundation of what we have before us today, and future because our work is shaping, developing and building what’s to come.

Tracy McCabe, IT Data Team Lead, Luck Companies



\* No designation for newly opened/acquired sites and locations outside of Virginia



Environmental Impact CONTINUED

Environmental Community Engagement Activities



OUR GOAL IS TO HAVE A HIGHLY ENGAGED AND ENABLED WORKFORCE SO THAT WE CAN ACHIEVE OUR VISION OF IGNITING HUMAN POTENTIAL AND ACTUALIZING THE PERFORMANCE OF THE BUSINESS.



3. Associate Engagement

Each year, Luck Companies gives Values and VBL Incentive Awards to recognize associates who live, work and lead in alignment with our core values, igniting human potential in themselves and others. In 2017, we received more than 500 peer and manager nominations for 70 individual awards.

We also conduct an Annual Associate Engagement Survey to collect associates' feedback about the organization and understand our areas of opportunity. The survey provides us with useful data we rely on to make decisions about the organization moving forward. Our goal is to have a highly engaged and enabled workforce so that we can achieve our vision of igniting human potential and actualizing the performance of the business. We are incredibly proud to report 95 percent participation and 91 percent engagement through our 2017 survey. As a company founded on a belief in the potential in people, these outstanding results mean everything to us.



Working at a company that empowers us to think about how we can make things better inspires us to challenge what may be the standard, sufficient solution. We are driven to generate new methods and a culture where our *Creativity* value is celebrated.

Natalie Brisbane, Marketing Communications Manager, Luck Companies

Generations: Our own words

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|--|---|
| <b>Luck Companies 2017 Associate Engagement Survey</b> | <ul style="list-style-type: none"><li>• Administered online June 22-July 11, 2017</li><li>• 79 scored questions, 4 comment questions</li><li>• 95% overall response rate</li><li>• 91% overall engagement</li></ul> |
|--|---|



4. *Philanthropy*

In addition to the positive impact of our business in the community, at Luck Companies, we are proud to give back through local philanthropy, matching associate giving and grants in the areas of Values Based Leadership and environmental stewardship.

LUCK COMPANIES FOUNDATION

\$813,646

PAID OUT IN GRANTS AND MATCHING GIFTS

115

MATCHING GIFT CHECKS WRITTEN

49

GRANTS PAID OUT

3

LOCAL HIGHWAYS ADOPTED

by associates through Virginia Adopt-a-Highway programs

Associates at our Spotsylvania Plant organized and hosted a **Driver's Education Day** at Massaponnax High School and volunteered and provided equipment for a Touch-a-Truck fundraiser for the Riverbend High School Girls' Soccer Team

Associates from our **Engineering & Operational Services group** at our Goochland headquarters provided financial support for the Goochland High School Robotics Club

More than 1,000 members of the community

came to our Culpeper Plant on Culpeper Plant on Culpeper Plant to see fossilized dinosaur tracks preserved on the site

Associates from our **Fairfax Plant** volunteered for a **Centreville Elementary School field trip to study trout release in the Blue Ridge Mountains**

**FIVE**

Tractor trailer loads of supplies for Hurricane Harvey Relief in Texas and Hurricane Irma Relief in Florida gathered by associates at our Spotsylvania Plant

1,000 ROCK & MINERAL KITS

assembled by associates at our Leesburg Plant and local Girl Scouts for distribution at the annual conference of the National Association of Science Teachers

Associates at our Culpeper Plant **hosted a training event for law enforcement**, including representatives of the Culpeper Sheriff's Department, the Federal Bureau of Investigation, the Central Intelligence Agency and the Department of Homeland Security

ASSOCIATES FROM LUCK COMPANIES HEADQUARTERS

provided equipment and support for multiple community events, including the Junior League of Richmond's Touch-a-Truck and Goochland's Field Days of the Past

28 FACILITY TOURS

Associates at our Leesburg Plant gave **28 facility tours** to community and academic groups, including scientists from the United States Geological Service

Impactful Partnership



CENTER FOR LEADERSHIP & ETHICS

The Environment Virginia Symposium, founded and hosted by Virginia Military Institute for 29 years, brings together environmental professionals throughout the Commonwealth to create better results for the environment in our state and region. Luck Companies is an environmentally-conscious organization, and we are very appreciative of their long-time support and participation in the Commonwealth's most important environmental leadership conference.

**COL David. R. Gray, Ph.D., U.S. Army (Retired), Director, Virginia Military Institute Center for Leadership & Ethics**

INNERWILL

The InnerWill Leadership Institute is a national 501 c3 nonprofit organization committed to transforming individuals and organizations through Values Based Leadership. InnerWill works with organizations, including Luck Companies, to develop leadership in every person, at every level, and provides customized programming to fit each client's needs and ensure positive and measurable impacts on everything from associate engagement to building trust.

LUCK COMPANIES FOUNDATION

Grants above \$1,000 in 2017

- Alliance for the Chesapeake Bay

Anna Julia Cooper Episcopal School

Blue Sky Fund

Bon Air Baptist Church

Capital Region Land Conservancy

CCHASM

Center for Natural Capital/Streamsweepers

Collegiate School

Elijah House Academy

Elk Hill Farm

First Unitarian Universalist Church
- Free Clinic of Powhatan

George Mason University Foundation

Goochland Fire Company #1

Goochland Fire Company #2

Goochland Fire Company #3

Goochland Fire Company #5

Goochland Free Clinic & Family Services

Greater Richmond Chamber Foundation

Gum Spring United Methodist Church

Hope Church

Hope for Humanity

Huguenot Road Baptist Church

Impactful Partnership



The Alliance for the Chesapeake Bay is proud to partner with Luck Companies and to recognize its leadership role in supporting environmental stewardship efforts across the Chesapeake

Bay watershed. As a founding member of Businesses for the Bay, Luck Companies shares the Alliance's commitment to restoring clean water to local rivers and streams. Through their long-term commitment toward sustainable operations, Luck Companies is focused on preserving and protecting the environment that will have a positive impact in our Chesapeake region for generations to come!

**Kate Fritz, Executive Director, Alliance for the Chesapeake Bay**

Impactful Partnership



Luck Companies is a tremendous partner for the James River Association because our collaborations are so multifaceted. In our partnership on the James River Leadership Academy, Luck has provided not only financial support but also leadership training to the student participants, Luck Stone plant tours and they hosted our annual Leadership Launch. Luck Ecosystems has also been a key partner in river restoration projects by providing materials, services and expertise. Moreover, Luck has helped to strengthen the work of the James River Association through InnerWill leadership training for our staff and through the example it sets in living its values.

**William H. Street, Chief Executive Officer, James River Association**

- InnerWill

J. Sargeant Reynolds Community College

James River Association

Junior Achievement

Lewis Ginter Botanical Gardens

Massey Cancer Center

Mineral Congregation of JW

Neighborhood Resource Center

Petty Family Foundation

Rappahannock Area YMCA

Rivanna Conservation Alliance

Southminster Presbyterian Church

St. Giles Presbyterian Church
- St. Matthews United Methodist Church

St. Peter's United Methodist Church

STEP

The Navigators

Thomas Jefferson Foundation

UnBoundRVA

VCU Foundation

Virginia Foundation for Independent Colleges

Virginia Museum Foundation

Virginia Tech Foundation

VMI Foundation

YMCA of Greater Richmond

YMCA of the Triangle Area





THE LEESBURG  
PLANT EXPANSION:

SAFELY UNLOCKING DECADES  
OF RESERVES THROUGH  
ADVANCED TECHNOLOGY

Katie Kosloski is a forewoman at Luck Stone’s Leesburg Plant, overseeing a team of miners on the expansion of the West Pit, a 500+ acre site that promises to deliver 80 years of additional reserves of stone to be manufactured into construction aggregates for this rapidly growing area of northern Virginia.

The challenge is that the West Pit of the Leesburg Plant sits about 1,000 feet west of the original footprint of the Leesburg Plant. And between the two sites is Goose Creek, a tributary of the Potomac River that serves as the drainage system for the Loudon Valley, and the Washington & Old Dominion (W&OD) Railroad Regional Park, a paved trail for runners and cyclists.

“The West Pit Expansion of the Leesburg Plant has been a good opportunity to share and interact with the community,” said forewoman Katie Kosloski. “This project represents an opportunity to achieve an engineering first for our company and be good stewards of our community and the environment in the process.”



THE WEST PIT EXPANSION OF THE LEESBURG PLANT HAS BEEN A GOOD OPPORTUNITY TO SHARE AND INTERACT WITH THE COMMUNITY.

Katie Kosloski, Forewoman, Leesburg Plant

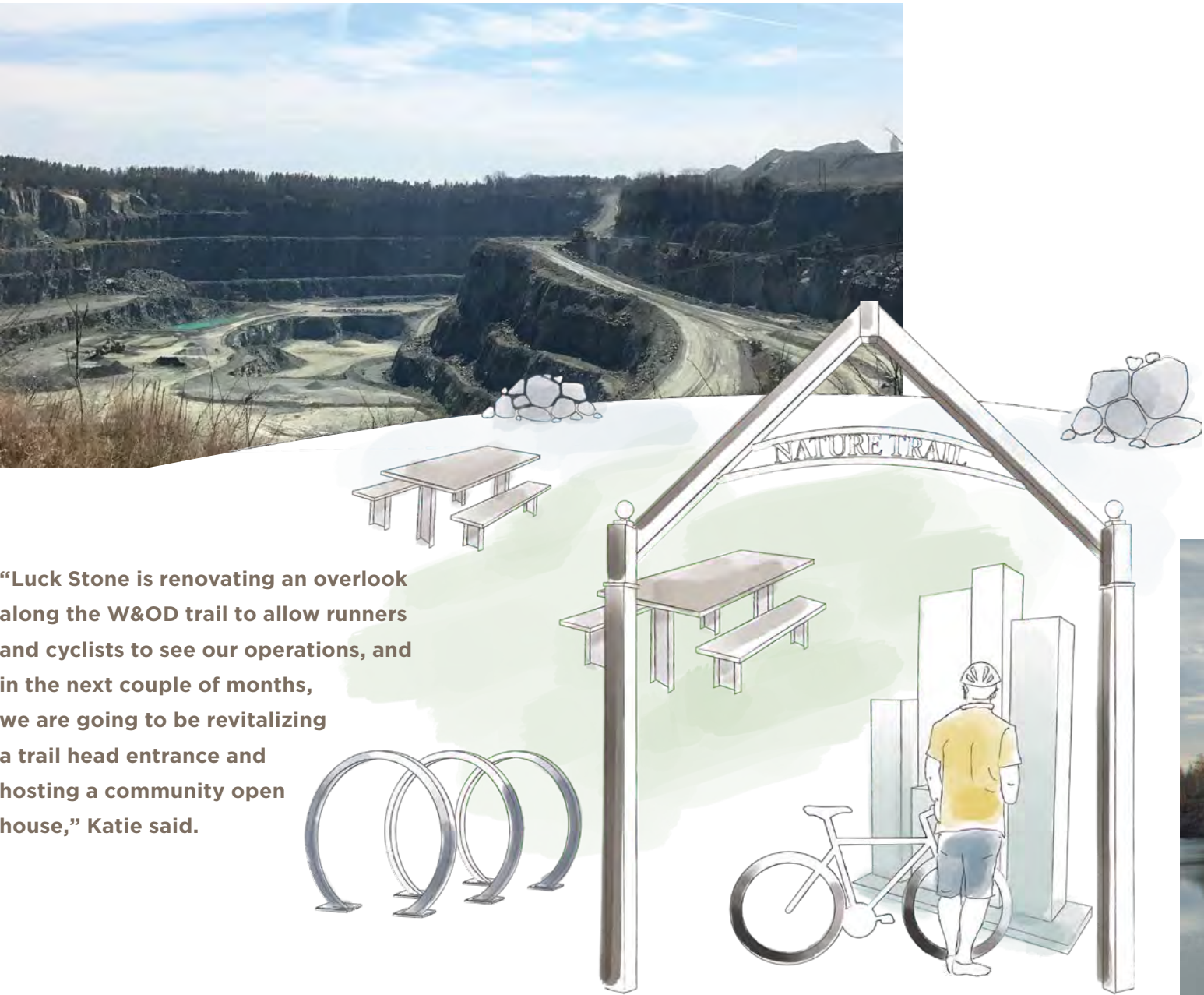
In addition to the normal process for expanding a pit, the team had to take extra environmental precautions, as well as design and engineer a tunnel between the South and West Pits of the plant. When completed, the tunnel at the Leesburg Plant will be 27 feet tall, 43 feet wide and 1,250 feet long, big enough to allow for one-way traffic for 150-ton haul trucks and an industrial conveyer to bring as much as 3 million tons per year of customer desired diabase rock to the processing plant.

After a careful process of planning, permitting and zoning, the team officially began sitework on the tunnel in February 2017. The team has been in close communication with the W&OD Park, Dominion Energy and other community leaders to ensure the safety of residents, associates and trail users during the complex engineering and construction of the tunnel and expansion of the West Pit, which is scheduled for completion in June 2019.

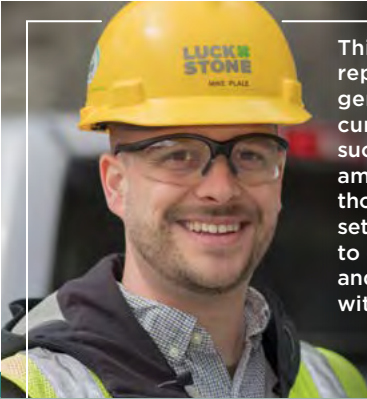




THE LEESBURG  
PLANT EXPANSION CONTINUED



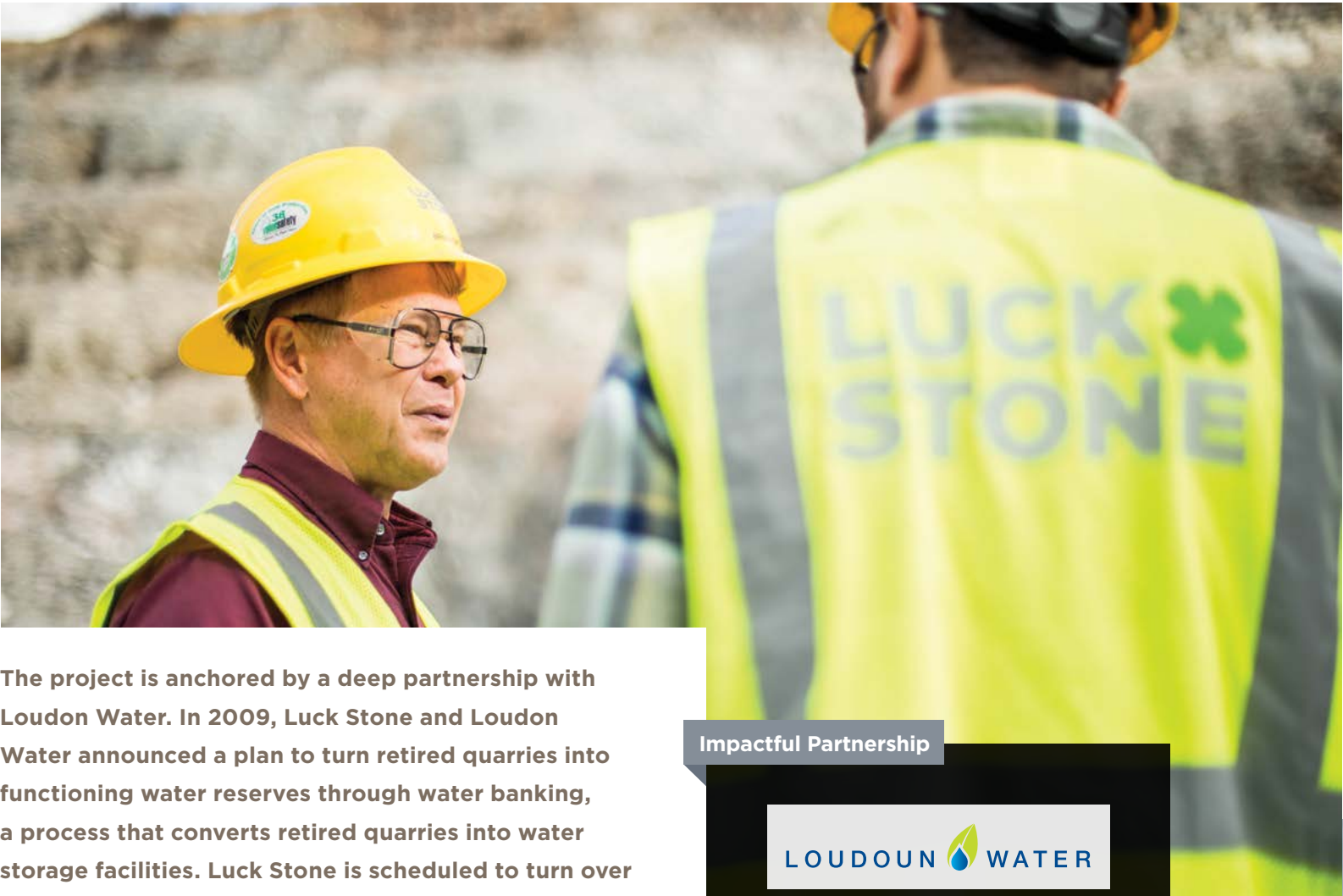
“Luck Stone is renovating an overlook along the W&OD trail to allow runners and cyclists to see our operations, and in the next couple of months, we are going to be revitalizing a trail head entrance and hosting a community open house,” Katie said.



This effort is so important because it represents the vision from the previous generation, the project execution by the current generation, and the realization of success for the future generations. It is really amazing to see the hopes and dreams of those before us coming to life today, all while setting up our future generation's opportunity to develop themselves, grow the business, and continue to strengthen our relationships with customers and the community.

Mike Plale, Construction Project Manager, Luck Stone

Generations: Our own words



The project is anchored by a deep partnership with Loudoun Water. In 2009, Luck Stone and Loudoun Water announced a plan to turn retired quarries into functioning water reserves through water banking, a process that converts retired quarries into water storage facilities. Luck Stone is scheduled to turn over the original North Pit to Loudoun Water in June 2019.

Today, the team is partnering with Loudoun Water to build a water treatment center at the south side of the shared property with a 42" water line from a new withdrawal point on the Potomac River to bring water to the plant. Luck Stone and Loudoun Water are working together to develop industry-leading best practices to ensure the safety of water lines like these.

“Another key element of the project has been the opportunity for associates to learn new skills and grow their leadership and project management capabilities. Luck Stone just launched a renewed focus on project management, and the West Pit expansion has given us an opportunity to apply our new standards,” said project manager Mike Plale. “A project of this complexity has given everyone on the team a chance to learn new skills, including developing a pit, overseeing the construction of a tunnel, and interacting with state and federal safety agencies to ensure compliance with underground mining regulations.”



Bryan Smith, Blasting Manager, Luck Stone

Blasting manager Bryan Smith helped us all put the project into perspective. “When Charles Luck III had the vision in the 1980s to acquire this rural parcel on the west side of Goose Creek, he had confidence not only in the growth of the area, but also in the human potential of future generations of Luck Stone associates. He knew that one day

we would develop a safe and sustainable way to access those reserves. I'm proud to say I think he was right.”

Impactful Partnership



It has been a pleasure to partner with Luck Stone as we have implemented the first phase of construction of the Potomac Water Supply Program (PWSP), including an intake and pumping station on the Potomac River, over 5 miles of raw water pipeline and the new Trap Rock Water Treatment Facility. The Quarry Reservoir, now in preliminary design, will provide Loudoun Water's customers with a resilient source of water supply during emergency events such as a drought or a pollution event in the river. Luck Stone's staff have worked collaboratively with our PWSP team to ensure smooth and efficient delivery of these important facilities.

Nicolle Boulay, Program Manager, Potomac Water Supply Program for Loudoun Water



# THE POWER OF COMMUNITY: MOBILIZING HURRICANE RELIEF EFFORTS



EACH MORNING AT LUCK STONE’S SPOTSYLVANIA PLANT IN FREDERICKSBURG, VA., ASSOCIATES COME TOGETHER TO CATCH UP ON THE LATEST NEWS OVER A CUP OF COFFEE AND BREAKFAST BEFORE THE DAY BEGINS.

After watching harrowing rescues and devastated families on television following the 2017 hurricanes in Texas and Florida, Spotsylvania’s associates decided during one routine morning gathering that they wanted to do their part to help.

“Contributing to the hurricane relief effort was an idea that came to life from the ground up,” said Jake Lane, maintenance material coordinator at the Spotsylvania Plant. “We’re empowered to give back at Luck Companies. And not only are we encouraged to take on community-level projects, we succeed because of the support we receive from the organization at large.”



The next generation will inherit the brand that we build today. It is our responsibility to be stewards of our environment, and to have a positive impact on the communities we touch.

Building upon the legacy before us, we set our future generations up for success.

Jake Lane, Maintenance Material Coordinator, Luck Stone

Generations: Our own words

Collections started with associates bringing essentials in for donation—blankets, toothbrushes, cleaning supplies and children’s toys. Vendors stepped up to participate when they heard about the effort, donating cases of bottled water among other items. Throughout the community, businesses, local government and individuals were all organizing to help the hurricane victims. With so many individual efforts taking place, a new opportunity for Luck Stone became apparent—act as a logistics and support system for the community to help stage, package and ship donated goods to the areas in need. It was a natural fit given the teamwork and collegial environment displayed each day at the plant. A staging area was established at Luck Stone’s Massaponax warehouse, and the donations quickly piled up.

Together with the Spotsylvania Sheriff’s Department, associates prepped and packaged nine pallets of goods and deployed two tractor trailers to the areas impacted by Hurricane Harvey in Texas. Because of the systems in place at the warehouse, when Hurricane Irma bared down on Florida just days later, Spotsylvania associates were able to redirect their efforts and, as a result, deployed one of the first trucks to arrive in the Florida Keys after the storm.



WE’RE EMPOWERED TO GIVE BACK AT LUCK COMPANIES. AND NOT ONLY ARE WE ENCOURAGED TO TAKE ON COMMUNITY-LEVEL PROJECTS, WE SUCCEED BECAUSE OF THE SUPPORT WE RECEIVE FROM THE ORGANIZATION AT LARGE.

Jake Lane, Maintenance Material Coordinator, Luck Stone

The Spotsylvania hurricane relief effort is characteristic of a team that embodies Luck Companies’ commitment to building strong communities. Almost all associates that work at the Spotsylvania Plant are county residents. With deep roots in the community, the connections between plant associates transcend their day job. Whether it’s opening up their facility for law enforcement training, helping to clean up nature trails in the county or volunteering with Big Brothers Big Sisters, the associates at the Spotsylvania Plant are contributing to a strong community fabric far beyond the building materials they handle day to day.

“Local community involvement is a fundamental part of the culture at Luck Companies, and I believe it’s what sets us apart,” said Jake, who was born and raised in Fredericksburg, Va. “We want to be a critical member of society—and we do that by being good partners with our neighbors, being stewards of the environment and acting as leaders in our community.”



Above left: Flooding in Texas after Hurricane Harvey

Above right: Hurricane Irma aftermath in the Florida Keys







# LUCK ECOSYSTEMS EXPANDS IN THE CHESAPEAKE BAY WATERSHED

“For us, it’s really about being inspired by our customers,” said Mark Whitfield, general manager for Luck Ecosystems. “From civil engineers to construction managers, landscape architects to sports field maintenance personnel, they all share a commitment to delivering a positive outdoor experience while protecting the environment. So do we.”


Founded in 1998 as an innovative way to repurpose overburden, the byproduct of quarrying, Luck Ecosystems transforms raw materials into environmental performance products filter storm water, support plant growth, optimize sports playing field surfaces, and protect the land and shore. The Luck Ecosystems product families are RainScope for stormwater management, GreenScience growing media, FieldGem ball field mix, CourseScience golf media, and LandShield for erosion control and water management.

As part of a company with nearly 100 years of experience in the stone, sand and gravel business, Luck Ecosystems represents a unique opportunity to apply our values and expertise to help our customers meet their

environmental goals. In addition to growing and expanding the business model of Luck Companies, Luck Ecosystems is supporting another element of the company’s 2020 Vision—geographic expansion.


In July 2017, Luck Ecosystems expanded into Maryland through a partnership with Chaney Enterprises, the largest ready-to-mix sand and gravel supplier in Maryland. The deal included the acquisition of a blending operation from a third-party operator co-located on Chaney’s sand and gravel mine in Waldorf. The new facility includes a fixed blending plant, along with several pieces of mobile equipment and two dry storage structures.

“Our products are designed to rejuvenate our waterfronts and facilitate green construction. It’s our growth goal to be the leading provider of blended media and riprap in the Chesapeake Bay watershed,” said Mark. “So, as a Virginia-based company, when we had an opportunity to work more closely with an incredible partner like Chaney in Waldorf, Md., we knew it was the right move.”




**LUCK ECOSYSTEMS**  
in 2017

Partnered with marine contractors to develop complex wetland habitats for marine wildlife by providing riprap and other marine infrastructure materials.



Imbricated riprap and streambed materials helped build over 25 stream restoration projects, redirecting runoff and reducing debris in the Chesapeake Bay.



Repurposed more than 100,000 tons of overburden into premium topsoil, baseball infield mixes and biofiltration media.

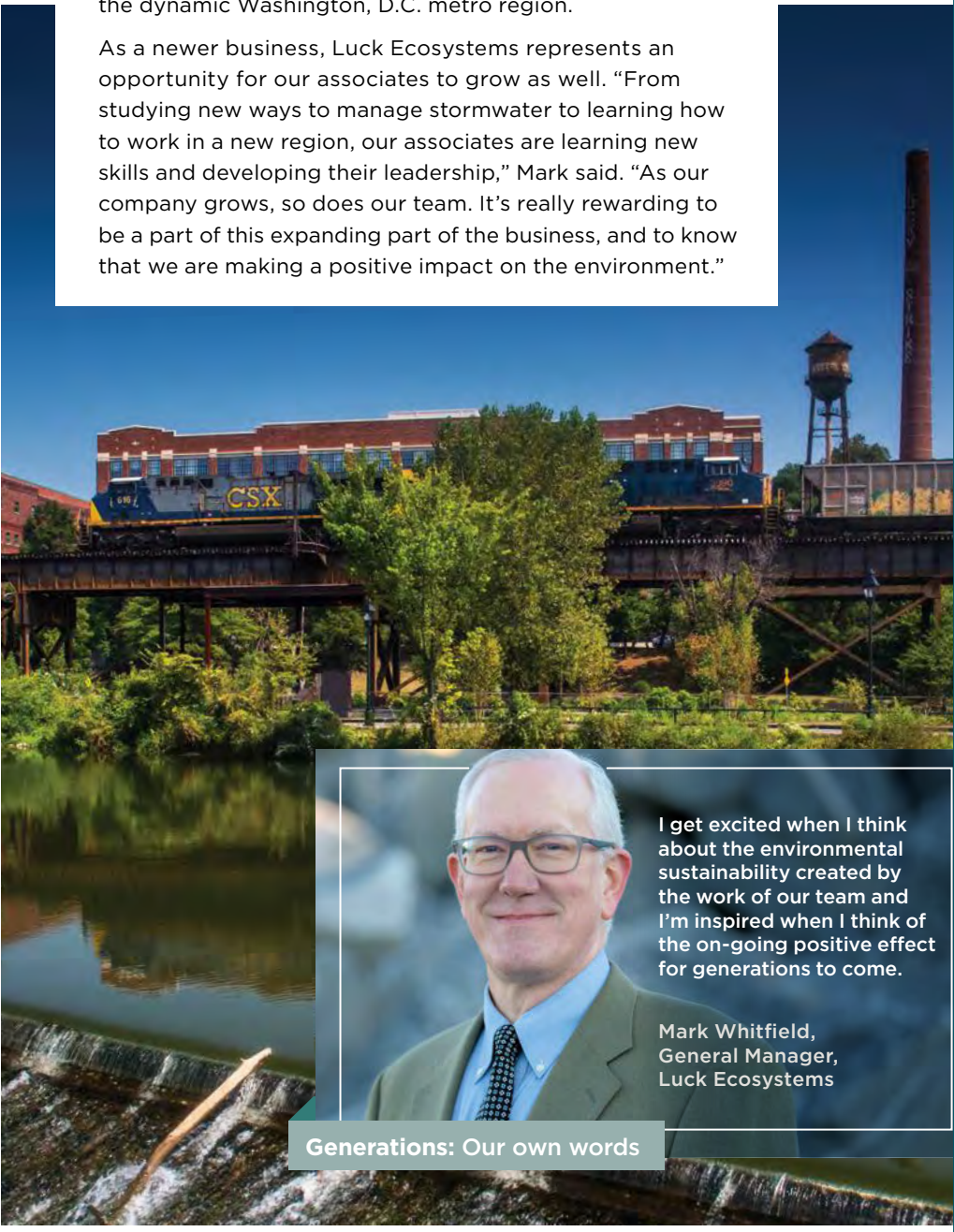
OUR PRODUCTS ARE DESIGNED TO REJUVENATE OUR WATERFRONTS AND FACILITATE GREEN CONSTRUCTION. IT’S OUR GROWTH GOAL TO BE THE LEADING PROVIDER OF BLENDED MEDIA AND RIPRAP IN THE CHESAPEAKE BAY WATERSHED.

Mark Whitfield, General Manager, Luck Ecosystems



All products from this operation, including biofiltration media, growing media and ballfield mixes, will be sold under the Luck Ecosystems brand. Customers can now rely on Luck Ecosystems’ high standards of production and supply chain optimization throughout the entire Chesapeake Bay watershed, including the dynamic Washington, D.C. metro region.

As a newer business, Luck Ecosystems represents an opportunity for our associates to grow as well. “From studying new ways to manage stormwater to learning how to work in a new region, our associates are learning new skills and developing their leadership,” Mark said. “As our company grows, so does our team. It’s really rewarding to be a part of this expanding part of the business, and to know that we are making a positive impact on the environment.”



I get excited when I think about the environmental sustainability created by the work of our team and I’m inspired when I think of the on-going positive effect for generations to come.

Mark Whitfield,  
General Manager,  
Luck Ecosystems

Generations: Our own words

## What is a watershed?

A watershed is a land area that channels rainfall and snowmelt to outflow points, which act like pipelines that connect communities to bodies of water. Encompassing more than 100,000 rivers, creeks and streams, the Chesapeake Bay watershed spans more than 64,000 miles across six states and the District of Columbia.

### Chesapeake Bay Watershed Facts and Figures

64k+ square miles	11k+ miles of shoreline
150 major rivers and streams	18+ MM people call it home





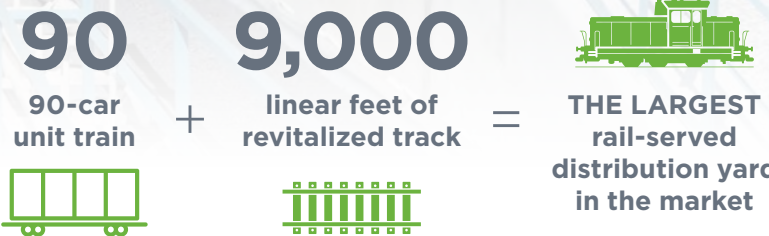
The Sunnyside cook car is one of the very early images that represents the community-minded values that would define Luck Stone for generations to come.

## LUCK STONE'S RAIL-SERVICED DISTRIBUTION SITE CELEBRATES OUR HISTORY, DRIVES GROWTH IN SOUTH HAMPTON ROADS

In 1919, Charlie Luck IV's great-grandfather won a project to dig the foundation for the Pontiac Motor Company in Michigan. The Virginia-based company set out for the Midwest, transporting 100 workers to the site by way of locomotive. Once complete, the train's cook car made its way back to Virginia where Charlie's grandfather served workers meals each day at the company's first quarry site called Sunnyside. In 2017, a modern-day locomotive is helping to write a new story for Luck Companies.

For a region as dynamic as South Hampton Roads, a steady supply of aggregate is important for growth and development. But as the region is a coastal plain, producing stone within the market is impossible. For more than a decade, Luck Stone has brought materials in via a trucking-to-barge transfer model—approximately one million tons of aggregate each year.

But as the economy rebounded from the most recent recession, we identified the need for a more sustainable, long-term strategic investment in the Commonwealth's second-largest market. After scouting multiple locations, a former CSX logistics facility became the home of Luck Stone's new rail-serviced distribution site.



The opening of the Greenwood yard is a story of many firsts for our Luck Stone associates and the South Hampton Roads community.

With a 90-car unit train on 9,000 linear feet of revitalized track, it marks the largest rail-served distribution yard in the market. And in partnership with supplier Carmeuse Lime & Stone, Luck Stone has become the first construction aggregate distributor to bring limestone into this market.

Site preparations were significant and included building a connection with the main line, the installation of multiple switches, derailing systems, a track signaling system, discharge hoppers, multiple discharge conveyors and two stackers. We also relied on the expertise of our locomotive vendor to help train our associates on operations and safety, as well as how to maintain the equipment in an environmentally responsible manner.

"Bringing the Greenwood Yard project to life—identifying the property, leasing the land, improving the site, designing the operation and constructing the rail infrastructure—was truly a collaborative effort, involving partnerships with numerous organizations," said Rick Rowland, eastern regional sales manager at



Rick Rowland, Eastern Regional Sales Manager, Luck Stone

Luck Stone. "This project is a tremendous example of how interpersonal relationships and strong connections to the market contribute to Luck Stone's success."

The Sunnyside cook car is one of the very early images that represents the community-minded values that would define Luck Stone for generations to come. And in 2017, with the introduction of the first locomotive in the company's modern history at the Greenwood Yard in South Hampton Roads, a new image symbolizes the connections between the company's legacy and the innovations that have led to our continued progress and growth.



## LUCK REAL ESTATE VENTURES



## BRINGS STONERIDGE SITE TO POWHATAN COUNTY

Intentionally maintaining its rural nature and welcoming select commercial development, Powhatan County has been home to a thriving Luck Stone operation since 1985. In recent years, Powhatan County has experienced steady growth. With a need for more services to support economic development, Luck Real Estate Ventures (LREV) set out to develop StoneRidge, a 7-lot commercial center along Route 60, the roadway that also serves Luck Stone's Powhatan Plant.



StoneRidge is an opportunity to bring new choices to Powhatan County, an area that is currently underserved, commercially. Our involvement enables Luck Companies to help foster the growth of this exceptional community.

Ben Thompson, Director, Luck Real Estate Ventures

"Aesthetics have always mattered at Luck Companies and to the Luck family. StoneRidge presented an opportunity to design and build a project that would benefit the community as a functional development while elevating the local design standards," said Ben Thompson, Director of LREV. Design elements throughout the property are purposeful and respectful to the natural and historic features that exist throughout Powhatan County and true to the character of Luck Companies.

The StoneRidge development was a departure from more traditional, industrial development projects and enabled the LREV team, led by Ben, project manager Bruce Smith, and land use & development manager Vik Murthy, to apply their vast skill set to a development project not common within their practice area. Across the family of companies, StoneRidge demonstrates the connectivity of Luck Companies' businesses and is an example of how the company's full resources can come to bear for the benefit of a single project: utilizing non-performing land adjacent to a Luck Stone quarry, incorporating materials from Luck Stone and Luck Ecosystems, and applying design ethics that align with the high standards established by the corporate brand.

The first tenant, New Horizons Bank, broke ground in October 2017 and expects to be open for business in the summer of 2018. As more prospective businesses eye StoneRidge as their next home, it has been rewarding to hear the impact already being felt within the community and the excitement expressed at the opportunity for more businesses and services to be offered within the county. Through LREV's development projects, Luck Companies is committed to investing in our communities in meaningful ways beyond our traditional aggregates services.

Luck Real Estate Ventures' vision is to positively impact economic growth through industrial real estate ventures by leveraging the company's assets as well as the team's long-term relationships and entrepreneurial orientation.



Our endeavors to create every day connect us to each other, a family business, and our community. This progress sustains the opportunities we experience for the benefit of each other and future generations.

Ben Thompson, Director, Luck Real Estate Ventures

Generations: Our own words



LUCK STONE'S  
COMMITMENT TO  
BEING A GOOD  
NEIGHBOR AND  
ENVIRONMENTAL  
STEWARD AT  
OUR NEW PRINCE  
EDWARD PLANT

PRINCE EDWARD PLANT

In 2017, Luck Stone opened a new quarry in Prince Edward County, the first greenfield site developed by the company in 10 years. Greenfielding, the process of acquiring undeveloped land for a quarry, follows specific steps to minimize environmental and community impact. The process aligns squarely with our principles to promote local economic development and environmentally sound practices in the communities in which we operate.

The Prince Edward site is conveniently located in Southside Virginia along Route 460 five miles west of downtown Farmville near a corridor that services Longwood University, Hampden-Sydney College and Fort Pickett. While the project had been approved for more than seven years, recent economic growth and infrastructure development in the Farmville area signaled an opportunity to move forward with the site and meet the growing demand of the marketplace.

Luck Stone paid close attention to the needs of the community and the impact of the site on surrounding neighbors throughout site development. Once the Luck Stone team started to clear the land, it became apparent that there would be an open line of sight into the Prince Edward operation. With our neighbors in mind, the team decided to lower the entire site 15 feet below the tree line and built berms to screen the site.

The site opened in partnership with Mellott Company, a mobile rock crushing services provider, allowing us to begin serving the community quickly and enabling a more sustainable path to growth. Using materials produced onsite to build servicing infrastructure and roads ensured that the aesthetics and quality of the Prince Edward Plant met Luck Companies' high standards.



Joining the  
Neighborhood

Thinking in terms of generations is about careful planning and continuing to build a legacy that evolves to stay current and considerate.

Tim Light,  
Regional Operations  
Manager, Luck Stone

Generations: Our own words





# Oyster Gardening

## GILMERTON YARD



Once presumed “dead” as one of the most polluted rivers in the Chesapeake Bay watershed, the Elizabeth River is celebrating a new chapter, including the return of sea horses and river otters. Credit is due to the leadership of the Chesapeake Bay Foundation and the Elizabeth River Project, a grassroots environmental group using a collaboration model to help save the Elizabeth River. As a part of Luck Companies’ commitment to sustainability, our team is proud to work closely with both organizations as an Elizabeth River Star business. Our current efforts are focused on helping increase the supply of oysters.

For more than a century, watermen on the Chesapeake Bay and its tributaries have made their living harvesting oysters. In addition to oysters’ value to restaurants and seafood wholesalers, this vital species plays an incredibly important role in the Bay’s ecosystem, purifying the water of sediment and nitrogen as they filter water for their food. An adult oyster can filter up to 50 gallons of water each day. According to the Chesapeake Bay Foundation, the population of oysters in the Bay could once filter a volume of water equal to

that of the entire Bay in a week. Today, with only one percent of the original oyster population remaining, it would take nearly a year.

As a company in the business of igniting human potential and committed to the sustainability of our communities, we have a lot to learn from the tiny and powerful oyster. And our team at the Gilmerton Distribution Yard, located on the Elizabeth River, is leading the way.



**Jason Roy, OSHA Safety Coordinator, Luck Stone**

In June 2017, Luck Stone’s OSHA safety coordinator Jason Roy attended a seminar hosted by the Chesapeake Bay Foundation for community members and business leaders interested in oyster gardening, a way for everyday citizens to help increase the oyster population by offering their homes and businesses as temporary habitats. “It was great

AS A COMPANY IN THE BUSINESS OF IGNITING HUMAN POTENTIAL AND COMMITTED TO THE SUSTAINABILITY OF OUR COMMUNITIES, WE HAVE A LOT TO LEARN FROM THE TINY AND POWERFUL OYSTER.



Just one  
*oyster*  
can filter  
up to  
**50**  
gallons of  
water each  
*day*



**Anthony Cuffee, Leadman, Luck Stone**

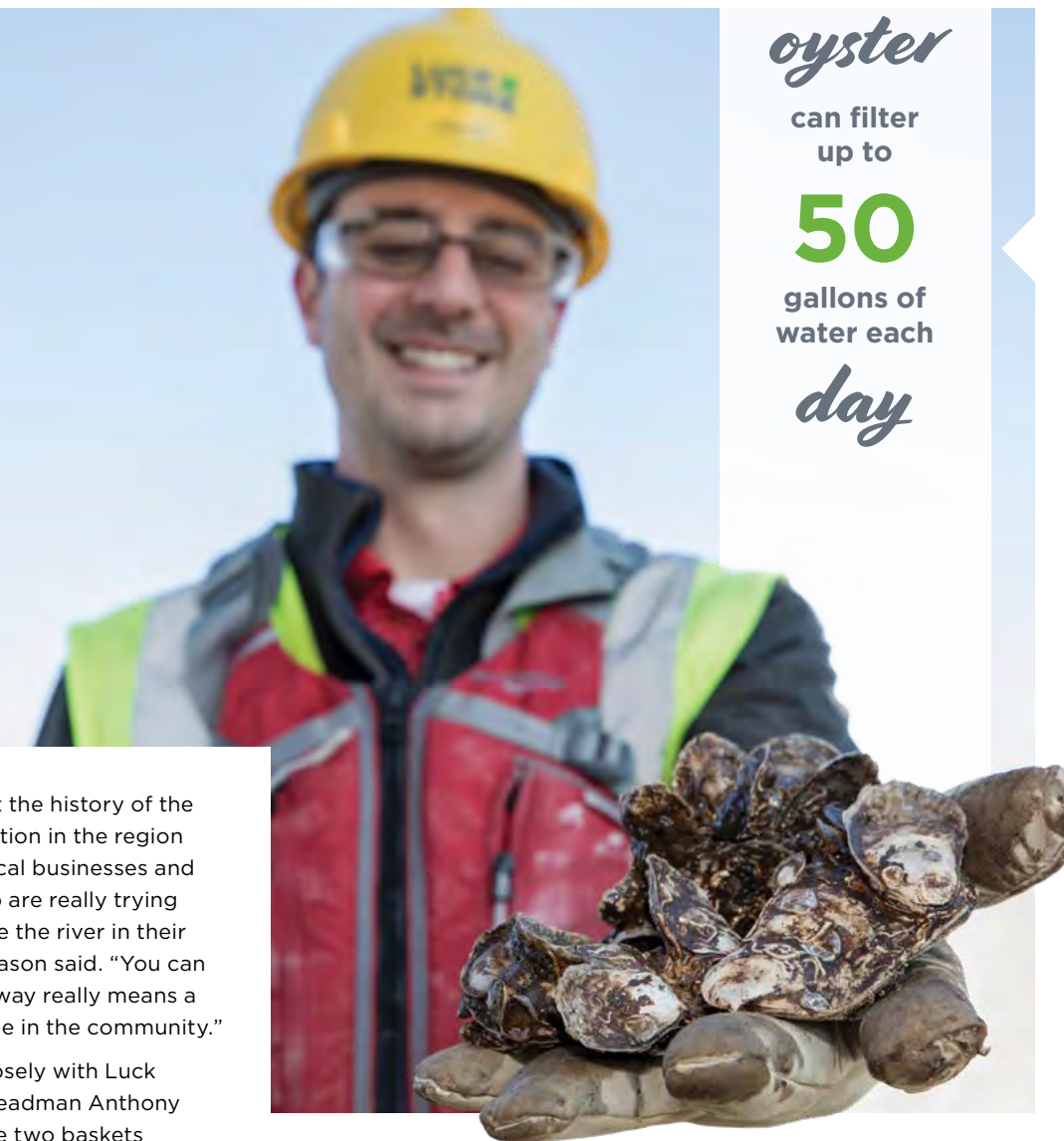
hearing about the history of the oyster population in the region and seeing local businesses and residents who are really trying to help restore the river in their backyards,” Jason said. “You can tell the waterway really means a lot to everyone in the community.”

After attending the seminar, Jason worked closely with Luck Stone’s Gilmerton Yard associates, including leadman Anthony Cuffee, a 10-year Luck Stone associate, to take two baskets of “spat on” oysters (juvenile oysters incubated in recycled shells) and care for them. Anthony and his team secured the two baskets in the river off their main dock at the yard. They take turns checking on the oysters and cleaning the baskets to ensure they can grow into healthy adult oysters.

“When I was a kid, the Elizabeth River was dirty and polluted,” Anthony said. “It has been a really positive experience to be a part of helping the river come back to life. It has really helped our team feel connected to the river.”

Once the oysters reach adulthood—at about nine months—Jason and Anthony and the team will return the baskets to the Chesapeake Bay Foundation for planting on special sanctuary reefs, and they will get a new batch to raise. This year the team will have helped to plant approximately 500 oysters with the goal to do more next year.

“Our mission is to have a positive impact on those around us, and we’re really proud to have the opportunity to do that as an Elizabeth River Star business,” Jason said. “We look forward to continuing our partnership to ensure future generations can enjoy the river.”



### Impactful Partnership



Luck Companies has been a valuable partner working to clean up the Elizabeth River, including this past year adding wildlife habitat enhancement by oyster gardening and pollution prevention by recycling concrete and stormwater

improvements. These initiatives are helping the river and demonstrate the breadth of Luck’s environmental stewardship.

**Pam Boatwright, Deputy Director, Elizabeth River Project**

Discover how you can help at

**ELIZABETHRIVER.ORG**





**LUCK COMPANIES FOUNDATION INVESTS  
IN THE NEXT GENERATION OF RICHMOND  
BUSINESS LEADERS**



Class of 2017 business  
leaders from UnBoundRVA



**When Charles Luck Jr. started Sunnyside Granite in 1923, seven men used sledgehammers to mine the granite and load it by hand on to mule-driven carts. Two generations later, Luck Companies is thriving with the resources and the community partnerships necessary to generate growth opportunities for our business, our associates and our community.**

**WE ARE INCREDIBLY  
PROUD TO SUPPORT  
UNBOUNDRVA, WHOSE  
MISSION IS DIRECTLY  
ALIGNED WITH OURS.**

**Charlie Luck IV, President  
& CEO, Luck Companies**



We are proud to share those resources back with the community through the Luck Companies Foundation, which focuses its philanthropy, matching associate giving and grants in the areas of environmental stewardship and Values Based Leadership (VBL). VBL embodies living, working and leading in alignment with your values, principles and beliefs so you can ignite human potential in yourself and others.

One of the most exciting projects we were proud to support this year through the Luck Companies Foundation was Richmond-based UnBoundRVA, a nonprofit community entrepreneurship training program.

UnBoundRVA empowers talented individuals from low-income communities with a path to entrepreneurship. They connect these individuals to the resources, training and support needed to start their own businesses. Through a competitive six-month program, UnBoundRVA counselors and coaches look to identify five individuals who are ready to launch their business with the full support and partnership of UnBoundRVA. Over the next 12 months, the finalists continue to work with UnBoundRVA to create and build a sustainable business. To date, UnBoundRVA has supported three classes of entrepreneurs and launched 12 businesses in the Richmond area, including a lawn care service, a breakfast catering business and a company that preserves family recipes through technology and design.

"We are incredibly proud to support UnBoundRVA, whose mission is directly aligned with ours," said Charlie Luck IV, President & CEO of Luck Companies. "We recognize

that UnBoundRVA positively impacts the lives of people and the health of our communities with creative programs that utilize the principles of Values Based Leadership. The Luck Companies Foundation is delighted to provide a grant to support the work of UnBoundRVA."

Founded by Richard Luck and Sarah Mullens in 2014 after a powerful experience with Teach for America, and before Richard joined Luck Companies, UnBoundRVA is built on a model of community support for entrepreneurship. "The entrepreneurs graduating from the UnBoundRVA program each year are incredibly inspiring to me and to all our associates who have had the good fortune to meet them," Charlie said. "It is our sincere hope that their businesses continue to thrive and have a positive impact on the Richmond community for decades to come."



At Luck, we recognize that we stand on the shoulders of the generations before us. We value our strong foundation and opportunity to shape the future for the next 100 years. We take this responsibility seriously throughout the organization as we weave the dreams of the generations together.

**Wanda Ortwine, Chief Family  
Officer, Luck Companies**

**Generations: Our own words**

Learn more and support UnBoundRVA's mission to create successful entrepreneurs

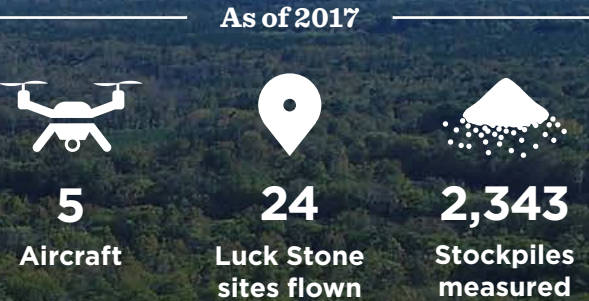
**UNBOUNDRVA.ORG**



DRONE TECHNOLOGY

A TEAM’S CREATIVE VISION  
HELPS LUCK STONE TAKE

Flight



THE WORK WE’RE DOING WITH DRONES IS REALLY SETTING THE GROUNDWORK FOR THE FUTURE.

I WAS GIVEN ROOM TO BE CREATIVE— THAT OPPORTUNITY HAS ENABLED ME TO BE A BETTER LEADER.

John Blackmore, Mapping & Survey Supervisor, Luck Stone

Four years ago, Luck Stone mapping & survey supervisor John Blackmore became interested in drones and believed there was an opportunity to integrate the technology into Luck Stone’s business. He and his colleague Eric Warinner started to investigate drone technology with the support of their management team who encouraged them to create an implementation strategy for the business. Today, Luck Stone owns and operates five aircraft. The drone program has contributed to improved inspections, mapping and inventory management processes across our operating sites.

A Luck Stone associate for 11 years, John is responsible for surveying, mapping and aerial imagery. He leads a team that has operationalized the drone program, inspecting sites quarterly, working on special projects, and enabling Luck Companies to improve processes while keeping associates safe from challenging, sometimes dangerous, physical situations.

“I love technology and applying that curiosity to find new solutions for the work we do each day,” says John. “I was given room to be creative—to try things and even make mistakes. That opportunity has enabled me to be a better leader.”

Using drones for inspections creates a safer environment for associates to assess buildings and equipment for any hazardous situations or safety issues. Drones take thousands of overlapping photos, turning them into mosaics and

3-D imagery that are used for planning, development and inventory assessment. Drones have allowed Luck Stone to more closely monitor the structural integrity of our equipment, supporting our commitment to safety in our work environments. The technology has also made it possible for us to shift to a quarterly inventory cycle, conducting review two times more per year for half the cost.

As drone technology evolves, so too does the opportunity for Luck Companies. In the next five years, the program is expected to expand to have greater regional accessibility and site-assigned drones, enabling more frequent use and shorter turnaround. With increased access, the drones can also be used for more varied work, including reviewing and managing the environmental impact at our locations.

Luck Stone’s use of drones positions the company as an industry leader in the aggregates world, made possible by the creativity and vision of a forward-thinking team of associates who identified an opportunity to evolve the way the company does its work. This imperative has been demonstrated throughout Luck Companies’ history, exemplified by our introduction of the first remote-controlled loader in the aggregate industry at the Bull Run facility. Empowering our associates with the tools and support to perform and lead at their best is core to the values at Luck Companies.

“The work we’re doing with drones is really setting the groundwork for the future. Today, we’re creating historic records of where we’re mining and planning the development of the mine for the future; people that are working at the company 30 years from now will reference our work. That’s pretty amazing. And we’ve been in these quarries for a long time, some since the 1920s and 30s. That work has been done for us; and now our work will continue for generations to come.”



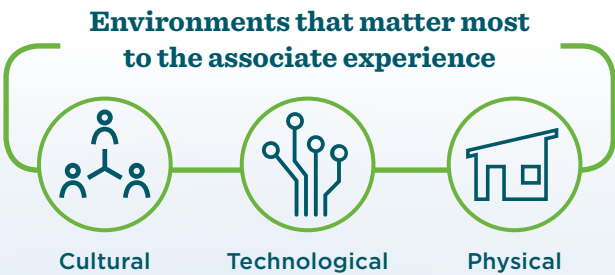
Eric Warinner, Engineering Technician, Luck Stone



# DESIGNING THE CUSTOMER AND ASSOCIATE EXPERIENCE

Part of our sustainability pledge at Luck Companies speaks to the importance of our industrial work environments and our passion for developing strong, purposeful leaders.

“Our approach to sustainability includes a commitment to creating a positive outcome for natural, built and work environments,” said Charlie Luck IV, President and CEO of Luck Companies. “We believe in providing our associates with the tools and support to perform and lead at their best, and an aesthetically engineered work environment is absolutely one of those tools.”



In a recent *Harvard Business Review* article, Jacob Morgan, an expert on the future of work, explored the factors driving true, long term associate engagement at best-in-class organizations around the world. “When organizations make real gains, it’s because they’re thinking longer-term. They’re going beyond what engagement scores are telling them to do in the moment and redesigning *employee experience*, creating a place where people want, not just need, to work each day.” Morgan identified three environments that matter most: “cultural, technological and physical.”



“At Luck Companies, we have always prided ourselves on high standards for our physical environments, especially the safety and efficiency of our operations,” said Paige Gill, director of marketing at Luck Companies. “But when we surveyed our operating sites in 2016, we realized we had an opportunity for growth when it



Paige Gill,  
Director of Marketing,  
Luck Companies

came to architecture, design and functional space. So, we put together an interdisciplinary group of marketing and operations team members to develop a plan to close that gap.”

The team engaged an architectural design firm to update the scale offices, shops, locker rooms, training rooms and associate gathering spaces at plants across Virginia and North Carolina. Most plants are made up of one or two pits (where crews actually mine the stone), a scale office (where trucks pass through to be weighed), a shop (where associates meet and work on equipment), and a training room (where associates participate in safety and leadership training).

Construction began in the summer of 2017 at three pilot sites: Boscobel, Greene and Rockville. Updates at the Boscobel plant were made with customers in mind, including a new lobby, exterior signage, transaction windows and a state-of-the-art office and meeting facilities. At the Greene plant, the team renovated the locker room, training room and created a new canteen space featuring an indoor/outdoor gathering area for associates to have team meetings and host customers and other community members. Construction is nearing completion at the Rockville plant on an industry-leading shop facility incorporating innovative features such as heated flooring, specialized safety harnesses and roll-up doors sized to accommodate future haul trucks capable of 150-ton loads.

“Our goal is to elevate the customer and associate experiences,” Paige said. “Every interaction is an opportunity to deliver on our brand promise, and we see compelling architecture and design as an important way to strengthen understanding of our values and our mission to ignite human potential with our associates and our customers.”







THE STORY OF

# INNERWILL

CREATING BETTER PEOPLE,  
BRAVER LEADERS AND  
A WISER WORLD

For almost a century, Luck Companies has been investing in people, guided by the belief that “doing good is the best path to doing well.” As the third generation of the Luck family to lead the company, President and CEO Charlie Luck IV embraced this commitment through the lens of Values Based Leadership (VBL), an innovative philosophy that embodies living, working and leading in alignment with deeply discovered core values.

“At its core, VBL is about becoming the best version of yourself so you can make a positive impact on those around you,” Charlie said. “We recognize the power of people and the impact organizations can have on associates, customers and communities, and so we initiated a body of work focused on the power of lives lived meaningfully well.”

The transformation of Luck Companies was so pronounced that we began getting requests from other organizations, and the momentum led to the founding of InnerWill in 2015. A nonprofit leadership institute that provides research, facilitation and thought leadership about Values Based Leadership, InnerWill is dedicated to creating better people, braver leaders and a wiser world.

After a 15-year career with the Luck Companies IT Department, today Sharon Amoss is director of operations for InnerWill. Sharon and a dedicated team work in collaboration with InnerWill president and organizational development expert Dr. Tom Epperson, a fellow Luck Companies alum, to develop and deliver practical and evidence-based tools, models and content, including keynote speeches, workshops, leadership coaching and assessments.

“When you look at the research, there is what has been defined as a crisis in leadership,” said Betsey Fortlouis, director of development at InnerWill. “Because we believe in leadership as a choice, we



**Betsey Fortlouis,**  
Director of  
Development  
& Partnerships,  
InnerWill Leadership  
Institute

have the power to outshine all this negativity by offering practical tools to achieve transformative change.”

There is tremendous value in being a nonprofit born out of a company that is living proof that leading starts from within, then transforms others. Every day, dedicated InnerWill facilitators are gaining deeper insights into leadership, testing these concepts with teams at Luck Companies and making new contributions to the field of Values Based Leadership.

“When Luck Companies began our Values Based Leadership journey in 2003, I couldn’t have—in my wildest dreams—imagined InnerWill,” said Charlie. “It is incredibly fulfilling to me to see this new organization, a nonprofit leadership institute dedicated to creating better people, braver leaders and a wiser world. I’m so grateful to the team and excited to see them continue to share their transformative work with the world.”



## About Our Name

Leadership is a choice, not a title—a conscious choice to work first on yourself to in turn positively impact the lives of those around you. Developing self-awareness takes tenacity and grit, and standing up for your core values takes courage. We reflected on our definition of leadership and the strength needed to achieve it, and chose the name InnerWill.

Create a better world at:  
**INNERWILL.ORG**





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for more information about us.

This is the fifth Impact Report for Luck Companies.  
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2017 Impact Report

Release Date: May 2018

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For us, our family and our company, sustainability is about harnessing the potential in people: using our energy, resources, and values to positively impact those around us, now and into the future. We work to ensure that we are honoring those who came before us by operating in ways that generate growth for those who will come after.

