



2021 DIVERSITY, EQUITY & INCLUSION REPORT

Our Commitment

It is no secret that at the heart of our success is our biggest competitive advantage: our people. As a company, Vulcan is committed to supporting the 12,000 members of the Vulcan family by actively growing and sustaining a culture of integrity, teamwork and mutual respect.

We understand that building a diverse workforce means focusing on the diversity of backgrounds, lived experiences and diversity of thought. We believe true innovation and advancements in technology, processes and productivity come when all voices and perspectives are heard.

We embrace and value the unique racial, ethnic, religious and cultural diversity of our Vulcan family. We are committed to creating a more equitable and inclusive work environment through continuous improvement and a dedication to seek awareness and understanding.

We have cultivated The Vulcan Way by developing and retaining the very best people. Focusing on providing long-term, family-wage careers with exceptional benefits and opportunities in a diverse and engaging workplace is the bedrock of our continued success. When our people feel safe, healthy, happy and valued, the results are a productive and empowering work environment that drives positive impact and superior returns.

OUR GUIDING PRINCIPLES

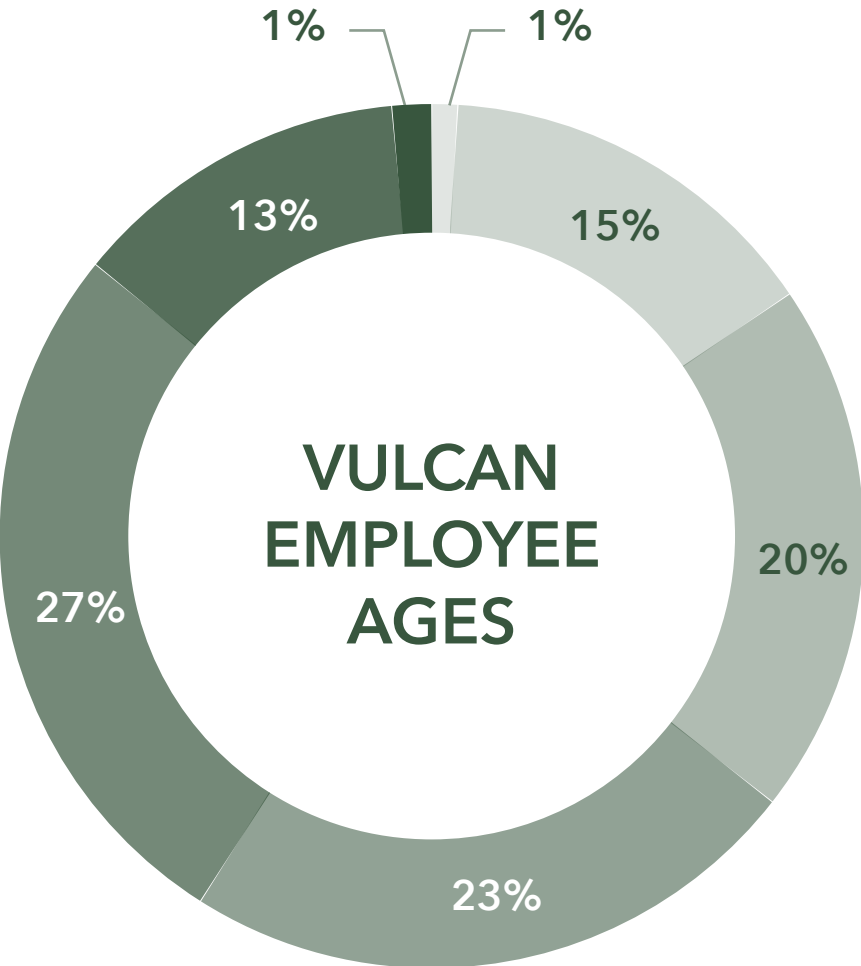
INTEGRITY	EXCELLENCE	PEOPLE
We will work constantly to earn the respect and trust of all parties we interact with by acting fairly and honorably. We will observe high ethical standards and obey all laws and regulations.	We are committed to excellence in all of our activities. We value innovation. We intend to maintain a position of leadership in each of our industries.	We will maintain a high respect for people – for their dignity, their talents and their interests.



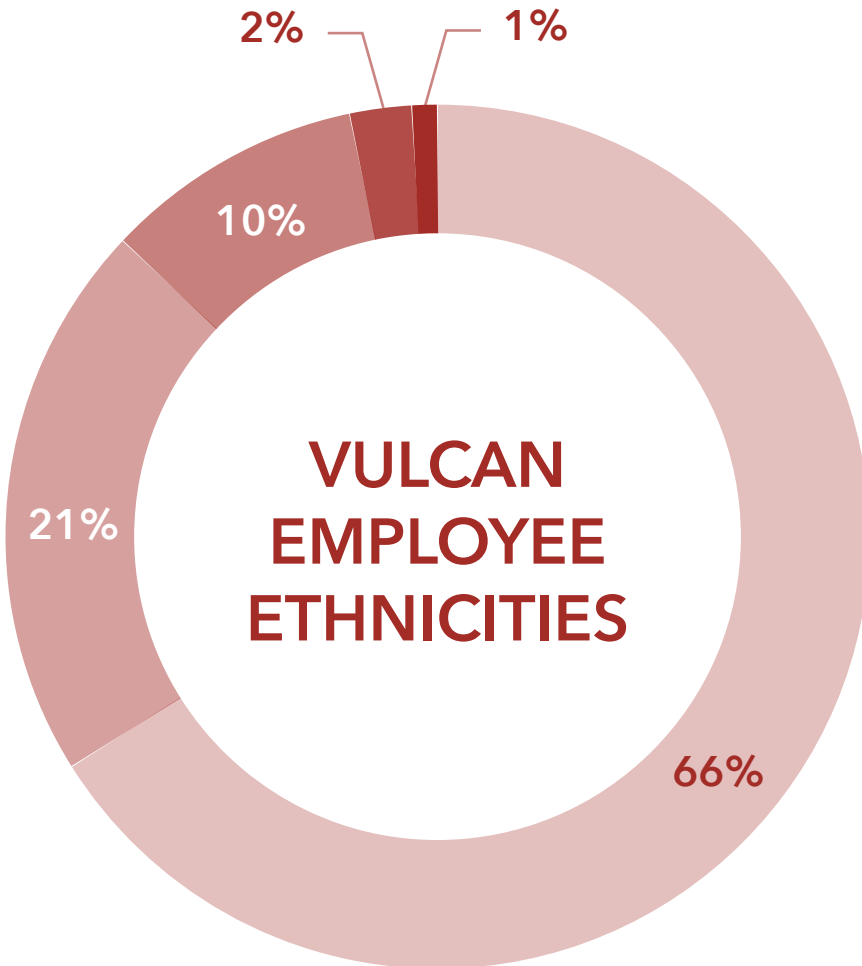
“People at Vulcan are treasured, are valued — are encouraged to engage and ask questions to solve problems. It’s lived out across the entirety of the organization. This focus on our people drives everything we do as a company.”

Darren Hicks
Senior Vice President,
Chief Human Resources Officer,
Vulcan Materials Company

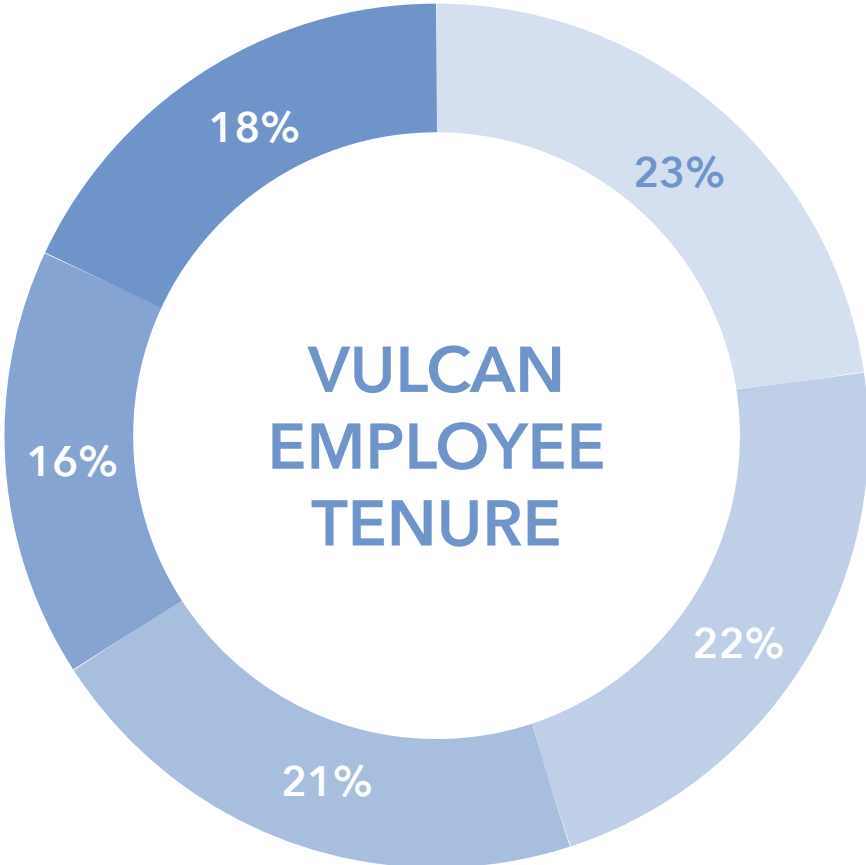
2021 By the Numbers¹



- <20 YEARS OLD
- 20-29
- 30-39
- 40-49
- 50-59
- 60-69
- >70 YEARS OLD



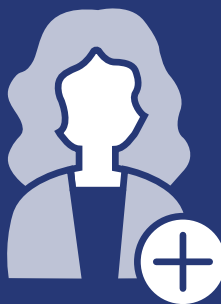
- WHITE
- HISPANIC/LATINO
- BLACK
- ASIAN
- OTHER/NOT REPORTED



- 0-2 YEARS
- 2-5 YEARS
- 5-10 YEARS
- 10-20 YEARS
- >20 YEARS



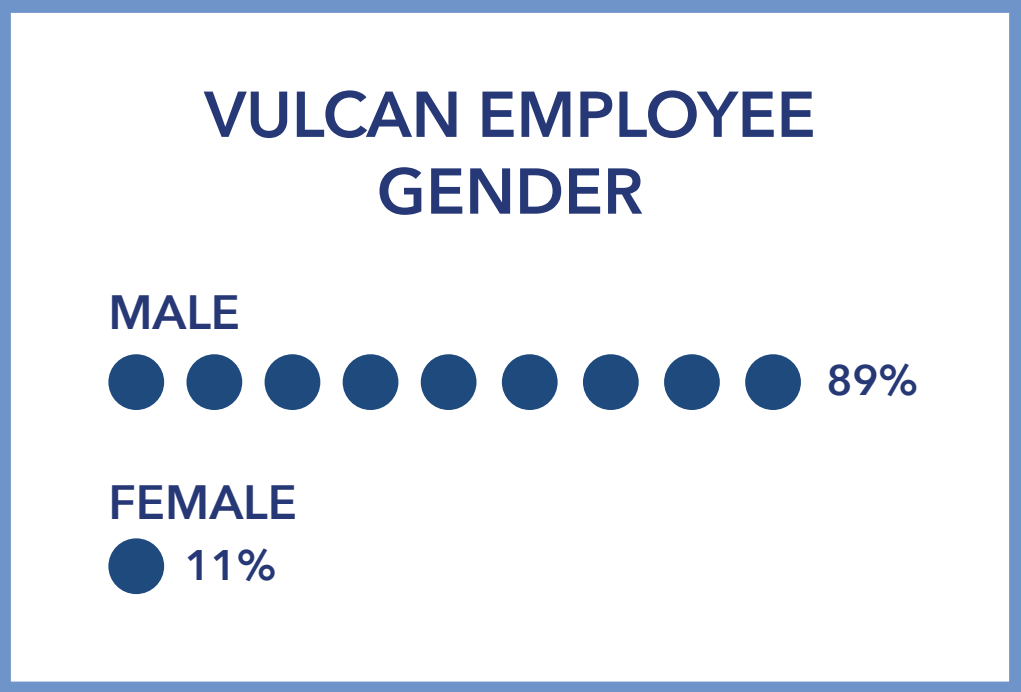
11,317
EMPLOYEES



2,889
NEW HIRES²



629
VETERANS EMPLOYED



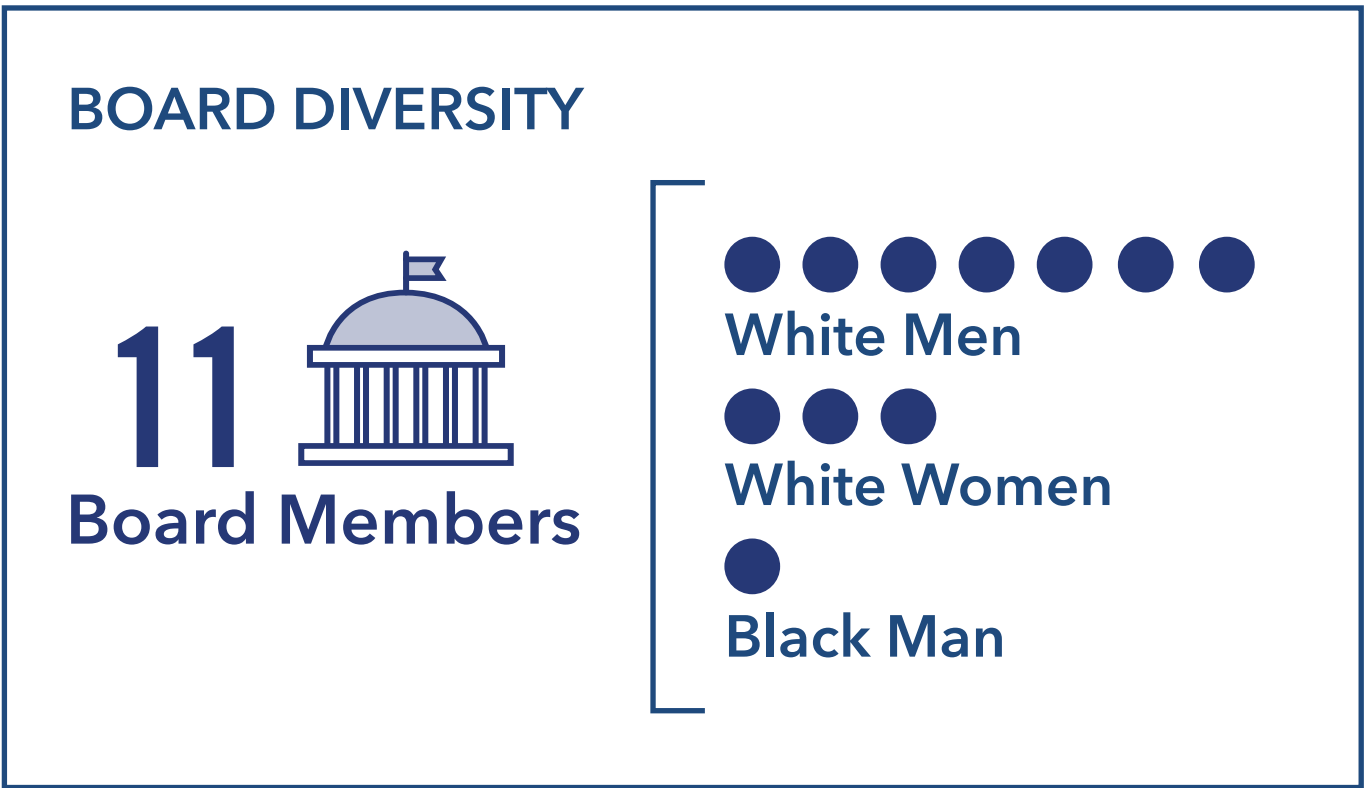
¹ All employee numbers include USCR employees unless otherwise stated.
² New hires do not include USCR employees added as part of the USCR acquisition.

DE&I Governance

Vulcan’s DE&I Council, established in 2015, is comprised of 12 representatives, including the General Counsel, members of the Vulcan corporate office and appointed DE&I leaders from every division.

The Council meets monthly to discuss DE&I efforts, and it works to align ongoing DE&I programs with broader business imperatives. DE&I leaders chair their own division-specific council that focuses on DE&I goals.

The Vulcan Board of Directors oversees company performance and strategy at the highest level, and the Governance Committee provides regular counsel and direction on Vulcan’s ESG strategy, including DE&I efforts.



DE&I Goals

2022	2023	2025	2030
<ul style="list-style-type: none">• Complete anti-bias and diversity training for all employees by 2022.• Introduce Employee Engagement Surveys in 2022 and repeat on an annual cadence.	<ul style="list-style-type: none">• Develop leadership and employee programs to address gaps identified in employee surveys and provide training across the entire employee life cycle.	<ul style="list-style-type: none">• Fully implement Employee Resource Groups (ERGs) by 2022 and expand to include additional relevant minorities.	<ul style="list-style-type: none">• Increase employee diversity at the director level and above by 20%.• Reduce employee turnover by 25% and increase employee retention.



Engagement

Vulcan conducts mandatory diversity and inclusion awareness training across the company as part of our onboarding process for every new hire. Our DE&I Council also launched a new Inclusion Leadership Unconscious Bias training in 2021. This training was developed to engage and encourage our team members in being consciously and deliberately inclusive at work.

In addition to our DE&I Council initiatives, Vulcan launched four ERGs. These are networks for team members from diverse backgrounds to celebrate, learn from and share their experiences. Our initial ERGs were created for team members who identify as, or want to be an ally of, Black, Latinx or Hispanic women and veteran employees. These inclusive and team-member-led groups were created to encourage engagement, provide opportunities for mentorship and celebrate our differences. We are passionate about fostering a diverse, equitable and inclusive workplace – today and for our future.



Key Initiatives & Programs

CEO ACTION FOR DIVERSITY & INCLUSION

In 2019, Vulcan CEO Tom Hill signed the CEO Action for Diversity & Inclusion™ CEO Pledge to Act on Supporting More Inclusive Workplaces. By signing this pledge, he committed to:

CEO **ACT!ON** FOR DIVERSITY & INCLUSION

- Continuing to make Vulcan a trusted place to have complex – and sometimes difficult – conversations about diversity and inclusion
- Implementing and expanding unconscious bias education
- Sharing both best and unsuccessful practices with other leaders
- Creating and sharing strategic diversity and inclusion plans with the Vulcan Board of Directors

VULCAN HBCU INITIATIVE

In 2018, we launched the Vulcan Historically Black Colleges & Universities (HBCUs) Initiative in partnership with six strategically selected institutions: North Carolina Agricultural & Technical State University, Benedict College, Tennessee State University, Alabama Agricultural & Mechanical University, Alabama State University and Texas Southern University.

This program helps to deepen our relationships with universities in our region and develop a strong talent pipeline of engaged, dynamic thinkers with a diversity of lived experiences. Through this initiative, we partner with participating schools to host an annual pitch competition.

Each fall, hundreds of students from all six schools submit pitches on a campus infrastructure- or service-related idea that could enhance their school or school experience. Of these submissions, six to eight students are selected to present their ideas to the Vulcan HBCU Committee for its respective division. Pitch winners receive scholarships, and first-place winners receive an automatic internship offer from Vulcan.



Widmark Cadet Jr.

Tennessee State University,
Vulcan Materials Company
2021 Pitch Competition
Winner

“Earlier this year, I was awarded the first place scholarship for the Think Big Pitch idea contest at my university, Tennessee State University ... I have had the privilege of working with Vulcan Materials Mideast Division as a sales/marketing intern for the past eight weeks and enjoyed every minute of it. Vulcan Materials gave me my first look into the corporate world, and I am now more excited than ever to pursue my dream as a successful marketing manager.”



RaeVin Johnson

Alabama A&M,
Vulcan Materials Company
2021 Pitch Competition
Winner

“What a way to end my last year at Alabama A&M! I participated in my first business pitch competition hosted by The Yard and Vulcan Materials Company, and I WON! This event was different from anything I had ever been a part [of], and I am incredibly thankful for the exposure, feedback and advice I gained from it.”

Ethics & Compliance

Vulcan is dedicated to the fair and equitable treatment of all people, respecting their dignity and fundamental rights regardless of race, ethnicity, color, gender, sexual orientation, religion, national origin, age or beliefs. Our ethics and compliance practices are an essential part of our commitment to providing a safe workplace. We value and ensure the fundamental rights of our people. Our key ethics and compliance policies and programs include:

- Business Conduct Policy
- CEO and Senior Financial Officer Code of Ethics
- Fair Employment Policy
- Privacy Policy
- Sexual Harassment Policy
- Unlawful Harassment and Anti-Retaliation Policy

It is important to us that all team members feel safe in a “see something, say something” culture, where everyone is encouraged to report ethics complaints, concerns and personnel issues either to their direct supervisors or to our confidential Business Conduct Helpline.

Our commitment to the highest ethical standards and compliance are vital to our continued success as a company. It is part of The Vulcan Way.



EE01 – General Form

	MALE	FEMALE	MALE						FEMALE						
JOB CATEGORIES	Hispanic	Hispanic	White	Black	Native Hawaiian or Pacific Islander	Asian	Native American or Native Alaskan	Two or More Races	White	Black	Native Hawaiian or Pacific Islander	Asian	Native American or Native Alaskan	Two or More Races	Total
Executive/Senior Managers	0	1	89	1	0	3	0	1	9	1	0	1	0	0	106
First/Mid-Level Managers	141	23	1,154	60	0	15	6	4	115	14	0	10	1	0	1,543
Professionals	39	34	322	25	1	29	2	0	162	30	0	13	1	0	658
Technicians	76	4	220	31	0	6	2	0	18	1	0	1	1	0	360
Sales Workers	25	14	148	3	2	0	0	1	40	1	0	2	0	1	237
Adminstrative Support	76	139	170	24	0	5	1	1	451	58	5	10	4	0	944
Craft Workers	378	0	1,425	132	5	26	16	1	6	1	0	0	0	0	1,990
Operatives	1,320	12	2,944	759	13	43	28	4	60	19	1	0	2	0	5,205
Laborers & Helpers	157	5	286	33	2	3	4	0	4	2	0	0	0	0	496
Service Workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	2,212	232	6,758	1,068	23	130	59	12	865	127	6	37	9	1	11,539
Previous Year Total	1,322	175	5,323	677	11	66	39	11	706	93	2	27	7	1	8,460