<table>
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<tr>
<th>Stakeholder</th>
<th>Key Issues</th>
<th>Engagement Methods &amp; Cadence</th>
<th>Results &amp; Desired Outcomes</th>
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</table>
| Employees   | • Health & safety  
• Integration with culture  
• Diversity & inclusion  
• Training, development, Professional & personal growth | • Daily safety meetings, instruction, interaction  
• Routine industrial hygiene monitoring, [annual health check-ups]  
• Division & Corporate senior management town hall meetings (numerous, throughout the year)  
• Quarterly newsletter to all employees and Division newsletters  
• Intranet & social media communications  
• Performance dialogues/reviews/ongoing coaching  
• Ethics Hotline 24/7  
• Biannual Ethics & Compliance survey  
• Annual Ethics and Compliance survey for senior management  
• Ongoing | • Safe and healthy workplace with world-class safety performance  
• Better two-way & multiple channel communications with employees  
• Improved understanding, alignment with culture and goals  
• Top decile employee satisfaction among 1,700 companies as measured by McKinsey & Co.  
• Ongoing process and success with talent identification and management  
• Ethics compliance and identification of non-compliance |
| Communities | • Health, safety and environmental protection  
• Demonstrating corporate social responsibility  
• Building stronger communities  
• Open doors, transparency and accountability  
• Economic development & opportunity for all  
• Sustainable performance yielding infrastructure improvements | • Open houses, tours  
• Individual and general public meetings  
• Social media communications  
• Employee volunteer initiatives & engagement in civic & charitable activities  
• Vulcan Materials Company Foundation support of local education, health, economic development and other civic projects  
• Career fairs  
• Ongoing | • Community acceptance and support of existing site growth and new site developments  
• Significant and ongoing contributions to local tax base and economic growth & development  
• Ongoing opportunities for individual growth, development and economic security  
• Ongoing contributions and support of local education systems, programs and initiatives  
• Increased employment opportunities for women and minority populations |
| Customers & Suppliers | • Customer/supplier partnership & satisfaction  
• Relationship with Vulcan as the “solutions provider”  
• Consistent, high quality products and services  
• Sustainable business performance and safety, health and environmental excellence  
• Business ethics  
• Best practices in procurement | • VMC Commercial Excellence initiative  
• Real-time metrics  
• Daily, ongoing interactions with key account contacts  
• Digital platforms  
• Customer service centers  
• Customer surveys  
• Product and services brochures and websites  
• Contract negotiations  
• Procurement initiative  
• Ongoing | • Establishment and maintenance of strong and mutually beneficial long-term relationships  
• Consistently high customer satisfaction ratings  
• Deep knowledge of customer needs and expectations  
• Alignment on health, safety and environmental protection priorities  
• Alignment on ESG focus and priorities |
| Shareholders, Analysts, Financial Institutions | • Superior returns over time  
• Strong balance sheet  
• High credibility, consistent, effective communications  
• Transparent, highly regarded Corporate governance  
• Superior ESG performance and communications  
• World-class safety performance indicating superior company stewardship | • Quarterly updates and guidance  
• Regular meetings, conference calls  
• ESG conference calls and updates  
• Annual reports and SEC filings  
• Investor Seminars, special events  
• Investor surveys  
• Communications with ratings agencies  
• Ongoing | • Deeper knowledge and understanding of VMC business strategy, fundamentals and financial position  
• Familiarity and confidence in VMC ESG commitment and achievement  
• Investment grade ratings |
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| NGOs, Academic Institutions | • Partnerships to achieve mutual gains  
• Economic development  
• Environmental, biodiversity protections  
• Workforce development  
• Student/teacher engagement and support  
• Employee growth and development opportunities | • Individual meetings  
• Employee engagement and leadership  
• Strategic Foundation grants  
• Engagement in public forums  
• Scholarship programs  
• Workforce development initiatives and support  
• Ongoing | • Long-term strategic partnerships to achieve better understanding and progress on mutually-agreed upon goals  
• Build mutual understanding and trust necessary to address societal, environmental, education and workforce development challenges  
• Enhance strong internal culture while attracting new talent |
| Elected Officials & Regulatory Agencies | • Sound public policy initiatives and outcomes, strong and science-based regulatory policy  
• Transportation infrastructure and affordable housing  
• Environmental, climate policies protecting public health, welfare and global sustainability  
• Local and regional employment and economic development opportunities | • One-on-one meetings with elected and regulatory officials  
• Team and coalition engagements advocating sound public policy  
• Plant tours and open houses  
• Partnerships and ongoing dialogue  
• Printed and web-based reports and position papers  
• Congressional, state legislative and local government testimony  
• Ongoing | • Laws and regulations that protect the environment, public health and safety, while protecting or promoting economic growth  
• Long-term, productive relationships that promote better understanding and sound public policy  
• Policies and laws that “raise the bar” regarding ESG issues and that ensure a level playing field |
| Industry & Business Associations | • Mutually beneficial relationships that advance business interests in alignment with the public good  
• Good governance  
• Productivity in alignment with member interests and goals | • Meetings, conferences, education programs and events  
• Research projects with emphasis on sound science well communicated  
• Committee and task-force work  
• Ongoing | • Jointly integrated initiatives that yield sound public policies and laws that protect public and private interests  
• Standards and procedures shared and adopted that promote high standards and results in safety, health and environmental protection |

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