

STRONG FOUNDATIONS.
STRONG FUTURE.



A CRH COMPANY

Saying Hello to the Office **AGAIN!**



DISPATCH

THE MAGAZINE FOR
ASH GROVE NORTH CUSTOMERS

Number 6 | May 2022

A Message from Serge



The impact of the COVID-19 pandemic remains with us and will do so for the foreseeable future – the effects should act as a reminder to us all of the fragility of human life and of the planet. The spread of COVID-19

has disrupted many lives within Ash Grove and beyond, and has prompted us to change how we do business, especially with regards to how we protect the health and safety of our employees and customers. In response to these significant challenges, our efforts have enabled us to continue to provide the essential products and services that our customers rely on each day.

Sustainability is crucial for CRH and Ash Grove as we make our way through 2022. As many of you have seen and heard, our industry is at the forefront of the climate change challenge which is having a massive impact on the cement and concrete value chain. At Ash Grove, we are a vital part of the communities where we are located, and we aim to provide solutions to meet the climate change challenges ahead of us. The transition to a low-carbon economy is accelerating thanks to the recently strengthened commitments from governments, companies, and broader society. These decisions impact all areas of our industry, including our customer's business, which requires technical and commercial solutions that are tailored to different sectors, geographies, and value chains. From net-zero strategies to utilizing new energies, to retiring

old energy-intensive assets – we are helping the world and our customers shape the future of this planet.

At CRH and Ash Grove, we are also committed to building an organization where Inclusion & Diversity is a core value that guides our actions both now and in the future. This process is a journey, and we are focused on working together to remove the barriers in order to become a more inclusive and diverse organization. We want to create an environment where talented people of all backgrounds are welcome, where everyone has a fair and equal opportunity, and enable a working environment that supports its people. This transition will not happen overnight or with the launch of one initiative or project, but by being open to learn through our day-to-day interactions and from industry best practices, and by being open to new ideas and trying new things.

I am excited about the path ahead for Ash Grove, which is full of opportunity, now and for years to come. Our teams are delivering on our purpose of shaping a sustainable future every day through the services we provide to our customers and how we operate our business.

Thank you for your continued partnership with Ash Grove and our mutual successes.

Serge Schmidt
President
Ash Grove Cement

Retirement of Ed Clark

When anyone referred to Mr. Clark as “Steady Eddy,” it really did fit. Ed held the position of Terminal Manager in Edmonton for 32 years. He accepted the job in 1990 after leaving steady work in the oilpatch, working as a supervisor for Slurry Cementers. At the time, Ed wasn't sure what the future looked like with this new company but thought he would try it out for a few months and see how it went.

Over three decades later, it was obviously the right move for Ed and Holnam Cement, the hiring company at the time. Holnam had just invested in Alberta by building a greenfield terminal in East Edmonton to transfer cement up from Montana. Soon after, Holnam also purchased another terminal in the Lethbridge area which Ed managed for many years.

Throughout his career, Ed survived many different managers, name changes and several changes to plants supplying him with railcars of cement. With retirement, Ed will not miss his weekly conversations with the railroad

discussing missed switches or not bringing in the proper cars. For many years, the railroad wanted to convert his terminal to an “open gate” facility which would allow them to spot any railcar they wanted that was sitting in the serving yard.



To sum up this long-standing confrontation, we will put it in the win column for Ed! Known for running a tight ship with a safety first focus, Ed always found a way to get the job done. His ability to solve mechanical problems and minimize downtime saved our business many times. He was excellent with customers and built strong relationships with some he had supplied for over 30 years.

Steady Eddy, you will be missed, not forgotten and from all of us at Ash Grove Cement, we wish you an enjoyable and healthy retirement!

A Message from Marie

As some of you may already know, I will be taking on a new role at CRH in the coming weeks. It is with mixed emotions that I take on this next challenge as VP of Enterprise Strategy. While I'm very excited about this opportunity and about the positive impact that I hope to make in this new role, always keeping our customers in mind, I will also really miss spending time with all of you, and the great events that we look forward to every year. Luckily, I'll still be living here, in Canada, and I hope that we can stay in touch – please don't be a stranger!

I have been with our company for a long time, and through many changes – from St Lawrence Cement at the start of my career, to Holcim, then to CRH Canada, and finally, to Ash Grove. I've heard all the jokes about our many name changes! Starting out as a young plant engineer in our ready-mix business in 1999, I always felt part of a warm and welcoming family of colleagues and customers. You are always at the centre of my thoughts and of our business.

After my tenure at Dufferin Concrete and an assignment at our Canadian Corporate Office, I came to the Mississauga Cement Plant in 2003 as Distribution Manager. That's when I started to get to know our very colourful cement customers! I was responsible for our Customer Service Department at the time and I remember those years extremely fondly – we worked very hard and had lots of fun amidst the chaos. As many of you will recall, 2005 to 2007 were the busiest years the cement market ever experienced in Ontario up to that point; it was an absolute blur of activity in our industry, which made for lots of lively conversations about customer service! It was certainly an exciting time that reminds me of the market conditions we are experiencing right now – very busy and full of challenges. We are determined as ever to make sure we put our customers first, to deliver on our promises to you, and to maintain our strong partnerships.

When I first joined our Cement business in 2003, the VP of Sales and Marketing was Ed Orsini (someone that many of you still know). He taught me how important it is to build strong relationships and to always put our customers first in all that we do. Those lessons, along with lots of on-the-road training with John Hellyer and Gilles Dore, served me well over the years as I continued my progression on the Commercial side of the business, from Sales Manager for Ontario to my current role as VP of our North Region.

More than anything else however, it has been the past 20 years working with all of you that have taught me the lessons I will remember most about the importance of trust, partnership, and working together for our mutual success.

It has been a very fulfilling experience so far and I'm excited to continue the journey. This company and our industry have always been extremely unique environments in which to work. I often have family and friends commenting on how lucky we are to work in such a great environment, built on long relationships and a genuine spirit of collaboration – not to mention that we know how to have fun while doing it!

I hope to use all the knowledge and experience I've gained from working with you to guide me in helping our company meet the challenges ahead. Things are changing faster than ever and we have to continue to evolve to meet the challenges of the future, from the current pandemic and supply chain issues, to our imperative need to solve the climate change crisis.

I look forward to transitioning with Monica Manolas, your new VP of Ash Grove North, who shares my values with regards to the importance of putting our customers first. She will be spending more time in the North over the coming months and is looking forward to meeting you. She has over 25 years of experience in the Concrete and Cement business and currently leads our Ash Grove South Region, a role that she will be keeping, along with her new appointment. She is a great friend of mine and a fantastic addition to our North family!

We will both continue to do everything we can to deliver on our promises to you. It has been a great pleasure to work with you for the last 20 years and I thank you for all your support. I hope to see you again in the near future!

Marie Glenn
Vice President, Enterprise Strategy
CRH PLC



Carbon Tax Update

The Government of Canada introduced carbon pollution prices in order to reduce greenhouse gas emissions. Since 2019, every province and territory has had a carbon tax. Provinces and territories can create their own pricing system or implement the federal pricing system. The goal is to reduce Canada's carbon pollution by 40% below 2005 levels by 2030 and be net-zero by 2050.

The federal pricing system has two parts:

- The Fuel Charge System - \$50/tonne of carbon dioxide (CO₂) equivalent set to increase \$15/tonne per year from 2023 to 2030.
- Output-Based Pricing System (OBPS) - In 2022, the carbon tax will be \$50/tonne of CO₂ equivalent; from 2023 to 2030, each year will have a \$15/tonne increase; reaching \$170/tonne of CO₂ equivalent in 2030.

As of January 1, 2022: The Alberta, Saskatchewan and Ontario provincial output-based pricing systems will apply while the federal fuel charge system stays in place. Only Nunavut, Yukon, Manitoba, and Prince Edward Island will completely use the federal OBPS, with Saskatchewan partially using the federal OBPS.

ONTARIO – Emissions Performance Standards (EPS) Program:

- EPS programs apply to industrial facilities that emit at least 50,000 tonnes of CO₂ equivalent; participation is mandatory.
- Facilities emitting between 10,000 and 50,000 tonnes of CO₂ equivalent will be allowed to voluntarily opt-in.
- OBPS credits will not be eligible for compliance purposes in the EPS program.
- Any amount of CO₂ that is captured and stored will still be considered an emission by the facility that originally generated the CO₂.

- In 2022, the carbon tax will be \$50/tonne of CO₂ equivalent; From 2023 to 2030, each year will have a \$15/tonne increase; reaching \$170/tonne of CO₂ equivalent in 2030.
- Excess emissions units are non-tradable and must be purchased from the Government of Ontario at a price of \$50/tonne of CO₂ equivalent for 2022.

ALBERTA – Technology Innovation and Emissions Reductions (TIER):

- Carbon pricing and trading system that applies to any facility that has emitted 100,000 tonnes of CO₂ equivalent in 2016 or any subsequent year.
- Facilities with less than 100,000 tonnes of CO₂ equivalent can voluntarily opt-in to the TIER system if it competes with a company in a TIER system.
- In 2022, the carbon tax will be \$50/tonne of CO₂ equivalent.

SASKATCHEWAN – Management and Reduction of Greenhouse Gases Act:

- Applies to industrial facilities emitting greater than 25,000 tonnes of CO₂ equivalent.
- Facilities emitting 10,000-25,000 tonnes of CO₂ equivalent can apply to become a regulated emitter.
- Federal OBPS applies to electricity generation and natural gas pipelines, which emit more than 50,000 tonnes of CO₂ equivalent.
- In 2022, the carbon tax will be \$50/tonne of CO₂ equivalent.



As of April 1, 2022: The federal fuel charge will also be increasing as per the table below.

Rates of fuel charge for Manitoba, Ontario, Saskatchewan, and Alberta

Type	April 1, 2021, to March 31, 2022	Beginning April 1, 2022	Increase
Combustible waste	\$79.89 per tonne	\$99.87 per tonne	\$19.98 per tonne
Ethane	\$0.0408 per litre	\$0.0509 per litre	\$0.01 per litre
Gas liquids	\$0.0666 per litre	\$0.0832 per litre	\$0.02 per litre
Gasoline	\$0.0884 per litre	\$0.1105 per litre	\$0.02 per litre
Heavy fuel oil	\$0.1275 per litre	\$0.1593 per litre	\$0.03 per litre
High heat value coal	\$90.07 per tonne	\$112.58 per tonne	\$22.51 per tonne
Kerosene	\$0.1033 per litre	\$0.1291 per litre	\$0.03 per litre
Light fuel oil	\$0.1073 per litre	\$0.1341 per litre	\$0.03 per litre
Low heat value coal	\$70.90 per tonne	\$88.62 per tonne	\$17.72 per tonne
Methanol	\$0.0439 per litre	\$0.0549 per litre	\$0.01 per litre
Naphtha	\$0.0902 per litre	\$0.1127 per litre	\$0.02 per litre
Natural gas, marketable	\$0.0783 per cubic metre	\$0.0979 per cubic metre	\$0.02 per cubic metre
Natural gas, non-marketable	\$0.1034 per cubic metre	\$0.1293 per cubic metre	\$0.03 per cubic metre
Petroleum coke	\$0.1535 per litre	\$0.1919 per litre	\$0.04 per litre
Pentanes plus	\$0.0712 per litre	\$0.0890 per litre	\$0.02 per litre
Propane	\$0.0619 per litre	\$0.0774 per litre	\$0.02 per litre
Still gas	\$0.1080 per cubic metre	\$0.1350 per cubic metre	\$0.03 per cubic metre

Source:

- <https://www.canada.ca/en/services/environment/weather/climatechange.html>
- <https://ero.ontario.ca/notice/019-2813>
- <https://www.alberta.ca/assets/documents/ep-fact-sheet-tier-regulation.pdf>
- <https://www.saskatchewan.ca/business/environmental-protection-and-sustainability/a-made-in-saskatchewan-climate-change-strategy>

Low Carbon Procurement

The Government of Canada has committed to net-zero emissions by 2050. This will require all parts of our society to work hand in hand to achieve this goal. For public infrastructure projects, this includes establishing a maximum eligible Global Warming Potential (GWP) value for structural elements, based on aggregated Environmental Product Declaration (EPD) data. This low carbon procurement initiative, currently under development, will most likely require concrete providers to demonstrate compliance and publish values as a condition of eligibility for provincial and municipal construction contracts.

The current five-year National EPD expired in January 2022. The industry in Canada, along with provincial concrete associations, are producing regional averages through Athena to be ready for the second quarter of 2022. The industry average EPD will be valid until April 1, 2023. Post April 1, 2023, the federal government will specify facility-specific Type III EPDs, valid for five years.

Ash Grove can provide its customers with EPDs from both Mississauga and Joliette plants.

Please reach out to Atif at atif.asif@ashgrove.com for EPDs.

Dear Atif,

I have an opportunity to bid on a mass-concrete project, the bid requires resistance to chemicals and be durable. What would you recommend to achieve these properties?

Klever Engineer

Ask Atif

Have a question?
Atif has the answer!

Here to address all your cement-related questions, don't hesitate to reach out to him at atif.asif@ashgrove.com and read his answer in the next edition.



Benefits of Dura Slag

Ash Grove's Dura Slag is a ground granulated blast-furnace slag (GGBFS), a by-product of iron production in blast furnaces. It has a fineness that is similar to cement and when used in conjunction with Portland cement produces concrete with superior strength and durability characteristics. Dura Slag can be used to replace varying levels of Portland Cement (from 10% to 50% is common) in concrete depending on the application and performance required. Not only can Dura Slag provide excellent properties for concrete, it is also recognized as a recycled material by LEED and other environmental programs. Dura Slag is lighter in colour than cement, which will lighten up the finished concrete.

Dura Slag is particularly suitable for providing:

- Sulfate resistance – Concrete can be attacked by sulfates under a number of exposure conditions. Sulfates can destroy the cement paste and create a new expansive compound, that causes stress and eventual cracking. Dura Slag is an excellent solution, adding 15%-35% Dura Slag in place of Portland Cement provides low to high sulfate resistance.
- Alkali-silica reactivity (ASR) – Cement paste, high in alkalis can react with reactive silica minerals in some aggregates in the presence of moisture. The result of the reaction is a gel, which absorbs moisture and expands, often leading to concrete cracking. Dura Slag is an excellent solution, adding 35%-45% Dura Slag in place of Portland Cement creates ASR resistance in concrete.
- Carbon impact – Dura Slag is a recycled product. Using Dura Slag as a direct replacement for Portland Cement reduces greenhouse gas emissions, which can be used to obtain LEED points.
- Low permeability – Dura Slag reduces concrete permeability, protecting it from chloride ion attacks. The protection against chloride ion attacks will protect the reinforcing steel inside the concrete from corroding and causing cracking. Dura Slag is an excellent solution, at addition rates of 20% and higher Dura Slag will decrease concrete permeability.
- Low heat for mass-concrete applications – For mass-concrete the heat release will be slower during curing, thus creating a large temperature differential between the interior and surface, which can lead to cracking and impacts to structure integrity. Dura Slag is an excellent solution to help control the heat of hydration.



Colour-Coded Innovation

At Ash Grove Cement we have a diverse range of products that help address our customers' various needs. Whether a customer has an application that requires high early strength, high ultimate strengths, or high sulfate resistance, we have a product to address these needs.

One of the challenges that comes with a diverse product offering, however, is a higher risk of product contamination. A single customer location can use four or more types of cement at any given time, and the impact of the wrong cement being offloaded into the silo can be significant.

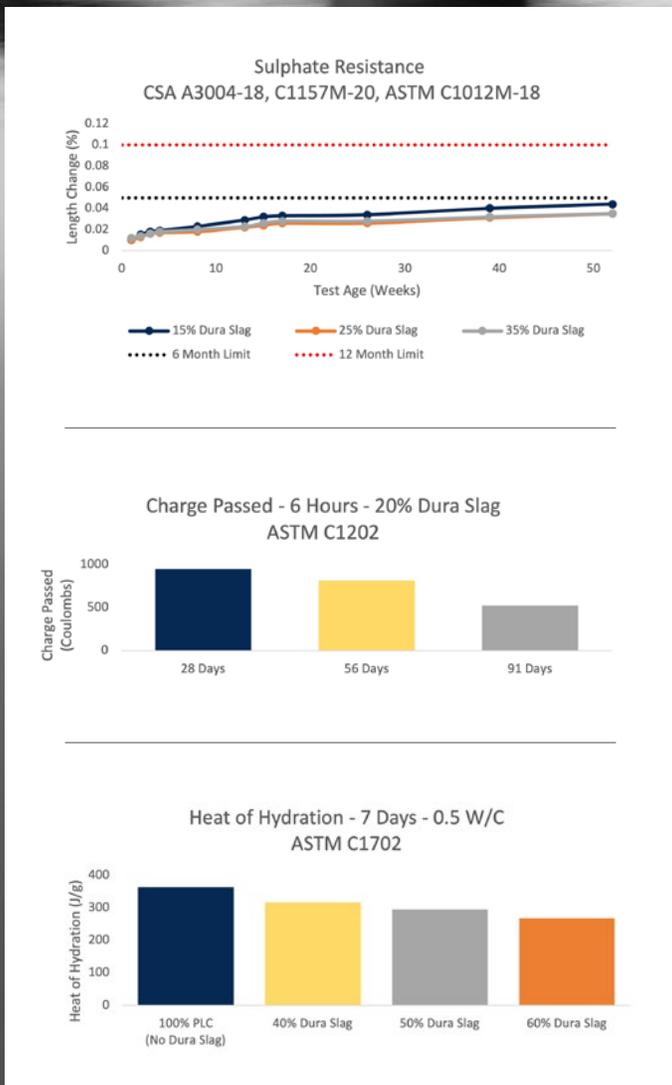
We are constantly working to improve our processes and procedures to minimize the chances of these contaminations occurring. One such latest innovation (coming from our Customer Service Team) is the addition of colour-coded material stickers on every bill of lading that accompanies a cement delivery to our customers.

The name of the product on the cement delivery is one of the many pieces of information that is located on the bill of lading. In high-paced environments like the ones many of our customers operate in, it's something that could potentially be missed, resulting in a possibly damaging contamination. To help our customers navigate this challenge we introduced a colour-coded sticker system in the fall of 2021.

With this procedure in place, when a customer receives a load of cement, the delivery is accompanied by a bill (ticket) that has a large colour-coded, 1.5" diameter sticker that identifies the product being delivered. For example, GUL is represented by a purple sticker, HSF by a red sticker, Type 30 (HE) by a yellow sticker and so forth. In addition to being colour-coded, these stickers are also labelled accordingly with the corresponding product name. This gives our customers a quick way to identify which material they are receiving so they can direct our drivers to the right offload location and move on with the rest of their day.



Of course, we believe that a careful review of each bill of lading as well as supervision of the offloading activity is still one of the best practices to avoid silo contaminations. However, we always look for ways to improve our customer experience and as a result, we are pleased with this new improvement to our delivery process. If you have any thoughts or ideas about how we can improve our customer experience, don't hesitate to reach out to either our sales or customer service teams!



Launch of the Inclusion & Diversity Council

Inclusion and Diversity have always been an important part of Ash Grove Cement, and we genuinely believe that embracing these values is critical to the future success of our business. An inclusive culture brings unique perspectives and skills to the table. It fosters a sense of belonging. It contributes to a place where everyone can feel personally and professionally fulfilled in their work. Our differences enable us to be a better team – one that makes better decisions, drives innovation, and delivers better business results.

We are extremely excited to announce the launch of the **Inclusion & Diversity Council**, as we strive to achieve our vision to make Ash Grove North a truly inclusive workplace where employees feel welcome and empowered to be at their best, both professionally and personally.

Why Strive to Achieve an Inclusive Culture?

It is well established that organizations that are inclusive perform better. Inclusivity encourages higher levels of creativity and innovation, allows companies to better serve their customers, and contributes to building a stronger employer brand to attract and retain top talent. Truly inclusive organizations have benefitted from up to a 29% productivity uplift – yes 29%!

Our Vision

Our Inclusion & Diversity vision for Ash Grove North is to ensure we are an organization where inclusive work cultures are not built overnight – they take time, patience, and significant efforts from the entire organization. It will be a journey that will require us to reflect both personally and professionally, and one that will essentially ask that we “rewire” some of our existing beliefs and systems.

INCLUSIVE ORGANIZATIONS ARE

8x MORE LIKELY TO ACHIEVE BETTER BUSINESS OUTCOMES

6x MORE LIKELY TO BE INNOVATIVE AND AGILE

2x AS LIKELY TO MEET OR EXCEED FINANCIAL TARGETS

TALENTED PEOPLE OF ALL BACKGROUNDS ARE WELCOME:
DIFFERENCES ARE EMBRACED

EVERYONE HAS A FAIR AND EQUAL OPPORTUNITY:
TO DEVELOP AND PROGRESS

OUR WORKING ENVIRONMENT SUPPORTS PEOPLE:
IN BEING THEMSELVES AND PERFORMING AT THEIR BEST



INCLUSIVE CULTURE



DIVERSE WORKFORCE



HIGHER PERFORMING ORGANIZATION

From Flight to Freight: The Story of Mostafa Belal

As a part of our Inclusion & Diversity journey, we would like to shed light on the hardships faced by immigrant drivers, who are an integral part of the supply chain.



Although Mostafa Belal's journey from flying the Egyptian skies to cruising Canadian highways was not an easy one, his new career as a professional driver allows him to support his family comfortably and securely.

An immigrant from Egypt who graduated as a pilot in 1985, he boasts of a loving family consisting of his wife and three children (two boys and one girl). While today he runs his own business as a trucking Owner Operator at Trimac Transportation, Mostafa did not set out with that career path in mind.

With dreams of setting up a great future for his wife and kids, Mostafa helped his family immigrate to Canada in 2009. Meanwhile, Mostafa stayed back in Egypt, where he kept his job as a pilot to support his family who was now in Canada.

"You know, when you are a newcomer here, you have to spend a lot of money to establish your family, especially a family of 5," said Mostafa. "So, I kept my job in Egypt to support them."

In 2013, Mostafa successfully landed in Canada as a visitor, where he was able to buy a house for his family in Milton, Ontario. After his arrival, Mostafa decided to evaluate his Egyptian Airline Transportation Pilot License (ATPL) and Airline Instructor License. He started studying the required course material for two years to obtain the Canadian equivalent of the flight licenses.

"Between setting up a life here in Canada, buying a house, and doing everything else, I had to take many exams, including written and flight tests. I was a unique case. Nobody from Egypt had done this before me, so when I asked flight schools about the procedures to evaluate my Egyptian licenses, nobody knew anything," he said. "Then, one day, I went to Transport Canada in Toronto, with all my Egyptian licenses, logbook, and everything else. But, since there were no agreements between Canada and Egypt to evaluate my license, they told me that I had to start learning to become a pilot from scratch!"

After two years, and spending \$15,000, Mostafa finally obtained his Canadian ATPL, Airline License, and Radio License. He was surprised to learn that flight instructors typically earned minimum wage and that even some of the busiest instructors who worked non-stop only made between \$35,000 and \$40,000 CDN annually. Mostafa gained some Canadian work experience at a flight school before being hired as a First Officer based in Thunder Bay, Ontario.

The highest position as a pilot is Captain, but at this particular airline, he could only earn approximately \$42,000 CDN annually.

Long work hours, being away from his family, substantial risk, his age, and a salary too low to sustain his family, it became apparent that pursuing a career as an airline pilot was not ideal. Instead, Mostafa decided to start a business. Though his first option was opening a gas station, one of his friends informed him about trucking.

"Instead of driving in the air, drive on the ground," said Mostafa's friend, humorously.

Fast forward to 2017, and Mostafa, who had enrolled in a trucking school, obtained his AZ license after his first attempt. Within two weeks of graduating as a certified trucker, Mostafa was hired as a driver for a company five minutes away from his house in Milton. His goal of owning his very own truck and starting a business remained on the horizon. In March 2018, Mostafa finally purchased his own truck and was hired at Trimac as an Owner Operator with a great salary.

"For 28 years, I have been working as a pilot, and I feel now that this career shift is a profession that I truly enjoy, especially with Trimac," stated Mostafa. "My colleagues are very nice people who value and appreciate me. Despite everything that moving away from Egypt involved, I am proud to say that today my oldest son now works at Tesla in the USA after graduating Mechatronics engineering from McMaster, my daughter is in engineering, too, in embedded systems, and works at Bell Mississauga, and my youngest boy is now in Grade 10. My wife came here alone, with our three young children, and now works as an English Assessor for the government. I think my wife and I did a good job in this country."

To learn more about Trimac Transportation, be sure to visit www.trimac.com.



Customer Revolution Relaunch

Over the years, CRH has committed itself to providing its customers with the highest quality products and services. You, our customers, have always been faithful, cooperative, and supportive, even during these unprecedented times. For that we thank you!

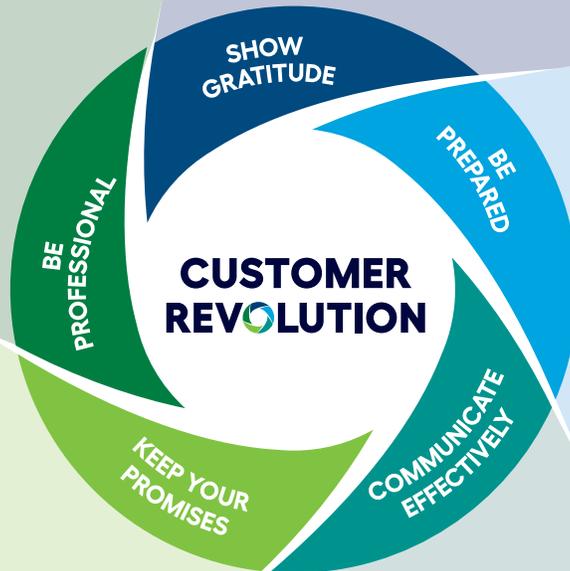
It is common knowledge that businesses that are not customer centric tend to struggle in the long run. It's all about customer satisfaction. Fulfilling their needs, solving their problems, and showing that you care about them, leads to true customer satisfaction. Furthermore, the valuable feedback from customers helps us make crucial product decisions. Research has shown that even with an insignificant increase in customer retention, a company can increase its profitability by up to 25%.

Bearing this in mind, we at CRH are delighted to announce the relaunch of the **Customer Revolution Roadmap** in April 2022. The primary focus of this roadmap is to provide all our customers with a positive experience. We believe customer satisfaction is achieved by offering consistent quality products and services.

To achieve our goal of improving customer satisfaction, here are our five Customer Revolution commitments:

- Show gratitude
- Be prepared
- Communicate effectively
- Keep your promises
- Be professional

Once again, we would like to thank you, our customers, for your continued support and loyalty over the years. It is a pleasure to supply you with everything you need, and we hope to continue to have the pleasure of serving you for many more years to come.



Customer Profile

75th Anniversary of Shouldice Designer Stone

In 2022, Shouldice Designer Stone celebrated 75 years in business.

The company began in 1947, when founder Bev Shouldice identified a need to automate what was then a slow and inefficient process for making only 200 concrete blocks a day to support his construction business. Located in rural Southwestern Ontario, on the outskirts of the village of Shallow Lake, the company was a leader in innovation from its early beginnings. In 1959, the company went from having a semi-automatic machine the size of a bathtub to produce concrete blocks to operating a fully automated plant capable of producing 7,000 concrete blocks per day.

Led by Bev's son, Rob Shouldice, in the early 1980s, the company evolved to offer wall stone to the market, which was filled with natural stone for a fraction of the cost. In the 1990s, Shouldice introduced value-added architectural units to encompass both the residential and commercial markets. In 2006, Shouldice marketed another significant innovation with the introduction of Fusion Stone: a product with easy installation directed at skill trades, offering a mechanically fastened wall stone.

Today, Shouldice continues to remain current by evolving and refining its processes and products for a demanding, and ever-changing market. Shouldice has found success throughout the years by remaining in family hands and building upon family values. Steve and

Brad Shouldice are the third generation to lead the company with a hands-on participation and leadership philosophy. Along with CEO Ray Skinn, the leadership team has contributed to a comprehensive understanding and knowledge of concrete which has aided in both product and process development. Shouldice is a major employer in its local area, with up to 80 employees required to keep the production facilities running. Shouldice distributes its product line throughout Canada and the United States.

Undoubtedly their success can be traced to their philosophy of "our handshake is our word, and our word is our bond."

From all of us at Ash Grove, we extend out sincere congratulations to the Shouldice family and to the employees at Shouldice Designer Stone on their 75th anniversary!

CRH Canada Team



See, Stop & Do

The health, safety, and overall well-being of our employees have always been our number one priorities. Unfortunately, given the circumstances, and for obvious safety reasons, we have postponed all in-person activities. We do, however, encourage all our employees to pick up the phone and to connect with their colleagues in order to maintain the sense of community which unites us, and that will help us to breeze past this wave.

With the start of the new year, we celebrated the first SEE, STOP & DO day by reiterating our safety pledge, "When I SEE Something, I will STOP and DO Something." In 2022, we hope to not only continue our SEE, STOP & DO initiative but also expand the concept to "TAKE 3 SECONDS FOR SAFETY: WHO'S YOUR SEE STOP DO?"

THE MIND OF SAFETY IS THAT WE HAVE POLICIES AND RULES IN PLACE TO PROTECT US, BUT THE HEART OF SAFETY IS THE "WHY" WE CHOOSE TO USE THEM, IF NOT FOR OURSELVES, THEN WHO?

This new concept of the SEE, STOP & DO initiative asks us to **Take 3 seconds 4 Safety**, to remind ourselves why we do what we do, and for whom we do what we do.



"As a father and husband, my SEE STOP DO starts with my family. I am very fortunate to have two healthy children and a spouse I can rely on. We are all committed to the wellbeing and success of each other. Beyond that, if you ask me why I do what I do, I will sincerely tell you that my drive and inspiration come from our people. My 3 seconds for safety has helped me question myself as a leader, and to ask myself if the company is providing the necessary tools, guidance and support to build a safe and healthy work environment for all of us, whether we are working on the field, at the office or from home.

This is why I take our safety pledge. When I SEE something, I will STOP and DO something," said Robert Bourbeau, President, Construction & Materials, CRH Canada

As we navigate these times together, we need each other to find meaning, inspire, and continue to further succeed.

Photo Gallery

1 Taking a break from the slopes at Ash Grove Ski Day



2 Team Building with the Canadian Management Team



3 Atif answering masonry questions at the Merkle Show

4 Gord checks out the Durisol booth at the Precast Show in Kansas City



5 Mike and Atif show their company pride



6 Touring our Selkirk Terminal



7 Xi working hard in the Merkle Show booth



8 Ash Grove Ski Day



9 Gord checks out the Precast Show



10 Looking sharp in Ottawa!



Ash Grove Mississauga Cement Plant
 2391 Lakeshore Rd West Mississauga, Ontario L5J 1K1
 Email: AMAT-Communications-CA@crh.com