



# TIMES

Number 12 | May 2019



## John and Gord's Excellent Adventure

See page 12 to follow their epic journey

# Message from John Pontarollo



**John Pontarollo**  
Senior Vice President  
Canada Cement

Over the last year, the CRH Canada cement business has seen its share of exciting changes. We have made progress in pushing our business to be better and we've had the privilege to contribute to some of your successes as well. As of February of this year, the CRH Canada cement business is part of a dedicated, cement-focused team that spans North America – CRH Americas Cement – and that includes a huge network of manufacturing and distribution facilities, and expanded resource base. For us, that means a much

broader pool of expertise and scale that we can learn from and harness to make our customers' experiences even better. In over 28 years as part of this company, I have never been as excited as I am today for our business, our employees and our customers.

Underlying all of this is something that will never change, the importance of our relationships. The people and organizations that we partner with and who choose to partner with us are the driving force behind our efforts to progress, and to be

more agile and responsive to our customers' wants and needs.

With spring on our doorstep, the CRH Canada team and I look forward to another successful and rewarding year for our business and yours.

Sincerely,

**John Pontarollo**  
Senior Vice President  
Canada Cement

# Message from Peter Buckley



**Peter Buckley**  
Senior Vice President  
CRH Americas Cement

This is a very exciting time for our cement business in North America. CRH is a relative newcomer to the market with the acquisition of the cement assets in Canada in 2015, followed by the purchase of the Suwanee Cement business in Florida in 2017. Then, in June of 2018, we acquired the very significant Ash Grove Cement business with operations in the Midwest and Northwest of the United States. Given the scope and scale of our cement operations in North America,

last year we announced the formation of a new Americas Cement platform. As of February 7, 2019, the CRH Canada cement business formally became part of this new organization.

I am very pleased to be working with the Canadian team as we integrate the cement business into the broader North American platform. For us, there are great opportunities coming to share best practices and to draw synergies that will continue to

benefit our customers. I am sure you all agree that these are very important times for CRH, both globally, in North America and particularly for our Canadian businesses. I am looking forward to working with the local teams and management in the months and years ahead on this very exciting integration.

**Peter Buckley**  
Senior Vice President  
CRH Americas Cement

# Cementing our Organization across North America

We've re-structured! As mentioned in previous articles in this issue, we've become part of CRH Americas Cement and we are now one cement company with one reporting structure for all of North America. Here in Canada, we will continue to work closely with the Dufferin and Demix businesses, which are now part of the North Division of CRH Americas Materials. Read on for more details about these changes!

## **CRH Canada/ CRH US Cement**

Through a series of acquisitions, beginning in 2015 in Canada and most recently Ash Grove Cement Company and Suwannee American Cement in the U.S., CRH has grown to become the #4 cement supplier in North America. Last year, the company announced the formation of a new Americas Cement platform led by Peter Buckley, SVP, CRH Americas Cement.

To further CRH's ambitions and unlock identified synergies, the CRH Canada/CRH US cement business will now be integrated into the Americas Cement platform. Effective February 7, 2019, John Pontarollo,

SVP, Canada Cement, now reports to Peter Buckley under this restructuring. In addition, key personnel from the CRH Canada organization will be taking on expanded roles for the entire Americas Cement organization, including Jim Diotte, as Vice President, Human Resources, and Bill McNabb as Vice President, Health and Safety.

The new Americas Cement platform helps teams across North America with an increased focus on their line of business, creating opportunities to leverage one another and their combined scale around safety, procurement, and operational and commercial improvement.



*Ash Grove Chanute, Kansas, cement plant*

## **CRH Canada Materials and Construction**

CRH Canada's materials and construction businesses continue to operate under their existing organizational structures and now report into the North Division of CRH Americas Materials effective February 7, 2019. The North Division includes similar businesses in the Northeast U.S., from Indiana to Maine.

Kevin Machej continues to lead our Dufferin and Demix Construction divisions, reporting to Dan Stover, SVP, Americas Materials North. Additionally, Kevin will be the primary contact

for the legal entity of CRH Canada Group Inc. as SVP, Canada Construction and Chief Administrative Officer (CAO).

Robert Bourbeau will continue as SVP, Canada Materials, leading our Dufferin Aggregates, Dufferin Concrete, Demix Agrégats and Demix Béton divisions, reporting to Dan Stover.

While John Pontarollo, Kevin Machej and Robert Bourbeau each have their respective responsibilities, as a team they will ensure the strategic continuity of the CRH Canada business as a whole.



*CRH Canada Mississauga, Ontario cement plant*

# CRH Values

At CRH Canada, we are driven to continuously make our business better and find new and innovative ways to serve our customers. This drive is part of who we are and how we do business every day as the leading building materials company in the world, and it is reflected in our core values which are:



Putting safety first



Continuously creating value



Doing what we say and leading with integrity



Operating locally but acting as one company



Building enduring relationships

These are our fundamental CRH values, across the globe.

We believe that engaging in our values and bringing them to life is the way to better serve our customers and deliver on our promises to them. As an example, CRH Canada cement recently made sure our team was CSA recertified to ensure we stay current with technological advances in the field, in turn, promoting continuously creating value.

Our organizational change, joining all cement activities together in North America, is the embodiment of operating locally, but acting as one company. As we remain your committed local partner, we will be able to leverage knowledge from dedicated professionals across the entire business to create customized solutions to meet our customers' needs. With this new structure, and guided by our strong values, we can tackle any challenge.

As a committed partner to our customers, our values guide us in being the best solution provider, contributing to your success and delivering quality in everything we do.

# Canada's Federal Carbon Pricing Backstop Program

The idea of carbon pricing as an effective method for managing the globe's greenhouse gas (GHG) emissions has been around for some time, and in fact has been implemented in several parts of the world. In its most basic form, carbon pricing imposes a cost on industries emitting GHGs above a defined threshold. Some programs go further by developing a market around emissions that allow entities to collect carbon credits by emitting less GHGs than their threshold and sell them to other entities who generate GHGs above their threshold. This is most often referred to as a cap and trade system.

While carbon pricing has been present in some provinces in Canada since as early as 2008, it has been a point of contention, especially in political platforms. Most recently in Ontario, a cap and trade system was implemented in 2017, only to be dismantled after the provincial election in 2018. However, the Canadian federal government has determined that all provinces and territories must implement a form of carbon pricing in order to meet Canada's GHG reduction commitments. As of January 1, 2019, all regions that do not have their own carbon pricing policy are required to implement the Federal Backstop program. These regions include Ontario, Manitoba, New Brunswick and in part Saskatchewan and PEI. Yukon and Nunavut have also opted to use the Backstop program.

The federal backstop consists of two main components: an output based pricing system (OBPS), and a carbon levy on fossil fuels such as coal, diesel, gasoline and natural gas. The OBPS applies to all large emitters (greater than 50,000 tonnes of CO<sub>2</sub>e) and places a cap on total emissions that's based on a percentage of the national average in that sector (ranging from 80% to 95%). Any emissions above the cap have to be paid for by the emitter starting at a rate of \$20 per tonne in 2019 and increasing by \$10 every year to \$50 per tonne in 2022. On the other hand, the carbon levy is

passed down to the consumer of the fuel, who is charged the equivalent of the carbon price per unit of measure of that fuel (i.e. litres, tonnes or m<sup>3</sup>).

In response to the implementation of the federal backstop program in Ontario, the provincial government has developed their own carbon pricing program. This program is also an output based pricing system (OBPS) and has proposed to use the same price of carbon as the federal backstop (\$20 per tonne in 2019 increasing to \$50 per tonne in 2022). While the exact methodology for calculating the emissions cap under the

provincial program has yet to be finalized, and despite some other differences from the federal backstop, the two programs are very similar from the perspective of compliance for industrial emitters.

Although carbon pricing has been a very dynamic topic with the recent and upcoming elections, at this point it is very likely that carbon pricing is here to stay, along with its impact on costs for carbon-intensive manufacturing industries. Regardless of the future direction of carbon pricing, CRH Canada remains committed to supporting the transition to a low carbon economy and creation of a sustainably built environment.



# For the Long Haul: Labour Shortages Drive Trucking Costs

The North American transportation network, while supported by rail and marine, remains nonetheless heavily dependent on our road networks. It is estimated that over 90% of all goods travel over roads in part or in full to arrive to end users in Canada. Road networks are the backbone of logistics and CRH is not any different. In 2018, our cement travelled almost 3 million road kilometres from our Mississauga cement plant to customer silos in Ontario alone!

We cannot forget that there are two components to trucking: the truck and the driver. While trucks demand significant capital investment, increasingly, driver availability has become a constraint. The reality is that there has been a shift in driver demographics over the years where the truck driver population is aging more rapidly than the general workforce. Of the 314,000 transport drivers across Canada, almost a third is over 55 years old. In comparison, only 21% of the general workforce is over 55 years old. As a profession, commercial truck driving is not attracting new and/or younger drivers to come on board. The fact that driving is often not fully recognized as a skilled trade further increases these barriers, particularly in terms of broader funding and support for recruitment and training.

Some of the ways the industry and government agencies work to combat the risk of driver shortages include, but are not limited to:

- Regulatory changes to increase payment in specific segments. For example, the Ministry of Transportation of Ontario's Long Combination Vehicle Policy launched in 2009, and was updated in January 2017 to further lift restrictions to increase payload;
- Growth in driving academies with extended recruitment initiatives; and
- Industry advocacy towards trucking-focused immigration initiatives or inclusion of trucking in existing programs.

Another recent trend is increases in monetary compensation, whether in the form of wages, signing and retention bonuses, and benefits in order to help attract and retain drivers. Inevitably this has increased overall trucking costs in order to maintain the service level required by our customers.

And it seems we are only at the beginning of the driver shortage trend. One study estimates the trucking industry in Canada will be short 48,000 drivers by 2024. More changes, whether through efficiencies in payload and cycle time, or professionalization of driving, will need to occur to mitigate this forthcoming issue.



Dear Dave,

Being from Western Canada, I've recently had a soil analysis done and learned that there was a high amount of sulfates. I've overheard some of my neighbours talk about the potential deterioration of concrete due to sulfate attack. This sounds concerning! How do I protect my concrete from such an attack?

Sincerely,

Concerned Corner Lot

# Dear Dave

Who needs Dear Abby when you've got a Dave on your team!

Have a question on your mind?

Send him a note and "Dear Dave", our Senior Manager, Technical Services and Sustainable Development David Bangma, will answer it and publish it here so we can all be better informed.



Dear Corner Lot,

What a great question! Sulfate attack is one of the most misunderstood types of concrete deteriorations. I'm here to protect you from the attack! Sulfate attack has one the coolest names in concrete, it's got the word "attack" in it. It sounds like one of those street fighter video games, concrete versus the evil sulfates. In order to ensure that the concrete wins, it is important to use a proper mix design and proper curing to produce a high quality and durable concrete. This is the foundation when it comes to tackling all types of concrete deterioration. Now let's get into some specifics:

## What happens when sulfate gets into concrete?

When sulfate enters concrete, it combines with the mortar, specifically the calcium aluminate hydrate, and begins destroying the paste that holds the concrete together through formation of ettringite and gypsum. This can lead to loss of strength, expansion, spalling of surface layers and eventually deterioration of the concrete. Sulfate attack can be either external from the soil or groundwater, or internal from soluble sources within the mixing materials. In addition to traditional sulfate attack,

there is a secondary form called thaumasite, however it is known that the same approach is used to protect against both types of attack. Areas in North America that are heavily affected by high amounts of sulfate in their environments include the western United States and Canadian Prairie Provinces.

## How to mitigate this problem?

The first key to mitigate against external sulphate attack is to produce a low permeability concrete by using a proper mix design with low water to cementitious material ratio (0.4 or less). This will prevent the ingress of external sulphates and hence eliminate the sulphate reaction with the paste. The second key is to use cementitious materials specifically formulated for sulphate environments. These cementing materials known as moderate sulphate resistant cements (MS) or high sulphate resistant cements (HS) have lower tri-calcium aluminate (C3A) contents. Cements with equivalent properties (MSe or HSe) can also be achieved by blending GU cement with supplementary cementing materials (SCMs) such as slag cement or fly ash. This not only reduces the C3A content making it less available for the sulfates to react with, but also lowers the concrete permeability. In fact, there are numerous long-term field studies that demonstrate superior performance using equivalent cements with SCMs versus traditional sulphate resistant cements. In Ontario, CRH Canada recommends a concrete mix with a 35% replacement of GU cement with slag cement to achieve HS equivalency. By using one of the sulphate resistant cements in a proper low permeability mix that is well cured, you will be providing your concrete with the long terms tools to withstand any potential external sulphate attack!

**David Bangma**

david.bangma@ca.crh.com



# Concrete in Agricultural Applications

Concrete is the ideal building material for many agricultural infrastructure applications. Across the Prairies, concrete provides the strength, resiliency and flexibility to store and hold up against large volumes of grain and fertilizer, and can withstand unique environmental and extreme weather conditions.

## DOME FERTILIZER STORAGE

Concrete is used to construct dome storage across the Prairies. Concrete floors and internal shotcrete walls are used in this new type of fertilizer storage facility. Concrete is the perfect fit for storing expensive fertilizer as temperature and humidity are controlled, helping to extend product life.



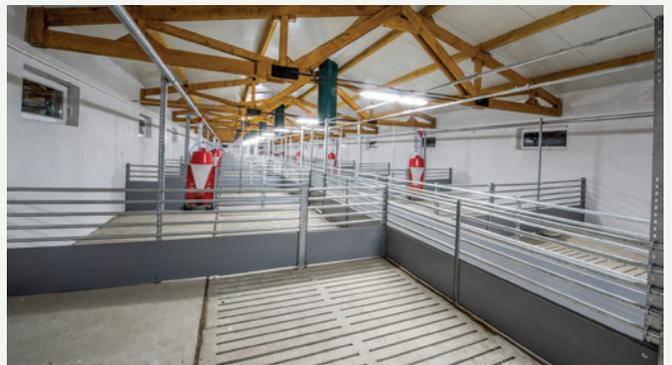
## GRAIN STORAGE TERMINALS

Modern grain storage facilities accommodate both inbound and outbound rail and trailer truck service, involving the transfer and storage of large quantities of goods. Depending on the size of the facility, this can mean up to 20,000 metric tonnes of material at a time. In addition, slip-form silos made of concrete can be erected in approximately one week's time.



## FLOORS IN HOG PRODUCTION

Hog slats are a key component to any hog-breeding facility. Concrete is especially well-suited for the manufacture of hog slats due to the ease of construction, consistency in form, shape and size, and for its resistance to corrosion caused by waste.

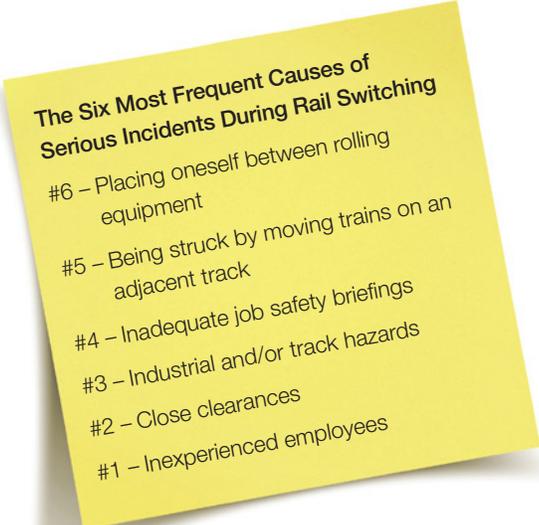
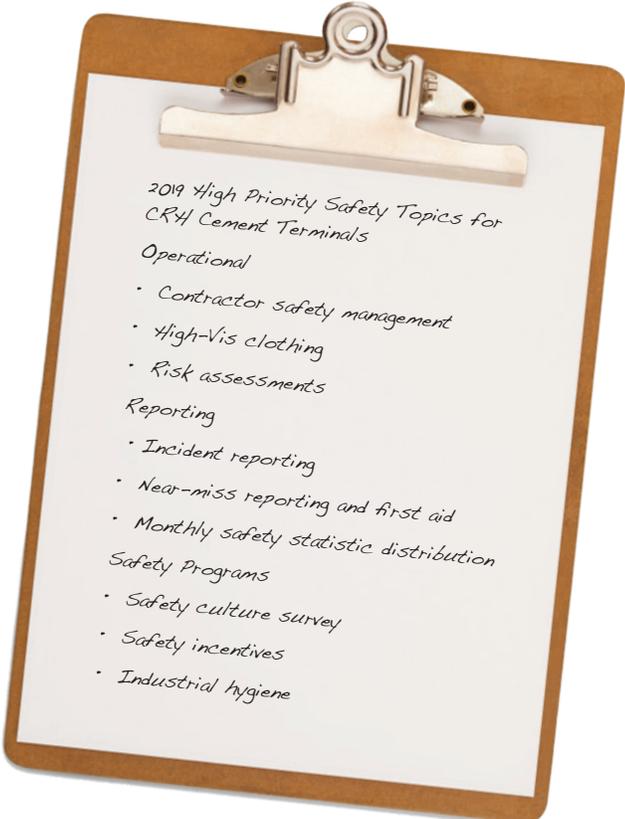




# A First Joint Terminal Manager's Meeting

Members of the CRH Canada cement team joined our sister company, Ashgrove Cement Group in attending our first joint Terminal Managers Meeting in Portland, Oregon, in early February.

Safety was a primary focus of the agenda and particularly, rail safety. Harley Goodnoe and Eric Lawrence presented on behalf of Conrad Yelvington Distributors, a CRH Company, to promote education, awareness and incident prevention to ensure the success of all CRH rail operations. In 2016, a CRH Rail Safety Best Management Practices group was created to discuss the importance of implementing rail safety procedures to all CRH employees who operate or work around rail.



**The Six Most Frequent Causes of Serious Incidents During Rail Switching**

- #6 – Placing oneself between rolling equipment
- #5 – Being struck by moving trains on an adjacent track
- #4 – Inadequate job safety briefings
- #3 – Industrial and/or track hazards
- #2 – Close clearances
- #1 – Inexperienced employees

# Investing in Our Frontline Leaders

This year many of our frontline leaders were provided an opportunity to participate in the Frontline Leadership Program (FLP). This not only included operational leaders from our terminals across Canada and the Great Lakes regions, but also team members from Sales and Logistics.

The need for a Frontline Leadership Program was identified by CRH Americas in 2012. At the time, the responsibility for developing frontline leaders resided within the divisions, so there were many different approaches over the years, with mixed results. As well, messaging about leadership from the perspectives of safety, talent management, and operational excellence were inconsistent, which created pockets of confusion about what a leader is in our organization. Best practice groups across the organization were coming to the same conclusions:

Operational and safety performance is ultimately determined by how effective the leadership is at the point where the work happens.

With this common understanding, the focus was to turn high priority topics for the organization into learning modules with the support of training and development consultant, DDI. They provided the framework and skill-based models and we provided the business scenarios and application. The program piloted in 2013 and from there has been rolled out to our businesses across the United States and Canada.

The program was developed to enhance the performance of leaders who achieve results through others as they build stronger relationships within their crew and outside it. We wanted a way to provide quality training to our supervisory level so they can deliver on our core values: putting safety first; continuously creating value; doing what we say and acting with integrity; operating locally, but acting as one company; and building enduring relationships. As well, we wanted to provide the skills necessary to lead and motivate a team, and to be successful as a leader.

Learning modules were developed on five key topics: Leadership, Customers, Coaching and Development, Motivating and Directing, Driving for Results, and Safety. The Customer module helps supervisors to recognize the business impact of effective customer relationships, working more effectively with external and internal customers and partners, and providing the kind of products and service that keep customers coming back. The module provided tools to help inspire those they lead to quickly take actions



that respond to customers' needs, create customer loyalty, and build strong internal customer relationships.

It is vital for our frontline leaders to understand how a customer-centric culture results in the kind of customer and employee satisfaction that is necessary for business success. Moreover, as displayed by this extensive leadership program, it is crucial for us to continue to invest in our frontline staff to ensure that we are able to continue to meet our customers' needs from an operational and customer service standpoint.

PERFORMANCE COMPETENCIES	LEARNING MODULE
Directing Others, Motivating Others	Motivating and Directing Others
Developing Others, Confronting Direct Reports	Developing People for Peak Performance
Customer Focus	Customer Focus
Managing and Measuring Work, Process Management	Driving for Results
Ethics and Values, Integrity and Trust	Leadership: Building the Foundation



## A Look at our CRH Cement Team

# We're All Certified!

Although we may have completed a certification program several years ago, recertification is important in order to stay current with technological advances. The importance of proper concrete field testing by certified personnel is crucial to verify the performance characteristics of the concrete mix design. The purpose of certification is to promote quality and to ensure that the methods of sampling and testing concrete on the job site meet the standards prescribed by CSA.

The CRH Cement team is now recertified in the following standards from the CSA:

- 1C** - Sampling Plastic Concrete
- 3C** - Making and Curing Concrete Compression and Flexural Test Specimens
- 4C** - Air Content of Plastic Concrete by the Pressure Method
- 5C** - Slump of Concrete
- 6C** - Density and Yield of Plastic Concrete
- 7C** - Air Content of Plastic Concrete by the Volumetric Method
- 17C** - Temperature of Freshly Mixed Hydraulic Cement Concrete

If you require testing, please do not hesitate to contact our Technical Services Team. We're here to help!

John and Gord's Excellent Adventure

# The Long Haul to Louisville

## DAY 1 - TUESDAY

FEBRUARY 26, 2019

When we heard that the Precast Show was being held in Louisville this year, we both agreed that it was the perfect opportunity for a road trip! So, on a chilly Tuesday morning we set out on our most excellent adventure to Louisville, Kentucky.

By noon, we had successfully made it past border patrol and we continued down the I-90, past Cleveland to the I-71 South to Columbus, to take in the Penguins/Blue Jackets game.

After Sid handed the Jackets a 5-2 loss, we avoided the hostile fans and found a local establishment where we met a former backup quarterback from the Ohio State Buckeyes. He and his buddy were pilots for a Warren Buffet owned private jet airline and flew around the likes of Wayne Gretzky and Tiger Woods. Once they denied us a trip in the private jet, we headed to our hotel and called it a night.

## DAY 2 - WEDNESDAY

FEBRUARY 27, 2019

With a good night's sleep under our belts, we packed up and got on the road early and continued down the I-71 through Cincinnati to Louisville. As we were travelling south, we noticed the temperature started to rise and by the time we arrived near Louisville it was a pleasant 16°C. By luck, we found the Oxmoor Country Club and decided to partake in our first round of golf of the year.



After some rough shots on the front nine, we eventually found our groove on the back nine. When we finished, we packed up our clubs and headed to our Airbnb, downtown Louisville. Once we were settled in, we ventured out towards the Convention Centre. We ran into some customers along the way and grabbed a bite, followed by some refreshments at Patrick O'Shea's.

Just before midnight, after one of us (John) had bought all the T-shirts, due to Louise's maiden name being O'Shea, we headed back to our Airbnb to rest up for a busy day at the Precast Show.

## DAY 3 - THURSDAY

FEBRUARY 28, 2019

The next morning, we headed downtown and found a great breakfast spot. After we had something to eat, we grabbed an Uber and went to our restaurant of choice for that evening to confirm our reservation, select the wine and ensure everything was ready for our customers. We then wandered down to the Precast Show to walk the show, bumping into customers along the way.



That evening, twenty of us met at Jack Fry's for a great dinner and conversation, which spilled over to Patrick O'Shea's for a couple of us.

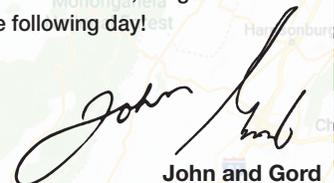
## DAY 4 - FRIDAY

MARCH 1, 2019

After a rough start to the day, we brought ourselves back to life with a solid breakfast downtown and another visit to the Precast Show. That evening, seven of us met at the Marriot before heading to dinner at Jeff Ruby's Steak House. What a place! The live entertainment set up behind and above the bar was amazing!



A who's who of familiar faces was all over the walls plus a history of all the horses that won the Kentucky Derby also made for delightful entertainment. Perfect way to finish the trip before we made a safe, long trek back to Canada the following day!

  
John and Gord

# A 'Bit' of Healthy Office Competition

In January 2019, we kicked off another edition of our Cement Marketing Team Fitbit Challenge. Fueled by the guilt of holiday indulgences and unrealistic New Year's resolutions, we decided it was time to once again strap on our Fitbits and think about our overall health and wellness.

It had been three years since our initial challenge where John Hellyer dominated us all from the get-go. The rest of us, who were left in his dust, had chips on our shoulders and were prepared for redemption this time around.

For this competition, we expanded the challenge across the continent, inviting our colleagues from Quebec, Alberta and the Great Lakes to step up to the challenge. The challenge is running until the end of May with monthly prizes awarded to the top three steppers each month and a grand prize for the most steps at the end of the challenge.

As expected, the competition was off to a fierce start in January, but as the challenge progressed the leaderboard looked a little different each month. Whether it is enduring the sub-zero temperatures,

walking to work or pacing during conference calls, people are finding creative ways to get in their steps each day. It's not uncommon to see 20,000+ daily step days, strategic Fitbit syncing and a very competitive environment. Not only is the challenge getting everyone up and moving, it's also building solid relationships and fostering greater team cohesiveness.

Most importantly, we are all feeling more energized and motivated to be active on a daily basis. We have all been inspired to prioritize our wellness and doing so with our colleagues has made it even more gratifying. As the step counts continue to rise and we endure blistered feet and over-worked knees, we ultimately hope that the changes will stick and, in the end, we will all be winners!



## An Insider's Look

# How Cement is Made at CRH Canada's Mississauga Plant

CRH Canada is proud to share our incredible video that gives you an insider's view of how we make cement at our Mississauga cement plant! For the first time, you can see detailed and breathtaking footage of our cement manufacturing process, starting from extraction of stone at our 685-acre Ogden Point Quarry and transportation to the plant, through a series of highly technical and

mechanical processes to refine the material, to our Customer Service and Dispatch office that get our product to you.

The video has been viewed over 3,000 times since we uploaded it just four months ago, and has been shared widely on social media. So grab a drink and some popcorn and enjoy the show! [bit.ly/cementprocess](http://bit.ly/cementprocess)



## Happy Retirement Barb!

It is bittersweet to announce that Barb Smith, our Mississauga Cement Plant Corporate Social Responsibility Coordinator, is retiring on August 1, 2019 after 30 years with CRH Canada. Barb's dedication and work ethic has been an inspiration to us all.

She's contributed endless efforts to fundraising for many charitable organizations that are close to her heart. In fact, in 2017, she was the recipient of The Oldcastle Outstanding Community Award that recognizes employees within the CRH Americas family who go above and beyond in their outreach efforts to have a truly significant impact in their communities. We were incredibly proud that Barb received this prestigious award for her exemplary commitment to our community. Barb demonstrated compassion and selflessness, devoting time and inspiring others to engage in community initiatives that improve the lives of those around us.

Beyond her community outreach, Barb has organized many functions such as the bi-annual Mississauga Plant Open House,

Children's Christmas Parties and inter-company challenges to name a few. She has also put smiles on many retirees' faces! We are sure that many of our retirees fondly recall company functions and the way that Barb continues to make them feel welcomed and part of the CRH family.

Barb is a friend to us all and we will miss her enthusiasm. Let's extend our best wishes and thank Barb for her 30 years of commitment, loyalty and

dedication and wish her all the best as she starts a new chapter in her life. *Nothing but lots of "R & R" and enjoying life, feet up!*





CRH

# JOIN US FOR CRH CANADA OGDEN POINT QUARRY 60<sup>TH</sup> ANNIVERSARY

CRH Canada's Ogden Point Quarry invites the local community to join us for an Open House on Saturday, June 15, 2019, as we celebrate our 60<sup>th</sup> anniversary in the Colborne community. This milestone celebration will include departmental displays, bus tours of the quarry pit, fun for the whole family, and much more. Come celebrate our past, present and future!

**What:** CRH Canada Ogden Point Quarry Open House

**When:** Saturday, June 15, 2019  
10:00 am – 2:00 pm  
Rain or shine!

**Where:** 176 Victoria Beach Road  
Colborne, ON

**Who:** Members of the community, CRH employees and retirees  
Children under 16 years of age must be accompanied by an adult

For safety reasons, visitors are encouraged to wear slacks and flat shoes. No open-toe or open-heel shoes.

For more information, contact Sefton Grell at 905-355-2534, ext. 3 or [sefton.grell@ca.crh.com](mailto:sefton.grell@ca.crh.com) or Barb Smith at 905-855-4795 or [barb.smith@ca.crh.com](mailto:barb.smith@ca.crh.com)

# Photo Gallery

- 1- The Quikrete booth at the Construct Canada Show
- 2- Dinner with Caswell Concrete
- 3- The Concrete Cup
- 4- World of Concrete
- 5- Lobby Day at Queen's Park
- 6- The Stone Link booth at Landscape Ontario
- 7- CCMPA Christmas Lunch
- 8- The Shouldice Designer Stone booth at the Construct Canada Show
- 9- CCPPA AGM in Fort Lauderdale
- 10- The brick laying competition at the Concrete Expo



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