

STRONG FOUNDATIONS.
STRONG FUTURE.

DISPATCH

THE MAGAZINE FOR
ASH GROVE NORTH CUSTOMERS

Number 4 | September 2021



A CRH COMPANY

Celebrating
ONE YEAR
as Ash Grove!



A Message from Marie



“May you live in interesting times” is widely reported to be an ancient Chinese curse that is used to describe living through a period of uncertainty or chaos. Robert F Kennedy made reference to this curse in a speech he delivered in 1966.

He meant that the 1960s were interesting because of the fear people held for the future, but he also wanted to convey that it was a time of high creative energy and opportunity to change for the better.

Like it or not, we too are living in interesting times. The pace of change in terms of the way we live and work, the technology we use and the social upheaval that is taking place are all creating chaos as we try to manage through the on-going pandemic. However, there is good reason for optimism as the rate of vaccination continues to increase here in Canada. Additionally, our industry has been very resilient through the last 18 months with a continued positive growth outlook, historic infrastructure spending announcements and high demand in the residential sector.

Having said that, there is also uncertainty in our business environment in the form of a fall federal election, historic national debt, high inflation, and material and labour shortages that are impacting our businesses. These are indeed interesting times and we are doing our best to adapt, change and serve you despite the continued challenges.

One of the positive aspects of the social change we are experiencing is a strong government commitment to decarbonizing our economy and meeting our Paris Agreement commitments to limit global temperature increase to 1.5 degrees above pre-industrial levels. Although these conversations have taken place before, it definitely feels more real and more imperative than ever. We have all witnessed the devastating effects that climate change is having here in Canada with the heat wave in British Columbia this summer and the disastrous forest fires that continue to plague us across the country.

To this end, the Canadian government has created several funding mechanisms to help our industry achieve the goal of net zero-carbon concrete by 2050 and Ash Grove is proud to partner with the Ministry of Industry, Science and Economic Development (ISED) to develop the roadmap and the home-grown technologies that will allow us to decarbonize our operations.

There has never been a time in my career when I felt more optimistic about our chances for success. There has never been a greater collective will on the part of governments, industry, shareholders and the public in general to take this great leap forward to a zero-carbon future. There have also never been more resources, incentives and breakthrough innovations in clean energy and in carbon capture, utilization and sequestration. With great change comes great opportunity!

Other exciting developments in the North Region include well-deserved promotions for many of our long-time employees as well as some great new additions to the team. We are also approaching the one year anniversary of our rebrand to Ash Grove Cement Company and although we’re disappointed that we can’t celebrate this important milestone in person, we still plan to mark the occasion with virtual celebrations as outlined in this edition of The Dispatch.

This is my first opportunity to address you, our valued customers, in my new role as Vice President for the North Region. It’s been more than a year since I’ve had the chance to travel and spend time with you, and I want to make sure you know that you continue to be my top priority despite the long absence! We will continue to do everything we can to deliver on our promises to you and to maintain our strong partnership. Like many of you, I miss the great events, the people and the social interactions that make our industry fun as well as challenging and fulfilling and I hope to see you again in the near future.

Marie Glenn

Vice President, North Region
Ash Grove Cement

One Year Anniversary

We are proud to announce the completion of another milestone as Ash Grove Cement celebrates its one year anniversary as part of the CRH brand in North America on **September 1st, 2021**.

We would also like to take this opportunity to thank you, our customers, for your trust and support. We are thrilled to announce a **special anniversary giveaway!**



To enter in this giveaway, simply:

- 1) Scan the QR Code.
- 2) Follow our Twitter profiles (@AshGroveCement & @CRHCanada).
- 3) Like and retweet our one year anniversary post.

Ash Grove North Commercial Team Announcements

The Ash Grove North region is pleased to announce the following changes to our Commercial team:



JOHN PONTAROLLO has been appointed to the role of **Vice President, Sustainability & Innovation**. With his dedicated attention and leadership, Ash Grove will continue

to reduce our carbon footprint and will develop a comprehensive sustainability strategy and action plan. Innovation is also essential to meet evolving customer and societal needs and accordingly John will be working closely with Juan Pablo San Augustin, CRH Group Executive, Strategy, Sustainability & Innovation. John will also continue to build strong relationships with decision and law makers in coordination with AMAT and play a critical role in advocacy with trade associations.



DAVID BANGMA will now take on the role of **Director of Innovation** and report to John Pontarollo. David has been instrumental in aligning Ash Grove's efforts in the area of

sustainability across North America and creating value for the Ash Grove North region over many years as leader of their Technical Services and Sustainable Development team.



EMMA SCHINDLER has accepted the role of **Vice President, Sales & Marketing**, Ash Grove North. Emma has been a member of the North's Commercial team for over 18 years, having led both the

Logistics team and more recently the Sales team in the province of Ontario, the largest market for the North region. In her new role, Emma will be responsible for leading the commercial and marketing activities of the Ash Grove North region cement business across Canada and the U.S. Great Lakes.



STEVE BOTTERO has accepted the role of **Vice President, Logistics, Strategy & Development**, Ash Grove North. Steve has been an employee of the company

since 2000 when he started as a project engineer at CRH Canada's Dufferin Construction business; subsequently, he has worked in roles for all CRH Canada's Ontario businesses in his career to date. He re-joined our cement organization to support our integration of the Great Lakes terminals in 2015 and most recently has held the role of Regional Manager for the Great Lakes since 2016. With strong experience in logistics optimization, Steve has been integral in developing, implementing and managing our business strategy for our distribution network and growing our sales in the U.S. Great Lakes region.

The Ontario Sales team welcomes Ian Gately and Mike Gowan as Ontario **Market Managers**. Ian comes to us from Permacon where he held the position of Sales Representative and Mike comes



IAN GATELY



MIKE GOWAN

to us from Walker/Harold Sutherland Construction where he held the position of General Manager.

In their new roles, Ian and Mike will report directly to Emma Schindler.



IAROSLAV JEMTCHOUJNIKOV will now take on the role of **Distribution and AFR Manager** and report to Steve Bottero. Iaroslav has worked with us since 2010 in a range of positions,

including Logistics PEY, Logistics Analyst, Coordinator Logistics, Distribution Supervisor, and most recently, as AFR Business Development & Technical Rep.

In Iaroslav's new role, Sheri Goodwin, Customer Service Supervisor, and Kamran Abdul, AFR Business Development Representative, will report to him. Jarvin Leonor, Coordinator Rail & Marine, and Angela Guingcangco, Coordinator Distribution, will continue to report to Leigh Yeung.

Please join us in congratulating those with new roles and supporting their success and one another as we transition with these changes.



Expanding the Horizons of Sustainable Progress

CRH Sustainability Report 2020

For the last 50 years, we have continued to evolve, adapting our business model to address the changing needs of our customers and the growing demand for integrated building solutions to reduce the impact of construction on our world. We are proud of the work we have done this year to encourage sustainable growth, strengthen our inclusive and diverse culture, support our communities and act as stewards of the environment.

94%

zero accident locations

Investing in safety

Over the last five years we have invested up to \$260 million in all aspects of health and safety. In 2020, as well as our continued focus on contractor safety, we invested further in mobile plant safety, such as machinery guarding, improvements in platforms and fall protection measures, electrical system upgrades, pedestrian/mobile plant segregation, and noise and dust reduction initiatives. We also invested in measures to protect against COVID-19.

1M

tonnes of CO₂ emissions prevented

Investing in our environment

We continuously invest in technology and efficiency projects across our operating companies to enhance environmental performance, as well as investing in the environmental element of major capital investment projects. In 2020, our total environmental expenditure was \$173 million in areas such as carbon reduction projects, resource efficiency systems and water management.

We will continue to seek investment opportunities that transform our processes and enable significant improvements in our environmental performance.

36.5M

tonnes of alternative materials and alternative fuels recycled

Ensuring product responsibility

Product responsibility concerns the impact of our products and services on the environment, our stakeholders and customers. We consider health and safety aspects from the product concept stage right through to product use. Where necessary, our products are accompanied by Materials Safety Data Sheets containing information on use, storage and application. All our companies operating within the EU comply with the European Regulation on Chemicals (REACH) requirements in providing health, safety and environmental information.

Our Sustainability Priorities

Continuously improving the sustainability performance of our business is an ongoing focus for CRH. Our six priority areas ensure we are focusing on the areas that are most important to our business and our stakeholders.

\$8.3M

donated to local organizations and initiatives

Sustainability Performance

With our global presence and industry leadership positions, we are committed to ensuring that sustainability principles are embedded in all areas of our business strategy. We are committed to maintaining the highest quality in all things we do, from the products we produce and our culture of safety, to engaging with stakeholders. Our high standards are underpinned by our unwavering values, including putting safety first, continuously creating value and leading with integrity.

For more information about the sustainability performance data summary, the Sustainability Accounting Standards Board (SASB) index and the Global Reporting Initiative (GRI) Index, please consult the 2020 Sustainability Report at www.crh.com/sustainability/publications pp.68 to 80.

Supporting our stakeholders

Proactive engagement and communication lead to stronger partnerships and increased opportunities for all our stakeholders, as well as continued improvement in our sustainability performance. By closely collaborating with our stakeholders, we maintain our social license to operate and enable shared value creation.

32,100

employees trained in CoBC

Our Enterprise Risk Management (ERM) framework

Our Enterprise Risk Management framework, a core part of our risk management culture, is integrated across our businesses and utilized in strategic decision-making processes. Sustainability risks relating to areas such as health and safety, emissions, energy efficiency, climate change, human rights and local communities are covered through our ERM processes and assessed on an ongoing basis.

2.1M

hours of employee training across our business

Investing in our workforce

We invest in talent development across our businesses, empowering our employees across all levels of education and employment to grow their careers through personal and professional development opportunities. In 2020, 86% of our operating companies offered career development opportunities or advice to employees. Career guidance was received by 59% of managers, 42% of operational employees and 40% of clerical/admin employees globally.

Dear Atif,

With the constant innovation in technology and development of new resources, why has concrete not changed in 50 years?

DJ Concrete

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.



Great question DJ! Let me tell you about some of the past and potential future innovations. Some of the most talked about structures around the world are made of concrete, such as the Great Wall of China and Hoover Dam and the tallest building in the world, Burj Khalifa that was completed in 2009. On the other hand, we have the more “common” example of stamped concrete with its myriad of beautiful patterns, like the image on the right. And then there are admixtures that make things fun and even more interesting:

- Accelerators – Older technology that is used to accelerate setting and achieve faster strength development.
- Air Entrainment – Similar to a foam party, it's like adding bubbles to concrete. First used in the 1930's, it adds resistance to freeze-thaw cycles.
- Foaming Agents – Approved for use in the 1990's it is lightweight, foamed concrete with low density for geotechnical applications.
- Shrinkage Reducing – Introduced in the 1980's, this type of admixture could reduce early and long-term drying shrinkage of concrete.
- Superplasticizer – Innovative technology,

which improves the workability of concrete.

- Water Reducing – Technology from the 1960's but that has been rapidly developed in last 20 years. This is for achieving a desired concrete slump with lower water-cement ratio for higher compressive strength.



The 1970's and 80's were a party for supplementary cement materials (SCMs), which exhibit cementitious properties and can partially replace Portland cement. The benefits of SCMs like Fly Ash from coal combustion, were better understood in 1980's. Slag cement, a product of the steel industry, became a separate product in North America in the 1980's, as well. Silica fume, a product of silicon production, started being used in the 1970's. SCMs can be used in combination with Portland cement to reduce greenhouse gas (GHG) emissions and mean less waste going to landfill. The combination of admixtures and SCMs with Portland cement provides the result of better concrete that can withstand the challenges of unwanted chemical and physical reactions such as sulfate attack and freeze-thaw cycles. And the party doesn't

stop there! Let's look at the near future and what technologies are being developed. We still produce cement and actions have been taken to make plants more efficient for improved environmental performance. In the last 20 years, energy use for cement manufacturing has reduced by 20% and GHG emissions have reduced by 15%. The transition to Portland Limestone cement is underway in North America, and it has the potential to reduce emissions by another 15%. These days, the aim is to use low-carbon fuels such as biomass in cement manufacturing, which has the potential to reduce GHG by another 20-30%. What would you say if we were able to capture carbon in concrete?

For us, that's pretty exciting and exactly what the LEILAC project is working on. By using the existing process of a traditional calciner, limestone is heated indirectly and enables CO₂ to be captured. The developing technology can then sequester the captured CO₂ in concrete or aggregates, or be used in other products such as algae, polymers or clean fuels.

With our commitment to 2050 carbon neutrality across the value chain, the most exciting news of all is our expectations in even more innovations along with the ongoing optimization of technology we already have to drive improved results.

Government of Canada X Cement Association of Canada: A Historic Partnership

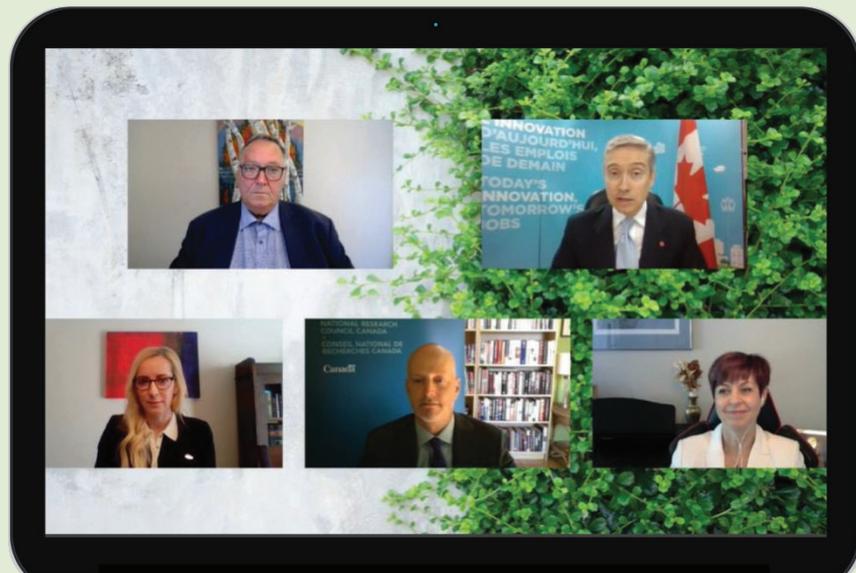
On May 31st, 2021, the Honourable François-Philippe Champagne, Minister of Innovation, Science and Industry; Marie Glenn, Vice President, North Region Ash Grove Cement and Chair of the Cement Association of Canada (CAC); and Michael McSweeney, President and CEO of the CAC, co-hosted a virtual event announcing a historic partnership between the Government of Canada and the Cement Association of Canada (CAC), to support and implement a roadmap to attain **concrete with net-zero carbon by 2050**. With a shared interest in fighting climate change, this partnership aims to position Canada's Cement & Concrete sector as a world leader in the production of low-carbon concrete.

"The Canadian cement and concrete industry has consistently supported strong action on climate change. We proactively champion not only innovation in the manufacturing of cement and concrete but also innovative partnerships to advance the policy solutions needed to meet Canada's climate objectives. We are delighted to announce today a strengthened partnership with the Government of Canada to

accelerate the decarbonization of our sector and enhance our capacity to deliver the durable, resilient, safe and zero-carbon buildings and infrastructure of the future."

– Marie Glenn, Chair,
Cement Association of Canada

Budget 2021 and the Canadian climate plan –A healthy Environment and a Healthy Economy– has identified the cement sector as one of the key cornerstones to achieve Canada's net-zero carbon future. The roadmap, set to be completed by **December 2021**, will cater to these plans. The roadmap will provide the entire industry proper direction to achieve the net-zero carbon concrete goal by helping establish a low-carbon emission supply chain, keeping up with industrial standards. It will also provide guidance on enhancing research and investments in better technology by improving cooperation between the government and the entire sector. Furthermore, the roadmap will counsel the industry on how to engage with different stakeholders like federal, provincial and territorial partners.



Watch a recap of this historic event on Facebook: - Canadian Innovation - LIVE: Min. Champagne discusses new partnership with Canadian cement sector

SEE STOP DO DAYS

As part of our efforts to build a leading safety culture, Ash Grove has designated one day each month as 'SEE STOP DO DAY'.

On this dedicated day, best efforts of all employees are to freeing their schedules from meetings, calls and other obligations so everyone can focus on the value to *Put Safety First* and the safety pledge:

**WHEN I SEE SOMETHING,
I WILL STOP AND DO SOMETHING.**

SEE STOP DO DAY is an ideal time to:

- Attend a toolbox talk, or safety training
- Observe and provide feedback
- Phone a team member to check in
- Do something with thoughtful intent to make a meaningful impact for others
- Celebrate or recognize an achievement
- Share a personal story, favorite quote, best practice or podcast
- Simply reach out and connect with someone you may not have seen or spoken to in some time

Cultivating an employee-driven safety culture means making safety our family business at work and at home, looking out for each other, stopping unsafe behaviors, and importantly, taking time to recognize and celebrate safe practices as well.

Our *Safety Pledge* is the means to push our safety culture beyond compliance to a best practice approach, and each employee's commitment is critical to **TALK ABOUT IT** with their work family and at home with family and friends.

It starts with all employees and that's why across our business, we are reaffirming the commitment to our Safety Pledge in 2021.

STAY SAFE!



Scan to Watch
the Decade of
Safety Video



Indigenous Community Development Projects in Western Canada

Indigenous Community Infrastructure Initiative (ICII) Positive Impact to Communities and Local Economies

In last year's Holiday edition, we touched on the Canada Infrastructure Bank (CIB), a federal initiative designed to address our country's significant infrastructure needs and the fiscal pressure being placed on government resources. The initiative announced the investment of \$35 billion in new revenue generating infrastructure projects that increase economic growth, connect communities and take action on climate change. The CIB aims to get more infrastructure built that is in the public interest by partnering with private and institutional investors, Indigenous communities and governments across Canada.

The CIB recognizes the infrastructure gap in Indigenous communities is substantial, estimated by the Canadian Council for Public-Private Partnerships to be

between \$25-30 billion for First Nations alone. In February 2021, the CIB has committed to invest at least \$1.0 billion in Indigenous infrastructure under the Indigenous Community Infrastructure Initiative (ICII), as well as larger projects under the broader CIB investments framework. The emphasis will be on collaboration to facilitate and promote new infrastructure in partnership with Indigenous communities.

This is a major step toward responsible investment in infrastructure projects that involve consultation with Indigenous communities. The ICII have developed an initiative that will help streamline access to capital for community-based projects that will not only benefit Indigenous communities but will create opportunities for local economies that supply them. We can be proud of our concrete producing customers

who operate and cultivate these important relationships that create positive impact with Indigenous communities. The following is an example of notable project that have been made possible by CIB/ICII.

Burnco Rock Products Ltd. Red Crow Community College, Kainai Nation

A new campus for Red Crow Community College within the Kainai Nation in Standoff, Alberta, has been underway since early winter. The new building will boast over 105,000 square feet of space to support training for key industries in the region, cultural learning, and will act as an emergency shelter. When completed, the total volume of concrete for this project is estimated to be beyond 6,000 cubic meters. The total cost of the project is \$48 million of which \$20 million is funded by CIB/ICII. The Kainai Nation has

also contributed by pledging \$20 million, and \$8 million in insurance money it received from the fire which destroyed their first main campus.

With the construction of the new campus, the Alberta government, CIB/ICII and the Kainai Nation have created up to 300 local construction-related jobs which promotes healthy economic spinoff activity throughout the area. Construction on the new campus facility project is slated for completion in the spring of 2022.



Concrete Jungle Photo Contest: The World of Concrete

The use of concrete in our everyday lives often goes unnoticed, and yet it's everywhere! As the world further advances in technology and infrastructure, the demand for concrete increases. Concrete, the most used construction material in the world, is all around us. Its unparalleled resilience, versatility, low maintenance cost, high compressive strength and low carbon footprint make it one of the most integral parts of our community.

Look around! Submit your best photographs for Concrete Jungle: The World of Concrete and show us how you see concrete through the lens of your camera by scanning the QR code or tag us on twitter - @AshGroveCement and @CRHCanada

The winner will be announced on

Friday, October 15th, 2021.

Some photographs from the GCCA photo contest of 2020:
Concrete in Life 2020: GCCA (gccassociation.org)

Scan to send
us your photo



OVERALL WINNER & URBAN CONCRETE AMATEUR WINNER: Nurlan Tahirli

📍 Heydar Aliyev Center in Baku, Azerbaijan





Upcoming Industry Events

Alberta

Nov 3-5, 2021 - Concrete Alberta Annual General Meeting & Industry Day in Canmore, Alberta at the Malcolm Hotel

Saskatchewan

September 9th, 2021 - Concrete Golf Tournament, Dakota Dunes Resort

General Events in Canada

February 17-18, 2022 - The Canadian Concrete Expo The International Centre, Toronto, Canada



URBAN CONCRETE PROFESSIONAL WINNER: Ekaterina Koryakova

📍 Parking space near RAI, Amsterdam, Netherlands



CONCRETE IN DAILY LIFE PROFESSIONAL:

Christopher "Tawpee" Comeso

📍 Dalma Park, Abu Dhabi



CONCRETE IN DAILY LIFE AMATEUR:

Christopher Andres

📍 Rizal Province, Philippines



CONCRETE INFRASTRUCTURE AMATEUR: Mariëtte Ewalds

📍 "De Lentloper" bridge in Nijmegen, Netherlands



CONCRETE INFRASTRUCTURE PROFESSIONAL: Nishar Mohammed

📍 Sheikh Zayed Road, Dubai



2017



2011



2013

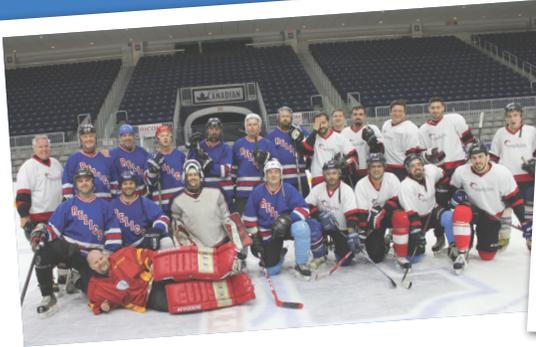
REMEMBER WHEN



2010



2016



2015



2019



2012



2014



2018



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