



## Memorandum

To: All Oldcastle Materials Employees  
From: Doug Black, John Parson, John Keating  
Date: October 12, 2009  
Re: CRH Fundamentals for Fatality Elimination

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We face many challenges today in all facets of our business. However, no challenge is greater or more important than the challenge to eliminate all fatalities in our workplace.

Oldcastle Materials has made steady and significant progress toward zero incidents through the dedication and hard work of each and every one of you. Though we have not yet achieved our goal, we have become one of the safest companies in our industry.

Despite our excellent progress, however, we continue to experience fatalities. Oldcastle Materials has had at least one fatality in four of the last five years, and has totaled 13 fatalities over the last ten years. In other words, even though we are a much safer place to work, our colleagues are still losing their lives working for Oldcastle Materials. This is simply unacceptable.

We are not alone. CRH, our parent company, has also experienced the same trend: our businesses across the world have greatly improved their safety but continue to have fatalities – on average six per year. This issue must be addressed.

Accordingly, we are very pleased to strongly endorse the attached letter from Myles Lee, CEO of CRH, introducing the CRH fatality elimination program. CRH is absolutely dedicated to eliminating all fatalities and, with input from all companies including Oldcastle Materials, has developed 11 fundamentals that will eliminate all fatalities if executed properly. Many of these are already in place at Oldcastle Materials but none of these fundamentals are being used by 100% of you, on 100% of the tasks that you do. Going forward we must be at 100% and eliminate ALL risk of fatalities.

I encourage you to review Myles' letter and the attached 11 fundamentals closely and reflect on your daily actions and work place. With significant attention to detail, training and effort we will work together over the coming months as a team to make all of these fundamentals happen in our daily work, 100% of the time for 100% of your work tasks.

We ask that you join us in fully implementing these 11 fundamentals across Oldcastle Materials. It is your first priority, above all else.

Thank you for your commitment to zero fatalities, zero incidents and to the continued success of Oldcastle Materials.