WHAT’S THE STRONGEST BUILDING MATERIAL ON EARTH?
ARCHITECTURAL GLASS CAN WITHSTAND HURRICANE FORCE WINDS

STEEL’S ULTIMATE TENSILE STRENGTH TOPS OUT AT 80,000 PSI
Asphalt can be recycled indefinitely.

Shingles shield millions from the climate.
PRESTRESSED CONCRETE COMBINES THE STRENGTHS OF CONCRETE AND STEEL.

MASONRY WITHSTANDS THE ELEMENTS FOR CENTURIES.
PAVERS CAN BEAR AXLE LOADS OVER 160,000 POUNDS

CONCRETE WITHSTANDS THE PRESSURE OF FLOOD WATERS
BUT OPTIMISM IS THE STRONGEST BUILDING MATERIAL ON EARTH BECAUSE NOTHING GETS BUILT WITHOUT IT.
At Oldcastle, it’s our optimism—our will to never give up, to always push forward—that makes anything possible. We do more than crush big rocks into small rocks. We crush doubt, distrust, and uncertainty to forge a safer, smarter way. We say “yes” when others say “no way,” using our resilience and grit to turn obstacles into opportunities and turn routine transactions into lasting relationships. With machine and muscle, we make and move the materials and the people who build a better world. Each one of us stands behind our word and our work, building trust by doing the job right and doing the right thing. As individuals, each of us is a force. But together, we have the courage and the optimism to deliver a stronger world.

It’s this idea that tomorrow we will find a way to be successful and achieve what we set out to achieve. We shouldn’t be worried about what can go wrong, we need to focus on what can go right.

Keith Haas
CEO
Oldcastle Building Products
In 1932 two Irish brothers, Donal and Tom Roche, the founders of Roadstone Ltd. went into business with nothing more than a sand and gravel pit and a truck. Separately in 1936, Cement Ltd. was established following a move by the Irish government to gain self-sufficiency in key resources. Both companies grew through Ireland’s period of industrial development and merged in 1970 to create CRH.

With ambitions to expand, CRH crossed the pond seven years later in search of new opportunities in the “geographically distant but culturally close” United States. They sent Don Godson, armed with a checkbook and his optimism. He was a leader in establishing enduring relationships based on trust. By 1978, Godson was joined in the U.S. by Michael Lynch. And with his support, Godson made a deal to purchase Amcor — the first acquisition of many.

In 1979, Joe McCullough strengthened the team as they built relationships, sealed deals, and pioneered the future of CRH’s North American division — Oldcastle. Acquiring small and mid-sized family businesses, they expanded Oldcastle across the country.
Oldcastle quickly spread its wings, growing its footprint and product offering with each new acquisition. The acquired businesses were successful, well-run family businesses that were aligned with Oldcastle’s values. Each business retained its name, its history, and its way of life. Oldcastle provided the support and infrastructure for them to grow. And grow they did.

With Oldcastle’s success, competition to consolidate the industry grew. Oldcastle was the acquirer of choice due to its reputation for honoring commitments and its trust in local leaders to run the businesses and build relationships with their customers, employees, and neighbors.

Oldcastle went on to become the largest building products and materials company in North America.

Don made the following proposal to the CRH Board of Directors: ‘The U.S. compared to the Continent is geographically more distant but culturally closer to the Irish; why don’t we check out the U.S.?’ So the Board gave Don a checkbook and told him to pack his bags and head west!

Michael Lynch
Second Oldcastle Employee
OLDCASTLE’S FIVE GUIDING PRINCIPLES

We traveled across the nation, interviewing people from every part of Oldcastle, and the conversations evolved into a set of common themes across the business. This set of five guiding principles will help us tell people what we’re made of and what we stand for.

MAKE SAFETY OUR FAMILY BUSINESS

LIVE ON THE LEVEL

BUILD RELATIONSHIPS

DELIVER LOCALLY, EVERYWHERE

FORGE A BETTER WAY
At Oldcastle, we are a family of families. Not just because we build our business with family businesses but because we care for and protect each other like family. It’s why we take safety to heart. It’s our moral obligation to make sure our family comes home to their families at the end of each day. And we keep our family coming to work every morning. Like our family from Amcor, Utility Vault Company, and Yelvington who’ve stuck around long after their business became part of ours. It’s why we helped one employee get the best care and go from fighting stage 4 leukemia to running a new plant. Our dedication means paying attention to details and testing all our products rigorously—so our deliveries, our buildings, our roads, our bridges, and even our environment are safer for the human family.

“Until you have zero incidents, you’re not successful. It’s just that simple when you are talking about safety. Employees have to believe that safety starts with them.”

Chris Mitchell
Florida Branch Manager
Allied Interior Products
LIVE ON THE LEVEL
GUIDING PRINCIPLE 2

If we aren’t 100% certain that everything is above board, we walk out of the board room. We’ve left profitable deals on the table, and we’ll do it again. We keep our word, and the word gets out. Take it from Jack B. Parson Companies, when they were looking to sell they came to us because we take the high road. Our beliefs are what make people believe in us. If we say it, we mean it. This is why we’ve become a leader. Our community of suppliers, customers, and neighbors know every job will be on the up and up. From rebuilding homes and businesses after Superstorm Sandy to sponsoring Habitat for Humanity, we do what’s right and what’s right by our communities.

—Allister Kendall
Regional Safety and Operations Manager
Allied
When Don Godson arrived in the U.S. with support from CRH, he laid the foundation for our business—its relationships. Oldcastle has grown ever since, handshake by handshake, block by block. From Amcor to Staker to Allied, we’ve forged and reinforced alliances that have thrived for generations. Because we understand that the greatest asset of any business is its people. With mutual respect and support we transform transactions into connections. We forge bonds with customers that are custom-built for the long haul. We’ll be there for them, for each other, wherever, whenever. We’ll fly across the country to sit across a table, because face-to-face is best.

"It is about being committed to people — being able to listen to their questions and being able to find the answers.

Cathy Adney
Customer Service Manager
Amcor
DELIVER LOCALLY, EVERYWHERE

GUIDING PRINCIPLE 4

We’re a local business that’s located everywhere. Not because we’re not focused on growing bigger, but because we’re focused on growing value. We give people local freedom and a national framework so they can make the best decisions for their businesses and their teams. They know the support of our broad network of resources will be there to help them evolve and adapt so they can reach their full potential. Just like we supported the creation of Oldcastle BuildingEnvelope®, uniting glass and metal to establish an industry first. Because when you’re not top down, you can be straight-forward. That’s how we built a national force with local entrepreneurial spirit.

“ I don’t have someone telling me how to run my crew. I want them to be the best that they can be. I make sure that happens.”

Raul Fonseca
Highway Paving Foreman
United Companies
FORGE A BETTER WAY

GUIDING PRINCIPLE 5

Construction is as old as man himself, but we continue to innovate and find new ways to evolve. If you’re not constantly improving, you’ll eventually fall behind. That’s why we push ourselves and our work every single day. Give us an opportunity, and we’ll make it work and make it work harder. It’s about more than returns, it’s returning again and again to what we do best: improving every process, every product, every service, every day. Making them easier and more sustainable by trouble-shooting on site in real time. We improve our natural resources and our human resources by restoring quarry sites and taking care of our air and water. Because we know the very structure of people’s lives rests on our infrastructure.

“"For me what drives innovation is customers’ needs... I spend time on the job site and see the challenges that cost them money, that make them late, and I try to design products that would complement those needs.

Jeremy Minnillo
Director, Quality
Preferred Materials"
WHAT’S NEXT?

We’re proud of the thousands of people who have contributed their voices to Oldcastle’s Story of Purpose; it’s a blueprint for success. And we’re excited to immerse you into the purpose journey. This unifying framework of purpose and values will help us compete in a market place that is rapidly changing, ever complex, and deeply demanding. By defining what is unique, authentic, and relevant to Oldcastle, we can distinguish ourselves from the competition and show our customers what we really stand for.

“Perpetual optimism is a force multiplier... I am talking about a gung-ho attitude that says, ‘We can change things here. We can achieve awesome goals. We can be the best.’

Colin Powell
Four-Star General
Retired
WHAT DOES OPTIMISM MEAN TO OLDCASTLE?

Oldcastle's optimism is not about ignoring the realities you experience everyday. Our optimism is knowing you can pull through even when you're behind and it's the last few minutes of the fourth quarter. Oldcastle doesn't just make stuff that's tough, we hire people who are tough. People who knuckle down and grit 'er done. Because we're not just fulfilling an order, we're making and delivering the materials that build a better tomorrow.

When you fill the room with optimistic people, it’s amazing what you can accomplish.

Bob Feury Jr.
CEO
Allied Building Products
WHY SHOULD WE BELIEVE?

We’re not asking you to trust blindly. We know we can meet rough spots head on and that the future will continue to get better. Because time and time again, Oldcastle has come through. Thanks to the efforts, ideas, and optimism in each of our divisions and all of our employees. No one comes through adversity alone, it took all of us working together to make Oldcastle as big a force as it is today. We didn’t set out to become the largest building materials company in North America, but now that we’re here, no one’s going to stop us from being the best.

“Everyone has a responsibility to not only drive performance but also be a caretaker of our culture. We have a responsibility to convey and ingrain our values into what we do each day.”

Randy Lake
CEO
Oldcastle Materials
HOW CAN WE LEVERAGE OUR STRENGTHS?

Everyone has the power to innovate, and part of what makes Oldcastle so strong is listening to the views and ideas of our people. Of course, it’s easier to innovate when you’re focused on what can go right, not what can go wrong. So we ignore the naysayers and find a way to do things that couldn’t be done before. Work with your team to encourage brainstorming and ask for new ideas. Need some inspiration? Check out our project galleries to see all the innovations we’re pioneering.

Difficulties are just things to overcome, after all.

Sir Ernest Shackleton
Antarctic Explorer
No matter how big we grow, we never want to lose sight of what makes Oldcastle great. We’ve worked hard to become a family of families, and it’s up to all of us to make sure our family ties never break. That means these concepts need to live outside this book in each and every one of us. When you’re caught up in the day to day, it can be easy to forget what makes Oldcastle bigger and more powerful than our competition. We are part of the global network of CRH. Remember: our combination of size and local entrepreneurial skill simply has no equal.

It was a testament to the strength of our employees that we came out of the Great Recession a winner. We won because our people came up with the best ideas on how to improve things in difficult times.

Mark Towe
CEO
Oldcastle