



LIQUID SYSTEMS



TRAINING & CPD



TECHNICAL GUIDANCE

LRWA EXTRAORDINARY AGM 2021

WELCOME

REMINDER COMPETITION LAW

- LRWA adheres strictly to the requirements of Competition Law. All committee members are to be aware of and comply with these requirements.
- Members are forbidden from discussing competitively sensitive information such as:
 - Non-public strategic information about a business's commercial policy
 - Future pricing
 - Future output plans
- Copies of the requirements can be obtained from info@lrwa.org.uk

60-second summary

Dos and don'ts for trade associations

What do trade associations need to know about competition law?

Trade associations play an important role in promoting their members' interests. However, if a trade association is used as a means to create or encourage an infringement of competition law, then both the association and its members can face serious consequences.

What is competitively sensitive information?

Competitively sensitive information covers any non-public strategic information about a business's commercial policy. It includes, but is not limited to, future pricing and output plans. Historical commercial information is far less likely to be competitively sensitive, particularly if individual businesses' commercial activities cannot be identified.

Do

- remember that the association itself can be liable for breaches of competition law, and that a breach can have both financial and reputational consequences for the association
- establish a competition compliance policy for the association, and make sure members are familiar with it
- forbid members from discussing competitively sensitive information
- require members to leave, and to report to the association or the CMA, any meetings with competitors where competitively sensitive information is discussed
- ensure that any standard contract terms and conditions developed by the association are clear, easily understood, in plain language and fair to consumers
- ensure that rules and admission criteria for the association are transparent, proportionate, non-discriminatory and based upon objective standards
- ensure that the requirements for any quality certification schemes the association operates are fair, reasonable and are available to all businesses that meet them

Don't

- have rules that prevent the members from taking independent commercial decisions
- let the association be a channel for, or otherwise facilitate, the sharing of competitively sensitive information between members about pricing, customers or output plans
- allow members to discuss competitively sensitive information in or around association events, including in "informal meetings" or at social events
- issue formal or informal pricing or output recommendations to members
- develop association rules or practices that restrict members from advertising their prices or discounts, soliciting for business or otherwise competing with other members
- require members to provide the association with competitively sensitive information, such as information about pricing and/or output intentions
- publish messages suggesting that lower prices means lower quality
- establish irrelevant or arbitrary rules for the admission of new members
- adopt rules that restrict members' advertising and promotional business practices, beyond ensuring such practices are legal, truthful and not misleading
- prevent members from using different contractual conditions from any association-developed standard conditions, if they wish to do so

Report a cartel
T: Cartels hotline
020 3738 6888
E: cartels@csa.gov.uk
[@csa.gov.uk](mailto:cartels@csa.gov.uk)

For more information on compliance and leniency:
www.gov.uk/cma

These materials do not constitute legal advice and should not be relied upon as such.

60-second summary

September 2014



LIQUID SYSTEMS



TRAINING & CPD



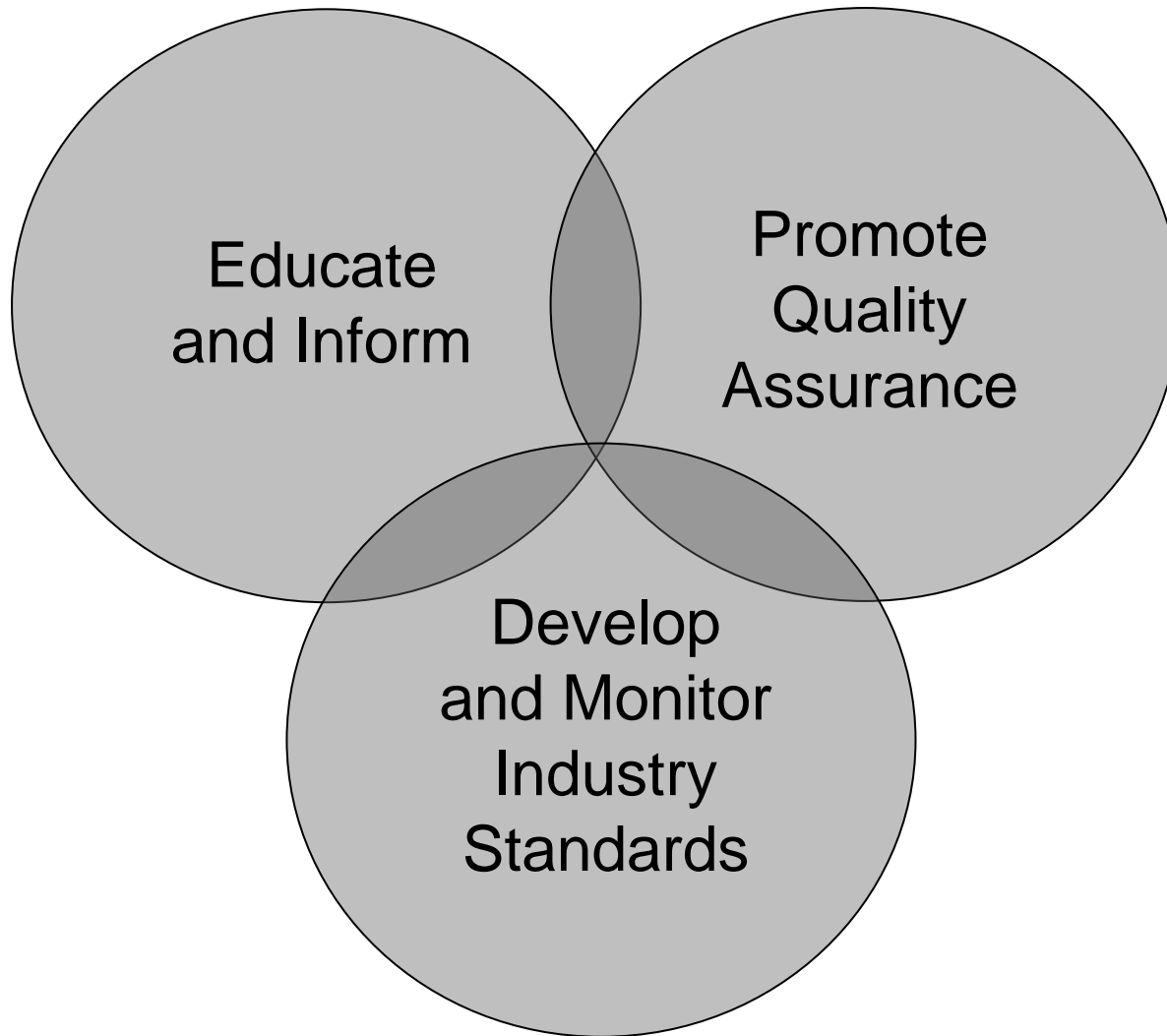
TECHNICAL GUIDANCE

PLAN 2022-2025

SUSTAINABLE GROWTH TO SECURE THE LONG-TERM FUTURE OF LRWA

SARAH SPINK - CEO

AIMS OF LRWA



KEY PRIORITY:

**HOW CAN WE GROW AND THEN STABILISE
LRWA INCOME TO ENABLE US TO FORM A
SUSTAINABLE LONG TERM PLAN TO FINANCE
THE ASSOCIATION WITHOUT RELIANCE ON
TRAINING?**

3 YEAR PLAN

KEY AIM

LONG TERM SUSTAINABILITY

	Per annum
Annual income required from subscriptions to cover current level of service without training and events:	£132,928*
Current level of subs	£107,500
Shortfall	(£25,428)
Shortfall including subscriptions (NFRC, BCF, CPA etc)	(£47,428)
Reserves (end of 2021)	£422,008

- To be sustainable as an organisation (with CEO, Admin) presuming no more funding for training was available, we would have to find another £45,263 a year in subscriptions
- We need to keep between 12-18 months in reserves to cover the shortfall at any one point (£47,428 – £67,894)

*This amount covers personnel and essentials to operate only, subscriptions to other trade bodies eg NFRC, BCF, CPA, TAF (£22,000) have not been included

WHERE DOES OUR SUSTAINABLE INCOME COME FROM?

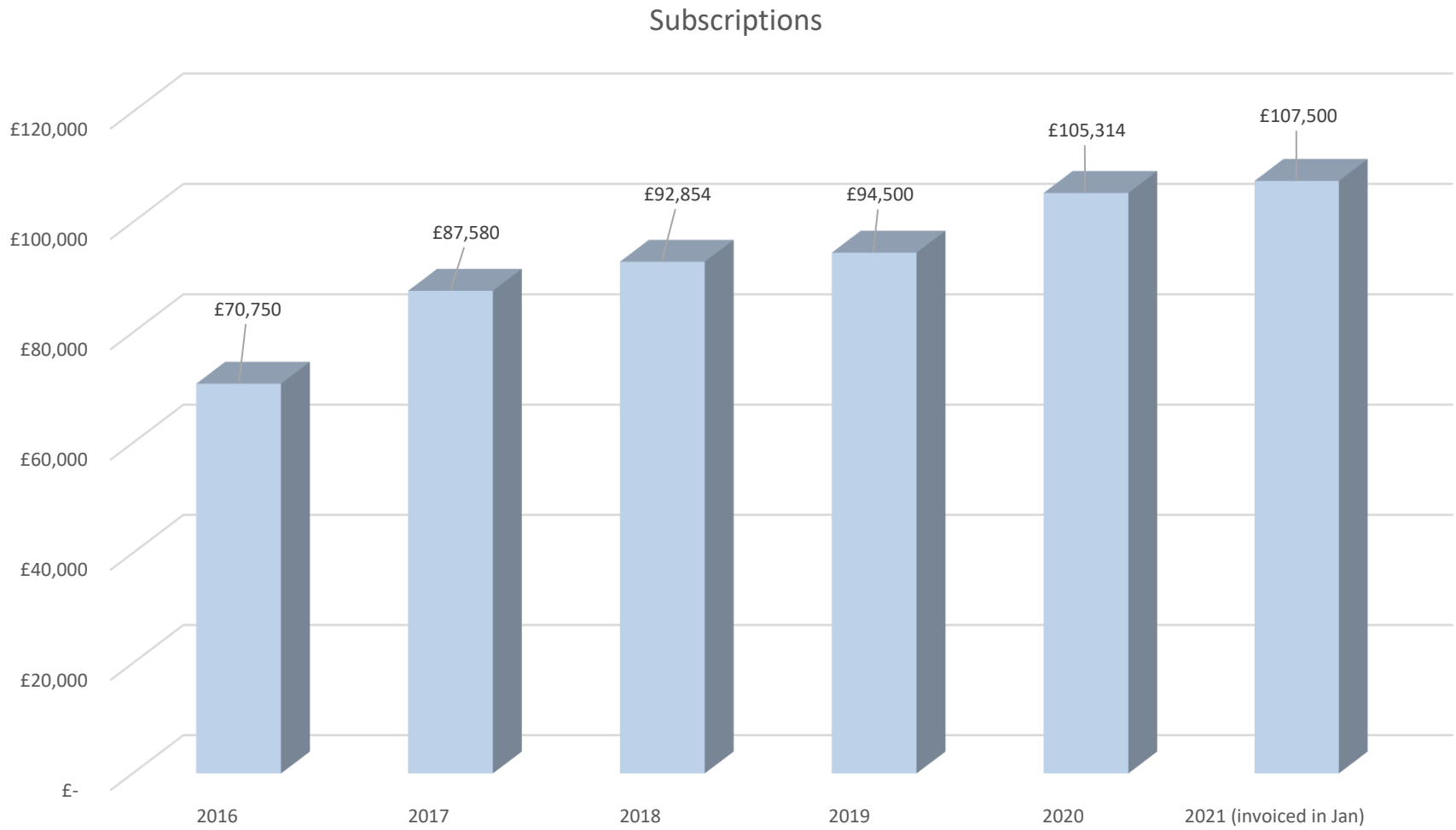


Members who pay
subscriptions



Applicators who attend
training which is funded
by CITB

INCOME SUBSCRIPTIONS 2016-2021

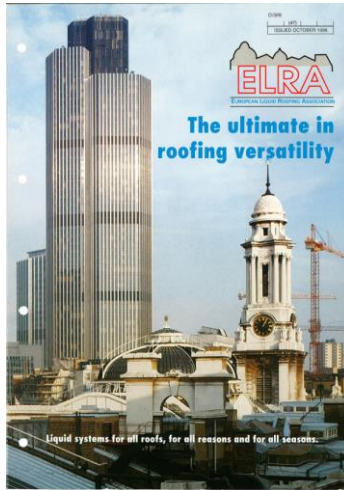


SUBSCRIPTIONS AS OF 2021

LRWA Membership Level	Number of members	Subscription	Notes
Manufacturer Member (Liquid Only)	14	£3000 (£1000 sent to NFRC for membership)	This subscription model was developed with Ray Horwood at the NFRC and has not changed since 2010
Manufacturer Member (Multi Discipline)	13	£2000	
Associate Members (No NFRC member discount)	3	£2000	
Associate Member (NFRC Member discount)	12	£1000	
Contractor Member (No NFRC member discount)	8	£1250	
Contractor Member (NFRC member discount)	17	£1000	

IT WAS A VERY DIFFERENT ASSOCIATION IN 2010...

- 13 manufacturer members
- 5 contractor members
- Voluntary organisation (technical focus)
- ELWA relaunched to become LRWA
- Took on a part-time Technical Secretary
- Opened membership to Associates
- NFRC partnership was to give us access to contractors and them access to liquids



IN 2021...

- 28 manufacturer members
- 15 associate members
- 25 contractor members
- LRWA is an established and respected association
- Dedicated resource – Full time CEO, Admin team, Trainer
- Members are represented and have access to Construction Products Association Committees, all relevant BSI Committees, British Coatings Federation
- Close working relationships with other trade associations e.g. SPRA, GRO and IoR



SHORT TERM OBJECTIVE

**RESTRUCTURE SUBSCRIPTIONS TO
STRENGTHEN LRWA AS AN INDEPENDENT
SPECIALIST TRADE ASSOCIATION PROVIDING
HIGH QUALITY SUPPORT AND SERVICES TO ITS
MEMBERSHIP**

CREATING A FAIR AND SUSTAINABLE MODEL

RECOMMENDATION OF THE BOARD FOR THE RESTRUCTURE OF SUBSCRIPTIONS 2022

LRWA Membership Level	Number of members	Subscription	Simplified model
Manufacturer Member (Liquid Only)	14	£3000 (£1000 sent to NFRC)	All Manufacturer Members pay £3000 a year (No tie in with NFRC)
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IMPACT OF RESTRUCTURING SUBSCRIPTIONS ON THE ASSOCIATION

- There has been no changes to manufacturer or associate subscriptions since 2010 even though costs have increased
- This amendment will increase income to our association by **£30,500**
- Proposed changes take into account inflation for period 2010-2022
- % increases to be added for inflation periodically after 2022, which is in-line with all other trade associations
- The lease on roofing house is coming up for renewal and now is a good time to stand independently – there is still a misconception that we are part of the NFRC
- LRWA needs to be seen to be independent with its own benefits of membership
- LRWA needs to be sustainable for a base level of costs and use reserves only to invest in initiatives and projects to help the sector



WHAT HAPPENS TO NFRC MEMBERSHIP?

14 MANUFACTURER MEMBERS

- LRWA believe that if you are a liquid manufacturer or supplier of accessories for our sector that your home is with us
- We pledge that we will represent our specialist sector at all levels and be the voice of liquids
- Membership to NFRC would be a completely separate relationship with different benefits
- You do not have to be a member of NFRC to attend events such as the Awards
- Contact them directly



LONG TERM OBJECTIVE

WHAT DO WE WANT SPECIFIERS TO FEEL?



I specify liquid roofing and waterproofing products using LRWA members and technical guidance because I trust that the sector is competent and responsible in a post Grenfell era

Objective

To use LRWA members for their liquid roofing and waterproofing projects to ensure that they are receiving quality product, support and installation meeting the relevant industry standards

Specialist Liquid Contractors are key to achieving this

LONG TERM OBJECTIVE

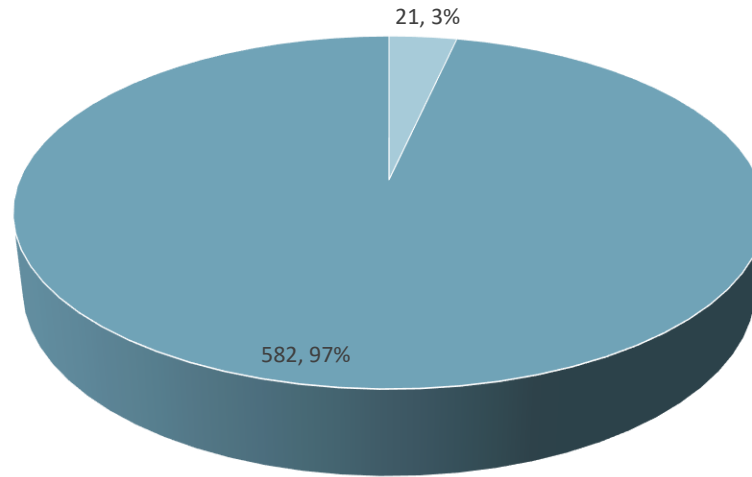
**PROACTIVELY INCREASE MEMBERSHIP TO
REPRESENT 15% OF SPECIALIST LIQUID
CONTRACTORS BY 2025**

PROFILING AND TARGETING THOSE SPECIALISTS WHO MEET QUALITY CRITERIA

STRENGTHEN LRWA

MAKE RECRUITING NEW MEMBERS A PRIORITY

- LRWA contractor members
- Estimate Liquid Contractors to Target



- LRWA have never proactively targeted contractors – due to relationship with NFRC
- There are 603 Liquid Roofing Contractors – based on cleansed BCP data
- Only 3% are LRWA members

WHAT DOES A SPECIALIST LIQUID CONTRACTOR LOOK LIKE? SPONSORED BY AN LRWA MANUFACTURER



STRENGTHEN LRWA

MAKE RECRUITING NEW MEMBERS A PRIORITY

INVEST IN A BUSINESS DEVELOPMENT PROFESSIONAL

GOAL AND PURPOSE OF THE JOB

Work with the CEO to implement the membership development plan for the association to achieve its growth objectives and financial sustainability within 3 years

1. Proactively recruit new members in the Contractor (primarily), Associate, Affiliate and Installer levels
2. **Leverage relationships with current LRWA members to engage with new contacts**
3. **Research organisations and individuals (that meet criteria) to find new opportunities – profiling and reviewing LRWA database**
4. Contacting potential members to establish rapport and arrange meetings
5. Working with the CEO to plan and oversee new marketing initiatives eg contractor networking event or campaign
6. Working with the CEO to develop membership service package e.g. Telephone helplines for Health and Safety, Employment Law
7. Develop the sales arguments to encourage membership and uptake of other LRWA initiatives
8. Working with the CEO to engage with other key stakeholder groups (RICS, RIBA, CIOB) to raise the awareness of Liquids and LRWA via CPD presentations
9. Use and develop the LRWA CRM system to manage membership recruitment

WELCOME TO THE TEAM

STEVE LEECH



LRWA BUSINESS DEVELOPMENT MANAGER

Steve.leech@lrwa.org.uk

- Starts with us on 10th January 2022
- 33 years experience in liquid industry
- Strong commercial background working at a high level developing relationships with contractors and specifiers
- **Month 1-3:** Make contact with all LRWA manufacturer members to introduce BDM role with an aim to profile potential contractor members and installers that they would recommend for us to target

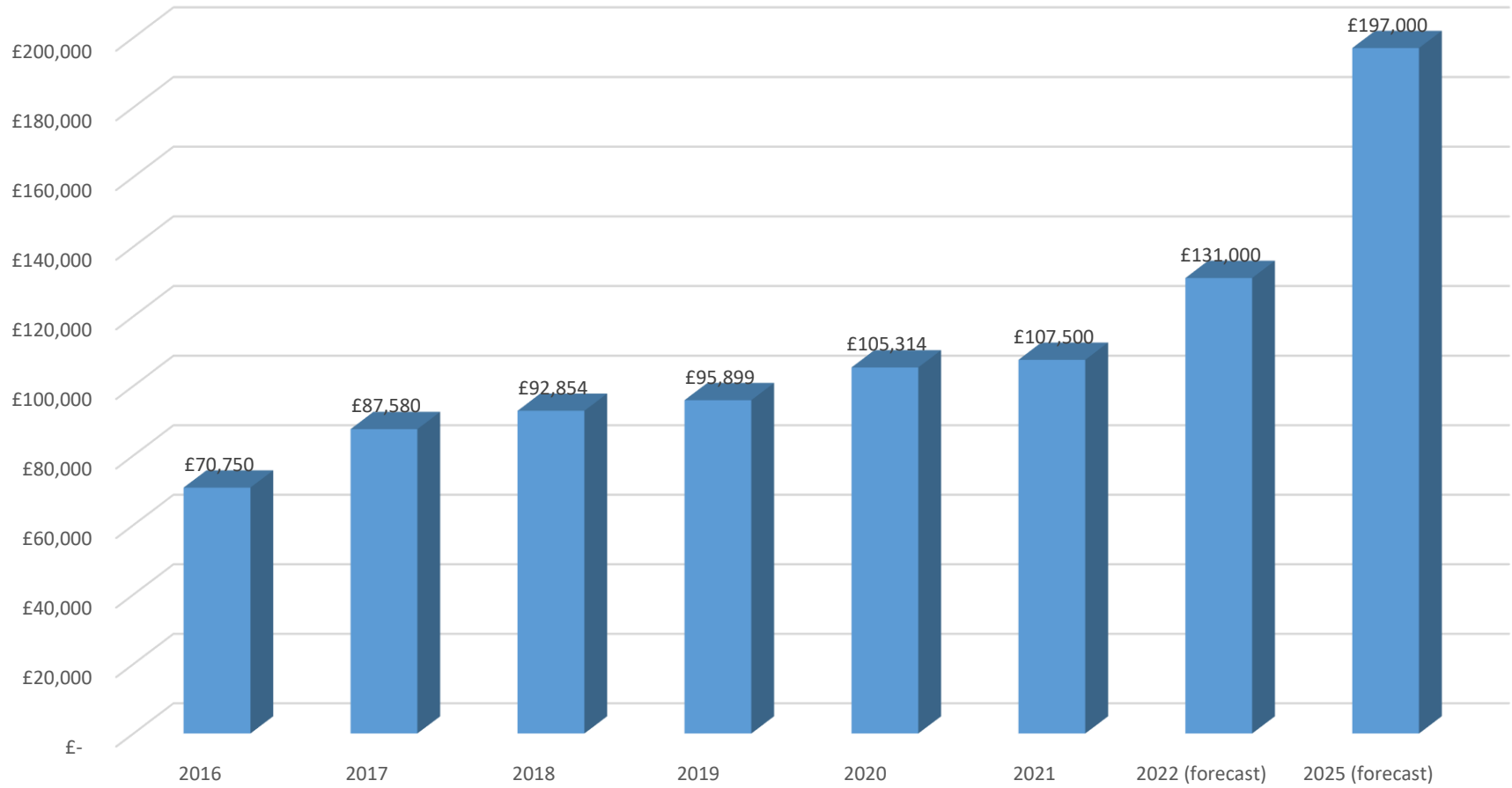
LRWA OBJECTIVES

2022-2025

	DEFINITION	DESIRED	OBJECTIVE
Business Objective	What we want to achieve in financial terms		<p>SHORT TERM To restructure subscriptions from £107,500 to £131,000 by the start of 2022 introducing a fair and sustainable model</p> <p>LONG TERM To proactively Increase membership subscriptions from £107,500 to £197,000 including representation of 15% of specialist liquid contractors in the UK by 2025</p> <p>Maintain our position as the voice the specialist sector of liquid roofing & waterproofing working in close co-operation with our sister trade associations to raise the overall profile of the UK roofing industry</p>
Marketing objective (attitudes)	What we want customers to think & feel	LRWA is an open, fair, diverse and respected trade association working on behalf of its members and specialist sector	<p>Get members to feel that their issues are being heard and that LRWA are fulfilling our promise of representing them in the wider industry to achieve shared goals</p> <p>Get key stakeholders to feel that LRWA are the trusted source for advice and guidance for the specialist sector of liquid roofing & waterproofing</p>
Marketing objective (behaviors)	What we want customers to therefore do	I specify liquid roofing and waterproofing products using LRWA members and technical guidance because I trust that the sector is competent and responsible in a post Grenfell era	To use LRWA members for their liquid roofing and waterproofing projects to ensure that they are receiving quality product, support and installation meeting the relevant industry standards

IMPACT OF TWO STEPS ON INCOME SUBSCRIPTIONS 2016-2025

Subscriptions Growth



INVESTING IN MARKETING

DEVELOPING OUR VALUE PROPOSITIONS



“If I’m your ideal customer, why should I buy from you rather than any of your competitors?”

INVESTING IN MARKETING YEAR 1 (2022)



- £10,000 allocated in the 2022 budget to LRWA membership recruitment campaign + website update
- Had several meetings with Pauley Creative who specialise in digital marketing
- LRWA position needs differentiating from the competition

INVESTING IN MARKETING YEAR 1 (2022)

Purpose



1 - Understand the motivating factors that drive contractor membership and shape a motivational contractor package to take to market in early 2022

2 - To use the search space to drive liquid roofing and waterproofing specification traffic to LRWA as informative and credible information source. Adding value to the member network and strengthening the reputation of the LRWA through the delivery of technical content and support.

INVESTING IN MARKETING YEAR 1 (2022)

Translating into Sales & Marketing Goals



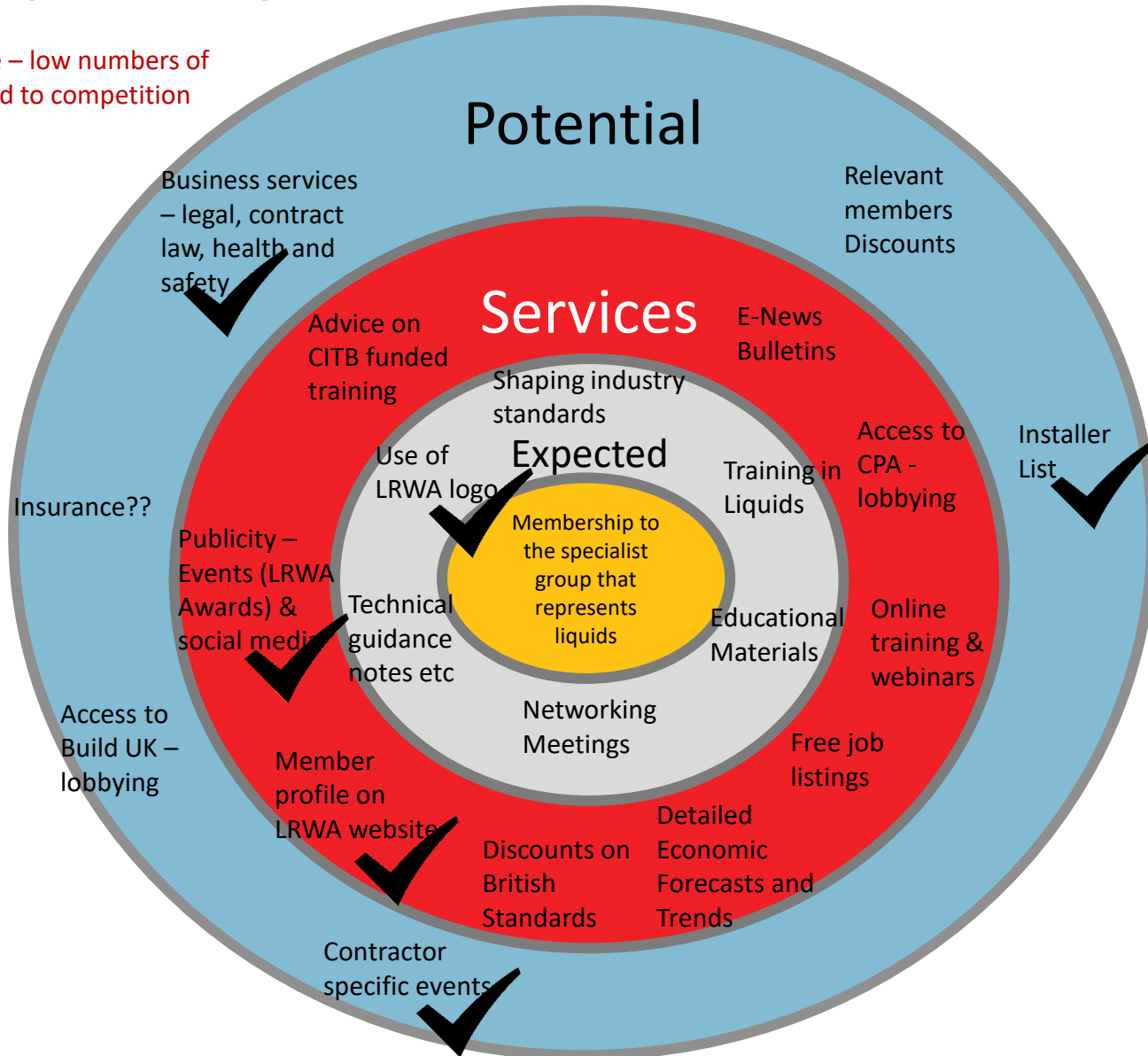
- 1. Create a member offering that meets the requirements of the contractor network to increase motivation to join the LRWA.*
- 2. Convert 15% of existing database into paid contractor members*
- 3. Raise awareness of the LRWA with specification audience from XX to XX by end 2021 (TBC)*
- 4. Rank for identified keywords to drive more specification traffic to the website*

CONTRACTOR MEMBERSHIP BENEFITS

WHAT COULD WE OFFER?

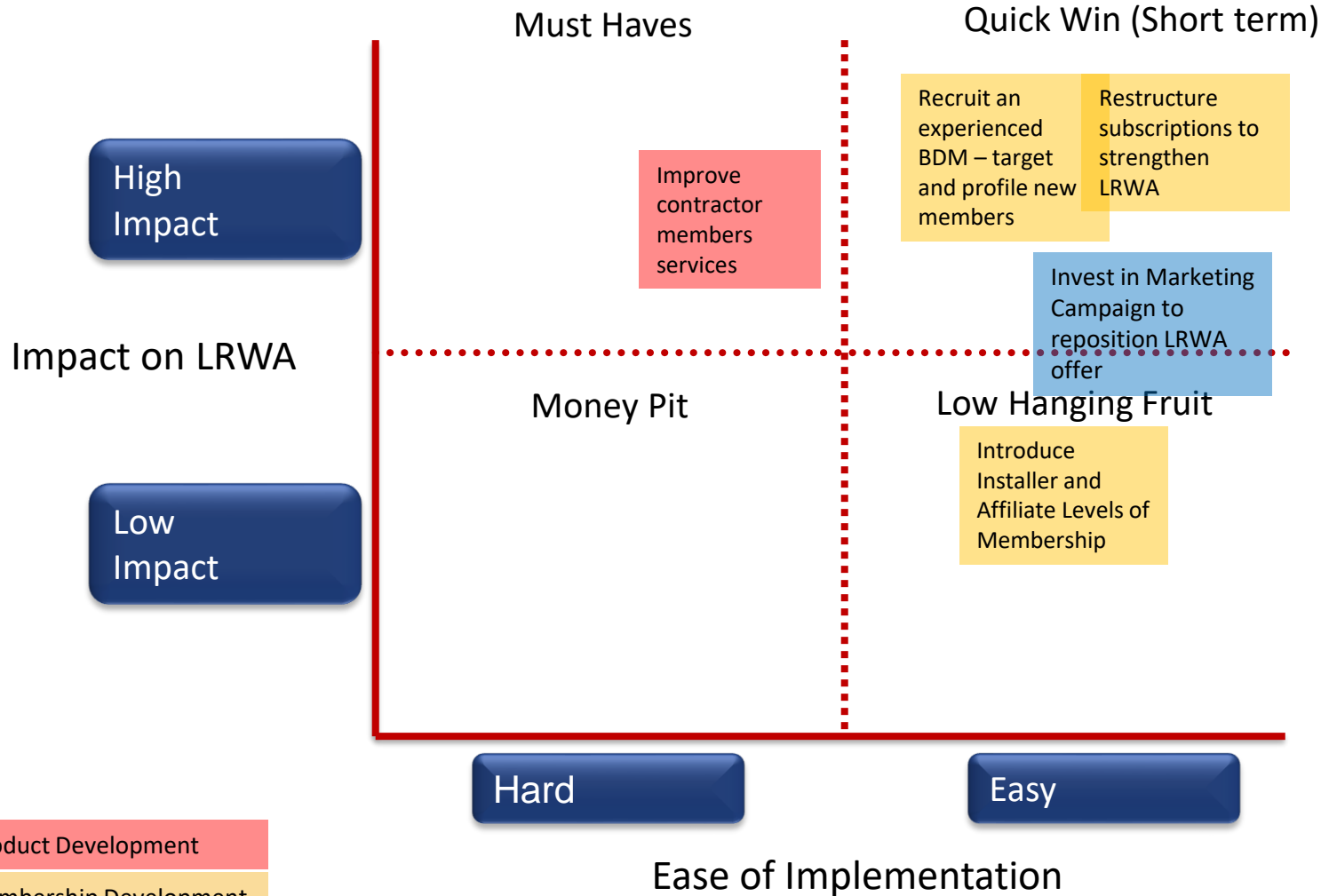
Intangible

Relatively exclusive – low numbers of members compared to competition





PLAN 2022-2025



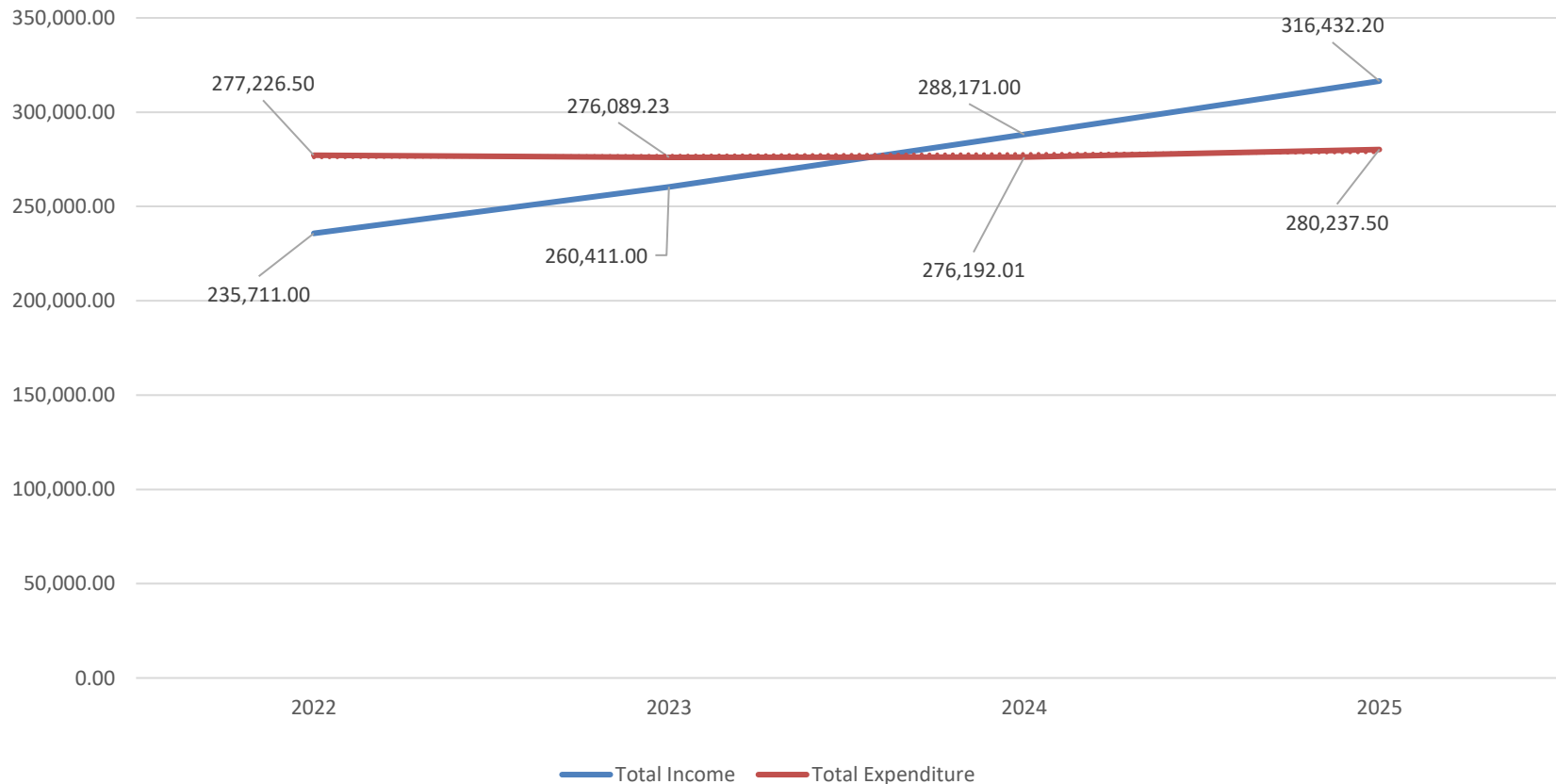
Product Development

Membership Development

Communication

BUDGET 2022-2025

Break Even Point of Plan



An investment of £57,193 from reserves enables us to become Sustainable based on subscriptions in 2024

ONCE PLAN IN PLACE FOR SUSTAINABLE FUTURE... FURTHER PLANNING SESSIONS REQUIRED



- CITB and the training landscape is changing beyond recognition whilst Grenfell repercussions remains a key priority for technical guidance moving forward....
- The board and members will be required to help us develop plans for training and technical in our sector in future sessions



LIQUID SYSTEMS



TRAINING & CPD



TECHNICAL GUIDANCE

EXTRAORDINARY ANNUAL GENERAL MEETING

FINANCIAL YEAR ENDING 31ST DECEMBER 2021

WELCOME

INTRODUCTION TO THE TEAM LEADING THE AGM



GARY HEMMINGS
LRWA CHAIRMAN



ANDREA CARBIN
LRWA ADMINISTRATIVE SECRETARY

AGENDA

- | | | |
|---------|--|---------------|
| Item 1 | Chairman's Welcome | Gary Hemmings |
| Item 2 | Members Present (as per list collated by Andrea Carbin) | |
| Item 3 | Apologies for Absence (as per list collated by Andrea Carbin) | |
| Item 4 | Approval of the minutes of the AGM held 2nd March 2021 | |
| Item 5 | Matters Arising | |
| Item 6 | Financial Report for year to date | |
| Item 7 | Annual Review 2021 | |
| Item 8 | Recommendation of the Board for Restructure of Subscriptions 2022 | |
| Item 9 | Election of Officers for 2022 | |
| Item 10 | Appointment of Administration Secretariat, CEO, Administration
Support for CEO, Business Development Manager & Trainer for 2022 | |
| Item 11 | Appointment of Bookkeeper and Accountant for 2022 | |
| Item 12 | Any other business | |

VOTE

MINUTES AND MATTERS ARISING

Minutes of AGM held 2nd March 2021

Matters arising

1. Proposer
2. Secunder
3. Vote

VOTE

FINANCIAL REPORT YEAR ENDING 31ST DEC 2021

FINANCE

Overview Income Statement for the year ending 31st December 2021



	2021* £	2020 £
Turnover	143,179.36	123,822
Administrative expenses	(149,768)	(175,241)
	(7,036)	(51,419)
Other Operating Income		2,526
OPERATING (DEFICIT) SURPLUS	(7,036)	(48,477)
Interest receivable and similar income		416
(DEFICIT) SURPLUS BEFORE TAXATION	(7,036)	(48,477)
Tax on surplus		(123)
(DEFICIT) SURPLUS ON THE FINANCIAL YEAR	(7,036)	(48,600)

*Provisional results – final accounts to be published after 31st December 2021

FINANCE

Overview Balance Sheet 31st December 2021

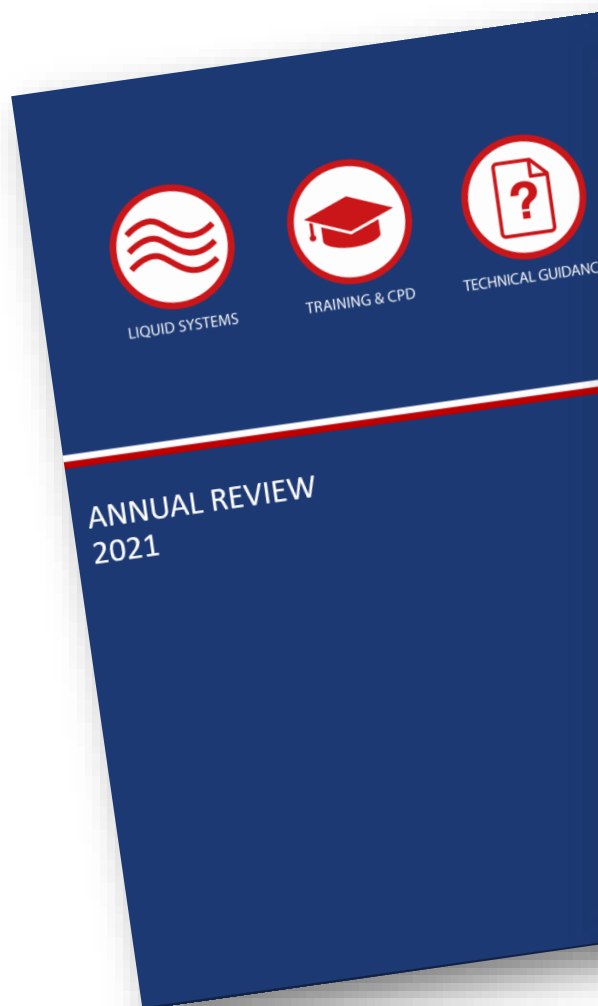


	2021 * £	2020 £
CURRENT ASSETS		
Debtors	11,521	5,952
Cash at bank	469,206	476,806
	480,727	482,761
CREDITORS		
Amounts falling due within in one year	(53,914)	(53,717)
NET CURRENT ASSETS	426,813	429,044
TOTAL ASSETS LESS CURRENT LIABILITIES	426,813	429,044
RESERVES	422,008	
Income and expenditure account	426,813	429,044
	426,813	429,044

*Provisional results – final accounts to be published after 31st December 2021

1. Proposer
2. Secondar
3. Vote

ANNUAL REVIEW 2021



INTRODUCTION

Gary Hemmings LRWA Chairman



There have been highs and lows over the past year largely driven by the pandemic, Brexit, and the major changes taking place across the construction industry. Although construction output increased in the first and last quarter of 2021, shortages of materials and people have created further challenges.

The association has played a key role in supporting members throughout a difficult year, keeping them informed of the latest industry and technical developments.

Our total income in 2021 was £143,179.36 and we made a smaller than forecast loss of £7,036 which is due to tightly controlled expenses and some new initiatives that have started to provide additional income. Although this has reduced our reserves to £422,007.96 these retained earnings keep us in a strong financial position and will see us through this next uncertain period for our industry.

Our commitment to training has been confirmed in 2021. In January, we established a new training team which has been strengthened by the addition of Ray McCarten, a highly experienced contractor and trainer in liquids. His skills will be complemented by new LRWA training material, which is currently being updated to professionalise and improve the learner experience. Administration in relation to training will also be centralised to streamline the process.

In March 2021, members voted for two new directors to join the LRWA board bringing the total number to six. Chris Bott and Rafal Drabik have already made a positive impact on the association bringing different experiences, knowledge and skills to the board.

After four years working as a part-time freelance consultant for the LRWA, our CEO Sarah Spink became a full-time employee in August 2021. This appointment demonstrates Sarah's commitment to the LRWA, including plans to further grow and improve the association which the board fully supports.

On behalf of the association, I would like to congratulate Sarah on achieving a further two industry appointments this year. In May, Sarah was invited to join the board of the Construction Products Association (CPA) and has recently been voted as the new Chair of the Institute of Roofing. Both roles will provide the LRWA with further opportunities to collaborate in key projects shaping the construction industry and our sector.

On behalf of the association, I would like to thank everyone for their continued support in what has been such a difficult and unpredictable year. And we wish everyone a safe and happy 2022.

On behalf of the Board

LRWA
Liquid Roofing and
Waterproofing Association

MARKETING

The Profile of the Industry



In 2021
began to ease, the second half of the year saw the return of industry events.

September 2021
at the RCI show which generated some interesting leads for potential new business. I was invited by the editor of RCI to speak at the event and delivered a CPD presentation on 'Questions to Consider When Specifying a Liquid.' This provided delegates with a chance to specify liquid-applied membranes and what tools are available to help.

November 2021
London, the UK Roofing Awards were a sell out and attended by 1,100 people. Delegates at the event and invited members to join us.

We were asked to assist in shortlisting for the two relevant categories – 'Cold Water Applied' and 'Bituminous Hot Applied Liquid Waterproofing'. Congratulations to the winners in partnership with Roofsmiths LLP, and Danosa in partnership with ICS for their wins in the respective categories on the day.



LRWA
Liquid Roofing and
Waterproofing Association

RECOMMENDATION OF THE BOARD FOR THE RESTRUCTURE OF SUBSCRIPTIONS 2022

LRWA Membership Level	Number of members	Subscription	Simplified model
Manufacturer Member (Liquid Only)	14	£3000 (£1000 sent to NFRC)	All Manufacturer Members pay £3000 a year (No tie in with NFRC)
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VOTE ELECTION OF OFFICERS

ELECTION OF OFFICERS

CHAIRMAN & DIRECTOR – GARY HEMMINGS



Gary has been in the roofing industry for over 25 years. He currently works as Managing Director of Westwood Liquid Technologies, a UK subsidiary of WestWood Kunststofftechnik GmbH.

Gary represents the 'Manufacturer' members of the Association and was elected as a Board Member in 2018 and was asked to stand as Chairman in 2020.

VICE-CHAIRMAN & DIRECTOR – MARK FLELO



Mark has been in the roofing industry since 1988. He currently works as Managing Director of Dove Technology Ltd.

He was appointed as a Director of the association in 2016 and has previously held positions of Chairman and Chairman of the Technical Committee. Mark represents the 'Associate' members of the Association.

DIRECTOR – CLIFF WESTON



Cliff has been working in the construction industry for 30 years. He currently works as a Director at GCP Applied Technologies.

He was appointed as a Director of the association in 2007 and has previously held the positions of Chairman, and Vice Chairman of the Car Park Working Group. Cliff represents the 'Manufacturer' members of the Association.

DIRECTOR – IAN BIRCH



Ian has been working in the construction industry since 1982. He currently works as a Commercial Director at Tor Coatings.

He was appointed as a Director of the association in 2013 and has previously held the position of Vice Chairman. Ian represents the 'Manufacturer' members of the Association.

DIRECTOR – CHRIS BOTT



Chris has been working in the construction industry since 2007 starting as a Building Surveyor. He currently works as a Director at Everlast Group.

He was asked to become a co-elected member of the board in 2019 and is being proposed to become a Director at the AGM in 2021. Chris represents the 'Contractor' members of the Association.

DIRECTOR – RAFAL DRABIK



Rafal has been working in the roofing industry since 2005 starting as a liquid installer. He currently is the owner and founder of London Seamless Flat Roofing.

He was asked to become a co-elected member of the board in 2019 and is being proposed to become a Director at the AGM in 2021. Rafal represents the 'Contractor' members of the Association.

1. Proposer
2. Secunder
3. Vote

VOTE LRWA MANAGEMENT

ELECTION OF THE LRWA MANAGEMENT TEAM

ADMINISTRATION SECRETARIAT & BOOKKEEPER – ANDREA CARBIN



Andrea has worked in the liquid roofing industry since 1990, and currently works as the R&D Technical Assistant within Sika Limited, supporting both the UK and Corporate R&D Teams.

Andrea has been involved with LRWA during its early days and currently provides the association with administration and bookkeeping support. Andrea is the first point of contact within the Association.

CHIEF EXECUTIVE OFFICER (CEO) – SARAH SPINK



Sarah has worked in the liquid roofing industry since 2006 and has a strong background in manufacturing working with both commercial and technical teams.

She joined the LRWA in a voluntary capacity in 2009 and has previously held the position of Director and chair of the Marketing Committee. She was appointed as the first ever CEO of the association in 2017.

ADMINISTRATION SUPPORT FOR THE CEO – CLARE READMAN



Clare has worked in the roofing industry since 2018 and has a strong background in business and project management working with large corporations for more than 30 years in customer service.

She joined the LRWA in 2020 providing admin support for the CEO, managing sub committees, plus supporting the marketing and training functions of the association.

LRWA TRAINER – RAY McCARTEN



Ray has worked in the construction industry for over 30 years and has a strong background in roofing contracting. Ray's company has specialised in liquid applied roofing for 25 years, having laid his first liquid applied roofing system in 1992.

He joined the LRWA in 2019 as a Trainer to lead the Specialist Applied-skills Programme (SAP) for liquid operatives and is also a qualified NVQ assessor.

BUSINESS DEVELOPMENT MANAGER – STEVE LEECH



Steve has worked in the liquid roofing industry for 33 years, and has a strong commercial background working at a high level developing relationships with contractors and specifiers throughout his career.

He is joining the LRWA in January 2022 as a Business Development Manager to work with the CEO to implement the membership development plan for the association to achieve its growth objectives and long-term financial sustainability within 3 years.

1. Proposer
2. Secunder
3. Vote

VOTE ACCOUNTANT AND BOOKKEEPER

ELECTION OF ACCOUNTANT

ANDREW JACKSON – EGAN ROBERTS



Andrew works with the firm Egan Roberts in Clitheroe and has been appointed since 1998 and qualified as a Certified Accountant in 1995. He was first appointed our Accountant in 2016.

1. Proposer
2. Secunder
3. Vote

ADMINISTRATION SECRETARIAT & BOOKKEEPER – ANDREA CARBIN



Andrea has worked in the liquid roofing industry since 1990, and currently works as the R&D Technical Assistant within Sika Limited, supporting both the UK and Corporate R&D Teams.

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LIQUID SYSTEMS



TRAINING & CPD



TECHNICAL GUIDANCE

CLOSE OF AGM

DATE OF NEXT MEETING

23RD MARCH 2022 @ TITANIC HOTEL, LIVERPOOL



JOIN US FOR CHRISTMAS DRINKS

Finch's Pub, 12A Finsbury Square, London,
EC2A 1AN

