



Building our World.  
Shaping the Future.

CRH 2024 Sustainability Performance Report





Sustainable Leadership

Sustainable Solutions



Water



Circularity



Decarbonization

Sustainable Foundations



Natural World



People & Communities



Responsible Business

Sustainable Performance

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## Inside the Report

At CRH, sustainability has been embedded in our business strategy for decades. Through the deep portfolio of products and services we provide, we are helping to deliver a more resilient and sustainable built environment.

In this 2024 Sustainability Performance Report, we provide details of how our Framework for a Sustainable Future is centered on helping to solve three complex global challenges — water, circularity and decarbonization. By focusing on developing products, services and solutions for our customers that help to address each of these three global challenges, we are creating value for all and driving future growth for CRH.

We are also investing to protect the natural world, support our people and communities, and operate responsibly.

WE STAND TOGETHER TO

REINVENT  
THE WAY  
OUR WORLD  
IS BUILT

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Sustainable Leadership

### Chapter 2

Sustainable Solutions



### Chapter 3

Sustainable Foundations



### Chapter 4

Sustainable Performance

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Look for this icon for more information on additional reports and assessments, available on [crh.com](https://www.crh.com)



Look for this icon to find out more information on our targets and ambitions



Our report has been independently assured every year since 2005. Click here for more information on our assurance process.



# 2024 Sustainability Performance Highlights

Sustainable Leadership

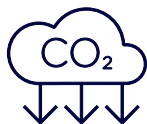
Sustainable Solutions



Sustainable Foundations



Sustainable Performance



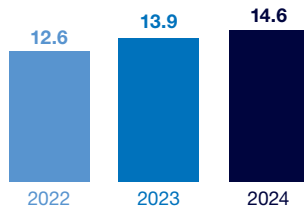
4%

reduction in Scope 1 and Scope 2 (Market) CO<sub>2</sub>e emissions



44.7m

tonnes of wastes and by-products recycled



\$14.6bn

revenues from products with enhanced sustainability attributes<sup>1</sup> (\$bn)



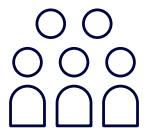
\$385m

investment in health and safety over the last 5 years



94%

accident-free locations



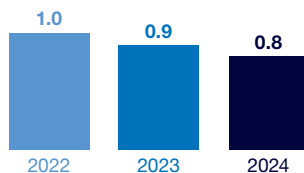
34,553

employees recorded as having been trained in our Code of Business Conduct



c.139bn

liters of water recycled at our operations



0.8kg/\$ Revenues

CO<sub>2</sub>e emissions per dollar of revenues<sup>2</sup>



\$250m

Venturing and Innovation Fund



95%

locations in sensitive areas with Biodiversity Management Plans in place

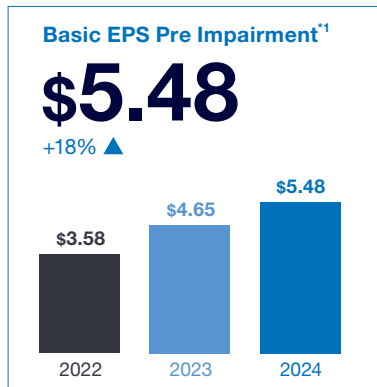
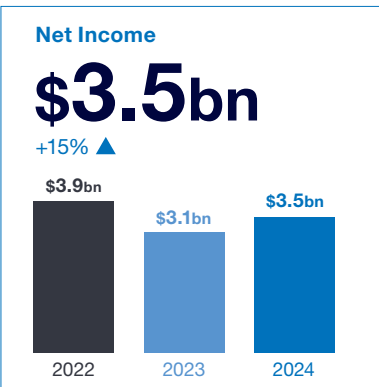
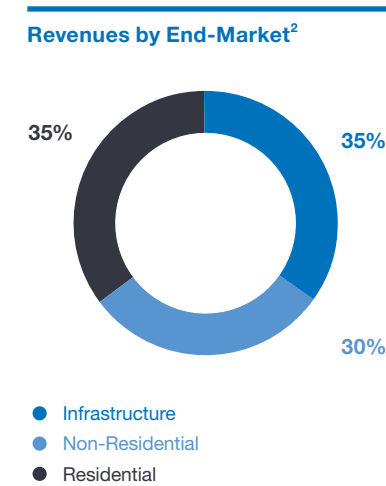
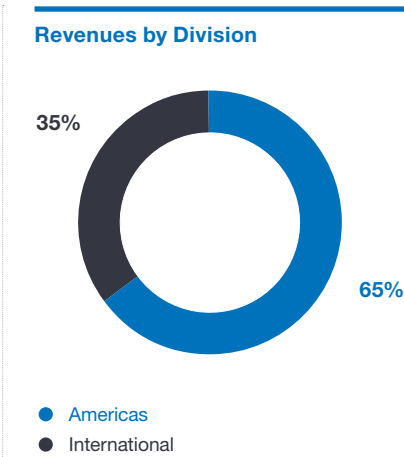
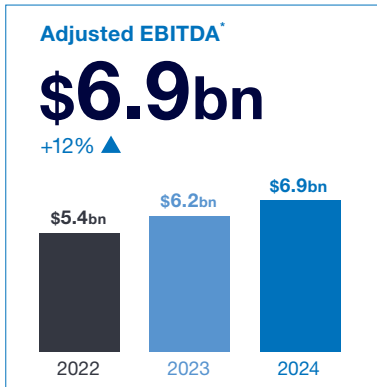
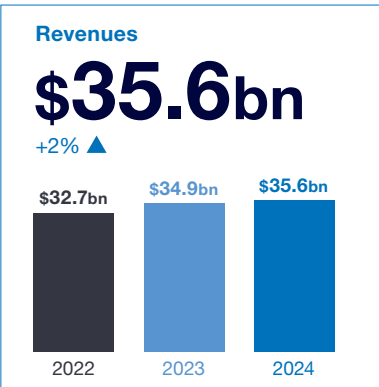
<sup>1</sup> Revenues derived from products that incorporate any, or a combination of: recycled materials; are produced using alternative energy and fuel sources; have a lower-carbon footprint as compared to those produced using traditional manufacturing processes; and/or are designed to specifically benefit the environment (i.e. water treatment and management systems, products with strong thermal mass/U-values).  
<sup>2</sup> Scope 1 and 2 CO<sub>2</sub>e emissions (kg/\$ revenues). CO<sub>2</sub>e emissions subject to final verification under the European Union Emissions Trading System (EU ETS).



# Business Overview

## Leading the transition to smarter, more sustainable construction.

CRH reimagines and reinvents new ways to build, connect and improve our world. We provide the solutions that solve complex construction and building materials-related challenges in major markets in North America and Europe. Our solutions play an important role in shaping a more sustainable built environment and through the use of technology and innovation, CRH is helping to reinvent the way our world is built.



## Our Global Business



\* Represents a non-GAAP measure. For a reconciliation to the most comparable GAAP measure see pages 109 to 110 in this Report, as well as pages 40 to 42 on 'Management's Discussion and Analysis of Financial Condition and Results of Operations - Non-GAAP Reconciliation and Supplementary Information' in the Company's 2024 Annual Report on Form 10-K available on [crh.com](https://www.crh.com).

<sup>1</sup> Basic EPS of \$5.06 (2023: \$4.36) is the GAAP figures most comparable to Basic EPS pre-impairment\*.

<sup>2</sup> End-market exposures are approximate and derived from management estimates.

<sup>3</sup> Market leadership positions are based on annualized sales volumes. This includes volumes which are used internally (e.g. aggregates supplied internally for cement production).



# Business Overview Continued

CRH is at the forefront of the development of more sustainable and better performing materials. Through our differentiated solutions strategy and unrivaled scale, CRH works with customers across the entire construction value chain, uniquely integrating materials, products and services to better serve our customers’ needs and drive repeat business. As our customers’ needs continue to evolve, our solutions help them to build simpler, safer and more sustainably.

## Essential Materials

**Aggregates**      **Cement**



CRH is a leading producer of aggregates and cement, backed by a significant reserve base across an extensive network of quarries. These materials are an essential element of almost every construction project. They are used in a variety of value-added construction products within our connected portfolio including concrete, concrete products and asphalt.

CRH is investing in innovation and new technologies including recycling to increase efficiency and reduce the carbon footprint of essential materials in line with evolving customer and societal demand.



## Products & Services



**Asphalt**



**Paving & Construction Services**



**Readymixed Concrete**



**Infrastructural Concrete**



**Infrastructure Structure Products**



**Architectural Products**



## Complete Solutions

### Road Solutions

CRH is the largest road builder in North America working with state and federal transport authorities to design, build, upgrade and maintain the vast road infrastructure networks that connect the communities in the markets we operate in.

We build and repair surface transportation infrastructure by applying our unique capability to adapt materials, products and services to offer bespoke sustainable solutions that ensure higher quality and better value for the customer and end-user.



### Building & Infrastructure Solutions

We work with large critical infrastructure owners to provide solutions to collect, connect and protect the delivery of vital infrastructure including municipal water systems, data centers and energy networks.

Customers work with CRH due to our ability to provide highly specified and innovative solutions that address the complexity involved in delivering critical infrastructure. Our value-added approach includes design, specification, manufacturing, installation and maintenance.



### Outdoor Living Solutions

CRH is a leader in solutions which transform outdoor environments into dynamic living spaces so that communities, businesses and homeowners can “Living Well Outside”.

We provide customers with a full service offering, from materials and products to digital design services and logistics.

Our connected portfolio of solutions incorporates hardscapes, masonry, fencing, railing, lawn and garden, pool finishes and composite decking.





# Driving Sustainable Value

By uniquely integrating our essential materials, products and services into complete solutions, we have developed the expertise and capabilities to meet our customers' needs for highly innovative, value-added solutions for their water, circularity and decarbonization challenges. Our approach enables CRH to grasp the commercial opportunity from the transition to a more sustainable built environment.



## Construction Trends

Construction trends are increasing the demand for more innovative solutions

### Evolving Customer Needs

Aging infrastructure, growing urbanization, and labor shortages are shaping the future of construction.



### Robust Infrastructure Funding

Significant public investment in critical infrastructure across our footprint.



### Climate Adaptations

Extreme weather events are increasing the need for more climate-resilient infrastructure.



### Reindustrialization

Onshoring of supply chains and industrial manufacturing activity.



## Customer Challenges

We are uniquely placed to meet customers' increasingly complex challenges

### Differentiated Strategy

Transforming essential materials into value-added products, services and innovative solutions.



### Innovation and Technology

Accelerating innovation through CRH Ventures and our Innovation Center for Sustainable Construction (iCSC).



### Scaling Solutions

Our ability to replicate and scale our innovation and technical expertise between geographies gives us opportunities for further growth.



### Proven M&A Strategy

Enhancing our capabilities through investment in strategic acquisitions and partnerships.



## Sustainable Solutions

We are well positioned to accelerate further growth through more sustainable solutions

### Water Infrastructure Solutions

Innovative water management products and solutions help strengthen climate resilience.



### Circularity Solutions

Integrating recycled materials into our products and protecting natural resources.



### Lower-Carbon Solutions

Designing lower-carbon infrastructure solutions and enabling energy efficient buildings.



### Sustainability Performance

Protecting the natural world, helping our people thrive and operating as a responsible business.

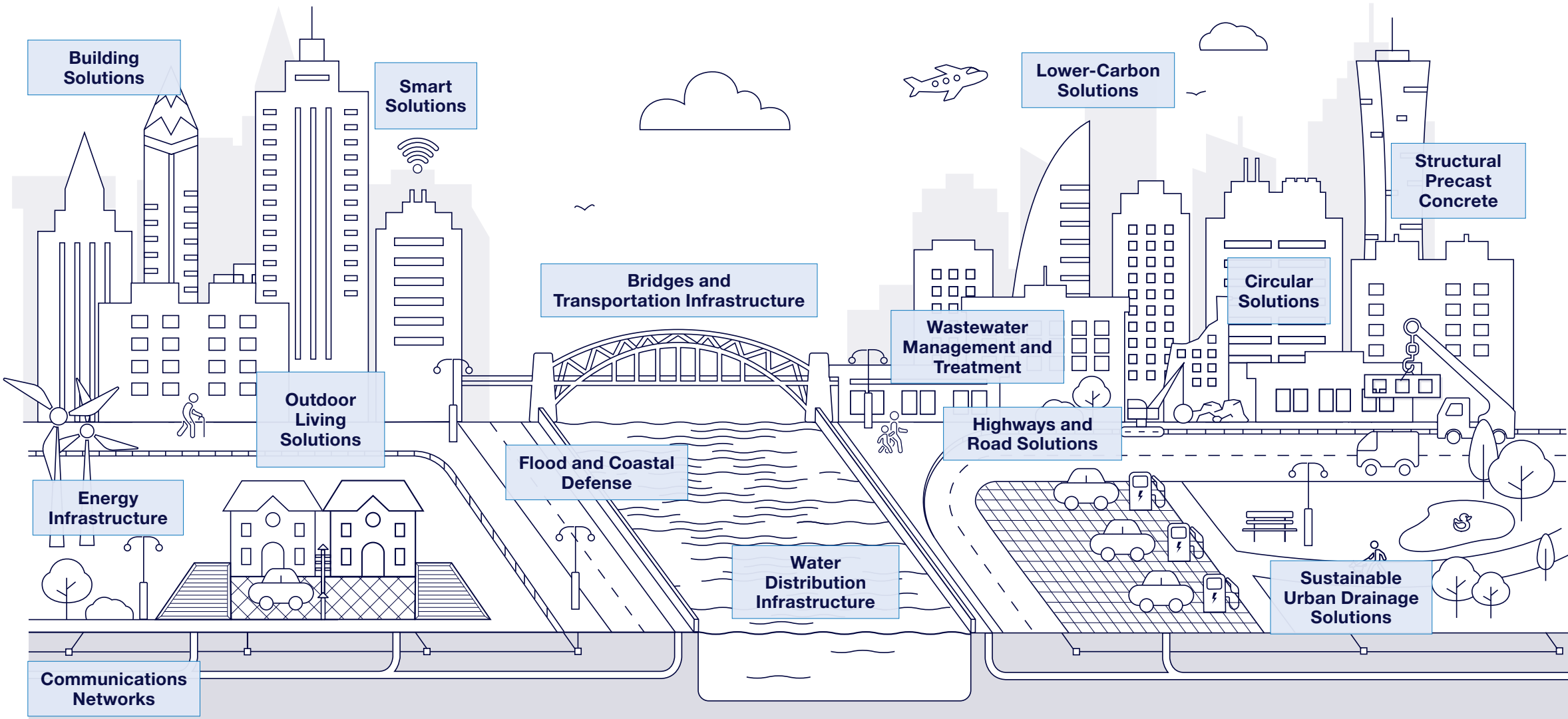






# Driving Sustainable Value Continued

We are connecting with our customers to provide the solutions they need to develop transportation and critical infrastructure that builds resilience for a changing world. Below are examples of some of the water infrastructure, circularity and lower-carbon solutions we provide that will continue to shape society in the future:





# A Message From Our Chief Executive Officer

“  
**The world is changing, and together, we will help build a future that is more sustainable, innovative and built to last.”**

**Jim Mintern,**  
 Chief Executive Officer



## Another Year of Progress

As a leader in building solutions, with almost 80,000 dedicated employees driving our success, we’re united by our relentless drive and capability to help solve our customers’ challenges and our purpose, to stand together to reinvent the way our world is built.

We’re addressing water, circularity and decarbonization challenges and innovating solutions that drive positive impacts for society and the environment, as well as enhancing our sustainability performance and long-term growth opportunities.

**\$14.6bn**

revenues from products with enhanced sustainability attributes in 2024

### Accelerating Innovation

Making strides in innovation will take us to the next level of performance. We’re uniquely positioned to deliver value-driven solutions which can solve complex and pressing problems for customers and wider society. Investing in innovation through our venture partnerships is part of a customer-connected approach at the heart of our business. It underscores our ambition to accelerate and scale the most promising technologies and innovations.

Led by our venture capital unit, CRH Ventures, our strategic investment partnership with Sublime Systems, the pioneering U.S. based company in the field of sustainable cement production, marked a major step forward in our commitment to advancing decarbonization within the construction industry. Alongside this, our investment in FIDO AI, the artificial intelligence (AI) leak detection software company, emphasizes our commitment to addressing global water challenges.

CRH Ventures also launched a new accelerator program in 2024, Sustainable Building Materials, targeting construction and climate technology start-ups innovating to develop new materials and applications to reduce construction-related emissions and enhance circularity.

### Leading on Sustainability

Advancing our performance remains a constant focus. In 2024, we recycled 44.7 million tonnes of wastes and by-products, sourced internally and from other industries, into circular solutions for our customers, reinforcing our position as the leading recycler in North America.

We progressed on our target to deliver a 30% reduction in absolute carbon emissions by 2030, keeping us on the path to achieving our ambition of becoming a net-zero business by 2050. We reduced our Scope 1 and Scope 2 CO<sub>2</sub>e emissions by 4% in 2024.

### Fostering our Culture

At CRH, people are our greatest asset. Our industry-leading financial performance and ability to deliver superior value for our customers is testament to the continued hard work, commitment and expertise of our employees. We continue to invest in people, fostering an inclusive culture that promotes talent and rewards creativity, ensuring we have the workforce to drive our ambitious goals forward.

### Protecting our People

The safety and well-being of our people is embedded in CRH’s values. We’re focused on providing our teams with the training and resources needed to help ensure that everyone who works in CRH returns home safely to their families at the end of the working day. Regrettably, despite our best efforts and uncompromising approach to safety, there were five workplace related fatalities in our business in 2024. Our thoughts are with the families and colleagues of each one, and we will continue to do everything in our power to prevent incidents such as these occurring in the future.

### Looking Ahead

This is a time of significant opportunity for CRH. We have the potential to help reinvent the way the world is built through smarter, better connected and more sustainable construction. Our focus on innovation will enable us to continue to meet customers’ evolving needs and help to create a more resilient society. By reducing the environmental impact of construction, building with greater efficiency and providing value to communities, we can truly make a lasting difference.



# Our World Today

Amidst a rapidly growing population, demands on resources and impacts of climate change, we're uncovering new opportunities.

At CRH, we continue to push the boundaries of sustainable construction. As a leader in the built environment, we have a relentless drive and a capability for solving some of the major challenges of our time. We see significant opportunities for our business to accelerate the development of innovative and sustainable solutions.

Our sustainability framework identifies three global challenges for society and the built environment — water, circularity and decarbonization. Our ability to help solve these challenges, by uniquely integrating our materials, products and services, positions us to capture further value and accelerate growth across CRH.

We're innovating new technologies for access to clean drinking water and stormwater management for millions of homes and businesses. We're also driving advancements in circularity, reducing our own waste, recycling other companies' wastes and by-products and designing solutions that are built to last.

We continue to make progress on decarbonization and the development of lower-carbon products and solutions to meet our customers' needs, keeping us on the path to achieving our overall ambition of becoming a net-zero business by 2050.

We know that by standing together to reinvent the way our world is built we can make the biggest impact. Below **India Kalsi**, Vice President Solutions, CRH International Division, **Yuliya Kravtsov**, President, Sapphire, CRH Americas Division and **Eduardo Gomez Mendoza**, Head of CRH Ventures, discuss global sustainability trends, their impacts on society and how our businesses are evolving to be more agile and innovative.

“

We're partnering with our customers to solve today's challenges to make a better tomorrow. At CRH what we do has always mattered. Now it matters more than ever.”



**Eunice Heath**,  
Chief Sustainability Officer

“

We're meeting the customer and community need for smarter design by rebuilding and reimagining essential water infrastructure to increase community resilience and to help shape the future of water management.”



**India Kalsi**,  
Vice President Solutions,  
CRH International Division

## India, what do you see as the primary factors contributing to the global water crisis today?

Climate change is causing unprecedented levels of global water disruption. Floods, water shortages and the quality of water are headline topics. A growing population, aging infrastructure and a lack of capacity in our water networks is forcing communities to rethink how we upgrade and build new water infrastructure to enable better water management and ensure access to clean water for living, economic growth and public enjoyment.

### What role does CRH play in improving the future of water management?

As the trend toward urban living continues to grow, it is putting increasing pressure on clean water, stormwater and wastewater infrastructure. Stormwater and wastewater systems are often at or beyond capacity and cannot take the increasing flow of water that comes from urban environments into our drainage networks. To help reduce the impact of stormwater events, we're supporting our customers through our innovative solutions that help to manage water flows into stormwater and wastewater networks to prevent flash floods. These include our sustainable urban drainage and other solutions that also enhance biodiversity in urban areas. For example, Oldcastle APG, in CRH's Americas Division, is a leading provider of permeable paving systems, which enable faster absorption of water into the ground, rather than flowing into the sewer network, thereby reducing flood risk. We're also providing solutions that are crucial for ensuring effective, sustainable and safe management of wastewater, which is essential for public health and environmental protection.

➔ [India's interview continued on next page](#)





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In addition, Roadstone, in CRH's International Division in Ireland, provides innovative stormwater solutions to upgrade residential and roadside underground systems that capture, store and move heavy rainfall at a controlled rate and then treat it, before releasing it into the drainage network.

**What are the most promising water management solutions?**

In 2023, CRH Ventures launched our first accelerator program which is designed to support the most promising solutions for water management. As a result, we currently have multiple innovative pilots underway that explore how digital technologies can enable better water management solutions for the future. For example, Hydro International and Tarmac, in CRH's International Division in the UK, have partnered with Previsico on a trial that will enable flood monitoring and prediction technology to improve road and drainage maintenance services.

We have also invested in FIDO AI's technologies to offer a full solution to our customers. This allows us to leverage our manholes and pipes, alongside FIDO AI sensors and AI to automate leak detection to help our customers reduce water losses. By investing in new water management solutions, we're building on our ability to provide highly specified and innovative products that address the complexity involved in delivering critical infrastructure.



# Yuliya, what are the challenges and opportunities on the journey to a circular economy?

The increasing need for homes, buildings and infrastructure makes the built environment the largest consumer of materials. CRH is developing circular solutions that help conserve natural resources, reduce global carbon emissions and create more sustainable and resilient infrastructure for future generations. But implementing solutions for a more circular economy is not always straightforward. It can require redesigning supply chains, manufacturing processes and waste management systems, which can be costly and challenging.

Social and cultural factors influence people's behavior to move away from the current "take-make-dispose" approach. Scaling circular solutions will require collaborative efforts between governments, the private sector and academia, while overcoming barriers such as cost, scalability and equitable access. By working together, we can promote opportunities, foster innovation, enable a supportive policy environment, incentivize businesses and enhance public awareness and trust.

**How is CRH reimagining our processes to address circularity?**

Emerging technologies have the potential to transform industries, make circular models more scalable and improve economic and environmental outcomes. At CRH we're finding the right technologies to improve material recovery and recycling of waste streams that may otherwise end up in landfill. This includes technologies that incorporate wastes and by-products from other industries as alternative materials in the production of our cements and concretes, as well as recycled materials, such as recycled asphalt pavement and recycled aggregates, in our road and other solutions.

In CRH's Americas Division, Sapphire sources and processes lower-carbon alternative fuels from other industries, such as used tires, and supplies these to Ash Grove cement plants to replace the fossil fuels used in cement production.

**How are we innovating to advance circular solutions?**

We consider the whole life-cycle of products and projects. Through early engagement in project design, we can help to address our customer's pain points by finding the best outcomes for their projects, including materials efficiency, durability and recyclability and help to keep homes, buildings and infrastructure in use for as long as possible.

We're also investing in innovative technologies, such as AI powered robotics, which can improve the efficiency of material sorting and increase recycling rates and quality. Another advancing area is the use of new bio-based or biodegradable materials to reduce environmental impacts and eliminate the need for traditional waste treatment.



**Being a leading provider of building materials solutions comes with a certain level of responsibility to our customers, employees and communities. At CRH, we take this responsibility seriously by innovating circular solutions."**



**Yuliya Kravtsov,**  
President, Sapphire, CRH  
Americas Division



# Eduardo, what does society need to do today to address the global climate challenge?

The transition to a net-zero society is a challenge but also a significant opportunity for CRH, requiring collaboration across governments, industries and society to integrate CO<sub>2</sub> reduction into the innovative solutions needed to build a better future for all.

The construction value chain needs to adapt and find solutions that eliminate CO<sub>2</sub> across the entire life-cycle of buildings and infrastructure. This will mean deploying solutions that can lower our emissions and developing potentially transformative solutions that have a longer time horizon for deployment, but which can be a significant lever for decarbonization.

## How can our industry help to accelerate decarbonization?

CRH's ambition is to be a net-zero business by 2050. We strongly believe that innovations are fundamental to achieving our aim, but they can only be successful and brought to market economically through collaboration.

Start-ups bring agility and ingenuity, while industry experts, like CRH, bring scale, customer relationships, and market and regulatory knowledge – this combination is key to accelerate the adoption of new technologies. At CRH Ventures, we not only invest in companies but also pilot and scale their technologies, helping them to identify the right product-market fit, navigate regulatory complexities and even commercialize a joint offering to the market. This can be seen with our investment in Sublime Systems, a U.S.-based start-up which developed a groundbreaking electrochemical process to produce an ultra-low carbon cement-like binder.

## How is CRH helping to drive innovative solutions for decarbonization?

CRH's focus is on investing and partnering with companies who are tackling the challenges associated with water, circularity and decarbonization. In terms of decarbonization, we're exploring both direct air capture and point source carbon capture technologies to reduce the emissions of our cement plants. We have invested in Cool Planet Technologies, a UK-based start-up which leverages cutting-edge membrane technology to capture CO<sub>2</sub> from flue gas at an economical cost.

We've also invested in Carbon Upcycling Technologies, a Canadian-based waste and carbon utilization company, that captures CO<sub>2</sub> directly from cement processes and combines it with local industrial by-products, such as steel slag, turning it into low-carbon binders to replace cement in concrete.

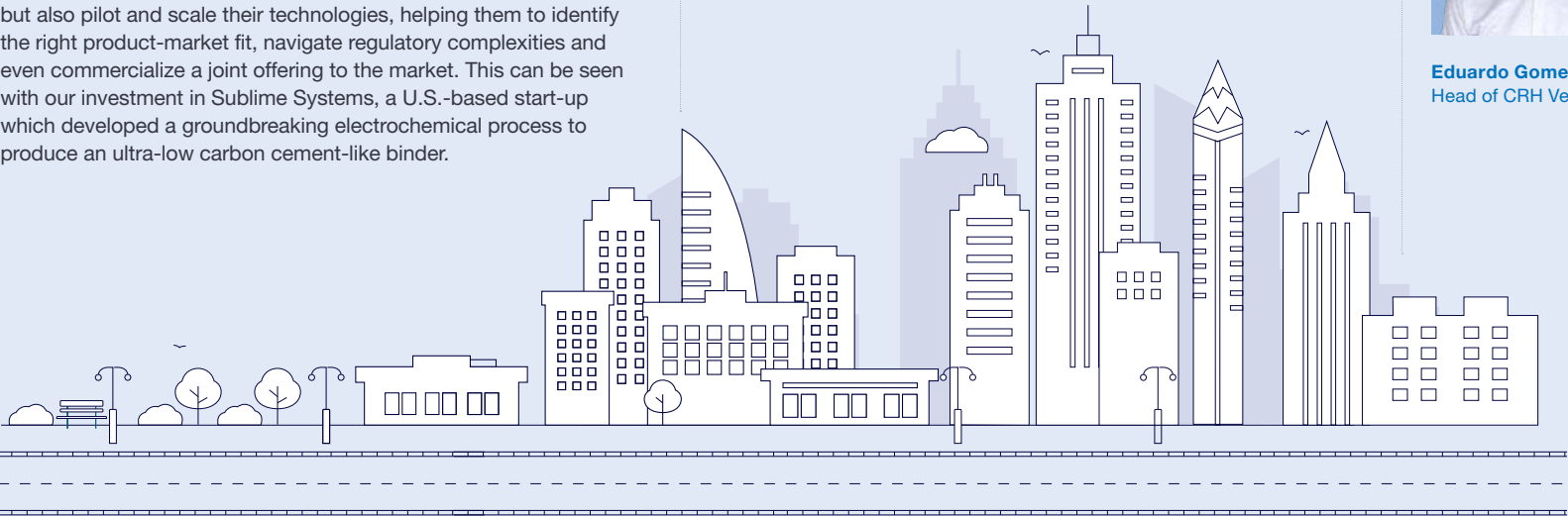
By investing in these innovative solutions and partnering across our industry we're able to harness scientific and technological breakthroughs and accelerate innovations in sustainable construction that enable a safer, smarter and lower-carbon built environment.



Through innovation and investment, CRH is helping to accelerate our industry's path to net-zero by reducing or eliminating carbon emissions associated with the construction and operation of buildings and infrastructure."



Eduardo Gomez Mendoza,  
Head of CRH Ventures





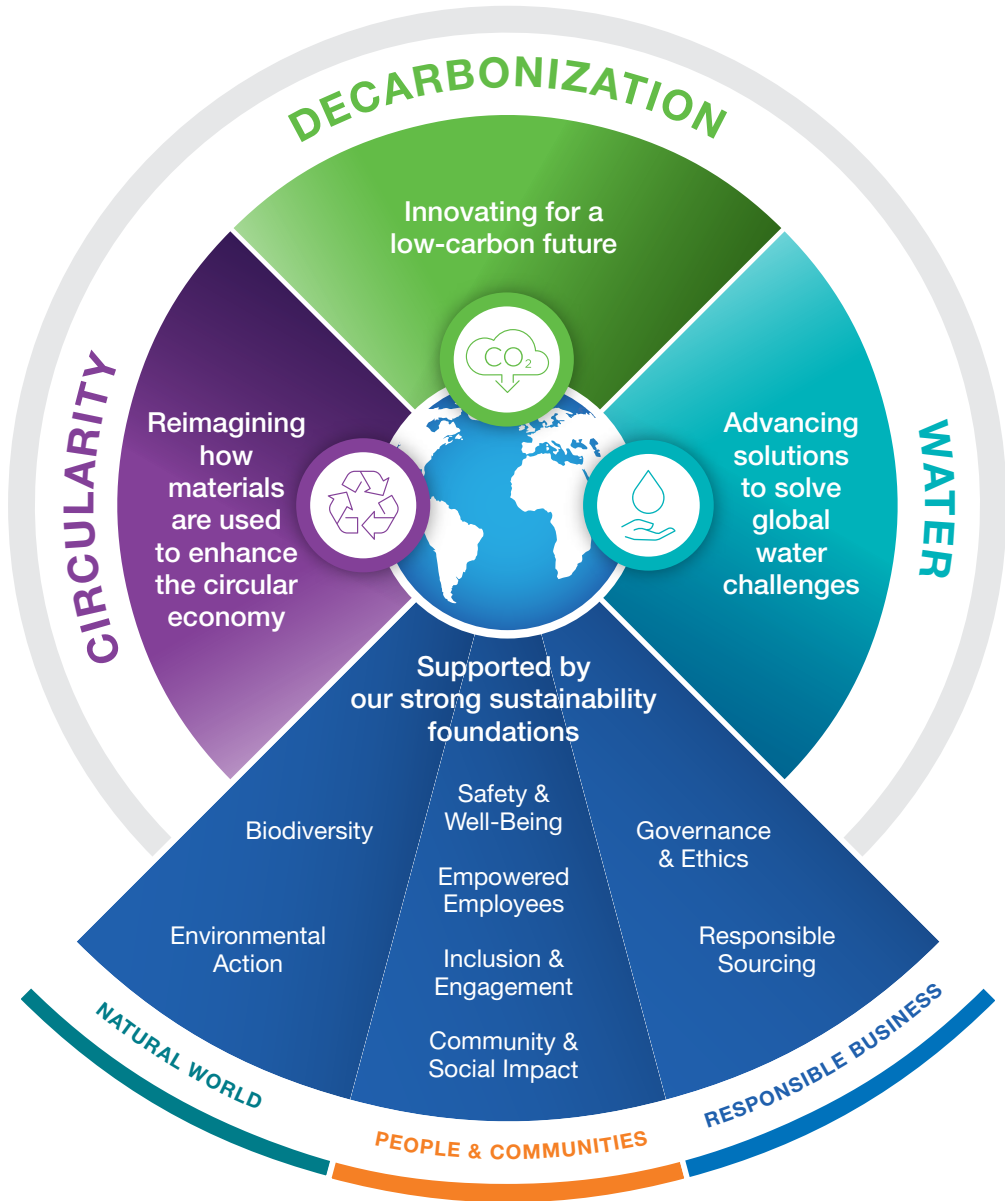
# Our Framework for a Sustainable Future

**Our Framework for a Sustainable Future** focuses our approach on how we can contribute to tackling some of the greatest challenges facing society and the built environment, as well as making progress on our other material sustainability issues.

Our Framework identifies three rapidly emerging and hard to solve global challenges for society and the built environment — water, circularity and decarbonization. CRH is well placed to provide value-added solutions to help solve these challenges and improve the quality of the world we live in.

Our approach is underpinned by our strong sustainability foundations — protecting the natural world, helping our people and communities to thrive and ensuring we operate as a responsible business.

We have always had a culture of reinvention and continuous improvement. Individually our businesses help make homes, buildings and critical infrastructure that stand the test of time for generations to come. Together, CRH can reinvent the way our world is built, driving forward our unifying purpose and contributing to a more sustainable and resilient built environment for the future.



Through CRH's Framework for a Sustainable Future we're integrating sustainable principles into our business strategy, creating opportunities for customer-connected solutions, innovation, growth and talent attraction, all of which enable us to continue to deliver long-term sustainable value."



**Dr Martyn Kenny,**  
Vice President, Sustainable  
Business & Public Policy, CRH



# Our Framework for a Sustainable Future Continued

By positioning sustainability at the core of modern construction, we are supporting the delivery of the UN Sustainable Development Goals



## Priority Sustainable Development Goals

### Influencing

We believe CRH can effect the most change and directly and indirectly help to influence the outcome of these goals through our actions and solutions.

- SDG 9** Industry, Innovation and Infrastructure
- SDG 12** Responsible Consumption and Production
- SDG 13** Climate Action

### Partnering

We believe CRH can contribute towards these goals by collaborating across our industry to help to influence the outcome.

- SDG 6** Clean Water and Sanitation
- SDG 11** Sustainable Cities and Communities

### Supporting

We believe CRH can support this goal through our actions and solutions.

- SDG 15** Life on Land

## Delivering Sustainable Solutions

We create value by uniquely integrating our materials, products and services to better serve our customers' needs and advance our progress in water, circularity and decarbonization.



### Water

We are enabling resilient communities by advancing innovative solutions to solve global water challenges, including solutions for clean water, stormwater and wastewater management, flood defenses and conservation of water across the value chain.

Read more on page 18



### Circularity

We are reimagining how materials are used to enable the circular economy, including preserving our natural resources, recycling and reusing construction and other waste, facilitating durable, resource-efficient buildings and infrastructure and building more circular supply chains.

Read more on page 27



### Decarbonization

We are creating value through our lower-carbon solutions for resilient, net-zero buildings and infrastructure, the clean energy transition and transportation, as well as reducing our own carbon emissions.

Read more on page 34



We continue to invest in our sustainability foundations: protecting the natural world, helping our people and communities to thrive and ensuring we operate as a responsible business.



### Natural World

We are managing our operations to protect, conserve and, where possible, enhance the natural world for generations to come.

Read more on page 46



### People & Communities

We are continuing to develop our culture and talent, driving our ambitions for a safer, more inclusive and engaged workforce and positively impacting our communities.

Read more on page 53



### Responsible Business

We are continuing to apply responsible business conduct throughout our organization, safeguarding human rights and promoting responsible sourcing practices.

Read more on page 70



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# Our Double Materiality Assessment

We carry out regular materiality assessments to determine the most important sustainability topics for CRH and to ensure that we can contribute to solving the global challenges highlighted in our Sustainability Framework.

In 2023, we completed our first double materiality assessment, identifying the most important sustainability issues for CRH and our stakeholders, as well as examining how external sustainability factors impact our business. This process incorporated the materiality requirements of the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB) and aligned with reporting requirements across environmental, social and governance (ESG) indices. We also drew upon our Enterprise Risk Management (ERM) process, which is embedded throughout our business and provides a structured approach for the identification and management of CRH's most material impacts, risks and opportunities.

The assessment was undertaken with the assistance of an external specialist and was included in the AA1000 assurance process. The outputs have been presented to the Safety, Environment & Social Responsibility (SESR) Committee, a committee designated by CRH's Board of Directors with the responsibility for monitoring developments related to sustainability risks, and providing strategic direction, oversight and risk assurance.

Building on the formal double materiality assessment process completed in 2023, in 2024, we carried out a dynamic assessment to measure the changes across the specific aspects of sustainability. This consisted of a high-level desktop review of peer reports, media coverage, rating agencies and legislative changes, as well as engagement with relevant functions in CRH. Through this dynamic assessment process, we determined that our 16 material topics remain the most significant sustainability topics for CRH<sup>1</sup>.

<sup>1</sup> See page 111 for the Note on References to Materiality

## Our Approach



### Mapping and Prioritization of Stakeholders

Mapped stakeholders (including silent stakeholders, such as an ecosystem), that affect and are affected by our business, and our upstream and downstream value chain.

Prioritized affected stakeholders (e.g., employees, customers, suppliers) and users of our sustainability statements (e.g., investors, governments, NGOs) to ensure the level of engagement undertaken reflected the stakeholder groups' relationship with CRH.



### Identifying Relevant Sustainability Topics

Reviewed a wide range of sources for potentially relevant sustainability topics that impact and are impacted by CRH, including:

- Media, Global and Industry Trends;
- Topics & Sub-Topics of GRI, ESG Indices, SASB and Corporate Sustainability Reporting Directive (CSRD) European Sustainability Reporting Standard (ESRS);
- Internal Documentation, e.g., CRH Risk Register;
- Industry Peers;
- CRH Specific Disclosures;
- Legislation; and
- Sector & Other Frameworks, e.g., Task Force on Climate-related Financial Disclosures (TCFD).

Produced a preliminary list of consolidated high-level priority topics to integrate into our stakeholder engagement process.



### Stakeholder Engagement

Identified effective engagement methods to ensure diverse internal and external perspectives were captured, including:

- **Online Surveys**  
Rated the importance, positive or negative, of CRH's impact on society and the environment for each priority topic on the preliminary list (considering our operations and value chain), and the impact of each of the topics on CRH's business.
  - **Focus Groups & Interviews**  
Provided a deeper understanding of survey responses and the reasons for the impact ratings.
- Stakeholders identified any topics they believed to be missing from the preliminary list, and indicated how the significance and impact of topics might change over the short, medium, and long term.

## Output



### Prioritizing Material Sustainability Topics

Applied quantitative results from the online surveys to generate a weighted average rating for each of the sustainability topics.

Analyzed insights from the focus groups and interviews to gain a deeper understanding of the quantitative outputs.

Identified 16 material sustainability topics from the stakeholder engagement and rating process.



### Validation and Final Outcome

CRH senior management and internal experts reviewed and validated the outputs and assessed their alignment with strategic focus areas and the CRH Sustainability Framework.

Produced a materiality matrix to inform our business strategy and key disclosures (see page 15).





# Our Double Materiality Assessment Continued

## Materiality Matrix

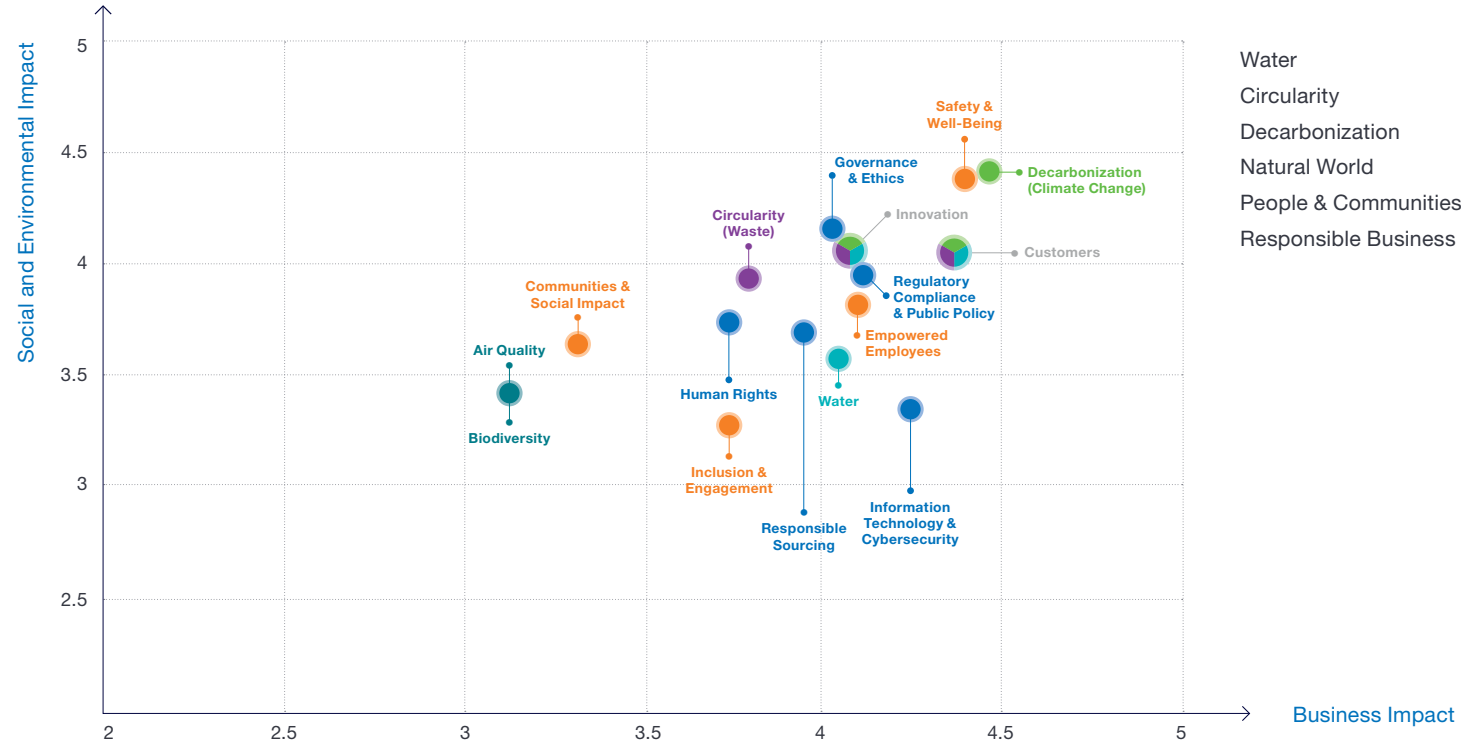
The vertical axis of the materiality matrix displays the sustainability topics for which CRH can have the most significant impact (positive or negative) on society and the environment (GRI reporting requirements). The horizontal axis displays the topics that carry the most significant business impact (risks and opportunities) for CRH.

Stakeholders identified Water, Circularity, Decarbonization, Empowered Employees, and Inclusion and Engagement as issues that would increase in importance in the medium and long-term for both social and environmental impact and business impact. In this Sustainability Performance Report, we provide updates on how we are managing and progressing with each material topic within our Sustainability Framework.

## Building for the Future

CRH's scale, geographical reach, diversified business portfolio, and solutions mean we are well placed to drive change across the built environment to meet the needs of society, particularly in the areas of water, circularity and decarbonization.

A hallmark of CRH is how we consistently engage with our stakeholders to enable sustainable outcomes and grow our business. We will continue to monitor our material topics, including potential impacts on our business, as well as the potential environmental and social impacts of our activities. This will be used to inform our business strategy, including how we meet the needs of our customers and other stakeholders.



## Materiality Matrix<sup>1</sup>

The matrix above is the top quadrant of a much larger matrix and shows our material issues only. It is based on a weighted average rating per topic, following detailed consultation with internal and external stakeholders as part of our double materiality assessment carried out in 2023. These results were then mapped to the CRH Sustainability Framework.

Particular topic descriptions were used during the survey and focus groups as part of the 2023 materiality assessment. The descriptions of some topics have been adjusted in the matrix in line with the CRH Sustainability Framework. The topics and sub-topics covered by the adjusted terms are unaffected. "Waste (Circularity)" is referred to as "Circularity (Waste)"; "Employees" as "Empowered Employees"; "Sustainable Supply Chain Management" as "Responsible Sourcing"; "Health, Safety and Well-Being" as "Safety and Well-Being". The topics of Innovation and Customers are considered and addressed throughout our Sustainability Framework and highlighted here with the larger, combined circles. Following the dynamic materiality assessment that was carried out in 2024, we have renamed the topic of 'Inclusion & Diversity' to 'Inclusion & Engagement', to reflect a refreshed approach which focuses on creating a respectful, inclusive culture where everyone feels valued, is treated fairly and has an equal opportunity to contribute and realize their full potential.

<sup>1</sup>See page 111 for the Note on References to Materiality



# Sustainability Recognitions and Benchmarks

By incorporating sustainability into all aspects of our business model, we believe we can maintain a long-term competitive advantage and bring value-creating solutions to the market. Through innovation and development, we are generating opportunities for both our shareholders and all our stakeholders while contributing to a better built environment. CRH has been recognized for our industry-leading sustainability performance and reporting by several independent ESG benchmarking systems.



Awarded the highest available rating of AAA in the MSCI ESG Ratings. We have achieved this score for eleven consecutive years, an accomplishment that remains unmatched in our sector.



Awarded an ESG Risk Rating of 17.6\*, reflecting our low exposure to industry-specific material ESG risks and our strong management of those risks.



Designated a constituent member of the Dow Jones Best-in-Class North America Index, comprising sustainability leaders selected by the S&P Global ESG Score. S&P Global has also included CRH in its annual Global Sustainability Yearbook for our sector-leading ESG performance.



Awarded a Prime rating for our ESG performance, the highest relative rating awarded by ISS ESG.



Included in the FTSE4Good Index Series, demonstrating strong ESG risk management practices.



Recognized for our Climate (A-) and Water Security (B) disclosures, demonstrating our commitment to environmental transparency and action.

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Please Note: Agency ratings are subject to change, and there may be no assurance that an agency will continue to provide ratings and/or maintain its current ratings. A security rating is not a recommendation to buy, sell or hold securities, and may be subject to revision or withdrawal at any time by the rating agency, and each rating should be evaluated independently of any other rating.





Sustainable  
Leadership

Sustainable  
Solutions



Water



Circularity



Decarbonization

Sustainable  
Foundations



Natural World



People &  
Communities



Responsible  
Business

Sustainable  
Performance

# Sustainable Solutions

## Creating Value through Sustainable Solutions

### In This Section

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Circularity	27
Decarbonization	34

Michigan Paving & Materials, in CRH's Americas Division has completed a three-year, \$210 million project, reconstructing over 24 miles of Interstate 69 (I-69). As part of the project, 385,000 tonnes of existing concrete pavement was recycled via a portable crushing plant on site and repurposed as aggregate base material. The reconstructed highway recently won a National Asphalt Paving Association (NAPA) Quality in Construction Award.





Sustainable Leadership

Sustainable Solutions



Water



Circularity



Decarbonization

Sustainable Foundations



Natural World



People & Communities



Responsible Business

Sustainable Performance

# Water



## Advancing Solutions to Solve Global Water Challenges

### In This Section

Why Water Matters	19
Delivering Essential Water Solutions	20
Water Stewardship	25

With rising sea levels threatening coastal communities and infrastructure, CRH's coastal and flood defense solutions are playing a crucial role in helping to safeguard these communities from flooding. Roadstone, in CRH's International Division in Ireland, has upgraded coastal defenses at Lahinch Beach, to protect the town of Liscannor Bay in Ireland from coastal erosion.





Sustainable Leadership

Sustainable Solutions



Sustainable Foundations



Sustainable Performance

Water

# Why Water Matters

Water is an essential resource for life and the economy.

Populations are growing and more people are living in urban areas, leading to a significant increase in demand for good quality water. More extreme weather events, fluctuating rainfall patterns and temperatures are also causing droughts and floods, adding to the problems of aging, vulnerable and inefficient water infrastructure that has not been designed to meet current demands.

To improve the resilience of communities to these challenges, there is an urgent need to invest in repairing, replacing and upgrading critical infrastructure for clean water, wastewater, flood and stormwater management.

## How CRH is Responding

CRH is creating value for all by solving water challenges for our customers and communities.

### Building Resilient Communities

Creating value by our ability to integrate products, services and solutions to enable water-resilient communities.

### Delivering Customer-Connected Solutions

Solving complex customer challenges through solutions for clean water, wastewater, groundwater recharging, stormwater management and flood defense.

### Unlocking New Technologies

Investing in new technologies for efficient water management, pollution control and leak detection.

### Demonstrating Water Stewardship

Implementing water management plans and efforts to conserve water across our business.

## Highlights



139bn

Liters of water recycled at our operations in 2024



942

Locations recycled water in 2024



Customers work with CRH due to our ability to provide innovative solutions that address the increasing complexity involved in delivering critical infrastructure. As our customers' needs continue to evolve, we're advancing the reliable, cutting-edge solutions they need to address global water challenges by enhancing flood resilience and improving water management."



**Kwabena Osei,**  
Global Director of Innovation,  
Hydro International, CRH Americas  
Division





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Sustainable  
Performance

Water

# Delivering Essential Water Solutions

## Supporting Water Resiliency

CRH is helping to accelerate a water resilient future by advancing solutions to solve global water challenges and through our own site stewardship. In partnership, we are continuing to scale and innovate products, services and solutions for essential water infrastructure to solve customers' complex challenges. We recognize that access to sufficient clean water is a salient human right and underpins economic growth. Across our business, we aim to protect, preserve and replenish water resources, including in selected at-risk catchments in which we operate by 2030.

Our customer focused approach has led us to develop a wide range of products, services and solutions to solve stormwater, flooding and coastal defense challenges. We are also meeting the complex needs of urban planners and communities for efficient clean water and wastewater management systems.

## Accelerating Stormwater Management

In many towns and cities stormwater infrastructure, drains, pipes and culverts have been in place for many decades and are proving to be insufficient for the increase in the frequency and severity of storms that communities are experiencing. Without sufficient stormwater management, flooding can quickly compromise homes, businesses, and other urban infrastructure. We are addressing these customer and community challenges through our products, services and solutions for stormwater management including those that drain, filter, retain, infiltrate (slow release to aquifers), and transport stormwater.

These solutions help to protect people, vital infrastructure and the environment from flood risk. For example, in Los Angeles County, California, historic amounts of rain fell during a three-day storm in February 2024, with over 300 millimeters in some areas. Fortunately for the local community, over 1,400 MaxWell Drywells have been installed in the area by Oldcastle Infrastructure, in CRH's Americas Division. These underground structures, engineered by Torrent Resources, capture water during storms and slowly release it back into groundwater aquifers. A significant volume of water was captured during the storm, helping to protect local communities while also recharging depleted groundwater aquifers in the region. These solutions can address challenges in drought-sensitive areas, enabling the replenishment of reserves and enhancing water security.

Oldcastle Infrastructure continues to innovate turnkey water solutions to improve stormwater management, and recently installed their first new MaxCapture® system, an innovative, combined detention and drywell system, at a new apartment complex in Arizona in the U.S. Traditionally, installing detention and drywell systems require two separate products from two companies. Working closely with the on-site contractors, the MaxCapture® system allowed for a single simpler, integrated design process.



## Action Spotlight

### Innovating on Stormwater Management

CRH's approach to stormwater management is to address our customers' challenges by transforming stormwater from an increasing threat into a well-managed resource. Recently the city of Renton, Washington, needed a stormwater solution to protect local neighborhoods from flooding, in addition to dealing with pollutants like oils and metals that were being washed in with stormwater runoff. CRH companies across our Americas Division; Oldcastle Infrastructure, Ash Grove and ICON Materials, worked together to provide an integrated water management solution for this project.

Oldcastle Infrastructure created a unique BioPod™ system that delivers high-capacity bio-filtration, treating water at a rate of 370 liters per second to remove sediment and dissolved pollutants. ICON Materials customized a mix of aggregates to enable the treated, cleaned water to be absorbed into the ground and to recharge the underlying groundwater. In addition, recycled materials and asphalt were used to pave the site. Ash Grove provided all of the cement for this project, ensuring the highest standards of durability and excellence. This example demonstrates our solutions approach, developing and combining expertise, scale and relationships to deliver innovative solutions for resilient communities.



# Delivering Essential Water Solutions Continued

## Upgrading Sewer Networks

CRH is helping to upgrade and expand sewer networks and wastewater treatment plants, essential for sanitation and protecting the environment. Some existing systems are undersized and not designed to cope with more densely populated urban areas and higher rainfall.

Combined sewers accept stormwater and sewage water but at times of heavy or extreme rainfall they can surpass capacity and overflow. This releases stormwater, untreated human and industrial waste, oil and grease, and other pollutants into waterways. This is referred to as combined sewer overflow (CSO).

We offer a range of solutions to tackle the challenges that can arise from CSO systems. For example, Oldcastle Infrastructure, in CRH's Americas Division, has several high-performance offerings to upgrade sewer networks. Oldcastle Infrastructure recently installed a Storm King® system in Round Lake Beach in Illinois, which uses hydrodynamic separation technology to prevent damaging pollutants from reaching the environment during heavy rainfall and surge events. No external power is needed for this system, which is self-cleaning and can remove up to 95% of grit and sediment before it can escape from the CSO system.



## Action Spotlight

### Solving Complex Customer Challenges

We work with our customers to find integrated and reliable technical solutions to deal with extreme weather and aging infrastructure. Stradal and Hydro International, both in CRH's International Division in France and the UK respectively, recently partnered on a water infrastructure upgrade for the City of Strasbourg in France.

Strasbourg was experiencing significant rainfall for the region and facing the threat of flooding due to wastewater network saturation, compounded by an old existing network. The city required a solution that disconnected the stormwater network from the existing wastewater system and re-routed the stormwater back to the river. To add complexities to this project, this area has one of the highest groundwater levels in Europe and is governed by strict environmental regulations to avoid any risk of pollutant contamination. However, through their collaboration, Stradal and Hydro International were able to offer an integrated solution across the entire value-chain to address the challenges of this project.

This involved incorporating a combination of access, connection and treatment systems with structural engineering for bespoke products that could address the needs of the customer, as well as providing environmental engineering support for the duration of the project. This solution had a better performance in a smaller footprint than initial designs, and saved the customer cost on installation, simplified future maintenance, and met the strict environmental regulations of the area.

## Safeguarding Against Floods

Rising sea levels and heavier storms are threatening communities and infrastructure near coasts and rivers by increasing the risk of flooding, erosion and storm surges. Our coastal and flood defense solutions help to provide effective long-term protection and are crucial in preventing the loss of land due to erosion. These solutions include physical barriers, such as seawalls, levees and dams, and pumping stations. They work alongside stormwater management infrastructure in reducing overall flooding risk for communities.

Many of our operating companies supply riprap, also known as rock armour, to help repair levees and protect shorelines, among many other products and solutions. Riprap are large boulders that interlock together into a wall structure to help reduce the impact of waves on the shoreline and reduce coastal or river erosion. For example, Texas Materials, in CRH's Americas Division, recycles readymixed concrete waste at their facility in Houston to make riprap.

Tilcon New York, also in CRH's Americas Division, is helping to protect against future flooding with a significant contribution to the elevation of Manhattan's East River Park. Scheduled for completion in 2026, the East Side Resiliency Project, jointly funded by the City of New York and the federal government, will see East River Park rebuilt at a higher elevation to help prevent floodwater from impacting surrounding areas. Deploying its fleet of river barges, Tilcon delivered over 340,000 tonnes of aggregates to the project by August 2024, with a further 310,000 tonnes expected in 2025.

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Sustainable Foundations



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# Delivering Essential Water Solutions Continued

## Greening Water Infrastructure

Urban planners and designers face many water challenges, including existing drainage systems being unable to cope with increased runoff from impervious surfaces, residents not having access to adequate green spaces, and less habitat for local wildlife. We offer solutions that enable green infrastructure strategies, which are also known as sustainable urban drainage systems (SuDS) and blue-green infrastructure. These solutions, such as incorporating permeable paving, rain gardens or green roofs, mimic hydrological processes that can manage urban stormwater run-off more effectively. They also provide additional benefits such as creating habitats for biodiversity, local cooling effects, and purification of air, increasing the overall resilience of the built environment beyond flood management.

Polbruk, in CRH's International Division in Poland, has supported the city of Kielce, to create a series of installations as part of a new 'Green Lungs of Kielce' project. For one of the installations Polbruk created a pocket park using their Extrano openwork panels, which are concrete pavers designed to allow rainwater to infiltrate into the roots of plants and trees. These parks add to the environmental and aesthetic value of the city for the benefit of its residents.

Captured water from management solutions can be reused or returned to the environment in a controlled manner. Hydro International, in CRH's International Division in the UK, recently provided a bioretention solution for a customer's complex problem that allowed them to capture and retain the rainwater and surface runoff within their grounds and to filter and reuse it for on-site cleaning. This solution incorporates plants to help cycle pollutants that are captured, reducing the need to periodically replace the engineered media. Using native trees, the Hydro Biofilter™ biofiltration units capture pollutants such as trash and oil, enabling the customer to safely reuse the stormwater and reduce their need for municipal water.



## Action Spotlight

### Creating Beauty and Functionality

CRH businesses in our Americas and International Divisions have developed products to enable customers and communities to transform outdoor spaces, enhancing both critical infrastructure and the environment. The village of Lakewood, New York, is a popular tourist destination with old-world charm, located at the southern end of Chautauqua Lake. As part of a green stormwater infrastructure retrofit of its main intersections and pedestrian areas, the Green Street Project needed to minimize street flooding and runoff to the lake. Oldcastle APG, in CRH's Americas Division, provided permeable pavers in several colors to help create a unique color pattern that accents important intersections and matches the look and feel of the village. In addition, underdrains in the permeable pavement intersections are connected to the existing storm sewer system to collect excess water from very large rain events.

This unique use of permeable pavers for the roadway is believed to be the first of its kind in New York state, allowing stormwater runoff to be captured, treated and cooled prior to entering the groundwater or lake. This project demonstrates how our solutions can often improve water quality and manage stormwater events while adding to the overall aesthetics of the built environment.

The Green Street Project funding in part was provided by New York State Environmental Facilities Corporation Green Innovation Grant Program Grant 1597 and local funding from the Village of Lakewood, County of Chautauqua, and Chautauqua Lake & Watershed Management Alliance Foundation Match Fund supported by The Lenna Foundation, the Chautauqua Region Community Foundation, and the Holmberg Foundation.

## Upgrading and Expanding Infrastructure

Existing infrastructure that supplies clean water to communities urgently needs to be updated and expanded. We provide pipes in several materials, such as concrete and Polyvinyl chloride (PVC), for water distribution and collection networks.

We recently acquired TehnoWorld, a leading plastic pipe manufacturer, within our CRH International Division in Romania. TehnoWorld provides a range of polyethylene (PE), high-density polyethylene (HDPE) and PVC pipes for many applications, including potable water, sewage networks and irrigation systems. TehnoWorld recently supported a project to develop and modernize the clean water network in Moara, Romania. As part of this project, TehnoWorld installed over 20km of polyethylene piping solutions, helping to improve the community's access to drinking water.

Oldcastle Infrastructure, in CRH's Americas Division, also offers PVC pipe solutions for water infrastructure manufactured by National Pipe & Plastic. Pipe made from these materials are corrosion resistant. Corrosion leads to more frequent replacement of critical water infrastructure, increased resource use and a higher carbon footprint. These pipes have a lifespan of over 100 years in underground applications and require less manufacturing energy compared to other applicable materials.

Water utility companies are developing local and regional water resource plans to ensure adequate supply in the future. Hydro International, in CRH's International Division in the UK, assisted Severn Trent Water on a recent project to model the potential impacts of bolstering water resources in an area of need by diverting existing water discharges. Collaborating with AECOM, the engineering partner for the project, Hydro International modeled the potential impacts of different scenarios to identify how best to re-route the water and to mitigate its impacts. Hydro International used their Hydro-Logic® Aquator software platform which delivered valuable insights to inform strategic decisions for Severn Trent Water's resource plan.





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Water

## Delivering Essential Water Solutions Continued

### Strengthening Water Networks

Capturing, treating, and distributing clean water is a cost to households and businesses. Aging pipes leak and sometimes burst, meaning water escapes the distribution system. A significant portion of clean, treated water is lost globally due to leaks. CRH's recent investment in FIDO AI is opening up opportunities to connect our customers with the solutions they need to solve this pressing challenge.

Oldcastle Infrastructure, in CRH's Americas Division, is developing capabilities in leak detection, water management and conservation solutions, by leveraging FIDO AI's technology platform. It can detect leaks with exceptionally high accuracy, something that wasn't possible with traditional leak-identification methods. Sensors are installed across a network, data is collected and analyzed using AI, and Oldcastle Infrastructure's field engineers pinpoint the exact location of each prioritized leak. The sensors continue to collect data to validate that repairs were performed successfully. Using this innovative AI, Oldcastle Infrastructure has successfully worked with customers in the aftermath of large failures in their networks, pinpointing other high-risk areas in need of repair.



We are supporting  
UN SDG 6: Clean Water  
and Sanitation

### Accelerating Innovation

We continue to innovate to improve options for customers, while also solving for new challenges in water management and distribution. For example, CRH Ventures launched an Accelerator for Water Solutions, which is designed to support the most promising solutions to address the biggest challenges of water management. The program allows start-up companies to partner with CRH companies, giving them access to 50+ years of technical expertise, and enabling them to pilot their innovations that can help us provide solutions to our customers' water infrastructure. Six companies have been selected for the accelerator program in areas such as microplastics, water quality monitoring, greywater recycling and concrete reinforcement for use in coastal applications. The accelerator is a unique opportunity for CRH to assess and explore the wider construction and building materials landscape.

Through this Water Accelerator, we are partnering with several companies to trial new technologies. Hydro International, in CRH's International Division in the UK, is partnering with Datatecnics on the application of software to monitor water infrastructure assets and flow characteristics of water systems and predict pipeline failures in their system. A UK pilot is underway using Hydro International's Aquator software with Datatecnics' technology to make digital twins of the water supply system. Tarmac, also in CRH's International Division in the UK, is working with Previsico to run a trial on the rollout of flood monitoring and prediction technology to provide actionable insights for customers to optimize their road and drainage maintenance services. Sensors are being installed in Norfolk County that will allow calibration of the trial's model by tracking real-time conditions at several key sites in the system. For information on our other accelerator programs, see page 32.



### Action Spotlight

#### Innovating to Solve Customer Challenges

Customers work with CRH because of our ability to provide the highly specified and innovative solutions involved in delivering complex critical infrastructure. For example, Oldcastle Infrastructure, in CRH's Americas Division, recently supported Los Angeles County, to address challenges identified with their stormwater management processes. Los Angeles County was having difficulties in maintaining stormwater treatment devices, which required frequent and difficult maintenance, resulting in delays and increased costs.

Oldcastle Infrastructure was selected to address this challenge because of its ability to draw on its wide-ranging systems and experience in stormwater treatment solutions to customize the system, in collaboration with Pre-con Products, which manages the system. The system customizations included in particular the Hydro DryScreen, a screen that captures stormwater trash, organic matter and sediment, and Pre-con Products' StormPrism modular underground stormwater units. The improvements that Oldcastle Infrastructure made to the design of these stormwater treatment devices made the system significantly easier to maintain, reducing operational downtime, minimizing safety risks for maintenance crews, and limiting traffic disruptions.



# Delivering Essential Water Solutions Continued

## Partnering for Success

We collaborate with partners across our value chain to develop the innovative products, services and solutions for smart water management, water treatment and flood prevention.

Oldcastle Infrastructure, in CRH's Americas Division, is sponsoring a new, innovative funding mechanism for water utilities to support deployment of promising technologies in the U.S. The partnership with water consultancy Isle Utilities is a new approach to funding and scaling breakthrough water technologies, called the "Minority-Led U.S. Utilities Trial Reservoir." It provides access to loans for water technology innovators to undertake technology trials, with a focus on technologies that advance social and/or environmental sustainability goals for the target community.

Oldcastle Infrastructure has also joined a new initiative to help solve water challenges in the Colorado River Basin — one of the most overstressed and overallocated water sources in the world. Oldcastle Infrastructure join FIDO AI, Microsoft, PepsiCo, Water Foundry and Atlantean Media on the "Water United" initiative. As a strategic investor in FIDO AI, Oldcastle Infrastructure offers leak detection technology along with deep expertise in resilient water management infrastructure solutions.



**Urban infrastructure projects today must meet increasing regulatory constraints around stormwater runoff, with mounting pressure on cost and environmental impact. To meet these challenges, we rely on solutions for resilient, steadfast systems that can manage large volumes of stormwater while meeting stringent environmental regulations."**



**Elodie Simone Pichard,**  
Water Activities Manager,  
TPF Ingénierie



## Action Spotlight

### Advancing Collaboration on Water

Collaboration is an important accelerator of innovation. CRH works with our customers, partners and communities to develop future water infrastructure that meets their needs. For example, CRH sponsored and participated in an important roundtable discussion on "Developing Water Infrastructure Systems for Greater Resilience" in 2024. We joined the World Environment Center (now Tandem Global) and Jacobs Engineering to discuss investment in resilient water infrastructure systems, exploring such topics as good governance, emerging technologies and the role of nature-based solutions. The discussions highlighted best practice and the vital role of collaboration and partnerships in improving water infrastructure resilience and sustainability. CRH continues to engage with our partners to accelerate action on water.

## New 2030 Target



Engage in collective action to deliver transformational outcomes for 5 at-risk water catchments by 2030

For 2025, we created a new target focused on identifying opportunities to work with external stakeholders in at-risk water catchments, through our water management and technologies, to share resources and minimize water risk. For example, to support the replenishment of water where our sites may reach water positivity, or provide flood alleviation through the holding capacity of our extractive sites.





Water



Circularity



Decarbonization



Natural World



People & Communities



Responsible Business

Water

# Water Stewardship

## Our Water Use

Our business depends on water for numerous processes, and works to reduce our impact and conserve water for the benefit of CRH, the environment and local communities. For example, we use water in aggregates, cement, and concrete production, in cooling equipment, for dust suppression at extraction sites, in emissions control systems, and for general cleaning and hygiene services. Our preferred sources of water come from dewatering activities at our extraction sites or rainwater harvesting.

In places where our preferred sources are not available or are insufficient, we obtain water from sources like groundwater, surface water or municipal supply. Water abstraction and discharge are highly regulated processes.

## Reducing Water Use

We aim to optimize water consumption in our processes and products throughout our operating locations. We reduce our water use at many of our operations through methods such as rainwater harvesting, closed loop and other water-recycling systems. Many of our operating companies are also redesigning products to consume less water, such as switching from wet to dry cast in our precast concrete businesses.

To reduce water intake from local utilities, we use water from on-site settlement ponds and other methods where available to our companies. Effective water recycling reduces our water intake demand, its associated cost of withdrawal, and the need for wastewater treatment and discharge. Enhanced water management adds value to our business, and we continue to adopt new measures that ensure continuous efficiency improvements in our locations. In 2024, we recycled 139 billion liters of water at our operations. Our operating companies reported a reduction in water withdrawal volume to 104.8 million m<sup>3</sup> in 2024 from the 2023 volume of 109.7 million m<sup>3</sup>. In 2024 74% of this water withdrawal was used within our materials activities (e.g. aggregates and readymixed concrete).

## Restoring Water Quality

Water discharge and quality are regulated nationally and locally, so specific requirements for locations are situation dependent. The characteristics of the water body that receives any releases from sites is also considered when setting requirements. High standards are set for any process water that is discharged from sites, and techniques like settling ponds and pH neutralization systems are used.

Some of our locations use wastewater treatment plants, and we increasingly utilize nature-based solutions to support good-quality discharge water. 13.0 million m<sup>3</sup> was discharged from our sites in 2024, with 80% of this being released to surface water, and the remaining to public sewers and other. Rainwater naturally contributes to any water flows on our sites, and so the accurate measurement of process-related water discharge is challenging.

We implement measures for materials storage to ensure that all products and materials used in the manufacture of products are adequately stored and potentially polluting materials are contained. Our policy is to decommission all unprotected underground storage tanks.

★ Key Fact

96%

of our operating companies had water management plans in 2024



## Action Spotlight

### Integrating Nature Based Solutions

We use nature based solutions to efficiently manage water resources and to meet water discharge requirements, benefiting ecosystems, communities and our business. Ash Grove, in CRH's Americas Division, faced challenges in managing total suspended solids (TSS) in water discharged from site following the closure of their West Quarry Mine in Louisville, Kentucky.

Building on its longstanding experience, the plant developed a plan to mitigate TSS using a long term approach. This evaluated the site as a whole, developing a reclamation plan for the old extracted area that enhanced water management and promoted biodiversity. Through a mix of nature-based solutions, land forming and the addition of new pumps, a wetland habitat was created, slowing the flow of water and enabling the settlement of TSS. Native vegetation was introduced across the site to provide slope stability and limit erosion, thereby reducing the release of solids into the water.

### 2030 Target

100%

of our companies to have water management plans by 2030

To drive performance, we have set a target for 100% of our operating companies to have water management plans in place by 2030. They set out the monitoring of water flow at the company's locations, with the objective of quantifying and managing the impacts on water resources. The plans also assign responsibility for various water monitoring and management procedures. We continue to implement innovative water conservation methods, and training at relevant locations, to ensure that appropriate techniques are used across our operations.

We are on track to achieve this goal as 96% of our companies had plans in place in 2024 (2023: 89%). We recognize the value of water as a natural resource, and always aim to use it responsibly. We recycled water across 942 of our locations in 2024. Through this effort, water intake requirements were reduced by 57% at these locations.





# Water Stewardship Continued





## Action Spotlight

### Recycling Water at Our Sites

At CRH, we are finding new ways to manage water consumption across our operating locations. For example, Lyman-Richey Corporation, in CRH's Americas Division, recently installed a new filtration system that will enable them to recycle water at their Elkhorn concrete plant. This is their highest producing readymixed concrete plant, which used an estimated 25.3 million liters of water in 2024 for production.

The filtration system is designed to remove all particles greater than 40 microns allowing water from an on-site retention pond to be recycled. The recycled water is now being used to produce concrete products and in the site's Load and Go readymixed concrete truck wash system. The goal is to meet up to 50% of the site water requirements with recycled water.

### Transparency and Improvement

We acknowledge the ongoing challenge of collecting robust data on water, as several sources are often used to record volumes within process activities. We continue to improve our water accounting across the business. Transparency on water use and management is important to CRH. In 2024, CRH was awarded a 'B' score by the global environmental nonprofit CDP (formerly the Carbon Disclosure Project) for water disclosures. We continuously look at ways to improve our performance around water.

For example, Four Corners Materials, in CRH's Americas Division, has reduced their need for fresh water by approximately 25% since the introduction of a wash plant water recycling system at their facility in Colorado. The facility receives most of its precipitation as snow in the winter, but in the spring there were challenges in managing the large flow of meltwater. The new collection and recycling system now manages potential issues in draining site runoff while also providing freshwater for use in production processes.

Northgate Ready Mix, in CRH's Americas Division, has implemented a stormwater capture, treatment and reuse system to reduce their use of municipal water. Northgate Ready Mix installed several tanks on-site to hold the stormwater and let any sediment settle out, before using it in their readymixed concrete products. This new system enabled the site to capture over 1.1 million liters of water during the winter 2023-2024 and run without municipal water for up to six months.

### Understanding Our Water-Related Risks

Water security is a growing issue globally and can be a risk factor in some regions. In 2024, we conducted a water risk assessment using the World Resource Institute (WRI) Aqueduct Risk Atlas Tool to assess water risk at our locations. We have reviewed and updated our methodology and subsequent disclosures in line with definitions in emerging reporting initiatives.

We have analyzed our locations against regions where water stress is extremely high. This indicated that 8% of our locations are in areas classified at being in extremely high water stress. Focusing in on drought severity, 0.2% of our locations are situated within areas classified as high. The WRI results enable us to prioritize specific water stewardship actions to our most sensitive locations. The WRI Tool enables future scenario impact assessments, which we continue to include in our water management processes and systems.

### Ensuring Compliance

We respect and comply with environmental regulations to ensure our processes, including raw material extraction, safeguard local surface water and groundwater. Water-related non-compliances are resolved through our extensive approach to environmental management. Learn more about our approach to incidents or non-compliances on page 52.







Sustainable Leadership

Sustainable Solutions



Sustainable Foundations



Sustainable Performance

# Circularity



## Reimagining How Materials are Used to Enhance the Circular Economy

### In This Section

Why Circularity Matters	28
Delivering Solutions for Circularity	29
Collaborating for Circularity	32
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At CRH, circularity is embedded within our business, processes and products. For example, Staker Parson Materials & Construction, in CRH's Americas Division, has completed the construction of the West Davis Corridor, Route 177, a new four-lane highway in Utah. The project repurposed 690,000 tonnes of mineral by-product to use as structural fill and used over 70,000 tonnes of recycled asphalt in the asphalt blend to pave the highway.





Sustainable  
Leadership

Sustainable  
Solutions



Circularity



Decarbonization



Natural World



People &  
Communities



Responsible  
Business

Sustainable  
Performance

Circularity

# Why Circularity Matters

Circularity is an opportunity to deliver growth by using materials more efficiently.

We all rely on the built environment, the homes, buildings, transport and utilities that are vital to our daily lives. Yet, their construction currently requires significant amounts of material resources. Delivering the homes and infrastructure needed for a rapidly growing population makes resource efficiency an increasing challenge.

By working collaboratively, the construction and building materials sector can transform the way that resources are used and reused, creating value for all.

# How CRH is Responding

CRH is creating business and customer value through our positive contribution to a circular economy.

## Reimagining Essential Materials

Providing longer lasting construction materials that can be reused or recycled at the end of life.

## Delivering Circular Solutions

Connecting with our customers to address their complex challenges through products and services that use resources efficiently and enhance circularity in the built environment.

## Scaling Innovative Technology

Applying our expertise in materials science, design and engineering, and engaging in cross-industry collaboration, to innovate new material efficient technologies and products.

## Enhancing Material Stewardship

Integrating large amounts of wastes and by-products sourced internally and from other industries, and applying efficient manufacturing processes to deliver the circular solutions our customers need and extend the life of our mineral reserves.

# Highlights



44.7m

Tonnes of wastes and by-products recycled in 2024



\$14.6bn

Revenues from products with enhanced sustainability attributes in 2024



At CRH, we're identifying opportunities to create new circular solutions along the construction value chain by reimagining how materials can be used. This is helping us to respond to the evolving needs and challenges of our customers to build simpler, safer and more sustainably."



**Thomas Hassenforder**,  
Director of Sustainable  
Development,  
EQIOM, CRH International Division



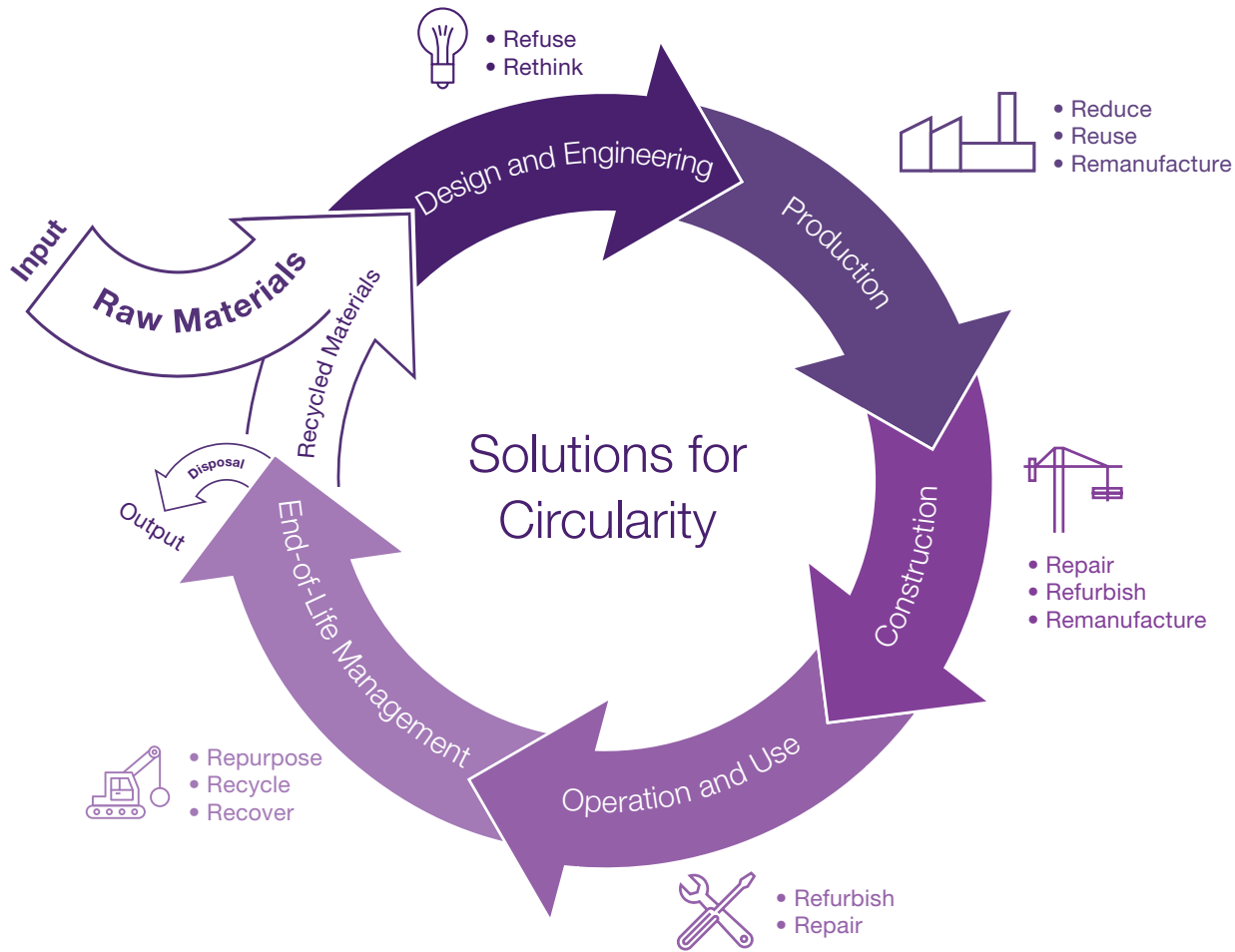
# Delivering Solutions for Circularity

## Seizing the Circular Advantage

CRH sees circularity as a significant opportunity. By introducing greater circularity across our business and supply chain, we can help solve our customers material resource challenges and create value for all. It also enables us to improve sustainability and reduce CO<sub>2</sub> emissions.

Currently, the economy is largely based on taking resources, using them and then discarding them. This is called a linear economy. The circular economy takes a different approach. It uses resources efficiently, eliminates waste, and keeps products and materials in long-term use. Moving to a more circular economy requires a rethinking of whole value chains, but it can bring many advantages.

CRH is reimagining the construction value chain and reconfiguring our materials, products, services and solutions for circularity. We are focused on delivering circular solutions that are longer lasting, have higher recycled content and can be reused, repaired, and recycled. CRH is a net user of waste. This means that we take in 98 times more wastes and by-products, sourced internally and from other industries, than we send for disposal from our own processes. By working with our customers and value chain partners, we are continuing to scale and innovate more circular materials and construction practices.



The R-strategies are a useful tool that provides a hierarchy for visualising and understanding the different stages of resource use and waste management in a circular economy.

Refuse: make a product redundant by abandoning its function or by offering a more material efficient product; Rethink: make product use more intensive e.g. through sharing or product as a service; Reduce: increase efficiency by consuming fewer natural resources and materials; Reuse: encourage the repeated use of products or components to extend their lifespan; Repair: repair defective products to keep them functional and in use for longer; Refurbish: upgrade or improve products to meet current standards or demands; Remanufacture: use parts of discarded products in a new product with the same function; Repurpose: find alternative uses for products or materials beyond their original intended purpose; Recycle: create new products or components, with the aim of reducing the need for primary resources; Recover: extract valuable materials or energy from waste streams to minimize disposal.

## Life-cycle Stages

Each stage in the life-cycle of buildings and infrastructure lends itself to particular circularity approaches. These approaches allow deliberate design choices to be made to move from a traditional linear, to a more circular design.



### Raw Materials

Consider materials that are more sustainably sourced, renewable or recycled – for example, from the deconstruction or demolition of existing buildings and infrastructure.

### Design and Engineering

Rethink material and infrastructure design to make more effective use of materials and enable them to be more easily employed over multiple life-cycles.

### Production

Apply efficient methods of production and optimize materials consumption through reduce, re-use and remanufacture strategies.

### Construction

Prioritize methods that encourage efficient construction, minimizing waste and making the most of input materials.

### Operation and Use

Repair and refurbish buildings and infrastructure to extend their lifetimes, maximizing the benefit from materials that they are made from and avoiding the need for new resources.

### End of Life Management

Ensure effective management at the end of life so that materials are kept in use through repurposing, recycling and recovery.



# Delivering Solutions for Circularity Continued

## Starting With Recycled Materials

One of the major contributions we currently make to a circular economy is through recycling. CRH is a net user of wastes and by-products. Some of these wastes and by-products are used as components in our products, or as products in their own right.

Managing waste from construction and demolition (C&D) processes is a major challenge for society. These C&D materials can be reused or recycled. We can process C&D waste to make recycled aggregates, with multiple possible applications, such as replacing virgin aggregates or using it as engineering fill to level the ground before constructing roads. Our business continues to seek opportunities for integrating C&D materials into new products. For example, EHL AG, in CRH's International Division in Germany, is part of the "URBAN" project. Partially funded by the German government, this project is investigating how to transform old concrete into new cement and high-quality aggregate, lowering CO<sub>2</sub> emissions and ensuring that these materials can be used again.

We use a high amount of recycled asphalt pavement (RAP) and recycled asphalt shingles (RAS), which are processed from old road surfaces and roofs to make new asphalt products. These products make new, high-performance, modern roads with a significant recycled content. In 2024, we used 12.9 million tonnes of RAP and RAS across CRH. In one example, Preferred Materials, in CRH's Americas Division, recently completed a paving project on North Dale Mabry Highway in Florida. Preferred Materials used 40% RAP in the binder course for this project, achieving an exceptionally smooth pavement and helping to reduce emissions through better fuel efficiency for vehicles using the highway. The project received the 2024 A.P. Bolton Award, given to the highest quality pavement constructed in Florida each year by the Asphalt Contractors Association of Florida.

## Waste to Value

By collaborating to use traditionally "waste" materials from other industries, we help to accelerate circularity for our customers, create value for our business and help to solve the challenges of other industries. Within cementitious products, we use wastes and by-products as substitutes for clinker. These can include pulverized fly ash from coal-fired power stations and ground granulated blast furnace slag from steel production. We apply strict quality control processes so that our products meet performance requirements.

We also use alternative fuels (AF) made from combustible wastes from other industries to replace the traditional fossil fuels in cement production. AF use in cement production is known as "co-processing" and is considered best practice by many authorities. A primary benefit of this process is decarbonization because AFs usually have a lower carbon footprint than traditional fuels. Co-processing has the simultaneous benefit of recovering heat energy to drive the manufacturing process and at the same time recycling minerals from the waste into the cement product.

Our Sapphire businesses in the U.S., France and Romania support the sourcing and processing of alternative raw materials and alternative fuels for our cement operations in these regions. These businesses work with both internal and external customers. For example, Sapphire in the U.S. works with external customers across different industries to help them to achieve zero-to-landfill goals using innovative waste management approaches.

In 2024, CRH recycled 44.7 million tonnes of wastes and by-products, sourced internally and from other industries, as raw materials and fuels in our products and processes (2023: 43.9 million tonnes). We used 2.3 million tonnes of wastes and by-products as AFs in 2024 (2023: 2.2 million tonnes), 2.2 million tonnes of which was used in our cement operations (2023: 2.1 million tonnes). For more information on the use of AF, see page 40.



## Action Spotlight

### Connecting Communities

CRH used 12.9 million tonnes of RAP and RAS in 2024 and we are trialling a number of asphalt mix types that incorporate different recycled materials. We are working with local authorities and customers to increase the recycled content of their project mixes.

For example, Texas Materials, in CRH's Americas Division, recently partnered with the city of Dallas on the Luna Road project. This involved the supply of an asphalt which used four different recycled materials: 21% RAP, 12% RAS, 7% waste sand from manufacturing of roof shingles and 28% used tire rubber-modified asphalt binder. Over 42% of virgin binder was replaced thanks to the use of these materials. In addition, warm mix asphalt manufacturing technology was used, lowering the energy requirements of the project. Texas Materials carried out performance testing during the project to ensure the long-term durability of the road, focusing on quality and long service life to build a more resilient road with lower CO<sub>2</sub> emissions over its lifetime. By optimizing the recycled content in our products, we were able to support the customer with their own sustainability ambitions.

### 2025 Target

 **50%**

revenues from products with enhanced sustainability attributes<sup>1</sup> by 2025

CRH's Sustainability Framework is focused on how our products, services, and solutions can help to solve water challenges, enable a circular economy, and support progress towards a resilient, net-zero built environment. Circular solutions, such as those utilizing recycled materials, are part of this approach. We have set a near-term target for 50% of our revenues to come from products with enhanced sustainability attributes by 2025. In 2024, we achieved 49% of our product revenues coming from this category (2023: 48%). Working with our customers on their specific needs, we will work to continue enhancing the sustainability of our products and solutions.

<sup>1</sup> Revenues derived from products that incorporate any, or a combination of; recycled materials; are produced using alternative energy and fuel sources; have a lower carbon footprint as compared to those produced using traditional manufacturing processes; and/or are designed to specifically benefit the environment (i.e. water treatment and management systems, products with strong thermal mass/U-values).



# Delivering Solutions for Circularity Continued

## Durable by Design

Durability is a cornerstone of circular design. Durable materials and innovative engineering can keep homes, buildings and infrastructure in use for as long as possible. This helps to reduce the use of resources, generation of waste and CO<sub>2</sub> emissions, while lowering whole-life cost and environmental and social impacts.

Our concrete solutions are designed to stand the test of time and weather. Concrete structures are extremely resilient, resisting fire, oxidation and decay. Using concrete in the appropriate applications can reduce the overall CO<sub>2</sub> emissions during a structure's lifetime, in comparison to other materials. Additionally, within our asphalt business, we continue to innovate tailored, low-maintenance, high-performance asphalts for use in roads and specialist applications, helping to support overall durability and resistance.

We provide customers with options that assist in retrofitting existing structures, extending their usefulness for years to come. For example, Leviat, in CRH's International Division, has developed a tailored innovative solution for building retrofit that incorporates their existing Rino Exo and Bar products. This allows for reinforcement of building elements, offering benefits for the maintenance and strengthening of concrete structures that are critical in the repair sector.



We are supporting  
UN SDG 11: Sustainable  
Cities and Communities



We are supporting  
UN SDG 12: Responsible  
Consumption & Production

## Optimizing Material Efficiency

By getting involved early in a project's design, CRH can work with customers to develop offerings that meet their performance needs, while also minimizing resource use. In contrast with more traditional alternatives, these solutions are often lighter, stronger, more durable, require fewer resources or generate less waste.

For example, some of our operating companies offer prefabricated products, including structural precast concrete elements and modular building systems. Structures with flexible, modular designs may be reconfigured to meet future requirements or deconstructed for use in new projects. Their optimized design enables quick assembly times, reduced waste from the construction site, and disassembly for reuse or re-purposing.

Our flexible, circular designs make it possible to minimize the replacement of materials before the end of their useful life. Zoontjens, in CRH's International Division in the Netherlands, recently supported a customer in the renovation of a rooftop carpark. The carpark, covering more than 8,500m<sup>3</sup>, was originally installed using Zoontjens' Pardak®90 system. The municipalities involved wanted to make the renovation as circular as possible. The existing Pardak®90 slabs were removed in small sections and temporarily stored, and the underlying insulation was similarly removed. New roofing materials were applied to the exposed areas. The insulation was reinstalled (or replaced where necessary), and the slabs were returned to their exact original positions.



### Action Spotlight

#### Rethinking Material Use

CRH is innovating to keep materials in use for longer, rethinking production and the design of our products to enable their reuse, re-purposing, and recycling at the end of their life-cycle. For example, CRH Concrete, in CRH's International Division in Denmark, has been rethinking how it can cast new concrete elements by re-using whole pieces of recovered concrete components. This reduces a portion of the new concrete that would have otherwise been required, reducing the need for primary materials, including cement and aggregates.

Through this process, CRH Concrete collaborated with Tscherning, a Danish demolition company, to reuse concrete pieces from demolished buildings in Denmark. Reusing these pieces reduces the CO<sub>2</sub> emissions of the new elements by up to 26% compared to standard concrete elements. This process is an exciting development in the concrete industry, evolving from the historical recycling of crushed concrete into aggregates. It is a demonstration of the effectiveness of circular solutions, resulting in lower CO<sub>2</sub> emissions and material demand.





# Collaborating for Circularity



## Action Spotlight

### Printing New Homes Using Less

CRH is developing the use of 3D concrete printing (3DCP), an innovative technology that utilizes large-scale 3D printers to construct structures layer by layer. It involves the extrusion of a concrete paste, in a precise and controlled manner based on a digital 3D model. It can help reduce waste, resource and energy use, and speed up construction time.

For example, Oldcastle APG, in CRH's Americas Division, partnered with builders New Standard Homes to successfully use 3DCP to construct three concrete homes in Texas. Each house was printed within just a few weeks. Oldcastle APG provided their 3D Printing Mortar Mix, specially formulated for the precision of 3D printing.

Roadstone, in CRH's International Division in Ireland, recently provided readymixed concrete formulated for a 3DCP housing development. Roadstone are partnering with HTL tech and the local county council on the project, a collaboration which will streamline construction processes, enhance efficiency, and boost housing production capacity.

### Partnering for Circular Transformation

Collaboration is needed to support the systems-level changes required for a circular economy. New technologies, along with a supportive regulatory environment will help this transition across the construction value chain. CRH is collaborating with industry, academia, policymakers, and standards organizations to help accelerate circularity in construction and building products.

We encourage the development of new business practices for a circular economy. CRH sponsored a recent 'Executive Roundtable on Circularity' with the World Environment Center (now Tandem Global). The event gathered global sustainability leaders from across sectors to discuss the transition to a circular economy and ways to accelerate the integration of circularity into business practice.

Our products and solutions also help our customers in achieving green building rating schemes such as BREEAM®, DGNB and LEED®. These schemes help drive sustainable construction and the use of circular solutions. We assist our customers in understanding ways to achieve higher scores in these schemes through use of our products that have circular characteristics, such as recycled materials.



**Circularity is a win-win for business. It delivers benefits for our planet in terms of nature and decarbonization - but the switch to more circular materials and value chains also creates real business value for companies that embrace it – as CRH is demonstrating through its extensive use of alternative raw materials.”**



**Marc de Wit,**  
Managing Director,  
Circle Economy

### Advancing Innovation in Circularity

We continue to support innovation by investing and partnering to develop customer-connected solutions that make our industry safer, smarter, more efficient, and more sustainable. Our Innovation Centre for Sustainable Construction (iCSC) is a global network of laboratories and experts working to advance sustainable building materials and processes. For more information, see page 38.

Through our venturing team, CRH Ventures, we invest in ambitious start-ups across the construction value chain. Our \$250 million Venturing and Innovation Fund supports these investments, focusing on a range of sustainability challenges such as circularity and decarbonization. Beyond capital investment, CRH Ventures offers support through a global network for product development and testing, global ability to scale, and a strong network of industry partners. These are all key ingredients in the success of new innovations. For more information on CRH Ventures, see page 38.

Our CRH Ventures' Roads of the Future accelerator supports startups that improve the circularity and sustainability of roads, through solutions such as technology for improved road repairs, AI mapping to ensure safety and durability, and use of alternative binders and biochar. Six finalists have been selected for an opportunity to pilot and scale solutions that seek to improve road construction. Our new Sustainable Building Materials accelerator was launched in late 2024 and is focused on attracting companies that can show how they have developed materials and solutions capable of lowering emissions, improving circularity or reducing waste, energy and water usage in the built environment.





Sustainable Leadership

Sustainable Solutions



Decarbonization

Sustainable Foundations



Natural World



People & Communities



Responsible Business

Sustainable Performance

Circularity

# Materials Stewardship

## Managing Our Waste

We strive to reduce waste and make efficient use of resources, aiming to comply with relevant laws and regulations and guided by the principles of circularity. Our programs for waste management focus on reducing process waste, including used oil and maintenance waste, and business waste, such as packaging and paper. Our operating companies are working to improve production efficiency to prevent and reduce waste, including hazardous materials for which we ensure proper disposal according to local regulations. Training is provided to new employees and contractors and broader “refresher” sessions as appropriate.

Dufferin Concrete, in CRH’s Americas Division in Canada, has designed an innovative approach to reduce waste material from their production processes. Supported by the CRH Venturing and Innovation Fund, Dufferin’s Zero Waste Concrete Solutions project aims to fully reintegrate waste concrete and recycled water back into their routine concrete production process. This approach treats concrete waste within the plant using specialty chemicals, producing full-grade concrete aggregates to replace a portion of primary aggregate materials. Water is also recycled to reduce the volume of clean water needed in concrete production.

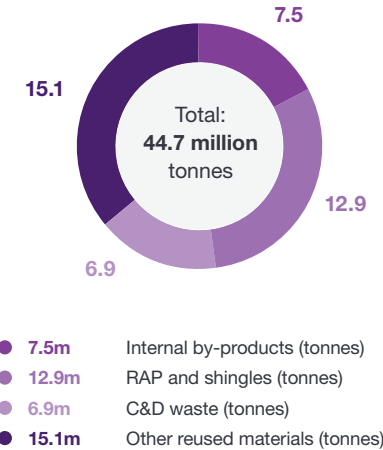
Roadstone, in CRH’s International Division in Ireland, has designed a new approach to repurpose materials that were previously unsuitable for further processing with current site equipment. To date, Roadstone have produced over 180,000 tonnes of material into useable aggregates with this new solution, which is extending the life of their Mallow quarry through material efficiency enhancement. The new processing equipment is modular and easily transported across sites.

☆ Key Fact

98%

of our companies have waste management plans

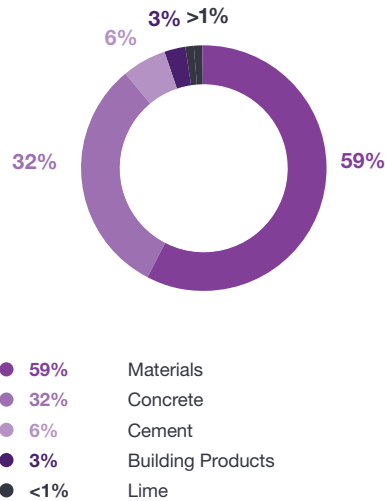
Wastes and By-Products Recycled by Type 2024



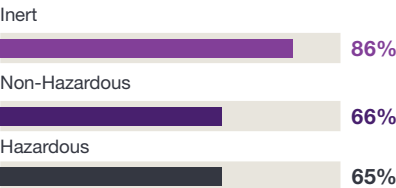
Wastes and By-Products Recycled (million tonnes)



Process Waste by Activity 2024



Process Waste Externally Recycled 2024 (% waste type recycled)



## Recycling in Our Business

Through our waste management plans, we aim to reduce process waste through the reuse, recovery or recycling of materials within our own manufacturing processes, such as those recovered from environmental control equipment and off-specification production. Where possible, we recycle these back into the same process. In 2024, we diverted 7.5 million tonnes of by-products from disposal within our operations, re-using them in our own processes.

Our operating companies are driving forward circularity initiatives in our industry. Rudus, in CRH’s International Division in Finland, was selected among 30 top European companies that are at the forefront of applying circular economy principles to tackle biodiversity loss. The selection criteria assessed the companies’ recycling business model and financial profitability, as well as the achievements and potential of nature activities. This list of companies highlights how circular economy thinking can combat environmental degradation and open new business opportunities.

After all efforts have been made to prevent, reuse, recover or recycle process waste internally, the remainder is sent to external licensed facilities for either recycling or final treatment. In 2024, 2.5 million tonnes of process waste was generated across our business, 82% of which (2.1 million tonnes) was externally recycled. The remaining 0.4 million tonnes externally disposed can be seen in contrast to the 44.7 million tonnes of wastes and by-products used by our operating companies, which makes CRH a significant net consumer of waste. For a small minority of our operating companies, landfilling of process waste is permitted on-site. These sites operate strictly in accordance with permit requirements and are reviewed annually. At CRH, all operating companies take extensive precautions to prevent unauthorized waste disposal.

2030 Target

95%

of companies to have waste management plans in place by 2030

We set a target for 95% of our operating companies to have waste management plans by 2030, including process waste (non-hazardous and hazardous). This target presents an opportunity for our operating companies to embed initiatives for waste prevention, reuse, recovery and recycling. We have achieved this target and will continue to drive forward on waste reduction and recycling and ensure newly acquired businesses are fully integrated into our target processes.





Sustainable  
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Sustainable  
Solutions



Water



Circularity



Decarbonization

Sustainable  
Foundations



Natural World



People &  
Communities



Responsible  
Business

Sustainable  
Performance

# Decarbonization



## Innovating for a Low-Carbon Future

### In This Section

Why Decarbonization Matters	7	35
Solutions for a Net-Zero World	7	36
Our Way Forward to Net-Zero	7	39
Our 2030 Decarbonization Roadmap	7	40
Progressing on our Net-Zero Ambition	7	43
Driving Decarbonization in our Industry	7	44

◀ We are helping to solve our customers' complex construction and decarbonization challenges. For example, Dufferin Concrete, in CRH's Americas Division in Canada, supplied 40,000 m<sup>3</sup> of concrete for the River and Fifth Condo in Toronto. The use of a lower CO<sub>2</sub> concrete mix reduced the project's CO<sub>2</sub> footprint and addressed the challenge of high heat of hydration as thick concrete elements are cured.





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Decarbonization

# Why Decarbonization Matters

A warming climate is creating challenges for communities.

Climate change impacts the environment in many ways, such as rising temperatures and sea levels, drought, flooding, and more extreme weather events. These impacts affect the things we all rely on, like water, energy, transportation, nature, food and health.

Society relies on the built environment, yet it is responsible for a large portion of global CO<sub>2</sub> emissions. The transition to a net-zero built environment is a significant commercial opportunity. Solutions are needed to eliminate CO<sub>2</sub> emissions across the life-cycle of buildings and infrastructure projects, from building product manufacturing, transportation and construction, as well as from their operation and use, and end-of-life.

## How CRH is Responding

CRH is accelerating solutions that lower CO<sub>2</sub> emissions and adapt to climate change.

### Driving Mitigation and Adaption

Providing customer-connected solutions that mitigate climate change, while also adapting the built environment to promote resilience.

### Delivering Lower-Carbon Solutions

Scaling solutions that support the construction of resilient, lower-carbon buildings and infrastructure, and enable clean energy and transportation.

### Leveraging New Technologies

Tapping into growth driven by innovative and transformative new lower-carbon technologies.

### Decarbonizing Our Business

Achieving significant business growth, while reducing CO<sub>2</sub> emissions across our operations in line with our net-zero ambition.

## Highlights



4%

Reduction in Scope 1 and Scope 2  
(Market) CO<sub>2</sub>e emissions in 2024



0.8kg/\$

CO<sub>2</sub>e emissions per dollar revenues in 2024



We're implementing our decarbonization roadmap to deliver lower-carbon products, solutions and services to the market today. At the same time, we're collaborating with our customers and value chain partners to develop innovative solutions that are helping to build critical infrastructure and utilities for a net-zero future."



Julia Haydn,  
Senior Program Manager,  
Decarbonization, CRH





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Decarbonization

# Solutions for a Net-Zero World

## Decarbonizing the Built Environment

Decarbonizing the built environment is an important part of tackling climate change. This transition poses a major global challenge but also brings opportunities. We are actively reducing CO<sub>2</sub> across our business and value chain, with a decarbonization roadmap to 2030 deploying known solutions that lower CO<sub>2</sub> emissions. Our ambition is to be a net-zero business by 2050. By scaling decarbonization strategies across our business we are able to deliver lower-carbon solutions for our customers.

The transition to net-zero in the built environment is a significant commercial opportunity for CRH. Our geographical locations and growing range of lower-carbon solutions enable us to play an important role. Our ability to replicate and scale our innovation and technical expertise on mitigation and adaptation technologies between geographies gives us opportunities for further growth.



We are supporting  
UN SDG 9: Industry,  
Innovation and Infrastructure



We are supporting  
UN SDG 13:  
Climate Action

## Lower-Carbon Solutions

The life-cycle carbon footprint of buildings and infrastructure can be reduced by working with customers to prioritize products, services and solutions that minimize the need for repair, maintenance or premature rebuilding (for more information see page 29). Taking an innovative approach with new technologies and prioritizing reducing our own CO<sub>2</sub> emissions; we are creating lower-carbon products and solutions to help our customers tackle complex construction challenges, increase energy efficiency and resilience, and enable society to decarbonize.

For example, Ash Grove, in CRH's Americas Division, recently acquired Geofortis, a company that produces natural pozzolans. Natural pozzolans can be used blended cements or as a substitute for supplemental cementitious materials e.g. slag, fly ash within concrete mix designs. The Geofortis product will help us to offer lower-carbon concrete to customers.

Our technical experts across the business provide support and services to our customers, helping them to reduce their own CO<sub>2</sub> emissions and design their projects for a lower carbon footprint. In addition to the development and provision of Environmental Product Declarations or certified product carbon footprints, our technical experts can help customers to design their projects with the lowest environmental impact.



## Action Spotlight

### Delivering a Lower-Carbon Future

At CRH, we are innovating new technologies across the life-cycle of projects to drive down CO<sub>2</sub> emissions for our customers. Tarmac, in CRH's International Division in the UK, reached another major milestone on the road to net-zero road maintenance. Tarmac recently completed an innovative resurfacing scheme on the A64 Bramham, with a 75% reduction in the carbon footprint compared to traditional methods. The reductions were achieved by combining biogenic and long-life asphalt technology, renewable fuels and deployment of advanced paving techniques. Reclaimed asphalt planings from the existing carriageway were reused in the base binder and surface course of the new road.

The success of this project was achieved in collaboration with National Highways, with a program of work that included possession of the road for a full weekend. This ensured that no joints were created in the surface of the road due to breaks in the paving work. This resulted in an overall more durable road surface, as well as extending its useful lifespan and improving life-cycle CO<sub>2</sub> emissions of the project. Precision milling was also used to ensure a high quality, smooth surface was achieved, which reduces rolling resistance of tires and thereby, the emissions from vehicles using the road over its lifetime.





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Water



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## Solutions for a Net-Zero World Continued

### Reducing Energy Demand

Typically, the most significant part of the overall carbon footprint of buildings and infrastructure is the operational, or in-use phase, for example, where energy is used for applications such as heating, cooling, ventilation, lighting and equipment. In addition to our efforts to reduce embodied carbon in our products, services and solutions, they can also play an important role in reducing operational emissions. For example, concrete's high thermal mass can contribute to energy efficiency in structures, by maintaining indoor temperatures within comfortable ranges and reducing the energy needed for heating and cooling. We work with our trade associations and others to promote awareness of how concrete's thermal mass properties can best be applied.

Many of our operating companies offer solutions that can help improve the thermal performance of structures. Leviat, in CRH's International Division in the UK, recently developed their Ancon CFS+ stainless steel concrete fixing screw for the construction of the Dunfermline Learning Campus, which is expected to be the largest Passivhaus development in the UK when certified. Existing fixing systems were not able to accommodate the depth of insulation needed. Leviat collaborated with Certifix Ltd to develop the CFS+ system, enabling up to 270mm thick external wall insulation to be used in super insulated, concrete-framed developments. Using thermal modeling, this new solution has been shown to reduce the rate of heat loss by up to 50% compared to current systems.

Roadstone, in CRH's International Division in Ireland, provides Thermal Liteblock, a concrete block with enhanced insulation properties. These innovative concrete blocks achieve low thermal conductivity while maintaining structural strength and allowing use of traditional construction methods. This solution reduces thermal bridging, resulting in reduced heat loss and heating requirements.

### Supporting Clean Energy

Energy infrastructure is essential for society, and the need for a secure, stable, sustainable and resilient energy network has never been greater. Our solutions are an important enabler for the transition to clean energy and its supporting infrastructure. They facilitate the construction of low-carbon energy generation facilities such as solar and wind farms, nuclear plants, transmission networks and distribution systems, as well as electric vehicle (EV) charging stations.

We continue to innovate new ways to facilitate the deployment of electromobility infrastructure. For example, Oldcastle Infrastructure, in CRH's Americas Division, collaborated with a leading original equipment manufacturer to develop innovative solutions to support EV infrastructure. The initial project used a cast-in-place design which was vulnerable to challenges such as extensive site-preparation work, site constraints, and weather conditions, which frequently caused time delays. Oldcastle Infrastructure worked with the customer to help streamline the installation process, saving time and money, and standardizing deployments across the U.S. This included creating four standardized precast concrete foundations that offer a turnkey solution for electromobility infrastructure, accelerating its rollout nationwide.

The rollout of new technologies can bring new, unexpected challenges. In locations where residents want to charge EVs on the street, the necessary charging cables can create a tripping hazard for pedestrians. To help address this challenge, Struyk Verwo Infra, in CRH's International Division in the Netherlands, launched a new cable duct paver. The pavers are specially designed for public spaces and sidewalks, with an easy-to-use rubber strip to cover loose cables and eliminate the trip hazard.



### Action Spotlight

#### Advancing Infrastructure Solutions

We work with our customers on new transport infrastructure projects and upgrades, which are vital for the transition to low carbon transportation. For example, Cubis, in CRH's International Division in the UK, recently provided advanced infrastructure solutions for a complex bridge application. The railway upgrade project was initiated to control train traffic remotely, instead of using local control systems. To achieve what they had set out to do, the project would involve installing new trackside troughing for electricity, IT, telecommunications, and signalling.

Cubis' PROtrough solution was selected for this project, which is made of fiberglass reinforced plastic (GRP) and consists of lightweight, 1-meter-long sections that are easily assembled manually. This means that product handling is significantly smoother and more efficient than that of concrete cable trough alternatives. While traditional alternatives are often laid on the outside of the bridge, PROtrough could be placed on the inside, resulting in a more efficient working time. It also will make work easier for future projects because this configuration of cable trough is easier to open.





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## Solutions for a Net-Zero World Continued

### Innovating for a Net-Zero World

CRH sees collaboration and innovation as key to delivering on our customers and our own net-zero ambitions.

Our Innovation Centre for Sustainable Construction (iCSC) is CRH's global center of excellence connecting expertise and leadership to identify and analyze global market and construction trends and new growth opportunities to deliver innovative sustainable solutions to our customers. It incorporates a global network of laboratories and experts across our operating companies collaborating to advance research on sustainable building materials and processes. We currently have c.60 live Innovation Fund and iCSC initiatives, including projects and research centered around innovation with a priority focus on low-carbon solutions, circularity and water. Notable projects include carbon utilization to transform other industries' waste in high-value, ultra-low carbon cementitious products, AI, automation, circular solutions, electrification and process improvements.

CRH Ventures invests in ambitious and strategically important construction and climate technology start-ups across the construction value chain to pilot and scale new technologies and innovations that will enable safer, smarter and more sustainable construction. We recently launched two new accelerator programs to support companies that seek solutions for decarbonization. For more information on CRH Ventures, see pages 23 and 32.



**Achieving maximal decarbonization of cement means enabling innovative, next-generation production technologies to scale quickly. Sublime Systems is proud to be partnering with CRH to this end, harnessing CRH's global cement expertise and infrastructure to accelerate development of full-scale plants with Sublime's low-carbon manufacturing process."**



**Leah Ellis,**  
Chief Executive Officer and  
Co-Founder, Sublime Systems



### Action Spotlight

#### Partnering for Lower-Carbon Products

We leverage new breakthrough technologies to develop more sustainable, lower-carbon solutions our customers. For example, our new partnership with Sublime Systems is unlocking opportunities for decarbonization. Sublime Systems' innovative technology aims to replace traditional cement kiln processes and achieve a significant reduction to less than 110 kg of CO<sub>2</sub> emissions per tonne of cement at a commercial scale.

Many of our companies are driving forward initiatives to reduce the carbon footprint of our precast concrete products. For example, some of our businesses are partnering with clean technology companies who are focused on transforming CO<sub>2</sub> into building products and materials. This includes safely capturing and converting industrial CO<sub>2</sub> emissions into silica fume as an supplementary cementitious materials (SCM) and conditioned slag as manufactured sand. Successful collaborations in innovative technologies like these can help us to increase the lower-carbon content of our product mixes. We continue across our business to drive the use of new, innovative technologies in our solutions.





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## Decarbonization

# Our Way Forward to Net-Zero

## Targeting a Lower-Carbon Future

There is a significant opportunity to design, construct and renovate the built environment to provide efficient, climate resilient, net-zero buildings, infrastructure and utilities for our communities. At CRH, we are working to ensure that our businesses, products and the assets built from them are part of the solution to climate change. We are committed to further reducing CO<sub>2</sub> from our operations and supply chain.

As part of our ambition to be a net-zero business by 2050, CRH has an absolute CO<sub>2</sub> emissions reduction target of 30% by 2030 (from a 2021 base year) inclusive of organic business growth. This target applies to our group-wide gross carbon emissions and covers our total footprint across Scope 1, 2 and 3. The Science Based Targets initiative (SBTi) has validated our targets to be in line with a 1.5°C trajectory.

### ★ Key Fact

# 1.5°C

aligned 2030 targets validated by SBTi

## Our 2030 Decarbonization Roadmap

Our 2030 Decarbonization Roadmap maps out the key steps in achieving our target to reduce our absolute CO<sub>2</sub>e emissions by 30% by 2030. A significant portion of the actions required to deliver on the 2030 roadmap are based on known technologies, well-established operational excellence programs and activities in which CRH has a proven track record of delivery.

This roadmap includes an incremental capital expenditure of approximately \$150 million per annum on average, to implement and execute, which is subject to strict internal investment criteria. The net business benefit is expected to increase revenues and profitability. CRH will continue to invest in solutions that strengthen circularity and climate resilience in the built environment. In 2023, CRH established a Carbon Reduction Council (CRC) to provide central internal oversight and coordination of the roadmap. The CRC helps to drive decarbonization across the business through technical expertise and support.

Our CO<sub>2</sub> emissions primarily come from the decarbonation of minerals, the combustion of fuel in processes and transport, and the products and services we consume (e.g., electricity, raw materials, and other supplies). Our 2030 roadmap identifies eight decarbonization levers, which are aimed at addressing these emission sources. Each lever is important in decarbonizing our business, in turn allowing us to provide lower-carbon products and solutions for our customers. To read more on our decarbonization levers and examples from 2024, see pages 40 to 42.



## Action Spotlight

### Investing in Lower-Carbon Operations

At CRH, we are further reducing CO<sub>2</sub> from our operations and supply chain by investing in our business and in technologies that deliver significant CO<sub>2</sub> savings.

EQIOM, in CRH's International Division in France, has launched the first phase of a project to reduce CO<sub>2</sub> emissions per tonne of clinker from the Lumbres Cement Plant in northern France. One of the first significant investments of the project is the installation of a new kiln. Once complete, the project, known as 'K6', will increase the thermal efficiency of the plant, reduce water consumption and accelerate the substitution of fossil fuels with alternative fuels. By continuing to support investments like these, we are meeting the needs of our customers while also reducing our carbon footprint.

### 2030 Target

# 30%

reduction in absolute  
group-wide CO<sub>2</sub>e emissions  
by 2030 (on a 2021 base year)

The Science Based Target initiative (SBTi) has validated our targets for both the cement and non-cement businesses for Scope 1 and 2, as well as Scope 3 for purchased clinker and cement, to be in line with a 1.5°C trajectory:

- CRH commits to reduce gross Scope 1 and Scope 2 greenhouse gas (GHG) emissions by 33.5% per tonne of cementitious product by 2030 from a 2021 base year<sup>1</sup>.
- CRH also commits to reduce absolute gross Scope 1 and Scope 2 GHG emissions from other activities by 42.0% by 2030 from a 2021 base year<sup>1</sup>.
- CRH further commits to reduce gross Scope 3 GHG emissions by 23.5% from purchased clinker and cement per tonne purchased over the same time frame.

1. The target boundary includes land-related emissions and removals from bioenergy feedstocks.





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## Decarbonization

# Our 2030 Decarbonization Roadmap

Delivery of our 2030 decarbonization roadmap is realized through eight levers, each one instrumental to decarbonizing our business.



### Clinker Substitution



Replacing clinker with lower-carbon cementitious materials



Reducing the amount of clinker in cement and concrete is a significant lever for CRH. Clinker is a key component of cement, however the production of clinker is the most energy and emissions-intensive step in the cement manufacturing process.

We are reducing clinker content by substituting it with lower-carbon materials referred to as SCMs. The SCMs that we use include ground limestone, ground granulated blast-furnace slag (GGBFS), fly ash, natural pozzolans and calcined clay. In 2024, we continued to drive down our clinker factor to 75.3% (2023: 76.5%).



### Energy Efficiency



Reducing energy consumption



Becoming more energy efficient is one of the quickest and most cost-effective options for lowering CO<sub>2</sub> emissions. By focusing on reducing the amount of energy needed for our operations, we are driving down emissions while improving our energy supply security. Our approach is centered around good practice, continuous improvement and process optimization.

Our Performance teams have created programs to help optimize energy efficiency and support our operating companies. In Europe, 600 of our locations have Energy Management Systems (EnMS) verified to ISO 50001. In the U.S., our America's Division has become an official ENERGY STAR Partner with EPA (for more information see page 42).



### Recycled and Alternative Materials



Replacing primary materials with lower-carbon recycled materials



CRH recycled 44.7 million tonnes of wastes and by-products in 2024. For many years we have recycled significant amounts of lower-carbon wastes and by-products, sourced internally and from other industries - saving on energy, raw material use and reducing our CO<sub>2</sub> emissions.

We used 9.0 million tonnes of alternative raw materials (ARM) in our cement plants in 2024, and 12.9 million tonnes of RAP and RAS in our road solutions. Our continued focus on recycling and increasing the use of alternative materials in our processes and products is driving down the carbon footprint of our solutions. For more information on how we continue to integrate circular principles into our solutions, see pages 28 to 32.



### Low-Carbon Fuel



Using lower-carbon fuels and replacing traditional fuels



The practice of replacing traditional fuels in our manufacturing processes with lower-carbon fuels, such as those that are alternative fuels or bio-based, is well established within our business. As a result, we can reduce energy-related CO<sub>2</sub> emissions. Many of our cement plants already use a wide range of AFs, such as solid recovered fuels (SRF), used tires, bone meal, solvents, and used oil. This process in cement manufacturing is known as “co-processing”, enabling the simultaneous recovery of energy and the integration of non-combustible content into the final cement product. Our subsidiary cement plants used 2.2 million tonnes (2023: 2.1 million tonnes) of wastes and by-products as AFs in 2024. For more information on use of AFs in our cement plants, see page 30.







# Our 2030 Decarbonization Roadmap Continued

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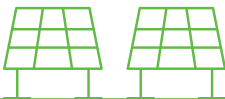
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## Clean Electricity

Procuring and investing in clean electricity and facilitating electrification

We are actively investing in the clean electricity transition. This reduces electricity related emissions, as well as diversifying our sources of energy for better resiliency. Across our operations, we target an increase of renewable and low-carbon electricity. Power is procured from renewable sources such as solar, wind and geothermal. Some of our sites generate renewable electricity on-site, and in certain locations, we also generate electricity through waste heat recovery. In 2024, 25% of the electricity we used came from renewable resources.



## Next-Generation Technologies

Partnering to innovate and develop new technologies

We are driving the development of next-generation technologies that can help get us closer to our net-zero ambitions. We aim to accelerate breakthrough technologies, such as electrification, hydrogen as fuel, AI and carbon capture. Future-focused technologies, such as CCUS, are an opportunity to abate the remaining emissions that cannot be eliminated by other levers. Through CRH Ventures, we are partnering with construction and climate technology companies to pilot and scale new innovations to enable a lower-carbon built environment. CRH is taking action to support the development of regulatory policies that can facilitate progress.



## Sustainable Transportation and Mobile Equipment

Optimizing, upgrading and using lower-carbon options

Transportation is an integral part of our operations. We are investing in future-ready solutions for our off-road and on-road logistics. This includes upgrading of transportation and mobility practices, increasing fuel efficiency, and a sustainable transportation model across road, rail and water.

The transition to renewable energy is also being used to power transport fleets and mobile equipment within our operating companies, such as the use of renewable electricity or HVO. Multiple locations across the business are also using and trialling electric vehicles.



## Value Chain Emission Reduction

Procuring and optimizing for lower-carbon materials and products

We recognize the positive impact and reach our decarbonization efforts can have across the value chain. As a leader in our industry, we can help drive down CO<sub>2</sub> emissions beyond the boundaries of our own operations.

We are tackling what are referred to as Scope 3 emissions. By partnering with suppliers and customers, we can encourage decarbonization both upstream and downstream of our operations. For more information on Scope 3, see page 43.







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## Decarbonization

# Our 2030 Decarbonization Roadmap Continued

The decarbonization of our business is realized through each of our levers. Some examples of the numerous successful actions taken in 2024 are demonstrated here.



## Action Spotlight

### Advancing Lower-Carbon Solutions

We actively look at ways to reduce the carbon footprint of our cements, such as lowering the clinker ratio. For example, Ash Grove, in CRH's Americas Division, lowered their clinker factor by 6% between 2021 and 2024 in their Leamington cement plant, all while maintaining product performance.

By replacing clinker with limestone, a reduction of 50,000 tonnes of CO<sub>2</sub> emisissions have been achieved. Close collaboration between the technical, commercial, plant quality teams and customers ensured a smooth transition.



## Action Spotlight

### Accelerating Cleaner Electricity

We are transitioning to cleaner electricity, securing more sources of electricity and driving electrification.

Romcim, in CRH's International Division in Romania, has installed five wind turbines with a total capacity of c.30 MW at their cement plant site in Medgidia. The wind farm is Romania's first wind farm exclusively powering a cement plant and will generate clean and renewable energy, contributing a reduction of over 36,000 tonnes of CO<sub>2</sub> annually to the national energy mix, and helping to lower carbon footprint of all the products manufactured at the plant.



## Action Spotlight

### Investing in Decarbonization

Through investment in new technology, we are accelerating our use of lower-carbon energy sources. For example, Danucem, in CRH's International Division in Slovakia, installed new SRF handling equipment in their Rohoznik cement plant.

This upgrade has allowed the use of a more diverse range of fuels with enhanced biomass content. With CO<sub>2</sub> savings of 18,000 tonnes per year, Rohoznik now has one of the highest alternative fuel rates in CRH.



## Action Spotlight

### Improving Energy Efficiency

Energy efficiency is a key lever that supports all other decarbonization initiatives and can have a big impact on emissions reduction.

The Environmental Protection Agency (EPA) ENERGY STAR program has grown to become an internationally recognized standard for energy efficiency. CRH was a key participant in the development of the first national benchmark of asphalt mix plant energy performance with ENERGY STAR and contributed to the development of an energy guide. CRH has now joined ENERGY STAR as a corporate partner. Five of our facilities across the U.S. were recognized by the EPA for their energy performance in 2024.







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Progressing on Our Net-Zero Ambition

Decarbonizing Our Business

We continue to decarbonize our business and value chain, in line with our ambition of becoming a net-zero business by 2050. We have continued to reduce our CO<sub>2</sub>e emissions while delivering significant business growth. In 2024, our CO<sub>2</sub>e intensity fell to 0.8 kg/\$ revenues (2023: 0.9 kg/\$ revenues) for Scope 1 and Scope 2 (Market) emissions.

In 2024, our Scope 1 and Scope 2 (Market) absolute CO<sub>2</sub>e emissions decreased by 4%, from 31.0 million tonnes in 2023 to 29.7 million tonnes in 2024, as we made further progress implementing the key levers in our decarbonization roadmap which offset the impact of an increase in emissions arising from changes in our business portfolio. Adjusting for the impact of acquisitions, divestitures, and other reporting methodology changes, CRH's Scope 1 and Scope 2 (Market) CO<sub>2</sub>e emissions have decreased by 17% since 2021.

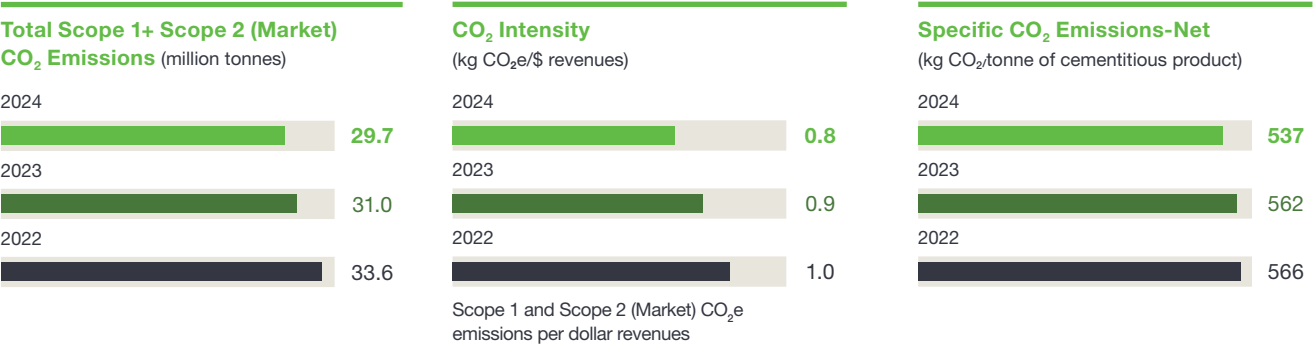
We have also made progress on our cement specific net<sup>1</sup> CO<sub>2</sub> emissions per tonne of cementitious product target of 520kg by 2025. Our cement-specific net CO<sub>2</sub> emissions per tonne of cementitious product reduced to 537kg (2023: 562kg) on an as reported basis. Adjusting for the impact of changes in CRH's portfolio since the target was set in 2019, CRH's cement-specific net CO<sub>2</sub> emissions per tonne of cementitious product was 530kg in 2024. This represents a 32% reduction on 1990 levels.



1. Total direct CO<sub>2</sub>e emissions – net: gross CO<sub>2</sub>e emissions minus CO<sub>2</sub>e emissions from alternative fossil fuels.

2. Following a materiality analysis on sources of Scope 3 CO<sub>2</sub>e emissions, CRH has affirmed that the eight categories listed across upstream and downstream are the most relevant for our business. In 2023, we expanded the categories to include Processing of Sold Products and End-of-life Treatment of Sold Products and continued to refine our methodology in 2024, to increase the accuracy of our Scope 3 emissions data.

3. For more information on the assurance of data within our report, see page 105.







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# Driving Decarbonization in Our Industry

## Decarbonizing Our Sector

We work with partners across industry, academia, society and government, with the aim to create the right conditions for emissions reduction. CRH is an active participant within a number of organizations on the development of decarbonization roadmaps. Some examples include the Global Cement and Concrete Association's (GCCA) Cement and Concrete Industry Roadmap for Net-Zero Concrete, the National Asphalt Pavement Association's (NAPA) Towards Net Zero Carbon Emissions, CEMBUREAU's 2050 Carbon Neutrality Roadmap, as well as the Portland Cement Association's (PCA) Roadmap for Carbon Neutrality.

Within the construction sector, there is a drive to transition to a more sustainable built environment. We believe this represents a significant commercial opportunity for CRH. Transition to favorable policy environments for the energy transition has had an impact on our business. We are well positioned to support increased demand for more sustainable solutions, which is underpinned by robust government funding programs and regulatory policies.

## Enhancing Our Capabilities

We recognize the decarbonization of our business must be fair and equitable, and we proactively manage the impacts of our net-zero ambition. We deploy existing and next-generation technologies to deliver climate-resilient solutions that help protect local communities, economic activity, human health, and cultural heritage. We focus on reskilling and upskilling our people to ensure they can continue to support the delivery of CRH's decarbonization and broader sustainability initiatives. As we progress, we maintain an open dialogue with key stakeholders, so we can understand their priorities. Many of these actions are embedded in our business today and are in line with internationally recognized just transition principles.

## Climate-Related Disclosures

CRH has reported on our climate performance for many years, through engagement with multiple mandatory and voluntary carbon disclosure requirements, organizations and platforms. See our TCFD disclosures and voluntary disclosures against relevant criteria under the EU Taxonomy regulation in the financial statements of the Company for the fiscal year ended December 31, 2024, prepared in accordance with International Financial Reporting Standards (IFRS) as adopted by the European Union (the "Irish Statutory Accounts"), available on [crh.com](https://www.crh.com). We report to the Carbon Disclosure Project (CDP). In 2024 we achieved a score of A- for Climate, a demonstration of our thorough approach for managing and reporting climate impacts, risks, and opportunities.

## Carbon Pricing

Carbon pricing is a market-based mechanism that puts a price on carbon emissions as a means of promoting emissions reduction and encouraging low-carbon investments. CRH participates in Emission Trading Schemes (ETS) in the European Union and other regions. The EU ETS is CRH's largest emissions trading market, accounting for 32% of our direct carbon emissions.

In assessing capital investment projects and to facilitate strategic planning, CRH uses an internal carbon price, in regions where such a system is in place. The purchase of ETS carbon allowances is managed by a central unit which buys forward to secure supply and de-risk the cost base ahead of time. This helps provide CRH with near-term certainty on carbon prices and associated costs. CRH has extensive experience in absorbing increases in carbon costs through pricing and enhancing its margins.

## Collaborating to Achieve Net-zero Ambitions

Some of the industry associations we work with as we collaborate for climate action:







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# Sustainable Foundations



# Building on our Strong Sustainability Foundations

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◀ Tarmac, in CRH's International Division, has owned Panshanger Park, a 400-hectare park based in the Hertfordshire countryside in the UK, since the 1980s. Both during and since the cessation of the extractive process, Tarmac has worked in close collaboration with a range of stakeholders to drive nature conservation, and it continues to manage and monitor the site, with more than 3,000 species currently noted.





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# Natural World



## Protecting the Natural World

### In This Section

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At CRH, we have the opportunity to create new lakes and wetlands at our extractive sites. For example, at Irish Cement Limerick, in CRH's International Division in Ireland, the extraction of raw materials enabled the creation of a lake at the site. Following the cessation of these extractive operations, proactive nature restoration over several decades has encouraged the colonization of the lake with a rich variety of wildlife such as this Grey Heron.





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# Why Nature Matters

There is a clear connection between the economy and rich, thriving ecosystems.

Global biodiversity loss continues at unprecedented levels, driven by habitat loss, invasive non-native species, overexploitation, pollution and climate change.

The connection between the economy and rich, thriving ecosystems has never been clearer, and the expectations of business in protecting and restoring biodiversity are growing.

# How CRH is Responding

CRH is creating positive impact by protecting and enhancing nature for local communities and generations to come.

## Positively Impacting Nature

Maximizing opportunities to enhance the natural world in and around our locations by leveraging our expertise, partnerships and emerging technologies.

## Driving Best Practice

Driving continuous improvement through our environmental management systems, knowledge exchange and training.

## Partnering for Success

Engaging with a variety of stakeholders to learn about and drive innovation for environmental performance within our industry.

## Providing Nature Related Benefits

Supporting the provision of ecosystem services such as water, air quality and pollination through our environmental actions.

# Highlights



95%

Locations in sensitive areas with Biodiversity Management Plans in place in 2024



1m

Trees planted in the last five years



At CRH, we're taking action to protect the environment, adapting our operations, materials and products to offer more sustainable solutions. Working collaboratively, we're conserving and enhancing biodiversity at our locations and building partnerships to innovate methodologies to improve the state of nature in our value chain."



Terhi Rauhamäki,  
Sustainability Director, Rudus Oy,  
CRH International Division





# Biodiversity

## Understanding Our Role in Biodiversity

As a large landholder and the operator of 1,296 extractive sites, CRH continues to conserve and, where possible, enhance biodiversity. Across our locations, we strive to manage biodiversity risks and opportunities, conserving the often-notable species utilizing the unique habitats at our extraction sites. We also work to positively impact biodiversity in active areas and non-operational land at our extractive sites, as well as around our manufacturing sites and offices. We seek to integrate nature-based solutions into our operations through constructed wetlands, creation of habitats and enhancing pollinator populations.

CRH's ambition is to see biodiversity thrive globally and across the landscapes in which we operate. As custodians of the land where we are located and as a responsible neighbor, CRH aims to improving nature through the restoration of ecosystems and improving species populations. By engaging in partnerships and evolving opportunities across our locations and value chain, we will contribute to the global goal of halting and reversing biodiversity loss by 2030, and contributing to a nature positive world.

## Understanding Our Footprint

We use a range of tools and methodologies to understand the footprint of our locations and define our approach. The Integrated Biodiversity Assessment Tool (IBAT) enables us to map how close our footprint is to protected areas and key biodiversity areas (KBAs). We also use this tool to understand which endangered species may occur in the wider landscape around our locations, supporting the identification of our most sensitive sites in terms of species and habitats that could be impacted. By using the IBAT tool, along with others such as the World Wildlife Fund (WWF) biodiversity risk filter, ENCORE, and the Science Based Targets Network (SBTN) sector materiality tool, we have been able to assess our impacts, dependencies, risks and opportunities, and focus our biodiversity program accordingly.



**We're focused on managing our operations in a way that protects the natural world, so it is very rewarding to witness the positive impacts our actions are having on supporting species and habitats, and the contribution our solutions have to the biodiversity ambitions of our customers."**



**Lindsay Van Woert,**  
Senior Environmental  
Manager, Midwest  
Region, Americas  
Materials, CRH  
Americas Division



## Action Spotlight

### Monitoring and Protecting Local Species

Thriving ecosystems are an essential part of a healthy natural world and underpin the global economy. Rudus, in CRH's International Division in Finland, has been working to provide a favorable habitat for a range of animals, including the legally protected moor frog. Rudus first became aware of the moor frog at their Kråkø site in 2007, following an environmental impact assessment of an area prior to re-starting gravel extraction. Once the discovery was made, aggregate extraction plans were suspended and Rudus began to study the distribution of the moor frog in the area.

Rudus now carries out annual surveys of the Kråkø site and implement actions to safeguard this protected species. For example, on learning that an existing breeding ground was at risk of becoming unsuitable and overgrown, additional ponds were created nearby. Since then, Rudus has noted other species at the site, including the protected grass snake, and is working with local city officials to develop and implement plans to protect this important species.

### 2030 Target



of active locations in or near areas of high biodiversity value to have a biodiversity management plan by 2030

At CRH, we have committed to implementing Biodiversity Management Plans (BMPs) at relevant locations by 2030 to reduce our negative impacts and seek to enhance biodiversity. BMPs are an important tool in managing our biodiversity-related risk and helping to identify areas where we can incorporate specific habitat or species-related actions (both mandatory and voluntary) across the life-cycle of a location.

Our environmental review identified 428 of these sites are within or adjacent to locations in sensitive areas for biodiversity, 95% of which have BMPs in place (2023: 93%).





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## Biodiversity Continued

### Reducing Our Impacts

We apply the principles of the mitigation hierarchy to avoid, minimize, restore and compensate any negative effects on the environment arising from extractive activities in both the planning and operation of our sites. The permitting and/or Environmental Impact Assessment process requires us to disclose our understanding of potential impacts and implement mitigation plans.

We protect, and where possible, enhance biodiversity, often through integrated actions in our BMPs. Such actions can include the management of invasive non-native species, one of the main drivers of biodiversity loss. Invasive non-native plant species can colonize the bare ground in sites where they can grow and outcompete native species. Controlling such species is an important part of biodiversity management. For example, Callanan Industries, in CRH's Americas Division, has been trialing control methods for the invasive Japanese knotweed species, and replacing these with native milkweeds.

There are a range of other actions that our operating companies take including the protection of nesting habitats and actions for migratory birds. This is the case for bank swallows, a nationally threatened species, and peregrine falcons, a species of special concern, that are utilizing habitats at our Ash Grove locations, in CRH's Americas Division. To understand more about how they can support these species, and as part of a building a wider understanding of the population sizes, Ash Grove has initiated a monitoring program of both species in collaboration with local conservation groups including the Canadian Peregrine Foundation.



We are supporting  
UN SDG 15: Life On Land

### Reclamation at Our Sites

We target having reclamation plans at 100% of our extractive sites. Our extractive sites are often returned to their original use at the end of their operational life. While, for some sites, this can be an agricultural use, others may be returned to natural habitats including wetlands, and even designated as nature reserves. In some cases, land is returned to the community for recreational use, to support local jobs through industrial or retail use, or to provide much needed housing.

Another important component of our reclamation activities is the creation of natural habitats. In 2024, we reclaimed 465 hectares of formerly extracted areas, including 68 hectares of natural forest and woodland. We work with local permitting authorities and other stakeholders to develop and coordinate the end-use type and reclamation approach. We apply progressive reclamation where possible to minimize our footprint. The reclamation of our sites to a nature-related end-use plays an important role in connecting existing habitats and creating corridors across the landscape, enabling species to migrate. It also supports species that colonize the site.

A range of tree planting activities take place across CRH, for example, as part of the reclamation, community and employee engagement or as a natural climate solution, with 1.0 million trees planted since 2019.

★ **Key Fact**

# 465

Hectares of extracted areas reclaimed



## Action Spotlight

### Habitat Restoration at Sandy Heath Quarry

At CRH, we work in partnership to research, innovate and develop resources needed to restore nature. Tarmac, in CRH's International Division in the UK, has been progressively restoring a site called Sandy Heath, in Bedfordshire. The design of the restoration approach was identified as an opportunity to bring back the historic grassland and heathland habitats. This supports national restoration targets, as in the UK, 85% of the heathland has been lost in the last 150 years and 97% of the wildflower rich grasslands have been lost since the 1940's. To date, 30 hectares of heathland and wildflower grassland habitats have already been restored, with a further 26 hectares planned for restoration.

This progressive restoration has been done working in partnership with the Royal Society for the Protection of Birds (RSPB), resulting in habitats that are more diverse and provide homes to a high number of species of invertebrates, lichens and mosses. The site is especially significant to invertebrates and plants such as bryophytes, for example weedy frillwort was recently recorded on site, the first sighting of this species within Bedfordshire, highlighting the importance of these types of partnerships in enhancing biodiversity and supporting global nature targets.

2030 Target

**100%**

of extractive sites to have  
reclamation plans by 2030

Through the implementation of reclamation plans at our extractive sites we mitigate impacts and can provide environmental, social and economic benefits to our local stakeholders. Our environmental review identified 93% of these sites as having reclamation plans in place in 2024.



# Biodiversity Continued



## Action Spotlight

### Collaborating for Impact

CRH is drawing on the knowledge of external experts, including those from academia and non-governmental organizations enabling us to innovate to drive best practices and support global nature targets. We continued to work closely with the Wildlife Habitat Council through 2024 and we now have c.1,320 hectares of land recognized under their Conservation Certification® scheme across 18 programs. In 2024, Dufferin, in CRH's Americas Division, was awarded the WHC Reptiles and Amphibians Project Award recognizing the work done in creating wetlands that have attracted breeding Jefferson salamanders at one of its WHC Certified sites. This builds on a strong history of engagement, with Dufferin having collaborated with WHC over the last 9 years at their four-time award winning sites.

Oldcastle APG, also in CRH's Americas Division, combined exercise with sustainability learning in its Walk Well Outside challenge. Employees could use an app to track their daily steps and activities along mapped routes. Stops were built into the routes where participants could learn more about sustainability at Oldcastle APG. They partnered with One Tree Planted to donate a tree for every participant that logged more than 48,000 steps. To foster stronger connections among coworkers, teams were formed across different Oldcastle APG companies, and the team recording the most steps or equivalent activities could select the location where these trees would be planted. More than 1,300 employees walked 48,000 steps or more over the course of the challenge, totalling 255,050km over the month-long initiative, and a donation of 2,000 trees was made as a result. These were planted across Appalachia, California and Southeast of the U.S.



**We were delighted to welcome CRH to WBCSD's Nature Action program in 2024. By joining this community of companies, CRH will contribute to accelerating both individual and collective corporate action while increasing resource allocation for solutions that help halt and reverse nature loss."**



**Angela Graham Brown,**  
Director, Nature Action  
& Member of the  
WBCSD Extended  
Leadership Group

### Conserving and Restoring Forests


Forests are an important habitat, and at CRH, we recognize the critical role forests play in biodiversity conservation and mitigating climate change given their important role in carbon sequestration. At certain sites, some areas covered with trees may need to be cleared to access deposits beneath. In such cases, we follow the mitigation hierarchy, reducing impact and putting robust mitigation schemes in place. Through sustainable land management and the reinstatement of extractive sites, we also manage and create new forest habitat.

### Greening the Built Environment

While our extractive sites offer the greatest opportunity, all locations can offer some opportunity to enhance biodiversity. Many of our operations on industrial sites also take action to support biodiversity, for example planting wildflower areas around site offices. Cubis, in CRH's International Division, has been repurposing scrap and waste products to build insect hotels, bird houses and planters. Employees were keen to get involved, generating ideas on how the site could have a further positive impact on biodiversity and conducting research on how best to create and implement this project.

In addition to taking action at our locations, we also offer solutions that enable our customers to integrate nature into urban areas. These green infrastructure solutions, ranging from green roofs to sustainable urban drainage systems, play a vital role in transforming the built environment, providing an opportunity to integrate biodiversity. We also work with experts to deliver solutions for customers that work with nature. Marlux-Stradus, in CRH's International Division in Belgium, provides products such as permeable paving, which are created with ecological principles in mind, allowing water to percolate into the ground and integrating spaces for vegetation. This product helps avert waterlogging of the surface during heavy rainfall and prevents the soil from drying out during prolonged periods of drought. Marlux-Stradus advises clients on its product and associated foundations resulting not only in enhancing residential and public spaces, but also benefitting the soil and making room for biodiversity.

### New 2030 Target

 **100%**  
of extractive sites located in or near areas of high biodiversity value to have a net impact methodology applied by 2030

To further support our understanding of our footprint and impact on the natural environment, we are assessing our priority extractive sites using an externally recognized net impact methodology and have developed this new target to reflect this.

### New 2030 Target

 **>1000**  
locations taking action to promote pollinators by 2030

Our locations can and are creating value for many insect species, which are performing important pollination services in our local landscapes. To recognize and expand on this opportunity, CRH has set a target that comes into effect in 2025 to implement specific actions for pollinator species.



# Environmental Action


## Environmental Governance

The CRH Board has delegated responsibility to the Safety, Environment & Social Responsibility (SESR) Committee to ensure that our Environmental Policy (see page 82) is implemented in all business lines, and for monitoring ongoing developments of environmental impacts and opportunities (see page 72).

Our Environmental Policy underpins all activities in CRH and is applied across all operating companies. We are well practiced at integrating mergers and acquisitions into our environmental management processes. We maintain high standards of environmental protection across the organization with implementation of our policy. Through training of our employees, we draw attention to our policies and the need to maintain them across the business.

Through our annual environmental review data collection process, we internally monitor the implementation of our policy and environmental requirements. By implementing our policy and the environmental actions it presents, we can make more sustainable, value-added products and solutions that support our customers to address challenges in the built environment.

Policy



[Click here](#) for more information on our Environmental Statement of Policy.

## Managing Environmental Risks

The approach we follow covers relevant environmental impacts, along with specific improvements in water, circularity and decarbonization. We take action in our own operations, while developing solutions for the built environment that help to drive down CO<sub>2</sub> emissions, reduce resource use and improve water management. For example, Ash Grove, in CRH's Americas Division, examined ways of using rainwater that comes into contact with high pH material stored on-site at their Chanute plant, aiming to manage this water stream while also reducing the intake of fresh water into their operations. The plant commissioned and installed a new system to use this water in the main conditioning tower of the cement plant, conserving water that would have otherwise come from the local Neosho River. For more examples of actions we take in our operations, see pages 25 to 26, 33 and 39 to 42.

We strive for compliance with all applicable environmental laws, regulations and permitting, which aims to reduce or eliminate any negative impacts on the environment. Our operating companies are required to establish appropriate environmental management systems (EMS), in line with local environmental permit requirements. In 2024, 952 operating locations were certified to ISO 14001 EMS standards, and 88% of our subsidiary clinker plants were ISO 14001 certified. Our aim is to comply with all local and national regulations for air quality, in addition to meeting our ongoing air emissions targets.

Our drive to innovate, form new partnerships, and make our business more sustainable, contributes to better environmental performance. For example, JURA Materials, in CRH's International Division in Switzerland, is working with their partner Neustark on ways of permanently storing captured CO<sub>2</sub> in readymixed concrete wastewater sludge. JURA Materials is testing it at their site in Cham. By storing the CO<sub>2</sub> in this wastewater, it helps to neutralize the highly alkaline water, reduces cleaning requirements and reduces overflow risk. The neutralized water can then be used again for production.






### Action Spotlight

#### Building and Maintaining Trust

CRH's footprint spans 28 countries and 3,816 locations. Our drive for continuous improvement helps to reduce and eliminate environmental risks across our operations, building trust with our local communities. Danucem, in CRH's International Division in Slovakia, has built a good relationship with their community and regulators through the monitoring of groundwater near one of their quarries, Mnichova Lehota, as it is an important source of water for 2,000 people in nearby villages, as well as a local bottled water supplier.

Before beginning operations at the site, a geological assessment was prepared by an independent authorized expert who provided feedback on suitability of the site and any identified considerations. As part of an ongoing assessment, a range of indicators such as drinking water quality and volume used are monitored on a monthly basis, with the findings reported to local authorities. By capturing and sharing this data, Danucem can continuously show that extractive activities do not affect the quality and quantity of water resources.

## Ongoing Target



Particulates, NO<sub>x</sub> and SO<sub>x</sub> air emissions reductions at cement plants

We recognize that good air quality supports a healthy environment and aim to manage the impact of our operations on employees, customers and communities. We take action on reducing the impact of air emissions by making sure we meet strict air emissions limits, through active monitoring and control by measures like abatement equipment.

Our ongoing target is to reduce our specific major air emissions at our cement operations and in 2024 particulates, NO<sub>x</sub> and SO<sub>x</sub> levels remained at low levels.<sup>1</sup> For 2024, overall air emissions were broadly in line with the previous reporting year. Total stack emissions to air over recent years are shown on pages 89 to 90.

Our reporting also covers minor air emissions from cement manufacturing and the associated coverage rates of monitoring are on page 90.

1: Defined as not exceeding the three-year average for particulates, NO<sub>x</sub>, and SO<sub>x</sub> specific emissions (g/t clinker) for relevant plants.



# Environmental Action Continued

## Investing in the Environment

We implement best available technology to enhance environmental performance, in line with our permit obligations. We act to reduce our impacts from emissions through investment in abatement technologies, such as new abatement equipment, in addition to ensuring regular maintenance of existing equipment at our manufacturing operations. Our operating companies are supported through our investment in technology and efficiency projects that enhance their environmental performance. We also mitigate against unintended emissions (also known as fugitive emissions) by, for example, building enclosures around material storage and conveyor belts, using dust suppression systems, and paving plant areas and internal roads.

CRH continues to look for new investment opportunities that can evolve and improve our processes. In our major capital investment projects, we invest in the environmental element to enhance the protection of the environment. For more information on how we are investing in the environment, see pages 39 and 92.

## How We are Improving

We look at ways to build on our performance and improve how we protect the environment. Through best practice sharing, lessons learned are shared and we foster a culture of continuous improvement. For example, Preferred Materials, in CRH's Americas Division, has monthly "Green Alerts" that shares information on specific environmental topics.

Through our Venturing and Innovation Fund, we continue to promote research and development opportunities that can strengthen the environmental and wider sustainability performance of our business, products, services and solutions. Technological advancement can help us in our drive to improve environmental performance. We look for investment opportunities through CRH Ventures in businesses from the building materials industry that align with our environmental policies and strategies. We believe this will encourage further and faster progress.

For further progress, we continue to build on our sustainability approach, which aligns with our efforts for environmental action. We look to advance progress for society and the environment through operational stewardship and producing more sustainable, value-added products and solutions.


## Beyond Compliance

Compliance is an intrinsic part of our environmental action approach. It is essential in establishing and maintaining trust and respect from our stakeholders. During the reporting year, \$222,000 in fines were paid to regulatory authorities. These fines were regarding minor issues that did not have significant impact on the environment.

We learn from such incidents to deliver an improved environmental performance. Our aim is to manage operations beyond compliance where appropriate. We review areas for continuous improvement and look at implementing best practices.



Disclosures



[Click here](#) for more information on our environmental KPIs.





Sustainable Leadership

Sustainable Solutions



Sustainable Foundations



Sustainable Performance

# People & Communities



## Strengthening Stakeholder Relationships

### In This Section

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Safety & Well-Being	➤ 55
Empowered Employees	➤ 60
Inclusion & Engagement	➤ 64
Community & Social Impact	➤ 67

◀ We focus on creating a world-class culture of safety and well-being and foster continuous development, respect and teamwork to promote a thriving workplace.





Sustainable  
Leadership

Sustainable  
Solutions



Water



Circularity



Decarbonization

Sustainable  
Foundations



Natural World



People &  
Communities



Responsible  
Business

Sustainable  
Performance

# Why People & Communities Matter

People are fundamental to business success.

Protecting the health, safety and well-being of employees and people that come into contact with a business is of the utmost importance.

In a dynamic and competitive business landscape, the ability to attract, retain and develop talent helps to drive business performance.

By growing and strengthening relationships with employees, customers, communities and other stakeholders, businesses can build the trust that is essential to maintain their license to operate.

# How CRH is Responding

CRH is embedding a culture of safety and well-being and strengthening relationships with our employees, communities and value chain.

## Protecting Our People

Safety is embedded in CRH's values and we continuously invest in systems and technology to enhance safety across our workplaces.

## Upskilling Employees

Investing in our employees' growth by offering a range of training, mentoring and development opportunities.

## Embedding a Culture of Respect

Listening to the needs of our employees to further embed a culture of safety and well-being across our businesses and foster continuous development, inclusion, respect and collaboration.

## Driving Community Impact

Building enduring relationships with our communities and delivering lasting social impact.

# Highlights



Investment in health and safety over the last 5 years



Total training hours in 2024



We care about our colleagues and communities. A safe, inclusive, engaged and respectful workplace isn't just an aspiration at CRH, it's what we put into practice day by day. This is helping us to attract the best talent to come and work at CRH."



Mike Chalmers,  
Director of Occupational Health and Safety, CRH Canada, CRH Americas Division



# Safety & Well-Being

## Prioritizing Safety and Well-Being

The safety and well-being (including physical and mental health) of our employees, contractors and other stakeholders is embedded in CRH's values, and the Board has oversight of the topic. The building materials industry involves potentially high-risk activities that may impact health and safety, making this one of our salient human rights issues (see page 77).

Eliminating fatalities is fundamental, demonstrated by our ongoing ambition of zero harm in any year. We continue to embed the CRH Life Saving Rules through investments in systems and training. These rules create a single safety vocabulary and focus on the top causes of fatalities including falls from height, vehicle movements, non-compliance with plant isolation (lockout/tagout) procedures, as well as appropriate contractor management. These set out clearly defined safety methodologies, procedures and controls according to the activities being undertaken, keeping health and safety at the forefront of everything we do.

Engaging our workforce across safety and well-being is essential. This approach focuses on providing up to date training, inclusive meetings across the workforce, as well as the provision of safe operating procedures and other critical supports to protect our employees safety, including their physical and mental health.

## Governance of Health and Safety

Health and safety are managed from the most senior level through to site level. The Safety, Environment & Social Responsibility (SESR) Committee is a permanent committee established by the CRH Board. Safety performance is reviewed at every meeting, and safety is a fixed item on the agenda. The Board receives monthly updates on safety key performance indicators (KPIs) as well as the health and safety performance results from our annual review from across our operating companies.

Management, right up to the Chief Operating Officer and Divisional Presidents, holds regular calls on safety. The findings and recommendations from these discussions are reported to the SESR Committee and are then fed back to the operating companies through our global network of safety officers. Our management's focus drives our culture of health and safety across the organization, supported by our network of safety specialists. They work with internal and external experts to implement our policies, practices, and health and safety processes.

Our Health and Safety Policy (see page 83) outlines our core safety management principles and highlights our commitment to the health and safety of our employees and contractors. It applies across all our operating companies and establishes clear expectations for our leaders, employees and contractors to conduct work in a safe manner and to protect the safety and well-being of all CRH stakeholders. This policy is complemented by our CRH Life Saving Rules.



## 💡 Action Spotlight

### Safety Forums

Collaborating and sharing best practice is an effective way to continuously improve safety performance. We host a range of webinars, meetings and events at local, national and regional levels to facilitate this.

Our CRH International Safety webinar draws together the key topics from across the business and this year covered the management of high-risk work and external companies, transport and employee awareness, among others. This major event mobilized more than 2,000 people across the International Division to share best practices and reinforce our actions towards our ambition of zero harm.

Within our materials businesses in CRH's Americas Division, the Safety Advisory Group meets quarterly. This Group brings together Region Safety Directors, Division Safety Leads and the corporate safety team from across the materials businesses and includes key support roles such as security, communications, legal and procurement. This diverse group ensures comprehensive coverage of safety-related topics and effective collaboration across different functions within the organization.

### Ongoing Target



fatalities in any year

Our ambition is to have a culture of safety with zero harm across the organization. By reinforcing the fundamental safety concepts with new technologies and initiatives across CRH, we continue to work towards our ambition of zero harm.

CRH reported 1 employee, 3 contractor and 1 third party fatalities in 2024. We extend our sincere sympathies to these individuals' families and colleagues. Each incident is thoroughly investigated to understand the events involved and determine appropriate actions to prevent future incidents. The investigation findings are then communicated to the SESR Committee, across our operating companies, and with the wider industry, with the goal of preventing future accidents through lessons learned. We use a range of internal KPIs, such as recordable incidents and near-miss reporting, and high-potential learning events to reduce risks (see our data summary tables on page 93 for more information).







# Safety & Well-Being Continued

Sustainable Leadership

Sustainable Solutions



Sustainable Foundations



Sustainable Performance

## Effective Risk and Safety Management

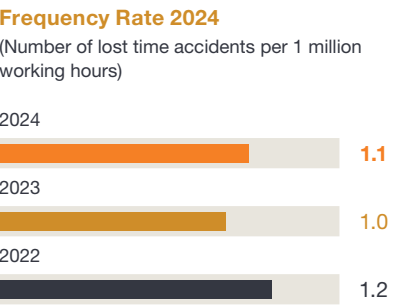
We focus on eliminating hazards at their source. We work to carefully design and plan our activities, conducting risk assessments to identify any potential hazards and to manage risks. We apply a hierarchy-of-control approach, with the preferred control being risk elimination. Technology is used to help identify and address risks and we invest in areas where we have pinpointed a need for improvement. Through partnerships with key stakeholders, we develop innovative technology solutions and design clear work methods to address safety issues.

In addition to the CRH Life Saving Rules, we also comply with the safety systems set out by the relevant safety authorities and 100% of our operating companies have implemented robust safety management systems. In 2024, 55% of locations in Europe were OHSAS 18001/ISO 45001 certified, with broadly comparable internal management systems in place in the remaining businesses. We have also developed award-winning programs that establish health and safety standards across our industry, and integrated construction safety protocols into day-to-day operations.

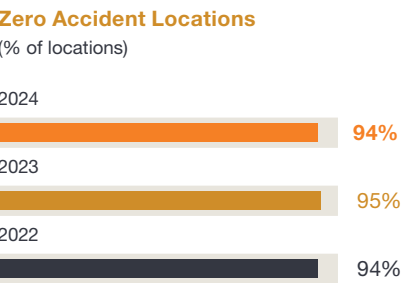
We drive continuous improvement across our operations through global safety audit programs. In 2024, 97% of our active locations were audited for safety by either internal safety managers or external agencies. Any procedure breaches or safety incidents are subject to investigation, and we work together with the people responsible to address any issues identified and prevent any future re-occurrence. We have emergency preparedness procedures in place at all sites, enabling us to deal with safety situations should they arise.

## Monitoring Progress

As we continue to work to minimize the potential for accidents, our accident frequency rate and severity rate have reduced by an average of 6% and 5% respectively per year over the past decade. In 2024, 94% of locations recorded zero accidents. The accident frequency rate in 2024 was 1.1 lost time accidents per million work-hours. The main causes and types of accidents in 2024 are similar to previous years.



Above accident analysis is combined employee and contractor data



### Action Spotlight

#### Enhancing the Safety of Our Work Zones

When it comes to our road construction and maintenance services, recent trends show an increase in motor vehicle accidents and work zone intrusions in many regions, both within and near some of our own work zones. To help address this CRH continues to enhance the safety surrounding work-zones on roads and highways, rolling out a range of initiatives and systems.

For example, CRH Canada, in CRH's Americas Division, has launched an initiative to raise public awareness about the issue of work zone intrusion. The campaign, called "I Work Here", used digital billboards across major highways where we operate featuring employees and was a collaborative effort involving health and safety, operations, and communications teams. The aim of this was to help build a more personal connection to impact driver care and behavior.

We are also continuing to enhance our innovative "AWARE" system, a sentry unit that provides advanced warning to motorists as they approach the work-zone, and also alerts our workers to traffic encroaching on the work zone and potentially threatening workers' safety. The AWARE system uses lights and sirens to warn drivers up to 600 feet before they come into potential contact with our workers. The system sends an emergency alert to our employees if a vehicle is approaching too fast. Currently there are 162 AWARE systems deployed across North America. We continue to innovate to protect the well-being of everyone that comes into contact with our operations.



# Safety & Well-Being Continued

Sustainable Leadership

Sustainable Solutions



Sustainable Foundations



Sustainable Performance

## Investing in Health and Safety


We continue to focus on reducing risks and eliminating accidents through targeted initiatives and investments. We aim to enhance, improve and upgrade our equipment and vehicles to the highest standards and encourage our businesses to adopt new technologies where appropriate. We invest in advanced technologies and robust controls, including automated systems, risk detection and advance warning systems. Road safety is paramount, and we train our drivers on behaviors that make the roads safer for everyone.

We continue to work with other stakeholders such as trade associations to progress road safety through road transport initiatives across the regions where we operate and beyond.

In the last five years we have invested approximately \$385 million in health and safety with a focus on reducing accidents among the leading causes of injuries - mobile plant safety, machine guarding, improvements in platforms and fall protection measures, electrical system upgrades, pedestrian/mobile plant segregation, and noise and dust reduction initiatives.

We have been recognized for our strong safety performance. In 2024, Dufferin Aggregates, in CRH's Americas Division in Canada, won the Mining & Natural Resources category at Canada's Safest Employers Awards (CSEAs). The CSEAs are recognized as the leading independent awards program in the occupational health and safety profession for Canada. CRH Canada was also an honoree for Best Wellness Program.

Disclosures



Click [here](#) for more information on our safety KPIs.

## Embedding a Culture of Safety

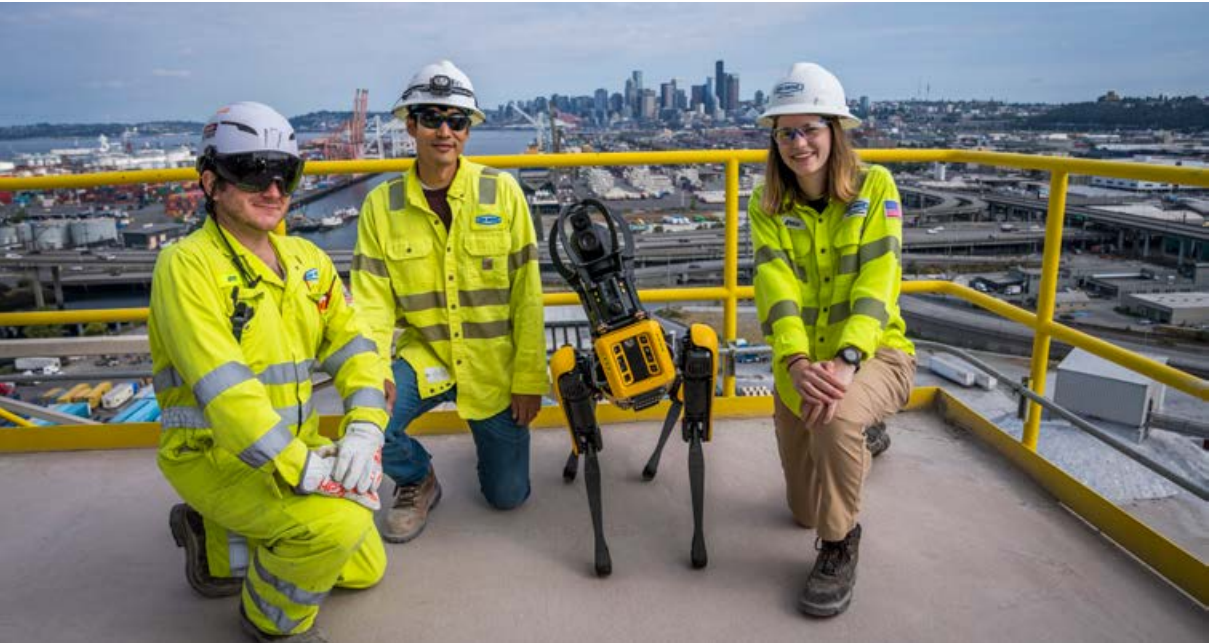
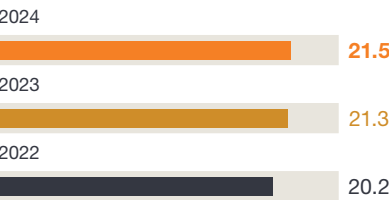
At CRH, we have a multi-pronged, needs and risk-based approach to safety training which includes on-the-job and classroom training and the use of platforms such as virtual reality to enhance existing training programs. In 2024, our employees completed a total of 1.7 million hours of health and safety training, averaging 21.5 hours per employee across all categories.

Our employee training complies with specific industry and government legislative requirements. The training provided is relevant, practical, and easily understood by both management and operational employees and is delivered through specialized and in-house trainers. Our commitment to safety is integrated into all levels of the business and we integrate strategic safety modules into a range of training including our frontline leadership and senior management development programs.

We reinforce safety excellence through regular safety meetings online and in-person, for example, during our "Stop and Talk" sessions. Our operating companies also host a range of annual safety campaigns including marking "Safety Month". Operating companies carry out regular cultural assessments and report on these and other leading indicators such as high potential learning events/serious incident fatality precursors and percentage of sites with Life Saving Rules Audits to the SESR Committee. In 2024, 94% of employees were involved in formal joint management and/or worker safety dialogue meetings, building on the previous year's performance.

### Safety Training

(Health and safety training completed per employee (hours))



## Action Spotlight

### Enhancing Safety through Innovation

Across CRH, we are trialing groundbreaking technology to enhance safety. In 2024, we piloted two fully autonomous robots to enhance worker's safety and to identify where maintenance is needed at an early stage. These robots, through a combination of cameras and sensors, can simultaneously read, assess, and report on site and equipment issues around the plant.

For example, Ash Grove, in CRH's Americas Division, has partnered with Boston Dynamics, a leader in autonomous robotics, to pilot "Spot", a four-legged robot, to patrol the plant with its 4K camera looking for anomalies and raising the alarm before equipment fails. In addition, "Spot" can use laser scanning to take refractory brick measurements inside a cement kiln, eliminating the need for employees to enter the kiln. Similarly, in JURA Cement, in CRH's International Division in Switzerland, demonstrations of an autonomous robot called "Anymal" were held.

Both "Spot" and "Anymal" can collect and analyze data and provide reliable proactive maintenance programs, leading to better overall reliability of critical assets on our sites. These units are fully autonomous, meaning they can perform proactive maintenance routines for over 80 hours a week, identifying issues before they become hazards and keeping our employees safe.





# Safety & Well-Being Continued

## Protecting Contractors

We employ contractors across our operating companies for specialized work, supplementing labor requirements, and delivering products. Our robust safety management systems are aimed at identifying and addressing the challenges of contractors working on our sites. Prequalification checks, contractor safety onboarding, risk assessments, and contractual safety agreements help ensure alignment between contractors and the operating companies. We require all contract employees to have the relevant training and qualifications to carry out the job safely.

Where standards fall below what is expected, we work with contractors to address the issue and ensure their safety. In 2024, we completed c. 220,000 contractor transport safety checks. These safety checks are vital to ensure that the work of contractors, as well as their equipment and training, comply with our rigorous standards. Across the Group in 2024, we took 2,332 direct actions with our contractors to improve safety behaviour and drive our culture of zero harm. In many cases, we make use of Event Learning Teams and Post Contract Reviews to help collect data, identify any patterns and learn from any incident.

★ Key Fact

100%

of companies have contractor site induction



**The Portland Cement Association recognizes the importance of members like Ash Grove, a CRH Company. A multiple-time recipient of PCA's prestigious Chairman Safety Award and Safety Innovation Award, Ash Grove sets the standard for excellence, continuing to improve workplace safety and fostering a culture of protection for its employees."**



**Tom Harman,**  
Chairman of the Portland Cement Association Safety & Health Committee

## Managing Supplier Safety Standards

We believe that everyone has the right to a safe and healthy workplace. One of our salient human rights priorities is the maintenance of, and adherence to, appropriate safety standards within our supply chain. We continue to embed best practice through our procurement processes and procedures to protect contractors and employees within our supply chain. Suppliers are expected to comply with our safety requirements in line with our Supplier Code of Conduct (SCoC) when working with us. To read more about our SCoC and responsible sourcing practices, see pages 78 to 80.

## Collaborating for Safety

We continue to take a leadership position in safety discussions with peers and collaborate with other industries and trade associations to encourage best practices and increase health and safety standards across the industry. Our contributions positively impact global standards of safety among suppliers, contractors and the industry. We are a member of a range of international, regional, and national associations including the GCCA, CEMBUREAU, the European Cement Association, the PCA, the NSSGA, the NRMCA, the American Road and Transportation Builders Association and the NAPA. Such forums allow the sharing of best practice across industry.

Each year, CRH and our operating companies are recognized for driving safety through initiatives, products, policies and partnerships. In addition to external awards, we hosted safety awards across our Americas Division and International Division, with operating companies receiving recognition across a range of topics. In 2024, one of the winners was Dufferin Construction, in CRH's Americas Division, which updated and enhanced its Traffic Control Training Program in line with updates made by Ontario's Ministry of Transportation. This included the introduction of a new mentorship program linking relevant teams with the training and tools they would need to feel secure and competent to operate specialized vehicles known as truck-mounted attenuators, or crash trucks, safely. This mentorship included a range of specialized trainings to be completed including traffic control closure and mentoring by an experienced operator while gaining the required expertise.

## Dedication to Customer Safety

We make up part of our customers' supply chain and continue to focus on the delivery of quality products. Our customers trust us to deliver safe, high-quality solutions. We work closely with regulators, standard-setting agencies and academic institutions to continue to improve the safety standards of our products and services, from design to installation and usage.

An understanding of the potential impacts that our products may have on the wider environment, stakeholders and customers is key to product stewardship. We provide safety data sheets (SDS) containing information on use, storage, and application as well as and Environmental Product Declarations where needed alongside our products. We also share Health Product Declarations with our customers. All our companies operating within the European Union provide health, safety, and environmental information in line with the European Regulation on Chemicals (REACH).

We manufacture all our products to the highest national and regional technical standards and specifications, and they are independently certified. In addition, many of our businesses operate to ISO 9001 Quality Management Systems, further ensuring product quality. In 2024, 64% of our operating companies in Europe were certified to ISO 9001.

Our dedication to product safety, as well as our strong safety performance, has enabled us to win tenders with customers that integrate high standards of safety into their own assessments.

Sustainable Leadership

Sustainable Solutions



Water



Circularity



Decarbonization

Sustainable Foundations



Natural World



People & Communities



Responsible Business

Sustainable Performance



# Safety & Well-Being Continued

## Mitigating Health Risks

At CRH, well-being encompasses both physical and mental health. Health risks vary depending on the site and activity but can include occupational noise levels, airborne dust, and the potential for exposure to respirable crystalline silica (RCS). Using a hierarchy-of-control approach (see page 56), we reduce employees’ exposure to dust and RCS. We work closely with our employees and contractors to minimize the potential risk of RCS exposure and ensure they are aware of the health risks.

In 2024, we continued to monitor workplace hazards such as noise, dust, and RCS exposure, in accordance with good practice and local or national requirements. Employees health is tracked through this health monitoring together with the occupational illness rate. The monitoring of our employees health and the effectiveness of our abatement and mitigation measures is important to protecting our people’s health. Again, in 2024, a low incidence of occupational illness was recorded.

Our safety specialists work with regional and internal experts to support our businesses in implementing health and safety policies, practices and processes, which includes contractor management and employee assistance programs (EAPs).

## Promoting Health and Well-Being

We offer employee health and well-being programs, tools and initiatives in our operating companies. Operating companies run initiatives to raise awareness of the services available and the range of health and well-being programs and tools employees have access to. We provide regular voluntary health screenings, seek to reduce noise impact, optimize ergonomics, review occupational hygiene, and develop programs focused on employee mental health across many of our locations.

Across CRH, 97% of our operating companies have programs available to employees to support all areas of health and well-being including smoking cessation, nutrition, fitness, weight management, drug and alcohol awareness, addiction recovery, workplace stress management and vaccinations. We promoted other health and well-being initiatives and well-being dates throughout the year such as World Cancer Day or Movember.

In 2024, Staker Parson Materials & Construction, in CRH’s Americas Division, completed an employee walkway at its Ogden, Utah office, providing a safe and peaceful environment for employees to enjoy during their breaks. Five laps around the walkway equals a mile, making it a perfect way for employees to get some exercise and fresh air during their workday.

Employees can provide feedback about their needs to their local human resources (HR) team and individual program organizers. Management, safety personnel, HR and other specialists integrate this employee feedback into our processes and well-being programs.

Across CRH, 93% of operating companies offer assistance with employee health insurance. In addition, many of our operating companies provide support through their EAP, a free, confidential, independent helpline offering advice and support for all employees and, in some cases, their immediate family.



## Action Spotlight

### Championing Mental Well-Being

At each of our locations, we aim to foster an inclusive, supportive work environment. Mental health is an important focus supported by leaders across CRH. We know that looking after mental health is as important as physical health, and we actively encourage employees to discuss mental health to remove any stigma associated with the topic. During Mental Health Awareness Month in particular but also throughout the year, many operating companies ran initiatives in 2024 to raise awareness about mental health and the resources available to support it. CRH corporate offices offered “Reach Out Connection Coffees”, “Start the Conversation” workshops, and webinars to encourage employees to ask for support and also be aware of the support they can provide to others.

RiverBend Materials, in CRH’s Americas Division, created a Mental Health Task Force to build an awareness among frontline workers of the mental health resources available. The task force, supported by supervisory teams, distributed and displayed mental health resource fliers to every worksite and created and distributed magnets with details of internal and external resources available to workers, their households, and their expanded network.

Roadstone, in CRH’s International Division in Ireland, runs a range of well-being initiatives throughout the year including a Mental Health First Aid course. As part of this, participants learn how to appropriately and safely support someone going through a mental health crisis. It also deals with the stigma surrounding mental health and provides a safe and open space for participants to relay their own experiences. One of the concepts covered as part of the Mental Health First Aid Training is the “SHED” (sleep, hydration, exercise and diet) program. Roadstone has launched a six-part webinar series based on this, providing employees with practical tips to improve their well-being.

Policy 



Click [here](#) for more information on our Health and Safety Statement of Policy.





# Empowered Employees

## Our Commitment to Our People

People are our greatest asset and their retention, engagement and development is therefore of great importance. This is reflected in one of our values “People are our Priority”. With c. 79,800 employees across our 3,816 locations, we have a number of new and ongoing initiatives to ensure our people feel empowered at all levels of the organization.

In a competitive labor market with changing demographics, technological advancements and challenging macro environments, organizations need to constantly invest in the retention, engagement and development of their people. CRH is committed to investing in its people to ensure they have the skills and capabilities to be successful today and in the future.

We invest in our employees at all levels of the organization to grow their careers and empower our leaders to solve challenges and achieve impact, always in line with our commitment to performance. In 2024, CRH launched a new global Leadership Competency Framework as well as a new CRH Leadership Academy to support the development of all our people. We also foster development through our successful ongoing initiatives such as coaching and mentoring programs, performance feedback and career development planning. These development practices are implemented at an enterprise, Divisional and local level.



**At CRH people are our priority and our greatest asset. We’re committed to the continual investment in our people ensuring they have the business-critical skills for today and tomorrow. The new CRH Leadership Academy is a great example of this commitment.”**



**Kristin Lane,**  
Chief Human Resources  
Officer, CRH

## Developing Our Employees

At CRH, one of our strategic pillars is “Empowered Talent” which sets out our commitment to investing in and developing our people. Employee development, learning and growth are front and center across a range of initiatives including the establishment of the CRH Leadership Academy and the new online learning tool, the Academy Online. As part of the CRH Leadership Academy we also offer a global program specifically for our frontline supervisors, the Global Frontline Leadership Program (FLP).

CRH encourages all employees to invest in themselves and their teams. Beyond the new CRH Leadership Academy, at an enterprise, Divisional and local level there are a diverse range of training offerings available. Our learning programs combine online modules with in-person engagement where possible. There are a range of comprehensive e-learning modules offered on a range of topics including inclusion and modern slavery mitigation. Our approach to training and development is renewed in line with the evolving skills needed in our dynamic industry. We also train our employees to advance their skill sets in areas such as safety and management, and other areas relevant to their role, such as frontline leadership. Employees across our business completed a total of 2.5 million hours of virtual and in-person training in 2024, an average of approximately 32.5 hours of training per employee.

Beyond training and development, we believe that effective development conversations are critical to empowering our people and unlocking their full potential. In line with this, there is a focus across our businesses on setting performance goals and development planning.



## Action Spotlight

### Launching The CRH Leadership Academy and Academy Online

Our growth ambitions within CRH require us to create future-ready leaders at all levels. To do so, we need to further invest in the continuous learning and development of our people. The CRH Leadership Academy is our new global learning and development offering, responsible for providing tailored learning and development programs to employees at all levels of the organization over time. It is a great example of how we are helping to empower our people to take ownership of their development and careers at CRH.

Over time, the Academy will offer different development programs, both face-to-face and virtual, to all employees at all levels of the organization. In addition, the Academy has launched a new online learning platform, “Academy Online”, with further resources and development tools, allowing employees to access materials wherever they are and whenever suits around work or family life. This new online learning platform is currently being rolled out on a phased basis across the organization.

## Disclosures



[Click here](#) for more information on our Social KPIs.



# Empowered Employees Continued

## Strengthening Our Leadership Pipeline

To achieve our growth ambitions, CRH recognizes the need for a continual pipeline of leaders with the skills and capabilities for today and for tomorrow. In 2024, CRH launched a new global Leadership Competency Framework which is being rolled out in a phased basis across the organization. The new CRH Leadership Academy leverages our global Leadership Competency Framework model to ensure we are investing in the right skills and capabilities needed going forward.

Another of the CRH Leadership Academy's core offerings is the Management Essentials Program (MEP). This is a new program offering leadership training particularly targeting our mid level and senior leaders. CRH continues to offer high quality leadership programs to our executive and senior executive populations through the immersive Senior Management Program and the Business Leadership Program.

## Empowering Our Early Career Talent

For earlier in career employees, we work closely with academic institutions and local communities to identify future employees with a continuous focus on bringing new talent into CRH at all levels of the organization. We offer numerous different apprenticeship programs, internship programs and graduate programs.

For example, Texas Materials in CRH's Americas Division takes on interns annually and, through a range of structured engagements with professionals across the business and projects, interns learn about the industry as well as potential careers. Another example is the CRH European Finance Graduate Program, a comprehensive 3-year program aimed at developing early-to-career employees and supporting them in the attainment of a professional accounting qualification. In Tarmac, in CRH's International Division in the UK, the Apprenticeship Scheme offers hands-on experience and growth opportunities – with jobs ranging from office-based to site-based positions or a blend of both.



**Duke Corporate Education is proud to partner with CRH in shaping key leadership programs. Together, we develop purpose-driven, values-centered, and future-focused leaders, supporting CRH's vision to reinvent the way the world is built."**



**Sharmla Chetty,**  
CEO, Duke Corporate Education



## Action Spotlight

### Engaging with Our Early Career Talent at the CRH UP Forums

At CRH, helping our employees to grow and enabling them to progress in their professional journey is key to engaging and empowering them. Each year, CRH hosts two forums for early-in-career talent across the business. The purpose of the UP Forum is to bring early-to-career employees together to network, learn and innovate together. Members of CRH's executive leadership team attend to meet new employees and share updates on CRH's business and future ambitions. With 190 employees in attendance in 2024 at the Americas and Europe Forums, the Forums are dynamic three day events.

These UP Forums are a key enabler to communicating CRH's vision and offering development to our early-in-career talent. Participants leave the Forums with a deeper understanding of the breadth of our business, our customer reach and the skills and capabilities that will help them plan their career. It offers an invaluable networking opportunity to meet and spend time with colleagues from across our regions and our businesses.

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# Empowered Employees Continued

## Rewarding Our Employees

Aligned with our commitment to performance and employee development, employees participate in an annual performance review cycle. As part of this process, all employees and their managers are encouraged to set annual goals, receive regular feedback and invest in development planning. All employees are encouraged to have broader development conversations with their managers and seek out opportunities to grow and develop their skills, including potential opportunities for mobility assignments.

Performance-based compensation and rewards depend on an individual's contribution to the success of the business and demonstration of Company values. We offer benefits globally that are competitive, inclusive, equitable and aligned with our values. We design our pay packages to motivate, retain and attract talent, while benefits are offered in line with industry and national standards. We comply with local wage and working time laws.

Our compensation process rewards the entire workforce, from our Chief Executive Officer to our frontline workers. While environmental, community, and product-related measures are typically incentivized at management level, relevant sustainability metrics, such as safety, are generally incentivized at all levels. In some cases, we provide share-based incentives. This is done in line with regulatory and industry practices in particular jurisdictions.

In view of the importance of environmental, social and governance topics to CRH, our stakeholders and wider society, non-financial targets have been incorporated into executive remuneration.



## Action Spotlight

### Empowering Professional and Personal Growth Across Our Workforce

Mentoring programs at CRH play a crucial role in fostering the professional and personal growth of our people by providing access to experienced mentors, as well as to resources that guide and support career development. Both mentees and mentors receive training and/or support to ensure high-quality mentoring relationships, allowing employees to interact, learn from each other, and grow from the experience.

We offer several programs including a cross-company mentoring program, and in 2024, we also began piloting several new mentoring offerings to facilitate the transfer of knowledge and skills and enhance organizational culture. These included a pilot program launched to link over 125 early-in-career employees with an experienced mentor. New programs are also being piloted to focus on personal development and to support new joiners.

## Connecting with Our Workforce

We believe an inclusive culture supports an engaged workforce. As part of creating a respectful and inclusive culture, we encourage open, two-way communication with our employees. CRH leaders across our businesses regularly communicate face-to-face through video messages, town hall meetings, newsletters and social events. CRH events and conferences throughout the year serve to connect our employees with each other and CRH's leadership teams. The yearly UP Forums for early-in-career talent are also an opportunity to engage and connect (see page 61).

These touchpoints and relationships enable the effective communication of the CRH strategy and vision to all levels of the organization globally. In 2024, 90% of employees took part in regular employee briefings. In 2024, the CRH Board also continued to conduct in-person discussions with a cross-section of local employees in the U.S. and the UK during Board site visits. We also held virtual sessions with employees from across our Americas and International businesses.

We also actively encourage entrepreneurial thinking among our employees. For example, Oldcastle APG, in CRH's Americas Division, launched a challenge called "Dragon's Castle" to seek ideas from 9,000 employees on ways to innovate, covering many product, manufacturing, process, marketing and social initiatives. The program is designed to encourage employees to share new and innovative ideas that improve the way we work. The 2024 "Dragon's Castle" winner proposed an idea to install digital huddle boards leveraging smart technology at our sites to share important production-related information, and ensuring corporate communications reach frontline workers.





# Empowered Employees Continued

## Measuring Employee Engagement

We survey our employees through an annual employee engagement survey. Our 2024 survey results indicated a high level of employee engagement across our businesses. Each year people action plans are put in place and monitored to ensure we are continually responding to our employee feedback. In 2024, 50% of employees, including managers and staff, participated. The aggregated results indicated a high level of employee engagement, with 99% of those employees surveyed scoring in the “engaged” or higher categories. The results also highlighted areas of strong performance and priority areas to focus on and collectively strengthen.

We also regularly review our organizational health, including, for example, our workplace well-being, the way we work together, and our ability to continuously learn and adapt to drive performance. This enables us to develop clear action plans to continue to grow and improve in these areas and to enhance our culture and overall workplace well-being, among many other areas drawing on outputs and feedback from various employee engagement processes. We continually adapt engagement strategies, ways of working and leadership development approaches based on employee feedback.

## Governance of Employee Matters

Our structures and policies underpin our approach to empowering our employees. Employment policies, guidelines and objectives are implemented by the managing directors of each operating company with support from HR teams and Group and Divisional management. The management of each operating company is required to confirm implementation and compliance with the Code of Business Conduct (CoBC) and its underlying policies on an annual basis.

Our Social Policy applies across all our companies and sets out our commitment to conducting business with integrity and respect, upholding the human rights of all stakeholders. It promotes a safe, inclusive work environment where our employees feel respected and are equipped with the tools and skills needed to realize their full potential. The Social Policy also outlines our commitment to upholding human and labor rights, one of our salient human rights areas. This includes engaging with employees and contractors and maintaining strong customer and supplier relationships.

Meeting the needs and ensuring the welfare of people both in and outside our operations is a key objective of our businesses and leaders and our leaders globally are committed to the principles of the Social Policy. The responsibility for ensuring that our Social Policy is adhered to and implemented runs from managers in our operations up to the Chief Executive Officer, SESR Committee and the CRH Board. The Board’s Nomination and Corporate Governance Committee has responsibility for employee engagement and focuses on ensuring employee views are taken into consideration in decision-making processes.

## Respecting Employee Rights

At CRH, we respect the rights of our employees to take part in collective bargaining and to form and join trade unions. We recognize that trade unions can play an important role in amplifying the employee voice, and inputs from trade unions feed into our stakeholder engagement. We work to ensure that employee representatives do not suffer discrimination. In 2024, approximately 19% of our employees were members of trade unions, however this may be an underestimation as several of our operating companies cannot disclose this information for legal reasons. Union membership rates vary by country, with more than 50% membership in certain countries.

At CRH, 53% of our employees have been working in our businesses for over five years. These employees bring a depth of knowledge and experience. However, the seasonal, cyclical and project-based nature of our industry results in fluctuating demand that our workforce and management have to manage. The employee turnover rate across our businesses is 23%; this includes seasonal employees, many of whom return year after year.


As part of our human rights due diligence process, we conduct an annual review of workplace practices across all operating companies. In 2024, we found no cases of forced or compulsory labor and no employees or contractors under the relevant legal age working at any location across our operating companies. Our apprenticeship and internship programs are delivered in accordance with local legislation and are typically regulated by government education agencies.

## Labor Practices

Our commitment to our values goes beyond the local requirements. Our operating companies offer wages at or above the minimum wage, and many have policies in place to ensure a living wage. Operating companies comply with all required regulatory standards to prevent excessive working hours. We also promote flexible work practices where appropriate to accommodate a healthy work-life balance for our employees. Full-time employees and, where relevant, part-time employees are entitled to national or state benefits including parental leave, retirement provision and access to disability or invalidity schemes across the Group.

We carry out wage negotiation in line with local industry practice. In 2024, these wage reviews were carried out on an individual basis, or through unions/groups, or a combination of these. In 2024, national strikes or demonstrations resulted in a total of six strikes, leading to a number of lost days being reported across our operating companies.

We support employees and managers with retirement planning and downsizing when necessary. We employ fair and flexible hiring and layoff practices, particularly in seasonal businesses. Where major operational changes take place, the appropriate notice periods are implemented.

Disclosures 



Click [here](#) for more information on our Social KPIs

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# Inclusion & Engagement

## Our Commitment

We are a global community of local businesses and people. At CRH, we foster a culture of respect and fairness for everyone. We believe that inclusion means everyone feels respected and valued, that people are empowered, have a genuine sense of belonging, and feel that they have equal opportunities to grow and progress.

At CRH, we value the wide range of visible and invisible aspects of identity in our teams around the world. Fostering a culture where we have a wide range of perspectives and people are a priority has many benefits: we attract and retain the best people; we perform better; we are safer, more productive and more innovative; and our employees are more engaged.

We are committed to being an equal opportunity workplace. We believe that an inclusive work environment gives employees at all levels the opportunity to realize their full potential. We are focused on actions that help employees to succeed by offering opportunities to all for inclusion, participation and leadership.

The CRH Global Inclusion & Engagement strategy is built on four pillars:

- Our workplace and culture are inclusive.
- We demonstrate our commitment to inclusion.
- Inclusion is a core capability.
- Our workforce and leadership reflect the communities we operate in.

## Bringing Inclusion to Life

Creating a respectful, inclusive culture is a collective effort with global actions and local initiatives. Our Global Inclusion & Engagement Council sets the global strategy and ensures alignment with the business strategy. The Council is chaired by our Chief Executive Officer. In addition, leaders, HR teams, and committees within our business also play a role, adapting the global strategy and taking action based on local needs and feedback.

The Global Talent Center of Excellence supports operating companies by providing guidance, external insights and practical resources. Alongside local HR assistance, we ensure that supports are available to execute on the global strategy and local plans.

We have a range of initiatives across the Company to provide opportunities and enhance inclusion. For example, we have Employee Resource Groups (ERGs), voluntary, employee-led groups that are open to all and support our inclusive culture by creating shared spaces for communities and allies to come together.

We are continuously working to embed inclusion. In 2023 and 2024, we focused on the topic of respect and embedded it in two ways: through Inclusion Week and our Facilities in Focus project. We also embedded the theme of “Respect” into our CoBC and the related e-learning that relevant employees are required to complete regularly.



## Action Spotlight

### Meeting the Changing Needs of Our Workforce

Across our business, we place the safety and well-being of our workforce at the forefront of our activities and are working to provide facilities that meet the changing needs of our colleagues. To set a clear baseline, our common global welfare standard was established in 2023, with input from business leaders.

To drive forward our global welfare standard, our operating companies have been reviewing facilities on site and taking action in 2024 to enhance employee resources as required. Highlights in some locations include upgraded break rooms such as the introduction of nursing rooms and quiet rooms, and the creation of outdoor break areas where employees can connect and focus on their well-being. By managing our facilities to meet the needs of our employees it helps to ensure a safe and comfortable work environment for our people.

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# Inclusion & Engagement Continued

## Sustaining Progress

We have a range of initiatives across the Company to further inclusion, and we seek to provide equal access to opportunities for all.

We continue to focus on embedding inclusion in our HR processes, including our recruitment processes, job descriptions, interview panels and candidate selection methodologies. Inclusive recruitment training is ongoing across CRH to support these efforts. The approach varies depending on geography and regional and national considerations.

We seek to ensure equal pay for equal work. We provide opportunities for people of all ages and those with disabilities where possible. 2,076 people with disabilities were employed across 60% of operating companies during 2024. This may be an underestimation as employees can decide not to declare their disability, and we respect their decision.

## Embedding an Empowering Culture

Training is central to driving and sustaining a culture of respect and inclusion. Examples of globally available training include our Global FLP which upskills frontline supervisors and has a module to support inclusive leadership and create a respectful culture within teams. The CRH Leadership Academy provides leadership development training through a range of programs which will roll out over time including a variety of e-learning modules on inclusion topics and a dedicated module for all employees called “Fostering Inclusion”. To learn more about CRH’s approach to empowering employees, see pages 60 to 63.



**For me, the best workplaces have always been those that embrace our differences as much as the common characteristics that connect us. Through our ERGs, we’ve been able to create engaging spaces for colleagues to build community and share experiences and learnings, fostering a more open and inclusive culture.”**



**Diarmuid O’Neill,**  
VP, Internal  
Communications  
& ERG Chair, CRH



## Action Spotlight

### Respect in Action

CRH values respect and we work to make sure this continues to be embedded in our culture. Each year, CRH celebrates Inclusion Week across the organization, encouraging our employees to think about how we can value one another and make the workplace more inclusive. It is an opportunity to learn, to celebrate progress, and to take action together. Respect was our theme in 2023 and 2024 to ensure that the foundations of our culture are strong and that we continue to create a more inclusive work environment where all employees feel valued and respected. As part of Inclusion Week, leaders and employees have the opportunity to learn about ways to show respect and to embed it in their day-to-day work. Communications, training and support materials are made available to all.



# Inclusion & Engagement Continued

## Employee Resource Groups (ERGs)

Employee engagement is vital to building and sustaining a respectful, inclusive environment. ERGs give employees the opportunity to engage in a practical, meaningful way. They are open to all employees and their purpose includes:

- Driving alignment of CRH's vision and mission.
- Giving members a safe, inclusive space to connect.
- Supporting allies to learn about different communities.
- Enabling feedback to be gathered and shared with the organization.

Across CRH and our operating companies, there are a range of ERGs for different groups such as the BIPOC community (Black, Indigenous, and other people of color), the LGBTQ+ community, women, veterans, people with disabilities, parents and caregivers. Each is supported by a senior sponsor, often from a local leadership team or the CRH Global Leadership Team (GLT).

In 2024, we enhanced our support to ERGs by providing new tools and materials. For example, an ERG mobilization toolkit was created to help ERGs to quickly establish and make an impact. We are also piloting a technology platform for all ERGs in the Americas to strengthen communication between members and different ERGs and to reach our frontline colleagues.



**The sector faces challenges in attracting the talent essential for a sustainable construction industry. An inclusive workforce reflecting our communities drives innovation, strengthens problem-solving, and ensures resilience. Tarmac's Big Ideas Programme partnership exemplifies this commitment."**



**Jen Baughan,**  
CEO and Founder,  
Solutions for the Planet



## Action Spotlight

### Championing Careers in STEM

At CRH, we believe that empowering young people will be critical to meeting future challenges and one way that we reach potential future talent is by working with schools. CRH Canada, in CRH's Americas Division, has introduced a program which aims to raise awareness among students of the different careers available in the building materials industry. In 2023, representatives from across CRH Canada hosted a group of 70 students to showcase, through a series of educational presentations, the opportunities available to young individuals. In 2024, CRH Canada continued to participate in school board events to promote awareness of career possibilities within the trade industries, particularly at CRH.

Within our International Division, Tarmac in the UK has been partnering with local schools for the last ten years as part of the "Big Ideas Programme", with over 33,000 young people supported through the program by Tarmac. This is an educational initiative run by Solutions for the Planet, a social enterprise working nationally to build partnerships between businesses and schools to promote sustainability, science, technology, engineering, and mathematics (STEM) careers as well as develop employability skills. As part of this program, Tarmac mentors apply their expertise and industry knowledge to support on a range of sustainability-related projects, as well as educating participating students on the value of STEM skills and the potential opportunities for careers within our industry. We continue to seek ways to raise the profile of careers in our industry and highlight the opportunities in STEM and the trades available to the future workforce.

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Sustainable Foundations



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# Community & Social Impact

## Understanding Our Communities

Strengthening relationships and trust with local stakeholders enables businesses to understand communities' views and drive positive impact. Local stakeholders can include employees, neighbors, local officials, organizations operating nearby, non-governmental organizations and regulators. Building a positive company reputation is vital for maintaining a license to operate and being recognized as an employer of choice.

At CRH, we are embedded in our local communities. We have 3,816 locations, and 97% of our employees live local to our businesses. We believe that our presence in our local communities brings many inherent advantages, such as employment, infrastructure development, support to local communities and businesses, and tax revenues. Our products, services and solutions also improve quality of life and support the long-term resilience of many communities. For over 50 years, we have focused on building our relationships through meaningful engagement and support. By actively engaging with our communities, we can work locally but act as one company.

We actively engage with our communities to build enduring relationships and to understand and address any concerns raised. We can then act on this understanding, leveraging our capabilities including our resources, networks and partnerships as a force for good. We positively contribute to areas such as education, health and provision of shelter and support communities through volunteering, fundraising and corporate donations.



**As a company whose operations are an integral part of our communities, building mutual understanding, respect and trust is important to us. Working in collaboration with communities, we aim to deliver a lasting positive impact."**



**Sinisa Mauhar,**  
Managing Director,  
Western Balkans, CRH  
International Division

## Maintaining Positive Relationships

Our businesses implement Community Engagement Plans locally to better understand the needs, aspirations and concerns of their local communities, fostering trust and ensuring we can work effectively together. Engagement allows us to learn from communities and build further understanding of our businesses' activities.

Hosting liaison committees, and site visits for schools and community groups, are important ways we can hear from the community, build understanding about our activities and any upcoming changes, discuss safeguards to protect the community, and explain initiatives to conserve and enhance nature. In addition, we also seek to offer opportunities for employment to those in our community. For example, Harrison Construction, in CRH's Americas Division, partners with several agencies that provide re-entry services to employment. Harrison Construction continues to work within its Tennessee communities to offer employment opportunities to those exiting the criminal justice system.

In 2024, our operating companies hosted c. 1,390 stakeholder engagement events. Finnsementti, in CRH's International Division in Finland, hosted an event at its Lappeenranta plant in collaboration with a limestone company. The event required registration, and all places were filled in record time. Approximately 450 people took a guided tour of the quarry, as well as the on-site factory. Ash Grove, in CRH's Americas Division, has held award winning community engagement events at its Mississauga site in Canada. In 2024, the site hosted 400 attendees during its open house, with neighbors, employees, community partners and local politicians in attendance.

Find out more about our approach and actions in our Maintaining Positive Stakeholder Relationships Statement (available at [crh.com](#)).

## Leveraging Our Core Capabilities

At CRH, we work to build successful partnerships to tackle pressing societal issues. Our businesses support communities financially and through their time, expertise, and in-kind (product) donations. As a building materials solutions business, we have a unique opportunity to leverage quality materials and our expertise for positive impact in the community.

Many parts of Europe experienced heavy rainfall in September 2024, including the region of Bratislava. Danucem, in CRH's International Division in Slovakia, worked to restore a local recreational area which had been damaged in Železná Studnička in Bratislava. Danucem also provided the local municipality of Rohožník in Bratislava with two loaders to support the removal of waste as a result of the floods.

The Ash Grove Durkee Plant, in CRH's Americas Division, proactively responded to a major forest fire, helping to safeguard the local community. The fire burned approximately 119,000 hectares, including the perimeter around the Durkee plant. On hearing about the fire, the site safety manager liaised with incident command, and quarry operators helped lay over 30 miles of fire lines that protect surrounding communities and the fire fighters. Employees acted to provide relief to Red Cross and local food banks and provided food, water, blankets and children's toys to families evacuated from their homes. In response to the fire, the Ash Grove Charitable Foundation awarded \$52,500 in grants to local public charities, including support for small rural fire departments and the Huntington Food Bank.

## 2030 Target



Engaging with the community allows us to understand their needs, priorities and any concerns. We have set a target for 100% of our operating companies to have Community Engagement Plans in place by 2030. In 2024, 76% of our operating companies had plans in place. Through Community Engagement Plans, we can help the communities we work in, understand and address any potential concerns.

## ☆ Key Fact

**c.1,390**

stakeholder engagement events in 2024

Sustainable  
Leadership

Sustainable  
Solutions



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Foundations



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Performance



# Community & Social Impact Continued

## Nature and Heritage for Communities

Across many of our sites, we offer local communities a variety of opportunities to engage with nature and local heritage. We currently preserve cultural heritage at 76 company locations, and this makes up part of relevant site management plans. These monuments range from Iron Age structures to medieval buildings and archaeologically significant caves. Prior to opening new extractive areas, our operating companies engage qualified archaeologists to survey the area to ensure no identified or potential archaeological or geological features are at risk. For example, Slovakian Aggregates, in CRH's International Division in Slovakia, has a large Moravian fortified settlement called Kostolec, on one of its sites.

Collaborating with our key stakeholders such as public authorities, environmental associations and local residents to restore nature is an important part of our biodiversity strategy and also helps to build an awareness of biodiversity among our communities. For example, EQIOM, in CRH's International Division in France, hosts visitors ranging from schools to local institutions across its locations throughout the year. In 2024, it also opened two of its sites to the public as part of the 17<sup>th</sup> edition of the "Fête de la Nature". This helped to strengthen local residents' understanding of EQIOM's role as an environmental steward and the transformational work it undertakes to protect and conserve endangered bird species.



### Action Spotlight

#### Developing the Workforce of Tomorrow

Attracting, developing and empowering the next generation of innovative and entrepreneurial leaders is an ongoing priority across the building materials industry. At CRH, we understand that one of the most impactful ways to encourage an interest in STEM is through hands-on experiences. Many of our businesses play a crucial role in engaging younger students with STEM subjects through school visits, workshops and real-world projects, showcasing the exciting opportunities within the construction industry.

Staker Parson Materials & Construction, in CRH's Americas Division, has sponsored a construction zone themed exhibit in the Discovery Gateway Children's Museum in Utah. This exhibit provides an opportunity for children to learn about how our roads are built and the importance of aggregates and materials in our world. They also learn about possible career opportunities in the construction industry. In addition, the space highlights a range of fun facts about construction, including the large proportion of materials that we recycle each year. This exhibition enables exploration by children, with several interactive elements including blocks, a crane and a tunnel.

#### Disclosures



[Click here](#) for more information on our Social KPIs.

## Supporting Education

We recognize the potential of education to reach, support and empower younger generations. Across our operating companies, we collaborate with and support NGOs and institutions. For example, the Ash Grove Charitable Foundation, established by Ash Grove, in CRH's America Division, has granted Branford High School \$25,000 to fund career and technical education.

Many of our businesses actively engage with all levels of educational institutions in the communities in which we operate. We had c. 5,600 educational interactions over the last two years. These interactions included offering career development guidance for students, bringing science alive, providing work experience, and hosting site tours. Operating companies in both CRH's Americas Division and International Division are bringing the strategic topic of water to schools. As part of World Water Day, CRH employees visited schools across the U.S. and the UK, helping to educate children about water, water infrastructure and "what happens when you flush the toilet".

#### Key Fact

# c.5,600

educational interactions over the last two years



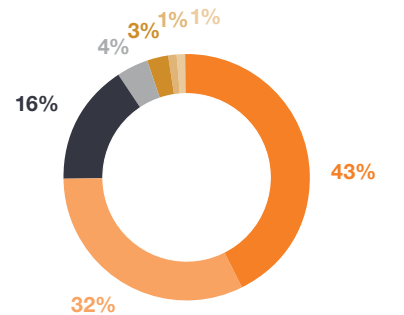


# Community & Social Impact Continued

## Investing in Our Communities

Donations are another way that we contribute and help to further develop thriving and inclusive communities. We know that different communities have different priorities, and our operating companies are often best placed to decide how to support their local communities. In 2024, we donated \$9.4 million to organizations and initiatives ranging from humanitarian relief, community relations and development, environment and conservation, education and employment, health and wellness, arts and culture and provision of shelter. For example, Moravacem, in CRH's International Division in Serbia, holds an annual "Partnership for the Future" public competition aimed at small, local NGOs and citizens' associations in the municipality of Paracin. Through these grants, organizations that typically do not have access to other sources of funding can deliver projects and initiatives.

Donations by Type 2024



- 43% Community relations and development
- 32% Humanitarian relief
- 16% Education and employment
- 4% Health and wellness
- 3% Provision of shelter
- 1% Arts and culture
- 1% Environment and conservation



**Our partnership with CRH underscores the power of collaboration in delivering lifesaving vaccines to children in fragile and conflict-affected areas. Their support is instrumental in reaching those most in need, ensuring no child is left behind."**



**Ephrem Tekle Lemango,**  
Associate Director of  
Immunization, UNICEF



## Action Spotlight

### Creating a Lasting and Sustainable Impact

At CRH, we want to better understand and play our part in helping to solve society's needs. In 2024, CRH announced a new five-year partnership with UNICEF to support children to reach their full potential, building stronger, healthier communities for future generations. This \$15 million partnership will help to protect children living in fragile and conflict-affected countries from life-threatening diseases. It will have a lasting and sustainable impact in these communities: improving access to immunization services; helping families to understand the long-term benefits of childhood vaccination; ensuring there will be more well-trained health workers within the supported communities.

In 2024, the partnership supported the vaccination of over three million children and pregnant women against deadly diseases like measles, polio and TB, and tetanus. In October 2024, CRH colleagues traveled to Bosnia and Herzegovina to see how the partnership is delivering impact in communities. During their trip, the group learned about UNICEF's immunization program and met children and families from the Roma community as well as local UNICEF staff, healthcare providers and NGO workers.

This new partnership builds on CRH's support of UNICEF's humanitarian aid program on the ground in Ukraine in 2022. We supported the organization's "Blue Dot Centers", which provided a safe space, alongside critical information and support for children and families fleeing the war. Together, CRH and UNICEF are laying the foundations of stronger communities, working towards a healthier future for every child.





Sustainable Leadership

Sustainable Solutions



Sustainable Foundations



Sustainable Performance

# Responsible Business



## Operating as a Responsible Business

### In This Section

Why Responsible Business Matters	71
Governance & Ethics	72
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◀ In 2024, CRH hosted its inaugural Sustainability Summit with over 150 business and cross-functional professionals from across the Company in attendance. The Summit included three days of sharing learnings, strengthening connections and identifying opportunities to accelerate our sustainable solutions with the aim of inspiring attendees to further embed sustainability across the business.





Sustainable Leadership

Sustainable Solutions



Water



Circularity



Decarbonization

Sustainable Foundations



Natural World



People & Communities



Responsible Business

Sustainable Performance

# Why Responsible Business Matters

Strong governance practices help to achieve business goals ethically and in compliance with laws, regulations and expected practices.

Businesses are being held to higher standards of accountability, transparency and ethics than ever before.

Responsible practices across value chains support the alignment of suppliers to business goals and are crucial to ensuring business continuity and managing any supplier impacts.

# How CRH is Responding

CRH is continuously driving responsible practices across our business and in our value chain.

## Driving Ethical Behavior

Continuing to apply our strong governance structures, business principles and practices through our Code of Business Conduct (CoBC) to safeguard our commitment to ethical behavior, accountability and transparency.

## Safeguarding Human Rights

Continuing our commitment to safeguarding human rights and embedding responsible business conduct at each level of our organization.

## Innovating Systems

Utilizing a range of systems and practices for due diligence and risk management to actively manage and keep pace with change.

## Collaborating Across our Value Chain

Working with our supply chain to promote responsible sourcing practices and impacts.

# Highlights



34,553

Employees recorded as having been trained in CoBC in 2024



9,309

Employees recorded as having received Advanced Compliance Training in 2024



Trust is the cornerstone of business reputation and success. At CRH, our commitment to embedding responsible business conduct at each level of our organization ensures that we can continue to build trust with our stakeholders and drive long-term sustainable value.”



Randy Lake,  
Chief Operating Officer, CRH



# Governance & Ethics


## Our Approach to Governance

Businesses are being held to higher standards than ever before and employees, prospective employees, and other stakeholders are more invested in the conduct of the businesses they engage with. At CRH, we strive to achieve the highest level of legal, ethical, and moral standards, complying with the law, and working responsibly. Our strong governance structures and values unite us in the way we work and guide us through everything we do in an increasingly complex world.

Responsible business practices are integrated through every level of our organization and are core to our operations. We champion integrity, honesty and dependability, as emphasized by the Chief Executive Officer's introduction to our CoBC which can be found at [crh.com](https://www.crh.com).

We have a range of policies, processes and systems that help to embed our values across the business, for example the CoBC, our Speak Up Policy and our due diligence and reporting systems. In addition, we closely monitor any potential risks to our business and our ERM framework enables us to take action and mitigate any potential risks.

Policies



[Click here](#) to find out more information on our Code of Business Conduct, available on [crh.com](https://www.crh.com)

## Corporate Governance


At CRH, our strong governance structures are fundamental in embedding sustainability throughout our organization. Sustainability, including climate change impacts, is embedded in our strategy, business model, Sustainability Framework and Environmental Policy (see page 82).

The CRH Board has delegated primary responsibility to the SESR Committee for monitoring developments related to sustainability, including climate, and providing strategic direction, oversight, and support to the Board on these important topics. The SESR Committee meets at least quarterly and detailed reports of the discussions at the meetings are circulated to the Board for consideration thereafter.


The Chief Executive Officer is responsible for the operational and profit performance of the Company and is accountable to the Board for all authority delegated to executive management. The Chief Executive Officer executes strategy agreed with the Board and regularly reports to the Board on the progress and performance of the Company, including in relation to climate-related matters. The Chief Executive Officer is supported by the GLT, which is responsible for implementing strategy, pursuing performance delivery and progressing the Company's sustainability and climate-related agenda. Responsibility for formulating and executing our climate strategy sits with the Chief Operating Officer. The GLT receives support from various executive-level committees and other working groups and functions on sustainability and climate-related issues.

Our Group General Counsel sits on CRH's GLT and has oversight of business ethics. The Audit Committee provides executive-level oversight of CRH's legal and compliance program, ensuring our continued commitment to legal and ethical business practices. We frequently review our corporate governance structures to ensure they remain of the highest standards.

## Safety, Environmental & Social Responsibility (SESR) Committee



**Chair:**  
Mary K. Rhinehart



**Members:**  
Richie Boucher  
Richard Fearon  
Johan Karlström  
Lamar McKay  
Albert Manifold<sup>1</sup>  
Gillian L. Platt  
Christina Verchere

**Primary Responsibilities**

- Monitoring the work of management to ensure that the Company's global health and safety policies and procedures are in line with best practice.
- Reviewing and tracking performance against the Company's targets in the areas of health, safety, the environment and social responsibility.
- Monitoring management's strategies and action plans relating to health and safety, the environment and social responsibility, including inclusion programs.
- Keeping under review developments in health and safety, the environment and social responsibility that may impact the Company.
- Reviewing, at least annually, the Safety, Environment and Social Responsibility performance of the Company and reporting to the Board on any significant trends or developments.
- Reviewing the findings resulting from audits of safety and environment performance across the Company.
- Reviewing management's implementation of recommendations to improve performance in areas under the responsibility of the Committee.
- As agreed with management, making periodic visits to locations worldwide in order to become familiar with the nature of the operations.
- Reviewing and approving any reports on Safety, Environment and Social Responsibility in public documents such as the Sustainability Performance Report.

**Summary of Principal Activities in 2024**

The Committee met four times during 2024, with the key areas of focus being the following:

- Reviewed and monitored CRH's sustainability- and climate-related targets, actions and performance.
- Considered and approved the publication of the 2023 Sustainability Performance Report and the inclusion of sustainability disclosures in the 2023 Annual Report on Form 10-K for the year ended December 31, 2023.

<sup>1</sup> Retired as Chief Executive and from the Board with effect from December 31, 2024.



# Governance & Ethics Continued

## Engaging with Stakeholders

Stakeholder engagement and collaboration enable us to drive positive change. They are a vital part of our efforts to ensure continued social dialogue. We use a range of activities to interact with each of our relevant stakeholder groups, depending on our line of business, location and area of interest. For more information on our stakeholder engagement approach and outcomes, see pages 84 to 85.

Developing new relationships with stakeholders and strengthening existing partnerships are integral to being a responsible business. They lead to improved engagement and communication and increase transparency and trust. By building mutual understanding we can work collaboratively to address challenges and take positive action to support communities and other stakeholders.

We seek input from our employees as we develop, implement, and continuously improve our sustainability policies and commitments. Our internal and external stakeholders' input was crucial to our double materiality assessment in 2023. This assessment is part of the range of processes, including the annual review and the Risk Management Review, that we use to identify the material sustainability topics that should be elevated in our business strategy and reporting. Read more on pages 14 to 15.



## Action Spotlight

### Collaborating with our Stakeholders for Positive Change

Stakeholder engagement helps CRH to build strong relationships with the community and build trust with public bodies and approval agencies. As a responsible business, we recognize the importance of involving indigenous communities where appropriate, such as the Aboriginal and Torres Strait peoples in Australia, in such engagement.

CRH Canada, in CRH's Americas Division, has developed a range of strategies to build an understanding of the various needs of stakeholders. CRH Canada has developed Community Liaison Committee (CLC) panels at key sites, consisting of neighbors, local politicians, local business leaders and other community representatives. This enables ongoing engagement to inform attendees about the operations and any relevant site related updates and exchange views on relevant business and community topics.

Adbri, in CRH's International Division, operates a scalable approach to community engagement and for larger sites with potential for extensive interaction with the community, there are site-specific Community Engagement Plans in place. As a company with sites across Australia, Adbri invests in reconciliation with Aboriginal and Torres Strait Islander peoples through its employees, suppliers, customers and local communities. In 2023, Adbri launched its second Innovative Reconciliation Action Plan. Adbri's reconciliation efforts championed by its Reconciliatory Action Plan Working Group Chair, supported by an independent Aboriginal advisor and four Adbri leaders who will drive progress across key focus areas. Adbri trucks featuring Aboriginal reconciliation artwork help promote awareness about the significance of inclusion and respect within our communities.

## Public Policy

Effective public policy and regulation have an important role to play in delivering beneficial environmental, social and/or economic outcomes. Across CRH, we work at local, national and global levels to anticipate, understand and inform public policy decision making and the development of relevant new regulations. We recognize the importance of working in close partnership with governments, investors, companies, NGOs, civil society groups, academia, employees and others to support the delivery of effective and appropriate public policy and regulation.

We engage directly with policymakers through transparent, responsible corporate advocacy, as well as indirectly through industry associations and membership organizations. We publish our policy positions to better illustrate our stance on relevant issues. We see the need for informed and appropriate government policies, including climate policy. Our climate advocacy practices and related disclosures are reviewed to ensure alignment with stakeholder expectations, as set out in our Climate Advocacy Review (available at [crh.com](https://www.crh.com)). Our advocacy activities aim to create the conditions needed to achieve our decarbonization and climate change adaptation objectives.

Sustainable Leadership

Sustainable Solutions



Water



Circularity



Decarbonization

Sustainable Foundations



Natural World



People & Communities



Responsible Business

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# Governance & Ethics Continued

## Regulatory Compliance

Our operations in the U.S. are subject to federal, state and local laws, while our European operations are primarily subject to national environmental laws and regulations stemming primarily from EU directives and regulations. Our operations elsewhere are typically subject to both national and local regulatory requirements.

As an Irish incorporated company, with a primary listing on the New York Stock Exchange (NYSE) and a secondary listing on the London Stock Exchange (LSE), CRH must comply with a wide variety of local and international laws and regulations, including the Irish Companies Act, U.S. securities laws and regulations, NYSE listing requirements, the Market Abuse Regulation, the Disclosure Guidance and Transparency Rules, and other relevant legislation and regulation. We invest substantial time, effort and financial resources to comply with applicable regulations and laws.

## Fostering an Ethical Culture

Our CoBC sets out our standards of legal, honest and ethical behavior, which govern the activities and conduct of our management and employees. It provides clear guidance for recognizing and addressing any ethical or legal issues that our management and employees may encounter. Our Global Compliance team regularly reviews and updates the CoBC, as necessary, and our Group General Counsel provides oversight and sign-off. In order to live up to our values as a company, everyone has a role to play and, for this reason, “It Begins with Me” is a recurring phrase within the CoBC.

Everyone who works for CRH has a duty to read, understand, and abide by this Code. Relevant employees are required to complete formal CoBC training on an annual basis. Relevant employees, including employees who participate in industry associations and membership organizations, must also undergo Advanced Compliance Training (ACT) on a regular basis.

In 2024, 34,553 CRH employees were recorded as having completed formal training on our CoBC and 9,309 CRH employees were recorded as having completed the ACT.

Our Legal and Compliance function ensures training content, materials and methods of delivery remain relevant to employees and adapts these as needed. This includes the development and update of training modules. The CoBC and the CoBC training are available in multiple languages.

## Reporting Concerns

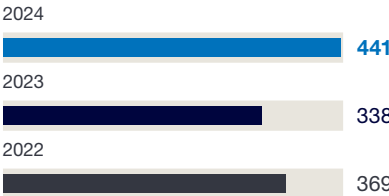
CRH is committed to supporting all persons, including current, potential, and former employees, independent contractors, customers, suppliers and other stakeholders in coming forward with any genuine concerns of wrongdoing within CRH and investigates any concerns appropriately and confidentially. We have robust internal controls that help in the fight against all forms of corruption and illegal practice, and our management and the Legal and Compliance function monitor risks of corruption and fraud. Compliance with the CoBC and supporting policies is monitored by our Internal Audit function and Legal and Compliance function, which provide an integrated approach to assurance.

Our Speak Up Policy encourages a culture where employees, independent contractors, customers, suppliers and other stakeholders can raise good faith reportable concerns such as unsafe, inappropriate or illegal behavior, or violations of any CRH policies or local laws. These can be reported through several secure channels. For example, employees can report issues to members of their management team or directly to the Legal and Compliance function. They can speak to an internal Speak Up Point of Contact in certain CRH businesses or, in the case of fraud and theft, to a dedicated Fraud Point of Contact in their business.

Concerns can also be raised through our CRH Hotline, a 24/7, independent, multi-lingual reporting service. This confidential service allows employees, customers, suppliers, and other external stakeholders to raise good faith concerns they may have and provides the option for the concerns to be raised anonymously.

### Concerns Reported

(Number of Concerns)

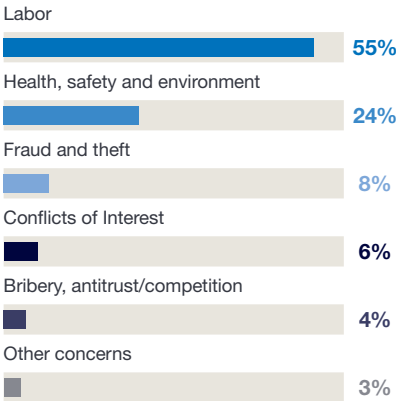


## Investigations and Proceedings

A total of 441 concerns globally were raised or managed through the CRH Hotline in 2024. Any suspected violation of law, policy or our CoBC is taken seriously. We handle all concerns discreetly and professionally investigate them. Appropriate actions are taken based on investigation findings. Retaliation or reprisals are not tolerated. In 2024, a total of 48 closed CRH Hotline investigations were reported as having resulted in disciplinary action. Through the CoBC and Speak Up Policy, we make employees aware that, in the event of a proven breach of CRH policies or any law, disciplinary procedures can be invoked up to and including termination. CRH has not been convicted on charges of corruption or bribery in 2024.

### Concerns Reported by Type 2024

(% of Total Concerns)





# Governance & Ethics Continued

## Our Enterprise Risk Management Framework

Across CRH, our ERM framework and processes enable the consistent identification, assessment and management of our main material threats and opportunities. Our ERM framework is embedded across our business and helps inform our people to assist them to take the right risks for the right rewards in line with CRH’s risk appetite.

The Board, delegating authority to the Audit Committee and other sub-committees, is ultimately accountable for ensuring the Group takes the right risks aligned to our objectives, owning and approving the Group’s risk management and internal control systems. Our leaders promote a risk aware culture and the adoption of recognized leading practices to ensure robust risk management across our Company. They are supported by a global community of risk champions spanning all operating companies and Group functions, focused on promoting more informed and agile decision-making.

CRH’s ERM team conducts a thorough bi-annual risk assessment process, covering all Group operating companies and functions, with senior leaders and their management teams. To help ensure the quality and consistency of our risk information, the ERM team has undertaken an extensive program of workshops, facilitating more than 70 sessions across 2024.

In addition to these processes, all employees are encouraged to identify and report perceived main current and/or emerging risks in a timely manner, either through the Group’s online risk management information system or anonymously via the CRH Hotline, in accordance with our Speak Up Policy (available at [crh.com](https://crh.com)). Analysis of this collated information substantially informs CRH’s reported material risks (see our CRH Annual Report on Form 10-K for the year ended December 31, 2024 at [crh.com](https://crh.com)).

## Risk Factors

Our main risks are split into short, medium and long-term exposures, defined as less than a year, one to three years, and three to five years, respectively. These risks are regularly reviewed to ensure they continue to reflect the dynamic nature of our business, markets and customers.

Recognizing the slower evolution of some risks over longer time frames, we have an embedded process to track and manage emerging risks. These risks are defined as significant events where the impact and/or its likelihood of occurrence cannot yet be fully understood, due to lack of data, historical experience and/or potentially longer time horizons, inhibiting our ability to effectively manage them.

A dynamic watchlist of main risks is maintained and reviewed bi-annually at the Group’s Risk Committee, to enable early identification of potential threats that could impact the long-term performance of our business. Examples of emerging risks include technology-based supply chain vulnerabilities and innovation and technology (see page 76).



**Identifying, assessing and managing risk is vital to maintaining a resilient business in a changing world. Through our Enterprise Risk Management Framework, CRH seeks to evaluate potential risks and drive actions to mitigate against them.”**



**Grant Hourigan,**  
Head of Enterprise Risk Management, CRH

## Building Operational Resilience

To promote the reliable, timely and cost-effective restoration of operations following any potential disruption, CRH collaborates with key stakeholders to map and understand its core value chains, defining actionable response plans reflective of identified people, IT, equipment, property and/or supplier dependencies. This enhances CRH’s operational resilience, enabling the Company to consistently meet our customers’ expectations.

With CRH’s continued organic and acquisition-driven growth and expansion into new geographies and product lines, we recognize the importance of delivering guidance to stakeholders on acceptable risk-taking parameters; in support of this, a review and potential update of CRH’s risk appetite is planned for 2025. As part of this review, we will consider the continued efficacy of the risk indicators/metrics used to track our performance, and drive pre-emptive action targeted at avoiding any breach of our risk limits.

Partnering with data scientists and industry software consultants, we have also continued to advance our real-time, automated stakeholder risk analytics and reporting capabilities, providing our leaders with access to insights that support more informed, timely, and pro-active decision-making.

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Water



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Responsible Business

Action Spotlight

### Technology-Based Supply Chain Vulnerabilities

Increasing technology dependency presents an emerging exposure to the growing control of markets and services by fewer, larger tech companies. In addition, growing reliance on evolving technologies, such as AI, for continuous operation, means the effect of outages are often immediate, leaving organizations with little time to respond.

CRH's continued focus on utilizing technologies, such as cloud-based computing, plant automation and Internet of Things, deployed AI, and Software as a Service (SaaS) solutions, present great opportunity, but also continuity and associated reputational exposures that need to be managed. Domination of the public cloud by a few technology companies, for example, and their hosting of many major third-party SaaS products, exacerbates the risk.

Our procurement team continues to work to enhance visibility levels across our supplier sub-tiers, and to leverage AI-based technologies to promote greater early risk warning. The Group ERM team has also supported multiple operating companies across 2024 to further enhance their operational resilience, through the identification of mission critical IT system dependencies, and the development of practical disruption response strategies.

Action Spotlight

### Innovation and Technology

Many governments are seeking to accelerate the energy transition and increase demand for lower-carbon, sustainable products. At CRH, we are well-positioned to support increased demand for more sustainable products, which is underpinned by robust funding programs and regulatory policies in the geographies in which we operate. The allocation of government funding for public infrastructure programs support the development of our markets, such as the infrastructure elements of Federal and State funding initiatives across our key markets in the Americas and International Divisions.

We operate in highly competitive markets, and any failure to keep pace with technological change could have an adverse impact on our ability to provide customers with innovative solutions.

We are continuously innovating and developing new technologies to address the changing needs of construction. Our iCSC provides us with a global network of experts across our businesses, facilitating collaboration in the research, development, and replication of innovative solutions working with a range of stakeholders including start-ups and academic institutions. In addition, our venturing arm, CRH Ventures, works in partnership with construction technology and climate technology start-ups to pilot and scale innovative technologies.

Our \$250m Innovation and Venturing Fund enables us to continue investing in our capabilities and the technology needed to provide our customers with value-added solutions that help create a more sustainable built environment. These investments are crucial to long-term performance and our ability to continue growing our business.





# Governance & Ethics Continued

## Our Approach to Human Rights


At CRH, we employ c. 79,800 people across 28 countries and we operate within complex supply chains. We continuously work to build an awareness of human rights issues across our entire value chain.

We respect internationally recognized human rights – as set out in the International Bill of Human Rights and the International Labour Organization’s Fundamental Principles and Rights at Work – across our operations and extended supply chain. In addition, we are a signatory of the United Nations (UN) Global Compact and apply the UN Guiding Principles on Business and Human Rights.

We believe that slavery in all its forms including forced labor, bonded labor, compulsory labor, child labor and human trafficking, is unacceptable. We believe that we must do everything we can to prevent it. Our annual Modern Slavery Statement (available on [crh.com](https://www.crh.com)) provides details of our overarching commitments and governance processes to protect human rights.

The implementation of our Social Policy, CoBC and SCoC aim to ensure that our commitment to human rights is complied with across our business and supply chains. In addition, our CRH Hotline allows our employees, customers, suppliers, and stakeholders to raise any issues of concern (see page 74).

Policies



Click [here](#) to find out more information on our Modern Slavery Statement, available on [crh.com](https://www.crh.com)


## Managing Human Rights Impacts

We have developed our approach to salient human rights impacts through our internal annual impact assessments. These assessments help us to examine the risks to our operations, acquisitions and in our supply chain.

We recognize the importance of engaging with all our stakeholders, including employees, contractors, supply chain partners, communities, NGOs and our peers, to ensure human rights are upheld and promoted. Our annual review process provides information on the people working across our operations, in particular the employees and contractors working on our sites. Further information on stakeholder engagement is available on pages 73 and 84 to 85.


We work with internal and external experts and stakeholders to review the efficacy of our approach to human rights and risk management and to develop and refine our approach to human rights due diligence. Our aim is to strengthen our human rights approach across our operations, and we place a focus on our supply chain in line with international frameworks on business and human rights. These impacts are clearly communicated to our stakeholders in a transparent and open way.

## Our ongoing due diligence work has highlighted five salient human rights impact areas




### Health and Safety

Our industry involves potentially high-risk activities that may impact the health, safety, and well-being of all those who come into contact with our business is therefore paramount. We believe everyone has the right to a safe and healthy workplace. Our ambition is to have a culture of safety and wellness, with zero harm across the organization. To learn more about how we manage safety across our operations, see pages 55 to 59.




### Labor Rights

We want to ensure that all those working on our sites are doing so freely, ensuring no forced labor. We want to ensure that everyone working for CRH is treated fairly and equitably, free from discrimination, with freedom of association. At CRH we aim to create a culture where everyone feels respected, listened to, valued, and treated fairly. For more information on labor practices and the Social Policy see pages 63 and 83 respectively.




### Labor Rights of those working in our Extended Supply Chain

We purchase more than \$20 billion worth of goods and services each year. The health and safety, working conditions, labor rights and access to grievance mechanisms to raise concerns of the workers within this supply chain must be protected. We source our materials and products from over 100,000 suppliers worldwide. We expect our suppliers to match our unwavering commitment to good ethical practices and work with them to promote human rights. To learn more about our responsible sourcing practices, see page 78 to 80.



### Local Community Rights

We operate and develop extractive sites and it is important we ensure the health and safety of the communities where we operate, which includes respecting land rights. We aim to use our reach and influence to positively impact our local communities. To learn more about community engagement see page 67 to 69.



### Grievance Mechanisms

CRH aims to do business in a sustainable, responsible, and ethical manner and effective grievance mechanisms are an important aspect of this. Our publicly available Speak Up Policy and CRH Hotline allow all stakeholders to report any grievances and concerns. These operate at Group and site level, ensuring potentially affected parties have a trusted mechanism to raise their good faith reportable concerns and ensure they’re appropriately dealt with. To learn more about our CoBC see page 74.

“  
Strong governance and ethical leadership serve as the foundation of sustainable business. We’re proud to work closely with CRH - an active leader on our board and in our initiatives - as a testament to how principled decision-making and accountability in the private sector can drive meaningful, lasting change for future generations.”



Claudia Herbert Colfer,  
Head of Programming,  
UN Global Compact  
Network USA





# Responsible Sourcing

## The Role of Procurement

Responsible sourcing across the supply chain has an important role in ensuring business continuity, that human rights are upheld, and environmental impacts are managed. Our operating companies and divisions drive procurement activities related to financial value, efficiency, sustainability, innovation and risk management, supported by our Group Procurement teams.

Our operating companies purchase more than \$20 billion worth of goods and services each year from more than 100,000 suppliers. Our purchases largely align with our operational footprint with the majority of spend in the Americas and Europe.

We support equal opportunity access to our supply chain to small, medium and large businesses that may be able to provide value to our Company. We build strong relationships with our suppliers based on trust and integrity. We support and collaborate with our suppliers to continually improve their social and environmental impacts and to enable CRH to achieve our business and sustainability ambitions.



**As a company operating in 28 countries and with over 100,000 suppliers, we recognize that our supply chain reach, influence and strong supplier relationships provide a great opportunity to be a driver of change across our industry and beyond.”**



**Martin Poulsen,**  
Chief Procurement  
Officer, CRH

## Managing Supply Chain Risk

Our Group Procurement team works closely with our operating companies, divisions and category teams to embed supply chain risk management into existing procurement processes, aligning with the ERM team to continuously improve our approach. We source goods and services through local, regional, divisional, and centralized procurement to ensure sourcing is performed at the most appropriate level.

We also review sustainability risks in our sourcing process. Sustainability risks are reviewed by country, category and supplier as necessary. We perform sanctions and watchlists screenings and take business relevance into consideration.

We assess risk at a commodity level, in line with best practice according to ISO 20400 Sustainable Procurement. We use 12 assessment criteria, including health and safety, human and labor rights, environment, climate change and governance to help us to understand potential risks and identify critical suppliers.

## Driving Best Practice

Training modules for our employees who work directly with suppliers include training on identifying potential issues and effectively engaging suppliers when risks are identified. Our Procurement Academy offers training to accelerate development of our internal procurement professionals and enable sharing of best practice. At CRH, we monitor our supply chain's compliance with human and labor rights policies through our due diligence process (see page 77). In 2024, our Group Procurement Council was chaired by our Chief Operating Officer and included our Chief Financial Officer and our Divisional Presidents and Senior Vice Presidents.

## Procurement Strategies

Our stakeholders want assurance that the products we supply are produced in a responsible way. To make an impact on issues in our supply chain and ensure we practice responsible sourcing, we have committed to developing more sustainable procurement strategies. This includes continuous monitoring of select suppliers to ensure compliance with applicable regulations, country risk assessments that include bribery and corruption, forced labor, and environmental factors, and tools for in-depth individual supplier risk assessments that include recommended mitigations.

The assessment of risks within CRH's supply chains varies in accordance with the potential risk. CRH Procurement employs a third-party system to independently monitor risks for selected suppliers continuously. CRH also utilizes third-parties for desktop and on-site audits. Internal tools and trainings also inform the risk assessments performed, which focus on our higher risk suppliers. These risk assessments result in actionable recommendations for remediation of the identified risks.

Procurement's Global Direct Sourcing team engages with an independent third-party to perform on-site assessments in higher-risk countries. Potential suppliers are assessed and must meet a threshold before moving forward in the procurement process. The supplier, CRH, and the independent third-party work on remediations when any gaps are identified.

## Ongoing Target



of suppliers agree to abide by the tenets in CRH's Supplier Code of Conduct.

Our SCoC sets out the supplier requirements to meet our standards in respect of health and safety, human rights and environmental stewardship. It is based on our Framework for a Sustainable Future and is reviewed on an ongoing basis. Supplier acknowledgment of commitment to the SCoC is a requirement in our general purchase conditions to ensure that our suppliers are aligned with our values.

Acknowledgment of the CRH SCoC is a precondition to submit responses to all in e-tenders.

## Key Fact

**>\$20bn**

of goods and services purchased in 2024



# Responsible Sourcing Continued

## Supply Chain Due Diligence

We monitor compliance with our human and labor rights policies in relation to issues, such as modern slavery, across all CRH companies and review labor practices on an annual basis. We increase our assurance and due diligence response in accordance with the perceived risk profile within our supply chain.

### Methods we prescribe in our SCoC include:

- Direct engagement through regular communication, with a formal acknowledgment of the SCoC from suppliers.
- Due diligence requiring suppliers to complete a SCoC questionnaire, ensuring clarity and alignment.
- Integration of specific clauses within contractual provisions to underline adherence to the SCoC.
- Direct site assessments, desktop assessments, or independent third-party assessments requested by CRH, as necessary, with mutually agreed upon terms and procedure.
- Collaborative development of actionable plans to rectify identified non-compliances or improvements.

Our methods of assurance are determined by the nature of the purchase, the source country risk assessment, level of spend, and other factors that may be relevant.

### Policies



[Click here](#) to find out more information on our Supplier Code of Conduct, available on [crh.com](#)

## Our Procurement Process





# Responsible Sourcing Continued

## Collaborating for Improvement

Collaboration, both internal and external, is the key to moving at speed and scale to achieve our sustainability ambitions and unlock innovative solutions. In 2024, procurement was a key driver in encouraging supplier innovation for sustainability and continuous improvement. Companies within our supply chain became more aware and engaged with business sustainability objectives. We engage and collaborate with suppliers, governments, industry bodies, businesses and other partners to support the transition towards more sustainable supply chains across the entire industry. Proactive two-way engagement enables us to innovate for positive change, support local communities and create social value. We continue our select partnerships and engage in new arrangements with suppliers to help us accelerate advancements. This includes collaborating with multi-tier suppliers on innovative projects and strategic planning.

We work across our industry to improve standards. For example, we helped to develop a responsible sourcing industry standard for concrete as a founding member of the Concrete Sustainability Council. We also continue to partner with industry associations such as the GCCA, the PCA and CEMBUREAU, the European Cement Association, on projects and initiatives to enhance supply chain contribution to sustainable buildings and infrastructure.

CRH continues to support suppliers and customers to improve their ability to help CRH achieve its own sustainability ambitions. For example, Tarmac, in CRH's International Division, is a partner of the Supply Chain Sustainability School in the UK. This collaboration between clients, contractors and suppliers focuses on building skills on sustainability and environmental issues, offering free learning to upskill those working in the built environment sector. Roadstone, also in CRH's International Division, is a founding partner of the equivalent Supply Chain Sustainability School in Ireland.



## 💡 Action Spotlight

### Championing Innovative Sustainable Solutions

We work with current or future supply chain partners on cross business open innovation challenges and acceleration programs to understand and deploy emerging technologies and solutions across a wide array of issues. In 2024, we launched our first Supplier Innovation Challenge for International Products Europe and Levia, both in CRH's International Division, to find and champion new, more sustainable, solutions for a range of our businesses and our customers. This challenge builds on the success from previous challenges at Tarmac, in CRH's International Division. Both existing and potential new suppliers were invited to submit innovative ideas, strategies, and solutions that could significantly impact our industry.

Following an extensive panel review process, in December 2024, we announced four winners of the Supplier Innovation Challenge whose proposals included the lower-carbon circular steel business models project from Outokumpu, as well as projects around nanotechnology to support increased circularity and decarbonization in products and systems to establish impacts of new European Carbon Boarder Adjustment Mechanism legislation. We look forward to working with the successful teams to further develop their ideas and help reinvent the way our world is built in a more sustainable way.



**Outokumpu is the leader in sustainable stainless steel. We've been honoured to receive CRH Supplier Innovation Award for our Circle Green® product line. Partnerships are key to accelerate decarbonization and we're pleased that CRH supports their customers decarbonization journey by utilizing our materials."**



**Reece Boardman,**  
Levia Key Account  
Manager, Outokumpu

Sustainable  
Leadership

Sustainable  
Solutions



Water



Circularity



Decarbonization

Sustainable  
Foundations



Natural World



People &  
Communities



Responsible  
Business

Sustainable  
Performance





Sustainable Leadership

Sustainable Solutions



Water



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Responsible Business

Sustainable Performance

# Sustainable Performance

# Integrating Sustainability Throughout Our Business

## In This Section

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Central Pre-Mix, in CRH's Americas Division, partnered with contractor Max J Kuney on the recent Post Street Bridge project for the City of Spokane, Washington. Central Pre-Mix supplied approximately 2,000m³ of readymixed concrete for this project, including supplementary cementitious materials as alternative materials to partially replace the clinker in the concrete mix.





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# Our Sustainability Policies

## Commitment to Sustainability in our Business Strategy

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 the things we do, from the products we produce, to progressing our culture of safety and engaging with stakeholders. We set policies in key sustainability areas at Group level, covering Environment, Health & Safety and Social. Our management team works closely with our businesses in implementing these policies, reinforcing our guiding principles and ensuring that our purpose, vision and values are shared across the globe. Suspected or actual breaches of these policies may be reported confidentially via the CRH Hotline.

An overview for each of these key sustainability policies is provided here.

### Environmental Policy



#### The CRH Environmental Policy, applied across our operating companies, is to:

- Address proactively the challenges of climate change, reduce emissions and waste, as well as optimize our use of energy, water, land, and other resources.
- Promote sustainable product and process innovation, and new business opportunities.
- Support and enhance biodiversity, ensuring responsible land use and biodiversity management.
- Comply with or exceed all applicable environmental legislation and continually implement and improve our environmental management systems, always striving to meet or exceed industry best practice standards, monitoring and reporting performance.
- Maintain open communications and ensure that our employees and contractors are aware of and adhere to their environmental responsibilities.
- Maintain positive relationships with stakeholders through engagement and consultation, always striving to be good neighbors in every community in which we operate.



#### Roles and Responsibilities

Our Environmental Policy demonstrates our commitment to laws, regulations, policies and targets concerning environmental impacts, and forms the foundation of our continual environmental improvements to be made across CRH. Our Policy must be applied rigorously across all of our companies. There are clear lines of responsibility through operational management, the Chief Executive Officer, the SESR Committee and ultimately the CRH Board.

All CRH employees must read and understand their obligations under this Policy and notify their manager or local environmental manager of potential or actual violations of environmental permits, regulations or policies. Managers at CRH are responsible for implementing the Environmental Policy, supported by a network of environmental liaison officers and managers, as well as ensuring that employees receive training and understand the impact of their work activities on the environment.

Environmental performance is measured throughout our businesses and reviewed by senior management to ensure compliance with regulatory requirements. Environmental incidents deemed to be significant are reported to senior management, Group health, safety and environment (HSE) directors, and in certain instances, to Group Corporate Affairs, to ensure that risks are being appropriately managed. CRH carries out an annual compliance certification process, which requires the management of each operating company globally to confirm implementation and compliance with the CoBC and its underlying policies. CRH also has processes in place to ensure environmental due diligence in merger and acquisition activities.





# Our Sustainability Policies Continued

Sustainable Leadership

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Sustainable Performance

## Health & Safety Policy



### All working in CRH must:

- Comply, at a minimum, with all applicable health and safety legislation by developing a culture of health and safety excellence, continuously striving to meet or exceed industry best practice standards.
- Ensure that our companies provide a healthy and safe workplace for all employees and contractors and take due care of stakeholders such as customers, visitors and communities at all our locations, monitoring and reporting performance to ensure Policy compliance.
- Maintain open communications and require all employees and contractors to work in a safe manner as mandated.
- Ensure that appropriate resources, training and supervision are provided.
- Ensure that everyone working at CRH has the authority and responsibility to stop unsafe work on a no-reprisals basis.



### Roles and Responsibilities

Our Health and Safety Policy is complemented by our CRH Life Saving Rules and must be applied rigorously across all of our companies. There are clear lines of responsibility through operational management and the Global Safety Council, the Chief Executive Officer, the SESR Committee and ultimately the CRH Board. The Global Safety Council provides support and oversight for the development and implementation of Group safety initiatives and best practice.

All CRH employees must read and understand their obligations under this Policy and complete health checks where applicable for their job function. In addition, employees must stop unsafe work on a no-reprisals basis. Managers at CRH are responsible for implementing the Health & Safety Policy, facilitating prioritization of key safety improvements, consulting with employees on health and safety matters, and are supported by a network of safety officers and managers.

Managers at CRH are required to report safety KPIs monthly. These are reviewed by the GLT and ultimately the Board. In addition, operating companies are required to have an externally assured and/or robust internal health and safety management system in place to ensure a consistent approach and to drive continuous improvement in health and safety across the Company. CRH carries out an annual compliance certification process, which requires the management of each operating company globally to confirm implementation and compliance with the CoBC and its underlying policies.

## Social Policy



### All working in CRH must:

- Comply at a minimum, with all applicable legislation and continuously improve our social stewardship, aiming at all times to meet or exceed industry best practice standards.
- Support freedom of association and recognize the right to collective bargaining.
- Apply the principle of equal opportunity, valuing diversity regardless of age, gender, disability, creed, ethnic origin or sexual orientation, while insisting that merit is the ultimate basis for recruitment and selection decisions.
- Manage our businesses in a fair and equitable manner, meeting all our social responsibilities including working conditions, as both a direct and indirect employer.
- Ensure that we deal responsibly with our suppliers and customers in accordance with our Code of Business Conduct, Supplier Code of Conduct and proper business practice.
- Prohibit forced, compulsory and child labor in all forms including modern slavery.



### Roles and Responsibilities

Our Social Policy sets out our commitment and approach to doing business with integrity and respect for the social aspects of our operations. This includes meeting high standards of employee and contractor engagement, human and labor rights, customer and supplier relationships. Our Policy must be applied rigorously across all our companies. There are clear lines of responsibility through operational management, the Chief Executive Officer, the SESR Committee and ultimately the CRH Board.

All CRH employees must read and understand their obligations under this Policy and report relevant issues, such as instances of human rights violations or infringement of labor standards that may be taking place in any part of the business. Managers at CRH are responsible for implementing the Social Policy, supported by a network of HR managers and regional and company specialists.





The Social Policy is verified through the annual CoBC certification, the annual social review and ongoing engagement at every level of the Company. CRH carries out an annual compliance certification process, which requires the management of each operating company globally to confirm implementation and compliance with the CoBC and its underlying policies.





# Engaging with our Stakeholders

By engaging with stakeholders through multiple lines of communication we ensure that we can successfully work together to meet the challenges facing society. Processes of engagement are overseen by the SESR Committee and the Nomination and Corporate Governance Committee.






	 Employees	 Local Communities	 Investors	 Customers
Areas of Interest	<p>We engage with our employees to continually drive progress and understand what matters most. Key areas of interest for our employees include:</p> <ul style="list-style-type: none"><li>• Health, safety &amp; well-being</li><li>• Inclusion &amp; engagement</li><li>• Corporate governance</li><li>• Human rights</li><li>• Business &amp; personal performance</li><li>• Potential local impact</li></ul>	<p>Creating positive relationships helps us to understand the needs and priorities of our local communities. Key areas of interest for our local communities include:</p> <ul style="list-style-type: none"><li>• Community issues</li><li>• Potential local impact</li><li>• Indigenous rights</li><li>• Planning matters</li><li>• Sustainability</li></ul>	<p>Engagement with investors helps us better understand their expectations for our financial and sustainability performance. Key areas of interest for investors include:</p> <ul style="list-style-type: none"><li>• Business performance</li><li>• Strategic growth</li><li>• Capital allocation activity</li><li>• Inclusion &amp; engagement</li><li>• Sustainability topics</li><li>• Corporate governance</li><li>• Board &amp; Executive remuneration</li><li>• Technology and innovation</li></ul>	<p>We connect with our customers as we strive to meet their evolving needs and exceed expectations. Key areas of interest for our customers include:</p> <ul style="list-style-type: none"><li>• Health &amp; safety</li><li>• Sustainable supply chains</li><li>• Product innovation</li><li>• Building solutions</li><li>• More sustainable products</li><li>• Quality &amp; delivery</li></ul>
Methods of Engagement	<p>Regular engagement is maintained with employees through methods including:</p> <ul style="list-style-type: none"><li>• Team meetings</li><li>• Performance reviews</li><li>• Management &amp; early-to-career conferences</li><li>• One-to-one meetings/briefings</li><li>• Employee newsletters, videos &amp; podcasts</li><li>• Town Hall meetings</li><li>• Employee surveys</li><li>• ERGs</li><li>• CRH Hotline</li><li>• Social dialogue</li></ul>	<p>We interact with our local communities through various different channels, including:</p> <ul style="list-style-type: none"><li>• One-to-one meetings</li><li>• Site tours &amp; virtual events</li><li>• Employee engagement processes</li><li>• Programs supporting local economic development</li><li>• CRH Hotline</li><li>• Open days</li><li>• Participation in local events</li><li>• Community Advisory Panels</li><li>• Education</li></ul>	<p>We regularly engage with the investor community through various different channels, including:</p> <ul style="list-style-type: none"><li>• Results calls &amp; presentations</li><li>• One-to-one meetings &amp; calls</li><li>• Investor conferences</li><li>• ESG roadshows</li><li>• Annual General Meetings</li><li>• Investor perception surveys</li></ul>	<p>We interact with our customers across multiple channels, including:</p> <ul style="list-style-type: none"><li>• Customer surveys</li><li>• Negotiations</li><li>• Product information on packaging</li><li>• Customer relationship development</li><li>• Partnerships</li><li>• Formal market research</li><li>• Exhibitions</li><li>• Company websites &amp; social media</li><li>• CRH Hotline</li></ul>
2024 Outcomes	<p>We continued to build on our engagement with employees. This included strengthening our approach to health, safety and well-being and further developing our workforce and leadership teams. This ensures we can continue to attract, develop, retain and motivate our employees, sustaining our competitive advantage.</p>	<p>Engaging with our local communities ensured that we continued to understand their views and priorities, and identified areas for shared value creation.</p>	<p>Investor engagement focused on financial performance and growth opportunities, capital allocation, as well as innovation and technology, ESG progress, culture and talent.</p>	<p>We introduced a new process to drive customer immersion, enabling deep and meaningful collaboration to jointly solve the challenges of sustainable construction. For example, we engaged with stakeholders across the UK stormwater and wastewater value chain to better understand how to enhance our customer solutions.</p>







# Engaging with our Stakeholders Continued

	<div>↓</div> <div> Suppliers</div>	<div>↓</div> <div> Governments and Regulators</div>	<div>↓</div> <div> Academic and Scientific Communities</div>	<div>↓</div> <div> Media</div>	<div>↓</div> <div> NGOs and Other Groups</div>
<b>Areas of Interest</b>	<p>We work closely with our suppliers to identify potential issues and advise on key areas. Key areas of interest for our suppliers include:</p> <ul style="list-style-type: none"><li>• Health &amp; safety</li><li>• Quality &amp; delivery</li><li>• Contract performance</li><li>• Local impacts</li><li>• Corporate governance</li><li>• Human rights</li><li>• Environment, climate, circularity &amp; water</li></ul>	<p>We engage with governments and regulators to advance progress for our operating companies and industry. Key areas of interest for governments and regulators include:</p> <ul style="list-style-type: none"><li>• Health &amp; safety</li><li>• Sustainability</li><li>• Corporate governance</li><li>• Natural capital</li><li>• Environment, climate, circularity &amp; water</li><li>• Planning matters</li><li>• Product standards</li></ul>	<p>We actively engage with the academic and scientific community to promote innovation across our industry and beyond. Key areas of interest for the academic community include:</p> <ul style="list-style-type: none"><li>• Environment, climate, circularity &amp; water</li><li>• Human rights</li><li>• Graduates &amp; apprentices</li><li>• Product efficiency &amp; innovation</li><li>• Natural capital</li><li>• Start-ups</li></ul>	<p>It is important to maintain good media relations to build trust and help strengthen relationships with our stakeholders, customers and the community. Key areas of interest for media include:</p> <ul style="list-style-type: none"><li>• Business performance</li><li>• Inclusion &amp; engagement</li><li>• Product innovation</li><li>• Health &amp; safety</li><li>• Environment, climate, circularity &amp; water</li><li>• Corporate governance</li></ul>	<p>We partner with NGOs and similar groups to help create large-scale positive change for society and the environment. Key areas of interest for NGOs include:</p> <ul style="list-style-type: none"><li>• Corporate governance</li><li>• Human rights</li><li>• Environment, climate, circularity &amp; water</li></ul>
<b>Methods of Engagement</b>	<p>We regularly engage with suppliers across our value chain using different methods, including:</p> <ul style="list-style-type: none"><li>• Supplier surveys &amp; audits</li><li>• Contractual meetings</li><li>• Tenders</li><li>• Partnerships</li><li>• Information requests</li><li>• E-tendering platforms</li><li>• Assessment &amp; due diligence</li><li>• Supply Chain Schools</li><li>• CRH Hotline</li><li>• Supplier Code of Conduct</li></ul>	<p>We interact with governments and regulators across multiple channels, including:</p> <ul style="list-style-type: none"><li>• Industry associations</li><li>• Briefings &amp; direct meetings</li><li>• Audits</li><li>• Open days</li><li>• Multi-stakeholder forums</li></ul>	<p>We engage with the academic and scientific community through various different channels, including:</p> <ul style="list-style-type: none"><li>• One-to-one meetings</li><li>• Seminars &amp; lectures</li><li>• Round table discussions</li><li>• Presentations</li><li>• Intern, graduate &amp; apprenticeship programs</li><li>• Accelerator programs</li></ul>	<p>We regularly engage with the media through various different channels, including:</p> <ul style="list-style-type: none"><li>• Media surveys</li><li>• Media briefings</li><li>• Press releases</li><li>• Social media</li><li>• Interviews</li></ul>	<p>We interact with NGOs and other groups across multiple channels, including:</p> <ul style="list-style-type: none"><li>• One-to-one meetings</li><li>• Participation in events</li><li>• Presentations</li><li>• Open days</li><li>• Partnerships</li><li>• Consultation on policies</li></ul>
<b>2024 Outcomes</b>	<p>We worked with our suppliers to promote the highest standards of health and safety and to safeguard human and labor rights. We also launched our first supplier innovation challenge, aimed at identifying decarbonization and circularity technologies that can enhance our customer solutions.</p>	<p>We engaged with local and national regulators, including via our industry associations, on public policy frameworks, building standards and construction codes aimed at accelerating the transition to a more sustainable, nature-positive built environment.</p>	<p>We continued to partner with the academic community, scientific institutions and start-ups via our iCSC, CRH Ventures and operating companies. For example, CRH Ventures has launched three accelerator programs, focused on water, roads and sustainable building materials solutions.</p>	<p>Engagement with the media focused on business performance and growth opportunities, our transition to a primary NYSE listing, acquisitions and divestitures, investments in technology and innovation, and progress in delivering our decarbonization commitments.</p>	<p>We continued to collaborate with NGOs on environmental and social public policy frameworks and industry best practices. For example, partnering with UNICEF - the United Nations agency for children - to support vaccine delivery in fragile and conflict-affected countries.</p>

Sustainable Leadership

Sustainable Solutions



Water



Circularity



Decarbonization

Sustainable Foundations



Natural World



People & Communities



Responsible Business

Sustainable Performance



# Reporting History, Scope and Basis

## History

We published our first report on our sustainability performance in October 2004. This Sustainability Performance Report, published in March 2025, covers our activities during 2024 and KPIs cover the period January 2024 to December 2024. This is CRH's 22nd annual report on sustainability and our 20th Sustainability Performance Report.

## Independent Assurance

Our report has been independently assured every year since 2005 and is signed off by the SESR Committee, to which the CRH Board has delegated primary responsibility for monitoring developments related to sustainability. You can find this year's detailed assurance statement on pages 105 to 108.

## Reporting Standards

This report has been prepared in accordance with the GRI Reporting Standards. The GRI content index is provided from pages 97 to 104.

In addition, selected indicators have been prepared and reported in accordance with the Industry Standard Construction Materials Sustainability Accounting Standard 2018, prepared by the Sustainability Accounting Standards Board (SASB), detailed on page 96.

The report is prepared in adherence with the AA1000 AccountAbility Principles and selected indicators are audited to a limited level of assurance in accordance with the International Standard on Assurance Engagements (ISAE) 3000 revised – "Assurance Engagements other than Audits and Reviews of Historical Financial Information". We report in line with the TCFD, see pages 123 to 130 of our Irish Statutory Accounts for the year ended December 31, 2024 available on [crh.com](https://www.crh.com).

## Reporting Scope and Basis for Reporting

This report is based on data from 100% of our subsidiaries, covering the calendar year 2024. Our principal subsidiaries are listed on pages 136 to 139 of our Irish Statutory Accounts for the year ended December 31, 2024 available on [crh.com](https://www.crh.com). CO<sub>2</sub>e emissions are reported on an annualized basis for cement acquisitions in line with GCCA Sustainability Framework Guidelines for reporting. No CO<sub>2</sub>e emissions are reported for divestitures in the year of divestment.

In common with other large companies, we also hold shares in joint ventures and associates; a list of principal joint ventures and associates is provided on page 140 of our Irish Statutory Accounts for the year ended December 31, 2024 available on [crh.com](https://www.crh.com). CRH defines its organizational boundary on a financial control approach (entity driver based), and our Scope 1 and 2 CO<sub>2</sub>e emissions are reported on this basis. This report does not include data from joint ventures and associates.

Data has been collated from 3,816 locations, spread across 28 countries. We have a robust data collection and management process in place, as assured by DNV Business Assurance Services UK Limited (DNV) or specific KPIs.

Our basis for reporting follows the GCCA definitions, GRI definitions and SASB definitions; these are publicly available at [gccassociation.org](https://gccassociation.org), [wgglobalreporting.org](https://wgglobalreporting.org) and [sasb.org](https://sasb.org) respectively. Metric units are used throughout, unless stated otherwise. This Sustainability Performance Report was reviewed and approved by the SESR Committee of the CRH Board prior to publication.

We believe that the scope of this report addresses the most relevant ESG aspects of our organization. We have considered the GRI's Reporting Principles for Defining Report Content. A formal double materiality assessment carried out with the assistance of an independent third party ensured we identified and reported on the most material topics related to our business (see pages 14 to 15).

The boundary for all material aspects was considered to be within the organization. We have considered the principles of stakeholder inclusiveness, sustainability context, materiality, completeness, balance, comparability, accuracy, timeliness, clarity and reliability and believe that this report meets these principles. In general, administration buildings are not included in environmental data, as these are not material contributors - they would contribute to less than 0.01% of emissions, waste and resource use.

All 2022 and 2023 numbers are presented on an "As Reported" basis consistent with the CRH Sustainability Performance Reports. The metrics are as reported in the relevant financial year and no adjustment has been made to prior year or baseline figures for changes in our portfolio and/or methodology. We will continue to evaluate our approach as appropriate.

## Calculation Methodologies

Note: For details on our approach to reporting and methodology see our Sustainability Reporting Methodology document on [crh.com](https://www.crh.com).

## Intended Audiences

The key audiences for this report are our stakeholders including employees, neighbors and local communities, current and potential investors, sustainability rating agencies, customers and suppliers, government and regulatory bodies, academia and the scientific community, media, NGOs and activist groups.

We believe that this report provides a reasonable and balanced representation of CRH's material sustainability areas of impact and opportunity. It is designed to enable stakeholders to assess CRH's performance across these areas.

## Reporting Challenges

The report is written for our stakeholders, but with global and local stakeholders in 28 countries, expectations and needs vary significantly. In addition, our diversified business means that the internal and external context for sustainability is complex.

To meet these challenges, we focus on stakeholder inclusiveness, which, together with our materiality and risk management processes, helps to ensure we cover key areas in a complete and balanced way in our sustainability reporting. Sustainability reporting is evolving with revisions to reporting standards and changing best practices.

During 2024, we participated in consultation processes in relation to reporting on sustainability. Looking to the future, we aim to continuously improve our reporting and communications on sustainability so that all stakeholders are aware of our value adding approach.

“  
**At CRH, our comprehensive reporting disclosures highlight continued progress in our sustainability performance, strengthen engagement with key stakeholders and ensures our compliance with all relevant regulatory requirements and frameworks.”**



**John Davis,**  
Head of Corporate  
Sustainability Reporting &  
ESG Engagement, CRH





Sustainable Leadership

Sustainable Solutions



Water



Circularity



Decarbonization

Sustainable Foundations



Natural World



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Sustainable Performance

Data Summary

We are committed to reporting on the breadth of our sustainability performance. The following non-financial data tables cover subsidiaries on a 100% basis, unless otherwise stated. GCCA KPIs are included where relevant. For details on external assurance conducted by DNV see pages 105 to 108.

Environment

	2024	2023	2022
Revenues from products with enhanced sustainability attributes (%)	49%	48%	47%
Total CO <sub>2</sub> e emissions direct, Scope 1 (tonnes)	27.2m	28.7m	31.2m
Total CO <sub>2</sub> e emissions indirect, Scope 2 (Market) (tonnes)	2.5m	2.3m	2.4m
Total CO <sub>2</sub> e emissions, Scope 1 + 2 (Market) (tonnes)	29.7m	31.0m	33.6m
Total CO <sub>2</sub> e emissions indirect, Scope 3 (tonnes)	17.4m	13.1m	12.9m
Total CO <sub>2</sub> e emissions, Scope 1 + 2 (Market) + 3 (tonnes)	47.1m	44.1m	46.5m
CO <sub>2</sub> e intensity (kg/\$ revenues)	0.8	0.9	1.0
Total energy consumption (TWh)	49.5	50.2	54.5
Alternative fuel rate (kiln fuels) (%)	35.7%	35.9%	36.3%
Electrical energy from renewable resources (%)	25%	31%	25%
Total wastes and by-products used as alternative materials (tonnes)	42.4m	41.7m	40.1m
Total wastes and by-products used as alternative fuels (tonnes)	2.3m	2.2m	2.3m
Total wastes and by-products used as alternative materials and fuels (tonnes)	44.7m	43.9m	42.4m
Companies which have waste management plans (%)	98%	95%	97%
Total water consumption (m³)	61.9m	62.4m	81.9m
Water intake reduction (%)	57%	58%	55%
Companies which have water management plans (%)	96%	89%	81%
Relevant locations in sensitive areas with BMPs in place (%)	95%	93%	92%
Extractive sites where reclamation plans are implemented (%)	93.2%	99.4%	99.5%

Safety

	2024	2023	2022
Zero accident locations (%)	94%	95%	94%
Group lost time injuries (LTI) rate per 1 million working hours (Frequency Rate)	1.1	1.0	1.2
Group lost time injuries (LTI) rate per 1 million working hours (Severity Rate)	30	27	35
Locations audited for safety (%)	97%	98%	95%
Companies covered by safety management systems (%)	100%	100%	100%
Companies with risk assessments in place (%)	100%	100%	100%
Investment in health and safety over last 5 years (\$)	\$385m	\$344m	\$320m
Companies that held safety meetings (%)	100%	100%	100%
Companies that recorded near misses (%)	100%	100%	100%
Health and safety training completed by employees (hours)	1.7m	1.6m	1.5m

Social

	2024	2023	2022
Total employees	c. 79,800	c. 78,500	c. 75,800
Employees employed locally (%)	97%	96%	>95%
Number of employees with disabilities	2,076	1,597	1,344
Board Directors (% women)	42%	38%	33%
Total training hours	2.5m	2.7m	2.3m
Employees recorded as having been trained in Code of Business Conduct (CoBC)	34,553	33,949	c. 31,500
Employees recorded as having received Advanced Compliance Training (ACT)	9,309	10,244	c. 10,700
Employees participating in regular employee briefings (%)	90%	91%	90%
Employee engagement scoring in the “engaged” or higher categories (%)	99%	100%	100%
Operating companies that offered career development opportunities or advice to employees (%)	97%	96%	87%
Companies that had health and well-being programs (%)	97%	98%	99%
Donations (\$)	\$9.4m	\$10.7m	\$7.2m
Number of stakeholder engagement events	c. 1,390	c. 1,530	c. 1,500
Number of educational interactions over a two year period	c. 5,600	c.4,270	c.1,880





# Data Summary Continued

## Environment

CO <sub>2</sub> Emissions	2024	2023	2022
Total CO <sub>2</sub> e Emissions Direct, Scope 1 (tonnes)	27.2m	28.7m	31.2m
By Source (%)			
Decarbonation	59%	59%	60%
Coal	8%	11%	13%
Natural gas and LPG	10%	9%	8%
Alternative fossil and mixed fuels	8%	8%	8%
Petcoke	8%	8%	7%
Diesel and oils	4%	3%	3%
Transport	2%	2%	1%
Total CO <sub>2</sub> e Emissions Direct, Scope 1 (tonnes)	27.2m	28.7m	31.2m
By Activity (%)			
Cement	87%	80%	81%
Lime	2%	10%	11%
Materials	7%	7%	6%
Concrete	1%	1%	1%
Building Products	<1%	<1%	<1%
Transport	2%	2%	1%
Total CO <sub>2</sub> e Emissions Indirect, Scope 2 (Location) (tonnes)	2.2m	2.2m	2.3m
Total CO <sub>2</sub> e Emissions Indirect, Scope 2 (Market) (tonnes)	2.5m	2.3m	2.4m
CO <sub>2</sub> e Intensity (kg/\$ revenues)	0.8	0.9	1.0
Total CO <sub>2</sub> e Emissions Indirect, Scope 3 (tonnes)	17.4m	13.1m	12.9m
Total CO <sub>2</sub> e Emissions Indirect, Scope 3 Upstream (tonnes)	16.1m	12.0m	12.4m
Purchased goods and services (incl. transport) (tonnes)	11.5m	8.1m	8.5m
Fuel and energy-related activities (incl. transport) (tonnes)	2.3m	2.1m	1.9m
Upstream transportation & distribution (tonnes)	2.0m	1.5m	1.7m
Waste generated in operations (tonnes)	0.1m	0.1m	0.1m
Employee commuting (tonnes)	0.2m	0.2m	0.2m

CO <sub>2</sub> Emissions	2024	2023	2022
Total CO <sub>2</sub> e Emissions Indirect, Scope 3 Downstream (tonnes)	1.3m	1.1m	0.5m
Downstream transportation & distribution (tonnes)	0.5m	0.4m	0.5m
Processing of sold products (tonnes)	0.4m	0.4m	-
End-of-life treatment of sold products (tonnes)	0.4m	0.3m	-
Total CO <sub>2</sub> e emissions, Scope 1 + 2 (Location) (tonnes)	29.4m	30.8m	33.5m
Total CO <sub>2</sub> e emissions, Scope 1 + 2 (Market) (tonnes)	29.7m	31.0m	33.6m
Total CO <sub>2</sub> e emissions, Scope 1 + 2 (Location) + 3 (tonnes)	46.8m	44.0m	46.4m
Total CO <sub>2</sub> e Emissions, Scope 1 + 2 (Market) + 3 (tonnes)	47.1m	44.1m	46.5m
Absolute CO <sub>2</sub> from Biomass Sources (Including Biomass Content of Mixed Fuels) (tonnes)	1.0m	-	-

CO <sub>2</sub> Emissions (GCCA KPIs - Cement Only)	2024	2023	2022
Total direct CO <sub>2</sub> emissions - gross (tonnes)	23.7m	23.1m	25.2m
Total direct CO <sub>2</sub> emissions - net (tonnes)	21.6m	21.0m	22.9m
Specific CO <sub>2</sub> emissions - gross (kg/tonne of cementitious product)	590	616	624
Specific CO <sub>2</sub> emissions - net (kg/tonne of cementitious product)	537	562	566

Alternative Materials and Fuels	2024	2023	2022
Total Wastes and By-Products Used as Alternative Materials and Fuels (tonnes)	44.7m	43.9m	42.4m
Total Wastes and By-Products Used as Alternative Materials (tonnes)	42.4m	41.7m	40.1m
Internal by-products (tonnes)	7.5m	2.8m	2.8m
RAP and shingles (tonnes)	12.9m	13.2m	11.8m
C&D waste (tonnes)	6.9m	11.4m	12.1m
Other reused materials (tonnes)	15.1m	14.3m	13.4m
Wastes and By-Products Used as Alternative Materials in Cement Plants (tonnes)	9.0m	7.7m	8.4m
Ground granulated blast-furnace slag (GGBS)	49%	39%	41%
Industrial by-products	20%	29%	27%
Fly ash	19%	18%	18%

<sup>1</sup> Estimates for other Scope 3 emissions in 2023 are: upstream capital goods 0.6m tonnes. The information is not collected locally for each operation; however, it is monitored at a central level. We are assessing the systems needed to collect this information centrally. If viable, we would be in a position to report this information in the near term.



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Alternative Fuels and Materials Continued	2024	2023	2022
Soils	6%	10%	10%
Internal by-products	6%	4%	4%
% RAP in Asphalt U.S.	25%	c.25%	c.25%
Total Wastes and By-Products Used as Alternative Fuels (tonnes)	2.3m	2.2m	2.3m
Wastes and By-Products Used as Alternative Fuels in Cement Plants (tonnes)	2.2m	2.1m	2.2m
Alternative fossil and mixed fuels	63%	63%	66%
Biomass fuels (incl. biomass content from alternative mixed fuels)	37%	37%	34%
Wastes and By-Products Used as Alternative Fuels in Cement Plants - European Union (%)	53%	55%	53%

Energy	2024	2023	2022
Total Energy Consumption (TWh)	49.5	50.2	54.5
by Source (%)			
Natural gas and LPG	28%	24%	23%
Alternative fossil and mixed fuels	24%	24%	24%
Electricity	14%	13%	12%
Coal	13%	18%	21%
Petcoke	13%	14%	13%
Diesel and oils	8%	7%	7%
Total Energy Consumption (TWh)	49.5	50.2	54.5
by Activity (%)			
Cement	74%	69%	70%
Materials	20%	20%	19%
Lime	2%	6%	7%
Concrete	3%	4%	4%
Building products	1%	1%	<1%
Total energy consumption (PJ)	178.1	180.8	196.3
Energy use from businesses with energy reduction targets (%)	94%	91%	99%
Energy saved (TWh)	1.37	1.03	0.47
Renewable electricity purchased by CRH (TWh)	1.70	1.95	1.65
Electrical energy from renewable resources (%)	25%	31%	25%
Europe locations certified to ISO 50001	600	662	696

Energy Continued	2024	2023	2022
Europe materials activity locations certified to ISO 50001 (%)	51%	54%	56%
Energy conversion costs (\$)	1,702m	2,066m	2,106m
Energy conversion costs (% of total cost of sales)	7.4%	9.0%	9.6 %

Energy (GCCA KPIs - Cement Only)	2024	2023	2022
Specific heat consumption for clinker production (kcal per kg of clinker)	916	907	897
Alternative fuel rate (kiln fuels) (%)	35.7%	35.9%	36.3%
Biomass fuel rate (kiln fuels) (%)	12.4%	12.5%	11.8%

Transport	2024	2023	2022
Companies with initiatives to optimize transport use (%)	79%	73%	70%
Produced goods delivered with initiatives to optimize transport use (%)	97%	95%	94%
Transport of products by own trucks (%)	30%	28%	24%
Fuel used by our company trucks (liters)	155m	159m	155m

Air Emissions	2024	2023	2022
Total Particulates Emissions (Dust) (tonnes)	4.2k	3.7k	3.7k
by Activity (%)			
Cement	58%	53%	47%
Materials	39%	40%	40%
Lime	<1%	4%	7%
Concrete	2%	2%	6%
Building products	1%	<1%	<1%
Total NO <sub>x</sub> Emissions (tonnes)	38.5k	36.1k	38.3k
by Activity (%)			
Cement	94%	92%	92%
Materials	6%	6%	5%
Lime	<1%	2%	3%
Concrete	<1%	<1%	<1%
Building products	<1%	<1%	<1%





# Data Summary Continued

Air Emissions Continued	2024	2023	2022
Total SO <sub>x</sub> Emissions (tonnes)	7.3k	10.8k	9.5k
by Activity (%)			
Cement	89%	89%	85%
Materials	10%	8%	9%
Lime	<1%	2%	4%
Concrete	1%	1%	2%
Building products	<1%	<1%	<1%

Emissions (GCCA KPIs - Cement Only)	2024	2023	2022
Overall coverage rate (%)	86.9%	100.0%	94.5%
Coverage rate continuous measurement (%)	87.9%	94.0%	99.1%
Particulates (Total Particulate Matters Emissions)			
Specific (g per tonne of clinker)	42	31	30
Absolute (tonnes)	1,213	871	915
Coverage rate (%)	87.9%	94.0%	99.1%
NO <sub>x</sub> (Sum of Nitrogen Monoxide and Nitrogen Dioxide, Expressed as Nitrogen Dioxide)			
Specific (g per tonne of clinker)	1,156	1,115	1,116
Absolute (tonnes)	33,555	31,286	34,186
Coverage rate (%)	87.9%	94.0%	99.1%

Emissions (GCCA KPIs - Cement Only)	2024	2023	2022
SO <sub>x</sub>			
Specific (g per tonne of clinker)	195	308	227
Absolute (tonnes)	5,649	8,633	6,967
Coverage rate (%)	87.9%	94.0%	99.1%
VOC/THC (Volatile Organic Compounds or Total Hydrocarbons including Methane and Ethane Expressed as Carbon (C))			
Specific (g per tonne of clinker)	28	48	49
Absolute (tonnes)	768	1,307	1,440
Coverage rate (%)	93.1%	96.2%	96.2%

Emissions (GCCA KPIs - Cement Only) Continued	2024	2023	2022
PCDD/F (Sum of 17 Congeners of NATO Scheme Expressed as I-TEQ)			
Specific (ng per tonne of clinker)	29	22	22
Absolute (mg)	791	604	688
Coverage rate (%)	93.0%	100.0%	100.0%
Hg (Mercury and its Compounds Expressed as Mercury (Hg))			
Specific (mg per tonne of clinker)	18	16	15
Absolute (kg)	502	443	471
Coverage rate (%)	97.0%	100.0%	100.0%
HM1 (Sum of Cadmium and Thallium and their Compounds Expressed as Cadmium (Cd) and Thallium (Tl))			
Specific (mg per tonne of clinker)	13	7	11
Absolute (kg)	340	207	335
Coverage rate (%)	93.0%	100.0%	100.0%
HM2 (Sum of Antimony, Arsenic, Lead, Chromium, Cobalt, Copper, Manganese, Nickel and Vanadium and their Compounds Expressed as Antimony (Sb), Arsenic (As), Lead (Pb), Chromium (Cr), Cobalt (Co), Copper (Cu), Manganese (Mn), Nickel (Ni) and Vanadium (Va))			
Specific (mg per tonne of clinker)	185	248	356
Absolute (kg)	4,609	6,418	10,116
Coverage rate (%)	86.0%	92.4%	92.7%

Water	2024	2023	2022
Total process water (m³)	244.1m	262.8m	254.5m
Total recycled water (m³)	139.2m	153.1m	139.8m
Water intake reduction (%)	57%	58%	55%
Locations that recycled water	942	964	880
Total Water Withdrawal (m³)	104.8m	109.7m	114.7m
by Source (%)			
Quarry water	33%	32%	24%
Ground Water	30%	27%	32%
Surface water	16%	20%	25%
Rainwater	13%	13%	12%
Utility water	8%	8%	7%

<sup>1</sup> All water consumption is from freshwater sources





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# Data Summary Continued

Water Continued	2024	2023	2022
<b>Total Water Withdrawal (m³)</b>	104.8m	109.7m	114.7m
<b>by Activity (%)</b>			
Materials	74%	75%	75%
Cement	21%	22%	21%
Concrete	2%	2%	2%
Lime	2%	1%	1%
Building products	1%	<1%	<1%
Total water consumption (m³)	61.9m	62.4m	81.9m
Locations in extremely high risk water stress (WRI) (%)	8%	7%	-
Locations in high risk water stress (WRI) (%)	12%	-	-
Locations in high risk drought severity (WRI) (%)	0.2%	0.2%	0.3%
Companies which have water management plans (%)	96%	89%	81%

Water (GCCA KPIs - Cement Only)	2024	2023	2022
<b>Total Water Withdrawal by Source (m³)</b>	22.2m	23.8m	24.4m
Groundwater	8.1m	8.4m	8.5m
Surface water	6.3m	6.8m	7.0m
Rainwater	4.3m	4.4m	5.6m
Quarry water	2.1m	3.2m	2.6m
Utility water	1.4m	1.0m	0.8m
<b>Total Water Consumption (m³)</b>	9.1m	10.7m	11.6m
Amount of Water Consumption per unit of cementitious product (liters/l)	227	287	289
<b>Total Water Discharge by Destination (m³)</b>	13.0m	13.1m	12.8m
Surface water	12.6m	12.6m	12.7m
Other	0.4m	0.4m	0.1m
Public sewer	45k	44k	60k
Quarry water (not used) discharge (m³)	8.3m	3.3m	4.4m

Effluents and Waste	2024	2023	2022
<b>Total Water Discharge (m³)</b>	43.0m	47.4m	32.8m
<b>by Quality and Destination (%)</b>			
Surface water	80%	88%	88%
Other	19%	11%	11%
Public sewer	1%	1%	1%
<b>Total Waste Generated (tonnes)</b>	2.5m	2.2m	2.5m
<b>by Type and Disposal Method</b>			
Inert waste	2,034k	1,804k	1,865k
Non-hazardous waste	476k	323k	614k
Hazardous waste	33k	30k	36k
<b>Total Waste Generated (tonnes)</b>	2.5m	2.2m	2.5m
<b>by Activity (%)</b>			
Materials	59%	55%	53%
Concrete	32%	38%	39%
Cement	6%	5%	6%
Building Products	3%	2%	1%
Lime	<1%	<1%	<1%
<b>Waste Externally Recycled (tonnes)</b>	2.1m	1.9m	2.2m
<b>Waste Externally Recycled (%)</b>	82%	88%	90%
<b>by Type (%)</b>			
Inert	86%	92%	95%
Hazardous	65%	76%	74%
Non-hazardous	66%	65%	76%
<b>Waste Externally Disposed (tonnes)</b>	0.4m	0.3m	0.3m
Multiple of wastes and by-products from other industries consumed by CRH in relation to own waste disposed (tonnes/tonnes)	98x	164x	173x
By-products diverted from waste streams (tonnes)	7.5m	2.8m	2.8m
Companies which have waste management plans (%)	98%	95%	96%
Innovation Fund and iCSC initiatives	c. 60	c.70	-





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# Data Summary Continued

Materials and Products	2024	2023	2022
<b>Materials Used by Weight or Volume (total) (tonnes)</b>	<b>451m</b>	<b>463m</b>	<b>442m</b>
Virgin raw materials	398m	411m	391m
Associated process materials	663k	287k	308k
Semi-manufactured components	52m	51m	50m
Packaging materials	199k	203k	217k
Alternative raw materials rate (%)	10%	9%	9%
Revenues from products with enhanced sustainability attributes (%)	49%	48%	47%
Companies who carried out formal customer surveys (%)	59%	57%	54%
Completed customer surveys indicating above average levels of satisfaction (%)	86%	89%	89%

Materials and Products (GCCA KPIs - Cement Only)	2024	2023	2022
Alternative Raw Materials rate (% ARM)	15.2%	13.6%	13.1 %
Clinker/cement (equivalent) factor	75.3	76.5	77.3

Environmental Management	2024	2023	2022
Locations certified to ISO 14001 EMS	952	1,025	1,032
Clinker plants ISO 14001 certified (%)	88%	95%	95%
Total external audits	1,776	1,448	1,489
Total internal audits	3,939	2,606	2,401
Fines paid to regulatory authorities (\$)	\$222k	\$490k	\$268k
Locations certified to ISO 9001	1,082	1,114	1,135
Locations certified to ISO 9001 (% Europe)	64%	75%	75%

<b>Investment in Environmental Protection (%)</b>			
Air quality control	30%	27%	29%
Licensing and monitoring	17%	22%	19%
Waste management	16%	16%	15%
Biodiversity and land management	8%	12%	13%
Alternative materials and fuel management	11%	9%	10%
Water and effluent management	9%	8%	9%
Energy monitoring	7%	4%	3%
Other	2%	2%	2%

Local Impacts	2024	2023	2022
Locations within, containing or adjacent to sensitive areas for biodiversity	428	417	412
Relevant locations in sensitive areas with BMPs in place (%)	95%	93%	92%
Locations with BMPs in place audited	145	159	121
Extracted areas reclaimed (hectares)	465	613	556
Extracted areas reclaimed- woodland (hectares)	68	61	-
Extractive sites where reclamation plans are implemented (%)	93.2%	99.4%	99.5%
Extractive sites within, containing or adjacent to areas designated for their high biodiversity value (cement)	24	24	33
Locations preserving cultural heritage	76	76	73
Companies which have community engagement plans	76%	85%	92%
Trees planted in the last 5 years	1.0 million	1.0 million	1.1 million
Locations implementing actions to promote pollinators	144	-	-
WHC certified programs	18	-	-
Hectares managed through the certified programs	c. 1,320	-	-

Local Impacts (GCCA KPIs - Cement Only)	2024	2023	2022
Percentage (%) of quarries with high biodiversity value where biodiversity management plan is implemented	83%	71%	76%
Percentage (%) of quarries where rehabilitation plan is implemented	91%	100%	99%





# Data Summary Continued

Safety

Managing Accidents	2024	2023	2022
Group Safety Performance			
Fatalities, directly employed <sub>1</sub>	1	4	1
Fatality rate directly employed <sub>1</sub>	0.13	0.53	0.13
Fatalities, indirectly employed <sub>2</sub>	3	0	4
Fatalities, involving on-site 3 <sup>rd</sup> parties	1	1	0
Lost time injuries (LTI) rate per 1 million working hours (Frequency Rate)	1.1	1.0	1.2
Lost time injuries (LTI) rate per 1 million working hours (Severity Rate)	30	27	35
Lost time injuries (LTI) rate per 200 thousand working hours (Frequency Rate)	0.22	0.21	0.23
Lost time injuries (LTI) rate per 200 thousand working hours (Severity Rate)	5.98	5.30	6.94
Zero accident locations (%)	94%	95%	94%
Average annual accident decrease over last 10 years (Frequency Rate) (%)	6%	8%	7%
Average annual accident decrease over last 10 years (Severity Rate) (%)	5%	7%	5%
Accidents by Cause (%)			
Falling objects or moving objects	14%	25%	21%
Slips, trips, falls on the same level	28%	24%	26%
Lifting, overloading or overexertion	13%	13%	4%
Other or multiple causes	12%	11%	13%
Caught in or by fixed machinery	12%	9%	11%
Falls from height	6%	7%	12%
Caught in or by vehicles, mobile plant	7%	6%	4%
Burns by heat or chemicals	4%	3%	6%
Power tools or electrical equipment	4%	2%	3%
Accidents by Injury Type (%)			
Legs, feet	24%	29%	34%
Multiple body parts	21%	24%	5%
Arms, hands	31%	22%	34%
Upper body, shoulder	8%	7%	9%
Back	8%	7%	7%
Head, neck	6%	5%	6%
Eye	2%	5%	5%
Unspecified or unknown	<1%	1%	0%

<sup>1</sup> Directly employed refers to a person who works as an employee at CRH  
<sup>2</sup> Indirectly employed refers to a person who works as a contractor or sub-contractor.

Safety (GCCA KPIs - Cement Plants Only)	2024	2023	2022
Number of fatalities, directly employed <sub>1</sub>	1	0	0
Fatality rate, directly employed <sub>1</sub>	1.0	0	0
Number of fatalities, indirectly employed <sub>1</sub>	0	0	1
Number of fatalities, involving on-site 3 <sup>rd</sup> parties	0	0	0
Number of lost time injuries, directly employed <sub>1</sub>	28	22	26
LTI frequency rate, directly employed <sub>1</sub>	1.6	1.4	1.6
LTI severity rate, directly employed <sub>1</sub>	34	49	69
Number of lost time injuries, indirectly employed <sub>2</sub>	6	7	12
LTI frequency rate, indirectly employed <sub>2</sub>	0.2	0.3	0.5

Safety Management	2024	2023	2022
Managing Employee and Operations			
Companies that have employee safety induction (%)	100%	100%	100%
Companies with employee disciplinary measures in place (%)	100%	100%	100%
Companies with risk assessments in place (%)	100%	100%	100%
Investment in health and safety over last 5 years (\$)	\$385m	\$344m	\$320m
Companies covered by safety management systems (%)	100%	100%	100%
Locations audited for safety (%)	97%	98%	95%
Locations in Europe certified to OHSAS 18001/ISO 45001 (%)	55%	57%	59%
Accidents investigated (%)	100%	100%	100%
Companies that held safety meetings (%)	100%	100%	100%
Companies that recorded near misses (%)	100%	100%	100%

Managing Contractor Safety			
Number of contractor transport safety checks	c. 220,000	c. 168,200	c. 153,100
Direct actions with our contractors to improve safety behavior	2,332	3,045	2,235
Companies that have contractor site induction (%)	100%	100%	100%

Safety Culture	2024	2023	2022
Engaging on Safety			
Employees involved in formal joint management/worker safety dialogue (%)	94%	83%	79%
Health and safety training completed by employees (hours)	1.7m	1.6m	1.5m
Health and safety training completed per employee (hours)	21.5	21.3	20.2





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# Data Summary Continued

Social

Our People	2024	2023	2022
<b>Employees</b>			
Total employees	c. 79,800	c. 78,500	c. 75,800
Employees employed locally (%)	97%	96%	>95%
Average number of employees at each location	21	23	24
<b>Employees by Category (%)</b>			
Clerical/admin	19%	20%	19%
Managerial	13%	13%	13%
Operations	68%	67%	68%
<b>Employees by Category Women (%)</b>			
Clerical/admin	47%	46%	47%
Managerial	18%	17%	16%
Operations	7%	7%	7%
<b>Employees by Country (%)</b>			
United States	53%	51%	51%
Other	23%	23%	23%
United Kingdom	10%	11%	12%
Canada	5%	6%	5%
France	3%	3%	3%
Ireland	3%	3%	3%
Poland	3%	3%	3%
<b>Employees Geographical Breakdown (%)</b>			
National (country of incorporation - Ireland)	3%	3%	3%
Europe (excl. National part)	34%	37%	38%
North America	59%	58%	57%
South America	0%	0%	0%
Asia/Pacific	4%	2%	2%
Middle East/Africa	0%	0%	0%
<b>Employees Length of Service (%)</b>			
<1 year	16%	16%	19%
1-4 years	31%	30%	28%
5-9 years	19%	19%	18%
10-14 years	9%	9%	9%
15-19 years	8%	9%	9%
20-24 years	7%	7%	7%
>25 years	10%	10%	10%

Our People Continued	2024	2023	2022
<b>Employees by Age (%)</b>			
19 or younger	1%	1%	1%
20-24	6%	6%	5%
25-29	9%	9%	9%
30-39	22%	22%	22%
40-49	24%	24%	24%
50-59	25%	25%	26%
60 or older	13%	13%	13%
<b>New Employees (%)</b>			
Men	84%	85%	84%
Women	16%	15%	16%
<b>New Employees by Region (%)</b>			
Americas	74%	76%	73%
Europe	23%	22%	26%
Asia	3%	2%	1%
<b>Employees Turnover (%)</b>			
Employee turnover rate	23%	24%	26%
Men	86%	86%	87%
Women	14%	14%	13%
Inclusion and Engagement	2024	2023	2022
<b>Gender and Inclusion</b>			
Board Directors (% women)	42%	38%	33%
Senior managers (% women)	20%	18%	15%
Managerial employees in revenue generating positions (% women)	13%	13%	13%
Men employed (%)	84%	84%	84%
Women employed (%)	16%	16%	16%
Graduates recruited into STEM-related positions (% women)	27%	30%	35%
Number of employees with disabilities	2,076	1,597	1,344
Operating companies employing people with disabilities (%)	60%	56%	54%

<sup>1</sup> All employee percentage data provided on a head count basis





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Data Summary Continued

Training and Professional Development	2024	2023	2022
<b>Employee Training</b>			
Total training hours	2.5m	2.7m	2.3m
Employees who received some training in the reporting year (%)	99%	99%	97%
<b>Employees Training by Category (% of Total Training Hours)</b>			
Clerical/admin	13%	12%	13%
Managerial	15%	15%	14%
Operations	72%	73%	73%
<b>Type of Training Received (Hours per Employee)</b>			
Environmental	0.5	0.8	1.2
Human rights	0.6	0.8	0.8
Management and other education	8.1	10.8	7.0
Quality, technical and IT	1.8	2.3	1.9
Safety	21.5	21.3	20.2
<b>Employees Receiving CoBC and ACT Training</b>			
Employees recorded as having been trained in Code of Business Conduct (CoBC)	34,553	33,949	c. 31,500
Employees recorded as having received Advanced Compliance Training (ACT)	9,309	10,244	c. 10,700
<b>Employees Professional Development (%)</b>			
Operating companies that offered career development opportunities or advice to employees	97%	96%	87%
<b>Employees Receiving Career Development (%)</b>			
Clerical/admin	47%	50%	51%
Managerial	64%	65%	65%
Operations	43%	50%	48%

Trade Union Membership and Collective Bargaining	2024	2023	2022
<b>Employee Industrial Relations</b>			
Overall membership (%)	19%	20%	20%
Lost days due to industrial action (%)	0.003%	0.01%	0.10%
Lost days due to industrial action	560	954	18,076
Number of reported strikes resulting in lost days across operating companies	6	7	10
Employees with wages negotiated individually (%)	42%	41%	40%
Employees with wages negotiated with unions (%)	21%	27%	28%
Employees with wages negotiated through national deals (%)	4%	3%	4%
Wage reviews carried out on individual basis or through trade unions or national deals (%)	66%	71%	72%

Employee Engagement	2024	2023	2022
<b>Employee (%)</b>			
Employees participating in regular employee briefings	90%	91%	90%
Employees surveyed formally for employee engagement and satisfaction	50%	57%	55%
Employee engagement scoring in the “engaged” or higher categories	99%	100%	100%

Employee Health	2024	2023	2022
<b>Employee (%)</b>			
Companies that had health and well-being programs	97%	98%	99%
Companies offering assistance with employee health insurance	93%	93%	92%

Local Communities	2024	2023	2022
<b>Donations and Engagement</b>			
Donations to organizations and initiatives (\$)	\$9.4m	\$10.7m	\$7.2m
Number of stakeholder engagement events	c. 1,390	c. 1,530	c.1,500
Number of educational interactions over a two year period	c. 5,600	c. 4,270	c. 1,880
Number of people participating over a two year period	c. 211,600	c. 150,800	c. 73,900





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SASB

SASB is an independent, private sector standards-setting organization, dedicated to enhancing the efficiency of the capital markets, by fostering high-quality disclosure of material sustainability information that meets investor needs. The table below cross-references the SASB accounting metrics (‘Construction Materials’ Standard 2018) with information found in the CRH 2024 Sustainability Performance Report (labeled pg. 頁 87 to 95).

Topic	Accounting Metric	Units	SASB Code	Reference
Greenhouse Gas Emissions				
	Gross global Scope 1 emissions	Metric tonnes (t) CO <sub>2</sub> e	EM-CM-110a.1	pg. 頁 43, 88. Total Gross global Scope 1 emissions reported are 27,237,619 tonnes.
	Percentage covered under emissions-limiting regulations	Percentage (%)	EM-CM-110a.1	pg. 頁 44.
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	n/a	EM-CM-110a.2	pg. 頁 35, 36, 38-42, 82.
Air Quality				
	1. NO <sub>x</sub> (excluding N <sub>2</sub> O)	Metric tonnes (t)	EM-CM-120a.1	pg. 頁 51, 90. Total NO <sub>x</sub> reported are 38,459 tonnes.
	2. SO <sub>x</sub>	Metric tonnes (t)	EM-CM-120a.1	pg. 頁 51, 90. Total SO <sub>x</sub> reported are 7,344 tonnes.
	3. Particulate matter (PM10)	Metric tonnes (t)	EM-CM-120a.1	pg. 頁 90. Total particulates as reported account for all particulate matter as measured; a portion of this would include PM10 (i.e. particles less than 10 micrometres in size). Total particulate matter reported are 4,213 tonnes.
	4. Dioxins/furans	Metric tonnes (t)	EM-CM-120a.1	pg. 頁 90. Cement production is the only material activity. Total dioxins/furans reported are 0.000000791 tonnes.
	5. Volatile organic compounds (VOCs)	Metric tonnes (t)	EM-CM-120a.1	pg. 頁 90. Total VOCs reported are 2,123 tonnes.
	6. Polycyclic aromatic hydrocarbons (PAHs)	Metric tonnes (t)	EM-CM-120a.1	We disclose PAHs in line with GCCA requirements. Total PAHs reported are 1 tonne.
	7. Heavy metals	Metric tonnes (t)	EM-CM-120a.1	Cement production is the only material activity reporting Hg, HM1 and HM2, Heavy metals (Pb, Hg, Cd) reported are 5.5 tonnes.
Energy Management				
	1. Total energy consumed	Gigajoules (GJ)	EM-CM-130a.1	pg. 頁 87, 89. Data reported in PJ.
	2. Percentage grid electricity	Percentage (%)	EM-CM-130a.1	pg. 頁 89.
	3. Percentage alternative	Percentage (%)	EM-CM-130a.1	pg. 頁 87, 89.
	4. Percentage renewable	Percentage (%)	EM-CM-130a.1	pg. 頁 87, 89.
Water Management				
	1. Total water withdrawn	Thousand cubic metres (m³)	EM-CM-140a.1	pg. 頁 25, 91. Total water withdrawn reported are 104,849 thousand m³ .
	2. Percentage recycled	Percentage (%)	EM-CM-140a.1	pg. 頁 90. Of total processed of 244.1m m³, 139.2m m³ (57%) was recycled.
	3. Percentage in regions with “High” or “Extremely High” baseline water stress	Percentage (%)	EM-CM-140a.1	pg. 頁 91.
Waste Management				
	Amount of waste generated	Metric tonnes (t)	EM-CM-150a.1	pg. 頁 33, 91. In 2024, CRH's percentage of hazardous waste was 1%.
	Percentage hazardous	Percentage (%)	EM-CM-150a.1	pg. 頁 91.
	Percentage recycled	Percentage (%)	EM-CM-150a.1	pg. 頁 91.
Biodiversity Impacts				
	Description of environmental management policies and practices for active sites	n/a	EM-CM-160a.1	pg. 頁 47-50, 82.
	Terrestrial acreage disturbed	Acres (ac)	EM-CM-160a.2	pg. 頁 48-50, 82. In 2024, CRH had 121,794 hectares of active extractive area.
	Percentage of impacted area restored	Percentage (%)	EM-CM-160a.2	pg. 頁 92. AR pg. 22.
Workforce Health and Safety				
	1. Total recordable incident rate (TRIR)	Rate	EM-CM-320a.1	pg. 頁 93. We disclose our safety KPIs in line with GCCA requirements.
	2. Near miss frequency rate (NMFR) for (a) full-time employees	Rate	EM-CM-320a.1	pg. 頁 87, 93. We disclose our safety KPIs in line with GCCA requirements.
	2. Near miss frequency rate (NMFR) for (b) contract employees	Rate	EM-CM-320a.1	pg. 頁 93. We disclose our safety KPIs in line with GCCA requirements.
	Number of reported cases of silicosis	Rate	EM-CM-320a.2	pg. 頁 59.
Product Innovation				
	Percentage of products that qualify for credits in sustainable building design and construction certifications	Percentage (%) by annual sales revenues	EM-CM-410a.1	pg. 頁 36, 37, 76, 87, 91.
	Total addressable market for products that reduce energy, water, and/or material impacts during usage and/or production	Reporting currency	EM-CM-410a.2	pg. 頁 36, 37, 76, 87, 91.
	Percentage of products that qualify for credits in sustainable building design and construction certifications	Percentage (%)	EM-CM-410a.2	pg. 頁 20, 23, 26, 30, 31, 36, 37, 39.
Pricing Integrity and Transparency				
	Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing, and anti-trust activities	Reporting currency	EM-CM-520a.1	In 2024, CRH had zero monetary losses as a result of legal proceedings associated with activities indicated in SASB disclosure.





# GRI Index

Where relevant, GRI Standards reference indicator codes are shown with either the relevant figure or the page number where the information can be found. Pages within the Sustainability Performance Report are labeled “pg. 〰” while “AR” refers to the page number within the CRH Annual Report on Form 10-K for the year ended December 31, 2024, available on [crh.com](#), “PS” refers to the page number within the 2025 Notice of Meeting and Proxy Statement, available on [crh.com](#), “AC” refers to the page number within the Irish Statutory Accounts for the year ended December 31, 2024, available on [crh.com](#), “TS” refers to the page number within the Tax Strategy available on [crh.com](#), “MSS” refers to the page number within the Modern Slavery Statement available on [crh.com](#), and “CG Guidelines” refers to the page number within the Corporate Governance Guidelines available on [crh.com](#). GRI covers all Group subsidiary companies, on a 100% basis. For details on external assurance conducted by DNV see pages 〰 105 to 108.

Statement of use		CRH plc has reported in accordance with the GRI Standards for the period January 1, 2024 to December 31, 2024.	
GRI 1 used		GRI 1: Foundation 2021	
GRI 2 General Disclosures			
GRI Code	Description	2024 Reference	Comment
The Organization and its Reporting Practices			
2-1	Organizational details	pg. 〰 back cover; AR pg. 6-8, 21, 61; AC pg. 16, 136-139. See comment.	CRH is a public limited company incorporated in Ireland. CRH has a primary listing on the New York Stock Exchange (NYSE) and an international secondary listing on the London Stock Exchange (LSE) for its ordinary shares each listing represented by the ticker symbol “CRH”.
2-2	Entities included in the organization’s sustainability reporting	pg. 〰 86; AC pg. 136-139.	
2-3	Reporting period, frequency and contact point	pg. 〰 86. See comment.	
2-4	Restatements of information	pg. 〰 86. See comment.	
2-5	External assurance	pg. 〰 86, 105.	
Activities and Workers			
2-6	Activities, value chain and other business relationships	pg. 〰 5-6, 78-80; AR pg. iii-iv, 6-8, 9-10.	Note that 52% of employees are employed on permanent contracts, 3% on fixed term / temporary contracts and 45% on another basis. As only 3% of staff are on fixed term/ temporary contracts, it is estimated that 18% of permanent employees are women and 13% of fixed term / temporary employees are women. Overall, approximately 2% of employees are part-time. It is estimated that 45% of part-time staff are women, while 16% of full-time staff are women. Note that the data in the tables on page 94 includes both permanent and temporary employees. CRH does not collect contract data by gender. Employee numbers are reported as FTE as outlined in the Irish Statutory Accounts available on <a href="#">crh.com</a> however the analysis data is provided by head count as on the 31 December 2024. Changes in employee number have occurred due to divestments and acquisitions, and are insignificant in number.
2-7	Employees	pg. 〰 94. See comment.	
2-8	Workers who are not employees	pg. 〰 58, 94. See comment.	
Governance			
2-9	Governance structure and composition	pg. 〰 72, 94; PS pg. 40-42. See comment.	Information on executive/non-executive status, independence, tenure, positions held, gender and other characteristics can also be found on <a href="#">crh.com</a>
2-10	Nomination and selection of the highest governance body	pg. 〰 72; PS pg. 42, 46; CG Guidelines s.3. See comment.	Information on nomination and selection of the CRH Board and its directors/non-executive directors can also be found on <a href="#">crh.com</a> .
2-11	Chair of the highest governance body	PS pg. 41. See comment.	The Chairman is an independent Chairman and non-management Director.
2-12	Role of the highest governance body in overseeing the management of impacts	pg. 〰 72-73; PS pg. 42; CG Guidelines s.3.	
2-13	Delegation of responsibility for managing impacts	pg. 〰 72-73; PS pg. 46, 48.	
2-14	Role of the highest governance body in sustainability reporting	pg. 〰 72; PS pg. 46.	
2-15	Conflicts of interest	pg. 〰 72; PS pg. 41, 47, 86; CG Guidelines s.3.8 & s.7. See comment.	Corporate Governance information is available in its entirety on <a href="#">crh.com</a> .
2-16	Communication of critical concerns	pg. 〰 74; PS pg. 48. See comment.	Information partially unavailable due to confidentiality concerns: CRH does not disclose the minutes of Board meetings as this may include commercially-sensitive information.
2-17	Collective knowledge of the highest governance body	pg. 〰 74; PS pg. 42. See comment.	Corporate Governance information is available in its entirety on <a href="#">crh.com</a> .
2-18	Evaluation of the performance of the highest governance body	PS pg. 42, 45. See comment.	Corporate Governance information is available in its entirety on <a href="#">crh.com</a> .
2-19	Remuneration policies	PS pg. 56, 59, 61-65. See comment.	Corporate Governance information is available in its entirety on <a href="#">crh.com</a> . Directors’ Remuneration Policy available on <a href="#">crh.com</a> .
2-20	Process to determine remuneration	PS pg. 2, 45. See comment.	Corporate Governance information is available in its entirety on <a href="#">crh.com</a> . Further information available on the Compensation Committee section available on <a href="#">crh.com</a> .
2-21	Annual total compensation ratio	PS pg. 2, 59, 61. See comment.	Information incomplete, CRH does not centrally collect data on the level of pay to each of its employees in all countries (required for median pay figure). This data has been published at operating company level for 18% of the Group employees overall. CRH reviews annually the scope of data collection and where appropriate and practicable in future will gather and report on this topic.





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GRI Index Continued

GRI 2 General Disclosures Continued			
GRI Code	Description	2024 Reference	Comment
Strategy, Policies and Practices			
2-22	Statement on sustainable development strategy	pg. 8.	For further information refer CRH's CoBC, available on <a href="#">crh.com</a> . and the UN Global Compact, available on <a href="#">unglobalcompact.org</a> .
2-23	Policy commitments	pg. 72, 77, 79, 82-83. See comment.	
2-24	Embedding policy commitments	pg. 51-52, 55, 57, 60, 63, 67, 72, 74-75, 77-78; PS pg. 48.	
2-25	Processes to remediate negative impacts	pg. 25-26, 33, 39, 49-50, 55, 60, 64, 67-68, 73, 75, 77-78.	In 2024, there were no substantiated complaints concerning breaches of customer privacy and losses of customer data, no incidents of non-compliance concerning product and service information and labelling, no incidents of non-compliance concerning the health and safety impacts of products and services, CRH has not been convicted on charges of corruption or bribery in 2024, no incidents of non-compliance to any significant degree regarding waste discharge, water treatment or air pollution.
2-26	Mechanisms for seeking advice and raising concerns	pg. 74.	
2-27	Compliance with laws and regulations	pg. 52, 74, 92. See comment.	
2-28	Membership associations	pg. 44, 50, 58, 80, 85.	
Stakeholder Engagement			
2-29	Approach to stakeholder engagement	pg. 14, 84-85, 95.	
2-30	Collective bargaining agreements	pg. 63, 95.	
Disclosures on Material Topics			
3-1	Process to determine material topics	pg. 14-15.	
3-2	List of material topics	pg. 14-15.	
GRI 3 Material Topics			
GRI 201	Economic Performance		
3-3	Management of material topics	pg. 19, 25, 29, 32, 72-75, 82-85; AR pg. 11-12; PS pg. 48; AC pg. 21, 27-30, 121.	
201-1	Direct economic value generated and distributed	pg. 4-7, 62, 87, 95; AR pg. 6-8, 51-57, 62, 90, 96. See comment.	CRH discloses financial information in the CRH Annual Report on Form 10-K for the year ended December 31, 2024 and the Irish Statutory Accounts for the year ended December 31, 2024 available on <a href="#">crh.com</a> . CRH also publishes a Payments to Governments for Extractive Activities Report, available on <a href="#">crh.com</a> . We do not provide details on staff wages, or “economic value retained” in the manner described by GRI.
201-2	Financial implications and other risks and opportunities due to climate change	pg. 22, 35, 44, 87; AR pg. 9-10, 14-15; AC pg. 16, 47, 76, 77, 125-128.	
201-3	Defined benefit plan obligations and other retirement plans	pg. 63; AR pg. 90-96. See comment.	Information unavailable on the level of participation in retirement plans as CRH does not collect data centrally. CRH reviews annually the scope of data collection and where appropriate and practicable in future will gather and report on this topic.
201-4	Financial assistance received from government	pg. 44, 76. See comment.	No significant assistance.
GRI 202	Market Presence		
3-3	Management of material topics	pg. 62-63, 67, 82-85. See comment.	Note that the topics covered by the indicators within this GRI Standard are managed through our Social Policy, they are evaluated and monitored through our Social Review; the results of the Social Review are reviewed by the CRH Board.
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	pg. 62-63. See comment.	Confidentiality constraints. CRH does not publicly disclose this information for confidentiality reasons due to commercial sensitivities around operational activities in individual countries.
202-2	Proportion of senior management hired from the local community	pg. 67; AR pg. 14. See comment.	Confidentiality constraints. CRH does not publicly disclose this information for confidentiality reasons due to commercial sensitivities around operational activities in individual countries.
GRI 204	Procurement Practices		
3-3	Management of material topics	pg. 76, 78-80, 83-85.	Information unavailable, however it is monitored at a local level for each operation. CRH annually reviews the data availability and, where appropriate and practicable, will report it in future.
204-1	Proportion of spending on local suppliers	pg. 78. See comment.	





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GRI Index Continued

GRI 3 Material Topics Continued			
GRI Code	Description	2024 Reference	Comment
GRI 205 Anti-corruption			
3-3	Management of material topics	pg. 72, 74-75, 77, 78-79; AR pg. 12, 16-17; PS pg. 44.	
205-1	Operations assessed for risks related to corruption	pg. 74-75. See comment.	100% of operations are assessed for risks related to corruption. Further details on risks are disclosed in the Irish Statutory Accounts for the year ended December 31, 2024, available on <a href="#">crh.com</a> .
205-2	Communication and training about anti-corruption policies and procedures	pg. 74, 77. See comment.	The anti-corruption training is delivered as part of our CoBC and ACT training. In 2024, 34,553 CRH employees were recorded as having been trained on our CoBC, of which approximately 26% were managerial, 36% were clerical or administrative and 38% were operational. The ACT was completed by 9,309 CRH employees, of which approximately 43% were managerial, 45% were clerical or administrative and 12% were operational. Complete information unavailable, contractual agreements with business partners may prevent reporting. CRH reviews annually the scope of data collection and where appropriate and practicable in future will gather and report on this topic.
205-3	Confirmed incidents of corruption and actions taken	pg. 74. See comment.	CRH has not been convicted on charges of corruption or bribery in 2024.
GRI 206 Anti-competitive Behavior			
3-3	Management of material topics	pg. 72, 74-75, 84-85; AR pg. 17; PS pg. 44.	
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	pg. 74; AR pg. 27. See comment.	Confidentiality constraints. CRH does not publicly disclose this information due to commercial sensitivities around operational activities in individual countries.
GRI 207 Tax			
3-3	Management of material topics	pg. 72, 74-75, 84-85; AR pg. 17; PS pg. 43; AC pg. 40. See comment.	CRH Tax Strategy available on <a href="#">crh.com</a> .
207-1	Approach to tax	TS pg. 2-4; AR pg. 15,17-18, 28; PS pg. 43; AC pg. 40. See comment.	For further details of CRH's approach to taxation, refer to the CRH Tax Strategy, available on <a href="#">crh.com</a> .
207-2	Tax governance, control, and risk management	pg. 74; TS pg. 2-4; AR pg. 15, 17-18, 28; PS pg. 43; AC pg. 40. See comment.	For further details of CRH's tax governance and risk management frameworks, refer to the CRH Tax Strategy, available on <a href="#">crh.com</a> .
207-3	Stakeholder engagement and management of concerns related to tax	pg. 72, 74-75. TS pg. 4. See comment.	For further details of CRH's tax governance and risk management frameworks, refer to the CRH Tax Strategy, available on <a href="#">crh.com</a> .
207-4	Country-by-country reporting	pg. 72, 74-75. See comment.	Confidentiality constraints. CRH does not publicly disclose this information for confidentiality reasons due to commercial sensitivities around operational activities in individual countries.
GRI 301 Materials			
3-3	Management of material topics	pg. 28-33, 82.	
301-1	Materials used by weight or volume	pg. 30, 33. See comment.	CRH is a net user of waste. We do not provide weight or volume broken down by renewable and non-renewable sources.
301-2	Recycled input materials used	pg. 30, 33, 87, 92. See comment.	Alternative raw materials are those that replace traditional raw materials. For CRH, the more significant alternative raw materials used are non-renewable materials such as RAP and RAS, C&D waste and materials with cementitious properties, such as fly ash and ground granulated blast-furnace slag (GGBS), which are by-product materials sourced mainly from external power generation and steel production to replace virgin materials in cement, concrete and concrete products.
301-3	Reclaimed products and their packaging materials	pg. 30, 36. See comment.	Not applicable for CRH as most product (by weight) is delivered in bulk, without packaging.
GRI 302 Energy			
3-3	Management of material topics	pg. 37, 40.	
302-1	Energy consumption within the organization	pg. 51, 89. See comment.	In 2024, total energy consumption was reported as 178.1 PJ: electricity 24.3 PJ, heating 153.8 PJ, cooling n/a, steam <0.1 PJ. The total fuel consumption from non-renewable sources was reported as 136.1 PJ and renewable sources was reported as 42.0 PJ. Note that CRH is not an energy producer and sale of energy is not a focus of the Group (302-1 not applicable). Methods of compilation and calculation are in line with international best practice and ISO standards (see pg. 51).
302-2	Energy consumption outside of the organization	pg. 41, 89. See comment.	Information unavailable/incomplete. This information is not centrally collected, however it is monitored at a local level for each operation. We are assessing the systems needed to collect this information centrally. If viable, we would be in a position to report this information in the near term.
302-3	Energy intensity	pg. 40, 43, 89. See comment.	Information unavailable/incomplete. The major share of our energy use is in cement production: energy intensity for cement is 916 kcal/kg clinker; this refers to kiln fuels (internal energy). Information on Groupwide energy intensity beyond cement is variable and less meaningful, and also is unavailable, we use CO <sub>2</sub> e intensity per \$ revenues as a proxy.
302-4	Reduction of energy consumption	pg. 89. See comment.	Information unavailable. CRH does not report direct energy reductions - the performance is expressed through CO <sub>2</sub> e data. Energy management is embedded in CRH operations: 600 locations are certified to ISO 50001. Reductions of energy involve all energy sources (solid, liquid, gaseous, and electrical). Energy savings are consolidated based on year-on-year reductions
302-5	Reductions in energy requirements of products and services	pg. 5, 36-38. See comment.	Information unavailable/ incomplete. This information is not centrally collected, however it is monitored at a local level for each operation. We are assessing the systems needed to collect this information centrally. If viable, we would be in a position to report this information in the near term.





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GRI Index Continued

GRI 3 Material Topics Continued			
GRI Code	Description	2024 Reference	Comment
GRI 303	Water and Effluents		
3-3	Management of material topics	pg. 関 19-20, 24-26, 82.	
303-1	Interactions with water as a shared resource	pg. 関 20, 22-23, 25-26, 90-91.	
303-2	Management of water discharge-related impacts	pg. 関 21, 25-26. See comment.	The specific choice of water quality standards and parameters can vary depending on an organization's products, services, and facility locations, and can depend on national and/or regional regulations, as well as the profile of the receiving waterbody. We do not manage water using sector-specific water management standards (303-2a. iii. not applicable).
303-3	Water withdrawal	pg. 関 25, 91. See comment.	No sources identified as significantly affected. In 2024, total water withdrawal was reported as 104.8k mega litres (ML), freshwater 104.8k ML and other n/a. In 2024, total water withdrawal in areas of water stress was reported as 5.1k ML; surface water 0.2k ML, groundwater 3.5k ML, quarry water n/a, rainwater n/a, utility water 1.4k ML.
303-4	Water discharge	pg. 関 21, 25, 91. See comment.	In 2024, total water discharge was reported as 43.0k ML; freshwater 43.0k ML and other 0 ML. Information unavailable on the breakdown of data by surface/ground/sea/third party water destinations. In 2024, total water discharge in areas of water stress was reported as 0.1k ML; fresh water 0.1k ML and other n/a. Any substances of concern are regulated through discharge licenses.
303-5	Water consumption	pg. 関 25, 91. See comment.	In 2024, total water consumption in areas of water stress was reported as 5.1k ML. Water storage is not material (not applicable).
GRI 304	Biodiversity		
3-3	Management of material topics	pg. 関 47-50, 82.	
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	pg. 関 48-50. See comment.	Whilst we have developed our disclosures on sites, the information on type, size, value, location/position or listing status is not yet available for reporting. We are profiling the relevant sites as we expand the use of BMPs (see pg. 関 48). We expect to evolve our reporting on this in future.
304-2	Significant impacts of activities, products and services on biodiversity	pg. 関 48-50, 92.	
304-3	Habitats protected or restored	pg. 関 48-50, 92. See comment.	This information is not centrally collected, however it is monitored at a local level for each operation. Whilst we have developed our disclosures on sites, the information on location, size, or status of all habitat areas is not yet available for reporting. Our expanding use of BMPs (see pg. 関 48) will support how we evolve our reporting on this in future.
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	pg. 関 49. See comment.	Information unavailable/incomplete. This information is not centrally collected, however it is monitored at a local level for each operation. We are assessing the systems needed to collect this information centrally. If viable, we would be in a position to report this information in the near term.
GRI 305	Emissions		
3-3	Management of material topics	pg. 関 35-36, 38-42, 44, 82, 86. See comment.	For details on our approach to reporting and methodology please see our Sustainability Reporting Methodology document on <a href="#">crh.com</a> .
305-1	Direct (Scope 1) GHG emissions	pg. 関 43, 86, 88. See comment.	Biogenic emissions are not included in the scope of the factors used.
305-2	Energy indirect (Scope 2) GHG emissions	pg. 関 43, 86, 88.	
305-3	Other indirect (Scope 3) GHG emissions	pg. 関 43, 86, 88. See comment.	Biogenic emissions are not included in the scope of the factors used.
305-4	GHG emissions intensity	pg. 関 43, 86, 88. See comment.	All gases are included in the calculations to generate the CO <sub>2</sub> equivalent values.
305-5	Reduction of GHG emissions	pg. 関 39-42, 86, 88. See comment.	All gases are included in the calculations to generate the CO <sub>2</sub> equivalent values.
305-6	Emissions of ozone-depleting substances (ODS)	See comment.	No significant emissions.
305-7	Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant air emissions	pg. 関 89-90.	





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GRI Index Continued

GRI 3 Material Topics Continued			
GRI Code	Description	2024 Reference	Comment
GRI 306	Waste		
3-3	Management of material topics	pg. 関 28-29, 32, 33, 82. See comment.	For details on our approach to reporting and methodology see our Sustainability Reporting Methodology document on <a href="#">crh.com</a> .
306-1	Waste generation and significant waste-related impacts	pg. 関 30, 33.	
306-2	Management of significant waste-related impacts	pg. 関 29-30, 33.	
306-3	Waste generated	pg. 関 33, 91. See comment.	Breakdown of waste by: inert (2,034k tonnes), hazardous (33k tonnes) and non-hazardous (476k tonnes) and there were two methods of waste treatment: recycling (2.1m tonnes) and disposal (0.4m tonnes).
306-4	Waste diverted from disposal	pg. 関 33, 91. See comment.	Information (tonnage data) not available for diversion for reuse/other operations. We apply two methods of waste treatment: recycling and disposal. Our operating companies consume millions of tonnes of wastes and by-products from other industries, making CRH a net waste consumer. All waste is managed in line with local waste regulations, by a third-party that provides chain of custody and regular reports of waste removed from site; this information is not centrally collected. Instead, it is monitored at a local level for each operation. We are assessing the systems needed to collect this information centrally. If viable, we would be in a position to report this information in the near term.
306-5	Waste directed to disposal	pg. 関 33, 91. See comment.	Information (tonnage data) not available for disposal by incineration (with/without energy recovery) or landfill/other either on-site or off-site. All waste is managed in line with local waste regulations, by a third-party that provides chain of custody and regular reports of waste removed from site; this information is not centrally collected. Instead, it is monitored at a local level for each operation. We are assessing the systems needed to collect this information centrally. If viable, we would be in a position to report this information in the near term.
GRI 308	Supplier Environmental Assessment		
3-3	Management of material topics	pg. 関 78-80, 83.	
308-1	New suppliers that were screened using environmental criteria	pg. 関 78-79. See comment.	Information unavailable/incomplete. Note that CRH's SCoC, available on <a href="#">crh.com</a> , includes safety, environmental, labor practice, human rights, society and other people and community criteria; screening and audits reflect all these criteria. CRH does not gather data in the categories required by GRI, refer to the pages referenced for details on our approach to supplier assessment. CRH reviews annually the scope of data collection and where appropriate and practicable in future will gather and report on this topic.
308-2	Negative environmental impacts in the supply chain and actions taken	pg. 関 78-79. See comment.	Information unavailable/incomplete. CRH does not gather data in the categories required by GRI, refer to the pages referenced for details on our approach to supplier assessment. CRH reviews annually the scope of data collection and where appropriate and practicable in future will gather and report on this topic.
GRI 401	Employment		
3-3	Management of material topics	pg. 関 13, 54, 60-63, 72, 77, 83-84.	
401-1	New employee hires and employee turnover	pg. 関 63, 94. See comment.	Turnover in the region “Americas” is 70% and in the region “Europe and Asia” is 30%. Turnover in the category “under 30 years” is 29%, in the category “30-49 years” is 44% and in the category “over 50 years” is 27%. In 2024, the Voluntary Turnover at CRH was 14%. In 2024, 24% of our employees were newly recruited. New hire age profile; “under 30 years” is 34%, “30-49 years” is 47%, and “over 50 years” is 19%. Overall, 42% of managerial positions were filled internally. Group wide, 10% of employee positions were filled by internal candidates in 2024.
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	pg. 関 4, 59, 62-63; AR pg. 67-68. See comment.	Not applicable in its entirety due to regional differences in employee benefits and national social systems.
401-3	Parental leave	pg. 関 63. See comment.	Information unavailable. CRH does not collect this information centrally, however it is monitored at a local level for each operation. CRH reviews annually the scope of data collection and where appropriate and practicable in future will gather and report on this topic.
GRI 402	Labor/Management Relations		
3-3	Management of material topics	pg. 関 54-58, 63, 72, 74, 77, 83-84, 94, 95.	
402-1	Minimum notice periods regarding operational changes	pg. 関 63.	





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GRI Index Continued

GRI 3 Material Topics Continued			
GRI Code	Description	2024 Reference	Comment
GRI 403	Occupational Health and Safety		
3-3	Management of material topics	pg. 閏54-58, 72, 74, 77, 83-84; AR pg. 11; PS pg. 46; AC pg. 9-10.	
403-1	Occupational health and safety management system	pg. 閏56, 58, 93.	
403-2	Hazard identification, risk assessment, and incident investigation	pg. 閏55-57, 74.	
403-3	Occupational health services	pg. 閏56, 59.	
403-4	Worker participation, consultation, and communication on occupational health and safety	pg. 閏55, 57-58.	
403-5	Worker training on occupational health and safety	pg. 閏57, 93.	
403-6	Promotion of worker health	pg. 閏59, 63-64.	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	pg. 閏56-57.	
403-8	Workers covered by an occupational health and safety management system	pg. 閏55-56, 93.	
403-9	Work-related injuries	pg. 閏56, 93. See comment.	Information unavailable/incomplete. This data is collected internally. CRH reviews annually the scope of data collection and where appropriate and practicable in the future will gather and report on this topic. Accidents to women account for 4% of total accidents and 6% of total work days lost in 2024. Accident data cannot be disclosed by region due to confidentiality concerns.
403-10	Work-related ill health	pg. 閏56, 93. See comment.	In 2024, employee absenteeism was 2.6% in total, with 73% in the category “medically certified”, 19% in the category “medically uncertified”, 6% in the category “other” and 2% in the category “accidental injury”. The employee occupational illness rate was 0.16 cases per million work-hours. Information unavailable for contractors.
GRI 404	Training and Education		
3-3	Management of material topics	pg. 閏54, 60-63, 72, 83-84.	
404-1	Average hours of training per year per employee	pg. 閏60, 74, 87. See comment.	Note that relevant training is provided regardless of gender. In 2024, on average c. \$1,470 per employee was spent on training.
404-2	Programs for upgrading employee skills and transition assistance programs	pg. 閏60-62, 87.	
404-3	Percentage of employees receiving regular performance and career development reviews	pg. 閏60, 95. See comment.	Note that performance reviews are provided regardless of gender. Information incomplete (data by employee category). 93% of those employees requiring performance reviews received it in 2024.
GRI 405	Diversity and Equal Opportunity		
3-3	Management of material topics	pg. 閏54, 63-64, 66, 72, 74, 77, 83-84.	
405-1	Diversity of governance bodies and employees	pg. 閏65, 94; PS pg. 40. See comment.	In the United States, 85% of the employees are White, 9% Black and 6% Other. In 2024, there were 19% Latino/Hispanics in the workforce in the United States. Where there is any risk of discrimination where we operate, there are risk controls in place, or planned. In Europe, 80% of employees were reported as being “National”.
405-2	Ratio of basic salary and remuneration of women to men	pg. 閏4, 94. See comment.	Information incomplete, CRH does not centrally collect data on the level of pay to each of its employees in all countries. This data has been published at operating company level for 18% of the Group employees overall. CRH reviews annually the scope of data collection and where appropriate and practicable in future will gather and report on this topic. In 2024, 13% of our managerial employees in revenue generating roles were women. In 2024, 27% of graduates recruited into STEM-related positions were women and 18% of junior managers were women. Ireland Gender Pay Gap information is available on <a href="#">crh.com</a> .





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GRI Index Continued

GRI 3 Material Topics Continued			
GRI Code	Description	2024 Reference	Comment
GRI 406 Non-discrimination			
3-3	Management of material topics	pg. 63-64, 66, 72, 74, 77, 83-84.	
406-1	Incidents of discrimination and corrective actions taken	pg. 674. See comment.	There were a total of 23 instances of discrimination in 2024, reported through our Social Review. All were investigated fully with policies and training reinforced wherever necessary and disciplinary action taken as appropriate.
GRI 407 Freedom of Association and Collective Bargaining			
3-3	Management of material topics	pg. 63, 72, 74, 77, 83-84.	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	pg. 63; MSS pg. 6-7. See comment.	Information incomplete however (specifically on supply chain), it is monitored at a local level for each operation. CRH reviews annually the scope of data collection and where appropriate and practicable in the future will gather and report on this topic.
GRI 408 Child Labor			
3-3	Management of material topics	pg. 63, 72, 77-78, 83-84; MSS pg. 6-7.	
408-1	Operations and suppliers at significant risk for incidents of child labor	pg. 63, 77-78. See comment.	Information incomplete however, it is monitored at a local level for each operation. CRH reviews annually the scope of data collection and where appropriate and practicable in the future will gather and report on this topic. For further details of CRH's position on forced or compulsory labour, refer to the CRH Modern Slavery Statement, available on <a href="#">crh.com</a> .
GRI 409 Forced or Compulsory Labor			
3-3	Management of material topics	pg. 63, 72, 77-78, 83-84; MSS pg. 6-7.	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	pg. 63, 77-78. See comment.	Information incomplete however, it is monitored at a local level for each operation. CRH reviews annually the scope of data collection and where appropriate and practicable in the future will gather and report on this topic. For further details of CRH's position on forced or compulsory labour, refer to the CRH Modern Slavery Statement, available on <a href="#">crh.com</a> .
GRI 410 Security Practices			
3-3	Management of material topics	pg. 63, 72, 77-78, 83-84.	
410-1	Security personnel trained in human rights policies or procedures	pg. 63, 77-78. See comment.	Note that in 2024, 30% of operating companies had security personnel onsite and 98% of companies provided human rights training to security personnel. Training is generally equally provided to security personnel that are the employees of third parties.
GRI 413 Local Communities			
3-3	Management of material topics	pg. 19, 51, 67-68, 73, 77, 82-83.	
413-1	Operations with local community engagement, impact assessments, and development programs	pg. 67, 92. See comment.	Note that 72% of companies carried out human rights assessments, similar to the past 3 years (Europe: 72%, Americas: 73%, Asia: 80%).
413-2	Operations with significant actual and potential negative impacts on local communities	pg. 73, 84; AR pg. 14; AC pg. 120. See comment.	Not applicable. No significant impacts on local communities in 2024.





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GRI Index Continued

GRI 3 Material Topics Continued			
GRI Code	Description	2024 Reference	Comment
GRI 414 Supplier Social Assessment			
3-3	Management of material topics	pg. 関 74, 77-80; MSS pg. 6-7.	
414-1	New suppliers that were screened using social criteria	pg. 関 79. See comment.	For further details supplier screening, refer to the CRH Modern Slavery Statement, available on <a href="#">crh.com</a> .
414-2	Negative social impacts in the supply chain and actions taken	pg. 関 78-80; MSS pg. 12. See comment.	At commodity level our supplier assessment approach is phased over time and geographically. Data from operations is not available in the breakdown required in this GRI Standard, and the definition of what is “significant” will vary depending on location and commodity category. Where increased digitization of supply chain management permits the production of data for this Standard, we will publish it.
GRI 415 Public Policy			
3-3	Management of material topics	pg. 関 72-74, 76. See comment.	Further information is provided in the Climate Advocacy Review, available on <a href="#">crh.com</a> .
415-1	Political contributions	pg. 関 73. See comment.	Not applicable. No significant contributions.
GRI 416 Customer Health and Safety			
3-3	Management of material topics	pg. 関 54-58, 74.	
416-1	Assessment of the health and safety impacts of product and service categories	pg. 関 58. See comment.	No products are known to require improvements relating to health & safety impacts, our products are manufactured to the highest national and regional technical standards and specifications and are independently certified. In addition, many of our businesses operate to ISO 9001 Quality Management Systems, further guaranteeing product quality.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	pg. 関 58, 74-75. See comment.	No non-compliance with regulations and/or voluntary codes was reported in 2024.
GRI 417 Marketing and Labeling			
3-3	Management of material topics	pg. 関 72, 74. See comment.	Further information on the positive attributes of the projects we deliver is available on <a href="#">crh.com</a> .
417-1	Requirements for product and service information and labeling	pg. 関 58. See comment.	Not applicable. Marketing information or labels are not used as channels of information on the specifications of our products and service delivery.
417-2	Incidents of non-compliance concerning product and service information and labeling	pg. 関 58, 74-75. See comment.	None recorded.
417-3	Incidents of non-compliance concerning marketing communications	pg. 関 58, 74-75 See comment.	The organization has not identified any non-compliance with regulations and/or voluntary codes.
GRI 418 Customer Privacy			
3-3	Management of material topics	pg. 関 74-75; AR pg. 17, 20.	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	pg. 関 74-75. See comment.	In 2024, there were no substantiated complaints concerning breaches of customer privacy and losses of customer data.





# DNV Assurance Statement

## Independent Limited Assurance Report to CRH plc

DNV Business Assurance Services UK Limited (“DNV”, “us” or “we”) was commissioned by CRH Group Services Limited to provide limited assurance to CRH plc (“CRH”) over the Selected Information presented in the CRH 2024 Sustainability Performance Report (the “Report”) for the reporting year ended 31st December 2024.

### Scope of Assurance

The scope and boundary of our work is restricted to the following disclosures (collectively the “Selected Information”):

1. The selected performance indicators included within the Report (the “Selected Indicators” collectively with the SASB selected indicators), listed in Annex A in the tables titled: Group Level Indicators and GCCA Indicators, and as reported on pages 87 to 95 of the Report.
2. The SASB selected indicators (the “Selected Indicators” collectively with the selected performance indicators) included within the Report as listed in Annex A of this Independent Limited Assurance Report in the table titled: SASB Group Level Indicators, and as reported on page 96 of the Report.
3. The nature and extent of adherence of the Report to the AA1000 AccountAbility principles of inclusivity, materiality, responsiveness, and impact (the “AA1000 Principles” as per the AA1000AP (2018) standard).
4. The preparation of the Report in accordance with the GRI Standards 2021 (the “Consolidated set of GRI Sustainability Reporting Standards 2021”).

To assess the Selected Information, which includes an assessment of the risk of material misstatement in the Report, we have used CRH’s Sustainability Reporting Methodology (the “Reporting Criteria”), which can be found [here](#) along with the AA1000AP (2018) standard and the GRI Standards 2021 (collectively the “Reporting Criteria”).

We have not performed any work, and do not express any conclusions, on any other information outside of the Selected Information that may be published in the Report or on CRH’s website for the current reporting period or for previous periods.

### Assurance Scope and Approach

For the Selected Information, we performed a limited assurance engagement using the ‘Greenhouse Protocol – A Corporate

Accounting and Reporting Standard’ (revised 2015), the Consolidated set of GRI Standards 2021, the AA1000 Assurance Standard (AA1000AS v3) and international assurance best practice including the International Standard on Assurance Engagements (ISAE) 3000 – ‘Assurance Engagements other than Audits and Reviews of Historical Financial Information’ (revised) issued by the International Auditing and Assurance Standards Board. To ensure consistency in our assurance process, we conducted our work in accordance with DNV’s assurance methodology, Verisustain™, applying only the pertinent sections of the protocol relevant to the specific purpose of the activity. This methodology ensures compliance with ethical requirements and mandates planning and execution of the assurance engagement to obtain the desired level of assurance.

Our assurance engagement was also planned and performed to meet the requirements of Type 2 “moderate level” of assurance, as defined by AA1000 Assurance Standard (AA1000AS v3). For consistency, in this Independent Limited Assurance Report, we also refer to this scope as “limited assurance”.

DNV applies its own management standards and compliance policies for quality control, which are based on the principles enclosed within ISO IEC 17029:2019 - Conformity Assessment - General principles and requirements for validation and verification bodies, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

The procedures performed in a limited assurance engagement vary in nature and are shorter in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained if a reasonable assurance engagement had been performed.

### Basis of our conclusion

#### 1. Selected Indicators

We are required to plan and perform our work in order to consider the risk of material misstatement of the Selected Indicators. Our work included, but was not restricted to:

- Reviewing external media reports to identify relevant sustainability issues for CRH plc in the reporting period;
- Assessing the appropriateness of the Data Criteria for the Selected Indicators;

- Reviewing CRH Group procedures, policies and guidance for data collection, aggregation, measurement, analysis and reporting of specified performance information at site and Group level, and assessing their alignment with the Reporting Criteria;
- Conducting interviews with CRH’s management to obtain an understanding of the key processes, systems and controls in place to generate, aggregate and report the Selected Indicators;
- Physical visits to sites selected in conjunction with CRH, namely: Ash Grove Montana City (U.S.); Ash Grove Seattle (U.S.); France RMC (France); Irish Cement Platin (Ireland); Michigan Paving Materials (U.S.); Mississauga Cement (Canada); Oldcastle Infrastructure (U.S.); Opterra Cement Wossingen (Germany); Polbruk (Poland); Structural Concrete (Denmark); to review the processes and systems for preparing the Selected Indicators at site level for consolidation at Group level. Also, performing limited substantive testing on a selective basis of the Selected Indicators to check that data had been appropriately measured, recorded, collated and reported at site level. These sites were chosen to provide a representative sample, based on the type and tonnage of material produced, geographical location, and whether the site was a legacy plant or a recent acquisition. The percentage contribution of cement plants visited to overall cementrelated CO<sub>2</sub> gross emissions was 11.9%;
- Remote discussions with CRH’s reporting team based at its headquarters in Dublin (Ireland) to review the processes for gathering and consolidating the Selected Indicators and check year-end consolidation.
- Reviewing whether the evidence, measurements and their scope provided to us by CRH for the Selected Indicators, was prepared in line with the Reporting Criteria; and

- Reading the Report and narrative accompanying the Selected Indicators in the Report with regards to the Reporting Criteria.

#### 2. AA1000 Principles

We are required to plan and perform our work in order to form an opinion over the adherence of the AA1000 Principles of the Report. Our work included, but was not restricted to:

- Reviewing the current sustainability issues that could affect CRH and would be of interest to stakeholders;

- Reviewing CRH’s approach to stakeholder engagement, materiality assessment, existing mechanisms to gather stakeholders’ views and interviews with three external stakeholders;
- Reviewing information provided to us by CRH on its reporting and management processes relating to the AA1000 Principles; and
- Interviewing senior management, selected in conjunction with CRH, with responsibility for the management of sustainability issues, and reviewing selected evidence to support the issues discussed.

#### 3. GRI Standards

We reviewed the Report to form an opinion over its preparation against the GRI Standards 2021 (Consolidated set of GRI Sustainability Reporting Standards 2021).

#### 4. SASB Standard

We performed our work in order to form an opinion over the reporting of selected indicators in accordance with the Construction Materials Sustainability Accounting Standard 2018, prepared by the Sustainability Accounting Standards Board.

In performing these activities, we did not come across limitations to the scope of the agreed assurance engagement.

We found a limited number of non-material errors and these were corrected prior to inclusion in the Report.

### Our conclusions

#### 1. Selected Indicators

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected Indicators is not fairly stated and has not been prepared in all material respects, in accordance with the Reporting Criteria.

This conclusion relates only to the Selected Indicators and is to be read in the context of this Independent Limited Assurance Report, in particular, the inherent limitations explained below.

#### 2. AA1000 Principles

Based on the work we have undertaken, nothing has come to our attention that leads us to conclude that the Report is not in adherence with the AA1000 Principles as per the AA1000AP (2018) standard.





# DNV Assurance Statement Continued

### 3. GRI Standards

Based on the work we have undertaken, we believe that the Report is in line with the requirements of the GRI Standards 2021 (the “Consolidated set of GRI Standards 2021”).

### 4. SASB Standard: Selected Indicators

Based on the work undertaken, nothing has come to our attention that causes us to believe that the SASB selected indicators are not fairly stated and have not been prepared in all material respects in accordance with the Industry Standard Construction Materials Sustainability Accounting Standard 2018, prepared by the Sustainability Accounting Standards Board (SASB).

#### Inherent limitations

DNV’s assurance engagements are based on the assumption that the data and information provided by CRH to us as part of our review have been provided in good faith, are true, and are free from material misstatements. Because of the selected nature (sampling) and other inherent limitations of both procedures and systems of internal control, there remains the unavoidable risk that errors or irregularities, possibly significant, may not have been detected. The engagement excludes the sustainability management, performance, and reporting practices of CRH’s suppliers, contractors, and any third parties mentioned in the Report. We understand that the reported financial data, governance and related information are based on statutory disclosures and Audited Financial Statements, which are subject to a separate independent statutory audit process. We did not review financial disclosures and data as they are not within the scope of our assurance engagement. The assessment is limited to data and information in scope within the defined reporting period. Any data outside this period is not considered within the scope of assurance. DNV expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Independent Limited Assurance Report.

#### Our competence, independence and quality control

DNV established policies and procedures are designed to ensure that DNV, its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV) and maintain independence where required by relevant ethical requirements. This engagement work was carried out by an independent team of sustainability assurance professionals. DNV did not provide any services to CRH in the reporting period that could compromise the independence or impartiality of our

work. Our multi-disciplinary team consisted of professionals with a combination of environmental and sustainability assurance experience.

#### Responsibilities of the management of CRH and DNV

The management of CRH has sole responsibility for:

- Preparing and presenting the Selected Information in accordance with the Reporting Criteria;
- Preparing the Report in adherence to the AA1000 Principles;
- Designing, implementing and maintaining effective internal controls over the information and data, resulting in the preparation of the Selected Information that is free from material misstatements;
- Measuring and reporting the Selected Information based on their established Reporting Criteria; and
- The contents and statements contained within the Report and the Reporting Criteria.

Our responsibility is to plan and perform our work to obtain limited assurance about whether the Selected Information has been prepared in accordance with the Reporting Criteria and to report to CRH in the form of an independent limited assurance conclusion, based on the work performed and the evidence obtained. Our Independent Limited Assurance Report represents our independent conclusion and is intended to inform all stakeholders. DNV was not involved in the preparation of any statements or data included in the Report except for this Independent Limited Assurance Report.

#### Observations

Our observations and areas for improvement will be raised in a separate report to CRH’s management. Selected observations are provided below. These observations do not affect our conclusions set out above:

#### Selected Indicators

- The environmental data collection tool is well designed and provides the central source for consolidated data. Reporting entities receive comprehensive guidance on reporting methodology, relevant at a site level. A robust quality control process is in place, with queries raised on data anomalies addressed and resolved before the assurance process commences.

- The safety & social data collection tool is well designed and provides the central source for consolidated data. Reporting entities receive comprehensive guidance on reporting methodology, relevant at a site level. A robust quality control process is in place, with queries raised on data anomalies addressed and resolved before the assurance process commences. However, we noted different approaches were used to categorise employees and we would recommend that CRH continues to provide guidance and training to standardise criteria across its operating companies.
- Scope 3 GHG emissions data continues to improve, with more granular data and emissions factors being applied for the reporting period. We recommend that CRH continues to further refine and improve Scope 3 GHG emissions reporting, to ensure upstream and downstream GHG emissions continue to be reported accurately

#### AA1000 Principles

- **Inclusivity:** We note that CRH engages a wide range of stakeholders, at the site-level as well as Group-level. Feedback from the stakeholders interviewed during our site visits and our stakeholder interview process was generally positive.
- **Materiality:** CRH conducted a Double Materiality Assessment (DMA) in 2023, engaging a diverse set of external stakeholders and ensuring alignment with evolving stakeholder priorities. In 2024, CRH conducted a high-level dynamic materiality assessment which re-affirmed the 16 material topics identified in the 2023 DMA.
- **Responsiveness:** Based on the review of CRH’s materiality approach, stakeholder engagement process, information received from the stakeholder interviews we conducted this year and our review of the Report, CRH demonstrated a high level of responsiveness to stakeholder feedback, with response mechanisms well integrated across the organisation.
- **Impact:** We noted that CRH reports on a diverse set of performance indicators to demonstrate the progress made against the targets established for their most material topics. As reporting on individual topics continue to evolve, we recommend that CRH continues to develop metrics that provide a direct assessment of impacts relevant to external stakeholders (for example, on biodiversity and salient social topics).

#### Disclaimer

The assurance provided by DNV is limited to the selected indicators and information specified in the scope of the engagement. DNV has not conducted an assessment of the reporting organisation’s overall adherence to reporting principles or the preparation of the Report. Therefore, no conclusions should be drawn regarding the reporting organization’s compliance with reporting principles or the quality of the overall Report. The assurance provided by DNV is based on the selected indicators and information made available to us at the time of the engagement. DNV assumes no responsibility for any changes or updates made to the indicators or information after the completion of the assurance engagement.

#### For and on behalf of DNV Business Assurance Services UK Limited

London, UK 27th March 2025	London, UK 27th March 2025
Digitally signed by Shuhaib Maudarbaccus	Digitally signed by Paul O’Hanlon
Lead Verifier DNV Business Assurance Services UK Limited	Technical Reviewer DNV Business Assurance Services UK Limited

#### DNV Business Assurance Services UK Limited

London, UK, 27th of March 2025

“DNV” is a trading name of DNV Business Assurance Services UK Limited, a wholly owned subsidiary of DNV Business Assurance Group, and a global provider of certification, verification, assessment and training services, helping customers to build sustainable business performance. Registered Office: 5th Floor, Vivo Building, 30 Stamford St, London SE1 9LQ <https://www.dnv.com/assurance/>

DNV-2025-ASN- C725940







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# DNV Assurance Statement Continued

## Annex I: List of Selected Indicators

Group Level Indicators 2024		
Indicator	Unit	Reported figure
<b>Health and Safety</b>		
Group fatalities, directly employed	number	1
Group fatalities, indirectly employed	number	3
Group fatalities, involving onsite 3 <sup>rd</sup> parties	number	1
Group lost time injuries (LTI) rate per 1 million working hours (Frequency Rate)	rate	1.1
Group lost time injuries (LTI) rate per 1 million working hours (Severity Rate)	rate	30
Zero accident locations	percentage	94%
Average annual accident decrease over last 10 years (Frequency Rate)	percentage	6%
Group lost time injuries (LTI) rate per 200 thousand working hours (Frequency Rate)	rate	0.22
Group lost time injuries (LTI) rate per 200 thousand working hours (Severity Rate)	rate	5.98
<b>Climate</b>		
Total CO <sub>2</sub> e emissions direct, Scope 1	million tonnes	27.2
Total CO <sub>2</sub> e emissions indirect, Scope 2 (Location)	million tonnes	2.2
Total CO <sub>2</sub> e emissions indirect, Scope 2 (Market)	million tonnes	2.5
Total CO <sub>2</sub> e emissions indirect, Scope 3	million tonnes	17.4
Total CO <sub>2</sub> e emissions indirect, Scope 3 Upstream	million tonnes	16.1
Total CO <sub>2</sub> e emissions indirect, Scope 3 Downstream	million tonnes	1.3
Total CO <sub>2</sub> e emissions, Scope 1 + 2 (Location)	million tonnes	29.4
Total CO <sub>2</sub> e emissions, Scope 1 + 2 (Market)	million tonnes	29.7
Total CO <sub>2</sub> e emissions, Scope 1 + 2 (Location) + 3	million tonnes	46.8
Total CO <sub>2</sub> e emissions, Scope 1 + 2 (Market) + 3	million tonnes	47.1
CO <sub>2</sub> e intensity	kg/\$ Revenues	0.8
Cement-specific net CO <sub>2</sub> emissions per tonne of cementitious product - commitment	kg net CO <sub>2</sub> /t cementitious product	530
Locations in high risk drought severity (WRI)	percentage	0.2%
Absolute CO <sub>2</sub> from biomass sources (including biomass content of mixed fuels)	million tonnes	1.0
<b>Emissions</b>		
Total NO <sub>x</sub> emissions	thousand tonnes	38.5
Total SO <sub>x</sub> emissions	thousand tonnes	7.3
Total Particulates emissions (dust)	thousand tonnes	4.2
<b>Co-processing fuels and raw materials</b>		
Total wastes and by-products used as alternative materials and fuels	million tonnes	44.7
Total wastes and by-products used as alternative materials	million tonnes	42.4
Wastes and by-products used as alternative materials in cement plants	million tonnes	9.0
Alternative raw materials rate	percentage	10%
Total wastes and by-products used as alternative fuels	million tonnes	2.3
Wastes and by-products used as alternative fuels in cement plants	million tonnes	2.2
Wastes and by-products used as alternative fuels in cement plants - European Union	percentage	53%
% RAP in Asphalt U.S	percentage	25.0%
<b>Circular Economy</b>		
Companies which have waste management plans	%	98%

Group Level Indicators 2024		
Indicator	Unit	Reported figure
<b>Water</b>		
Total water withdrawal	million cubic metres	104.8
Total water discharge	million cubic metres	43.0
Total water consumption	million cubic metres	61.9
Companies which have water management plans	%	96%
<b>Local Impacts</b>		
Extractive sites where reclamation plan is implemented	percentage	93.2%
Locations within, containing or adjacent to sensitive areas for biodiversity	number	428
<b>Social</b>		
Total employed (women)	percentage	16%
Total operational employees (women)	percentage	7%
Total clerical/admin employees (women)	percentage	47%
Board Directors (women)	percentage	42%
Senior management (women)	percentage	20%
Employees recorded as having been trained in Code of Business Conduct (CoBC)	number	34,553
Employees recorded as having received Advanced Compliance Training (ACT)	number	9,309
<b>Energy</b>		
Total energy consumption	TWh	49.5
Total energy consumption	PJ	178.1

Global Cement and Concrete Association (GCCA) Indicators (apply to Cement Plants) 2024		
Indicator	Unit	Reported figure
<b>Health and Safety</b>		
Fatality rate, directly employed	rate	1.0
Number of fatalities, directly employed	number	1
Number of fatalities, indirectly employed	number	0
Number of fatalities, involving onsite 3rd parties	number	0
LTI frequency rate, directly employed	rate	1.6
LTI frequency rate, indirectly employed	rate	0.2
LTI severity rate, directly employed	rate	34
<b>Climate Change</b>		
Total direct CO <sub>2</sub> emissions - gross	million tonnes	23.7
Total direct CO <sub>2</sub> emissions - net	million tonnes	21.6
Specific CO <sub>2</sub> emissions - gross	kg/tonnes of cementitious product	590
Specific CO <sub>2</sub> emissions - net	kg/tonnes of cementitious product	537





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DNV Assurance Statement Continued

Global Cement and Concrete Association (GCCA) Indicators (apply to Cement Plants) 2024		
Indicator	Unit	Reported figure
<b>Emissions Monitoring</b>		
Overall coverage rate	percentage	86.9%
Coverage rate continuous measurement	percentage	87.9%
<b>Emissions</b>		
Particulates, specific	g/tonnes of clinker	42
Particulates, absolute	tonnes per year	1,213
Particulates, coverage rate	percentage	87.9%
NO <sub>x</sub> , specific	g/tonnes of clinker	1,156
NO <sub>x</sub> , absolute	tonnes per year	33,555
NO <sub>x</sub> , coverage rate	percentage	87.9%
SO <sub>x</sub> , specific	g/tonnes of clinker	195
SO <sub>x</sub> , absolute	tonnes per year	5,649
SO <sub>x</sub> , coverage rate	percentage	87.9%
<b>Minor Emissions</b>		
VOC/THC, specific	g/tonnes of clinker	28
VOC/THC, absolute	tonnes per year	768
VOC/THC, coverage rate	percentage	93.1%
PCDD/F, specific	ng/tonne of clinker	29
PCDD/F, absolute	mg per year	791
PCDD/F, coverage rate	percentage	93.0%
Hg, specific	mg/tonne of clinker	18
Hg, absolute	kg per year	502
Hg, coverage rate	percentage	97.0%
HM1, specific	mg/tonne of clinker	13
HM1, absolute	kg per year	340
HM1, coverage rate	percentage	93.0%
HM2, specific	mg/tonne of clinker	185
HM2, absolute	kg per year	4,609
HM2, coverage rate	percentage	86.0%
<b>Co-processing fuels and raw materials</b>		
Alternative fuel rate (kiln fuels)	percentage	35.7%
Biomass fuel rate (kiln fuels)	percentage	12.4%
Specific heat consumption for clinker production	kcal/kg of clinker	916
Alternative Raw Materials rate (% ARM)	percentage	15.2%
Clinker/cement (equivalent) factor	number	75.3
<b>Local Impacts</b>		
Percentage (%) of quarries with high biodiversity value where biodiversity management plan is implemented	percentage	83%
Percentage (%) of quarries where rehabilitation plan is implemented	percentage	91%

Global Cement and Concrete Association (GCCA) Indicators (apply to Cement Plants) 2024		
Indicator	Unit	Reported figure
<b>Water</b>		
Total water withdrawal	million cubic metres	22.2
Surface water	million cubic metres	6.3
Groundwater	million cubic metres	8.1
Quarry water	million cubic metres	2.1
Utility water	million cubic metres	1.4
Rainwater	million cubic metres	4.3
Total Water discharge	million cubic metres	13.0
Surface water	million cubic metres	12.6
Public Sewer	thousand cubic metres	45
Other	million cubic metres	0.4
Total Water consumption	million cubic metres	9.1
Amount of Water Consumption per unit of cementitious product	litres/metric tonne	227
Quarry water (not used) discharge	million cubic metres	8.3

SASB Group Level Indicators 2024		
Indicator	Unit	Reported figure
<b>Climate</b>		
EM-CM-110a.1: Gross global Scope 1 emissions	metric tonnes CO <sub>2</sub>	27,237,619
<b>Emissions</b>		
EM-CM-120a.1: NO <sub>x</sub> (excluding N <sub>2</sub> O)	metric tonnes	38,459
EM-CM-120a.1: SO <sub>x</sub>	metric tonnes	7,344
EM-CM-120a.1: Particulate matter (PM10)	metric tonnes	4,213
EM-CM-120a.1: Dioxins/furans	metric tonnes	0.000000791
EM-CM-120a.1: Volatile organic compounds (VOCs)	metric tonnes	2,123
EM-CM-120a.1: Polycyclic aromatic hydrocarbons (PAHs)	metric tonnes	1
EM-CM-120a.1: Heavy metals (Pb, Hg, Cd)	metric tonnes	1
<b>Water</b>		
EM-CM-140a.1: Total fresh water withdrawn	thousand cubic meters	104,849





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# Reconciliation of Non-GAAP Figures

## 1. Adjusted Earnings Before Interest, Taxes, Depreciation, and Amortization (EBITDA)

Adjusted EBITDA is defined as earnings from continuing operations before interest, taxes, depreciation, depletion, amortization, loss on impairments, gain/loss on divestitures and unrealized gain/loss on investments, income/loss from equity method investments, substantial acquisition-related costs and pension expense/income excluding current service cost component. It is quoted by management in conjunction with other GAAP and non-GAAP financial measures to aid investors in their analysis of the performance of the Company. Adjusted EBITDA by segment is monitored by management in order to allocate resources between segments and to assess performance.

Reconciliation to its nearest GAAP measure is presented below:

\$ millions	2024	2023	2022
Net income	3,521	3,072	3,889
Income from discontinued operations, net of income tax expense	—	—	(1,190)
Loss from equity method investments (i)	108	17	—
Income tax expense	1,085	925	762
(Gain) loss on divestitures and unrealized gains on investments (ii)	(250)	—	99
Pension income excluding current service cost component (ii)	(7)	(3)	(30)
Other interest, net (ii)	(1)	5	—
Interest expense	612	376	344
Interest income	(143)	(206)	(65)
Depreciation, depletion and amortization	1,798	1,633	1,552
Loss on impairments (i)	161	357	—
Substantial acquisition-related costs (iii)	46	—	27
Adjusted EBITDA	6,930	6,176	5,388

- For the year ended December 31, 2024, the total impairment loss comprised \$0.35 billion, principally related to the Architectural Products reporting unit within International Solutions and the equity method investment in China. For the year ended December 31, 2023, the total impairment loss comprised \$62 million within Americas Materials Solutions and \$295 million within International Solutions
- (Gain) loss on divestitures and unrealized gains on investments, pension income excluding current service cost component and other interest, net have been included in Other nonoperating income (expense), net in the Consolidated Statements of Income.
- Represents expenses associated with non-routine substantial acquisitions, which meet the criteria for being separately reported in Note 4 “Acquisitions” of the audited financial statements. Expenses in 2024 and in 2022 primarily include legal and consulting expenses related to these non-routine substantial acquisitions.





# Reconciliation of Non-GAAP Figures Continued

## 2. Basic Earnings Per Share (EPS) Pre-Impairment

Basic EPS pre-impairment is a measure of the Company's profitability per share from continuing operations excluding any loss on impairments (which is non-cash) and the related tax impact of such impairments. It is used by management to evaluate the Company's underlying profit performance and its own past performance. Basic EPS information presented on a pre-impairment basis is useful to investors as it provides an insight into the Company's underlying performance and profitability.

Basic EPS pre-impairment is calculated as income from continuing operations adjusted for (i) net (income) attributable to redeemable noncontrolling interests (ii) net loss (income) attributable to noncontrolling interests (iii) adjustment of redeemable noncontrolling interests to redemption value and excluding any loss on impairments (and the related tax impact of such impairments) divided by the weighted average number of common shares outstanding for the year

Reconciliation to its nearest GAAP measure is presented below:

in \$ millions, except share and per share data	2024	Per Share — Basic	2023	Per Share — Basic	2022	Per Share — Basic
Weighted average common shares outstanding – Basic	683.3		723.9		758.3	
Income from continuing operations	3,521	\$5.15	3,072	\$4.24	2,699	\$3.56
Net (income) attributable to redeemable noncontrolling interests	(28)	(\$0.04)	(28)	(\$0.04)	(27)	(\$0.03)
Net loss (income) attributable to noncontrolling interests	(1)	—	134	\$0.19	—	—
Adjustment of redeemable noncontrolling interests to redemption value	(34)	(\$0.05)	(24)	(\$0.03)	40	\$0.05
<b>Income from continuing operations for EPS</b>	<b>3,458</b>	<b>\$5.06</b>	<b>3,154</b>	<b>\$4.36</b>	<b>2,712</b>	<b>\$3.58</b>
Impairment of property, plant and equipment and intangible assets	161	\$0.24	224	\$0.30	—	—
Impairment of equity method investments (net of tax)	151	\$0.22	—	—	—	—
Tax related to impairment charges	(26)	(\$0.04)	(9)	(\$0.01)	—	—
<b>Income from continuing operations for EPS—pre-impairment (i)</b>	<b>3,744</b>	<b>\$5.48</b>	<b>3,369</b>	<b>\$4.65</b>	<b>2,712</b>	<b>\$3.58</b>

i. Reflective of CRH's share of impairment of property, plant and equipment and intangible assets (2024: \$161 million; 2023: \$224 million), an impairment of equity method investments (2024: \$190 million; 2023: \$nil million) and related tax effect.

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# Note on Forward - Looking Statements

This document contains "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995 with respect to the financial condition, results of operations, business and future performance of CRH.

These forward-looking statements include all matters that are not matters of fact at the date of this document, including statements about plans and expectations regarding CRH’s decarbonization initiatives and targets, use and conservation of natural resources, renewable energy, sustainability outcomes, innovation, workplace inclusion and engagement and safety; expectations related to compliance with applicable regulations and reporting standards and requirements; expectations related to growth and opportunity resulting from transition to a more sustainable built environment; expectations related to our impact on third party stakeholders and the environment; and expectations related to environmental risks.

By their nature, forward-looking statements involve risk and uncertainty because they relate to events and depend on circumstances that may or may not occur in the future and reflect our current expectations and assumptions as to such future events and circumstances that may not prove accurate.

You are cautioned not to place undue reliance on any forward looking statements. These forward-looking statements are made as of the date of this document, and we expressly disclaim any obligation or undertaking to publicly update or revise these forward-looking statements other than as required by applicable law.

For a discussion of some of the risks and important factors that could cause actual outcomes and results to differ materially from those expressed herein, see “Risk Factors” in the CRH Annual Report on Form 10-K for the year ended December 31, 2024, filed with the U.S. Securities and Exchange Commission on February 26, 2025.

# Note on References to “Materiality”

References to “materiality” and assessments of the “materiality” of sustainability matters herein differ from the definition of “materiality” under U.S. federal securities laws for SEC reporting purposes. Our discussion of materiality herein is informed by multiple sustainability reporting standards and frameworks, including standards for the measurement of underlying data. Furthermore, much of this information is subject to assumptions, estimates and third-party information that are still evolving and subject to change. Our disclosures based on standards referred to herein (including but not limited to disclosures of our GHG emissions and the processes implemented for classifying, measuring, and accounting for our GHG emissions and GHG emission reductions) may change due to changes in legal requirements, availability of information, or other factors, some of which may be beyond our control.





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We welcome feedback and comments from  
stakeholders on our sustainability reporting.

**Cover Image:** Sited at Salem, Oregon's city-owned Riverfront Park, the Gerry Frank Amphitheater is an open-air multi-purpose amphitheater, with a seating capacity of 5,000 for outdoor community events. RiverBend Materials and Ash Grove, both in CRH's Americas Division, partnered on this project, with Ash Grove supplying the cement to RiverBend Materials to construct the amphitheater as well as the connecting pathways and nearby bridge. Since opening in July of 2021, the Gerry Frank Amphitheater has served as a gathering place for concerts, community movie nights, holiday events, and private celebrations.