



# Solutions for a Sustainable Future

CRH 2023 Sustainability Performance Report





# Contents

## Sustainable Leadership

2023 Performance Highlights		03
A Message from our Chief Executive		04
At a Glance		06
Driving Sustainable Value		07
A Message from our Chief Sustainability Officer		08
Our World Today		09
Our Purpose		12
Our Framework for a Sustainable Future		13
Our Double Materiality Assessment		15

## Sustainable Solutions

Water		18
Circularity		24
Decarbonization		30

## Sustainable Foundations

Natural World		41
Biodiversity		42
Environmental Action		45
People and Communities		48
Safety and Well-Being		49
Inclusion and Diversity		54
Empowered Employees		57
Community and Social Impact		61
Responsible Business		64
Governance and Ethics		65
Responsible Sourcing		72

## Sustainable Performance

Our Sustainability Policies		77
Reporting History, Scope and Basis		79
Data Summary		80
SASB		88
GRI Index		89
DNV Assurance Statement		96
External Benchmarks and Recognitions		102

## Inside this Report

At CRH, sustainability has been embedded in our business strategy for decades and, through the building materials solutions we provide, we are helping to deliver a more resilient and sustainable built environment.

In this 2023 Sustainability Performance Report, we are providing 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 that help to solve 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.

### Navigation

Look for this icon to find out additional information on a specific topic



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



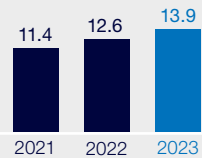
Our report has been independently assured every year since 2005.

# 2023 Performance Highlights

## We embed sustainability into all aspects of our business.

In 2023, we continued to make progress in advancing our integrated solutions model to help solve the global challenges of water, circularity, and decarbonization, as well as building on our strong sustainability foundations.

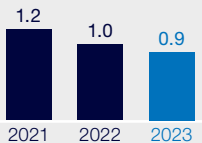
### Creating Value through more Sustainable Solutions



Group revenue from products with enhanced sustainability attributes<sup>1</sup> (\$ billion)

# #1

the largest recycler in North America



kg CO<sub>2</sub>e emissions per \$ revenue<sup>2</sup>



# +400

ongoing innovation projects

## CRH VENTURES

launched Water Solutions innovation accelerator

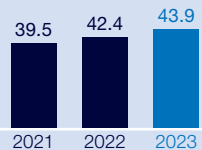
### Progressing to Deliver more Sustainable Solutions

# c.153<sub>bn</sub>

litres of water recycled at our operations



CDP has awarded CRH its highest "A" score for our climate disclosures



by-products and wastes from other industries recycled (million tonnes)

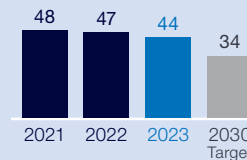
# 8%

reduction in Scope 1 and 2 CO<sub>2</sub>e emissions in 2023



# 1.5°C

aligned 2030 targets validated by SBTi



total CO<sub>2</sub>e emissions (million tonnes)<sup>3</sup>

### Building on our Strong Sustainability Foundations

# 95%

accident-free locations

# 29%

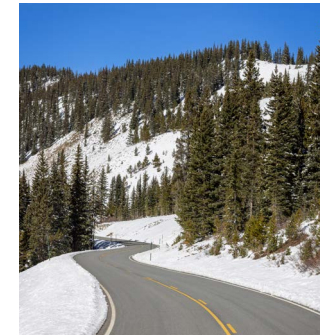
women in senior leadership positions

# 33,949

employees trained in our Code of Business Conduct

# 585

of our locations noted and managed for biodiversity



# 2.7<sub>mn</sub>

hours of virtual and in-person training

<sup>1</sup> Products with enhanced sustainability attributes included 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/\$ revenue). CO<sub>2</sub>e emissions subject to final verification under the European Union Emissions Trading System (EU ETS).

<sup>3</sup> Total scope 1, 2 and 3 CO<sub>2</sub>e emissions (million tonnes). CO<sub>2</sub>e emissions subject to final verification under the European Union Emissions Trading System (EU ETS).

# A Message from our Chief Executive

“The nature of construction and the needs of our customers and society are changing, driven by the need to build more sustainably. We recognize the importance of continuing to embed sustainability into all aspects of our business and we believe the transition to a more sustainable built environment is a significant commercial opportunity for CRH.”

## Another Year of Progress

In 2023, CRH successfully completed the transition of its primary stock market listing to the New York Stock Exchange. We believe that this is an important step which will allow our business to fully participate in the significant growth opportunities that lie ahead. Underpinned by substantial funding programs and regulatory policies in our key markets, we will continue to accelerate our successful integrated solutions strategy and capitalize on the increasing demand for more sustainable solutions. Following extensive consultation, we have identified three complex challenges for society and the built environment - water, circularity, and decarbonization. CRH is well positioned to provide the solutions to help solve these challenges, while advancing sustainability strategies and actions across our own business.

## Delivering more Sustainable Solutions

In 2023, we further expanded our water infrastructure business, including the acquisition of Hydro International, to provide our customers with enhanced clean, waste and storm water management solutions to improve the resilience of communities. Through our venturing arm, CRH Ventures, we have launched an accelerator program for Water Solutions that has enabled us to identify and work with key innovative technologies that address water challenges. Across our business, we have also recycled almost 44 million tonnes of by-products and wastes from other industries into new circular solutions, reinforcing our position as the largest recycler in North America.

We also continued to make progress 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 8% in 2023, and the Science Based Targets initiative (SBTi) validated our 2030 emissions reduction targets to be in line with a 1.5°C trajectory<sup>1</sup>.

## Accelerating Innovation through Collaboration

CRH has a strong track record of innovation aimed at solving our customers' complex construction problems, and making construction simpler, safer, and more sustainable. Through our \$250 million Venturing and Innovation Fund, our Innovation Center for Sustainable Construction (iCSC), and CRH Ventures, we are building a pipeline of new business models and end-to-end solutions.

Our customer-centric approach to innovation gives CRH the ability to leverage the benefits of emerging technologies, including automation, artificial intelligence, and smart infrastructure. We have also partnered with industry leaders Shell, Volvo, Caterpillar, and others, to accelerate innovation in critical areas, such as decarbonization and transport.

## Protecting our People

We continue to keep the safety and well-being of our people as our utmost priority and provide 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 efforts, there were four reportable fatalities in 2023. Our thoughts are with the families and colleagues of each one, and we will continue to do everything in our power to reach our target of zero harm and zero fatalities.

## Fostering our Culture

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 have continued to develop our culture, talent, and diverse workforce and made further progress on building a more inclusive CRH in 2023.



**Albert Manifold,**  
Chief Executive

<sup>1</sup> The SBTi's Target Validation Team has determined that CRH's target ambition for Scope 1 and Scope 2, as well as Scope 3 for purchased clinker and cement, is in line with a 1.5°C trajectory.



# A Message from our Chief Executive

Continued

## Looking Forward

As we move into 2024, the Board's designated Safety, Environment and Social Responsibility (SESR) Committee will continue to receive regular updates as part of its oversight of CRH's sustainability and climate-related targets, actions, and performance. We will keep advancing on our strong sustainability foundations, enhancing our value-driven solutions, and adding new capabilities for growth.

By building a deep understanding of our customers' needs and utilizing our entrepreneurial mindset, we will continue to drive growth and value through our solutions that help society and the built environment overcome the greatest challenges of our time.



**Albert Manifold,**  
Chief Executive

Chief Executive Albert Manifold at Milton Quarry, Canada  
Dufferin Aggregates, CRH Americas Division

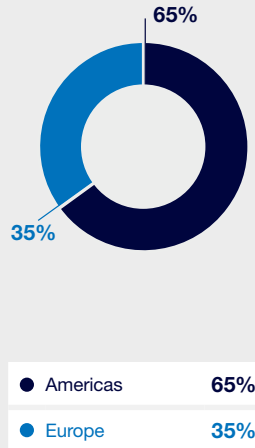


## At a Glance

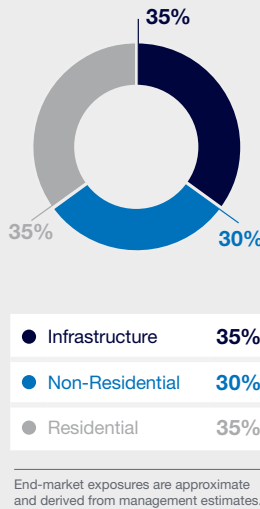
### Leading the transition to smarter, more sustainable construction to help reinvent the way our world is built.

CRH reimagines and reinvents new ways to build, connect, and improve our world. Employing approximately 78,500 people at 3,390 operating locations in 29 countries, CRH is a fully integrated building solutions provider, with market leadership positions in both North America and Europe. Ranked among sector leaders by Environmental, Social and Governance (ESG) rating agencies, CRH's building materials solutions play an important role in shaping a more sustainable built environment.

Sales by Division



Sales by End-Market



### Examples of our Fully Integrated Solutions Strategy in Action

CRH's differentiated strategy captures value across the supply chain, optimizing profits, cash, and returns for shareholders.

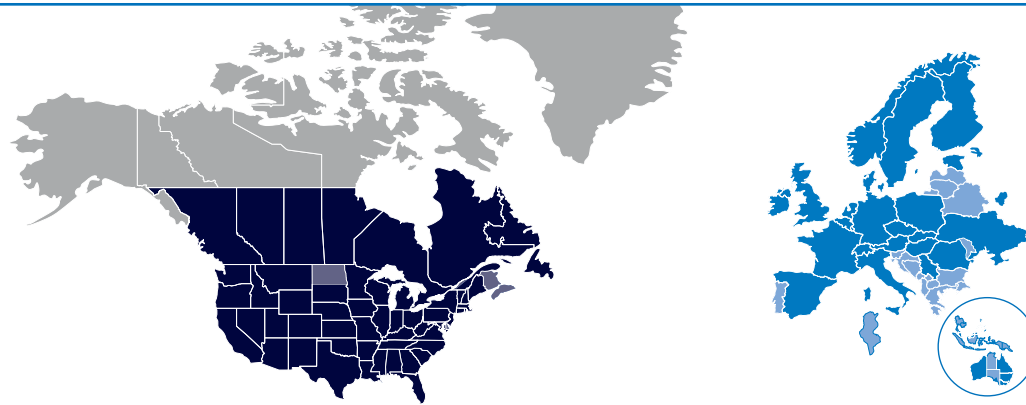
#### Essential Materials



#### Products and Services



#### Complete End-to-End Solutions for our Customers



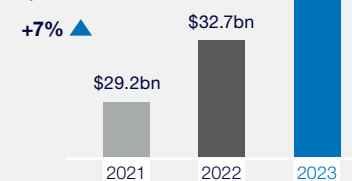
### Leadership Positions<sup>1</sup>

- #1 Aggregates – North America
- #1 Asphalt – North America
- #1 Concrete Products – North America and Europe

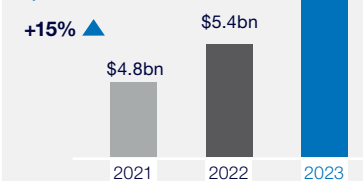
- #3 Readymixed Concrete – North America
- #3 Cement – North America and Europe

<sup>1</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).

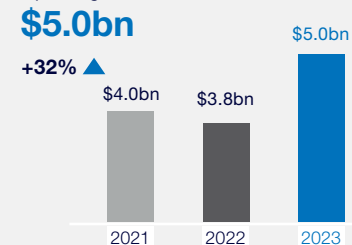
#### Revenues



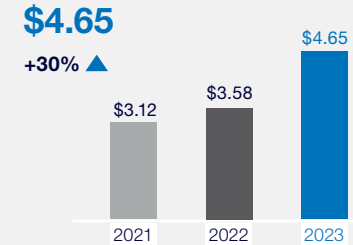
#### Adjusted EBITDA<sup>2</sup>



#### Operating Cash Flow<sup>3</sup>



#### Earnings Per Share (EPS) Pre-impairment<sup>2</sup>



<sup>2</sup> Represents a non-GAAP measure - see pages 100-101.

<sup>3</sup> Operating cash flow refers to net cash provided by operating activities - see pages 100-101.



# Driving Sustainable Value

We believe the transition to a more sustainable built environment is a significant commercial opportunity for CRH.



## A Message from our Chief Sustainability Officer

As CRH's new Chief Sustainability Officer, I am immensely honored to be leading the implementation of sustainability strategies in an organization whose building materials solutions are playing a key role in shaping a more sustainable built environment.

I have been learning about our businesses, our customers, our challenges, and our collective opportunities. Every CRH site visit has reinforced for me the passion and commitment of our people. I am particularly proud of my colleagues' drive and diligence to deliver our sustainability ambitions. The operational excellence and innovation in our operating companies is inspiring and this is integral to helping us deliver the solutions to bring about a more sustainable, net-zero future.

Our world is more complex than ever. With a rapidly growing population, demands on resources and impacts of climate change, society must move quickly to provide the sustainable and resilient buildings and utilities, such as clean water, affordable energy, transportation, and telecommunications, that are essential for modern life. We believe the increasing demand for more sustainable solutions is a significant opportunity.

**"CRH is providing solutions to help our customers solve the global challenges of water, circularity and decarbonization."**

We are innovating to develop new technologies to give access to drinking water and to better manage stormwater for millions of homes and businesses. We are also driving advancements in circularity, reducing our own waste, recycling other companies' waste, and designing solutions that are built to last.

In 2023, I attended the United Nations Conference of Parties (COP28) in Dubai. COP28 accentuated the importance of coordinated and collective action in support of the Paris Agreement on climate change. At CRH, we are demonstrating leadership through our actions to deliver our 2030 absolute carbon reduction target which keeps us on a trajectory towards becoming a net-zero business by 2050.

**"CRH is a global company with a local heart. We are striving to have a positive impact on the natural world, help our people and communities to thrive and stand out as a responsible business."**

Our workforce and the communities in which they live are at the very center of CRH. We are prioritizing and investing in their safety, well-being, and continuous development.

We have made strong progress toward our sustainability goals in 2023, but there is much more to do. Guided by our purpose and values, I am incredibly proud that through collaboration, partnership, and the tenacity of the CRH team, we are standing together to reinvent the way our world is built.



**Eunice Heath,**  
Chief Sustainability Officer

Eunice Heath recently discussed global sustainability trends, their impacts on society and our business, and how we are responding with CRH's **Liz Haggerty**, Executive Vice President U.S. Solutions, **Lenora Moore**, Senior Vice President Europe Solutions, and **Stephanie Good**, Global Director of Culture, Inclusion and Diversity.

[Read on to find out more.](#)





## Our World Today

### Liz, for you, what are the greatest sustainability trends facing society?

There's no doubt that **climate change is one of the defining issues of our time**. Rising temperatures and extreme weather events are changing how we design and renovate our cities and communities, so that they are resilient and can withstand these impacts. Also, the built environment is itself a significant contributor to global carbon emissions. As a result, we're seeing emerging regulations, increased funding, and growing demand for lower-carbon designs and solutions.

CRH is playing an important role in helping to solve this global challenge. We're reducing our carbon emissions while significantly growing our business. Through collaboration and innovation, we're developing new technologies and rapidly expanding our range of products, services, and solutions that reduce the embodied and operational carbon from buildings and infrastructure.

We're also delivering solutions that support the switch to clean energy, such as solar, wind and electric vehicle charging.

### What other major sustainability trends do you see?

The way our society lives is highly dependent on natural resources. With a growing population, we need to use natural resources efficiently and minimize waste. **Society needs to transition to a circular economy**, to optimize the use of resources and reduce impacts on the environment, like global warming and biodiversity loss.

CRH is supporting circularity by preserving resources through our internal recycling efforts. We also recycle significant amounts of waste from other industries by optimizing the recycled content in our products. In this way, we're supporting our customers with their own sustainability ambitions.

For example, we use wastes from other industries as alternative fuels in several manufacturing processes. We're also increasing the use of by-product and waste materials in our cement, concrete and other products, and we're recycling old road surfaces into new, whilst making sure we meet stringent performance requirements.



### Liz, what is critical for you as we move forward?

We must continue to focus on **listening to our customers**. By understanding their requirements and pain points in depth, such as the need for sustainable construction and labor, we can apply CRH's innovation and technical expertise to create value-added solutions that solve their most complex challenges.

**Liz Haggerty,**  
Executive Vice President,  
U.S. Solutions



# Our World Today

Continued

## Lenora, which global trend stands out for you and how is CRH responding?

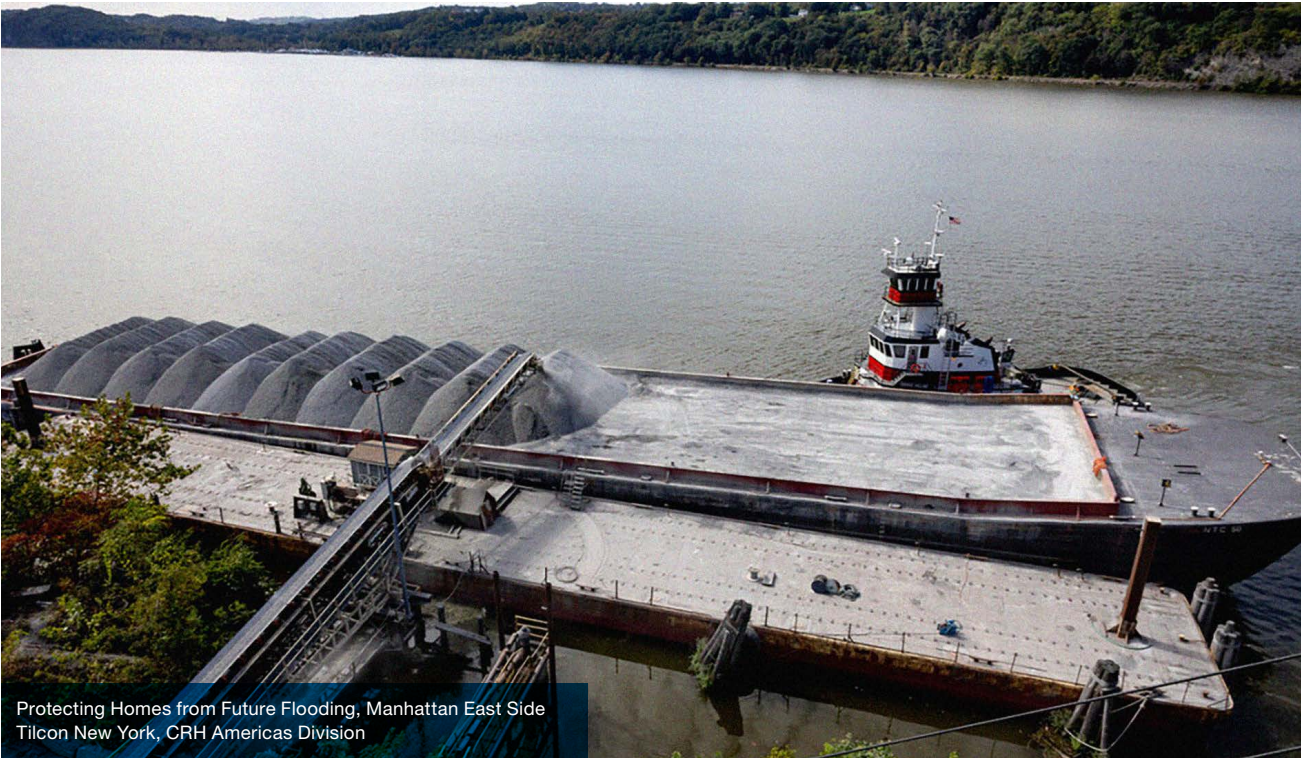
**Water is a major global challenge and we’re focused on helping to solve it.** There are many factors contributing to the water crisis, which is causing shortages and drought in some areas and floods in others. Climate change, urbanization, aging water infrastructure and distribution systems, overloaded water systems, and poor management of water resources are just a few.

Water is our world’s most valuable asset and water resilience is a very pressing challenge for communities. At CRH, we really do stand together to reinvent the way our world is built. I’m so proud that our business is helping to design and innovate solutions that support the long-term resilience of communities, protecting them from floods and enabling access to clean water. Not only are we already providing products, services, and technology-enabled solutions, we’re partnering with our customers to deliver results that matter across North America and Europe.

## Can you share a couple of examples?

In 2023, we continued our investment in the water sector by acquiring Hydro International, a supplier of integrated solutions to reduce flood risk, improve water treatment, and protect against water pollution. Through CRH Ventures, we’re working with start-up technology businesses in the water sector. **We’re making a real difference to some of the world’s most critical issues in storm, waste, and potable water.**

We give the start-ups we work with access to experts from over 200 brands and 50 years of CRH experience. We’re also excited to be working with the latest technology to combine water sensors, big data, and artificial intelligence with our existing solutions to support the ability to measure, monitor, and control water networks.



Protecting Homes from Future Flooding, Manhattan East Side  
Tilcon New York, CRH Americas Division

## What are your objectives in the short term, Lenora?

**Our aim is to accelerate smart water management,** by planning, developing, distributing, and managing water resources. We are scaling our solutions and innovating technologies for information transparency to enable more sustainable use of water. We almost can’t move fast enough!



**Lenora Moore,**  
Senior Vice President,  
Europe Solutions



# Our World Today

Continued



Icon Materials, Seattle, Washington,  
CRH Americas Division

## Stephanie, which global trend do you see as particularly pressing for CRH?

Issues like inflation, geopolitical conflict, and environmental impacts, highlight the importance of a **resilient and sustainable supply chain**. But a supply chain isn't just about enabling production, it's also about people. We look to apply our influence to drive meaningful change through the strong relationships we develop and by encouraging good practice in our suppliers.

CRH is focused on **investing in the future skills, capabilities, and culture** needed to address the challenges facing our industry and the world. We're also building resilience through our focus on culture. As the pace of change increases, we aim to become even more inclusive, innovative, empowering, and customer focused. These are qualities already evident in CRH, but we want to bring them to the next level to support the future success of our business and our customers.

## Can you give an example of how CRH is focusing on culture?

Psychological safety is a fundamental element of innovation and an extension of our safety culture, a key foundation of the organization. This year, we launched a campaign to reinforce that showing others **personal respect is non-negotiable at CRH**. We've reached right to the front line with this important message, something I'm very proud of.

## How is CRH investing in skills?

**We're continuously upskilling and reskilling our employees.** By increasing the opportunities for development, we're helping employees to be resilient and to adapt to workplace changes, such as automation and digitization. We've a strong track record of empowering our employees and our Global Frontline Leadership Program is a good example of this.

Now we are increasing our investment to further support colleagues at all levels, to renew their skills or acquire new ones. Our goal is to broaden access to learning and development, giving more people the opportunity to receive high-quality leadership training through our new Leadership Academy launching in 2024 and via other channels.

Inclusion and diversity (I&D) also plays a vital role in our long-term success, including our solutions and service development. It brings together the diverse perspectives needed for breakthrough innovation and empowers people to share their ideas and challenge the status quo.

## Stephanie, how are we engaging our local communities on this?

**At CRH, relationships are central to how we work**, and our partnerships are based on trust. We believe in collaborating with employees, industry bodies, governments, suppliers, customers, businesses, non-governmental organizations (NGOs), and especially with our local communities. Through our engagement efforts, we seek to be a force for good and to have a positive impact on our communities.



**Stephanie Good**,  
Global Director of Culture,  
Inclusion and Diversity

# Our Purpose

At CRH what we make is essential to life and living because our materials, products, and solutions define how our world is built.

We have a relentless drive and a capability for solving some of the major challenges of our time. We know that by standing together we can make the biggest impact. Our Purpose, Vision, Values and Strategic Pillars, make up our unifying framework, and set out what CRH is and how we operate.

## Our Framework for a Sustainable Future

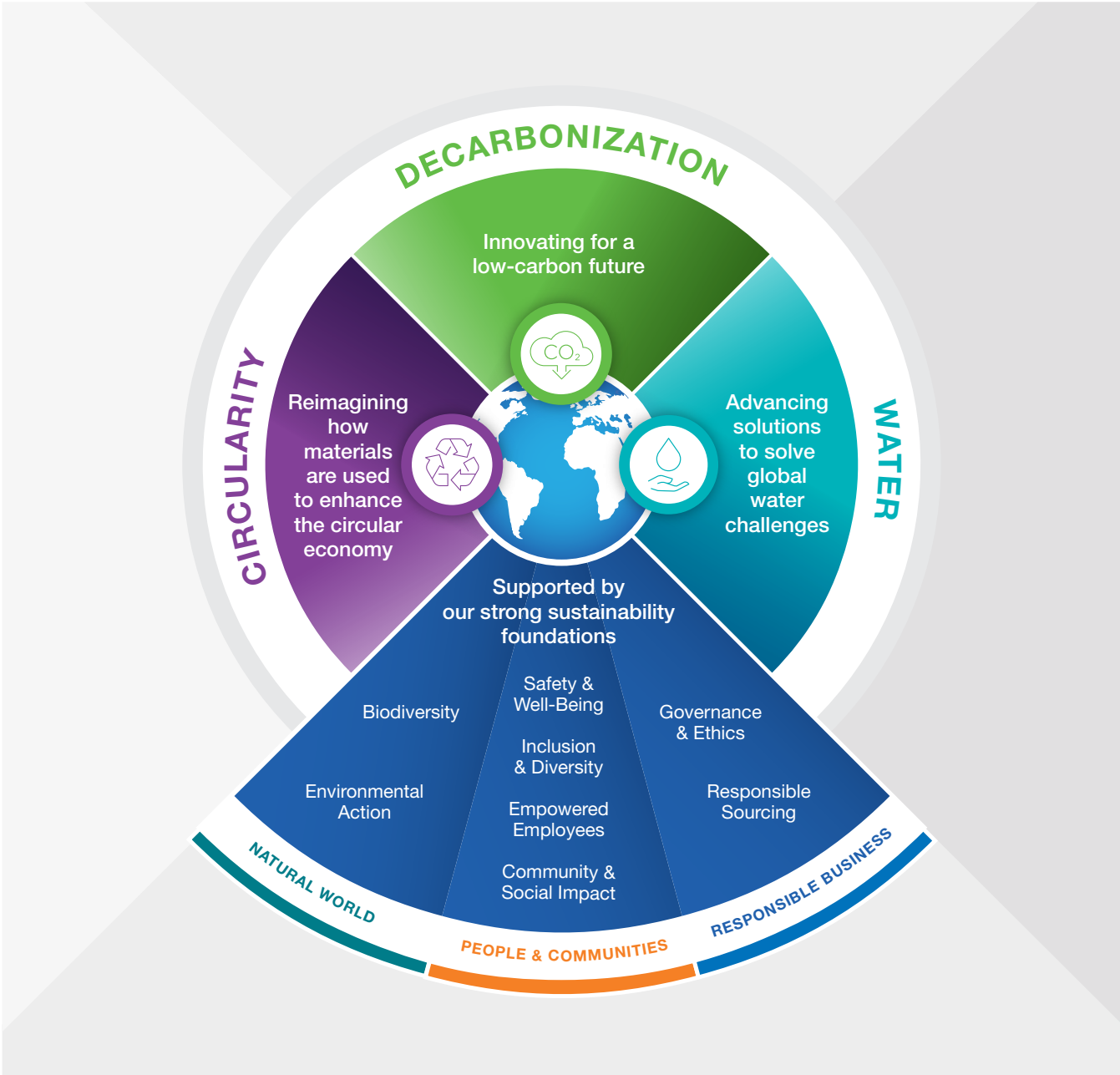
Sustainability Leadership is one of our Strategic Pillars. For over 50 years, CRH has transformed, adapted, and reinvented, while always delivering value and creating more sustainable solutions that contribute to a better built environment and a more resilient society.

Driven by our Framework for a Sustainable Future, we empower Sustainability Leadership across our business, demonstrating our ongoing focus to improve the built environment by integrating sustainability into everything we do.





# 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 ability to deliver more sustainable solutions for our customers 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**.

“Our Framework for a Sustainable Future highlights where we are placing our focus in designing solutions to create a more sustainable built environment and enhancing our own performance. By meeting the needs of our customers and society, we are continuing to drive growth and value for all our stakeholders.”

**Dr Martyn Kenny,**  
VP Sustainable Business  
& Public Policy




# Our Framework for a Sustainable Future


Continued




Driven by our Framework for a Sustainable Future, CRH is helping to solve three global challenges for society and the built environment, while driving action to improve our strong sustainability performance.


**WATER**


Population growth and climate change are accelerating the challenges of accessing clean water and the need for flood resilience. CRH is creating value by scaling and innovating our solutions for essential water infrastructure that help to create more resilient communities. We are also conserving water in our own operations.

 [Read more on page 18.](#)


**CIRCULARITY**

Demand for the world’s finite resources is rising, driven by economic growth and an increasing population. CRH is making a significant contribution to the circular economy. We are advancing circular solutions, integrating waste materials into our products and processes, preserving natural resources, and extending the life of our reserves.

 [Read more on page 24.](#)

**DECARBONIZATION**


The world needs to reduce CO<sub>2</sub> emissions to combat climate change. CRH is creating value through our lower-carbon solutions for resilient, net-zero buildings and infrastructure, and for the transition to clean energy and transportation. We are reducing our own CO<sub>2</sub> emissions while achieving significant business growth.

 [Read more on page 30.](#)


**NATURAL WORLD**


By managing our operations to protect the natural world, our aim is to contribute to halting and reversing nature loss and to support the global goal of a nature-positive economy.

 [Read more on page 41.](#)


**PEOPLE AND COMMUNITIES**

People are our priority. We are continuing to develop our culture and talent, drive our ambitions for a safer, more inclusive, and diverse workforce, and create positive change in our communities.

 [Read more on page 48.](#)

**RESPONSIBLE BUSINESS**

We are committed to safeguarding human rights, collaborating for a more sustainable supply chain, and embedding responsible business conduct throughout our organization.

 [Read more on page 64.](#)

**UN Sustainable Development Goals**

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 have identified these goals as those where we believe CRH can effect the most change and through our actions and solutions, directly and indirectly influence the outcome:

- SDG 9** Industry, innovation and infrastructure [see page 31.](#)
- SDG 12** Responsible consumption and production [see page 25.](#)
- SDG 13** Climate action [see page 31.](#)

### Partnering

We have identified these goals as those where we believe CRH can contribute, by collaborating across our industry to influence the outcome:

- SDG 6** Clean water and sanitation [see page 19.](#)
- SDG 11** Sustainable cities and communities [see page 25.](#)

### Supporting

We have identified these goals as those where we believe CRH can support through our actions and solutions:

- SDG 5** Gender equality [see page 54.](#)
- SDG 15** Life on land [see page 42.](#)



# Our Double Materiality Assessment

We carry out regular materiality assessments to determine the most important sustainability issues for CRH. Combined with our risk management process, this allows us to identify the material topics for CRH and our stakeholders. The outcomes inform our business strategy and key disclosures.

In 2023, we completed our first double materiality assessment, also incorporating the materiality requirements of the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB) as part of the process. This assessment built on the regular formal and dynamic materiality assessments that we have conducted for many years and moves our processes from identifying the most important sustainability issues for CRH and our stakeholders, to also examining how external sustainability factors impact our business. We 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 CRH Board designated Safety, Environment and Social Responsibility (SESR) Committee, which has responsibility for monitoring developments related to sustainability risks, and providing strategic direction, oversight, and risk assurance.



# Our Double Materiality Assessment

Continued

## Materiality Matrix

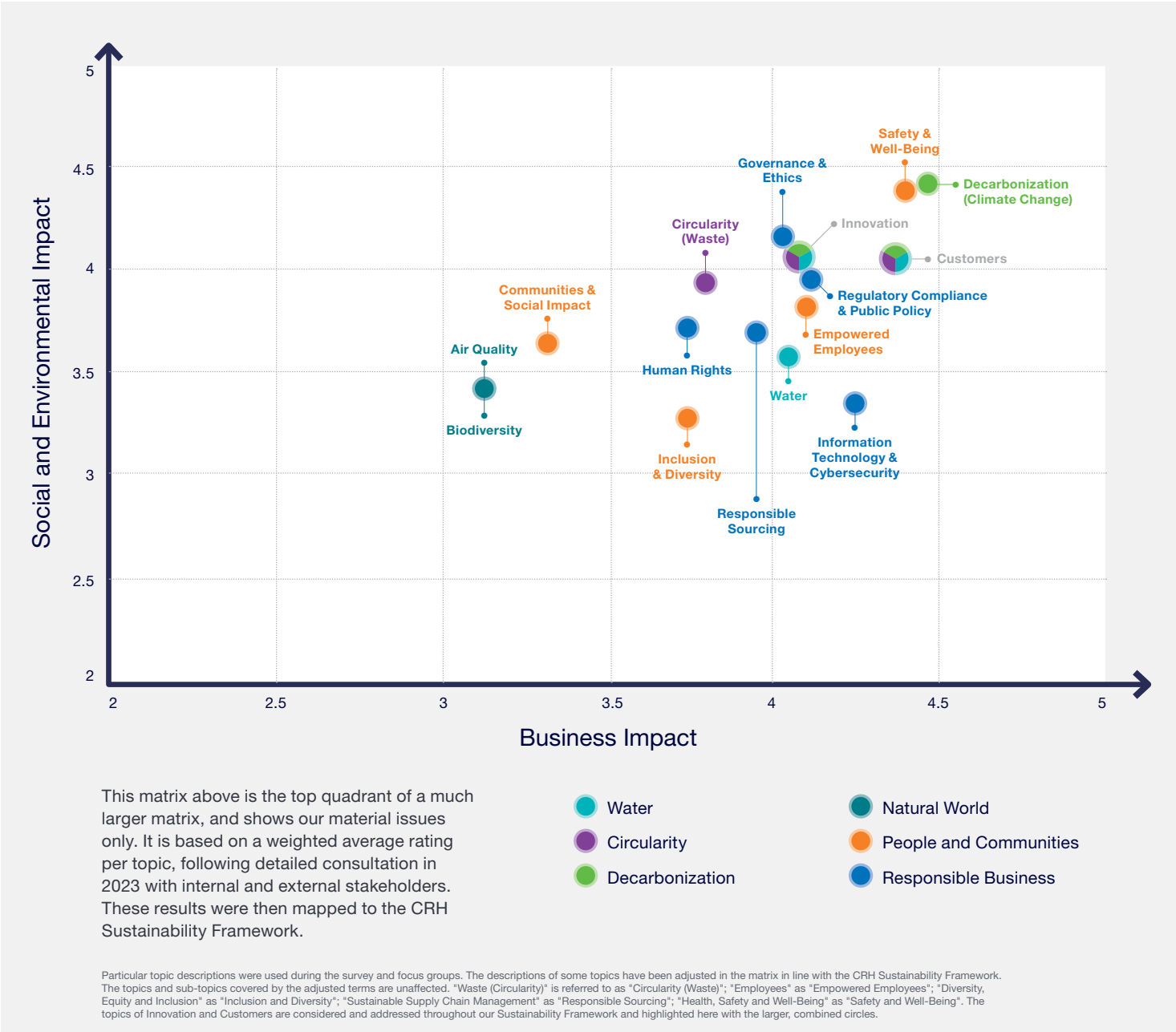
The vertical axis of the materiality matrix displays the sustainability topics for which CRH can have the most significant impact (positive or negative) on society and the environment (GRI reporting requirements). The horizontal axis displays the topics that carry the most significant business impact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

Stakeholders identified Water, Circularity, Decarbonization, Empowered Employees, and Inclusion and Diversity 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 through 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 performance, development, and position, as well as the potential environmental and social impacts of our activities. This will be used to inform CRH's business strategy, including how we meet the needs of our customers and other stakeholders.





# Sustainable Solutions

We are reinventing the way our world is built.

Our Water, Circularity and Decarbonization solutions contribute to a more resilient built environment, one that can face the challenges of a growing population. We are accelerating our work with our customers, partners, and other stakeholders to innovate the solutions that build, connect, and improve our world.

Discover how CRH is taking action and innovating to solve our customers' complex challenges and create value in this Sustainable Solutions section.



Water



Circularity



Decarbonization

## In this section

Water		18
Circularity		24
Decarbonization		30



# Water

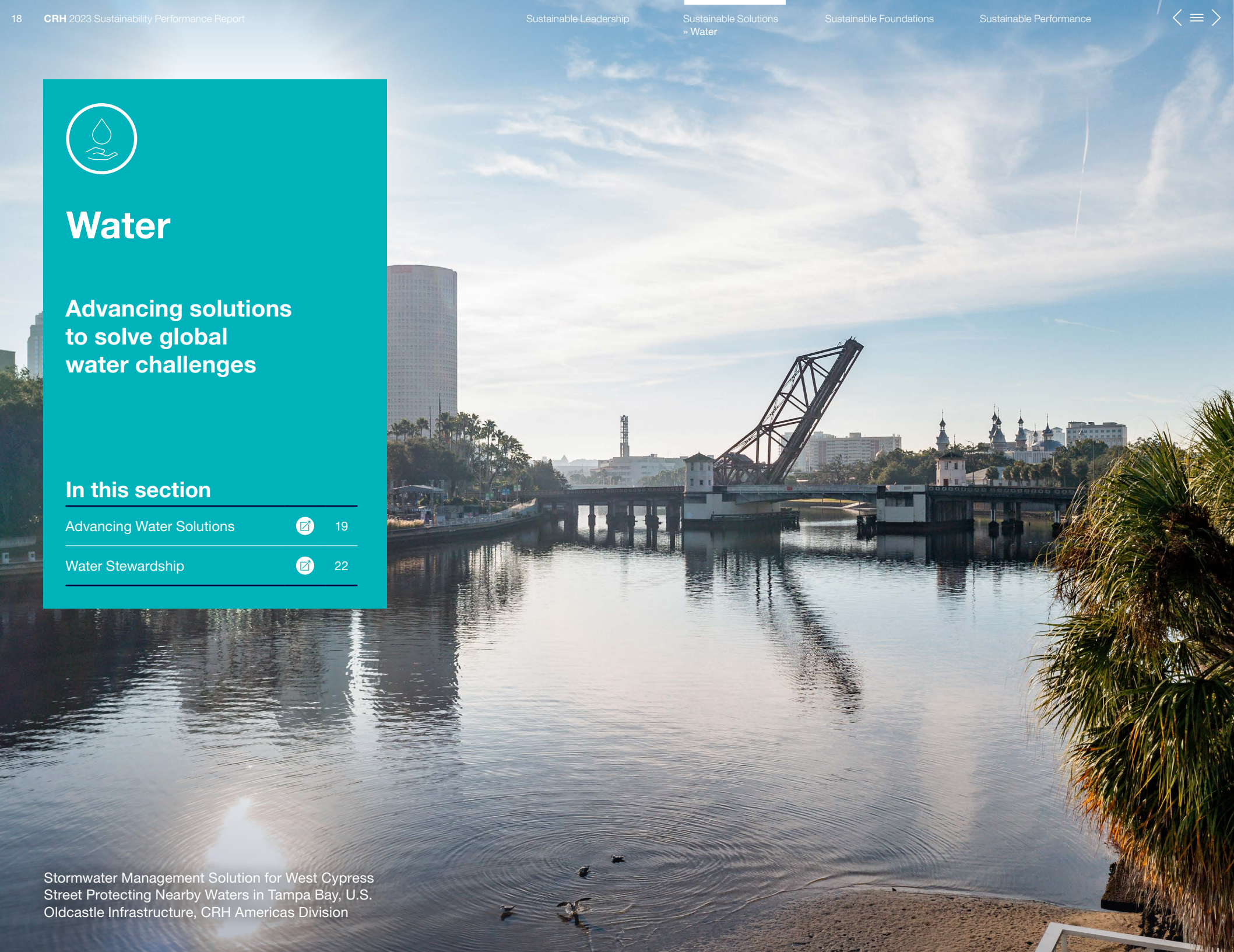
Advancing solutions  
to solve global  
water challenges

## In this section

Advancing Water Solutions  19

Water Stewardship  22

Stormwater Management Solution for West Cypress  
Street Protecting Nearby Waters in Tampa Bay, U.S.  
Oldcastle Infrastructure, CRH Americas Division





# Advancing Water Solutions



## The Water Challenge

Water is an increasingly valuable resource in a world facing the pressures of growing urbanization, rising population, and climate change. Resilient communities need to be able to access clean water, treat wastewater, and manage more intense and frequent floods. With significant amounts of water being lost to leaks, major investment is required in new infrastructure and to upgrade aging systems.



## Our Response

CRH recognize that access to water is a basic human right and essential for the economy.

Our solutions are creating value for all by helping to solve water challenges for our customers and communities. We are:

- **Enabling Water Resilient Communities** by scaling our products, services, and solutions for essential water infrastructure.
- **Delivering Infrastructure Solutions** for clean water, wastewater treatment, groundwater recharging, stormwater management, and flood defenses.
- **Innovating New Technologies** for efficient water management and leak detection.
- **Conserving Water** in our own operations.

## Upgrading Water Infrastructure

Water infrastructure is critical for communities. With rising demands and aging water networks, major upgrades and new infrastructure are needed to improve access to clean water and to treat wastewater. In our main markets in North America and Europe, federal, national, and state governments are responding with funding programs that incorporate investment in water infrastructure, such as the U.S. Infrastructure Investment and Jobs Act (IIJA).

CRH is helping to solve global water challenges through its solutions for upgrading water infrastructure. These include solutions for capture, distribution, and treatment to enhance access to clean water, as well as for the management and treatment of wastewater.

For example, Oldcastle Infrastructure, in CRH's Americas Division, in partnership with the construction contractor, has completed a complex project to expand a water pipeline system running under a freeway, to meet the needs of a growing population in Harris County, Texas. The system ran through a fault line and involved extensive tunneling to avoid impacting the freeway. Oldcastle Infrastructure used its expertise to design, manufacture, and install large concrete pipes to form a highly durable and protective tunnel liner around the water line. Hydraulic jacking required 12 hours to push each section of pipe into place. The installation was completed without any disruption to freeway traffic.

Roadstone, in CRH's Europe Division, supplied concrete to double the capacity and upgrade the wastewater treatment plant at Leixlip, helping to develop one of Ireland's fastest growing towns and protect water quality in the Lower Liffey Valley area.

## Recharging Ground Water

Our solutions also address challenges in drought-sensitive areas by applying deep stormwater infiltration and groundwater recharge systems to replenish and maintain groundwater reserves. This helps to enhance water security during dry periods and reduce the problems associated with overuse of groundwater reserves.

For example, the MaxWell® drywell from Oldcastle Infrastructure, in CRH's Americas Division, is an underground structure that captures surface water during rainfall and storms, stores it, then gradually infiltrates the water into the groundwater aquifer.

MaxWell® drywells were used as part the Anna Mann House project, a historic affordable housing development in Portland, Oregon in the U.S. Site restrictions such as existing buildings, narrow streets, and limited access made traditional drywell installation difficult and expensive. The MaxWell® system was able to be installed in the smaller space with faster construction times and met all of the site's water management requirements.

We are supporting UN SDG 6: Clean Water and Sanitation



### The SDG sub-goals we focus on are:

- 6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all.
- 6.3 By 2030, improve water quality by reducing pollution, eliminating dumping, and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater, and substantially increasing recycling and safe re-use globally.
- 6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.

“There are mounting challenges in accessing clean water and protecting communities from drought and flood. CRH is innovating and investing in value-driven solutions for smart water management, water treatment and flood prevention.”

**Matt Clemson,**  
President, Pipe &  
Precast West Region,  
Oldcastle Infrastructure,  
CRH Americas Division



# Advancing Water Solutions

Continued



Permeable Pavement Solution at Park Piot, Belgium  
Stradus, CRH Europe Division



## SOLUTIONS SPOTLIGHT

## ENHANCING RESILIENCE

### Managing Water Flows to Green our Cities

CRH's permeable pavement solutions provide effective protection against flooding and soil drying out.

Stradus, in CRH's Europe Division, repaved Park Piot in Turnhout, Belgium, to create a green space that addressed local water problems by allowing water to permeate into the ground as much as possible. This project was nominated for the Febe Elements Awards in the category Precast in Landscape. In addition to managing water challenges, the design created an attractive urban area that combines active, quiet, and educational zones.

### Protecting Against Floods

CRH's flood prevention and stormwater management solutions protect people, vital infrastructure, and the environment from flood risks and resulting economic damage.

For example, Tilcon New York, in CRH's Americas division, is playing a leading role in the delivery of the East Side Coastal Resiliency Project in Manhattan, New York. This project is designed to protect homes from future flooding. Tilcon is providing large quantities of aggregates to elevate levels and create raised parkland as flood defenses. Aggregates are delivered by barge to minimize impacts on the community.

Our stormwater solutions manage flood risk even in extreme flooding scenarios. For example, the Hydro-Brake® Flood system developed by Hydro International, in CRH's Americas Division, uses flow control technology to hold back excess water in temporary flood storage areas and release it at a controlled rate. By managing flood water, the system is used to prevent costly damage and disruption.

CRH's stormwater management solutions also provide on-site stormwater storage, treatment and infiltration that help to prevent on-site flooding, protecting people, buildings, and infrastructure. The captured water can be reused or returned to the environment in a controlled manner.

For example, Oldcastle Infrastructure, in CRH's Americas Division, helped the city of Melbourne, Florida in the U.S. to efficiently mitigate and clean stormwater run-off before it enters the Indian River Lagoon. By using Oldcastle's Nutrient Separating Baffle Box® the new installation removed high levels of total suspended solids, trash, and pollutants.

### Enhancing the Resilience of Communities

The strength, durability, flood, and disaster resilience of our concrete and other products provides communities with buildings and infrastructure that are better able to withstand potential damage and protect communities from extreme weather events. When communities are recovering from such events, our solutions help to rapidly reconstruct and repair vital infrastructure, such as coastal flood and storm surge defenses.

We also enhance the resilience of the built environment through solutions like permeable paving systems, that can mimic hydrological processes to manage urban stormwater run-off more effectively and reduce the need for other types of water infrastructure. For example, we provide permeable asphalt, permeable paving, and sustainable urban drainage systems (SuDS). SuDS solutions provide the customer with a modern drainage system that is designed to align with natural water processes. They can be used by local authorities and others, as part of green infrastructure strategies.

### Stakeholders Tell Us

"There are mounting challenges in accessing clean water and protecting communities from drought and flood. Businesses must work to understand their impacts on water resources and invest in accelerating accountability, ambition and action, improving resilience and access to clean water for all."

**Julian Hill-Landolt,**  
Senior Director, Nature Action,  
World Business Council for  
Sustainable Development  
(WBCSD)





# Advancing Water Solutions

Continued



2025  
TARGET

50%

revenue from products  
with enhanced sustainability  
attributes by 2025

## Targeting More Sustainable Solutions

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. Solutions for clean, waste and stormwater management are part of this approach.

We have set a near-term target for 50% of our revenue to come from products with enhanced sustainability attributes<sup>1</sup> by 2025. In 2023, we achieved 48% of our product revenue coming from this category (2022: 47%). Working with our customers on their specific needs, we will continue our successful delivery of enhancing the sustainability of our products and solutions. Read further about the ways we are reinventing our solutions for circularity and decarbonization on pages 24 to 39.

## Innovating New Water Solutions

We are continuing to develop, innovate, and deliver new products and solutions for water management and distribution. In 2023, CRH Ventures launched a Water Solutions accelerator program for promising Construction Technology (ConTech) and ClimateTech companies focused on new technologies and innovative solutions for global water challenges.

We recently acquired Hydro International, a leading provider of stormwater, wastewater, and smart water solutions. We have also formed a strategic partnership with FIDO Tech, an AI and technology provider, that delivers leak detection, water management and conservation solutions.

Oldcastle Infrastructure, in CRH's Americas Division, and FIDO Tech are working with Microsoft and EPCOR, the largest utility provider in Arizona, on a landmark project. The 10-year project aims to reduce water network losses by using AI technology for leak detection across the Phoenix metropolitan area, covering 350km of the water pipeline network.

Oldcastle Infrastructure is also continuing to innovate its StormCapture® system for detention, retention, treatment, and harvesting of stormwater. A customized system was recently developed for a new e-commerce distribution center located in an area of high rainfall. The interlocking StormCapture® units made it an easier, faster, and safer installation that met the demanding stormwater management needs of the center.

### Key Fact

\$13.9billion

Group revenue from products with enhanced sustainability attributes<sup>1</sup> in 2023



Boxless Biopod™ Installation, Rogue Valley International-Medford Airport, U.S.  
Oldcastle Infrastructure, CRH Americas Division



## SOLUTIONS SPOTLIGHT | STORMWATER MANAGEMENT

### Simplifying Water Management

CRH prioritizes innovative, simple, and efficient management of water resources.

The Rogue Valley International-Medford Airport in Oregon, U.S. faced stormwater management challenges, including the need to comply with environmental regulation, treat pollutants, and site footprint limitations.

Oldcastle Infrastructure, in CRH's Americas Division, provided a Boxless BioPod™ system that uses horizontal layers of mulch, proprietary media, and aggregate, with an underdrain. The low impact development achieved optimal treatment of stormwater and sediment retention at a high flowrate, meeting all regulatory and client requirements.

<sup>1</sup> Revenue 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).

# Water Stewardship



## SOLUTIONS SPOTLIGHT | SAFEGUARDING WATER QUALITY

### Defending our Waterways

CRH's solutions are helping to safeguard water quality by preventing potential pollutants from entering rivers, lakes, and oceans.

Hydro International, in CRH's America's Division, operates in countries including the United Kingdom (UK) where they helped to improve the ecological status of Beverley Brook, upstream of the River Thames, in London.

A Downstream Defender® system was installed to remove significant amounts of trash, oils, sediments, and heavy metals. Hydro-Logic® Smart Monitoring was also implemented to help identify when maintenance is needed to ensure efficient use of resources and protection of the waterway.

### Our Water Use

Water is an essential natural resource for our business processes. We understand our dependency on water and work to conserve it. In particular, we use water in aggregate, cement, and concrete production, cooling equipment, particulates management in quarries, emissions control systems, and for general cleaning and welfare. Water is often obtained via de-watering activities in quarries (where extraction is below the groundwater level) or captured from rainwater harvesting. Where these sources are unavailable or insufficient to meet requirements, water is obtained from sources such as groundwater, surface water or municipal supplies. Water abstraction and discharge are highly regulated processes.

### Water Quality

Water discharge and quality is regulated on a national and local basis, so requirements depend on the site location. The quality of the water body receiving any releases from sites is also a consideration in setting requirements. We set high standards for any process water discharged from sites, using techniques like settling ponds and pH neutralization systems. Wastewater treatment plants are used at some of our sites, and we look to implement nature-based solutions where appropriate.

In 2023, 47.4 million m³ was discharged from our sites, 88% of this was released to surface water, and the rest to public sewers and other. It is worth noting that rainwater naturally contributes to any water flows on-site and therefore, accurately isolating and measuring the water discharge related to our processes is challenging. We implement measures for materials storage to ensure containment of potentially polluting materials. Our policy is to decommission all unprotected underground storage tanks.



**100%**  
of our companies to have water management plans by 2030

### Targeting Water Efficiency

We use water management plans as a risk management tool that supports our sites in good water stewardship. Actions can include water consumption reduction measures, improving the quality of discharged water, water recycling and working together with communities on water related issues.

We have set a target for 100% of our operating companies to have water management plans in place by 2030. In 2023, 89% of our companies had them in place (2022: 81%).

We understand the value of natural resources and always aim to use them responsibly. In 2023, we recycled water across 964 of our locations. These efforts resulted in a reduction of water intake requirements of 58% at these locations.

We continue to implement innovative water conservation methods, and training at relevant locations, to ensure that appropriate techniques are used across our operations, building on initiatives such as water efficiency, recycling, and reducing water usage.

Transparency around our water use and management is important for CRH. In 2023, CRH was awarded a B by the global environmental non-profit CDP (formerly the Carbon Disclosure Project) under their revised Water Security Disclosures.



# Water Stewardship

Continued

## Reducing our Water Use

We are committed to finding new ways to manage water consumption at our operating locations. We recycle and reduce water use at many of our operations using forward-thinking solutions such as rainwater harvesting, closed loop and other water recycling systems. We have also reduced water intake from local utilities, by using water from on-site settlement ponds, for example.

By focusing on effective water recycling, we not only reduce our water intake demand, but also the associated costs of withdrawal, wastewater treatment, and discharge. We continue to see the value of adopting enhanced water management methods to ensure continued improvement in efficiency across our locations. In 2023, we recycled 153 billion litres of water at our operations (2022: 140 billion litres).

## Water Withdrawal and Use

Our operating companies reported a reduction in water withdrawal volume of 109.7 million m<sup>3</sup> in 2023 from the 2022 volume of 114.7 million m<sup>3</sup>. In 2023, 75% of this water withdrawal was used within our materials activities. We recognize the challenge of gathering robust water data, as volumes within process activities are often obtained from several sources. We continue to improve our water accounting across the business.

## Ensuring Compliance

We respect and comply with rigorous 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-compliance on page 47.

## Understanding our Water-Related Risks

Water security is a growing issue globally and can be a risk factor in some regions. In 2023, we conducted a water risk assessment using the World Resource Institute (WRI) Aqueduct Risk Atlas Tool which identifies locations at high risk. Additionally, we supplemented this tool through our Annual Environmental Review where our companies were asked to identify if they were vulnerable to water-related risks such as water stress and/or drought severity. These assessments helped to map out and identify potential water-related risks at our operating locations. The WRI tool indicated that less than 1% of our active locations are within areas of “High” risk for drought severity and less than 7% are in “High” risk areas for water-stress, while comparatively our Environmental Review indicated that approximately 2% of our locations may be considered as vulnerable for these combined water related risks.

This confirms that our activities are generally not located in areas of drought severity or water-stress, and therefore do not have the potential to impact highly on water. The WRI Tool enables future scenario impact assessments, which we continue to include in our water management processes and systems.

## Key Fact

153billion  
litres of water recycled at our operations in 2023



Artificial Wetlands, Paris, Canada  
Dufferin Aggregates, CRH Americas Division



### SOLUTIONS SPOTLIGHT | NATURE-BASED SOLUTIONS

## Cleaning up Water with Nature

CRH seeks opportunities to use nature-based solutions for water management, with the additional benefits of habitat and species enhancement, and creating green spaces.

Dufferin Aggregates, in CRH’s Americas Division, is supporting the community in Paris, Ontario, Canada, through a nature-based solution that lowers elevated nitrate levels in groundwater from nearby agricultural activity. It also provides important habitat for species, including amphibians, turtles, and birds.

Ponds created on its site have been planted with seeds and native wetland plants to reduce nitrates, helping the town to keep drinking water quality within provincial levels.









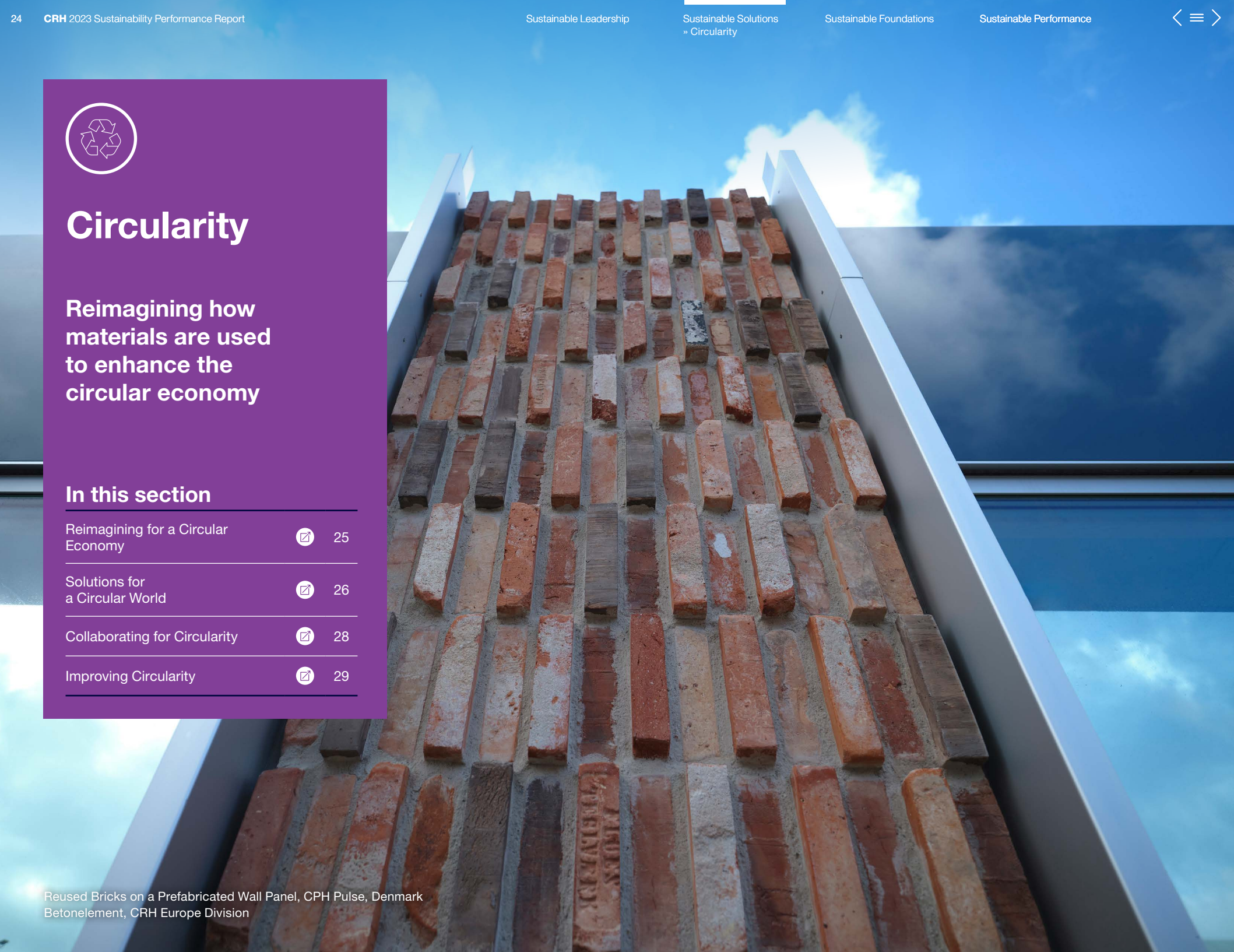
# Circularity

Reimagining how materials are used to enhance the circular economy


## In this section

Reimagining for a Circular Economy		25
Solutions for a Circular World		26
Collaborating for Circularity		28
Improving Circularity		29

Reused Bricks on a Prefabricated Wall Panel, CPH Pulse, Denmark  
Betonelement, CRH Europe Division




# Reimagining for a Circular Economy

 **The Challenge**

Increasing global population, improved living standards and the need for housing and infrastructure, all contribute to higher year-on-year demand for the world's finite resources. If materials use continues to grow at the current pace, society will need over two planets' worth of resources by 2040.<sup>1</sup>

The global economy primarily operates on a linear, take-make-dispose model. Raw materials are collected, transformed into products, and often discarded as waste, negatively impacting the environment.

 **Our Response**

CRH is creating value through our significant contribution to a circular economy. We are:

- **A Leader in Recycling** by integrating large amounts of by-products and waste materials from other industries into our products and processes. We are the largest recycler in North America.
- **Delivering Circular Solutions** that are longer lasting, have higher recycled content, and can be re-used, repaired, and recycled.
- **Innovating New Technologies** by collaborating and applying our expertise in material science, design, and engineering.
- **Using Resources Efficiently** by preserving finite natural resources and extending the life of our reserves.

## Reimagining Material Use

In a circular economy, society uses resources efficiently and eliminates waste. Homes, buildings, and infrastructure make the built environment one of the largest consumers of natural resources. As a result, the building materials industry has a crucial role to play in delivering a more circular economy.

CRH is reimagining the construction value chain and reconfiguring our materials and solutions for circularity.

We provide products and solutions that can help to reduce the amount of resources used and the waste generated on a building or infrastructure project.

We also focus on enhancing the durability and resilience of products, buildings, and infrastructure, so that these assets can serve society for many years to come.

Where appropriate, we aim to design our materials, products, and solutions so that they can be re-used, re-purposed, or recycled when they come to the end of their current life.

Importantly, we also apply our extensive experience in recovering and recycling by-products and waste from other industries, as well as our own process waste, into new value-added materials and products.

## Key Fact

CRH uses

164

times more by-products and wastes from other industries than we send for disposal from our own processes

## Supporting Efficient Design

Embedding principles of circularity at the design stage of a construction project, minimizes waste and resource use, maximizes durability and enables increased recycling at the end of the life-cycle.

CRH works closely with customers to meet their performance requirements with solutions that use the fewest resources. Often, these solutions are lighter, stronger, more durable, eliminate waste, or avoid the need to use other resources.

For example, Ash Grove, in CRH's Americas Division, supplies Cement Kiln Dust (CKD), a material removed from the cement kiln's exhaust gas. By adding relatively small amounts of CKD to soil, it can improve the soil's engineering properties so that it can be built on, a process called soil stabilization. In a recent project to construct a new Panasonic Plant in Kansas in the U.S., the need to remove large amounts of unsuitable soil from the site and replace it with virgin materials was avoided by stabilizing the soil using CKD supplied by Ash Grove.

These circular design principles also apply to new product innovations. For example, Stradus in Belgium and Struyk Verwo Infra in the Netherlands, both in CRH's Europe Division, extended their range of "Solids & Seats" public seating products by designing them with hollow, fiber-reinforced elements. In contrast to comparable products, they use half the amount of material, contain 100% circular elements, and the material is suitable for a second life and beyond.

We are supporting UN SDG 11: Sustainable Cities and Communities



### The SDG sub-goals we focus on are:

- 11.1 Ensure access for all to adequate, safe and affordable housing and basic services.
- 11.2 Provide access to safe affordable, accessible and sustainable transport systems.
- 11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage.

We are supporting UN SDG 12: Responsible Consumption and Production



### The SDG sub-goals we focus on are:

- 12.2 Achieve the sustainable management and efficient use of natural resources.
- 12.4 Achieve environmentally sound management of wastes through their life-cycles.
- 12.5 Substantially reduce waste generation through prevention, reduction, recycling and re-use.
- 12.6 Encourage companies to adopt sustainable practices and integrate sustainability information into reporting.

“By reimagining how materials are used, CRH is addressing global waste challenges and supporting a circular economy. We recycle materials from other industries and offer innovative, durable, circular solutions for our customers to build essential infrastructure.”

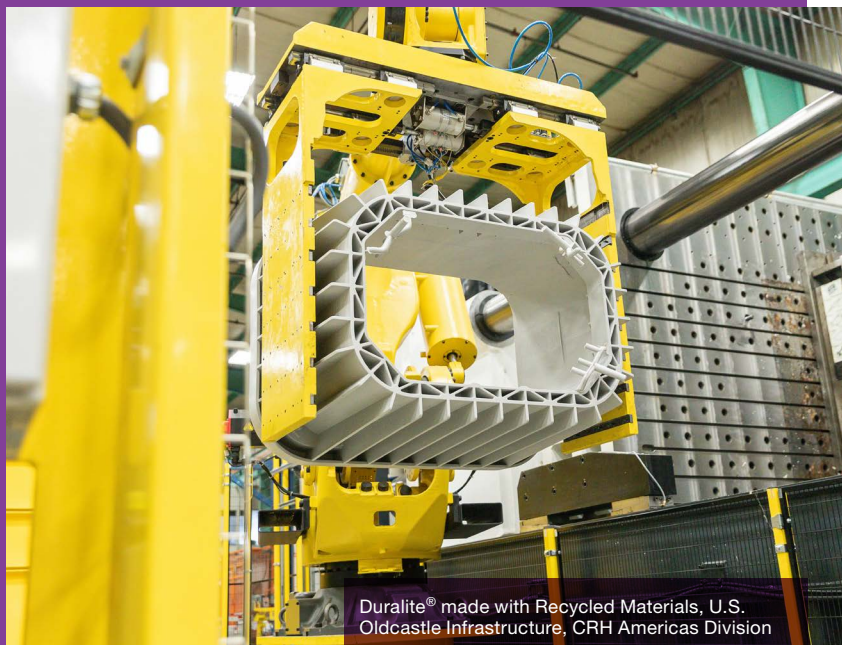
Elena Guede,  
SVP Sustainability Strategy,  
CRH



<sup>1</sup> Source: OECD, Global Material Resources Outlook to 2060, Economic Drivers and Environmental Consequences, 2019.



# Solutions for a Circular World



Duralite® made with Recycled Materials, U.S.  
Oldcastle Infrastructure, CRH Americas Division



## SOLUTIONS SPOTLIGHT

## CIRCULAR DESIGN

### Customer-Focused Circular Solutions

CRH works with our customers to create circular solutions, finding new applications for by-products and waste materials.

Google required a new lightweight handhole solution for its growing fiber optic cable installation business. A handhole is an underground enclosure to house and provide access to the fiber optic cables. Oldcastle Infrastructure, in CRH's Americas Division, used data analytics and collaborated with Google to create an innovative, lighter weight handhole product, Duralite®. In addition, the production process incorporates the recycling of plastic materials.

### Designing to Last

Our customers and clients deliver homes, buildings, and infrastructure that serve local communities. By providing durable, long-lasting solutions, we can extend their life and help to minimize the frequency of repair, maintenance, and replacement. This significantly reduces resource use, waste, and CO<sub>2</sub> emissions, as well as lowering whole-life costs, environmental and social impacts.

We design our solutions to last. Concrete structures are highly resilient. They do not burn, rot, or rust and have longer lifespans and reduced maintenance requirements in comparison to other building materials.

We innovate and develop durable, low-maintenance, high-performance asphalts for use in roads and other applications. This includes products designed to perform in specific climates or traffic conditions. These solutions create value for our customers, reducing cost and improving resource efficiency, while decreasing traffic disruption and the resulting CO<sub>2</sub> emissions from vehicles. For example, Tarmac, in CRH's Europe Division, has developed UltiLongLife, a longer-lasting road surface that is being used to reduce the frequency of maintenance required on the M25 in London, UK.

Corrosion leads to more frequent replacement of infrastructure, increased resource use and a higher carbon footprint. Oldcastle Infrastructure, in CRH's Americas Division, offers PVC (Polyvinyl Chloride) pipe solutions for use in water infrastructure. The corrosion-resistant pipes have a lifespan of over 100 years in underground applications. They are recyclable and need less energy to manufacture compared with other applicable materials.

### Designing for Second Life

The environmental impact of new construction can be reduced by designing solutions for disassembly, re-use, and re-purposing. Structures with flexible, modular designs may be reconfigured to meet future requirements or dismantled for use in new projects.

Some of our operating companies offer prefabricated solutions, including structural precast concrete elements and modular building systems. The optimized design of these solutions enables quick assembly times, reduced waste from the construction site, and they can often be suitable for disassembly, re-use, and re-purposing at the end of their current use. Concrete's durability, mechanical strength, fire resistance, and flexibility in design make it highly a suitable material for such applications.

### Stakeholders Tell Us

“Achieving peak performance and efficiency in a competitive landscape demands innovative solutions. Oldcastle Infrastructure isn't just a supplier, they're a strategic partner in our competitive success. Duralite® plays a crucial role in achieving our deployment goals.”

**John “JP” Perry,**  
Supply Chain Operations  
Manager, GFiber (Google)



# Solutions for a Circular World

Continued

## Closing the Recycling Loop

CRH uses 164 times more by-products and wastes from other industries than we send for disposal from our own processes, making us a net user of waste. We collaborate with our supply chain and operate our own operating companies in North America and Europe to collect and process by-products and wastes from our own and others' construction and industrial processes.

We use some of these by-products and wastes as alternative fuels for our processes and others as components in our products, or as products in their own right, such as recycled aggregates.

By recycling these materials into new products, we help our customers to achieve their circularity and carbon reduction goals. In 2023, we recycled a total of 43.9 million tonnes of by-products and wastes from other industries as raw materials and fuels in our products and processes (2022: 42.4 million tonnes).

Alternative fuels are combustible wastes from other industries. Using waste as a fuel in cement production is known as co-processing and is considered best practice by many authorities. Co-processing recovers energy, recycles minerals in the waste, and reduces the carbon footprint. The waste provides CRH with energy needed for the process, while its non-combustible components make up a useful part of the cement product, increasing its recycled content.

In 2023, we used 2.2 million tonnes of by-products and wastes as alternative fuels (2022: 2.3 million tonnes), 2.1 million tonnes of which was used in our cement operations (2022: 2.2 million tonnes). We will continue to focus on increasing our use of alternative fuels. Read more on page 37.

## New from Old

A major challenge for the construction sector is managing Construction and Demolition (C&D) waste from buildings and infrastructure. C&D materials can be re-used or recycled. CRH processes C&D waste to make recycled aggregates, which can be used instead of virgin aggregates, or used as an engineering fill to raise or level the ground before construction of roads, car parks, pathways, and many other applications.

Recycled concrete can be used as an aggregate or as a component of new concrete materials. Calduran Kalkzandsteen, in CRH's Europe Division, in partnership with GP Groot, offers customers support in the demolition and separation processes to enable recycling of materials. These materials are then used by Calduran to make sand-lime brick elements with 40% recycled content.

We also use Recycled Asphalt Pavement (RAP) and Recycled Asphalt Shingles (RAS) which are sourced from old roads and processed to make new asphalt products. For example, Preferred Materials, in CRH's Americas Division in Florida, currently averages over 38% RAP use across its new asphalt products. Our customers benefit from new, high-performance, modern roads, with a high recycled content. In 2023, we used 13.2 million tonnes of RAP and RAS across CRH (2022: 11.8 million tonnes). We expect to use over 100 million tonnes of RAP over the next decade.

Across our cementitious product range, we use large amounts of by-products and wastes as substitutes for clinker, including 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.



Fort Worth Paving Trial, U.S.  
Texas Materials, CRH Americas Division



### SOLUTIONS SPOTLIGHT | CIRCULARITY IN PAVEMENTS

## Changing the Way the Future is Paved

We collaborate with valued stakeholders to help them to take advantage of circular solutions.

Texas Materials, in CRH's Americas Division, took the opportunity to speak with local mayor Mattie Parker, while pioneering the first large-scale use of a more sustainable asphalt mix called Super Sand Mix (SSM) in the city of Fort Worth in the U.S.

SSM is an innovative, highly durable, fiber-reinforced asphalt, specially formulated to enhance the surface texture of city streets and rural county roads. The new design incorporated about 18,500 used tires, 2,100 tonnes of RAS and has a carbon footprint 17% lower than traditional designs. With proper maintenance, SSM is expected to achieve double the lifespan of a traditional product.



# Collaborating for Circularity



## SOLUTIONS SPOTLIGHT | HIGH RAP AND BIO-BINDER

### Circular Road Solutions

CRH brings together different industries and materials to create innovative circular solutions.

The Shelly Company, in CRH's Americas Division, partnered with Cargill to trial a new bio-binder product in Aurora, Ohio, U.S. Engineered from soybean oil, the bio-binder partially replaced the bitumen traditionally used in road pavements. The design also included 40% of RAP sourced from old road surfaces.

These innovations significantly increased circularity and lowered the carbon footprint without compromising on quality.

### Collaborating on What Matters

New technologies, supporting regulations and changes in approach across the construction value chain are needed to transition to a circular economy.

CRH collaborates with industry, academia, policymakers, and standards organizations to accelerate circularity and the use of recycled materials in construction and building products.

For example, Pike Industries, in CRH's Americas Division, hosted a RAP summit for the Vermont Agency for Transportation (AOT) to demonstrate the benefits of recycling. The discussion resulted in an agreement from the AOT to conduct higher RAP pilot projects in 2024. Tilcon New York, also in CRH's Americas Division, led the advocacy efforts which resulted in the New Jersey legislature to pass a bill increasing the amount of RAP that can now be used in local road projects.

### Innovating for a Better World

CRH is developing innovative technologies through continued investment in research and development. This is achieved through our Global Technical Services Team and our Innovation Center for Sustainable Construction (iCSC). Our iCSC is a global network of laboratories and experts working to advance sustainable building materials and processes.

We currently have over 400 research and innovation projects across CRH. Many of these projects are focused on identifying new, circular solutions for our customers and internal processes. We are also investing in start-ups to promote circular innovations, through our venturing arm, CRH Ventures.

For example, CRH Ventures has recently invested in Carbon Upcycling Technologies (CUT), a waste and carbon utilization company. CUT's technology transforms local industrial by-products, such as steel slag and fly ash, and other materials into supplementary cementitious materials that can be used in cement and concrete, increasing their recycled content and reducing their carbon footprint.

Our operating companies are also taking action, for example, Tarmac, in CRH's Europe Division, has investigated how digital waste tracking can build more informed waste strategies at a national level.


We also understand the importance of green building rating schemes such as BREEAM®, DGNB, and LEED® in driving sustainable construction and the use of recycled materials. We assist our customers across the scoring categories to understand how our product characteristics, including their recycled content, can contribute to higher scores in these schemes.

### Key Fact

**43.9million**  
tonnes of by-products and wastes  
from other industries recycled in 2023



# Improving Circularity



2030  
TARGET

# 95%

of companies to have waste recycling programs in place by 2030

## Targeting a Circular Economy

In our drive to embed circularity within our business, we have set a target for 95% of our operating companies to have waste recycling programs by 2030, including both process (non-hazardous and hazardous) and business waste. This is an opportunity for our operating companies to put initiatives in place to prevent, re-use, recover, or recycle waste. We have achieved this target and will continue to focus on waste reduction and recycling.

Across our business, we have recycled 43.9 million tonnes of by-products and wastes and used them as alternative materials and fuels in our processes and products.

In 2023, we substituted 9% of virgin materials (41.7 million tonnes). Doing so extends the life of our reserves, reduces our CO<sub>2</sub> emissions and helps society and other industries protect valuable resources.



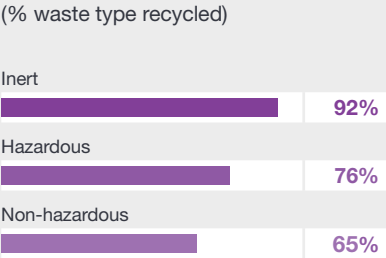
**Disclosures**  
Click here to find out more information on our Environmental Key Performance Indicators (KPIs)

## Managing our Waste

We aim, as a minimum, to comply with all waste management regulation, and work to achieve higher standards across our business. Beyond regulatory compliance, we are working to further reduce waste and use resources efficiently. Our waste programs focus on process waste, such as maintenance waste and used oil, and business waste, such as paper and cardboard. Our operating companies continuously identify and improve production process efficiency to prevent or reduce waste, including hazardous materials, and provide training to new employees and contractors, as well as broader "refresher" sessions as appropriate.

Our management plans help us to reduce our process waste through the re-use, recovery, or recycling of materials within our own manufacturing processes, such as those recovered from environmental control equipment, off-specification production, and other internal sources. Where possible, we recycle these back into the same process. In 2023, we diverted from disposal 2.8 million tonnes of by-products from our operations by using them in our own processes (2022: 2.8 million tonnes).

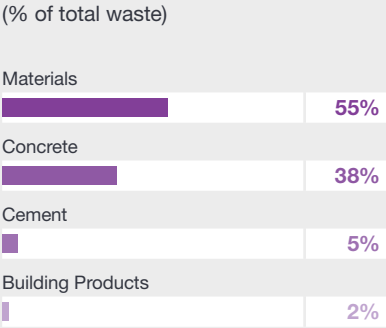
### Process Waste Externally Recycled 2023



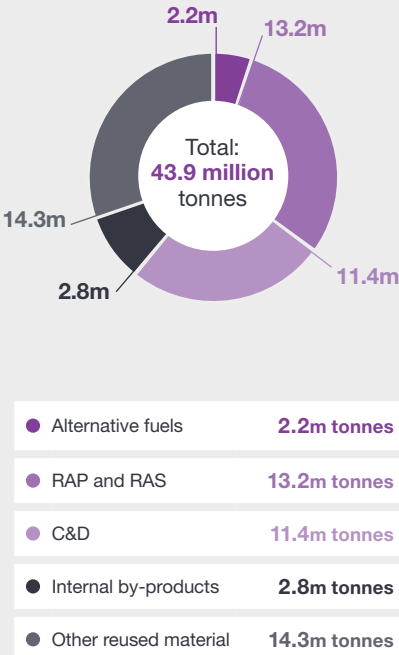
## External Recycling

When our process waste cannot be prevented, re-used, recovered, or recycled internally, it is sent to external licensed facilities for either recycling or final treatment. During 2023, 2.2 million tonnes of process waste was generated across our business, 88% of which (1.9 million tonnes) was externally recycled. In contrast to the 0.3 million tonnes externally disposed, our operating companies consumed 43.9 million tonnes of by-products and wastes, making 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.

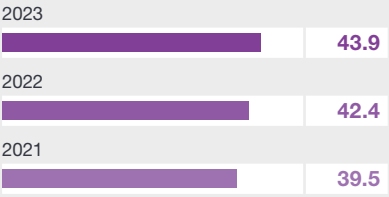
### Process Waste by Activity 2023



## By-products and Wastes Recycled by Type 2023



## By-products and Wastes Recycled (million tonnes)







# Decarbonization

Innovating for a  
low-carbon future

## In this section

Solutions for a Net-Zero Future		31
Driving Forward on our Targets		34
2030 Decarbonization Roadmap		35
Climate Governance and Policy		39

Lower-Carbon Asphalt using Recycled  
Materials on the N22 Dual Carriageway, Ireland  
Roadstone, CRH Europe Division





# Solutions for a Net-Zero Future



## The Challenge

With 2023 reported to be the warmest year on record<sup>1</sup>, some regions are already experiencing extreme events, and associated environmental and social implications. According to the Paris Agreement, society must mitigate emissions in pursuit of a maximum 1.5°C warming and implement measures to adapt to the consequences of climate change.

Society relies on the built environment - our homes, buildings, and infrastructure - but the built environment sector accounts for about 37% of energy-related global CO<sub>2</sub> emissions<sup>2</sup>. In buildings, the major contributor is the energy used to heat, cool, and operate them, followed by emissions from the manufacturing of the materials used in their construction.



## Our Response

CRH is well positioned to meet the increasing customer demand for solutions to mitigate and adapt to the effects of climate change. We are:

- **Delivering Lower-Carbon Solutions** to construct and renovate resilient, lower-carbon buildings and infrastructure, and to enable clean energy and transportation.
- **Replicating and Scaling our Solutions** across our markets, underpinned by significant U.S. and EU funding programs and regulatory policies.
- **Decarbonizing our Business** by reducing our CO<sub>2</sub> emissions, while achieving significant business growth.
- **Innovating New Technologies** through our CRH Ventures and iCSC.

## Decarbonizing the Built Environment

Climate change and the need to decarbonize the built environment to achieve net-zero CO<sub>2</sub> emissions presents a major global challenge and a significant opportunity for transformation of the construction value chain. Solutions are needed to eliminate CO<sub>2</sub> 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.

The transition to a net-zero built environment represents an important commercial opportunity for CRH. We have a pivotal role through our geographical locations and increasing range of lower-carbon solutions. We are seeing an increase in U.S. and European Union (EU) funding programs designed to accelerate the energy transition. Regulations are also reshaping the way the built environment is constructed in Europe. As we pilot and bring to market new products, we can replicate and scale our solutions to customers in North America, as the market evolves.

## Key Fact

Awarded an

**A**

for CDP Climate



## Designing Lower Carbon Solutions

CRH's ambition is to be a net-zero business by 2050 and we are taking action to reduce CO<sub>2</sub> across our business and value chain. Through our 2030 decarbonization roadmap, we are building on the actions already taken and scaling decarbonization strategies across our supply chain, manufacturing operations, and transportation fleet to produce lower-carbon solutions for our customers. Read more on pages 35 to 38.

We are also reducing the life-cycle carbon footprint of building products and the buildings and infrastructure made from them. By enhancing durability and implementing end-of-life strategies, such as re-using, re-purposing and recycling components and their materials, we can reduce the need for repair, maintenance or re-building and avoid CO<sub>2</sub> emissions.

We also provide expert support and services to our customers to help them use our solutions to reduce CO<sub>2</sub> in the most effective manner. 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.

Through our innovative approach to new technologies and reducing CO<sub>2</sub> emissions, we are successfully creating the low embodied CO<sub>2</sub> products and solutions to help our customers address complex construction challenges and deliver on their own climate commitments.

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



### The sub-goals we focus on are:

- 9.1 Develop quality, reliable, sustainable and resilient infrastructure.
- 9.2 Promote inclusive and sustainable industrialization.
- 9.4 Upgrade infrastructure and retrofit industries to make them sustainable.
- 9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries.

We are supporting  
UN SDG 13:  
Climate Action



### The sub-goals we focus on are:

- 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.
- 13.2 Integrate climate change measures into policies, strategies and planning.

“We continue to make progress on our decarbonization roadmap, while innovating the solutions our customers need to decarbonize the built environment and enhance the resilience of our communities.”

**Randy Lake,**  
Chief Operating Officer, CRH



<sup>1</sup> Source: <https://www.nasa.gov/news-release/nasa-analysis-confirms-2023-as-warmest-year-on-record/>

<sup>2</sup> Source: <https://wedocs.unep.org/handle/20.500.11822/43293>

# Solutions for a Net-Zero Future

Continued



## SOLUTIONS SPOTLIGHT | FLEXIBLE DESIGN

### Supporting Technological Advancements

CRH looks at ways to design our solutions to support electrification and the transition to a low-carbon future.

NAL, in CRH's Europe Division, has developed modular foundations to support electric vehicle (EV) charging station installations across the UK. For example, they supplied a range of systems for EV charging infrastructure at the Gateway Cafe in Cirencester, in the UK. The systems enabled a substantial reduction in concrete usage, with flexibility to add more power cabinets without extensive civil works, and the ability to re-use dispenser foundations for future upgrades.

### Reducing Energy Demand

In addition to reducing the embodied carbon of our products, services, and solutions, we also play an important role in reducing CO<sub>2</sub> emissions during the operational or in-use phase of buildings and infrastructure.

We provide a range of solutions that enable the design and construction of more energy efficient buildings.

For example, in CRH's Europe Division, Leviat produces structural and thermally efficient connections that are used between walls, slabs, columns, beams and balconies, reducing heat loss and preventing condensation. Tarmac produces aerated blocks with higher thermal performance and reduced insulation costs than traditional aggregate blocks and UBAB produces prefabricated outer walls made of two concrete layers with intermediate insulation.

We also work with our trade associations and others to raise awareness of how concrete's thermal mass properties can be applied to reduce energy used for building heating and cooling. Concrete's durability also increases building and infrastructure lifespans, thereby reducing life-cycle CO<sub>2</sub> emissions.

### Deploying Energy Infrastructure

Energy infrastructure is a critical component of modern society and must become more secure, sustainable, and resilient. Our building solutions play an important part in the transition to clean, resilient electricity infrastructure. They are used in the construction of solar and wind electricity installations, and other low-carbon forms of energy generation, as well as electric vehicle (EV) charging stations.

Oldcastle Infrastructure, in CRH's Americas Division, is supplying 674 transformer vaults to a planned wind energy project that will be the largest in U.S. history. These wind and transmission facilities will provide safe, affordable, renewable electricity, enough to power the needs of more than 3 million Americans.

Cubis, in CRH's Europe Division, supported the construction of one of the most significant lower-carbon and renewable energy infrastructure assets in Northern Ireland at Kilroot Energy Park. Cubis' RapidSTACK™ modular access chamber system was used as a utilities network access point, saving time, labor, and cost.



# Solutions for a Net-Zero Future

Continued

## Collaborating for Progress

CRH has an ambitious approach to decarbonization, through our lower-carbon technologies, operational excellence practices, and 2030 decarbonization roadmap. To deliver on our net-zero ambitions, we collaborate across our geographies, operating companies, and with external organizations.

We focus on innovation and investment in novel, forward-thinking decarbonization technologies. Harnessing the opportunities presented by scientific and technological breakthroughs, we are creating value and developing innovative solutions that help our customers to decarbonize their building and infrastructure projects.

We partner with academia, industry peers, and other industries. Through our iCSC, we have over 400 global research and innovation projects, with a priority being decarbonization solutions. Notable projects include carbon capture, utilization, and storage (CCUS), AI, automation, circular solutions, electrification, and process improvements.

## Stakeholders Tell Us

“Construction materials have an important role to play in decarbonizing the built environment. The industry can leverage new technologies and innovations, such as AI, to optimize concrete mixes, reducing both the carbon footprint and the cost of production. CRH has advanced its sustainability goals utilizing AIcrete’s technology.”

**Parham Aghdasi,**  
CEO & Founder AIcrete



## Venturing and Innovation

CRH Ventures invests strategically in construction technology and climate technology start-ups. We continue to develop new, cutting-edge, mutually beneficial partnerships to accelerate sustainable innovation that will enable safer, smarter, and more sustainable construction. We offer partners decades of expertise, a huge network for scaling, and access to invaluable business relationships.

Our \$250 million Venturing and Innovation Fund supports our investment in start-ups, developing new ideas, technology, and solutions focused on decarbonization and other sustainability challenges. The fund also supports our operating companies to develop, pilot and deploy innovative, new ideas and technologies that can add value to our business.

Dufferin Concrete, in CRH’s Americas Division, are developing a new technology called Carbonject™, that uses CO<sub>2</sub> as a key ingredient to enhance concrete properties. It produces a concrete mix that has equivalent strength performance with less cement (compared with a regular mix), lowering the overall carbon footprint of the concrete. This technology was tested in the concrete produced to restore a taxiway at Toronto Pearson International Airport in Canada.

CRH is also using AI to optimize the carbon footprint of our products and processes. CRH Ventures invested in AIcrete in 2023, a start-up that combines data, AI, and robotics to optimize and develop more cost-effective, durable, and sustainable concrete that meets customer needs. In a trial, Century Concrete, in CRH’s Americas Division, worked with AIcrete to achieve an average 5% reduction in the carbon footprint of its concrete mixes.



Low Carbon Road Project, UK  
Tarmac, CRH Europe Division



## SOLUTIONS SPOTLIGHT | ROADS OF THE FUTURE


### Accelerating Low-Carbon Roads

CRH partners with other industry leaders to deliver integrated solutions and shape our net-zero future.

Tarmac, in CRH’s Europe Division, brought together local councils and international partners including Shell, Volvo CE, and Wirtgen, to deploy advanced technologies to reduce the CO<sub>2</sub> footprint of three road infrastructure projects by up to 80%.

In this industry first, innovative asphalts were made using warm-mix formulations, high proportions of RAP from old road surfaces and a new biogenic binder from Shell. These, together with 100% renewable electricity and low-carbon fuels for manufacturing, transportation, and construction and fully electric and hybrid prototype mobile plant and vehicles, delivered the CO<sub>2</sub> savings.

# Driving Forward on our Targets



**2030 TARGET**

# 30%

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

## Goals and Targets

In 2023, we announced a target to reduce our absolute CO<sub>2</sub>e emissions by 30% by 2030 (from a 2021 base year). This target, which is inclusive of organic business growth, applies to our group-wide gross emissions, covers our footprint across Scope 1, 2, and 3 emissions and aligns with our 2050 net-zero ambition.

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 timeframe.

We are also part of the Business Ambition for 1.5°C initiative.

<sup>1</sup> The target boundary includes land-related emissions and removals from bioenergy feedstocks.  
<sup>2</sup> 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.

## Our Scope 1, 2 and 3 Emissions

We are focused on decarbonizing our business and value chain to achieve 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 2023, our CO<sub>2</sub>e intensity fell to 0.9kg/\$ revenue (2022: 1.0kg/\$ revenue) for Scope 1 and 2 emissions.

In 2023, we also decreased our Scope 1 and 2 absolute CO<sub>2</sub>e emissions by 8%, from 33.6 million tonnes in 2022 to 31.0 million tonnes in 2023, as we executed against the levers in our roadmap and benefited from lower cement clinker production.

We have also made progress on our cement-specific net<sup>2</sup> CO<sub>2</sub> emissions per tonne of cementitious product target of 520kg by 2025. We achieved a reduction from 566kg in 2022 to 562kg in 2023. This represents a 28% reduction on 1990 levels. For more information, including our cement specific gross CO<sub>2</sub> emissions per tonne of cementitious product, see pages 36 to 37.

## Key Fact

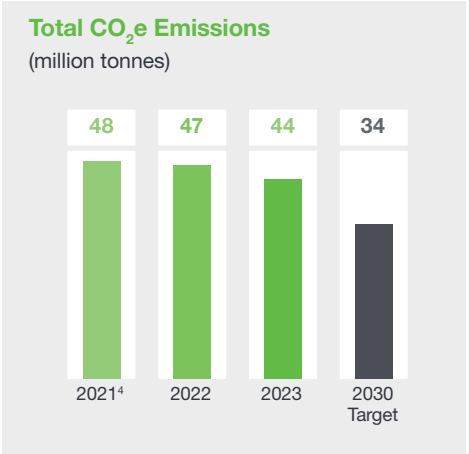
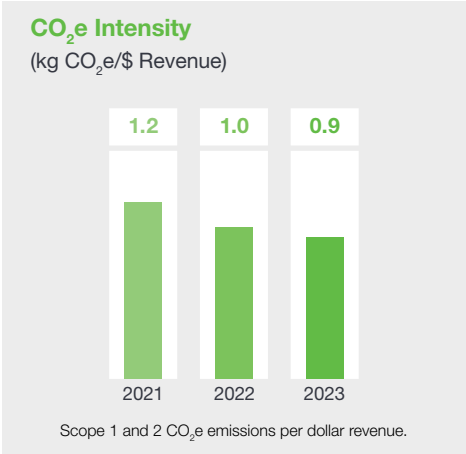
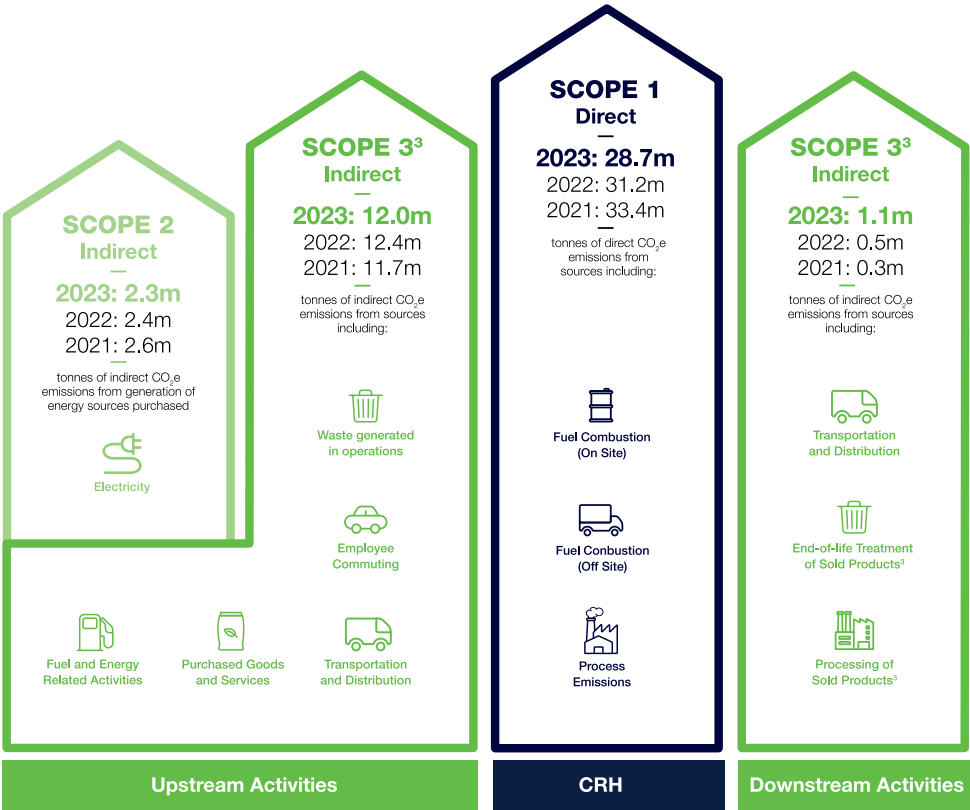
# 1.5°C



SCIENCE BASED TARGETS  
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

aligned 2030 targets validated by SBTi

<sup>3</sup> 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.  
<sup>4</sup> In 2022, to better reflect our decisions on where we source power, we adopted a market-based Scope 2 CO<sub>2</sub> emissions approach. Note the 2021 Scope 2 emissions have not been restated from location-based (total emissions incorporating market-based scope 2 equivalent is 48.3 million tonnes).





# 2030 Decarbonization Roadmap

## Our 2030 Decarbonization Roadmap

Our 2030 decarbonization roadmap sets out the key steps to achieve our 2030 target. These steps are based on known technologies, well-established operational excellence programs and activities in which CRH has a proven track record of delivering.

Our roadmap is based on a bottom-up process and consists of local action plans managed

and implemented by our operating companies. Delivery of our 2030 decarbonization roadmap includes incremental capital expenditure of approximately \$150 million per annum on average, which is subject to strict internal investment criteria, and the net business benefit is expected to increase revenues and profitability. In 2023, CRH established a Carbon Reduction

Council (CRC) to provide central internal oversight and coordination of these plans. The CRC helps to drive decarbonization across the business through technical expertise and support.









The majority of our CO<sub>2</sub> emissions come from the decarbonation of minerals, fuel combustion 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 to address these emissions sources. Each lever is important in decarbonizing our business, which in turn allows us to provide lower-carbon products and solutions for our customers.

## Our Decarbonization Levers

This table illustrates examples of how we are actioning our eight decarbonization levers across our operations and value chain. Our decarbonization levers are:

	Upstream Activities Production and Transportation of Purchased Goods, Raw Materials and Fuels	CRH Operations Material Handling and Manufacturing	Downstream Activities Product Delivery, Processing and Use
 Clinker Substitution		Substituting clinker with lower-carbon materials	
 Recycled and Alternative Materials	Replacing virgin materials with lower-carbon recycled materials		
 Energy Efficiency		Reducing energy consumption through continuous process improvement	
	Using lower-carbon fuels for own transportation	Using lower-carbon fuels for on-site equipment	Using lower-carbon fuels for own transportation
 Low-Carbon Fuels		Replacing traditional fuels with waste-derived and bio-based alternative fuels in cement production Increasing use of lower-carbon fuels in asphalt production and other processes	
 Clean Electricity	Investing in purchase and generation of clean electricity for existing processes and to enable further electrification		
	Optimizing logistics		
 Sustainable Transportation and Mobile Plant	Upgrading and optimizing equipment		
	Using lower-carbon contracted transportation		Using lower-carbon contracted transportation
 Next-Generation Technologies	Partnering to innovate and develop new technologies for decarbonization		
	Sourcing lower-carbon materials		
 Value Chain Emission Reduction	Reducing material consumption through product redesign		Optimizing products to reduce emissions from processing, use, and end-of-life

# 2030 Decarbonization Roadmap

Continued



Wall Constructed with JURA ECO 3, Switzerland  
Jura Cement, CRH Europe Division



## SOLUTIONS SPOTLIGHT | LOWER-CARBON FOOTPRINTS

### Launching Lower-Carbon Products

CRH is developing lower-carbon cements, essential solutions for a net-zero built environment.

Jura Materials in Switzerland, in CRH's Europe Division, launched JURA ECO3, one of the first lower-carbon cements using calcined clay on the European market. JURA ECO3 yields c.20% lower CO<sub>2</sub> per m<sup>3</sup> of concrete compared with traditional Portland cement.

Finnsementti in Finland, also in CRH's Europe Division, launched KolmosBertta, a lower-carbon cement product that replaces clinker with c.70% GGBS, a by-product of steel production. KolmosBertta CO<sub>2</sub> emissions are only about a third of traditional Portland cements.



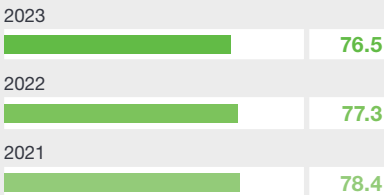
### Clinker Substitution

In most cement types, the principal active ingredient is clinker, which is also the main source of CO<sub>2</sub> emissions. Concrete is made from aggregates, cement, and water.

Clinker CO<sub>2</sub> emissions arise from the combustion of fuels in the kiln and from "process emissions" which are a by-product of heating the mineral raw materials that make clinker. We are actively working to reduce clinker content in our cements and concretes by substituting with low-carbon ingredients called supplementary cementitious materials (SCMs). SCMs contribute to the properties of cement and concrete but have lower carbon footprints, and include ground limestone, Ground Granulated Blast-furnace Slag (GGBS), fly ash, natural pozzolans, and calcined clay.

In 2023, we made further progress on reducing our average clinker content in our cements to 76.5%, from 77.3% in 2022. We continue to introduce many new, lower-carbon cements which use SCMs to replace clinker. For example, Ash Grove, in CRH's Americas Division, is continuing to roll out Portland Limestone Cement. Read about some other examples in the Solutions Spotlight on this page.

#### Clinker/Cement (%) (equivalent) factor



### Recycled and Alternative Materials

For decades, CRH has recycled significant amounts of lower-carbon by-products and wastes from other industries and used them in its own manufacturing to reduce the carbon footprint of its products.

In 2023, CRH used a total of 7.7 million tonnes of alternative raw materials (ARM) in our cement plants (2022: 8.4 million tonnes). For example, we replace limestone with recycled ARM to reduce cement CO<sub>2</sub> emissions. Danucem in Slovakia, in CRH's Europe Division, uses approximately 20% ARM to reduce the overall carbon footprint of cement by about 7%.

We use extensive amounts of recovered road pavement materials, RAP and RAS, to make new asphalt. This significantly saves on energy, CO<sub>2</sub> emissions, and material use. In 2023, we increased our use of RAP and RAS to 13.2 million tonnes (2022: 11.8 million tonnes).

Discover more about our use of recycled by-products and wastes in the Circularity section on page 27.

### Key Fact

13.2million

tonnes of RAP and RAS used in 2023



# 2030 Decarbonization Roadmap

Continued

## Energy Efficiency

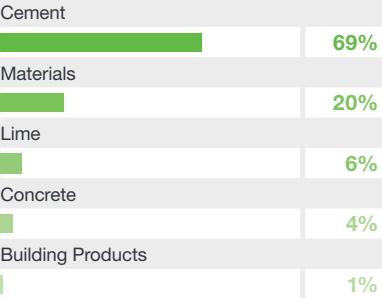
We focus on optimizing the energy efficiency of our operations to reduce energy consumption and CO<sub>2</sub> emissions. Our approach is built on applying good practice, continuous improvement, and process optimization. Our Performance teams have created programs and support our operating companies. In Europe, 662 of our locations have Energy Management Systems (EnMS) verified to ISO 50001, with 54% of our materials operations certified in 2023.

Many of our asphalt businesses now offer Warm Mix Asphalt (WMA) manufactured at lower production temperatures to reduce energy use. Energy efficiency is especially relevant in our cement operations, which account for 69% of our total energy use. In CRH's Americas Division, Ash Grove's Seattle cement plant was awarded an EPA Energy Star in 2023 for meeting the highest energy efficiency standards.

In 2023, energy use across our operating locations totaled 50.2 TWh (2022: 54.5 TWh). Businesses representing 91% of CRH's energy use have set energy reduction targets and programs that saved over 1 TWh of energy in 2023.

### Energy Use by Activity 2023

(% of total energy: 50.2 TWh)



## Low-Carbon Fuel

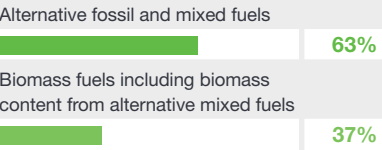
We are switching to lower-carbon fuels to reduce the energy-related CO<sub>2</sub> emissions of our production processes. Many of our cement plants already use a wide range of alternative fuels, including solid recovered fuels (SRF), used tires, bone meal, solvents, and used oil. The use of such fuels in cement manufacture is known as "co-processing", which involves the simultaneous recovery of energy and the non-combustible content, which becomes part of the final cement product. This makes co-processing in cement an important waste management solution.

In 2023, our subsidiary cement plants used 2.1 million tonnes (2022: 2.2 million tonnes) of by-products and wastes as alternative fuels, providing 35.9% (2022: 36.3%) of the total thermal energy requirements, 55% for our EU cement plants. The carbon neutral biomass fraction of these fuels has increased to 12.5% (2022: 11.8%) of thermal energy.

We are also trialing and deploying a wide range of alternative fuels and new types of very low-carbon energy, such as Hydrotreated Vegetable Oil (HVO), biogas, and hydrogen. Some of our locations continue to reduce CO<sub>2</sub> emissions by switching to transitional fuels, like natural gas, a lower-carbon fuel than oil.

### Thermal Energy from Alternative Fuels in Cement 2023

(% of total thermal energy: 2.1 million tonnes)



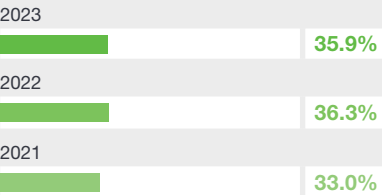
## Clean Electricity

In 2023, the proportion of renewable electricity in the electricity we used increased to 31% (2022: 25%).

We are investing in the clean power transition by actively targeting an increase of renewable and low-carbon electricity across our operations. We procure power from renewable sources such as solar and wind and some of our sites generate renewable electricity on-site. In some locations, we also generate electricity through waste heat recovery. Romcim, in CRH's Europe Division, recently announced they will install wind turbines near their cement plant in Medgidia, Romania. The five turbines with an installed capacity of 30 MW will contribute approximately 50% of the plant's power demand.

Danucem's Rohoznik cement plant, in Slovakia, in CRH's Europe Division, employs an organic Rankine cycle, a technology that uses excess heat from the production process to generate up to 10% of the plant's electricity needs.

### Alternative Fuel Rate for Cement (kiln fuels) (%)



## Sustainable Transportation and Mobile Equipment

We are investing in solutions for our off-road and on-road logistics. This includes upgrading our transportation and mobility practices, and increasing fuel efficiency, mainly through established fleet fuel reduction targets, and a sustainable transportation model across road, rail, and water.

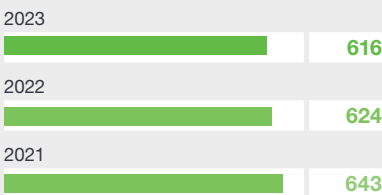
Across CRH, we have initiatives in place to optimize transport use in 73% of our operating companies (which represents 95% of total product delivered).

In addition, our operating companies are advancing their transition to renewable energy to power their transport fleets and mobile equipment, for example, using renewable electricity or HVO. We are currently trialing electric vehicles at multiple locations across our business.

We use our own trucks to transport 28% of our products, with the rest through contractors or customers. In 2023, our fleet used 159 million litres of fuel (2022: 155 million litres).

CRH and Volvo Group have signed a Memorandum of Understanding to accelerate net-zero innovations in the design and deployment of on-road vehicles and off-road equipment. Read more on page 46.

### Specific CO<sub>2</sub> Emissions—Gross (kg CO<sub>2</sub>/tonne of cementitious product)



# 2030 Decarbonization Roadmap

Continued



Solar Panel Installation, Northern Ireland  
Northstone Materials, CRH Europe Division



## SOLUTIONS SPOTLIGHT | CLEAN POWER

### Using Solar Electricity

CRH has many examples of accelerating the use of solar power across our operations.

In CRH's Europe Division, Jura Materials in Switzerland met 50% of its electricity requirements for three plants, an office and a workshop during the summer months, using a privately-owned local solar electricity installation.

In Ireland, Roadstone has implemented a solar project at its Duleek site and Northstone Materials recently installed a solar array at its concrete roof tile factory in Northern Ireland.

CRH Poland has also implemented a solar project at its Ozarow plant.



## Next-Generation Technologies

We are developing next-generation technologies such as electrification of processes and transportation, hydrogen as fuel, AI and capturing CO<sub>2</sub> from processes. We are working to accelerate these breakthrough technologies and supporting the development of regulatory policies to facilitate progress. For example, Finnsementti, in CRH's Europe Division, has partnered with VTT Technical Research Centre of Finland to test a new electrically heated, rotating drum furnace for cement production.

Through CRH Ventures, we are investing in, and partnering with, construction and climate technology companies. Together we can pilot and scale new technologies and innovations. Read more on page 28.

Technologies, such as CCUS, present an opportunity to abate emissions that cannot be eliminated by other decarbonization levers. We are investigating technologies to capture CO<sub>2</sub> in our operations and prevent its release to the atmosphere. Captured carbon is typically transported for permanent geological storage or can be permanently stored or used in products.

Significant amounts of CO<sub>2</sub> are captured naturally through a process called carbonation, which permanently binds CO<sub>2</sub> into mortar, concrete, or other minerals over their lifetime. This counters some of the CO<sub>2</sub> emitted during cement manufacturing. We are innovating to speed up this process by developing accelerated mineralization technologies that permanently lock up captured CO<sub>2</sub> from industrial processes.



## Value Chain Emission Reduction

As a leading player in our industry, we drive decarbonization beyond the boundaries of our own operations, by addressing what are referred to as Scope 3 emissions.

We partner closely with our suppliers and customers, to further drive decarbonization upstream and downstream of our operations.

In our 2030 decarbonization roadmap we focus on reducing Scope 3 emissions by:

- Reducing carbon intensity in the cement and clinker we purchase.
- Reducing embodied carbon in purchased raw materials:
  - By integrating circular models, increasing durability, the ability to be re-used, re-purposed and recycled, and replacing virgin materials with alternative recycled materials.
  - Reducing the volume of materials used by redesigning and optimizing product formulations.
  - Partnering with suppliers to innovate and develop new technologies and processes to reduce CO<sub>2</sub> emissions.
- Optimizing logistics to reduce transportation-related emissions upstream and downstream of our operations.

We also embed circular principles in the design of products and solutions, including resilience, durability, and the ability to be re-used, re-purposed and recycled. This reduces the need for new materials for repair, maintenance, and re-building, significantly reducing CO<sub>2</sub> emissions in our downstream value chain.



# Climate Governance and Policy

## Climate Governance

Sustainability, including climate change impacts, is embedded in our strategy, business model, Sustainability Framework and Environmental Policy (page 77). The SESR Committee, to which the Board has delegated primary responsibility for monitoring developments related to climate, and providing strategic direction, oversight, and support to the Board, meets quarterly. The Board monitors and oversees progress against climate-related targets and goals through detailed reports of discussions and recommendations which are presented to it by the SESR Committee.

The Chief Executive executes strategy agreed with the Board and regularly reports to them on progress and performance, including on climate-related matters. The Chief Executive is supported by the Global Leadership Team (GLT), which is responsible for implementing strategy, performance delivery and progressing our climate-related agenda. Responsibility for formulating and executing our climate strategy sits with the Chief Operating Officer, while the GLT is supported by executive-level committees and other working groups and functions.

## Climate-Related Disclosure

As part of our Enterprise Risk Management (ERM) program, we assess the climate-related risks split into short, medium, and long-term exposures. These risks are regularly reviewed and represent the key risks faced by CRH. Our climate risk assessment ensures that our business is ready to manage and adapt to the challenges ahead.

CRH has a long history of reporting our climate performance. We engage 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, 2023 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 have continued our reporting to the Carbon Disclosure Project (CDP), and in 2023 achieved a score of A for Climate reflecting our comprehensive approach to managing and reporting climate impacts, risks and opportunities.

## Sector Decarbonization

Collaboration across industry, academia, society, and government is important to create the technologies, infrastructure, and favorable policy environment that can serve as a catalyst for emissions reduction.

CRH is actively involved in the development of decarbonization roadmaps with a number of organizations, including 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.

## Climate Policy Positions

We believe the transition to a more sustainable built environment represents a commercial opportunity for CRH. Certain government legislation designed to accelerate the energy transition has had a positive impact on our business, and we see increasing opportunities as public policy changes begin to increase demand for lower-carbon products. We are well positioned to capitalize on this increased demand, which is underpinned by significant U.S. and EU funding programs and regulatory policies (such as the EU Emissions Trading System).

While there are regulations in some markets that we operate in, which may require us to absorb increases in carbon costs through pricing to maintain or enhance our margins, it is not possible at this time to predict how future legislation that may be enacted or environmental regulations that may be adopted to address Greenhouse Gas emissions would impact our business.

We see the need for informed, appropriate, and robust climate policy to help achieve the Paris Agreement. Our published policy positions illustrate our stance on climate-related topics. Our advocacy activities aim to create the conditions needed to achieve our decarbonization and climate change adaptation objectives.

CRH works at local, national, and global levels to anticipate, understand, and inform public decision making. We directly engage with policymakers through transparent, responsible corporate advocacy, and indirectly through industry associations and membership organizations.

Our climate advocacy practices and related disclosures have been reviewed to ensure alignment with stakeholder expectations, as set out in our Climate Advocacy Review (available at [crh.com](https://www.crh.com)).

### Collaborating to Achieve Net-zero Ambitions

Here we profile some of the industry associations we work with as we collaborate for climate action:



Global Cement and Concrete Association



CARBON SUSTAINABILITY COUNCIL



wbcscd



NSSGA®  
NATIONAL STONE, SAND & GRAVEL ASSOCIATION



ERMCO



PCA  
Since 1916  
America's Cement Manufacturers™



Cement Association of Canada / Association Canadienne du Ciment



CO2 VALUE EUROPE



NAPA  
NATIONAL ASPHALT PAVEMENT ASSOCIATION



EuLA  
European Lime Association



CEMBUREAU  
The European Cement Association



NRMCA  
NATIONAL READY-MIXED CONCRETE ASSOCIATION

# Sustainable Foundations

Strong sustainability foundations are integral to our ability to continuously innovate and deliver solutions. They enable us to protect the natural world, to help our people and communities to thrive and to stand out as a responsible business.

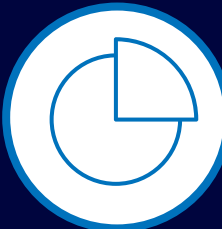
In this section you will learn more about CRH's actions to continuously drive progress across our Sustainable Foundations.



Natural World



People and Communities



Responsible Business

## In this section

Natural World		41
People and Communities		48
Responsible Business		64





# Natural World

## In this section


Biodiversity		42
Environmental Action		45




Wildflowers Supporting Pollinators, Denmark  
Bedsted Lø Grusværker ApS, CRH Europe Division



# Natural World — Biodiversity


 **The Challenge**

Biodiversity continues to decrease at unprecedented levels driven by habitat loss, invasive non-native species, over-exploitation, pollution, and climate change, despite actions being taken by NGOs, businesses, and committed citizens. With the publication of the Kunming-Montreal Global Biodiversity Framework, business engagement in biodiversity has significantly increased in 2023. 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.

 **Our Response**

As a large landholder, CRH continues to protect and enhance biodiversity. We operate 1,235 extraction sites and recognize the role that quarries can play in halting and reversing nature loss, contributing to the global goal of nature positive. We strive to:

- **Manage Biodiversity Risks and Maximize Opportunities** by conserving the often-notable species utilizing the unique habitats at our sites.
- **Positively Impact Biodiversity** in active areas and non-operational land at our quarries, as well as around our manufacturing sites and offices.
- **Integrate Nature-Based Solutions** into our operations through constructed wetlands, creation of habitats and enhancing pollinator populations.

**2030 TARGET**

# 100%

of locations in sensitive areas to have a Biodiversity Management Plan by 2030

## Targeting Nature-Positivity

To reduce our negative impacts and seek to enhance biodiversity, CRH has committed to implementing Biodiversity Management Plans (BMPs) at all our sensitive locations by 2030. This is an important tool in managing our biodiversity-related risk and incorporating specific habitat or species related actions (both mandatory and voluntary) across the life-cycle of a quarry.

In 2023, we noted and managed 585 of our locations for biodiversity. In addition, 417 of these sites are within or adjacent to locations in sensitive areas for biodiversity, 93% of which have BMPs in place (2022: 92%). Of the sites that have BMPs in place, in 2023, 159 sites carried out BMP audits to ensure high standards of compliance.

## Understanding our Footprint



We use the Integrated Biodiversity Assessment Tool (IBAT) to help us understand CRH’s footprint and to inform our approach. IBAT enables us to map out the proximity of our extractive footprint to protected areas and key biodiversity areas (KBAs) and to gain knowledge about any red-listed species near our quarries. This supports the identification of our sites that are the most sensitive in terms of species and habitats that could be negatively impacted. Using this 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.

## Reducing our Impacts

In the planning and operation of our sites, we apply the principles of the Mitigation Hierarchy to avoid, minimize, restore, and compensate any negative effects on the environment arising from extractive activities. Through the permitting and/or Environmental Impact Assessment (EIA) process, we understand potential impacts and implement mitigation plans.

We protect and enhance biodiversity, often integrated as actions within our BMPs for example, the management of invasive non-native species, one of the main drivers of biodiversity loss. The bare ground in our sites can become colonized by invasive non-native plant species where they grow and outcompete native species. The control of such species is an important part of biodiversity management. Other widespread actions include the protection of nesting birds, enhancing pollinator populations, and safeguarding breeding amphibians.

We are supporting UN SDG 15: Life on Land




**The SDG sub-goals we focus on are:**

**15.3** By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought, and floods, and strive to achieve a land degradation-neutral world.

**15.5** Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and protect and prevent the extinction of threatened species.

“Whether it be at a quarry, concrete plant, or even our offices, by understanding our impacts, identifying opportunities, and working in partnership, we are excited to see species flourish. As a land manager and solution provider, we recognize our contribution to the collective goal of halting and reversing biodiversity loss.”



**Dr. Carolyn Jewell**  
Senior Manager for Biodiversity & Natural Resources, CRH



# Natural World — Biodiversity

Continued

## Reclamation at our Sites

We commit to having reclamation/restoration plans at 100% of our extractive sites. At the end of their operational life our extractive sites are often returned to their original use, such as agriculture, while others may be transformed into nature reserves or wetland habitats. Land may also be returned to the community for recreational use, to support local jobs through industrial or retail use, or to provide much needed housing.

The type of end-use and reclamation approach is carefully developed and coordinated with the local permitting authorities and other stakeholders. To minimize our footprint, we apply progressive reclamation where possible.

The reclamation of our sites to a nature-related end-use not only supports species that colonize the site. It also has an important role in connecting existing habitats and creating corridors across the landscape, enabling species to migrate.

A variety of tree planting activities are undertaken across CRH, for example as part of the reclamation, community engagement or as a natural climate solution, with 1 million trees planted since 2019.

The creation of natural habitats is an important component of our reclamation activities. In 2023, 613 hectares (ha) of formerly extracted areas were reinstated, including 61 ha of natural forest and woodland.

To learn more about how Opterra, in CRH's Europe Division, is reclaiming a former limestone quarry, see "Promoting Biodiversity On-site" on page 44.

## Conserving and Restoring Forests

At CRH, we recognize the critical role forests play in biodiversity conservation and mitigating climate change. Forests are an important habitat, supporting a rich biodiversity and having an important role in carbon sequestration. In certain cases, there may be a need to clear some areas covered with trees to access deposits beneath. In such an event, we follow the Mitigation Hierarchy, reducing impact and putting robust mitigation schemes in place. We also manage and create new forest habitat through sustainable land management and the reinstatement of quarries.

For example, APAC-Central, in CRH's Americas Division, monitors and manages 400 ha of forest for invasive species. In the UK, Tarmac, in CRH's Europe Division, planted a 10 ha woodland in Panshanger Park in partnership with 1,100 local volunteers.



Conserving Monarch Butterflies  
Callanan Industries, CRH Americas Division



**ACTION  
SPOTLIGHT**

**CONSERVATION  
IN ACTION**

## Conserving Migratory Species

The Interior Least Tern (*Sternula antillarum athalassos*) and Piping Plover (*Charadrius melodus*) are migratory birds of special conservation concern. Aggregate extraction locations near the river basin of the Platte River operated by Lyman-Richey, in CRH's Americas Division, create important conditions for the rehabilitation of breeding populations in Nebraska. During the breeding season, nests within the quarry are protected and monitored by the Tern and Plover Conservation Partnership as part of a landscape-scale monitoring program.

Birds are not the only migratory species benefiting from suitable habitats in our quarries. The migratory Monarch butterfly has suffered an 85% decline over the past 20 years. CRH Americas Division has collaborated to establish habitat at a network of 22 sites along the butterfly's migration pathway, many being Wildlife Habitat Council certified. Milkweed is the sole food plant of the larvae and the sites have encouraged its growth through the collection, propagation, and planting of seeds.



### Disclosures

Click here to find out more information on our Environmental KPIs

# Natural World — Biodiversity

Continued



Creating Pollinator Habitats, Germany  
Opterra, CRH Europe Division



## ACTION SPOTLIGHT

## ENHANCING BIODIVERSITY

### Promoting Biodiversity On-Site

CRH is implementing a wide range of projects to promote biodiversity. In CRH's Europe Division, Opterra in Germany, is restoring orchards in a former quarry, bringing back historic fruit tree varieties to the area. Wildflower grassland created beneath the trees is providing significant pollinator habitat and extending the nearby Natura 2000 European protected grassland site.

We also look to engage the community in biodiversity projects and JURA Materials recently held a volunteer event to remove invasive non-native plants from a site in Switzerland.

To facilitate biodiversity management plans, EQIOM in France, has developed visuals to help staff understand sensitive species and habitats and the actions needed to promote biodiversity.

### Collaborating for Conservation

We collaborate to help to reverse biodiversity loss. Biodiversity is complex, not only in the sheer number of habitats and species, but in understanding the intricate interactions between them. Therefore, we draw on the knowledge of external experts, including those from academia and non-governmental organizations.

Our engagement with the Wildlife Habitat Council has continued through 2023 and we now have over 1,200 ha of land recognized under their Conservation Certification® scheme, across 18 projects.

We will continue to develop our biodiversity approach through collaborations with internal specialists and expert organizations, seeking to deliver positive impacts.

### Greening the Built Environment

Our extraction sites present us with the greatest opportunities to manage and enhance biodiversity. Many of our operations on industrial sites, including those in urban areas, also take action for wildlife and are looking to integrate nature and rehabilitation practices. For example, where appropriate, we are integrating wetlands and wildflower areas around site offices, and enhancing habitats to support wildlife, such as installing peregrine falcon nesting boxes at our cement plant facilities. Conco Companies, in CRH's Americas Division, reclaimed an old lime plant that is now blooming into nearly 3 ha of wildflower rich grassland providing valuable habitat for mammals, birds, and insects.

We can also have a positive impact on biodiversity beyond our sites and offer many solutions that enable our customers and clients to integrate nature into urban areas, such as the permeable paving solutions detailed on page 20. These solutions play a vital role in transforming the built environment, providing an opportunity for the integration of biodiversity.

Struyk Verwo Infra, in CRH's Europe Division, offers tree wreath paving solutions that enable water and air infiltration for roots while maintaining a flat pavement. Zoontjens, also in CRH's Europe Division, works with customers to provide multifunctional rooftop solutions for elevated green spaces, creating a more sustainable living environment. This helps to develop green corridors for biodiversity in urban areas.

### Stakeholders Tell Us

“It is in the interest of all businesses to shift towards models that restore nature. But businesses can't do it alone, and we need governments to provide the right incentives to accelerate corporate nature action. All businesses should set a nature strategy – a roadmap of how they will contribute to a nature-positive world.”

**Eva Zabey,**  
CEO, Business for Nature





# Natural World — Environmental Action



## The Challenge

The natural world underpins the economy by providing essential resources including food, water, and clean air. It also plays a central role in health and well-being. Environmental action protects the environment, and by extension, health.

Regulations, licensing requirements, voluntary management systems, and compliance requirements, are all increasing in scope with the aim of protecting the environment.



## Our Response

CRH is committed to protecting and, where appropriate, enhancing the environments in which we operate. We strive to:

- **Operate within Licensing Limits** and ensure our locations comply with all associated environmental regulations.
- **Mitigate Against Potential Adverse Impacts** to essential ecosystems.
- **Drive Continuous Improvement** through our environmental management systems.
- **Engage with Customers, Suppliers and Stakeholders** to learn about and drive best practices within our industry.

## Environmental Governance

The CRH Board has delegated responsibility to the Safety, Environment and Social Responsibility (SESR) Committee to ensure that our Environmental Policy (see page 77) is implemented in all business lines. The SESR Committee also has responsibility for monitoring developments in environmental impacts and opportunities. Read more on pages 39 and 65.

Daily responsibility for ensuring that our Environmental Policy is effectively implemented lies with individual location managers, assisted by a network of experienced environmental managers who share best practices and experience.

We provide training to our employees to raise awareness of our policies, performance standards, and the importance of upholding them across our business.

## Environmental Policy

Our Environmental Policy underpins all activities across CRH. We apply this policy across all operating companies, and we support new operating companies (from mergers and acquisitions) in integrating our environmental management policies and processes into their business. Through implementation of our policy we maintain high standards of environmental protection across our organization.

We internally monitor implementation of our Policy and environmental requirements through our Annual Environmental Review data collection process, aiming to link these KPIs to the value we create for our business.

Implementation of our Policy and the resulting environmental actions we take, enables us to make more sustainable, value-added products and solutions to support our customers and help to address challenges in the built environment.

## Minimizing Environmental Risks

Our approach to environmental action covers relevant environmental impacts and includes the specific improvements we are driving in water, circularity, and decarbonization. We are taking action in our operations and developing customer solutions for the built environment to reduce carbon emissions, lower resource demand, and enhance water management. For more information see pages 18-39.

We aim for continuous improvement in reducing and eliminating environmental risks across our operations. We strive, at a minimum, to comply with all applicable environmental regulations and permits required to minimize, or eliminate, any negative impacts on the environment. We require all our operating companies to establish appropriate environmental management systems (EMS), in line with local environmental permit requirements.

In 2023, 1,025 operating locations were certified to ISO 14001 EMS standards, and 95% of our subsidiary clinker plants were ISO 14001 certified.



Sand Martin Nest Wall Units, Ireland  
Irish Cement, CRH Europe Division



### Policy

Click here for our Environmental Statement of Policy

“We must innovate new ways of taking action for the environment. Collaboration is key to innovation in today’s complex world. CRH is leveraging partnerships to unlock fresh opportunities that will transform our business.”

**Martin Riley,**  
SVP Performance,  
CRH



# Natural World — Environmental Action

Continued



CRH and Volvo Signing a Memorandum of Understanding



**ACTION SPOTLIGHT** | **TRANSPORTATION ELECTRIFICATION**

## Accelerating Innovation for Clean Air

CRH’s sustainability efforts have positive benefits for air quality.

CRH and Volvo Group signed a Memorandum of Understanding (MoU) to accelerate net-zero innovations for next-generation on-road vehicles and off-road equipment used in construction. This partnership offers a transition to cleaner operations, such as through the electrification of localized transportation, improving air quality by the elimination of vehicle air emissions.

CRH has previously worked with many Volvo Group companies, including Renault Trucks. This includes the first fully electric concrete mixer in the UK which was deployed by Tarmac, in CRH’s Europe Division, and the introduction of the first Volvo FM electric truck in France, operated on behalf of Egiom, in CRH’s Europe Division. In addition, Volvo Construction Equipment delivered North America’s first machine made of fossil free steel, an A30G articulated hauler to Pennsy Supply, in CRH’s Americas Division.



## Particulates, NO<sub>x</sub> and SO<sub>x</sub>

air emissions reductions at cement plants

### Targeting Clean Air

We understand the link between air quality and the health of the wider environment. We aim to manage the impact of our operations on employees, customers, and communities. We prioritize clean air for the continued protection of people and the natural world.

We aim to reduce the impact of air emissions by ensuring that we meet strict air emissions limits, by active monitoring and control through measures like abatement equipment. Our ongoing target is to reduce our specific major air emissions at our cement operations and in 2023 particulates, NO<sub>x</sub>, and SO<sub>x</sub> levels remained at low levels.<sup>1</sup>

Overall air emissions in 2023 were similar to the previous reporting year. Total stack emissions to air over recent years are shown on pages 82 to 83.

We also report on our minor air emissions from cement manufacturing, and the associated coverage rates of monitoring on page 82.

We aim to ensure that we are compliant with all local and national regulations for air quality, as well as meeting our air emissions reduction targets. Through innovation, new partnerships, and our efforts to make our business more sustainable, we improve air quality.

<sup>1</sup> 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.



A30G Hauler from Volvo, the First in the U.S. made of Fossil Free Steel  
Pennsy Supply, CRH Americas Division

## Stakeholders Tell Us

“The era of silos is over. We need a new form of cooperation to drive disruptive change to drastically reduce emissions of greenhouse gases. As our Group CEO, Martin Lundstedt says “Partnership is the new leadership” – and together with CRH, we are shaping the world we want to live in.”

**Bruno Blin,**  
President, Renault Trucks





# Natural World — Environmental Action

Continued

## Investing in the Environment

We implement the best available technology to enhance our environmental performance in line with our permit obligations. We invest in modern abatement technologies, such as new abatement equipment, as well as ensuring regular maintenance of existing equipment at our manufacturing operations in order to minimize our impacts from emissions. Our approach includes supporting our operating companies through investment in technology and efficiency projects to enhance environmental performance. We also control any unintentional emissions (or fugitive emissions), for example, by building enclosures for material storage and conveyor belts, paving plant areas, and internal roads.

We continue to seek out investment opportunities that could evolve our processes and drive improvement. We invest in the environmental element of our major capital investment projects, to protect the environment and in support of our net-zero ambition. See pages 30 to 39 for more information on how we are investing in innovative technologies to drive decarbonization.

## Beyond Compliance

Compliance is an integral part of our approach to environmental action and helps to establish and maintain the trust and respect of our stakeholders. During the reporting year, fines totaling \$490,000 were paid to regulatory authorities. These fines were in relation to minor issues, which did not have significant impacts on the environment.

These incidents are examined for lessons learned, which are shared across CRH to improve environmental performance.

We aim to manage our operations to work beyond compliance where appropriate. We review areas for improvement and seek to implement best practices. For example, CRH Americas Materials' Best Practice Group shares training opportunities, collaborates on environmental conferences, and cascades information to all environmental professionals, across 1,949 locations.

## How we are Improving

We will continue to promote research and development through our Venturing and Innovation Fund to strengthen the environmental and wider sustainability performance of our business, products, services, and solutions. We recognize that technological advancements can help improve our environmental performance. CRH Ventures seeks investment opportunities in businesses in the building materials industry that align with our environmental policies and strategies, which we believe will encourage further and faster progress.

Looking to the future, we will continue to take environmental action and build on our sustainability approach, advancing progress for society and the environment through our operational stewardship and more sustainable, value-added products and solutions.



Cement Plant in Turňa and Bodvou, Slovakia  
Danucem, CRH Europe Division



**Disclosures**  
Click here to find out more information on our Environmental KPIs





# People and Communities


## In this section

Safety and Well-Being	49
Inclusion and Diversity	54
Empowered Employees	57
Community and Social Impact	61






# People and Communities — Safety and Well-Being

 **The Challenge**

The building materials industry involves potentially high-risk activities that may impact health and safety. It is also one of our salient human rights issues (see page 71). The health, safety, and well-being of all those who come into contact with our business is paramount.

 **Our Response**

We continue to keep the safety and well-being of our people as our utmost priority through:

- **Board Oversight** with monthly updates and an annual review of health and safety performance across our operating companies.
- **Investments in Systems and Training** to embed the CRH Life Saving Rules, which clearly define activity-specific safety methodologies, procedures and controls, to reduce risks and enhance safety.
- **Supporting our Workforce** through training and education, together with tools such as Employee Assistance Programs, social supports and other strategies, to support physical and mental health.
- **Rigorous Review and Investigation** to understand the events involved, and determine appropriate actions to prevent future incidents, with findings communicated across the organization.

**Governance of Health and Safety**

We have a moral imperative to our employees, and all those who come in contact with our operations, to maintain the highest standards of health and safety.


We manage our health, safety and well-being performance at all levels of the organization. The Safety, Environment and Social Responsibility (SESR) Committee is a permanent committee established by the CRH Board. It reviews safety performance at each meeting, and safety is a fixed item on the agenda. The Board receives monthly updates and results from our annual review regarding the health and safety performance across our operating companies.

There are regular calls with management on safety right up to the Chief Operating Officer and Divisional Presidents. Findings and recommendations from these discussions are reported to the SESR Committee and are fed back to the operating companies through our global network of safety officers. These safety officers work with internal experts to implement our policies, practices, and health and safety processes.

**Key Fact**

\$344million

investment in health and safety over last 5 years

**ONGOING TARGET**

**ZERO**  
fatalities in any year

**Targeting Zero Fatalities**

Our ambition is to have a culture of safety and wellness, with zero harm across the organization. CRH's mandatory Life Saving Rules focus on the top causes of fatalities including contractor management, vehicle movements, falling objects, and non-compliance with plant isolation (Lock Out/ Tag Out) procedures. By combining new technologies and initiatives across CRH, we continue our drive to eliminate fatalities and to meet our ambition of zero harm.

Regrettably, CRH reported four employee fatalities in 2023. We extend our sincere sympathies to these individuals' families and colleagues. We thoroughly investigate each incident to understand the events involved and determine appropriate actions to prevent future incidents. We communicate investigation findings 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 other internal key performance indicators (KPIs), such as recordable incidents and near-miss reporting, and we prioritize high-potential events to drive performance (see our data summary tables on page 85 for more information).

**Protecting our People**

Our Health and Safety Policy (see page 78) is the cornerstone of safety management in CRH and applies across all our operating companies. It establishes clear expectations for our leaders and workforce to undertake activities in a safe manner and to protect the safety and well-being of all CRH stakeholders. This policy reflects our commitment to the health and safety of our employees and contractors.

Our policy is complemented by our industry leading CRH Life Saving Rules. These rules clearly define safety methodologies, procedures, and controls, and keep health and safety at the forefront of everything we do.

“Our commitment to employee safety and well-being is core to our business. By continuing to prioritize our people, we can ensure our continued success into the future. We are continually looking for ways to improve our practices and further reduce risks. In 2023, we worked with the makers of Gore-Tex to develop a new fabric combination to protect our people from extreme heat risks associated with our manufacturing process. AI technology also poses a great opportunity for us and we’re exploring where we might be able to further integrate it into our operations.”

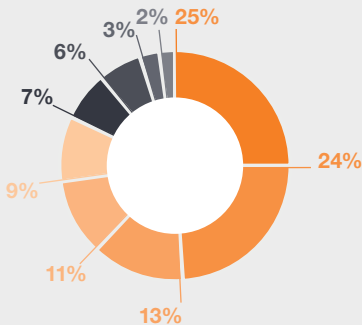
**Bill McNabb,**  
VP Health & Safety,  
Ash Grove Cement,  
CRH Americas Division



# People and Communities — Safety and Well-Being

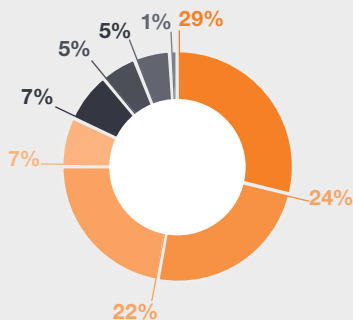
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Accidents by Cause 2023



Falling objects or moving objects	25%
Slips, trips, falls on the same level	24%
Lifting, overloading or overexertion	13%
Other or multiple causes	11%
Caught in or by fixed machinery	9%
Falls from height	7%
Caught in or by vehicles, mobile plant	6%
Burns by heat or chemicals	3%
Power tools or electronic equipment	2%

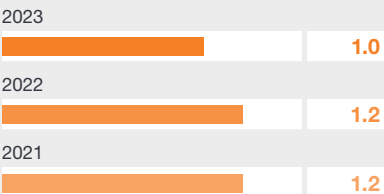
Accidents by Injury Type 2023



Legs, feet	29%
Multiple body parts	24%
Arms, hands	22%
Upper body, shoulder	7%
Back	7%
Eye	5%
Head, neck	5%
Unspecified or unknown	1%

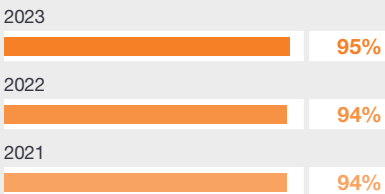
Frequency Rate 2023

(Number of lost time accidents per million work-hours)



Zero Accident Locations

(% of locations)



## Effective Risk and Safety Management

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

We have developed a single safety vocabulary through the CRH Life Saving Rules. These rules set out clearly defined safety methodologies, procedures, and controls according to the activities being undertaken. 100% of our operating companies have implemented robust safety management systems. In 2023, 57% of locations in Europe were OHSAS 18001/ISO 45001 certified, and the remaining businesses have broadly comparable internal management systems in place.

We comply with the safety systems set out by the relevant safety authorities. 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.

A global safety audit program across our operations drives continuous improvement. In 2023, 98% of our 3,390 locations were audited for safety by either internal safety managers or external agencies. Any procedure breaches or safety incidents are subject to investigation and potential disciplinary action.

Emergency preparedness procedures at all sites enable us to efficiently deal with safety situations, should they arise.



### ACTION SPOTLIGHT | PRACTICAL TRAINING

#### Adapting Our Safety Training

Our training programs ensure employees understand and uphold our strict safety protocols. Employee learning styles and development vary, so we adapt our approach and use technology to maximize effectiveness. Tarmac, in CRH's Europe Division, created the National Skills and Safety Park, to provide first-class practical training for apprentices, graduates, and those retraining from other sectors. Since 2020, over 10,000 visitors have completed training. The Park was recently awarded an "Outstanding" rating by Ofsted, the UK Office for Standards in Education, Children's Services, and Skills.

In CRH's Americas Division, Minnesota Paving and Materials uses a mobile-friendly, micro-learning training platform for frontline staff. This supplements the on-boarding process and reinforces annual refresher training. RiverBend Materials in CRH's Americas Division, is piloting an innovative way to attract, train, and re-train current and potential employees to achieve and maintain their commercial driver's license (CDL), required to operate heavy trucks. The CRH \$250m Venturing and Innovation Fund enabled the purchase of two mobile training simulators to develop and improve skills in a safe environment.



# People and Communities — Safety and Well-Being

Continued



Using AI to Reduce Safety Risk  
Leviat, CRH Europe Division



## ACTION SPOTLIGHT | INNOVATING FOR SAFETY

### Robotics and AI to Reduce Safety Risks

CRH is using new technologies to make our workplaces safer. We are piloting a new robotic arm for cement kiln cleaning in Ireland, the Philippines, Romania, Ukraine, and the UK that removes workers from potentially hazardous work areas.

Also our \$250m Venturing and Innovation Fund has enabled engineers at Leviat in, CRH's Europe Division, to develop and pilot AI technology. Codenamed Project HAL (Highly Automated Lifting), it improves the speed and accuracy of precast concrete panel lifting calculations and is an important innovation to ensure safety.

### Embedding a Culture of Safety across our Workforce

Safety and well-being are embedded across our organization. Our multi-pronged, needs and risk-based approach to safety includes on-the-job and classroom training and multilingual technology platforms such as virtual reality to enhance existing training programs. These are also being integrated into our traditional classroom training. We provide training that is relevant, practical, and easily understood by both management and operations employees. We deliver this content through specialized and in-house trainers.

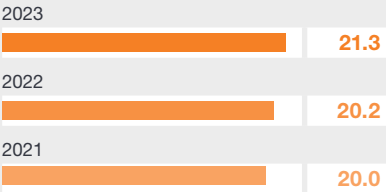
Our frontline leadership and senior management development programs include strategic safety modules to ensure our commitment to safety is integrated into all levels of the business.

Our employee training complies with specific industry and government legislative requirements. In 2023, employees across CRH completed a total of 1.6 million hours of health and safety training, averaging 21.3 hours per employee across all categories.

Regular safety meetings online and in-person reinforce safety excellence. Companies carry out regular cultural assessments and report out on these and other leading indicators to the SESR Committee. In 2023, 83% of employees were involved in formal joint management/worker safety dialogue meetings, building on the previous year's performance.

#### Safety Training

(Number of hours per employee)



### Investing in Health and Safety

We drive a culture of health, safety, and well-being through targeted initiatives. We continue to focus on reducing risks and eliminating accidents. We enhance our equipment and vehicles to the highest standards and encourage others to adopt new technologies where appropriate. We invest in advanced technologies and robust controls, including telematics and advanced warning systems. CRH's Europe Division has supported the purchase of Scania trucks, complete with robust safety features. These include side sensors and side and back camera visibility and automatic braking capability. In addition, we train our drivers to implement behaviors that make the roads safer for everyone. We have worked with other stakeholders like 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 c.\$344 million in health and safety with a clear emphasis on 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. As previously noted, Ash Grove, in CRH's Americas Division, forged an innovative partnership with Gore-Tex to produce a new, lighter and thinner fabric for use in heat-resistant personal protective equipment. This innovation will benefit CRH employees and all workers in high-heat settings when it goes to market in 2024.



**Policy**  
Click here for our Health and Safety Statement of Policy

# People and Communities — Safety and Well-Being

Continued

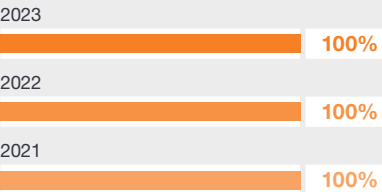
## Protecting Contractors

Our operating companies employ contractors for specialized work, supplementing labor requirements, and delivering products. Our robust safety management systems are aimed at addressing the challenges of governing contractor processes and ensuring their competence. We ensure alignment between contractors and the operating companies through the use of prequalification checks, contractor safety onboarding, risk assessments, and contractual safety agreements. 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 take disciplinary action and work with contractors to ensure their safety. In 2023, we completed over 168,200 contractor transport safety checks to ensure that the work of contractors, as well as their equipment and training, complied with our rigorous standards. In 2023, over 3,040 contractor disciplinary actions were recorded and addressed.

### Contractor Site Inductions

(% of operating companies)



## Managing Supplier Safety Standards

One of our salient human rights priorities is ensuring appropriate safety standards are being adhered to by our supply chain. We work hard to embed best practice through our procurement processes and procedures to protect contractors and employees within our supply chain.

We believe that everyone has the right to a safe and healthy workplace, and suppliers are expected to comply with our safety requirements when working with us. For more information on our Supplier Code of Conduct and responsible sourcing practices see page 72.

## CRH as a Trusted Supplier

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. We also work to meet the safety needs of our customers. Tarmac, in CRH's Europe Division, worked with Durham County Council in the UK to produce glow-in-the-dark pathways to improve safety by brightening low-lit areas using ULTIGLOW, a specialist asphalt system made of bioluminescent chippings.

We share safety information, such as safety data sheets and Health Product Declarations with our customers and closely monitor customer feedback. 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.

## Collaborating for Safety

As an industry leader, we collaborate with other industries and trade associations to encourage best practices and increase health and safety standards across the industry.

We are a member of a range of international, regional, and national associations including the Global Cement and Concrete Association (GCCA), CEMBUREAU, the European Cement Association, as well as the Portland Cement Associations (PCA) in the U.S., National Stone Sand and Gravel Association (NSSGA), the National Ready-Mixed Concrete Association (NRMCA), the American Road and Transportation Builders of America (ARTBA) and the National Asphalt Pavement Association (NAPA). Such forums allow the sharing of best practice across industry. We continue to take a leadership position in safety discussions with peers and the wider industry.

Our contributions positively impact global standards of safety among suppliers, contractors, and the industry.

## Stakeholders Tell Us

“Liberty Mutual Risk Control Services has proudly partnered with CRH for over 30 years. We have a shared mission of saving lives to reduce the risk of injury and loss. CRH has remained on the cutting edge of technology and innovation, and we look forward to continuing to pursue opportunities to reduce the likelihood of serious harm and injury.”

Jacob McDaniel,  
Service Director,  
Risk Control Services,  
Liberty Mutual Insurance



## Safety Awards

Each year, CRH and our operating companies are recognized for driving safety through initiatives, products, and policies. In 2023, recognitions and awards include:

- CRH Canada received Occupational Health and Safety Honors Canada's Gold Award for its safety communications.
- Tarmac in the UK received the Gold Medal for Health and Safety from the Royal Society for the Prevention of Accidents (RoSPA).
- Ash Grove's Rivergate site in Oregon was awarded a U.S. Mine Safety and Health Administration Certificate of Achievement in Safety and Health.
- Hallett Materials in Iowa was recognized by the U.S. Mine Safety and Health Administration for significant hours worked without lost time injury.
- APAC Shears in Kansas was awarded No Lost Time Injury Safety Performance Awards by the Kansas Chapter of The Joseph A Holmes Safety Association for several of its locations.
- Ash Grove's Durkee and Midlothian Plants received the Portland Cement Association (PCA) Chairman's Safety Performance Award.



# People and Communities — Safety and Well-Being

Continued

## Mitigating Health Risks

At CRH, well-being encompasses both physical and mental health. Across our locations, we manage health hazards and have controls in place to mitigate the risks associated with the building materials industry.

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). We use a hierarchy-of-control approach (see page 50) to reduce employees' exposure to dust and RCS. We work closely with our employees and contractors to minimize RCS exposure and ensure they are aware of the potential health risks.

In 2023, we continued workplace hazard monitoring for noise, dust, and RCS exposure, in accordance with best practice and local or national requirements. We track our employees' health by measuring absenteeism rates and the rate of occupational illness. Again, in 2023, a low incidence of occupational illness was recorded.

Our safety officers work with regional and internal experts to support our businesses in implementing health and safety policies, practices, and processes, including 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 corporate offices, and in our operating companies. Our five health and well-being anchors are: physical, mental, emotional, financial, and environmental.

We provide regular health screenings, reduce noise impact, optimize ergonomics, review occupational hygiene, and develop programs focused on employee mental health.

In 2023, we hosted our bi-annual global fitness challenge, where teams from all over the world competed to achieve fitness goals and support each other. We promoted other health and well-being initiatives including Mental Health Awareness Month and the Movember campaign, along with other international health and well-being dates throughout the year.

Across CRH, 98% of our operating companies have local programs in place to support all areas of employee health and well-being including smoking cessation, nutrition, fitness, weight management, drug and alcohol awareness, addiction recovery, workplace stress management, and vaccinations. 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.

## Championing Mental Well-Being

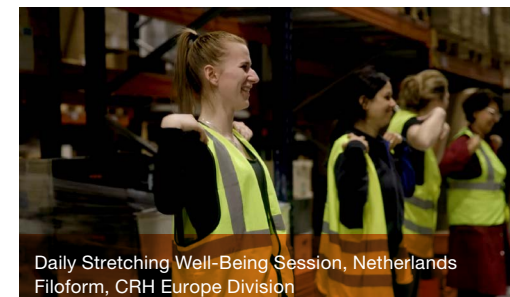
At each of our locations, we aim to foster an inclusive, supportive work environment. We know that looking after mental health is as important as physical health, and we actively encourage employees to discuss mental health to remove its stigma. Mental health is a key focus and is supported by leaders across CRH.

During Mental Health Awareness Month in 2023, and throughout the year, many operating companies ran mental health initiatives 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.

Dufferin, in CRH's Americas Division, has slogans printed on its trucks to raise awareness of mental health. In 2023, 16 readymixed concrete trucks and 20 light fleet trucks had the Talk Suicide Information branded on them. Moving forward, all new Dufferin trucks will feature this branding to build awareness of mental health resources with employees, local businesses and communities.

Over the course of 2023, Irish Cement, in CRH's Europe Division, hosted multiple "PositiviTEA" coffee mornings focused on mental health as well as having a guest speaker on-site to talk about mental health.

Many of our operating companies provide mental health training. Northstone Materials, in CRH's Europe Division rolled out the "Mates in Mind" scheme in 2018 and introduced mental health training for people managers. It now runs mental health first aid and refresher courses annually and has seven employees who are trained in Mental Health First Aid levels 2 or 3.



Daily Stretching Well-Being Session, Netherlands  
Filoform, CRH Europe Division



**ACTION  
SPOTLIGHT**

**BUILDING  
WELL-BEING**

## Stretching for Health Benefits

CRH recognizes the importance of well-being and seeks new ways to support employees. For more than five years, Filoform in the Netherlands, in CRH's Europe Division, has hosted an employee-led stretching session during the working day. The daily stretching session evolved from an organization-wide ergonomics assessment and in addition to the physical health benefits, it has built employee engagement and connectedness.

Filoform employee Marjolijn says, "I have been participating in the stretching sessions for the last six years and I've noticed that stretching is bringing nice results. I like the opportunity to move a little differently during working hours, and it also creates a companionable moment with colleagues".

Filoform's broader well-being strategy also includes a bike lease plan to support employees in sustainable and healthy transportation options and provision of healthy food for those working on site.



### Disclosures

Click here to find out more  
information on our Social KPIs

# People and Communities — Inclusion and Diversity



## The Challenge

Inclusion means that everyone feels respected, listened to, valued, and treated fairly. It also means that everyone feels a genuine sense of belonging and has equal opportunities to grow and progress. Diversity is the variety of visible and invisible aspects of individual identity that includes age, gender, disability, creed, ethnic origin, and sexual orientation.

Historically, the building materials industry has had a male dominated workforce. Fostering an inclusive and diverse workforce supports the attraction and retention of talent. It also gives access to a wide pool of perspectives and experiences that support better decision making, greater creativity, innovation, and productivity.



## Our Response

We are focused on developing a more inclusive and diverse work environment where inclusion is a core capability, and our workforce reflects the communities in which we operate. CRH has:

- **A Global Inclusion and Diversity (I&D) Council** chaired by our Chief Executive that sets the global I&D strategy to ensure alignment with the business strategy.
- **Senior Leaders, HR Teams, and I&D Committees** leading the roll-out of the strategy and ensuring I&D goals relevant to localities are fully reflected.

## Embedding Inclusion and Diversity

CRH is committed to giving equal opportunities to everyone regardless of age, gender, disability, creed, ethnic origin, or sexual orientation, as outlined in our Social Policy (see page 78).

Our Global I&D strategy covers all employees across all of our sites. Local policies protect the right of every employee to feel respected and valued, and to learn, grow and develop. We involve employees and experts to ensure our policies are fit for purpose.

We are continuously working to embed inclusion and diversity in our HR processes, including our recruitment processes, job descriptions, interview panels, and candidate selection methodologies. Inclusive recruitment training is being rolled out across CRH to support these efforts.

Inclusion in everyday interactions is also key and the theme for CRH's annual Inclusion Week was "Respect" to reinforce our focus on this area in 2023. "Respect" is the foundation of our I&D approach, and we have therefore included the topic of "Respect" in our Code of Business Conduct (CoBC) training (see page 56).

Our approach to inclusion and well-being includes the physical environment that we work in every day. The provision of clean, well-equipped, and well-maintained facilities is part of this. In response to increasing workforce diversity, we have established a common welfare standard and, in 2023, we launched a global project called "Facilities in Focus", to review our 3,390 sites and identify any potential improvements needed.



### Disclosures

Click here to find out more information on our Social KPIs

## Sustaining an Inclusive Workplace and Culture

At CRH, we foster a culture of fairness, inclusion, and belonging for everyone. Our approach involves actively bringing together the unique abilities and perspectives of our employees to create belonging, enhance well-being, and shape our business and the world.

CRH is working to build a workforce that reflects the communities in which we operate. Our I&D Center of Excellence provides technical support and information on external trends. We will continue to focus on fostering inclusion of all employees regardless of age, gender, disability, creed, ethnic origin, or sexual orientation, within our workforce and senior management. We focus on equality beyond numbers. We seek to ensure equal pay for women and men and we provide opportunities for people of all ages, and those with disabilities where possible. 1,597 people with disabilities were employed across 56% of operating companies during 2023. This may be an underestimation as employees can decide not to declare their disability and we respect their decision.

Training is also central to driving and sustaining this culture. A module on Inclusive Leadership was added to our Global Frontline Leadership Program (FLP) in 2023 and is detailed on page 55.

We are supporting UN SDG 5: Gender Equality



### The SDG sub-goals we focus on are:

- 5.5** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

"It is very important that our colleagues can bring their full selves to work across all CRH locations. A number of initiatives are in place to support this. In 2023, we undertook a review of the facilities at our operating companies to identify improvements required across our 3,390 sites."


**Ric Linares,**  
President Northwest Region,  
CRH Americas Division





# People and Communities — Inclusion and Diversity

Continued



Ambition

## Greater Representation of Women in Senior Leadership

### Representation of Women

The building materials industry has been traditionally male-dominated, and we have the ambition to increase the number of women in leadership within CRH as part of our overall policy on inclusion and diversity.

There are a range of initiatives across the Company to further diversity in the broadest sense by ensuring equal access to leadership opportunity for all employees. Progress in this area is actively monitored by the SESR Committee on behalf of the Board.

At the end of 2023, 29% of our senior leadership were women. In addition to this, 38% of our Board of Directors, and 18% of our senior managers were women. Women represent 7% of our operations employees, similar to previous years, however, we have greater representation of women in areas such as clerical/administration, where 46% of employees are women.

### Key Fact

# 29%

women in senior leadership

## Advancing Employee-led Engagement

Employee engagement on the topic of I&D is vital to promoting an inclusive environment. Employee Resource Groups (ERGs) are one such way that employees can engage in the topic in a meaningful way. These ERGs are voluntary, employee-led groups centering around providing a safe space for members who share certain interests or backgrounds, such as the BIPOC community (black, indigenous, and other people of color), women, veterans, parents, and caregivers. Each ERG is supported by a senior sponsor, often from the CRH Global Leadership Team. Grassroots demand for ERGs continues to increase. In December 2023, a new ERG was set up for LGBTQ+ colleagues and allies across all corporate offices.

The purpose of ERGs includes:

- Promoting grassroots change by giving voice to the needs of varying individuals with regard to inclusivity in the workplace.
- Giving members a safe, inclusive space to build community and ally-ship.
- Providing an opportunity for all employees to increase their awareness.
- Supporting business inclusion initiatives.

One of our longest-running ERGs is Mosaic, set up to provide a safe space for BIPOC employees and their allies to support and learn from each other. In 2023, the group hosted career development planning workshops, networking events, and initiatives featuring personal stories from members. Mosaic also held events to celebrate Hispanic Heritage Month, Black History Month, Diwali, and Juneteenth.



Colleagues Completing the CRH Frontline Leadership Program Romcim, CRH Europe Division



### ACTION SPOTLIGHT

### I&D AWARENESS

## Inclusion and Diversity in our Global Frontline Leadership Program (FLP)

CRH's Global FLP enables the development of the skills and behaviors we value in our leaders. To date, over 6,500 frontline leaders and their managers have engaged with the FLP, with over 2,850 graduating from the 6-module core curriculum. The program includes a module which reinforces why I&D matters and explains the potential impact of biases and stereotypes at work. The content is delivered in 17 languages by over 650 specially trained internal facilitators across 21 different countries. To date, 3,142 Frontline Leaders have completed the inclusion module with a further 1,500-2,000 expected to do so in 2024.

# People and Communities — Inclusion and Diversity

Continued



Engaging our employees on "Respect", U.S. Ash Grove Cement, CRH Americas Division



## ACTION SPOTLIGHT

## UPHOLDING VALUES

### Integrating I&D into our Code of Business Conduct

At CRH, we seek to embed I&D throughout our organization. Our CoBC provides employees with clear guidelines. It sets out our commitment to do the right things in the right way, comply with the law, and work responsibly. The CoBC ensures CRH values are upheld at all levels of the organization and instills the benefits of acting ethically in our workplace and business practices.

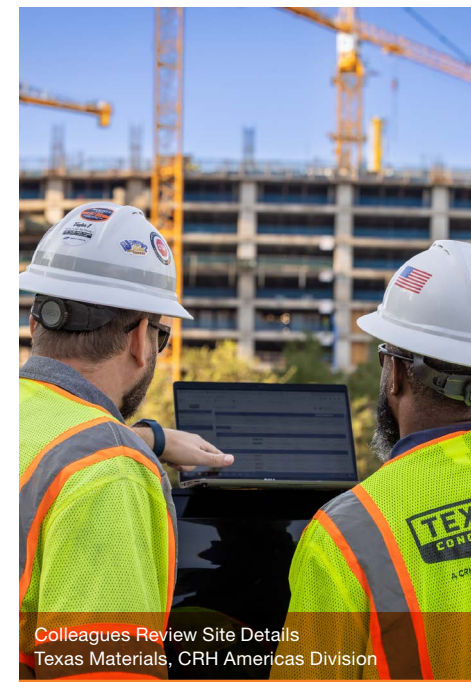
In 2023, our I&D Team identified "Respect" as an area of focus. The I&D team, together with the Global Leadership Team, identified an opportunity to embed training on "Respect" into our Code of Business Conduct e-learning that relevant employees are required to complete regularly. For those not in an office setting, tailor made "Toolbox Talks" were provided to support site-based discussions for frontline employees.

### Partnering for Positive Change

CRH is a member of the 30% Club, a global campaign comprising Board Chairs and Chief Executive Officers (CEOs). Members commit to achieving greater gender balance at leadership levels and throughout their organization for better business outcomes. CRH is also a signatory to the CEO Action for Diversity & Inclusion, a pledge to support more inclusive workplaces.

Since 2018, Harrison Construction, in CRH's Americas Division, is proud to work within its Tennessee and North Carolina communities to offer employment opportunities to those exiting the criminal justice system. By partnering with several agencies that provide re-entry services, Harrison Construction has employed over 35 people who were previously incarcerated.

Within our procurement processes we endeavor to remove barriers to participating in our supply chain for minority owned businesses and sub-contractors. CRH companies partner closely with the sub-contractors to progress standards across the industry and protect their employees' health and safety.



Colleagues Review Site Details  
Texas Materials, CRH Americas Division

### Stakeholders Tell Us


"After a decade of running our mentoring programs in partnership with the 30% Club, I am absolutely certain of the benefit, impact and relevance of cross-company mentoring to create connections, accelerate careers, and ultimately, to create high performance and high inclusion organizations. Not only does mentoring matter, it also works."

**Liz Dimmock,**  
Founder and CEO,  
Moving Ahead






# People and Communities — Empowered Employees

 **The Challenge**

Being able to attract and retain talent is essential for continued success in any business. In addition to the competition for talent, workplaces must also ensure they understand the needs of employees and equip them with the capabilities to learn and thrive.

 **Our Response**

At CRH, people are our priority. We engage with our approximately 78,500 employees at a global, regional, and company level. As our industry and society adapts and innovates towards a low-carbon economy, we want to equip our employees with the skills required to thrive in the future. We strive to create a work environment where curiosity provokes discussion and shared ideas. We are:

- **Engaging with our Employees** to understand employee satisfaction, any shifts in expectations, and how we can make our workplaces attractive to all.
- **Fostering Talent** through mentoring, performance reviews and career development.
- **Investing in Learning and Development** by providing structured opportunities to upskill in an engaging and relevant way.
- **Supporting our Employees** across all levels of education and employment to grow their careers and realize their potential through personal and professional development opportunities.

**Governance of Employee Matters**

Employee matters are prioritized and discussed regularly at the highest level within CRH. Our approach to empowering our employees is underpinned by our structures and policies, including our Social Policy, which is core to our approach to Empowered Employees (see page 78). It sets out our commitment to conducting business with integrity and respect, upholding the human rights of all stakeholders. It aims to cultivate a safe, inclusive work environment where our employees feel respected and are equipped with the necessary tools and skills to realize their full potential. It also highlights our commitment to upholding human and labor rights, one of our salient human rights areas, meeting high standards of employee and contractor engagement, and maintaining strong customer and supplier relationships.

There are clear lines of responsibility for this policy through operational management, the Chief Executive, the Board’s SESR Committee and ultimately the CRH Board.

The Social Policy applies across all our companies and our leaders globally are committed to its principles. 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 CoBC and its underlying policies on an annual basis.

The SESR Committee was previously responsible for employee engagement. In January 2023, this responsibility was assigned to the Board’s Nomination and Corporate Governance Committee who focus on ensuring employee views are taken into consideration in decision-making processes.

**Connecting with our Employees**

At CRH, we understand the importance of maintaining open communication with our employees. Across our businesses, CRH leaders communicate through video messages, town hall meetings, newsletters, and other online tools. In 2023, 91% of employees participated in regular employee briefings.


Each CRH location averages 23 employees and we benefit from close working relationships between management and their teams. These relationships enable the effective dissemination of updates on business strategy, activities, and news about CRH to all levels of the organization globally.

In 2023, the CRH Board continued its process of direct employee engagement by conducting in-person discussions with a cross-section of local employees in Poland and Canada during a Board site visit, as well as virtual sessions with employees from across our European and Americas businesses.

**Key Fact**

2.7million

total training hours

 **Policy**  
Click here for our Social Statement of Policy

 **Engaging with Our Employees**

**Global Level**

- CEO/Leader Updates
- Video Messaging
- Internal News Portal
- Newsletters
- Conferences

**Divisional Level**

- Leader Updates
- Video Messaging
- Newsletters
- Forums/Conferences
- Seminars
- Town Hall Meetings - in-person/virtual
- Listening Sessions

**Company Level**

- Leader Updates
- Video Messaging
- Employee Briefings
- Suggestion Schemes
- Employee Surveys
- Newsletters
- Employee Apps

“My experience as a Capability Development Leader has shown the importance of training to address employees’ learning needs in various cohorts. Training gives employees a better understanding of their responsibilities, knowledge and the skills they need to do their job effectively. They improve their confidence and feel motivated which can positively impact performance.”



**Sanne Ijpelaar,**  
Head of Capability Development,  
Procurement Excellence, CRH

# People and Communities — Empowered Employees

Continued

## Measuring Engagement

We regularly monitor employee engagement to understand what matters most to our employees, identify any challenges, put action plans in place to address them, and monitor our progress.

Companies across CRH formally survey employees to understand their level of engagement and satisfaction. This can include questions on the work environment, learning, and inclusion. In 2023, 57% of employees, including managers and staff, participated. The aggregated results indicated a high level of employee engagement, with 100% of those employees surveyed scoring in the “engaged” or higher categories. Survey results also highlighted areas of strong performance and priority areas on which to focus and collectively strengthen.

To grow and improve, we also regularly review our organizational health for example our workplace well-being, the way we work together, and our ability to continuously learn and adapt to drive performance. Through various employee engagement processes, CRH has developed clear action plans to enhance our culture and overall workplace well-being, among many other areas. We also continually adapt engagement strategies, ways of working, and leadership development approaches based on employee feedback.

## Managing for Employee Retention

Across CRH, 54% of 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 means our workforce and management are required to deal with fluctuating demand.

Our employee turnover rate is 24%; this includes seasonal employees, many of whom return year after year. We assist employees and managers with retirement planning and downsizing when necessary. Fair and flexible hiring and lay-off practices apply, particularly in seasonal businesses. For major operational changes, appropriate notice periods are implemented.

Our operating companies offer wages at or above the minimum wage, and many have policies in place to ensure a living wage. Our policies and procedures at our operating companies aim to prevent excessive working hours. Where appropriate, we also promote flexible work practices to accommodate a healthy work-life balance for our employees. Across the Group, full-time and part-time employees are entitled to national or state benefits including parental leave, retirement provision and access to disability or invalidity schemes.

CRH operates an annual talent and performance review process for employees and their managers to work together to review performance, set annual goals and develop plans to advance their careers at CRH. Within the organization, we also conduct team-based and multi-dimensional performance-based appraisals on an ongoing basis.

## Rewarding our Employees

We aim to create a work environment where our employees feel supported and enriched. We believe that creating a collaborative work environment in which innovation and contribution are rewarded, provides each of our employees with the opportunity to reach their full potential. We offer performance-based compensation and rewards, depending on contribution to the success of the business, and demonstration of company values.

Our global benefits are competitive, inclusive, equitable, and aligned with our values. Pay packages are designed to motivate, retain, and attract talent, while benefits are offered in line with industry and national standards. We embrace and comply with local wage and working time laws.

Our rewards systems reward the entire workforce, from our Chief Executive to our frontline workers. Relevant, key sustainability metrics are included in performance reviews. While safety may be incentivized at all levels, environmental, community, and product-related measures are typically incentivized at management level. In some cases, share-based incentives are provided in line with regulatory and industry practices in particular jurisdictions.

Given the importance of environmental, social, and governance topics to CRH, our stakeholders and wider society, non-financial targets have been incorporated into the Performance Share Plan for relevant executives across the organization. The amount is subject to a sustainability and diversity scorecard metric, which accounts for 15% of the total amount.

## Labor Practices

Freedom of association is a fundamental human right. We respect the rights of our employees to take part in collective bargaining and to form and join trade unions. We also recognize that trade unions can play an important role in amplifying the employee voice, feeding into our stakeholder engagement. We work to ensure that employee representatives do not suffer discrimination. In 2023, approximately 20% of our employees were members of trade unions. Several of our operating companies are unable to disclose this information due to legal restrictions. Union membership varies by country, with more than 50% membership in certain countries.

Wage negotiation is carried out in line with local industry practice. In 2023, wage reviews were carried out on an individual basis or through unions/groups, or a combination of these. There were seven strikes reported resulting in lost days across our operating companies in 2023. Of these, nearly three quarters were national strikes or demonstrations.

We conduct an annual review of workplace practices across all operating companies as part of our human rights due diligence process. In 2023, we found no cases of forced or compulsory labor and no employees or contractors under the relevant legal age working at any location among our businesses. Our apprenticeship and internship programs are delivered in accordance with local legislation and are typically regulated by governmental educational agencies.



### Disclosures

Click here to find out more information on our Social KPIs



# People and Communities — Empowered Employees

Continued

## Investing in our Workforce

We empower our employees across all levels of education and employment to grow their careers through personal and professional development opportunities. This includes offering educational support for job-related qualifications across all levels of education, from certificate level up to postgraduate degrees. This investment helps to improve talent retention and attraction for current and new employees looking to grow their careers at CRH.

Development opportunities are particularly important for operating companies based in smaller communities, where we may be a large employer locally. In 2023, 96% of our operating companies offered career development opportunities or advice to employees.

Learning programs combine online modules with in-person engagement where possible. We offer a range of comprehensive e-learning modules in various areas including I&D, resilience, and modern slavery mitigation. We renew our approach to training and development to match the evolving skills needed in our dynamic industry. We also train our employees to advance their skillsets in areas such as safety and management, and other areas relevant to their role, such as frontline leadership. In parallel, employees also receive training in compliance-related topics such as our CoBC.

Employees across our business completed a total of 2.7 million hours of virtual and in-person training in 2023, which equates to an average of approximately 36 hours of training per employee. We continue to prioritize critical training on safety, business conduct, regulatory requirements, and key employee development.

## Developing our Leadership

CRH has identified core leadership behaviors under the CRH Leadership Framework. They apply across our business functions and support employee performance, growth, and success across our businesses. Our global leadership development programs, the senior management program and business leadership program are built around these behaviors and help prepare leaders moving into next level positions.

Other examples of leadership development programs include an Employee Development Program (EDP) run by CRH businesses across Ireland, where participants worked on innovative business challenges. Projects were presented to senior management on topics including safety, sustainable use of resources, and I&D.

We continuously refine our approach to identifying high-performing and motivated leaders and to accurately combine our employees' skills and our business needs. As part of this review, we emphasize employee opportunities for international mobility across our businesses, particularly for management roles, to help grow skills and develop careers.



**ACTION SPOTLIGHT** | **CAPACITY BUILDING**

## The Procurement Academy

CRH continuously invests in employee skills. The CRH Procurement Academy develops competencies, shares best practice, and standardizes support tools for employees working in procurement roles across our operating companies and at Group level. All training is aimed at developing a learning culture and includes pre-work, virtual or in-person training, and a six-month check-in. In addition to procurement specific skills and knowledge, the Procurement Academy also runs masterclasses on change management, negotiation and project management among others. An on-demand e-library of learning resources is also available.

Over 400 employees have completed the courses, including 291 in 2023. There are also opportunities to become trainers, further building the capabilities of our procurement teams. 98% of participants said that they would recommend the training to a colleague and 99% said that the training met their expectations.

# People and Communities — Empowered Employees

Continued



Finance Graduates  
CRH Poland Materials, CRH Europe Division



## ACTION SPOTLIGHT

## DEVELOPING TALENT

### The European Finance Graduate Program

CRH fosters new talent to develop the leaders of the future. CRH’s three-year Europe Finance Graduate Program provides graduates with the opportunity to develop a strong foundation of financial skills, ongoing coaching and mentoring and a custom-designed competency based training to help them reach their full potential. Recruited on an annual basis, graduates complete up to three rotations in a Finance function such as Group Finance, Internal Audit, or in one of our operating companies across Europe.

Graduates are also fully supported to achieve their professional accounting qualification and can choose between either the Association of Chartered Certified Accountants (ACCA) or the Chartered Institute of Management Accountants (CIMA).

### Fostering New Talent

We collaborate with academic communities to offer apprenticeships, graduate programs, and educational partnerships. This collaboration is mutually beneficial, with successful graduates and apprentices gaining hands-on experience across our business. For example, the International Technical Program Cement (ITP-Cement) was introduced by CRH to develop personal, technical, and soft skills for its graduates. Through this program graduates learn more about cement production, management skills, problem solving, and report writing.

Hydro International, in CRH’s Americas Division, has been running an apprenticeship scheme in its UK Wastewater Services team for over 15 years, creating a valuable talent pipeline. Hydro International collaborates with a range of local schools and colleges as well as the UK Government’s Apprenticeship Scheme. As part of the three-year apprenticeship scheme, learners typically attend college classes one day a week and work alongside employees for the remainder of the work week, putting into practice what they learn in real time.

In 2023, CRH Europe Division held its first UP Forum event in Amsterdam, bringing together over 80 early-in-career colleagues for three days of knowledge sharing, collaboration, and networking. Participants heard about CRH’s sustainability and solutions strategy and cultural traits that are critical to success, and networked with industry peers and CRH senior leaders. CRH Americas Division also held an UP Forum in 2023, building on successful forums held in recent years.

Tarmac, in CRH’s Europe Division, is a gold member of the 5% Club, where member companies work to create a positive impact by providing “earn and learn” skills training opportunities.



Colleagues On-Site  
Dolomite, CRH Americas Division

### Stakeholders Tell Us


“DDI’s (Development Dimensions International, Inc.) research shows that young talent is 2.4 times more likely to stay at companies that provide key development experiences. Fifty percent of young talent who receive these key developmental experiences report having a greater sense of purpose at work than those who don’t receive the same experiences (35%).”

**Dave Mayer,**  
Business Development  
Director, DDI Europe






# People and Communities — Community and Social Impact

 **The Challenge**

Our local stakeholders include employees, neighbors, local officials, organizations operating nearby, NGOs and regulators. Growing and strengthening relationships, underpinned by mutual trust, enables businesses to address any community issues and to have a positive impact. Building a positive company reputation is vital for maintaining a license to operate and being recognized as an employer of choice.

 **Our Response**

With 3,390 operational locations, CRH is embedded in our local communities, having 96% of our employees living local to our businesses. For over 50 years, we have focused on growing and strengthening our relationships through meaningful communication and support. By working locally, but acting as one company, we are:

- **Building Enduring Relationships** with our communities, actively engaging to build trust, and to understand and address any concerns raised.
- **Leveraging our Capabilities** including our resources, networks, and partnerships as a force for good.
- **Positively Contributing** to areas such as education, environment, conservation, health, wellness, and provision of shelter.
- **Supporting Communities** through volunteering, fundraising, and corporate donations.

**2030 TARGET**

**100%**  
of companies to have community engagement plans by 2030

**Targeting Positive Relationships**

Engaging with the community is key to understanding their needs and priorities.

Our target is for 100% of our operating companies to have community engagement plans in place by 2030. Of our operating companies, 85% have plans in place.

Through community engagement plans, we can help the communities we work in, understand their concerns, and address any potential impacts.

**Key Fact**

**\$10.7 million**

donations to organizations and initiatives in 2023

**Supporting Inclusive Growth**

Decarbonization of our business must be fair and equitable, and we proactively collaborate on managing the social impacts of our net-zero ambition.

While Just Transition guidelines and frameworks continue to evolve, many of the existing principles – such as those in the Paris Agreement and International Labour Organization's current guidelines – are already embedded in our business.

We continue to review and develop our approach aligning our transition planning on key themes where we can most effectively support our people and communities, including:

**Reskilling and redeployment** – we provide learning and development opportunities for our employees, so they have the skills needed to succeed in our dynamic industry and can help deliver our decarbonization, digitization, and sustainability initiatives.

**Community engagement** – we engage our local stakeholders via one-to-one meetings, open days, site tours, virtual sessions, and participation in community events, so we can understand their priorities and aspirations.

**Social impact projects** – we invest in social impact projects that improve community well-being, such as helping to build decent and affordable housing.

**Business model solutions** – we provide solutions that strengthen climate resilience and adaptation, protecting human health, economic activity, and cultural heritage.

We work to maintain an open and transparent dialogue with our key stakeholders on our approach to a Just Transition.

**Maintaining Positive Relationships**

Active engagement with the local community is vital in building and maintaining trust with our neighbors.

Community engagement plans are implemented by our businesses locally, to better understand the needs, aspirations, and concerns of their local communities. Our engagements allow us to learn from communities and build further confidence in our businesses and activities. By maintaining positive relationships, we foster trust and ensure we can work effectively together.

In 2023, our operating companies hosted 1,534 stakeholder engagement events. For example, Callanan Industries, in CRH's Americas Division, held an open house at one of its largest quarries and attracted approximately 2,500 attendees from the surrounding area. The event featured Callanan's operations, solutions produced and the equipment used such as mobile plant, and guided tours of the operation.

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

“At Danucem, we want to enhance the communities in which we work and live. We offer grant programs, organize Neighborhood Days and work with NGOs in the field of environmental education. In November 2023, we opened Circulus – a new educational center to build awareness about the circular economy. It is the only one of its kind in Slovakia.”

**Klaus Födinger,**  
Managing Director,  
Central Region,  
CRH Europe Division



# People and Communities — Community and Social Impact

Continued



Open Day Engagement with the Local Community  
The Shelly Company, CRH Americas Division



ACTION  
SPOTLIGHT

STAKEHOLDER  
ENGAGEMENT

## Community Engagement in Action

CRH takes a collaborative approach to developing strong community relationships. Hosting site visits for schools and community groups is important to 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. At its Platin site, Irish Cement, in CRH’s Europe Division, hosted about 25 visits in 2023 and held four community forums.

In 2023, Shelly Company, in CRH’s Americas Division, hosted an open day at its Wildlife Habitat Council certified site in Ostrander, Ohio. Quarry tours highlighted our production operations, conservation efforts, and the importance of habitat restoration and preservation. The event included presentations by the Ohio School of Falconry and other wildlife organizations, as well as a dedicated hiking and running trail.

## Leveraging our Core Capabilities

Many of our employees are deeply involved in their communities, by fundraising, participating in industry associations, sitting on charity boards, and volunteering their time and expertise with non-profit organizations and educational institutions.

Additionally, our businesses support communities financially and through their time, expertise, and in-kind (product) donations.

We build successful partnerships to tackle pressing societal issues. As a building materials solutions business, we have a unique opportunity to leverage quality materials and our expertise for positive impact in the community.

Since 2010, we have partnered with Habitat for Humanity, a non-profit housing organization working across all 50 states in the U.S., to build decent and affordable housing. For the last three years, an all-women team from CRH’s Americas Division, has volunteered as part of the “Women Build” initiative within Habitat for Humanity.

In recognition of its 100-year anniversary, PJ Keating, in CRH’s Americas Division, pledged to donate \$60,000 in goods and services for the development of a skate park in Lunenburg, Massachusetts in the U.S.

We also draw on our equipment and capabilities as needed to support the community. In 2023, employees from Tilcon, in CRH’s Americas Division, volunteered to use our water trucks to assist in the fighting of wildfires in the community. In Rockland County, New York in the U.S., quarries provided 300,000 gallons of water to contain the fires.

## 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.

For example, Tarmac, in CRH’s Europe Division, developed a community resource at its cement plant in Scotland. Working closely with Sustrans, a charity that ensures optimum accessibility for all, Tarmac constructed a path that makes it possible for people to now walk, wheel and cycle to Dunbar, in an area of natural beauty.

Also in CRH’s Europe division, EQIOM opened its sites to the public at La Rochepot and Vandières in France for the 17<sup>th</sup> edition of the “Fête de la Nature”. EQIOM’s aim is to raise awareness among its stakeholders of its intent to preserve and restore natural heritage and resources. In 2023, more than 100 people visited its sites including local authorities, environmental associations, and local residents.

CRH is currently preserving cultural heritage at 76 company locations as part of relevant management plans, 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, Tarmac, in CRH’s Europe Division, has gifted two henge monuments to Historic England and English Heritage. They are part of a Neolithic complex in North Yorkshire in the UK, described as the “Stonehenge of the North.”



# People and Communities — Community and Social Impact

Continued

## Supporting Education

We collaborate with higher education institutions to reach and support younger generations. For example, our CRH Americas Division partnered with the Thurgood Marshall College Fund again in 2023, and participated in their Leadership Institute. Representatives from our Building Solutions business led two development sessions for over 400 participants who attend historically black colleges and universities (HBCUs). We also offer internship programs to HBCUs to showcase CRH to those from under-represented communities and increase diversity in our talent pipeline.

Many of our businesses actively engage with all levels of educational institutions in the communities in which we operate. We had over 4,270 educational interactions with over 150,800 people participating over the last two years, including offering career development guidance for students, bringing science alive, providing work experience, and hosting site tours. Over the past year, Holliday Sand & Stone, in CRH Americas Division, participated in a range of events. This included partaking in panels such as women in STEM (science, technology, engineering and math), presentations to various classes, sports teams and school organizations, and career and science fairs, among others. Outreach efforts like these contribute significantly to building connections with potential future employees or interns.

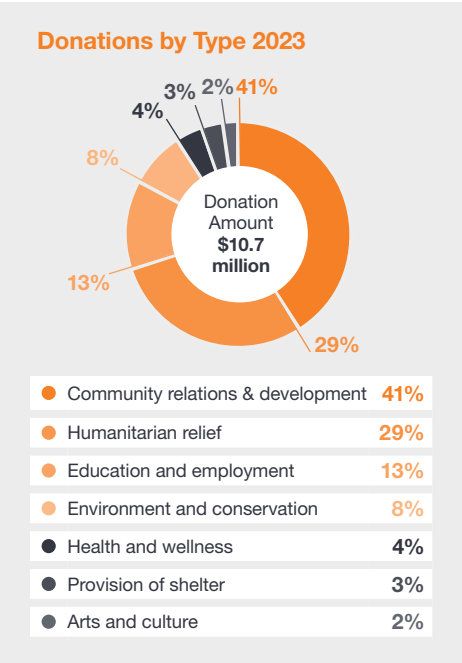


**Disclosures**  
Click here to find out more information on our Social KPIs

## Investing in our Communities

Donations are another way that we contribute to thriving and inclusive communities. Different communities face different challenges, and our operating companies are best placed to decide how to support them. In 2023, we donated \$10.7 million to organizations and initiatives including humanitarian relief, community relations and development, environment and conservation, education and employment, health and wellness, arts and culture and provision of shelter.

For example, in 2023, a range of different companies across the CRH Americas Division, including Texas Materials Group, Barriere Construction and Jewell, raised funds for the American Childhood Cancer Organization (ACCO) through a range of events, sponsorship, and the donation of items for auction.



### ACTION SPOTLIGHT | RESPONDING TO NEEDS

#### Standing with our Colleagues in Ukraine

At CRH, we continue to monitor the needs of our communities and our employees in line with evolving global events. The physical and psychological safety of our employees in Ukraine remains a priority as the war there continues. Safety on site is paramount.

Every employee has access to voluntary health insurance from the company. Over the past year, Cemark, in CRH's Europe Division, has significantly expanded the insurance program to introduce the "Doctor to Work" program in small towns where they operate, and where there is no longer access to private clinics. Twice a month, a doctor visits these sites for employees to seek advice. The insurance also covers cases of injuries from shelling. A psychological support service has been put in place for all employees, which gives them the opportunity to use the services of professional psychologists, psychotherapists and coaches. In 2023, Cemark noticed that counselling was in great demand because people found it difficult to concentrate, set priorities, and get involved in the work process in these extremely challenging circumstances.

Cemark has also created a plan for the reintegration of veterans, taking full account of each individual's condition and needs. Some are eager to work, while others need some time to rest and spend time with family.

## Stakeholders Tell Us

“In a world where innovation drives progress, it is incumbent upon corporations to be the vanguards of hope and support for the most vulnerable among us. Through the committed support of CRH, ACCO is expanding innovative research to advance much-needed childhood cancer treatment and cures. As ACCO's corporate champion, CRH brings resources and investment in the future health, of children battling cancer.”

**Ruth Hoffman,**  
CEO of the American Childhood Cancer  
Organization (ACCO)







# Responsible Business

## In this section

Governance and Ethics		65
Responsible Sourcing		72



CRH Leaders Engaging with Early-in-Career Audience Members at the Europe UP Forum  
Amsterdam, CRH Europe Division



# Responsible Business — Governance and Ethics

## The Challenge

The world around us is changing and our employees, prospective employees, and other stakeholders are more invested in the conduct of the businesses they engage with. Businesses are being held to higher standards than ever before.

## Our Response

We strive to achieve the highest level of legal, ethical, and moral standards, complying with the law, and working responsibly. At CRH:

- Our Strong Governance Structures and Values** unite us in the way we work, guide us through everything we do, and show us the way in an increasingly complex world.
- Our Code of Business Conduct (CoBC)** embeds our Values and our resolve to do the right things in the right way. We prioritize people, both in and outside our organization.
- Our Enterprise Risk Management (ERM) Framework** provides a structured approach to the identification, assessment, and management of material issues.
- Our Robust Due Diligence and Reporting Systems** enable employees, customers, suppliers, and external stakeholders to report any concerns.

## Corporate Governance

Our strong governance structures play a vital role in embedding sustainability throughout our organization. The SESR Committee, to which the Board has delegated primary responsibility for monitoring developments related to sustainability and providing oversight and support to the Board in this important area, meets every quarter. There are eight Directors on the SESR Committee, including the Chief Executive. The Committee receives regular updates and reports to the Board on CRH's sustainability-related targets, actions and performance.

At CRH, we champion integrity, honesty and dependability, as emphasized by our Chief Executive in the introduction to our CoBC which can be found at [crh.com](#). CRH has a continued commitment to stakeholder engagement. For further information on our approach see pages 66 to 68. Responsible business practices are core to CRH's operations and are integrated through each level of our organization. Our Group General Counsel has oversight of business ethics and sits on CRH's Global Leadership Team. In addition, the Audit Committee provides executive-level oversight of CRH's legal and compliance program. This ensures our continued commitment to legal and ethical business practices.

We routinely review our corporate governance structures and arrangements to ensure they remain of the highest standards.

**Policies**

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

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

**Chairman:**

Mary Rhinehart

**Members:**

Richie Boucher  
Richard Fearon  
Johan Karlström  
Lamar McKay  
Albert Manifold  
Gillian Platt  
Christina Verchere

**Primary Responsibilities**

- Monitoring the work of management to ensure that CRH's global health and safety policies and procedures are in line with best practice.
- Reviewing and tracking performance against CRH's targets in the areas of health, safety, environment and social responsibility.
- Monitoring management's strategies and action plans relating to health and safety, the environment and social responsibility.
- Keeping under review developments in health and safety, the environmental and social responsibility that may impact on CRH.
- Reviewing, at least annually, the Safety, Environment and Social Responsibility performance of CRH and report to the Board on any significant trends or developments.
- Reviewing the findings resulting from audits of safety and environmental performance across CRH.
- 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 annual Sustainability Performance Report.

**Summary of Principal Activities in 2023**

The Committee met 5 times during 2023, with the key areas of focus being:

- Reviewed and monitored CRH's sustainability and climate-related targets, actions and performance.
- Considered and approved the publication of the 2022 Sustainability Performance Report and the inclusion of sustainability disclosures in the 2022 Annual Report.

“Our values are integral to CRH's success, they are what guide us forward. Our Code of Business Conduct is a practical guide to upholding CRH's values and acting ethically in our workplace, in our business practices and in our communities. Through the message “It begins with me”, CRH demonstrates the importance it places on each and every employee taking responsibility for following the Code, doing the right thing and showing respect to others.”

**Isabel Foley,**  
Group General Counsel, CRH

# Responsible Business — Governance and Ethics

Continued

## 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

Key areas of interest	Employees	Local Communities	Investors	Customers
	<p>We engage with our employees to continually drive progress and understand what matters most.</p> <p>Key areas of interest for our employees include:</p> <ul style="list-style-type: none"> <li>• Health, safety &amp; well-being</li> <li>• Business and personal performance</li> <li>• I&amp;D</li> <li>• Corporate governance</li> <li>• Human rights</li> <li>• Potential local impact</li> </ul>	<p>We strive to create positive relationships to understand the needs and priorities of our local communities.</p> <p>Key areas of interest for our local communities include:</p> <ul style="list-style-type: none"> <li>• Community issues</li> <li>• Planning matters</li> <li>• Potential local impact</li> <li>• Sustainability</li> </ul>	<p>Engagement with investors helps us better understand their expectations for our financial and sustainability performance.</p> <p>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</li> <li>• Environmental, Social and Governance (ESG) topics</li> <li>• Board and Executive remuneration</li> <li>• I&amp;D</li> </ul>	<p>We are continuously striving to meet evolving customer needs and exceed expectations.</p> <p>Key areas of interest for our customers include:</p> <ul style="list-style-type: none"> <li>• Health &amp; safety</li> <li>• Building solutions</li> <li>• Customer relations &amp; contracts</li> <li>• More sustainable products</li> <li>• Product innovation</li> <li>• Quality &amp; delivery</li> </ul>
	Key methods of engagement	Key methods of engagement	Key methods of engagement	Key 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>• Employee newsletters</li> <li>• Performance reviews</li> <li>• Town Hall meetings</li> <li>• Management conferences</li> <li>• Employee surveys</li> <li>• One-to-one meetings/briefings</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>• Open days</li> <li>• Site tours and virtual events</li> <li>• Participation in local events</li> <li>• Employee engagement processes</li> </ul>	<p>We regularly engage with the investor community through various different channels, including:</p> <ul style="list-style-type: none"> <li>• Results presentations</li> <li>• One-to-one meetings and calls</li> <li>• Investor &amp; ESG roadshows and conferences</li> <li>• Annual General Meetings</li> <li>• 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>• Formal market research</li> <li>• Negotiations</li> <li>• Exhibitions</li> <li>• Product information on packaging</li> <li>• Customer relationship development</li> <li>• Company websites &amp; social media</li> </ul>
2023 Outcomes	<p>We continued to build on our engagement with employees. This ensures we can continue to attract, develop, retain and motivate our workforce, sustaining our competitive advantage and long-term success. It also helps us to strengthen our approach to inclusion and diversity across our operating companies.</p>	<p>Engaging with our local communities ensured that we continued to understand their needs and priorities, addressed any concerns and identified areas for value creation.</p>	<p>Investor focus continued around financial performance and growth opportunities, capital allocation priorities, transition of CRH plc's listing to the New York Stock Exchange (NYSE), emissions reduction, I&amp;D and innovation.</p>	<p>We continued to work with our customers on more sustainable product development and innovation, ensuring that we can continue to help them meet their sustainability commitments.</p>



# Responsible Business — Governance and Ethics

Continued

## Engaging with our Stakeholders



### Suppliers



### Governments and Regulators



### Academic and Scientific Community



### Media



### NGOs and Pressure Groups

<b>Key areas of interest</b>	<p>We work closely with our suppliers to identify potential issues and advise on key areas.</p> <p>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 &amp; climate</li></ul>	<p>We engage with governments and regulators to advance progress for our operating companies and industry.</p> <p>Key areas of interest for governments and regulators include:</p> <ul style="list-style-type: none"><li>• Health &amp; safety</li><li>• Environment &amp; climate</li><li>• Sustainability</li><li>• Corporate governance</li><li>• Planning matters</li><li>• Natural capital</li><li>• Product standards</li></ul>	<p>We actively engage with the academic and scientific community to promote innovation across our industry and beyond.</p> <p>Key areas of interest for the academic community include:</p> <ul style="list-style-type: none"><li>• Environment &amp; climate</li><li>• Product efficiency &amp; innovation</li><li>• Human rights</li><li>• Natural capital</li><li>• Graduates &amp; apprentices</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.</p> <p>Key areas of interest for media include:</p> <ul style="list-style-type: none"><li>• Business performance</li><li>• Health &amp; safety</li><li>• I&amp;D</li><li>• Environment &amp; climate</li><li>• Product innovation</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.</p> <p>Key areas of interest for NGOs include:</p> <ul style="list-style-type: none"><li>• Corporate governance</li><li>• Environment &amp; climate</li><li>• Human rights</li><li>• Eco-efficiency</li></ul>
<b>Key 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>• Information requests</li><li>• E-tendering platforms</li><li>• Assessment &amp; due diligence</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></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 pressure 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></ul>
<b>2023 Outcomes</b>	<p>We worked with our suppliers to implement improvements across priority areas including human rights, health, safety, and the environment to deliver innovative and more sustainable products.</p>	<p>Our engagement with local and national regulators, governments and industry associations ensured we contributed appropriately to issues relevant to our activities, improved our sustainability performance and progressed projects for a more sustainable built environment.</p>	<p>By engaging with academic and scientific institutions through our iCSC, CRH Ventures and operating companies, we continued to support partnerships and collaborations on research, development, championing innovative initiatives, and collaborating on innovative products that contribute to a more sustainable built environment.</p>	<p>Engagement with the media focused on how we are addressing climate change and delivering integrated solutions. We continue to improve our engagement with the media to ensure that specific sustainability issues are addressed appropriately and effectively.</p>	<p>Through our memberships and partnerships with NGOs, we continued to be involved in developing industry best practices across a range of established sustainability topics and collaborating on integrated solutions across the value chain.</p>

# Responsible Business — Governance and Ethics

Continued

## Engaging with Stakeholders

Ongoing engagement and collaboration with our stakeholders enables us to drive positive change. This engagement is a vital part of our efforts to ensure continued social dialogue. Depending on our line of business, location and area of interest, we use appropriate activities to interact with each of our relevant stakeholder groups. Working in close partnership with all stakeholders across our value chain also allows us to proactively contribute to sustainable economic growth. For more information on our stakeholder engagement approach and outcomes, see pages 66 and 67.

Strengthening existing partnerships and developing new relationships with stakeholders is integral to being a responsible business. It leads to improved engagement and communication and increases transparency and trust. Building mutual understanding enables us to work collaboratively to address any challenges and take positive action to support communities and other stakeholders. The input of our employees is particularly important 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 15 and 16.

## Regulatory Compliance

CRH's operations in the U.S. are subject to federal, state, and local laws, while our European operations are primarily subject to national laws and regulations, most of which stem from European Union directives and regulations. Our operations elsewhere are typically subject to both national and local regulatory requirements.

As an Irish-incorporated company with listings on the NYSE and the LSE, we are also subject to the listing rules of these exchanges and certain reporting and other compliance obligations under U.S., UK, Irish and EU laws, including the Corporate Sustainability Reporting Directive, and UK Market Abuse Regulation, among others.

The statutes, regulations, and laws applicable to our operations typically grant relevant government agencies and self-regulatory bodies broad discretion over our activities, including the power to limit or restrict our business activities and the power to require CRH to comply with new disclosure requirements regarding our operations. We invest substantial time, effort, and financial resources to comply with applicable regulations and laws.

## Public Policy

We recognize the role of efficient policy and regulation in delivering beneficial environmental, social, or economic outcomes. 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 believe firmly in the power of working in close partnership with governments, investors, companies, NGOs, civil society groups, academia, employees, and others to support in the delivery of efficient and appropriate policy and regulation. We directly engage with policymakers through transparent, responsible corporate advocacy, and indirectly through industry associations and membership organizations.

We publish our policy positions on relevant issues, such as climate advocacy. 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)). Read more about our approach to climate advocacy on page 39.

## Fostering an Ethical Culture

Our CoBC outlines the general principles and standards which govern the activities and conduct of our management and employees. It provides clear guidance in recognizing and resolving ethical or legal issues they may encounter.

Our Legal and Compliance function regularly review and update our CoBC, with oversight and sign-off by our Group General Counsel. "It Begins with Me" is a recurring phrase within the CoBC, emphasizing that it is only possible to live up to our values as a company when everyone plays their part.

Every CRH employee is required to read, confirm understanding of, and abide by our CoBC and relevant employees are required to complete CoBC training on a regular basis. CRH also runs Advanced Compliance Training (ACT), which relevant employees have to undergo on a regular basis. This includes employees who participate in industry associations and membership organizations.

In 2023, 33,949 CRH employees were trained in our CoBC. Of these, approximately 24% were managerial, 44% were clerical or administrative, and 45% were operational.

In addition, 10,244 CRH employees completed ACT training. Of these, approximately 39% were managerial, 31% were clerical or administrative and 17% were operational.

Our Legal and Compliance team ensures training content, materials and methods of delivery remain relevant to employees. This includes developing training modules with a focus on specific topics as needed. The CoBC and the CoBC training are available in 22 languages.



# Responsible Business — Governance and Ethics

Continued

## Reporting Concerns

Our robust internal controls help in the fight against all forms of corruption and illegal practice. Management and the Legal and Compliance team monitor risks of corruption and fraud. Our Internal Audit function also works side-by-side with Legal and Compliance in monitoring compliance with the CoBC and supporting policies, and in providing 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 through a number of secure channels. This could include unsafe, inappropriate, or illegal behavior or violations of any CRH policies or local laws. Employees can report issues to members of their management team, report directly to the Legal and Compliance function, 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.

We also provide confidential, and anonymous ways to report concerns through our CRH Hotline, a 24/7, independent, multi-lingual reporting service. The confidential service allows employees, customers, suppliers, and other external stakeholders to raise good faith concerns they may have.

### Concerns Reported

(Number of concerns)

2023	338
2022	369
2021	290

## Investigations and Proceedings

In 2023, a total of 338 concerns were raised globally. We consider any suspected violation of law, policy or our CoBC as a serious matter. We handle all concerns discreetly and professionally investigate them with appropriate actions taken based on investigation findings. Retaliation or reprisals are not tolerated. In 2023, there were no investigations from external parties into allegations of corruption against the Company.

In 2023, 37 proven incidents resulted in disciplinary action. We make employees aware that disciplinary procedures can be invoked in the event of a proven breach of CRH policies or any rule of law.

### Concerns Reported by Type 2023

(% of total concerns)

Labor and employment	57%
Health, safety, and environment	22%
Fraud and theft	10%
Conflicts of interest	7%
Bribery, antitrust/competition	2%
IT security/data privacy	1%
Other Concerns	1%



# Responsible Business — Governance and Ethics

Continued

## Our ERM Framework

Our Enterprise Risk Management (ERM) framework and processes enable the consistent identification, assessment, and management of CRH's most material threats and opportunities. Our ERM framework is embedded across our business and helps our people consistently take the right risks for the right rewards in line with CRH's risk appetite.

Our leaders promote a risk aware culture and the adoption of recognized leading practices to ensure robust risk management across our Company. CRH has an embedded network of risk champions across all our operating companies and group functions, helping to deliver an agile and informed risk assessment and management process.

CRH's ERM team conducts a thorough bi-annual risk assessment process, with senior leaders across CRH. Further, all employees are encouraged to identify, and report perceived material current and/or emerging risks in a timely manner. Any such risks are captured in our online risk management information system. In addition, stakeholders can anonymously report risks via the CRH Hotline, in accordance with our Speak Up Policy (available at [crh.com](https://crh.com)). Risks are formally reviewed and reported bi-annually, and substantially inform CRH's reported material risks (see our CRH Annual Report on Form 10-K for the year ended December 31, 2023 at [crh.com](https://crh.com)).

## Risk Factors

Our material 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 and represent the key risks faced by the Company.

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 cannot yet be fully understood, due to lack of data or longer time horizons, inhibiting our ability to effectively manage the risk. A dynamic watchlist of material risks is maintained by CRH to enable early identification of potential threats that could impact the long-term performance of our business. Examples of emerging risks include cybersecurity and innovation and technology (see the Action Spotlight on this page).

## Building Resilience

CRH collaborates with key stakeholders to assess risk factors across our value chains to identify and evaluate potential people, IT, equipment, property, and/or supplier dependencies, to promote the reliable and cost-effective restoration of operations following any disruption. This enhances CRH's operational resilience, enabling the Company to meet our customers' expectations.

Considering CRH's continued growth and expansion into new geographies and product lines, a review and potential update of CRH's risk appetite is planned for 2024. This may provide further decision-making guidance, where considered value enhancing. In addition, we will consider the continued efficacy of the risk metrics currently used to track performance and help identify where pre-emptive action is required to avoid any potential breaches of our risk limits.

Having successfully deployed our online risk management information system across all of CRH's businesses, work is also underway to roll out automated insight reporting for our business leaders to support more informed, timely, and pro-active decision-making.



### ACTION SPOTLIGHT

### EMERGING RISKS

## Cybersecurity

CRH depends on multiple information and operational technology systems, including certain systems for which third-parties are in whole or in part responsible.

CRH has not been subject to a cyber-attack that has had a material impact on our operations or financial results. However, we have faced attempted cyber-attacks and may face future cyber-attacks, including malware or ransomware attacks, or suffer other human or technological errors that have a material impact, making this an emerging risk. Breaches, significant IT interruptions, or errors could disrupt production software, permit manipulation of financial data, and could lead to corruption or theft of sensitive data that we collect and retain about our customers, suppliers, employees and business performance. Following a material cybersecurity incident, CRH may incur significant remediation costs, face regulatory proceedings and/or private litigation, and may suffer damage to our reputation and customer confidence in our operations.

Our Board is responsible for strategy, risk and governance, including oversight of risks from cybersecurity threats. The Board has delegated primary responsibility for oversight of cybersecurity risk management and the associated internal control systems to the Audit Committee. In 2023, the Company provided employees with enhanced cybersecurity awareness training and clear escalation processes to effectively communicate potential cybersecurity risks.

## Innovation and Technology

Some governments are implementing legislation and new public policies to accelerate the energy transition and increase demand for low-carbon, sustainable products. We are well positioned to capitalize on these opportunities, which are underpinned by significant U.S. and European funding programs and regulatory policies, such as the \$1.2 trillion Infrastructure Investment and Jobs Act and the European Union's Emissions Trading System.

As we operate in highly competitive markets, any failure to keep pace with technological change presents an emerging risk and could have an adverse impact on our ability to provide customers with innovative, low-carbon, more sustainable solutions.

We are constantly innovating and developing new technologies that will address the changing needs of construction and provide us with a platform for future growth. Through our Innovation Center for Sustainable Construction (iCSC), we have a global network of experts across our businesses collaborating in the research, development, and replication of innovative solutions. In addition, our CRH Ventures platform works in partnership with industry players and academic institutions to pilot and scale cutting-edge innovative technologies.

Through our \$250m Innovation and Venturing Fund, we continue to invest in our capabilities and the technology needed to provide our customers with innovative, value-added solutions to create a more sustainable built environment. These investments and projects are crucial to the Company's long-term performance and ability to continue growing our business.



# Responsible Business — Governance and Ethics

Continued

## Our Approach to Human Rights

CRH employs c.78,500 people across 29 countries and we operate within complex supply chains. We continuously seek to build knowledge and awareness on 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. We are a signatory of the UN Global Compact, the world's largest sustainability initiative with ten universal principles, including human rights. We also align to the UN Guiding Principles on Business and Human Rights.

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

We have a range of policies and processes to ensure employees and contractors maintain and uphold CRH's CoBC. 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 69).

### Disclosures

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



## Managing Human Rights Impacts

Through our annual impact assessments, we have developed our approach to salient human rights impacts, examining the risks to our operations, acquisitions, and supply chain.

We recognize the need to engage 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 provides information on the people working across our operations, in particular the employees and contractors working on our sites.

We continue to work with internal and external stakeholders to assess our approach to human rights and risk management and develop and refine our approach to human rights due diligence. Our aim is to strengthen our human rights approach across our operations, with 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

There are multiple safety hazards associated with our industry. Our Safety and Well-Being section (pages 49 to 53) details how we manage safety across our operations and work with our employees, contractors and industry towards achieving our ambition of zero harm.



### Labor Rights

We monitor the working conditions of our employees and contractors through our Annual Review processes. We want to ensure that all those working on our sites are doing so freely, ensuring no forced labor and we support freedom of association. The SESR Committee continues to focus on I&D and equal pay. For more information on labor practices and the Social Policy see pages 58 and 78 respectively.



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

We source our materials and products from over 100,000 suppliers worldwide. We also conduct category level assessments and review labor practices annually. 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.



### Local Community Rights

As we operate and develop our extractive sites, it is important we ensure the health and safety of the communities where we operate, including respecting land rights. We require all our companies to have a Community Engagement Plan to help meet the needs of their local communities. We continue to invest in community relations and development.



### Grievance Mechanisms

CRH always aims to do business in a sustainable, responsible, and ethical manner, and effective grievance mechanisms are an important aspect of this. These need to operate at a site level, ensuring potentially affected parties have a trusted mechanism to raise issues of concern and ensure they are appropriately dealt with. Everyone at CRH is required to comply with the CoBC and all signatory suppliers must comply with the SCoC. We provide training to our employees on CoBC and our Speak Up Policy and CRH Hotline allow all stakeholders to report their grievances and concerns.

Find out more about our commitments and actions on our salient human rights in our Modern Slavery Statement (available at [crh.com](https://www.crh.com))

# Responsible Business — Responsible Sourcing



## The Challenge

Our operating companies purchase more than \$20 billion worth of goods and services each year from more than 100,000 suppliers, across America (64%), Europe (35%) and Asia, and the rest of the world (1%). We also extract raw materials such as aggregates, sand and gravel to use in our own processes, as well as to supply external customers. Responsible sourcing across our supply chain has a critical role in ensuring business continuity, that human rights are upheld, and downstream environmental impacts are managed.



## Our Response

Our supply chain reach, influence, and strong supplier relationships provide an important opportunity to be a driver of change. By working with our suppliers, we can leverage supplier innovation and work towards best practice. At CRH:

- **Our Group Procurement Council** oversees procurement activities related to financial value, efficiency, sustainability, innovation and risk. It is chaired by our Chief Operating Officer and includes our Chief Financial Officer and our Divisional Presidents and Senior Vice Presidents.
- **We Collaborate with our Suppliers** to build strong relationships based on trust and integrity.
- **We Support our Supply Chain** to continually improve their social and environmental impact and to enable CRH to achieve our business and sustainability ambitions.



ONGOING  
TARGET

# 100%

of suppliers agree to adhere with Supplier Code of Conduct

## Targeting Responsible Supply Chains

Our Supplier Code of Conduct (SCoC) sets out the expectation that suppliers match our commitment to more sustainable practices. It is based on our framework for a sustainable future and is reviewed on an ongoing basis.

The supplier commitment to the SCoC is a requirement in our general purchase conditions to ensure that our suppliers are aligned with our values.

Signing the CRH SCoC is a pre-condition for participating in all e-tenders across all our locations.



### Policies

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



## Managing Supply Chain Risk

We source goods and services through different routes, from centralized procurement to local buying supported by e-sourcing. Our Group Procurement team works closely with our ERM team to continuously improve our approach to supply chain risk management. Our procurement category teams periodically review risks associated with specific categories and subcategories of commodities across various dimensions of risk.

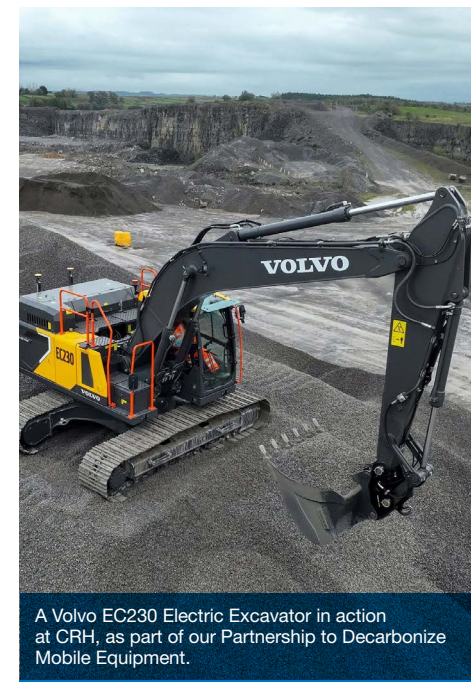
We continue to embed sustainability into our sourcing process. Our supplier selection and ongoing assessment processes include environmental, social and governance criteria, business relevance and screening against sanctions.

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. The resulting heatmap (see page 75) is a strategic input to our category strategy development.

We provide training to employees who work directly with our suppliers. The training equips staff with the understanding and tools to be able to spot issues and effectively engage suppliers through their category strategies.

Our new Procurement Academy offers training to accelerate development of our internal procurement professionals and enable sharing of best practice (find out more on page 59).

At CRH, we monitor our supply chain's compliance with human and labor rights policies through our due diligence process. To learn more, see page 73.



A Volvo EC230 Electric Excavator in action at CRH, as part of our Partnership to Decarbonize Mobile Equipment.

“Our mobile equipment fleets have a major role to play in helping CRH to meet its decarbonization target. Our team is working closely with partner equipment manufacturers at strategic levels to make this transformation happen over the next years. These strategic alliances will enable CRH to reach our goals while retaining a strong competitive position with our customers on total cost.”

**Daryl Mizell,**  
Global Category Manager,  
Heavy Mobile Equipment, CRH





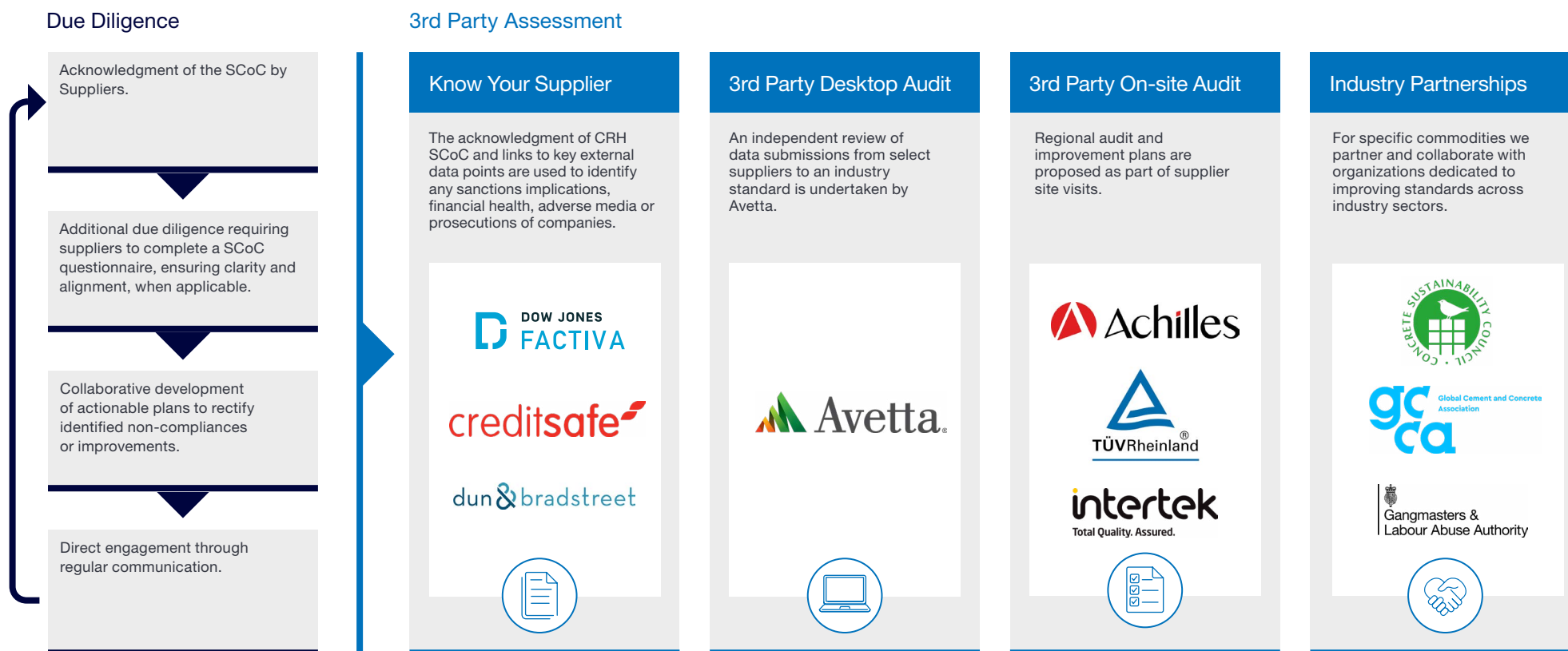
# Responsible Business — Responsible Sourcing

Continued

## Supply Chain Due Diligence

Measuring effectiveness and year-on-year progress:

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 annually. Within our supply chain, we increase our assurance and due diligence response in accordance with the perceived risk profile. Methods we prescribe in our SCoC include:



# Responsible Business — Responsible Sourcing

Continued



Launch of the Sustainability Supply Chain School, Ireland  
Roadstone, CRH Europe Division



**ACTION  
SPOTLIGHT**

**SUPPORTING  
SUPPLIERS**

## Empowering our Customers and Supply Chain

CRH is supporting suppliers and customers to improve their ability to help CRH achieve its own sustainability ambitions.

Roadstone, in CRH's Europe Division, is a founding partner of a new Sustainability Supply Chain School in Ireland. Recently launched, the School offers free learning to upskill those working in the built environment sector. This collaboration between clients, contractors, and suppliers focuses on building skills on sustainability and environmental issues. Tarmac, also in CRH's Europe Division, is a partner of an equivalent Sustainability Supply Chain School in the UK.

## Collaborating for Improvement

Our commitment to our values goes beyond our own business activities. We engage with suppliers, governments, industry bodies, businesses, and other partners to support the transition towards more sustainable supply chains across the entire industry. Collaboration allows us to find ways to innovate for positive change, support local communities and create social value. It forms a part of our approach to a Just Transition.

We work across our industry to improve standards. For example, as a Founding Member of the Concrete Sustainability Council (CSC), we helped to develop a responsible sourcing industry standard for concrete. We have also partnered with the Global Cement and Concrete Association (GCCA), the Portland Cement Association in the U.S. and CEMBUREAU, the European cement association, on various projects to enhance supply chain contribution to enabling more sustainable buildings and infrastructure.

Collaboration, both internal and external, is the key to moving at speed and scale to achieve our sustainability ambitions and unlock innovative solutions. We have defined several select partnerships, starting with collaborative agreements with Shell, Volvo, Caterpillar and others that help us to accelerate innovation in the most critical areas.

## Product Stewardship

As a part of our customers' supply chain, we continue to focus on the delivery of quality products. Product stewardship is about understanding the potential impacts that our products may have on the wider environment, stakeholders, and customers. Our products are accompanied by Safety Data Sheets (SDS) and Environmental Product Declarations containing information on use, storage, and application where needed. We also share Health Product Declarations with our customers. In line with the European Regulation on Chemicals (REACH), all our companies operating within the EU provide health, safety, and environmental information.

We manufacture all our products to the highest national and regional technical standards and specifications. They are independently certified. In addition, many of our businesses operate to ISO 9001 Quality Management Systems, further ensuring product quality. In 2023, a total of 1,114 of our locations were certified to ISO 9001 with 75% of our operating companies in CRH's Europe Division certified to this standard.

## Stakeholders Tell Us

"We are part of the transport and logistics sector which accounts for a significant share of global CO<sub>2</sub> emissions. Instant measures are needed to accelerate emission reduction. We consider CRH a like-minded partner and are confident we can move the needle on this journey through close collaboration across the value chain, utilizing all tools in our joint toolbox."

**Mads Drejer,**  
Global COO & CCO,  
Scan Global Logistics





# Responsible Business — Responsible Sourcing

Continued

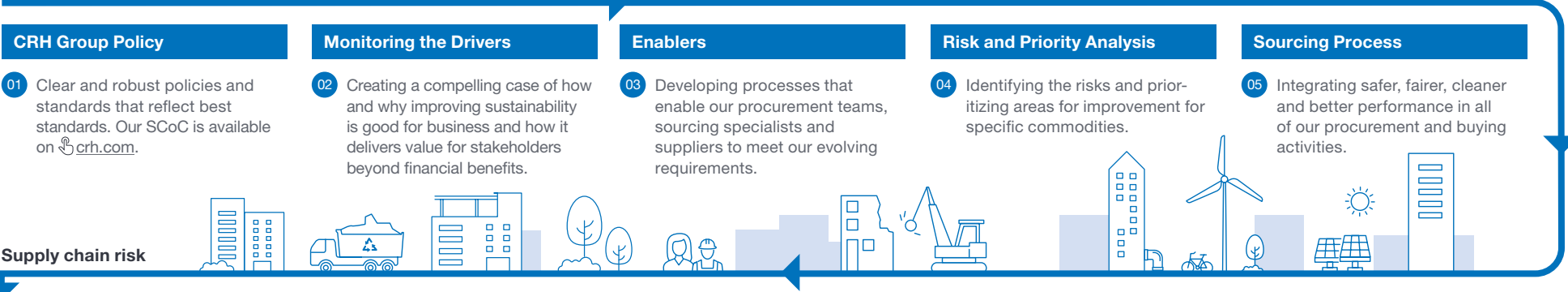
Our stakeholders want assurance that the products we supply are produced in a responsible way. To make an impact on issues in our supply chain and ensure we practice responsible sourcing, we have committed to developing more sustainable procurement strategies.

L — Low

M — Medium

H — High

Pathway to Impact



Supply chain risk

CATEGORY	Safety	Health	Labor practices	Fairness, inclusion and respect	Social value	Energy and CO <sub>2</sub> emissions	Environmental stewardship	Resource efficiency	Circular economy	Water	Legal and compliance	Economic growth
Packaging	M	L	L	L	L	L	H	M	H	L	L	L
Chemicals	M	M	M	L	L	H	M	H	L	L	L	L
IT & telecom	L	L	L	L	L	M	L	H	H	L	H	L
Building components & manufacturing materials	H	M	H	L	M	H	M	L	L	L	L	L
Energy	M	H	L	L	L	H	H	H	L	L	L	L
General services	L	M	M	M	H	M	L	L	L	L	L	M
Mobile equipment	M	M	L	L	L	H	L	L	L	L	L	L
Production equipment	H	M	M	L	L	H	L	L	L	L	L	L
Raw materials	M	M	M	L	M	M	H	M	H	M	M	M
Logistics services	H	H	L	L	L	H	M	L	L	L	H	M
Maintenance, production & contractor services	H	H	L	M	M	L	L	L	L	L	H	L
Facilities management & estates	M	M	H	H	M	M	M	M	M	M	M	L

Benefits

Reduced risk

By understanding the potential sources of risk at the start of the tender process, we are better able to mitigate in advance of an event.

Innovation

Sustainable innovation can lead to greater efficiencies, it can lower the total cost of operations and reduce environmental impact.

Collaboration

Demonstrated trust between suppliers and CRH creates effective pathways for collaboration.



# Sustainable Performance

## In this section

Our Sustainability Policies		77
Reporting History, Scope and Basis		79
Data Summary		80
SASB		88
GRI Index		89
DNV Assurance Statement		96
External Benchmarks and Recognitions		102

Winning Photo of the CRH Photo Competition  
by Oleksandra Linnik, Podilsky Cement Plant Ukraine  
Cemarm, CRH Europe Division





# 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. Our high standards are underpinned by our unwavering values. To learn more about our purpose and values, see page 12.

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



### Environmental Policy

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 our Group. Our Policy must be applied rigorously across all of our companies. There are clear lines of responsibility through operational management, the Chief Executive, 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



### 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



### Health & Safety Policy

#### Roles and Responsibilities

Health and safety has long been a strategic priority for CRH. 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, 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



### Social Policy

#### 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, 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.



# 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 2024, covers our activities during 2023 and KPIs cover the period January 2023 to December 2023. This is CRH's 21st annual report on sustainability and our 19th 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 Board has delegated primary responsibility for monitoring developments related to sustainability. You can find this year's detailed assurance statement on pages 96 to 98.

## Reporting Standards

This report has been prepared in accordance with the GRI Reporting Standards. The GRI content index is provided from pages 89 to 95.

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 88.

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 125 to 132 of our Irish Statutory Accounts for the year ended December 31, 2023 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 2023. Our principal subsidiaries are listed on pages 138 to 141 of our Irish Statutory Accounts for the year ended December 31, 2023 available on [crh.com](https://www.crh.com).

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 142 of our Irish Statutory Accounts for the year ended December 31, 2023 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 associates and joint ventures.

Data has been collated from 3,390 locations, spread across 29 countries. We have a robust data collection and management process in place, as assured by DNV for specific KPIs.

Our basis for reporting follows the GCCA definitions, GRI definitions and SASB definitions; these are publicly available at [www.gccassociation.org](http://www.gccassociation.org), [www.globalreporting.org](http://www.globalreporting.org) and [www.sasb.org](http://www.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 full range of 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 15 to 16).

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 2021 and 2022 numbers are presented on an "As Reported" basis consistent with CRH Sustainability Reports.

## Calculation Methodologies

Note: For details on our approach to reporting and methodology please 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

Our reports are written for our stakeholders, but with global and local stakeholders in 29 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 2023, 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.

"We continue to focus on making meaningful disclosures to our stakeholders on the business value and management of risks, aligned with sustainability reporting standards and frameworks."

**Alan Nash,**  
Head of Corporate  
Sustainability Reporting,  
CRH



# Data Summary

## Environment

	2023	2022	2021
Revenue from products with enhanced sustainability attributes (%)	48%	47%	47% <sup>1</sup>
Total CO <sub>2</sub> e emissions direct, Scope 1 (tonnes)	28.7m	31.2m	33.4m
Total CO <sub>2</sub> e emissions indirect, Scope 2 (Market) (tonnes)	2.3m	2.4m	2.9m
Total CO <sub>2</sub> e emissions, Scope 1 + 2 (Market) (tonnes)	31.0m	33.6m	36.3m
Total CO <sub>2</sub> e emissions indirect, Scope 3 (tonnes)	13.1m	12.9m	12.0m
Total CO <sub>2</sub> e emissions, Scope 1 + 2 (Market)+ 3 (tonnes)	44.1m	46.5m	48.3m
CO <sub>2</sub> e intensity (kg/\$ revenue)	0.9	1.0	1.2
Total energy consumption (TWh)	50.2	54.5	57.0
Alternative fuel rate (kiln fuels) (%)	35.9%	36.3%	33.0%
Electrical energy from renewable resources (%)	31%	25%	25%

	2023	2022	2021
Total by-products and wastes used as alternative materials (tonnes)	41.7m	40.1m	37.4m
Total by-products and wastes used as alternative fuels (tonnes)	2.2m	2.3m	2.1m
Total by-products and wastes used as alternative materials and fuels (tonnes)	43.9m	42.4m	39.5m
Companies which have waste management plans (%)	95%	97%	95%
Total water consumption (m³)	62.4m	81.9m	86.8m
Water intake reduction (%)	58%	55%	56%
Companies which have water management plans (%)	89%	81%	80%
Locations noted for biodiversity	585	578	507
Relevant locations in sensitive areas with BMPs in place (%)	93%	92%	90%
Quarries where rehabilitation plan is implemented (%)	99.4%	99.5%	99.6%

## Safety

	2023	2022	2021
Zero accident locations (%)	95%	94%	94%
Group lost time injuries (LTI) rate per 1 million working hours (Frequency Rate)	1.0	1.2	1.2
Group lost time injuries (LTI) rate per 1 million working hours (Severity Rate)	27	35	29
Locations audited for safety (%)	98%	95%	92%
Operations covered by safety management systems (%)	100%	100%	100%

	2023	2022	2021
Companies with risk assessments in place (%)	100%	100%	100%
Accidents investigated (%)	100%	100%	100%
Companies that held safety meetings (%)	100%	100%	100%
Companies that recorded near misses (%)	100%	100%	100%
Health and safety training completed by employees (hours)	1.6m	1.5m	1.5m

## Social

	2023	2022	2021
Total employees	c.78,500	c.75,800	c.77,400
Employees employed locally (%)	96%	>95%	95%
Number of employees with disabilities	1,597	1,344	1,168
Board Directors (% women)	38%	33%	33%
Senior leadership (% women)	29%	19%	22%
Total training hours	2.7m	2.3m	2.4m
Relevant employees trained in Code of Business Conduct (CoBC)	33,949	c.31,500	c.32,600
Employees receiving Advanced Compliance Training (ACT)	10,244	c.10,700	c.8,500

	2023	2022	2021
Employees participating in regular employee briefings (%)	91%	90%	89%
Employee engagement scoring in the "engaged" or higher categories (%)	100%	100%	100%
Operating companies that offered career development opportunities or advice to employees (%)	96%	87%	86%
Companies that had health and wellbeing programs (%)	98%	99%	99%
Donations (\$)	\$10.7m	\$7.2m	\$7.1m
Number of stakeholder engagement events	1,534	c.1,500	c.1,100
Number of educational interactions over a two year period	c.4,270	c.1,880	c.930

<sup>1</sup> Reported number in 2021 as 46% and restated to reflect impact of discontinued operations.



# 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 please see pages 96 to 99.

## Environment

CO <sub>2</sub> Emissions	2023	2022	2021
<b>Total CO<sub>2</sub>e Emissions Direct, Scope 1 (tonnes)</b>	<b>28.7m</b>	31.2m	33.4m
by Source (%)			
Decarbonation	59%	60%	60%
Coal	11%	13%	14%
Natural gas and LPG	9%	8%	7%
Alternative fossil and mixed fuels	8%	8%	8%
Petcoke	8%	7%	7%
Diesel and oils	3%	3%	3%
Transport	2%	1%	1%
<b>Total CO<sub>2</sub>e Emissions Direct, Scope 1 (tonnes)</b>	<b>28.7m</b>	31.2m	33.4m
by Activity (%)			
Cement	80%	81%	82%
Lime	10%	11%	10%
Materials	7%	6%	6%
Concrete	1%	1%	1%
Building Products	<1%	<1%	<1%
Transport	2%	1%	1%
<b>Total CO<sub>2</sub>e Emissions indirect, Scope 2 (Location) (tonnes)</b>	<b>2.2m</b>	2.3m	2.6m
<b>Total CO<sub>2</sub>e Emissions Indirect, Scope 2 (Market) (tonnes)</b>	<b>2.3m</b>	2.4m	2.9m
CO <sub>2</sub> e Intensity (kg/\$ revenue)	0.9	1.0	1.2
<b>Total CO<sub>2</sub>e Emissions Indirect, Scope 3 (tonnes)</b>	<b>13.1m<sup>1</sup></b>	12.9m	12.0m
<b>Total CO<sub>2</sub>e Emissions Indirect, Scope 3 Upstream (tonnes)</b>	<b>12.0m</b>	12.4m	11.7m
Purchased goods and services (incl. transport) (tonnes)	8.1m	8.5m	7.5m
Fuel and energy-related activities (incl. transport) (tonnes)	2.1m	1.9m	1.8m
Upstream transportation & distribution (tonnes)	1.5m	1.7m	2.1m
Waste generated in operations (tonnes)	0.1m	0.1m	0.1m
Employee commuting (tonnes)	0.2m	0.2m	0.2m
<b>Total CO<sub>2</sub>e Emissions Indirect, Scope 3 Downstream (tonnes)</b>	<b>1.1m</b>	0.5m	0.3m
Downstream transportation & distribution (tonnes)	0.4m	0.5m	0.3m
Processing of sold products (tonnes)	0.4m	-	-
End-of-life treatment of sold products (tonnes)	0.3m	-	-

<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.

CO <sub>2</sub> Emissions	2023	2022	2021
Total CO <sub>2</sub> e emissions, Scope 1 + 2 (Location) (tonnes)	30.8m	33.5m	36.0m
Total CO <sub>2</sub> e emissions, Scope 1 + 2 (Market) (tonnes)	31.0m	33.6m	36.3m
Total CO <sub>2</sub> e emissions, Scope 1 + 2 (Location) + 3 (tonnes)	44.0m	46.4m	48.0m
<b>Total CO<sub>2</sub>e Emissions, Scope 1 + 2 (Market)+ 3 (tonnes)</b>	<b>44.1m</b>	46.5m	48.3m

CO <sub>2</sub> Emissions (GCCA KPIs - Cement Only)	2023	2022	2021
Total direct CO <sub>2</sub> emissions - gross (tonnes)	23.1m	25.2m	27.3m
Total direct CO <sub>2</sub> emissions - net (tonnes)	21.0m	22.9m	24.9m
Specific CO <sub>2</sub> emissions - gross (kg/tonne of cementitious product)	616	624	643
Specific CO <sub>2</sub> emissions - net (kg/tonne of cementitious product)	562	566	586

Alternative Fuels and Materials	2023	2022	2021
<b>Total By-Products and Wastes Used as Alternative Materials and Fuels (tonnes)</b>	<b>43.9m</b>	42.4m	39.5m
<b>Total By-Products and Wastes Used as Alternative Materials (tonnes)</b>	<b>41.7m</b>	40.1m	37.4m
Internal by-products (tonnes)	2.8m	2.8m	3.1m
RAP and shingles (tonnes)	13.2m	11.8m	10.6m
C&D waste (tonnes)	11.4m	12.1m	10.0m
Other reused materials (tonnes)	14.3m	13.4m	13.7m
<b>By-Products and wastes used as alternative materials in cement plants (tonnes)</b>	<b>7.7m</b>	8.4m	8.0m
GGBS	39%	41%	44%
Industrial by-products	29%	27%	23%
Fly ash	18%	18%	17%
Soils	10%	10%	12%
Internal by-products	4%	4%	4%
<b>% Rap in Asphalt U.S.</b>	<b>25%</b>	c.25%	c.25%
<b>Total By-Products and Wastes Used as Alternative Fuels (tonnes)</b>	<b>2.2m</b>	2.3m	2.1m
<b>By-Products and Wastes Used as Alternative Fuels in Cement Plants (tonnes)</b>	<b>2.1m</b>	2.2m	2.1m
Alternative fossil and mixed fuels	63%	66%	71%
Biomass fuels (incl. biomass content from alternative mixed fuels)	37%	34%	29%
<b>Alternative Fuels Used in Cement Plants Rate - European Union (%)</b>	<b>55%</b>	53%	50%

# Data Summary

Continued

Energy	2023	2022	2021
Total Energy Consumption (TWh)	50.2	54.5	57.0
by Source (%)			
Alternative fossil and mixed fuels	24%	24%	22%
Natural gas and LPG	24%	23%	23%
Coal	18%	21%	24%
Petcoke	14%	13%	12%
Electricity	13%	12%	13%
Diesel and oils	7%	7%	6%
Other	<1%	<1%	<1%
Total Energy Consumption (TWh)	50.2	54.5	57.0
by Activity (%)			
Cement	69%	70%	71%
Materials	20%	19%	18%
Lime	6%	7%	7%
Concrete	4%	4%	3%
Building products	1%	<1%	1%
Total energy consumption (Pj)	180.8	196.3	205.0
Energy use from businesses with energy reduction targets (%)	91%	99%	99%
Energy saved (TWh)	1.03	0.47	0.17
Renewable electricity purchased by CRH (TWh)	1.95	1.65	1.67
Electrical energy from renewable resources (%)	31%	25%	25%
Europe locations certified to ISO 50001	662	696	775
Europe materials activity locations certified to ISO 50001 (%)	54%	56%	69%
Energy conversion costs (\$)	2,066m	2,106m	1,513m
Energy conversion costs (% of total cost of sales)	5.9%	9.6%	7.8%

Energy (GCCA KPIs - Cement Only)	2023	2022	2021
Specific heat consumption for clinker production (kcal per kg of clinker)	907	897	904
Alternative fuel rate (kiln fuels) (%)	35.9%	36.3%	33.0%
Biomass fuel rate (kiln fuels) (%)	12.5%	11.8%	8.9%

Transport	2023	2022	2021
Companies with initiatives to optimize transport use (%)	73%	70%	71%
Produced goods delivered with initiatives to optimize transport use (%)	95%	94%	94%
Transport of products by own trucks (%)	28%	24%	25%
Fuel used by our company trucks (litres)	159m	155m	157m

Air Emissions	2023	2022	2021
Total Particulates Emissions (Dust) (tonnes)	3.7k	3.7k	3.9k
by Activity (%)			
Cement	53%	47%	53%
Materials	40%	40%	41%
Lime	4%	7%	5%
Concrete	2%	6%	1%
Building products	<1%	<1%	<1%
Total NOx Emissions (tonnes)	36.1k	38.3k	42.9k
by Activity (%)			
Cement	92%	92%	93%
Materials	6%	5%	4%
Lime	2%	3%	3%
Concrete	<1%	<1%	<1%
Building products	<1%	<1%	<1%
Total SOx Emissions (tonnes)	10.8k	9.5k	16.3k
by Activity (%)			
Cement	89%	85%	93%
Materials	8%	9%	4%
Lime	2%	4%	3%
Concrete	2%	2%	<1%
Building products	<1%	<1%	<1%

Emissions (GCCA KPIs - Cement Only)	2023	2022	2021
Overall coverage rate (%)	100.0%	94.5%	85.0%
Coverage rate continuous measurement (%)	94.0%	99.1%	98.7%
Particulates (Total Particulate Matters Emissions)			
Specific (g per tonne of clinker)	31	30	34
Absolute (tonnes)	871	915	1,093
Coverage rate (%)	94.0%	99.1%	98.7%
NO <sub>x</sub> (Sum of Nitrogen Monoxide and Nitrogen Dioxide, Expressed as Nitrogen Dioxide)			
Specific (g per tonne of clinker)	1,115	1,116	1,140
Absolute (tonnes)	31,286	34,186	37,041
Coverage rate (%)	94.0%	99.1%	98.7%

# Data Summary

Continued

Emissions (GCCA KPIs - Cement Only) continued	2023	2022	2021
<b>SOx</b>			
Specific (g per tonne of clinker)	308	227	394
Absolute (tonnes)	8,633	6,967	12,806
Coverage rate (%)	94.0%	99.1%	98.7%
<b>VOC/THC (Volatile Organic Compounds or Total Hydrocarbons including Methane and Ethane Expressed as Carbon (C))</b>			
Specific (g per tonne of clinker)	48	49	39
Absolute (tonnes)	1,307	1,440	1,214
Coverage rate (%)	96.2%	96.2%	95.3%
<b>PCDD/F (Sum of 17 Congeners of NATO Scheme Expressed as I-TEQ)</b>			
Specific (ng per tonne of clinker)	22	22	21
Absolute (mg)	604	688	693
Coverage rate (%)	100.0%	100.0%	100.0%
<b>Hg (Mercury and its Compounds Expressed as Mercury (Hg))</b>			
Specific (mg per tonne of clinker)	16	15	18
Absolute (kg)	443	471	579
Coverage rate (%)	100.0%	100.0%	100.0%
<b>HM1 (Sum of Cadmium and Thallium and their Compounds Expressed as Cadmium (Cd) and Thallium (Tl))</b>			
Specific (mg per tonne of clinker)	7	11	14
Absolute (kg)	207	335	450
Coverage rate (%)	100.0%	100.0%	100.0%
<b>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))</b>			
Specific (mg per tonne of clinker)	248	356	261
Absolute (kg)	6,418	10,116	7,882
Coverage rate (%)	92.4%	92.7%	93.1%

Water	2023	2022	2021
Total process water (m³)	262.8m	254.5m	266.2m
Total recycled water (m³)	153.1m	139.8m	149.9m
Water intake reduction (%)	58%	55%	56%
Locations that recycled water	964	880	910
<b>Total Water Withdrawal (m³)</b>	<b>109.7m</b>	<b>114.7m</b>	<b>116.3m</b>
by Source (%)			
Quarry water	32%	24%	21%
Ground Water	27%	32%	31%
Surface water	20%	25%	22%
Rainwater	13%	12%	15%
Utility water	8%	7%	11%
<b>Total Water Withdrawal (m³)</b>	<b>109.7m</b>	<b>114.7m</b>	<b>116.3m</b>
by Activity (%)			
Materials	75%	74%	75%
Cement	22%	23%	22%
Concrete	2%	2%	2%
Lime	1%	1%	1%
Building products	<1%	<1%	<1%
Total water consumption¹ (m³)	62.4m	81.9m	86.8m
Locations in Very High Physical Climate Risk (Water-Stress - WRI) (%)	7%	-	-
Locations in High Physical Climate Risk (Drought Severity - WRI) (%)	0.2%	0.3%	0.4%
Locations in Physical Climate Risk (Environmental Review) (%)	2%	-	-
Companies which have water management plans (%)	89%	81%	80%

Water (GCCA KPIs - Cement Only)	2023	2022	2021
<b>Total Water Withdrawal by Source (m³)</b>	<b>23.8m</b>	<b>24.4m</b>	<b>23.4m</b>
Groundwater	8.4m	8.5m	8.1m
Surface water	6.8m	7.0m	6.9m
Rainwater	4.4m	5.6m	5.8m
Quarry water	3.2m	2.6m	2.0m
Utility water	1.0m	0.8m	1.6m
<b>Total Water Consumption (m³)</b>	<b>10.7m</b>	<b>11.6m</b>	<b>10.5m</b>
Amount of Water Consumption per unit of cementitious product (litres/l)	287	289	247
<b>Total Water Discharge by Destination (m³)</b>	<b>13.1m</b>	<b>12.8m</b>	<b>13.9m</b>
Surface water	12.6m	12.7m	13.5m
Other	0.4m	0.1m	0.3m
Public sewer	44k	60k	120k
Quarry water (not used) discharge (m³)	3.3m	4.4m	n/a

1 All water consumption is from freshwater sources



# Data Summary

Continued

Effluents and Waste	2023	2022	2021
Total Water Discharge (m³)	47.4m	32.8m	29.5m
by Quality and Destination (%)			
Surface water	88%	88%	83%
Other	11%	11%	14%
Public sewer	1%	1%	3%
Total Waste Generated (tonnes)	2.2m	2.5m	2.1m
by Type and Disposal Method			
Inert waste	1,804k	1,865k	1,668k
Non-hazardous waste	323k	614k	395k
Hazardous waste	30k	36k	40k
Total Waste Generated (tonnes)	2.2m	2.5m	2.1m
by Activity (%)			
Materials	55%	53%	58%
Concrete	38%	39%	29%
Cement	5%	6%	7%
Building Products	2%	1%	5%
Lime	<1%	<1%	<1%
Waste Externally Recycled (tonnes)	1.9m	2.2m	1.8m
Waste Externally Recycled (%)	88%	90%	86%
by Type (%)			
Inert	92%	95%	94%
Hazardous	76%	74%	74%
Non-hazardous	65%	76%	56%
Waste Externally Disposed (tonnes)	0.3m	0.3m	0.3m
Multiple of by-products and wastes from other industries consumed by CRH in relation to own waste disposed	164x	173x	136x
By-products diverted from waste streams (tonnes)	2.8m	2.8m	3.1m
Companies which have waste management plans (%)	95%	96%	95%
Innovation projects	Over 400	Over 100	Over 100

Materials and Products	2023	2022	2021
Materials Used by Weight or Volume (total) (tonnes)	463m	442m	454m
Virgin raw materials	411m	391m	402m
Associated process materials	308k	308k	2m
Semi-manufactured components	51m	50m	49m
Packaging materials	203k	217k	179k
Alternative raw materials rate (%)	9%	9%	9%
Revenue from products with enhanced sustainability attributes (%)	48%	47%	47%¹
Companies who carried out formal customer surveys (%)	57%	54%	55%
Completed customer surveys indicating above average levels of satisfaction (%)	89%	89%	91%

Materials and Products (GCCA KPIs - Cement Only)	2023	2022	2021
Alternative Raw Materials rate (% ARM)	13.6%	13.1%	11.9%
Clinker/cement (equivalent) factor	76.5	77.3	78.4

Local Impacts (GCCA KPIs - Cement Only)	2023	2022	2021
Percentage (%) of quarries with high biodiversity value where biodiversity management plan is implemented	71%	76%	78%
Percentage (%) of quarries where rehabilitation plan is implemented	100%	99%	100%

Local Impacts	2023	2022	2021
Locations noted for biodiversity	585	578	507
Locations within, containing or adjacent to sensitive areas for biodiversity	417	412	367
Relevant locations in sensitive areas with BMPs in place (%)	93%	92%	90%
Locations with BMPs in place audited	159	121	n/a
Quarry and pit area reinstated (hectares)	613	556	728
Quarry and pit area reinstated-woodland (hectares)	61	-	-
Quarries where rehabilitation plan is implemented (%)	99.4%	99.5%	99.6%
Number of active quarries within, containing or adjacent to areas designated for their high biodiversity value (cement)	24	33	32
Locations preserving cultural heritage	76	73	74
Companies which have community engagement plans (%)	85%	92%	96%
Trees planted in the last 5 years	1 million	1.2 million	1.5 million

Environmental Management	2023	2022	2021
Locations certified to ISO 14001 EMS	1,025	1,032	878
Clinker plants ISO 14001 certified (%)	95%	95%	95%
Total external audits	1,448	1,489	1,299
Total internal audits	2,606	2,401	2,474
Fines paid to regulatory authorities (\$)	\$490k	\$268k	\$32k
Locations certified to ISO 9001 (number total)	1,114	1,135	1,112
Locations certified to ISO 9001 (% Europe Division)	75%	75%	78%

Investment in Environmental Protection (%)			
Air quality control	27%	29%	33%
Licensing and monitoring	22%	19%	21%
Waste management	16%	15%	17%
Biodiversity and land management	12%	13%	12%
Alternative materials and fuel management	9%	10%	3%
Water and effluent management	8%	9%	9%
Energy monitoring	4%	3%	2%
Other	2%	2%	3%

¹ Reported number in 2021 as 46% and restated to reflect impact of discontinued operations.

# Data Summary

Continued

## Safety

Managing Accidents	2023	2022	2021
Group Safety Performance			
Fatalities, directly employed	4	1	1
Fatality rate directly employed	0.53	0.13	0.13
Fatalities, indirectly employed	0	4	1
Fatalities, involving on-site 3 <sup>rd</sup> parties	1	0	0
Lost time injuries (LTI) rate per 1 million working hours (Frequency Rate)	1.0	1.2	1.2
Lost time injuries (LTI) rate per 1 million working hours (Severity Rate)	27	35	29
Lost time injuries (LTI) rate per 200 thousand working hours (Frequency Rate)	0.21	0.23	0.24
Lost time injuries (LTI) rate per 200 thousand working hours (Severity Rate)	5.30	6.94	5.84
Zero accident locations (%)	95%	94%	94%
Average annual accident decrease over last 10 years (Frequency Rate) (%)	8%	7%	8%
Average annual accident decrease over last 10 years (Severity Rate) (%)	7%	5%	7%
Accidents by Cause (%)			
Falling objects or moving objects	25%	21%	17%
Slips, trips, falls on the same level	24%	26%	31%
Lifting, overloading or overexertion	13%	4%	8%
Other or multiple causes	11%	13%	15%
Caught in or by fixed machinery	9%	11%	6%
Falls from height	7%	12%	9%
Caught in or by vehicles, mobile plant	6%	4%	8%
Burns by heat or chemicals	3%	6%	3%
Power tools or electrical equipment	2%	3%	3%
Accidents by Injury Type (%)			
Legs, feet	29%	34%	30%
Multiple body parts	24%	5%	3%
Arms, hands	22%	34%	36%
Upper body, shoulder	7%	9%	6%
Back	7%	7%	9%
Head, neck	5%	6%	5%
Eye	5%	5%	4%
Unspecified or unknown	1%	0%	7%

Safety (GCCA KPIs - Cement Plants Only)	2023	2022	2021
Number of fatalities, directly employed	0	0	0
Fatality rate, directly employed	0	0	0
Number of fatalities, indirectly employed	0	1	0
Number of fatalities, involving on-site 3 <sup>rd</sup> parties	0	0	0
Number of lost time injuries, directly employed	22	26	21
LTI frequency rate, directly employed	1.4	1.6	1.3
LTI severity rate, directly employed	49	69	42
Number of lost time injuries, indirectly employed	7	12	9
LTI frequency rate, indirectly employed	0.3	0.5	0.4

Safety Management	2023	2022	2021
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 (\$)	\$344m	\$320m	\$300m
Companies covered by safety management systems (%)	100%	100%	100%
Locations audited for safety (%)	98%	95%	92%
Locations in Europe certified to OHSAS 18001/ISO 45001 (%)	57%	59%	54%
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.168,200	c.153,100	c.194,300
Number of contractor disciplinary actions recorded and addressed	3,045 <sup>1</sup>	2,235	1,757
Companies that have contractor site induction (%)	100%	100%	100%

Safety Culture	2023	2022	2021
Engaging on Safety			
Employees involved in formal joint management/worker safety dialogue (%)	83%	79%	73%
Health and safety training completed by employees (hours)	1.6m	1.5m	1.5m
Health and safety training completed per employee (hours)	21.3	20.2	20.0

1 Rounded number provided within the report text; the exact number is provided in the table above.

# Data Summary

Continued

## Social

Our People	2023	2022	2021
<b>Employees</b>			
Total employees	c.78,500	c.75,800	c.77,400
Employees employed locally (%)	96%	>95%	95%
Average number of employees at each location	23	24	24
<b>Employees by Category (%)</b>			
Clerical/admin	20%	19%	17%
Managerial	13%	13%	13%
Operations	67%	68%	70%
<b>Employees by Category (% Women)</b>			
Clerical/admin	46%	47%	46%
Managerial	17%	16%	16%
Operations	7%	7%	7%
<b>Employees by Country (%)</b>			
United States	51%	51%	53%
Other	20%	20%	18%
United Kingdom	11%	12%	11%
Canada	6%	5%	6%
France	3%	3%	3%
Germany	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)	37%	38%	36%
North America	58%	57%	59%
South America	0%	0%	0%
Asia/Pacific	2%	2%	2%
Middle East/Africa	0%	0%	0%
<b>Employees Length of Service (%)</b>			
<1 year	16%	19%	17%
1-4 years	30%	28%	27%
5-9 years	19%	18%	18%
10-14 years	9%	9%	10%
15-19 years	9%	9%	10%
20-24 years	7%	7%	8%
>25 years	10%	10%	10%

Our People continued	2023	2022	2021
<b>Employees by Age (%)</b>			
19 or younger	1%	1%	1%
20-24	6%	5%	5%
25-29	9%	9%	9%
30-39	22%	22%	22%
40-49	24%	24%	24%
50-59	25%	26%	26%
60 or older	13%	13%	13%
<b>New Employees (%)</b>			
Men	85%	84%	85%
Women	15%	16%	15%
<b>New Employees by Region (%)</b>			
Americas	76%	73%	75%
Europe	22%	26%	24%
Asia	2%	1%	1%
<b>Employees Turnover (%)</b>			
Employee turnover rate	24%	26%	24%
Men	86%	87%	88%
Women	14%	13%	12%

Inclusion and Diversity	2023	2022	2021
<b>Gender and Disability</b>			
Board Directors (% women)	38%	33%	33%
Senior managers (% women)	18%	15%	14%
Senior leadership (% women)	29%	19%	22%
Managerial employees in revenue generating positions (% women)	13%	13%	12%
Men employed (%)	84%	84%	85%
Women employed (%)	16%	16%	15%
Graduates recruited into STEM-related positions (% women)	30%	35%	32%
Number of employees with disabilities	1,597	1,344	1,168
Operating companies employing people with disabilities (%)	56%	54%	51%

All employee percentage data provided on a head count basis



# Data Summary

Continued

Training and Professional Development	2023	2022	2021
<b>Employee Training</b>			
Total training hours	2.7m	2.3m	2.4m
Employees who received some training in the reporting year (%)	99%	97%	97%
<b>Employee Training by Category (% of Total Training Hours)</b>			
Clerical/admin	12%	13%	12%
Managerial	15%	14%	13%
Operations	73%	73%	75%
<b>Type of Training Received (Hours per Employee)</b>			
Environmental	0.8	1.2	0.8
Human rights	0.8	0.8	0.9
Management and other education	10.8	7.0	5.3
Quality, technical and IT	2.3	1.9	4.0
Safety	21.3	20.2	20.0
<b>Employees Receiving CoBC and ACT Training</b>			
Relevant employees trained in Code of Business Conduct (CoBC)	33,949	c.31,500	c.32,600
Employees receiving Advanced Compliance Training (ACT)	10,244	c.10,700	c.8,500
<b>Employee Professional Development (%)</b>			
Operating companies that offered career development opportunities or advice to employees	96%	87%	86%
<b>Employees Receiving Career Development (%)</b>			
Clerical/admin	50%	51%	47%
Managerial	65%	65%	67%
Operations	50%	48%	47%

Trade Union Membership and Collective Bargaining	2023	2022	2021
<b>Employee Industrial Relations</b>			
Overall membership (%)	20%	20%	20%
Lost days due to industrial action (%)	0.01%	0.10%	0.09%
Lost days due to industrial action	954	18,076	17,042
Number of reported strikes resulting in lost days across operating companies	7	10	7
Employees with wages negotiated individually (%)	41%	40%	39%
Employees with wages negotiated with unions (%)	27%	28%	29%
Employees with wages negotiated through national deals (%)	3%	4%	3%
Wage reviews carried out on individual basis or through trade unions or national deals (%)	71%	72%	71%

Employee Engagement	2023	2022	2021
<b>Employee (%)</b>			
Employees participating in regular employee briefings	91%	90%	89%
Employees surveyed formally for employee engagement and satisfaction	57%	55%	54%
Employee engagement scoring in the "engaged" or higher categories	100%	100%	100%

Employee Health	2023	2022	2021
<b>Employee (%)</b>			
Companies that had health and well-being programs	98%	99%	99%
Companies offering assistance with employee health insurance	93%	92%	92%

Local Communities	2023	2022	2021
<b>Donations and Engagement</b>			
Donations to organizations and initiatives (\$)	\$10.7m	\$7.2m	\$7.1m
Number of stakeholder engagement events	1,534	c.1,500	c.1,100
Number of educational interactions over a two year period	c.4,270	c.1,880	c.930
Number of people participating over a two year period	c.150,800	c.73,900	c.28,400

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 Sustainability Performance Report 2023 (labeled pg. 80-87).

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. 34, 80.
	Percentage covered under emissions-limiting regulations	Percentage (%)	EM-CM-110a.1	pg. 39, 81. Of our direct CO <sub>2</sub> emissions, 49% are covered by an emissions trading scheme (45% in 2022).
	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. 31-39, 80-81.
Air Quality				
	1. NO <sub>x</sub> (excluding N <sub>2</sub> O)	Metric tonnes (t)	EM-CM-120a.1	pg. 82.
	2. SO <sub>x</sub>	Metric tonnes (t)	EM-CM-120a.1	pg. 83.
	3. Particulate matter (PM10)	Metric tonnes (t)	EM-CM-120a.1	pg. 82. Total particulates as reported account for all particulate matter as measured; a portion of this would include PM10 (i.e. particles less than 10 micrometers in size).
	4. Dioxins/furans	Metric tonnes (t)	EM-CM-120a.1	pg. 83. Cement production is the only material activity reporting dioxins/furans.
	5. Volatile organic compounds (VOCs)	Metric tonnes (t)	EM-CM-120a.1	Total VOCs reported are 2,449 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 2 tonnes
	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 1 tonne.
Energy Management				
	1. Total energy consumed	Gigajoules (GJ)	EM-CM-130a.1	pg. 37, 80, 82.
	2. Percentage grid electricity	Percentage (%)	EM-CM-130a.1	pg. 80, 82.
	3. Percentage alternative	Percentage (%)	EM-CM-130a.1	pg. 80, 82.
	4. Percentage renewable	Percentage (%)	EM-CM-130a.1	pg. 37, 80, 82.
Water Management				
	1. Total water withdrawn	Thousand cubic metres (m <sup>3</sup> )	EM-CM-140a.1	pg. 23, 80, 83. All water withdrawal is from freshwater sources and reported in million cubic metres.
	2. Percentage recycled	Percentage (%)	EM-CM-140a.1	pg. 22-23, 82. Of a total consumption of 262.8m m <sup>3</sup> , 153.1m m <sup>3</sup> (59.4%) was recycled.
	3. Percentage in regions with "High" or "Extremely High" baseline water stress	Percentage (%)	EM-CM-140a.1	pg. 23, 83. All water withdrawal is from freshwater sources and reported in million cubic metres.
Waste Management				
	Amount of waste generated	Metric tonnes (t)	EM-CM-150a.1	pg. 27, 84.
	Percentage hazardous	Percentage (%)	EM-CM-150a.1	pg. 84.
	Percentage recycled	Percentage (%)	EM-CM-150a.1	pg. 29, 84.
Biodiversity Impacts				
	Description of environmental management policies and practices for active sites	n/a	EM-CM-160a.1	pg. 3, 42-43, 80, 84.
	Terrestrial acreage disturbed	Acres (ac)	EM-CM-160a.2	pg. 42-43, 84.
	Percentage of impacted area restored	Percentage (%)	EM-CM-160a.2	pg. 42-43, 80, 84.
Workforce Health and Safety				
	1. Total recordable incident rate (TRIR)	Rate	EM-CM-320a.1	pg. 80, 85. 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. 80, 85. 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. 80, 85. We disclose our safety KPIs in line with GCCA requirements.
	Number of reported cases of silicosis	Rate	EM-CM-320a.2	pg. 53.
Product Innovation				
	Percentage of products that qualify for credits in sustainable building design and construction certifications	Percentage (%) by annual sales revenue	EM-CM-410a.1	pg. 3, 21, 84.
	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. 3, 19-21, 26-28, 31-33, 36, 84.
	Share of market for products that reduce energy, water, and/or material impacts during usage and/or production	Percentage (%)	EM-CM-410a.2	pg. 19-21, 26-28, 31-33, 36, 84. See also pg. 129 of the Irish Statutory Accounts for the year ended December 31, 2023, available on <a href="#">§ crh.com</a> .
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 2023, 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 may 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, 2023, available on [crh.com](#), “PS” refers to the page number within the 2024 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, 2023, available on [crh.com](#), “TS” refers to the page number within the Tax Strategy 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 please see pages [ ] 96 to 99.

Statement of use		CRH plc has reported in accordance with the GRI Standards for the period 1 January to 31 December 2023.	
GRI 1 used		GRI 1: Foundation 2021	
GRI 2 General Disclosures			
GRI Code	Description	2023 Reference	Comment
The organization and its reporting practices			
2-1	Organizational Details	pg. 6, 89, back cover; AR pg. 45, 48, 59; AC pg. 16, 138-141. See comment.	CRH is a plc, incorporated in Ireland. The Group's worldwide headquarters is located in Dublin, Ireland.
2-2	Entities included in the organization's sustainability reporting	pg. 79; AC pg. 138-142	
2-3	Reporting period, frequency and contact point	pg. 79. See comment.	Reporting period: 1 January to 31 December. Point of contact: Telephone: +353 1 404 1000. E-mail: mail@crh.com.
2-4	Restatements of information	pg. 79. See comment.	No new restatements.
2-5	External assurance	pg. 79, 96-98	
Activities and workers			
2-6	Activities, value chain and other business relationships	Pg. 6, 7, 72, 74-75; AR pg. ii-iv, 3-7	
2-7	Employees	Pg. 57, 71, 86. See comment.	Note that 53% of employees are employed on permanent contracts, 2% on fixed term contracts, 1% on temporary contracts and 44% on another basis. As only 1% of staff are on temporary contracts, it is estimated that 17% of permanent employees are women and 10% of temporary employees are women. Overall, approximately 2% of employees are part-time. It is estimated that 48% of part-time staff are women, while 15% of full-time staff are women Note that the data in the tables on page 85 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 however the analysis data is provided by head count as on the 31 December 2023. Changes in employee number have occurred due to divestments and acquisitions, and are insignificant in number.
2-8	Workers who are not employees	Pg. 52, 86. See comment.	Information incomplete. This information 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. See 2-7 above.
Governance			
2-9	Governance structure and composition	Pg. 65; PS pg. 6, 30-36. See comment.	Information on executive/non-executive status, independence, tenure, positions held, gender, and other characteristics can be found on <a href="#">crh.com</a> .
2-10	Nomination and selection of the highest governance body	PS pg. 32-33, 36; CG Guidelines s.3. See comment.	Information on nomination and selection of the CRH Board and its directors/non-executive directors can be found on <a href="#">crh.com</a> .
2-11	Chair of the highest governance body	Pg. 65; AR pg. 105; PS pg. 5, 17, 32. 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. 65; PS pg. 30-38	
2-13	Delegation of responsibility for managing impacts	Pg. 65, 68-69; PS pg. 30-38	
2-14	Role of the highest governance body in sustainability reporting	Pg. 65, 70; PS pg. 38	
2-15	Conflicts of interest	Pg. 69; PS pg. 30, 37, 45; CG Guidelines s3.8 & s7	
2-16	Communication of critical concerns	Pg. 69; PS pg. 34, 38; AC pg. 123. 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. 59; PS pg. 33, 38	
2-18	Evaluation of the performance of the highest governance body	PS pg. 33, 36; CG Guidance s.3.5	
2-19	Remuneration policies	PS pg. 35, 43-48	
2-20	Process to determine remuneration	PS pg. 35, 39-54	
2-21	Annual total compensation ratio	Pg. 65; PS pg. 45-47, 49, 54, 56. 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.
Strategy, policies and practices			
2-22	Statement on sustainable development strategy	Pg. 4-5, 7-14; AR pg. vi, x, 4	
2-23	Policy commitments	pg. 14, 22, 29, 34, 45, 49, 51, 54, 57, 58, 66, 71, 75, 77-78. See comment.	For further information refer to CRH's CoBC, available on <a href="#">crh.com</a> , and the UN Global Compact, available on <a href="#">unglobalcompact.org</a> . Additionally, refer to the <a href="#">Modern Slavery Statement</a> pg.7 for further information on stakeholders.



GRI Index

Continued

GRI 2 General Disclosures <small>Continued</small>			
GRI Code	Description	2023 Reference	Comment
	Strategy, policies and practices continued		
2-24	Embedding policy commitments	pg. 66, 69-72, 74, 77	
2-25	Processes to remediate negative impacts	pg. 66, 69, 71, 3	
2-26	Mechanisms for seeking advice and raising concerns	pg. 61, 68-69, 71	
2-27	Compliance with laws and regulations	pg. 23, 42, 47, 57, 65, 68-69	
2-28	Membership associations	pg. 33, 35, 39, 52, 55, 56, 74	
	Stakeholder engagement		
2-29	Approach to stakeholder engagement	pg. 15-16, 28, 33, 39, 44, 46, 52, 56-57, 61-63, 66-68, 71	
2-30	Collective bargaining agreements	pg. 58, 87	
	Disclosures on material topics		
3-1	Process to determine material topics	pg. 14-16	
3-2	List of material topics	pg. 14, 16	
GRI 3 Material Topics			
GRI 201	Economic Performance		
3-3	Management of material topics	pg. 4-7, 35, 39, 66-67; AR pg. 28-29	
201-1	Direct economic value generated and distributed	pg. 3, 6-7; AR pg. x, 3-5, 31, 60, 64-65. See comment.	CRH discloses financial information in the CRH Annual Report on Form 10-K for the year ended December 31, 2023 and the Irish Statutory Accounts for the year ended December 31, 2023, available on <a href="https://www.crh.com">crh.com</a> . CRH also publishes a Payments to Governments for Extractive Activities Report, available on <a href="https://www.crh.com">crh.com</a> .
201-2	Financial implications and other risks and opportunities due to climate change	pg. 14, 16, 19, 31, 39, 42; AR pg. 7, 11-12, 15, 49, 71; AC pg. 44-45, 78-79, 120-124, 126-132	
201-3	Defined benefit plan obligations and other retirement plans	AR pg. 44, 62, 90-96; PS pg. 52. 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	AR pg. 3, 10. See comment.	No significant assistance.
GRI 202	Market Presence		
3-3	Management of material topics	pg. 57, 63, 65-68, 72, 78. 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. 58. 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. 58-59. 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. 72-75	
204-1	Proportion of spending on local suppliers	pg. 72. See comment.	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.
GRI 205	Anti-corruption		
3-3	Management of material topics	pg. 65-71, 78; AR pg. 14; PS pg 34; AC pg. 37, 122, 133	
205-1	Operations assessed for risks related to corruption	pg. 69-70, 78; AR pg. 14. See comment.	100% of operations are assessed for risks related to corruption.
205-2	Communication and training about anti-corruption policies and procedures	pg. 68, 87. See comment.	Complete information unavailable (omitting detailed breakdown for each element in terms of number and percentage, and employee category and region), 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. 69. See comment.	There were no investigations or legal cases from external parties into allegations of corruption against CRH or any of its group businesses in 2023. No contracts with business partners were terminated or not renewed due to violations related to corruption.
GRI 206	Anti-competitive Behavior		
3-3	Management of material topics	pg. 65-71; AR pg. 14; PS pg. 34; AC pg. 37	
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	pg. 68-71; AR pg. 14; AC pg. 37. See comment.	Confidentiality constraints. CRH does not publicly disclose this information due to commercial sensitivities around operational activities in individual countries.

# GRI Index

Continued

GRI 3 Material Topics <small>Continued</small>			
GRI Code	Description	2023 Reference	Comment
GRI 207	Tax		
3-3	Management of material topics	pg. <a href="#">65-71</a> ; AR pg. 14-15; PS pg. 34; AC pg. 37	
207-1	Approach to tax	pg. <a href="#">68-69</a> ; AR pg. 15, 25; AC pg. 37; TS pg. 4, 3-5	
207-2	Tax governance, control, and risk management	pg. <a href="#">69</a> ; AR pg. 15, 25; AC pg. 37; TS pg. 3-5	
207-3	Stakeholder engagement and management of concerns related to tax	pg. <a href="#">68-69</a> ; TS pg. 5.	
207-4	Country-by-country reporting	pg. <a href="#">68-69</a> . 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. <a href="#">25-26</a> , <a href="#">29</a> , <a href="#">36</a> , <a href="#">77</a>	
301-1	Materials used by weight or volume	pg. <a href="#">27</a> , <a href="#">29</a> , <a href="#">84</a> . 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. <a href="#">27</a> , <a href="#">84</a> . 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 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. <a href="#">27</a> , <a href="#">29</a> . 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. <a href="#">35-38</a> , <a href="#">39</a> , <a href="#">77</a> , <a href="#">82</a>	
302-1	Energy consumption within the organization	pg. <a href="#">37</a> , <a href="#">81</a> , <a href="#">82</a> . See comment.	In 2023, total energy consumption was reported as 180.8 PJ: electricity 22.9 PJ, heating 157.9 PJ, cooling n/a, steam n/a. The total fuel consumption from non-renewable sources was reported as 138.2 PJ and renewable sources was reported as 42.7 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. 31).
302-2	Energy consumption outside of the organization	pg. <a href="#">37</a> , <a href="#">81</a> , <a href="#">82</a> . 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. <a href="#">34</a> , <a href="#">37</a> , <a href="#">82</a> . See comment.	The major share of our energy use is in cement production (see pg. 37): energy intensity for cement is 907 kcal/kg clinker; this refers to kiln fuels (internal energy). Information on Group-wide energy intensity beyond cement is variable and less meaningful, and also is unavailable, we use CO <sub>2</sub> e intensity per \$ revenue as a proxy.
302-4	Reduction of energy consumption	pg. <a href="#">37</a> , <a href="#">82</a> , <a href="#">91</a> . 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: 662 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. <a href="#">32</a> , <a href="#">37</a> , <a href="#">91</a> . 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 303	Water and Effluents		
3-3	Management of material topics	pg. <a href="#">10</a> , <a href="#">13-14</a> , <a href="#">19-23</a> , <a href="#">45</a> , <a href="#">75</a> , <a href="#">77</a> , <a href="#">83</a>	
303-1	Interactions with water as a shared resource	pg. <a href="#">22-23</a> , <a href="#">75</a> , <a href="#">83</a>	
303-2	Management of water discharge-related impacts	pg. <a href="#">22-23</a> . 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. <a href="#">22-23</a> , <a href="#">83</a> . See comment.	No sources identified as significantly affected. In 2023, total water withdrawal was reported as 109.7k mega litres (ML), freshwater 109.7k ML and other n/a. In 2023, total water withdrawal in areas of water stress was reported as 1.4k ML; surface water 0.2k ML, groundwater 1.1k ML, quarry water n/a, rainwater n/a, utility water 0.1k ML. In 2023, total water withdrawal in areas of water stress was reported as 1.4k ML; fresh water 1.4k ML and other n/a.
303-4	Water discharge	pg. <a href="#">83-84</a> . See comment.	In 2023, total water discharge was reported as 47.4k ML; freshwater 47.4k ML and other 0 ML. Information unavailable on the breakdown of data by surface/ground/sea/third party water destinations. In 2023, total water discharge in areas of water stress was reported as 0.3k ML; fresh water 0.3k ML and other n/a. Any substances of concern are regulated through discharge licenses.
303-5	Water consumption	pg. <a href="#">22-23</a> , <a href="#">83</a> . See comment.	In 2023, total water consumption in areas of water stress was reported as 1.1k ML. Water storage is not material (not applicable).

# GRI Index

Continued

GRI 3 Material Topics <small>Continued</small>			
GRI Code	Description	2023 Reference	Comment
<b>GRI 304 Biodiversity</b>			
3-3	Management of material topics	pg. 42-43, 77	
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	pg. 43, 84. 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. 43). We expect to evolve our reporting on this in future.
304-2	Significant impacts of activities, products and services on biodiversity	pg. 42-44, 84	
304-3	Habitats protected or restored	pg. 43. 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. 43) 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	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.
<b>GRI 305 Emissions</b>			
3-3	Management of material topics	pg. 4, 13-16, 31-33, 35, 39, 47, 77	
305-1	Direct (Scope 1) GHG emissions	pg. 34, 79-81. See comment.	Biogenic emissions are not included in the scope of the factors used.
305-2	Energy indirect (Scope 2) GHG emissions	pg. 34, 79-81	
305-3	Other indirect (Scope 3) GHG emissions	pg. 34-35, 79-81	
305-4	GHG emissions intensity	pg. 3, 34, 79-81. 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. 34, 79-81, 92	
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. 46, 79, 82-83	
<b>GRI 306 Waste</b>			
3-3	Management of material topics	pg. 7-9, 25, 29, 47, 75	
306-1	Waste generation and significant waste-related impacts	pg. 25-27, 29	
306-2	Management of significant waste-related impacts	pg. 25-27, 29	
306-3	Waste generated	pg. 29, 84. See comment.	Breakdown of waste by: inert (1,804k tonnes), hazardous (30k tonnes) and non-hazardous (323k tonnes) and there were two methods of waste treatment: recycling (1.9m tonnes) and disposal (0.3m tonnes).
306-4	Waste diverted from disposal	pg. 29, 84. 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 by-products and wastes 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. 29, 84. 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.
<b>GRI 308 Supplier Environmental Assessment</b>			
3-3	Management of material topics	pg. 71-75	
308-1	New suppliers that were screened using environmental criteria	pg. 71-73. 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. In 2023, 100% of new suppliers were screened in line with our SCoC. 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 Index

Continued

GRI 3 Material Topics <small>Continued</small>			
GRI Code	Description	2023 Reference	Comment
GRI 308	Supplier Environmental Assessment Continued		
308-2	Negative environmental impacts in the supply chain and actions taken	pg. <a href="#">71-73</a> . 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. <a href="#">4, 11, 13-14, 49, 54, 57-58, 61, 65, 72, 78, 80</a>	
401-1	New employee hires and employee turnover	pg. <a href="#">58, 86-87</a> . See comment.	Turnover in the region "Americas" is 72% and in the region "Europe and Asia" is 28%. Turnover in the category "under 30 years" is 30%, in the category "30-49 years" is 43% and in the category "over 50 years" is 27%. In 2023, the Voluntary Turnover at CRH was 15%. In 2023, 25% of our employees were newly recruited. New hire age profile; "under 30 years" is 37%, "30-49 years" is 45%, and "over 50 years" is 18%. Overall, 57% of managerial positions were filled internally. Group wide, 10% of employee positions were filled by internal candidates in 2023.
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	pg. <a href="#">58, 86-87</a> . See comment.	Not applicable due to regional differences in employee benefits and national social systems.
401-3	Parental leave	pg. <a href="#">58, 86-87</a> . 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. <a href="#">58, 86-87</a> .	
402-1	Minimum notice periods regarding operational changes	pg. <a href="#">58</a>	
GRI 403	Occupational Health and Safety		
3-3	Management of material topics	pg. <a href="#">49-54, 59, 78-79, 80, 85</a> ; PS pg. 30, 36-37	
403-1	Occupational health and safety management system	pg. <a href="#">49-51, 52-53, 78, 85</a>	
403-2	Hazard identification, risk assessment, and incident investigation	pg. <a href="#">50-53, 69-70, 78</a>	
403-3	Occupational health services	pg. <a href="#">50, 52, 53-54</a>	
403-4	Worker participation, consultation, and communication on occupational health and safety	pg. <a href="#">51-52, 54, 56</a>	
403-5	Worker training on occupational health and safety	pg. <a href="#">50-52</a>	
403-6	Promotion of worker health	pg. <a href="#">51-54</a>	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	pg. <a href="#">51-53</a>	
403-8	Workers covered by an occupational health and safety management system	pg. <a href="#">49, 51-53, 85</a>	
403-9	Work-related injuries	pg. <a href="#">85</a> . 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 3% of total accidents and 2% of total work days lost in 2023. Accident data cannot be disclosed by region due to confidentiality concerns.
403-10	Work-related ill health	pg. <a href="#">51, 53-54, 85</a> . See comment.	In 2023, employee absenteeism was 2.6% in total, with 79% in the category "medically certified", 15% in the category "medically uncertified", 4% in the category "other" and 2% in the category "accidental injury". The employee occupational illness rate was 0.30 cases per million work-hours. Information unavailable for contractors.
GRI 404	Training and Education		
3-3	Management of material topics	pg. <a href="#">11, 57, 59-60, 68, 78, 87</a>	
404-1	Average hours of training per year per employee	pg. <a href="#">59, 87</a> . See comment.	Note that relevant training is provided regardless of gender. In 2023, on average \$1,380 per employee was spent on training.
404-2	Programs for upgrading employee skills and transition assistance programs	pg. <a href="#">55, 58-61</a>	
404-3	Percentage of employees receiving regular performance and career development reviews	pg. <a href="#">55, 57-59, 80, 87</a> . See comment.	Note that performance reviews are provided regardless of gender. Information incomplete (referring to a. "data by employee category"). 99% of those employees requiring performance reviews received it in 2023.

GRI Index

Continued

GRI 3 Material Topics <span>Continued</span>			
GRI Code	Description	2023 Reference	Comment
GRI 405	Diversity and Equal Opportunity		
3-3	Management of material topics	pg. 54-56; PS pg. 32, 36	
405-1	Diversity of governance bodies and employees	pg. 55, 86. See comment.	In the United States, 86% of the employees are White, 9% Black and 5% Other. In 2023, there were 18% 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". Information incomplete (405-1 a. ii. governance body age data).
405-2	Ratio of basic salary and remuneration of women to men	pg. 55, 58, 86. 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 2023, 13% of our managerial employees in revenue generating roles were women. In 2023, 30% of graduates recruited into STEM-related positions were women and 17% of junior managers were women. Ireland Gender Pay Gap information is available on <a href="#">crh.com</a> .
GRI 406	Non-discrimination		
3-3	Management of material topics	pg. 54-56, 68-69	
406-1	Incidents of discrimination and corrective actions taken	pg. 56, 58, 61. See comment.	There were a total of 27 instances of discrimination in 2023, 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. 57-58, 66, 68, 71-75, 78, 80, 87	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	pg. 68, 72-73. 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 freedom of association and collective bargaining, refer to the CRH Modern Slavery Statement, available on <a href="#">crh.com</a> .
GRI 408	Child Labor		
3-3	Management of material topics	pg. 57-58, 65-66, 68, 71-75, 78, 80, 87	
408-1	Operations and suppliers at significant risk for incidents of child labor	pg. 68, 72. 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 labor, 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. 57-58, 61, 65-68, 71-75, 78, 80, 87	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	pg. 68, 72, 73. 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 labor, 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. 57-58, 61, 65-66, 68, 71-75, 78, 80, 87. See comment.	Operating companies operate in accordance with the Social Policy (see pg. 78) and CoBC, available on <a href="#">crh.com</a> .
410-1	Security personnel trained in human rights policies or procedures	pg. 68, 72-73. See comment.	Note that in 2023, 32% of operating companies had security personnel on-site and 100% 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. 61-62, 66	Social Policy (see pg. 78) and CoBC, available on <a href="#">crh.com</a> .
413-1	Operations with local community engagement, impact assessments, and development programs	pg. 61-62. See comment.	Note that 78% of companies carried out human rights assessments, similar to the past 3 years (Europe: 69%, Americas: 89%, Asia: 63%). The challenge of gender diversity was the only topic reported to have been identified.
413-2	Operations with significant actual and potential negative impacts on local communities	pg. 53, 61, 66; AR pg. 18, 22-23. See comment.	Not applicable. Note that potential negative impacts from dust, noise, blasting and traffic are mitigated against and associated mainly with extractive locations (See the CRH Annual Report on Form 10-K for the year ended December 31, 2023 pg. 22-23 at <a href="#">crh.com</a> ). No significant impacts on local communities in 2023.

GRI Index

Continued

GRI 3 Material Topics Continued			
GRI Code	Description	2023 Reference	Comment
GRI 414	Supplier Social Assessment		
3-3	Management of material topics	pg. 52-53, 72-75; Modern Slavery Statement pg.1-7, 10-11	CRH Modern Slavery Statement, available on <a href="#">crh.com</a> .
414-1	New suppliers that were screened using social criteria	pg. 72-73. See comment.	100% of new suppliers were screened in line with the CRH SCoC. 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. 72-73; Modern Slavery Statement pg. 7. 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. For further details on potential impacts in our supply chain, refer to the CRH Modern Slavery Statement, available on <a href="#">crh.com</a> .
GRI 415	Public Policy		
3-3	Management of material topics	pg. 65, 68. See comment.	Further information is provided in the Climate Advocacy Review 2023, available on <a href="#">crh.com</a> .
415-1	Political contributions	pg. 68; AC pg. 17. See comment.	Not applicable. No significant contributions.
GRI 416	Customer Health and Safety		
3-3	Management of material topics	pg 49, 51-52, 66, 71, 74	
416-1	Assessment of the health and safety impacts of product and service categories	pg. 22, 27, 52, 70, 74. See comment.	No products are known to require improvements relating to health & safety impacts, all 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. 52. See comment.	No non-compliance with regulations and/or voluntary codes was reported in 2023.
GRI 417	Marketing and Labeling		
3-3	Management of material topics	pg. 28-29, 52-53, 74, 84. See comment.	Information included for completeness.
417-1	Requirements for product and service information and labeling	pg. 74. See comment.	Not applicable.
417-2	Incidents of non-compliance concerning product and service information and labeling	pg. 74. See comment.	None recorded.
417-3	Incidents of non-compliance concerning marketing communications	pg. 74. 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. 69, 70. See comment.	The organization has not identified any non-compliance with regulations and/or voluntary codes.
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	pg. 70. See comment.	In 2023, 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 CRH 2023 Sustainability Performance Report - Solutions for a sustainable future (the “Report”) for the reporting year ended 31<sup>st</sup> December 2023.

### Scope of Assurance

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

1. The performance indicators included within the Report (the “Selected Indicators”), listed in Annex I in the tables: Group Level Indicators and GCCA Indicators and reported on pages 80 to 87 of CRH’s Report.
2. The SASB selected indicators included within the Report as listed in Annex I in the table: SASB Group Level Indicators and reported on page 88 of CRH’s 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”).
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 Reporting History, Scope and Basis Section (the “Reporting Criteria”), which can be found on page 79.

**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 DNV’s assurance methodology VeriSustain™, which is based on our professional experience, the ‘Greenhouse Protocol – A Corporate Accounting and Reporting Standard’ (revised 2015), the Consolidated set of GRI Standards 2021, the AA1000 Assurance Standard (A1000AS 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. This standard requires that we comply with ethical requirements and plan and perform the assurance engagement to obtain limited assurance.

Our assurance engagement was also planned and performed to meet the requirements of Type 1 “moderate level” of assurance, as defined by AA1000 Assurance Standard (A1000AS 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, in accordance with ISO/IEC 17021:2015 - Conformity Assessment Requirements for bodies providing audit and certification of management systems, 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 timing from, and are less in extent than for, a reasonable assurance engagement; and the level of assurance obtained is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement 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 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 Data 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, including: Republic Cement Batangas (The Philippines); Republic Cement Bulacan (The Philippines); Tarmac Cement Tunstead (UK); Tarmac Lime Tunstead (UK); Staker Parson (U.S.); Ash Grove Durkee (U.S.); Ash Grove Leamington (U.S.); EHL (Germany); 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 Information 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 cement-related CO2 gross emissions was 15.2%;
- Two visits to CRH’s headquarters in Dublin (Ireland): one in-person visit to review the processes for gathering and consolidating the Selected Information and a virtual visit to check year-end consolidation.
- Reviewing whether the evidence, measurements and their scope provided to us by CRH for the Selected Information, was prepared in line with the Data Criteria; and
- Reading the Report and narrative accompanying the Selected Information in the Report with regards to the Data 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 (SASB).

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 Information is not fairly stated and has not been prepared in all material respects, in accordance with the Data Criteria.

This conclusion relates only to the Selected Information 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 described in the Principles Criteria.

#### 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 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).

# DNV Assurance Statement

Continued

**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, is true, complete, sufficient, and authentic, and is 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.

**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. 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 Data 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 Data Criteria; and
- The contents and statements contained within the Report and the Data 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 Criteria and to report to CRH in the form of an independent limited assurance conclusion, based on the work performed and the evidence obtained. We have not been responsible for the preparation of the Report.

**Observations**

Our observations and areas for improvement were 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**

- We noted revised and improved governance controls over Environmental and Health and Safety data during this year’s engagement, providing additional oversight and quality control over the reported data from site to Group level. CRH continues to maintain guidance documentation to sites, which provides a basis for a consistent reporting approach across the Group.
- We noted different methodologies being used to categorise employees into their different roles. We recommend CRH continues to provide guidance to standardise criteria across companies to ensure consistency and accuracy in reported data.
- We noted that Scope 3 GHG emissions data continues to improve, with the expansion to include Processing of Sold Products and End-of-life Treatment of Sold Products. We recommend that CRH continues to further refine and improve Scope 3 emissions reporting, to ensure upstream and downstream emissions continue to be reported accurately.
- Due to the low level of maturity in data collection and reporting of contractor data in the building materials sector, accurate reporting of contractors’ working hours continues to be an area of potential misstatement. We recommend CRH continues to focus on this issue to further improve data quality and accuracy.

**AA1000 Principles**

- **Inclusivity:** CRH engages with a wide range of stakeholders, at the site as well as Group level. Feedback from the stakeholders interviewed during our site visits was generally positive.
- **Materiality:** CRH conducted a Materiality Assessment in 2023, engaging a diverse set of external stakeholders and ensuring alignment with evolving stakeholder priorities.
- **Responsiveness:** Based on the review of CRH’s materiality approach, stakeholder engagement process and the information received from the stakeholder interviews we conducted this year, CRH demonstrated a high level of responsiveness to stakeholder feedback.
- **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. We recommend CRH continues to develop more specific metrics to measure both positive and negative impacts, to be reported alongside its qualitative disclosures.

**Use and distribution of our Independent Limited Assurance Report**

This report is intended solely for the information and use of the Management of CRH plc and is not intended to be and should not be used by anyone other than these specified parties. 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.

**For and on behalf of DNV Business Assurance Services UK Limited**

London, UK  
26.03.2024

Digitally signed by  
Papapicco, Antonella

Lead Verifier  
DNV Business Assurance Services UK Limited

London,  
UK 26.03.2024

Digitally signed by  
OHanlon, Paul

Technical Reviewer  
DNV Business Assurance Services UK Limited

**DNV Business Assurance Services UK Limited**

London, UK, 24th of March 2023

“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-2024-ASR-C682251



DNV Assurance Statement

Continued

Annex I: List of Selected Indicators

Indicators for Assurance	Unit	Reported figure
Group Level indicators 2023		
Health and Safety		
Group fatalities, directly employed	number	4
Group fatalities, indirectly employed	number	0
Group fatalities, involving onsite 3 <sup>rd</sup> parties	number	1
Group lost time injuries (LTI) rate per 1 million working hours (Frequency Rate)	number	1.0
Group lost time injuries (LTI) rate per 1 million working hours (Severity Rate)	number	27
Zero accident locations	percentage	95%
Average annual accident decrease over last 10 years (Frequency Rate)	percentage	8%
Group lost time injuries (LTI) rate per 200 thousand working hours (Frequency Rate)	number	0.21
Group lost time injuries (LTI) rate per 200 thousand working hours (Severity Rate)	number	5.30
Climate		
Total CO <sub>2</sub> e emissions direct, Scope 1	million tonnes	28.7
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	2.3
Total CO <sub>2</sub> e emissions indirect, Scope 3	million tonnes	13.1
Total CO <sub>2</sub> e emissions indirect, Scope 3 Upstream	million tonnes	12.0
Total CO <sub>2</sub> e emissions indirect, Scope 3 Downstream	million tonnes	1.1
Total CO <sub>2</sub> e emissions, Scope 1 + 2 (Location)	million tonnes	30.8
Total CO <sub>2</sub> e emissions, Scope 1 + 2 (Market)	million tonnes	31.0
CO <sub>2</sub> e intensity	kg/\$ revenue	0.9
Total CO <sub>2</sub> e emissions, Scope 1 + 2 (Location) + 3	million tonnes	44.0
Total CO <sub>2</sub> e emissions, Scope 1 + 2 (Market) + 3	million tonnes	44.1
CO <sub>2</sub> 2025 cement commitment	kg net CO2/t cementitious product	562
Locations in High Physical Climate Risk - drought severity	percentage	0.2%
Energy		
Total energy consumption	TWh	50.2
Total energy consumption	PJ	180.8
Emissions		
Total particulates emissions (dust)	thousand tonnes	3.7
Total NOx emissions	thousand tonnes	36.1
Total SOx emissions	thousand tonnes	10.8
Co-processing fuels and raw materials		
Total alternative materials and fuels	million tonnes	43.9
Total alternative materials	million tonnes	41.7
Alternative materials used in cement plants	million tonnes	7.7
Alternative raw materials rate	percentage	9%
Total alternative fuels	million tonnes	2.2
Alternative fuels used in cement plants	million tonnes	2.1
Alternative fuels used in cement plants - European Union	percentage	55%
Recycled Asphalt Pavement (RAP) in US asphalt	percentage	25.0%

Group Level Indicators Continued		
Water		
Total water withdrawal	million cubic metres	109.7
Total water discharge	million cubic metres	47.4
Total water consumption	million cubic metres	62.4
Local Impacts		
Quarries where rehabilitation plan is implemented	percentage	99.4%
Locations noted for biodiversity	number	585
Social		
Total employed (women)	percentage	16%
Operational employees (women)	percentage	7%
Clerical/admin employees (women)	percentage	46%
Board Directors (women)	percentage	38%
Senior management (women)	percentage	18%
Senior leadership (women)	percentage	29%
Relevant employees trained in Code of Business Conduct (COBC)	number	33,949
Employees receiving Advanced Compliance Training (ACT)	number	10,244
Global Cement and Concrete Association (GCCA) Indicators (apply to Cement Plants) 2023		
Health and Safety		
Fatality rate, directly employed	rate	0.0
Number of fatalities, directly employed	number	0
Number of fatalities, indirectly employed	number	0
Number of fatalities, involving onsite 3rd parties	number	0
LTI frequency rate, directly employed	rate	1.4
LTI frequency rate, indirectly employed	rate	0.3
LTI severity rate, directly employed	rate	49
Climate Change		
Total direct CO <sub>2</sub> emissions - gross	million tonnes	23.1
Total direct CO <sub>2</sub> emissions - net	million tonnes	21.0
Specific CO <sub>2</sub> emissions - gross	kg/tonnes of cementitious product	616
Specific CO <sub>2</sub> emissions - net	kg/tonnes of cementitious product	562
Emissions Monitoring		
Overall coverage rate	percentage	100.0%
Coverage rate continuous measurement	percentage	94.0%
Emissions		
Particulates, specific	g/tonnes of clinker	31
Particulates, absolute	tonnes per year	871
Particulates, coverage rate	percentage	94.0%
NOx, specific	g/tonnes of clinker	1,115
NOx, absolute	tonnes per year	31,286
NOx, coverage rate	percentage	94.0%
SOx, specific	g/tonnes of clinker	308
SOx, absolute	tonnes per year	8,633
SOx, coverage rate	percentage	94.0%



# DNV Assurance Statement

Continued

Global Cement and Concrete Association (GCCA) Indicators (apply to Cement Plants) 2023 Continued		
Minor Emissions		
VOC/THC, specific	g/tonnes of clinker	48
VOC/THC, absolute	tonnes per year	1,307
VOC/THC, coverage rate	percentage	96.2%
PCDD/F, specific	ng/tonne of clinker	22
PCDD/F, absolute	mg per year	604
PCDD/F, coverage rate	percentage	100.0%
Hg, specific	mg/tonne of clinker	16
Hg, absolute	kg per year	443
Hg, coverage rate	percentage	100.0%
HM1, specific	mg/tonne of clinker	7
HM1, absolute	kg per year	207
HM1, coverage rate	percentage	100.0%
HM2, specific	mg/tonne of clinker	248
HM2, absolute	kg per year	6,418
HM2, coverage rate	percentage	92.4%
Co-processing fuels and raw materials		
Specific heat consumption for clinker production	kcal/kg of clinker	907
Alternative fuel rate (kiln fuels)	percentage	35.9%
Biomass fuel rate (kiln fuels)	percentage	12.5%
Alternative Raw Materials rate (% ARM)	percentage	13.6%
Clinker/cement (equivalent) factor	number	76.5
Local Impacts		
Percentage (%) of quarries where rehabilitation plan is implemented	percentage	100%
Percentage (%) of quarries with high biodiversity value where biodiversity management plan is implemented	percentage	71%
Water		
Total water withdrawal	million cubic metres	23.8
Surface water	million cubic metres	6.8
Groundwater	million cubic metres	8.4
Quarry water	million cubic metres	3.2
Utility water	million cubic metres	1.0
Rainwater	million cubic metres	4.4
Total water consumption	million cubic metres	10.7
Amount of Water Consumption per unit of cementitious product	litres/metric tonne	287
Total water discharge	million cubic metres	13.1
Surface water	million cubic metres	12.6
Public Sewer	thousand cubic metres	44
Other	million cubic metres	0.4
Quarry water (not used) discharge	million cubic metres	3.3

SASB Group Level indicators 2023		
Climate Change		
EM-CM-110a.1: Gross global Scope 1 emissions	Metric tonnes (t) CO <sub>2</sub> e	28,680,833
Air Emissions		
EM-CM-120a.1: NOx (excluding N <sub>2</sub> O)	Metric tonnes (t)	36,091
EM-CM-120a.1: SOx	Metric tonnes (t)	10,819
EM-CM-120a.1: Particulate matter (PM10)	Metric tonnes (t)	3,678
EM-CM-120a.1: Dioxins/furans	Metric tonnes (t)	0.00000604
EM-CM-120a.1: Volatile organic compounds (VOCs)	Metric tonnes (t)	2,449
EM-CM-120a.1: Polycyclic aromatic hydrocarbons (PAHs)	Metric tonnes (t)	2
EM-CM-120a.1: Heavy metals (Pb, Hg, Cd)	Metric tonnes (t)	1
Water		
EM-CM-140a.1: Total fresh water withdrawn	Thousand cubic meters (m³)	109,735

# 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, 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. Adjusted EBITDA margin is calculated by expressing Adjusted EBITDA as a percentage of total revenues.

Reconciliation to its nearest GAAP measure is presented below:

\$ millions	2023	2022	2021
Net income	3,072	3,889	(2,686)
Income from discontinued operations, net of income tax expense	—	(1,190)	(179)
Loss (income) from equity method investments	17	—	(55)
Income tax expense	925	762	650
Loss (gain) on divestitures (i)	—	99	(78)
Pension income excluding current service cost component (i)	(3)	(30)	(9)
Other interest, net (i)	5	—	(3)
Interest expense	376	344	315
Interest income	(206)	(65)	—
Depreciation, depletion and amortization	1,633	1,552	1,479
Loss on impairments (ii)	357	—	—
Substantial acquisition-related costs (iii)	—	27	—
<b>Adjusted EBITDA</b>	<b>6,176</b>	<b>5,388</b>	<b>4,806</b>
Total revenues	34,949	32,723	29,206
<b>Adjusted EBITDA margin</b>	<b>17.7%</b>	<b>16.5%</b>	<b>16.5%</b>

- (i) Loss (gain) on divestitures, pension income excluding current service cost component and other interest, net have been included in Other nonoperating (expense) income, net in the Consolidated Statements of Income.
- (ii) For the year ended December 31, 2023, the total impairment loss comprised of \$62 million within Americas Materials Solutions and \$295 million within Europe Materials Solutions.
- (iii) Represents expenses associated with non-routine substantial acquisitions, which are those not bolt-on in nature and are separately reported in Note 4 “Acquisitions” of the audited financial statements in the CRH Annual Report on Form 10-K for the year ended December 31, 2023. Expenses in 2022 include legal and consulting expenses related to the acquisition of Barrette Outdoor Living.

# Reconciliation of Non-GAAP Figures

Continued

## 2. Earnings Per Share (EPS) Pre-Impairment

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. 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.

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	2023	Per Share — Basic	2022	Per Share — Basic	2021	Per Share — Basic
Weighted average common shares outstanding – Basic	723.9		758.3		\$3.21	
Income from continuing operations	3,072	\$4.24	2,699	\$3.56	2,507	\$3.21
Net (income) attributable to redeemable noncontrolling interests	(28)	\$(0.04)	(27)	\$(0.03)	(22)	\$(0.04)
Net loss (income) attributable to noncontrolling interests	134	\$0.19	—	—	(34)	\$(0.04)
Adjustment of redeemable noncontrolling interests to redemption value	(24)	\$(0.03)	40	\$0.05	(18)	\$(0.02)
<b>Income from continuing operations for EPS</b>	<b>3,154</b>	<b>\$4.36</b>	<b>2,712</b>	<b>\$3.58</b>	<b>2,433</b>	<b>\$3.12</b>
Impairment of property, plant and equipment and intangible assets	224	0.30	—	—	—	—
Tax related to impairment charges	(9)	(0.01)	—	—	—	—
<b>Income from continuing operations for EPS—pre-impairment (i)</b>	<b>3,369</b>	<b>\$4.65</b>	<b>2,712</b>	<b>\$3.58</b>	<b>2,433</b>	<b>\$3.12</b>

(i) Reflective of CRH's share of impairment of property, plant and equipment and intangible assets (\$224 million) and related tax effect.











# External Benchmarks and Recognitions

We first reported on our sustainability performance in 2002 and through a continued focus on innovation, stakeholder engagement and long-term value creation, CRH continues to make good progress as reflected in the ratings provided by the agencies listed here.

We are continuously reshaping our business to deliver significantly higher margins and industry leading cash generation while contributing to a better built environment. By incorporating sustainability into all aspects of our business model, we can maintain a long-term competitive advantage and bring value-creating solutions to the market.

Through innovation and development, we are generating value creation opportunities for both our shareholders and all our stakeholders. In so doing, CRH is well positioned for future growth and performance.

<div><p><b>Sustainability Yearbook Member</b> S&amp;P Global Corporate Sustainability Assessment (CSA) Score 2023</p></div> <p>Included as S&amp;P Sustainability Yearbook Member, reflecting CRH's strong sustainability credentials.</p>	<div><p>Member of</p><p><b>Dow Jones Sustainability Indices</b></p><p>Powered by the S&amp;P Global CSA</p></div> <p>In 2023, CRH maintained its long-standing inclusion in the S&amp;P Global Dow Jones Sustainability™ Indices</p>	<div><p><b>CDP A LIST 2023</b> CLIMATE</p></div> <p>Awarded an A for CDP Climate and B for CDP Water, demonstrating leadership in environmental transparency and action.</p>
<div><p><b>Corporate ESG Performance</b> RATED BY <b>ISS ESG</b> <b>Prime</b></p></div> <p>Awarded a Prime rating, the highest relative performance rank by ISS ESG.</p>	<div><p><b>MSCI ESG RATINGS</b> AAA</p></div> <p>Awarded an industry-leading rating of AAA in the MSCI ESG Ratings assessment.</p>	<div><p><b>CDP SUPPLIER ENGAGEMENT LEADER 2023</b></p></div> <p>Recognized by CDP as a Supplier Engagement Leader in 2023, raising the level of climate action across our value chain.</p>
<div><p><b>MOODY'S ESG Solutions</b></p></div> <p>Ranked 2nd in our sector by VigeoEiris Moody's ESG rating unit.</p>	<div><p><b>FTSE4Good</b></p></div> <p>Included in the FTSE4Good Index Series of companies demonstrating strong ESG practices.</p>	<div><p><b>Rated</b> MORNINGSTAR   SUSTAINALYTICS</p></div> <p>Recognized by Morningstar Sustainability for our strong management of ESG Material Risks.</p>

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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 primary listing on the New York Stock Exchange, CRH's decarbonization initiatives and targets, use and conservation of natural resources, renewable energy, sustainability outcomes, innovation, workplace diversity and safety; expectations related to compliance with applicable regulations and reporting standards and requirements; 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, 2023, filed with the U.S. Securities and Exchange Commission on February 29, 2024.

## 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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CRH® is a registered trade mark  
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We welcome feedback and comments from  
stakeholders on our sustainability reporting.

**Cover Image:** We pride ourselves on delivering high-quality building materials and solutions that build, connect, and improve our world. In the heart of Manhattan, in New York, the rooftop terrace at Morgan North blends sustainability thinking and circularity with history. Originally a rail yard and later a Post Office distribution center, the site recently achieved LEED Gold certification after a major transformation. Oldcastle APG, in CRH's Americas Division, provided over 22,500 square feet of our Belgard Mirage Noon Porcelain Pavers, and our EDECK system, to create a level, durable solution, featuring a biophilic woodgrain texture that enhances the living roofscape. The new rooftop terrace, enabled by Oldcastle APG's solutions, brings nature into the city, and provides a serene retreat in the heart of Manhattan.