

Shaping Communities for a Better Tomorrow

CRH 2025 Sustainability Performance Report

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Inside this Report

At CRH, sustainability is embedded in our strategy and is an important enabler of our leading performance model. It drives operational performance, builds business resilience, and creates long-term value for our business and stakeholders.

Our 2025 Sustainability Performance Report highlights how our Framework for a Sustainable Future drives progress in water, circularity, and decarbonization, and supports our connected portfolio, which positions us to capture further value and accelerate growth.

We continue to: protect the natural world, support our people and communities, and ensure we operate as a responsible business.

Our Purpose

WE STAND TOGETHER TO

REINVENT THE WAY OUR WORLD IS BUILT

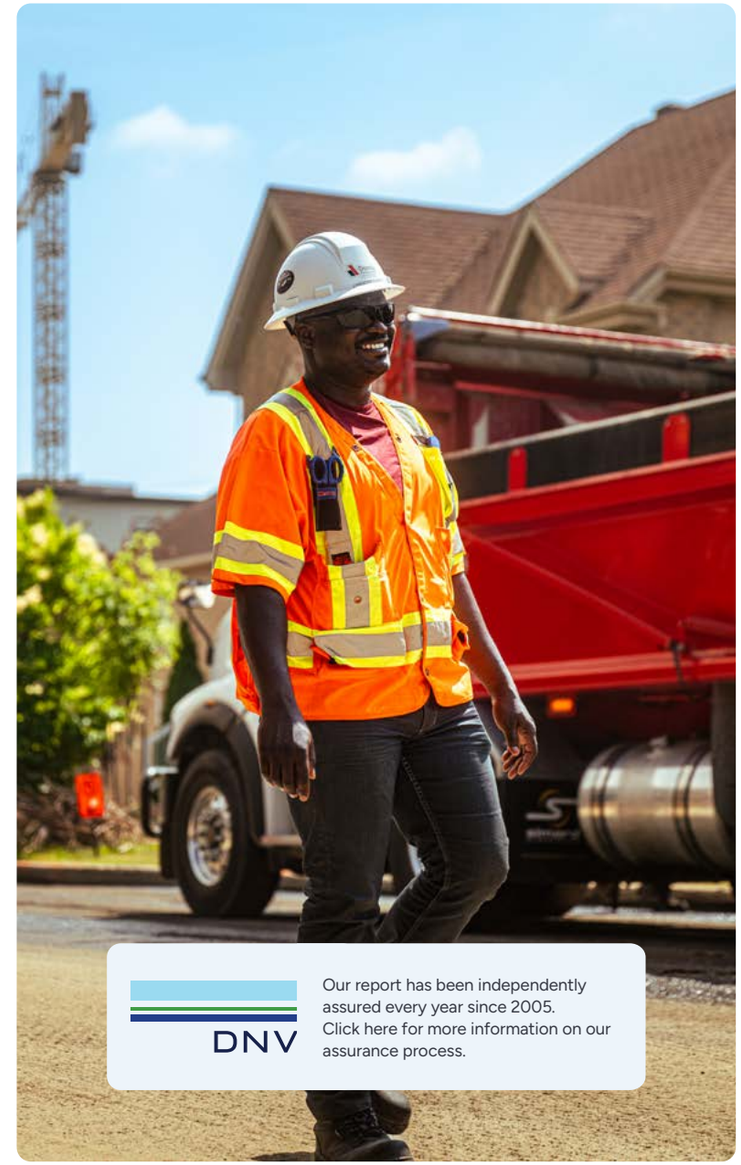
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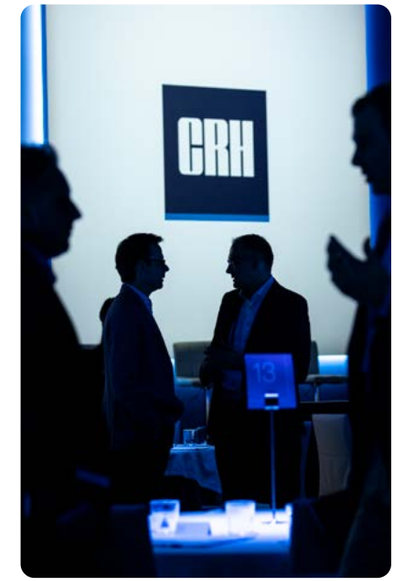
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DNV

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



Navigating our Report

Look for this bookmark icon to find additional information on a specific topic within this report.

Look for this icon for more information on additional reports and assessments, available on www.crh.com.

Look for this icon to find more information on our targets.

2025 Sustainability Performance Highlights

Targets Achieved

Target Achieved[1]

520kg

Cement-specific net CO_2 emissions per tonne of cementitious product

Target Achieved[1]

50%

Revenues from products with enhanced sustainability attributes

Performance Highlights

153.6M

Cubic meters of water recycled at our operations

51.2M

Tonnes of wastes and by-products recycled

0.8kg/$

CO_2 emissions per dollar of revenues[2]

93%

Accident-free locations

#1

Recycler in North America[3]

$15.7B

Revenues from products with enhanced sustainability attributes[1]



[1] For more information, see pages 20 and 26.
[2] Scope 1 and 2 CO_2e emissions (kg/$ revenues). CO_2e emissions subject to final verification under the European Union Emissions Trading System (EU ETS).
[3] CRH estimate based on comprehensive industry research and public reporting disclosures.

Company Overview

The Leading Provider of Building Materials

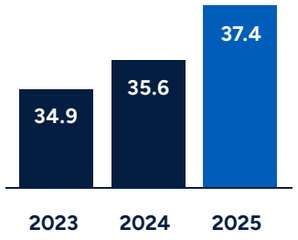
As the leading provider of building materials, CRH is critical to the modernization of infrastructure, connecting deep local relationships with global expertise and unmatched scale. We continue to build leading positions of scale in three of the most attractive construction markets in the world. With strong exposure to accelerating infrastructure megatrends that create significant opportunities for growth, we believe CRH is well positioned to reimagine the built environment to shape our communities for a better tomorrow.

Consistent Growth and Value Creation

Revenues ($B)

$37.4B

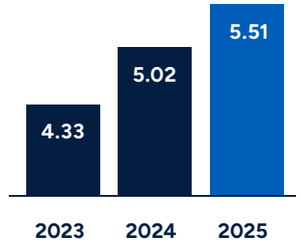
+5% ▲



Diluted EPS ($)

$5.51

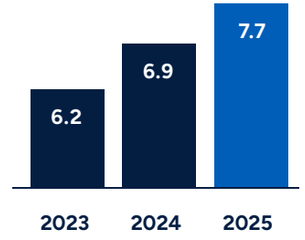
+10% ▲



Adjusted EBITDA*[1] ($B)

$7.7B

+11% ▲



Leading Positions in High-Growth Markets

CRH Americas

#1 in North America[2]

We are the largest building materials business in North America, employing ~50,000 people across ~2,100 locations in 48 U.S. States and seven Canadian Provinces.



CRH International

#1 in Europe[2]

We also have regional leadership positions in Europe and Australia, within CRH's International Division, employing ~33,000 people across ~1,800 locations in 27 countries.



Business Segments[3]

Americas Materials Solutions

Revenues

$17.0B

(45% of total revenues)

#1 Aggregates

#2 Cementitious

#1 Roads

Americas Building Solutions

Revenues

$7.1B

(19% of total revenues)

#1 Critical Infrastructure (Water, Energy, Data)

#1 Outdoor Living

International Solutions

Revenues

$13.3B

(36% of total revenues)

#1 Regional Leadership Positions

*Represents a non-GAAP measure. For a reconciliation to the most directly comparable GAAP measures see page 95 of this Report.

[1] Net income of $3.8 billion (2024: $3.5 billion; 2023: $3.1 billion) is the GAAP figures which is most directly comparable to Adjusted EBITDA.

[2] Market leadership positions for North America and Europe are based on 2025 revenues compared with publicly-available peer data for the same period.

[3] Market leadership positions for Aggregates, Roads and Cementitious are based on 2025 annualized sales volumes for aggregates, asphalt and cementitious materials, respectively, and compared with publicly-available peer data for the same period. Regional leadership positions in our International Division are based on 2025 annualized sales volumes and are derived from management estimates of regional market share. These annualized sales volumes include volumes which are used internally (e.g. aggregates used for cement production). Market leadership positions for Critical Infrastructure and Outdoor Living are based on management estimates of 2025 revenue figures for CRH's Critical Infrastructure and Outdoor Living businesses relative to management estimates of market share for 2025. Critical Infrastructure for this purpose is defined as precast concrete products serving water, energy and data utility markets. Outdoor Living for this purpose is defined as concrete hardscapes and masonry, aggregate pool finishes, vinyl & aluminum fencing & railing serving outdoor residential and commercial markets. These definitions of Critical Infrastructure and Outdoor Living may not be uniformly defined by all companies and accordingly may not be directly comparable with similarly titled disclosures by other companies.

Built for Growth, Powered by Performance

Our connected portfolio positions us as the partner of choice and enables us to play a vital role in economic growth, building and maintaining the critical infrastructure networks that our economies rely on. We innovate where it matters most and address our customers' most pressing challenges across diverse geographies and markets while driving growth and resilience across our business.

Unmatched Scale and Connected Portfolio

Our footprint across North America, Europe, and Australia provides diversified exposure across geographies, sectors and end-markets. We have established four growth platforms in order to become the partner of choice across the megatrends of transportation, water, and reindustrialization.

Customer-Centric and Empowered Teams

At CRH, we operate close to our customers, communities and the opportunities that drive growth by leveraging the power of deep local relationships. Our local teams are empowered to grow and improve their business, which is a reflection of the powerful entrepreneurial spirit that has been central to our success for more than five decades.

Our Growth Platforms

Aggregates

CRH is a leader in aggregates with annualized sales volumes[1] of 380.7 million tons in 2025. With 23.8 billion tons of reserves, we own more stone[2] in the ground than anyone else in the industry. ~95%[3] of CRH's total revenues are connected to aggregates.



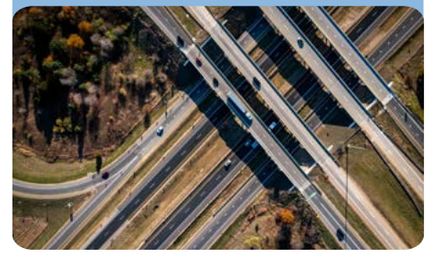
Cementitious

CRH is a leader in cementitious materials, with 59 million tons of annualized sales volumes[1] in 2025. We are building a differentiated product offering and scaling our capabilities to drive further growth and margin expansion.



Roads

With annualized asphalt sales volumes[1] of 62.8 million tons in 2025, complemented by our value-added paving services operating across the full value chain, we are the largest road paver in the United States.



Water

We are a leader in water infrastructure, providing engineered systems and solutions which collect, protect, and transport this vital resource.



[1] Annualized sales volumes reflect the full-year impact of acquisitions and divestitures during the year and may vary from actual volumes sold. This includes volumes which are used internally (e.g. aggregates supplied internally for cement production).
[2] Based on mineral reserves in North America.
[3] CRH estimate as of December 31, 2025.
[4] As of December 31, 2025.

Our Business[4]

~83,000
People

~4,000
Locations

28
Countries

~200
Local Brands Across Our Americas Division

~100
Local Brands Across Our International Division

Sustainability is Embedded in Our Strategy

CRH Winning Way

Our Winning Way is a unique framework that articulates how we operate and enables us to execute our superior strategy. We leverage our unmatched scale, connected portfolio, leading performance and disciplined capital deployment to deliver sustained growth and value creation. The framework is anchored around four key levers which, when combined, enable us to grow with confidence and set the standard for excellence in our industry. Our commitment to performance is what enables us to drive profitable growth, providing our customers with innovative solutions that make construction simpler, safer and more sustainable.

Superior Strategy

Our leading market positions, unmatched scale, and connected portfolio provide a runway of growth opportunities and generate significant competitive advantage.

Leading Performance

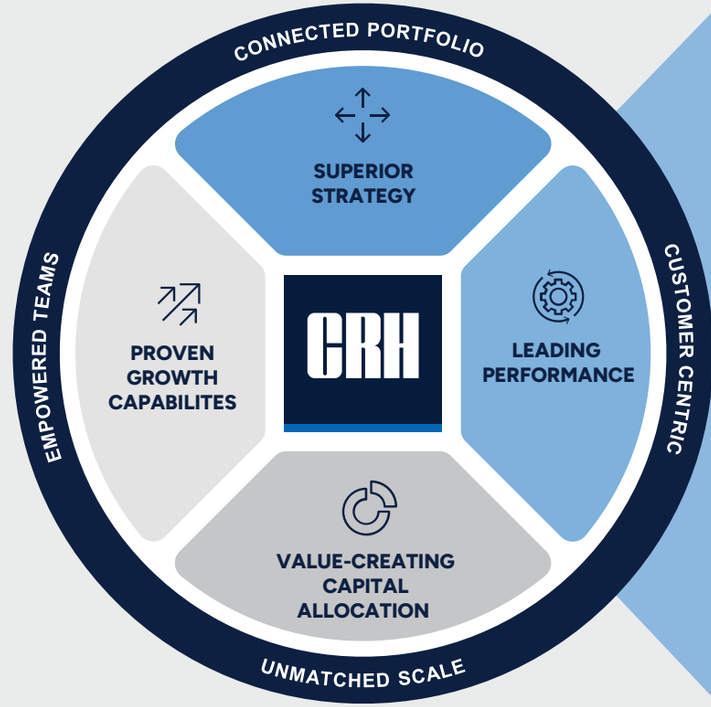
Our ability to replicate and scale our innovation and technical expertise across multiple geographies unlocks tremendous opportunity for further growth and operational excellence.

Value-Creating Capital Allocation

Our disciplined approach to capital allocation means every dollar we deploy is rigorously assessed to ensure it drives maximum long-term value.

Proven Growth Capabilities

We leverage our operational expertise and local market knowledge to scale platforms in high-growth markets.



Leading Performance

Our culture of leading performance is a proven driver of excellence. Leveraging this performance model, our businesses invest in sustainability and innovation to address our customers'needs, lead the modernization of infrastructure, and shape a better future for our communities.

Delivering Value through Sustainability

Sustainability is embedded in our strategy and is an important enabler of our leading performance model. Our Framework for a Sustainable Future identifies three areas: water, circularity, and decarbonization, where our highly connected portfolio positions us to capture further value across our four growth platforms.

Locally-Led and Globally-Enabled

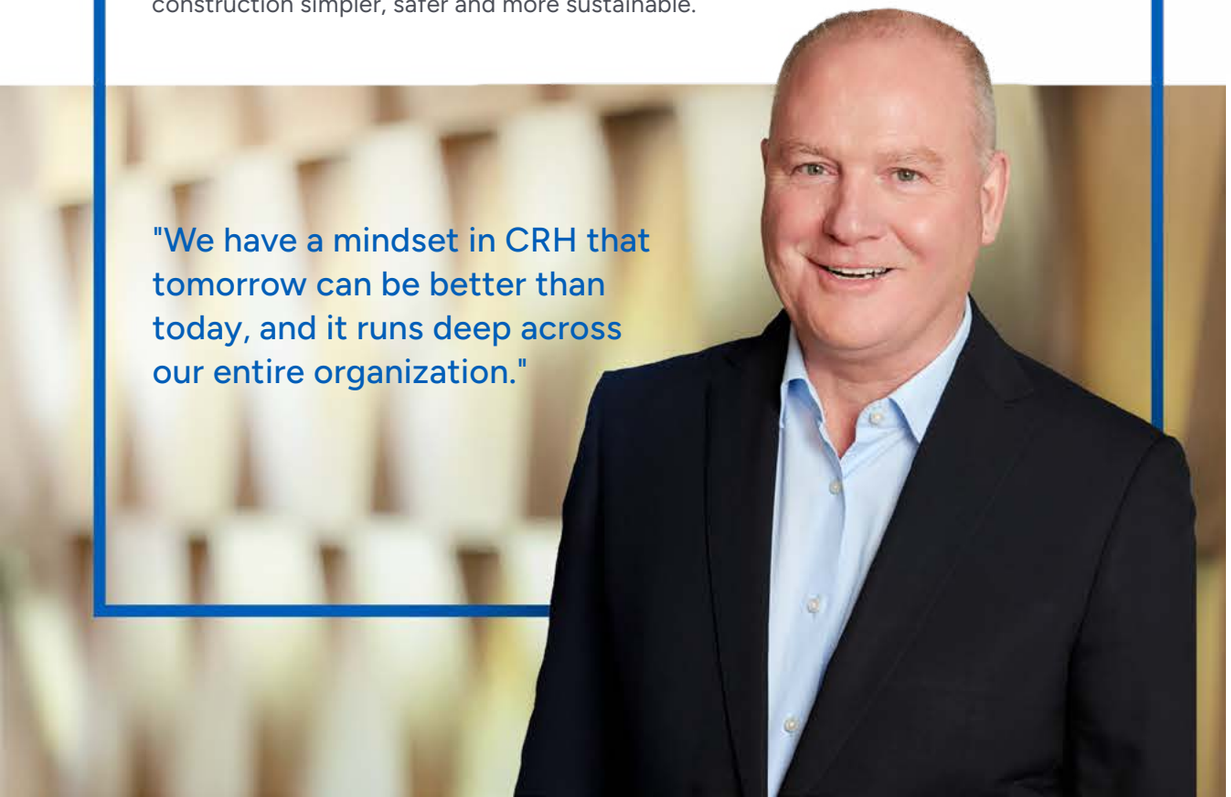
Our approach enables us to innovate where it matters most across diverse markets and geographies while driving business growth and resilience. We invest in digital technology, automation initiatives, and smart infrastructure capabilities to enhance productivity and sustainability across our operations and help solve some of our customers' most pressing challenges.

Jim Mintern

Message from Our Chief Executive Officer

Built for Growth, Powered by Performance

As the leading provider of building materials, and with over 83,000 people across nearly 4,000 locations, our culture of leading performance is a proven driver of excellence. We connect deep local relationships with unmatched scale and global expertise to solve the unique challenges of our customers and communities, making construction simpler, safer and more sustainable.



"We have a mindset in CRH that tomorrow can be better than today, and it runs deep across our entire organization."

Positioned for Growth and Value Creation

Our four established growth platforms – Aggregates, Cementitious, Roads, and Water – are strategically aligned to meet the most urgent infrastructure challenges facing society today, including rapid technological change, population growth, climate resiliency and aging infrastructure. This positions us as the partner of choice for transportation, water and reindustrialization projects, vital for economic growth and long-term community resilience.

Significant Investment in Innovation and Sustainability

During the year, our businesses continued to invest in innovation and sustainability. Our $2.1 billion acquisition of Eco Material Technologies, a leader in supplementary cementitious materials, positions CRH at the forefront of next generation cement and concrete in North America. In addition, our investment in VODA.ai, an innovative predictive analysis platform that uses Artificial Intelligence (AI) to assess water pipe conditions and risks, can help water utilities to reduce clean water loss.

Another Year of Progress

In 2025, we accelerated the integration of innovative technologies that enhance productivity and sustainability across our operations. Leveraging our performance model, we successfully delivered on our cement specific carbon intensity target and increased the percentage of product revenues that come from products with enhanced sustainability attributes to 50%.

Across CRH, we recycled 51.2 million tonnes of wastes and by-products, sourced internally and from other industries, into valuable raw materials for our businesses – further reinforcing our position as the leading recycler in North America.

Empowering Our Teams

People are at the heart of everything we do. Our unique entrepreneurial culture empowers our local teams to make the decisions that drive their businesses forward, backed by global resources that provide the tools, best practices and innovation to elevate performance across our network. We continue to develop our teams to strengthen the skills needed to solve today's challenges and to build capabilities to meet the demands of the future.

Safety is Embedded in Our Values

Safety is core to who we are and sits at the center of our values and our culture. Regrettably, despite our relentless focus on safety, there were three workplace fatalities across our business in 2025. We extend our condolences to the families, friends, and our colleagues impacted. We remain resolute in our efforts to eliminate workplace harm and continue to invest in innovation, training, and leadership to prevent such incidents in the future, to ensure everybody returns home safely at the end of their working day.

Looking Ahead

I am immensely proud of CRH's achievements in 2025, marked by the significant milestone of inclusion in the S&P 500 Index, a powerful recognition of our market leadership, and a signal of confidence in our long-term growth. Through our connected portfolio and empowered local teams, we are well positioned to continue leading the modernization of infrastructure and to shape communities for a better tomorrow.

Our Framework for a Sustainable Future

Our Framework for a Sustainable Future focuses on creating long-term value and progressing our material[1] sustainability issues. It demonstrates how we integrate sustainability throughout our business and how people and products come together to build resilience.

Our Framework identifies three areas: water, circularity, and decarbonization, where our connected portfolio positions us to capture further value and accelerate growth across each of our four growth platforms. This approach is reinforced through strong sustainability foundations: protecting the natural world, helping our people and communities to thrive, and ensuring we continue to operate as a responsible business.

Across CRH, our empowered teams are bringing this Framework to life. Their commitment to continuous improvement is strongly reflected in the progress towards our sustainability ambitions and in the long-term performance of our business. Through their dedication, we are contributing meaningfully to a more sustainable, resilient built environment.





Eunice Heath
Chief Sustainability Officer

"Sustainability is embedded in our strategy and is an important enabler of our leading performance model. Through our Framework for a Sustainable Future we continue to create value for our customers, our communities, and our business. It gives me great pride to see our teams innovating and finding new ways to deliver positive impact, and help shape a more resilient future."

[1] See page 95 for the Note on References to "Materiality".

Our Framework for a Sustainable Future Continued

Water

Water management is an urgent challenge. CRH's unmatched scale, connected portfolio, and expertise in stormwater, wastewater, and potable water position us to play a significant role in modernizing and expanding the systems that collect, protect, and transport water.

Read more on pages 10-16



Circularity

We recycle by-products and recovered materials to create value, protect our asset base, and extend the life of our reserves. By designing longer-lasting materials and products that can be reused, repurposed or recycled, we also help our customers to create more resilient, durable buildings and infrastructure.

Read more on pages 17-23



Decarbonization

We create value and enable communities to adapt and become more climate resilient through our connected portfolio of innovative, lower-carbon solutions. Our leading performance model enables us to advance the decarbonization of our own operations, unlocking efficiencies that strengthen our business.

Read more on pages 24-31



Natural World

We take meaningful action to protect and enhance biodiversity around our operations, support vital ecosystem services, and promote responsible practices across our value chain. In this way we are helping safeguard the environment while creating long-term value for our stakehol
ders and the communities we serve.

Read more on pages 32-38



People & Communities

Our people are pivotal to our success. Safety sits at the center of our values and culture, and we invest in talent, building the skills needed for future growth. Beyond our workplaces, we foster strong community relationships that create meaningful impact.

Read more on pages 39-51



Responsible Business

We uphold the highest standards of integrity across our operations. We embed strong ethical practices, safeguard human rights, and work closely with partners and suppliers to promote responsible sourcing, reinforcing trust, resilience, and our commitment to operating as a responsible and sustainable business.

Read more on pages 52-63



UN Sustainable Development Goals

By making sustainability a cornerstone of modern construction, we are advancing the UN SDGs.

- **SDG 6** Clean Water and Sanitation
- **SDG 9** Industry, Innovation and Infrastructure
- **SDG 11** Sustainable Cities and Communities
- **SDG 12** Responsible Consumption and Production
- **SDG 13** Climate Action
- **SDG 15** Life on Land

Water

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14 Scaling Innovative Water Technologies
15 Managing Water Responsibly

Water

Modernizing Water Infrastructure for Resilient Communities

Communities today face three major water challenges: aging infrastructure, water scarcity, and climate resilience. Aging infrastructure means that in many regions drinking water, wastewater, and stormwater systems are operating well beyond their intended design life, increasing the risk of failures, leaks and contamination. Water scarcity reflects the growing difficulty of securing reliable water supplies, as demographic shifts, manufacturing and reindustrialization place increasing stress on existing systems. Climate resilience underscores the urgent need to protect communities from more frequent and severe weather events that threaten water availability, quality, and flooding.

As a leader in water infrastructure, CRH has the connected portfolio, unmatched scale, and global expertise to help customers and communities solve these complex challenges. We provide innovative engineered systems and solutions to capture, convey, store, treat, and separate water, addressing the urgent need to modernize and expand infrastructure for water-resilient communities. Alongside these efforts, we are taking action across our business and partnering in specific at-risk catchments to protect, preserve and replenish water resources.

Our Approach

We are helping to solve our customers' complex water challenges through our connected portfolio and global expertise.

Enabling Water-Resilient Communities

Delivering solutions at scale to upgrade and expand water infrastructure, address water scarcity, and enhance climate resilience.

Providing global expertise and tailored systems to solve our customers' challenges across clean water, wastewater, stormwater, groundwater recharging and flood protection.

Scaling Innovative Water Technologies

Accelerating innovation that reduces water loss, enhances water quality, and advances digitally-enabled water management.

Managing Water Responsibly

Implementing water management plans and actions across our business to protect, preserve and replenish water resources.

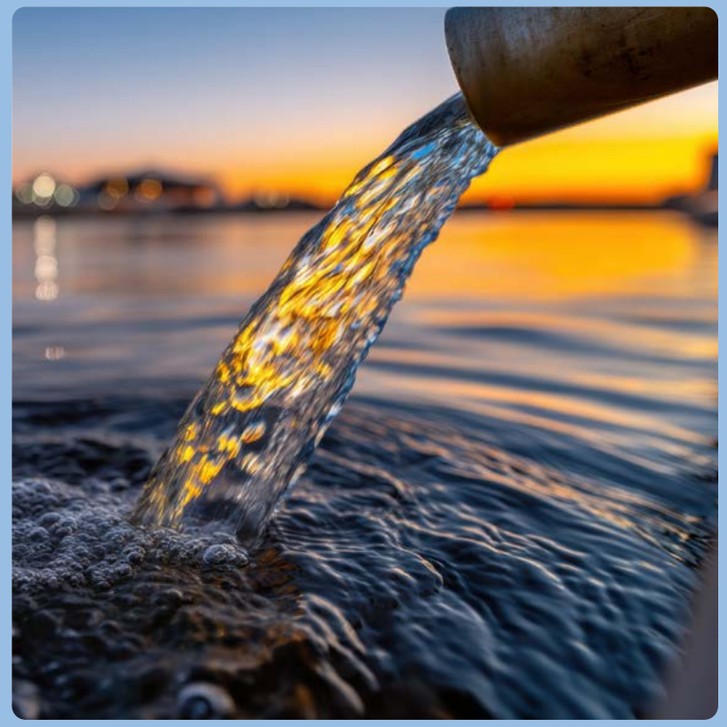
Water Highlights

153.6M

Cubic meters of water recycled at our operations in 2025

98%

Of our companies had water management plans in place at the end of 2025



"At CRH, we modernize water infrastructure and strengthen flood resilience. Our water management solutions help communities protect and sustain the critical systems that provide the clean, safe water on which we all rely."

Jeffrey Johnson
Director - Water Innovation,
Oldcastle Infrastructure,
CRH Americas Division



Enabling Water-Resilient Communities

Adapting to Water Challenges

Many municipalities are challenged by aging stormwater systems that are struggling to cope with increasingly frequent and intense rainfall. As a result, communities, essential infrastructure, and local ecosystems face growing risks. Without effective networks and management, runoff from severe weather events can overwhelm drainage networks, causing flooding that disrupts homes, businesses, and public services. A generational investment to upgrade and modernize water infrastructure is urgently needed, as much of today's stormwater networks are decades beyond their intended lifespan.

CRH supports towns and cities to adapt and become more climate resilient. Our connected portfolio includes products designed to capture, convey and control water – such as culverts, chambers and pipes. Working together with separation and treatment technologies, these systems reduce flood risk.

In regions facing drought, we provide engineered systems that enhance water security by replenishing aquifers or storing water for controlled, gradual release. We operate close to our customers, allowing us to tailor systems to the unique requirements of different geographies, climates and regulatory environments.

Safeguarding Water Quality

Many existing stormwater and sewer systems are at capacity and unable to keep up with growing demands. When these systems fail, the result can be contamination of local water bodies and significant risks to communities and ecosystems.

CRH is providing modern, resilient systems to capture rainwater, and avoid or control its flow into sewer networks. By intercepting stormwater before it reaches the network, these solutions help prevent flooding and the discharge of contaminated runoff from combined sewer overflows.

We also offer technologies that improve how networks manage pollutants in stormwater. Our portfolio includes media and biofiltration products, passive treatment systems, hydrodynamic separation technologies, and advanced monitoring equipment. Passive systems, such as MaxWell® Plus, use gravity and natural settling. Hydrodynamic separation systems, like Hydro-Shield® Advance, capture grit and debris during high-flow events. Both systems are low-maintenance, unpowered, and help customers meet strict environmental standards. Our advanced monitoring solutions, including the Hydro-Logic® River Sentinel, enable continuous, monitoring of water quality at wastewater discharge points.

Supporting Green Infrastructure

Our products support the adoption of green infrastructure - engineered systems that manage stormwater while delivering additional benefits to communities and the environment. These systems can also enhance biodiversity, create green space for recreation, and help reduce urban heat, an increasingly important aspect of climate adaptation. Approaches include permeable paving, rain gardens, green roofs, and bioretention systems that mimic natural hydrological processes to slow, store and treat stormwater. These solutions include nature-based solutions, leveraging healthy, native ecosystems to address urban resilience.



Spotlight

Upgrading Stormwater Management

With rising regulatory requirements and public expectations, customers are seeking high-performance solutions for stormwater management and treatment. Our close relationships with municipal and industrial partners enable us to deliver tailored systems that meet local compliance and weather related needs.

For example, Oldcastle Infrastructure, in CRH's Americas Division, is supporting municipalities across North America. They delivered a comprehensive stormwater management system for the redevelopment of Penn Coach Yard, a major train maintenance facility in Philadelphia, Pennsylvania. The city has persistent problems with sewer overload, which can pollute waterways and cause localized flooding. The innovative solution for Penn Coach Yard included using six StormCapture® detention systems to capture and store stormwater and five Up-Flo® Filter units to treat the captured water to remove pollutants before its controlled release. The system is designed to handle intense rainfall and is helping reduce the risk of flooding in the city.

Similarly in Europe, Stradal and Hydro International, in CRH's International Division, partnered with Paprec, a leading recycling firm in France, to deliver tailored stormwater management systems at several of their industrial operations. The operations all handle a unique range of waste streams, requiring custom solutions to be designed for each site. Stradal and Hydro International delivered low-maintenance systems that use hydrodynamic separators and advanced filters to treat pollutants in stormwater, enabling the customer to meet their discharge license requirements.

Enabling Water-Resilient Communities Continued

Strengthening Shoreline Resilience

Communities near rivers and coasts face increasing flood risks, leaving them exposed to disruption, damage and major financial costs. CRH provides engineered solutions and advanced construction materials designed to withstand harsh marine environments. Our portfolio includes climate adaptation solutions such as seawalls, levees, dams, shoreline stabilization systems and pumping stations, which work alongside stormwater management systems to protect against flooding. We also partner on large-scale projects to deliver long-term climate resilience, such as the elevation of urban areas that are in flood risk zones.

Delivering Clean Water

We recognize that access to sufficient clean water is a salient human right and underpins economic growth. Safe, reliable water depends on durable and adaptable infrastructure. We help to upgrade and modernize water conveyance systems through high-performance pipe systems made from durable materials such as concrete and plastic. These products have a long service life and are corrosion resistant, which ensures long-term reliability for water networks. Our operating companies increasingly integrate adaptable and modular designs which are compatible with digital monitoring, making these products flexible to meet future demand and regulations (see page 14).

Partner for Reindustrialization

CRH continues to benefit from a powerful wave of reindustrialization activity including reshoring of advanced manufacturing and rapid data center growth that requires reliable access to power and water. With 85% of U.S. data center projects located within 25 miles[1] of a CRH site, we are well positioned to provide essential conveyance systems, stormwater management, and infiltration infrastructure that reduces flooding and supports aquifer recharge.



Spotlight

Protecting Transportation Infrastructure

CRH is playing a critical role in economic growth, building and maintaining the essential transportation infrastructure networks that our economies rely on. Over 85%[2] of roads require water management systems to protect safety and durability. We are the largest road paver in the U.S. and the connectivity of our portfolio across Roads and Water enables us to support long-term resilience by integrating our road infrastructure products and advanced water management systems.

Several of our operating companies are working together to upgrade State Road 24 in Gainesville, Florida. We leveraged our scale, connected portfolio and capabilities across the value chain to provide the customer with a combined solution including aggregates, asphalt, paving solutions and infrastructure products. Oldcastle Infrastructure, in CRH's Americas Division, provided integrated water management solutions to capture and convey stormwater from the road, helping to boost its long-term durability, and our teams from Conrad Yelvington Distributors and Preferred Materials, also in CRH's Americas Division, will resurface a section of the roadway in 2026.

Oldcastle Infrastructure worked with a customer to understand and solve their unique water management challenges. The team delivered stormwater collection systems for the upgrade of San Diego, California's Bachman Place corridor, a key road in a sensitive canyon environment. The team specified BioPod™ advanced green infrastructure products integrating vegetation and engineered soil media to meet the project's strict biofiltration standards. They also supplied custom precast components to support utility relocation and structural needs along the steep canyon corridor.

Beyond roads, CRH's connected portfolio also enables us to integrate building materials and water management systems for bridges, tunnels, airports, ports and railways. For example, at Orlando International Airport Terminal C, Oldcastle Infrastructure installed large custom Nutrient Separating Baffle Box® systems to collect, treat, and store stormwater from around the terminal and to provide more than 60 cubic meters of emergency storage capacity for spilled fuels. The custom design reduced the system footprint by ~45%, requiring less land to be disturbed and helping the project to be delivered under budget and under time.

[1] Management estimate derived from data center pipeline information from GlobalData as of Q4 2025.
[2] CRH estimate as of December 31, 2025, derived from public road and street mileage data available from U.S. Department of Transport and stormwater infrastructure estimates reported in the American Society of Civil Engineers "2025 Report Card for America's Infrastructure".

Scaling Innovative Water Technologies

Driving Value with Innovation

CRH continues to invest in technology and innovation to create value by addressing our customers' most complex water infrastructure challenges. We prioritize technologies that reduce water loss, improve water quality, and extend the life of critical infrastructure. By scaling our technical expertise across geographies, we accelerate deployment of new technologies and unlock further opportunities for growth.

Our approach to innovation combines the strength of our internal research and development capabilities with the power of external partnerships, as innovation teams drive progress through collaboration with industry leaders and academic institutions. For example, our innovation team in infrastructure products are collaborating with several major academic institutions in the U.S. aiming to codevelop several solutions addressing water quality problems, like nutrients or PFAS removal.

CRH Ventures, our venture capital arm, further expands our capabilities through partnerships with start-ups, including the launch of Accelerator Programs, such as a dedicated water accelerator. For more information, see pages 22 and 28.

Our $250 million Venturing and Innovation Fund, which was launched in 2022, supports new technology development and innovative solutions. We currently have ~50 ongoing initiatives supported by this fund across 20+ operating companies, covering topics such as water efficiency, low-carbon products, and circular design.

Digitally-Enabled Infrastructure

CRH is supporting water utilities and muncipalities in managing water resources by providing advanced digital technologies that enhance visibility, efficiency and control across water networks. These digital tools work alongside physical infrastructure to improve network performance, optimize operations and reduce risk. For example, Hydro International, in CRH's International Division, developed Hydro-Logic® Aquator, a water resource modeling platform that simulates complex systems, enabling utilities to plan for demand and optimize supply.

We continue to expand our capabilities through partnerships and investments in leading AI technology companies. Oldcastle Infrastructure, in CRH's Americas Division, launched CivilSense™, a water asset management platform. One component of CivilSense™ is the use of acoustic sensors with FIDO Tech's AI technology for real-time leak detection. This approach is far more accurate than traditional methods, reducing the costs associated with excavation and disruption.

In 2025, CRH invested in VODA.ai - a predictive analytics platform that uses AI to assess water pipe conditions and risks, offering smarter asset management for customers. The partnership enhances our CivilSense™ platform by combining AI-driven predictive analytics with real-time leak detection to proactively identify and address potential pipe failures before they escalate.

> "We were mostly fixing leaks in our water network instead of finding them. It was past time to address this ongoing problem. Oldcastle Infrastructure's CivilSense™ allows us to predict and find leaks, which is a lot more cost-effective than before."
>
> **Lamont Kiser**
> Director,
> Bartow County Water



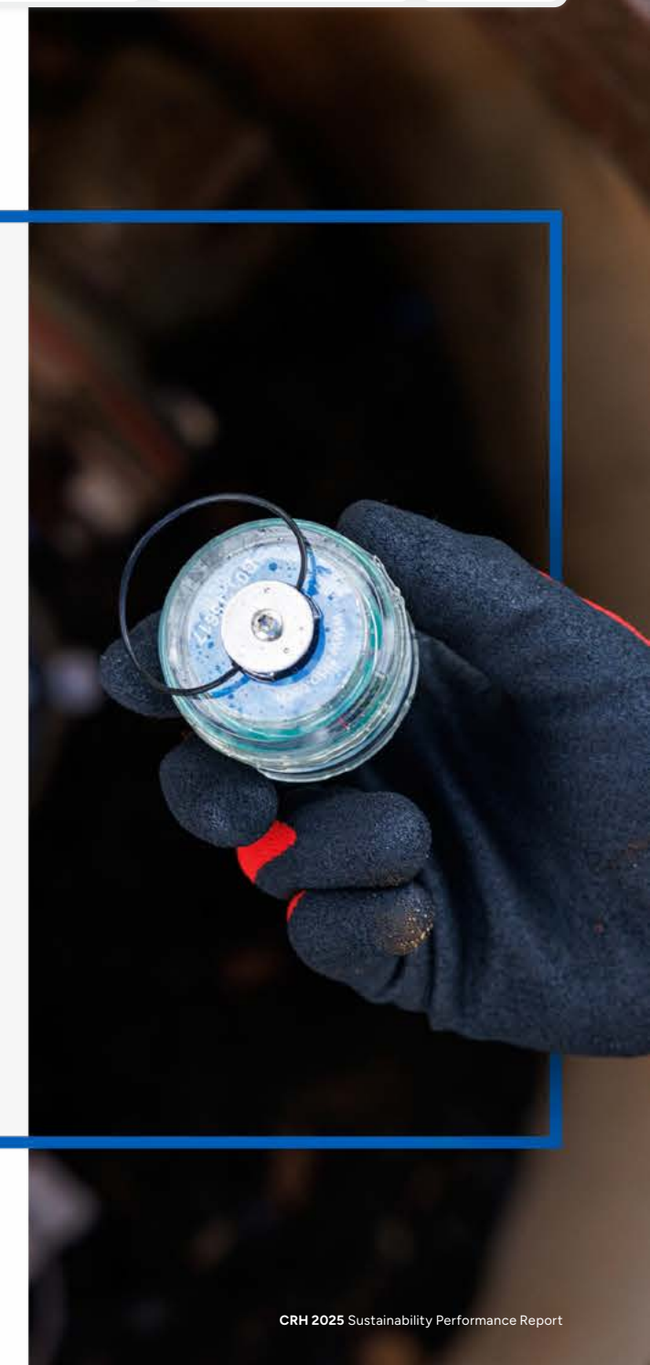
Spotlight

Reducing Water Loss

Municipalities are facing higher costs and operational risks as many water infrastructure assets reach end of life. Aging pipes leak and can burst, causing loss of clean water. CRH is advancing technologies, alongside its water infrastructure systems, that identify weaknesses in water networks, allowing for more efficient upgrades and maintenance.

In northwest Georgia, Bartow County Water has piloted CivilSense™ for real-time leak detection provided by Oldcastle Infrastructure, in CRH's Americas Division, on a high-risk section of its network. With hundreds of miles of underground pipes and reliance on external water sources, the utility faced persistent water loss from hidden leaks. Traditional repairs focused on visible breaks, but the customer wanted a more cost-effective solution.

Hundreds of sensors were deployed to gather acoustic data that the AI-driven platform analyzed against a large leak-detection database. Cloud-based tools then pinpointed likely leak locations and directed field repairs. The pilot identified previously unknown major leaks losing ~163,000 cubic meters a year, and helped reduce non-revenue water (treated water lost before reaching customers) by 17%. Based on the results, Bartow County Water signed a three-year agreement to expand CivilSense™ across the network.



Managing Water Responsibly

Water Use in Our Operations

Our business and production processes depend on water. In these processes we use water to cool equipment, suppress dust, control emissions, and for general cleaning and hygiene services. Our preferred sources of water come from dewatering activities at our extraction sites or rainwater harvesting. Where these sources are unavailable or insufficient, we use groundwater wells or boreholes, surface water, or utility supply. All water withdrawal and discharge activities are subject to strict regulatory oversight, and our processes are designed to safeguard local surface water and groundwater, particularly during raw material extraction.

Reducing Water Consumption

We continue to reduce water consumption, with 153.6 million cubic meters of water recycled at our operations in 2025. Our operating companies reported a reduction in total water withdrawal to 101.2 million cubic meters, compared to 104.8 million cubic meters in 2024. Of this, 74% was used within our materials activities (for example aggregates and readymixed concrete). We aim to improve water efficiency at our operations by using rainwater harvesting, closed loop systems, and other conservation methods. Recycling water from settlement ponds and other on-site sources also helps reduce reliance on local utilities. Effective water recycling lowers our cost by reducing water intake and the need for wastewater treatment and discharge.



Spotlight

Water Stewardship in Our Operations

CRH aims to manage our operational water responsibly, with actions across many of our locations to reduce use, recycle and improve water quality.

In CRH's International Division, Northstone Materials installed a gravity-fed rainwater harvesting system at its concrete roof tile operation in Northern Ireland. The system replaces municipal water used in production processes, and reduces use of external water sources by ~4,000 cubic meters a year. At Finnsementti's Parainen cement plant in Finland, a new stormwater system has been installed to direct surface water to a sedimentation basin to settle out any solids, so the cleaned water can be released into the sea. A dedicated firewater basin was also installed to contain and treat pollutants in water used in emergencies to tackle fires, preventing them from entering marine environments.

In CRH's Americas Division, Jack B. Parson Ready Mix Concrete has upgraded processed water systems across all of its concrete plants to meet new groundwater protection requirements. Each site now features engineered containment, with most using concrete weir ponds to settle and recycle solids.

Managing Water Quality

Water discharge and its quality are regulated at national and local levels, with requirements tailored to each site and receiving water body. Stringent requirements for discharged water quality are met using techniques such as settling ponds and pH neutralization. Some sites operate wastewater treatment plants, and we are increasingly adopting nature-based solutions, such as constructed wetlands and vegetated swales, which help manage water quality while restoring ecosystems. In 2025, 40.2 million cubic meters of water was discharged from our operations, with 80% released to surface water and the remainder to public sewers and other systems. Rainwater contributes to site water flows, making precise measurement of process-related discharge challenging.

We implement measures for materials storage to ensure that all materials used in our manufacturing processes are adequately stored and potentially polluting materials are contained.

2030 Target

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

To drive performance and accountability, we have set a target for 100% of our operating companies to have water management plans in place by 2030, defining monitoring practices, roles, and responsibilities to manage local water impacts. We continue to implement innovative water conservation methods and training at relevant locations to ensure that appropriate techniques are used across our operations. Progress is strong, with 98% of companies having plans in place by the end of 2025.

Managing Water Responsibly Continued

Risk and Resilience

Water risk is growing in many regions. In 2025, we carried out our annual water risk assessment using the World Resources Institute (WRI) Aqueduct Risk Atlas Tool to evaluate potential exposure across our locations. The assessment identified that 9% of our sites are located in areas experiencing extremely high water stress. Additionally, 0.3% of sites are situated in regions with high drought severity. These insights help us prioritize water stewardship actions where they are most needed. The WRI tool also supports future scenario planning, which we continue to integrate into our water management strategies to strengthen long-term resilience.

We recognize the ongoing challenge of collecting accurate water data, as multiple sources are often involved in tracking volumes across operational processes. We are continuing to enhance water accounting systems across our operations to improve accuracy and transparency.

Training programs support our water efficiency and environmental stewardship efforts by equipping employees with practical water stewardship skills. For more information, see page 37.

2030 Target

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

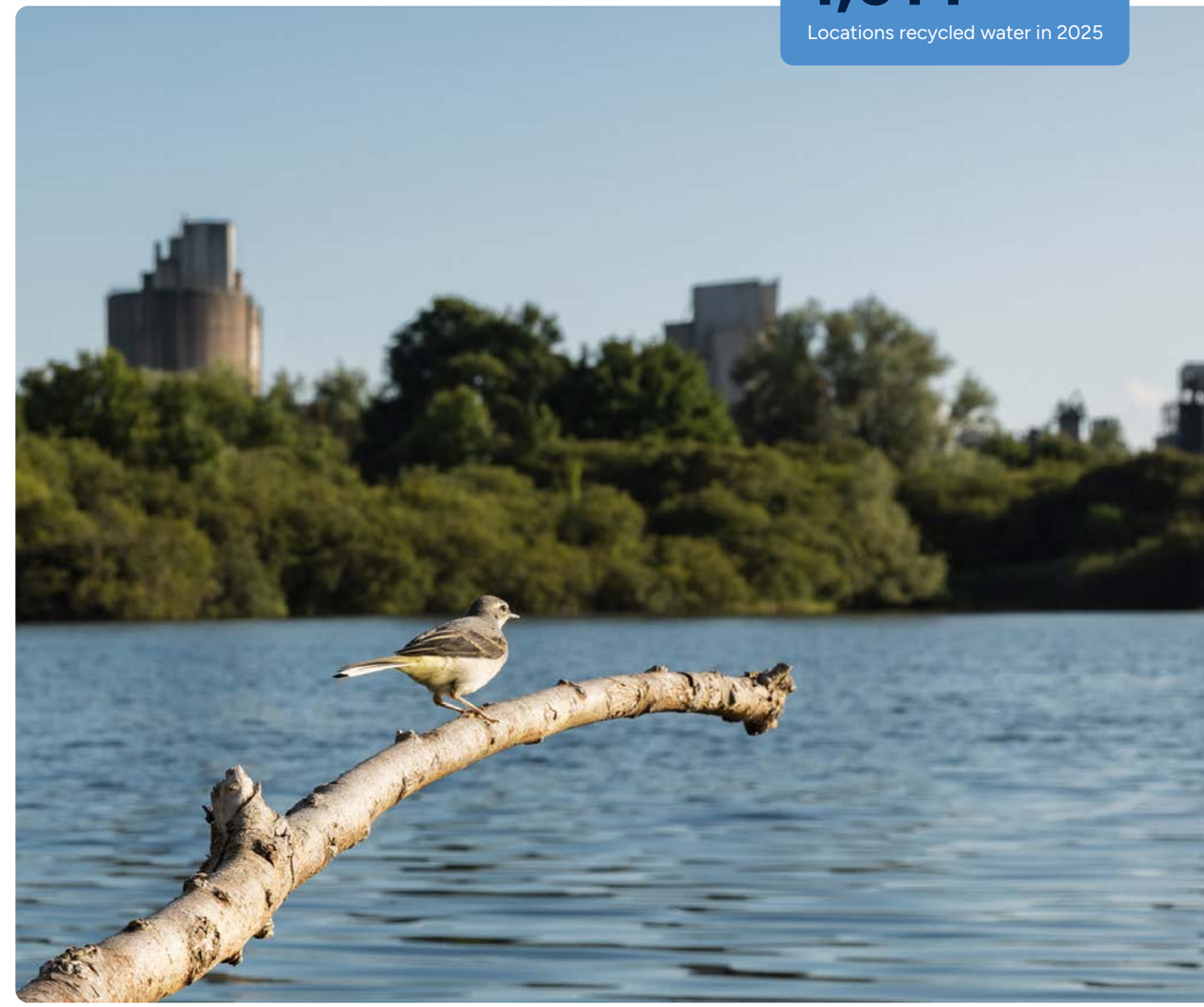
In 2025, we set a new target to collaborate with external stakeholders in at-risk water catchments, using our water management technologies to share resources and minimize water risk, whether by supporting water replenishment or providing flood alleviation through the holding capacity of our extractive sites. To support this target, we are analyzing our footprint through external tools such as CEO Water Mandate's 100 Priority Basins, a list of worldwide basins with the highest level of opportunity for collective action from an economic and shared water risk perspective.

We are working with external stakeholders in water catchments at several of our sites, such as in Kansas where Ash Grove, in CRH's Americas Division, is supporting other land users with access to water for irrigation. In relevant locations, we can also provide significant flood alleviation to downstream settlements not only through the final extractive site reclamation scheme, but also during the working life of the site, such as the proposed Marfied quarry extension in the UK, managed by Tarmac, in CRH's International Division.

Key Fact:

1,014

Locations recycled water in 2025



Circularity

In this Section

18 Circularity Overview
19 Advancing Circularity in Construction
22 Scaling Material Innovation
23 Enhancing Resource Stewardship

Circularity

Capturing Value Through Resource Efficiency

The need for housing, infrastructure, and essential utilities continues to grow as populations rise and urban areas expand, opening new growth opportunities. However, this growth also amplifies the demand for finite material resources, particularly in construction, where traditional practices depend on large volumes of raw materials. Circular approaches are increasingly integral to meeting customers' requirements.

CRH is advancing circularity by rethinking how building products and the assets made from them are designed, manufactured, and recovered throughout the construction lifecycle. Over many years, we have increased our use of recycled materials. Our sustained investment in these next-generation building materials continues to unlock new commercial opportunities by optimizing resource efficiency and reducing reliance on virgin materials.

Through our circularity initiatives, we are solving our customers' complex challenges, strengthening supply chain resilience, and extending the life of our mineral reserves.

Our Approach

We are creating value by unlocking new levels of circularity.

Advancing Circularity in Construction

Reimagining the way materials are used, including recycling and reusing construction and waste materials to create value, protect our asset base and extend the life of our reserves.

Developing products and services that deliver performance for our customers while using fewer virgin materials and generating less waste.

Scaling Material Innovation

Applying global expertise in materials science and engineering to develop new technologies that reduce resource consumption and improve performance.

Enhancing Resource Stewardship

Reducing waste and scaling material efficiency across our operations.

Circularity Highlights

51.2M

Tonnes of wastes and by-products, sourced internally and from other industries, recycled in 2025

50%

Revenues from products with enhanced sustainability attributes in 2025



"Circular strategies are fast becoming a performance imperative. We're continuing to expand our capabilities through a focus on operational excellence, innovation, and investing in new businesses that will unlock greater opportunity for CRH."

Randy Lake
Chief Operating Officer, CRH



Advancing Circularity in Construction

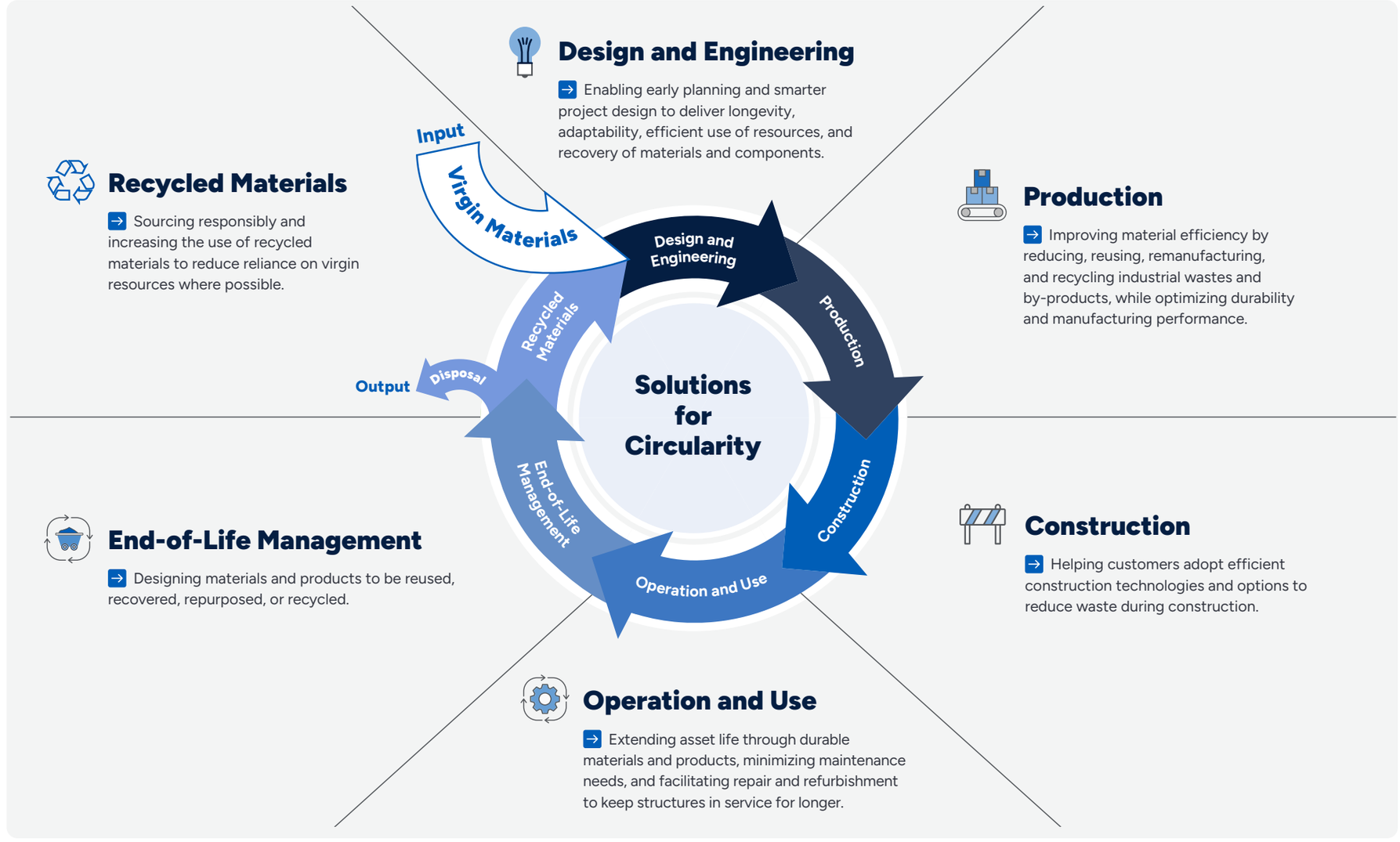
Enabling Efficient Construction

CRH's approach to circularity positions us as a net user of waste. We use 118 times more wastes and by-products (sourced internally and from other industries) than we send for disposal from our own operations.

Every stage of the construction value chain offers opportunities to embed circularity, from design and engineering to end-of-life management. Explore the graphic to see how CRH is taking action throughout the value chain to meet our customers' growing demand for materials and products that deliver value and performance, while using fewer virgin materials and generating less waste.

By engaging early in a project, we can collaborate with customers to identify opportunities throughout the lifecycle to meet performance goals while reducing resource use. This early collaboration enables efficient construction today and reuse of components tomorrow. Our unmatched scale means our progress on circularity drives considerable positive impact.

We continue to advance circularity through a combination of proven methods and innovative technologies to improve durability, reuse and recovery. Applying circular design principles from the outset of product development empowers our customers to deliver smarter, more sustainable buildings and infrastructure.



Design and Engineering

Enabling early planning and smarter project design to deliver longevity, adaptability, efficient use of resources, and recovery of materials and components.

Recycled Materials

Sourcing responsibly and increasing the use of recycled materials to reduce reliance on virgin resources where possible.

Production

Improving material efficiency by reducing, reusing, remanufacturing, and recycling industrial wastes and by-products, while optimizing durability and manufacturing performance.

End-of-Life Management

Designing materials and products to be reused, recovered, repurposed, or recycled.

Construction

Helping customers adopt efficient construction technologies and options to reduce waste during construction.

Operation and Use

Extending asset life through durable materials and products, minimizing maintenance needs, and facilitating repair and refurbishment to keep structures in service for longer.

Advancing Circularity in Construction Continued

Recycling for Value

Our teams identify opportunities for growth by transforming wastes and by-products from other industries, as well as from our own operations, into valuable materials and products. This approach helps to conserve virgin resources and extends the life of our mineral reserves. In 2025, we recycled 51.2 million tonnes of these materials across our operations, up from 44.7 million tonnes in 2024. Partnering across industry allows us to transform these materials into raw materials and fuels, eliminate waste and reduce product carbon footprint.

For example, in 2025 we processed 4.9 million tonnes of construction and demolition (C&D) waste into high-quality recycled aggregates for use in roads, engineering fill, and new concrete products. We also incorporated 12.6 million tonnes of recycled asphalt pavement (RAP) and shingles (RAS) in our asphalt mixes. As technologies advance and specifications evolve, we look for opportunities to increase the proportion of recycled materials in our asphalt product portfolio, supported by expert mix design and rejuvenation chemistry to maintain long-term performance.

In our cement and concrete operations, we replace clinker with supplementary cementitious materials (SCMs) such as ground granulated blast-furnace slag (GGBS) and fly ash. We also use alternative fuels made from combustible wastes from other industries to replace traditional fuels. This process, known as co-processing, allows us to recover energy and recycle minerals from the waste into the final product. Our Sapphire businesses in the U.S., France, and Romania, and EcoRec, in Slovakia, source and process high-quality alternative fuels, such as tires and biomass, and supply these to our cement plants. Similar to 2024, in 2025 we used 2.4 million tonnes of wastes and by-products as alternative fuels, most of which supported our cement operations.

2025 Target

50% revenues from products with enhanced sustainability attributes[1] by 2025

We set a near-term target for 50% of our revenues to come from products with enhanced sustainability attributes by 2025 and we are proud to have met this target. In 2025, 50% of product revenues came from this category, up from 49% in 2024.

[1] Revenues from products with enhanced sustainability attributes is defined as revenues derived from those 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 products using traditional manufacturing processes; and/or are designed to specifically benefit the environment.

Many of our products, including those made with recycled materials, can help our customers meet or exceed evolving building codes and sustainability certifications, such as LEED® and BREEAM®. These certification schemes encourage more sustainable project design, construction and decarbonization. We work closely with customers to help them understand how to achieve higher scores through use of our products.

Key Fact:

118

Times more wastes and by-products used by CRH than sent for disposal from our own operations in 2025



Spotlight

Expanding Our Materials Capabilities

Amid growing demand for cementitious products to modernize North America's infrastructure, this year we expanded our capabilities in next-generation cement and concrete with investments in SCMs. SCMs are alternative materials to traditional cement and help to enhance the circularity of our products, as many types of SCMs are made from by-products or wastes from other industries.

In 2025, we acquired Eco Material Technologies (Eco Material), North America's leading supplier of SCMs for $2.1 billion. This transaction secures the long-term supply of critical materials for future growth and puts CRH at the forefront of the transition to next-generation cement and concrete. It also expands our national distribution network and innovation capabilities, helping us to better serve our customers.

Eco Material is headquartered in Utah and partners with leading electric utilities to process and recycle ~10 million tonnes of fly ash, synthetic gypsum and other materials from the power generation industry annually, with significant additional capacity currently under construction. This acquisition further reinforces our position as the largest recycler in North America.

Advancing Circularity in Construction Continued

Designing for Durability

We help customers reduce the cost and use of materials for reconstruction through products that extend the lifespan of buildings and infrastructure. Longer-lasting buildings and infrastructure keep resources in use for longer and help increase overall value. Building on their inherent durability and resistance to fire and decay, we design and innovate our concrete, asphalt and other products to withstand demanding conditions, such as challenging ground environments and weather impacts, including freeze–thaw cycles and flooding.

Across our Roads business, our teams innovate high-performing products engineered to handle stresses from increased traffic volumes and heavier vehicles. Advancements in mix design and innovations in material science are improving durability, flexibility and overall performance. For example, we routinely incorporate bio-based rejuvenators (or recycling agents) to extend durability and enhance long-term performance. We also innovate with both synthetic and natural fibers to distribute stress more evenly throughout asphalt mix, helping to reduce fatigue cracking under heavy traffic loads.

We extend product life through modular and prefabricated designs which can include refurbished and recovered components. Engineered for speed, precision, and adaptability, they often use fewer materials, reduce waste, and enable smarter ways of building. Complementing this approach to durable and flexible design, we also engineer solutions for repair, retrofit and reinforcement, reducing the need for replacements and enabling assets and their materials to remain functional for longer. At end-of-life, many of our components can be repurposed or recycled.

"At W.T. Byler, circularity is not an initiative, but a strategic priority embedded in how we build. Our collaboration with Texas Materials *(a CRH company)* enables us to integrate recycled materials into core project delivery, strengthening performance, enhancing client value, and advancing sustainable infrastructure at scale."

Jason Ford
President,
WT Byler Co. LLC



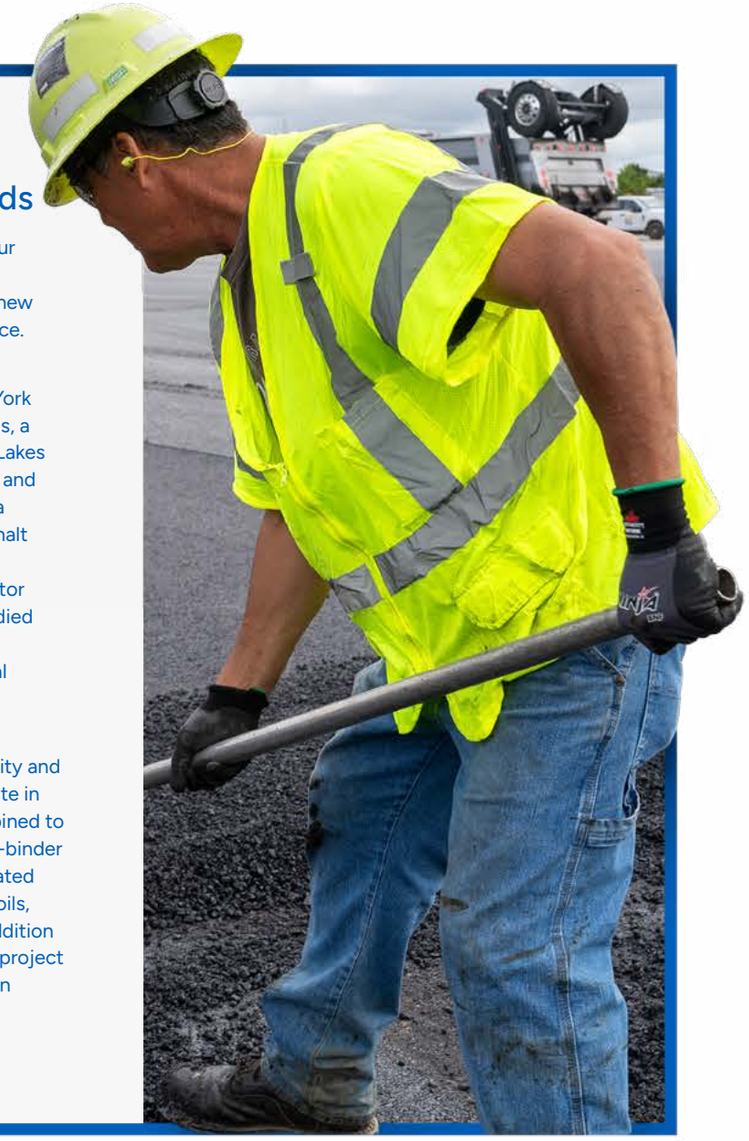
Spotlight

Designing More Circular Roads

CRH is the largest road paver in North America. Our focus on circularity, such as the use of recycled materials, drives efficiency in the construction of new roads without compromising quality or performance.

Callanan Industries, in CRH's Americas Division, resurfaced a section of Route 53 in upstate New York as part of the live field trials for Project Greenroads, a CRH Innovation Fund project led by CRH's Great Lakes Division. The team collaborated with CRH Canada and project partner BioDiffusion Technologies to trial a newly developed high RAP content warm mix asphalt mix in the Albany market. The mix design included 40% RAP content with an innovative bio-rejuvenator to provide a high circularity asphalt with an embodied carbon reduction of 32% in comparison to asphalt manufactured using virgin materials and traditional burner temperatures.

Similarly, ICON Materials, also in CRH's Americas Division, collaborated with external partners Ingevity and Ergon, on the design of an asphalt mix to pave a site in Washington state. Multiple techniques were combined to improve the circularity of this mix: 30% RAP, a bio-binder made from waste paper pulp, WMA, and hydrotreated vegetable oil (HVO), derived from waste cooking oils, used as an alternative fuel for transportation. In addition to recycling many different streams of waste, the project also achieved a 40% reduction in embodied carbon compared to traditional methods.



Scaling Material Innovation

Spotlight

Transforming Waste into Value

We continue to create value through our innovative approach to using wastes and by-products from other industries.

Sapphire Americas and Ash Grove, both in CRH's Americas Division, have developed a system to recycle cement boards from their customer James Hardie, which account for thousands of tonnes of landfill waste annually. Working with three cement plants in Washington, Texas, and Florida, they are converting the boards into Alternative Raw Materials (ARMs) for cement production. Because these boards are made with cement, the material can re-enter the cement process as a raw material providing value as a decarbonated source of calcium oxide. A substantial volume has been used to date, reducing landfill volumes, extending quarry reserves, and reducing CO_2 emissions.

In Switzerland, JURA Materials, in CRH's International Division, is providing cement, aggregates, and readymixed concrete for the A8 Kaiserstuhl Tunnel, one of the country's largest infrastructure projects. JURA Materials is supplying 130,000 m^3 of concrete for construction but is also managing the processing, reuse, and recycling of 28,000 tonnes of mineral waste from the construction process, to reduce landfill disposal and support circularity.



Advancing Our Capabilities

Our locally-led, globally-enabled approach and our leading performance model enable us to innovate across diverse geographies and markets, where it matters most for our customers. Innovation plays a critical role in our ability to reuse, repair, refurbish, and recycle materials and products.

Our Innovation Team is a strategic, global network of engineers, chemists, geologists, industrial designers and laboratory technicians who identify emerging trends, shape long-term innovation roadmaps and foster collaboration across our local businesses. Driven by empowered teams and this global innovation network, we continue to advance circular business practices and products to solve our customers' most pressing challenges. Our ability to replicate and scale across diverse markets ensures that local breakthroughs quickly become global advancements.

Our focus includes increasing use of SCMs, maximizing recycled content, and optimizing material use through digital design tools. We continue to leverage 3D concrete printing in practical applications such as new housing, working with partners and customers to produce printed elements that improve design flexibility, efficiency and construction speed. These advancements are shaping a more resource-efficient built environment. For more information on our approach to innovation and ventures, see pages 14 and 28.

We partner with start-ups and leading industry players to pilot solutions that reduce waste, improve circularity, and lower emissions, such as in our Accelerator Programs. In our Roads of the Future and Sustainable Building Materials (SBM) accelerators, we engaged global construction firms, engineering consultants, and insurers to evaluate applicants and shape potential pilot projects. This collaborative approach demonstrates CRH's ability to bring together key stakeholders and ensures that innovations are practical, scalable, and ready for adoption across the industry.

Through the SBM Accelerator Program, we are collaborating with companies that increase the use of industrial by-products, develop engineered SCMs, and reimagine cement and concrete for improved performance, resilience, and a lower carbon footprint.

Key Fact:

~50

CRH Venturing and Innovation Fund initiatives supported in 2025

Enhancing Resource Stewardship

Reducing Waste from Our Operations

We continue to focus on reducing waste and improving resource efficiency across our business. Our waste management efforts cover both process waste, such as used oil, maintenance materials and off-specification production, and business waste, including packaging and paper. Our operating companies improve production efficiency to reduce waste generation, including hazardous materials, which are handled in line with local regulations. Training is provided to employees and contractors to support safe and responsible waste practices.

Across our operations we aim to comply with relevant waste laws and regulations and develop new ways to reduce waste at source. This includes reintegrating waste materials into production processes, using recycled water in manufacturing, and recovering materials that were previously considered unsuitable for reuse. We deploy plant automation and innovative AI systems to further improve operational efficiency. For example, new burner fuel flow and temperature monitoring systems are installed to improve process control and energy use, which helps reduce variability and avoid off-specification production. These efforts help to reduce the need for primary raw materials, extend the life of our reserves, and improve the efficiency of our sites.

Resource Management

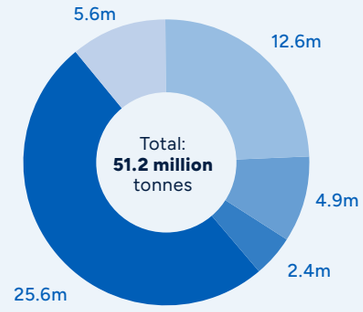
We aim to reduce process waste by reusing, recovering, or recycling materials within our own operations. This includes materials recovered from environmental control systems and off-specification production. Where possible, these materials are returned to the same process. In 2025, we diverted 5.6 million tonnes of by-products from our own processes and reused them internally.

Our operating companies continue to apply technologies and business models that support resource recovery. These efforts help to reduce environmental impact while creating new opportunities for value creation. In some cases, previously discarded materials are now being processed into usable aggregates or other inputs, supporting more efficient use of quarry reserves.

When internal reuse is not possible, remaining process waste is sent to licensed external facilities for recycling or treatment. In 2025, our operations generated 2.4 million tonnes of process waste for treatment offsite. Of this, 82% was recycled. The remaining 0.4 million tonnes, which was disposed of in accordance with permit requirements, and can be seen in contrast to the 51.2 million tonnes of wastes and by-products recycled by our companies, reinforces CRH's position as a significant net consumer of waste. A small number of sites are permitted to landfill waste on-site, and these are reviewed annually to ensure compliance. Across all locations, strict measures are in place to prevent unauthorized disposal.

Wastes and By-Products Recycled by Type 2025

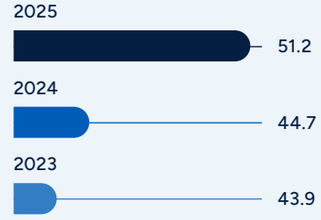
(tonnes)



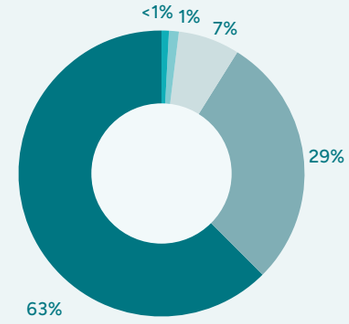
5.6m	Internal by-products
12.6m	RAP and shingles
4.9m	C&D waste
2.4m	Alternative fuels
25.6m	Other reused materials

Wastes and By-Products Recycled

(million tonnes)



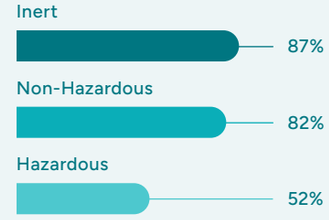
Process Waste by Activity 2025



63%	Materials
29%	Concrete
7%	Cement
1%	Building Products
<1%	Lime

Process Waste Externally Recycled 2025

(% waste type recycled)



2030 Target

95% of companies to have waste management plans in place by 2030

We set a target for 95% of our operating companies to have waste management plans by 2030, including process waste (non-hazardous and hazardous). This target created an opportunity for our operating companies to embed practices for waste prevention, reuse, recovery, and recycling. We achieved 99% in 2025 and remain focused on driving further reductions in waste and increasing recycling, while continuing to ensure that newly acquired businesses are fully integrated into our processes.

Key Fact:

82%

Waste externally recycled in 2025



Decarbonization

In this Section

25 Decarbonization Overview
26 Enabling Climate-Resilient Construction
28 Innovating for Efficiency and Resilience
29 Delivering Lower-Carbon Performance

Decarbonization

Innovating for Climate Resilience

The built environment is a powerful driver of economic prosperity and growth, protecting businesses and communities, while enabling them to thrive and adapt to changing needs. Across the regions where we operate, new and upgraded buildings and infrastructure are being developed to respond to increasing challenges, including population growth, severe weather, heatwaves, and flooding. Decarbonizing these assets and strengthening their resilience is essential to reducing emissions and ensuring a built environment that can meet today's demands and future challenges.

CRH is creating long-term value by enabling climate-resilient communities. Our connected portfolio of innovative and lower-carbon solutions for buildings and infrastructure is enabling communities to adapt to severe weather conditions and mitigate emissions, while delivering lasting economic benefits. Through our leading performance model we are also advancing the decarbonization of our own operations, unlocking efficiencies that strengthen our business and position us to deliver the next generation of construction.

Our Approach

We are accelerating the next generation of construction to enhance the resilience of the built environment.

Enabling Climate-Resilient Construction

Providing building and infrastructure solutions that help communities adapt and become more climate-resilient.

Advancing products that address our customers' needs for energy-efficient, lower-carbon buildings and infrastructure, including critical transportation, water, and reindustrialization projects.

Innovating for Efficiency and Resilience

Investing in technologies that enhance operational performance and open new pathways for efficient, reliable, and lower-carbon construction.

Delivering Lower-Carbon Performance

Driving cost-efficient programs across our business to further enhance energy performance and reduce emissions.

Decarbonization Highlights

509kg

Cement-specific net CO_2 emissions per tonne of cementitious product in 2025

0.8kg

CO_2 emissions per dollar of revenues in 2025



"We're positioning ourselves at the forefront of next-generation cement and concrete through our focus on innovative products that support business efficiency and enable our communities to adapt for long-term climate resilience."



Felicity Lloyd
Chief Sustainability and Innovation Officer, Adbri, CRH International Division

Enabling Climate-Resilient Construction

Strengthening Climate Resilience

CRH's Aggregates, Cementitious, Roads and Water growth platforms create value by helping municipalities strengthen their climate resilience and adapt to severe weather events, floods, droughts, and urban heating.

We combine deep local relationships with global expertise to deliver strong, durable buildings and infrastructure, including critical transportation, water and reindustrialization projects. To find out more about how our innovative engineered systems and solutions are modernizing, expanding and adapting essential water infrastructure for climate-resilient communities, see pages 11 to 14.

CRH also solves customers' CO_2 mitigation challenges through our innovative lower-carbon products and services that reduce embodied and operational impacts in homes, buildings and infrastructure. Our products also enable delivery of more efficient transportation and energy systems.

2025 Target

520 kg cement-specific net[1] CO_2 emissions per tonne of cementitious product

CRH successfully delivered on its cement-specific net CO_2 emissions per tonne of cementitious product target of 520kg by 2025. Adjusting for the impact of changes in CRH's portfolio since the target was set in 2019, CRH's cement-specific net CO_2 emissions per tonne of cementitious product was 518kg in 2025. This represents a 33% reduction on 1990 levels.

[1] Direct CO_2 emissions – net: gross CO_2 emissions minus CO_2 emissions from alternative fossil fuels.

Delivering Lower-Carbon Products

We provide a broad portfolio of materials and products, including cementitious materials, concrete and asphalt, that are engineered to deliver durable structures with lower whole-life CO_2 emissions.

Whole-life carbon covers every stage of a building's lifecycle, from design and construction through use, renovation and end-of-life. Through operational excellence, investment in efficient manufacturing processes and using recycled materials, such as SCMs, we are creating new opportunities for lower whole-life carbon construction without compromising strength, performance or reliability.

Our technical experts work closely with customers to optimize project designs for the lowest whole-life carbon and environmental impact. Support includes providing Environmental Product Declarations (EPDs) or certified product carbon footprints, and some of our companies provide bespoke digital tools that optimize lower-carbon mix designs for products such as concrete or asphalt.

Saving Energy in Buildings

Operational energy use often represents the largest share of a building's whole-life CO_2 emissions. CRH provides a range of materials and products designed to enhance thermal performance, reducing energy demand and operating costs, while supporting structural integrity and maintaining comfortable indoor environments.

Concrete's inherent thermal mass can be designed to regulate indoor temperatures, lowering the energy needed for heating or cooling. Our operating companies also provide products such as insulated precast concrete walls, thermally efficient blocks, and components to reduce thermal bridging, which all contribute to improving insulation and cutting heat loss.

Spotlight

Enabling Decarbonization for Our Customers

Through CRH's deep local relationships and global expertise we are innovating to solve our customers' complex challenges, helping them to meet their decarbonization ambitions across diverse regions.

Adbri, in CRH's International Division, addressed a logistical challenge faced by a customer seeking high-quality, lower-carbon concrete for a project located a two-hour road and ferry journey from Adelaide, South Australia. With no local suppliers able to produce the specification of concrete needed, Adbri developed a GGBS based concrete with 30% reduced embodied carbon and significantly longer workable time. This solution successfully met the customer's specific needs and has the potential to support other remote projects.

Similarly in Finland, Rudus, also in CRH's International Division, launched a new product Fast Hardening Low-Carbon Concrete engineered for multi-storey residential buildings. So far, customers in Finland have limited their use of lower-carbon concrete due to the challenges of meeting strength development requirements in cold weather. Fast Hardening Low-Carbon Concrete has been successfully piloted with customers in 2025 and demonstrated to address these challenges, while delivering at least 30% reduction in CO_2 emissions compared to Finland's reference level.



Enabling Climate-Resilient Construction Continued

Supporting Energy Infrastructure

The reshoring of advanced manufacturing and rapid expansion in data center construction is driving a critical need to upgrade energy infrastructure. We are well positioned to contribute to this wave of reindustrialization across North America and Europe with a significant number of our facilities located close to active and planned developments. CRH's products support the large-scale development of modern, efficient energy networks that are essential for delivering secure, resilient, and affordable power. Our operating companies supply vital materials and components for energy infrastructure such as nuclear, solar and wind facilities, transmission and distribution networks, as well as electric vehicle (EV) charging stations.

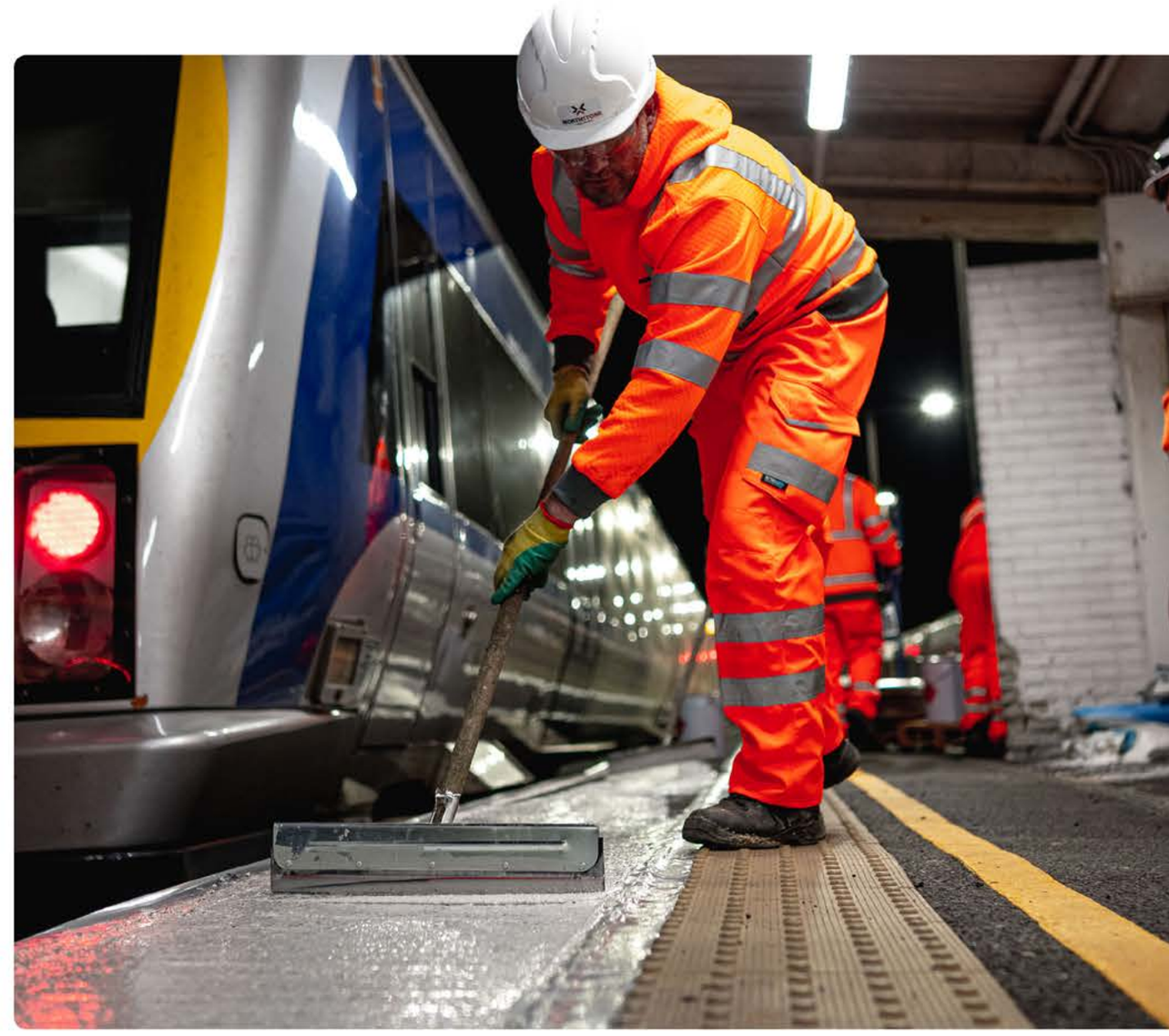
Our products enable efficient, safe power flow, protect critical electricity infrastructure, and ensure long-term reliability in demanding environmental and operational conditions. Examples include durable foundation systems for transformers and other equipment, underground vaults for utility protection, and cable trench systems that provide safe containment and easy access for maintenance. We also offer fire containment and security wall systems to safeguard critical infrastructure assets, along with integrated ducting and precast bases that support the growth of EV charging and outdoor lighting networks. Precast and modular systems reduce site preparation and installation time, helping our customers deploy infrastructure efficiently and cost-effectively.

Strengthening Transportation

Efficient transportation systems deliver wide-ranging economic and social benefits by reducing air pollution, lowering noise levels, and managing CO_2 emissions. As populations grow and economies expand, there is an increasing need to maintain, modernize and expand roads, bridges, tunnels, airports, ports and railways. CRH's local businesses play a vital role in upgrading this critical infrastructure which connects communities, boosts commerce, and keeps people, goods and services moving.

Our connected portfolio enables us to contribute to transportation infrastructure that meets high standards for durability, safety, and environmental performance. This includes structural components, integrated cable management for signal and communication networks, and underground ducting that protects utilities and reduces weather-related risks. We also provide advanced drainage solutions that safeguard infrastructure from flooding and increase resilience to extreme weather. For more information, see page 12.

In urban areas, our products support efficient, lower-carbon mobility such as cycling by enhancing the functionality and safety of road infrastructure. Several of our products use modular design such as sockets, which allow for street furniture and signage to be easily removed for a fast reconfiguration of road layout. This enables a quick response to changing road conditions.



Innovating for Efficiency and Resilience

Advancing Sustainable Construction

Our businesses invest in innovation to enhance operational efficiency and to develop new products and systems to solve our customers' challenges around lower whole-life carbon construction and long-term resilience of buildings and infrastructure. For example, we are developing a center of excellence in Europe, focused on implementing our innovation strategy on lower-carbon cementitious materials. Our open innovation model combines the strength of our own internal expertise with the power of external partnerships and ventures to ensure we are well positioned to capitalize on commercial opportunities across our diverse geographies and markets. This focus drives continuous improvement in our operational performance and strengthens our competitive position in high-growth sectors like transportation, water and reindustrialization projects. For more information, see pages 14 and 22.

"Carbon 1 Mississauga is a milestone project in our journey to build world-leading, domestic supply chains in North America. Together with CRH and Ash Grove, we're setting the precedent for a new way forward to build local, build better, and most importantly, build today."

Apoorv Sinha
President, Carbon Upcycling Technologies





Spotlight

Innovating and Investing for Decarbonization

In 2025, CRH advanced our innovation agenda through strategic investments and collaboration with leading industry innovators. These initiatives drive continuous improvement, operational excellence, and the development of lower-carbon solutions for customers. By pioneering new innovations, we are becoming faster, smarter, and better positioned to capture further value and growth.

We partner at scale to drive progress in breakthrough technologies. Ash Grove, in CRH's Americas Division, has begun construction on Carbon 1 Mississauga at its cement plant in Ontario, Canada. It will be a first-of-its-kind commercial carbon capture and utilization (CCU) facility delivered with our partner Carbon Upcycling Technologies (CUT). CUT is leading construction of the majority of the plant using its own resources, while Ash Grove is focused on plant integration. The facility is designed to capture CO_2 from cement production and, by combining it with local industrial by-products, produce ~27,000 tonnes of SCMs annually when operations commence in 2026. We recently strengthened our commitment by participating in CUT's latest investment round, following our initial investment and partnership in 2023.

CRH has also invested in Cool Planet Technologies (compact, low-energy membrane-based carbon capture) and Sublime Systems (an electrochemical cement process operating at near-ambient temperatures that could reduce cement's CO_2 emissions by up to 90% at full scale).

In last year's sustainability performance report we announced the construction of a new rotary kiln by EQIOM, in CRH's International Division, at its plant in Lumbres, France. EQIOM is completing installation and planning to commission the new kiln in Q3 2026, a major milestone in the ongoing project known as "K6". This investment in Lumbres is an example of how we are raising performance across the business, as it will increase thermal efficiency at the plant, reduce water consumption, and accelerate the substitution of fossil fuels with alternative fuels.

Delivering Lower-Carbon Performance

Progressing on Our Roadmap

We continue to strengthen our business by improving how we operate and by developing product portfolios to meet current and emerging customer requirements, including products that support climate resilience and reduce whole-life carbon emissions. Our 2030 Decarbonization Roadmap underpins our approach to reducing CO_2 emissions and is based around eight levers, set out in detail on page 30:

- Clinker Substitution
- Recycled and Alternative Materials
- Energy Efficiency
- Low-Carbon Fuel
- Transportation and Mobile Equipment
- Next-Generation Technologies
- Clean Electricity
- Value Chain Emission Reduction

The roadmap is designed to deliver cost-effective emissions reduction across our operations while enhancing the efficiency, reliability, and long-term performance of our products. Our CO_2 emissions arise primarily from the decarbonation of minerals, the combustion of fuel in manufacturing processes and transport, and the emissions associated with the materials, energy and services we procure. On a global scale, clinker substitution and low-carbon fuels are our most important decarbonization levers. However, all of the eight levers play a central role for our operations and our action plans reflect local and individual business considerations.

Spotlight

Driving Performance through Decarbonization

CRH is improving performance and reducing CO_2 emissions by applying decarbonization levers that drive efficiency, operational excellence and continuous improvement in our operations and value chain.

Ash Grove, in CRH's Americas Division, implemented several investments in new technologies to increase SCM use at its cement plants. At the Durkee plant in Oregon, a new finish mill was installed to increase cement production capacity while reducing the clinker ratio through the addition of limestone and pozzolan across the product portfolio. Installing new separators at the plants in Midlothian, Texas and Mississauga, Ontario, increased cement production and use of limestone in cement products, helping to reduce their carbon intensity.

Ash Grove collaborated with Sapphire Americas, also in CRH's Americas Division, at the Hunter plant in New Braunfels, Texas to develop shredded railroad ties and pecan shells as viable, 100% biomass alternative fuels that can be used with existing equipment. This breakthrough has enabled the combustion of ~10,800 tonnes of biomass in 2025, improving fuel flexibility, reducing costs, and cutting CO_2 emissions without the need for additional capital investment.

In 2025, as part of an ongoing initiative to improve fuel efficiency, CRH's Americas Materials Division replaced ~185 wheel loader vehicles used for transportation of materials in quarries and other operations. This investment in new equipment improves operational efficiency and saves ~560,000 cubic meters of diesel a year, while helping to reduce the fleet's operational CO_2 emissions.

Combining several decarbonization levers enables our businesses to further scale higher-performing, lower-carbon solutions. A recent trial by Roadstone, in CRH's International Division, combined technologies to deliver asphalt mixtures that meet customer demands for significant reductions in embodied CO_2, while also achieving strict performance requirements.

The project team developed lower-carbon asphalt mixes for base and binder courses using 70% reclaimed asphalt, warm mix technology, and bio-based binders, as well as low-carbon hydrotreated vegetable oil to power all plant and machinery. The trial achieved over 90% CO_2 emissions reductions compared to conventional methods without compromising quality or performance.



Key Fact:

2.4M

Tonnes of alternative fuels used in 2025

Delivering Lower-Carbon Performance Continued

Our Decarbonization Levers

Clinker Substitution

Replacing clinker with lower-carbon cementitious materials

Lowering clinker content in cement and concrete is one of our most effective ways to reduce CO_2 emissions. CRH is scaling the use of SCMs, such as GGBS, fly ash, pozzolans, ground limestone, and calcined clay, to support decarbonization in cement and concrete while maintaining performance. Our recent acquisition of Eco Material secures long-term access to critical SCMs. For more information, see page 20.

Recycled and Alternative Materials

Replacing virgin materials with lower-carbon recycled materials

Our focus on recycling improves resource efficiency, reduces virgin material use and CO_2 emissions, while maintaining product performance. Recycled inputs are used to cost effectively cut CO_2 emissions across our portfolio, from lower-carbon cements, concretes, and asphalt pavements to structural and water infrastructure components. This approach optimizes material flows, strengthens local supply chains, and creates value from wastes and by-products. For more information, see pages 19 to 22.

Energy Efficiency

Reducing energy consumption

Improving energy efficiency is one of the most cost-effective ways to reduce CO_2 emissions. Our focus on saving energy across our operations cuts emissions, manages costs, and strengthens security of energy supplies. Supported by our Performance teams, our approach is built on best practices, continuous improvement, and process optimization. From plant automation to cement mill optimization, we have developed targeted programs that help operating companies identify and implement high-impact efficiency opportunities.

Low-Carbon Fuel

Using lower-carbon fuels

Replacing conventional fuels with viable lower-carbon alternatives is a well-established part of our operations. This shift reduces energy-related emissions and supports more sustainable production. Many of our cement plants already use alternative fuels such as solid recovered fuels, tires, solvents, and used oil. This is known as co-processing, recovering energy and efficiently incorporating non-combustible materials into the final product. We continue to expand our use of existing and new sources of lower-carbon fuels.

Transportation and Mobile Equipment

Optimizing, upgrading, and using lower-carbon options

We continue to invest in modern, state-of-the-art equipment to unlock operational efficiency improvements. We leverage strategies for off-road and on-road logistics to improve practices, increase fuel efficiency, and advance a multimodal transport model across road, rail, and water. Many of our operating companies are transitioning to viable renewable energy sources to power fleets and mobile equipment. Clean electricity and biofuels are being utilized, and fully electric vehicles operate at multiple locations across our businesses.

Next-Generation Technologies

Partnering to innovate and develop new technologies

We are advancing the development of manufacturing technologies that support the transition to lower-carbon construction, including electrification, artificial intelligence, and carbon capture. These future-focused technologies offer potential to address residual emissions that remain after other reduction measures have been applied. We collaborate with partners to pilot and scale emerging solutions. For more information, see pages 22 and 28. We also engage with policymakers to help shape supportive regulatory frameworks.

Clean Electricity

Procuring and investing in clean electricity and facilitating electrification

A portion of the electricity we use comes from viable clean and low-carbon sources. Power is purchased from solar, wind, nuclear, and geothermal generation sources. For more information, see page 74. Several locations generate renewable electricity on-site, including through recovering energy from waste heat to produce electricity.

Value Chain Emission Reduction

Procuring and optimizing for lower-carbon materials and products

As the leading provider of building materials, we are well positioned to help drive down CO_2 emissions beyond the boundaries of our own operations. Collaborating with suppliers and customers enables us to address our Scope 3 emissions, increase supply chain transparency, and find new opportunities for lower-carbon products.

Delivering Lower-Carbon Performance Continued

Targeting a Lower-Carbon Future

As part of our ambition to be a net-zero business by 2050, CRH has an absolute CO_2e emissions reduction target of 30% by 2030 (from a 2021 base year) inclusive of organic business growth. This target applies to our company-wide gross carbon emissions and covers our total footprint across Scope 1, 2, and 3. In 2023, the Science Based Targets initiative (SBTi) validated CRH's targets[1] to be in line with a 1.5°C trajectory.

Our 2030 Decarbonization Roadmap provides the key steps in achieving our target to reduce our absolute CO_2e emissions by 30% by 2030. A significant portion of the actions required to deliver on the roadmap are based on known technologies, well-established operational excellence programs and activities in which CRH has a proven track record of delivery.

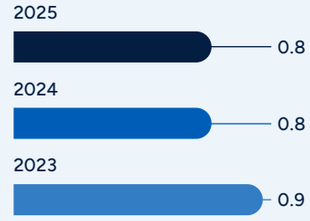
This roadmap includes incremental capital expenditure of ~$150 million annually on average through 2030, which is subject to strict internal investment criteria, and the net business benefit is expected to increase revenues and profitability. CRH will continue to invest in technologies and practices that strengthen circularity and climate resilience in the built environment.

Our Progress

We are proud to have achieved an important milestone, having successfully delivered on our cement-specific net CO_2 emissions per tonne of cementitious product target of 520kg by 2025. Adjusting for the impact of changes in our portfolio since the target was set in 2019, our cement-specific net CO_2 emissions per tonne of cementitious product was 518kg in 2025. This represents a 33% reduction on 1990 levels. On an as reported basis, our cement-specific net CO_2 emissions per tonne of cementitious product reduced to 509kg from 537kg in 2024.

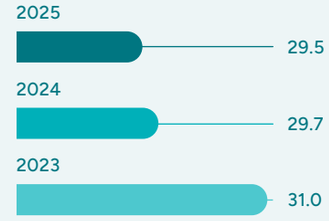
We achieved further progress in lowering our carbon footprint while continuing to grow our business. Absolute emissions for Scope 1 and Scope 2 (Market) decreased from 29.7 million tonnes in 2024 to 29.5 million tonnes in 2025. This reduction reflects the impact of key actions in our roadmap, which helped offset emissions associated with changes in our business portfolio. When adjusted for acquisitions, divestitures, and expanded reporting methodology, emissions have reduced by 19% since 2021. Our Scope 1 and Scope 2 (Market) CO_2e emissions intensity was 0.8kg per dollar of revenues in 2025.

CO_2 Intensity
(kg CO_2e/$ revenues)

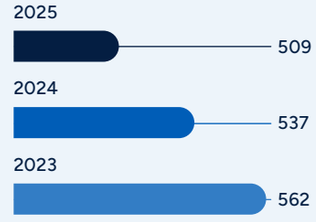


Scope 1 and Scope 2 (Market) CO_2e emissions per dollar revenues

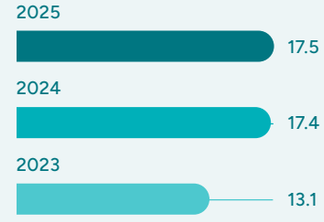
Total Scope 1 + Scope 2 (Market) CO_2 Emissions (million tonnes)



Cement-Specific Net CO_2 Emissions
(kg CO_2/tonne of cementitious product)



Scope 3 CO_2 Emissions (Upstream + Downstream)
(million tonnes)



Turning Challenges into Opportunities

The pace and scale of progress in advancing our 2030 Decarbonization Roadmap is contingent on many factors. The secure supply of materials is paramount to deliver leading operational performance across our locations, and the strategic acquisition of Eco Material ensures a continuous supply of high-quality SCMs further strengthening our cementitious platform. Close collaboration with our customers, industry bodies and regulators is also critical to shaping performance-based specifications that enable us to deliver lower-carbon, circular solutions across our connected portfolio. Similarly, developing and scaling innovative technologies is essential to solving our customers' complex challenges. For more information on innovation, see page 28.

2030 Target

30% reduction in absolute group-wide CO_2e emissions by 2030 (on a 2021 base year)[2]

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[3].

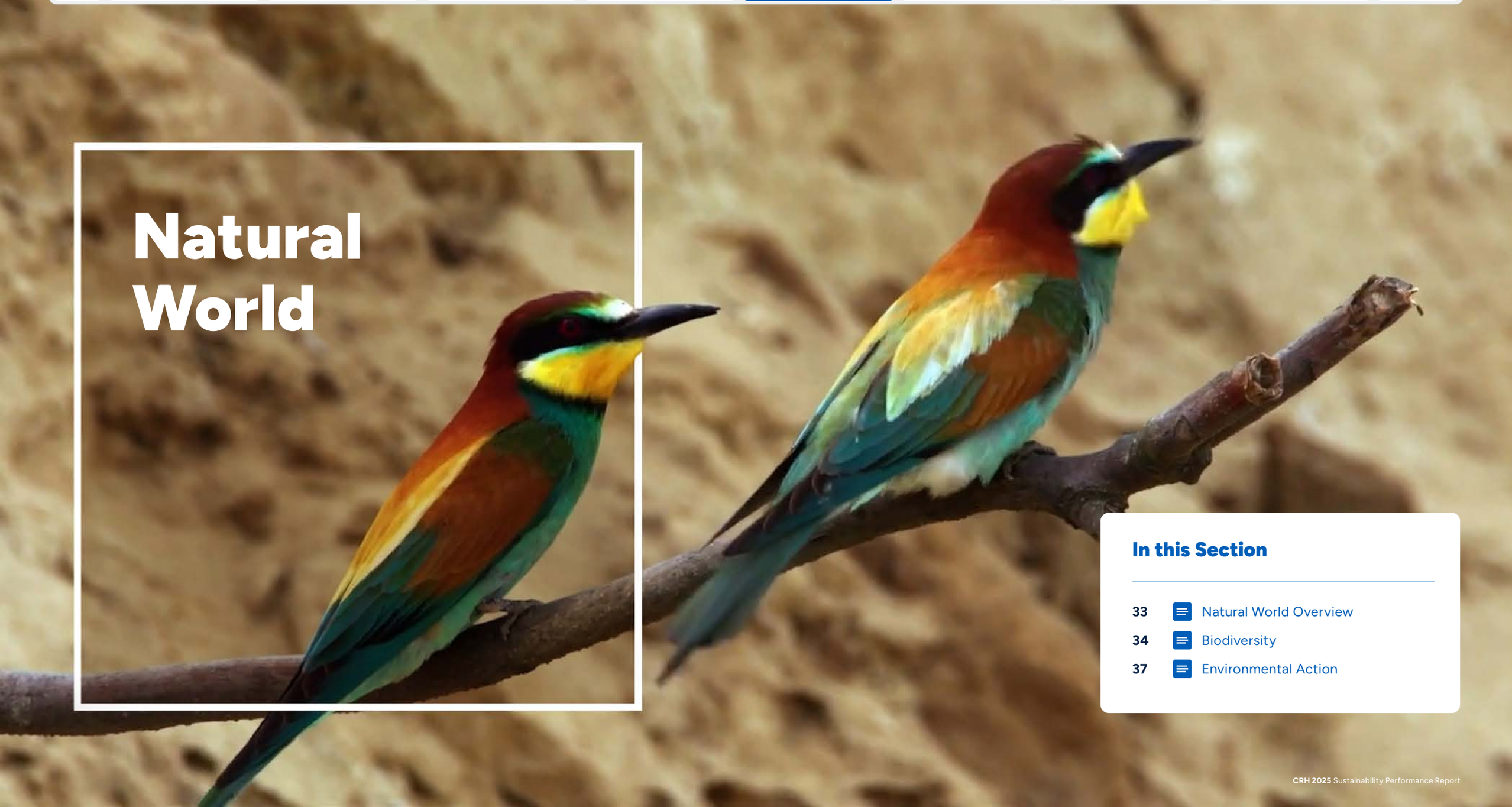
CRH also commits to reduce absolute gross Scope 1 and Scope 2 GHG emissions from other activities by 42.0% by 2030 from a 2021 base year[3].

CRH further commits to reduce gross Scope 3 GHG emissions by 23.5% from purchased clinker and cement per tonne purchased over the same time frame.

In 2023, the Science Based Targets initiative (SBTi) validated CRH's targets[1] in line with a 1.5°C trajectory.

[1] The SBTi's Target Validation Team has classified CRH's Scope 1 and Scope 2 target ambition and has determined that it is in line with a 1.5°C trajectory.
[2] Inclusive of organic business growth.
[3] The target boundary includes land-related emissions and removals from bioenergy feedstocks.
[4] For more information on the assurance of data within our report, see page 90.

Natural World



In this Section

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34 Biodiversity
37 Environmental Action

Natural World

Meaningful Action for Thriving Ecosystems

Thriving ecosystems are essential to a resilient global economy and the well-being of society. Yet biodiversity loss is accelerating at an unprecedented rate, driven by habitat destruction, invasive species, overexploitation, pollution, and climate change. As awareness grows, so too do expectations for businesses to take an active role in protecting and restoring nature.

At CRH, we take meaningful action to enhance biodiversity around our operations, support vital ecosystem services, and promote responsible practices at our operations and across our value chain. Through these actions we not only help safeguard the environment, but also create long-term value for our stakeholders and the communities we serve.

Our Approach

We are protecting and enhancing the natural world for local communities and generations to come.

Biodiversity

Enhancing the environment by actively seeking opportunities to enrich nature around our sites by applying our expertise, collaborating with partners, and embracing innovative technologies.

Delivering nature-based benefits and supporting vital ecosystem services through our environmental initiatives, including clean water, improved air quality, and pollination, benefiting our business, nature and society.

Environmental Action

Driving continuous improvement through robust environmental management systems, strong governance practices, and investment in appropriate technologies.

Engaging with stakeholders to exchange insights, facilitate knowledge sharing, and enable advancements in environmental performance.

Natural World Highlights

95%

Locations in sensitive areas with Biodiversity Management Plans in place in 2025

~1,640

Hectares managed through programs achieving WHC Certification, powered by Tandem Global, in 2025



"Our disciplined approach to management and compliance safeguards and enhances the environments, where we operate. These responsible practices underpin our leading performance and support the long-term resilience of our business."

Martyn Kenny
VP Sustainable Business & Public Policy, CRH



Biodiversity

Understanding Our Impact

As a significant landholder with 1,334 extractive sites, we recognize our responsibility to protect, preserve and enhance biodiversity and take actions towards mitigating the impacts resulting from our extractive activities.

We believe that biodiversity stewardship is a cornerstone of long-term business resilience and community well-being. CRH's aim is to see biodiversity thrive across the landscapes in which we operate and globally. As custodians of the land where we are located, and as a responsible neighbor, we aim to enhance nature by restoring ecosystems and improving species populations. By engaging in partnerships and evolving opportunities across our locations and value chain, we can contribute to the internationally recognized Global Goal of halting and reversing biodiversity loss by 2030 and to a nature positive world.

"At CRH, we know biodiversity drives resilient ecosystems and long-term business success. Actions across our various locations, like restoring native habitats and supporting pollinators, deliver meaningful impact. Through our focus on biodiversity, we help nature thrive while fortifying a sustainable future for our business and local communities."

Evan Onuskanych
Environmental Compliance Manager, Callanan Industries, Americas Division



2030 Target

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

We are working in partnership with Tandem Global to implement net impact assessments at our priority extractive sites. Through 2025, the partnership has been reviewing and refining a sector-developed net impact methodology that we are piloting at a number of our priority extractive sites.

We are integrating nature-based solutions and actions for habitat and species conservation within our direct operations. By understanding our supplier impacts and working across industry biodiversity groups, we are supporting step-wise change in the sector and its value chain.

We use a suite of science-based tools and methodologies to understand and manage biodiversity and assess our impacts, dependencies, risks, and opportunities. Tools include the Integrated Biodiversity Assessment Tool (IBAT) which provides information on protected areas, Key Biodiversity Areas (KBAs), and distribution of red list species. We also use the WWF Biodiversity Risk Filter, and the Science Based Targets Network (SBTN) Sector Materiality Tool. In 2025, we conducted a biodiversity risk assessment of our top 100 suppliers, for example by leveraging ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure). Tools like these help us identify sensitive sites, understand species presence, and prioritize actions that align with our material sustainability topics and stakeholder expectations.



Spotlight

Dynamic Management to Promote Biodiversity

We are strengthening efforts to protect biodiversity across CRH through adaptive practices, expert collaboration, and ecological restoration. At our extractive site in Biscay, Spain, endangered Egyptian vultures (*Neophron percnopterus*) began nesting within the active zone, prompting a shift in operations. To protect this important species, Lemona, in CRH's International Division, has responded by revising quarry plans and introducing measures to reduce the risk of disturbance. Collaboration with experts enabled monitoring and facilitated continued operations without impacting the breeding pair, resulting in twelve fledged chicks between 2018 and 2025. The site continues to support a growing number of protected bird species.

At CRH, we understand that managing invasive alien species is important for reducing pressure on native ecosystems. At our 3,418-acre site in Arkansas in the U.S., surveys and GPS mapping informed a strategy to control tree of heaven, musk thistle, and princess tree. APAC-Central, in CRH's Americas Division, implemented tailored control methods and engaged neighboring landowners to reduce the spread of these invasive alien species. The initiative earned the Invasive Species Project award at the Tandem Global Conservation Conference in 2025.

These examples show how operational adaptation and stakeholder collaboration can help avoid and reduce impacts on biodiversity, reinforcing CRH's commitment to responsible land stewardship across its divisions.

Biodiversity Continued

Mitigating Impacts and Managing Risk

We follow the principles of the mitigation hierarchy to avoid, minimize, restore, and compensate to address any environmental impacts associated with our extractive activities. These principles guide both the planning and operational phases of our sites. As part of the permitting and Environmental Impact Assessment processes, we assess potential impacts and implement appropriate mitigation measures.

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

These actions may include the control of invasive non-native species, which are a major contributor to biodiversity loss. Such species can quickly colonize exposed ground at extractive sites, outcompeting native flora. Managing and controlling these invasive plants is a critical component of our biodiversity strategy.

2030 Target

100% of active locations in or near areas of high biodiversity value to have a biodiversity management plan by 2030

Our environmental review identified 454 of our sites are within or adjacent to locations in sensitive areas for biodiversity, 95% of which have BMPs in place (2024: 95%).



Spotlight

Revitalizing Landscapes

Operational landscapes can play a vital role in nature restoration when the reclamation is guided by ecological expertise.

At our extractive site in the Little Carpathians mountains in Slovakia, a rare steppe-like habitat was under threat from colonizing woody plants, endangering species like the mountain alcon blue butterfly (*Phengaris rebeli*, formerly known as *Maculinea rebeli*). Danucem, in CRH's International Division, led a targeted restoration effort beginning in May 2025 across 1.5 hectares, removing overgrowth to allow sunlight to reach native host plants. The revitalized grassland now supports a range of endangered species, including orchids, beetles, and butterflies.

Scientific knowledge and stakeholder engagement have been central to the project's success. Conservation specialists from the Institute of Zoology at the Slovak Academy of Sciences and the conservation non-profit BROZ, volunteers, and employees collaborated to implement a BMP that will guide monitoring and expansion over the coming years. The initiative has raised ecological awareness and demonstrated how active quarries can be transformed into biodiversity-rich areas.

By integrating habitat creation into operational planning, CRH is helping to bring nature back into landscapes through extractive site reclamation.

2030 Target

100% of extractive sites to have reclamation plans by 2030

Our environmental review identified 96% of extractive sites as having reclamation plans in place in 2025 (2024: 93%).

Reclamation and Restoration

Across our extractive sites, implementing reclamation plans enables us to mitigate impacts and can provide environmental, social, and economic benefits to our local stakeholders. At the end of their operational life, our extractive sites are often restored to their original use. This may mean returning the land to agricultural use, or alternatively transforming the land into natural habitats such as wetlands or designated nature reserves. In certain instances, the land is repurposed for community benefit, supporting recreation, bringing local employment through industrial or retail development, or providing housing.

A key aspect of our reclamation efforts is the creation of natural habitats. In 2025, we rehabilitated 394 hectares of previously extracted land, including 54 hectares of natural forest. We collaborate closely with local permitting authorities and stakeholders to determine the most suitable end-use and to coordinate the rehabilitation approach. Where feasible, we implement progressive reclamation to reduce our environmental footprint.

Restoring sites for nature-based uses plays a vital role in linking existing habitats and establishing ecological corridors across the landscape, which support species migration and colonization. We are working to ensure that our sites leave a positive legacy and create lasting value for our stakeholders and communities.

Biodiversity Continued

2030 Target

>1000 locations taking action to promote pollinators by 2030

Our environmental review identified 394 locations as having taken action to promote pollinators.

Forest Stewardship

Forests are critical for biodiversity conservation and climate resilience because of their role in carbon sequestration. Where tree removal is necessary for extraction, we follow the mitigation hierarchy and implement robust mitigation schemes. We manage and create new forest habitats through sustainable land management and site restoration. Across CRH, tree planting is a prominent activity, whether as part of reclamation, community and employee engagement, or natural climate solutions. In the last five years, we have planted ~1.0 million trees.

Enhancing Biodiversity across Sites

Given their scale, land footprint, and proximity to natural habitats, our extractive sites present the most significant opportunities for biodiversity, but we recognize that every location has a role to play in supporting nature. That is why we are also taking meaningful action at our industrial and office locations, integrating biodiversity considerations into spaces that might traditionally be overlooked. For example, Des Moines Asphalt & Paving, in CRH's Americas Division, created a pollinator garden at the company's Johnston, Iowa, plant. The garden supports a variety of pollinators, including the monarch butterfly.

Spotlight

Engaging Stakeholders for Biodiversity Gain

Inclusive engagement across CRH is an important tool for driving ecological change.

Our community outreach fosters further awareness and action. Educational planting events have supported wild bees and endangered monarch butterflies at several operational sites. Ash Grove, in CRH's Americas Division, has partnered with a conservation non-profit to establish native plant gardens, earning Wildlife Habitat Council certification and inspiring local stewardship.

Another powerful tool is youth engagement, which was tried and tested by OPTERRA, in CRH's International Division. Instigating a summer program focused on insect conservation, children were invited to build insect houses, while deepening their understanding of pollinator needs. OPTERRA not only empowered future generations on the topic of nature but further strengthened community ties.

These efforts support CRH's pollinator target and demonstrate how employees, communities, and young people can be agents of change, creating more biodiverse, resilient environments through shared responsibility.



Key Fact:

394

Locations implementing actions to promote pollinators in 2025

Environmental Action

Environmental Governance

The Board has delegated responsibility to the Safety, Environment & Social Responsibility (SESR) Committee to ensure that our Environmental Policy (see page 65) is implemented in all business lines, and for monitoring ongoing developments of environmental impacts and opportunities (see page 54).

This policy guides all CRH operations and is consistently applied across our businesses. We have a strong track record of integrating new acquisitions into our environmental management systems (EMS), ensuring alignment with our standards. We uphold high levels of environmental protection through policy implementation, employee training, and regular internal reviews. Our Annual Environmental Review data collection process helps track progress and ensure compliance. By applying our policy and related actions, we support the development of more sustainable, value-driven products and solutions that help customers meet the challenges of the built environment.



Policies
Click here for more information on our Environmental Statement of Policy.



Spotlight

Empowering Our Teams

We empower our local teams while providing the tools, best practices and innovation that raises performance.

For example, the CRH Sustainability Ambassadors Network (SAN) is designed for knowledge sharing and discussion on topics such as water resiliency and circularity among sustainability professionals across the business, while also fostering connection. CRH International launched an Environmental Knowledge Hub to support environmental managers across the business. This platform, reaching ~280 users, facilitates the sharing of best practices, learning events, and environmental spotlights, while serving as a central repository for all essential resource and guidance documents.

CRH's Americas Materials, in CRH's Americas Division, launched a four-module sustainability learning program for over 12,000 employees across participating cohorts, aimed at building a balanced and practical understanding of the company's environmental ambitions in topics such as decarbonization, water stewardship, and circularity. The modules were intentionally designed to bridge operations, performance, and sustainability principles, bringing concepts to life through real-world case studies that demonstrate how sustainability can positively influence both global outcomes and CRH's operational goals. With a high completion rate across all modules, the program reflects strong employee engagement.

Managing Environmental Risks

Our approach to environmental management covers relevant environmental impacts, along with specific improvements in water, circularity and decarbonization. We take action within our operations and develop products that help reduce CO_2 emissions, conserve resources, and improve water efficiency across the built environment. For examples of actions we take in our operations, see pages 15 to 16, page 23, and pages 29 to 31.

We work to meet all applicable environmental laws, regulations, and permitting requirements, aiming to minimize negative impacts. Our operating companies are required to establish appropriate EMSs, in line with local environmental permit requirements. In 2025, 900 operating locations were certified to ISO 14001 EMS standards, and 90% of our subsidiary clinker plants were ISO 14001 certified. Our aim is to comply with all local and national regulations for air quality, in addition to meeting our ongoing air emissions targets.

We continue to develop initiatives to improve our employees' access to information on topics such as regulations, lessons learned, and emerging challenges. These initiatives include toolbox talks, green alert emails, environmental professional virtual conferences, communities of practice, and informational resources.

Investing in the Environment

We implement the best available technologies to improve environmental performance and meet permit requirements, including investing in abatement systems and maintaining equipment across our manufacturing sites. Our operating companies are supported through targeted investments in technology and efficiency projects that help reduce emissions and improve resource use. Measures to control unintended (fugitive) emissions include enclosed storage, dust-suppression systems, continuous monitoring, and site infrastructure improvements. Environmental considerations are integrated into major capital projects to strengthen environmental protection. We continue to identify opportunities to evolve our processes and enhance sustainability across operations. For more information, see pages 31 and 77.

Environmental Compliance

Compliance is fundamental to our environmental approach, and all incidents that occurred in 2025, which were minor in nature, were reviewed to support continuous improvement. Where appropriate, we aim to go beyond compliance by identifying opportunities to strengthen performance and apply best practices across our operations.

Ongoing Target

Particulates, NO_x and SO_x air emissions reductions at cement plants

We take action to reduce the impact of air emissions from our cement operations and work to align newly acquired sites with the environmental standards of our existing operations. In 2025, levels of particulates, NO_x, and SO_x remained low and consistent with our targets[1]. Overall air emissions were broadly in line with the previous year.

Page 75 provides data on total stack emissions, as well as minor emissions and monitoring coverage.

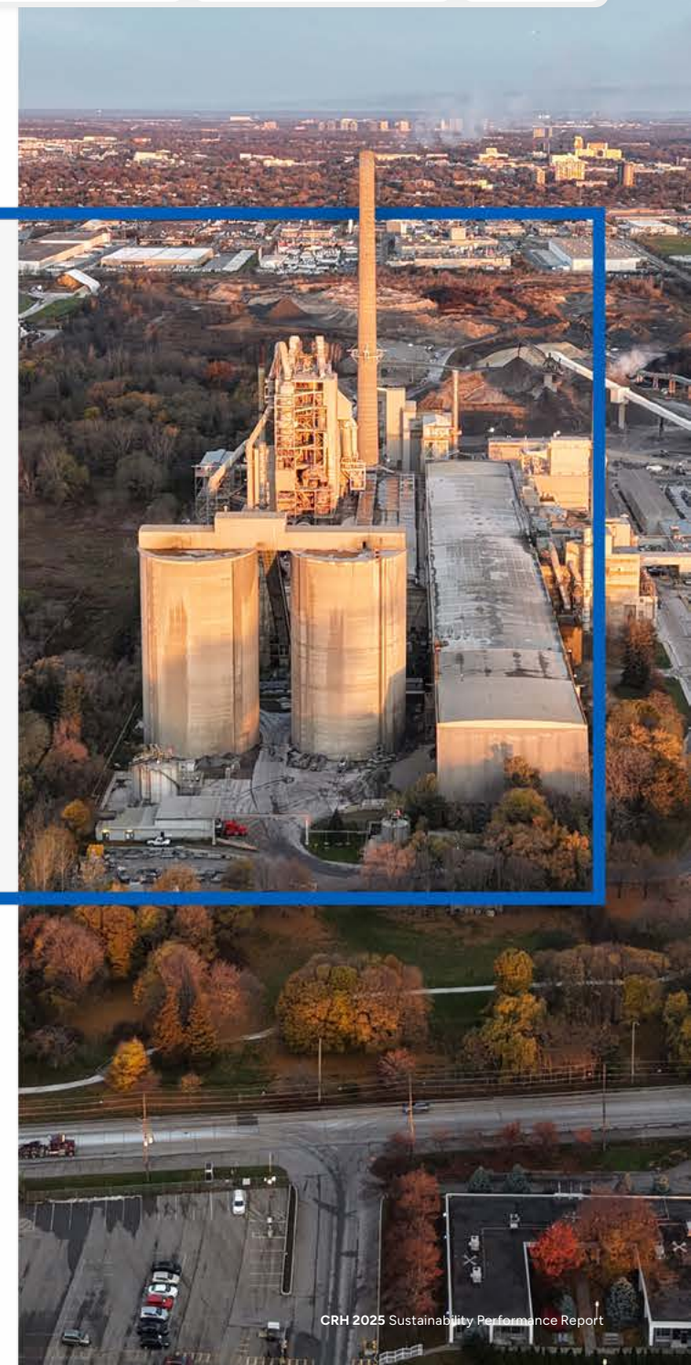
[1] Defined as not exceeding the three-year average for particulates, NO_x, and SO_x specific emissions (g/t clinker) for relevant plants.

Spotlight

Strengthening Environmental Action

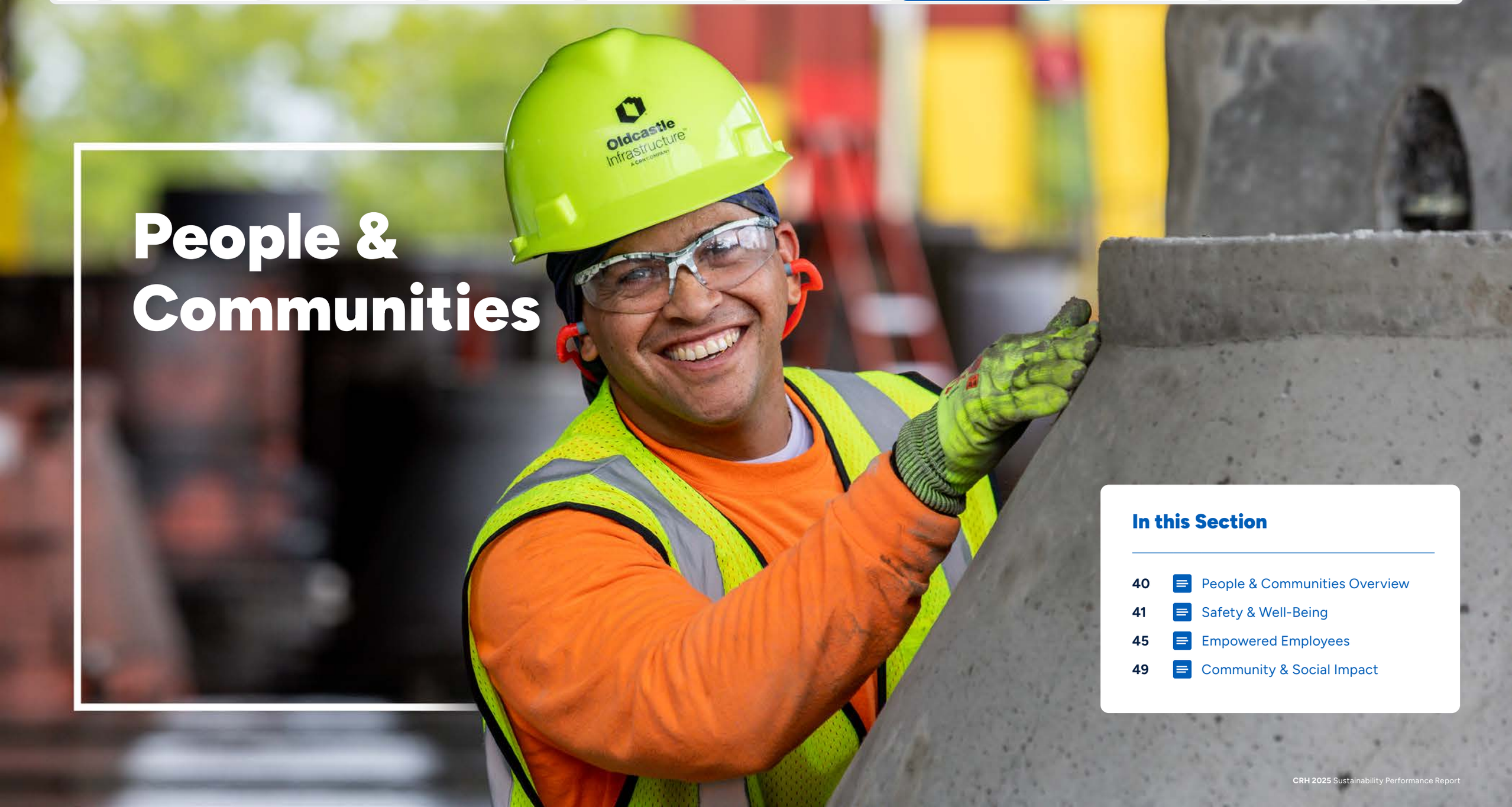
We strengthen our environmental performance by leveraging deep technical expertise and a culture of continuous improvement.

Ash Grove, in CRH's Americas Division, formed a cross-functional team at their Mississauga, Ontario plant with expertise from Environmental, Operations, and Process for a review of the previous years of air emissions. By identifying key trends and performance drivers, the team implemented targeted operational initiatives to reduce emissions to air at the plant through process adjustments, fuel management strategies, and equipment optimization that achieved a reduction of 46% SO_x and 23% NO_x emissions in 2025 from 2021 levels.





Disclosures
Click here to find out more on our Environmental KPIs.



People & Communities

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People & Communities

People are fundamental to business success

Protecting the health, safety, and well-being of people is imperative and a foundation for long-term business success. Companies that attract, retain, and empower talent foster innovation and performance, while strong relationships with employees, communities, and stakeholders help sustain trust and support responsible growth.

At CRH, our unique entrepreneurial culture, backed by global capabilities, empowers our local teams to make the decisions that drive their businesses forward. Safety and well-being are embedded in our values and we nurture a culture of respect, inclusion, and collaboration. We continuously invest in the development of our teams. We also engage with communities to build lasting relationships, generating shared value and supporting a more resilient, sustainable future.

Our Approach

We are reinforcing our culture of safety and well-being and strengthening relationships with our employees, communities, and value chain.

Safety & Well-Being

Continuing to invest in advanced systems and technologies to enhance safety and well-being, helping to safeguard our workplaces for everyone.

Empowered Employees

Developing the skills of our teams to meet the challenges of today and tomorrow.

Community & Social Impact

Being a trusted partner in the communities where we operate, supporting meaningful relationships that endure over time.

People & Communities Highlights

$437M
Investment in health and safety over the last five years

2.6M
Total training hours in 2025



"A strong safety culture underpins consistent execution and continuous improvement. Every safe choice prevents harm, protects lives, and keeps our operations running smoothly. By fostering a culture of safety, we're protecting our people and strengthening the resilience and performance of our business."

Chris May
SVP Safety, Health & Environment, Americas Materials, CRH Americas Division



Safety & Well-Being

Valuing Safety and Well-Being

The safety and well-being of our employees, contractors, and stakeholders is embedded in CRH's values, with Board oversight of the topic. Our ambition is to have a culture of safety with zero harm across the organization and this is reflected in our ongoing efforts to eliminate fatalities and serious incidents.

We integrate our CRH Life Saving Rules across all operations, focusing on critical risks and the leading causes of fatalities such as falls from height, vehicle movements, and non-compliance with isolation procedures. These rules establish a common safety language and define clear procedures and controls for high-risk activities.

We engage our workforce on safety and well-being by providing up-to-date training, inclusive meetings, safe operating procedures, and other critical supports to protect our employees' safety, including their physical and mental health. Given the high-risk nature of the building materials industry, health and safety is one of our salient human rights issues.



Key Fact:

96%

Locations audited for safety in 2025

Governance of Health and Safety

Governance of heath and safety is led by the Board's Safety, Environment & Social Responsibility (SESR) Committee, which reviews safety performance at every meeting. Monthly safety KPIs and annual performance reviews from across our operating companies are shared with the Board.

Operating companies conduct regular cultural assessments and report their findings to the SESR Committee, along with other leading safety indicators such as high-potential learning events, serious incident and fatality precursors, and the percentage of sites audited for compliance with CRH Life Saving Rules.

Senior management, including the Chief Operating Officer and Divisional Presidents, hold regular calls on safety and any findings, including all serious accident and fatality investigation findings, are reported to the SESR Committee. These are then cascaded through to our operating companies via our global network of safety specialists, who work with internal and external experts to implement policies and processes. Where appropriate, findings are also shared with the wider industry, with the goal of preventing future accidents through lessons learned.

We use a range of internal KPIs, such as recordable incidents and near-miss reporting, and high-potential learning events, to reduce risks.

Our Health & Safety Policy (see page 66) applies across all operating companies and sets clear expectations for leaders, employees, and contractors. It is supported by the CRH Life Saving Rules and is integrated into our broader sustainability framework.

Risk Management and Compliance

We prioritize hazard elimination through risk assessments and a hierarchy-of-control approach. We leverage technology to help identify and mitigate risks, and invest in areas requiring improvement. We comply with the safety systems set out by the relevant safety authorities, and 100% of our operating companies have implemented robust safety management systems. In 2025, 56% of European locations were certified to Occupational Health and Safety Management Standard 18001/ISO 45001, with comparable systems in place in our remaining businesses.

We conduct regular safety audits, with 96% of locations audited in 2025 by either internal safety managers or external agencies. Any breaches of procedures or safety incidents are thoroughly investigated, and we collaborate with those involved to resolve identified issues and implement measures to prevent recurrence. All sites are equipped with emergency preparedness protocols, ensuring we can respond effectively to safety-related situations if they occur.

Ongoing Target

Zero fatalities in any year

Our ambition is to have a culture of safety with zero harm across the organization. Regrettably, CRH reported two employee fatalities and one contractor fatality in 2025. Our thoughts are with their families and we will continue to make every effort to reach our target of zero harm and zero fatalities. Each incident is thoroughly investigated to understand the events involved and determine appropriate actions to prevent future incidents. There were no reported third party fatalities in 2025.

Safety & Well-Being Continued

Investment in Safety

We continue to embed the CRH Life Saving Rules through investments in systems. Over the past five years, we have invested $437 million in health and safety initiatives, targeting key tasks and work areas to reduce the risk of injuries. These efforts have focused on enhancing mobile plant safety, improving machine guarding, upgrading platforms and fall protection systems, modernizing electrical infrastructure, ensuring effective separation between pedestrians and mobile equipment, and implementing measures to reduce noise and dust exposure.

We invest in advanced technologies such as automated systems, risk detection, and road safety initiatives. Driver training and collaboration with trade associations continue to support safer transport practices across our regions.

Performance Monitoring

We track safety performance through a range of leading and lagging indicators including frequency and severity rates, high-potential incidents, and cultural assessments. In 2025, 93% of locations recorded zero accidents. The lost time injury frequency rate was 1.5 per million work-hours. The accident frequency and severity rates have decreased by 21% and 22% respectively compared to a decade ago.



Disclosures
Click here for more information on our Safety KPIs.



Spotlight

Predictive Safety through AI

CRH continues to enhance its approach to safety in line with evolving technological capabilities, exploring how AI can transform workplace safety, with a focus on projects and initiatives that can be scaled across the business to maximize positive impact.

We are driving a culture of accident prevention amongst our operating companies through a range of technologies and innovations, many of which are supported by our Venturing and Innovation Fund. This includes AI camera detection which can identify and provide alerts of potential safety issues, empowering employees to take proactive steps, stopping issues before they escalate.

Built on the company's culture of safety, CRH is developing an AI-driven system that can analyze vast amounts of production and safety data to uncover hidden patterns and predict potential incidents before they occur. By continuously scanning historical data, such as timing, location, and environmental conditions, the platform identifies high-risk scenarios that may escape human detection.

We continue to pilot technologies that can support in the collection of such data. For example, “Anymal,” and Boston Dynamics’ “Spot”, both autonomous robots, have been piloted at a number of our sites. Equipped with cameras, sensors, and laser scanning capabilities, these fully autonomous units can patrol sites, identify anomalies, and capture critical data. Operating for over 80 hours a week, both robots support proactive maintenance programs and improve the reliability of key assets, ultimately helping prevent hazards before they arise and helping keep employees safe.

AI technologies like these are more than a tool, they are strategic assets that enhance CRH's safety culture and support smarter operations. By turning data into foresight, CRH is developing a template for predictive, people-first safety in the construction industry.

Safety & Well-Being Continued

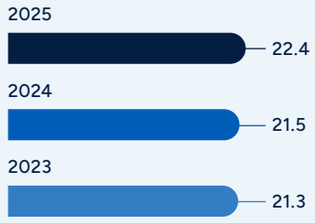
Embedding a Culture of Safety

At CRH, health and safety is everyone's responsibility and is embedded in our culture, from senior leadership to operational teams. Beyond formal governance, CRH's leadership actively reinforces a strong safety culture through visible engagement, including regular "stop and talk" sessions and ongoing involvement in frontline safety conversations, with everyone working at CRH with the authority and responsibility to stop unsafe work on a no-reprisals basis. In 2025, 95% of employees participated in formal joint safety dialogue meetings.

Training is also integral to reinforcing the Life Saving Rules at every level of our business. In 2025, CRH employees completed 1.8 million hours of health and safety training, averaging 22.4 hours per employee. Our employee training programs build on specific industry and government legislative requirements. Training is tailored to job roles and delivered through classroom, on-the-job, and virtual reality platforms. We build strategic safety modules into leadership development programs such as the frontline leadership and senior management development programs.

Safety Training

Health and safety training completed per employee (hours)



Contractor and Supplier Safety

We engage contractors across our operating companies to deliver specialized work, support labor needs, and contribute to delivering products. Our safety management systems address the risks of contractor activity through prequalification, onboarding, risk assessments, and contractual safety requirements. All contract workers must have the necessary safety training and qualifications to perform their roles safely.

When safety standards fall short of expectations, we actively engage with contractors to address the issues and safeguard their well-being. In 2025, we carried out ~212,000 contractor transport safety checks, an essential part of ensuring that contractor operations, equipment, and training align with our stringent safety requirements. Across the Company, we took 2,253 direct actions to enhance contractor safety behaviors and reinforce our zero harm ambition. In many instances, we leveraged Event Learning Teams and Post Contract Reviews to gather insights, identify trends, and learn from incidents to continuously improve our safety practices.

We are committed to maintaining and adhering to appropriate safety standards, and we expect suppliers to comply with our safety requirements. We continue to embed best practices through our procurement processes and procedures to protect contractors and employees within our supply chain. We also integrate safety expectations into procurement processes and require compliance with our Supplier Code of Conduct (SCoC).

Industry Collaboration

We maintain a leading role in safety conversations with industry peers and actively collaborate with other sectors and trade organizations to promote best practices and elevate health and safety standards across the industry. Our efforts contribute to the advancement of global safety benchmarks for suppliers, contractors, and the broader sector.

We are active members of the Global Cement and Concrete Association (GCCA), Cement Europe (formerly CEMBUREAU), American Cement Association (ACA), National Stone Sand & Gravel Association (NSSGA), National Ready Mixed Concrete Association (NRMCA), American Road & Transportation Builders Association (ARTBA), and National Asphalt Pavement Association (NAPA). These platforms support knowledge sharing and best practice adoption. Our safety initiatives, products, and partnerships are regularly recognized across the industry.

Customer Safety and Product Stewardship

Our customers trust us to deliver safe, high-quality products and services. We work with regulators, standard-setting bodies, and academic institutions to ensure product safety from design to installation. We provide Safety Data Sheets, EPDs, and Health Product Declarations as needed. All EU operations comply with REACH regulations. All of our products are manufactured to meet national and regional technical standards and specifications, and they are independently certified. In 2025, 63% of our European operating companies were certified to ISO 9001. Our strong safety performance supports customer trust and helps us win tenders with high safety standards.



"CRH's close collaboration with Cement Europe strengthens the sector's progress on sustainability, safety, and future skills. By partnering on shared initiatives, from health and safety practices to emerging training needs, CRH helps drive a more resilient, skilled and forward looking European cement industry."

Koen Coppenholle
Chief Executive,
Cement Europe



Safety & Well-Being Continued

Managing Well-Being

At CRH, well-being encompasses both physical and mental health. Occupational health risks vary depending on the site and activity, but potential exposures can include noise, dust, and respirable crystalline silica (RCS). These are managed through a hierarchy-of-control approach and in accordance with good practice and local or national requirements. We also work closely with our employees and contractors to minimize the potential risk of RCS exposure and ensure they are aware of the health risks.

We monitor employee health through dedicated occupational health surveillance programs. These ongoing assessments help us evaluate the effectiveness of our risk reduction and mitigation strategies, important measures in protecting our people's health. In 2025, we continued to monitor these hazards and recorded a low incidence of occupational illness.

Our safety specialists work with internal and regional experts to implement health and safety policies and practices, which includes contractor management and employee assistance programs (EAPs).



Policies
Click here for more information on our Health & Safety Statement of Policy.



Spotlight

Collaboration to Champion Mental Health

Across CRH, as part of our leading performance culture, we cultivate a supportive work environment where mental health is treated with the same importance as physical health, for example through training on mental health.

Tarmac, in CRH's International Division, is a founding partner of Mates in Mind, a leading mental health program for the construction sector. In partnership with the organization, Tarmac rolls out training such as "Manage the Conversation" which equips managers to support colleagues, encourage openness, and guide individuals to appropriate resources. Mental Health First Aiders are also identified and trained across the business, providing an additional layer of support.

RiverBend Materials, in CRH's Americas Division, established a dedicated mental health task force in 2023 and expanded its efforts in 2025 by hosting suicide prevention trainings in collaboration with the Construction Suicide Prevention Partnership. Facilitators are trained in Mental Health First Aid, with sessions offered quarterly to front-line supervisors and management.

Across our operating companies, our proactive, business-led initiatives aim to raise awareness, reduce stigma, and equip our employees with the tools to support one another.

Promoting Health, Well-Being, and Mental Health

Our operating companies offer a wide range of employee health and well-being programs and seek to raise awareness of available services through targeted initiatives. These programs include voluntary health screenings, ergonomic assessments, mental health initiatives, and awareness campaigns such as World Cancer Day and Movember.
In addition, in 2025 across CRH, 94% of our operating companies offered programs that support employees' overall health and well-being. These voluntary participation initiatives cover a wide range of areas including smoking cessation, healthy eating, physical fitness, weight control, drug and alcohol awareness, addiction recovery, stress management in the workplace, and access to vaccinations.

Employees can provide feedback to human resources (HR) and program organizers, which is used to improve support programs and offerings. Across CRH, 93% of operating companies provide support for employee health insurance. Additionally, many offer access to an EAP, a free, confidential, and independent service that delivers guidance and support to employees, and in some cases, their immediate family members.

Empowered Employees

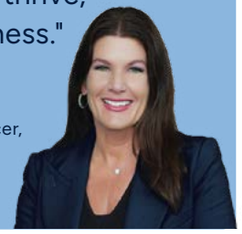
Our Commitment to People

At CRH, our people are our greatest asset. With over 83,000 employees across nearly 4,000 locations, we are committed to fostering a culture where everyone feels empowered, respected, and supported to grow. This is reflected in our core value: "People are our Priority".

In a rapidly evolving labor market shaped by demographic shifts, technological change, and macroeconomic challenges, we continuously invest in all levels of our workforce to ensure they have the skills, tools, and opportunities to thrive today and in the future.

> "At CRH, being a talent destination means more than attracting great people—it means investing in their growth, creating environments where they feel safe, included and engaged, and recognizing their contributions in meaningful ways. When we do this well, our people don't just stay—they thrive, and so does our business."

Kristin Lane
Chief Human Resources Officer, CRH



Strengthening Leadership and Empowering Talent

To support long-term growth, we recently introduced a global career development strategy. This framework underpins our leadership development strategy and ensures alignment with future capability needs.

Our commitment to empowering our people guides our approach to employee development. In 2025, we continued to rollout the CRH Leadership Academy and Academy Online to provide further structured learning across all leadership levels. Key programs include the global Frontline Leadership Program (FLP), which involves a module on inclusive leadership, the new Management Essentials Program (MEP) for mid-level and senior leaders and dedicated executive development programs including Senior Management and Business Leadership Programs for executive development.

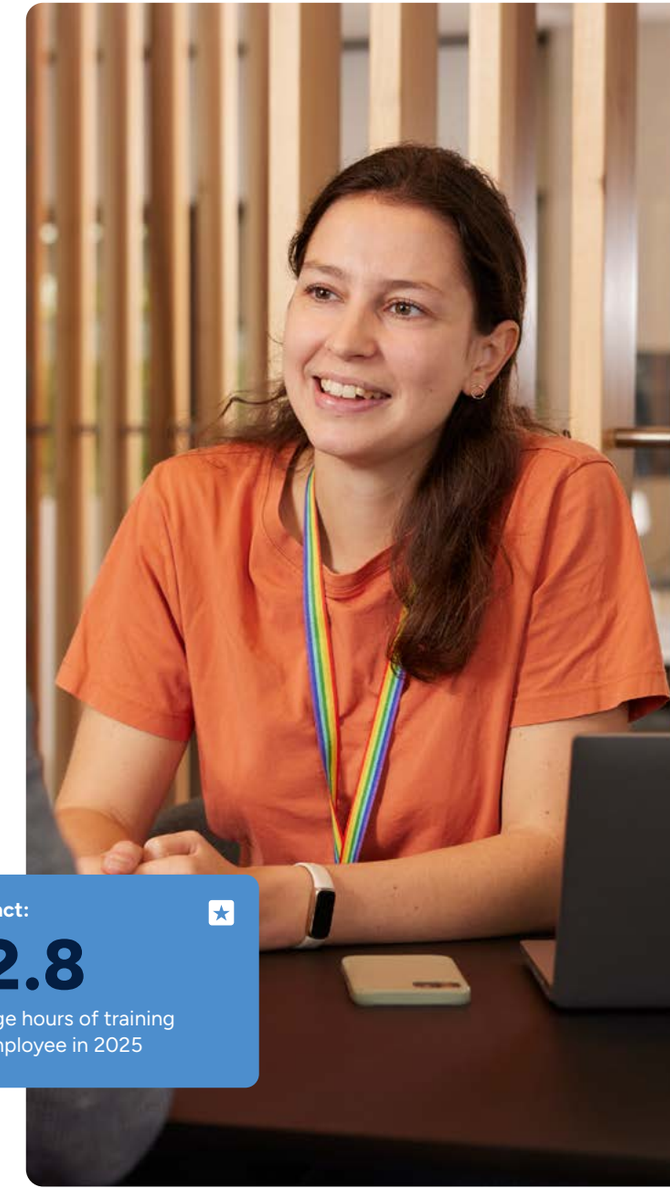
Our training programs are regularly reviewed and updated and we continue to develop our approach to training in line with the evolving skills needed in our dynamic industry. In 2025, CRH employees completed 2.6 million hours of training. Training is provided in a range of formats including in-house, external, in-person, virtual, e-learning and practical on-the-job learning. A wide range of topics are covered from fundamentals like safety, leadership, inclusion, the environment, modern slavery mitigation, to other role-relevant topics.

We also emphasize development through the annual performance management process including goalsetting, feedback, career planning and regular performance-related conversations. These practices are supported by our successful coaching and mentoring programs and are implemented at enterprise, divisional, and local levels.

Developing Early-Career Talent

We invest in early-career talent development through apprenticeships, internships, and graduate programs, working closely with academic institutions and across local communities to attract talented future employees.

At CRH, we encourage the growth of early-career professionals through mentoring programs and engagement opportunities. Our mentoring initiatives connect employees with experienced mentors, offering guidance, resources, and training to ensure meaningful relationships that foster professional development. In 2025, we continued to run a range of mentoring programs, including one linking early-in-career employees with mentors, alongside offerings for new employees and personal development. Complementing these efforts, CRH hosts events and conferences throughout the year, including UP Forums, dedicated spaces for early career talent to network, learn, and engage with CRH's leaders.



Key Fact:

32.8

Average hours of training per employee in 2025

Empowered Employees Continued

Workforce Engagement and Communication

To foster a respectful and inclusive culture, we encourage open, two-way communication with our employees. CRH leaders engage employees via video messages, face-to-face meetings, town halls, newsletters, and social events. CRH events and conferences throughout the year also connect our employees with each other and provide exposure to CRH's leadership teams.

We leverage a range of channels and touchpoints to help communicate CRH's purpose and values across the organization. In 2025, 87% of employees participated in regular briefings. The Board held in-person discussions with employees during Board visits in the U.S. and Switzerland, and virtual sessions with teams across our Americas and International Divisions. Townhalls encouraged leaders to connect with employees in informative, yet informal forums throughout the year, allowing employees to hear business updates directly from leaders and interact with live Q&A opportunities.

We conduct annual employee engagement surveys to assess satisfaction, pinpoint strengths and identify priority areas for improvement. In 2025, 54% of employees participated, 99% of respondents scored in the "engaged" or higher categories and action plans were developed and monitored to address feedback. The aggregated results indicate a high level of employee engagement. We also assess organizational health, including well-being, collaboration, and adaptability. This allows us to create targeted action plans that drive continuous improvement and growth in key areas, while also strengthening our workplace culture and overall well-being. We use insights and feedback from various employee engagement initiatives to inform these efforts, and we consistently refine our engagement strategies, work practices, and leadership development based on what our employees share with us.

Performance and Rewards

Employees participate in an annual performance review cycle, which includes goal-setting, feedback, and development conversations.

Compensation and rewards are performance-based and aligned with CRH's values. We seek to ensure equal pay for equal work. We offer competitive, inclusive, and equitable benefits across all regions, in compliance with local wage and working time laws, and design our pay packages to motivate, retain and attract talent.

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



Spotlight

Developing Our Talent through the MEP

In 2025, we advanced our continued investment in developing strong, future-ready leaders through the further rollout of the Management Essentials Program (MEP), our first fully virtual global development program for people managers. Designed for mid-level leaders across all regions, the program reached ~2,800 employees, is available in eight languages, and supported global development through virtual cohorts, encouraging collaboration and shared learning.

MEP provides leaders with a consistent foundation for effective communication, team development, and role-modeling our values. Participants gain practical tools to strengthen performance, build inclusive and safe team environments, and enhance engagement, core elements of CRH's Leadership Competency Framework.

By establishing a unified approach to manager development, MEP contributes significantly to our broader focus on strengthening leadership and early-career talent. The program is a central part of our leadership development architecture, helping ensure managers at all levels are equipped to lead effectively, support their teams, and respond to the evolving needs of our business.

Empowered Employees Continued

Embedding a Culture of Inclusion, Respect, and Community

At CRH, inclusion is for everyone. CRH is committed to being an equal opportunity employer. We believe inclusion means everyone feels respected, valued, empowered, and has equal opportunities to grow and lead.

Our Global Inclusion strategy focuses on empowering our teams for growth and driving a culture of innovation. We achieve this by equipping our leaders with the capabilities to lead diverse teams, strengthening connections across our global community, and optimizing a safe, inclusive and engaged culture where all employees feel empowered to contribute and perform at their best.

Our Global Inclusion Council champions our overarching strategy for inclusion and ensures it aligns with our broader business objectives. Chaired by our Chief Legal and Corporate Affairs Officer, the Council provides direction while leaders, HR teams, and local committees across the organization tailor and implement the strategy to reflect regional needs and feedback.

We also continue to embed inclusion into recruitment, job descriptions, interview panels, and candidate selection processes, supported by inclusive recruitment training.

Our operating companies continue to enhance on-site employee welfare facilities including, for example, through the introduction of dedicated nursing/lactation rooms and other quiet spaces to support employee well being. These upgrades ensure our workplaces provide safe, comfortable and supportive environments that meet the needs of our people.

In 2025, our theme for Inclusion Week centered around the importance of building our community. Within this theme, we connected concepts like respect, fairness, camaraderie, and acceptance to creating an inclusive workplace community. These efforts reinforce our commitment to creating a workplace where everyone can thrive.

Employee Resource Groups

Employee Resource Groups (ERGs) are another vital part of our inclusive culture. These voluntary, employee-led groups provide safe spaces for connection, learning, and feedback. They are open to all employees and serve to align with CRH's purpose and values, support allies in learning about unique experiences of colleagues and enable feedback loops between employees and leadership.

ERGs exist across CRH for communities, colleagues and allies including BIPOC (Black, Indigenous, and other people of color), LGBTQ+, women, veterans, people with disabilities, and caregivers. At CRH corporate level, each ERG is supported by a senior sponsor, often from the CRH Global Leadership Team (GLT).

We continue to support the evolution of our ERGs to align with our purpose and strategic goals, positioning these communities as drivers of our inclusive culture.





Disclosures
Click here for more information on our Social KPIs.

Empowered Employees Continued

Governance and Employee Rights

Our governance structures and policies form the foundation of how we empower our workforce. Employment-related policies, guidelines, and objectives are implemented by the managing directors of each operating company, with support from HR teams and both Company and Divisional management. Each operating company is required to annually confirm its adherence to the Code of Business Conduct (CoBC) and its associated policies.

Our Social Policy is applied consistently across all CRH companies and reflects our commitment to conducting business with integrity and respect for human rights. It promotes a safe and inclusive workplace where employees feel valued and are provided with the resources and opportunities to reach their full potential. The policy also reinforces our dedication to human and labor rights, one of our salient human rights areas, by promoting engagement with employees and contractors and maintaining strong relationships with customers and suppliers.

Supporting the welfare of individuals within and beyond our operations is a core priority for our business and leadership. Leaders across CRH are committed to upholding the principles of the Social Policy. Responsibility for its implementation spans from operational managers to the CEO, the Board, and the SESR Committee. The Board's Nomination & Corporate Governance Committee oversees employee engagement, ensuring that employee perspectives are considered in decision-making processes.

Respecting Employee Rights

We respect the right of employees to form and join trade unions and participate in collective bargaining. We acknowledge the role trade unions can play in amplifying employee voices, and their input is considered as part of our broader stakeholder engagement efforts. We are committed to ensuring that employee representatives are protected from discrimination. In 2025, ~18% of employees were union members, though this may be understated due to legal disclosure limitations. Union membership rates vary by region, with some countries reporting over 50% participation.

Across CRH, 51% employees have been with the company for over five years, contributing significant experience and institutional knowledge. However, the seasonal, cyclical, and project-based nature of our industry leads to fluctuating workforce demands. Our overall employee turnover rate stands at 24%, which includes seasonal workers, many of whom return annually.

As part of our commitment to human rights, we conduct an annual review of workplace practices across all operating companies. In 2025, no instances of forced or compulsory labor were identified, and no employees or contractors were found to be under the legal working age. Our apprenticeship and internship programs comply with local laws.



Labor Practices

We support employees and managers with retirement planning and implement fair hiring and layoff practices, especially in seasonal businesses. Appropriate notice periods are observed during major operational changes.

CRH goes beyond local requirements to uphold fair labor practices. Operating companies offer wages at or above minimum wage, and many have policies to ensure a living wage. We comply with regulatory standards to prevent excessive working hours and promote flexible work arrangements to support work-life balance. Full-time employees and, where relevant, part-time employees are entitled to national or state benefits including parental leave, retirement provision and access to disability or invalidity schemes across the Group. Some of our operating companies offer additional benefits beyond national or state benefits.

We carry out wage negotiations in line with local industry practices and in 2025 these wage reviews were conducted on an individual basis or through unions/groups. In 2025, national strikes or demonstrations resulted in a number of lost days being reported across seven of our operating companies. For more information, see page 80.

Key Fact:

33%

Employees with ten or more years of service in 2025

Community & Social Impact

Understanding Our Communities

At CRH, we recognize that strong relationships with local stakeholders are essential not only to building trust, but to being recognized as an employer and partner of choice. Our stakeholders include employees, neighbors, local authorities, non-governmental organizations (NGOs), regulators, and other organizations operating near our sites.

With nearly 4,000 locations globally and 96% of our employees living local to our businesses, CRH is deeply embedded in the communities in which we operate. Our presence contributes to local employment, infrastructure development, tax revenues, and community well-being. Our products and solutions also enhance quality of life and support long-term community resilience.

For over 50 years, we have prioritized meaningful engagement with communities. We act locally while leveraging our global capabilities to deliver positive impact through education, health, shelter, volunteering, fundraising, and corporate donations, helping the communities where we operate to thrive.

Community Engagement Plans

Engaging with the community allows us to understand their needs, priorities, and any concerns, enabling us to respond accordingly. Our operating companies implement Community Engagement Plans which help foster trust, address concerns, and ensure transparent communication about our operations.

Engagement activities include liaison committees, site visits for schools and community groups, and open forums to discuss upcoming changes, safety measures, and environmental initiatives. Through such activities, we can hear from the community, build understanding about our activities and any upcoming changes, discuss safeguards we put in place to protect the community, and explain initiatives to conserve and enhance nature.

In 2025, CRH hosted ~1,600 stakeholder engagement events. Our target is for 100% of operating companies to have Community Engagement Plans in place by 2030. As of 2025, 88% had implemented such plans. For more information, see our Maintaining Positive Stakeholder Relationships Statement at www.crh.com.



Disclosures
Click here for more information on our Social KPIs.

2030 Target

100% of companies to have Community Engagement Plans by 2030

In 2025, 88% of our operating companies had plans in place.



Spotlight

Strategic Approaches to Community Involvement

Our operating companies are often an integral part of their communities. Maintaining strong community relationships, built on understanding and trust, supports our continued success and growth.

Ash Grove's Mississauga Plant, in CRH's Americas Division, engages with its communities through a wide range of approaches, including public consultation events, quarterly community advisory panels, and educational and community outreach. Employees are also given the opportunity to get involved with local community initiatives through volunteering events, with 70% of employees participating in 2025.

EQIOM, in CRH's International Division, has implemented Community Engagement Plans focused on strengthening ties with the community. Each plan is tailored to ensure initiatives are suited to regional needs. These include open-door days, biodiversity workshops, school-focused events and interactive quarry visits.

Initiatives like these across CRH allow us to understand our community's views and how we can work together effectively, supporting responsible and sustainable business. They also help communities to learn about future career opportunities with our businesses.

Community & Social Impact Continued

Stewardship of Nature and Heritage Sites

Across many of our sites, we offer local communities a variety of opportunities to engage with nature and local heritage.

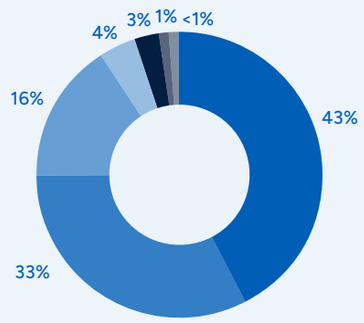
We collaborate with public authorities, environmental groups, and local residents to restore natural habitats and raise awareness of biodiversity (see pages 34 to 36).

We protect cultural heritage sites ranging from Iron Age structures to medieval buildings and archaeologically significant caves. We work with qualified archaeologists as appropriate to assess and protect any identified or potential heritage features before opening new extractive areas. We preserve cultural heritage at 75 company locations, and this makes up part of relevant site management plans. For example, Ash Grove, in CRH's Americas Division, has a culturally and archaeologically sensitive site at its Sumterville quarry. The site is being preserved for future investigation, is protected, and we do not disturb it with any operational work.

Investing in Our Communities

CRH contributes to thriving, inclusive communities through targeted donations and social investment, helping to build trust with the communities. In 2025, we donated a total of $9.2 million to initiatives spanning a range of areas. Our locally-led approach empowers operating companies to tailor support to local priorities and maximize impact.

Donations by Type 2025



- 43% Community relations and development
- 33% Global response
- 16% Education and employment
- 4% Health and wellness
- 3% Provision of shelter
- 1% Arts and culture
- <1% Environment and conservation

Spotlight

Expanding Access to Essential Health and Water Resources

In 2023, we launched a five-year strategic partnership with UNICEF, committing an investment of $15 million to help children grow up healthy. The partnership focuses on vaccine procurement and delivery as well as addressing vaccine hesitancy through education.

In 2024, an estimated 14.3 million children globally had not received a single routine vaccine – 1.4 million more than in 2019 and around 4 million above the trajectory required to meet the Immunization Agenda 2030 mid-point target. Our funding helps UNICEF to deliver routine vaccinations to children who missed them during the pandemic, equip clinics with cold chain technology for effective vaccine storage and prevent outbreaks of deadly diseases in vulnerable communities. Through this partnership, UNICEF was able to deliver over 22 million vaccine doses reaching over 6 million children and pregnant women in fragile and conflict-affected regions.

Now, in year three, we are evolving our support to focus on UNICEF's Water, Sanitation and Hygiene (WASH) program. This reflects our shared commitment to improving access to essential resources. CRH understands how critical water is for health and UNICEF's WASH programs provide clean water, safe sanitation facilities, and hygiene education to vulnerable communities worldwide.

Every child deserves clean water, safe sanitation and good hygiene – critical for preventing deadly, yet avoidable, diseases. Standing together with UNICEF, we are building a healthier future for generations of children.



Investing in Education

CRH supports education as a pathway to empowerment, long-term community development and to build the future skills needed by our local businesses. Over the last 2 years, ~282,350 people participated in educational interactions hosted by our operating companies. Across our operating companies, we partner with NGOs and educational institutions to deliver impactful programs. These educational interactions include career development guidance, STEM engagement and science demonstrations, work experience placements, site tours, and learning sessions. These initiatives help inspire the next generation and build local capacity.

"At CRH, we understand the importance of connecting with our local community for our business. Every local partnership, engagement, or community investment helps build trust and business resilience. By acting locally and leveraging our global reach, we contribute to building thriving communities where our people live and work."

Scott Nielson
Vice President Environmental & Sustainability, Ash Grove, CRH Americas Division





Spotlight

Empowering the Next Generation

For many of CRH's operating companies, engaging with students is an important part of community engagement, helping to build future skills and develop relationships with the next generation of potential employees. Over the last two years, our operating companies have facilitated ~4,070 educational interactions.

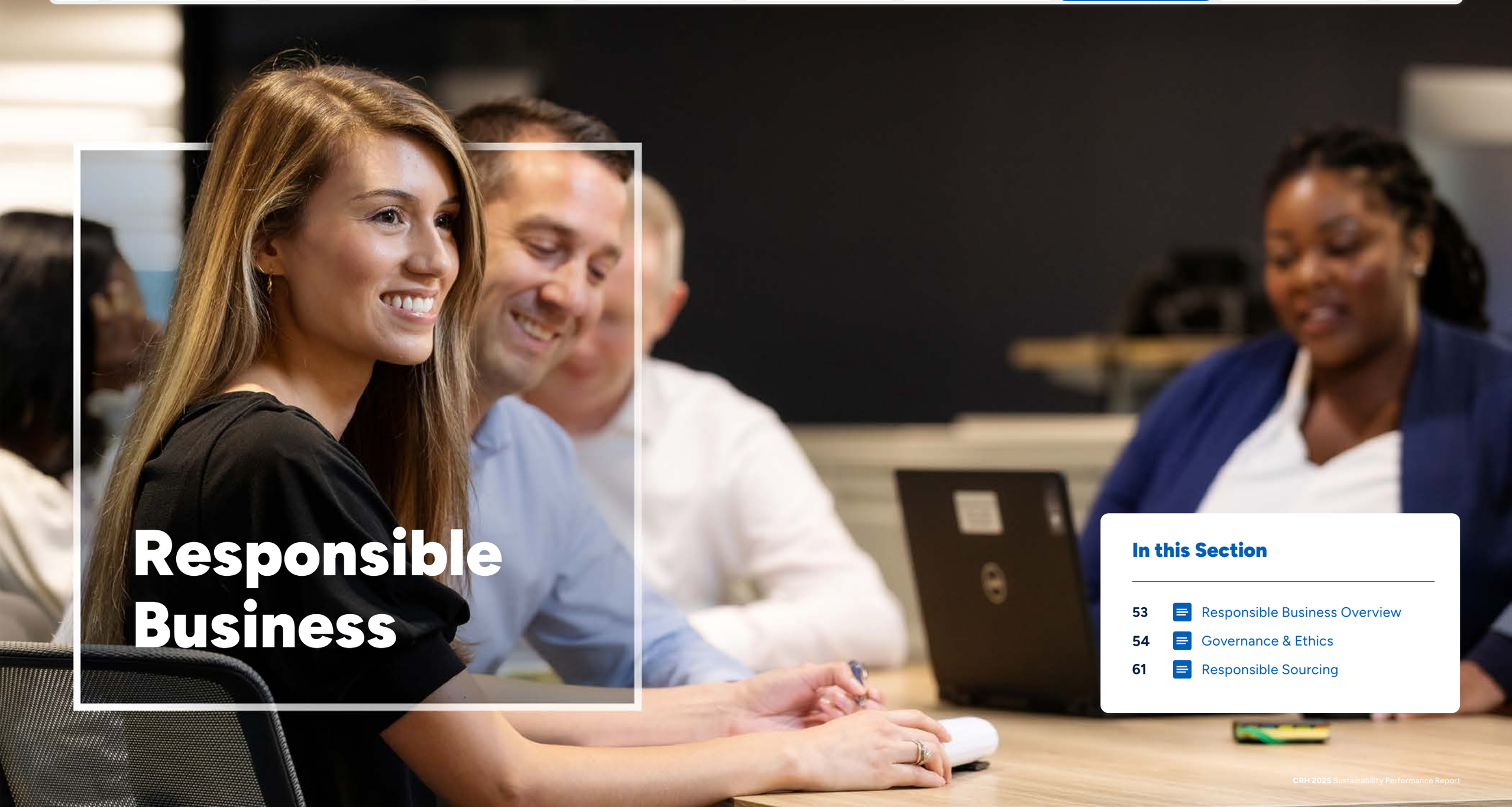
United Companies, in CRH's Americas Division, teaches the "Rocks Build Our World" program which uses a range of different interactive games to educate students in the surrounding communities about the extractive industry and regulations that need to be adhered to.

United Companies launched this initiative in 2011 and has reached over 1,500 children.

Romcim and Ferrobeton, in CRH's International Division, developed an initiative to provide career pathways for young people in their local communities. Partnering with technical schools, they combined classroom education with hands-on industry experience. In addition to supporting local employment and skills development, it ensures knowledge transfer and operational continuity, and helps sustain workforces in communities.

Recognizing a decline in access to technical education in lower income communities, Ash Grove's Branford plant, in CRH's Americas Division, expanded its structured outreach to support skills development. The team completed ~20 community initiatives in 2025 to support youth and adult learning opportunities.

This strategic focus on youth and education not only strengthens relationships with local stakeholders, it also supports long-term social license to operate and builds the future skills we need.



Responsible Business

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Responsible Business

Strong Governance for Ethical Growth

Companies are expected to demonstrate transparency, accountability, and integrity in everything they do. Responsible practices across the value chain are equally vital, helping to align all parties with business goals, ensure continuity, and manage potential risks and impacts.

At CRH, we are committed to upholding the highest standards of governance and ethics through robust policies, including our Code of Business Conduct (CoBC). We apply these principles consistently across our global operations to safeguard trust and compliance. In parallel, we work closely with our supply chain partners to promote responsible sourcing, ensuring that environmental, social, and ethical considerations are embedded into our procurement processes. This integrated approach supports long-term resilience and reinforces our commitment to operating as a responsible and sustainable business.

Our Approach

We are continuously driving responsible practices across our business and value chain.

Governance & Ethics

Promoting ethical conduct by upholding strong governance frameworks and consistently applying our CoBC to reinforce ethical practices, transparency, and accountability across our operations.

Continuing our commitment to safeguarding human rights and embedding responsible business practices throughout our organization.

Responsible Sourcing

Engaging proactively with our supply chain to champion responsible sourcing and drive positive impact throughout our value chain.

Responsible Business Highlights

36,653
Employees trained in CoBC in 2025

10,805
Employees completed Advanced Compliance Training in 2025



"Strong governance and ethical conduct are non-negotiable at CRH. By continuing to amplify responsible practices across our operations and supply chain, we build trust, accountability, and manage business risks."

Pádraig Ó Ríordáin
Chief Legal and Corporate Affairs Officer, CRH



Governance & Ethics

Our Governance Approach

CRH strives to achieve the highest legal, ethical, and moral standards. We continue to implement responsible business practices throughout our organization as stakeholder expectations rise. Our strong governance structures, supported by our CoBC, Speak Up Policy, due diligence and reporting systems, unite us in the way we work and promote integrity, transparency, and accountability.

Through our Enterprise Risk Management (ERM) framework, we proactively monitor, identify and mitigate potential risks, enabling informed decision-making across the business.



Corporate Governance

Sustainability, including addressing climate resilience, is embedded in CRH's strategy and an important enabler of our leading performance model. The Safety, Environmental & Social Responsibility (SESR) Committee, to which the Board has delegated primary responsibility for monitoring developments related to sustainability, including climate, and providing strategic direction, oversight, and support to the Board on these important topics, meets every quarter.

The CEO is accountable for executing strategy and reporting on performance, including climate-related matters. The CEO is supported by the Global Leadership Team (GLT), which drives performance and sustainability initiatives. The Chief Operating Officer leads climate strategy execution, supported by executive committees and working groups.

The Chief Legal and Corporate Affairs Officer, as head of the Legal and Compliance function, has oversight of compliance with the CoBC, which sets out our standards of legal, honest and ethical behavior. The Audit Committee ensures compliance with legal and ethical standards through oversight of CRH's legal and compliance program. Governance structures are regularly reviewed to maintain alignment with best practices.

Safety, Environmental & Social Responsibility (SESR) Committee

Chair:
Mary K. Rhinehart

Members:
Caroline Dowling

Johan Karlström

Lamar McKay

Jim Mintern

Gillian L. Platt

Primary Responsibilities

- Overseeing and monitoring compliance with policies and procedures relating to employee health and safety, the environment and social responsibility;
- Monitoring performance against key safety performance indicators and considering the findings resulting from audits of safety performance across the Company;
- Considering the outcome of investigations from significant safety incidents and monitoring the implementation of any recommendations or corrective actions resulting from key findings;
- Reviewing and approving environmental and climate-related goals aligned with the Company's strategy and objectives, as well as applicable legal or regulatory requirements;
- Monitoring progress in relation to the Company's sustainability initiatives;
- Monitoring the progress of initiatives in the area of engagement and inclusion programs; and
- Reviewing and approving any reports on Safety, Environment and Social Responsibility in public documents such as the Sustainability Performance Report.

Governance & Ethics Continued

Regulatory Compliance

CRH is a NYSE-listed[1] company incorporated in Ireland and must comply with local and international laws and regulations, including the Irish Companies Act, U.S. securities laws and regulations, NYSE listing requirements, the Market Abuse Regulation, and other relevant legislation and regulation. CRH is also subject to various statutes, regulations and laws affecting land usage, zoning, labor and employment practices, competition/antitrust, financial reporting, taxation, anti-fraud and theft, anti-bribery, anti-corruption, governance, data protection and data privacy and security, environmental, health and safety, and international trade and sanctions laws, among other matters.

At CRH, we strive to comply with all local and international laws and regulations. We have a long-standing commitment to transparency, reflected in our consistent reporting on climate performance. We continue to actively engage with multiple organizations and platforms around carbon disclosures and actively monitor emerging disclosure requirements. See our TCFD disclosures and voluntary disclosures against relevant criteria under EU Taxonomy regulation included in our Irish Statutory Accounts, available on www.crh.com. We report to the CDP and in 2025, we achieved a score of "A" for Climate, a demonstration of our thorough approach for managing and reporting climate impacts, risks, and opportunities.

In certain regions and markets, legislation designed to accelerate decarbonization (such as carbon pricing, carbon border adjustment mechanisms and other tax-related measures) presents opportunities as public policy changes begin to increase demand for lower-carbon products. CRH is well-positioned to support this increased demand.

Carbon pricing can be used to encourage emissions reduction and support investment in lower-carbon technologies. CRH participates in Emission Trading Schemes (ETS) in the European Union and other regions. The EU ETS is CRH's largest emissions trading market. The purchase of ETS carbon allowances is managed by a central unit which buys forward to secure supply and de-risk the cost base ahead of time. This helps provide CRH with near-term certainty on carbon prices and associated costs. CRH has extensive experience in absorbing increases in carbon costs through pricing and margin expansion. In assessing capital investment projects and to facilitate strategic planning, CRH uses an internal carbon price, in regions where an ETS is in place.

Stakeholder Engagement

We engage proactively with stakeholders across our value chain to foster understanding, transparency, trust, and collaboration. Engagement methods vary by stakeholder group, geography and line of business and are tailored to local contexts, informing a localized approach and enabling us to work collaboratively to deliver positive action. This is particularly evident in our approach to community engagement. For more information, see pages 49 to 51.

We work with industry, academia, government, and civil society to help create the conditions needed for a more sustainable built environment. CRH actively contributes to the development of sector-wide strategies, including through participation in key trade groups. To learn more about our stakeholder engagement approach, see pages 67 to 68.

Stakeholder input is also central to our Double Materiality Assessment, which complements our Annual Review and Risk Management Review and informs our sustainability strategy and reporting. See page 69 for more information on our Double Materiality Process.

Some of the trade groups we work with:

ACA American Cement Association · Cement Association of Canada / Association Canadienne du Ciment · Cement Concrete & Aggregates Australia · Cement Europe · ERMCO · gcca Global Cement and Concrete Association · NAPA National Asphalt Pavement Association · NRMCA National Ready Mixed Concrete Association

Some of the other organizations we work with:

Concrete Sustainability Council · TandemGlobal · wbcsd

[1] On March 13th, 2026, CRH announced its intention to delist its ordinary shares from the London Stock Exchange. The delisting is expected to become effective from April 20, 2026 following which CRH's ordinary shares will be solely listed on the NYSE.

Governance & Ethics Continued

Public Policy and Advocacy

At CRH, we inform public policy decision-making by engaging directly with policymakers through responsible corporate lobbying. We strive to comply with the highest professional lobbying standards and have implemented policies and practices to that end, such as our CoBC. Employees who participate in trade groups are provided with further, contextualized training to ensure they are aware of their responsibilities.

Our GLT is responsible for ensuring our lobbying policies and practices are implemented across our business, and our Board's SESR Committee receives an annual update on CRH's approach to climate advocacy. CRH's Legal and Compliance teams counsel our business on applicable lobbying legislation and the Internal Audit function monitors compliance with the CoBC and related policies.

Trade Group Advocacy

Collaboration is needed to decarbonize our industry, and we are committed to working in partnership with our key stakeholders to unlock further progress. This includes engaging with the most significant trade groups in the jurisdictions where we operate. These trade groups lobby on several climate topics, such as, integrating circularity performance, whole-lifecycle analysis in public procurement and building standards and construction codes. Many of the trade groups we are affiliated with have 2050 decarbonization roadmaps, which set out their priorities, levers and actions. Others have not yet fully formulated their climate policies, or are instead focused on industry-specific topics, such as safety and quality standards, rather than climate advocacy.

Transparent Lobbying

We publicly disclose our direct lobbying activities in accordance with applicable lobbying disclosure laws and registers. Furthermore, in the U.S., CRH supports the rights of employees to participate in the political process through employee-funded Political Action Committees (PACs), and our U.S. operations provide administrative support – consistent with applicable laws – to their affiliated federal and state PACs. The trade groups of which we are members also comply with relevant disclosure laws and oversight arrangements.

In 2025, CRH's financial contributions to trade groups totalled ~$26.3 million. The largest trade group membership fees were paid to Cement Europe (~$5.1 million), NAPA (~$1.9 million), and ACA (~$1.8 million).

Enhancing Our Capabilities

At CRH, we recognize the decarbonization of our business must be fair and equitable, and we proactively manage the impacts of our net-zero ambition. We deploy existing and next generation technologies to deliver climate resilient solutions that help protect local communities, economic activity, human health, and cultural heritage. We also focus on reskilling and upskilling our people to ensure they can continue to support the delivery of CRH's decarbonization and broader sustainability initiatives. In addition, we maintain an open dialogue with key stakeholders, so we can understand their priorities.

Direct Advocacy

CRH supports the goals of the Paris Agreement, and our Group-level approach is to advocate for public policies that help develop a more resilient and sustainable built environment. This includes, for example, implementing workable carbon pricing and trading mechanisms that create a level playing field on carbon costs between domestic producers and importers; developing new regulatory standards and specifications to promote the increased use of recycled materials, such as RAP; and deploying cutting-edge technologies to deliver lower-carbon buildings and infrastructure.



Policies
Click here for more information on our Code of Business Conduct, available on www.crh.com



Governance & Ethics Continued

Fostering an Ethical Culture

We maintain strong internal controls to combat all forms of corruption and illegal activity, with oversight from management, Risk and Internal Controls, ERM, and the Legal and Compliance function, which monitor risks related to corruption and fraud.

The foundation of the CRH Compliance Program is the CoBC and supporting policies, which set out our standards of legal, honest and ethical behavior. It also promotes compliance with all applicable bribery and corruption laws. The CoBC is applicable to all employees of CRH, including the CEO, our GLT and senior financial officers. The Legal and Compliance team reviews and updates the CoBC regularly, as needed, with oversight and approval from our Chief Legal and Corporate Affairs Officer and, for any substantive changes to the CoBC, approval from the Board.

To uphold our company values, everyone has a part to play, hence the recurring phrase within the CoBC: "It Begins with Me". All individuals working for CRH are required to read, understand, and comply with the CoBC. Relevant employees are required to complete formal CoBC training each year. In addition, certain employees, including those involved in industry associations or membership organizations, must also participate in Advanced Compliance Training (ACT) on a regular basis. In 2025, 36,653 CRH employees completed formal CoBC training, and 10,805 employees completed the ACT.

Our Legal and Compliance function ensures that training content, materials, and delivery methods remain relevant and are updated as necessary. Both the CoBC document and training are available in the relevant languages of our operating companies.

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 Concerns

CRH is committed to creating an atmosphere where employees feel empowered and comfortable to speak up when they have good faith concerns. CRH has a Speak Up Policy, which is available on our website in the relevant languages of our operating companies. Our Speak Up Policy outlines our commitment to providing various ways to speak up, handling those reports appropriately and confidentially and treating all reporters with fairness and respect. The Speak Up Policy also affirms our zero-tolerance approach to retaliation or any form of penalization for reporting good faith concerns.

Employees may report issues to their management team, directly to the Legal and Compliance function, or in cases of fraud and theft, a designated Fraud Point of Contact. In certain businesses, they may also contact an internal Speak Up Point of Contact. CRH engages an external service provider to administer an independent 24/7 multi-lingual confidential "Hotline" facility that allows reporters to make an anonymous report.

We are committed to supporting all persons, including current, former and potential employees, customers, independent contractors, suppliers and/or other external stakeholders to raise good faith concerns that may be relevant to the CoBC, inappropriate or illegal behavior or violations of any CRH policies or local laws. All concerns are handled discreetly and are investigated, as appropriate, with suitable actions taken based on investigation findings. Both the Audit Committee and the SESR Committee receive regular updates from Legal and Compliance on the key insights gained from the assessment of issues being raised via the CRH Hotline as well as the responses to, and actions taken as a consequence of, issues being reported.

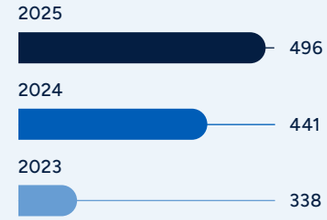
Investigations and Proceedings

In 2025, a total of 496 concerns were raised and managed confidentially through the CRH Hotline. Any suspected breaches of law, policy, or the CoBC are treated seriously, investigated, and addressed appropriately. Retaliation or reprisals for speaking up are not tolerated. In 2025, 191 closed CRH Hotline investigations were reported as having resulted in disciplinary action.

Through the CoBC and Speak Up Policy, we make employees aware that proven violations of CRH policies or applicable laws may lead to disciplinary measures, up to and including termination.

We continue to strengthen our compliance frameworks to ensure robust prevention and early detection of potential misconduct. CRH was not convicted of any corruption or bribery charges in 2025.

Concerns Reported
(Number of concerns)



Concerns Reported by Type 2025
(% of total concerns)





Enterprise Risk Management Framework

At CRH, the ERM framework and processes support the consistent identification, evaluation, and management of key material risks and opportunities. This framework is integrated throughout our operations, empowering our teams to make informed decisions that align with CRH's risk appetite and strategic objectives.

The Board has ultimate accountability for ensuring that CRH takes appropriate risks in pursuit of its goals, delegating oversight to the Audit Committee and other sub-committees. It also approves CRH's risk management and internal control systems. Our leadership fosters a culture of risk awareness and encourages the adoption of best practices to ensure strong risk governance across the organization. They are supported by a global network of risk champions from all operating companies and Company functions, who help drive more agile and informed decision-making.

CRH's ERM team conducts a comprehensive risk assessment process twice annually, engaging senior leaders and their teams across all operating companies and functions. To enhance the consistency and quality of risk data, the ERM team facilitated over 60 workshops throughout 2025, promoting deeper engagement and understanding.

In addition to formal processes, all employees are encouraged to proactively identify and report current or emerging risks. This can be done via CRH's online risk management system or anonymously through the CRH Hotline, in line with our Speak Up Policy (available on www.crh.com). The insights gathered through these channels significantly inform the material risks disclosed in CRH's Annual Report on Form 10-K for the year ended December 31, 2025 (available on www.crh.com).

Risk Factors and Emerging Risks

Our principal risks are categorized by time horizon: short-term (less than one year), medium-term (one to three years), and long-term (three to five years). These risks are regularly reviewed to ensure they reflect the evolving nature of our business, markets, and customer needs.

We also maintain a structured approach to identifying and managing emerging risks, those where the potential impact or likelihood is not yet fully understood due to limited data, historical precedent, or extended time horizons. These risks are tracked through a dynamic watchlist, reviewed bi-annually by CRH's Risk Committee, to enable early detection of threats that could affect long-term performance.

Building Operational Resilience

To ensure timely, reliable, and cost-effective recovery from disruptions, CRH works closely with key stakeholders to map its core value chains and develop actionable response plans. These plans address dependencies related to people, IT systems, equipment, property, and suppliers, enhancing our ability to consistently meet customer expectations.

As CRH continues to grow organically and through acquisitions, expanding into new markets, we recognize the need to provide clear guidance on acceptable risk-taking. CRH's risk appetite framework is continuously reviewed to ensure that it aligns with the risk that the organization is facing, taking into account the emerging risk landscape and the evolving systems of internal control that management has put in place to address risk. This helps to ensure that management take a proactive approach to the management of risk and ensure that company assets are appropriately safeguarded.

In collaboration with data scientists and industry software experts, we are also advancing our real-time, automated risk analytics and reporting capabilities. These tools provide leadership with timely insights to support more informed and proactive decision-making.

Technology-Driven Supply Chain Risks

The increasing reliance on technology introduces new vulnerabilities, particularly as market and service control becomes concentrated among a few dominant tech companies. Dependence on rapidly evolving technologies, such as artificial intelligence (AI), for uninterrupted operations means that any disruption can have immediate and significant impacts, often leaving little time for organizations to respond effectively.

CRH's strategic adoption of technologies like cloud computing, plant automation, Internet of Things (IoT), AI applications, and Software as a Service (SaaS) solutions offers substantial opportunities for efficiency and innovation. However, these advancements also bring continuity risks and potential reputational challenges that must be actively managed. For example, the concentration of public cloud infrastructure among a small number of providers, who also host many third-party SaaS platforms, heightens exposure to systemic risks.

To mitigate these risks, our procurement team is enhancing visibility across supplier sub-tiers and leveraging AI-driven tools to enable earlier detection of potential disruptions. In parallel, the Company's ERM team has supported several operating companies throughout 2025 in strengthening operational resilience by identifying critical IT system dependencies and developing actionable response strategies for potential disruptions.

Continuity of Energy Supply

CRH sees continuity of energy supply as an emerging risk, driven by aging energy infrastructure, geopolitical instability/conflict, increased consumer and industrial demands, resilience of power systems and extreme weather events.

We have seen an increased occurrence in this risk over recent periods. For example, the country-wide power outage in Spain in April 2025; and widespread flooding in New South Wales, Australia, in May 2025 which left thousands without power. Further, in a recent report from the U.S. Department of Energy, it warned that blackouts could increase by 100 times in 2030 if the U.S. continues to shutter reliable power sources and fails to add additional capacity. Unscheduled outages create potential vulnerabilities across our value chain, potentially impacting our production, delivery, suppliers and customers.

Our operating companies are strengthening operational resilience by identifying critical dependencies, implementing continuity measures, as well as diversifying our sources of energy for better resiliency. In 2025, 39% of fuel used in CRH's cement plants globally came from alternative fuels, including solid recovered fuels (SRF), used tires, bone meal, solvents, and used oil.

The emerging continuity of energy supply risks presents not only challenges but also significant opportunities for CRH. CRH's connected businesses play a critical role in upgrading energy infrastructure. Our products and expertise facilitate the development of low-carbon energy generation facilities, such as power stations, solar, and nuclear plants, as well as transmission and distribution networks.

Governance & Ethics Continued

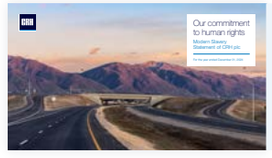
Our Approach to Human Rights

At CRH, we employ over 83,000 people across 28 countries and operate within complex global supply chains. We are committed to fostering awareness of human rights issues throughout our entire value chain.

We uphold internationally recognized human rights as outlined in the International Bill of Human Rights and the International Labour Organization's Fundamental Principles and Rights at Work, across both our operations and extended supply chain. We are also a signatory of the United Nations (UN) Global Compact.

At CRH, we firmly oppose all forms of slavery, including forced, bonded, compulsory, and child labor, as well as human trafficking. We are dedicated to preventing such practices. Our annual Modern Slavery Statement, available on www.crh.com, outlines our key commitments and governance processes for preventing modern slavery.

The implementation of our Social Policy, CoBC, and SCoC reinforces our commitment to human rights across our business and supply chains. Additionally, the CRH Hotline provides a confidential channel for employees, customers, suppliers, and any other stakeholders to report concerns (see page 57).



Policies
Click here to find more information on our Modern Slavery Statement, available on www.crh.com

Managing Human Rights Impacts

Annual internal impact assessments are used to assess our most salient human rights risks and these evaluations help us identify potential risks within our operations, acquisitions, and supply chain.

We recognize the importance of engaging with a broad range of stakeholders, including employees, contractors, supply chain partners, communities, NGOs, and industry peers, to uphold and promote human rights. Our annual review process offers insights into the workforce across our operations, particularly those working on-site. Further details on stakeholder engagement can be found on pages 67 and 68.

Collaborating with internal and external experts and stakeholders, we evaluate and enhance the effectiveness of our human rights strategy and risk management. Our aim is to continuously strengthen our human rights due diligence in line with international frameworks on business and human rights. We communicate these efforts transparently to our stakeholders.

We conduct human rights due diligence across our value chain, including suppliers, operations, and acquisitions. In 2025, CRH completed 38 acquisitions, each undergoing health and safety audits and HR checks. Where risks were identified, improvement plans were implemented to align with CRH Life Saving Rules, such as installing machine guarding and enhancing pedestrian-vehicle segregation. These measures support our commitment to zero harm and a culture of safety. Audit results and performance monitoring is integrated into CRH's reporting and management processes.



Assessing and Managing Salient Human Rights

At CRH, we are committed to doing business in a sustainable, responsible and ethical manner. Our key human rights assessments and the Safety, Social and Environmental Reviews (part of our Annual Review process) enable us to identify and evaluate key threats and opportunities, allowing us to make informed decisions and remediate any issues. Our core salient human rights have remained similar to previous years and are outlined below.

Monitoring to identify issues

Labor Rights

CRH believes that all its employees should be treated fairly and equitably, free from discrimination, have freedom of association and favorable conditions of pay and employment. We also seek to ensure that all those working on our sites, both employees and contractors, are working freely and treated with respect.

Our Commitment

At CRH, we are committed to creating a culture where everyone feels they are respected, listened to, valued, and treated fairly.

Our Actions

- Our Global Inclusion Council sets the global strategy and ensures alignment with the business strategy. The Council is chaired by our Chief Legal and Corporate Affairs Officer.
- Our Annual Review processes collect data around the working conditions of our employees and contractors.
- Managers at CRH are responsible for implementing the Social Policy, supported by a network of HR managers and regional and Company specialists, working to meet all our social responsibilities.
- Everyone at CRH must comply with our CoBC.

▶ For more information on our labor practices see pages 41 to 44, 48, 57, 59 and 66.

Health and Safety

Due to the nature of the building materials industry, certain activities carry inherent risks that may impact health and safety. The health and safety and well-being of everyone who interacts with our business is of critical importance.

Our Commitment

At CRH, we believe everyone working on our sites has the right to a safe and healthy workplace. Our ambition is to have a culture of safety and wellness, with zero harm across the organization.

Our Actions

- Investing in safe systems by implementing the CRH Life Saving Rules.
- Clear focus on eliminating hazards at source through our hierarchy-of-control approach.
- Employee and contractor engagement and training.
- Strengthened safety procedures of acquired businesses as part of our integration process, ensuring all operations meet Group standards.

▶ For more information on health and safety see pages 41 to 44 and page 66.

Local Community Rights

Strengthening relationships and trust with local stakeholders enables businesses to identify potential and current challenges within the community and drive positive impact. We continue to place great importance on the health and safety of the communities where we operate and respect their land rights through free, prior and informed consent.

Our Commitment

At CRH, we aim to use our reach and influence to positively impact our local communities.

Our Actions

- A target of 100% of operating companies to have Community Engagement Plans by 2030.
- Investing in community relations and development through targeted donations and social investment, helping to build trust with the communities.
- Supporting education as part of our approach to long-term community development, helping to build the future skills needed by our local businesses.

▶ For more information on local communities see pages 49 to 51.

Labor Rights of those Working in our Extended Supply Chain

In 2025, CRH purchased more than $25 billion worth of goods and services. 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.

Our Commitment

At CRH, we expect our over 100,000 suppliers worldwide to match our unwavering commitment to good ethical practices. We work with suppliers to promote human rights.

Our Actions

- Supplier Code of Conduct.
- CRH Hotline is publicly available for employees, suppliers and stakeholders to report good faith concerns.

Grievance Mechanisms[1]

Our Speak Up Policy and CRH Hotline provide effective grievance mechanisms for all stakeholders to report good faith concerns of wrongdoing within CRH. The CRH Hotline is publicly available and therefore operates at Company and site level, ensuring potentially affected parties have a trusted mechanism to raise good faith concerns, which are appropriately investigated.

Our Actions

- Everyone at CRH must comply with the CoBC, which includes a module on Respect and refers to the Speak Up Policy.
- Everyone at CRH must comply with our Social Policy, which includes our prohibition of modern slavery.
- Relevant employees are required to complete formal CoBC training on an annual basis.

Potential at risk stakeholders:

- Employees
- Contractors
- Third parties working on our sites
- Workers in the supply chain
- Local communities
- Partners

[1] The CRH Hotline is publicly available and therefore available to all relevant stakeholders.

Responsible Sourcing

The Role of Procurement

Responsible sourcing is essential to maintaining business continuity, upholding human rights, and managing environmental impacts and risks. CRH's divisions and operating companies lead procurement activities focused on financial value, efficiency, sustainability, innovation, and risk management, supported by Group Procurement. In 2025, CRH purchased over $25 billion in goods and services from more than 100,000 suppliers, primarily across the Americas and Europe.

We promote equal access to our supply chain for businesses of all sizes and build supplier relationships based on trust and integrity. We collaborate with certain suppliers to improve their social and environmental performance, helping CRH meet its sustainability goals.

"Responsible sourcing goes beyond procurement; every supplier relationship is an opportunity to drive positive change and strengthen our business. By building a resilient supply chain and upholding human rights, we're securing long-term value for CRH and our stakeholders."

Jonathan Harry
Head of Regional Procurement,
CRH International Division



Driving Best Practice in Procurement

Employees working with suppliers receive training on identifying risks and engaging suppliers effectively, and the Procurement Academy supports professional development and promotes best practices.

Divisional Presidents, Regional Heads of Procurement, and other key members of leadership oversee procurement functions through regional reporting structures. Supply chain compliance with human and labor rights is monitored through due diligence.

Our SCoC sets out CRH's procurement requirements for our direct and indirect suppliers and how we will ensure compliance. We choose suppliers who share our unwavering commitment to good ethical practices and who meet our standards with respect to health and safety, human rights and environmental stewardship. The SCoC is based on our CoBC, incorporating our Framework for a Sustainable Future, and is reviewed on an ongoing basis. Supplier acknowledgment of commitment to the SCoC is a requirement in our general purchase conditions to ensure that our suppliers are aligned with our values.

Procurement Strategies

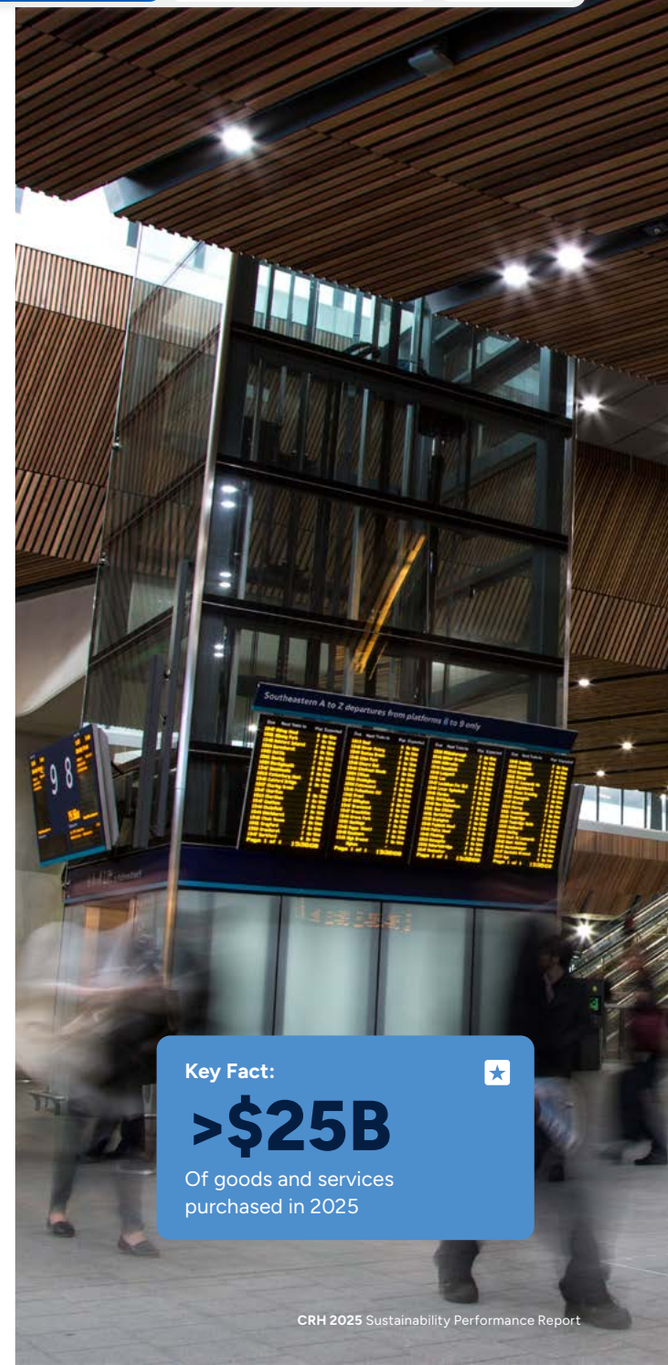
To ensure responsible sourcing, we are developing more sustainable procurement strategies. These include continuous monitoring of select suppliers for regulatory compliance, country-level risk assessments covering bribery, forced labor, and environmental factors and in-depth supplier risk assessments with mitigation recommendations.

We use third-party systems for ongoing monitoring and audits, focusing on higher-risk suppliers. The Global Direct Sourcing team engages independent assessors for on-site evaluations in high-risk regions. Suppliers must meet defined thresholds before progressing, and remediation plans are developed collaboratively when gaps are identified.

Ongoing Target

100% of suppliers agree to abide by the tenets in CRH's Supplier Code of Conduct

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



Key Fact:

>$25B

Of goods and services purchased in 2025

Responsible Sourcing Continued

Supply Chain Due Diligence

CRH reviews labor practices annually and adjusts due diligence based on risk profiles.

Key assurance methods include:

- Acknowledgment of the SCoC;
- Internal due diligence processes, including assessments, third-party software, and other methods;
- External due diligence requiring suppliers to complete a questionnaire;
- Integration of specific clauses within contractual provisions to underline adherence to the SCoC;
- Direct site assessments, desktop assessments, or independent third-party assessments; and
- Collaborative development of actionable plans to rectify identified non-compliances or improvements.

Due diligence is tailored to the nature of the purchase, country risk, spend level, and other relevant factors.



Policies
Click here to find more information on our Supplier Code of Conduct, available on www.crh.com

Managing Supply Chain Risk

Risk management is embedded in organizational procurement processes, aligned with our ERM framework.

Procurement promotes optimal sourcing. Risks, including sustainability risks, are assessed by country, category, and supplier. Risk assessments align with ISO 20400 Sustainable Procurement standards using criteria related to health and safety, labor rights, climate change, and identification of critical suppliers. Risk assessments also involve sanctions screenings to ensure compliance with applicable trade laws.

CRH Group Policies

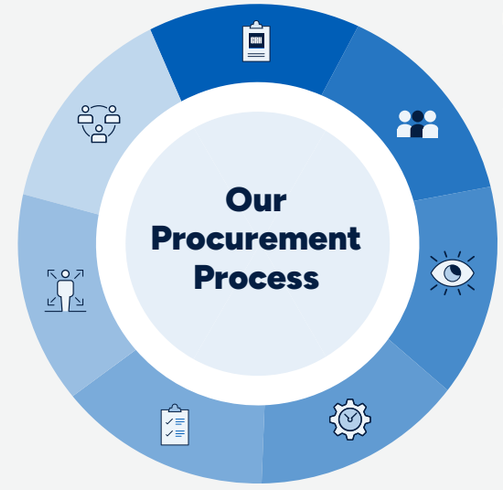
Clear policies and processes reflect CRH commitments.
▶ Our SCoC is available on www.crh.com

Drivers

Furthering of compelling cases for sustainability improvements, including why and how value is delivered to stakeholders.

Collaboration

Collaboration between CRH and suppliers to increase trust and foster improved relationships.



Enablers

Refining processes that enable personnel involved in procurement activities to meet the evolving requirements.

Innovation

Innovation with third-parties to increase efficiency and reduce environmental and human rights impacts while lowering total cost.

Risk and Priorities

Identifying the actual and potential risks, managing them ahead of events, and prioritizing improvements.

Sourcing

Processes to source in a more sustainable way integrated into procurement activities.

Responsible Sourcing Continued

Collaborating for Improvement

Collaboration is central to accelerating sustainability and innovation. In 2025, procurement played a key role in driving supplier engagement and innovation. We work with suppliers, governments, industry bodies, and other partners to promote sustainable supply chains and create social value. We also maintain strategic partnerships and engage with suppliers in joint projects and planning.

We contribute to industry standards, including as a founding member of the Concrete Sustainability Council. CRH partners with associations such as the WBCSD, National Asphalt Pavement Association, GCCA, ACA and Cement Europe to enhance supply chain contributions to sustainable infrastructure.

"Responsible sourcing is increasingly complex, requiring transparency and collaboration across fragmented supply chains. CRH's ongoing work with the Supply Chain Sustainability School demonstrates a commitment to equipping suppliers with the knowledge and tools needed to meet evolving sustainability expectations."

Wendy Carwardine
U.S. Operations Manager,
Supply Chain Sustainability School

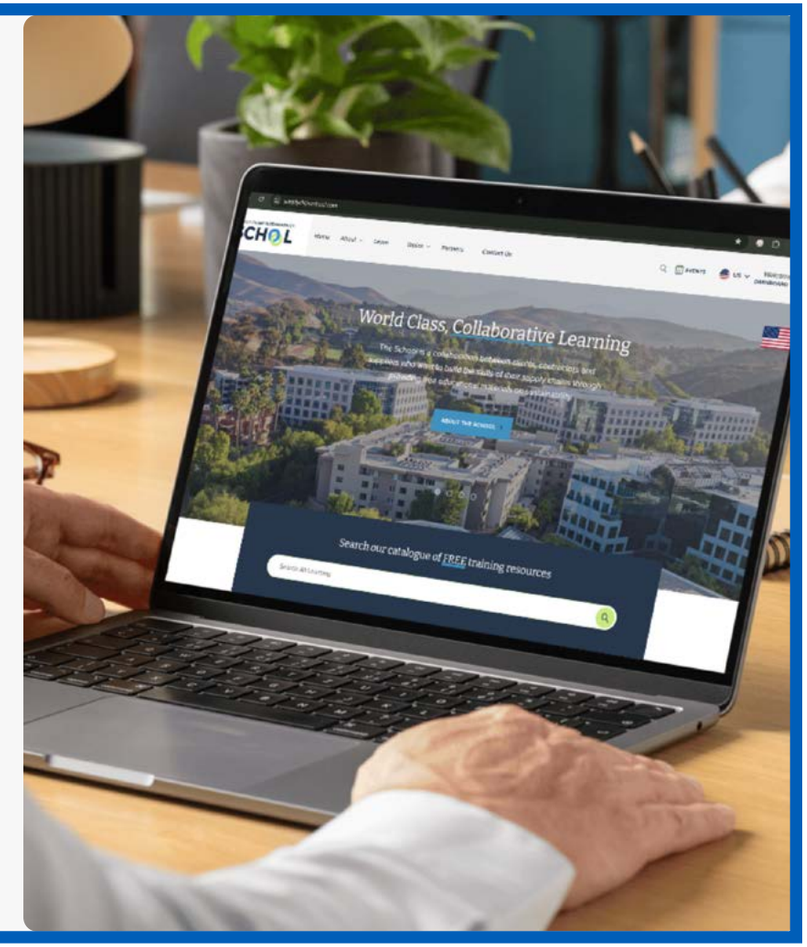


Spotlight

Supply Chain Sustainability Schools

In January 2025, CRH became a Founding Partner of the Supply Chain Sustainability School in North America, along with leading companies Burns & McDonnell, Fluor, Keller, National Grid, Once4All and Skanska. The purpose of the School is to educate, train and upskill individuals, businesses and their supply chains, to enable the construction industry to deliver more sustainable buildings and infrastructure. Through this partnership, knowledge on how sustainability can support compliance, business efficiency and growth is being integrated at all levels of CRH operating companies in North America - in the areas of carbon measurement and reporting, energy optimization, climate adaptation, lifecycle assessment and EPDs, material re-purposing, water stewardship, human rights, the protection of nature and sustainable procurement. The materials are proving particularly useful for colleagues focused on delivering greater efficiencies and cost reductions, carbon-emission reductions, smart resource management and the integration of nature.

Our engagement in North America complements our established partnerships with the Supply Chain Sustainability Schools in the UK and Ireland where CRH operating companies actively contribute to shaping industry responses to key challenges such as carbon reduction and protecting biodiversity. Tarmac in the UK and Roadstone in Ireland, both in CRH's international Division, support their respective schools in guiding individuals and organizations in embedding sustainability into their supply chains. These actions foster supply chain collaboration, innovation, and efficiency, helping CRH deliver on its sustainability ambitions while ensuring our supply chain remains robust and future-ready.





Sustainable Performance

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Our Sustainability Policies

Commitment to Sustainability in our Business Strategy

With our unmatched scale and our industry leadership positions, we are committed to ensuring that sustainability principles are embedded in all areas of our business strategy.

We set policies in key sustainability areas at Company level, covering Environment, Health & Safety and Social topics. 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 our business. Our policies must be applied rigorously across all our companies. 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 though engagement and consultation, always striving to be good neighbors in every community in which we operate.

Roles and Responsibilities

Our Environmental Policy demonstrates our commitment to laws, regulations, policies and targets concerning environmental impacts, and forms the foundation of our continual environmental improvements to be made across CRH. There are clear lines of responsibility through operational management, the CEO, the the Safety, Environment & Social Responsibility (SESR) Committee and ultimately, the 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, Company health, safety and environment (HSE) directors, and in certain instances, to Company Corporate Affairs, to ensure that risks are being appropriately managed. 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.

Roles and Responsibilities

Our Health & Safety Policy is complemented by our CRH Life Saving Rules. There are clear lines of responsibility through operational management, the CEO, the SESR Committee and ultimately the CRH Board. The SESR Committee provides support and oversight for the development and implementation of Company 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 Global Leadership Team (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 CRH.



Social Policy

All working in CRH must:

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

Roles and Responsibilities

Our Social Policy sets out our commitment and approach to doing business with integrity and respect for the social aspects of our operations. This includes meeting high standards of employee and contractor engagement, human and labor rights, customer and supplier relationships. There are clear lines of responsibility through operational management, the CEO, 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 social review and ongoing engagement at every level of the Company.

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 & Corporate Governance Committee.

Employees

Areas of Interest

We engage with our employees to continually drive progress and understand what matters most. Key areas of interest for our employees include:

- Health, safety & well-being
- Inclusion
- Corporate governance
- Human rights
- Business & personal performance
- Potential local impact

Methods of Engagement

Regular engagement is maintained with employees through various channels, including:

- Team meetings
- Performance reviews
- Management & early-to-career conferences
- One-to-one meetings/ briefings
- Employee newsletters, videos & podcasts
- Town Hall meetings
- Employee surveys
- ERGs
- CRH Hotline

2025 Outcomes

We continued to build on our engagement with employees. This included strengthening our approach to health, safety and well-being and further developing our workforce and leadership teams. This ensures we can continue to attract, develop, retain and motivate our employees, sustaining our competitive advantage.

Local Communities

Areas of Interest

Creating positive relationships helps us to understand the needs and priorities of our local communities. Key areas of interest for our local communities include:

- Community issues
- Potential local impact
- Indigenous rights
- Planning matters
- Sustainability topics

Methods of Engagement

We interact with our local communities through various channels, including:

- One-to-one meetings
- Site tours & virtual events
- Employee engagement processes
- Programs supporting local economic development
- CRH Hotline
- Open days
- Education
- Community Advisory Panels
- Online forums
- Participation in local events

2025 Outcomes

Engaging with our local communities ensured that we continued to understand their views and priorities, and identified areas for shared value creation.

Investors

Areas of Interest

Engagement with investors helps us better understand their expectations for our financial and sustainability performance. Key areas of interest for investors include:

- Business performance
- Strategic growth
- Capital allocation activity
- Inclusion & engagement
- Sustainability topics
- Corporate governance
- Board & Executive compensation
- Technology and innovation

Methods of Engagement

We regularly engage with the investor community through various channels, including:

- Results calls & presentations
- One-to-one meetings & calls
- Annual General Meetings
- Investor conferences
- ESG roadshows
- Investor perception surveys

2025 Outcomes

Investor engagement continued to focus on business performance and growth opportunities, capital allocation, sustainability progress, and innovation and technology. In September 2025, we hosted an Investor Day in New York to engage investors and present our value proposition, including our strategy, growth prospects, and financial targets.

Customers

Areas of Interest

We connect with our customers as we strive to meet their evolving needs and exceed expectations. Key areas of interest for our customers include:

- Health & safety
- Sustainable supply chains
- Product innovation
- Building solutions
- More sustainable products
- Quality & delivery

Methods of Engagement

We interact with our customers across multiple channels, including:

- Customer surveys
- Negotiations
- Product information on packaging
- Customer relationship development
- Partnerships
- Exhibitions
- Company websites & social media
- Formal market research
- CRH Hotline

2025 Outcomes

We introduced a new process to drive customer immersion, enabling deep and meaningful collaboration to jointly solve the challenges of sustainable construction.

Engaging with our Stakeholders Continued

Suppliers

Areas of Interest

We work closely with our suppliers to identify potential issues and advise on key areas. Key areas of interest for our suppliers include:

- Health & safety
- Quality & delivery
- Contract performance
- Local impacts
- Corporate governance
- Human rights
- Environment, climate, circularity & water

Methods of Engagement

We regularly engage with suppliers across our value chain using different channels, including:

- Supplier surveys & audits
- Contractual meetings
- Tenders, including e-tender platforms
- Partnerships
- Information requests
- Assessments & due diligence
- Supply Chain Schools
- CRH Hotline
- Supplier Code of Conduct

2025 Outcomes

We worked with our suppliers to promote the highest standards of health and safety and to safeguard human and labor rights. We are founding partners of the U.S. Supply Chain Sustainability School, launched in 2025, after successes in Ireland and the UK.

Governments & Regulators

Areas of Interest

We engage with governments and regulators to advance progress for our operating companies and industry. Key areas of interest for governments and regulators include:

- Health & safety
- Sustainability
- Corporate governance
- Natural capital
- Environment, climate, circularity & water
- Planning matters
- Product standards

Methods of Engagement

We interact with governments and regulators across multiple channels, including:

- Industry associations
- Briefings & direct meetings
- Audits
- Open days
- Multi-stakeholder forums
- Filing reports & disclosures
- Public consultation & feedback

2025 Outcomes

We engaged with local and national regulators, including via our industry associations, on public policy frameworks, building standards and construction codes aimed at accelerating the transition to a more sustainable, nature-positive built environment.

Academic & Scientific Communities

Areas of Interest

We actively engage with the academic and scientific community to promote innovation across our industry and beyond. Key areas of interest for the academic community include:

- Environment, climate, circularity & water
- Human rights
- Graduates & apprentices
- Product efficiency & innovation
- Natural capital
- Start-ups

Methods of Engagement

We engage with the academic and scientific community through various different channels, including:

- One-to-one meetings
- Seminars & lectures
- Round table discussions
- Presentations
- Intern, graduate & apprenticeship programs
- Accelerator programs

2025 Outcomes

We continued to partner with the academic community, scientific institutions and start-ups via our Global Innovation Team, CRH Ventures and operating companies. For example, CRH Ventures has launched three accelerator programs, focused on water, roads and sustainable building materials solutions.

Media

Areas of Interest

It is important to maintain good media relations to build trust and help strengthen relationships with our stakeholders, customers and the community. Key areas of interest for media include:

- Business performance
- Product innovation
- Health & safety
- Environment, climate, circularity & water
- Corporate governance

Methods of Engagement

We regularly engage with the media through various different channels, including:

- Media surveys
- Media briefings
- Press releases
- Social media
- Interviews
- One-to-one meetings

2025 Outcomes

Engagement with the media focused on business performance and growth opportunities, our inclusion in the S&P 500 Index, acquisitions and divestitures, investments in technology and innovation, and progress in delivering our sustainability commitments.

NGOs and Other Groups

Areas of Interest

We partner with NGOs and similar groups to help create large-scale positive change for society and the environment. Key areas of interest for NGOs include:

- Corporate governance
- Human rights
- Environment, climate, circularity & water

Methods of Engagement

We interact with NGOs and other groups across multiple channels, including:

- One-to-one meetings
- Participation in events
- Presentations
- Open days
- Partnerships
- Consultation on policies

2025 Outcomes

We continued to collaborate with NGOs on environmental and social public policy frameworks and industry best practices. For example, our ongoing partnership with UNICEF - the United Nations agency for children - to support vaccine delivery in fragile and conflict-affected countries.

Our Double Materiality Assessment

We carry out regular Materiality Assessments to determine the most important sustainability topics for CRH and to ensure that we contribute to solving material[1] sustainability topics via our Sustainability Framework.

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

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

Building on the formal Materiality Assessment process completed in 2023 and the dynamic assessment in 2024, in 2025, we completed an independent dynamic assessment using specialists to identify any material changes across the specific aspects of sustainability. This consisted of a high-level desktop review of corporate disclosures, media coverage, rating agencies, legislative changes, and CRH internal perspectives. Through this dynamic assessment process, we determined that our 16 material[1] topics remain the most significant sustainability topics for CRH.

↓ Our Approach ↓

Mapping and Prioritization of Stakeholders

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

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

Identifying Relevant Sustainability Topics

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

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

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

Stakeholder Engagement

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

Online Surveys

Rated the importance, positive or negative, of CRH's impact on society and the environment for each priority topic on the preliminary list (considering our operations and value chain), and the impact of each of the topics on CRH's business.

Focus Groups & Interviews

Provided a deeper understanding of survey responses and the reasons for the impact ratings.

Stakeholders identified any topics they believed to be missing from the preliminary list, and indicated how the significance and impact of topics might change over the short-, medium-, and long-term.

↓ Output ↓

Prioritizing Material Sustainability Topics

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

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

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

Validation and Final Outcome

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

Produced a materiality matrix to inform our business strategy and key disclosures (see page 70).

[1] See page 95 for the Note on References to "Materiality".

Materiality Matrix

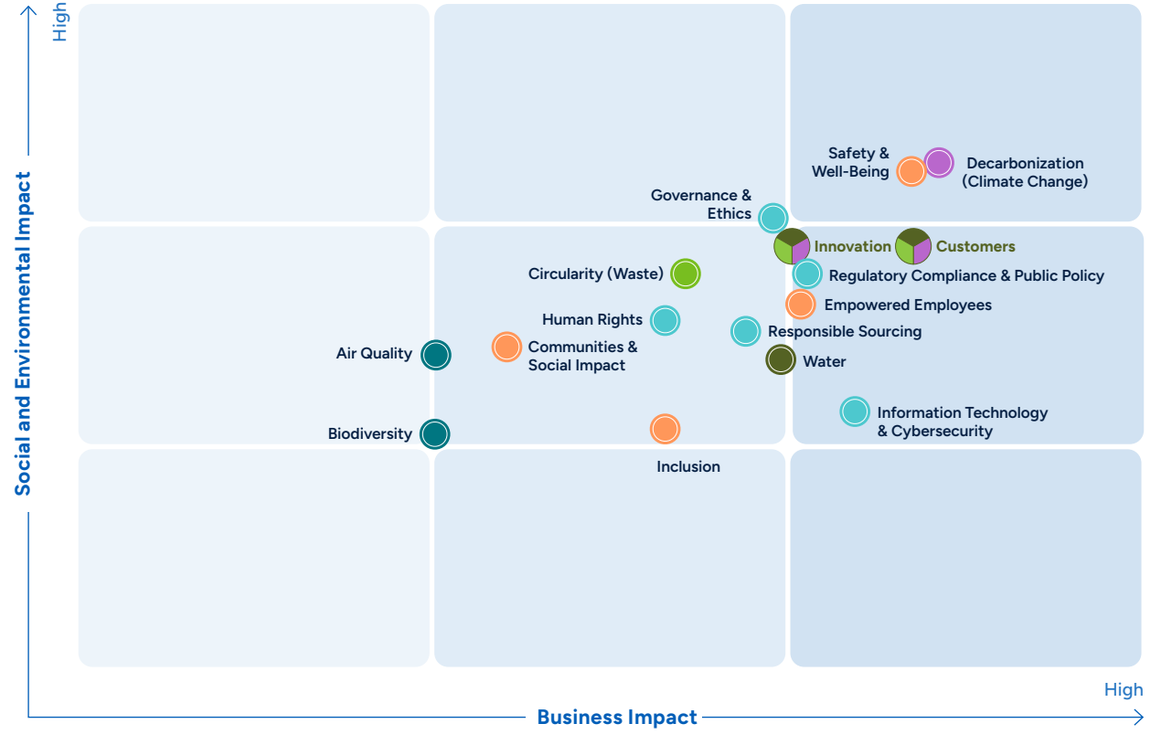
The vertical axis of the materiality matrix displays the sustainability topics for which CRH can have the most significant impact (positive or negative) on society and the environment (GRI reporting requirements). The horizontal axis displays the topics that carry the most significant business impact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

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

Building for the Future

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

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



Materiality Matrix[1]

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

- **Water**
- **Circularity**
- **Decarbonization**
- **Natural World**
- **People & Communities**
- **Responsible Business**
- **Water, Circularity & Decarbonization**

Particular topic descriptions were used during the survey and focus groups as part of the 2023 Materiality Assessment. The descriptions of some topics have been adjusted in the matrix in line with the CRH Sustainability Framework. The topics and sub-topics covered by the adjusted terms are unaffected. "Waste (Circularity)" is referred to as "Circularity (Waste)"; "Employees" as "Empowered Employees"; "Sustainable Supply Chain Management" as "Responsible Sourcing"; "Health, Safety and Well-Being" as "Safety and Well-Being". The topics of Innovation and Customers are considered and addressed throughout our Sustainability Framework and highlighted here with the larger, combined circles. Following our 2025 Dynamic Materiality Assessment, we have renamed the topic of "Inclusion & Engagement" as "Inclusion", to reflect the integrated nature of Engagement across our material topics beyond inclusion.

[1] See page 95 for the Note on References to Materiality

Sustainability Recognitions & Benchmarks

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



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



Awarded an ESG Risk Rating of 18.9* (Low Risk), reflecting our low exposure to industry-specific material ESG risks and our strong management of those risks.



Designated a constituent member of the Dow Jones Best-in-Class North America Index, comprising sustainability leaders selected by the S&P Global ESG Score. In 2025 CRH celebrated 25 years of active participation in the S&P Corporate Sustainability Assessment. CRH continues to be included in S&P Global's Global Sustainability Yearbook for its sector-leading ESG performance.



Awarded the highest available rating of A for Climate and awarded B for Water Security, demonstrating our commitment to environmental transparency and action.



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



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

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*Score as of October 2025

Please Note: Unless otherwise stated, all rating agency scores valid as of December 2025. Agency ratings are subject to change, and there may be no assurance that an agency will continue to provide ratings and/or maintain its current ratings. A security rating is not a recommendation to buy, sell or hold securities, and may be subject to revision or withdrawal at any time by the rating agency, and each rating should be evaluated independently of any other rating.

Reporting History, Scope & Basis

"At CRH, our comprehensive sustainability disclosures ensure compliance with evolving regulatory requirements and reporting frameworks. It also enables us to demonstrate continued progress in our sustainability performance and strengthens our dialogue with key stakeholders."

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



History

We published our first report on our sustainability performance in October 2004. This Report covers our activities during 2025 and the KPIs cover the period January 2025 to December 2025. It is CRH's 23rd annual report on sustainability and our 21st Sustainability Performance Report.

Independent Assurance

The 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 by DNV Business Assurance Services UK Limited (DNV) on pages 90 to 93 of the Report.

Reporting Standards

The Report has been prepared in accordance with the Global Reporting Initiative (GRI) Reporting Standards. The GRI content index is provided from pages 82 to 89 of the Report.

In addition, selected indicators have been prepared and reported in accordance with the Industry Standard Construction Materials Sustainability Accounting Standard Version 2018, prepared by the Sustainability Accounting Standards Board (SASB), detailed on page 81 of the Report.

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 Taskforce on Climate-related Disclosures (TCFD), see pages 121 to 128 of our Irish Statutory Accounts for the year ended December 31, 2025, available on www.crh.com.

Reporting Scope and Basis for Reporting

The Report is based on data from 100% of our subsidiaries, covering the calendar year 2025. Our principal subsidiaries are listed on pages 132 to 135 of our Irish Statutory Accounts for the year ended December 31, 2025. CO_2 equivalent (CO_2e) emissions are reported on an annualized basis for cement acquisitions in line with the Global Cement and Concrete Association (GCCA) Sustainability Framework Guidelines for reporting. No CO_2e emissions are reported for divestitures in the year of divestiture.

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 136 of our Irish Statutory Accounts for the year ended December 31, 2025. CRH defines its organizational boundary on a financial control approach (entity driver based), and our Scope 1 and 2 CO_2e emissions are reported on this basis. The Report does not include data from joint ventures and associates.

Data has been collated from 3,961 locations, spread across 28 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 on www.gccassociation.org, www.globalreporting.org and www.sasb.org respectively. Metric units are used throughout, unless stated otherwise. The Report was reviewed and approved by the SESR Committee prior to publication.

We believe that the scope of the Report addresses the most relevant ESG aspects of our organization. We have considered the GRI's Reporting Principles for Defining Report Content. A formal Double Materiality Assessment carried out with the assistance of an independent third party ensured we identified and reported on the most material topics related to our business (see pages 69 to 70 of the Report).

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 we believe the 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 2023 and 2024 numbers are presented on an "As Reported" basis consistent with the Sustainability Performance Reports. The metrics are as reported in the relevant financial year and no adjustment has been made to prior year or baseline figures for changes in our portfolio and/or methodology. We will continue to evaluate our approach as appropriate.

Calculation Methodologies

Note: For details on our approach to reporting and methodology see our Sustainability Reporting Methodology document on www.crh.com.

Intended Audiences

The key audiences for the 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 other groups.

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

Reporting Challenges

The Report is written for our stakeholders, but with global and local stakeholders in 28 countries, expectations and needs vary significantly. In addition, our diversified business means that the internal and external context for sustainability is complex. To meet these challenges, we focus on stakeholder inclusiveness, which, together with our materiality and risk management processes, helps to ensure we cover key areas in a complete and balanced way in our sustainability reporting.

Sustainability reporting is evolving with revisions to reporting standards and changing best practices. During 2025, 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.

Data Summary

We are committed to reporting on the breadth of our sustainability performance. The following non-financial data tables cover subsidiaries on a 100% basis, unless otherwise stated. GCCA KPIs are included where relevant. For details on external assurance conducted by DNV see pages 90 to 93.

Environment

CO_2 Emissions		2025	2024	2023
Total CO_2e Emissions Direct, Scope 1 (tonnes)		**26.9m**	27.2m	28.7m
By Source (%)	Decarbonation	**59%**	59%	59%
	Coal	**7%**	8%	11%
	Natural gas and LPG	**11%**	10%	9%
	Alternative fossil and mixed fuels	**9%**	8%	8%
	Petcoke	**8%**	8%	8%
	Diesel and oils	**4%**	4%	3%
	Transport	**2%**	2%	2%
By Activity (%)	Cement	**87%**	87%	80%
	Lime	**2%**	2%	10%
	Materials	**8%**	7%	7%
	Concrete	**1%**	1%	1%
	Building Products	**<1%**	<1%	<1%
	Transport	**2%**	2%	2%
Total CO_2e Emissions indirect, Scope 2 (Location) (tonnes)		**2.1m**	2.2m	2.2m
Total CO_2e Emissions Indirect, Scope 2 (Market) (tonnes)		**2.6m**	2.5m	2.3m
CO_2e Intensity (Scope 1 + Scope 2 Market) (kg/$ revenue)		**0.8**	0.8	0.9
Total CO_2e Emissions Indirect, Scope 3 (tonnes)		**17.5m**	17.4m	13.1m
Total CO_2e Emissions Indirect, Scope 3 Upstream (tonnes)		**16.3m**	16.1m	12.0m
Purchased goods and services (incl. transport) (tonnes)		**12.3m**	11.5m	8.1m
Fuel and energy-related activities (incl. transport) (tonnes)		**2.2m**	2.3m	2.1m
Upstream transportation & distribution (tonnes)		**1.5m**	2.0m	1.5m
Waste generated in operations (tonnes)		**0.1m**	0.1m	0.1m
Employee commuting (tonnes)		**0.2m**	0.2m	0.2m

[1]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_2 Emissions	2025	2024	2023
Total CO_2e Emissions Indirect, Scope 3 Downstream (tonnes)	**1.2m**	1.3m	1.1m
Downstream transportation & distribution (tonnes)	**0.5m**	0.5m	0.4m
Processing of sold products (tonnes)	**0.3m**	0.4m	0.4m
End-of-life treatment of sold products (tonnes)	**0.4m**	0.4m	0.3m
Total CO_2e emissions, Scope 1 + 2 (Location) (tonnes)	**29.0m**	29.4m	30.8m
Total CO_2e emissions, Scope 1 + 2 (Market) (tonnes)	**29.5m**	29.7m	31.0m
Total CO_2e emissions, Scope 1 + 2 (Location) + 3 (tonnes)	**46.5m**	46.8m	44.0m
Total CO_2e Emissions, Scope 1 + 2 (Market) + 3 (tonnes)	**47.0m**	47.1m	44.1m
Absolute CO_2 from biomass sources (including biomass content of mixed fuels) (tonnes)	**1.2m**	1.0m	-
Cement-specific net CO_2 emissions per tonne of cementitious product – commitment plants (kg/tonne of cementitious product)	**518**	530	562

CO_2 Emissions (GCCA KPIs - Cement Only)	2025	2024	2023
Total direct CO_2 emissions - gross (tonnes)	**23.3m**	23.7m	23.1m
Total direct CO_2 emissions - net (tonnes)	**21.1m**	21.6m	21.0m
Specific CO_2 emissions - gross (kg/tonne of cementitious product)	**564**	590	616
Specific CO_2 emissions - net (kg/tonne of cementitious product)	**509**	537	562

Transport	2025	2024	2023
Companies with initiatives to optimize transport use (%)	**69%**	79%	73%
Produced goods delivered with initiatives to optimize transport use (%)	**93%**	97%	95%
Transport of products by own trucks (%)	**30%**	30%	28%
Fuel used by our company trucks (liters)	**179m**	155m	159m

Data Summary Continued

Energy		2025	2024	2023
Total Energy Consumption (TWh)		**50.0**	49.5	50.2
by Source (%)	Natural gas and LPG	**29%**	28%	24%
	Alternative fossil and mixed fuels	**25%**	24%	24%
	Electricity	**14%**	14%	13%
	Coal	**11%**	13%	18%
	Petcoke	**13%**	13%	14%
	Diesel and oils	**8%**	8%	7%
by Activity (%)	Cement	**74%**	74%	69%
	Materials	**20%**	20%	20%
	Lime	**2%**	2%	6%
	Concrete	**3%**	3%	4%
	Building products	**1%**	1%	1%
Total energy consumption (Pj)		**180.0**	178.1	180.8
Energy use from businesses with energy reduction targets (%)		**82%**	94%	91%
Energy saved (TWh)		**1.62**	1.37	1.03
Renewable electricity purchased by CRH (TWh)		**1.45**	1.7	1.95
Electrical energy from renewable resources (%)		**22%**	25%	31%
Europe locations certified to ISO 50001		**591**	600	662
Europe materials activity locations certified to ISO 50001 (%)		**55%**	51%	54%
Energy conversion costs ($)		**1,836m**	1,702m	2,066m
Energy conversion costs (% of total cost of sales)		**7.7%**	7.4%	9.0 %

Energy (GCCA KPIs - Cement Only)	2025	2024	2023
Specific heat consumption for clinker production (kcal per kg of clinker)	**925**	916	907
Alternative fuel rate (kiln fuels) (%)	**38.5%**	35.7%	35.9%
Biomass fuel rate (kiln fuels) (%)	**14.1%**	12.4%	12.5%

Alternative Fuels and Materials	2025	2024	2023
Total Wastes and By-Products Used as Alternative Materials and Fuels (tonnes)	**51.2m**	44.7m	43.9m
Total Wastes and By-Products Used as Alternative Materials (tonnes)	**48.8m**	42.4m	41.7m
Internal by-products (tonnes)	**5.6m**	7.5m	2.8m
RAP and shingles (tonnes)	**12.6m**	12.9m	13.2m
C&D waste (tonnes)	**4.9m**	6.9m	11.4m
Other reused materials (tonnes)	**25.6m**	15.1m	14.3m
Wastes and By-Products used as alternative materials in cement plants (tonnes)	**17.0m**	9.0m	7.7m
GGBS	**5.8m**	4.4m	3.0m
Industrial by-products	**1.2m**	1.8m	2.3m
Fly ash	**9.1m**	1.7m	1.4m
Soils	**0.5m**	0.6m	0.7m
Internal by-products	**0.4m**	0.5m	0.3m
% RAP in Asphalt U.S.	**23%**	25%	c.25%
Total Wastes and By-Products Used as Alternative Fuels (tonnes)	**2.4m**	2.3m	2.2m
Wastes and By-Products Used as Alternative Fuels in Cement Plants (tonnes)	**2.3m**	2.2m	2.1m
Alternative fossil and mixed fuels	**1.4m**	1.4m	1.3m
Biomass fuels (incl. biomass content from alternative mixed fuels)	**0.9m**	0.8m	0.8m
Wastes and By-Products Used as Alternative Fuels in Cement Plants - European Union (%)	**58%**	53%	55%

Data Summary Continued

Air Emissions		2025	2024	2023
Total Particulates Emissions (Dust) (tonnes)		**4.1k**	4.2k	3.7k
by Activity (%)	Cement	**60%**	58%	53%
	Materials	**39%**	39%	40%
	Lime	**<1%**	<1%	4%
	Concrete	**1%**	2%	2%
	Building products	**<1%**	1%	<1%
Total NO_x Emissions (tonnes)		**35.5k**	38.5k	36.1k
by Activity (%)	Cement	**95%**	94%	92%
	Materials	**5%**	6%	6%
	Lime	**<1%**	<1%	2%
	Concrete	**<1%**	<1%	<1%
	Building products	**<1%**	<1%	<1%
Total SO_x Emissions (tonnes)		**7.7k**	7.3k	10.8k
by Activity (%)	Cement	**90%**	89%	89%
	Materials	**10%**	10%	8%
	Lime	**<1%**	<1%	2%
	Concrete	**<1%**	1%	1%
	Building products	**<1%**	<1%	<1%

Emissions (GCCA KPIs - Cement Only)	2025	2024	2023
Overall coverage rate (%)	**83.5%**	86.9%	100.0%
Coverage rate continuous measurement (%)	**96.9%**	87.9%	94.0%
Particulates (Total Particulate Matters Emissions)			
Specific (g per tonne of clinker)	**32**	42	31
Absolute (tonnes)	**923**	1,213	871
Coverage rate (%)	**96.9%**	87.9%	94.0%
NO_x (Sum of Nitrogen Monoxide and Nitrogen Dioxide, Expressed as Nitrogen Dioxide)			
Specific (g per tonne of clinker)	**1,106**	1,156	1,115
Absolute (tonnes)	**31,974**	33,555	31,286
Coverage rate (%)	**96.9%**	87.9%	94.0%
SO_x			
Specific (g per tonne of clinker)	**213**	195	308
Absolute (tonnes)	**6,160**	5,649	8,633
Coverage rate (%)	**96.9%**	87.9%	94.0%

Minor emissions (GCCA KPIs - Cement Only)	2025	2024	2023
VOC/THC (Volatile Organic Compounds or Total Hydrocarbons including Methane and Ethane Expressed as Carbon (C))			
Specific (g per tonne of clinker)	**33**	28	48
Absolute (tonnes)	**897**	768	1,307
Coverage rate (%)	**95.1%**	93.1%	96.2%
PCDD/F (Sum of 17 Congeners of NATO Scheme Expressed as I-TEQ)			
Specific (ng per tonne of clinker)	**49**	29	22
Absolute (mg)	**1,391**	791	604
Coverage rate (%)	**97.8%**	93.0%	100.0%
Hg (Mercury and its Compounds Expressed as Mercury (Hg))			
Specific (mg per tonne of clinker)	**16**	18	16
Absolute (kg)	**445**	502	443
Coverage rate (%)	**97.8%**	97.0%	100.0%
HM1 (Sum of Cadmium and Thallium and their Compounds Expressed as Cadmium (Cd) and Thallium (Tl))			
Specific (mg per tonne of clinker)	**10**	13	7
Absolute (kg)	**270**	340	207
Coverage rate (%)	**93.2%**	93.0%	100.0%
HM2 (Sum of Antimony, Arsenic, Lead, Chromium, Cobalt, Copper, Manganese, Nickel and Vanadium and their Compounds Expressed as Antimony (Sb), Arsenic (As), Lead (Pb), Chromium (Cr), Cobalt (Co), Copper (Cu), Manganese (Mn), Nickel (Ni) and Vana-dium (Va))			
Specific (mg per tonne of clinker)	**217**	185	248
Absolute (kg)	**5,469**	4,609	6,418
Coverage rate (%)	**87.1%**	86.0%	92.4%

Data Summary Continued

Water and Effluents		2025	2024	2023
Total process water (m^3)		**254.8m**	244.1m	262.8m
Total recycled water (m^3)		**153.6m**	139.2m	153.1m
Water intake reduction (%)		**60%**	57%	58%
Locations that recycled water		**1,014**	942	964
Total Water Withdrawal (m^3)		**101.2m**	104.8m	109.7m
by Source (%)	Quarry water	**34%**	33%	32%
	Ground Water	**31%**	30%	27%
	Surface water	**17%**	16%	20%
	Rainwater	**9%**	13%	13%
	Utility water	**9%**	8%	8%
by Activity (%)	Materials	**74%**	74%	75%
	Cement	**21%**	21%	22%
	Concrete	**2%**	2%	2%
	Lime	**2%**	2%	1%
	Building products	**1%**	1%	<1%
Total water consumption (m^3)		**61.0m**	61.9m	62.4m
Locations in extremely high risk water stress (WRI) (%)		**9%**	8%	7%
Locations in high risk water stress (WRI) (%)		**14%**	12%	-
Locations in high risk drought severity (WRI) (%)		**0.3%**	0.2%	0.2%
Companies which have water management plans (%)		**98%**	96%	89%
Total Water Discharge (m^3)		**40.2m**	43.0m	47.4m
by Quality and Destination (%)	Surface water	**80%**	80%	88%
	Other	**19%**	19%	11%
	Public sewer	**1%**	1%	1%

[1] All water consumption is from freshwater sources

Water (GCCA KPIs - Cement Only)	2025	2024	2023
Total Water Withdrawal by Source (m^3)	**20.8m**	22.2m	23.8m
Groundwater	**9.0m**	8.1m	8.4m
Surface water	**7.1m**	6.3m	6.8m
Rainwater	**0.6m**	4.3m	4.4m
Quarry water	**2.5m**	2.1m	3.2m
Utility water	**1.6m**	1.4m	1.0m
Total Water Consumption (m^3)	**10.4m**	9.1m	10.7m
Amount of Water Consumption per unit of cementitious product (liters/l)	**252**	227	287
Total Water Discharge by Destination (m^3)	**10.3m**	13.0m	13.1m
Surface water	**9.9m**	12.6m	12.6m
Other	**0.4m**	0.4m	0.4m
Public sewer	**53k**	45k	44k
Quarry water (not used) discharge (m^3)	**12.9m**	8.3m	3.3m

Waste		2025	2024	2023
Waste Externally Recycled and Disposed (tonnes)		**2.4m**	2.5m	2.2m
by Type (tonnes)	Inert waste	**2,019k**	2,034k	1,804k
	Non-hazardous waste	**352k**	476k	323k
	Hazardous waste	**20k**	33k	30k
by Activity (%)	Materials	**63%**	59%	55%
	Concrete	**29%**	32%	38%
	Cement	**7%**	6%	5%
	Building Products	**1%**	3%	2%
	Lime	**<1%**	<1%	<1%
Waste Externally Recycled (tonnes)		**2.0m**	2.1m	1.9m
Waste Externally Recycled (%)		**82%**	82%	88%
by Type (%)	Inert	**87%**	86%	92%
	Hazardous	**82%**	65%	76%
	Non-hazardous	**52%**	66%	65%
Waste Externally Disposed (tonnes)		**0.4m**	0.4m	0.3m
Multiple of wastes and by-products from other industries consumed by CRH in relation to own waste externally disposed (tonnes/tonnes)		**118x**	98x	164x
By-products diverted from waste streams (tonnes)		**5.6m**	7.5m	2.8m
Companies which have waste management plans (%)		**99%**	98%	95%
Innovation Fund and iCSC initiatives		**~50**	~60	~70

Data Summary Continued

Materials and Products	2025	2024	2023
Materials Used by Weight or Volume (total) (tonnes)	**473m**	451m	463m
Virgin raw materials	**413m**	398m	411m
Associated process materials	**844k**	663k	287k
Semi-manufactured components	**59m**	52m	51m
Packaging materials	**409k**	199k	203k
Alternative raw materials rate (%)	**11%**	10%	9%
Revenues from products with enhanced sustainability attributes (%)	**50%**	49%	48%
Companies who carried out formal customer surveys (%)	**75%**	59%	57%
Completed customer surveys indicating above average levels of satisfaction (%)	**90%**	86%	89%

Materials and Products (GCCA KPIs - Cement Only)	2025	2024	2023
Alternative Raw Materials rate (% ARM)	**17.0%**	15.2%	13.6 %
Clinker/cement (equivalent) factor (%)	**75.7%**	75.3%	76.5%

Environmental Management	2025	2024	2023
Locations certified to ISO 14001 EMS	**900**	952	1,025
Clinker plants ISO 14001 certified (%)	**90%**	88%	95%
Total external audits	**2,280**	1,776	1,448
Total internal audits	**3,905**	3,939	2,606
Fines paid to regulatory authorities ($)	**$246k**	$222k	$490k
Locations certified to ISO 9001	**1,050**	1,082	1,114
Locations certified to ISO 9001 (% Europe)	**63%**	64%	75%
Investment in Environmental Protection (%)			
Air quality control	**29%**	30%	27%
Licensing and monitoring	**19%**	17%	22%
Waste management	**17%**	16%	16%
Biodiversity and land management	**7%**	8%	12%
Alternative materials and fuel management	**10%**	11%	9%
Water and effluent management	**9%**	9%	8%
Energy monitoring	**7%**	7%	4%
Other	**2%**	2%	2%

Local Impacts	2025	2024	2023
Locations within, containing or adjacent to sensitive areas for biodiversity	**454**	428	417
Relevant locations in sensitive areas with BMPs in place (%)	**95%**	95%	93%
Locations with BMPs in place audited	**122**	145	159
Extracted areas reclaimed (hectares)	**394**	465	613
Extracted areas reclaimed- woodland (hectares)	**54**	68	61
Extractive sites where reclamation plans are implemented (%)	**95.9%**	93.2%	99.4%
Locations preserving cultural heritage	**75**	76	76
Companies which have community engagement plans	**88%**	76%	85%
Trees planted in the last 5 years	**~1.0 million**	~1.0 million	~1.0 million
Locations implementing actions to promote pollinators	**394**	144	-
WHC certified programs	**24**	18	-
Hectares managed through the certified programs	**~1,640**	~1,320	-

Local Impacts (GCCA KPIs - Cement Only)	2025	2024	2023
Percentage (%) of quarries with high biodiversity value where biodiversity management plan is implemented	**96%**	83%	71%
Percentage (%) of quarries where rehabilitation plan is implemented	**99%**	91%	100%

Data Summary Continued

Safety

Managing Accidents	2025	2024	2023
Group Safety Performance			
Fatalities, directly employed[1]	2	1	4
Fatality rate, directly employed[1]	0.26	0.13	0.53
Fatalities, indirectly employed[2]	1	3	0
Fatalities, involving on-site 3rd parties	0	1	1
Lost time injuries (LTI) rate per 1 million working hours (Frequency Rate)*	1.5	1.1	1.0
Lost time injuries (LTI) rate per 1 million working hours (Severity Rate)*	40	30	27
Lost time injuries (LTI) rate per 200 thousand working hours (Frequency Rate)	0.31	0.22	0.21
Lost time injuries (LTI) rate per 200 thousand working hours (Severity Rate)	7.99	5.98	5.30
Zero accident locations (%)	93%	94%	95%
Frequency rate decreased compared to a decade ago (%)	21%	32%	43%
Severity rate decreased compared to a decade ago (%)	22%	28%	48%
Accidents by Cause (%)			
Falling objects or moving objects	23%	14%	25%
Slips, trips, falls on the same level	29%	28%	24%
Lifting, overloading or overexertion	10%	13%	13%
Other or multiple causes	9%	12%	11%
Caught in or by fixed machinery	10%	12%	9%
Falls from height	6%	6%	7%
Caught in or by vehicles, mobile plant	4%	7%	6%
Burns by heat or chemicals	6%	4%	3%
Power tools or electrical equipment	3%	4%	2%
Accidents by Injury Type (%)			
Legs, feet	29%	24%	29%
Multiple body parts	20%	21%	24%
Arms, hands	28%	31%	22%
Upper body, shoulder	10%	8%	7%
Back	5%	8%	7%
Head, neck	4%	6%	5%
Eye	4%	2%	5%
Unspecified or unknown	<1%	<1%	1%

Safety (GCCA KPIs - Cement Plants Only)	2025	2024	2023
Number of fatalities, directly employed[1]	1	1	0
Fatality rate, directly employed[1]	1.0	1.0	0
Number of fatalities, indirectly employed[2]	1	0	0
Number of fatalities, involving on-site 3rd parties	0	0	0
LTI frequency rate, directly employed[1]	1.3	1.6	1.4
LTI severity rate, directly employed[1]	38	34	49
LTI frequency rate, indirectly employed[2]	0.7	0.2	0.3

Safety Management	2025	2024	2023
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 ($)	$437m	$385m	$344m
Companies covered by safety management systems (%)	100%	100%	100%
Locations audited for safety (%)	96%	97%	98%
Locations in Europe certified to OHSAS 18001/ISO 45001 (%)	56%	55%	57%
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	~212,000	~220,000	~168,200
Direct actions with our contractors to improve safety behavior	2,253	2,332	3,045
Companies that have contractor site induction (%)	100%	100%	100%

Safety Culture	2025	2024	2023
Engaging on Safety			
Employees involved in formal joint management/worker safety dialogue (%)	95%	94%	83%
Health and safety training completed by employees (hours)	1.8m	1.7m	1.6m
Health and safety training completed per employee (hours)	22.4	21.5	21.3

*2025 includes a re-classification of reported numbers between safety accident categories. The 2024 equivalent Frequency Rate and Severity Rate are 1.3 and 34 respectively (2023: 1.2 and 30 respectively).
[1] Directly employed refers to a person who works as an employee at CRH.
[2] Indirectly employed refers to a person who works as a contractor or sub-contractor.

Data Summary Continued

Social

Our People	2025	2024	2023
Employees			
Total employees	~83,000	~79,800	~78,500
Employees employed locally (%)	96%	97%	96%
Average number of employees at each location	21	21	23
Employees by Category (%)			
Clerical/admin	19%	19%	20%
Managerial	13%	13%	13%
Operations	68%	68%	67%
Employees Turnover (%)			
Employee turnover rate	24%	23%	24%
Men	86%	86%	86%
Women	14%	14%	14%
Employees by Country (%)			
United States	53%	53%	51%
Other	24%	23%	23%
United Kingdom	9%	10%	11%
Canada	5%	5%	6%
France	3%	3%	3%
Ireland	3%	3%	3%
Poland	3%	3%	3%
Employees Geographical Breakdown (%)			
National (country of incorporation - Ireland)	3%	3%	3%
Europe (excl. National part)	34%	34%	37%
North America	58%	59%	58%
South America	0%	0%	0%
Asia/Pacific	5%	4%	2%
Middle East/Africa	0%	0%	0%
Employees Length of Service (%)			
<1 year	15%	16%	16%
1-4 years	34%	31%	30%
5-9 years	18%	19%	19%
10-14 years	10%	9%	9%
15-19 years	7%	8%	9%
20-24 years	7%	7%	7%
>25 years	9%	10%	10%

Our People Continued	2025	2024	2023
Employees by Age (%)			
19 or younger	1%	1%	1%
20-24	6%	6%	6%
25-29	9%	9%	9%
30-39	22%	22%	22%
40-49	24%	24%	24%
50-59	24%	25%	25%
60 or older	14%	13%	13%
New Employees (%)			
Men	86%	84%	85%
Women	14%	16%	15%
New Employees by Region (%)			
Americas	72%	74%	76%
Europe	24%	23%	22%
Asia	4%	3%	2%
Leadership Representation			
Board Directors (% men)	62%	58%	62%
Board Directors (% women)	38%	42%	38%
Senior managers (% men)	80%	80%	82%
Senior managers (% women)	20%	20%	18%
Managerial employees in revenue generating positions (% men)	88%	87%	87%
Managerial employees in revenue generating positions (% women)	12%	13%	13%
Workforce Composition			
Men employed (%)	84%	84%	84%
Women employed (%)	16%	16%	16%
Clerical/admin - Men (%)	52%	53%	54%
Clerical/admin - Women (%)	48%	47%	46%
Managerial - Men (%)	82%	82%	83%
Managerial - Women (%)	18%	18%	17%
Operations - Men (%)	93%	93%	93%
Operations - Women (%)	7%	7%	7%
Number of employees with disabilities[1]	2,409	2,076	1,597
Operating companies employing people with disabilities (%)[2]	62%	60%	56%
Early Career			
Graduates recruited into STEM-related positions (% men)	70%	73%	70%
Graduates recruited into STEM-related positions (% women)	30%	27%	30%

[1] This may be an underestimation as employees can decide not to declare their disability.
[2] All employee percentage data provided on a head count basis.

Data Summary Continued

Training and Professional Development	2025	2024	2023
Employee Training			
Total training hours	**2.6m**	2.5m	2.7m
Employees who received some training in the reporting year (%)	**97%**	99%	99%
Employees Training by Category (% of Total Training Hours)			
Clerical/admin	**13%**	13%	12%
Managerial	**15%**	15%	15%
Operations	**72%**	72%	73%
Type of Training Received (Hours per Employee)			
Environmental	**0.6**	0.5	0.8
Human rights	**0.7**	0.6	0.8
Management and other education	**6.5**	8.1	10.8
Quality, technical and IT	**2.5**	1.8	2.3
Safety	**22.4**	21.5	21.3
Employees Receiving CoBC and ACT Training			
Employees recorded as having been trained in Code of Business Conduct (CoBC)	**36,653**	34,553	33,949
Employees recorded as having received Advanced Compliance Training (ACT)	**10,805**	9,309	10,244
Employees Professional Development (%)			
Operating companies that offered career development opportunities or advice to employees	**97%**	97%	96%
Employees Receiving Career Development (%)			
Clerical/admin	**43%**	47%	50%
Managerial	**56%**	64%	65%
Operations	**34%**	43%	50%

Employee Engagement	2025	2024	2023
Employee (%)			
Employees participating in regular employee briefings	**87%**	90%	91%
Employees surveyed formally for employee engagement and satisfaction	**54%**	50%	57%
Employee engagement scoring in the "engaged" or higher categories	**99%**	99%	100%

Trade Union Membership and Collective Bargaining	2025	2024	2023
Employee Industrial Relations			
Overall membership (%)	**18%**	19%	20%
Lost days due to industrial action (%)	**0.02%**	<0.01%	0.01%
Lost days due to industrial action	**3087**	560	954
Number of reported strikes resulting in lost days across operating companies	**7**	6	7
Employees with wages negotiated individually (%)	**47%**	42%	41%
Employees with wages negotiated with unions (%)	**15%**	21%	27%
Employees with wages negotiated through national deals (%)	**3%**	4%	3%
Wage reviews carried out on individual basis or through trade unions or national deals (%)	**65%**	66%	71%

Local Communities	2025	2024	2023
Donations and Engagement			
Donations to organizations and initiatives ($)	**$9.2m**	$9.4m	$10.7m
Arts and culture (%)	**1%**	1%	2%
Community relations and development (%)	**43%**	43%	41%
Environment and conservation (%)	**<1%**	1%	8%
Education and employment (%)	**16%**	16%	13%
Health and wellness (%)	**4%**	4%	4%
Provision of shelter (%)	**3%**	3%	3%
Global response (%)	**33%**	32%	29%
Number of stakeholder engagement events	**~1,600**	~1,390	~1,530
Number of educational interactions over a two year period	**~4,070**	~5,600	~4,270
Number of people participating over a two year period	**~282,350**	~211,600	~150,800

Employee Health	2025	2024	2023
Employee (%)			
Companies that had health and well-being programs	**94%**	97%	98%
Companies offering assistance with employee health insurance	**93%**	93%	93%

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 2023-12) with information found in the CRH 2025 Sustainability Performance Report (labeled page 🗏 x to x).

Topic	Accounting Metric	Units	SASB Code	Reference
Greenhouse Gas Emissions	Gross global Scope 1 emissions	Metric tonnes (t) CO_2e	EM-CM-110a.1	Total Gross global Scope 1 emissions reported are 26,897,195 tonnes.
	Percentage covered under emissions-limiting regulations	Percentage (%)	EM-CM-110a.1	Percentage covered under emissions-limiting regulations are 43%.
	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	See page 🗏 29-31.
Air Quality	1. NO_x (excluding N_2O)	Metric tonnes (t)	EM-CM-120a.1	Total NO_x reported are 35,498 tonnes.
	2. SO_x	Metric tonnes (t)	EM-CM-120a.1	Total SO_x reported are 7,735 tonnes.
	3. Particulate matter (PM10)	Metric tonnes (t)	EM-CM-120a.1	Total particulates as reported account for all particulate matter as measured; a portion of this would include PM10 (i.e. particles less than 10 micrometres in size). Total particulate matter reported are 4,125 tonnes.
	4. Dioxins/furans	Metric tonnes (t)	EM-CM-120a.1	Cement production is the only material activity. Total dioxins/furans reported are 0.000001391 tonnes.
	5. Volatile organic compounds (VOCs)	Metric tonnes (t)	EM-CM-120a.1	Total VOCs reported are 2,188 tonnes.
	6. Polycyclic aromatic hydrocarbons (PAHs)	Metric tonnes (t)	EM-CM-120a.1	We disclose PAHs in line with GCCA requirements. Total PAHs reported are 1 tonne.
	7. Heavy metals	Metric tonnes (t)	EM-CM-120a.1	Cement production is the only material activity reporting Hg, HM1 and HM2, Heavy metals reported are 6 tonnes.
Energy Management	1. Total energy consumed	Gigajoules (GJ)	EM-CM-130a.1	Total energy reported is 180,044,903 GJ.
	2. Percentage grid electricity	Percentage (%)	EM-CM-130a.1	Percentage of grid electricity is 13%.
	3. Percentage alternative	Percentage (%)	EM-CM-120a.1	Percentage of alternative is 25%.
	4. Percentage renewable	Percentage (%)	EM-CM-130a.1	Percentage of renewable is <1%.
Water Management	1. Total water withdrawn	Thousand cubic metres (m^3)	EM-CM-140a.1	Total water withdrawn reported are 101,202 thousand m^3, 5% in regions of high or extremely high baseline water stress.
	2. Total water consumed	Thousand cubic metres (m^3)	EM-CM-140a.1	Total water consumed reported is 60,962 thousand m^3, 7% in regions of high or extremely high baseline water stress.
Waste Management	Amount of waste generated	Metric tonnes (t)	EM-CM-150a.1	Total waste generated reported 4,806,618 tonnes.
	Percentage hazardous	Percentage (%)	EM-CM-150a.1	Percentage of hazardous waste was <1%.
	Percentage recycled	Percentage (%)	EM-CM-150a.1	Percentage of recycled waste was 41%.
Biodiversity Impacts	Description of environmental management policies and practices for active sites	n/a	EM-CM-160a.1	See page 🗏 35, 🗏 77.
	Terrestrial acreage disturbed	Hectares (ha)	EM-CM-160a.2	In 2025, CRH had 33,094 hectares of active extractive area.
	Percentage of impacted area restored	Percentage (%)	EM-CM-160a.2	Percentage of impacted area restored was 1%.
Workforce Health and Safety	1. Total recordable incident rate (TRIR)	Rate	EM-CM-320a.1	Not disclosed in accordance with SASB metric definitions. The company reports health and safety performance under GCCA-aligned indicators (see page 🗏 78).
	2. Near miss frequency rate (NMFR) for (a) full-time employees	Rate	EM-CM-320a.1	Not disclosed in accordance with SASB metric definitions. The company reports health and safety performance under GCCA-aligned indicators (see page 🗏 78).
	2. Near miss frequency rate (NMFR) for (b) contract employees	Rate	EM-CM-320a.1	Not disclosed in accordance with SASB metric definitions. The company reports health and safety performance under GCCA-aligned indicators (see page 🗏 78).
	Number of reported cases of silicosis	Rate	EM-CM-320a.2	Not disclosed in accordance with SASB metric definitions. The company reports occupational illness rate (see page 🗏 44, 🗏 87).
Product Innovation	Percentage of products that qualify for credits in sustainable building design and construction certifications	Percentage (%) by annual sales revenues	EM-CM-410a.1	Not disclosed. The company does not currently quantify the percentage of products qualifying for sustainable building design credits; however, relevant product characteristics are described on page 🗏 19, 🗏 20, 🗏 26-28.
	Total addressable market for products that reduce energy, water, and/or material impacts during usage and/or production	Reporting currency	EM-CM-410a.2	Not disclosed. The company does not currently quantify the percentage of products qualifying for sustainable building design credits; however, relevant product characteristics are described on page 🗏 19, 🗏 20, 🗏 26-28.
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 2025, CRH had zero monetary losses as a result of legal proceedings associated with activities indicated in SASB disclosure.
Activity Metric	Production by major product line	Metric tonnes (t)	EM-CM-000a	Refer CRH Annual Report on Form 10-K for the year ended December 31, 2025, available on crh.com.

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 labelled "pg." while "AR" refers to the page number within the CRH Annual Report on Form 10-K for the year ended December 31, 2025, available on www.crh.com, "PS" refers to the page number within the 2026 Notice of Meeting and Proxy Statement, available on www.crh.com, "AC" refers to the page number within the Irish Statutory Accounts for the year ended December 31, 2025, available on www.crh.com, "TS" refers to the page number within the Tax Strategy available on www.crh.com, "MSS" refers to the page number within the Modern Slavery Statement available on www.crh.com, and "CG Guidelines" refers to the page number within the Corporate Governance Guidelines available on www.crh.com. GRI covers all Group subsidiary companies, on a 100% basis. For details on external assurance conducted by DNV see pages 90 to 93.

Statement of use	**CRH plc has reported in accordance with the GRI Standards for the period January 1, 2025 to December 31, 2025.**	
GRI 1 used	**GRI 1: Foundation 2021**	
GRI 2 General Disclosures		
GRI Code	**Description**	**2025 Reference**	**Comment**
	The Organization and its Reporting Practices		
2-1	Organizational details	pg. back cover, 4-5; AR pg. 6-8, 20, 57; AC pg. 132-135. See comment.	CRH is a public limited company incorporated in Ireland. CRH has a primary listing on the New York Stock Exchange (NYSE) for its ordinary shares, represented by the ticker symbol "CRH". On March 13th, 2026, CRH announced its intention to delist its ordinary shares from the London Stock Exchange.
2-2	Entities included in the organization's sustainability reporting	pg. 72; AC pg. 132-135.	
2-3	Reporting period, frequency and contact point	pg. 72, back cover. See comment.	Reporting period: January 1, 2025 to December 31, 2025. Point of contact: Telephone: +353 1 404 1000. E-mail: mail@crh.com.
2-4	Restatements of information	pg. 72. See comment.	No new restatements.
2-5	External assurance	pg. 90-93.	
	Activities and Workers		
2-6	Activities, value chain and other business relationships	pg. 4-5, 67-68; AR pg. iv-v, 6-8, 9-10.	
2-7	Employees	pg. 79. See comment.	Note that 51% of employees are employed on permanent contracts, 3% on fixed term / temporary contracts and 46% on another basis. 18% of permanent employees and 13% of fixed term / temporary employees are women. Overall, approximately 2% of employees are part-time. It is estimated that 42% of part-time staff are women, while 16% of full-time staff are women. Note that the data in the tables on page 79 includes both permanent and fixed-term / temporary employees. Employee numbers are reported as FTE as outlined in the Irish Statutory Accounts available on crh.com, however the analysis data is provided by head count as on December 31, 2025. Changes in employee number have occurred due to normal business reasons including divestments and acquisitions.
2-8	Workers who are not employees	pg. 78. See comment.	Information unavailable/incomplete. This information is monitored at a local level for each operation; it should be noted that 46% of employees are employed on a basis other than permanent contracts or fixed term/temporary contracts and in line with local laws and requirements. We report no significant fluctuations over time. CRH reviews the scope of data collection annually and, where appropriate and practicable, will gather and report on this topic. At present, there are no plans or defined timeframe to collect this data, but we will continue to monitor the relevance of this topic as part of our annual review.
	Governance		
2-9	Governance structure and composition	pg. 54, 79; PS pg. 41-43. See comment.	Information on management versus non-management status, independence, tenure, positions held, gender and other characteristics can also be found on crh.com.
2-10	Nomination and selection of the highest governance body	pg. 54; PS pg. 43, 45; CG Guidelines S.2. See comment.	Information on nomination and selection of the CRH Board and its directors/non-executive directors can also be found on crh.com.
2-11	Chair of the highest governance body	PS pg. 42. 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. 54-56; PS pg. 43; CG Guidelines S.3.	
2-13	Delegation of responsibility for managing impacts	pg. 54; PS pg. 46, 48.	
2-14	Role of the highest governance body in sustainability reporting	pg. 72; PS pg. 46.	
2-15	Conflicts of interest	pg. 57-58; PS pg. 42, 47, 82; CG Guidelines S.2.7, S.5. See comment.	Corporate Governance information is available in its entirety on crh.com.
2-16	Communication of critical concerns	pg. 57-58; PS pg. 48. See comment.	Critical concerns are communicated to CRH's highest governance body through formal channels, including Board and committee reports, executive management briefings, whistleblower summaries, and internal audit findings. These processes ensure significant safety, sustainability, compliance, and risk issues are escalated and addressed at the appropriate governance level. The confidentiality and variety are such that neither the precise number or nature are reportable.
2-17	Collective knowledge of the highest governance body	pg. 54, 57; PS pg. 43. See comment.	Corporate Governance information is available in its entirety on crh.com.
2-18	Evaluation of the performance of the highest governance body	PS pg. 43, 45. See comment.	Corporate Governance information is available in its entirety on crh.com.
2-19	Remuneration policies	PS pg. 57, 59-63.	
2-20	Process to determine remuneration	PS pg. 4, 45. See comment.	Corporate Governance information is available in its entirety on crh.com. Further information available on the Compensation Committee Charter available on crh.com.
2-21	Annual total compensation ratio	PS pg. 4, 57, 59. See comment.	Information unavailable/incomplete. CRH does not gather data in the categories required by GRI. CRH reviews the scope of data collection annually and, where appropriate and practicable, will gather and report on this topic. At present, there are no plans or defined timeframe to collect this data, but we will continue to monitor the relevance of this topic as part of our annual review.

GRI Index Continued

GRI Code	Description	2025 Reference	Comment
GRI 2 General Disclosures			
	Strategy, Policies and Practices		
2-22	Statement on sustainable development strategy	pg. 6-7.	
2-23	Policy commitments	pg. 54, 57, 59-60, 62, 65-66. See comment.	For further information refer CRH's CoBC, available on crh.com, and the UN Global Compact, available on unglobalcompact.org.
2-24	Embedding policy commitments	pg. 54, 57, 60, 65-66, 68, 77, 80; PS pg. 48.	
2-25	Processes to remediate negative impacts	pg. 34-35, 58-61, 65, 67-68, 77.	
2-26	Mechanisms for seeking advice and raising concerns	pg. 57-58.	
2-27	Compliance with laws and regulations	pg. 57-58. See comment.	In 2025, there were no significant instances of substantiated non-compliance resulting in fines or monetary sanctions concerning data privacy, product and service information and labelling, health and safety impacts of products and services, waste discharge, water treatment or air pollution; CRH has not been convicted on charges of corruption or bribery in 2025.
2-28	Membership associations	pg. 43, 48, 50, 55-56, 63, 68.	
	Stakeholder Engagement		
2-29	Approach to stakeholder engagement	pg. 5, 67-68.	
2-30	Collective bargaining agreements	pg. 48, 59-60, 62, 66, 80.	
GRI 3 Disclosures on Material Topics			
3-1	Process to determine material topics	pg. 69.	
3-2	List of material topics	pg. 70.	
GRI Topic Specific Standards			
GRI 201	**Economic Performance (2016)**		
3-3	Management of material topics	pg. 4, 61; AR pg. 10-11; AC pg. 21, 25-28, 119; PS pg. 48.	
201-1	Direct economic value generated and distributed	pg. 4, 63; AR pg. 6-8, 46-53, 58, 84, 90. See comment.	CRH discloses financial information in the CRH Annual Report on Form 10-K for the year ended December 31, 2025, available on crh.com, and the Irish Statutory Accounts for the year ended December 31, 2025 available on crh.com. CRH also publishes a Payments to Governments for Extractive Activities Report, available on crh.com. We do not provide details on staff wages, or "economic value retained" in the manner described by GRI.
201-2	Financial implications and other risks and opportunities due to climate change	pg. 25-26, 30; AR pg. 9, 13-14; AC pg. 16, 45, 74-75, 123-127.	
201-3	Defined benefit plan obligations and other retirement plans	AR pg. 84-90. See comment.	Information unavailable/incomplete. CRH does not gather data in the categories required by GRI. CRH reviews the scope of data collection annually and, where appropriate and practicable, will gather and report on this topic. At present, there are no plans or defined timeframe to collect this data, but we will continue to monitor the relevance of this topic as part of our annual review.
201-4	Financial assistance received from government	See comment.	No significant assistance.
GRI 202	**Market Presence (2016)**		
3-3	Management of material topics	pg. 66; AR pg. 10-11. 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. 80. 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. 79-80; AR pg. 13. 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 (2016)**		
3-3	Management of material topics	pg. 61-62.	
204-1	Proportion of spending on local suppliers	pg. 61-63, 79. See comment.	Information unavailable/incomplete. CRH does not gather data in the categories required by GRI. Refer to the pages referenced for details on our approach to supplier spending. CRH reviews the scope of data collection annually and, where appropriate and practicable, will gather and report on this topic. At present, there are no plans or defined timeframe to collect this data, but we will continue to monitor the relevance of this topic as part of our annual review.

GRI Index Continued

GRI 3 Material Topics Continued			
GRI Code	**Description**	**2025 Reference**	**Comment**
GRI 205	**Anti-Corruption (2016)**		
3-3	Management of material topics	pg. 56-57, 61; AR pg. 11, 15-16; PS pg. 44.	
205-1	Operations assessed for risks related to corruption	pg. 57-58, 61. See comment.	100% of operations are assessed for risks related to corruption. Further details on risks are disclosed in the Irish Statutory Accounts for the year ended December 31, 2025, available on crh.com.
205-2	Communication and training about anti-corruption policies and procedures	pg. 57-58. See comment.	Information unavailable/incomplete. The anti-corruption training is delivered as part of our CoBC and ACT training. In 2025, 36,653 CRH employees were recorded as having been trained on our CoBC, of which it is estimated that 26% were managerial, 34% were clerical or administrative and 40% were operational. The ACT was completed by 10,805 CRH employees, of which it is estimated that 40% were managerial, 44% were clerical or administrative and 16% were operational. Regional breakdown of employees who have received communication of CoBC and ACT training is unavailable as this information is not centrally collected, and contractual agreements with business partners prevents 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. 57. See comment.	CRH has not been convicted on charges of corruption or bribery in 2025.
GRI 206	**Anti-Competitive Behaviour (2016)**		
3-3	Management of material topics	pg. 54-57; AR pg. 16-18; PS pg. 44.	
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	pg. 57; AR pg. 26. See comment.	Confidentiality constraints: CRH does not publicly disclose this information due to commercial sensitivities around operational activities in individual countries.
GRI 207	**Tax (2019)**		
3-3	Management of material topics	pg. 54-55, 57-58; AR pg. 17; AC pg. 36-39; PS pg. 44.	
207-1	Approach to tax	pg. 55; AR pg. 16-18, 27; AC pg. 38; TS pg. 2-4; PS pg. 44. See comment.	For further details of CRH's approach to taxation, refer to the CRH Tax Strategy, available on crh.com.
207-2	Tax governance, control, and risk management	pg. 58; AR pg. 16-18, 27; AC pg. 38; TS pg. 2-4; PS pg. 44. See comment.	For further details of CRH's tax governance and risk management frameworks, refer to the CRH Tax Strategy, available on crh.com.
207-3	Stakeholder engagement and management of concerns related to tax	pg. 55; TS pg.4. See comment.	For further details of CRH's engagement and management of concerns related to tax, refer to the CRH Tax Strategy, available on crh.com.
207-4	Country-by-country reporting	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 (2016)**		
3-3	Management of material topics	pg. 18-23; 65; AR pg. 7-8; PS pg. 48.	
301-1	Materials used by weight or volume	pg. 20, 74, 77. See comment.	CRH is a net user of waste. We do not provide weight or volume broken down by renewable and non-renewable sources: information unavailable.
301-2	Recycled input materials used	pg. 20, 74. See comment.	Alternative raw materials are those that replace traditional raw materials. For CRH, the more significant alternative raw materials used are non-renewable materials such as RAP and RAS, C&D waste and materials with cementitious properties, such as fly ash and ground granulated blast-furnace slag (GGBS), which are by-product materials sourced mainly from external power generation and steel production to replace virgin materials in cement, concrete and concrete products.
301-3	Reclaimed products and their packaging materials	pg 20. See comment.	Not applicable for CRH as most product (by weight) is delivered in bulk, without packaging; packaging accounts for less than 0.09% of total Materials Used by Weight and is therefore not significant.
GRI 302	**Energy (2016)**		
3-3	Management of material topics	pg. 25, 29-31, 74.	
302-1	Energy consumption within the organization	pg. 31, 73-74. See comment.	In 2025, total energy consumption was reported as 180.0 PJ: electricity 24.2 PJ, heating n/a, cooling n/a, steam <1 PJ, total fuel consumption from non-renewable sources 110.0 PJ and renewable sources 45.8 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. 37).
302-2	Energy consumption outside of the organization	pg. 31, 74. 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. 31, 74. See comment.	Information unavailable/incomplete. The major share of our energy use is in cement production: energy intensity for cement is 925 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_2e intensity per $ revenue as a proxy.
302-4	Reduction of energy consumption	pg. 74. See comment.	Information unavailable/incomplete. CRH does not report direct energy reductions - the performance is expressed through CO_2e data. Energy management is embedded in CRH operations: 591 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. 26-28, 30. See comment.	Information unavailable/incomplete. This information is not centrally collected, however it is monitored at a local level for each operation in case it becomes relevant and significant. If significant and viable, we would be in a position to report this information in the near term. Note: the products sold do not require energy in service and the process to place, install or mix the products is constant.

GRI Index Continued

GRI 3 Material Topics Continued			
GRI Code	**Description**	**2025 Reference**	**Comment**
GRI 303	**Water and Effluents (2018)**		
3-3	Management of material topics	pg. 11, 15-16, 54, 63, 65, 68, 76-77.	
303-1	Interactions with water as a shared resource	pg. 11-12, 14-16, 76.	
303-2	Management of water discharge-related impacts	pg. 15, 76. 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 (a. iii. not applicable).
303-3	Water withdrawal	pg. 15-16, 72, 76. See comment.	No sources identified as significantly affected. In 2025, total water withdrawal was reported as 101.2k mega liters (ML), freshwater 101.2k ML and other n/a. In 2025, total water withdrawal in areas of water stress was reported as 5.0k ML; surface water <0.1k ML, groundwater 3.5k ML, quarry water <0.1k ML, rainwater <0.1k ML, utility water 1.5k ML.
303-4	Water discharge	pg. 15, 72, 76. See comment.	In 2025, total water discharge was reported as 40.2k ML; freshwater 40.2k ML and other n/a. Information unavailable on the breakdown of data by surface/ground/sea/third party water destinations. In 2025, total water discharge in areas of water stress was reported as 0.5k ML; fresh water 0.5k ML and other n/a. Any substances of concern are regulated through discharge licenses.
303-5	Water consumption	pg. 15, 72, 76. See comment.	In 2025, total water consumption in areas of water stress was reported as 61.0k ML. Water storage is not material (not applicable).
GRI 101	**Biodiversity (2024)**		
3-3	Management of material topics	pg. 33-35, 37-38, 54, 66, 77.	
101-1	Policies to halt and reverse biodiversity loss	pg. 34-35, 65. See comment.	Alongside a range of assessment tools (see pg. 34), our teams use guiding institutional frameworks and norms such as the Kunming-Montreal *Global Biodiversity Framework* and its 2050 vision, proposed 2050 Goals, and related Targets, as indicated on pg. 35.
101-2	Management of biodiversity impacts	pg. 35-36. See comment.	Information unavailable/incomplete. CRH does not gather data in the categories required by GRI. CRH reviews the scope of data collection annually and where appropriate and practicable will gather and report on this topic; however, there is no current timeline for data collection.
101-3	Access and benefit-sharing	pg. 34. See comment.	Not applicable. Our teams have accounted for opportunities and risks to which CRH might be exposed relating to access to genetic resources and traditional knowledge held by Indigenous Peoples and local communities (framed under the *Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilization)* . CRH is not involved in biotechnology or agriculture and does not compete with others for genetic resources.
101-4	Identification of biodiversity impacts	pg. 34-35, 65. See comment.	Impact identification (actual and potential; and thresholds of significance) relates to resource extraction, transport and construction. No significant parts of the supply chain are excluded. Impacts related to products and services, such as equipment, in the CRH supply chain do not achieve the thresholds of significance.
101-5	Locations with biodiversity impacts	pg. 35, 77. See comment.	Information unavailable/incomplete. CRH does not gather data in the categories required by GRI. CRH reviews the scope of data collection annually and where appropriate and practicable will gather and report on this topic; however, there is no current timeline for data collection.
101-6	Direct drivers of biodiversity loss	pg. 34-35, 77. See comment.	Information unavailable/incomplete. CRH does not gather data in the categories required by GRI. CRH reviews the scope of data collection annually and where appropriate and practicable will gather and report on this topic; however, there is no current timeline for data collection.
101-7	Changes to the state of biodiversity	pg. 34-35. See comment.	Information unavailable/incomplete. CRH does not gather data in the categories required by GRI. CRH reviews the scope of data collection annually and where appropriate and practicable will gather and report on this topic; however, there is no current timeline for data collection.
101-8	Ecosystem services	pg. 34-35. See comment.	Information unavailable/incomplete. CRH does not gather data in the categories required by GRI. CRH reviews the scope of data collection annually and where appropriate and practicable will gather and report on this topic; however, there is no current timeline for data collection.
GRI 305	**Emissions (2016)**		
3-3	Management of material topics	pg. 25-28, 30-31, 37-38, 62, 65, 68, 77. See comment.	For details on our approach to reporting and methodology please see our Sustainability Reporting Methodology document on crh.com.
305-1	Direct (Scope 1) GHG emissions	pg. 31, 73. See comment.	Biogenic emissions are not included in the scope of the factors used.
305-2	Energy indirect (Scope 2) GHG emissions	pg. 31, 73.	
305-3	Other indirect (Scope 3) GHG emissions	pg. 31, 73. See comment.	Biogenic emissions are not included in the scope of the factors used.
305-4	GHG emissions intensity	pg. 31, 73. See comment.	All gases are included in the calculations to generate the CO_2 equivalent values.
305-5	Reduction of GHG emissions	pg. 20, 26, 28-29, 30-31, 72-74. See comment.	All gases are included in the calculations to generate the CO_2 equivalent values.
305-6	Emissions of ozone-depleting substances (ODS)	See comment.	No significant emissions.
305-7	Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions	pg. 72, 75. See comment.	Air emissions are disclosed in line with GCCA requirements (see pg. 75), with PCDD/F representing persistent organic pollutants and Hg representing hazardous air pollutants.

GRI Index Continued

GRI 3 Material Topics Continued			
GRI Code	**Description**	**2025 Reference**	**Comment**
GRI 306	**Waste (2020)**		
3-3	Management of material topics	pg. 18-19, 23, 65. See comment.	For details on our approach to reporting and methodology please see our Sustainability Reporting Methodology document on crh.com.
306-1	Waste generation and significant waste-related impacts	pg. 20, 23, 76.	
306-2	Management of significant waste-related impacts	pg. 18-20, 23, 72.	
306-3	Waste generated	pg. 20, 23, 76. See comment.	Breakdown of total waste of 4,807kt: non-hazardous 4,787k tonnes and hazardous 20k tonnes.
306-4	Waste diverted from disposal	pg. 23, 76. See comment.	Breakdown of total waste diverted from disposal: offsite 1,956kt: non-hazardous 1,940kt (reused 242k tonnes, recycled 1,336k tonnes and other recovery 362k tonnes) and hazardous 16kt (reused <1k tonnes, recycled 4k tonnes and other recovery 12k tonnes); onsite n/a.
306-5	Waste directed to disposal	pg. 23. See comment.	Breakdown of total waste diverted to disposal of 2,851kt. Non-hazardous 2,847kt (incineration 53k tonnes (offsite), landfilling 2,735k tonnes (onsite 2,416k tonnes and offsite 319k tonnes) and other 59k tonnes (offsite)) and hazardous 4kt (incineration <1k tonnes (offsite), landfilling 1k tonnes (onsite 1k and offsite n/a), and other 2k tonnes (offsite)).
GRI 308	**Supplier Environmental Assessment (2016)**		
3-3	Management of material topics	pg. 61-63, 66, 68.	
308-1	New suppliers that were screened using environmental criteria	pg. 62. 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 assessments. CRH reviews the scope of data collection annually and where appropriate and practicable will gather and report on this topic; however, there is no current timeline for data collection.
308-2	Negative environmental impacts in the supply chain and actions taken	pg. 61-62. 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 assessments. CRH reviews the scope of data collection annually and where appropriate and practicable will gather and report on this topic; however, there is no current timeline for data collection.
GRI 401	**Employment (2016)**		
3-3	Management of material topics	pg. 40, 45-48, 53-54, 57, 60, 66-67.	
401-1	New employee hires and employee turnover	pg. 48, 79. See comment.	69% of the turnover is in the region "Americas" and 31% of the turnover is in the region "Europe and Asia". Turnover in the category "under 30 years" is 26%, in the category "30-49 years" is 44% and in the category "over 50 years" is 30%. In 2025, the voluntary turnover at CRH was 13%. In 2025, 22% of our employees were newly recruited. New hire age profile: "under 30 years" is 34%, "30-49 years" is 46%, and "over 50 years" is 20%. Overall, 44% of managerial positions were filled internally. Group-wide, 12% of employee positions were filled by internal candidates in 2025.
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	pg. 46, 48; AR pg. 67-68. See comment.	Not applicable in its entirety due to regional differences in employee benefits and national social systems. CRH reviews the scope of data collection annually and where appropriate and practicable will gather and report on this topic however, there is no current timeline for data collection.
401-3	Parental leave	pg. 48. 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 parental leave. CRH reviews the scope of data collection annually and, where appropriate and practicable, will gather and report on this topic. At present, there are no plans or defined timeframe to collect this data, but we will continue to monitor the relevance of this topic as part of our annual review.
GRI 402	**Labor and Management Relations (2016)**		
3-3	Management of material topics	pg. 45-46, 48.	
402-1	Minimum notice periods regarding operational changes	pg. 48. See comment.	Information unavailable/incomplete. CRH complies with local legislative requirements regarding minimum notice periods for significant operational changes. Where collective agreements are in place, notice periods are addressed in accordance with the terms of those agreements. CRH does not centrally collect data in the format required by GRI, and group-level aggregation is not currently practicable due to the diverse nature of the business. CRH reviews the scope of data collection annually and where appropriate and practicable will gather and report on this topic however, there is no current timeline for data collection.

GRI Index Continued

GRI 3 Material Topics Continued			
GRI Code	**Description**	**2025 Reference**	**Comment**
GRI 403	**Occupational Health and Safety (2018)**		
3-3	Management of material topics	pg. 40-44, 66, 78; AR pg. 10-11; AC pg. 9-10; PS pg. 46.	
403-1	Occupational health and safety management system	pg. 41, 43, 78.	
403-2	Hazard identification, risk assessment, and incident investigation	pg. 41-42, 57, 78.	
403-3	Occupational health services	pg. 41, 43, 78.	
403-4	Worker participation, consultation, and communication on occupational health and safety	pg. 41, 43, 60, 66, 78.	
403-5	Worker training on occupational health and safety	pg. 43.	
403-6	Promotion of worker health	pg. 42, 43-44, 49, 60.	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	pg 41-44, 78.	
403-8	Workers covered by an occupational health and safety management system	pg. 41, 66.	
403-9	Work-related injuries	pg. 41-42, 78. See comment.	Information unavailable/incomplete. CRH does not gather data in the categories required by GRI however, it is monitored at a local level for each operation. Refer to the pages referenced for details on our approach to work-related injuries. CRH reviews the scope of data collection annually and, where appropriate and practicable, will gather and report on this topic. At present, there are no plans or defined timeframe to collect the remaining data, but we will continue to monitor the relevance of this topic as part of our annual review. Accidents to women account for 4% of total accidents and 6% of total work days lost in 2025.
403-10	Work-related ill health	pg. 41-42, 78. See comment.	In 2025, employee absenteeism was 2.7% in total, with 71% in the category "medically certified", 19% in the category "medically uncertified", 10% in the category "other". The employee occupational illness rate was 0.13 cases per million work-hours. Information unavailable/incomplete for contractors. CRH reviews the scope of data collection annually and, where appropriate and practicable, will gather and report on this topic; however, there is no current timeline for data collection.
GRI 404	**Training and Education (2016)**		
3-3	Management of material topics	pg. 45-46, 51, 63, 66, 80.	
404-1	Average hours of training per year per employee	pg. 45, 80. See comment.	Note that relevant training is provided regardless of gender. In 2025, on average $1,283 per employee was spent on training.
404-2	Programmes for upgrading employee skills and transition assistance programmes	pg. 45-46, 48, 80. See comment.	Information unavailable/incomplete. CRH does not gather data on support programmes available to employees after termination of employment or retirement. CRH reviews the scope of data collection annually and, where appropriate and practicable, will gather and report on this topic; however, there is no current timeline for data collection.
404-3	Percentage of employees receiving regular performance and career development reviews	pg. 45, 80. See comment.	Note that performance reviews are provided regardless of gender. Information incomplete (data by employee category). 62% of employees received either career development guidance or performance reviews in 2025.
GRI 405	**Diversity and Equal Opportunity (2016)**		
3-3	Management of material topics	pg. 47, 54, 60, 62, 66-67, 80.	
405-1	Diversity of governance bodies and employees	pg. 47, 79; PS pg. 16, 41. See comment.	In the United States, 85% of the employees are White, 9% Black and 6% Other. In 2025, there were 20% Latino/Hispanic employees 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, 88% of employees were reported as being "National". In 2025, 2,409 people with disabilities were employed across 62% of our operating companies. This may be an underestimation as employees can decide not to declare their disability, and we respect their decision.
405-2	Ratio of basic salary and remuneration of women to men	pg. 46, 79. See comment.	Information unavailable/incomplete. CRH does not gather data centrally in the categories required by GRI. CRH does collect data on the level of pay to each of its employees in all countries. This data has been published at operating company level and for 20% of the Group employees overall. CRH reviews the scope of data collection annually and, where appropriate and practicable, will gather and report on this topic. At present, there are no plans or defined timeframe to collect this data, but we will continue to monitor the relevance of this topic as part of our annual review. In 2025, 12% of our managerial employees in revenue generating roles were women. In 2025, 30% of graduates recruited into STEM-related positions were women and 18% of junior managers were women. Ireland Gender Pay Gap information is available on crh.com.

GRI Index Continued

GRI 3 Material Topics Continued			
GRI Code	**Description**	**2025 Reference**	**Comment**
GRI 406	**Non-Discrimination (2016)**		
3-3	Management of material topics	pg. 40, 48, 54, 57, 60, 62, 66-67.	
406-1	Incidents of discrimination and corrective actions taken	pg. 48, 57. See comment.	In 2025, 40 instances of conduct in violation of harassment or discrimination policies were reported through our Social Review. Such conduct was investigated, and where appropriate, corrective measures were implemented, including reinforced training and disciplinary action.
GRI 407	**Freedom of Association and Collective Bargaining (2016)**		
3-3	Management of material topics	pg. 48, 54, 57, 60-61, 62, 66-68.	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	pg. 48; MSS pg. 5, 8, 11, 12, 13. See comment.	Information unavailable/incomplete. CRH does not gather data in the categories required by GRI as it is monitored at a local level for each operation. Refer to the pages referenced for details on our approach to suppliers. CRH reviews the scope of data collection annually and, where appropriate and practicable, will gather and report on this topic. At present, there are no plans or defined timeframe to collect this data, but we will continue to monitor the relevance of this topic as part of our annual review.
GRI 408	**Child Labour (2016)**		
3-3	Management of material topics	pg. 54, 57, 59-62, 66-68; MSS pg. 2.	
408-1	Operations and suppliers at significant risk for incidents of child labour	pg. 57. See comment.	Information unavailable/incomplete. CRH does not gather data in the categories required by GRI however, it is monitored at a local level for each operation. Refer to the pages referenced for details on our approach to suppliers. CRH reviews the scope of data collection annually and, where appropriate and practicable, will gather and report on this topic. At present, there are no plans or defined timeframe to collect this data, but we will continue to monitor the relevance of this topic as part of our annual review. For further details of CRH's position on forced or compulsory labour, refer to the CRH Modern Slavery Statement on crh.com.
GRI 409	**Forced or Compulsory Labour (2016)**		
3-3	Management of material topics	pg. 54, 57, 60-62, 66-68; MSS pg. 2.	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	pg. 57. See comment.	Information unavailable/incomplete. CRH does not gather data in the categories required by GRI however, it is monitored at a local level for each operation. Refer to the pages referenced for details on our approach to suppliers. CRH reviews the scope of data collection annually and, where appropriate and practicable, will gather and report on this topic. At present, there are no plans or defined timeframe to collect this data, but we will continue to monitor the relevance of this topic as part of our annual review. For further details of CRH's position on forced or compulsory labour, refer to the CRH Modern Slavery Statement on crh.com.
GRI 410	**Security Practices (2016)**		
3-3	Management of material topics	pg. 54, 57, 60-62, 66-68.	
410-1	Security personnel trained in human rights policies or procedures	pg. 49, 57. See comment.	Note that in 2025, 28% of operating companies had security personnel onsite and 96% 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 (2016)**		
3-3	Management of material topics	pg. 40, 46, 49, 54, 57, 59-60, 66-67. See comment.	We are committed to strong relationships with our stakeholders and making a positive difference in the communities where we operate. Our Stakeholder Engagement Statement describes procedures to deliver local engagement in an inclusive and transparent way; available on crh.com.
413-1	Operations with local community engagement, impact assessments, and development programmes	pg. 49, 80. See comment.	Note that 72% of companies carried out human rights assessments, similar to the previous year (Europe: 76%, Americas: 66%, Asia: 83%).
413-2	Operations with significant actual and potential negative impacts on local communities	pg. 49; AR pg. 12-13; AC pg. 118. See comment.	Not applicable. No significant impacts on local communities in 2025.

GRI Index Continued

GRI 3 Material Topics Continued			
GRI Code	**Description**	**2025 Reference**	**Comment**
GRI 414	**Supplier Social Assessment (2016)**		
3-3	Management of material topics	pg. 61-63, 66, 68; MSS pg. 7-8, 11-13.	
414-1	New suppliers that were screened using social criteria	pg. 62. See comment.	We expect all our suppliers to adhere to the standards set out in our SCoC. Further details on supplier screening are available in the CRH SCoC, available on crh.com.
414-2	Negative social impacts in the supply chain and actions taken	pg. 61-62; MSS pg. 13. See comment.	Information incomplete/unavailable. 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. CRH reviews the scope of data collection annually and, where appropriate and practicable, will gather and report on this topic; however, there is no current timeline for data collection.
GRI 415	**Public Policy**		
3-3	Management of material topics	pg. 53-57. See comment.	Further information is provided in the Climate Advocacy Review, available on crh.com. We have prepared Reports on Payments to Governments for Extractive Activities, in line with the EU Accounting (2013/34/EU) and Transparency (2004/109/EU) Directives as amended and as transposed into Irish Law and the disclosure and transparency rules of the UK's Financial Conduct Authority, available on crh.com.
415-1	Political contributions	pg. 56; AC pg. 16. See comment.	Not applicable. No significant contributions.
GRI 416	**Customer Health and Safety (2016)**		
3-3	Management of material topics	pg. 40, 43, 53-54, 66-67.	
416-1	Assessment of the health and safety impacts of product and service categories	pg. 43. See comment.	No products are known to require improvements relating to health & safety impacts, all our products are manufactured in line with 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. 43. See comment.	No non-compliance with regulations and/or voluntary codes was reported in 2025.
GRI 417	**Marketing and Labeling (2016)**		
3-3	Management of material topics	pg. 43, 53-56, 67. See comment.	Further information on the positive attributes of the projects we deliver is available on crh.com.
417-1	Requirements for product and service information and labeling	pg. 43. See comment.	Not applicable. Marketing information or labels are not used as channels of information on the specifications of our products and service delivery.
417-2	Incidents of non-compliance concerning product and service information and labeling	pg. 43. See comment.	None recorded.
417-3	Incidents of non-compliance concerning marketing communications	pg. 57-58. See comment.	The organization has not identified any non-compliance with regulations and/or voluntary codes.
GRI 418	**Customer Privacy (2016)**		
3-3	Management of material topics	pg. 57-58; AR pg. 16, 19-20.	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	pg. 57. See comment.	In 2025, 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") were commissioned by CRH Group Services Limited to provide limited assurance to CRH plc ("CRH") over the Selected Information presented in the CRH 2025 Sustainability Performance Report (the "Report") for the reporting year ended 31st December 2025.

Scope of Assurance

The scope and boundary of our work are restricted to the following disclosures (collectively the "Selected Information"):

1. The selected performance indicators included within the Report (the "Selected Indicators"), listed in the Annex to this Independent Limited Assurance Report in the tables titled: 'Group Level Indicators 2025', 'Global Cement and Concrete Association (GCCA) Indicators (apply to Cement Plants) 2025' and 'SASB Group Level Indicators 2025', and as reported on pages 73 to 81 of the Report;

2. The nature and extent of adherence of the Report to the AA1000 AccountAbility Principles of inclusivity, materiality, responsiveness, and impact (the "AA1000 Principles" as per the AA1000AP (2018) standard); and

3. The preparation of the Report in accordance with the Full set of GRI Standards (the "GRI Standards"), published 26th June 2025.

To assess the Selected Information, which includes an assessment of the risk of material misstatement in the Report, we have used CRH's Sustainability Reporting Methodology, which can be found at www.crh.com, along with the AA1000AP (2018) Standard, the GRI Standards, the GCCA Sustainability Guidelines and the Construction Materials Sustainability Accounting Standard (Version 2023-12) prepared by the Sustainability Accounting Standards Board (the "SASB") (collectively the "Reporting Criteria").

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

Standard and Level of Assurance

For the Selected Information, we performed a **limited** assurance engagement of specified data and information using the 'Greenhouse Gas (GHG) Protocol – A Corporate Accounting and Reporting Standard' (revised 2015), the GRI Standards (published 26th June 2025), the AA1000 Assurance Standard (AA1000AS v3) and international assurance best practice including the International Standard on Assurance Engagements (ISAE) 3000 – 'Assurance Engagements other than Audits and Reviews of Historical Financial Information' (revised) issued by the International Auditing and Assurance Standards Board. To ensure consistency in our assurance process, we conducted our work in accordance with DNV's assurance methodology, Verisustain™, applying only the pertinent sections of the protocol relevant to the specific purpose of the activity. This methodology ensures compliance with ethical requirements and mandates planning and execution of the assurance engagement to obtain the desired level of assurance.

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

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

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

Basis of our conclusion

1. Selected Indicators

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

- Reviewing external media reports to identify relevant sustainability issues for CRH plc in the reporting period;
- Assessing the appropriateness of CRH's Sustainability Reporting Methodology for the Selected Indicators;
- Reviewing CRH Group procedures, policies and guidance for data collection, aggregation, measurement, analysis and reporting of specified performance information at site and Group level, and assessing their alignment with the Reporting Criteria;
- Conducting interviews with CRH's management to obtain an understanding of the key processes, systems and controls in place to generate, aggregate and report the Selected Indicators;
- Physical visits (nine) and a virtual visit (one) to sites selected in conjunction with CRH, namely: Adelaide Brighton Cement – Birkenhead (Australia); Ash Grove Foreman (U.S.); Ash Grove Midlothian (U.S.); Cementos Lemona (Spain – virtual); Cockburn Lime Munster (Australia); Jewell (U.S.); Novi Popovac Cement (Serbia); Republic Cement Teresa (Philippines); Tarmac Cement Aberthaw (U.K.); Texas Materials – North Texas Area (U.S.); to review the processes and systems for preparing the Selected Indicators at site level for consolidation at Group level. Also, performing limited substantive testing on a selective basis of the Selected Indicators to check that data had been appropriately measured, recorded, collated and reported at site level. These sites were chosen to provide a representative sample, based on the type and tonnage of material produced, geographical location, number of employees, and whether the site was an existing plant or a recent acquisition. The percentage contribution of cement plants visited to overall cement-related CO_2 gross emissions was 17.2%;
- Remote discussions with CRH's reporting team based at its headquarters in Dublin (Ireland) to review the processes for gathering and consolidating the Selected Indicators and check year-end consolidation;
- Reviewing whether the evidence, measurements and their scope provided to us by CRH for the Selected Indicators, was prepared in line with the Reporting Criteria; and
- Reading the Report and narrative accompanying the Selected Indicators in the Report with regards to the Reporting Criteria.

2. AA1000 Principles

We are required to plan and perform our work in order to form an opinion over the adherence of the Report to the AA1000 Principles. 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;
- Reviewing information provided to us by CRH on its reporting and management processes relating to the AA1000 Principles;
- 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; and
- Interviewing four external stakeholders, selected in conjunction with CRH, to understand how CRH's adherence to the AA1000 Principles is perceived externally.

3. GRI Standards

We reviewed the Report to form an opinion over its preparation in accordance with the GRI Standards, published 26th June 2025.

4. SASB Standard

We performed our work in order to form an opinion over the reporting of the Selected SASB accounting metrics in accordance with the Construction Materials Sustainability Accounting Standard (Version 2023-12), prepared by the 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 Indicators are not fairly stated and have not been prepared in all material respects, in accordance with the Reporting Criteria.

DNV Assurance Statement Continued

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

2. AA1000 Principles

Based on the work we have undertaken, nothing has come to our attention that leads us to conclude that the Report is not in adherence with the AA1000 Principles as per the AA1000AP (2018) standard.

3. GRI Standards

Based on the work we have undertaken, we believe that the Report is in accordance with the requirements of the GRI Standards, published 26th June 2025.

4. Selected SASB accounting metrics

Based on the work undertaken, nothing has come to our attention that causes us to believe that the Selected SASB accounting metrics are not fairly stated and have not been prepared in all material respects in accordance with the Construction Materials Sustainability Accounting Standard (Version 2023-12), prepared by the Sustainability Accounting Standards Board.

Inherent limitationss

DNV's assurance engagements are based on the assumption that the data and information provided by CRH to us as part of our review have been provided in good faith, are true, and are free from material misstatements. Because of the selected nature (sampling) and other inherent limitations of both procedures and systems of internal control, there remains the unavoidable risk that errors or irregularities, possibly significant, may not have been detected. The engagement excludes the sustainability management, performance, and reporting practices of CRH's suppliers, contractors, and any third parties mentioned in the Report. We understand that the reported financial data, governance and related information are based on statutory disclosures and Audited Financial Statements, which are subject to a separate independent statutory audit process. We did not review financial disclosures and data as they are not within the scope of our assurance engagement. The assessment is limited to data and information in scope within the defined reporting period. Any data outside this period is not considered within the scope of assurance. DNV expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Independent Limited Assurance Report.

Our competence, independence and quality control

DNV established policies and procedures are designed to ensure that DNV, its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV) and maintain independence where required by relevant ethical requirements. This engagement work was carried out by an independent team of sustainability assurance professionals. DNV did not provide any services to CRH in the reporting period that could compromise the independence or impartiality of our work. Our multi-disciplinary team consisted of professionals with a combination of environmental and sustainability assurance experience.

Responsibilities of the management of CRH and DNV

The management of CRH has sole responsibility for:

- Preparing and presenting the Selected Information in accordance with the Reporting Criteria;
- Preparing the Report in adherence to the AA1000 Principles;
- Designing, implementing and maintaining effective internal controls over the information and data, resulting in the preparation of the Selected Information that is free from material misstatements;
- Measuring and reporting the Selected Information based on their established Reporting Criteria; and
- The contents and statements contained within the Report and the Reporting Criteria.

Our responsibility is to plan and perform our work to obtain limited assurance about whether the Selected Information has been prepared in accordance with the Reporting Criteria and to report to CRH in the form of an independent limited assurance conclusion, based on the work performed and the evidence obtained. Our Independent Limited Assurance Report represents our independent conclusion and is intended to inform all stakeholders. DNV was not involved in the preparation of any statements or data included in the Report except for this Independent Limited Assurance Report.

Observations

Our observations and areas for improvement will be raised in a separate report to CRH's management. Selected observations are provided below. These observations do not affect our conclusions set out above:

Selected Indicators

- The data collection tool continued to provide a robust centralised system for capturing and consolidating environmental data across reporting entities. Reporting entities received updated guidance and training to support the reporting process, and a structured validation process was in place to investigate and resolve data anomalies. As CRH continues to expand and refine its reporting processes, we encourage continued enhancement of reporting guidance to support consistent interpretation of waste and water indicators across operating companies.
- Scope 3 (Category 1) GHG emissions reporting continued to develop, with activity-based data and centrally provided emission factors supporting the calculation methodology. We encourage CRH to continue exploring opportunities to increase the use of supplier-specific emissions data where feasible, to further enhance the accuracy and transparency of Scope 3 GHG emissions reporting over time.

AA1000 Principles

Inclusivity: At both Group and local levels, CRH continued to engage a wide range of stakeholders, as evidenced by the case studies in the Report. We recommend that Operating Companies maintain effective communication with key local stakeholders, particularly where regular in-person engagement is not always possible.

Materiality: CRH conducted a Double Materiality Assessment (DMA) in 2023, engaging a diverse set of external stakeholders and ensuring alignment with evolving stakeholder priorities. In 2025, CRH commissioned an independent high-level dynamic materiality assessment which re-affirmed the 16 material topics identified in the 2023 DMA. As part of the dynamic assessment, we noted that the Risk Factors as disclosed in CRH's Annual Reports had been considered. When completing future dynamic materiality assessments, CRH could consider expanding inputs from local stakeholders across different businesses and geographies.

Responsiveness: Based on the review of CRH's materiality approach, stakeholder engagement process and our review of the Report, we noted that CRH had effective response mechanisms to ensure adequate responsiveness towards its various stakeholders and these were well integrated across the organisation. We also noted the use of documented stakeholder engagement plans, such as for engagement with local communities. Such documented plans can serve as an effective tool to identify stakeholder risks or concerns and to plan suitable engagement activities or steps to address those risks or concerns. We recommend that CRH continues to leverage the use of such tools by ensuring they are used effectively across the organisation and that a review process is conducted to evaluate the engagement activities or steps undertaken.

Impact: CRH reported on a diverse set of performance indicators to demonstrate the progress made against targets set for their most material topics, while also aligning with sector-specific and sector-agnostic reporting frameworks. Going forward, we recommend that CRH builds on its impact reporting by including balanced commentary that explains how the company responds to performance gains or declines and how these responses shape future operational and strategic decisions.

For and on behalf of DNV Business Assurance Services UK Limited

London, UK
27th March 2026

Digitally signed by Shuhaib Maudarbaccus

Digitally signed by Paul O'Hanlon

Shuhaib Maudarbaccus
Lead Verifier
DNV Business Assurance Services UK Limited

Paul O'Hanlon
Technical Reviewer
DNV Business Assurance Services UK Limited

DNV

AA1000 Licensed Report 000-10/V3-BDZ2J

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Annex to DNV Assurance Statement: List of Selected Indicators

Group Level Indicators 2025

Indicator	Unit	Reported figure
Health and Safety		
Group fatalities, directly employed	number	2
Group fatalities, indirectly employed	number	1
Group fatalities, involving onsite 3rd parties	number	0
Group lost time injuries (LTI) rate per 1 million working hours (Frequency Rate)	rate	1.5
Group lost time injuries (LTI) rate per 1 million working hours (Severity Rate)	rate	40
Zero accident locations	percentage	93
Group lost time injuries (LTI) rate per 200 thousand working hours (Frequency Rate)	rate	0.31
Group lost time injuries (LTI) rate per 200 thousand working hours (Severity Rate)	rate	7.99
Climate		
Total CO_2e emissions direct, Scope 1	million tonnes	26.9
Total CO_2e emissions indirect, Scope 2 (Location)	million tonnes	2.1
Total CO_2e emissions indirect, Scope 2 (Market)	million tonnes	2.6
Total CO_2e emissions indirect, Scope 3	million tonnes	17.5
Total CO_2e emissions indirect, Scope 3 Upstream	million tonnes	16.3
Total CO_2e emissions indirect, Scope 3 Downstream	million tonnes	1.2
Total CO_2e emissions, Scope 1 + 2 (Location)	million tonnes	29.0
Total CO_2e emissions, Scope 1 + 2 (Market)	million tonnes	29.5
Total CO_2e emissions, Scope 1 + 2 (Location) + 3	million tonnes	46.5
Total CO_2e emissions, Scope 1 + 2 (Market) + 3	million tonnes	47.0
CO_2e intensity (Scope 1 + Scope 2 Market)	kg/$ revenues	0.8
CO_2e intensity (Scope 1 + Scope 2 Location)	kg/$ revenues	0.8
Cement-specific net CO_2 emissions per tonne of cementitious product – commitment plants	kg net CO_2/t cementitious product	518
Locations in high risk drought severity (WRI)	percentage	0.3
Locations in extremely high risk water stress (WRI)	percentage	9
Locations in high risk water stress (WRI)	percentage	14
Absolute CO_2 from biomass sources (including biomass content of mixed fuels)	million tonnes	1.2
Emissions		
Total NO_x emissions	thousand tonnes	35.5
Total SO_x emissions	thousand tonnes	7.7
Total particulates emissions (dust)	thousand tonnes	4.1
Co-processing fuels and raw materials		
Total wastes and by-products used as alternative materials and fuels	million tonnes	51.2
Total wastes and by-products used as alternative materials	million tonnes	48.8
Wastes and by-products used as alternative materials in cement plants	million tonnes	17.0
Alternative raw materials rate	percentage	11
Total wastes and by-products used as alternative fuels	million tonnes	2.4
Wastes and by-products used as alternative fuels in cement plants	million tonnes	2.3
Wastes and by-products used as alternative fuels in cement plants - European Union	percentage	58

Group Level Indicators 2025

Indicator	Unit	Reported figure
% RAP in Asphalt U.S	percentage	23
Companies which have waste management plans	percentage	99
Water		
Total water withdrawal	million cubic metres	101.2
Total water discharge	million cubic metres	40.2
Total water consumption	million cubic metres	61.0
Companies which have water management plans	percentage	98
Local Impacts		
Extractive sites where reclamation plan is implemented	percentage	95.9
Locations within, containing or adjacent to sensitive areas for biodiversity	number	454
Social		
Total employed (women)	percentage	16
Total operational employees (women)	percentage	7
Total clerical/admin employees (women)	percentage	48
Board Directors (women)	percentage	38
Employees recorded as having been trained in Code of Business Conduct (CoBC)	number	36,653
Employees recorded as having received Advanced Compliance Training (ACT)	number	10,805
Energy		
Total energy consumption	TWh	50.0
Total energy consumption	PJ	180.0

Global Cement and Concrete Association (GCCA) Indicators (apply to Cement Plants) 2025

Indicator	Unit	Reported figure
Health and Safety		
Fatality rate, directly employed	rate	1.0
Number of fatalities, directly employed	number	1
Number of fatalities, indirectly employed	number	1
Number of fatalities, involving onsite 3rd parties	number	0
LTI frequency rate, directly employed	rate	1.3
LTI frequency rate, indirectly employed	rate	0.7
LTI severity rate, directly employed	rate	38
Climate Change		
Total direct CO_2 emissions - gross	million tonnes	23.3
Total direct CO_2 emissions - net	million tonnes	21.1
Specific CO_2 emissions - gross	kg/tonnes of cementitious product	564
Specific CO_2 emissions - net	kg/tonnes of cementitious product	509

Annex to DNV Assurance Statement: List of Selected Indicators Continued

Global Cement and Concrete Association (GCCA) Indicators (apply to Cement Plants) 2025		
Indicator	**Unit**	**Reported figure**
Emissions Monitoring		
Overall coverage rate	percentage	83.5
Coverage rate continuous measurement	percentage	96.9
Emissions		
Particulates, specific	g/tonnes of clinker	32
Particulates, absolute	tonnes per year	923
Particulates, coverage rate	percentage	96.9
NO_x, specific	g/tonnes of clinker	1,106
NO_x, absolute	tonnes per year	31,974
NO_x, coverage rate	percentage	96.9
SO_x, specific	g/tonnes of clinker	213
SO_x, absolute	tonnes per year	6,160
SO_x, coverage rate	percentage	96.9
Minor Emissions		
VOC/THC, specific	g/tonnes of clinker	33
VOC/THC, absolute	tonnes per year	897
VOC/THC, coverage rate	percentage	95.1
PCDD/F, specific	ng/tonne of clinker	49
PCDD/F, absolute	mg per year	1,391
PCDD/F, coverage rate	percentage	97.8
Hg, specific	mg/tonne of clinker	16
Hg, absolute	kg per year	445
Hg, coverage rate	percentage	97.8
HM1, specific	mg/tonne of clinker	10
HM1, absolute	kg per year	270
HM1, coverage rate	percentage	93.2
HM2, specific	mg/tonne of clinker	217
HM2, absolute	kg per year	5,469
HM2, coverage rate	percentage	87.1
Co-processing Fuels and Raw Materials		
Alternative fuel rate (kiln fuels)	percentage	38.5
Biomass fuel rate (kiln fuels)	percentage	14.1
Specific heat consumption for clinker production	kcal/kg of clinker	925
Alternative Raw Materials rate (% ARM)	percentage	17.0
Clinker/cement (equivalent) factor	percentage	75.7
Local Impacts		
Percentage (%) of quarries with high biodiversity value where biodiversity management plan is implemented	percentage	96
Percentage (%) of quarries where rehabilitation plan is implemented	percentage	99

Global Cement and Concrete Association (GCCA) Indicators (apply to Cement Plants) 2025		
Indicator	**Unit**	**Reported figure**
Water		
Total water withdrawal	million cubic metres	20.8
Surface water	million cubic metres	7.1
Groundwater	million cubic metres	9.0
Quarry water	million cubic metres	2.5
Utility water	million cubic metres	1.6
Rainwater	million cubic metres	0.6
Total water discharge	million cubic metres	10.3
Surface water	million cubic metres	9.9
Public Sewer	thousand cubic metres	53
Other	million cubic metres	0.4
Total water consumption	million cubic metres	10.4
Amount of water consumption per unit of cementitious product	litres/metric tonne	252
Quarry water (not used) discharge	million cubic metres	12.9

SASB Group Level Indicators 2025		
Indicator	**Unit**	**Reported figure**
Climate		
EM-CM-110a.1: Gross global Scope 1 emissions	metric tonnes CO_2	26,897,195
Energy		
EM-CM-130a.1: Total energy consumed	gigajoules	180,044,903
EM-CM-130a.1: Percentage grid electricity	percentage	13
EM-CM-120a.1: Percentage alternative	percentage	25
EM-CM-130a.1: Percentage renewable	percentage	<1
Emissions		
EM-CM-120a.1: NO_x (excluding N_2O)	metric tonnes	35,498
EM-CM-120a.1: SO_x	metric tonnes	7,735
EM-CM-120a.1: Particulate matter (PM10)	metric tonnes	4,125
EM-CM-120a.1: Dioxins/furans	metric tonnes	0.000001391
EM-CM-120a.1: Volatile organic compounds (VOCs)	metric tonnes	2,188
EM-CM-120a.1: Polycyclic aromatic hydrocarbons (PAHs)	metric tonnes	1
EM-CM-120a.1: Heavy metals (Pb, Hg, Cd)	metric tonnes	6
Water		
EM-CM-140a.1: Total fresh water withdrawn	thousand cubic meters	101,202
EM-CM-140a.1: Total water consumed	thousand cubic meters	60,962
Waste		
EM-CM-150a.1: Amount of waste generated	metric tonnes	4,806,618
EM-CM-150a.1: Percentage hazardous	percentage	<1
EM-CM-150a.1: Percentage recycled	percentage	41

Non-GAAP Reconciliation

Adjusted Earnings Before Interest, Taxes, Depreciation, and Amortization (Adjusted EBITDA)

Adjusted EBITDA is defined as earnings from continuing operations before interest, taxes, depreciation, depletion, amortization, Loss on impairments, gain/loss on divestitures and investments, Income/loss from equity method investments, substantial acquisition-related costs, and pension expense/income excluding current service cost component. It is quoted by management in conjunction with other GAAP and non-GAAP financial measures to aid investors in their analysis of the performance of the Company. Adjusted EBITDA by segment is monitored by management in order to allocate resources between segments and to assess performance. Reconciliation to its most directly comparable GAAP measure is presented aside.

in $ millions	2025	2024	2023
Net income	**3,790**	3,521	3,072
(Income) loss from equity method investments (i)	**(26)**	108	17
Income tax expense	**1,041**	1,085	925
Gain on divestitures and investments (ii)	**(1)**	(250)	—
Pension income excluding current service cost component (ii)	**(21)**	(7)	(3)
Other interest, net (ii)	**(7)**	(1)	5
Interest expense	**810**	612	376
Interest income	**(146)**	(143)	(206)
Depreciation, depletion and amortization	**2,156**	1,798	1,633
Loss on impairments (i)	**40**	161	357
Substantial acquisition-related costs (iii)	**45**	46	—
Adjusted EBITDA	**7,681**	6,930	6,176
Total revenues	**37,447**	35,572	34,949
Net income margin	**10.1%**	9.9%	8.8%
Adjusted EBITDA margin	**20.5%**	19.5%	17.7%

i. For the year ended December 31, 2025, the Loss on impairments totaled $40 million, principally related to International Solutions. For the year ended December 31, 2024, the total impairment loss comprised $0.35 billion, principally related to the Architectural Products reporting unit within International Solutions and the equity method investment in China. For the year ended December 31, 2023, the total impairment loss comprised $62 million within Americas Materials Solutions and $295 million within International Solutions.

ii. Gain on divestitures and investments, pension income excluding current service cost component and other interest, net have been included in Other nonoperating income (expense), net in the Consolidated Statements of Income.

iii. Represents expenses associated with non-routine substantial acquisitions, which meet the criteria for being separately reported in Note 3 "Acquisitions" of the audited financial statements, as well as other acquisition costs of an extraordinary nature. Expenses in 2025 and 2024 primarily include legal, consulting and other tax expenses related to these acquisitions.

Notes on Forward-Looking Statements & References to "Materiality"

Note on Forward-Looking Statements

This document contains "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995 with respect to the financial condition, results of operations, business and future performance of CRH.

These forward-looking statements include all matters that are not matters of fact at the date of this document, including statements about plans and expectations regarding CRH's decarbonization initiatives and targets, use and conservation of natural resources, renewable energy, sustainability outcomes, innovation, workplace inclusion and engagement and safety; statements regarding digital technology, automation initiatives and smart infrastructure capabilities and the ability to enhance productivity, safety and sustainability; expectations related to compliance with applicable regulations and reporting standards and requirements; expectations related to sustainability as an enabler of CRH's leading performance model and growth and opportunity resulting from transition to a more sustainable built environment; expectations related to our impact on third party stakeholders and the environment; and expectations related to environmental risks.

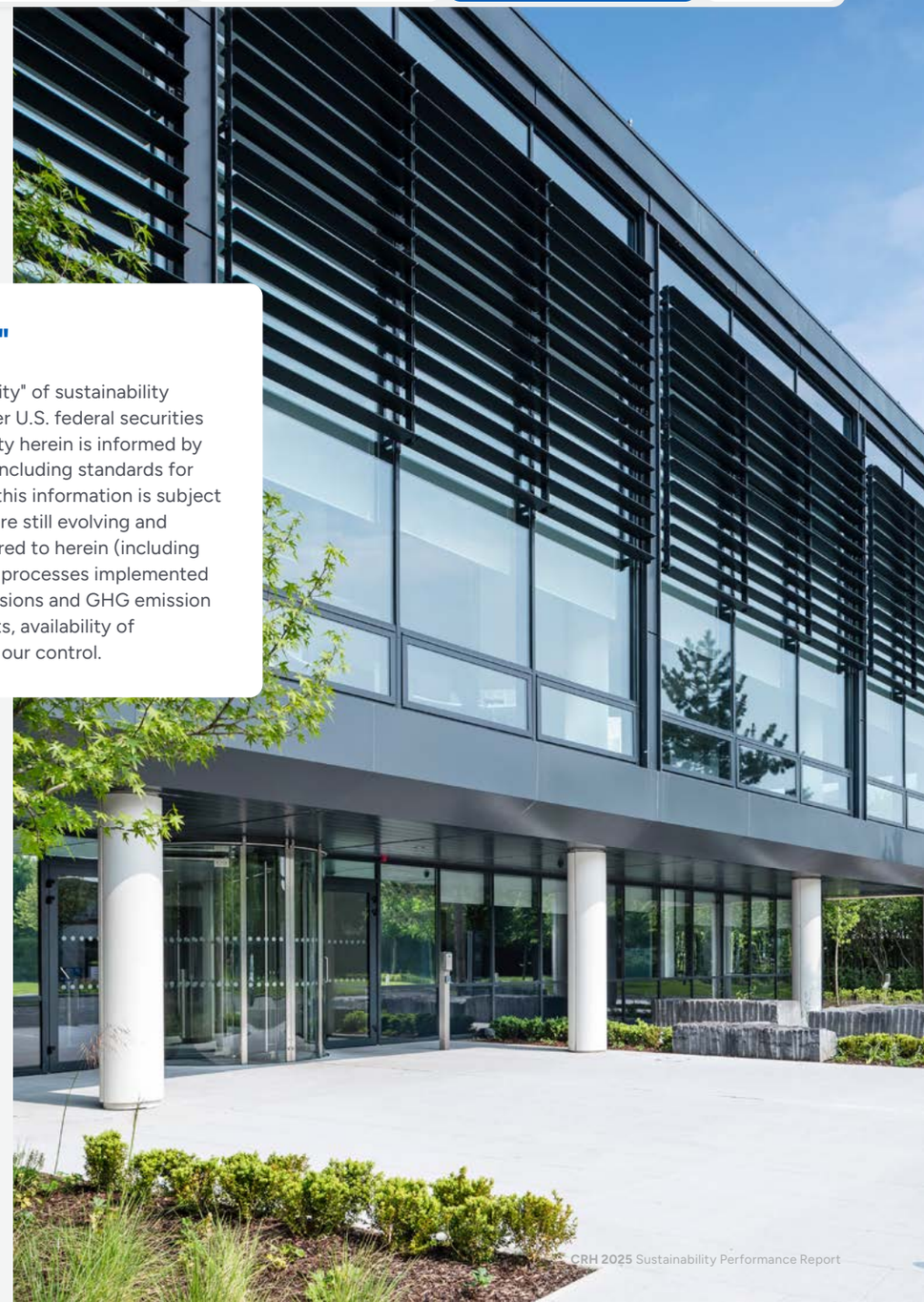
By their nature, forward-looking statements involve risk and uncertainty because they relate to events and depend on circumstances that may or may not occur in the future and reflect our current expectations and assumptions as to such future events and circumstances that may not prove accurate.

You are cautioned not to place undue reliance on any forward looking statements. These forward-looking statements are made as of the date of this document, and we expressly disclaim any obligation or undertaking to publicly update or revise these forward-looking statements other than as required by applicable law.

For a discussion of some of the risks and important factors that could cause actual outcomes and results to differ materially from those expressed herein, see "Risk Factors" in the CRH Annual Report on Form 10-K for the year ended December 31, 2025, filed with the U.S. Securities and Exchange Commission on February 18, 2026.

Note on References to "Materiality"

References to "materiality" and assessments of the "materiality" of sustainability matters herein differ from the definition of "materiality" under U.S. federal securities laws for SEC reporting purposes. Our discussion of materiality herein is informed by multiple sustainability reporting standards and frameworks, including standards for the measurement of underlying data. Furthermore, much of this information is subject to assumptions, estimates and third-party information that are still evolving and subject to change. Our disclosures based on standards referred to herein (including but not limited to disclosures of our GHG emissions and the processes implemented for classifying, measuring, and accounting for our GHG emissions and GHG emission reductions) may change due to changes in legal requirements, availability of information, or other factors, some of which may be beyond our control.



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We welcome feedback and comments from stakeholders on our sustainability reporting.

Cover Image: As a leader in water infrastructure, CRH has the portfolio, scale and global expertise to deliver resilient systems that shape communities for a better tomorrow. In Seattle, the 70-year-old Elliot Bay seawall, which protects the waterfront, was in desperate need of repair, having been ravaged by constant exposure to the sea and several earthquakes. Oldcastle Infrastructure, in CRH's Americas Division, produced 400 immense Z-shaped superstructure segments and hundreds of 20-foot-tall face panels for a new seawall which is engineered for a lifespan exceeding 75 years and designed to withstand coastal storms, seismic events and future climate impacts.