



Maintaining positive stakeholder relationships



Our statement

Introduction

At CRH, we are committed to building strong relationships with our stakeholders and making a positive difference in the communities where we operate. With over 95% of our employees living close to our businesses, we are constantly in touch with our communities' needs.

From roads to runways, from pipes to parks, from schools to skyscrapers, we provide the building solutions to meet the evolving needs of society. We believe that our presence in our local communities brings many inherent advantages, such as employment, infrastructure development, support to local communities and businesses and tax revenue.

We place an emphasis on talent development, collaborating with communities to offer apprenticeships, graduate schemes and educational partnerships. In addition, many of our employees participate on the boards of charities and industry associations as well as volunteer with NGOs, educational institutions and charities.

Our ambition is to utilise our resources, networks and partnerships to generate positive outcomes. Stakeholder engagement also helps us to maintain our license to operate, enhance our corporate reputation and improve employee engagement.

Our priorities

We aim to build more inclusive and resilient communities through a shared global approach that considers the specific needs of our stakeholders. Our social focus areas align with our core business strategy to empower communities across our global footprint and help to deliver the UN Sustainable Development Goals.

Our focus areas include

- ➔ Community relations and development
- ➔ Environment and conservation
- ➔ Education and employment
- ➔ Health and wellness
- ➔ Arts and culture
- ➔ Provision of shelter

Stakeholder engagement is particularly important in developing, implementing and continuously improving our sustainability policies and commitments.

In addition, strengthening existing partnerships and developing relationships with new stakeholders leads to improved engagement and communication, increased transparency and trust, and a growing understanding of our impacts and opportunities.

Supporting our stakeholders

We take a collaborative approach to developing stakeholder relationships, while empowering our businesses to deliver local engagement in an inclusive and transparent way.

Our stakeholders include

- ➔ Investors
- ➔ Customers
- ➔ Employees
- ➔ Suppliers
- ➔ NGOs
- ➔ Communities
- ➔ Media
- ➔ Assessment organisations
- ➔ Advocacy groups
- ➔ Other interested parties

Community investment is one of the ways we contribute to a thriving and inclusive society. We support our stakeholders through monetary donations, in-kind materials and services and non-commercial sponsorships for not-for-profit organisations and community groups.

More important than the material and financial support is the impact these partnerships have on neighbourhoods, communities and individuals.



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Our approach

Our stakeholder engagement procedures, applied across the Group, empower our businesses to deliver local engagement in an inclusive and transparent way. This includes:

- **Identifying and prioritising stakeholders:**

Our diversified business and geographic footprint is considered when identifying and prioritising stakeholders.

CRH businesses actively prioritise stakeholder engagement to strengthen existing partnerships and develop new relationships, so they can meet local community needs and ensure maximum impact.

- **Effective stakeholder engagement:**

Depending on our line of business, location and area of interest, we use appropriate engagement activities to interact with each of our relevant stakeholder groups, including site visits, meetings, online surveys, roadshows, telephone interviews and focus group sessions.

Operating companies develop comprehensive Community Engagement Plans. To ensure an consistent approach, we have set a target for 100% of operating companies to have Community Engagement Plans in place by 2030.

- **Communicating engagement results:**

We are committed to analysing data and insights to improve stakeholder programmes and communicate outcomes.

Feedback from stakeholder engagement is reported to, and carefully considered by, management at all levels, including the Safety, Environment and Social Responsibility (SESR) Committee and the Board, and outcomes are reported in our annual and sustainability reports. Learnings and best practices are shared across operating companies.

Our collaborative approach to stakeholder relationships ensures that our ongoing engagement is:

- Open, transparent, timely and concise
- Consistent with CRH's brand, values and Code of Business Conduct (CoBC)
- Aligned with CRH's focus areas (see previous page)

All CRH operating companies and employees are committed to these principles.



Raising a concern

We provide formal, confidential ways to report concerns through our CRH "Hotline" facility, a 24/7, independent, multi-lingual reporting service. The CRH Hotline allows employees, customers, suppliers or other external stakeholders to raise concerns they may have in relation to inappropriate or illegal behaviour or violations of any CRH policies or local laws.

Stakeholders have the option to report concerns anonymously. Retaliation or reprisals are not tolerated at CRH. All concerns are handled discreetly and are professionally investigated, with appropriate actions taken based on investigation findings. For more information or to report a concern please visit www.crhhotline.com.



Supplementary information

More information about CRH's approach to stakeholder engagement and priority activities can be found in our annual Sustainability Report, available [here](#). In addition, our CoBC and other relevant documents can be found [here](#).

For any enquiries, please contact sustainability@crh.com or ir@crh.com.