



**CRH Group Services Limited**  
Gender Pay Gap Report 2022

# Foreword

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In line with the requirements of new legislation introduced by the Irish Government, CRH Group Services Ltd (“CRH Group Services” or “the Company”) publishes this inaugural gender pay gap report.

CRH Group Services employs 364 people in Ireland. It is the administrative head office of CRH plc, a global building materials group (the “Group”), spanning 29 countries and employing 77,400 people across 3,200 operating locations.

Many of CRH’s most senior managers are employed by this Irish-based company for payroll purposes. However, on a day-to-day basis their global roles entail spending considerable periods of time travelling outside Ireland across the various markets in which the Group operates.

## Gender pay gap

A gender pay gap report captures differences in pay between the total population of men and women across a business, not just those in the same jobs with the same working pattern, or the same competencies, experience or responsibilities. It is not a measure of equal pay. Instead, it reflects the difference in representation of men and women at all levels in an organisation.

In Ireland, CRH has three subsidiaries which are eligible to report under the new legislation: Irish Cement Limited, Roadstone Limited and CRH Group Services Ltd. With a combined total of 1319 employees, the mean gender pay gap across the three Irish CRH companies is 12%. The median pay gap is -15%.

The individual gender pay gap for each of these companies varies. For example, Roadstone Limited and Irish Cement Limited, sister companies of CRH Group Services Limited in Ireland, each have mean gender pay gaps of 7%.

At CRH Group Services we have a mean gender pay gap of 59%, which means that remuneration for women was on average 59% lower than for men, reflecting a higher proportion of men in senior roles in the Company. We recognise that this is too high and we are committed to addressing it.

To close the gap at CRH Group Services, we are working to improve representation of women at all levels, and at senior levels in particular. Though this will take time and requires ongoing commitment, we started addressing this issue a few years ago and we are making progress in building a more diversified workforce. Among the Company’s employees with 5 years’ tenure or less, which account for 42% of its employees, and of which 50% are women, the mean gender pay gap is -0.5% (i.e. slightly in favour of women).

## Reasons for our gap

The construction sector has traditionally been a male dominated industry and many of our most senior leaders have been promoted from within the operating companies where men represent 85% of the total workforce. Accordingly, at the more experienced levels, there are also more men (74%) than women (26%) in the top quartile based on remuneration at the Company.

An additional factor is that CRH Group Services, being the administrative centre to the global organisation, employs the most senior staff of the Group with global executive roles and responsibilities at the corresponding remuneration levels.



# Our Data

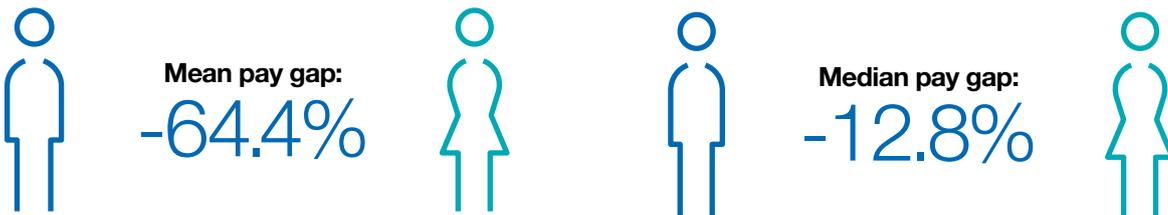
The data presented in this report is based on pay that pertained to the period from 1st July 2021 to 30th June 2022.

## HOURLY REMUNERATION\*



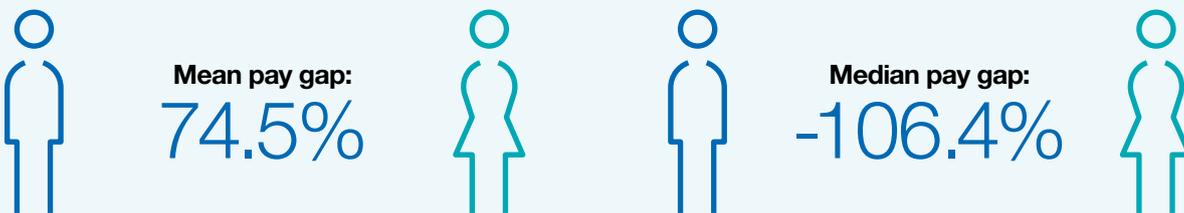
\*331 of the 364 employees included in this report are employed on a full-time basis

## Part-time employees\*



\*12 of the 364 employees included in this report are employed on a part-time basis. A negative gap indicates that women are paid more than men. In this category, women are paid 64.4pc more on a mean basis. This figure reflects the fact that the majority of part-time employees at CRH Group Services Ltd are women.

## Temporary contracts\*



\*21 of the 364 employees included in this report are employed on a temporary basis. Some of the temporary contracts in this report include employees that have agreed to remain employed for a temporary period of time beyond their retirement age.

# Our Data continued

## BONUS REMUNERATION\*



Percentage of men  
who received a bonus



Percentage of women  
who received a bonus



\*There is a large gap in the average bonus remuneration paid to men and the average bonus remuneration paid to women. This reflects the fact that men tend to occupy more senior roles at CRH Group Services. For more senior employees, performance-related pay tends to account for a significantly greater proportion of total pay. Therefore, on average, men at CRH Group Services receive greater levels of performance related pay, due to the make-up and seniority levels in the workforce. This pushes up the gap between average male bonus pay and average female bonus pay. In addition, more women than men within this cohort work part time and therefore receive a bonus which is paid pro rata, reducing the total.

## BENEFITS IN KIND

Percentage of employees who received  
benefits in kind



Men

39.5%



Women

19.5%

\*The following benefits in kind are offered: Save as You Earn scheme, provision of a company car, and participation in voluntary health insurance. Some benefits in kind relate to seniority, and men have higher levels of representation in more senior roles, hence the existence of a gap.

## PAY QUARTILES



Men

73.6%

Women

26.4%

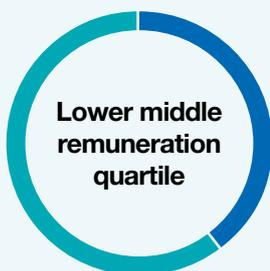


Men

61.5%

Women

38.5%



Men

39.6%

Women

60.4%



Men

45.1%

Women

54.9%

# How we are closing the gap

At CRH we are building a more diverse and inclusive business across our global footprint, and we have many initiatives underway to address our existing gender pay gap and to materially enhance inclusion & diversity in our workplace.

We believe that having a diverse pool of talent and perspectives will be central to our future success. This will increase representation of women across the organisation, and in turn will reduce the gender pay gap over time.

We continue to try to attract more women into all levels of our organisation. We have clear guidelines in place to ensure that our recruiting and promotion processes are fair and equitable with diverse candidates on shortlists and diverse interview panels to mitigate possible bias. We also have clear guidelines on how to run inclusive performance and talent management processes.

CRH's Inclusion & Diversity strategy is built on a firm commitment to I&D, nurturing Inclusion as a core capability, fostering a workplace and culture that is inclusive, and ensuring our workforce and leadership reflect the communities we operate in.

We recognise that significant focus is required to address the gender imbalances represented by the gender pay-gap and we are fully committed to making progress on this matter - building an inclusive and diverse organisation in which talented people of all backgrounds are welcome and can work in an environment which supports them to perform at their best.

## Actions we are taking to support this strategy



We have set a target to have women making up at least 33% of the Group's senior leaders by 2030 (2021: 22%)



Improving representation of women at senior levels is part of our new 2022 Remuneration Policy and Performance Share Plan, which incentivises our management to deliver our ambition.



We closely monitor participation of women in our workforce as a whole (15%) and are committed to increasing representation of women across the organisation.



Inclusion & Diversity is a standing item on the agenda for the CRH Group Board's Safety Environment and Social Responsibility Committee.



We have established Inclusion & Diversity committees across our three divisions and our corporate offices, and our operating companies are developing Inclusion & Diversity programmes at local level.



We are training our future leaders to ensure that people of all backgrounds have the structures in place to support them as they develop during their careers in the Group.



We encourage and have facilitated the establishment of Employee Resource Groups that bring together minority groups in our organisation and their allies, to facilitate discussion of potential changes the Group should make.



We are a member of the 30% Club, which consists of chairs and chief executives committed to increasing representation of women at all levels of their organisation.



We are embedding Inclusion & Diversity in our recruitment practices, from the drafting of job descriptions to selection of intentionally diverse interview panels.