



**CRH Group Services Limited**  
Gender Pay Gap Report 2023

# Introduction

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Welcome to the CRH Group Services Ltd (“CRH Group Services” or “the Company”) second annual gender pay gap report, in which we are pleased to outline progress to date and reiterate our commitment to building a more diverse workforce.

CRH Group Services employs 397 people in Ireland. It is the administrative head office of CRH plc, a global building materials group (“CRH” or “the Group”), spanning 29 countries and employing 75,800 people across 3,160 operating locations.

This gender pay gap report outlines differences in pay between the total population of men and women across our 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 the organisation.

## Gender pay gap

In Ireland, CRH has three subsidiaries which are eligible to report gender pay gap information: Irish Cement Ltd (“Irish Cement”), Roadstone Ltd (“Roadstone”) and CRH Group Services. With a combined total of 1,366 employees, the mean gender pay gap across the three Irish CRH companies for 2023 is 8.8%, down from 12% last year. This represents a year-on-year improvement of 27%, reflecting progress across each reporting subsidiary as we continue to enhance inclusion and diversity in our workforce.

The individual gender pay gap for each of the reporting companies varies. For example, Irish Cement and Roadstone have mean gender pay gaps of 3.7% and 5.7% respectively. Both companies have recorded welcome improvements year-on-year compared to the 7% gap each subsidiary reported in 2022.

At CRH Group Services, the mean gender pay gap is 55.5%, down from 59% last year, reflecting an increase in the proportion of women in senior roles. While we are pleased to report this progress, which represents a year-on-year improvement of 6%, we recognise that we need to do more to close the gap and are committed to continuing to address it.

## 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 CRH’s operating companies where men represent 84% of the total workforce. Accordingly, at the more experienced levels, there are also more men than women in the upper remuneration quartile at the Company.

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

Notwithstanding this, and to continue to close the gap at CRH Group Services, we are working to improve representation of women at all levels, and especially in senior roles. This year, the number of women in the upper remuneration quartile increased to 28%, up from 26.4% in 2022.

While addressing the gap will take time and requires ongoing commitment, the improvements we are reporting for 2023 illustrate the progress we are making in building a more gender diverse workforce.



# Our Data

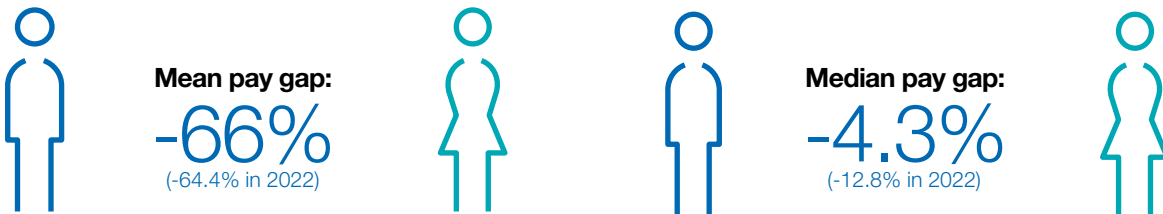
The data presented in this report is based on pay that pertained to the period from 1st July 2022 to 30th June 2023.

## HOURLY RENUMERATION\*



\*385 of the 397 employees included in this report are employed on a full-time basis

## Part-time employees\*



\*12 of the 397 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 66pc more on a mean basis. This figure reflects the fact that the majority of part-time employees at CRH Group Services Ltd are women.

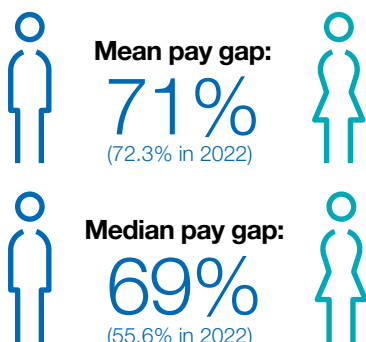
## Temporary contracts\*



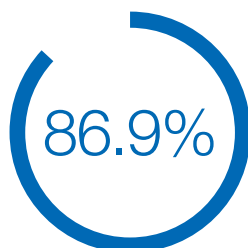
\*13 of the 397 employees included in this report are employed on a temporary basis. Some of the temporary contracts in this report include employees that have agreed to remain employed for a temporary period of time beyond their retirement age.

# Our Data continued

## BONUS REMUNERATION\*

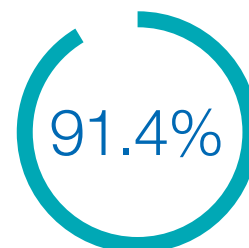


**Percentage of men  
who received a bonus**



(89.5% in 2022)

**Percentage of women  
who received a bonus**



(85.4% in 2022)

\*The gap in the average bonus remuneration paid to men and the average bonus remuneration paid to women reflects the fact that men tend to occupy more senior roles at CRH Group Services. For more senior employees, performance-related pay accounts 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 of the workforce and the seniority levels involved. 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**

**60.8%**  
(39.5% in 2022)

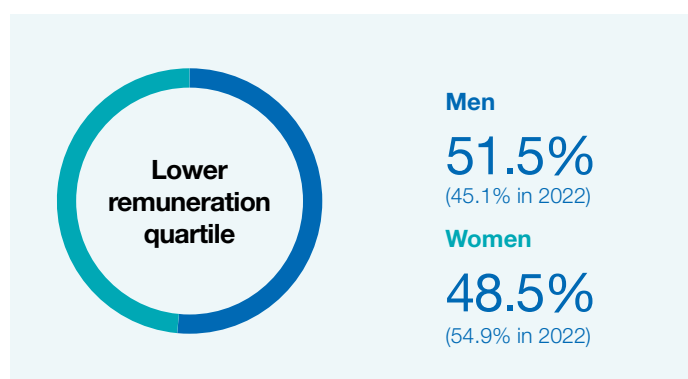
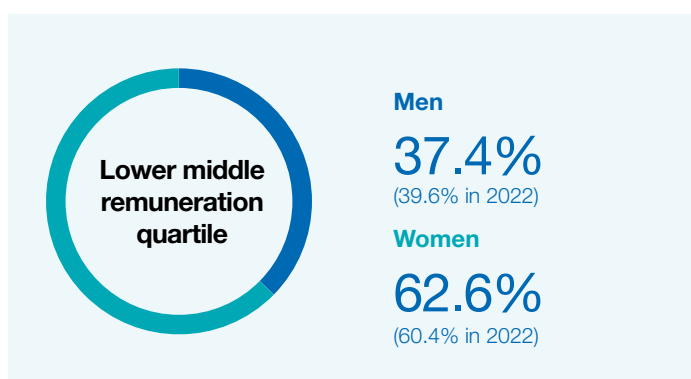
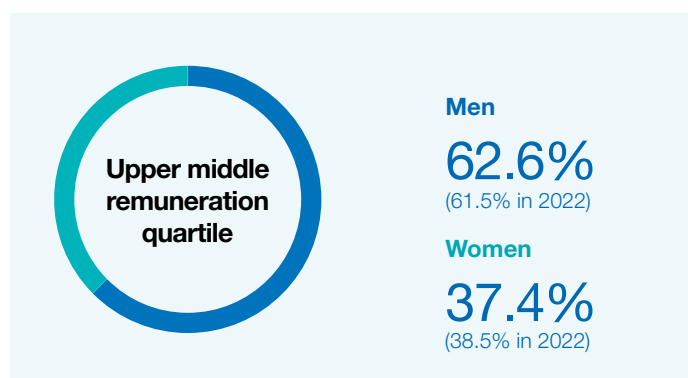
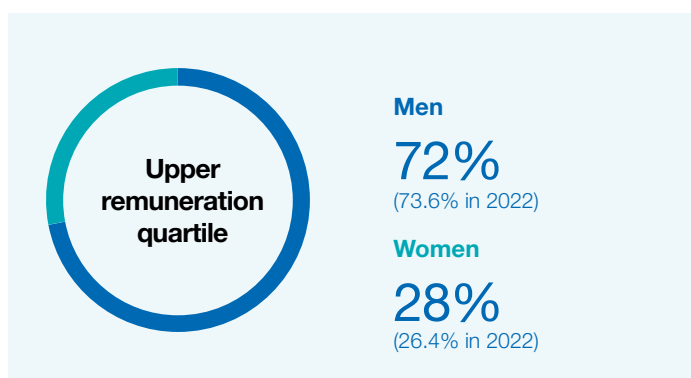


**Women**

**62.3%**  
(19.5% in 2022)

\*The following benefits in kind are offered: Provision of a company car and company paid professional subscriptions.

## PAY QUANTILES





# How we are closing the gap

At CRH we have many initiatives underway to help us build a more diverse and inclusive business globally. We believe that having a diverse pool of talent and perspectives will be central to our future success. It will also increase representation of women across the organisation, and in turn will reduce the gender pay gap over time.

We recognise that significant focus is required to address the gender imbalances underpinning our pay gap and we are fully committed to making progress. We continue to work hard 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.

## Actions we are taking

	We have set a target to have women making up at least 33% of the Group's senior leaders by 2030 (2023: 29%)		Improving representation of women at senior levels is part of our 2023 Remuneration Policy and Performance Share Plan, which incentivises our management to deliver our ambition
	We closely monitor the remuneration of our management layers to ensure that we are offering equal pay for equal work		We closely monitor participation of women in our workforce as a whole (16%) and are committed to increasing representation of women across the organisation
	Inclusion & Diversity is a standing item on the agenda for the Board's Safety Environment and Social Responsibility (SESR) Committee		We have established Inclusion & Diversity committees across both of our divisions and our corporate offices; and our operating companies have developed Inclusion & Diversity programmes at a local level
	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 embedding Inclusion & Diversity in our recruitment practices, from the drafting of job descriptions to selection of intentionally diverse interview panels