



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 locally to our businesses, we are deeply embedded in our local communities and are well-placed to understand their needs.

From roads to runways, from pavements to parks, from schools to skyscrapers, we provide the building materials solutions to meet the evolving needs of society. We recognize that positive stakeholder engagement delivers social, environmental and economic value for our business, local communities and wider society. Advantages include, for example, employment, infrastructure development and tax revenue.

We collaborate with our local communities to offer apprenticeships, graduate schemes and educational partnerships to strengthen talent development. 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 utilize our resources, networks and partnerships to generate positive outcomes. Engagement with local stakeholders plays a key role in helping us to maintain our license to operate, improve employee engagement and enhance our corporate reputation.

Our priorities

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

Our social 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 in an open, transparent and timely manner leads to improved engagement and communication, increased 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 organizations
- 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 organizations and community groups.

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



Maintaining positive stakeholder relationships



Our statement



Our approach

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

Identifying and prioritizing stakeholders

- With our scale, geographical reach and diversified business portfolio, each operating location tailors their approach, enabling us to effectively meet the needs of our diverse local stakeholders, including vulnerable groups, such as indigenous communities.
- CRH operating companies actively prioritize stakeholder engagement to strengthen existing partnerships and develop new relationships to support local community needs and ensure maximum impact.

Effective stakeholder engagement

- Depending on our line of business, local operations and area of interest, we use appropriate engagement activities and multi-lingual two-way communications to interact with our relevant stakeholder groups, including site visits, meetings, online surveys, roadshows, telephone interviews and focus group sessions.

- CRH operating companies develop comprehensive Community Engagement Plans and invest in capacity building to strengthen engagement, communications and to understand possible impacts.
- We have set a target for 100% of operating companies to have Community Engagement Plans in place by 2030.

Governance and oversight

- CRH's approach and progress on stakeholder engagement is overseen by our Chief Operating Officer.
- We are committed to monitoring our engagement efforts and analyzing relevant data to improve stakeholder programs.
- Feedback from stakeholder engagement is reported to, and considered by, management at all levels, including the Board's designated Safety, Environment and Social Responsibility Committee. Learnings and best practices are shared across operating companies and the outcomes are reported in our Sustainability Performance Report.
- Our stakeholder engagement activities are consistent with CRH's brand, values and Code of Business Conduct (CoBC), and aligned with our social focus areas.



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 behavior 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 Performance 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.