



**CRH Group Services Limited**  
Gender Pay Gap Report 2024



# Introduction

---

Welcome to the CRH Group Services Ltd (“CRH Group Services” or “the Company”) third 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 445 people in Ireland. It is one of the main corporate offices of CRH plc, a global building materials group (“CRH” or “the Group”), spanning 28 countries and employing 78,500 people across 3,390 operating locations.

This gender pay gap report outlines differences in pay between the total population of men and women across our business in Ireland, 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 (with a combined total of 1,452 employees) which are eligible to report gender pay gap information: Irish Cement Ltd (“Irish Cement”), Roadstone Ltd (“Roadstone”) and CRH Group Services. All three saw an improvement in their results this year and consequently there is a zero mean gender pay gap across the three entities combined in 2024 (down from 8.8% last year). This reflects the progress being made as we continue to enhance inclusion and diversity in our workforce.

The individual gender pay gap for each of the reporting companies varies. Irish Cement has made strong progress and in 2024 has a zero mean gender pay gap (down from 3.7% in 2023). Roadstone is also seeing welcome improvements with a mean gender pay gap of 4.5% (down from 5.7% last year).

CRH Group Services, one of the main corporate offices of the global organisation, employs a number of the Group’s senior executives with global roles and responsibilities. This year we have seen a year-on-year improvement of 10% on its mean gender pay gap (49.9% in 2024, down from 55.5% last year), reflecting an increase in the proportion of women in senior roles. While we are pleased to report this progress, 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 a number of our senior leaders have been promoted from within CRH’s operating companies where men represent the majority of the total workforce. As a result, at the more experienced levels, there are more men than women in the upper quartile based on remuneration at the Company.

Notwithstanding this, we are committed to closing the gap at CRH Group Services and are working to improve representation of women at all levels, particularly in senior roles. This year, the number of women in the upper remuneration quartile increased to 34.8%, up from 28% in 2023.

While addressing the gap will take time and requires ongoing commitment, the improvements we are reporting for 2024 illustrate the progress we are making in building a more gender diverse workforce.



# CRH Group Services Data

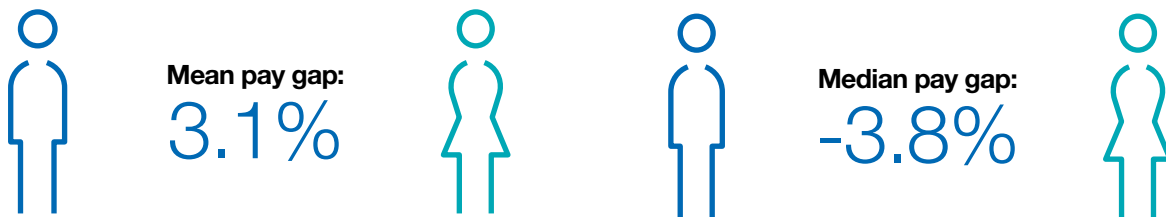
The data presented in this report is based on pay that pertained to the period from 1st July 2023 to 30th June 2024.

## HOURLY REMUNERATION\*



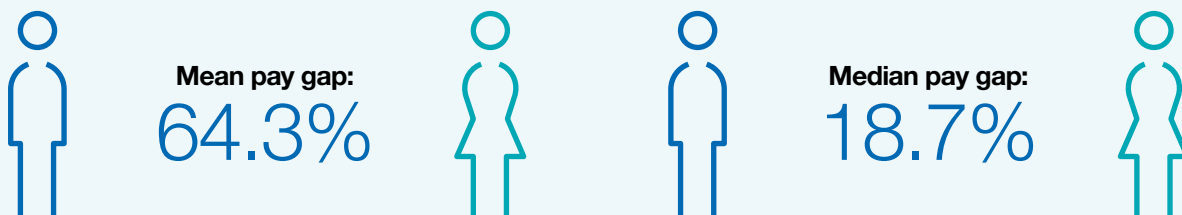
\*430 of the 445 employees included in this report are employed on a full-time basis.

## Part-time employees\*



\*15 of the 445 employees included in this report are employed on a part-time basis. A negative gap indicates that women are paid more than men.

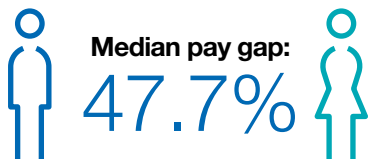
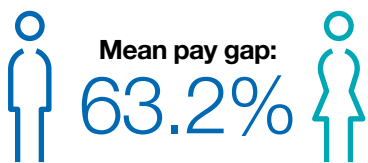
## Temporary contracts\*



\*17 of the 445 employees included in this report are employed on a temporary basis.

# CRH Group Services Data<sub>continued</sub>

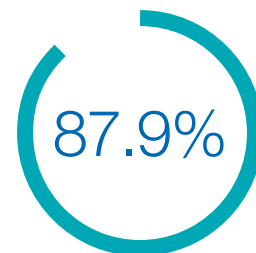
## BONUS REMUNERATION\*



Percentage of men  
who received a bonus



Percentage of women  
who received a bonus



\*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

58.6%

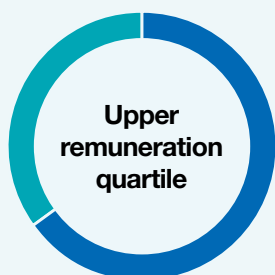


Women

52.9%

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

## PAY QUARTILES

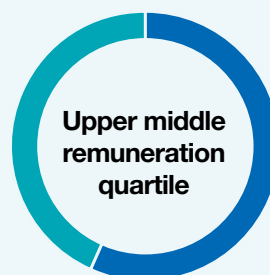


Men

65.2%

Women

34.8%

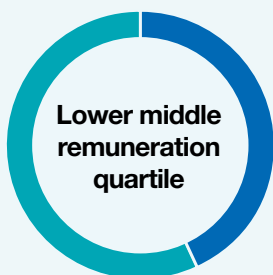


Men

56.8%

Women

43.2%



Men

43.2%

Women

56.8%



Men

49.5%

Women

50.5%

# How we are taking action

At CRH, we have many initiatives underway to help us build a more inclusive, respectful and diverse 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, reducing 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 and to offer opportunities for all. We have clear guidelines in place to ensure that our recruiting and promotion processes are fair and equitable, with diverse slates of 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 continue to take steps to provide opportunities to all employees to help them realise their full potential and we track representation to assess the effectiveness of those steps.



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 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 a Global Inclusion & Diversity Council as well as 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 continue to embed Inclusion & Diversity in our recruitment practices to ensure we are an open and attractive employer for all, from the drafting of job descriptions to diverse interview panels to candidate selection methodologies.



We continue to keep the health and well-being of our people as our utmost priority through our five anchors - Physical, Mental, Emotional, Financial, and Environmental.