CRH Group Services Limited

Gender Pay Gap Report 2025

Introduction

Welcome to the CRH Group Services Ltd ("CRH Group Services" or "the Company") gender pay gap report for 2025.

CRH Group Services employs 470 people in Ireland. It is the administrative head office of CRH plc, a global building materials group ("CRH" or "the Group"), spanning 28 countries and employing 80,000 people across 4,000 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 (with a combined total of 1,542 employees) which are eligible to report gender pay gap information: Irish Cement Ltd ("Irish Cement"), Roadstone Ltd ("Roadstone") and CRH Group Services. In 2025, there is a zero mean gender pay gap across the three entities combined (in 2024 it was also zero).

The individual gender pay gap for each of the reporting companies varies. Roadstone has a mean gender pay gap of 3.8% (in 2024 it was 4.5%), while Irish Cement has a 4.9% mean gender pay gap (in 2024 it was zero).

CRH Group Services is the administrative centre to the global organisation, employing executives with global roles and responsibilities. This year we have a mean gender pay gap of 41.9% (in 2024 it was 49.9%). While we are pleased to report this improvement, 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 building materials 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 the majority of the total workforce. As a result, at the more senior levels, there are more men than women in the upper quartile of 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.

CRH Group Services Data

The data presented in this report is based on pay related to the period from 1st July 2024 to 30th June 2025.

Hourly Remuneration*

Mean pay gap:
41.9%

Median pay gap:
17.1%

*Of the 470 employees included in this report, 255 are men and 215 are women.

Part-time employees*

Mean pay gap:
80.8%

Median pay gap:
66.6%

*17 of the 470 employees included in this report are employed on a part-time basis.

Temporary contracts*

Mean pay gap:
7.5%

Median pay gap:
-41.1%

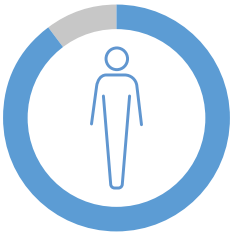
*15 of the 470 employees included in this report are employed on a temporary basis. A negative gap indicates that women are paid more than men.

CRH Group Services Data continued

Bonus Remuneration*

Mean pay gap:
64.3%

Median pay gap:
42%



Percentage of men who received a bonus:
89.8%

Percentage of women who received a bonus:
93.5%

**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 in Ireland. 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.*

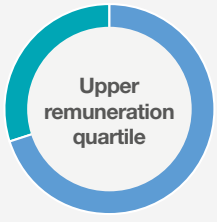
Benefits in Kind*

Percentage of men who received benefits in kind:
56.5%

Percentage of women who received benefits in kind:
51.2%

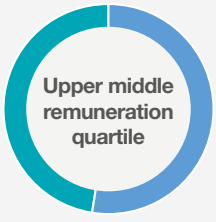
**The following benefits in kind are offered: Provision of a company car, paid professional subscriptions.*

Pay Quartiles



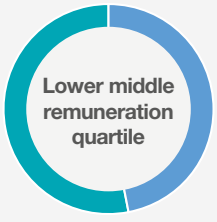
Men
70.1%

Women
29.9%



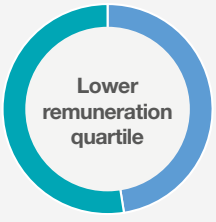
Men
52.5%

Women
47.5%



Men
47.0%

Women
53.0%



Men
47.5%

Women
52.5%

How we are taking action

At CRH, we are committed to inclusion in all aspects of our business.

We know that addressing the gender imbalances underlying our pay gap takes ongoing focus and action. That's why we're working to attract, retain, and promote women at all levels, while ensuring equal opportunities for everyone.

What we're doing:

Broadening our talent pool to improve gender representation and reduce the pay gap over time.

Ensuring fair recruitment and promotion through clear guidelines, diverse shortlists and inclusive practices.

Supporting health and well-being through our five anchors: Physical, Mental, Emotional, Financial, and Environmental.

Monitoring pay equity across management levels to ensure equal pay for equal work.

Promoting family-friendly policies to support work-life integration.

Driving accountability through our Board's Safety, Environment & Social Responsibility Committee and our Global Inclusion Council.

Encouraging employee-led groups to foster belonging and community.