



Modern Slavery Statement of CRH

For the year ended December 31, 2025

Contents

CRH at a Glance	1
Our Policies and Training Programs	3
Internal Due Diligence	4
Our Supply Chain Risk Assessments	5
Supply Chain Due Diligence	6
Achievements, Targets and Assessing the Effectiveness of our Approach	7
Note on Forward Looking Statements	8
Appendices - Country Specific Requirements	9

This Statement was approved by the Board of Directors of CRH plc (the 'Board') on May 8, 2026 and signed on behalf of the Board by Jim Mintern, Chief Executive Officer.

By:  _____

All statements are available on our corporate website [here](#).

* The Australian Commonwealth Modern Slavery Act 2018 and the Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act 2023. CRH's policy statement under the German Supply Chain Due Diligence Act is available [here](#).

¹ Modern Slavery includes forced labor, compulsory labor, child labor, human trafficking, and any form of slavery or servitude.

Introduction

This Modern Slavery Statement (the 'Statement') is made in compliance with Section 54(1) of the UK Modern Slavery Act 2015, the California Transparency in Supply Chains Act and other applicable legislation*, and sets out the measures CRH plc and its subsidiaries (collectively 'CRH' or the 'Company') took during the year ended December 31, 2025 in furtherance of the goal to prevent any form of Modern Slavery¹ within its own businesses or supply chains.

CRH believes that Modern Slavery, in all its forms, is unacceptable and that all CRH companies must do everything they can to prevent any form of Modern Slavery or human trafficking in their businesses and supply chains.

“

At CRH, we are committed to preventing any form of Modern Slavery or human trafficking and we expect the same approach from our customers and suppliers. This Statement sets out our strong governance frameworks for the prevention of Modern Slavery and protection of human rights.

”

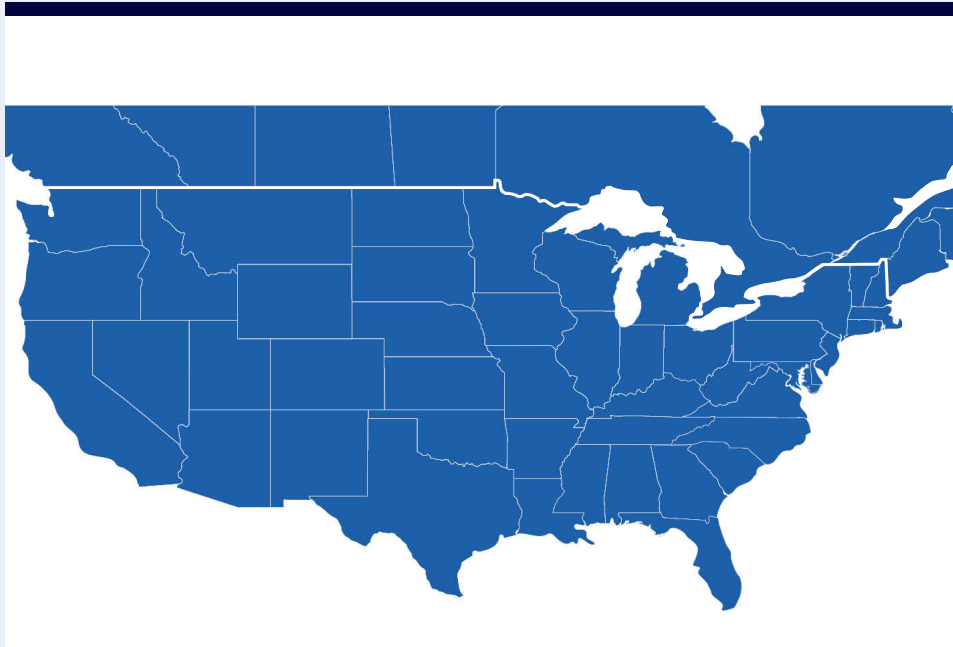


CRH at a Glance

CRH is a NYSE-listed company incorporated in Ireland. Our business is split across two divisions - Americas and International - while our footprint is primarily focused on the three attractive markets of North America, Europe and Australia.²

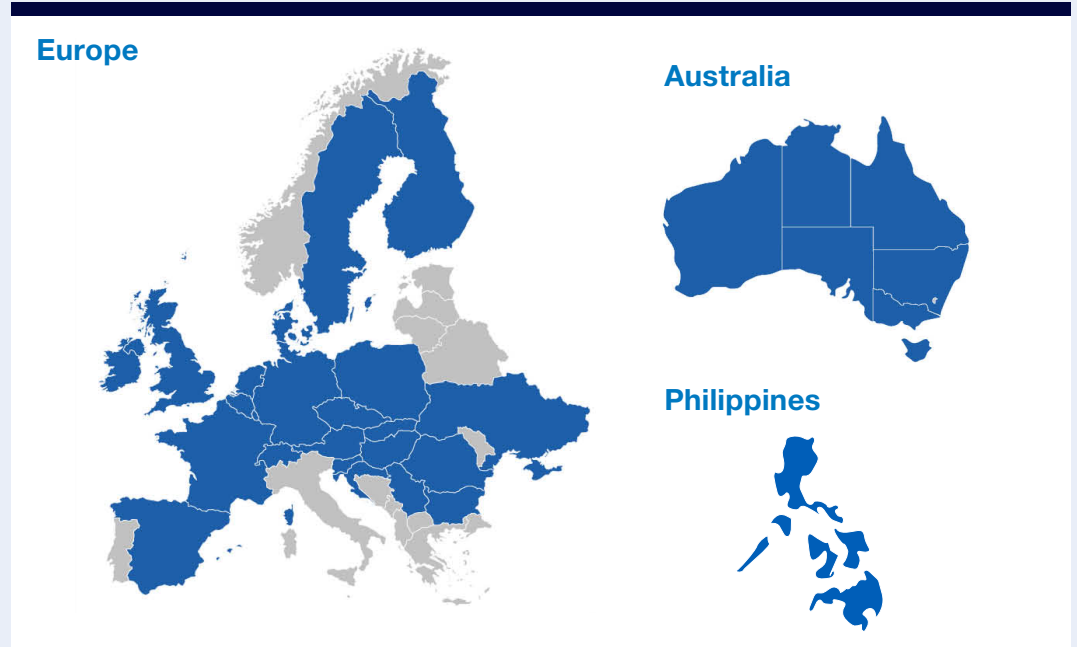
CRH Americas

We are the largest building materials business in North America, employing ~50,000 people across ~2,100 locations in 48 U.S. states and seven Canadian Provinces.



CRH International

We also have regional leadership positions in Europe and Australia, within CRH's International Division, employing ~33,000 people across ~1,800 locations in 27 countries.



As the leading provider of building materials, CRH is critical to the modernization of infrastructure. With a network of 83,000 people across 4,000 locations in 28 countries, we connect deep local relationships with global expertise and unmatched scale.

Our connected portfolio positions us as the partners of choice for transportation, water and reindustrialization projects and enables us to play a vital role in economic growth, building and maintaining the critical infrastructure networks that our economies rely on.

With leading positions in high-growth markets and exposure to infrastructure megatrends, through our growth platforms in Aggregates, Cementitious, Roads and Water, CRH has the capabilities to reimagine the built environment to shape our communities for a better tomorrow.

²For more information on our operating companies, please see: [Our Brands](#).

CRH at a Glance continued

CRH companies purchase more than \$25 billion worth of goods and services each year from more than 100,000 suppliers. Our purchases largely align with our operational footprint with the majority of spend in North America and Europe. Given the nature of the building materials industry that we operate in, the majority of our customers and suppliers are within local markets close to the sources of those materials. The following are the primary categories of suppliers we engage in CRH:

- Logistics Services
- Production Equipment & Services
- Raw Materials
- Energy
- Mobile Equipment
- General Services
- Packaging
- IT & Telecoms
- Chemicals
- Building Components & Manufacturing Materials
- Facilities Management & Estates



Given the size of our operations and supplier base, we take a risk-based approach to responsible sourcing, which includes a focus on suppliers with the highest potential risk for Modern Slavery. Our highest risk suppliers from a Modern Slavery perspective are generally the minority of suppliers from outside of our operational footprint and suppliers from higher risk sectors like Facilities Management & Estates. Most of these higher risk suppliers undergo additional assessments and audits. For more information, see pages 5 and 6 below. Procurement personnel working with suppliers in higher risk sectors have training and tools to assist with awareness and response to Modern Slavery risks. For more information, see pages 3, 5 and 6 below.

Governance Strategy

The Board has delegated primary responsibility to the Safety, Environmental & Social Responsibility ('SESR') Committee for monitoring management's strategies and action plans relating to health and safety, the environment and social responsibility. The SESR Committee meets at least quarterly and detailed reports of the discussions at the meetings are circulated to the Board for consideration thereafter. The SESR Committee also receives regular updates from Legal & Compliance regarding Speak Up reports, including any concerns raised regarding Modern Slavery. This Statement is prepared in consultation with stakeholders from Sustainability, Legal & Compliance, and Procurement, including regional Procurement teams and leadership within operating companies to ensure appropriate engagement across all levels of procurement within CRH.

In the area of procurement specifically, Divisional Presidents, Regional Heads of Procurement, and other key members of leadership oversee procurement functions and our approach to responsible sourcing through regional reporting structures. The Global Procurement Team is supported by Procurement's Head of Sustainability, Risk, Innovation & Market Intelligence.

Our Policies and Training Programs

CRH implements key policies and training programs across our businesses for the prevention of Modern Slavery and the protection of human rights³.



Social Policy

The Social Policy is outlined in the CRH 2025 Sustainability Performance Report on page 66 (available [here](#)) and includes requirements for all CRH companies to support freedom of association and recognize the right to collective bargaining, apply the principle of equal opportunity and prohibit forced, compulsory and child labor in all its forms, including Modern Slavery. The Social Policy is communicated to all of our businesses, and its implementation is verified through the annual review process (see page 4 below).



Supplier Code of Conduct

Our Supplier Code of Conduct ('SCoC') sets out the supplier requirements to meet our standards in respect of health and safety, human rights and environmental stewardship. Supplier acknowledgment of commitment to the SCoC is a requirement in our general purchase conditions to ensure that our suppliers are aligned with our values. Acknowledgment of the CRH SCoC is a precondition to submit responses to all e-tenders.

Our suppliers must specifically undertake the following in relation to Modern Slavery:



Prohibit all forms of modern slavery including forced labor, bonded labor, compulsory labor, child labor and human trafficking



Support the principles of equality, inclusion and respect when dealing with potential, current, and past employees



Respect freedom of association and the effective recognition of the right to collective bargaining by employees



Compliance with all relevant human rights legislation



Code of Business Conduct

At CRH, our Code of Business Conduct ('CoBC') sets out our standards of legal, honest and ethical behavior, which govern the activities and conduct of our management and employees. Everyone who works for CRH has a duty to read, understand, and abide by the CoBC, which incorporates our commitment to preventing Modern Slavery on page 18 of the CoBC. Our CoBC makes clear that failure to comply with the CoBC or any related policies may result in disciplinary action up to and including termination. Our CoBC outlines our respect for internationally recognized human rights – as set out in the International Bill of Human Rights and the International Labour Organisation's Fundamental Principles and Rights at Work – across our operations and extended supply chain. We are a signatory of the UN Global Compact. Our CoBC is publicly available in multiple languages on [crh.com](#) [here](#).



Speak Up Policy and CRH Hotline

Our Speak Up Policy encourages a culture where employees, independent contractors, customers, suppliers and other stakeholders can raise good faith, reportable concerns such as unsafe, inappropriate or illegal behavior, or violations of any CRH policies or local laws. Our Speak Up Policy is available in multiple languages on [crh.com](#) [here](#). Employees can report issues to management, Legal & Compliance, an internal Speak Up Point of Contact in certain CRH businesses or a dedicated Fraud Point of Contact. Concerns can also be raised through our publicly available CRH Hotline, which provides the option for anonymity. All concerns are handled and investigated appropriately with suitable actions taken based on investigation findings. Retaliation or reprisals for speaking up are not tolerated.



Training

Relevant employees are required to complete formal CoBC training on an annual basis, which incorporates CRH's commitment to protecting human rights and preventing slavery in all its forms (forced labor, bonded labor, compulsory labor, child labor and human trafficking). In-scope employees must also undergo Advanced Compliance Training ('ACT') on a regular basis. In 2025, 36,653 employees completed the CoBC training and 10,805 completed the ACT. Legal & Compliance and Internal Audit monitor compliance with the CoBC and related policies and completion of the formal CoBC and ACT training. Compliance with these requirements is also built into our internal control environment and regularly tested.

Procurement teams are continuously trained in responsible sourcing issues, tools and techniques. Our Modern Slavery e-learning, which seeks to increase employee awareness of Modern Slavery indicators, has been assigned to additional relevant employees across the Company in recent years. In 2025, we also introduced new SCoC training for all employees in our Procurement function which covers all of the core provisions of the SCoC, including the prohibition of Modern Slavery. The training was designed internally and is specific to CRH.

³An overview of other CRH policies is available on pages 65 and 66 of the CRH 2025 Sustainability Performance Report [here](#).

Internal Due Diligence - Modern Slavery, Human Rights and Community Engagement

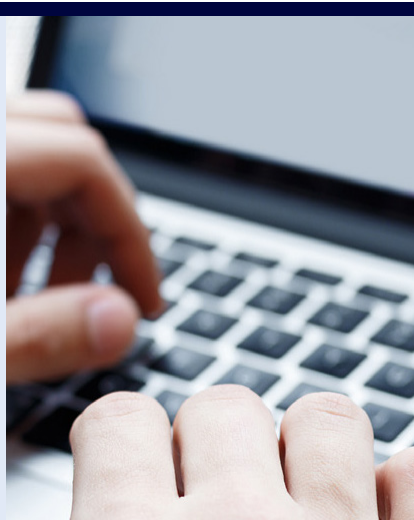
Each year CRH’s operating companies complete detailed Health & Safety, Environmental and Social assessments through an annual review process (‘Review Process’). The assessments include a review of our salient human rights risks, which include labor rights (including for those working within our extended supply chain), health and safety, local community rights and grievance mechanisms. The key objectives of the Review Process are to (1) verify the implementation of CRH’s Health & Safety, Environment and Social polices and (2) review and assess performance against our salient human rights risks.

Assessment, Mitigation and Remedial Actions

The Review Process assesses an extensive range of human rights related criteria, collecting data on employee development, community engagement and related initiatives across CRH. Many operating companies also complete their own human rights assessments. Where issues are identified, mitigation plans are put in place to provide effective remedies for affected individuals.

The Review Process also measures key parameters on labor rights including discrimination, freedom of association, forced labor, and fair payment.

The results of the Review Process are included in reports to the SESR Committee.



Due Diligence Processes

We conduct human rights due diligence across our value chain, including our suppliers, our operations and all CRH acquisitions to understand our risks and the effectiveness of our approach to human rights. The performance of our operating companies is tracked through the Review Process and new acquisitions are integrated into these processes.



Community Engagement

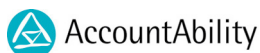
Our operating companies implement Community Engagement Plans which help foster trust, address concerns, and ensure transparent communication about our operations. In 2025, CRH hosted ~1,600 stakeholder engagement events. Our target is for 100% of operating companies to have Community Engagement Plans in place by 2030. As of 2025, 88% had implemented such plans.⁴



Labor and Employment Practices

We respect the right of employees to form and join trade unions and participate in collective bargaining. In 2025, ~18% of employees were union members, though this may be understated due to legal disclosure limitations. Operating companies offer wages at or above minimum wage, and many have policies to ensure a living wage. We comply with regulatory standards to prevent excessive working hours. In 2025, no instances of forced or compulsory

labor were identified, and no employees or contractors were found to be under the legal working age. Our apprenticeship and internship programs comply with local laws. As we have not identified any forced labor or child labor issues in our operations, no remediation steps were required in 2025. The Review Process also found that all migrant workers have similar legal protection to other employees.



As part of our Sustainability reporting, CRH’s approach to stakeholder engagement is reviewed as part of an independent assurance process for adherence to the AA1000 AccountAbility principles of inclusivity, materiality, responsiveness and impact.

⁴The Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act 2023 requires reporting on any measures taken to remediate the loss of income to the most vulnerable families that results from any measure taken to eliminate the use of forced labor or child labor in its activities and supply chains. Our goal is to work towards a better understanding of any potential impacts that CRH’s due diligence processes may have on the most vulnerable families to allow for the development and subsequent implementation of remediation plans to address them. An initial step in this regard are CRH’s community engagement efforts and its goal to expand these efforts across CRH operating companies.

Our Supply Chain Risk Assessments

Identifying, Mitigating and Assessing the Effectiveness of our Approach

We seek to align our major areas of spend with ISO 20400 - Sustainable Procurement best practices. Our assessment includes criteria for areas that affect our supply chain including health, safety, labor practices (human rights, Modern Slavery, human trafficking), and compliance with regulations.

The assessment of risks within CRH's supply chain varies in accordance with the risk profile. CRH Procurement employs third-party systems to independently and continuously monitor risks for selected higher risk and critical suppliers, including trade sanctions and Modern Slavery risks. One third-party system covers most of our suppliers and continuously monitors for compliance with all applicable laws and for adverse media, including Modern Slavery and precursors to Modern Slavery such as withholding wages. Based on the risks identified, we review and implement appropriate actions for risk mitigation.

Country risk is a significant part of the supplier risk assessment. The vast majority of our suppliers are located within our operational footprint, predominately in North America and Europe. We are continually improving our spend visibility platforms to enhance country insights for suppliers outside of our operational footprint and in countries that are higher risk for Modern Slavery. This allows us to focus our resources on the suppliers with a greater potential for issues with Modern Slavery.

When specific risks are identified, further due diligence processes are implemented, such as the SCoC due diligence process, third party assessments and additional contractual assurances to manage supplier performance relating to the potential risks. We do this with human rights issues and other issues covered by ISO 20400.

Beyond our supply chain, we also consider the risk of Modern Slavery in our operations. See page 4 above for more information. In addition, CRH does not have any businesses with involvement in conflict minerals, which reduces the Company's exposure to the risks of Modern Slavery practices in conflict regions.



Sustainable Procurement Approach

We equip businesses with the tools to understand, manage and assess the effectiveness of our approach to responsible supply chains through:

- Our regional reporting structures that oversee procurement functions and assess feedback received from local procurement teams, including from working groups that assess the alignment of categories with the needs of operating companies.
- Assessing risk at a supplier level, an operating company level, a category level and at a country level utilizing internal and external data sources, in line with best practices in ISO 20400 - Sustainable Procurement. This includes half-year risk reviews in connection with the Enterprise Risk Management process.
- Variety of supplier selection and ongoing assessment processes implemented across operating companies, including sanctions screening, a supplier's business relevance, and reviews of a supplier's approach to environmental, social and governance issues, as necessary.

Our general purchase conditions and SCoC require suppliers to comply with all applicable laws and regulations, with the SCoC expanding the requirement to all jurisdictions in which suppliers operate and which apply to their supply chains.

Non-compliance with the SCoC can have several consequences, including exclusion from any current or future tendering process or termination of contract.

However, our preference is to work with our suppliers to develop remediation plans when issues are identified and build the capacity of suppliers to properly and continuously manage these issues.

CRH is an active member of the Concrete Sustainability Council (CSC). As a founding member, we helped to develop a responsible sourcing industry standard for concrete. Ethical labor and business practices are a key element of the CSC scheme, and it is aligned with the BES 6001.

The CSC and BES 6001 are the dominant responsible sourcing certification schemes in many markets and provide credits to the major building sustainability certification schemes BREEAM® and LEED®.

Supply Chain Due Diligence

We monitor procurement compliance issues, such as Modern Slavery, across all operating companies and monitor suppliers' compliance with laws, including laws regarding Modern Slavery. We increase our assurance and due diligence response in accordance with the risk profile within our supply chain.

Methods we prescribe in our SCoC include:

- Direct engagement through regular communication, with an acknowledgment of the SCoC from suppliers.
- Internal due diligence processes, including risk assessments, third-party monitoring software, and other methods.
- Requiring suppliers to complete a risk assessment questionnaire for clarity and alignment.
- Integration of specific clauses within contractual provisions to support adherence to the SCoC.
- Direct site assessments, desktop assessments, or independent third-party assessments requested by CRH, as necessary, with mutually agreed upon terms and procedures.
- Collaborative development of actionable plans to rectify identified non-compliances or opportunities for improvement, as identified in the assessments referenced above. Our methods of assurance are determined by the nature of the purchase, the source country risk assessment, level of spend, and other factors that may be relevant.

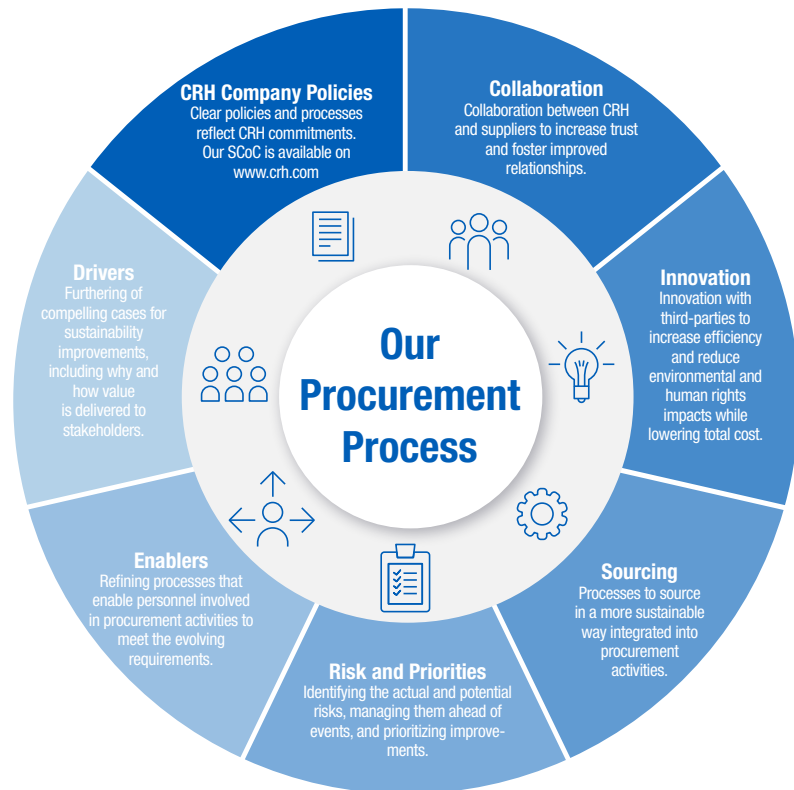
Global Direct Sourcing

Where we source directly from suppliers and manufacturers outside of our operational footprint, and we use our own Global Direct Sourcing (GDS) team, GDS undertakes additional detailed audits on a regular basis for quality and responsible sourcing, enabling compliance with local, regional and international standards and requirements.

If issues are discovered by GDS, our preference is to work with our current suppliers to develop remediation plans and build the capacity of our suppliers to rectify the issues. If issues are discovered for potential suppliers, we provide recommendations for improvement but do not engage with them.

187 corrective action plans were satisfactorily completed in 2025, successfully remediating audit-identified critical gap trends in areas that can be precursors to Modern Slavery like working hours, wage and benefits and labor practices. No instances of Modern Slavery in the supply chain were identified through these audits.

CRH continues to expand the use of GDS to 17% more suppliers and 23% more shipments in 2025 as compared with 2024.



Achievements, Targets and Assessing the Effectiveness of our Approach

Achievements

- Introduced new, mandatory SCoC training for Procurement teams.
- In addition to their mandatory trainings, more than 20% of our Procurement colleagues received live procurement risk management training (either virtually or in-person), covering topics such as compliance with laws, country risk, and available tools, including those relating to Modern Slavery.
- Expanded use of third-party supplier compliance monitoring software to more than 80% of suppliers.
- Updated our SCoC in 2025 to reflect updates in legislative requirements, incorporate feedback from internal stakeholders, and align with best practices.

Targets

- Expand Modern Slavery e-learning requirement to additional relevant personnel in 2026.
- Continue training Procurement personnel on procurement risk management.
- Continuously review and update our training and policies, as necessary.

Assessing the Effectiveness of our Approach

- Continuously assessing the risk profile in our supply chains via half-year risk reviews.
- Reviewing the results of the annual Review Process to assess the approach of our operating companies to human rights issues such as Modern Slavery.
- Assessing the feedback received from local procurement teams to identify potential gaps in our approach.
- Tracking the number of employees that have received specific Modern Slavery or procurement risk training and identifying opportunities to expand the scope of these trainings.
- Reviewing any potential Modern Slavery issues raised through our grievance mechanisms.



Note on forward-looking statements

This document contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995 with respect to the financial condition, results of operations, business and future performance of CRH.

These forward-looking statements include all matters that are not matters of fact at the date of this document, including statements regarding actions taken and to be taken to prevent any form of Modern Slavery, including Targets, and the related outcomes, innovation, workplace inclusion, engagement and safety and social stewardship; expectations related to compliance with applicable regulations, reporting standards and requirements and policies; and expectations related to our impact on third party stakeholders.

By their nature, forward-looking statements involve risk and uncertainty because they relate to events and depend on circumstances that may or may not occur in the future and reflect our current expectations and assumptions as to such future events and circumstances that may not prove accurate.

You are cautioned not to place undue reliance on any forward-looking statements. These forward-looking statements are made as of the date of this document, and we expressly disclaim any obligation or undertaking to publicly update or revise these forward-looking statements other than as required by applicable law.

For a discussion of some of the risks and important factors that could cause actual outcomes and results to differ materially from those expressed herein, see “Risk Factors” in the CRH Annual Report on Form 10-K for the year ended December 31, 2025, filed with the U.S. Securities and Exchange Commission on February 18, 2026.



Appendix 1 - Country Specific Requirements

Australian Specific Requirements

This is a joint statement of the entities listed in Appendix 2, which are reporting entities under the Australian Modern Slavery Act 2018 (Cth).

Consultation

Before submitting this Statement to the Board for review and approval, this Statement was prepared in consultation with our controlled entities, including the Australian reporting entities listed in Appendix 2. This included seeking input and endorsement from responsible management of those entities and representatives from relevant groups within the businesses. Between October to December 2025, the Australian business acquired a number of entities and integration activities are ongoing. Those entities are described in Appendix 2. The operations, supply chains and procurement activities of these new entities are broadly similar to those of CRH. On that basis, and given that the new entities operate in similar geographies, we expect the risks of Modern Slavery in the operations and supply chains of the new entities resemble those of CRH as described in this Statement. Integration activities will involve aligning these new entities with CRH's processes to assess and address those risks.

Canadian Specific Requirements

This Statement is the joint report pursuant to subparagraph 11(2)(b) of the Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act, SC 2023, c 9 (the 'Act') of CRH Canada Group Inc., Oldcastle Building Products Canada, Inc. and Ash Grove Cement Company (together, the 'Canadian Reporting Entities'), for the financial year ending December 31, 2025.

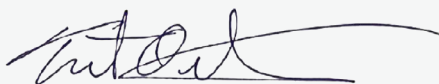
This Statement was approved pursuant to subparagraph 11(4)(b)(i) by the board of directors of each of the Canadian Reporting Entities. In accordance with the requirements of the Act, and in particular section 11 thereof, I attest that I have reviewed the information contained in this Statement for the entities listed above. Based on my knowledge, and having exercised reasonable diligence, I attest that the information in this Statement is true, accurate and complete in all material respects, for the purposes of the Act, for the reporting year listed above.

I make the above attestation in my capacity as a director of the board of CRH Canada Group Inc. for and on behalf of the board of CRH Canada Group Inc. I have the authority to bind CRH Canada Group Inc.



CRH Canada Group Inc.
Robert Bourbeau, Director
Date: May 19, 2026

I make the above attestation in my capacity as a director of the board of Oldcastle Building Products Canada, Inc. for and on behalf of the board of Oldcastle Building Products Canada, Inc. I have the authority to bind Oldcastle Building Products Canada, Inc.



Oldcastle Building Products Canada, Inc.
Timothy Ortman, Director
Date: May 18, 2026

I make the above attestation in my capacity as a director of the board of Ash Grove Cement Company for and on behalf of the board of Ash Grove Cement Company. I have the authority to bind Ash Grove Cement Company.



Ash Grove Cement Company
Aylwyn Bryan, Director
Date: May 14, 2026

Appendix 2 - Reporting Entities Under the Australian Modern Slavery Act 2018 (Cth)

- **Precast Civil Industries Pty Ltd**
(ACN 615 726 924)
- **CTC Precast Pty Ltd** (ACN 614 966 059)
- **CRH Infrastructure Products Australia Pty Ltd** (ACN 605 629 614)
- **Leviat Pty Ltd** (ACN 000 496 079)
- **Adbri Pty Limited** (ABN 15 007 596 018)
- **Adbri Masonry Pty Ltd** (ABN 31 009 687 521)
- **Adbri Masonry Group Pty Ltd**
(ABN 14 055 701 034)
- **Cockburn Cement Ltd** (ABN 50 008 673 470)
- **Adelaide Brighton Cement Ltd**
(ABN 96 007 870 199)
- ****Independent Cement and Lime Pty Ltd**
(ABN 49 005 829 550)
- ****Independent Cement and Lime Investments Pty Ltd** (ABN 53 633 605 062)
- **Adelaide Brighton Management Ltd**
(ABN 82 008 144 214)
- ****E.B. Mawson & Sons Pty Ltd**
(ABN 14 004 519 617)
- **K.C. Mawson Pty Ltd** (ABN 71 004 526 710)
- ****B.A. Mawson Pty Ltd**
(ABN 63 004 526 738)
- **Adbri Concrete and Quarries SA Pty Ltd**
(ABN 26 007 726 909)
- **Direct-Mix Holdings Pty Ltd**
(ABN 20 007 668 573)
- **Southern Quarries Holdings Pty Ltd**
(ABN 70 007 870 402)
- **Screenings Pty Ltd** (ABN 31 007 558 894)
- **Premier Resources Ltd**
(ABN 91 082 015 450)
- **Swan Materials Pty Ltd**
(ABN 40 626 554 407)
- **Agripeta Pty Ltd** (ABN 57 060 322 250)
- **Hy-Tec Industries (Queensland) Pty Ltd**
(ABN 54 102 801 061)
- **Hy-Tec Industries (Victoria) Pty Ltd**
(ABN 43 096 310 520)
- **Hy-Tec Industries Pty Ltd**
(ABN 90 070 100 702)
- **CRH ANZ Pty Ltd** (ABN 30 604 858 139)



**Company acquired by Adbri Pty Limited between October and December 2025. Other companies acquired in that period which are now owned or controlled by Adbri or its subsidiaries and which are not required to report; Vue Australia Pty Ltd, Adbri Cement Kooragang Pty Ltd (formerly East Coast Cement Pty Ltd), Premix Concrete SA Pty Ltd, Seelander Quarries Pty Ltd, Clinton Sands Pty Ltd, Clinton Quarries Pty Ltd, Adelaide Industrial Sands Pty Ltd, Steel Cement Pty Ltd, Building Products Supplies Pty Ltd and Independent Cement and Lime Research Pty Ltd.

CRH

1350 Avenue of the Americas
New York
NY 10019
USA

www.crh.com

Registered Office
42 Fitzwilliam Square
Dublin 2
D02 R279
Ireland

CRH® is a registered trade
mark of CRH.

CRH3153

