



Code of Business Conduct





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At CRH, our values unite us in the way we work, every day, all over the world. They are the foundation of our culture — they show what's important to us beyond financial performance.

One of our values is to “Do what we say and lead with integrity”, meaning we do the right things in the right way, comply with the law, and work responsibly. We are ethical and honest. This has always been our approach to business. As we continually reshape and improve our business, one thing that will never change is our commitment to operating with integrity. This commitment is vital to our success as a company.

In this Code of Business Conduct, you'll notice a recurring phrase: “It Begins with Me.” Living up to our values as a company is only possible when each of us play their part. Keeping everyone safe, following the law, doing the right thing, showing respect to others — it all begins with me.

Please read this Code of Business Conduct and refer to it often. Should you ever have a genuine concern that this Code is being violated, you must speak up by reporting to management, HR, Legal and Compliance, or the CRH Hotline (www.crhhotline.com). Thank you for your commitment to follow the CRH Code of Business Conduct.

Albert Manifold
Chief Executive

Our Values



Put safety first

We value safety. We protect and look out for each other. Safety is a shared, uncompromised value.



Continuously create value

We constantly seek new and sustainable ways to take on challenges and improve every day for the benefit of our shareholders, customers, employees and the communities in which we operate.



Do what we say and lead with integrity

We do the right things in the right way, comply with the law and work responsibly. We are ethical and honest.



Operate locally, but act as one company

Working locally, but together as one, our entrepreneurial spirit is built on a determination to succeed, seize opportunities, win customers, and grow our businesses.



Build enduring relationships

We are straight talkers, down-to-earth, open, and trustworthy. We develop partnerships that stand the test of time.



It Begins with Me

Our company culture is built by the day-to-day actions of you, our employees. This Code of Business Conduct ("the Code") is your practical guide to upholding CRH's values and acting ethically in our workplace, in our business practices and in our communities. Since the Code does not address all possible situations you might face in your work, you are expected to use good judgment and common sense, ask for guidance when uncertain, and speak up when something isn't right.

Everyone who works for CRH has a duty to read, understand, and abide by this Code. The Code applies equally to everyone, from temporary and part-time employees to our most senior management. Our management-controlled joint ventures also agree to abide by the Code.

No one is ever authorised to violate the Code. Anyone doing so is acting solely on his/her own behalf, contrary to CRH's best interests, and is subject to appropriate discipline.

Additionally, if you are in a management position, you have a responsibility to:

- Ensure each person on your team has read and understands the Code
- Lead with integrity: Model the good conduct you want to see in your team
- Foster an open-door culture where your team feels comfortable asking questions and raising concerns about conduct issues
- Embrace all initiatives and training that support the Code

Your Guide

Click the image to download a quick reference guide to the Code (or see page 22).



Making the Right Decisions

At times you may be faced with a situation where the right thing to do isn't obvious. To assist you in making the right decision, ask yourself these questions:



Is it legal?



Is it consistent with our values, ethics, and culture?



Would I be comfortable telling my family and friends about it?



Yes to all

Move forward



Unsure

Get advice - speak to your manager or contact [Legal and Compliance](#)



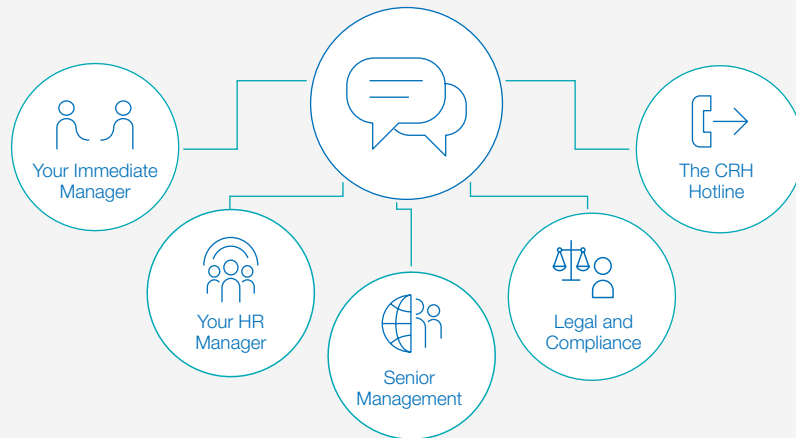
No to any

Stop, don't do it!



Reporting Concerns

If you have a genuine concern about a possible breach of the Code, you must speak up about it. There are five ways you can report your concerns. Throughout this Code, “REPORT” means to inform any of the following:



The CRH Hotline

The CRH Hotline allows employees, customers, suppliers and other stakeholders to report genuine concerns relevant to the Code, inappropriate or illegal behaviour, or violations of CRH policies or local laws. Retaliation for reporting genuine concerns is not tolerated at CRH. Please note that routine employee issues are best dealt with by your local HR team.



If I see or hear something unsafe, unethical, or illegal, I will speak up!

When I Contact the CRH Hotline...



Can I report anonymously?

Yes. The CRH Hotline is managed by an external third party and you do not have to provide your name.



Who investigates my report?

Your report will be sent to Legal and Compliance and assigned to an appropriate person to investigate. Each report is taken seriously and fully investigated.



I want to report a concern but I'm afraid I will be retaliated against.

CRH does not tolerate retaliation for reporting a genuine concern. Your report will be handled discreetly and in a confidential manner, to the extent reasonably possible and allowed by local laws.

Contact the CRH Hotline at www.crhhotline.com or take a picture of the QR code with your mobile device.





Conduct in Our Workplace



- Putting Safety First
- Respecting Others
- Protecting Company Assets and Data
- Maintaining Confidentiality and Avoiding Insider Trading
- Use of IT Systems and Social Media
- Keeping Accurate Records





Putting Safety First

Everyone should go home from work every day unharmed. Putting safety first makes this possible. Our aim is zero-harm.

At CRH

We always put safety first. We must ensure a healthy and safe environment for all employees, contractors, customers and visitors at our locations.



It Begins with Me

- Work in a safe manner at all times
- If you see something unsafe, stop and do something about it
- Follow all local policies on drugs and alcohol in the workplace
- Comply with local safety requirements, as well as the [Health & Safety Policy](#)
- Live by the [Lifesaving Rules](#)

What if...

I'm a maintenance manager and I have serious concerns about a piece of equipment. I tell my supervisor, but he says that we don't have the budget to fix the equipment this quarter and we need it in operation so we can meet our production targets. What should I do?

If possible, guard off the equipment and [REPORT](#) the situation.

My co-worker removes a machine safety guard while it is still in operation to inspect an issue.

Safety guards should never be removed while a machine is still operating, as you risk serious injury to yourself and others. If you observe a co-worker removing a safety guard without following proper safety procedures, stop them from proceeding.



If I see something unsafe, I will stop and do something!

Respecting Others

Respect means treating everyone in your workplace the way you want to be treated.

At CRH

We provide equal, merit-based opportunities to all our employees, valuing their diversity, promoting inclusion and rewarding them fairly.

We do not tolerate discrimination, bullying, harassment, or any other behaviour that is not reflective of our values.



It Begins with Me

- Treat everyone in your workplace with dignity and respect
- Value diversity and the contributions of others
- Do your part to create a culture of respect and be actively inclusive in your work environment





Protecting Company Assets and Data

A company's assets are essential to its operations. Its people, shareholders and customers, all rely on the security of company assets and data.

At CRH

Our assets take many forms, some of which are shown below. No matter the form, all assets and resources are valuable to our business and must be protected. We all have a responsibility to use our assets and resources in a proper manner and for their assigned purpose.



It Begins with Me

- Safeguard all forms of CRH assets, including from theft and damage
- Special care should be taken when handling the personal data of employees or customers, ensuring that it is secure and encrypted
- Read the [Information Security Policy](#)

Real property,
equipment,
and vehicles



Stocks
of raw
materials,
supplies



Funds
(cash and
investments)



Time



Intellectual
property



Accounting
and other
business
records



Confidential
information



Computer
hardware
and software



Electronic
mail and
internet
access



Personal
data



What if...

I notice that inventory is missing after the weekend. Only one other employee and I have access to alarm codes and door keys.

You should [REPORT](#) your suspicion of theft.

I see a colleague plugging in external storage devices to his laptop and saving files to them. This colleague has recently handed in his notice.

As an employee of CRH, you have a duty to [REPORT](#) any suspicious activity. Contact lists, files, etc. are all property of CRH.

I accidentally share a file containing employees' personal data with a third party.

You should [REPORT](#) the inadvertent disclosure before taking any action.

I work in accounts payable, and I receive an email from my regional CFO asking for a wire transfer to be made immediately to a vendor that I've never heard of.

Do not process the payment until you have called the CFO to confirm that she sent this request. If she did not send the request, [REPORT](#) the fraudulent email.



I will take care of company property and will not steal or misuse anything.



Maintaining Confidentiality and Avoiding Insider Trading

Employees often have confidential information about their company, its customers, or suppliers. Some confidential information is particularly significant and could influence investors if they were made aware of it ("inside information").

The purchase or sale of shares in a company based on inside information is known as insider trading. Insider trading is illegal. Providing inside information to others so that they can buy or sell shares in a company is also illegal.

At CRH

Protecting our confidential information is crucial to our competitiveness, compliance with the law, and relationships with stakeholders.

As a publicly traded company, we must comply with all relevant laws and regulations related to inside information and the trading of CRH shares and securities.



It Begins with Me

- Only share confidential information for legitimate business purposes and if authorised to do so
- Any inside information must be kept confidential
- Insider trading is a complex topic; if you have any queries or concerns please contact the [Company Secretary's Office](#)

Using IT Systems and Social Media

IT systems are vital for running a business. IT systems include internet access, email, company-issued mobile devices, and licensed software. Social media platforms are an opportunity to share targeted information with a global audience.

At CRH

IT systems should never be used to do anything illegal or unethical, including distributing, downloading or viewing unlawful, offensive, or otherwise inappropriate materials.

Communication with the public is only authorised through official channels including: press releases, formal company publications, media briefings, our website (www.crh.com) and our official social media accounts. Conversations on social media should be respectful and professional.



It Begins with Me

- Use all IT systems responsibly and lawfully
- Only use company-owned devices to store company information, unless you have explicit approval from local management to use your own device
- Do not use social media to:
 - Share confidential information,
 - Violate the Code,
 - Engage in harassment, discrimination, or retaliation, or
 - Violate any other laws or ethical standards
- Remember that if your social media activity would violate any of CRH's policies in another forum, it will also violate them in an online forum

What if...

I heard that CRH is about to purchase another company. The purchase will probably increase the share price. Can I mention this information to my husband and son?

No. This information is confidential. Also, if you, your husband, or son trade CRH shares or shares of the purchased company based on this information, all of you could be violating insider trading laws.

What if...

I recently worked on the development of a new product. The product launch is not for another three months. I'm proud of my work, and I want to post some details about the new product on my personal Twitter account.

Since CRH has not officially announced the new product, the product details are confidential and therefore should not be shared publicly.



Keeping Accurate Records

It is important to keep accurate and complete business records and to ensure timely and accurate reporting of financial and non-financial information as required by local laws. Any attempt to hide, falsify, or misrepresent information in order to mislead others is fraud.

At CRH

We promote integrity throughout the organisation and meet our responsibilities to stakeholders.

CRH does not tolerate any form of fraud and requires all its employees to demonstrate a high standard of honesty and integrity in their work.



It Begins with Me

- Ensure all business records are complete and accurate
- Never submit false or misleading information to a customer or government authority
- Read the [Anti-Fraud/Anti-Theft Policy](#)
- [REPORT](#) any actual, suspected, or attempted frauds



I will hold myself to the highest standards of honesty and integrity in my work.

What if...

A customer's contract requires a particular material be used on a project. To save time, can I substitute a similar material that is more readily available without telling the customer?

No, that would be fraud. You must use the material specified in the contract or obtain the customer's approval to use a different material that still meets the project specifications.

The sales numbers at my plant have been unusually low this quarter. I'm expecting a major sale to go through early next quarter, so I want to go ahead and record it now so that I will meet my quarterly sales goal.

Purposely creating an inaccurate financial record is fraud. Your sales must be recorded in the quarter in which the transaction takes place.

After a monthly inventory count, there is a large difference between the actual stock on site versus what is in the system. My colleague suggests that I simply change the numbers in the system to match what's on site and not inform anyone.

Do not alter the accounting system to hide the missing inventory. Tell your manager about the discrepancy.

I am performing quality control tests for a public transportation authority project. I receive test results that are below standard, but I know that reporting this could cause a delay in the project. Should I consider manually adjusting the results in my report to the transportation authority to avoid a delay?

Do not adjust the test results. By doing so you would be submitting a falsified report to a government authority. This can result in serious consequences for you and CRH.





Conduct in Our Business Practices



- Competing Fairly
- Refusing Bribery and Corruption
- Considering Gifts and Hospitality
- Avoiding Conflicts of Interest
- Complying with International Trade Laws
- Preventing Money Laundering
- Third Party Relationships



Competing Fairly

Competing fairly is important because it results in a free and open market. In a free market system, competition drives efficiency and innovation, and companies compete on a level playing field. Violations of laws that protect competition can lead to penalties that include large fines, jail time, damaged reputation and exclusion from government contracts.

At CRH

Fair competition is in everyone's best interest. We are committed to complying with competition/antitrust laws wherever we operate.



It Begins with Me

- When interacting with competitors always refer to the Do & Don't guidance
- Seek guidance from Legal and Compliance, whenever a competition/antitrust law question arises
- Read the [Competition/Antitrust Policy](#)

What if...

I want to analyse trends in my local market. What sources can I use to gather information about my competitors?

Publicly available sources such as trading results, trade journals, and websites can be used, but do not obtain information directly or indirectly from a competitor or discuss what you find out with a competitor. Always record where you obtained information about a competitor.

A competitor sent me a text message suggesting we are not making enough money in a certain region and we should get together to agree minimum prices to charge customers in that region.

Contact Legal and Compliance and get advice on how to respond. Clearly refusing to participate is important because silence can be seen as agreement.

A CRH company and two other competitors (companies B and C) were invited to submit a tender. A representative from company B approached me and suggested that I submit a lower bid and guarantee Company B a position as a subcontractor. Neither CRH nor company B was awarded the contract. Did I engage in anti-competitive behaviour?

Yes, the fact that you and company B were unsuccessful in the tender process does not change the fact that your actions were anti-competitive.



Do

- Compete vigorously, using public information and competitive circumstances to your best advantage
- Remember that compliance is always in CRH's best interest. No one is ever authorised to violate the law
- Remember that appearances are important
- Ask Legal and Compliance if you have any doubts. On competition matters, there are no stupid questions



Don't

- Discuss with a competitor any terms on which you compete, prices, or allocations of jobs, customers, or markets
- Discuss with a competitor whether or not you intend to submit a bid or quote for any particular project or customer
- Talk to anyone about boycotting or refusing to deal with a supplier or customer
- Take any action just to hurt or retaliate against a competitor



I will enhance our competitive advantage by complying with the law.



Refusing Bribery and Corruption

A bribe is anything of value that is offered, given, or received, with the intention of influencing the actions of a person or company. There are strict laws against any form of bribery, particularly bribery of public officials. People who work for any level of government are public officials. For example, local council members, safety inspectors and law enforcement officers are all public officials.

A bribe can be:



Corruption is the abuse of power for personal gain. Examples of corruption include embezzlement and kickbacks.

At CRH

CRH is committed to abiding by all applicable anti-bribery laws, including the US Foreign Corrupt Practices Act and the UK Bribery Act.

We do not tolerate any form of bribery or corruption.



It Begins with Me

- Never offer, pay, solicit, or accept bribes
- Always avoid situations that could give the appearance of bribery or corruption
- Be aware when dealing with government officials and regulators. Follow any local rules related to offering things of value to government officials.
- Read the [Anti-Bribery Policy](#)



I will not offer or take any bribes nor will I engage in corruption of any sort.

Considering Gifts and Hospitality

Giving and receiving gifts and hospitality can be an acceptable way of building business relationships if ethical guidelines are followed.

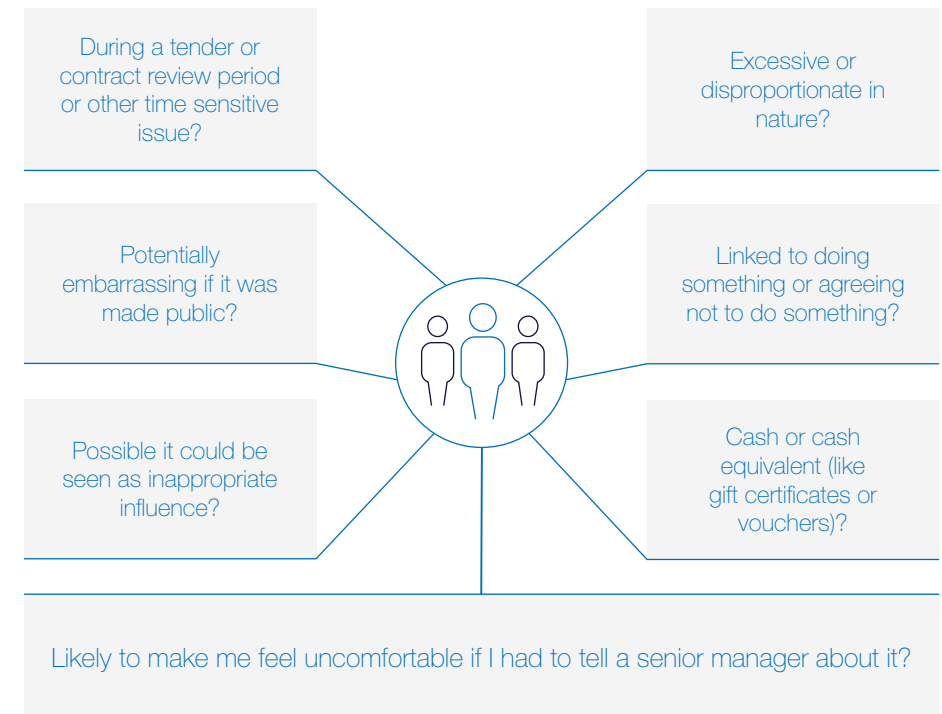
At CRH

We believe that business gifts and hospitality can be given and received if they are reasonable, justifiable, and proportionate. Otherwise this may be bribery or look like bribery.



It Begins with Me

- Determine if your department or local operating company has issued gifts and hospitality guidelines
- Before offering or accepting gifts and hospitality, ask is it:



Yes to any question? Do not proceed. Contact Legal and Compliance for advice.



What if...

I am working on a project with materials being imported from overseas. The import clearance has been delayed. If I give the customs official a small payment directly, he will clear the materials immediately. I have already paid the official fee for the import clearance. Should I pay the official?

No, this would be a facilitation payment prohibited by CRH policy and could be illegal.

A representative of a potential supplier tells me that if we award them the contract I'll be eligible for a cash payment under their "corporate customer reward programme." How should I respond?

The supplier has offered you a cash gift that is linked to a positive business decision, so this could be seen as a bribe. You should tell the commercial representative that you cannot participate in the reward programme and [REPORT](#) the offer.

What if...

A public official, the Director of Public Works, stops by my plant one day with a question on a change order I submitted. While there, he mentions that his truck could use some new brake pads. He is curious to see if our mechanic could replace them. I have the right brake pads in my shop so our mechanic replaces them free of charge. The Director grants the change order the next day. Is there a problem?

Yes. While the brake pads did not cost much to replace, the timing makes it look like it was done to influence the Director's decision about the change order, and this could be seen as bribery.

I recently met with an official from a public university to discuss supplying materials for a student housing project. The official told me that she will make sure we get the contract if we donate to the university's scholarship fund. Should we make the donation?

No, making a donation in exchange for an award of a contract is bribery. Tell the official that you cannot make a donation that is tied to a contract decision and [REPORT](#) the conversation.





Avoiding Conflicts of Interest

A conflict of interest occurs when an employee's personal interests interfere with his/her ability to act in the best interests of the company.

At CRH

A conflict of interest that influences your business judgment is a violation of the Code.

Having a potential conflict of interest is not automatically a violation of the Code, but failure to disclose it is.



It Begins with Me

- Disclose all potential conflicts of interest you may have
- If you have questions on the disclosure process, contact Legal and Compliance
- Do not act as the decision maker where there is a conflict
- **REPORT** any situation that you believe may be a conflict of interest



Is it a conflict? Ask yourself:

A. Could my personal interests or relationships influence the decisions I make?

B. Could it look that way to someone else?

If yes, it is a conflict.
Seek guidance when you are not sure.



I will avoid conflicts between my private interests and my job. If there is a potential conflict, I will disclose it.

What if...

I am the manager of a readymix business. On my own time, I develop and sell a readymix plant component part that improves production. I purchase 500 of these for use in our plants.

Because you are both the supplier of the component part and the purchaser, this is a clear conflict of interest. You should disclose it to your manager and not be involved in the decision to purchase.

I work in IT. My son-in-law owns a technology company that offers a solution that would help our data security efforts. I ask my son-in-law for a quote. I don't get any other quotes. Is there a conflict?

A conflict exists. Additional quotes should be sought from other third parties, and you should not be involved in the decision to purchase. You should also disclose the conflict to your manager.

I oversee the sales department for my company. My sister is the President of the largest competitor in my area.

This is a potential conflict and should be disclosed.





Complying with International Trade Laws

International trade laws and regulations, which are put in place by the United States, European Union and other governments, include export control laws, trade sanction laws (restricting trade with certain countries or individuals), import laws and anti-boycott laws.

At CRH

We are committed to complying with international trade laws that are applicable to our businesses. Violations of these laws can negatively impact our reputation and could result in penalties.



It Begins with Me

- Employees involved in international procurement or sales should be aware of relevant trade laws, who our customers and suppliers are, the end-use and ultimate destination of our products, and how payments are made
- Report any actual or suspected breaches of international trade laws to your manager and Legal and Compliance
- Read the [International Trade Compliance Policy](#)

Preventing Money Laundering

Money laundering is using otherwise lawful business transactions as a way to hide the source of money that has been obtained illegally. It is “cleaning” funds obtained from criminal activities. Money laundering typically involves payments in the form of cash or money order. Suspicious activity includes: large cash transactions as well as customers who are reluctant to provide verifiable information.

At CRH

We are committed to complying with applicable anti-money laundering and counter terrorist financing laws and regulations. We do not condone, facilitate, or support money laundering or terrorist financing.



It Begins with Me

- Watch out for irregularities in the way payments are made
- If you have concerns about a payment, request an alternative form be used and report the concern to your manager
- If the transaction seems suspicious, report it to Legal and Compliance, even if you do not move forward with the transaction
- Determine if your business has specific preventative measures in place

Third Party Relationships

Suppliers, both direct and indirect, are key stakeholders in the success of any business. Working with responsible suppliers is an important part of Corporate Social Responsibility.

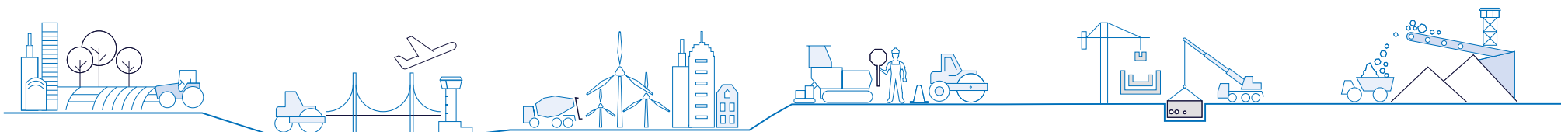
At CRH

We only choose suppliers who share our commitment to ethical business practices and who meet our standards in respect of health & safety, human rights, and environmental stewardship.



It Begins with Me

- Ensure suppliers meet the requirements of our Supplier Code of Conduct
- Read the [Supplier Code of Conduct](#)





Conduct in Our Community



- Respecting Human and Labour Rights
- Promoting Environmental Sustainability
- Engaging With and Supporting the Community
- Making Political Contributions





Respecting Human and Labour Rights

There is opportunity to protect human rights and labour rights everywhere along a company's supply chain and in its production and sales activities.

At CRH

We are committed to respecting human and labour rights, no matter where we operate in the world. We support the principles outlined in the UN's Universal Declaration of Human Rights and the International Labour Organisation's Fundamental Labour Principles.



It Begins with Me

- Do your part to ensure that human rights abuses, such as the use of compulsory, forced, or child labour, are not occurring within our businesses or supply chains
- Support freedom of association and recognise the right to collective bargaining
- Ensure we deal responsibly with our suppliers and customers
- Read the [Commitment to Human Rights: Modern Slavery Statement](#) and the [Social Policy](#)



I will respect human rights and comply with labour laws.

Promoting Environmental Sustainability

Working to meet high environmental standards, actively addressing climate change and continuously improving processes all promote environmental sustainability.

At CRH

Our Environmental Policy demonstrates our commitment to implementing best practices concerning environmental issues and outlines improvements we are making across our organisation. It covers environmental compliance, communications, climate change, emission reduction, resource use, recycling, biodiversity, sustainable innovation, and good stakeholder relationships.



It Begins with Me

- Comply with environmental laws and regulations applicable to your work
- Participate in relevant training programmes
- [REPORT](#) any concerns of non-compliance with environmental laws or regulations
- Read the [Environmental Policy](#)



I will think about the environment I would like to live in and play my part to protect it.





Engaging With and Supporting the Community

Being a responsible company means developing trusting relationships and creating a long-term positive impact in the communities in which we operate.

At CRH

We take our community engagement responsibility seriously. All community engagement and interaction is respectful and appropriate. We encourage employees and businesses to develop local interests and involvements which support the development of a thriving community and a better overall living environment.



It Begins with Me

- Be a good neighbour in your local community. Find ways to make a positive impact, while following local company guidelines on community engagement
- Where possible, develop a community engagement plan for your location
- Read the [Charitable Donations and Community Engagement Policy](#)

Making Political Contributions

Political contributions include any donation to support a candidate, party, or political cause. An in-kind political contribution could be the use of company facilities, resources, or employees' time to further a political campaign.

At CRH

We respect and comply with the laws regarding political contributions in the countries and regions in which we operate.



It Begins with Me

- Before making a company political contribution, always contact Legal and Compliance to confirm that it is permitted by local law. If so, obtain management approval according to your operating company's policy
- Always use a company cheque or electronic transfer to make a political contribution and ensure it is properly recorded

What if...

A customer asks me to donate to a local school fundraiser for a new roof. She is collecting cash donations. Can I make a donation on behalf of CRH?

Cash donations and donations to individuals are strictly prohibited. All charitable donations should be approved by management and made in the form of a company cheque or by electronic transfer to the receiving organisation.

What if...

A friend of mine is running for local office. She asked if she could hold a campaign fundraiser in my company's training facility outside of business hours. Is this considered a political contribution?

Yes, this would be an in-kind contribution to your friend's campaign. You should contact Legal and Compliance before making any plans to allow her to use a company facility.

I attended a fundraising event benefiting a candidate for local office. I think that this candidate will support our industry. Can I include the cost of this event on my expense report and receive reimbursement from the company?

No, even if your country and local jurisdiction allow corporate contributions, you must not receive reimbursement from the company for a political contribution. Any contributions must be made directly by the company.



I will be a good neighbour in my local community.



Quick Reference Tools

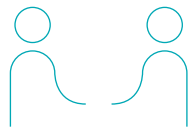


- Guide for Reporting Concerns
 - Code of Business Conduct: It Begins with Me Guide
-



Guide for Reporting Concerns

Remember, if you have a genuine concern about a possible breach of the Code or the law, speak up. Please report your concern to any of the following:



Your Immediate
Manager



Senior
Management



The CRH
Hotline



Your HR
Manager



Legal and
Compliance





Our Code of Business Conduct: It Begins with Me

The Code of Business Conduct is our guide to doing the right thing. I will follow our Code every day by:



Putting Safety First

If I see something unsafe I will stop and do something.



Respecting Others

I will treat everyone in my workplace the way I want to be treated.



Protecting Company Assets and Data

I will take care of company property and will not steal or misuse anything.



Respecting the Law

I will not break any laws. I will hold myself to the highest standards of honesty and integrity in my work.

Avoiding Conflicts of Interest



I will avoid conflicts between my private interests and my job. If there is a potential conflict I will disclose it.

Supporting the Community



I will be a good neighbour in my local community.

Respecting the Environment

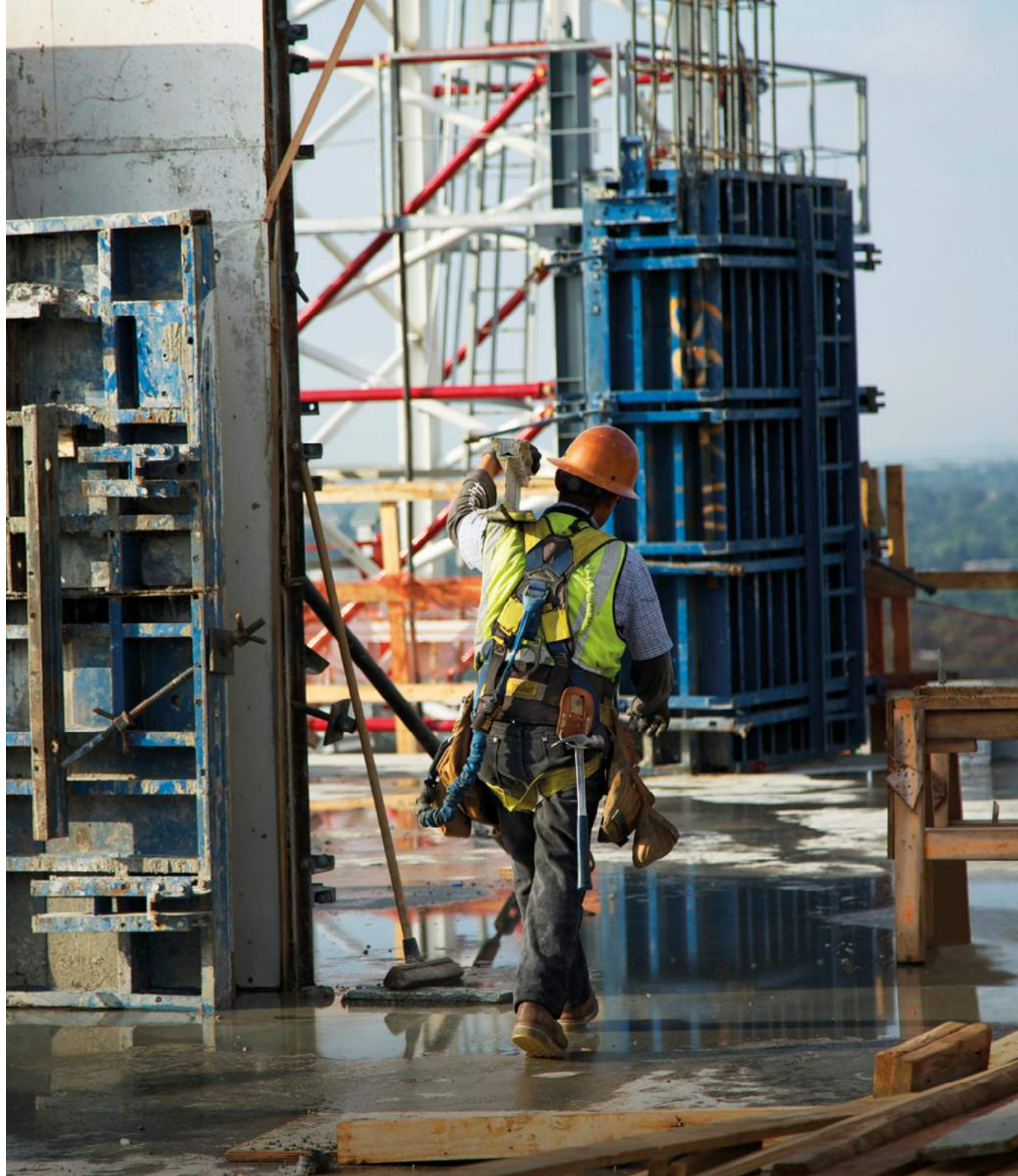


I will think about the environment I would like to live in and play my part to protect it.

To download the Code take a picture of the QR Code



Concerned? Speak Up! www.crhhotline.com



Contacts for reporting

Group General Counsel:

Isabel Foley - ifoley@crh.com

General Counsel - Europe and Asia:

Niamh Flood - nflood@crh.com

Vice President & General Counsel - North America:

Dave Toolan - david.toolan@crh.com

CRH Hotline:

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