









Inclusive People Practices

A guide for Managers and
HR Professionals

Contents

	Overview.....	2
	Recruiting.....	5
	Performance Management.....	10
	Talent Review & Succession Planning.....	13
	Types of Bias.....	17
	Checklists	21

Our people lie at the heart of achieving our ambition to become a leading global industrial company. We are committed to building an organisation where Inclusion & Diversity is a core leadership value and where:

1

Talented people of all backgrounds are welcome, and differences are embraced

2

Everyone has a fair and equal opportunity to develop and progress

3

Our working environment supports people being themselves and performing at their best



What do we mean by inclusion?

When we talk about inclusion it means the ease with which people who may be different from us can find a place, feel that they fit in, and contribute to the best of their ability unhindered by any negative sense of difference. Inclusion speaks to the real culture of our organisation and the way we seek to make our people truly feel that they all have a key part to play in our success.



What do we mean by diversity?

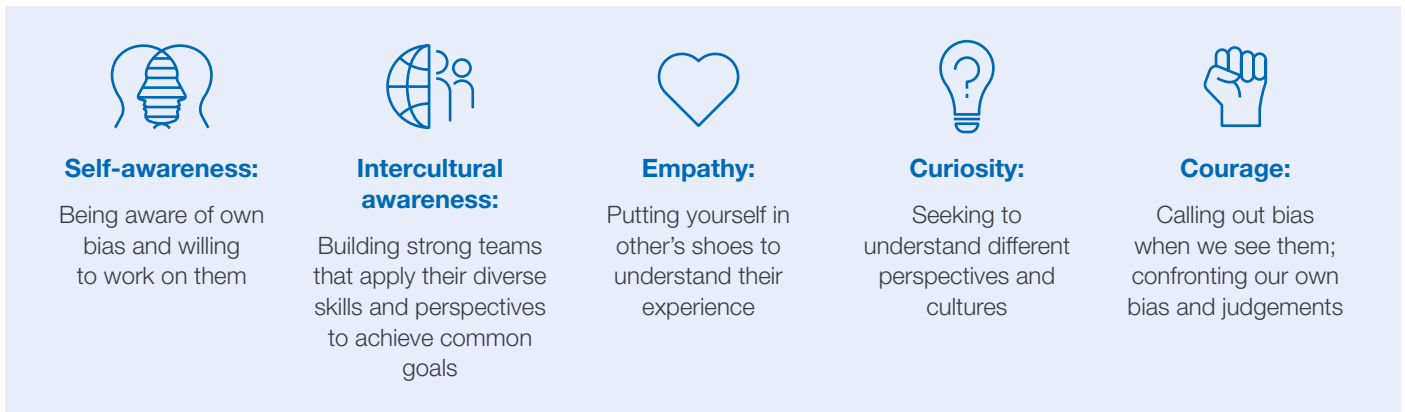
When we speak about diversity, we mean all the ways in which we are similar and all the ways in which we differ. People can differ in backgrounds or characteristics, including, but not limited to, ethnicity, race, gender, sexual orientation, religion, disability and age.

Why does Inclusion come first?

Inclusion first allows us to attract diverse talent and allows diverse voices to be heard. It is about creating an environment where everyone in the organisation can be at their best. It involves all of us working together to make a difference by creating an environment that values the different contributions a diverse workforce can bring. An inclusive culture helps employees fulfil their personal objectives and maximise their potential irrespective of gender, race, creed, sexual orientation, age or disability. A more inclusive culture will enhance the delivery of our 4 Strategic Pillars and help CRH become a leading global industrial company:



Each of us has a responsibility to demonstrate inclusive behaviours in all that we do.



Purpose of this document

Each one of us has a role in building an inclusive culture at CRH by challenging assumptions, keeping an open mind and recognising unconscious bias. Unconscious bias is our preference for or against other people or groups of people. It can affect our ability to make objective, high-quality decisions without us ever knowing that it is having an impact.

This toolkit includes guidelines, checklists and strategies to assist in reducing bias within people practices such as: Recruitment, Performance Management, and Talent Reviews & Succession Planning.

Target Audience

This toolkit is designed for managers and HR professionals who are responsible for key people practices and decisions in the talent lifecycle. **This includes:**



Interviewing &
hiring talent



Attracting &
recruiting talent



Managing performance &
career development



Talent reviews &
succession planning

In order to drive inclusion in our people practices, HR professionals and managers need to:



Recognise that unconscious bias affects many different people, decisions and outcomes



Learn and apply strategies to assist in reducing bias when making people decisions



Intentionally challenge assumptions and the status quo



Recruitment



Hiring diverse talent is not only the right thing to do. It results in an engaged workforce, greater productivity, and better performance.

1. Pre-recruitment considerations

Job Description

When drafting a job description, carefully consider how you describe and specify the job to be filled, using language that is clear and non-biased. There may be times where the same skills were developed in other businesses and are transferable to our business with light training or familiarisation. For example, transferring military leadership skills to operational management roles such as Site or Plant Manager.



Job Specification

Talent Acquisition Manager

Reporting to: SVP OpEx

Key Tasks and Responsibilities:

We expect the Recruiting Manager to be a passionate customer and candidate advocate with proven analytical capabilities and project management skills, extreme attention to detail, and the ability to effectively prioritize and multi-task. The ideal candidate will be a self-starter with a passion for recruiting, diversity, a high level of flexibility, commitment, and the ability to tackle ambiguity.

Responsibilities

- Sourcing high caliber candidates with a diverse lens on an ongoing basis through a variety of mediums and sourcing methodologies
- Manage full cycle recruiting process, ensuring a smooth and positive candidate experience
- Manage highly effective and high performing recruiting team members in Amsterdam to execute hiring strategy for multiple requisition types
- Work effectively to gain the interest of passive candidates through networking and sourcing
- Build Talent pool for future hiring of critical profiles
- Strong candidate engagement approach with ability to activate passive candidates
- Ability to screen for both technical qualifications and cultural fit & engage candidates in line with our value proposition
- Solid knowledge of corporate functions and ability to understand relevant skills, target companies, and communities
- Facilitate interview and hiring discussions with interviewers and hiring managers
- Maintain data reports and performance metrics on a regular basis
- Drive offer process - including extending offers and closing candidates
- Strategize different ways to build talent pipelines and execute on tactical research, referral generation, events and sourcing campaigns

Basic Qualifications

- Bachelor's degree in business, HR, or related field
- 5+ years' previous Recruiting experience
- 4+ years' leadership and management experience
- Experience partnering with senior leaders to deliver results
- Knowledge of recruiting media such as job postings, job site aggregators, ATS and job distribution tools
- Ability to handle confidential and sensitive information with discretion

Preferred Qualifications

- Experience with both high volume and corporate level recruiting
- Ability to identify process improvements and make sound recommendations
- Ability to identify and resolve issues independently, will take initiative - solid sense of accountability and sound personal judgment
- Excellent customer service and bias for action
- Relentless focus on customer experience

Using phrases like “highly competitive sales leader”, “aggressive targets” or “digital native” could discourage certain groups from applying.

Ensure that the specifications of the job do not unreasonably exclude people who may be able to be successful in the role. For example, using a specific timeframe of 5-10 years previous experience could be rephrased to “extensive previous experience” in an effort to encourage a more diverse candidate pool. In addition, job specifications should be based on work-related requirements.

Challenge yourself to include only the essential skills to be successful and separate the additional skills which are preferred or “nice to have”.

Lastly, take time to identify future requirements of the role and use language that would encourage all demographics to apply.



2. Sourcing and Process

Recruitment sources

When sourcing candidates, use a wide range of sources to help you access a wide pool of talent.

- ✓ Ensure your recruiters know you expect to see a diverse talent pool. This will help ensure a diverse long list of candidates.
- ✓ If using an employee referral scheme, ask employees for referrals to diverse candidates.
- ✓ Partner with schools and universities that can provide a diverse talent pool.
- ✓ When advertising online or in local media, ensure you are using language and images which will encourage people from different backgrounds to apply.
- ✓ If you are recruiting in a specific area, office location or via an electronic medium, it's important to reach everyone within that geographical or virtual area.

Recruitment process

During the recruitment process, it is important to seek a diverse long list of candidates.

- ✓ Our aspiration is to have diverse long lists of candidates. This is likely to produce a more balanced short list and result in a greater number of diverse hires.
- ✓ Once you have a diverse long list, refer to your essential job criteria when narrowing down to the short list, keeping in mind how potential bias may influence your decision to eliminate a candidate.
- ✓ For example, there may be a tendency to keep a candidate on the short list if the experiences described are familiar to you or they have attended a university which you are fond of. This is an example of how affinity bias can influence your judgement.
- ✓ Consider blind screening - remove name, gender, ethnicity from CV screening.

External Recruitment Partners

When partnering with external recruiters, set clear expectations upfront.

- ✓ Be clear that diversity is not a nice to have, it's a must have.
- ✓ Engage with an external recruitment partner who specializes in sourcing diverse candidates.
- ✓ Ask that the team working on filling your position is diverse.
- ✓ Encourage them to think creatively about how to reach a broad and diverse pool of candidates who could do the job.
- ✓ Set the expectation that the long list of candidates includes at least 50% diverse candidates (e.g. across gender, ethnicity, race, age, experience, etc.).
- ✓ Seek their advice and challenge on the criteria, job spec and process – based on their experience, are there changes which could help make them more inclusive?

3. Interview considerations

Prior to interviewing your short list of candidates, ensure you have taken the necessary time to prepare in advance. If you are not confident or experienced in interviewing, ask for training or support from your local HR business partner. It's important that you give ample time for the interview, typically 30 – 60 minutes per candidate (dependent on role). If possible, use a diverse interview panel so that a broad range of perspectives are considered.

During the interview, ensure there is time to find out about you and the organisation. Once the interview starts, use open, genuinely curious and interested questions to evaluate skills and competencies. Click [here](#) for a suggested list of behavioural questions. You can also tailor questions to probe and gain a deeper understanding of responses. Demonstrate inclusive behaviours such as self-awareness, empathy, curiosity and courage and make your candidate feel at ease. Each candidate should have the opportunity to show the best of their skills and capabilities. When considering cultural fit, look for demonstrated examples of how the candidate is living company values as well as the complementary skills and perspectives he/she may bring. Remember we all have levels of unconscious bias (assumptions about the type of people who perform certain jobs) so we must be aware and challenge ourselves during the interview. A structured and consistent interview approach ensures a fair process and leads to better hiring decisions.

4. Selection process

When selecting a candidate for the role, it's important to use a fair and balanced process, utilising external advice, and assessment tools where possible. If you used an interview panel, this will give you a range of aspects to consider when making a hiring decision. Ensure you are considering capabilities, skillset, and relevant experience rather than the person's demographic or personal details. Consider the evidence the candidate presented in their abilities and assess each objectively on their own merit against the job criteria. Unconscious bias can influence the selection process. Therefore, it is important to be aware of our natural tendency to look for information to confirm our pre-existing beliefs. It is also important that the candidate you select demonstrates inclusive behaviours. He/she should have an understanding and acceptance of equality, inclusion and diversity concepts, which are broader than race, ethnicity, and gender. Lastly, working with others and having a post-interview calibration session is a good technique to make the best and most objective decision about who is hired.



5. Measuring progress

In order to measure progress in creating an inclusive recruiting process:



Ensure you review and track recruitment patterns



Identify trends and clear gaps with minority groups



Establish goals to close the identified gaps

Inclusive Recruiting Checklist:

- ☐ I understand the importance of my role in creating an inclusive culture at CRH and how it supports our vision to become a leading global industrial company.
- ☐ I recognise that unconscious bias can influence the people decisions I make and that I have a natural tendency to hire candidates like me.
- ☐ I understand diversity is not just gender specific, but also includes backgrounds, characteristics, ethnicity or race, sexual orientation, religion, disability and age.
- ☐ I have created a job description that is compelling and inclusive.
- ☐ I demonstrate inclusive behaviours such as empathy, curiosity and courage in sourcing talent from a wide range of sources and intentionally seek a diverse long list of candidates.
- ☐ I prepare for interviews in advance and when available, have an interview panel to seek diverse opinions.
- ☐ I am aware that the cultural identity of the candidates will not influence how I treat them in the process, and all candidates should be treated with the same respect.
- ☐ I consulted a colleague to also evaluate the hiring decision to ensure a fair and equitable process.

A background image showing two men in a professional setting. A man with dark skin and short curly hair, wearing a dark suit jacket over a light blue shirt, is looking towards the right. Another man with light skin and short hair, wearing a light blue shirt, is seen from the back/side, looking towards the first man. They appear to be in a meeting or conversation. The background is slightly blurred, showing a window and a textured wall.

Performance Management



The annual performance management cycle is the vehicle for facilitating effective two-way performance and development conversations. In order to ensure an inclusive performance management process, it is important to recognise that unconscious bias exists and can influence our ability to make objective performance evaluations and people decisions.

1. Be prepared for the conversation

Advance preparation is essential for effective performance and development conversations whether setting goals, giving effective feedback at mid-year or evaluating performance at year-end. Prior to the meeting, take time to observe employee performance, paying attention to observable behaviours. Reflect on your observations and watch out for patterns that may show strengths and development areas. It's also important that you are in the right mindset – focused on improvement and growth. Effectively preparing for the conversation can help mitigate bias.

2. Hold an inclusive performance management conversation:

When engaging in a performance review meeting, aim to set a climate of support and trust which will lead to an open and honest conversation. The meetings should be a two-way discussion so encourage your employee to share their views and thoughts during the meeting.

Goal Setting

During the goal setting stage, be clear when agreeing the objectives that will be achieved and ensure your employee understands what is expected. Setting SMART goals confirms that expectations are clear, agreed and not open to interpretation or bias.

You may also want to consider setting objectives for your team to demonstrate more inclusive behaviours such as empathy and curiosity.

Mid-year and Year-End Reviews

During the mid-year and year-end stage, keep an open mind and be aware of potential bias such as the recency effect. It is important to gather feedback from other sources to ensure you have all information necessary to objectively measure performance. Consider asking project team members or peers for additional feedback to support your conversation.

When giving effective feedback, use the [STAR/AR model](#) so that you can give examples of the behaviours you have observed. Some managers tend to focus on negative performance examples, so ensure that you are balancing your feedback with both positive and developmental. Managers should also ask open ended questions to keep the employee engaged, motivated, and included in the two-way conversation. Ensure the employee has the opportunity to raise any areas of concern during the meeting. This is a great time to practice active listening skills and to be genuinely curious about the employee's answers.

Remember that for the year-end stage, you are considering the full year's performance examples so that recent or memorable events do not over influence judgements. Finally, ask yourself the checklist questions below, being honest with yourself and having the courage to adjust in order to be fair.



3. Development opportunities

As part of the performance management process, the employee's individual development and career aspirations should also be discussed in an effective two-way conversation. Ensure that you understand the employee's individual career aspirations so that assumptions are not made that could result in exclusion from opportunities. As a manager, have a conversation with your employee to confirm that their strengths are being leveraged, skills are fully utilised and that they feel motivated, engaged and included as a member of the team.

Inclusive Performance & Development Conversation Checklist:

- ☐ I understand the importance of my role in creating an inclusive culture at CRH and how it supports our vision to become a leading industrial company.
- ☐ I recognise that unconscious bias can influence my judgement when evaluating employee performance.
- ☐ I understand diversity is not just gender specific, but also includes backgrounds, characteristics, ethnicity or race, sexual orientation, religion, disability and age.
- ☐ I demonstrate inclusive behaviours such as self-awareness, empathy, courage and curiosity when engaging in performance and development conversations with my employees.
- ☐ When evaluating performance, I consider the employee's entire year's performance and not just the most recent events from memory.
- ☐ When evaluating individual performance, I use objective criteria against set goals for each employee.
- ☐ I have prepared in advance for my performance review meetings, carefully gathering feedback from key stakeholders and a range of sources.
- ☐ I use the STAR/AR feedback model when preparing to give positive or developmental feedback that is specific to an observed behaviour.
- ☐ I have not made any assumptions about my employees' career aspirations.
- ☐ I am fully leveraging the skill sets, capabilities and experiences of all my employees, not just a select few.
- ☐ I know what I need to ask my employee to help me remain objective and to mitigate the risk of my own bias.



A photograph of four diverse professionals (three men and one woman) sitting around a table in a modern office, engaged in a meeting. They are looking at laptops and discussing. The background shows a large window with a view of a city.

Talent Review and Succession



Creating a diverse pipeline of leaders is critical to achieving our ambition to become a leading industrial company. However, unconscious bias can affect our ability to make objective decisions about having the right people in the right role at the right time.

1. Preparing for Talent Review & Succession Planning meetings




A key input to successful Talent Review & Succession Planning meetings is the Manager's assessment of their team's sustained performance, potential and succession readiness.

When managers are reviewing performance, potential and readiness, they may focus on filling seats rather than considering, through objective review, the depth and breadth of their leadership bench. This may result in little variation of succession plans year after year.

When assessing teams, the following tips can assist in mitigating the impact of bias at this stage:

Helpful tips for Managers:
Be aware of potential bias that may effect decisions and outcomes.
Collect objective examples to rate performance and potential.
Gather data from different sources and stakeholders.
Use the data to assess employees, rather than opinions.
Complete development conversations with each employee to discuss mobility and career aspirations.

When preparing for the Talent Review & Succession Planning Meeting, also consider gathering key diversity insights that can be shared during the meeting, such as:

 Metrics	 Trends	 Analytics	 Talent Pipeline
Diversity metrics such as gender, age, ethnicity appearing on the succession plans.	Noticeable trends to observe, e.g. are men receiving higher ratings than women, or vice versa? Are there differences on the grounds of ethnicity/nationality? Or part-time and full-time workers?	Other forms of diversity to highlight in our succession analytics (e.g. physical abilities/qualities, education level, functional specialty, geographic location).	Pipeline reflecting new potential successors or are showing the same successors over again.

2. During the Talent Review & Succession Planning meeting

Prior to the start of the meeting, be sure to agree on the process, expected outcomes and establish the ground rules to manage time, contribution, effective listening and productive conversation.

The purpose of the calibration session is to provide peer challenge on the initial ratings captured and any potential successors identified for critical roles. This challenge should be completed in a constructive and respectful manner with all viewpoints heard and based on objective observations.

In the “Room”

- Aim to have a diverse group of meeting attendees.
- Point out the lack of diversity to raise awareness in the room.
- Invite a neutral person to help reduce bias and keep evaluations objective.

Setting the Tone

- Create a trusted environment to have confidential discussions.
- Demonstrate inclusive behaviours such as empathy, curiosity and courage.
- Get all input from all participants and listen to viewpoints.

Focus & Challenge

- Mediate conflicting views with open-ended questions.
- Focus on observable behaviours and ask for demonstrated examples to support assessment.
- Avoid assumptions about career aspirations or personal situations.



Sample probing questions, to gently challenge attendees on bias:

- *I hear you saying this individual does not have leadership presence. Can you give me an example of what a lack of leadership presence looks like in practice?*
- *When you say this individual works long hours, how exactly does that apply to being successful in this role?*
- *How could we translate this specific feedback on how they come across into an actionable development item?*
- *Would the individual appear on our succession plan if he/she was working full time?*



3. I&D consideration after the Talent Review & Succession Planning meeting

To assess the quality of the inclusive Talent Review & Succession Planning meeting, gather feedback from participants and review if:

- The conversations have been in line with expected I&D behaviours.
- There have been changes to the Potential ratings or Succession Plans.
- There have been any targeted I&D actions agreed to improve the diversity of the leadership pipeline.
- Individual Development Plans need an update.

In order to further embed I&D principles and behaviours in your overall people practices, you could consider these additional suggestions:

- Setting up specific I&D (Leadership pipeline) targets for your business and monitor and communicate progress.
- Consider running an I&D awareness training in your business/team and refresh key learnings on a regular basis.
- Install an I&D council, committee or working group to keep the organization focussed on this strategic priority.

Inclusive Talent Review & Succession Planning Checklist:

- ☐ I understand the importance of my role in creating an inclusive culture at CRH and how it supports our vision to become a leading industrial company.
- ☐ I recognise that unconscious bias can influence my judgement when evaluating employee performance, potential and readiness for succession.
- ☐ I understand diversity is not just gender specific, but also includes backgrounds, characteristics, ethnicity or race, sexual orientation, religion, disability and age.
- ☐ I demonstrate inclusive behaviours such as self-awareness, intercultural awareness, empathy, courage and curiosity when evaluating performance, potential and succession readiness.
- ☐ I have gathered data, examples and viewpoints from many diverse sources.
- ☐ I have not made assumptions about career aspirations or performance.
- ☐ I do not have a personal agenda that is affecting my judgement.

Types of Bias



1. Be aware of your unconscious bias

As a leader in CRH, it is important to recognise that unconscious bias can influence decisions, behaviours, and subsequently outcomes when recruiting, hiring, evaluating employee performance and reviewing talent. Here are some examples of how unconscious bias can affect these people practices and suggested actions to help mitigate.

Recency effect

We tend to make decisions based on information that is most readily available to us. When evaluating performance, this typically means relying on memory of performance examples that are most recent, rather than the entire year. There is a tendency to put increased importance on those examples that are more recent in memory, which can lead to a biased evaluation.

- *If an employee just completed a three-month project, request feedback from their peers to understand how well they did.*
- *If an employee completed a recent internal training, ask the instructor for feedback about their participation. This will ensure you have more frequent data points to consider when evaluating performance.*

Anchoring bias

We tend to anchor decisions around pre-existing information or a baseline. When evaluating employee performance, this may mean that ratings are influenced or constrained by the rating that was given last year, without truly recognising if performance has improved over the last 12 months or how performance may have dropped.

- *Keep track of performance throughout the year and include feedback from multiple points in time.*

Exposure bias

This is a tendency to have preference for things or people simply because of our familiarity with them. This can result in a more generous assessment of employees who we work most closely with. This can lead to the same people being given more exciting opportunities for career growth and development.

- *Make a conscious effort to give balanced feedback throughout the year to all employees on your team.*
- *When evaluating individual performance, focus on observed behaviours and progress against set goals.*



1. Be aware of your unconscious bias **cont.**

Over-Confidence bias

Our tendency to be overly confident in our ability to make objective and fair decisions can lead us to make quick, instinctive decisions about others and to be steadfast in our decisions when challenged by others.

- *Keep an open mindset when evaluating performance, potential and readiness for succession.*
- *Ensure you are focusing on observed behaviours, keeping track of examples to support your evaluation through the year.*
- *Consciously challenge your assumptions and views regularly, while also seeking alternative viewpoints from peers and colleagues.*

Contrast effect

This is where employees are compared against one another rather than against specific/objective criteria and observed behaviours. This can lead to unfair comparisons of employee potential and learning agility.

- *Focus on each individual employee and the progress to date against agreed performance goals.*
- *Consider what is going well and why and take note of where progress has been slower than expected.*
- *Collate all relevant information about the individual's performance and evaluate objectively.*
- *Compare the employee's potential and successor readiness strictly against criteria and not against another employee.*

Affinity bias

There is a tendency for Managers to be more positive towards employees who are in some way like themselves (for example have the same interests outside of work, went to the same school, etc). This often leads to an increased level of attention on those employees which can result in seeing their positive contribution more and offer more support and opportunities. This preferential treatment can result in higher performance ratings being awarded to individuals that are in some way similar to us.

- *Ensure you are evaluating performance based on progress against written and set goals.*
- *Ensure you are evaluating successor readiness based on clear examples of demonstrated behaviours.*
- *Regularly check if you are spending equal time developing your employees.*



1. Be aware of your unconscious bias **cont.**

Confirmation bias

This is the tendency to interpret new evidence as confirmation of one's existing beliefs or theories. For example, as assessors, we tend to make an initial judgment about someone (based on something in their career, their appearance, their name, how confident they appear) and then pay attention to only the evidence that supports this initial judgment (or bias), overlooking examples that challenge it.

- *Ensure you seek alternative viewpoints and keep an open mindset when your judgement is challenged.*
- *Have the courage to admit when you have let bias influence your people decisions.*





Checklists



Inclusive Performance & Development Conversation Checklist:

- ☐ I understand the importance of my role in creating an inclusive culture at CRH and how it supports our vision to become a leading industrial company.
- ☐ I recognise that unconscious bias, such as the recency or confirmation bias, can influence my judgement when evaluating employee performance.
- ☐ I understand diversity is not just gender specific, but also includes backgrounds, characteristics, ethnicity or race, sexual orientation, religion, disability and age.
- ☐ I demonstrate inclusive behaviours such as self-awareness, empathy, courage and curiosity when engaging in performance and development conversations with my employees.
- ☐ When evaluating performance, I consider the employee's entire year's performance and not just the most recent events from memory.
- ☐ When evaluating individual performance, I use objective criteria against set goals for each employee rather than my "gut instinct" or opinions from others.
- ☐ I have prepared in advance for my performance review meetings, carefully gathering feedback from key stakeholders and a range of sources.
- ☐ I use the STAR/AR feedback model when preparing to give positive or developmental feedback that is specific to an observed behaviour.
- ☐ I have not made any assumptions about my employees' career aspirations.
- ☐ I am fully leveraging the skill sets, capabilities and experiences of all my employees, not just a select few.
- ☐ I know what I need to ask my employee to help me remain objective and to mitigate the risk of my own bias.

Inclusive Recruiting Checklist:

- ☐ I understand the importance of my role in creating an inclusive culture at CRH and how it supports our vision to become a leading global industrial company.
- ☐ I recognise that unconscious bias can influence the people decisions I make and that I have a natural tendency to hire candidates like me.
- ☐ I understand diversity is not just gender specific, but also includes backgrounds, characteristics, ethnicity or race, sexual orientation, religion, disability and age.
- ☐ I have created a job description that is compelling and inclusive.
- ☐ I demonstrate inclusive behaviours such as empathy, curiosity and courage in sourcing talent from a wide range of sources and intentionally seek a diverse long list of candidates.
- ☐ I prepare for interviews in advance and when available, have an interview panel to seek diverse opinions.
- ☐ I am aware that the cultural identity of the candidates will not influence how I treat them in the process, and all candidates should be treated with the same respect.
- ☐ I consulted a colleague to also evaluate the hiring decision to ensure a fair and equitable process.

Inclusive Talent Review & Succession Planning Checklist:

- ☐ I understand the importance of my role in creating an inclusive culture at CRH and how it supports our vision to become a leading industrial company.
- ☐ I recognise that unconscious bias can influence my judgement when evaluating employee performance, potential and readiness for succession.
- ☐ I understand diversity is not just gender specific, but also includes backgrounds, characteristics, ethnicity or race, sexual orientation, religion, disability and age.
- ☐ I demonstrate inclusive behaviours such as self-awareness, intercultural awareness, empathy, courage and curiosity when evaluating performance, potential and succession readiness.
- ☐ I have gathered data, examples and viewpoints from many diverse sources.
- ☐ I have not made assumptions about career aspirations or performance.
- ☐ I do not have a personal agenda that is affecting my judgement.



If you have any questions about the information in this booklet, please contact your local HR Business Partner.



CRH plc

Stonemason's Way
Rathfarnham
Dublin 16
D16 KH51
Ireland

Telephone: +353 1 404 1000

Website: www.crh.com

CRH® is a registered trade mark of CRH plc.