



Heidelberg Materials UK

Performance and sustainability report 2023

Heidelberg Materials





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Introduction



Introduction by Simon Willis, chief executive officer, Heidelberg Materials UK

A key part of our 2030 sustainability commitments is our strategy to conserve natural resources, promote the circular economy and decarbonise our business.

We want to use less virgin material and recycle and reuse more construction waste to allow us to produce low carbon products that will enable sustainable construction into the future. To help enable this, we have acquired Manchester-based A1 Services, which specialises in the waste removal and recycling of construction waste. The acquisition allows us to supply more recycled products into the local market as well as provide a source of recycled asphalt plantings (RAP) for our asphalt business.

We are determined to be part of the solution to climate change and decarbonising our business is a thread that runs through everything we do.

We continue to make improvements through plant and site efficiencies and product innovation, but we recognise that our cement business holds the key to us being able to meet our 2050 net-zero ambitions. As a result, we are involved in several industry-leading carbon capture projects, the largest of which is our plan to build a carbon capture and storage plant at our Padeswood cement works in north Wales, which I am optimistic will provide a step-change to decarbonising the cement industry.



Introduction by Simon Willis, chief executive officer, Heidelberg Materials UK

Sustainability is also about being a responsible employer and operator and we have updated our social value policy which integrates our health, safety and wellbeing, and environmental commitments. It is set out to ensure that we are accountable to our stakeholders and take responsibility for the role we are playing in their lives.

We recognise that we don't have all the answers and can't reach net zero alone, which is why we held our first, live, Let's Talk Sustainability webinar. It provided a platform to share progress and successes across the sector and drew a huge online audience, highlighting the appetite within the industry to collaborate and play our part in meeting net zero targets.

This will be the last year we report on our current sustainability targets and indicators as we are developing new, updated 2030 commitments to reflect the rapid evolution of sustainability topics.

These will be centred on Heidelberg Materials' four sustainability pillars:

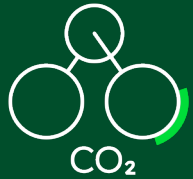
- 1. Net zero**
- 2. Safe and Inclusive**
- 3. Circular and Resilient**
- 4. Nature Positive**

but will reflect the key drivers within the UK construction industry.

Simon Willis



Sustainability highlights



Average CO₂ emissions associated with cementitious products down **12.56%** since 2016



Certification to the psychological risk management standard **ISO 45003**



Development of **EcoCrete** range with CO₂ reduction in concrete of up to **85%**



Scope 1 and 2 carbon emissions down **16.2%** since 2016, meeting our 2030 commitment for operational carbon



All health and safety indicators showing improving trends since 2018



Sustainability highlights



23 quarrying operations carried out biodiversity Net Impact Assessments (NIAs) with BirdLife International achieving an average net improvement of **38.2%**



Highest levels of alternative materials in asphalt and alternative fuels in cement



Acquisition of A1 Services to strengthen our circular materials offering



Generated first social value profit report showing a **social profit figure of £144.4 million** (based on 2021 data)



Awarded gold membership of the **5% club** for the second consecutive year with **10.8%** of employees engaged in 'earn and learn' positions



Our sustainable future

In September 2022, our parent company HeidelbergCement announced its new global branding. The change to Heidelberg Materials better reflects the scope of the business, which has market leading positions in aggregates, cement, and concrete.

Heidelberg Materials places sustainability at the core of its activities and, through its products, is playing a leading role in helping the construction sector reach net zero.

The Science Based Targets initiative (SBTi) has validated Heidelberg Materials' 2030 carbon reduction targets under its new 1.5°C framework. Heidelberg Materials commits to individual scope 1 and 2 targets as well as a scope 3 target for 2030, in relation to the base year 2020.

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In 2022 Heidelberg Materials achieved a 26.5% reduction of the specific net CO₂ emissions per tonne of cementitious material compared with 1990 levels.



Heidelberg Materials UK 2030 commitments

Our 2030 commitments are the cornerstones of our sustainability strategy. They reflect environmental and social developments in six key areas:

- 1. Business and product innovation**
- 2. Health, safety and wellbeing**
- 3. Environmental responsibility**
- 4. Resource use and the circular economy**
- 5. Being a good neighbour**
- 6. Fairness, inclusion and respect**

We have also adopted and linked the UNSDG's to the strategy's key areas to demonstrate we are in line with global action.

Sustainability policy

We have a single sustainability policy, which is regularly reviewed and communicated to employees, contractors, visitors and key stakeholders.



Our revised 2030 commitments

This year's report reflects the existing 2030 commitments and will be the final year of reporting on our current sustainability targets and indicators.

We are developing updated commitments after extensive consultation with various stakeholders to reflect the ever-evolving sustainability agenda. At their heart are the four sustainability pillars of our parent company, Heidelberg Materials to build a more sustainable future:

- 1. Net zero**
- 2. Safe and Inclusive**
- 3. Circular and Resilient**
- 4. Nature Positive**






Business and product innovation



Our policy

We will ensure continuous business and product innovation.

Our 2030 commitments	Our progress
 <p>We will reduce the carbon impact of our products, with a science-based target of 15% reduction from a 2016 baseline.</p>	<p>Continuing development of our range of low carbon products; offering customers low carbon alternatives to meet their requirements.</p>
 <p>100% of our operational sites will have full IMS certification to ISO 9001, ISO 14001, ISO 50001, ISO 45001, and BES 6001.</p>	<p>100% of our sites fully comply with our internal IMS and all hold, or are working towards, ISO 9001, ISO 14001, ISO 50001, ISO 45001, and BES 6001 certification. We have already achieved ISO 45003 certification. MQP working towards ISO 45001 in 2023. Heidelberg Materials UK are working towards PAS 2080 for certification in 2023.</p>
 <p>A new commitment for the average CO₂ emissions associated with our cementitious products to be reduced to 525 kg/tonne by 2025 and less than 400 kg/tonne by 2030.</p>	<p>Average CO₂ emissions associated with our cementitious products was 406 kg/tonne, down 4.25% from 424 kg/tonne in 2019 and down 12.56% from the baseline year of 2016.</p>



Our policy

We continue to take a holistic approach to net zero, developing strategic carbon roadmaps across each product group to meet science-based targets and help fulfil our share of the responsibility to keep the global temperature rise below 1.5°C.

We have a systematic and integrated approach to energy and carbon reductions through our accredited management systems. All our operations are certified to both ISO 14001 Environmental Management and ISO 50001 Energy Management and work has also started on certification to the carbon management specification in infrastructure and buildings (PAS 2080), which will enhance our product offering and accelerate our net zero ambitions.



Business and product innovation in action

Let's Talk Sustainability webinar

The first of our Let's Talk Sustainability events took place in March 2022. It was a live, TV-quality webinar showcasing our latest sustainability initiatives and drew an online audience of almost 1,000 from across our industry and local government. Carbon capture and storage and fuel switching in our cement business were among the topics covered.

Investment in business and innovation

Over £75 million was invested in capital expenditure projects to improve efficiency and reduce carbon emissions in 2022. These include:

- A new ready-mixed concrete plant in central Birmingham which incorporates solar panels to reduce the CO₂ impact of operations and supplies all concrete needs including low carbon and specialist mixes.
- Completion of the bypass system upgrade at Padeswood cement works, which allows for higher levels of alternative fuels to be used and is critical to our long-term strategy to reduce CO₂.
- The acquisition of Manchester-based A1 Services as part of our strategy to conserve the use of natural resources and our commitment to the circular economy.

- The new self-service customer portal Hub is our largest digitalisation product launch to date. It replaces our myHanson portal with more features, greater customisation, and more detailed analytical data.



Business and product innovation in action

Low carbon concrete

We have developed our EcoCrete range to make it easier for our customers to access low carbon concrete. EcoCrete, EcoCrete Extra and EcoCrete Elite are available nationally and offer significant CO₂ reductions over conventional concrete mixes.

EcoCrete has been used at Gatwick Airport station and for HS2's Euston station expansion, where it helped win a collaborative award in the Skanska infrastructure supply chain awards.

Low carbon asphalt

During 2022 we carried out a number of road maintenance and construction projects for National Highways and local authorities using a range of different lower carbon solutions.

We used our Tufflayer SAMI, ERA warm mix process and a bitumen designed to prolong the life of asphalt on the A414 in Hertfordshire while the addition of chemically modified waste plastic is being trialled in Cumbria.

Certification first

We have been awarded ISO 45003:2021, occupational health and safety management – psychological health and safety at work – the first UK heavy building materials company to obtain the standard.





Health, safety and wellbeing

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Our policy

We will ensure Heidelberg Materials UK is a safe and healthy place to work.

Our 2030 commitments



To reduce the number of potentially fatal incidents by more than 50%.



Implement our annual Health and Safety and Health and Wellbeing Improvement Plans at 100% of sites.

Our progress

Potentially fatal incidents (PFI):

- Down 12.5% from 48 in 2018 to 42 in 2022 but down 30% from last year

Lost time injuries (LTIs):

- Down 20% from 20 in 2018 to 16 in 2022
- Frequency rate down 22% from 1.8 in 2018 to 1.4 in 2022
- Severity rate down 78% from 84.9 in 2018 to 18.9 in 2022

Total case injuries (TCI):

- Down 57% from 77 in 2018 to 33 in 2022; the lowest number recorded
- Employee TCI frequency rate down 28.6% from 4.9 in 2018 to 2.8 in 2022

Significant near hits:

- Down 40% from 403 in 2018 to 241 in 2022
- Frequency rate down 22.7% from 54.8 in 2018 to 42.4 in 2022

Investigations:

- Number of incidents requiring investigation dropped by 28% from 569 in 2018 to 406 in 2022
- Average number of days to close an investigation up 41% from 17 days in 2018 to 24 days in 2022

- Health and Safety Improvement Plans and Health and Wellbeing Improvement Plans were implemented at 99% of sites on average



Health, safety and wellbeing in action

Incident reporting

In 2020 we implemented a system of increased incident awareness and reporting within Intalex to drive changes to improve health and safety standards.

Health and wellbeing specialist

As part of our commitment to supporting our employees, we have appointed a health and wellbeing specialist. The new role has been created to better promote, support, and develop our health and wellbeing initiatives.

Mental health matters

Training for employees to become mental health first aiders was first introduced in 2019, and there are now over 220 across the business. They are trained to recognise signs of mental ill health, reassure, and respond, even in a crisis, and signpost to the support needed.

Fleet award

We were awarded the FORS (Fleet Operator Recognition Scheme) gold accreditation for the 11th successive year.

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Health and Safety Awards

We won two Mineral Products Association awards for our commitment to health and safety. We claimed top spot in the Safer Management of Pedestrians and Transport on Site and the Safer Together categories.



Environmental responsibility

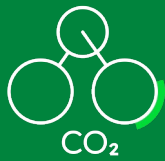


Our policy

We are committed to reaching net zero carbon emissions and to fulfilling our share of the responsibility to keep the global temperature rise below 1.5° Celsius. We will continue to reduce our impact on air, land, and water.

Air

Our 2030 emissions commitments



We will reduce the carbon impact of our operations, with a science-based target of 15% reduction from a 2016 baseline.

Our progress




- Carbon impact of our operations for scope 1 emissions is down 7.8% from 46.21 kg CO₂/tonne in 2016 to 42.58 kg CO₂/tonne in 2022.
- When combined with scope 2 emissions the carbon impact of our operations is down 16.2% from 50.95 kg CO₂/tonne in 2016 to 42.69 kg CO₂/tonne in 2022, achieving our 2030 commitment for operational carbon.
- When normalised to assume the same product mix ratio as the 2016 baseline, it shows a decrease of 16.5% to 42.46 kg CO₂/tonne in 2022.
- Absolute thermal energy usage has increased by 2.4% per tonne since 2016 but normalised thermal energy per tonne shows a decrease of 0.2% from 68.77 kWh/tonne in 2016 to 68.64 kWh/tonne in 2022.
- Scope 1 and 2 net CO₂/tonne of cementitious material is down 55.85% from our 1990 baseline and down 13.92% from our 2016 baseline.



Our policy

We are committed to reaching net zero carbon emissions and to fulfilling our share of the responsibility to keep the global temperature rise below 1.5° Celsius. We will continue to reduce our impact on air, land, and water.

Air



Our 2030 emissions commitments	Our progress
 <p>Scope 2 emissions from electrical power consumption within our operations will be reduced by at least 65% compared to 2016.</p>	<ul style="list-style-type: none"> • Our 2030 ambition has already been achieved as scope 2 emissions are down 97.0% from 4.72 kg CO₂/tonne in 2016 to 0.11 kg CO₂/tonne in 2022, with normalised emissions down 97.8% to 0.11 kg CO₂/tonne in 2022. • Absolute CO₂ from electrical energy usage has decreased by 7.4% from 11.66 kWh/tonne in 2016 to 10.79 kWh/tonne in 2022. Normalised electrical energy per tonne has decreased by 9.8% from 11.65 kWh/tonne in 2016 to 10.51 kWh/tonne in 2022.
 <p>100% of our car fleet and 50% of our van fleet will be fully electric or hybrid by 2025.</p>	<ul style="list-style-type: none"> • 51% of our car fleet is now hybrid or fully electric, up from 29% in 2019. • Two electric vans are now in operation and a further 50 are on order, representing around 12% of the van fleet.
 <p>We will collaborate with suppliers to enable our transport to be more efficient, including through new technologies for LGVs and heavy machinery such as site excavators, loading shovels and dumper trucks.</p>	<ul style="list-style-type: none"> • We continue to explore the potential for new technologies for our fleets to reduce carbon emissions. We have carried out a trial of hydrotreated vegetable oil (HVO) fuel at our Chipping Sodbury quarry and GD45+, a mix of HVO and gas-to-liquids fuel, is being used in our road surfacing plant.



Our policy

We are committed to reaching net zero carbon emissions and to fulfilling our share of the responsibility to keep the global temperature rise below 1.5° Celsius. We will continue to reduce our impact on air, land, and water.

Air

Our 2030 emissions commitments	Our progress
 <p>From our cement operations we will reduce NOx by 40% and dust emissions by 80% from a 2008 baseline and maintain SO₂ emissions below BAT (best available techniques) requirements.</p>	<ul style="list-style-type: none">• From the 2008 baseline, NOx is down 16% and dust is down 81%. SO₂ is down 30% and remains within BAT requirements.
 <p>A new commitment to reduce CO₂ emissions from downstream transportation (the transportation of materials from our sites to customers) by at least 15% compared to 2019.</p>	<ul style="list-style-type: none">• Aggregate tonnage moved by rail was 28%, up 3% compared with 2019.• CO₂ emissions from downstream transport have reduced by 11% compared to 2019.



Reducing emissions in action

Our cement, aggregates, asphalt, and concrete businesses all have their own carbon reduction plans in place, which include product innovation and process, and plant efficiencies. Details can be found on our website.

We have signed a Memorandum of Understanding with Shell, to explore opportunities that help the construction industry's transition to net zero emissions.

Our industry-leading net zero carbon initiatives will also have more focus as we have appointed a carbon innovation manager. The position will support a wide range of innovative projects to drive forward our net zero ambitions to ensure they become reality.

Cement

We participate in a number of industry-leading carbon capture projects which, if successful, will help us reduce our carbon emissions. They include:

- Carbon capture and storage at Padeswood Cement, which could capture 800,000 tonnes of CO₂ emissions each year and allow us to produce net zero carbon cement as early as 2027.
- Carbon capture at Ketton Cement using C-Capture's solvent-based technology to selectively capture CO₂.
- Enforced carbonation of recycled concrete paste at Ribblesdale Cement, preventing emissions from entering the atmosphere.

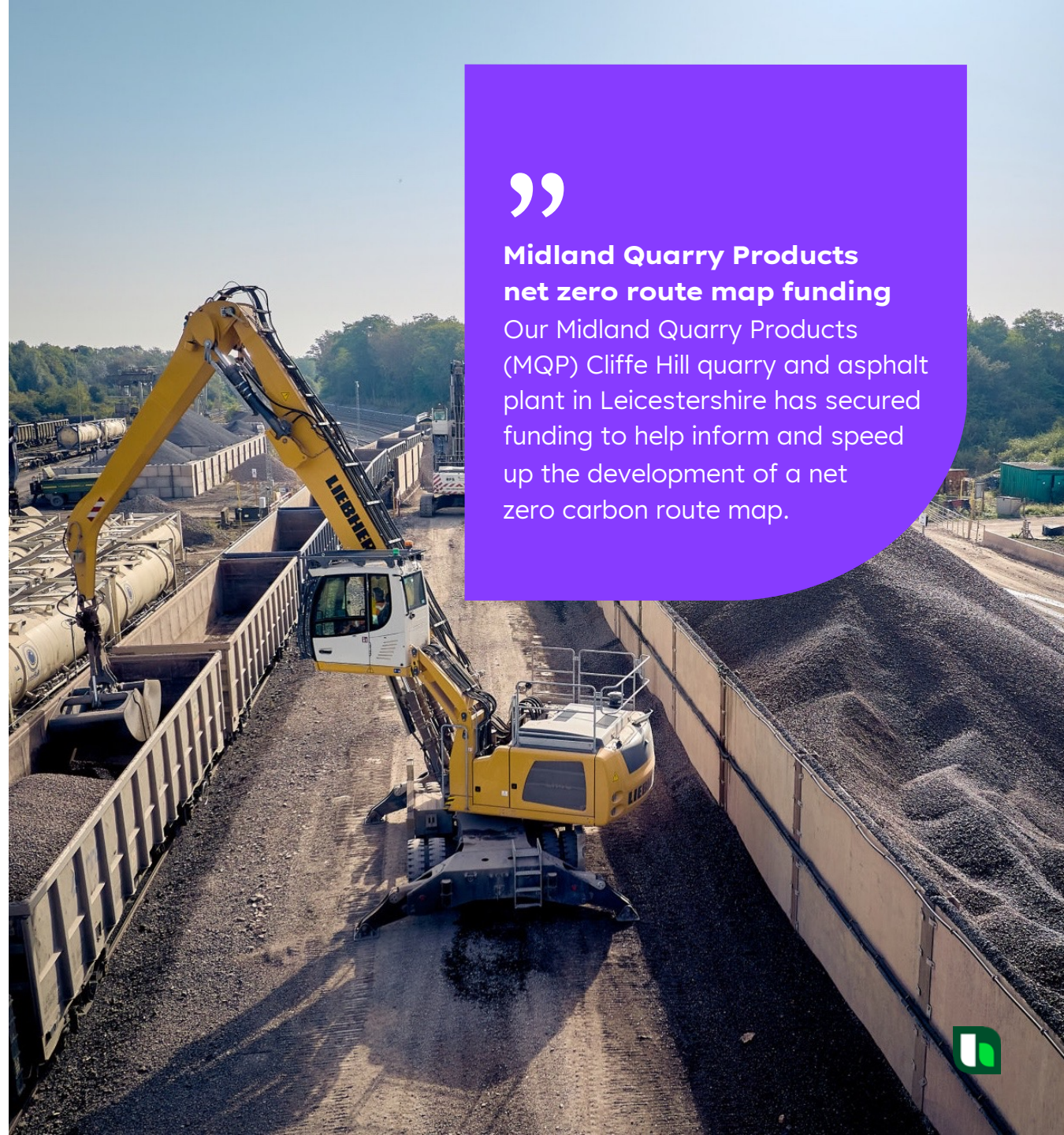


Reducing emissions in action

Aggregates

Our Penmaenmawr railhead in north Wales has reopened as part of our UK rail strategy to reduce vehicle movements and cut associated CO₂ emissions. It will deliver rail borne aggregates into markets in the northwest.

Work has continued on the HS2 contract with some 29,000 tonnes every week being unloaded through a new HS2 railhead at Quainton, near Aylesbury with trains from South Gloucestershire's Tytherington quarry.



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Midland Quarry Products net zero route map funding

Our Midland Quarry Products (MQP) Cliffe Hill quarry and asphalt plant in Leicestershire has secured funding to help inform and speed up the development of a net zero carbon route map.



Reducing emissions in action

Asphalt

We are investigating the feasibility of using low carbon hydrogen as an alternative source of heat at our asphalt plants with funding from the Industrial Hydrogen Accelerator Programme.



Road surfacing plant uses low carbon fuel source

Our pavers and rollers are using GD45+, supplied by GB Fuels Ltd, which reduces CO₂ emissions by around 42%, NO_x by 14% and releases 18% fewer fine particles when compared to traditional diesel.

Scope 3 emissions




These indirect emissions are the most difficult to control. We are collaborating with suppliers to collect the data needed to allow us to track and report these emissions through our internal systems.



Our policy

We are committed to fulfilling our share of the responsibility to keep the global temperature rise below 1.5° Celsius and we will continue to reduce our impact on air, land and water.

Land

Our 2030 land use commitments	Our progress
 <p>Biodiversity net gain will be fully integrated into our business for new quarry developments.</p>	<ul style="list-style-type: none"> • We are trialling the DEFRA metric for assessing Biodiversity Net Gain options for all new quarry developments. • Following the publication of the Environment Bill, we have continued to work with the Mineral Products Association in developing specific case studies and guidance notes on how to interpret the DEFRA metric for minerals planning.
 <p>A new commitment to carry out biodiversity net impact studies at all quarry sites by 2025 with an ambition to improve biodiversity gain by at least 10%.</p>	<ul style="list-style-type: none"> • All our quarrying operations are carrying out biodiversity Net Impact Assessments (NIAs) in conjunction with BirdLife International. 20 NIAs were carried out during the year bringing the total to 23. • A net improvement of 38.2% has been achieved for the 23 quarries completed to date.
 <p>A new commitment to have biodiversity management plans (BMPs) - at all our operational sites located within 1km of a High Biodiversity Value (HBV) nature conservation area by 2025. This previously only applied to quarries.</p>	<ul style="list-style-type: none"> • 100% of our active quarry sites already have a BMP which are being regularly updated. • In addition, 159 non-extraction operational sites within 1km of a HBV area have been identified by BirdLife International’s proximity study so BMPs can be developed. Comprehensive guidance has been developed to support the commitment which will be rolled out in 2023.



Reducing impact on land use in action

Hanson-RSPB Ouse Fen

Our partnership project with the RSPB is the largest planned nature conservation restoration scheme of its kind in Europe. The wetland project in Cambridgeshire shows how collaborative working between industry and the conservation sector can create thriving new habitat for wildlife.

Transforming the Trent Valley

We are an active partner in this important project to restore the natural heritage of the Trent Valley in Staffordshire and Derbyshire, led by Staffordshire Wildlife Trust.

Floodplain nature reserve in Milton Keynes

We were recognised at the 2022 UEPG Sustainable Development Awards for our work to create the Floodplain Forest Nature Reserve in Milton Keynes, Buckinghamshire.

Quarry Life Award 2022

This year is the fifth time our parent company Heidelberg Materials has held the Quarry Life Award. It aims to raise the understanding of the biodiversity value of quarrying sites during and after extraction and share new best practices.



Our policy

We are committed to fulfilling our share of the responsibility to keep the global temperature rise below 1.5° Celsius and we will continue to reduce our impact on air, land and water.

Water

Our 2030 water use commitments



We will reduce mains and abstracted water consumption by 10% from a 2018 baseline.



A new commitment to have formal water management plans by 2028.

Our progress

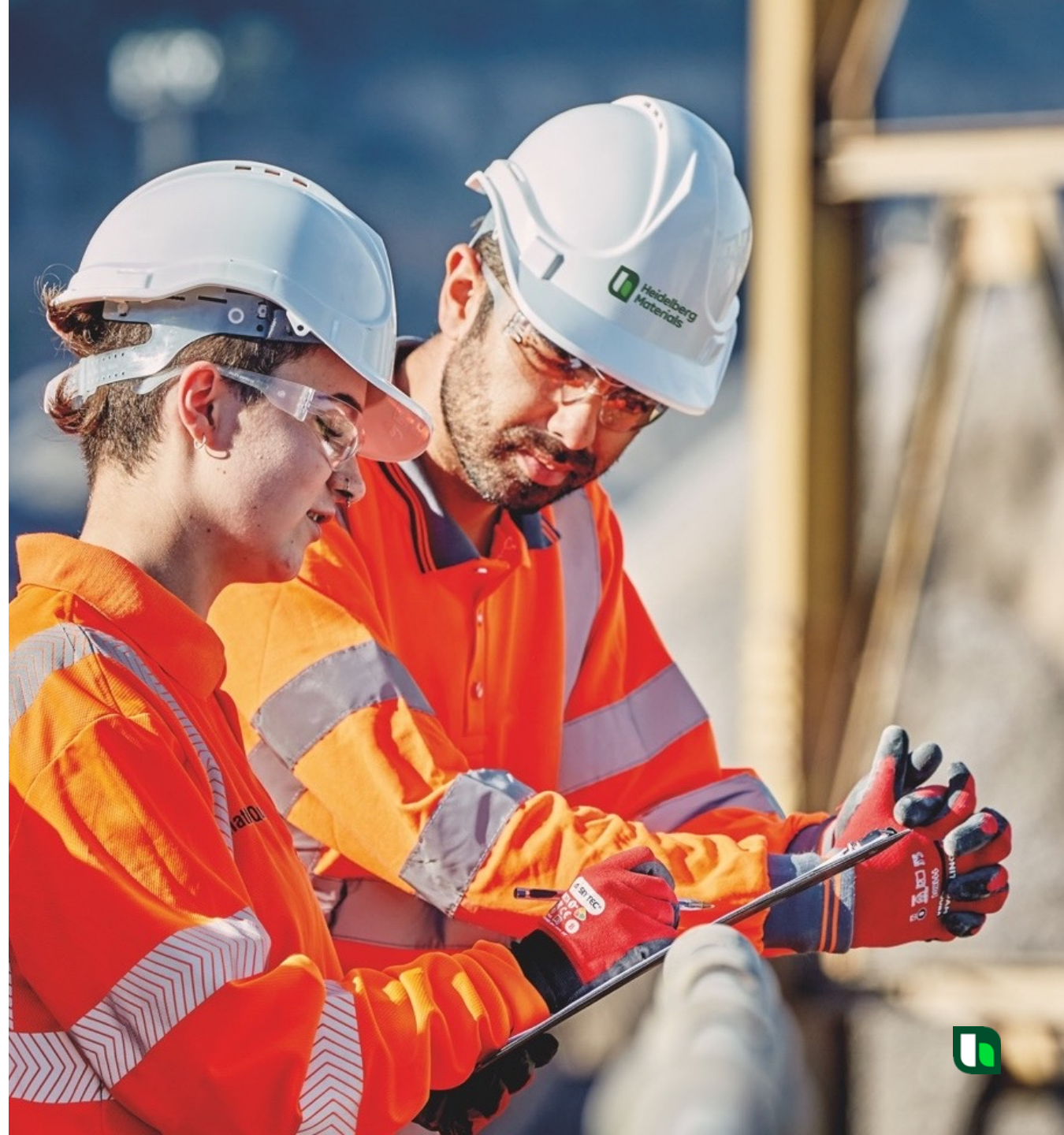
- Mains water use fell by 8.0% from 17.5 litres/tonne in 2018 to 16.1 litres/tonne in 2022.
 - Abstracted water use fell by 36.0% from 170.5 litres/tonne in 2018 to 109.7 litre/tonne in 2022.
 - Total water use fell by 33.1% from 188.0 litres/tonne in 2018 to 125.8 litre/tonne in 2022.
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- There are 174 sites within Heidelberg Materials UK that require the implementation of a water management plan by 2028 with 6 of these sites completed to date.



Reducing impact on water use in action

Water monitoring and management plans

The criticality of water supply has resulted in further ambitions for our operational sites in relation to water scarcity, water stress and water risk activities to be undertaken, culminating in comprehensive water management plans for 174 sites.








Resource use and the circular economy



Our policy

We will conserve natural resources.

Our 2030 commitments	Our progress
 <p>Maximise use of recycled asphalt planings (RAP), Regen GGBS (ground granulated blastfurnace slag) and alternative fuels within our cement plants.</p>	<ul style="list-style-type: none"> • RAP usage was 15.2% in 2022, up 1.3% and the second highest level (Heidelberg Materials UK: 13.8%, its highest level; Midland Quarry Products: 18.8%). • Regen GGBS use within our concrete mixes was the highest it has been at 42.12% in 2022. • Alternative fuel use within our cement plants increased from 45% in 2016 to 62% in 2022 the highest level; the biomass content in our alternative fuels also reached a new high, increasing from 14% in 2016 to 25% in 2022. • By-products or waste used as raw material in cement were at 10.4% in 2022.
 <p>A new commitment to develop formal targets for the use of recycled aggregates in ready-mixed concrete.</p>	<ul style="list-style-type: none"> • An acquisition strategy has been implemented to grow our business in recycled aggregates and circular products, to conserve the use of natural resources and meet our 2030 commitments. • A fifth Heidelberg Materials UK division has been created; Heidelberg Materials Recycling which will have responsibility for implementation and development of the recycling strategy within the UK.
 <p>Reduce non-product site waste by 20% and waste to landfill by 50% from a 2018 baseline.</p>	<ul style="list-style-type: none"> • Non-product site waste was up 9% from 0.23 kg/tonne in 2018 to 0.25 kg/tonne in 2022 (partly due to improved data recording), although general waste to landfill was down 55% since 2018 which makes up 5% of non-product site waste. • Waste to landfill was down 9.6% from 0.065 kg/tonne in 2018 to 0.058 kg/tonne in 2022.



Conserving natural resources in action

A1 Services (Manchester)

We acquired Manchester-based A1 Services, which specialises in waste removal and recycling, as part of our strategy to conserve the use of natural resources and our commitment to the circular economy.





Being a good neighbour



Our policy

We are committed to making a positive contribution to the communities close to our operations and ensuring transparent communication to all our stakeholders.

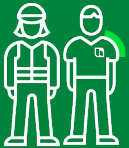
Our 2030 commitments



We will fully integrate our social value policy and practices together with social value impact measurements.

Our progress

- Our social value policy has been updated and includes our commitment towards measuring and managing the social value we are creating.
- We have generated our first social value profit report. The validated stated social profit figure using 2021 data is £144,424,642.



All employees will take advantage of one paid day per year for volunteering activities.

- There were an increasing number of employees taking a paid volunteering day which is an opportunity open to all employees.



Updated social value policy

We have updated our social value policy, which aligns to the government's Procurement Policy Note 06/20, and integrates our health, safety and wellbeing, and environmental commitments.

Social profit reported for the first time

Using the most recent data for 2021, we generated over £144 million worth of social profit in the UK, reflecting our commitment to support initiatives that benefit the lives and wellbeing of all affected by our operations.

Social value certification first

We became the first building materials supplier to be awarded the Social Management Certificate Level 1 'Commit' by Social Value UK.

Social Value – Let's Talk Sustainability Event

Our second free online Let's Talk Sustainability event focused on the importance of social value in the construction sector.



Being a good neighbour in action

Community support

The number of visitors to our sites increased significantly following the lifting of Covid-19 restrictions. In 2022 we welcomed 18,713 visitors – the highest for 4 years. 56.5% of our operations had some form of liaison activity to keep our local communities informed.

We also continued to support communities through the donation of funds and materials along with an increased number of volunteering activities.

Volunteering

Members of our south concrete team supported Jamie's Farm, a charity for disadvantaged young people, with improvements to its Bath site. They helped demolish walls, herd sheep and load gravel throughout the day.

A team of 39 volunteers from across our businesses in south Wales completed a week-long volunteering initiative for Girlguiding Central Glamorgan at its Gorwelion camp, carrying out a range of improvements including resurfacing the entrance road and car park.

Charity support

Heidelberg Materials UK has been a Corporate Patron of CRASH since 1999 and we continue to support the charity's work with homelessness charities and hospices by donating time and our professional expertise to projects, as well as taking part in fundraising.

Material donations

We donated all the aggregates and asphalt needed to build a pump track in Cheddar from

our nearby Batts Combe quarry.

It provides the community with a fantastic facility for riders of all ages.

We donated asphalt from our Shap plant to resurface the car park at Great North Air Ambulance's (GNAA) Langwathby site near Penrith, Cumbria. The material was laid by our contracting team free of charge to improve facilities for the air ambulance staff.



Heidelberg Materials employees volunteering at Jamie's Farm.









Fairness, inclusion and respect



Our policy

We will be a fair, respectful, and inclusive company; encouraging a culture that values openness and transparency and recognises individual achievement.

Our 2030 commitments	Our progress
 <p>We will employ a minimum of 10% of women in operational roles and 20% overall within Heidelberg Materials UK.</p>	<ul style="list-style-type: none">• 2.9% of women in operational roles and 16.4% overall within Heidelberg Materials UK in 2022, down from 19.2% in 2021.
 <p>We will have 25% of women in senior roles by 2025.</p>	<ul style="list-style-type: none">• 11.1% of women now in senior roles.
 <p>We will ensure all employees are fully trained and competent for their roles.</p>	<ul style="list-style-type: none">• Following the full lifting of all Covid-19 restrictions training hours significantly increased from 56,941 hours in 2021 to 73,760 hours in 2022; an increase of 29.5%.
 <p>We will identify the specific diversity-related requirements of our employees, and fully integrate these into our business culture.</p>	<ul style="list-style-type: none">• The fairness, inclusion and respect (FIR) committee was renamed as FAIR (fairness, awareness, inclusion and respect) to reflect changing requirements and commitments.• Expansion of our employee networks to deliver our FAIR aims with the launch of LGBT+ Network and an overall strategic inclusion action plan.



FIR in action

Our purpose driven Change programme was recognised with a Highly Commended award for Best Business Transformation Initiative at the 7th Annual Business Culture Awards, which celebrates the companies taking the greatest strides in building an exceptional culture. We were also finalists in the Best Large Organisation for Business Culture category.

Updated Fairness, Awareness, Inclusion and Respect (FAIR) strategy

Our vision is for every employee to feel valued, empowered and accepted for who they are. Inclusion is not about viewing everyone as the same but respecting everyone is different.

Diversity campaign

We launched our Hard Hats diversity campaign, which was designed to raise awareness of the benefits of being an inclusive business. A key part of the campaign was training 25 volunteers to be diversity and inclusion champions.

Women in business

Our Network of Women (NOW UK), which has over 100 active members, provides a networking platform to facilitate collaboration, discuss challenges and support female colleagues in fulfilling their career goals.



FIR in action

LGBT+ Network

Our LGBT+ Network works towards making everyone in our business feel valued, empowered and accepted and is open to all employees.

To mark the 50th anniversary of Pride marches in the UK we gave one of our ready-mixed concrete mixers and an aggregates tipper truck a colourful makeover. Members of our team also took part in the walking parade.

We also became the first building materials supplier to become a member of Building Equality, a UK-wide alliance of built environment organisations driving LGBTQ+ inclusion.

Earn and learn work-based training

We are members of the 5% Club and have been awarded gold membership through its accredited employer audit scheme for the second year running.



FIR in action

Graduates and apprentices

The 10th intake on our Leadership, Education and Development (LEAD) programme, was our largest contingent of concrete apprentices. We also expanded our graduate scheme with seven graduates.

Minerals Matter

We are supporting Minerals Matter, a new industry awareness initiative to educate and attract talented young people into our business.

Armed Forces Covenant

We signed the Armed Forces Covenant and have received the bronze award in the Defence Employer Recognition Scheme, showing our commitment to being a Forces-friendly employer.



Committed to reaching net zero carbon by 2050



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