

Summary of KPI performance against 2020 targets

	KPI	2020 target	2016 position	Status
People and communities	Health and safety	Zero harm	Total LTIs static at 21. Employee LTIs up, non-employee LTIs down. LTIFR up at 1.84	➔
	Stakeholder performance	Organise an annual stakeholder event for customers, suppliers, community leaders and NGOs	Events were held in April and September	⬆️
	Environmental incidents and emissions	10 per cent year on year reduction in complaints based on 2010 figures	Complaints rose in 2016 to 214 and are down by 33 per cent on 2010 Target number for 2016 is 151	⬇️
		Cement specific emissions: Reduce NO _x emissions by 20 per cent and dust by 10 per cent by 2020 based on 2010 data and maintain 2010 SO ₂ level	NO _x down from 2015 by 5.8 per cent and 12.5 per cent down on 2010 Dust down since 2015 and is down by 9 per cent on 2010. SO ₂ is down on 2015 and 2010	⬆️
	Employment and skills	Meet the targets in the MPA 'Safer by Competence' programme	On target to meet the requirements by 2017	➔
	Local community	Hold at least five community events a year at every quarry	71 per cent of our sites held at least three community events during 2016, up by two per cent on 2015	⬆️
Carbon and energy	Energy efficiency	Reduce energy use by five per cent per tonne of product by 2020 based on 2010 baseline	Down by 1.2 per cent since 2015; remains 5.9 per cent up on 2010	⬆️
	Waste as fuel	Increase the use of biofuel to 35 per cent by 2020	Down by 5 per cent in 2016 to 14 per cent; 2010 level was 23 per cent	⬇️
	CO ₂ emissions from production	10 per cent reduction in carbon emissions per tonne by 2020 based on 2010 baseline	Up by 0.7 per cent since 2015, but 13.9 per cent up on 2010	⬇️
	CO ₂ emissions from transport	Reduce transport CO ₂ emissions by five per cent per tonne by 2020 based on 2010 baseline	Down by 1.6 per cent since 2015 and 2.2 per cent since 2010	⬆️
Waste and raw materials	Waste minimisation	Reduce waste to landfill by 85 per cent per tonne by the end of 2020 based on 2010 figures	Down by 50 per cent since 2015 and 82 per cent since 2010	⬆️
	Materials efficiency and recycling	Increase recycled materials in asphalt to 10 per cent by 2020 (excluding filler)	Up by 5.5 per cent since 2015, now 11.1 per cent recycled	□
		Increase the use of cement replacement materials in concrete to 45 per cent by 2020	Up to 38.9 per cent since 2015. Industry average is 29 per cent (ref. Concrete Industry Sustainability Performance Report, 2015)	⬆️
		Increase the number of concrete plants recycling surplus concrete to 95 per cent by 2020	98 per cent of our concrete plants recycle surplus concrete	□
	Product quality and performance	Reduce production waste by getting it right first time	Customer complaints reduced	⬆️
Water and biodiversity	Water	Reduce mains water consumption by 25 per cent per tonne across the business by 2020 based on 2010	Down by 0.3 per cent since 2015 and 20.0 per cent since 2010	⬆️
		Reduce the sum of mains and abstracted water for concrete by 10 per cent per tonne by 2020 based on 2010	Down by 2.0 per cent since 2015 and 4.0 per cent since 2010	⬆️
	Biodiversity and site stewardship	All quarries to implement published biodiversity action plans	98 per cent of quarries have published biodiversity action plans	➔

■ On target or already achieved
■ Additional work required to meet target
■ Target in danger of being missed

2016 performance
 Target achieved □
 Improved ⬆️
 No change ➔
 Dropped ⬇️