

Summary of KPI performance against 2020 targets

	KPI	2020 target	2014 position	Status
People	Health and safety	Zero harm	LTIs reduced from 32 in 2013 to 31 in 2014. This is 51 per cent down on 2010 when it was 63	
	Stakeholder performance	Organise an annual stakeholder event for customers, suppliers, community leaders and NGOs	Events were held in April and December	
	Environmental incidents and emissions	10 per cent year on year reduction in complaints based on 2010 figures	Complaints rose in 2014 but are still down by 33 per cent on 2010. This shows a greater reduction than the target 10 per cent year on year since 2010	
		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	Cement specific emissions of dust to air have decreased since 2013 and are 49 per cent down on 2010. NO _x is down from 2013 but still 5 per cent up on 2010. Both are well below industry averages	
	Employment and skills	Meet the targets in the MPA 'Safer by Competence' programme	We are on target to meet the requirements by 2017	
	Local community	Hold at least five community events a year at every quarry	65 per cent of our sites held at least three community events during 2014 and two cement plants held open days	
Carbon	Energy efficiency	Reduce energy use by 5 per cent per tonne of product by 2020 based on 2010 baseline	Energy consumption per tonne increased by 2.9 per cent since 2013 and 6.5 per cent since 2010. This is influenced by product mix	
	Waste as fuel	Increase the use of biofuel to 35 per cent by 2020	Use of biofuel increased in 2014 to 16 per cent though is still below the 2010 level of 23 per cent	
	CO ₂ emissions from production	10 per cent reduction in carbon emissions per tonne by 2020 based on 2010 baseline	Carbon emissions per tonne increased by 7 per cent since 2013 and 11 per cent since 2010. This is influenced by product mix	
	CO ₂ emissions from transport	Reduce transport CO ₂ emissions by 5 per cent per tonne by 2020 based on 2010 baseline	Transport emissions have reduced by 1.4 per cent since 2013 and 2.5 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	Waste to landfill per tonne decreased by 29 per cent since 2013 and 62 per cent since 2010	
	Materials efficiency and recycling	Increase recycled materials in asphalt to 10 per cent by 2020 (excluding filler)	Use of recycled aggregates (mostly asphalt plantings) has increased by 1 per cent since 2013 and 2.5 per cent since 2010.	
		Increase the use of cement replacement materials in concrete to 45 per cent by 2020	Use of cement replacement materials has decreased slightly to 37.19 per cent since 2013	
		Increase the number of concrete plants recycling surplus concrete to 95 per cent by 2020	99 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	Mains water consumed per tonne decreased by 3 per cent since 2013 and 17.5 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	Mains water consumed per tonne by concrete increased by 13 per cent since 2013 and 2 per cent since 2010 and by building products decreased by 5 per cent since 2013 and 8.5 per cent since 2010	
	Biodiversity and site stewardship	All quarries to implement published biodiversity action plans	91 per cent of quarries have published BAPs (those without are being sold/closed)	

= On target or already achieved

= Additional work required to meet target

= Target in danger of being missed