Chief Executive Officer's Report

An improved safety performance has also been reflected in an improved financial performance confirming the adage that “good safety is good business”.

Our health targets are, by the nature of occupational ill health and disease, long term. The baseline of occupational health will be complete in 2003. Our strategy continues to be to eliminate exposure to occupational health hazards or where this cannot be achieved to control exposure to a level where ill health will not occur. We are embarking on studies to understand the long-term effects of Whole Body Vibration, as there is no clear cause-effect relationship for exposure to WBV.

Protecting the environment is a central theme of sustainable development. Our main thrust to date has been to have robust Environmental Management Systems to the ISO 14001 standard in place at all operations before 2004. This is progressing well in the UK, Middle East and China with over 200 sites now certificated.

We are now in a position to set quantifiable targets for reductions in energy consumption (and thereby CO₂ emissions), potable water usage and waste. Tarmac has signed up to the UK government’s ‘Make A Corporate Commitment - 2’, (MACC2) initiative for business.

We have made an investment of more than £100 million in a new cement plant at Buxton (see pages 17 & 18), this will be on stream in 2003 and replaces the existing plant which is over 37 years old. The plant will dramatically improve the energy efficiency of the cement making process and reduce the emissions of other gases.

Anglo American’s ‘Good Citizenship: Our Business Principles’ was published in 2002. This builds upon the Tarmac ‘Integrity Policy’ and sets out how we expect all operations to conduct business. A key element is community engagement, a two way dialogue with stakeholders. In future years, we will report in more detail on our social performance.

2003 is Tarmac’s Centenary year, a significant achievement for any business. I sincerely hope we can celebrate that event by it also being the safest year in the company’s long and proud history. OTTO, Zero Tolerance Target Zero has been fundamental to our improvements in safety we must now extend this approach to embrace health and the environment as well.

I hope that this report demonstrates to you that we are committed to improving our safety, health, environment and social performance.

Robbie Robertson
Chief Executive Officer
Tarmac Group

This is the third Safety, Health and Environment (SHE) report following the acquisition of Tarmac by Anglo American plc in 2000 and the first to incorporate social information. This is our next step towards reporting our sustainable development performance whilst acknowledging we still have some way to go before we can truly claim to be producing a “Sustainability Report” or “Report to Society” in terms of our economic, social and environmental activity.

Sustainable development is a concept that means different things to different people with over 700 definitions at the last count. The Brundtland definition was probably the first widely known and is still the easiest to understand:

“Development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs”.

In simple terms, we see sustainable development as Tarmac being a good employer, a good supplier, a good customer, and above all, a good neighbour.

Our activities can have a profound effect on the environment, the community and the economies of the countries in which we operate. We strive for world-class standards and satisfy the needs of all our stakeholders.

2002 has seen some significant milestones on our journey towards sustainable development:

- Significant improvements in our safety performance.
- Quantifiable environmental targets for energy, water usage and waste.
- Introduction of “Good Citizenship: Our Business Principles”.
- Community Engagement Plans rolling out.

We understand the concept of sustainable development and are integrating this into the day-to-day management of our business. Transparency is a key to gaining trust and respect and Tarmac is committed to reporting our SHE and social performance in an open and transparent manner.

Our safety performance has improved significantly in 2002 with a 49% improvement in the frequency rate compared with 2001 following a 24% improvement the prior year. Regrettably there was a fatality in 2002 and a further one in January 2003. Both were preventable. This is the third fatality since the acquisition of Tarmac in 2000.

My personal message to everyone who works on a Tarmac controlled site is that: “No job is so important that it cannot be done safely”.

This tragic loss of life has served to redouble my resolve and all our efforts to achieve Target Zero for lost time injuries by 2005. I believe that after three years, a true safety culture is starting to emerge. One in which people understand that the ‘safe way is the only way’ for Tarmac.

In 2002, we revised our safety strategy to focus upon behaviour, introduced Safety Task Auditing and Golden Rules (see pages 6 & 8). These will be key to achieving our objective. The challenge of Target Zero has prompted effort and innovation on a scale previously unprecedented.
THIS IS THE EIGHTH REPORT ON TARMAC’S ENVIRONMENTAL PERFORMANCE AND THE FIRST TO COVER SOCIAL ISSUES. IT REPRESENTS THE PROGRESS, ACHIEVEMENTS AND SETBACKS THROUGH 2002. THIS REPORT COVERS ALL OF THE WHOLLY OWNED TARMAC OPERATIONS WORLDWIDE.

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Tarmac is a leader in the production of construction materials in the UK, Continental Europe, the Middle East and Far East. The construction materials operations principally involve the production of crushed rock, sand and gravel, asphalt, ready-mixed concrete and mortar, concrete products, lime and cement.

Tarmac Group / Tarmac UK

Tarmac Group

The Tarmac Group’s materials can be found in almost every part of our daily life. Tarmac products are used in developing road and rail infrastructure, hospitals, houses and schools and products as diverse as our toothpastes and bread. Tarmac aims to conduct its activities in a sensitive manner, helping to ensure a sustainable resource base for our future generations.

Key customer groups for Tarmac include civil and building industry contractors, merchants and distributors, industrial users and DIY consumers.

Through the extraction, processing and delivery of mineral resources for use within the construction and industrial sectors, Tarmac produces sand and gravel; crushed rock; asphalt; ready-mixed concrete; mortar; precast concrete products, blocks and pavers; cement; lime and industrial products. In addition to our primary operations, Tarmac invests heavily in the development of recycled products and the processing and use of secondary sources of aggregates such as slag, crushed concrete and asphalt planings.

Tarmac UK

With a national coverage of over 500 production units Tarmac Ltd operates on a geographical structure with four regional businesses focussed on serving local markets.

- Tarmac Northern
- Tarmac Western
- Tarmac Central
- Tarmac Southern

Together these four businesses combine with Tarmac Concrete Products and Tarmac Recycling to form the largest aggregates business in the United Kingdom.

Tarmac National Contracting operates as a self-standing national business.

Tarmac Concrete Products

Tarmac Concrete Products is a leading concrete product company consisting of four well-established brands: Tarmac Topblock, Tarmac Precast Concrete, Tarmac TopFloor and Tarmac TopPave.

Tarmac National Contracting

Tarmac National Contracting comprises the largest services, contracting and asphalt surfacing group in the UK with regional and area offices, supported by a ready supply of materials direct from our own quarries and asphalt plants.

Tarmac Recycling

Tarmac Recycling operates from 19 permanent and five joint venture aggregates recycling facilities plus various short-term contract facilities as well as operating four landfill sites. Last year Tarmac Recycling achieved sales of 1.3 million tonnes.
Middle East and Asia

Steetley Iberia

Steetley Iberia, the Tarmac Group’s Spanish subsidiary, has two main regions in which it operates, following the purchase of the Mavike Group assets, taken over on 1 October 2002; Central Region, (mainly Madrid although there are some activities in Castile-Leon) where Steetley is market leader in aggregates and ready-mixed concrete, operating four sand and gravel pits, three crushed rock quarries and 19 ready-mixed concrete plants; Mediterranean Region, where Steetley has a limestone quarry, exclusive trading rights over a further limestone quarry and 26 ready-mixed concrete plants.

Tarmac Middle East and Tarmac India

Tarmac Middle East includes businesses operating a quarry in Oman, five asphalt plants in Dubai, Abu Dhabi and Oman, and asphalt contracting businesses in the United Arab Emirates and Oman. The quarry is a sand and gravel operation, supplying around 4 million tonnes a year to customers in the UAE. These include major producers of ready-mixed concrete, concrete products and asphalt, including Tarmac’s own asphalt operations at Al Ain and Abu Dhabi.

The UAE and Oman asphalt businesses have a combined annual coated stone output of around 1.2 million tonnes, supplying local and national government organisations in both countries, as well as numerous private sector customers.

The Middle East businesses are jointly owned with our local partners, but are all managed by Tarmac. In some cases, the relationships with our partners go back over 25 years.

Tarmac India operates in two ready-mixed concrete plants in Bombay, and is wholly owned by Tarmac. This business has grown steadily since its inception, and is now second in the Bombay market, producing over 60,000m$^3$ of concrete a year.

Tarmac Hong Kong and China

Tarmac Hong Kong is primarily an asphalt supply and asphalt contracting operation. The principle client is the Hong Kong Government, utilising 95% of the company’s resources. There is also some private work relating to property developments.

The asphalt business is regarded as highly innovative, with the introduction of Stone Mastic Asphalt, coloured asphalt and other proprietary products in recent years.

In China, the activity levels are centred around Shanghai, with three asphalt units, one wholly owned and two joint ventures. Although there is some private work, the customer base is primarily the Shanghai Government through the District Highways Departments.

There are also two joint venture ready-mixed concrete plants in Jiangsu Province to the West of Shanghai. Again there is a mix of public and private sector customers with the emphasis on the public sector.
Policy Statement

THE TARMAC GROUP WILL STRIVE TO ACHIEVE AND MAINTAIN THE HIGHEST STANDARDS OF SAFETY AND HEALTH FOR ALL EMPLOYEES, CONTRACTORS AND MEMBERS OF THE PUBLIC WHO MAY BE AFFECTED BY ITS ACTIVITIES AND WILL PURSUE CONTINUOUS IMPROVEMENT IN ALL AREAS.

Tarmac has adopted Zero Tolerance Target Zero (OTTO) for lost time injuries with the aim of achieving the following targets:

**Safety**
- Zero Lost Time Injuries by 2005
- A 50% year on year reduction in Lost Time Injuries

**Health**
- The elimination by 2010 (or progression of existing cases) of:
  - Noise Induced Hearing Loss
  - Occupational dermatitis related to exposure to agents or substances at work
  - Hand Arm Vibration Syndrome
  - Occupational lung disease

**By zero tolerance we mean that:**
- No one observes an unsafe situation without taking appropriate action
- No one observes someone behaving in an unsafe manner without requiring them to stop
- No one allows a colleague to work in unsafe conditions

Safety and health are line management responsibilities of prime importance. The Managing Directors of each business unit are responsible for ensuring that appropriate organisation and arrangements are made for the fulfilment of this policy and for monitoring its implementation and effectiveness.

**In order to achieve these aims the Company will:**
- Demonstrate visible commitment by all line managers carrying out regular safety task audits
- Adopt a behavioural approach to the management of safety and health
- Seek to eliminate at risk behaviour
- Achieve and maintain conditions of work, which are healthy and safe
- Provide adequate welfare facilities for our employees
- Seek to eliminate incidents and dangerous occurrences
- Carry out appropriate health screening of employees every three years
- Provide effective instruction, training and supervision
- Ensure that persons employed are both physically and mentally fit and competent for their duties
- Ensure that all employees are fully aware of their responsibilities regarding safety, health and welfare
- Identify hazards and assess risks and eliminate where practicable
- Involve employees at all levels by establishing local SHE Committees
- Provide and maintain safe plant and equipment
- Continuously review and revise company policy and guidance notes
- Provide adequate numbers of competent persons to advise on all aspects of safety, health and welfare
- Provide adequate resources to ensure full compliance with this policy and future legislation

Robbie Robertson
Chief Executive Officer
Tarmac Group
July 2002
Target zero is a significant challenge and requires a quantum leap forward in safety attitudes and behaviour by every single person who enters a Tarmac controlled site. The most important factors for success are leadership and visible commitment. The performance in 2002 has been achieved through several years of hard work to improve the working environment but most importantly creating a culture where everyone believes and acts in a manner that supports the CEO’s belief that: “No job is so important it cannot be done safely.”

There have been several Group wide initiatives during 2002 including:

- A major revision of our Safety Strategy
- A review of workplace transport arrangements

Safety Performance 2002

The measure of the success of our safety strategy is the number of Lost Time Injuries we incur. Regrettably there was a fatality in January 2002 involving an employee at a concrete products factory in Belgium (see Setbacks – page 10). This has increased our resolve to change attitudes at all levels such that “at risk behaviour” is eliminated.

Safety Introduction & Performance

The introduction of:

- Policies and Guidance for over 30 key SHE risks and activities
- Golden Rules for Safety
- Safety Task Auditing

Frequency and Severity Rates

All businesses had a target for 2002 to reduce lost time injury frequency and severity rates by 50% using their 2001 performance as a baseline.

The Group frequency rate improved by 49% narrowly missing the target of 1.16. In the UK the frequency rate improved by 57%.

The Group severity rate improved by 53% and exceeded the target of 282. In the UK the severity rate improved by 65% (see page 5).

Our focus is on eliminating injuries and, ensuring that, when they do occur, every assistance is given to employees to return to work as soon as possible, has contributed towards the improvement in severity rates.

Significant achievements were made by the following businesses, which all achieved or bettered their 50% reduction targets for frequency and severity rates:

- Tarmac: Northern, Western, Recycling, Concrete Products, Shared Services, Middle East & India and China. However the performance in Tarmac France and Steetley Iberia disappointingly remains significantly worse than the Group average and will be the focus of our attention in 2003.
- Tarmac Recycling had no injuries for the second year; Tarmac Western only had a single lost time injury where only one workday was lost. Tarmac China has reduced both frequency and severity rates for the third consecutive year.

Our targets for 2003 and beyond will include contractors as we now have a robust baseline for the hours worked by contractors and procedures to gather this information reliably and accurately.
HSE Hard Target Initiative

In 2001, Tarmac supported the HSE’s Hard Target Initiative for quarrying and pledged to "halve the number of accidents in the industry by 2005". The HSE used the average number of RIDDOR injuries between 1995 and 2000 as a baseline. In 2000 there were a total of 95 RIDDOR injuries to employees and contractors recorded in Tarmac quarries (including those in the Nash, Tilcon and Buxton Lime Industries businesses). In 2002 there were 26, a 73% improvement. Across the industry as a whole the HSE has provisionally reported a 26% improvement up to March 2002 compared with the baseline. Our aim remains to eliminate all lost time injuries by 2005.
Target Zero has resulted in numerous initiatives to improve safety performance; these may operate at group, business or site level. The challenge that Target Zero presents has prompted people to look at problem areas which have often been considered "too hard to do" and find effective and practical solutions. The following are a few examples of initiatives during 2002.

**Contractors’ Safety Passport for Quarries**

The safety performance of contractors is of equal importance to that of our employees in the achievement of Target Zero.

Tarmac was fully involved in the development of the EPIC "Contractors’ Safety Passport" scheme launched in June 2001. The scheme aims to ensure that all contractors have a minimum understanding of the safety, health and environmental issues in quarries and associated environments and supports the HSE’s Hard Target Initiative for Quarrying. Tarmac requires contractors working in quarries to hold the EPIC Contractors’ Safety Passport before 2004.

In 2001 we wrote to over 1000 companies making them aware of the scheme and our requirements. This was followed up with a further 1700 letters in 2002. At the end of December 2002 EPIC had issued 1307 safety passports. The EPIC poster has been used at Tarmac locations to reinforce the message to contractors that by the end of December 2003 they are expected to hold the Safety Passport.

**Safety Task Auditing**

In 2001 Professor Peter McKie, a renowned expert in his field, carried out a comprehensive review of safety management within the Anglo American Group. One of his recommendations to improve safety performance was to concentrate on "unsafe behaviour", as this is the predominant causation factor in over 90% of all workplace injuries. Failure to provide Safe Systems of Work and Safe Plant and Equipment are the other two main causation factors but together only account for the remaining 10% of injuries. If Target Zero is to be achieved the focus must be on people.

Safety Task Auditing that was first introduced in Tarmac Central in 2001 has now been introduced across the whole Tarmac Group. The main aim is to detect unsafe behaviour and bring about change before an injury occurs.

Task Auditing involves observing people at work, discussing what they are doing and the way the work is being carried out, identifying safe and unsafe acts, gaining a commitment to work safely in the future, praising safe behaviour and providing an opportunity for the person being observed to discuss any other safety, health or environmental issues they may have.

The majority of line managers have already been trained in Task Audit techniques from the CEO down. Clear targets are set for the amount of time or number of task audits to be completed per month. The CEO and all MDs have made a personal commitment to dedicate at least 8 hours per month to Task Auditing.

A major benefit of this approach has been to make executives, directors and senior managers more visible and accessible to the workforce and demonstrating safety "leadership" and "visible commitment" to employees and contractors alike.

**European Week for Safety and Health**

Tarmac has historically supported the EU Week for Safety and Health and in 2002 the week was used as the focus for two major initiatives and numerous local initiatives:

- Workplace transport initiative in the UK
- Group wide launch of the Golden Rules
Transport Initiative

The majority of our products are moved by road vehicles. With over 2.7 million vehicle loads per year, a significant number of injuries occur in relation to transport. These include injuries associated with sheeting the load on tipper vehicles, the overturning of articulated vehicles whilst tipping and reversing vehicle incidents. Tarmac adopted a policy of requiring owned, contracted and regular hired tippers and truckmixers delivering products to be fitted with CCTV reversing cameras by 31 December 2002. The completion date was subsequently brought forward to 30 September 2002.

During EU Safety and Health Week a campaign focused on these three problem areas across the UK. Posters were produced highlighting the risks associated with reversing and overturning vehicles and revised Transport SHE guides were issued to hauliers.

Task Audits concentrated on transport issues and specific checks were made in relation to:

- Vehicle sheeting systems and attachments.
- Articulated vehicles whilst tipping
- Checking that vehicles had CCTV fitted and in working order

A sticker was issued to vehicles fitted with CCTV to be displayed in the windscreen to allow weighbridge staff to quickly identify those that complied with Tarmac policy.

During the week, over 600 Task Audits were completed.

Vehicle Sheeting

Tarmac Central has reviewed the attachments used on ground based sheeting systems. Contractors sustained several injuries in the early part of 2002 due to ropes breaking whilst hauliers were pulling the sheet over the load. This was due to wear on the rope and alternative attachments were investigated. A webbing strap was found which is both stronger and more resistant to wear than the rope being used. No injuries have occurred with the new attachment. This is now being considered as part of the Tarmac specification for contracted haulier vehicles.
Golden Rules

A review of the fatal injuries that had occurred over the last five years within the Anglo American Group identified that over 80% could be attributed to a few causes and a failure to follow basic safety rules.

Golden Rules and Safety Fundamentals have been developed for
- Confined Spaces
- Working at Heights
- Energy & Machinery Isolation
- Surface Vehicle Safety
- Quarrying Operations
- Lifting & Material Handling
- Personal Protective Equipment, PPE
- Mining Operations

which if adhered to, would eliminate the risk of injury. The correct use of PPE could reduce the severity of many injuries and often prevent minor injuries occurring at all.

The Golden Rules are to be strictly applied and enforced at all locations for both employees and contractors.

To ensure a consistent message is conveyed throughout the Tarmac Group, a training video has been produced with an introduction by the CEO to explain the Golden Rules. The video is available in the 10 main languages spoken within Tarmac operations including Chinese versions, in Mandarin and Cantonese. The Employee SHE Guide and Contractors SHE Rules have all been updated to incorporate the Golden Rules.

The launch of the Golden Rules commenced during EU Safety and Health Week and training will continue into the early part of 2003. A safety calendar for 2003 has been produced which highlights each of the Golden Rules as a monthly theme. These can be used as a “prop” for “toolbox” talk refresher training throughout the year.

Had the Golden Rules been in place and been adhered to, the fatalities that have occurred could have been prevented.
Tarmac Shared Services, Wolverhampton

With over 400 persons employed at the Shared Services offices, the SHE committee undertook a review of traffic management around the site and the car park. It recommended dedicated walkways with anti-slip surfaces be installed, the closure of one access point to make a dedicated pedestrian route and the closure of a second access route to pedestrians. Three new zebra crossing points were also installed. A new sign was introduced with a full size “policeman” to stop traffic. The number of “Near Hits” are also displayed making everyone aware of the potential dangers in what could appear to be a safe environment.

Tarmac TopFloor, Derby

As part of the Tarmac workplace transport safety initiative, the children from the Muggington Primary School, which is four miles from the TopFloor factory in Derby, were invited to visit the site and produce safety posters highlighting the dangers of vehicles in the workplace. In return the manager and his supervisors visited the school and carried out risk assessments with the staff and pupils. The children’s posters were placed around the site and the workforce selected a winner. TopFloor donated baseball caps to all the children at the school. These have reflective stripes to improve safety when it is dark. The site was selected as the Midlands regional winner for their efforts during the EU Safety and Health week.

Safety Training

A well-trained and competent workforce is a prerequisite to being able to achieve Target Zero. The majority of training has been in relation to Task Auditing however during the year training has continued in the following areas:

- IOSH Managing Safely
- IOSH Supervising Safely
- IOSH Working Safely
- Confined Spaces
- Manual Handling
Fatality

Regrettably there was a fatal injury to an employee at a Belgium factory that manufactures concrete products. The deceased was crushed between a forklift truck and a 1.5 tonne steel mould used to make concrete blocks. The deceased had used an improvised method of lifting the mould for its cleaning, rather than using the correct electric hoist and chains provided for the task. This incident could have been prevented had the Golden Rules been in place and adhered to and is a clear example of unsafe behaviour with tragic consequences.

Prosecutions

There were no prosecutions brought by the health and safety regulators during 2002.

Enforcement Notices

In the UK, the HSE served seven Prohibition and four Improvement Notices during 2002. All have now been complied with to the satisfaction of the HSE.

Anglo American CEO’s Safety Award

Tarmac Northern’s Swinden Quarry near Skipton won the Anglo American Chief Executive Officer’s Annual Safety Award for business units employing less than 100 people. The competition is open to all Anglo American managed operations worldwide and is highly contested. Swinden achieved zero lost time injuries in 2002, three years ahead of the target date of 2005. The quarry has many safety initiatives and the entire workforce is fully involved ensuring safety is of prime importance.

Quarry Products Association’s Health & Safety Best Practice Awards

Tarmac operations had several successes in the 2002 awards. Tarmac Northern, North Area Concrete & Mortar won the Ticon trophy for improvements relating to Manual Handling. Tarmac Central, Area 3 Concrete were runners up for the Trevor King trophy for achievements in preventing slips, trips and falls. Tarmac Central, Ballidon Quarry, Tarmac Northern’s Concrete & Mortar and Tarmac Northern’s Newbigging Quarry were all highly commended for Safety innovations, Tarmac Northern’s Concrete & Mortar also received a Certificate of Merit in this category.

Successes, Setbacks & Targets

Prosecutions

There were no prosecutions brought by the health and safety regulators during 2002.

Enforcement Notices

In the UK, the HSE served seven Prohibition and four Improvement Notices during 2002. All have now been complied with to the satisfaction of the HSE.

SAFETY TARGETS 2002 & 2003


2002 LTIFR of 1.19 is a 61% improvement on the 3.04 of 2000.

50% YEAR ON YEAR REDUCTION IN LOST TIME INJURY FREQUENCY AND SEVERITY RATES (LTIFR AND LTISR).


REQUIRE CONTRACTORS WORKING IN UK QUARRIES TO HOLD AN EPIC “CONTRACTORS SAFETY PASSPORT” BEFORE 2004.

The EPIC Scheme was launched in the UK in June 2001, over 1700 companies have been notified of the requirement by Tarmac and 1307 passports have now been issued by EPIC.
DURING 2002 THE HEALTH SCREENING PROGRAMMES HAVE CONTINUED AND WE SHOULD BE ABLE TO COMPLETE THE BASELINE FOR OCCUPATIONAL HEALTH IN 2003. NEW HEALTH ISSUES HAVE EMERGED SUCH AS WHOLE BODY VIBRATION AND WORK HAS BEEN COMPLETED ON THE ANGLO AMERICAN OCCUPATIONAL HEALTH MANAGEMENT GUIDELINES. THE EXTENDED HEALTH TARGETS FOR 2010, WHICH TARMAC SET IN 2000, REMAIN UNCHANGED, REFLECTING OUR LONG TERM COMMITMENT IN THIS AREA. TARGET ZERO IS NOT JUST FOR INJURIES: WE INTEND TO EXTEND THIS APPROACH TO HEALTH AS WELL.

Health Screening

During 2002 the health screening programme has been continuing in the UK with nearly 6,000 people screened between 2000 and 2002. The UK programme runs on a three yearly cycle but due to the size of the enlarged operations it will take until the end of 2003 to create the new baseline of occupational health.

However the screening results to date confirm that our main occupational health risks are:

- Noise Induced Hearing Loss, NIHL
- Hand Arm Vibration Syndrome, HAVS
- Musculoskeletal Disorders, MSDs

Noise

Noise Induced Hearing Loss, NIHL, continues to be the most common industrial disease amongst our workforce. This is not a surprise as historically exposure to high levels of noise has occurred in the workplace. In the last ten years technology, working practices and most importantly attitudes have changed. In the same period the in-cab noise levels of quarry vehicles has reduced from the high 90 decibels to the mid 70 decibels, often no louder than a private car. Many processing plants are now fully automated with continuous monitoring by CCTV and other sensing devices, thereby removing the need for people to be exposed to noise.

Through education, training and reinforcement by management, employees are now far more aware of the hazards of workplace noise and the use of hearing protection is now the norm not the exception. The damage already caused by noise cannot be repaired, however we can prevent further hearing loss and or any new cases amongst employees who do not currently suffer from this disease.
Hand Arm Vibration

The main source of vibration is from the use of hand held pneumatic tools. Tarmac National Contracting operatives use road breakers and these have all been replaced with low vibration models significantly reducing exposure. This has been controlled further by limiting the time people use the breaker in any one shift to a maximum of 90 minutes.

Manual Handling

TopFloor fixing operatives have to carry a steel skip in the back of their crew buses for transferring concrete to the working area when fixing precast flooring. The skip weighs 120kg and previously had to be lifted in and out of the crew bus by at least three people. As part of TCP’s manual handling initiative the fixing crews developed a system of runners bolted to the floor of the van and this allows one person to slide the skip in and out with very little effort. As a crane is always on site to lift the loaded skip to the fixing area this is also used to remove and replace the skip on the runners. This has virtually eliminated the manual handling associated with this task.

Whole Body Vibration

With the introduction in 2002 of the EU Physical Agents Directive for Whole Body Vibration, Tarmac realised that very little data was available on the actual exposure levels associated with large quarry vehicles. Monitoring equipment was purchased and a series of measurements obtained. However wide variations were obtained for similar vehicles. As vibration measurement is a specialist area Tarmac is co-ordinating a study by Loughborough University on behalf of the Quarry Products Association into this issue. The study aims to identify the factors, which affect whole body vibration exposure and how these can be controlled. The report will be used to formulate the industry’s response to the HSC’s Consultative Document on the proposed UK implementation of the EU Directive.

Occupational Health Management

Anglo American plc has completed a comprehensive review of occupational health systems throughout all divisions and has issued Group wide Occupational Health Management Guidelines. Tarmac has been fully involved and has contributed to that process. A revised Policy and Guidance Note dealing with Occupational Health Management will be developed during 2003.

Health Initiatives

Tarmac Concrete Products employees use a variety of small vibrating chisels and hammers as part of the production and maintenance processes when making precast flooring and other products. A review of all the vibrating tools has been completed and a replacement programme has been implemented. By the end of 2003 all of the old tools will have been replaced by new low vibration models.

To ensure the control measures are effective, any employees who exhibit symptoms of Hand Arm Vibration Syndrome, HAVS, undergo a detailed examination by an occupational health physician. Employees are graded using the Stockholm scale and a date is set for their next review. Anyone who has a Stockholm grade of 3 or 4 is removed from any further exposure.

As with most occupational diseases there is a long period of exposure before a condition or disease manifests itself. Many of the cases of HAVS being diagnosed now are the result of previous exposure. Our strategy of controlling exposure to levels which will not cause harm, and carrying out regular occupational health screening, will help to deliver our targets.

Musculoskeletal Disorders

Musculoskeletal disorders often manifest themselves as “back pain” or “strains” and “sprains”. These are often the result of repeated manual handling tasks. As part of the ongoing risk assessment process, safety task audits and introduction of the Golden Rules, ways of eliminating manual handling tasks which present a significant risk are being found. Here are a few examples:

HEALTH TARGETS

BY THE END OF 2010 ELIMINATE ANY NEW CASES (OR PROGRESSION OF EXISTING CASES) OF NOISE INDUCED HEARING LOSS, HAND ARM VIBRATION SYNDROME, DERMATITIS AND OCCUPATIONAL LUNG DISEASE RELATED TO EXPOSURE AGENTS OR SUBSTANCES AT WORK.

Work has progressed well but has taken longer than anticipated to create a baseline for occupational health. This work will be completed during 2003.
**Policy Statement**

TARMAC IS COMMITTED TO ACHIEVING WORLD CLASS PERFORMANCE IN ENVIRONMENTAL PRACTICE AND MINIMISING THE ENVIRONMENTAL IMPACT OF ALL ITS OPERATIONS, PREVENTING POLLUTION AND STRIVING FOR CONTINUAL IMPROVEMENT IN ITS ENVIRONMENTAL PERFORMANCE WHILST WORKING TOWARDS A SUSTAINABLE FUTURE.

The Managing Directors of each business unit are responsible for ensuring that appropriate organisation and arrangements are made for the fulfilment of this policy and for monitoring its implementation and effectiveness.

**In order to achieve these aims the company will:**

- Meet all legal requirements, regulations and standards of the country of operation and where possible, exceed these parameters with monitoring to ensure compliance.

- Minimise environmental impact of operations and reduce the aspects of the environment affected by the business, as far as is practicable.

- Demonstrate efficient use of energy, water and raw materials, taking appropriate opportunities to minimise waste and to reuse or recycle.

- Work to improve the standards of the sectors in which the company operates, enhancing environmental awareness and commitment amongst staff through structured training and encouraging the adoption of sound environmental principles amongst contractors, suppliers and customers alike.

- Report and review key environmental impacts of operations and progress against targets for the future.

- Respond positively to the environmental developments in each business area by review of such issues with the appropriate authorities, the local communities and other bodies.

- Ensure that, where practical, energy efficient techniques are utilised throughout the company’s activities.

- Aim to make a positive contribution to biodiversity.

Robbie Robertson  
Chief Executive Officer  
Tarmac Group  
July 2002
In the 2000 SHE Report we set a target to establish a baseline for energy usage and CO₂ emissions in 2001 with a view to setting targets in 2002. We have now set energy reduction targets over five and eight years for our aggregate, asphalt, ready-mixed concrete and mortar and concrete products businesses, as well as those set for our energy intensive activities as part of the UK Climate Change Levy Agreements. We have not set specific Group targets on CO₂ emissions; as we believe that any significant reductions in CO₂ will come from improvements in energy consumption.

WE ARE COMMITTED TO DEMONSTRATING EFFICIENT USE OF ENERGY AND ENSURING THAT, WHERE PRACTICAL, ENERGY EFFICIENT TECHNIQUES ARE UTILISED ACROSS ALL OF OUR ACTIVITIES.

Energy Consumption by Source in Tarmac Group – 2002

Footnote: Specific Energy Consumption (SEC) is Energy Consumption kWh per tonne for aggregate and asphalt, and kWh per m³ for ready-mixed concrete, mortar and concrete products.

Specific Energy Consumption and Targets

Specific Energy Consumption and Targets

Having collated and reviewed baseline data for 2002 each business in Tarmac Group has set energy usage targets where appropriate for each product type; aggregates, asphalt, ready-mixed concrete; mortar and concrete products. These have been combined into Tarmac Group targets set over five and eight years. We will report on progress in each annual SHE report. The businesses have a number of strategies in order to achieve their own targets – which range from a programme of increasing employee awareness and purchasing new energy efficient equipment to major capital investment or plant rationalisation.

Cement and lime production and other energy intensive industries in the UK have agreed specific energy consumption targets with government in 2001 for varying timescales. Phase 1 targets were set for 2002.

<table>
<thead>
<tr>
<th>Energy Intensive Industry</th>
<th>Industry Target (2002)</th>
<th>Tarmac progress to date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cement</td>
<td>1457 kWh/tonne (eq)</td>
<td>Targets successfully met</td>
</tr>
<tr>
<td>Lime</td>
<td>956 kWh/tonne (eq)</td>
<td>Targets successfully met</td>
</tr>
<tr>
<td>Brick and Ceramics</td>
<td>976 kWh/tonne (eq)</td>
<td>Targets successfully met</td>
</tr>
</tbody>
</table>
Significant Energy Reductions at Wilnecote Brick

Wilnecote Brick in Tarmac Central more than met the target for the first phase of the Climate Change Levy Agreement (which ended in October 2002). The most significant reductions came from the installation of improved heat recovery systems and upgraded refractories, as well as improving employees’ awareness. In preparation for the next target phase, the lighting systems and kiln instrumentation have been upgraded.

Energy Improvements

Energy efficiency is increasingly being considered during the purchase of new equipment in all operations. In Tarmac Southern several quarries have installed variable speed drives on equipment (such as dust extraction fans).

Further Energy Savings in Tarmac Western

In 2001 we reported on significant energy savings that had taken place at Bayston Hill Quarry. This effort did not stop in 2002. There has been significant expenditure at the quarry, with safety, health and environmental benefits. These included the removal of old inefficient bitumen tanks, being replaced by a new centralised bitumen and fuel storage system. This improvement has resulted in an annual saving of £20,000 on energy costs, equivalent to a reduction of 1.4MWh electricity a year.

In addition to their focus on Bayston Hill Quarry, Tarmac Western made significant improvements at the Port Talbot works in South Wales. The site granulates the slag from the steel works and then processes it for use as an aggregate. Early in 2002 speed controllers were installed on key electrical equipment on the granulation plant. These controllers have enabled the equipment to run at the same variable speed as the production capacity rather than constantly running at 100% load. This has resulted in a huge energy saving on the granulation plant. Before the controllers were fitted the average energy consumption was 16.3 kWh/tonne; this has now reduced to around 12.7 kWh/tonne. This has meant an overall reduction in energy consumption per tonne of 22%.

Working with the Action Energy Programme in the UK

Several sites in the UK have made use of the new services offered by the Action Energy programme, part of the UK government funded body that provides information and advice to businesses on improving energy efficiency. Obtaining expert advice on potential areas for energy efficiency at different sites will form a key part of each business’ strategy for meeting energy efficiency targets. It is intended that the recommendations made will be passed through to similar sites to allow improvements to be made where possible.

Buxton Lime Industries, in Tarmac Central, held four Energy Workshops for the lime kiln operators. The workshops were run under the Action Energy Programme and about 45 operators were informed about energy use and energy efficiency, as well as the Climate Change Levy Agreements. The business is also actively pursing an energy efficiency initiative on improving kiln control based on a study and report initially funded by Future Energy Solutions.

Carbon Dioxide Emissions

CO₂ is the most significant greenhouse gas emitted from our operations. 1.4 million tonnes were emitted in 2002, 64% from energy consumption and 36% from process emissions from the cement and lime operations in Tarmac Central.

CO₂ Emissions from Tarmac Group Operations

Footnote: This does not include fuel usage for transportation of products to our customers.
TARMAC CENTRAL’S BUXTON LIME INDUSTRIES (BLI) IS BUILDING AN ULTRA-MODERN CEMENT-MAKING PLANT IN DERBYSHIRE WHICH WILL DELIVER A RANGE OF ENVIRONMENTAL IMPROVEMENTS.
An investment of more than £100m at the company’s Tunstead Quarry in Buxton, Derbyshire will have an annual capacity of 800,000 tonnes of cement.

The new plant will replace the existing complex which is almost 40 years old with an energy-efficient plant which exceeds modern environmental standards.

At the heart of the strategy behind the creation of the new plant is a commitment to deliver environmental benefits. A visual benefit will be the eventual demolition of the unsightly existing plant at Tunstead which is visible for some distance around.

The new cement plant is situated in the base of the limestone quarry and only the highest parts of it can be seen by the outside world. The site of the old plant, close to the entrance to the complex, will eventually undergo a restoration programme including tree planting, ground levelling, the introduction of more grassland, wildflowers and shrubs and also a hard-standing area to be used for better vehicle management.

Transport Links

Limiting the amount of cement which is transported by road from the site is an important aspect of the operation. To reinforce this approach BLI has recently invested in rolling stock to operate on the rail link which serves Tunstead. Almost 40 per cent of the 800,000 tonnes of cement, produced annually, will be moved by rail. As well as purchasing 27 new rail tankers to carry cement, BLI has also taken delivery of the UK’s heaviest shunting locomotive, weighing in at more than 150 tonnes and more than 15 metres long.

Employee Benefits

To ensure the efficient operation of the new plant, many Tunstead-based staff spent three weeks in Denmark undergoing training on the new equipment. The large investment underlines Tarmac’s commitment to Buxton and this, in turn, not only safeguards existing employment but will also lead to the creation of a number of new jobs at the plant. Within the local community the company also maintains more employment indirectly among suppliers and sub-contractors.

Tunstead and the Local Community

Understandably, people living in and around Tunstead take a close interest in the activities there and BLI makes sure they are kept fully up to date on all aspects of the work that goes on. A long established local liaison committee meets regularly to discuss aspects of our work and future plans and a wide cross section of the community are invited along. This includes representatives from the villages around Tunstead, councillors, the Environment Agency and the emergency services. In addition to regular visits by local, county and Peak Park councillors, Tunstead is also a popular destination for schools and colleges and some 20 educational visits to the site are held every year.

Tarmac sponsors a wide range of local good causes and recent financial support has gone to a proposed new University of Derby Campus at Buxton, the annual opera festival and towards The Derbyshire Young Achievers Awards.

Regular investment by the company, over the past five years, has led to the rebuilding of a comprehensive network of dry stone walls around the site.

Cement Plant at Tunstead

The investment in the new cement plant means it will satisfy the strictest requirements of the Environmental Protection Act Pollution Prevention and Control Regulations. Emission levels of particulates and oxides of sulphur and nitrogen will fall dramatically when the new complex comes on-stream.

Fuel Efficiency

Use of the latest cement kiln technology will lead to improvements in the amount of fuel used to produce each tonne of cement. This coupled with the installation of high-efficiency electric motors throughout the process, means that the new plant will be one of the most energy efficient of its type in the world.
TARMAC IS COMMITTED TO ACHIEVING WORLD CLASS PERFORMANCE IN ENVIRONMENTAL PRACTICE AND MINIMISING THE ENVIRONMENTAL IMPACT OF ALL ITS OPERATIONS, PREVENTING POLLUTION AND STRIVING FOR CONTINUAL IMPROVEMENT IN ITS ENVIRONMENTAL PERFORMANCE WHILST WORKING FOR A SUSTAINABLE FUTURE.

To achieve these aims a robust Environmental Management System, EMS, is seen as being essential. A target was set in 2000 to:


In 2000, with over 600 individual locations world wide, it was recognised that this was a medium to long term target that would take time and significant resources to achieve.

We are making good progress in the UK with over 200 individual locations operating an EMS certified to ISO 14001 and an EMS consistent with ISO 14001 is in place at most locations.

Our non-UK operations are also progressing towards not only the implementation of an EMS consistent with ISO 14001 but several have already obtained third party certification.

Last year we reported how Al Futtaim Tarmac in Oman and the United Arab Emirates achieved certification at three sites, the first Tarmac business outside of the UK to do so. Their latest site to open at Dhahira has also achieved ISO 14001 certification this year.

Tarmac China has become the second non-UK business to achieve ISO 14001 certification at two sites, the Pudong and Minghang asphalt plants in Shanghai. Their decision to progress towards independent certification of the EMS has been voluntary and has been warmly welcomed by local regulators and customers.

△ Minghang Asphalt Plant in Shanghai
The National Contracting business and the manufacturing business did not fully achieve the target but good progress was made. Pre-certification approval for their EMS from our external verifiers, BSI, was achieved during 2002. Implementation of the system is progressing well across National Contracting and a new target date of 30 June 2003 for certification has been set.

Tarmac Concrete Products did not achieve full certification for all locations. However, their EMS, using the Envoy software, gained pre-certification approval from BSI and 16% of the sites were recommended for certification in 2002. The full implementation of the EMS and certification at all sites is planned to be complete by 30 April 2003.

Obtain 3rd party certification for all UK quarries, asphalt plants, manufacturing, recycling, landfill and contracting activities before 2003.

The completion date for this target was 31 December 2002 and we are pleased to be able to report a high percentage of achievement. Unfortunately not all parts of the business met the target in full. In the UK, Tarmac operates 208 quarries, asphalt plants, recycling units and landfills of which 204 have achieved third party certification. With a dynamic and growing business there are constant variations in the total number of sites, due to acquisitions and disposals or plant closures. For acquisitions the aim is to have an EMS in place and certified within 12 months of take over. Currently there are eight sites in this position.
WE ARE COMMITTED TO DEMONSTRATING EFFICIENT USE OF RAW MATERIALS AND TO TAKING APPROPRIATE OPPORTUNITIES TO MINIMISE WASTE AND TO RE-USE AND RECYCLE.

In the 2000 SHE Report we set ourselves the target of identifying the types and quantity of waste produced at our activities. A baseline of data was established in 2002 and our review of wastes shows that across the business, as a whole, waste generation is not a significant aspect. Mineral waste, from the processing of aggregates, is generally retained on quarry sites for use in restoration. For this reason we have not set Group waste reduction targets. However, some businesses have set their own waste reduction targets where it is considered necessary and significant.

Waste Reduction Targets

<table>
<thead>
<tr>
<th>Business Group</th>
<th>Product Stream</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central</td>
<td>Concrete and Mortar</td>
<td>10% reduction in concrete and mortar waste/unit of output being sent to landfill by 2010</td>
</tr>
<tr>
<td>Central Europe</td>
<td>Aggregate</td>
<td>7.8% reduction in process waste by 2007 and 8% in 2010</td>
</tr>
<tr>
<td>(Czech Republic)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Central Europe</td>
<td>Concrete Products</td>
<td>Libet business – 5% reduction in process waste by 2007; KB Tarmac business - 0.6% reduction in process waste by 2010</td>
</tr>
<tr>
<td>(Poland)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>China</td>
<td>Asphalt</td>
<td>Shanghai Depot – Reduce landfilling of filler waste by 10% by 2005</td>
</tr>
<tr>
<td>Northern</td>
<td>Concrete and Mortar</td>
<td>Reduce waste being sent to landfill by 5% by 2005 and 10% by 2010</td>
</tr>
<tr>
<td>Southern</td>
<td>Asphalt</td>
<td>Reduce asphalt waste production to 0.5% waste/tonne by 2005 and reduce to 0.45% waste/tonne by 2010 (current 0.65%)</td>
</tr>
<tr>
<td>Southern</td>
<td>Concrete and Mortar</td>
<td>Reduce waste production by 5% by 2005 and 10% by 2010</td>
</tr>
<tr>
<td>Western</td>
<td>Mortar</td>
<td>3% reduction in mortar waste production by 2007, 5% reduction by 2010</td>
</tr>
<tr>
<td>Western</td>
<td>Concrete</td>
<td>1.5% reduction in concrete waste production by 2007 and 2.5% by 2010</td>
</tr>
</tbody>
</table>

In 2002, of the 590,000 tonnes of solid non-mineral waste produced 60% was non-hazardous waste that was sent away for recycling or reuse. This includes waste concrete or washout material, asphalt plant filler, wood etc.
Waste, Recycling and Resource Use

Increased Aggregate Recycling in UK

Throughout the UK, Tarmac Recycling’s activities continue to expand. The number of partially and wholly owned sites, recycling construction and demolition material into aggregates, increased in 2002. The amount of recycled aggregate produced in 2002 increased by 26% on the tonnage produced in 2001.

Increasing the Use of Recycled and Secondary Materials

In line with the UK government’s policy of encouraging the use of recycled and secondary materials, we are constantly looking for viable opportunities to use secondary aggregates in place of primary. These opportunities are more prevalent in the UK, as the specifications for use are updated to permit the increased use of secondary materials.

For several years many of our asphalt plants, ready-mixed concrete and mortar plants and concrete product factories have made use of pulverised fuel ash (a by product from power stations), blast furnace slag and foundry sand. More recently, other secondary aggregates such as crushed glass and ceramics have been introduced. An increasing number of asphalt plants are being upgraded to accept recycled asphalt back into the products. And within the concrete products business in the UK, waste concrete blocks are recycled into aggregate and re-used in the product where quality standards permit it.
AS PART OF OUR COMMITMENT TO EFFICIENT RESOURCE USE, IN 2002 WE HAVE SET REDUCTION TARGETS FOR POTABLE WATER USE.
In 2000, we set ourselves the target of identifying potable water usage in the manufacture of concrete products and ready-mixed concrete and mortar, with a view to setting quantifiable efficiency targets in 2002.

This is in line with the corporate commitment: “Demonstrating efficient use of energy, water and raw materials” that we made in our Environmental Policy Statement.

Although potable water is a small proportion of the total water used in Tarmac Group activities, 70% of the total is used in the production of ready-mixed concrete, mortar and concrete products. The majority of this water cannot be recycled as it leaves the sites in the product.

Each cubic metre of potable water requires 0.5kWh of energy to produce it, therefore any saving in water consumption indirectly produces energy savings.

In actual fact there is no need to use such energy intensive, high quality water in the manufacture of ready-mixed concrete and mortar and for this reason the Group has set efficiency targets for the reduction of potable water usage in ready-mixed concrete, mortar and concrete products businesses.

All of the businesses have assessed their potable water usage and, where it is feasible, they have set reduction targets. These individual targets have been combined into Tarmac Group targets for ready-mixed concrete, mortar and concrete products businesses.

The Group target is to reduce the potable water consumption of 152 litres/m³ product by 2.5% by 2007 and 4.3% by 2010.

### Recycled Water

Although many sites already use recycled water, other parts of the business are introducing water-recycling systems, to utilise available collected rainwater in the processes instead of potable or abstracted water.

Tarmac Southern’s Topmix plant in Milton Keynes has installed a system which collects surface water and washout water in a drainage channel and wedge pit and allows it to drain into a series of settlement pits before it is reused in washing out or production. Each truck uses approximately 2m³ of potable water to washout. With five trucks on site washing out daily uses 60m³ a week. Including process water usage, the recycling system has saved approximately 100m³ of potable water per week.

Other sites to install similar systems in Tarmac Southern include Andover, Farnborough, Bournemouth, Cheltenham and Westbury, where savings of up to 25% have been made on annual potable water consumption.

Of Tarmac Northern’s 24 concrete plants in Yorkshire, 23 have already installed water-recycling systems. Where systems have been installed, total site usage of purchased water (potable & abstracted) is equivalent to, on average, 280 litres per m³ of concrete produced. On sites where surface water is collected and recycled, this is further reduced to approximately 200 litres per m³ of product, compared with 330 litres per m³ on a site where no recycling is currently carried out, a saving of almost 40%.

### Minghang Water Reduction, China

Tarmac China’s Minghang asphalt plant has succeeded in reducing consumption by 88% by installing a circulation system for the water cooling which is used instead of air to minimise plant emissions.

After the water passes through the dust suppression chamber it now goes through a series of settlement tanks before being recycled (see diagram below), previously it was discharged directly to the sewage system after passing through the cooling system.
Biodiversity is a key part of sustainability; hardly a day goes by without some reference to the loss of habitat or species somewhere in the world. These threats are not confined to those areas we instinctively think of such as tropical rain forests and large mammals such as pandas or tigers.

Changes in farming practices over the last 20 to 30 years in the UK and other parts of Europe have probably done more to harm biodiversity than anything else. Monoculture, intensive farming, the use of pesticides, chemical weed killer, the loss of hedgerows and wild flowers have all had an adverse effect on biodiversity.

Contrary to the perception that quarrying destroys biodiversity, Tarmac believes it can play an important part in not only maintaining biodiversity but also to increase it at many locations. By the nature of our operations we have an opportunity to reshape the landscape and create something that, without the extraction of aggregates, would be economically unachievable.

In 2002, we reviewed our environmental impacts and amended our Environmental Policy to include the statement:

"Tarmac aims to make a positive contribution to biodiversity"

Our parent company, Anglo American plc, completed a review of biodiversity and in 2002 issued a company strategy and guidelines, which all businesses are required to follow.

Tarmac is currently reviewing its activities and management procedures against these guidelines. Two biodiversity workshops have already been held and a Biodiversity Forum is to be established to ensure that Tarmac maximises the positive benefits to biodiversity from our activities and minimises the negative effects throughout all phases of operation.

Conservation and Vegetation

The UK mineral extraction industry plants a huge number of trees each year, only exceeded by the Forestry Commission and the Highways Agency.

Since 1995 Tarmac in the UK has planted in excess of 160,000 trees, 13 kilometres of hedgerow and more recently built or rebuilt several kilometres of drystone wall. The UK is not alone. Tarmac operations in Europe and across in Asia have planted over 350,000 trees or hedge saplings.

Translocation of a Hay Meadow

At Tarmac Southern’s Durnford Quarry, Bristol the translocation of a hay meadow has taken place over the last five years and has now been classed as successful. Durnford Quarry relied upon high technology equipment and detailed procedures to enable the lifting of turfs and their relocation to another area of the site. This year the evidence of how effective this move was became apparent. The move was necessary due to the special range of plants, including green-winged and common spotted orchids, broomrape and yellow rattle, previously in existence on an area approved for extraction. It is evident that the plants have accepted the move and are prospering, with sightings of other animals and birds inhabiting the area. These include, amongst others, deer, foxes, buzzards and sky larks. The site is the focus of a project by the School of Applied Science at the University of Wolverhampton.
The Industry Challenge

As stated previously there is a perception that as an industry we spend most of our time destroying the landscape. This belief is being challenged and a growing number of informed conservation groups now appreciate the huge range of wildlife within our sites, particularly the older ones that have not been restored artificially but have been left for nature to reclaim.

It is no surprise to those within Tarmac and the industry as a whole that huge numbers of our sites have created or have worked adjacent to special designated areas such as Sites of Special Scientific Interest, SSSI. Tarmac operates within or owns 118 designated sites in the UK. These can range from geological designations for rock strata to specific habitat designations.

Birds are exceptionally varied on our sites from sand martins to kestrels. What they all appreciate is an environment where they receive minimal disturbance from the human form of biodiversity. It is not uncommon to find birds nesting amongst machinery. They have adapted to a new environment away from human interference.

Sustainability

It is not only during restoration that biodiversity increases. In the first 10 years of operation at Langford Lowfields Quarry in Nottinghamshire, over 110 species of birds visited the site and were painted by the respected wildlife artist Michael Warren, all before any restoration had begun.

Creating a Scarce Resource by Recycling Products

Tarmac has been involved over the last couple of years with soil development trials by utilising the skills of Harper Adams University College in Shropshire. The benefits of mixing inert quarrying by-products with composted organic materials from the tannery and paper industry have been assessed. The trials are now nearing completion and the results are good, with the next step being the establishment of formal specifications for synthetic soils. A positive step towards generating an alternative to conventional topsoil.

At Sevenoaks Quarry in Kent a special tree soil has been created to provide a reliable soil material made from a blend of shredded organic material and composted green waste along with washed sand. This product has been successfully used on a project at a Paddington Central development where well established specimen trees have been imported from Germany to create a ready made natural environment.
Roman mosaic pavement - Finders Award

Colchester Quarry medical instrument find

Nosterfield archaeology find
The quarrying industry has for many years now been one of the most significant contributors to archaeological investigations in the UK. The Quarry Products Association, has calculated that in excess of £10 million has been spent on archaeological investigations by member companies in the last ten years. Tarmac has played an important role in these investigations, with over £550,000 being spent in the last five years. All excavations provide an opportunity to contribute towards a greater understanding of our past and heritage. In the majority of instances any finds are donated to local museums.

### Five Years Worth of Finds

Some of our most significant finds over the last five years have been detailed below, although this is only a sample of the huge amount of work that is ongoing.

#### Colchester - Essex

Medical instruments were found at Bellhouse Quarry, Colchester. These were identified as being from the Roman invasion period around AD 43. The finds included iron and bronze scalpels, spring forceps, needles and hooks. These followed an earlier find at the site of a gaming board, similar to modern day draughts.

#### Ringwood - Hampshire

At Nea Farm Quarry, Ringwood a series of interesting ditches, gullies, ash and charcoal rich pits were found, thought to date back to the Stone Age around 10,500 BC. The remains of over 400 flint tools were found.

#### Broom Quarry - Bedfordshire

At Broom Quarry, investigations have been completed alongside the extraction of the sand and gravel over the last few years with some significant finds.

Remains represented the periods from the earlier Bronze Age 1800 – 1600 BC through to middle Iron Age 400 – 100 BC. They were mostly ritual and funerary, although a more significant Bronze Age barrow became a key focus with a double ditched boundary nearly half a kilometre long causing a large amount of interest.

#### Sponsorship

Tarmac now sponsors one of the prestigious British Archaeological Awards of which there are 12 in total. The Finders Award is for the best non-archaeologist who, by exercising intelligent alertness in the course of their routine, non-archaeological employment or activity, chance upon archaeological finds and cause them to be reported to the appropriate authorities. This year it was presented to a digger driver, George Caton, from Lopen, Somerset and a colleague Nigel Osborne. George noticed a number of small tile fragments whilst excavating topsoil. The two men started to carefully search the area and uncovered part of a mosaic pavement that was to be identified later as being from the Roman era. Using the Yellow Pages they looked under Archaeology and found Exeter Archaeology who directed them to Somerset County Council Archaeologists who eventually confirmed the find to be the well-preserved remains of a mosaic floor at a previously unknown villa complex.

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**Archaeology**

All UK investigations are carried out under the CBI Code of Practice for Archaeology. This sets out the recommended standards for consultation and cooperation between operators, planners and archaeologists. The key objective of the code is to avoid potential conflict and to ensure that extraction does not destroy or damage our heritage.

Over the last five years there have been numerous significant finds which, if it had not been for the extraction of aggregates would not have been made.

#### German Celtic Finds

At Perzwiese Quarry in Rheinzabern, Germany an alert employee noticed two oblong iron objects and advised the Rhineland-Palatinate Office of Conservation and Archaeology immediately. The subsequent investigation revealed a well preserved King’s Sword complete with sheath and parts of the sword belt all dating back to 250 BC. The finds are of particular interest because the Middle Upper Rhine area is not associated with this period of occupation.

#### Hoveringham Shovel

In the summer of 2002 the Trent and Peak Archaeological Unit from the University of Nottingham found, during one of their watching briefs at the site, a wooden shovel in an Iron Age ditch. The oak shovel, which is well worn, has been extremely well preserved in the waterlogged environment and would have been used for digging ditches. Currently it is undergoing conservation in York, after which an exact radiocarbon date will be established. The find has significantly added to the archaeological knowledge in the Trent Valley during the Iron Age, being the first of its kind to be found in Nottinghamshire and a rarity in Britain generally.
Successes

Last year we reported on the work that Langford Quarry in Tarmac Central has done to create a reedbed habitat in conjunction with the RSPB, which we considered to be an example of best practice in this area. In 2002, further recognition was received, when the project was awarded a major commendation in the Business Commitment to the Environment (BCE) Awards. The BCE awards are presented annually to companies and organisations that demonstrate outstanding commitment to environmental excellence over and above the statutory requirements.

East London Quarry wins Restoration Award

East London Quarry at Rainham, Essex in Tarmac Southern, has just won the prestigious 2002 QPA Cooper-Heyman Cup for outstanding restoration. The scheme has transformed a 27 hectare former sand and gravel quarry, to an attractive natural woodland, meadows and water features. With the project focus being on community involvement, both arts and nature conservation activities have operated hand in hand throughout the restoration process, creating a special relationship between the local people, the site and nature.

Set Backs

In 2002, our reporting of environmental incidents to Anglo American plc improved. Each business is encouraged to report all incidents as part of the Environmental Management Systems, so even minor incidents are reported. Where applicable Environmental Alerts are circulated throughout the Group to make all businesses aware of issues to reduce the potential for the same incident happening twice.

Overview of incidents

The increase in Level 1 incidents reported in 2002 is a result of our improved reporting and not due to deteriorating performance.

The 12 Level 2 incidents included seven prosecutions brought against Tarmac Group in 2002; some for incidents that occurred several years ago. All of the businesses involved have resolved the issues to the satisfaction of the authorities. Total fines equivalent to $23,169 were imposed.

Tarmac Western was prosecuted under the Water Industry Act 1991 for the illegal use of standpipes and connection to water mains.

Steetley Iberia received six prosecutions in total; four for incidents related to water abstraction, one related to soil extraction near a quarry and another related to an incident in 2002 where concrete waste from truck mixers was illegally deposited.

There were also several enforcement notices issued for non – compliances with EPA authorisations and planning consents:

Concrete Products – Northwich Factory
Tarmac Central – Sheffield Topmix
Tarmac Central – Breach of Planning Condition at Calverton Quarry
Tarmac Southern – Newhaven Asphalt Plant

All necessary corrective actions to resolve the situations have been completed to the satisfaction of the regulatory authorities.
ENVIRONMENT TARGETS

Environmental Management Systems
INSTALL AN EMS IN ALL BUSINESS UNITS; TO THE ISO 14001 STANDARD BEFORE 2004
Good progress is being made in the UK, Middle East, China and Hong Kong. (see page 20)

OBTAIN 3RD PARTY CERTIFICATION FOR ALL UK QUARRIES; ASPHALT PLANTS, MANUFACTURING, RECYCLING, LANDFILL AND CONTRACTING ACTIVITIES BEFORE 2003
Progress has been good for most business groups. However the manufacturing and contracting businesses achieved approved systems by the end of 2002 but did not have coverage at all operations. The target is now for full coverage by the end of June 2003.

OBTAIN 3RD PARTY CERTIFICATION FOR ALL UK READY-MIXED CONCRETE AND MORTAR PLANTS BEFORE 2005
Progress in business groups is variable with overall completion of approximately 30% and the focus on implementation during 2003.

Energy
USE THE INTERGOVERNMENTAL PANEL ON CLIMATE CHANGE IPCC GUIDELINES DURING 2001 TO ESTABLISH A BASELINE FOR CO2, ENERGY USE AND PROCESS EMISSIONS, WITH A VIEW TO SETTING TARGETS IN 2002.
Using 2002 data as a baseline specific energy reduction targets have been set for Tarmac Group for each key product type for 5 and 8 years. (see page 14)

Water
IDENTIFY DURING 2001 WATER USAGE (POTABLE AND NON POTABLE) IN THE MANUFACTURE OF READY-MIXED CONCRETE AND CONCRETE PRODUCTS, WITH A VIEW TO SETTING EFFICIENCY TARGETS IN 2002.
Using 2002 data as a baseline, targets have been set for Tarmac Group for the reduction of potable water usage for ready-mixed concrete, mortar and concrete products for 5 and 8 years. (see page 24)

Waste
All businesses reviewed the type and quantity of waste produced. As a result of the findings some businesses have set process waste reduction targets up to 2010. (see page 21)

Biodiversity
ESTABLISH TARMAC GROUP GUIDELINES FOR BIODIVERSITY DURING 2001
Guidelines generated by Anglo American plc are being reviewed in relation to all activities and management procedures via biodiversity workshops. (see page 25)

The targets we have set in 2002 for energy and water efficiency have enabled us to sign up to the UK Government Initiative MACC2 – 'Make A Corporate Commitment'.

![Environmental Incidents 2001 v 2002](chart.png)

<table>
<thead>
<tr>
<th>Incident Level</th>
<th>Brief Description*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1</td>
<td>Minor impact, short term effect.</td>
</tr>
<tr>
<td>Level 2</td>
<td>Moderate impact, medium term effect; enforcement action or prosecutions below $100,000.</td>
</tr>
<tr>
<td>Level 3</td>
<td>Significant impact, extensive or long term effect; prosecutions with fines more than $100,000.</td>
</tr>
</tbody>
</table>

*Anglo American plc categorisation
AS A COMPANY WE HAVE A GREAT DEAL OF INTERACTION WITH A VARIETY OF GROUPS AND INDIVIDUALS WHO HAVE AN INTEREST OR A STAKE IN OUR BUSINESS. THESE ARE MADE UP OF THE PEOPLE THAT WE DO BUSINESS WITH ON A DAY-TO-DAY BASIS (EMPLOYEES, CUSTOMERS AND SUPPLIERS) AND OTHERS IN A MORE SPECIFIC CAPACITY, SUCH AS GOVERNMENT BODIES, LOCAL COMMUNITIES AND ENVIRONMENTAL GROUPS.

Community Involvement

Building links with the communities, which surround many of our sites, is vital to the way we operate. We strive to make a positive contribution to many aspects of their day-to-day lives and to ensure they are treated as important stakeholders in our activities.

Liaising with Local Communities

Keeping local communities up to speed on our activities and future plans is a key priority for Tarmac. We make sure that the views, feelings and interests of our neighbours are taken into consideration to ensure there is no, or minimal impact, upon their lives as a result of our work.

Open Days

Open days offer us the chance to throw open the gates of our operations to give communities a clear insight into our facilities. Around 400 people flocked to Cadeby Quarry to find out what a working quarry looks like.

The open day at Cadeby, in Leicestershire, was a huge success attracting local residents and visiting families alike to discover how the minerals are extracted and how they are used in everyday life to build their own houses, hospitals, schools and roads.

Visitors enjoyed guided tours of the site, finding out exactly how the sand and gravel quarry works and meeting employees who work for Tarmac Central. There were also a number of colourful displays and exhibitions on show as well as competitions.

Educational Links

Woodwork students from Cheadle High School unveiled the results of their most recent project when they visited Tarmac’s Croxden Quarry in Staffordshire.

The environmental project is a joint initiative between the school and Tarmac to encourage bird life to take up home in the restored areas of Croxden Quarry by building and erecting bird boxes.

Tarmac donated the wood for the project and the after school woodwork class has spent many hours crafting the boxes. The children visited the quarry to put the bird boxes up around the newly restored areas of the quarry.
Two Wolverhampton schools are also better off thanks to a donation of much-needed play equipment from the company.

Following a fact-finding visit earlier this year, organised by the Prince’s Trust Business in the Community initiative, Tarmac offered support to Wolverhampton’s “Excellence in Cities” Education Action Zone (EAZ).

As part of Tarmac’s support, it was decided that the company would help two EAZ partner schools, East Park Junior School and East Park Infant School, by replenishing their stock of well-used playtime games and toys that have become delapidated and often unusable.

Tarmac employees delivered the toys and games, which include strategic games, such as chess and draughts for the Junior School, as well as toys for the infant children.

Helping to Fund Leading Edge Research

Tarmac funds a number of environmental and key research projects through the Landfill Tax Credit Scheme.

Through Tarmac’s Landfill Tax the University of Birmingham has been undertaking research into the classification and utilisation of surplus dust for the past 18 months, focussing on materials from five selected quarries.

The collaborative research team, made up of representatives from the University of Birmingham, the quarrying industry, external consultants and contractors, is continuously evaluating opportunities to harness technology from other industry sectors aimed at developing new markets for surplus fines.

Stakeholders and the Community

Supporting local Communities and Crafts

Tarmac has, for many years, been a keen supporter of a range of organisations.

His Royal Highness The Prince of Wales supported the National Hedgelaying Championships in person when he attended the event.

The Prince of Wales, who is the Patron of the National Hedgelaying Society, watched more than 100 hedgelayers competing in the 24th annual competition at Cranmore Farm, near Tetbury, Gloucestershire.

The Tarmac sponsored event attracted hedgelayers from all over the country who displayed up to seven different styles of the craft during the course of the event. It was the 15th year running that Tarmac has supported the event.

Play Safe...Stay Safe

Tarmac is committed to ensuring the public, especially youngsters, don’t put themselves in danger by entering our sites.

The quarrying industry knows that in school holidays many youngsters are looking out for places to play and often treat their local quarry as an adventure playground. This can place their lives at risk.

To raise awareness of this danger, the QPA runs its annual nationwide safety campaign, “Play Safe...Stay Safe”. Tarmac is a leading supporter of the campaign, with staff at sites taking part in initiatives to highlight the potential dangers that quarries can pose. The campaign has received backing from all of the emergency services and The Royal Life Saving Society.

Promoting Neighbourliness

Tarmac National Contracting has been recognised for the standard of its work on three projects in Cumbria. It secured three Bronze awards from the Construction Management Board through its Considerate Contractors Scheme. All sites are assessed against a code of practice which looks at whether the company is considerate, environmentally aware, clean, a good neighbour, respectful, safe, responsible and accountable.
As Tarmac continues to grow its interests both in the UK and worldwide, we need to ensure that dealing effectively with community issues is given as much importance as the other areas of our operations.

To meet this aim, Tarmac has produced a Community Engagement Plan to help us project consistent messages about our beliefs and capabilities, both internally to our employees and to the wider outside audience.

Throughout the Group we are rolling out the Plan to ensure that we have a proactive and positive engagement with communities and that we liaise with our many, and varied, stakeholders including politicians, councils, community leaders, the local media and other interested parties.

The aims of the Community Engagement Plan are:

- Ensuring that we openly demonstrate a commitment to the care of the environment and to sustainable development
- Undertaking regular face to face contact both on and off-site with local communities and their representatives. A key facet of this is a programme of site visits involving the local community, and particularly school parties. Employees should also be encouraged to undertake local voluntary work
- At macro level playing an active part in regional, national and international public bodies as a means of influencing key players and decision makers
- Continuing to enthusiastically follow the company’s sponsorship and donations policy and to encourage investment in local projects and appeals

- Creating community understanding of, and support for, Tarmac operations
- Ensuring that all operations observe best practice in all of their activities – particularly towards maintaining safe working conditions
As a leading international business operating in a relatively high profile sector it is important that we strive to maintain the highest possible standards.

There are many stakeholders who, naturally, take a very close interest in our day-to-day activities. These stakeholders include our parent company Anglo American plc, politicians, our employees, pressure groups and the members of the community in and around our sites.

We have adopted Business Principles, which determine that we develop strong links with all of our stakeholders. We endeavour to make sure they know as much as possible about our activities, the importance of our work and we aim to take their views and desires into account when we make plans for our own developments.

Business Principles

Increasingly Tarmac desires to engage more openly and frequently with our stakeholders and to be regarded as a model corporate citizen and one who observes the traditions, laws and expectations of the countries and communities where we work.

In everything we do we will maintain the highest standards, encourage our employees to take responsibility for their actions, promote best practice and strong relationships.
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Please visit the Tarmac website for more information relating to the company:
www.tarmac.co.uk
Glossary and Definitions

Biodiversity
The variety of life forms that inhabit the earth. Biodiversity involves habitat diversity, plant and animal species diversity and the genetic diversity of individual species.

CCTV
Closed Circuit Television

Certification
A certificate obtained from the external verifying body to confirm that the EMS meets the requirements of ISO 14001:1996

Climate Change Levy Agreement
One of the UK government’s mechanisms for implementing the requirements of the Kyoto Protocol

CO₂
Carbon Dioxide - a by-product of electricity generation and energy use. It is one of the gases that contributes to global warming

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EPIC
The National Training Organisation for the Extractive and Mineral Processing Industries

Hazardous Waste
Waste types including oil wastes resulting from vehicle servicing

HSC
Health and Safety Commission – UK

HSE
Health and Safety Executive – UK

IOSH
Institution of Occupational Safety and Health

ISO 14001:1996
International standard for environmental management systems

Landfill Tax Credit Scheme
The scheme enables landfill site operators to redirect up to 20 per cent of their landfill tax liability to environmental projects in return for a 90 per cent tax credit. The scheme was designed to help mitigate the effects of landfill upon local communities and support moves to more sustainable waste management practices. Administered by the organisation ENTRUST, it encourages partnerships between landfill operators, their local communities and the voluntary and public sectors.

LTI
Lost Time Injury. An injury which results in more than one day’s absence from work

LTIFR
Lost Time Injury Frequency Rate = (Number of Lost Time Injuries x 200,000) / (Number of man hours worked in the period)

LTISR
Lost Time Injury Severity Rate = (Number of hours lost due to Lost Time Injuries x 200,000) / (Number of man hours worked in the period)

Musculoskeletal Disorders
Muscle and bone related conditions

MWh
1,000,000 watt hours

NLTIFR
Non Lost Time Injury Frequency Rate = (Number of Non Lost Time Injuries x 200,000) / (Number of man hours worked in the period)

QPA
Quarry Products Association – UK trade association

Reclaimed Fuel Oil
Engine and hydraulic oils recycled and reclaimed by a third party providing an energy source

RIDDOR

RIDDOR IR
RIDDOR Incidence Rate = (Number of RIDDOR reportable injuries x 100,000) / (average number of employees) – UK definition

Risk Assessment
Relative risks associated with certain activities

RSPB
Royal Society for the Protection of Birds – UK organisation

SSSI
Site of Special Scientific Interest – UK definition

Stakeholder
A person or group with an interest in the company’s operations, such as employees, customers or local communities

Stockholm Grading System
Classification of Hand Arm Vibration Syndrome according to the Stockholm Scale

Sustainable Development
Development judged to be both economically, socially and environmentally sound, so that the needs of the world’s current population can be met without jeopardising those of future generations

WBV
Whole Body Vibration

Related Publications

Environmental Reporting
Guidelines for Company Reporting on greenhouse gas emissions
DETR 1999 (UK)
www.defra.gov.uk

MACC2
Make A Corporate Commitment
DETR 2000 (UK)
www.defra.gov.uk
IF YOU HAVE ANY COMMENTS ON THIS REPORT, PLEASE WRITE TO THE SAFETY, HEALTH AND ENVIRONMENT DEPARTMENT AT THE ADDRESS BELOW.

Or e-mail us at SHEreport2002@tarmac.co.uk

THIS REPORT IS ALSO AVAILABLE ON THE TARMAC WEBSITE