



Appendix

- 92 → Key figures
- 102 → About this report
- 103 → GRI content index
- 109 → Imprint

Key figures

Strategy & Management

		2018	2019	2020	Unit	Assurance ¹⁾
Revenue/result	Total Group revenue	18,075	18,851	17,606	€ million	✓
	Result from current operations before depreciation and amortisation (RCOBD) ²⁾	3,100	3,580	3,707	€ million	✓
	Result from current operations (RCO) ²⁾	2,010	2,186	2,363	€ million	✓
	Profit / loss for the financial year	1,286	1,242	-2,009	€ million	✓
	Group share of profit	1,143	1,091	-2,139	€ million	✓
	Dividend per share	2.10	0.60	2.20	€	✓
	Earnings per share	5.76	5.50	-10.78	€	✓
Investments in tangible fixed assets	Including maintenance, optimisation, and environmental protection measures	1,061	1,183	969	€ million	✓
Depreciation and amortisation		1,090	1,394	1,344	€ million	✓
Balance sheet	Equity (including non-controlling interests)	16,822	18,504	14,548	€ million	✓
	Balance sheet total	35,783	38,589	32,335	€ million	✓
	Net debt ³⁾	8,323	8,410	6,893	€ million	✓
Material costs and other operating expenses		7,478	7,586	6,483	€ million	✓
Expenditure on research and technology		145.7	133.5	120.0	€ million	✓
Group sales	Cement and clinker:					
	– Western and Southern Europe	30.8	29.9	28.2	million t	✓
	– Northern and Eastern Europe-Central Asia	25.6	23.9	23.6	million t	✓
	– North America	16.2	16.1	15.6	million t	✓
	– Asia-Pacific	36.9	35.8	32.9	million t	✓
	– Africa-Eastern Mediterranean Basin	19.7	19.5	21.2	million t	✓
	– Total	130.0	125.9	122.0	million t	✓

1) External assurance of the key figures for 2020 within the framework of the Annual Report 2020 or in line with our obligation with regard to the Global Cement and Concrete Association (GCCA).

According to the GCCA Sustainability Framework, baseline/historical data must be adjusted following acquisitions or divestments.

2) 2018 amount was restated, see Annual Report 2019, page 119f.

3) 2018 amount was restated due to adjusted net debt definition.

Strategy & Management

		2018	2019	2020	Unit	Assurance ¹⁾
Group sales	Aggregates:					
	– Western and Southern Europe	81.3	83.5	78.2	million t	✓
	– Northern and Eastern Europe-Central Asia	51.3	48.2	48.7	million t	✓
	– North America	123.4	128.1	125.9	million t	✓
	– Asia-Pacific	43.4	39.8	36.1	million t	✓
	– Africa-Eastern Mediterranean Basin	10.1	8.9	7.4	million t	✓
	– Total	309.4	308.3	296.3	million t	✓
	Ready-mixed concrete:					
	– Western and Southern Europe	17.5	18.4	17.2	million m ³	✓
	– Northern and Eastern Europe-Central Asia	7.0	6.8	6.0	million m ³	✓
	– North America	7.1	7.7	7.8	million m ³	✓
	– Asia-Pacific	11.6	12.0	10.6	million m ³	✓
	– Africa-Eastern Mediterranean Basin	5.3	5.3	5.0	million m ³	✓
	– Total	49.0	50.7	46.9	million m ³	✓
	Asphalt:					
	– Western and Southern Europe	3.6	3.6	3.5	million t	✓
	– North America	4.1	5.0	5.0	million t	✓
	– Asia-Pacific	2.1	2.3	2.3	million t	✓
	– Africa-Eastern Mediterranean Basin	0.5	0.4	0.3	million t	✓
	– Total	10.3	11.3	11.0	million t	✓

1) External assurance of the key figures for 2020 within the framework of the Annual Report 2020 or in line with our obligation with regard to the Global Cement and Concrete Association (GCCA).
According to the GCCA Sustainability Framework, baseline/historical data must be adjusted following acquisitions or divestments.

Strategy & Management

		2018	2019	2020	Unit	Assurance ¹⁾
Cement type portfolio	– Ordinary Portland cement	39.0	37.6	37.4	%	–
	– Limestone cement	18.0	18.1	19.7	%	–
	– Pozzolana/fly ash cement	9.2	8.3	7.7	%	–
	– Slag cement	12.1	12.2	10.3	%	–
	– Multi-component cement	18.5	20.1	21.5	%	–
	– Oilwell/white cement	0.6	0.5	0.5	%	–
	– Masonry cement/special binder	0.8	1.6	1.1	%	–
	– Ground granulated blast furnace slag	1.7	1.7	1.7	%	–
Share of integrated cement plants with a certified environmental management system		96.0	93.5	97.4	%	–

Product & Innovation

		2018	2019	2020	Unit	Assurance ¹⁾
Sustainable construction	Production volume of recycled aggregates (100% recycled content)	–	–	4,595	kt	–
	Share of recycled aggregates in total aggregates production	–	–	1.6	%	–
	Share of alternative raw materials contained in other building materials such as asphalt	–	–	9.4	%	–
	Membership of Green Building Councils and Sustainable Infrastructure Councils	12	13	13	number	–

1) External assurance of the key figures for 2020 within the framework of the Annual Report 2020 or in line with our obligation with regard to the Global Cement and Concrete Association (GCCA). According to the GCCA Sustainability Framework, baseline/historical data must be adjusted following acquisitions or divestments.

Production & Supply Chain

		1990	2018	2019	2020	Unit	Assurance ¹⁾
Reduction in CO ₂ emissions	Cement business line:						
	– Absolute gross CO ₂ emissions (Scope 1)	83.1	75.4	72.5	68.0	million t	✓
	– Absolute net CO ₂ emissions (Scope 1)	81.5	71.4	68.3	63.6	million t	✓
	– Specific gross CO ₂ emissions per tonne of cementitious material (Scope 1)	759.2	627.2	621.4	610.7	kg CO ₂ /t	✓
	– Specific net CO ₂ emissions per tonne of cementitious material (Scope 1)	751.5	598.6	589.4	576.0	kg CO ₂ /t	✓
	– Indirect CO ₂ emissions	7.8	4.0	4.4	7.1	million t	✓
	Aggregates business line:						
	– Absolute CO ₂ emissions from fuels (Scope 1)	–	–	0.48	0.40	million t	–
	– Absolute CO ₂ emissions from purchased electricity (Scope 2)	–	–	0.30	0.24	million t	–
	– Specific CO ₂ emissions from fuels (Scope 1)	–	–	1.63	1.52	kg CO ₂ /t	–
	– Specific CO ₂ emissions from purchased electricity (Scope 2)	–	–	1.02	0.92	kg CO ₂ /t	–
	All business lines:						
	– CO ₂ emissions from purchased goods and services (Scope 3)	–	–	9.42	8.87	million t	✓
	– CO ₂ emissions from purchased fuels (Scope 3)	–	–	3.89	3.51	million t	✓
	– CO ₂ emissions from upstream and downstream transportation and distribution (Scope 3)	–	–	9.40	8.88	million t	✓
Energy/raw materials	Absolute energy consumption:						
	– Cement	453,690	375,281	362,548	343,203	TJ	✓
	– whereof clinker production	388,511	318,521	307,671	290,689	TJ	✓
	– Aggregates	n.a.	9,203	9,281	8,181	TJ	–
	Specific energy consumption:						
	– Cement	4,185	3,145	3,130	3,109	MJ/t	✓
	– whereof clinker production	4,362	3,563	3,572	3,576	MJ/t	✓
	– Aggregates	n.a.	32.1	31.6	30.6	MJ/t	–

1) External assurance of the key figures for 2020 within the framework of the Annual Report 2020 or in line with our obligation with regard to the Global Cement and Concrete Association (GCCA). According to the GCCA Sustainability Framework, baseline/historical data must be adjusted following acquisitions or divestments.

Production & Supply Chain

		1990	2018	2019	2020	Unit	Assurance ¹⁾
Energy/raw materials	Fuel mix for clinker production:						
	– Hard coal	52.4	46.8	44.2	38.2	%	✓
	– Lignite	0.0	2.2	1.7	2.1	%	✓
	– Petroleum coke	8.7	18.3	19.6	23.4	%	✓
	– Natural gas	17.0	8.3	9.6	10.3	%	✓
	– Light fuel oil	0.6	0.2	0.2	0.2	%	✓
	– Heavy fuel oil	16.2	2.1	0.4	0.2	%	✓
	– Other fossil fuels	2.2	0.2	0.3	0.0	%	✓
	– Alternative fossil fuels	2.8	13.4	14.8	15.8	%	✓
	– Biomass	0.2	8.5	9.1	9.9	%	✓
	– Proportion of biomass in mix of alternative fuels	6.4	38.8	38.1	38.6	%	✓
	Alternative fuel mix for clinker production:						
	– RDF	1.7	26.9	25.8	27.5	%	✓
	– Waste oil	28.2	3.1	3.6	3.0	%	✓
	– Used tyres	17.3	12.2	9.8	9.5	%	✓
	– Solvents	31.2	5.7	6.0	7.0	%	✓
	– Dried sewage sludge	0.0	2.0	1.7	1.8	%	✓
	– Meat and bone meal	0.0	3.8	3.4	3.3	%	✓
	– Agricultural waste and waste wood	0.0	6.5	6.0	7.7	%	✓
	– Other biomass	6.4	26.5	27.0	25.8	%	✓
	– Other alternative fuels	15.3	13.3	16.8	14.4	%	✓
	Proportion of alternative fuels (incl. biomass)	2.9	22.0	24.0	25.7	%	✓
	Clinker content in cementitious material	82.0	74.7	74.5	74.3	%	✓
	Proportion of alternative raw materials:						
	– Clinker	n.a.	3.1	2.9	3.3	%	✓
	– Cement	n.a.	11.3	11.3	11.4	%	✓

1) External assurance of the key figures for 2020 within the framework of the Annual Report 2020 or in line with our obligation with regard to the Global Cement and Concrete Association (GCCA).
According to the GCCA Sustainability Framework, baseline/historical data must be adjusted following acquisitions or divestments.

Production & Supply Chain

		2008	2018	2019	2020	Unit	Assurance ¹⁾
Emissions	Absolute NO _x emissions	84,571	114,514	110,079	99,983	t	✓
	Specific NO _x emissions	1,585	1,263	1,273	1,230	g/t clinker	✓
	Absolute SO _x emissions	27,007	31,858	31,639	26,085	t	✓
	Specific SO _x emissions	506	351	366	321	g/t clinker	✓
	Absolute dust emissions	17,043	7,272	5,454	2,930	t	✓
	Specific dust emissions	319	80	63	36	g/t clinker	✓
	Proportion of clinker produced in kilns with continuous or discontinuous measurement of all emissions	65	83	78	70	%	✓
	Proportion of clinker produced in kilns with continuous measurement of dust, NO _x , and SO _x emissions	87	90	87	88	%	✓
	Mercury:						
	– Specific emissions	n.a.	0.030	0.038	0.020	g/t clinker	✓
	– Number of kilns reporting	n.a.	112	106	95		–
	Dioxins and furans:						
	– Specific emissions	n.a.	0.035	0.056	0.053	µg TEQ/t clinker	✓
	– Number of kilns reporting	n.a.	125	108	91		–
			2018	2019	2020	Unit	Assurance ¹⁾
Biodiversity and conservation of resources	Proportion of quarries in areas with a high biological value, with biodiversity management plan:						
	– Cement		47	47	48	%	✓
	– Aggregates		41	49	56	%	✓
	Proportion of active quarries with a restoration plan:						
	– Cement		88	88	86	%	✓
	– Aggregates		76	79	79	%	–

1) External assurance of the key figures for 2020 within the framework of the Annual Report 2020 or in line with our obligation with regard to the Global Cement and Concrete Association (GCCA). According to the GCCA Sustainability Framework, baseline/historical data must be adjusted following acquisitions or divestments.

Production & Supply Chain

		2018	2019	2020	Unit	Assurance ¹⁾
Water management (cement)	Total water withdrawal	65.4	59.8	60.2	million m ³	✓
	– whereof in areas with water scarcity	–	–	15.7	million m ³	–
	By source:					
	– Surface water	33.6	32.0	29.1	million m ³	✓
	– Groundwater	9.5	8.4	9.4	million m ³	✓
	– Seawater	3.2	3.5	2.9	million m ³	✓
	– Public/private water supply	5.5	4.8	4.5	million m ³	✓
	– External wastewater	0.0	0.0	0.0	million m ³	✓
	– Quarry water	9.4	9.5	11.8	million m ³	✓
	– Collected rainwater	4.1	1.6	2.5	million m ³	✓
	Total water discharge/wastewater	33.1	29.6	29.5	million m ³	✓
	– whereof in areas with water scarcity	–	–	t 6.6	million m ³	–
	By place of discharge:					
	– Surface water	27.7	24.4	24.7	million m ³	✓
	– Groundwater	0.0	0.1	0.1	million m ³	✓
	– Seawater	1.2	3.9	3.3	million m ³	✓
	– External water treatment systems	1.2	0.7	0.9	million m ³	✓
	– Other discharge area	0.6	0.6	0.5	million m ³	✓
	Water consumption (water withdrawal minus wastewater discharge)	32.2	30.2	30.7	million m ³	–
	– whereof in areas with water scarcity	–	–	9.0	million m ³	–
	Quarry water not used	57.1	61.9	73.4	million m ³	–
	Specific water withdrawal for clinker	721.2	693.3	739.5	L/t	✓
	Specific water withdrawal for cement	547.8	514.6	533.0	L/t	✓
	Specific water discharge for clinker	–	–	362.3	L/t	✓
	Specific water discharge for cement	–	–	261.1	L/t	✓
	Specific water consumption for clinker	355.4	350.0	377.2	L/t	✓
	Specific water consumption for cement	269.9	259.8	271.9	L/t	✓

1) External assurance of the key figures for 2020 within the framework of the Annual Report 2020 or in line with our obligation with regard to the Global Cement and Concrete Association (GCCA).
 According to the GCCA Sustainability Framework, baseline/historical data must be adjusted following acquisitions or divestments.

Employees & Employment

		2018	2019	2020	Unit	Assurance ¹⁾
Employees and employment	Number of employees as at 31 December:					
	– Western and Southern Europe	15,903	15,608	15,250	employees	✓
	– Northern and Eastern Europe-Central Asia	12,515	11,251	11,097	employees	✓
	– North America	8,750	9,047	8,585	employees	✓
	– Asia-Pacific	14,086	13,190	12,629	employees	✓
	– Africa-Eastern Mediterranean Basin	6,214	5,498	5,175	employees	✓
	– Group Services	472	454	388	employees	✓
	– Total	57,939	55,047	53,122	employees	✓
	Employee turnover:					
	– Western and Southern Europe	14	12	8	%	–
	– Northern and Eastern Europe-Central Asia	14	12	9	%	–
	– North America	20	20	16	%	–
	– Asia-Pacific	9	9	6	%	–
	– Africa-Eastern Mediterranean Basin	5	5	4	%	–
	– Total	13	11	8	%	–
	Personnel costs and social benefits:					
	– Wages, salaries, social security costs	2,816.0	2,975.1	2,822.9	€ million	✓
	– Costs of retirement benefits	176.4	179.2	167.4	€ million	✓
	– Other personnel costs	39.3	33.1	35.1	€ million	✓
	– Total	3,031.7	3,187.4	3,025.4	€ million	✓
	Proportion of part-time employees (Group)	2.5	2.3	2.3	%	–
	Proportion of part-time employees (HeidelbergCement AG)	11.6	11.3	10.7	%	✓
	Age structure (Group):					
	– Younger than 30	12	11.7	10.6	%	✓
	– 30–49	54	51.8	51.2	%	✓
	– 50 and older	34	36.5	38.1	%	✓

1) External assurance of the key figures for 2020 within the framework of the Annual Report 2020 or in line with our obligation with regard to the Global Cement and Concrete Association (GCCA). According to the GCCA Sustainability Framework, baseline/historical data must be adjusted following acquisitions or divestments.

Employees & Employment

		2018	2019	2020	Unit	Assurance ¹⁾
Diversity	Share of female employees (Group)	13	13	12.9	%	✓
	Share of female employees N-1 & N-2 with leadership responsibility (Group)	–	–	15.5	%	–
	Share of female employees in programmes for the advancement of future executives (Group)	22	17.8	10.6	%	–
	Share of female employees (Germany)	15	15.3	15.9	%	✓
	Share of female employees N-1 with leadership responsibility (Germany)	12	10.3	16	%	✓
	Share of female employees N-2 with leadership responsibility (Germany)	13	13.6	16	%	✓
	Share of female employees in all management positions independent of leadership responsibility (Germany)	–	–	21.1	%	–
	Share of female employees in programmes for the advancement of future executives (Group)	26	31.2	30.8	%	✓
	Share of female employees in revenue-generating functions	–	–	9.9	%	–
	Share of local managers in senior management positions (Group)	79	79.7	80.4	%	✓
	Proportion of disabled employees:					
	– Germany	4.1	4.4	3.8	%	–
	– HeidelbergCement AG	4.8	4.3	3.8	%	–
Apprenticeships and employee training	Employees in programmes for the advancement of future executives	474	490	455	individuals	✓
	Training hours per employee	28	26.3	21	hours	–
	Structure of training hours:					
	– Management training	4	6.8	4.0	%	✓
	– Soft skills training	3	3.4	3.7	%	✓
	– Specialist training	23	27.6	30.7	%	✓
	– Occupational safety training	61	48.2	53.7	%	✓
	– Language courses	3	7.8	2.4	%	✓
	– Other	5	6.1	5.5	%	✓
	Percentage of trainees in Germany	4	4.1	3.8	%	✓
	Percentage of trainees retained as permanent employees in Germany	85	90	91	%	✓

1) External assurance of the key figures for 2020 within the framework of the Annual Report 2020 or in line with our obligation with regard to the Global Cement and Concrete Association (GCCA).
According to the GCCA Sustainability Framework, baseline/historical data must be adjusted following acquisitions or divestments.

Employees & Employment

		2018	2019	2020	Unit	Assurance ¹⁾
Occupational health and safety	Accident frequency ²⁾	1.7	1.5	1.6		✓
	Accident frequency, cement business line	1.0	1.1	1.2		✓
	Accident severity indicator ³⁾	70	80	86		✓
	Accident severity indicator, cement business line	39	62	58		✓
	Fatality rate ⁴⁾	0.4	0.7	0.4		✓
	Fatality rate, cement business line	0.4	0.8	0.0		✓
	Number of fatalities:					
	– Group employees	2	4	2	individuals	✓
	– Employees of other companies	8	10	3	individuals	✓
	– Third parties	19	11	4	individuals	✓
	– thereof outside our plants	19	10	4	individuals	✓
	Accident frequency by region:					
	– Western and Southern Europe	2.1	2.6	2.2		–
	– Northern and Eastern Europe-Central Asia	2.2	1.7	2.1		–
	– North America	1.6	1.2	1.6		–
	– Asia-Pacific	1.2	1.0	0.9		–
	– Africa-Eastern Mediterranean Basin	1.4	0.6	1.1		–
	Occupational illness rate ⁵⁾	0.91	1.16	0.47		–
	Illness rate ⁶⁾	1.90	1.11	1.37		–
	Proportion of employees represented by H&S committees	99.8	99.9	97.5		–
	Proportion of employees represented by H&S committees with trade union representation ⁷⁾	91.1	94.3	94.7		–

1) External assurance of the key figures for 2020 within the framework of the Annual Report 2020 or in line with our obligation with regard to the Global Cement and Concrete Association (GCCA).

According to the GCCA Sustainability Framework, baseline/historical data must be adjusted following acquisitions or divestments.

2) Number of accidents involving Group employees with at least one lost working day per 1,000,000 hours worked.

3) Number of working days lost due to accidents involving Group employees per 1,000,000 hours worked.

4) Number of fatalities of Group employees per 10,000 Group employees.

5) Number of officially recognised occupational illnesses suffered by Group employees per 1,000,000 hours worked.

6) Proportion of working hours lost due to illness relative to the total number of working hours (excluding Egypt, Morocco, North America, and United Kingdom, as the general illness hours are not recorded there).

7) The lower proportion is due to the lack of appropriate trade unions in several countries.

About this report

GRI 102-40, 102-45, 102-46

HeidelbergCement is publishing a Group Sustainability Report for the twelfth time. In this publication, we explain how the company is fulfilling its economic, environmental, and social responsibilities and report on the progress we have made in 2020. The report is aimed at our employees, investors and analysts, and business partners as well as political players and non-governmental organisations.

Report content and organisation

This Sustainability Report has been prepared according to the GRI Standards of the internationally recognised Global Reporting Initiative (GRI). This report has been created in accordance with the GRI Standards: “Core” option. At the same time, it is our annual progress report (Communication on Progress) on the status of the implementation of the ten principles of the UN Global Compact (UNGC).

→ [GRI content index p. 90](#)

When deciding on the most important sustainability themes for the articles in our report, we were guided by the GRI principles (materiality, stakeholder inclusiveness, sustainability context, completeness). We continuously refine our reporting processes in line with these standards.

→ [Materiality analysis p. 21, 22](#)

HeidelbergCement endorses the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD), and is listed as an official supporter of TCFD-aligned disclosure since September 2020. We have included the recommended disclosures in the Strategy and management chapter of this report.

→ [TCFD report p. 25f.](#)

Precise definition and methodology of the report

This Sustainability Report for 2020 deals with the 2020 financial year, which runs from 1 January to 31 December. The key facts and figures included in this report correspond to those in the consolidated financial statements and the Group management report of HeidelbergCement's Annual Report 2020. This also applies to the facts and figures concerning our employees. In 2016, we adjusted the consolidation of the key environmental figures to the international accounting

standards. In accordance with the revenue consolidation process, joint ventures are not taken into account, even retrospectively. We report our key figures for environmental performance and occupational safety according to the guidelines of the Global Cement and Concrete Association (GCCA). The guidelines in their original wording:

→ <http://bit.ly/GCCAGuidelines>

Some of the key figures on environmental protection and occupational safety from the cement business line were once again subject to an independent limited assurance and are marked as such in this report. As a member of the GCCA, we are required to have these key figures reviewed. The results of this audit can be found on our website:

→ <https://www.heidelbergcement.com/en/sustainability-report>

Data collection

Methods and systems that have been defined across the Group are used to collect data at our business locations. Internal reporting and consolidation of the data take place via centralised electronic KPI data management systems at the Group; here, the key figures are checked for completeness and credibility. Uniform Group-wide definitions of all the relevant key figures, as well as process guidelines for the reporting processes, are available on the intranet.

Information about the editing process

This Sustainability Report is published in German and English. The editorial deadline was 31 May 2021. The previous Sustainability Report was published in June 2020. In line with this annual reporting cycle, the next report will be published in 2022.

Disclaimer of liability

We have compiled the information and key figures contained in this report with extreme care. All of the contents of this report were examined by the employees responsible for this task. However, we cannot completely exclude the possibility that this report includes erroneous information. The report and the information contained in it do not constitute a test of compliance with the current laws, legal regulations, or recognised sustainability practices in the industry.

GRI content index

The Sustainability Report 2020 was available to the Global Reporting Initiative (GRI) for the implementation of the GRI Materiality Disclosures Service. The correct positioning of the materiality disclosures (102-40 to 102-49) in the report was confirmed by the GRI Services team.



GRI 101: Foundation 2016

GRI 102: General disclosures 2016

GRI standard		Page	Comments	UN GC principle
Organisational profile	GRI 101: Foundation 2016			
	GRI 102: General Disclosures 2016			
	GRI 102-1: Name of the organisation	→ 109		
	GRI 102-2: Activities, brands, products, and services	→ 8–10		
	GRI 102-3: Location of headquarters	→ 69		
	GRI 102-4: Location of operations	→ 8, 35		
	GRI 102-5: Ownership and legal form	→ AR 2020 p. 17		
	GRI 102-6: Markets served	→ 8, 9/10		
	GRI 102-7: Scale of the organisation	→ 35, 69/70, 92/93		
	GRI 102-8: Information on employees and other workers	→ 71, 99		6
	GRI 102-9: Supply chain	→ 9, 66		
	GRI 102-10: Significant changes to the organisation and its supply chain	–	In the reporting year, there were no significant changes.	
	GRI 102-11: Precautionary principle or approach	→ 27/28, 39		
	GRI 102-12: External initiatives	→ 5, 13, 19/20, 25, 35, 69, 78		
	GRI 102-13: Membership of associations	→ 13, 20, 55		
	GRI 102-14: Statement from senior decision-maker	→ 2–4		1–10
	GRI 102-15: Key impact, risks, and opportunities	→ 13–19		
	GRI 102-16: Values, principles, standards, and norms of behaviour	→ 13, 20, 35, 37/38, 66, 69		10
	GRI 102-17: Mechanisms for advice and concerns about ethics	→ 37/38		10
Governance	GRI 102-18: Governance structure	→ 17/18, 26; AR 2020 p. 82/83		
	GRI 102-19: Delegating authority	→ 17/18, 26		
	GRI 102-20: Executive-level responsibility for economic, environmental, and social topics	→ 17/18, 25/26, 37, 39, 52, 71		
	GRI 102-21: Consulting stakeholders on economic, environmental, and social topics	→ AR 2020 p. 85		
	GRI 102-22: Composition of the highest governance body and its committees	→ 49; AR 2020 p. 84f., 100f.		

GRI standard		Page	Comments	UN GC principle
Governance	GRI 102-23: Chair of the highest governance body	→ AR 2020 p. 100/101		
	GRI 102-24: Nominating and selecting the highest governance body	→ AR 2020 p. 84		
	GRI 102-25: Conflicts of interest	→ AR 2020 p. 11		
	GRI 102-26: Role of highest governance body in setting purpose, values, and strategy	→ 17/18, 26, 52		
	GRI 102-27: Collective knowledge of highest governance body	→ AR 2020 p. 12		
	GRI 102-29: Identifying and managing economic, environmental, and social impacts	→ 18, 25–27, 39		
	GRI 102-30: Effectiveness of risk management processes	→ 26		
	GRI 102-31: Review of economic, environmental, and social topics	→ 26; AR 2020 p. 66/67		
	GRI 102-33: Communicating critical concerns	→ AR 2020 p. 85		
	GRI 102-35: Remuneration policies	→ 13, 17, 31/32, 71; AR 2020 p. 86–91, 99		
	GRI 102-36: Process for determining remuneration	→ AR 2020 p. 86/87		
Stakeholder engagement	GRI 102-40: List of stakeholder groups	→ 19–21, 42, 82, 102		
	GRI 102-41: Collective bargaining agreements	→ 70		3
	GRI 102-42: Identifying and selecting stakeholders	→ 19–21		
	GRI 102-43: Approach to stakeholder engagement	→ 19–21, 42, 82		
	GRI 102-44: Key topics and concerns raised	→ 19–21, 23/24		
Reporting practice	GRI 102-45: Entities included in the consolidated financial statements	→ 102		
	GRI 102-46: Defining report content and topic Boundaries	→ 23, 102		
	GRI 102-47: List of material topics	→ 24		
	GRI 102-48: Restatements of information	–	In the reporting year, the information was not restated.	
	GRI 102-49: Changes in reporting	→ 24		
	GRI 102-50: Reporting period	→ 102		
	GRI 102-51: Date of most recent report	→ 102		
	GRI 102-52: Reporting cycle	→ 102		
	GRI 102-53: Contact point for questions regarding the report	→ 109		
	GRI 102-54: Claims of reporting in accordance with the GRI Standards	→ 102		
	GRI 102-55: GRI content index	→ 103–108		
	GRI 102-56: External assurance	→ 102		

Material topics

GRI standard		Page	Comments	UN GC principle
GRI 201: Economic performance 2016	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 13/14		7
	GRI 201-1: Direct economic value generated and distributed	→ 35, 71, 82, 92, 99		
	GRI 201-2: Financial implications and other risks and opportunities due to climate change	→ 27–31		7
	GRI 201-3: Defined benefit plan obligations and other retirement plans	→ 71, 99; AR 2020 p. 155–159		
	GRI 201-4: Financial assistance received from government	→ 29, 55–58		
GRI 202: Market presence 2016	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 36, 78		6
	GRI 202-2: Proportion of senior management hired from the local community	→ 36, 78		6
GRI 203: Indirect economic impacts 2016	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 13/14, 35/36, 82–84		
	GRI 203-2: Significant indirect economic impacts	→ 13/14, 35/36, 58, 82, 84		
GRI 204: Procurement practices 2016	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 13, 36		
	GRI 204-1: Proportion of spending on local suppliers	→ 36		
GRI 205: Anti-corruption 2016	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 13/14, 17, 35, 37/38		10
	GRI 205-1: Operations assessed for risks related to corruption	→ 37; AR 2020 p. 58		10
	GRI 205-2: Communication and training about anti-corruption policies and procedures	→ 37	We do not currently report on trained employees by region and employee category because the data is not available. We plan to introduce a data collection process and report on this data in the future.	10
	GRI 205-3: Confirmed incidents of corruption and actions taken	→ 38		10
GRI 206: Anti-competitive behaviour 2016	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 13/14, 17, 35, 37/38		
	GRI 206-1: Legal actions for anti-competitive behaviour, antitrust, and monopoly practices	→ 38; AR 2020 p.76		
GRI 301: Materials 2016	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 13/14, 19, 52/53		7–9
	GRI 301-1: Materials used by weight or volume	→ 9, 92/93	We do not report on the weight or volume of the materials used, as this information is subject to confidentiality. This information is relevant to competition. We report on sales.	7, 8
	GRI 301-2: Recycled input materials used	→ 94		7, 8
GRI 302: Energy 2016	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 13–16, 18, 30, 32, 52/53, 59		7–9
	GRI 302-1: Energy consumption within the organisation	→ 32, 53, 59, 95/96		7, 8
	GRI 302-3: Energy intensity	→ 32, 95		8
	GRI 302-5: Reductions in energy requirements of products and services	→ 47		7–9

GRI standard		Page	Comments	UN GC principle
GRI 303: Water and effluents 2018	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 13/14, 28, 52, 64		7, 8
	GRI 303-1: Interactions with water as a shared resource	→ 13/14, 28, 64		
	GRI 303-2: Management of water discharge-related impacts	→ 64/65		
	GRI 303-3: Water withdrawal	→ 98		7, 8
	GRI 303-4: Water discharge	→ 98		8
	GRI 303-5: Water consumption	→ 98		
GRI 304: Biodiversity 2016	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 13/14, 17, 19, 52, 60		8
	GRI 304-1: Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	→ 60, 97	We do not report on the details for each extraction site, as this is not possible due to the large number of extraction sites involved.	8
	GRI 304-2: Significant impacts of activities, products, and services on biodiversity	→ 19, 60–62		8
	GRI 304-3: Habitats protected or restored	→ 61	We do not report the details of each protected or restored habitat, as this is not possible given the large number.	
GRI 305: Emissions 2016	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 13–18, 25–27, 32, 43/44, 46, 52–55, 62		7–9
	GRI 305-1 Direct (Scope 1) GHG emissions	→ 32, 95		7, 8
	GRI 305-2: Energy indirect (Scope 2) GHG emissions	→ 32, 95		7, 8
	GRI 305-3: Other indirect (Scope 3) GHG emissions	→ 95		8
	GRI 305-4: GHG emissions intensity	→ 32, 53, 95		8
	GRI 305-5: Reduction of GHG emissions	→ 15, 32, 43/44, 53		
	GRI 305-7: Nitrogen oxides (NO _x), sulphur oxides (SO _x), and other significant air emissions	→ 97		7, 8
GRI 306: Waste 2020	GRI 103: Management Approach 2016 (incl. 103-1, 103-2, 103-3)	→ 13/14, 52, 65		8
	GRI 306-1: Waste generation and significant waste-related impacts	→ 59, 65		
	GRI 306-2: Management of significant waste-related impacts	→ 13/14, 16, 19, 32, 46, 59, 65		
	GRI 306-3: Waste generated	–	We plan to introduce a data collection process and report this data in the future.	
GRI 307: Environmental compliance 2016	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 13/14, 35, 36, 52, 60		8
	GRI 307-1: Non-compliance with environmental laws and regulations	→ 52		8
GRI 308: Supplier environmental assessment 2016	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 13, 35, 38, 52, 66		8
	GRI 308-2: Negative environmental impacts in the supply chain and actions taken	→ 38, 66		8
GRI 401: Employment 2016	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 13, 69, 79		6
	GRI 401-1: New employees hires and employee turnover	→ 70, 99	We do not report data on new hires and employee turnover by gender and age group because the data is not available and not material to us.	6

GRI standard		Page	Comments	UN GC principle
GRI 402: Labour/ management relations 2016	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 69/70		3
	GRI 402-1: Minimum notice periods regarding operational changes	→ 70		3
GRI 403: Occupational health and safety 2018	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 13/14, 17/18, 28, 69, 71		1, 6
	GRI 403-1: Occupational health and safety management system	→ 71		
	GRI 403-2: Hazard identification, risk assessment, and incident investigation	→ 71/72		
	GRI 403-3: Occupational health services	→ 74		
	GRI 403-4: Worker participation, consultation, and communication on occupational health and safety	→ 72, 101		
	GRI 403-5: Worker training on occupational health and safety	→ 72/73		
	GRI 403-6: Promotion of worker health	→ 74, 79		
	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	→ 71, 73		
	GRI 403-8: Workers covered by an occupational health and safety management system	→ 71/72		
	GRI 403-9: Work-related injuries	→ 73, 101	We do not report on documentable work-related injuries and injuries with serious consequences, because the data is not available. We plan to introduce a data collection process and report this data in the future.	
GRI 404: Training and education 2016	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 13, 69, 74, 76/77		6
	GRI 404-1: Average hours of training per year per employee	→ 100	We do not report average training hours by gender and employee category because the data is not available. We plan to introduce a data collection process and report this data in the future.	6
	GRI 404-3: Percentage of employees receiving regular performance and career development reviews	→ 74		6
GRI 405: Diversity and equal opportunity 2016	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 69, 77–79		1, 6
	GRI 405-1: Diversity of governance bodies and employees	→ 69, 78/79, 99/100; AR 2020 p. 102ff.		6
	GRI 405-2: Ratio of basic salary and remuneration of women to men	→ 70	Our Code of Business Conduct sets out fair working conditions for all employees. Naturally, this also includes equal pay for women and men.	6

GRI standard		Page	Comments	UN GC principle
GRI 406: Non-discrimination 2016	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 14, 69		6
	GRI 406-1: Incidents of discrimination and corrective actions taken	→ 38		6
GRI 407: Freedom of association and collective bargaining 2016	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 14, 37		2, 3
	GRI 407-1: Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	→ 14, 37		2, 3
GRI 408: Child labour 2016	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 14, 37		2, 5
	GRI 408-1: Operations and suppliers at significant risk for incidents of child labour	→ 14, 37		2, 5
GRI 409: Forced or compulsory labour 2016	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 14, 37,		2, 4
	GRI 409-1: Operations and suppliers at significant risk for incidents of forced or compulsory labour	→ 14, 37		2, 4
GRI 412: Human rights assessment 2016	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 13/14, 35–38, 66		1, 2
	GRI 412-1: Operations that have been subject to human rights reviews or impact assessments	→ 37		2
GRI 413: Local communities 2016	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 13/14, 19/20, 82		1
	GRI 413-1: Operations with local community engagement, impact assessments, and development programs	→ 19/20, 82		1
GRI 414: Supplier social assessment 2016	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 13/14, 35, 38, 52, 66		2
	GRI 414-2: Negative environmental impacts in the supply chain and actions taken	→ 38, 66		2
GRI 416: Customer health and safety 2016	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 42		
	GRI 416-1: Assessment of the health and safety impacts of product and service categories	–	HeidelbergCement sells standardised products whose effects have been analysed in detail. Specific safety data sheets are required for all these products.	
GRI 418: Customer privacy 2016	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 35, 42/43		
	GRI 418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	–	We are not aware of any justified complaints regarding violations of the protection or loss of customer data.	
GRI 419: Socioeconomic compliance 2016	GRI 103: Management approach 2016 (including 103-1, 103-2, 103-3)	→ 13, 17, 35		
	GRI 419-1: Non-compliance with laws and regulations in the social and economic area	→ 38; AR 2020 p. 75/76		

Imprint

Copyright © 2021

HeidelbergCement AG
Berliner Straße 6
69120 Heidelberg, Germany

Editorial deadline

15 May 2021

Responsible on behalf of the publisher

Christoph Beumelburg,
Director Group Communication &
Investor Relations

Katharina Plonsker,
Project Management Sustainability Report

Contact

Phone: +49 (0) 6221 481-13227
Fax: +49 (0) 6221 481-13217
E-mail: sustainability@heidelbergcement.com
→ www.heidelbergcement.com

Concept and graphic realisation

akzente kommunikation und beratung gmbh
TEAMKOM Kommunikation+Design

Translation

Target Languages GmbH

Picture credits

HeidelbergCement's photographic archive;
Matthias Müller, Ilvesheim, Germany (p. 2);
HeidelbergCement AG / Steffen Fuchs,
Heidelberg, Germany (p. 6, p. 40, p. 54);
Kalle Punsvik, Narvik, Norway (p. 11);
Pete Lackner, Dallas, USA (p. 33);
PERI GmbH (p. 44); HeidelbergCement AG /
Lossen Fotografie, Heidelberg, Germany (p. 48);
Mahmoo e. V. (p. 80, 84); Greg Whitaker,
Nashville, USA (p. 91)
Pictograms: Fotolia, rotwerk visuelle
kommunikation (p. 9 and 10)

This Sustainability Report is also available
in a German-language edition.