



FAIR play

**Your guide to fairness,
awareness, inclusion
and respect**



Welcome to your guide to fairness, awareness, inclusion and respect

Building an inclusive future together

We're committed to creating an equitable workplace where every individual feels valued, respected, and included – a place where you can truly be your best self. We believe that **fairness, awareness, inclusion, and respect (FAIR)** are important aspects of our company culture. This booklet is your guide to understanding and embracing these values, helping us all move towards a future of greater equity.



What do we mean by equity?

As you'll see here, equity goes beyond equality...

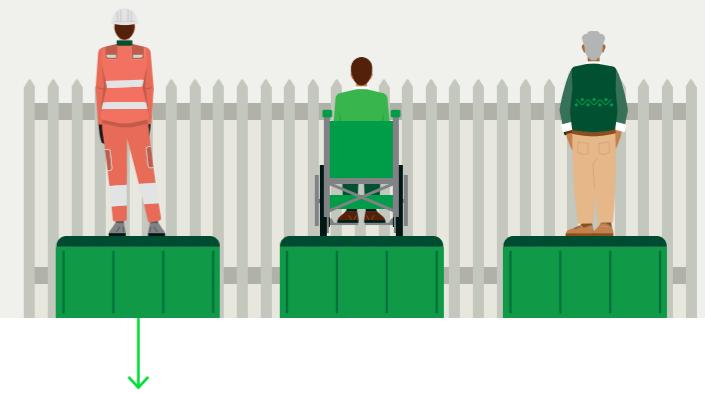
Inequality

Resources are distributed unevenly, leaving some individuals at a disadvantage.



Equality

Everyone receives the same resources, but not everyone benefits equally due to different starting points.



Equity

Resources are allocated based on individual needs, allowing everyone to reach the same level of success.



Equity is our ultimate goal. It's about recognising that we all start from different places, and through allyship and providing the right support, we can help everyone succeed. This is the journey we're on together, and we're excited to have you with us.

Introducing our FAIR committee

To support this journey, we've established the **FAIR committee** – a diverse group of individuals from across our organisation, representing different ages, genders, ethnicities, sexualities, and abilities.

This committee is empowered to drive meaningful change, ensuring that our commitment to fairness, awareness, inclusion, and respect is woven into everything we do.

The FAIR committee meets monthly, chaired by Gareth Day, our Asphalt and Contracting Managing Director, to monitor progress and hold the company accountable for its FAIR objectives.



The success of this initiative doesn't rest with the FAIR committee alone – it depends on all of us. Whether you're answering customer calls, running a concrete plant, or managing a team, **you** play a key role in making our workplace inclusive.

Our key goals include:

- Identifying and addressing FAIR challenges.
- Advising on the development of our inclusive culture.
- Promoting education and training on FAIR issues.
- Ensuring that our practices reflect the principles of equity and respect.
- Fostering relationships with external organisations that support our goals.

The **FAIR committee** works with our employee networks and communities to support them. Our networks are open for everyone to join.



A message from Gareth Day, our executive sponsor

I have the pleasure of chairing the fairness, awareness, inclusion and respect (FAIR) committee. As a group, we work to promote an inclusive culture and coordinate the activities of networks such as LGBT+, the Network of Women and the Armed Forces Network.

I really enjoy working with my colleagues on the committee who are so motivated to make a positive change. I personally believe furthering equity, diversity and inclusion is critically important for the business. It improves the environment we all work in, helps to recruit and retain talent and is closely linked to employee engagement.



Gareth Day,
Asphalt and Contracting
Managing Director,
Heidelberg Materials UK

We've come a long way in the last few years, but we need everyone to support our efforts and to ensure we have a working environment where every one of us feels valued.

Please read this booklet to find out more about what we're doing and how it might help you, I hope you find it useful.

Why we created this booklet

In a world that's constantly changing, it's natural to feel overwhelmed at times. You might hesitate to say or do something out of fear of getting it wrong. That's why we, the FAIR committee, created this booklet with **you** in mind. Inside, you'll find practical tools and knowledge to help you become a true ally to all the diverse communities within our organisation.

This booklet is an invitation to join us in creating a workplace where everyone feels they belong, where diversity is celebrated, and where every voice matters.

We hope you find this booklet inspiring and useful as you navigate your role within our company. Your feedback is important to us, and we'd love to hear what you think. Please share your thoughts by scanning the QR code at the back of this booklet.

Thank you for being a part of this journey. Together, we can make Heidelberg Materials UK a place where fairness, awareness, inclusion, and respect are not just ideals, but realities we live every day.

We cover a wide range of topics, including:

Allyship	Page 8
Microaggressions	Page 12
Ageism	Page 16
Supporting women	Page 18
Supporting men	Page 22
Empowering disabled and neurodiverse people	Page 26
Championing LGBT+ rights	Page 30
Supporting parents and carers	Page 34
Embracing multicultural communities	Page 36
Armed forces	Page 40



Allyship: being a supportive voice for everyone

What is allyship?

Allyship is about standing with and supporting others, especially those who might face challenges or discrimination that you don't. It's not about having all the answers or being perfect – it's about being there, listening, learning, and speaking up when it matters.

As an ally, you play a vital role in creating an environment where everyone feels valued and respected. Whether it's challenging stereotypes, advocating for inclusive practices, or simply being a friend who listens, allyship is about making sure no one is left behind.

What is privilege?

Privilege refers to the advantages or benefits that some people have simply because of who they are – whether that's their race, gender, sexual orientation, ability, or any other characteristic.

These advantages aren't something you've asked for or necessarily even noticed, but they can make life easier in ways you might not realise.



Examples of privilege

Gender privilege

If you're a man, you might not worry about walking alone at night or being taken seriously at work in the same way that many women do.

Racial privilege

If you're white, you might not face the same kinds of bias or discrimination that people of colour often experience.

Able-bodied privilege

If you don't have a disability, you might not think twice about whether a building has a lift or if a website is accessible to people with different needs.

Straight privilege

If you're heterosexual, you might not worry about holding your partner's hand in public, whether you can marry the person you love or where you can travel.

Societal privilege

This refers to the benefits you may have from being part of a dominant social group – whether that's due to your socioeconomic status, religion, or even the neighbourhood you live in. These advantages might include better access to education, healthcare, or simply feeling understood and accepted by society.

Having privilege doesn't mean your life is easy or that you haven't faced challenges. It simply means there are some obstacles you don't have to deal with, which others might. Recognising your privilege is a key part of allyship because it helps you understand what others might be going through.

Why is allyship important?

Allyship is crucial because it helps to level the playing field. When people with privilege use their voice and influence to support those who don't have the same advantages, it creates a more just and inclusive world for everyone.

Being an ally can also make a real difference in someone's life. Knowing that they have allies – people who care, who are willing to listen, and who will stand up for them – can be incredibly empowering for those who feel marginalised or unsupported.

Allyship is an ongoing journey, and it's something we can all grow in. It's not about being perfect, but about being present and committed to making a difference.

Being an ally means...

Listening

Take the time to listen to the experiences and perspectives of others. It's okay to admit you don't know everything – being willing to learn is what's important.

Speaking up

When you see or hear something that's wrong, don't stay silent. Whether it's challenging a harmful comment or advocating for inclusive policies, your voice matters.

Reflecting on your own biases

We all have unconscious biases that can affect how we think and act. Being an ally means recognising and working to overcome these biases.

Supporting others

Sometimes, being an ally is as simple as offering your support and standing beside someone who needs it.



“

Having a diverse and inclusive culture is important to me because it ensures we can access all the talent available to drive a sustainable and successful business. A diverse workforce accurately represents the communities we work in, and to achieve this we need to have an inclusive culture where everyone feels valued as I believe that an inclusive culture is the foundation of a thriving business. We want to celebrate differences and nurture a culture of mutual respect and create an environment where everyone can contribute their best, leading to collective success.”

Simon Willis,
Chief Executive Officer,
Heidelberg Materials UK

Microaggressions: small actions, big impact

What are microaggressions?

Microaggressions are subtle, often unintentional, comments or actions that can make someone feel like they don't belong or that their identity is less valued. These small, everyday moments can have a big impact, especially when they add up over time.

It's important to remember that even though the intent behind a comment or action might not be harmful, the effect it has on someone else can still be hurtful.

Have you ever said this?

Have you ever said something like, "You don't look gay," or asked someone, "What's your real name?" You might not have meant any harm, but these are examples of microaggressions. They can make someone feel singled out, misunderstood, or even invisible.

Over the next few pages, you'll see some common examples of microaggressions that people might encounter. It's important to reflect on these kinds of statements and consider how they might be received by others. Recognising these moments is a crucial step towards fostering a more inclusive environment where everyone feels they belong.

LGBT+ microaggressions

“ You don't look gay”

This implies that there's a certain way someone should look based on their sexual orientation, which reinforces stereotypes and can invalidate someone's identity.

“ That's so gay”

Using 'gay' as a synonym for something negative is hurtful and perpetuates the idea that being gay is undesirable.

“ What's your real name?”

Asking a trans person this question can be very invalidating, as it suggests that their chosen name isn't legitimate or respected.

“ I don't see you as...”

While this might be intended as a compliment, it can feel dismissive of someone's identity and experiences.

Gender microaggressions

“

You're too pretty to be a scientist”

This comment suggests that beauty and intelligence are mutually exclusive, particularly for women.

Interrupting or talking over a woman in a meeting

This behaviour can imply that a woman's opinions or contributions are less valuable.

“

You should smile more”

Telling women how they should look or behave reinforces gender stereotypes about female appearance and demeanour.

“

Man up”

This phrase is used to tell boys and men that they should be macho, tough and brave. It could discourage men from expressing their feelings.

“

Boys will be boys”

Implies some things are human nature for men and they have no self-control or power over their actions.

Don't assume someone's sexuality

Asking if someone has a girlfriend or boyfriend – just say partner!

Male orientated language

Terms such as 'guys' or 'lads' when addressing a group can alienate those who do not identify as male.

Always defaulting to a female in a team to make the tea or make notes

All can make female colleagues feel like they are not part of the team or are undervalued.



Cultural microaggressions

“

You're so exotic!"

This objectifies a person's appearance or background and implies they are different or unusual.

“

Can I touch your hair?"

This request can make someone feel like they are being treated as an object or curiosity rather than a person.

Mocking someone's accent

This ridicules their cultural or ethnic background.

Assuming that someone practices a certain religion based on their appearance

For example, assuming all people from the Middle East are Muslim.



Racial microaggressions

“

You speak English so well!"

This assumes that a person of a certain race or ethnicity wouldn't naturally be fluent in English.

“

Where are you really from?"

This question implies that someone who is a racial minority isn't truly from the country they reside in, even if they were born and raised there.

Clutching your bag tightly when passing by a person of colour

This action suggests that the person of colour is inherently dangerous or untrustworthy.

“

You're so articulate!"

This can be patronising, implying that it's surprising for a person of colour to be well-spoken.

Disability microaggressions

“

You're so inspiring!"

While this might seem like a compliment, it can come across as patronising, suggesting that living with a disability is an inherently heroic feat.

Speaking to a person with a disability as if they are a child

This demeans the person's intelligence or capabilities.

“

You don't look disabled"

This statement invalidates the person's experience and implies that disabilities must be visible to be real.

Ignoring a person with a disability and only speaking to their companion

This suggests that the person with a disability is not capable of communicating or making decisions on their own.



How to be mindful

It's important to think about how your words and actions might be received by others. Here are some tips to help you avoid microaggressions:

Ask yourself, "how might this feel?"

Before making a comment or asking a question, try to put yourself in the other person's shoes. How would you feel if someone said that to you?

Use inclusive language

Instead of assuming someone's gender or sexual orientation, use terms like 'partner' instead of 'boyfriend' or 'girlfriend' if you're unsure. Also, ask for and use people's preferred pronouns.

Listen and learn

If someone points out that something you said was hurtful, listen to them. Apologise, and take it as an opportunity to learn and grow. It's a chance to understand their perspective better.

Educate yourself

Spend some time learning about different identities and experiences. The more you know, the more naturally inclusive your language and actions will become.

Microaggressions, even when unintended, can make someone feel like they don't belong or that their identity is not valued. Over time, this can have a profound effect on their sense of self and their experience in the workplace or other environments.

As an ally, your words and actions can help create a space where everyone feels seen, respected, and included. By being mindful of microaggressions and making a conscious effort to avoid them, you're contributing to a more welcoming and supportive environment for everyone.

Remember, we all make mistakes, but it's how we respond to those mistakes that truly matters. By approaching this with kindness and a willingness to learn, you can help ensure that everyone feels they belong.

Ageism in the workplace

Ageism is a form of discrimination that involves prejudices or stereotypes based on a person's age. It can affect anyone, whether they're younger or older, and it often leads to unfair assumptions about an individual's capabilities, interests, or potential. We believe that age should never be a barrier to opportunity, respect, or inclusion.

Breaking down stereotypes about age

Just as with other forms of discrimination, ageism is often rooted in stereotypes – those oversimplified ideas about what people of different ages can or can't do. Here are a few common stereotypes we're committed to challenging:

For older employees

There's a stereotype that older workers are less adaptable, less tech-savvy, or not as eager to learn new things. In reality, older employees bring a wealth of experience, knowledge, and wisdom to the table. They often have a deep understanding of the industry and can offer valuable mentorship to their younger colleagues.

For younger employees

Younger workers are sometimes stereotyped as being inexperienced, uncommitted, or lacking in direction. But just because someone looks young doesn't mean they don't have valuable experience – and the reverse is also true, someone older doesn't automatically have more experience. Younger employees often bring fresh perspectives, innovative ideas, and a strong grasp of the latest technologies and trends. Their energy and drive can inspire new ways of thinking and working.

Promoting intergenerational collaboration

One of the greatest strengths of a diverse workforce is the ability to bring together people from different generations. When employees of different ages work together, they can learn from each other, share different perspectives, and combine their strengths to achieve better outcomes.

Mentorship and learning

Encourage mentoring relationships where both younger and older employees can share their knowledge and skills. This isn't just about older employees teaching younger ones, it's about mutual learning and respect.

Inclusive opportunities

Ensure that opportunities for growth, development, and leadership are available to all employees, regardless of age. Whether someone is just starting out in their career or has decades of experience, they should feel supported in pursuing their professional goals.

Valuing all contributions

Recognise that every employee, regardless of age, brings something valuable to the team. Celebrate the contributions of all age groups and encourage an environment where everyone feels appreciated for their unique strengths.

How to be an ally against ageism

We can all play a part in creating an age-inclusive workplace by challenging ageist attitudes and supporting our colleagues, no matter their age:

Use inclusive language

Avoid language that reinforces age stereotypes. For example, avoid phrases like "too old to learn" or "not experienced enough." Instead, focus on individual skills and qualities.

Challenge ageist remarks

If you hear someone making an ageist comment or assumption, gently challenge it. Encourage a more inclusive way of thinking by pointing out the strengths that people of all ages bring to the workplace.

Support career development for all

Advocate for training and development opportunities that are accessible to everyone, whether they're new to the industry or have years of experience. Everyone should have the chance to grow and advance in their career.

At Heidelberg Materials UK, we're committed to building a workplace where everyone, regardless of age, feels valued and supported. Age diversity enriches our teams and strengthens our business by bringing together a wide range of perspectives, skills, and experiences.



Remember, we all have a role to play in ensuring that ageism has no place in our company. By embracing and celebrating our differences, we create a stronger, more inclusive environment for everyone.

How to be an ally to women

Understanding gender and sex

Gender and sex are often used interchangeably, but they refer to different aspects of a person's identity.

- **Sex** typically refers to the biological differences between males and females, such as chromosomes and reproductive organs.
- **Gender**, on the other hand, is a social construct that relates to the roles, behaviours, and attributes that society considers appropriate for men and women.

It's important to recognise that gender is not binary; people can identify as male, female, both, neither, or somewhere along the gender spectrum.

Understanding this distinction is crucial in supporting all women, including transgender women, in the workplace and beyond.



Challenging gender stereotypes

Gender stereotypes are oversimplified ideas about the characteristics, roles, and behaviours of men and women. These stereotypes can limit opportunities for women and reinforce outdated norms that don't reflect the diversity and capability of individuals.

For example, the stereotype that women are more emotional or less capable in leadership roles can unfairly influence hiring and promotion decisions.

As an ally, it's essential to challenge these stereotypes whenever you encounter them and advocate for women's right to define their own identities and roles.

Addressing the gender pay gap

The **gender pay gap** is the difference in average earnings between men and women. Construction is largely a male dominated industry, including our own, which means women are under-represented in senior/leadership roles which does impact our pay gap. In the past, women have faced barriers throughout hiring and career advancement processes. Here at Heidelberg Materials UK, we are striving for a more diverse workforce at all levels which goes beyond the gender balance.

We are committed to transparency and equality in pay. We run a yearly gender pay gap report and regularly review our compensation practices to ensure that women are compensated fairly for their work.

Recognising parental and caring responsibilities

Women are often disproportionately affected by parental and caring responsibilities, which can impact their career progression and earning potential. Balancing work and family life can be challenging, especially in a male-dominated industry where traditional gender roles are still prevalent.

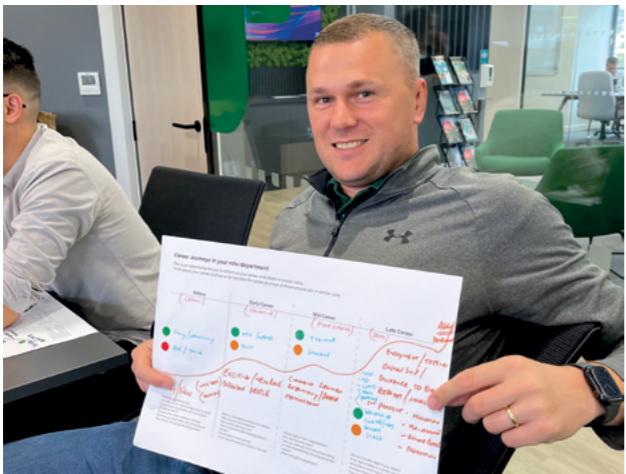
As an ally, you can support policies that promote shared parental leave, flexible working arrangements, and equal opportunities for career advancement. Encourage a workplace culture that values and supports all employees, regardless of their family responsibilities.



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Every individual's value drives our innovation and success. Our new ED&I booklet reflects our commitment to a fair, inclusive workplace. We're on this journey together, learning and growing as a team.”

Clare Mayo,
HR Director,
Heidelberg Materials UK



EDI Service Design Workplace Oct 2023

Understanding imposter syndrome

Imposter syndrome is a psychological pattern where individuals doubt their accomplishments and have a persistent fear of being exposed as a 'fraud.' It's particularly common among women, especially in male-dominated fields. Women with imposter syndrome may feel they don't deserve their success or that they've only achieved it through luck, not their abilities.

As an ally, offer encouragement and recognition of the achievements of women in your workplace. Validate their successes and help create an environment where women feel confident and valued for their contributions.



NOW Networking Day 2024



Our Network of Women (NOW)

We are committed to supporting and empowering women in our organisation. In 2019, we formed our **Network of Women (NOW)** as a community and resource centre where women can find a safe space to discuss challenges and share inspirational activities throughout the year.

How to be an ally

Here's how you can be an ally to women in the workplace and beyond:

Challenge stereotypes

Speak out against gender stereotypes that limit opportunities for women. Encourage a culture where everyone is free to express their true selves.

Support work-life balance

Encourage policies that allow for flexible working arrangements and shared parental leave, recognising the diverse needs of all employees.

Validate achievements

Offer encouragement and recognition to women who may be experiencing imposter syndrome. Help create a culture where women's contributions are celebrated.

Promote gender equality

Advocate for systemic changes that challenge the patriarchy and promote equality in leadership, decision-making, and opportunities.

Your support as an ally to women is essential in creating a workplace where everyone can thrive, regardless of gender. By challenging stereotypes, advocating for equality, and supporting women's voices, you help to break down barriers and build a more inclusive environment.

Being an ally to women is about taking action, offering support, and standing up for equality. Whether it's joining our Network of Women (NOW) or simply being a voice for change, your involvement makes a difference. Together, we can create a future where gender equality is the norm, not the exception.

Challenge the patriarchy

The **patriarchy** refers to a social system where men hold primary power and dominate in roles of political leadership, moral authority, and control of property. This system can create barriers for women, limiting their opportunities and reinforcing inequality.

Challenging the patriarchy involves advocating for systemic change, supporting women in leadership roles, and promoting policies that foster gender equality. It's about ensuring that women have the same opportunities and rights as men in all areas of life.

In an industry where women represent around 22 per cent of the workforce **NOW** provides essential support and connection.

Supporting men in the workplace

Understanding men's mental health

Mental health is a vital part of our overall wellbeing, and it's something we all need to take care of – especially our male colleagues, who often face unique challenges.

Did you know that globally, men account for about 75 per cent of all suicides?

In the UK, men are sadly three times more likely to die by suicide than women. This is even more pronounced in industries like construction, where male workers are also three times more likely to die by suicide compared to the national average for men.

These are difficult statistics, and they highlight the importance of creating a work environment where everyone feels comfortable asking for help and talking about their struggles.



Breaking down harmful stereotypes

Unfortunately, many men still feel pressure to conform to outdated stereotypes – like needing to be 'strong,' 'stoic,' or 'macho' all the time. These expectations can make it hard for men to express their emotions, ask for help, or take on roles that society may unfairly label as 'girly'.

But the truth is, being open, vulnerable, and supportive isn't a sign of weakness – it's a sign of strength. We want to encourage all our colleagues to break free from these harmful stereotypes and embrace a more positive and inclusive way of thinking.

Expressing emotions

It's okay to show your feelings. Whether you're happy, sad, stressed, or excited, we're here to support you.

Seeking help

If you're going through a tough time, know that it's okay to reach out. We all need help sometimes, and there's strength in asking for it.

Being yourself

Enjoy what you enjoy, do what makes you happy, and don't worry about fitting into a mould. We celebrate you for who you are.



Promoting work-life balance and caregiving roles

Balancing work and family life is important for everyone, and that includes men. Whether it's taking parental leave to bond with a new baby, adjusting your schedule to care for a loved one, or simply taking time off to recharge, we want all our colleagues to feel supported in these roles.

Parental leave

We encourage all parents, including fathers, to take the leave they're entitled to and spend that precious time with their families.

Caregiving roles

Taking care of a child, an elderly parent, or a family member in need is a role that deserves recognition and support. It's a part of life, and we're here to help you manage it.

Flexible working

If you need flexibility in your work hours, don't hesitate to explore the options available to you. Your wellbeing and your family's wellbeing are important to us.

Men as allies in creating an inclusive workplace

Men have an essential role in helping to build a workplace where everyone feels included and valued. By standing up for equality, challenging unfair practices, and supporting your colleagues, you can make a big difference.

Here's how you can be a great ally:

Support your colleagues

Be there for your teammates, especially those from under-represented groups. A little support can go a long way.

Challenge stereotypes

If you hear someone saying something that reinforces harmful stereotypes, speak up. Let's work together to create a space where everyone can be themselves.

Advocate for fair policies

Whether it's equal pay, parental leave, or mental health support, push for policies that make our workplace fairer, more inclusive and equitable for everyone.

How we can support you

We want Heidelberg Materials UK to be a place where everyone feels supported and valued. If you're facing challenges or just need someone to talk to, remember that you're not alone. We're here to help.

Let's work together to create an environment where all of us can thrive, feel confident, and bring our best selves to work every day.

How to be an ally to the disabled and neurodiverse community

Understanding disability

Disability is a broad term that encompasses a wide range of identities, experiences, and abilities. It refers to a physical or mental impairment that significantly and long-term affects a person's ability to carry out everyday activities.



Disabilities can include...

- **Physical conditions**
- **Injuries** (e.g. broken bones)
- **Chronic health conditions**
(e.g. autoimmune diseases, organ failure)
- **Temporary impairments**
(e.g. recovery from surgery)
- **Side effects of medical treatment**
(e.g. cancer treatment, medication)

Not all disabilities are visible, and it's important to recognise that someone's disability may not be immediately apparent. The Sunflower Lanyard Scheme is one way to identify individuals with hidden disabilities.



Understanding neurodiversity

Neurodiversity is a term that embraces the natural variations in how people's brains function and how they behave.

Neurodivergent individuals may experience differences in areas like organisation, focus, time management, and perception. However, these differences often come with unique strengths, such as creativity, exceptional verbal skills, and detailed processing.

Examples of neurodivergence:

- **Dyscalculia**
- **Dyslexia**
- **Dyspraxia**
- **ADHD**
- **Autism Spectrum Disorder**
(including Asperger's Syndrome)
- **Tourette's Syndrome**

How to be an ally

Educate yourself

Follow news stories and social media accounts of disabled and neurodivergent individuals to broaden your understanding.

Support visible initiatives

Back efforts like the Sunflower Lanyard Scheme to acknowledge and respect invisible disabilities.

Ask before helping

Always ask before offering assistance to ensure it's welcome and appropriate. Sometimes the best help is simply being respectful and understanding.

Check in with colleagues

Regularly ask team members if they need any specific adjustments to perform their work effectively. This can make a big difference in their day-to-day experience.

Be flexible

Offer time for medical appointments and consider flexible working arrangements to accommodate individual needs.

Recognise hidden disabilities

Understand that disabilities aren't always visible and avoid making assumptions.



What to avoid

Don't judge by appearance

Never make assumptions about someone's abilities based on how they look or because they don't have a visible disability.

Avoid harmful comments

Remarks like "You don't look disabled" can be hurtful and dismissive of someone's lived experiences.

Respect privacy

It's inappropriate to ask for proof of someone's disability. Trust what they share with you.

Don't pigeonhole

Avoid defining someone solely by their disability or neurodiversity. Everyone has a unique identity beyond these characteristics.

Disability as a social construct

It's important to understand that disability is often shaped by societal structures that aren't designed to accommodate everyone. This is rooted in ableism – a form of discrimination against people with disabilities.

Neurodivergent individuals, for example, may face mental health challenges not because of their neurodiversity, but because their differences aren't accommodated. This lack of understanding can lead to frustration, low self-esteem, anxiety, and depression.

We are committed to fostering an inclusive culture where everyone, regardless of their abilities, has access to the same opportunities without needing to request adjustments. By making necessary accommodations and promoting understanding, we can support all employees to thrive in the workplace.





How to be an ally to the LGBT+ community

Imagine navigating a world where your very identity is questioned, misunderstood, or even rejected. For many in the LGBT+ community, this is a daily reality. As an ally, your role is to stand beside these individuals, offering support, understanding, and advocacy. But where do you begin?



What is the LGBT+ community?

The LGBT+ acronym represents more than just letters; it stands for real people with unique experiences and stories:

Lesbian

Women who are sexually or romantically attracted exclusively to other women.

Gay

Men who are sexually or romantically attracted exclusively to other men, though some use the term to describe anyone who loves someone of the same gender.

Bisexual

People who are sexually or romantically attracted to more than one gender.

Transgender

Those whose gender identity doesn't align with the sex they were assigned at birth.

These identities are just the start. The '+' symbol signifies a spectrum of orientations and identities, acknowledging that human diversity goes far beyond what can be easily categorised.

Despite significant progress towards equality, members of the LGBT+ community still face various challenges:

Everyday discrimination

Many people encounter subtle and overt biases, from casual comments to outright exclusion.

Legal inequalities

In many parts of the world, LGBT+ individuals are not just denied rights, but their very existence is criminalised. In numerous countries, same-sex relationships are illegal, with severe punishments ranging from imprisonment to, in some cases, even the death penalty.

Misconceptions and stereotypes

Harmful myths continue to shape how members of the community are viewed and treated.

Bristol Pride 2024



Bristol Pride 2024



The heart of allyship: what it really means

Being an ally is more than just a label – it's a commitment to action. Here's how you can make a meaningful difference:

Educate yourself

Take the time to learn about LGBT+ experiences. Understanding the issues they face is the first step towards offering meaningful support.

Use your voice

Speak up when you encounter something that's not right. Whether it's challenging a harmful stereotype or advocating for inclusive policies, your voice is powerful.

Respect pronouns

Asking for and using someone's correct pronouns shows respect for their identity. It's a simple but powerful way to offer support.

Common mistakes to avoid

Even with the best intentions, it's easy to make mistakes. Here's what to watch out for:

Assuming identities

Don't assume someone's sexual orientation or gender identity based on their appearance or behaviour.

Using the wrong terms

Language matters. Avoid outdated or offensive terms, and never deadname (use someone's previous name) or misgender someone.

Overstepping boundaries

While it's great to be supportive, remember to respect privacy. Not everyone is comfortable discussing their personal life.

When someone trusts you with their truth

If someone comes out to you, they're placing their trust in you. Here's how to handle it with care:

Listen

Sometimes, the most important thing you can do is simply listen. Let them share their story at their own pace.

Affirm

Acknowledge their courage and offer your support. A simple "Thank you for trusting me" can mean the world.

Respect privacy

Keep what they've shared confidential. Coming out is a personal journey, and it's up to them who they tell.

Why your allyship matters

Your support as an ally isn't just about doing what's right – it's about creating a world where everyone can live authentically and without fear. We believe in a future where inclusivity is the norm, and we're proud to have allies like you leading the way.

So, take that first step. Educate yourself, speak up, and be the change. Your journey as an ally starts now, and it's a journey that can make a lasting impact on the lives of those around you.

How to be an ally to parents and carers

Understanding the challenges

Being a parent or carer is a rewarding experience, but it also comes with unique challenges – balancing work, family responsibilities, and personal wellbeing can be overwhelming. Parents and carers often face pressures that others may not, such as finding reliable childcare, managing school runs, or caring for elderly relatives or those with special needs. As an ally, your support can make a significant difference in helping them navigate these challenges with greater ease.

What it means to be a parent or carer

Parents and carers include anyone who provides regular care and support to children, elderly family members, or individuals with disabilities or long-term health conditions. This role can be both fulfilling and demanding, and it's important to recognise that their responsibilities often extend beyond typical working hours.



How to be an ally

Here's how you can offer meaningful support to parents and carers in your workplace and community:

Listen and empathise

Sometimes, simply listening can be a great support. Show empathy when colleagues talk about the challenges they face as parents or carers. Acknowledging their experiences helps create a more supportive environment.

Offer practical support

If you're in a position to do so, consider how you can help make their workday easier. For example, for colleagues working part-time, have a team meeting on a day where everyone can attend if possible.

Create an inclusive culture

Ensure that company events and activities are inclusive of parents and carers. Consider offering family-friendly options or scheduling events at times that are more convenient for them.

Common mistakes to avoid

Don't assume

Avoid making assumptions about someone's commitment to their job based on their status as a parent or carer. They are just as dedicated, even if they have different constraints.

Avoid comparing

Try not to compare your experiences with theirs, especially if you don't have similar responsibilities. Everyone's situation is different, and comparisons can sometimes feel dismissive.

Respect boundaries

Understand that parents and carers might not want to discuss their family responsibilities in detail. Respect their privacy and don't press for personal information.

Why your allyship matters

Your support as an ally can help create a workplace where parents and carers feel valued and understood. By recognising their unique challenges and offering practical support, you contribute to a more inclusive and compassionate environment.

This not only benefits them but also strengthens the entire team, fostering a culture where everyone has the opportunity to thrive.

Acknowledging the invisible struggles: infertility and miscarriage

It's also crucial to recognise that the journey to parenthood isn't always straightforward. Some colleagues may be dealing with infertility, undergoing fertility treatments, or coping with the loss of a pregnancy through miscarriage. These experiences can be deeply personal and often carry emotional and physical tolls that are not immediately visible.

As an ally, being sensitive to these experiences is important...

Offer compassion, not assumptions

Avoid making assumptions about why someone doesn't have children or why they may be taking time off. They could be dealing with infertility or recovering from a miscarriage, which are both deeply personal and challenging experiences.

Be mindful of your words

Comments like "When are you having kids?" or "You'll understand when you have children" can be hurtful. It's important to recognise that not everyone's journey to parenthood is straightforward, and some may be struggling silently.

Provide support without prying

If someone chooses to share their experience with you, offer your support without pressing for details. A simple "I'm here if you need anything" can be comforting without being intrusive.

How to be an ally to multicultural communities

Our workplaces and communities are enriched by the diverse backgrounds of people from various races, ethnicities, and cultures. However, alongside this diversity, we must also acknowledge and address the realities of racism and inequality.

Racism – whether overt or subtle – can create significant barriers for people of colour (POC), affecting their sense of belonging and their opportunities. As an ally, your role is to support individuals from all racial and ethnic backgrounds by standing against racism, recognising privilege, and advocating for equity and inclusion.

What is ethnicity and race?

Ethnicity refers to a group of people who share a common cultural heritage, language, or ancestry. It shapes a person's identity and sense of belonging.

Race is a social construct that categorises people based on physical characteristics such as skin colour. Though race has no scientific basis, it has profound social implications, particularly regarding discrimination and privilege.



Recognising white privilege is an essential part of allyship because it helps you understand the systemic advantages that exist and how they can impact people of colour. It's not about guilt, but about awareness and using that awareness to support equity.

What is white privilege?

White privilege refers to the unearned advantages that white people may have in society simply because of their race. This doesn't mean that white people's lives are without challenges, but it does mean that they often do not face the same barriers or discrimination that POC encounter.

Examples of white privilege might include:

Representation

Seeing people of your race widely represented in media, leadership positions, and the workforce.

Presumption of innocence

Being less likely to be unfairly targeted or presumed suspicious by law enforcement or security personnel.

Cultural norms

Having your cultural norms and practices seen as the default or 'normal,' while others are considered 'exotic' or 'different.'

How to be an ally

Being an ally to multicultural communities involves actively working to combat racism and support racial and ethnic equity. Here's how you can make a difference:

Educate yourself about racism

Learn about the history and current realities of racism, both globally and in your local context. Understanding systemic racism is key to being an effective ally.

Listen to people of colour

Give space for POC to share their experiences without interruption or defensiveness. Listening is a powerful act of allyship.

Challenge racist behaviour

If you witness racism – whether it's a harmful joke, a discriminatory policy, or an unfair practice – speak up. Your voice can help to dismantle racist structures.

Report discrimination

Our company has a zero-tolerance policy (see our Dignity at Work Policy) towards racism and discrimination. If you witness or experience any form of racism or discriminatory behaviour, report it immediately.

Reflect on your own biases

We all have unconscious biases that can affect our actions and decisions. Regularly reflecting on and challenging these biases is crucial for personal growth and allyship.

Use your privilege for good

Leverage any privilege you may have to amplify the voices of POC and support efforts to combat inequality.

Common mistakes to avoid

When working to be an ally to multicultural communities, be mindful of these potential pitfalls:

Don't downplay experiences of racism

Avoid dismissing or minimising the experiences of POC. Statements like "I don't see race" or "Everyone is the same to me" can be well-intentioned but may invalidate the lived realities of others.

Avoid tokenism

Don't include or highlight someone simply because of their race or ethnicity. Ensure that recognition is based on merit and that diversity is genuinely valued.

Don't rely on POC to educate you

While it's important to listen to the experiences of POC, don't expect them to educate you about racism. Take the initiative to learn on your own through reading, attending workshops, and engaging with diverse media.

Your allyship is crucial in creating a workplace and society where everyone, regardless of race or ethnicity, feels valued and respected. By acknowledging the challenges faced by POC and using your voice to advocate for change, you help to break down barriers and build a more equitable world.

Being an ally to multicultural communities is an ongoing journey that requires commitment, self-reflection, and action. Start by educating yourself, challenging racism when you see it, and using your privilege to uplift others.





Armed forces liveried ready-mixed concrete truck



Armed Forces Day at Syston

How to be an ally to the armed forces community

Recognising the value of the armed forces community

The armed forces community, including veterans, reservists, cadet instructors, and their families, brings a wealth of experience, skills, and values to the workplace. These individuals have served their country with dedication, often facing challenges and making sacrifices that are not always visible to others.

Our commitment: the Armed Forces Covenant

We are proud to have signed the Armed Forces Covenant, which underlines our commitment to those who serve or have served and their families. We are honoured to have achieved Silver under the covenant's Employer Recognition Scheme (ERS) and are working towards Gold, to ensure those from the community are treated with fairness, respect and understanding in our workplace.

The Armed Forces Network: connecting and supporting

Our Armed Forces Network provides a place for our employees with military backgrounds to connect, enjoy the camaraderie ingrained in the military, share stories and support each other. The network also organises events and initiatives to celebrate and honour the armed forces community including Armed Forces Day and Armistice Day.

As an ally, your role is to support and recognise the unique contributions and needs of those who have served in the military.

How to be an ally

Supporting the armed forces community is about recognising their unique experiences and contributions and advocating for their needs within the workplace. Here's how you can be an effective ally:

Understand their experiences

Take time to learn about the challenges and strengths of those who have served in the military. This understanding fosters respect and appreciation for their contributions.

Participate in armed forces events

Engage with events and initiatives organised by the Armed Forces Network. These activities provide opportunities to learn, show support, and connect with colleagues from military backgrounds.

Support flexible working

We recognise that reservists and cadet instructors may need time off for training or deployment. That's why we actively support flexible working arrangements that accommodate these important commitments.

We also grant up to two weeks' paid leave for reservists and cadet instructors attending recognised camps and annual training to fulfil their obligations.

Acknowledge the transition to civilian life

Transitioning from military to civilian life can be challenging. Offer support by being patient, understanding, and open to discussing how you can assist in making this transition smoother.

Advocate for recognition and support

Ensure that the contributions of armed forces members are recognised and that any specific support they need is provided. This could include mental health resources, career development opportunities, or other forms of assistance.

Your support as an ally to the armed forces community is vital in creating a workplace where veterans, reservists, and their families feel valued and understood.

By recognising their unique contributions and advocating for their needs, you help to build an inclusive environment that honours their service and supports their transition to civilian life.



Cadet Movement - Ten Tors 2024

How you can support the armed forces

Sign up to the Armed Forces Covenant

The Armed Forces Covenant is a promise to acknowledge and understand those who serve or have served in the armed forces and their families including the bereaved.

Why should you sign the covenant?

Show your support for the armed forces community.

Promote fairness in your workplace and services and attract skilled talent, such as veterans and reservists who bring valuable experience.

How to sign the covenant

Email the Defense Relationship Manager at wx-reed2@rfca.mod.uk and request a pledge certificate.

Sign the certificate privately or at a ceremony and put it on display to show your commitment.

What are you committing to?

Ensuring no one in the armed forces community faces disadvantage and providing extra support for the injured or bereaved if needed.

What are the benefits to employers?

- **A skilled and motivated workforce.**
- **Enhanced company reputation.**
- **Use the covenant logo on promotional material.**
- **Eligibility for the Employee Recognition Scheme (ERS)** – see next column.

Other ways to support

- **Offer guaranteed interviews to veterans.**
- **Recognise military qualifications.**
- **Provide flexible working for reservists.**
- **Promote your business as forces friendly.**

Employee Recognition Scheme (ERS)

The ERS recognises employers who have signed the covenant to support the armed forces community through three award levels: bronze, silver and gold.

- **Bronze** – Intent to support
- **Silver** – Demonstrate your support
- **Gold** – Advocate your support



Who can apply?

The ERS is open to all public and private sector employers including local councils, NHS trusts and the emergency services.

Why you should get involved

Publicly show your support for the armed forces community, attract skilled talent and inspire other organisations to follow your lead.

How to get involved

Start with by gaining a Bronze by pledging support, and progress to Silver or Gold by demonstrating deeper commitment to the armed forces.

Use the Career Transition Partnership (CTP) and Forces Families Jobs (FFJ) to recruit service leavers.

Extra support

- **Access guidance and FAQs at armedforcescovenant.gov.uk**
- **Join the ERS LinkedIn group for updates and networking**

Working together

Throughout this booklet, we've talked about the importance of community, support, and inclusivity. Now, we want to celebrate some of the moments that have brought us together as a team. Here's a snapshot of some of our most memorable events – Pride celebrations, volunteering days, and other key moments that have helped shape our culture.



Bristol Pride 2024



Receiving our silver award for the Defence Employer Recognition Scheme 2023



NOW International Women's Day 2024



Bee apiary - Ketton 2024



Volunteering at The Bridge - Homelessness to Hope 2024



Family fun day 2024

Listen to our podcast

If you haven't already, be sure to check out our podcast **Let's Talk**, available on Spotify. Each episode features candid conversations with colleagues from across the business, discussing topics that matter to us all – diversity, inclusion, career growth, and more.



Scan the QR code or [click here](#) to hear our 'Let's Talk' podcast on Spotify.

Careers at Heidelberg Materials

We offer a wide range of career pathways in both operations and corporate roles along with graduate and apprenticeship programmes and internships. We are committed to decarbonising our business and using the latest digital technology and lean methodologies to help us achieve our sustainability goals and drive us to be more efficient.

Join us and you'll earn a great salary and gain the skills, knowledge and experience to succeed in our industry and business. You'll also have the chance to further your career ambitions through our extensive training and development programmes.

Employee benefits include company pension, bonus schemes, health and wellbeing support, maternity and paternity leave, volunteering days and staff discounts.

Apprenticeships and higher apprenticeships



Scan the QR code or [click here](#) to apply for our level 2 and 3 apprenticeships in:

- **Mechanical**
- **Electrical**
- **Carbon Capture**
- **Laboratory**
- **Mobile Plant**

Or apply for our higher apprenticeship programmes in:

- **Quantity surveying technician (level 4)**
- **Construction site supervisor (level 4)**
- **Mineral products technician (level 5)**
- **Construction quantity surveyor degree (level 6)**

Internships

Scan the QR code or [click here](#) to explore our internship programmes:



- **Graduate and undergraduate placements**
- **Gain insight into the building materials industry**
- **Further opportunity to join our graduate scheme**
- **Get actively involved in exciting projects**
- **Develop skills, knowledge and expertise**
- **Work with highly skilled professionals**

Graduate trainee manager programmes

Scan the QR code or [click here](#) to apply for our graduate trainee manager programmes in:



- **Operations (two years)**
- **Cement (three years)**

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