



The right mix

Addressing the "S" of ESG for concrete batch plants – putting people at the centre of investment decision-making

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Contents

Foreword	03
What is the industry trying to achieve?	04
Challenges	07
Feedback from the industry	08
The concrete plant – a lever to improve wellbeing for staff	10
Widening the decision making framework	12
Case studies	13
CAPEX - Designing the plant with health in mind	13
OPEX – Using maintenance as an opportunity to improve staff wellbeing	15
What do we recommend?	18
Conclusion	19

Foreword

Over the past decade, the concrete industry has made significant progress in ensuring that its approach to environmental, social and governance (ESG) is comprehensive and robust, especially from an environmental perspective.

Certification to ISO14001, ISO50001 and BES6001 is commonplace and illustrates the strength of commitment to systematic management and reduction of wastes, water, energy and the resultant emissions.

Tackling sustainability challenges is particularly pertinent in an industry that contributes 7.7 million tonnes of carbon dioxide to the atmosphere equivalent to 1.5% of the UK's overall total emissions.1

There have been some considerable improvements in concrete production methods and technologies in terms of its carbon footprint, particularly concerning developments in cement production – a topic of focus in the Why Sustainability is a Concrete Matter² whitepaper we launched during 2023.

Typically, our customers are motivated by the quality of our products, service, and our 'Make it better' approach to process efficiency across each stage of concrete production. The added focus

on carbon reduction has also been witnessed in recent years.

As a further inroad into delivering sustainability in the concrete sector, we are increasingly aware that our customers are documenting and communicating commitments to the "S" of ESG - investing beyond ensuring the safety of their employees, into those teams' wellbeing and ultimately creating social value.

Health and safety remains the priority for all responsible operators in the concrete industry – as evidenced by the MPA's 'The Fatal 6'. However, with a developing understanding of the positive impact high-quality workplace conditions can have on colleagues'

motivation, productivity and loyalty, companies are looking to invest.

In our view, the foundation of social responsibility in the workplace will always be the elimination of hazards. Removing people from positions of danger is an essential building block towards a better working environment.

Following basic hazard reduction comes the avoidance of repetitive, unpleasant and unnecessary tasks. These are routine jobs of cleaning-up and making good, compensating for under investment in plant but drawing down the goodwill of colleagues who daily go above and beyond for the company. At ConSpare, we see these activities everyday across the 2,000 concrete plants in the UK and the effect it has on those undertaking this work. Through good plant design and the purchase of well-engineered, highquality equipment, many dangerous and tedious activities which are currently commonplace can be eliminated.



James Bullock. CEO, ConSpare, and President of the Materials **Handling Engineers' Association (MHEA)**

- 1 https://constructionmanagement. co.uk/bsi-concrete-standardchanged-to-promotedecarbonisation/
- 2 https://conspare.com/content/ uploads/2023/12/ConSpare-Whitepaper-Mar23.pdf









Foreword (continued)

Investment in hazard reduction through better production equipment can improve colleagues' physical and mental health. This can result in them being more equipped to engage in out-of-work activities with friends and family. That, in turn, can create social value as they contribute further to the economy and potentially lessen the burden on the health service.

We speak – and listen – to concrete production teams across all levels of the industry. From those conversations we believe there is a real opportunity for wholesale improvements that make a substantive difference to people's lives and society.

We know first-hand that there is material benefit to be gained through investing in a quality working environment. At ConSpare, through offering the best workplace experience, we see a resulting 9.5 years' average service, which gives the company a wealth of knowledge and expertise that directly benefits our customers.

Social Value

Wellbeing

Healthy, happy and motivated staff

Safety

Hazard elimination

What is the industry trying to achieve?

New health and safety policies have been introduced across the industry to reflect the changing working environment - putting staff wellbeing at the heart of decision-making.

The British Safety Council's recently launched 'Health, Safety and Wellbeing Manifesto', to coincide with the 50th anniversary of the Health and Safety at Work Act (1974), noted that:





The UK lost an estimated 32.5 million days to work-related ill health and non-fatal workplace injuries in 2022/23, with sickness and illness having reached a 10-year high.

The estimated costs associated with workplace sickness and ill health range from £20 billion to £77.5 billion. ***





Meanwhile, the Mineral Products Association (MPA) also has a strong focus on wellbeing, with its 'Vision Zero - Safe & well every day' message.

By improving its social awareness and management approach, a concrete production business is likely to bring as much value across its operations as using a more efficient mixer, or a more accurate measurement of moisture in the hopper.

There has never been a more appropriate time to consider how more effective equipment can bring a better workplace experience for those working on concrete production sites every day.

It's time to ensure that the "S" doesn't become the forgotten part of ESG, and to start putting people at the centre of investment decision-making.

Key social commitments from the industry



Aggregate Industries

Healthy Workplace

Design with health in mind, preventing ill health, promoting good health, happiness and wellbeing.

Striving to be healthier at work, by eliminating harmful exposure to health hazards and by offering support, advice and healthy choices at work.

It's about more than Health & Safety – it's about taking care of colleagues' wellbeing and providing a workplace in which colleagues can feel healthier, happier and able to thrive so we can all enjoy life now and in the long term.

Cemex

Cemex seeks a better future for employees, customers, shareholders, investors, suppliers, and the communities in which we live and work. We foster employability, diversity and inclusion, resilient and sustainable cities and communities. health and safety, respect human rights to help safeguard our people, communities, supply

chain, and everyone who interacts with our company. We put Health and Safety first, with a high impact social strategy to drive economic health, inclusion and climate justice.

Tarmac

At Tarmac, we strive to create a culture that enables positive wellbeing. Wellbeing is the feeling of being happy, healthy and comfortable, and this can mean different things to different people. It is important for us to remember wellbeing isn't just about mental health, it is affected by several different elements, including physical, social and financial wellbeing. We want to build an environment where everyone feels supported, informed and energised to perform at their best – and having positive wellbeing is one of the ways we can achieve this.





MPA's Fatal 6 (Q



Mitigating the high consequence hazards in the mineral products industry - 94% of fatalities in the industry fall within these six common themes.

What are 'The Fatal 6'?

- · Contact with moving machinery and isolation
- Workplace transport and pedestrian interface
- · Work at height
- · Workplace respirable crystalline silica (RCS)
- · Struck by moving or falling object
- Road traffic accidents

Vision Zero is built around eliminating the causes of 'The Fatal 6'. The strategy is to focus on these hazards in the work environment and, through a wide range of measures, achieve zero serious incidents or fatalities associated with 'The Fatal 6' by 2025.

World Economic Forum report: The rise of the 'belief-driven' employee¹

Those leaving want shared values and better lifestyle fit, more than higher pay.

Percent of those who are currently changing jobs who say each is a reason why they are leaving/looking to leave.

Better fit with my values

59%

· Want a job that's more personally fulfilling

· Want to go where they feel more valued

Net agreement, in rank order

- · Want something entirely new
- · Want more continuous learning
- Want a more socially engaged organization
- · Want a more inclusive culture

Better fit with my lifestyle

50%

- · Want better work-life balance
- · Want a job less likely to lead to burnout
- My employer requiring that I return to an office
- Want a safer workplace
- · Too difficult or unsafe to work in the country where I was/am employed

Better compensation or career advancement

31%

- Looking to earn more money or get better benefits
- · Looking to move up and advance my career

Least likely to be a reason for leaving

2021 Edelman Trust Barometer Special Report: The Belief-Driven Employee. ATT_WHY. Which of the following best describe the specific reasons why you have left, or are looking to leave, your current job? Pick up to three. Question asked among those who have or plan to alter their current employment situation (JOB_ATT/2-4;6). 7-mkt avg. "Better fit my values" is a net of attributes 4, 7, 8, 10, 11, 17; "Better fit for my lifestyle" is a net of attributes 3, 5, 6, 15, 18; "Better compensation or career advancement" is a net of attributes 1 and 2. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

1. Taken from https://www.weforum.org/agenda/2021/09/corporate-values-employee-motivation-employee-activism/



Challenges

The construction industry is currently battling on several fronts, with the longterm impacts of the Coronavirus pandemic, supply chain issues caused by the war in Ukraine and rapid inflation battering the UK economy - creating a perfect storm of challenges. At the time of writing, the slow-down in housing starts is making market conditions particularly challenging.







Despite these issues, sustainability and related ESG processes are areas where real progress is being made. Some of this movement has been stimulated through government and investor pressure, with the latter being an explicit reference to the link between environmental and social investments and long-term financial performance.

In our foreword, we discussed the growing focus on the 'social' element of ESG, but what does that mean for the concrete industry in general, and production plants in particular?

Put simply, it is about improved, safer and cleaner conditions on site, and the benefits this brings to those working there.

We routinely hear about the frustration over a concrete batch plant that is often both low- and high-tech at the same time. Modern plant controls are highly digitised with slick user-interfaces – poles apart from the manual pushbuttons and levers of the past. However, due to the practical challenges of producing concrete, daily problems need resolving. For example, if material becomes

lodged in hoppers or chutes, it routinely requires manual mechanical intervention with hammers, pry bars and similar – neither a safe nor enjoyable experience. It is no surprise that working conditions are a major concern for both leaders and operatives in the industry.



To add complexity, no two concrete batch plants are the same, making generic changes difficult and a one-size-fits-all approach almost impossible. The localised nature of raw material supply means that every plant has its own unique fingerprint, with bottlenecks likely to occur in a variety of different parts of the production process.





Feedback from the industry

When equipment underperforms, people pick up the slack

We interviewed a cross section of customers, from plant supervisors to senior managers, for their assessment of the challenges that site staff face and how it impacts their wellbeing.



The life of a plant supervisor...



"You feel like you're constantly fighting the plant."

"Our daily task list involves shovelling spillage under the belts, cleaning dust filters, undertaking material moisture checks and washing down the yard - all of which takes around three hours a day.

The biggest challenge is cleaning the mixers. Our washout systems don't perform well and leave considerable build-up at the end of each working day, requiring manual cleaning with a high-pressure lance. If time allows, we can keep on top of it, but the plant is so busy it sometimes makes it impossible, resulting in regular four-to-five hour deep cleans.

I don't mind hard work, but it's the nature of the work that has the biggest impact on your motivation.

Getting bogged down with tasks which are avoidable and just waste your time. This type of work is unpleasant and stressful, and the tasks are far more draining - that's what grinds you down.

Our team consistently faces long, hard days. The hours I have had to work is a real problem, and it does have a big impact on my home life - I never see my partner.

In my experience, buying the right kit that does the job and solves the problem saves loads of time and leads to better working conditions for me and my team."

Views from a national maintenance and manufacturing manager...



"Coordinating best practice roll-out is challenging."

"I am a member of our National Lean Council, which is committed to eradicating non-productive tasks that don't add value. In my eyes, there is a direct link between implementing lean principles and improving the quality of life of our teams.

We carried out a survey of our plant managers to find out what was causing the biggest problems for them on a day-today basis. Constantly having to clean-up under conveyors was identified as the biggest issue across the business.

Ultimately, it's an avoidable task that doesn't add value and affects morale.

To some extent it's surprising, as there are examples of plants with best practice which have largely resolved the problem. This highlights the fact that one of the challenges we face is how we coordinate to roll best practice out across a large, geographically spread business."

Views from a regional manager...



"Retaining talent is a huge problem."

The last decade has seen a significant increase in awareness around ESG. People are at the centre of our business' approach, and our ESG policies now give our team real prominence – something that has had a massive impact across the company.

The employment market is currently very challenging, so attracting good quality people and retaining them is very difficult. Interviewees are far more likely to ask detailed questions in this regard to understand the work life balance in their

prospective role. Many of the traditional practices in the industry are no longer attractive to the workforce, therefore the company has to make whatever changes are needed to become an employer of choice.

Having high quality staff is vital, but they have to be working in the right environment. If not, they shine brightly, but briefly.

We are always trying to create the right conditions where our staff feel motivated and want to stav."



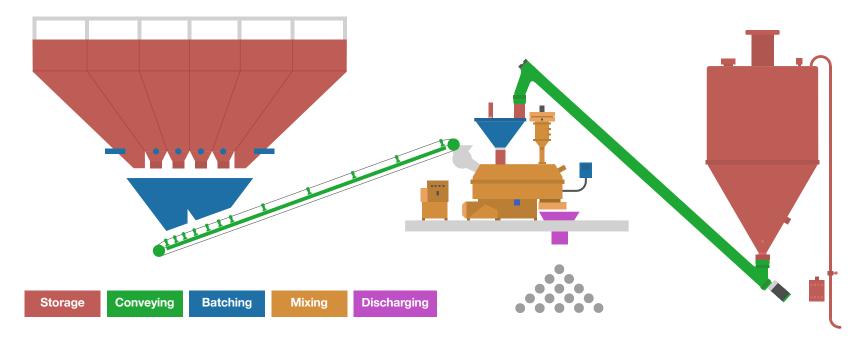


The concrete plant – a lever to improve wellbeing for staff

Through ConSpare's 45 years of experience and unrivalled knowledge of the industry, we know there are concrete batch plants of all different ages, designs and adaptability.

Improvements have traditionally been driven by criteria such as safety, productivity, and - more recently - carbon emissions.

But we have seen how investing in the batch plant can have a direct, positive impact on the wellbeing of staff and ultimately social value. With ESG increasingly in the spotlight, there is an opportunity for concrete producers to 'design out' potential problems before they become an issue for site staff, whether environmentally or socially related, or both.



Our discussions with batch plant operatives clearly show the advantages of having a direct feedback loop between those who specify and procure plants and the operators. A procurement approach which is more internally collaborative could be of huge benefit.

Greater benefits would be achieved with closer collaboration between those purchasing concrete plants and those who operate them.

At ConSpare, we regularly see evidence of how equipment and components that

work better also improve the lives of site staff, whether through less maintenance. reduced cleaning interventions or simply fewer instances of firefighting.

The tasks associated with underperforming equipment, whether through poor design, specification, or lack of maintenance, often require effort above and beyond the day job, leading to out-of-hours work that can impact work-life balance. Conversely, time spent on more productive and proactive elements of site staff roles yields greater job satisfaction resulting in healthier and happier people who are free to thrive.



As the impact of new health and safety policies which focus on wellbeing feed through, we are seeing decisions being made that deliver a better quality of life for the teams operating the plant.

We have adopted a systematic approach to identifying those areas with the most negative impact on working lives using our 'Make it better' process map to identify 'wellbeing bottlenecks'. Many of these problems are widespread and create a disproportionate amount of non-productive activity. By focusing investment in these areas, it is possible to tackle the underlying causes and make a difference to staff morale and engagement.





Capital Expenditure (CAPEX)

Purchasing capital equipment is a long-term investment. The specification and choices made have a direct impact on the users of that equipment over its service life. Understanding the needs of the users themselves, alongside the performance of the equipment within the specific footprint of the plant, can lead to selecting solutions designed with health in mind. Minimising breakdowns, maintenance and housekeeping requirements, whilst improving the operator's environment on site should always be considered.

Operational Expenditure (OPEX)

By using maintenance as an opportunity to make improvements, the avoidable and low-value tasks taking place on plants can be significantly reduced or eliminated entirely, allowing site staff to spend more time on the productive elements of their roles. Small improvements across a plant can cumulatively build into large improvements. These improvement activities are also typically low cost and quick to implement.



Widening the decision making framework

Improvements to staff wellbeing should be a primary consideration in the decision-making hierarchy putting people first.

In our experience, we see a direct link between people and plant performance. The realities of concrete production can often create numerous unproductive, non-value adding tasks, which affect staff health and morale.

Eliminating these activities can produce a significant benefit to both the performance of the plant and the wellbeing of site staff.

Putting people first promotes a more holistic way of thinking when making investment decisions. The key is to objectively review plant performance, focus on the evidence and relate to best practice.

We have witnessed the traditional criteria typically used for making procurement decisions around batch plant equipment and not just on price – are changing. New criteria are increasingly part of the discussions regarding the type and value of equipment and components.

As environmental and staff wellbeing criteria are included in the decision-making framework the outcomes may change, leading to a broader assessment of whole-life-cost.

If one product is proven to perform better, but has a higher price, how much value do you place on removing a time-consuming, unproductive task? The true cost of staff retention issues are often hidden but taking them into account may affect which product offers the best return-on-investment (ROI).



Productivity Safety Quality ROI **Environmental** Staff wellbeing



Case studies

During our 45-year history, we have monitored and reported on best practice of our installations, showcasing safety, performance improvements, cost savings, and latterly CO₂ savings.

With the new focus on wellbeing, we are assessing the impact that products we supply have on the day-to-day working lives of the people on site. Judging success through the eyes of the batcher is illuminating and uncovers another level of value.

With different levels of expenditure, whether investing in CAPEX or OPEX, this spending can have a potentially significant impact on staff wellbeing. Therefore, we actively assess projects to understand an employee wellbeing viewpoint.

Case study one

CAPEX – Designing the plant with health in mind

Mixer replacement at large mortar plant

Concrete mixers are at the heart of virtually all concrete batch plants, and once specified and installed they often operate for decades. Decisions made today cast a long shadow.

In this case, an ageing 4m³ pan mixer with a very large pan diameter was in operation. It was still capable of producing mortar with an extended mix time, but operating the mixer had a detrimental impact on the wellbeing and morale of the site team. Keeping the mixer running required up to two hours per day of manual cleaning and maintenance, all of which was exacerbated by the size of the machine and difficult to access covers. Dust would also escape from the mixer, creating an unpleasant working environment on the mixer platform. This directly impacted staff retention and it was difficult to attract the best talent.

The decision was made to replace the pan mixer. Instead of simply replacing like-forlike, the management team saw this as an opportunity to tackle the long-standing staff concerns, alongside hitting return on investment and environmental goals.

At the point of specifying a new machine, the client used feedback from site staff to ensure wellbeing issues were addressed. Based on this criteria, the client selected a TEKA TPZ4500 planetary mixer with simpler maintenance and user-friendly dust covers. alongside a Walter washout system to reduce manual cleaning, and a CDX mixer venting filter to eliminate dust emission.

The regional manager reported that it had a hugely beneficial impact on the wellbeing of the team on site, whilst achieving the ROI and environmental objectives:



"The new equipment has delivered a far better working environment. The site team is delighted with the performance of the mixer and the washout system gets the mixer spotless which saves hours of backbreaking work every day. The team is much happier."



Case study two

CAPEX – Designing the plant with health in mind

Automated mixer cleaning at readymix plant

Automated mixer cleaning systems are proven to improve safety by reducing the manual cleaning requirements in concrete mixers.

They are a gold standard in terms of health and safety, with benefits well-documented in reports such as HSE Report RR1193 (Static concrete mixer cleaning) and the MPA's "Guide to cleaning concrete pan mixers". But what about the other benefits to the site team?

At a high-volume readymix plant, staff were struggling to keep the single shaft mixer clean. Staff manually cleaned the mixer for up to two hours a day with hand-held breaker tools, which exposed the team to HAV risks, dust, noise and the general physical difficulty of working in a confined space amongst the spiral mixing tool.

Additionally, when build-up became severe, a team of up to three maintenance staff would undertake a monthly, full-day, deep clean of the mixer.

Having installed a Walter automated mixer washout system, staff no longer need to enter the mixer for manual cleaning daily or perform a monthly deep clean at a weekend.

Ultimately, health and safety is transformed, but the wellbeing of site staff has also vastly improved:

- · Ailments associated with entering and cleaning the mixer have reduced markedly
- · The team get to finish the shift on time
- Morale has risen

Also, the team now spends more time on rewarding, value-adding activities such as tackling other issues on site and contributing to making the plant more productive.





Case study three

OPEX – Using maintenance as an opportunity to improve staff wellbeing

Reducing housekeeping through high-performance belt cleaning

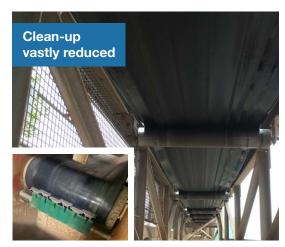
Material carry-back on belt conveyors is an industry-wide problem.

This creates many operational and maintenance issues, however from a site staff perspective, a primary concern is that carry-back creates piles of

Clean-up of carry back

waste material which require removal. Although this may seem a minor problem, it is one of the most widely reported issues on plants, being a significant drain on site teams, affecting iob satisfaction.

One particular concrete plant had a single conveyor belt that required the manual removal of at least eight wheelbarrows of carry-back per day. This type of task is often accepted as being "part of the job", but it is arduous work which is often undertaken in barely accessible locations. Furthermore, this highly unproductive task is largely avoidable.



After reviewing the convevor, installation of a Starclean Primary belt cleaner was recommended to solve the carry-back problem.

The improvement was felt immediately, with most of the carry-back removed from the belt surface. Site operators now remove just two wheelbarrows of waste per week rather than eight per day. eliminating the removal of 38 wheelbarrows of waste material per week.

Health and safety risks around the site have reduced, including slips and trips, dust emissions, manual handling and material falling from height. Eliminating waste removal from under this belt means working conditions have significantly improved, leading to better engagement from site supervisors who now take pride in keeping the whole plant cleaner and tidier.

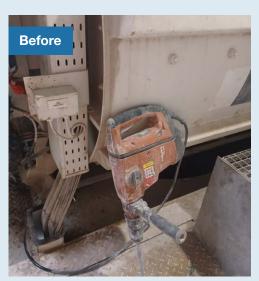


Case study four

OPEX – Using maintenance as an opportunity to improve staff wellbeing

Reducing maintenance requirements in mixers through high-performance mixer spares

A readymix plant supporting the HS2 project was producing high volumes of concrete. It was paramount that downtime was kept to a minimum and the site and its staff often worked for long hours to complete each day's production. This created considerable work life balance issues for the hardworking team.





To keep production running smoothly, the twinshaft mixer was cleaned frequently using the OEM automatic cleaning system to remove concrete build-up from mixing tools and the trough. However, this was proving ineffective at removing the build-up, so site staff were undertaking a manual 45-minute wash down per day, and a weekly deep clean lasting up to five hours with breaker tools.

To reduce the cleaning burden, the client decided to upgrade to Hawiflex blades when the cast steel blades needed replacing. The Hawiflex polyurethane blades resist concrete build-up, making them far easier to clean. The PU material is also impact resistant and more flexible than cast steel, meaning the blades could be set closer to the mixer wall for a better scraping action, without fear of damage through cracking. Resulting in a cleaner mixer.

Consequently, the blades had a direct impact on cleaning time. Daily wash down time reduced to 15 minutes and the deep clean to one hour per fortnight - adding up to a 28-hour per month saving on mixer cleaning.

That is 28 hours less per month that site staff will spend on an unproductive, unpleasant, and demotivating task - notwithstanding reducing exposure to the inherent risks associated with HAVs and confined space work. As the cast steel blades needed replacing, this was not an expensive upgrade but a clever use of an opportunity.

Benefits were also felt by the maintenance engineers. Hawiflex blades weigh approximately 60% less than cast steel variants, therefore changing a set of 12 blades and six heavy side scrapers is extremely physically demanding in a poorly accessible space. The engineers said the change to Hawiflex made this task, and their working lives, much easier.





Case study five

Eliminating a labour-intensive bottleneck with ConeFlex chute liner

Below virtually all concrete mixers is a conical discharge chute. This part of the plant is well known as a maintenance hotspot, with blockages slowing production, or in extreme cases stopping production altogether. It is the responsibility of site staff to ensure that this weak point of the plant does not develop into a problem.

At a readymix plant in the northwest, site staff had to spend 45 minutes manually cleaning the chute each day. They used a pneumatic hammer to knock the hardened concrete off the cone, creating a potential hand-arm vibration risk.

Despite daily cleaning, the build-up in inaccessible areas worsened over time. requiring intermittent hire of subcontractors to perform a thorough clean. This also required scaffolding hire to gain access and created a working-at-height risk.

To solve the problem, the chute was lined with a Hawiflex ConeFlex abrasion-resistant chute liner. The low friction 'non-stick' properties of ConeFlex improved concrete discharge and minimised build-up. The solution itself is recognised in the MPA's Guide to Cleaning Concrete Pan Mixers as a way of controlling safety risks in chutes.

Cleaning time was significantly reduced, from four hours a week to just one, and the risk of blockages was eradicated.

Over the liner's 10-year lifespan at time of writing, the 75% reduction in cleaning time equates to a saving of 1,400 hours for the site staff. That is a significant reduction to HAV and working-atheight risks, turning an onerous daily chore into a quick and simple task, and allowing site staff to concentrate efforts on more productive tasks.









What do we recommend?

Health and safety policies focussing on staff wellbeing are driving different thinking and decision-making processes. As the industry evolves, we want to help accelerate the adoption of best practice by using our expertise for the greater good.

The conversations we have with our clients are changing to include a broader sense of how we best add value and what good looks like.



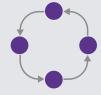
Equipment

- There is a direct link between the performance of equipment and the wellbeing of site staff. Ultimately, when equipment underperforms, people pick up the slack.
- Identify those products which deliver better performance and have a proven track record of improving the working lives of site staff for the long-term.
- · Root cause analysis of concrete plant problems is more effective if it considers the social wellbeing of site staff.



People

- · Projects and plant upgrades which put people at the centre of the broader decision-making criteria usually have the best outcomes for working lives.
- · Site staff have a huge amount of pertinent experience which is often an untapped resource. It is highly beneficial to bring colleagues' knowledge to the table at an early stage to understand the impact of process problems from their perspective.
- · Applying 'lean' principles of reducing non-value adding activities to the concrete production process can directly align with delivering improved working conditions on concrete batch plants.



Collaboration

- Increasing collaboration between users, maintenance engineers, OEM plant manufacturers, equipment designers, equipment specifiers and procurement teams will drive better outcomes for site staff.
- Creating more effective feedback loops between those who operate batching plants and those who specify them pays dividends.
- · Sharing best practice is challenging. Strategies are required to drive adoption more widely.



Conclusion

In creating this whitepaper, we have engaged with our customers, industry experts and the ConSpare team to produce a comprehensive view of the subject of operative wellbeing. The positive consensus is that it is increasingly being brought into the spotlight by the industry – but together we clearly have more to do.

Providing jobs which are fulfilling, where site teams feel engaged and go home happy, is extremely beneficial, and not just for the employee - there is strong commercial logic for employers too.

We have seen new commitments to address the issues to make the industry an employer of choice, but we have also heard about the significant issues the industry has with attracting and retaining the best talent.

The quote that stands out most to me from the conversations we had while researching this whitepaper is one from a regional manager of a concrete producer, saying that the best talent "shines brightly, but briefly."

So, what can we do? What practical steps can we take? Many factors affect wellbeing and some of those fall outside of our scope, but when it comes to concrete batching plant design and operation – and the subsequent impact that has that's very much our specialist subject.

We are in an ideal position to comment as site teams talk to us every day. We are on the plants. We see the issues at first hand.

In our 45 years of solving problems in the industry, we have made a difference to safety, productivity, quality, and in reducing environmental impact.

When it comes to the wellbeing of site staff, we know we can make a difference. Whether that be keeping people out of mixers, reducing the amount of spades and wheelbarrows used, or making plants work better so they do not keep breaking down.

We know first-hand what impact that has on site teams, and we know that with a concerted effort we can change the industry for the better.

We want to use our expertise for the greater good and help focus on this area. We want to be part of the solution.

The challenge is there, and it's up to us as an industry to meet it head on.

Let's put people first in investment decision-making.



James Bullock, CEO, ConSpare, and President of the Materials Handling Engineers' **Association (MHEA)**

ConSpare

We urge you to join us on this journey and look forward to supporting the concrete production industry. For more information please contact us:

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ConSpare

Make it better.

For more information or to discuss your requirements please contact us:

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