

# Tarmac and the *Roadmap to Recovery*



Building  our future





# Introduction

The Covid-19 crisis has shone a spotlight on the essential role that mineral products and heavy building materials play in the construction and strategic supply chains.

Tarmac colleagues have been key to the national response with ongoing efforts to maintain and deliver essential national infrastructure, utilities and public services. Their commitment, along with many others in our industry, has helped to keep the roads, highways and railways open so health and social care staff can get to work, emergency services can operate safely and key resources such as food and fuel can move around the country.

As we emerge from the crisis, major infrastructure and construction projects will be a vital lever in driving economic growth and delivering positive social outcomes across the UK. Collaboration, innovation and ambition have never been more important as we work together to harness the power of our industry to support a positive recovery for our society.

This is why we are fully committed to supporting the Construction Leadership Council's (CLC) [Roadmap to Recovery](#), which is a welcome strategy to unite the industry as we work together to build back better and create a more sustainable and resilient built environment.

The three phases of the CLC plan: Restart, Reset, Reinvent – provide a clear framework which will boost productivity, accelerate decarbonisation and deliver better performing, resilient infrastructure fit for the challenges of the future.

As the UK's leading provider of construction materials and highways services we recognise our key role in supporting the industry in these goals and are firmly committed to the ambition to transform the industry to deliver better value, collaboration and partnership.

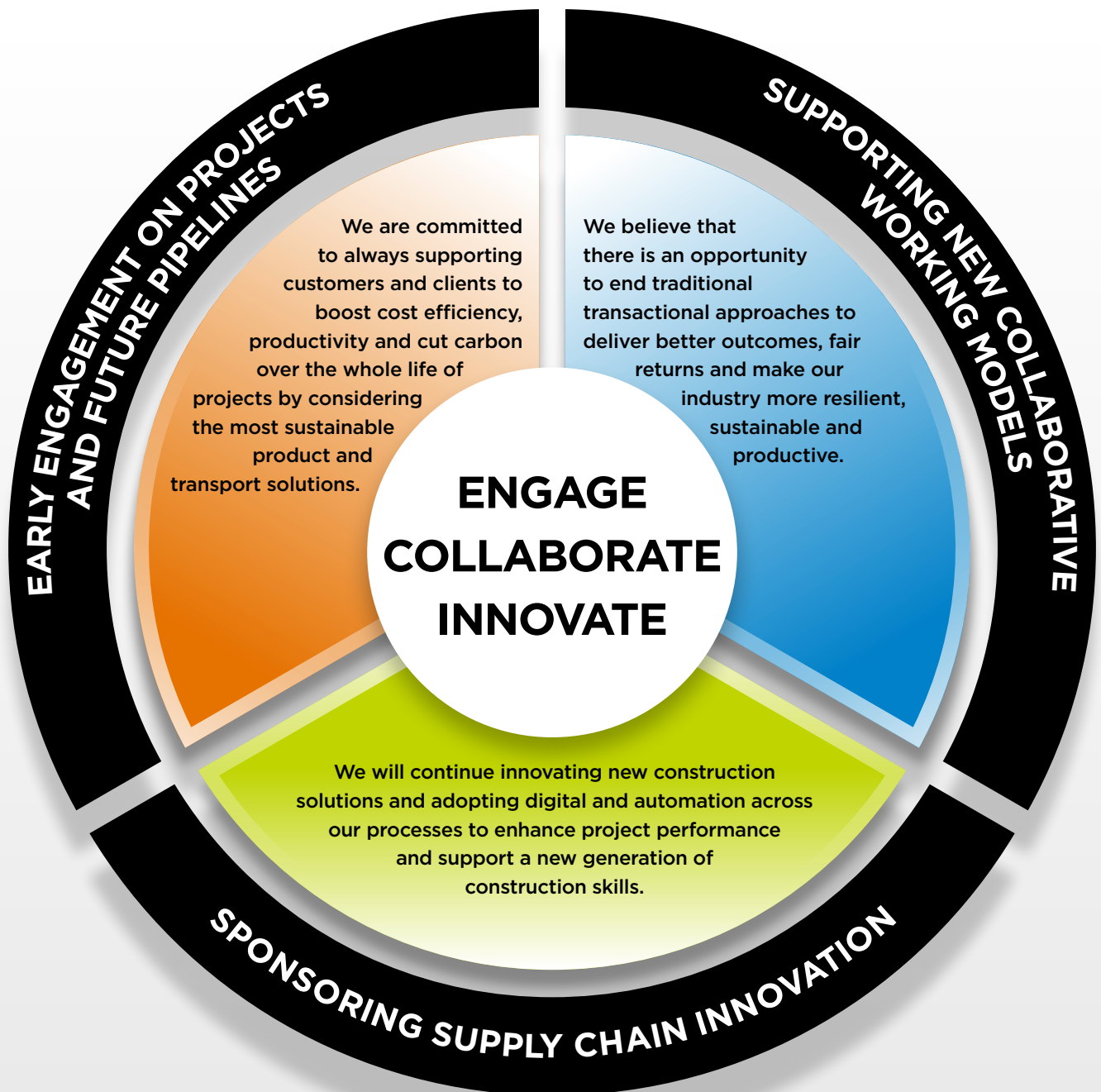
I believe there is a collective opportunity to deliver positive change, drive social value and support the levelling up of the UK economy. This transition will not only support immediate growth as we emerge from the crisis but establish the foundations of a more sustainable and resilient industry.

This short document highlights some of Tarmac's capabilities and ambitions in support of the deployment of the CLC plan as we work together to unlock the economic and social benefits of infrastructure delivery.

## **Martin Riley**

Senior Vice President - Tarmac

At Tarmac we believe there is a clear opportunity to work with our customers, clients and supply chain partners to drive positive change in three key areas:



# Restart phase

## CLC key steps:

1. Restart work on all projects and programmes and increase this to the highest level possible consistent with Government guidance.
2. Maximise employment of all those working in the construction industry and supply chain.
3. Minimise disruption due to contractual disputes.

## Our response

Tarmac has continued to serve essential supply requirements to key sectors throughout the peak of the crisis, with a strategic network of sites operating in strict accordance with government and public health guidance.

As construction activity continues to climb across the country and more sites come back online, the Tarmac Covid-19 Secure Safety Standard, which insists on the strictest hygiene and distancing protocols to protect our people and those around them, is providing a rigorous framework for all our operations.

All employees, whether they be on a Tarmac site or a customer site are empowered to speak up and stand down if they have any safety concerns.

Close collaboration with customers and supply partners to aid the continued, safe ramp up of construction work has never been more important. From flexible opening times to support changes in site operation hours, to supporting customers and clients to expedite the design and planning phases of projects, we are ready to ensure planned works are delivered and the construction pipeline continues to move forward.



# Tarmac actions



Tarmac Covid Secure Safety Standard applicable to all Tarmac operations as well as extending to customers and client interactions and sites



Clear return to work procedures, vital to support those re-entering the workforce after a period of furlough and ensuring continued adherence to new safety standards



A continued focus on employee wellbeing - particularly for those adjusting to virtual connectivity and juggling a range of out of work priorities - with new communication channels encouraging collaboration and creativity



Reopening our industry-leading National Skills and Safety Park for the safe delivery of vital practical training as well as virtual learning for people at all stages of their careers



Ongoing commitment to responsible sourcing of all our products



Planning and logistical expertise, drawing on our national network of sites, to review and reorder works programmes and ensure effective and efficient pipeline planning and security of supply to customers



Fully digital track and trace delivery of material through a new contactless nationwide Electronic Proof of Delivery System



Promoting effective collaboration in adapting to new ways of working and sharing best practice



Close working with our supply chain on prompt payment, providing flexibility and support



Signed up to the Conflict Avoidance Pledge



Celebrating and promoting the people and projects delivering real economic and social benefits across the country



Providing products and services that support customers to minimise close contact during construction.

# Case studies



## Digital connections

Through our [Tarmac Connect](#) programme we have a range of digital services and technologies that support social distancing and make it simpler and faster to do business with us.

This includes Electronic Proof of Delivery (ePOD) - a fully contactless, risk free ticketing solution providing real time visibility of material deliveries to sites



## Spotlight on skills

Opened by HRH The Duke of Cambridge in February our [National Skills and Safety Park](#) - an industry-first facility near Mansfield - provides a dedicated centre for the delivery of first-class, practical training for emerging industry talent. This includes apprentices, graduates and those retraining from other sectors.



## Supporting client delivery

Flexibility and expertise of highways teams enables quick adaptation to new working practices ensuring continued high quality service delivery while incorporating new safety standards.

Alongside keeping both local and strategic network roads maintained and continuing to deliver essential infrastructure projects, we've supported clients with increased public information and communications.



# Reset phase

## CLC key steps:

1. Demand and Pipeline – demand and supply-side measures to increase workload.
2. New approaches will be needed to compensate for the loss of productivity due to the requirement to implement Government guidelines on Covid-19 and H&S regulations across construction and the built environment.
3. Professionalism – investing in training, collaborative business models, fairer contracts and payment terms and processes.

## Our response

Unlocking new infrastructure development will remain crucial in recovering from the impact of Covid 19 on both the economy and employment. Getting new projects off the ground is essential but it's also important not to neglect the immediate economic and social gains that can be made from vital upgrades and maintenance works on existing assets.

Whether delivering renewals or new activity, early engagement with supply chain partners is critical to ensuring that the optimum construction design and materials are selected to give the best outcomes over the whole life of the project. It's only by working together that we can undertake the necessary effective planning needed to ensure that activity is brought forward for delivery and the infrastructure pipeline is successfully scheduled and completed in the timeliest way. More widely, certainty and visibility of when projects come online will be critical so that the construction sector can undertake the necessary preparation to have materials and resources available when needed.

For projects closer to delivery, there are multiple ways to increase productivity and efficiency on the ground. Our ranges of specialist concrete and asphalt products offer many benefits to enable works to take place more quickly, often with reduced labour costs and significantly accelerated project timescales.

Tarmac has been at the forefront of driving productivity, introducing cutting edge technology to aid production, delivery and construction, as well as digitally transforming our customer experience.

We believe in putting digital at the heart of our business and productivity enhancing technology is integrated in a wide range of service delivery. This includes innovative planning and real-time software technology that optimises road construction logistics and boosts project productivity, intelligent mobile monitoring systems actively manage the consistency of ready-mix concrete being transported to site and a BIM offering as part of performance data supply to create sustainable buildings.

Alongside our technological capability is a wealth of industry expertise able to help plan and design the most efficient and sustainable projects. Added to this we have a clear focus on development and continuous learning at all stages of careers. This is aimed at creating a highly skilled workforce to support the innovative delivery of the UK's infrastructure ambitions.



# Tarmac actions



Expansive product portfolios delivering efficiency and sustainability gains



Nationwide network of sites



Embracing new collaborative procurement and delivery models



Track record of best practice collaborative working to ISO 44001



Advocating for a more collaborative approach to supply chain work including early insight and input into detailed infrastructure plans



Championing career development and opportunities for all with 300 apprentices in our employee population and a proud member of the 5% Club



Investors in People Champion



Role modelling careers in the industry through an active STEM ambassador programme



Committed to continuous digital innovation to enhance customer experience and drive efficiencies



Industry-leading qualification delivery and training facilities, home to a specialist Learning and Development team supporting colleagues at all stages of their careers.



# Case studies

## Building taller and faster with special concretes

The attributes of specialist products – from TopFlow which reduces the number of people needed on site to TopForce which removes the need for steel reinforcements – means they are well suited to sites operating with distancing protocols as well as delivering other efficiency benefits:

- Using special concrete can deliver a reduction of 5% on the project build time
- For core construction, high early strength concrete can offer a 40% time saving
- £391k can be saved on materials plant and labour, i.e. based on a 16 storey reinforced concrete-framed building.\*



## Digital highways

A range of digital capabilities enable meticulous planning of highways projects ahead of work starting on site, providing quality assurance and detailed data records. This includes technology on construction plant capturing data during surfacing projects and advanced analysis to inform client asset management plans, through to BPO asphalt software which uses GPS data to produce fully optimised planning documents and work schedules for people, plant and resources, enabling waiting times and delays to be minimised.

## Boosting productivity with logistical expertise on the M5

**£290k**

saved in plant and labour costs

**2,800**

60-mile HGV trips saved by backhauling planings

Reduced project schedule by

**3 weeks**

Working window maximised

**800 tonnes**

per shift laid

Output improved overall by

**20%**

### Highways Sector Council

As a founding member of the Highways Sector Council we're working in partnership to develop and advocate new approaches to boost productivity and collaboration with central and local government.

WORKING IN PARTNERSHIP



\*Data taken from an [Arup and Tarmac study](#) on use of special concretes.

# Reinvent phase

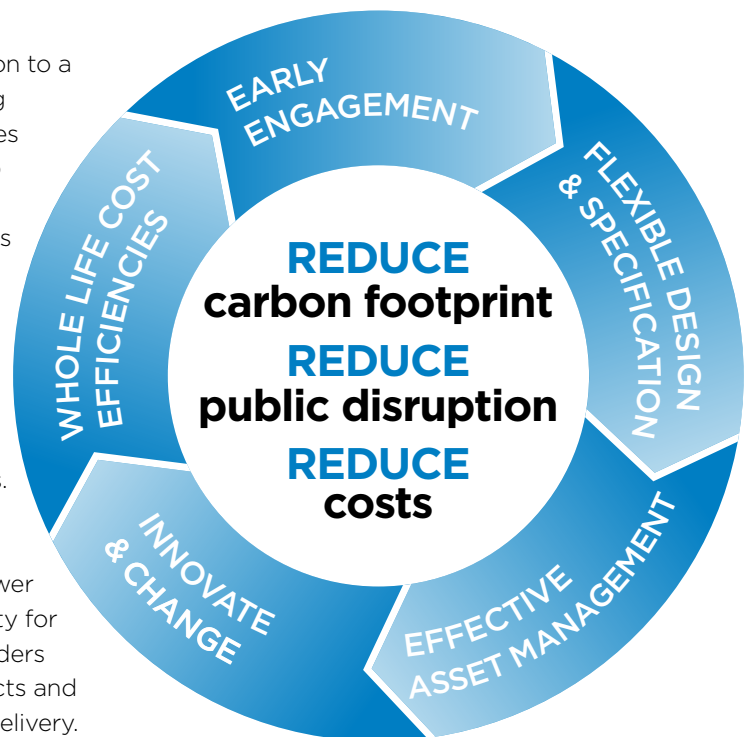
## CLC key steps:

1. Transformation – sustain economic growth through adoption of digital and manufacturing technologies to consistently deliver low carbon, sustainable and better quality outputs and outcomes.
2. Value – adopting procurement models and approaches across the industry and clients to deliver better value and whole life performance.
3. Partnership – build stronger partnerships between the industry and its clients, supply chain firms and invest in upskilling the workforce.

## Our response

We're fully committed to supporting the UK's transition to a net zero economy and at Tarmac we've been making significant changes to our [business](#), working practices and product portfolio for many years. We've built up both considerable expertise and a track record in lowering our own emissions and developing solutions which help customers and clients to deliver more sustainable outcomes to support their own project and organisational goals.

Encouraging and promoting whole life thinking is at the heart of our approach to supporting the sustainability ambitions of our customers and clients. Collaborative action and embracing innovative working practices and new technologies will be key as we build back a more sustainable, resilient and lower carbon built environment. There is a clear opportunity for customers and clients to engage with material providers earlier to support the design and selection of products and optimise sustainable manufacturing, transport and delivery.



Many of our lower carbon products also boast higher productivity and efficiency credentials, with faster curing and trafficking times reducing project schedules and public disruption. We're also playing a leading role in the development of the [decarbonisation road map](#) for the UK concrete and cement sector to deliver net negative emissions by 2050.



# Tarmac actions



Changing and adapting our own business – commitment to designing out carbon from our products and services and working with customers to support better environmental decisions on material choices and logistics



Advocates of the circular economy and experts in product design along with material selection to optimise recycled content, reduce waste, energy consumption, operating costs and whole life carbon



Wide range of innovative sustainable highways materials, from warm mix and rubber modified asphalts to single layer paving solutions



Providing early access to product carbon footprint and environmental product declaration (EPD) information measuring carbon across projects and enabling better design and materials decisions



First in our sector to become a member of The Climate Group's EV100, committing to switch our 2,000 strong corporate car and van fleet to electric vehicles by 2030



Bespoke end-to-end asset management offering, empowering local authorities to build data-led, financially sound highways investment and works programmes, unlocking funding and combating network decline



Working closely with suppliers to reduce carbon from the goods and services we buy



Expertise in BIM and carbon footprinting



Ongoing enhancement of our rail freight network and urban HGV fleet to support the sustainable transport of materials to urban centres



Commitment to first class training and upskilling of the workforce, supporting technical and behavioural safety skills development and industry qualifications at our National Skills and Safety Park



Active member of the Supply Chain Sustainability School



Leading innovation in net zero manufacturing trials including use of electric plasma and hydrogen to fuel cement and lime kilns.



# Case studies

## On the right track with rail

With more than 60 rail-connected sites nationwide we have an unrivalled national railfreight network and ongoing commitment to enhance our rail freight capabilities as we support the railfreight industry in its net zero ambitions. We're able to move materials to where they are needed in a highly efficient way, resulting in fewer lorries on the roads, improved air quality and reduced carbon emissions – all contributing to a lower carbon built environment.



## Sustainable highways solutions

Innovation in paving solutions means whole life carbon and financial costs can be significantly reduced while road durability is improved, including:

- Warm mix asphalt - proven to perform as well as conventional material while offering up to **12% CO<sub>2</sub> savings** along with safety benefits to and faster cooling enhancing project efficiencies allowing roads to open to traffic more quickly
- Single layer asphalts replacing multiple binder surface course layers to **reduce material volumes**
- Rubber modified asphalt reusing up to **750 waste tyres for every kilometre** of highway surfaced.

## Asset management

Our pioneering [asset management offering](#) provides local authorities with an accurate evaluation of their entire network, secure funding to bring everything up to standard without diverting funds from other services and put in place a proactive maintenance plan that minimises costs and delivers long-term savings.

Using our experience, together with advanced data collection and modelling technology, we help our clients to manage budgets more efficiently, extend asset life cycles, and build a business case for investment.



## Sustainable collaboration on the highways to Heysham

The pioneering collaboration between Costain and Tarmac on the construction of the [Heysham to M6 link road](#) set a new benchmark for sustainable highways construction.

Saving  
**200,000 tonnes**  
of raw materials

Over  
**23%**  
carbon footprint savings

**97%**  
of waste diverted  
from landfill

Substantial project  
cost savings of  
**11%**



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