



Gender pay gap report

2021



Introduction

Being part of the Tarmac family is something special – a sense of belonging to a community of down to earth people who are, quite literally, helping to build the future of the UK.

We're committed to nurturing a culture which is supportive and celebrates what unites us as workmates and makes us unique. As part of our commitment, we ensure we offer fair reward and recognition for all.

This document is in line with the fifth year of national reporting on gender pay differences and is a legal requirement of all UK businesses with 250+ employees.

The gender pay gap is one measure of reporting diversity data and is calculated as the difference between the average hourly earnings of men and women. It's shown as a mean (the average) and a median (the middle number in a set of data) taken from a specific snapshot date.

The construction sector has historically been seen as male-dominated. We have a shared responsibility to change this perception. We are encouraged that at entry level, our gender balance is almost equal and this will play through in time to improve the balance at all levels of our business. However, we're not waiting for an industry-wide shift to effect change – we are acting now to attract and develop more women and are starting to see real results.

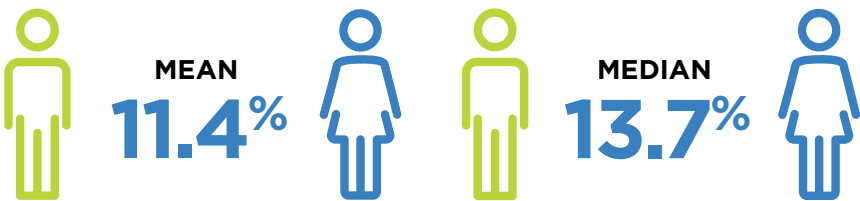
Looking at the reportable snapshot date of 5th April 2021, our mean gender pay gap had encouragingly narrowed by 7.8% to 11.4% compared to April 2020. The median also saw an improvement of 6.4% to 13.7%, positively reflecting our ongoing efforts to address gender pay differences. For context, the UK national average is 15.4%*.

As well as exploring our gender pay differences in more detail in this report, we also highlight what we're doing to further close the pay gap and to ensure Tarmac is an outstanding place to work for everyone.

Our gender pay statistics

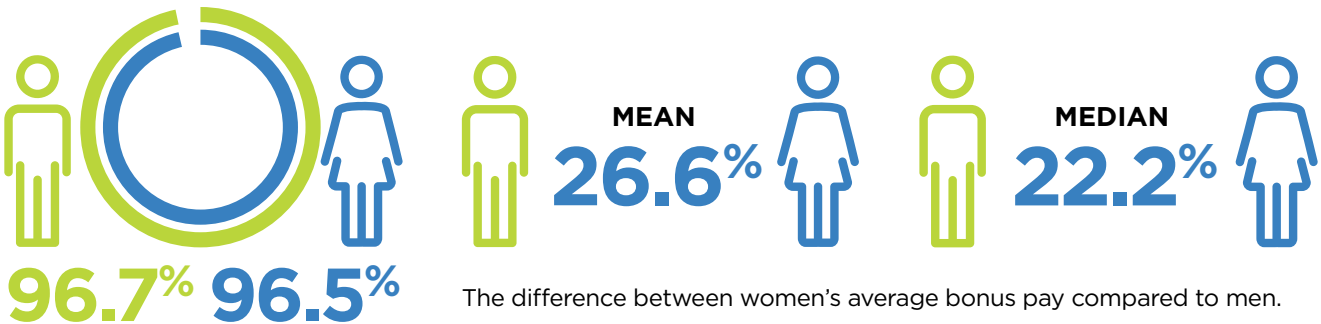
Information for all our Tarmac entities*

HOURLY PAY



The difference between women's average hourly pay compared to men.

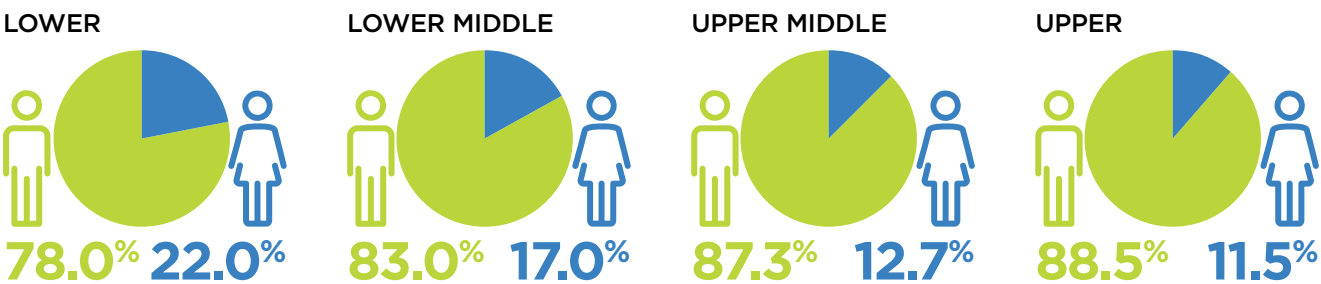
BONUS PAYMENTS



The difference between women's average bonus pay compared to men.

Men and women getting a bonus.

PAY QUARTILES



Quartiles are calculated by splitting an entire workforce into four equal bands based on hourly pay, from the highest (upper) to the lowest (lower). We show the percentage of men and women who sit in each band.

*In line with the Equality Act 2010 Regulations 2017, organisations with multiple legal entities must also report each relevant entity (with 250+ employees) separately. See page 9 for a breakdown of data for our legal entities.



Why is there a gender pay gap?

Men outnumber women in the business

- There are 84.2% men and 15.8% women in our business. This ratio certainly isn't unique to Tarmac and reflects the construction industry as a whole.
- A shift will take time, though it doesn't mean that we are waiting for the industry to change – we're committed to controlling and influencing what we can, now.

There are more men than women at senior levels

- We continue to do all we can to attract more women overall, but it has been more challenging than we'd hoped to appoint women to senior roles.
- 11.5% of employees in the highest pay band were women, compared to 88.5% men, though this figure has positively increased from 9.9% in 2020.

Bonuses are awarded to employees as a % of pay

- Adopting flexible working arrangements, including part time hours, is supported and actively encouraged. We're also remodelling our hybrid working policy to better support employees with families and in line with recent employee feedback.
- With this in mind, more women work part time in our business and will therefore receive a bonus which is paid pro rata.
- The higher percentage of women in part time roles offers an explanation for a bonus gap.

Behind the numbers: our progress

When charting our inclusion and diversity journey, we don't just look at gender pay differences and calculations. To us, progress is about ensuring that all employees – particularly under-represented groups – have a voice, along with the right platforms to help us create change.

While we have a way to go, employee feedback suggests we're focusing on the right things and are continuing to make positive changes year on year. Below we highlight just some of our 2021 initiatives and activities.

Female Voice

Launched in 2021, our women's network (known as Female Voice) is made up of women and allies from across the business, at all levels. Now with 200+ employees, Female Voice members offer invaluable support – rallying feedback, helping to shape our direction of travel and ensuring we're on the right track.

Menopause support

In response to employee feedback, we set up a dedicated menopause support group in 2021. This closed network is a safe space for employees to chat openly about their own experiences with menopausal and perimenopausal wellbeing.

Employee communities

In addition to Female Voice and our menopause community, we have a further seven employee networks:

- Parents and carers
- Religious, ethnic and cultural heritage (REACH)
- LGBTQ+
- Ability
- Mental health and wellbeing
- Sustainability
- Inclusion and diversity champions

Each community is sponsored by a member of our board and is chaired by one or two employees with a particular interest. As we mark a year of the communities being in place, big thanks go to our members, executive sponsors and to the community chairs for their ongoing support and commitment.





International Women's Day

International Women's Day is just one of many events we take part in to celebrate our employees and to showcase the women who are shaping the future of construction. We marked the day with [a video highlighting some of our female employees](#), which was shared internally and externally via our social media channels.

In an idea devised by the Female Voice community, we also held a competition for the children of our employees – asking them to draw a picture of a woman in history who they admired.

New female talent

Attracting and retaining women, along with employees from all under-represented groups, remains a recruitment priority and is key to the Tarmac of the future.

In December, we launched our biggest ever early years recruitment drive – with nearly 200 graduate, degree apprentice, higher apprentice and apprentice roles made available UK wide. We carried out dedicated marketing activity designed to attract more women to apply for these roles, also ensuring that women currently on our graduate scheme and female apprentices were featured prominently in the campaign.

PPE review

In July, we held a session with our workwear provider Arco and volunteers from our Female Voice community to further develop our range of women's personal protective equipment (PPE) for operational use.

The feedback and practical suggestions received on the day have led to us adding new items – including gloves and boots – helping us to ensure that safety workwear is the best it can be for women in our business and across the construction industry.

We also continue to offer maternity-specific protective clothing, which features additional design and comfort measures to accommodate a growing bump throughout the duration of a pregnancy.

External voices and views

We welcomed a number of external speakers last year, exploring a range of inspirational and educational subject matters. This included webinars on neurodiversity, resilience and mental wellbeing, and career development in male-dominated sectors.

As part of our Pride celebrations in June, we were joined by Lisa Pinney MBE – chief executive of the Coal Authority – for a conversation with our employees around LGBTQ+ and inclusion and diversity matters.

Mentoring and career progression

As a CRH company, women in our business can benefit from a mentoring programme which is managed by the 30% Club and social value body, Moving Ahead.

The initiative allows employees to become mentors to women outside of the business looking for career development. Similarly, employees can become a mentee and receive expert career guidance and development support from a senior business leader.



Case studies

Amy Sherwin, transport manager (building products)

I had little knowledge of logistics before I started in this role and became a transport manager in the building products division. It has been a steep learning curve.

After finishing my chemical engineering degree in 2019, I joined Tarmac's graduate programme. Like all graduates here, I completed a series of work placements around the business to gain experience before specialising.

Dealing with driver-related issues such as safety, complaints and customer queries is a big part of my job. I also run driver inductions and check their licences and competencies are up to date, and collect and analyse transport-related data to find trends and devise action plans for dealing with issues.

It's challenging sometimes to run multiple projects, but my hard work is paying off. It was really rewarding to implement an efficiency system at Swains Park [in the east Midlands] measuring

downtime, maintenance and quality; and run training sessions for operators in our cement business.

For a while I was a supervisor at Tarmac's dry silo mortar plant at Meriden, near Solihull. I enjoyed the responsibility, earning the respect of the drivers and the other operators and managing the plant when the manager wasn't there.

Tarmac's inclusion and diversity strategy is helping to drive the direction of the business in a more positive way for women. Being on site was daunting at first, and many drivers were surprised to be dealing with a woman. But they realise I'm as capable as anyone else and always treat me with respect.

The company is very flexible. They encourage you to explore opportunities and a good work-life balance means I can meet my family commitments.

Even if you're new and have no experience, you could have a fresh idea that no one has thought of, so don't hold back. If you're passionate and genuine that will always come through.

Tsungai Mumba, social value co-ordinator

I am responsible for engaging with the communities in which Tarmac works – specifically in Perry Barr, where we are the main contractor on the A34 Highways Improvement Scheme.

I am extremely passionate about community awareness and engagement, and social value delivery by Tarmac.

With so much going on in Perry Barr, this is a perfect time and platform to raise the aspirations, especially of the youth. That is what adding social value is... acknowledging that business is also about giving back to the community. It is goodwill.

We have the opportunity to leave a legacy here, through the benefits of our project. Once complete, this highway, its engineering significance, the related transport infrastructure, and the cycle paths will all still be here.

I just want to share as much as I can to broaden the horizons of young people – to open up the world a little more to give them a greater sense of the possibilities and opportunities that are available to them.

Perry Barr has a large ethnic population and when they see me in my hi-vis PPE, they stop and talk to



me, ask questions about the project and my role. It's great and it feels good especially because I know they appreciate the representation.

I am passionate about raising aspirations and love working with young people who have so much potential but for the different circumstances into which they are born. I aim to make a difference and hope I inspire people I interact with within the project and the community.

Tarmac has afforded me that opportunity to make a difference at a more human level.



Heidi Sherwood, transport manager (cement and lime)

My biggest career highlight is leaving school with virtually no qualifications and working through the ranks from distribution clerk to my current role as transport manager. I got where I am through sheer determination.

I manage the weighbridge function team at Tunstead Quarry, overseeing up to 500 vehicle movements per day, and manage the weighbridge

at Hindlow Quarry. I make sure that safety and compliance processes are adhered to.

Over the last 25 years, I've worked at different sites and relished the challenges. I love the diversity of my job and the freedom to get involved with different projects.

I enjoy juggling between commercial, logistics and customer services but I'm really motivated by safety and seeing things done well. Ensuring safety for our customers, colleagues on site and drivers is what it's all about.

Tarmac have looked after me incredibly well. I had a near-fatal car accident seven years ago, and there was no pressure to return until I felt well enough. My partner also works for Tarmac and he was given time off to look after me.

Getting on in the company is about being who you are. Don't be afraid to challenge. I'll challenge a director as much as an operator if I don't think something is right.

And you don't always need a university degree to get on. If you're prepared to learn in later life, you can go far. I did the enabling leadership course and coaching and mentoring diploma, which really helped me.

Our divisions

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require organisations comprising more than one legal UK entity with over 250 employees to report each relevant UK entity separately. Tarmac has five divisions that meet these criteria.

Tarmac Aggregates Ltd

Pay	Mean	Median	Quartile data	Female	Male	Bonus	Mean	Median	Proportion of each gender paid a bonus	
Women's hourly rate difference (lower)	1.0%	-1.6%	Lower	10.2%	89.8%	Women's bonus pay (lower)	-15.9%	4.2%	Female	100.0%
			Lower middle	8.6%	91.4%					
			Upper middle	0.0%	100.0%				Male	100.0%
			Upper	13.0%	87.0%					

Tarmac Building Products Ltd

Pay	Mean	Median	Quartile data	Female	Male	Bonus	Mean	Median	Proportion of each gender paid a bonus	
Women's hourly rate difference (lower)	23.0%	26.6%	Lower	29.3%	70.7%	Women's bonus pay (lower)	53.4%	17.2%	Female	100.0%
			Lower middle	22.3%	77.7%					
			Upper middle	10.7%	89.3%				Male	100.0%
			Upper	5.6%	94.4%					

Tarmac Cement & Lime Ltd


Pay	Mean	Median	Quartile data	Female	Male	Bonus	Mean	Median	Proportion of each gender paid a bonus	
Women's hourly rate difference (lower)	10.7%	16.1%	Lower	16.8%	83.2%	Women's bonus pay (lower)	19.6%	76.0%	Female	96.8%
			Lower middle	8.8%	91.2%					
			Upper middle	7.8%	92.2%				Male	97.6%
			Upper	5.4%	94.6%					

Tarmac Services Ltd

Pay	Mean	Median	Quartile data	Female	Male	Bonus	Mean	Median	Proportion of each gender paid a bonus	
Women's hourly rate difference (lower)	16.8%	14.6%	Lower	41.2%	58.8%	Women's bonus pay (lower)	45.8%	44.8%	Female	98.0%
			Lower middle	23.0%	77.0%					
			Upper middle	26.8%	73.2%				Male	99.4%
			Upper	13.6%	86.4%					

Tarmac Trading Ltd

Pay	Mean	Median	Quartile data	Female	Male	Bonus	Mean	Median	Proportion of each gender paid a bonus	
Women's hourly rate difference (lower)	13.3%	15.9%	Lower	16.6%	83.4%	Women's bonus pay (lower)	35.8%	22.4%	Female	90.3%
			Lower middle	10.2%	89.8%					
			Upper middle	7.1%	92.9%				Male	92.9%
			Upper	5.9%	94.1%					



Everyone who chooses to become part of the Tarmac family is valued and has an important role to play in our future. We want to ensure all employees can reach their full potential and can truly be themselves at work – and remain committed to addressing our gender pay differences with their support.

We can confirm that the gender pay gap data contained in this report is accurate and in line with government reporting requirements.



A handwritten signature in blue ink, appearing to read 'P. Buckley'.

PETER BUCKLEY

Senior Vice President, UK & Ireland