



Gender pay gap report

2023



Introduction

We take great pride in our people and the work they do, ensuring that they are supported by an environment that is safe, inclusive, and where they can achieve their full potential.

This is underpinned by a drive to deliver sustainable solutions that make homes, buildings and infrastructure that stand the test of time, offering our employees an opportunity to be part of something bigger.

We want Tarmac to be a workplace that enables everyone to be themselves and perform at their best. As part of this commitment, we ensure we offer fair reward and recognition for all.

The gender pay gap is calculated as the difference between the average hourly earnings of men and women. It is shown as both a mean (the average)

and a median (the middle number in a set of data) taken from a specific snapshot date.

This report outlines Tarmac's gender pay gap in line with the seventh year of national reporting on gender pay gap data. This is a legal requirement for UK businesses with 250+ employees.

Looking at a reportable snapshot date of April 2023, our mean gender pay gap increased by 1.0% to 11.8%. The median was 17.7%, an increase of 3.8% compared to the previous year, with the UK national average reported at 14.3%.

As a leader in what remains a male-dominated industry, we have a shared responsibility to showcase construction as a fulfilling career path for all. In this report, we discuss our gender pay differences, as well as highlighting the actions we're taking to ensure Tarmac is an inclusive workplace for everyone.

Our statistics

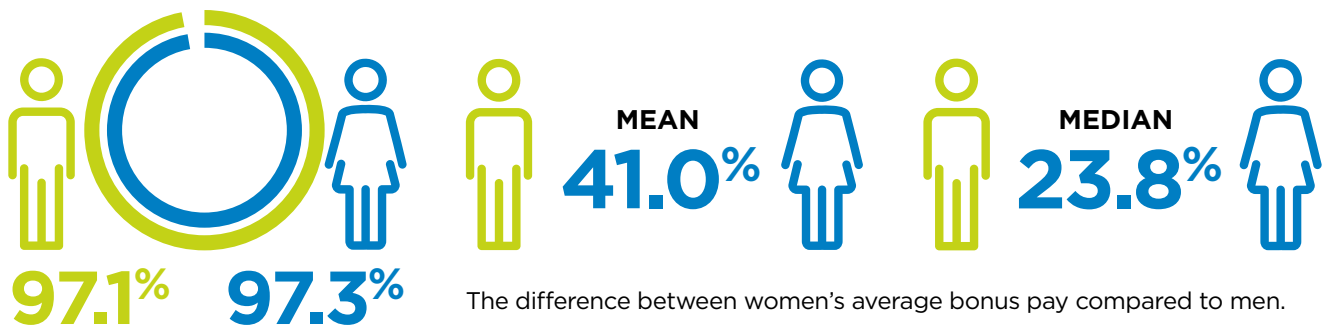
All entities combined*

HOURLY PAY



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

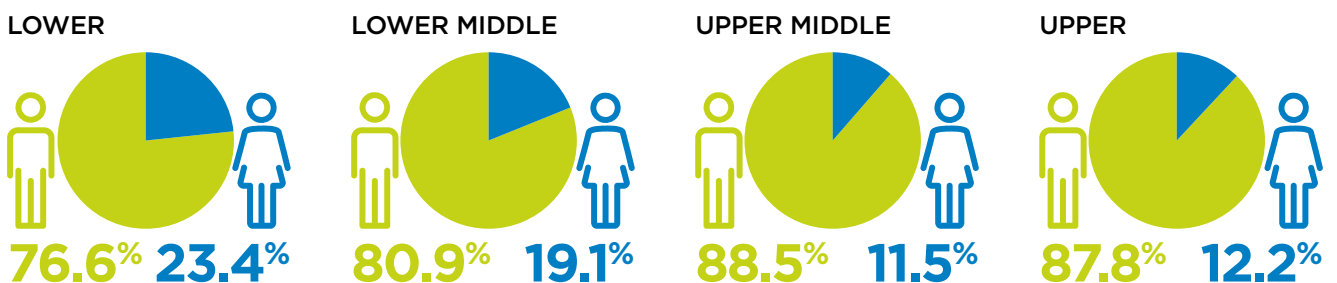
BONUS PAYMENTS



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 sitting 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 10 for a breakdown of data for our legal entities.



Why is there a gap?

Men outnumber women in the business

- Our workforce is made up of more men than women, which is reflective of the sector as a whole. In 2023, this equated to 83.3% men and 16.7% women.
- A move to a more balanced workforce will take time and we certainly can't do it alone. We will continue to work both within our industry and outside of it to encourage women to consider a career in construction.

There are more men than women at senior levels

- Our men to women ratio becomes more apparent when looking at the most senior positions within the business. In comparison with 87.8% men, 12.2% of our workforce in the upper pay quartile (highest pay band) were women.
- We acknowledge that recruiting women at this level in a male-dominated sector remains a challenge, though we're committed to both attracting and retaining women to these roles within Tarmac. This includes recruiting women at all levels, from entry roles to senior positions.

Bonuses are awarded to employees as a % of pay

- We have a positive approach to flexible working, supporting employees wherever possible to work part-time hours and encouraging everyone to adopt a healthy home/work life balance.
- All eligible employees receive an annual bonus, which for our part-time colleagues is paid pro rata in line with their annual salary. Women in our business are 20 times more likely to work part time than men.
- This is a factor for our bonus award differences, which in 2023 saw a mean bonus gap of 41.0% and a median bonus pay gap of 23.8%. These statistics have improved since 2022, by 0.6% and 1.2% respectively.
- Encouragingly, 97.3% of women received a bonus in 2023 - an increase of 9.5% on 2022.



Our progress

While providing a helpful way of measuring progress, gender pay gap calculations are just one means of charting our ongoing inclusion and diversity journey.

Above all, we prioritise listening to and learning from our workforce – including those from all underrepresented groups – to help us create meaningful change and shape where we go next.

An overview of our 2023 initiatives and activities is outlined below.

Organic Mondays

Periods should not be a barrier for women at work. As a result, we were proud to announce a new partnership with Organic Mondays – a female-led provider of organic, plastic-free period care products.

As part of the agreement, we've made sustainably-sourced cotton pads, tampons and panty liners available free of charge to our employees and visitors to our UK sites. Through the partnership, we hope to make a positive impact to wellbeing at work and contribute to a more sustainable future.

Clear Assured Gold

We celebrated achieving The Clear Company Clear Assured Gold Standard, recognising inclusion and diversity best practice in the workplace.

Marking a step up from the Silver Standard achieved in 2022, the improved gold accreditation was secured following our continued efforts to embed and enhance I&D practices across the business. This included the launch of our menopause policy, a full refresh of employee diversity data and achieving Disability Confident Employer – level 2 accreditation.

Ongoing PPE improvements

Employees joined us for a personal protective equipment (PPE) trial day with our suppliers Leo Workwear and Arco: Experts In Safety.

The honest and insightful feedback on the PPE we currently provide is helping us to make real improvements. New items – including coveralls – are now being added to and trialled for our range, which already included women's, religious and maternity PPE.



Kirsten Kobrin, procurement category manager, said: "Hearing the views of PPE wearers in our business is hugely valuable, as we continue on our inclusion journey. By working together and as a result of feedback, we're continuously adapting to ensure our PPE is fully inclusive for all our workforce and is equality based."

Female Voice

First founded in 2021, our Female Voice women's network grows in both strength and numbers. The group is led by women and senior allies across the company, playing a vital role in how we attract and retain women at Tarmac.

Female Voice members continue to carry out a variety of events and activities, aimed at celebrating and empowering women and allies across Tarmac. In 2023, this included hosting successful coffee mornings and supporting the business' approach to marking International Women's Day.

Support during the menopause

We remain committed to having open conversations with employees about changes in health. This includes recognising the impact of the menopause, acknowledging that each person's experience will be different.

We launched our menopause support group in 2021 as a closed, safe space for colleagues experiencing menopausal and perimenopausal symptoms to share their experiences with others. This was strengthened in 2022 by the launch of a menopause policy, as well as accompanying employee and line manager guides, to provide additional support to those going through this life stage.

Our employee communities

In addition to Female Voice and our menopause community, we have a further nine employee networks. Forums to share experiences and knowledge with fellow colleagues, the communities are each sponsored by a senior leader and are led by employee chairs with a vested interest.

These include:

- Ability
- Early careers
- Ex-armed forces and emergency services
- Inclusion and diversity champions
- LGBTQ+
- Mental health and wellbeing
- Parents and carers
- Religious, ethnic and cultural heritage (REACH)
- Sustainability



Case studies

Vanessa Saunders, readymix graduate

I am in year two of my general management graduate programme with Tarmac, learning on the job about our readymix concrete division and undertaking the early careers core skills programme.

The pandemic started just after I graduated from university, so graduate jobs suddenly became very hard to come by. I worked in sectors I hadn't planned to for a couple of years, which helped with transferrable skills. But when I secured the job with Tarmac, I was excited to have landed on my feet.

Joining Tarmac in the summer of 2022, the graduate programme was really attractive as an opportunity to learn about the industry and gain a breadth of experience. It was great to see that they had previously hired women in graduate roles who seemed to be doing well in their careers.

I feel lucky to work at a company that invests so much into learning and personal development. I enjoy the challenge of having to constantly

learn new things and meet new people across the business. It also has a growing I&D network, which I have become involved in as a co-chair of our Female Voice community.

As a woman working in a male-dominated industry, while it can be discouraging it can also be empowering. As any kind of minority, you have the opportunity to change perceptions and create allies. It's not always easy but through this, you can help to pave the way for future generations of women.

I would say to others, in particular women and other less represented groups, looking to join the industry, don't let it stop you – as long as you find a company that is open and committed to embracing diversity. You may find individual doubters and face challenges, but as long as you have the support of a good team, you should be confident in your abilities, and you can aspire to break through any glass ceiling.



Beatriz Garcia-Castrillon, optimisation and quality manager

As quality manager at Tunstead Cement Plant, my main responsibilities are to ensure all our products meet our customers' requirements and comply with the product certification process. This is achieved by ensuring everyone on the plant follows a quality management system.

As optimisation manager, I am also responsible for the process team, with our main goal being to help production meet their objectives by enabling them to maintain a stable process and reduce production costs.

My career started as a graduate engineer in Spain in 2011. I worked as a shift manager and process engineer, until I moved to the UK in 2014. The cement industry in Spain had slowed down and the development opportunities for young engineers were limited.

I worked for a year elsewhere as a process engineer and then I applied for a job at Tunstead in 2015.

I worked in the production department focused on alternative fuels optimisation. In 2018, an opportunity presented itself and I was promoted to optimisation manager. Then in 2020 I took over the quality department as well.

The part of my job I love most is the data collection and analysis as part of the troubleshooting process. It is very rewarding to find solutions to problems by following a structured analysis of facts and an action plan built from this analysis.

Since I was a young graduate engineer, I've always believed that the cement industry is a great place to build a career. I have also never felt any different than my male colleagues - we all bring individual strengths to the team which helps achieve better results.

Cement plants are under continuous change and you can work in different engineering fields, which opens a wide range of development opportunities.



Emma Hines, sustainability director

As sustainability director, I'm responsible for developing and implementing Tarmac's transformational sustainability strategy – leading a team of specialists focusing on regulation, codes and standards, including emissions trading systems, sustainability communications, net zero and sustainable construction.

Having achieved an MSc in Environmental Diagnostics, I started in the industry as a graduate, working in the waste and recycling business and across operations, technical, production and commercial functions.

On finishing the graduate scheme, my first role was as a development analyst – strategy, and I then moved to the readymix division as an internal account representative. I became the national readymix marketing performance manager before taking up a national role as sustainable construction & development manager in 2009.

This focus on sustainable construction led to me being listed as a top 50 rising sustainability star in Building magazine, which I am hugely proud of. I then became senior manager – sustainable construction and was promoted to director in 2023.

Working at Tarmac and having effectively 'grown up' in this industry, I'm still always learning something new. I also enjoy working internally and externally with great people. Women make up just 15% of people working in construction and related fields. Diversity and inclusion can and will bring a wealth of skills, along with a recognition of the need to reward ability and knowledge equally.

I would urge anyone to give the industry a go! There are so many different roles to try and plenty of opportunities for a long-lasting career.

Our divisions

In line with the Equality Act 2010 Regulations 2017, organisations with multiple legal entities must report each relevant entity (with 250+ employees) and its gender pay differences separately. Our four separate entities are detailed below.

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)	-3.3%	6.2%	Lower	3.7%	96.3%	Women's bonus pay (lower)	35.4%	5.9%	Female	100.0%
			Lower middle	22.2%	77.8%				Male	100.0%
			Upper middle	0.0%	100.0%					
			Upper	14.8%	85.2%					

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)	15.1%	23.3%	Lower	21.8%	78.2%	Women's bonus pay (lower)	24.5%	33.1%	Female	99.1%
			Lower middle	8.9%	91.1%				Male	96.3%
			Upper middle	5.4%	94.6%					
			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)	16.5%	22.0%	Lower	29.9%	70.1%	Women's bonus pay (lower)	64.4%	69.3%	Female	100.0%
			Lower middle	33.8%	66.2%				Male	99.8%
			Upper middle	13.9%	86.1%					
			Upper	18.6%	81.4%					

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)	13.7%	17.1%	Lower	23.4%	76.6%	Women's bonus pay (lower)	45.1%	25.7%	Female	94.1%
			Lower middle	17.8%	82.2%				Male	96.1%
			Upper middle	10.0%	90.0%					
			Upper	9.1%	90.9%					

We are committed to making Tarmac a place where everyone has the same opportunity to develop and progress, supported by an environment that is safe, diverse, and welcoming.

We would like to thank all our colleagues for their support and direction, as we continue on our inclusion and diversity journey.

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



A handwritten signature in black ink, appearing to be 'BB'.

BEVAN BROWNE
Managing Director, UK Materials



A handwritten signature in blue ink that reads 'J Dalton'.

JACK DALTON
Managing Director, Cement, Lime and Packed
Products, UK and Ireland