



# Gender pay gap report

2024



# Introduction

We are deeply committed to our people and the important work they do, fostering an environment that is safe, inclusive and supportive of their full potential.

Our dedication to delivering sustainable solutions ensures that homes, buildings and infrastructure endure for generations, offering our employees the chance to be part of something greater. At Tarmac, we strive to create a workplace where everyone can be themselves and perform at their best. As part of this commitment, we provide fair reward and recognition for all.

The gender pay gap measures the difference between the average hourly earnings of men and women, expressed as both a mean (the average)

and a median (the middle value in a dataset) based on a specific snapshot date. This report represents Tarmac's gender pay gap data in line with the eighth year of national reporting, a legal requirement for UK businesses with 250+ employees.

Using the reportable snapshot date of April 2024, our mean gender pay gap is 17.1%, an increase of 5.3% from the previous year. Our median gender pay gap stands at 24.7%.

As a leader in an industry that remains male-dominated, we recognise our shared responsibility to promote construction as an inclusive and rewarding career choice. This report explores our gender pay gap figures and outlines the actions we are taking to make Tarmac a truly inclusive workplace for all.

# Our statistics

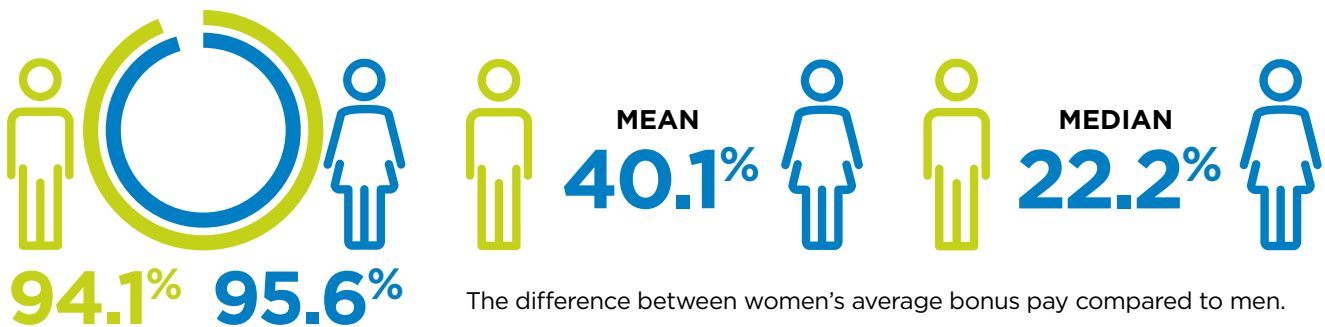
All entities combined\*

## HOURLY PAY



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

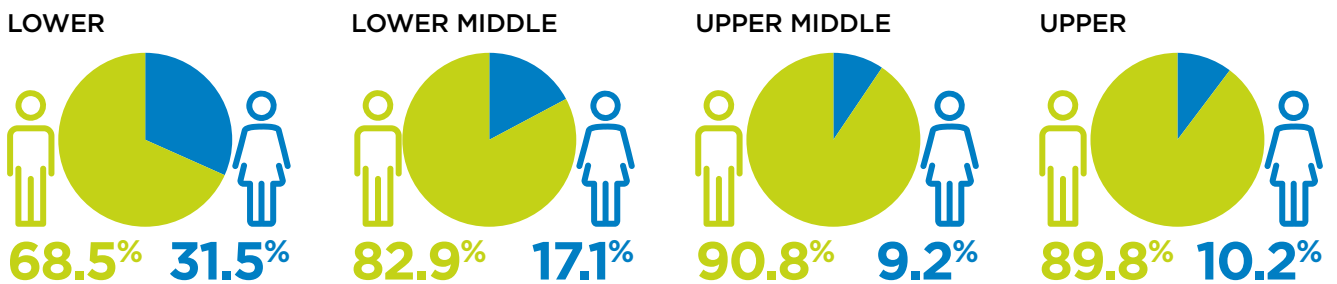
## BONUS PAYMENTS



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

Men and women getting a bonus.

## PAY QUANTILES



Quantiles 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

- As reflected by the wider construction sector, our workforce is made up of more men than women. In 2024, this equated to 83% men and 17% women.
- Achieving a more balanced workforce will take time, and we can't do it alone. We will continue working within and beyond our industry to encourage more women to consider careers in construction.

## There are more men than women at senior levels

- The gender imbalance is most pronounced in senior roles. In the upper pay quartile, 89.8% of our workforce were men, compared to 10.2% women.

- Recruiting women into senior positions remains a challenge in a male-dominated sector, but we are committed to attracting and retaining female talent at all levels, from entry roles to leadership.

## Bonuses are awarded as a % of pay

- We support flexible working, encouraging employees to balance home and work life. Part-time employees receive an annual bonus, based on their pro rata salary.
- There is a higher proportion of women at Tarmac who work part time, which has an impact on bonus pay differences. In 2024, the mean bonus gap was 40.1% and the median was 22.2%.



# Our progress

Gender pay gap calculations offer a valuable way to track progress, but they are just one aspect of our broader inclusion and diversity journey.

Our top priority is listening to and learning from our workforce, including individuals from all groups, to drive meaningful change and guide our future direction.

Below is an overview of our key initiatives and activities from 2024.

## Ongoing PPE improvements

We continue to work closely with our PPE supplier, Leo Workwear, to help us refine and expand our range. Our female employees provide valuable feedback to drive real improvements and ensure our protective gear meets diverse needs. As part of this, we're trialling a PPE Hijab, building on our extensive range, which already includes women's, religious and maternity PPE.

## Enhanced adoption policy

As part of our commitment to fostering an inclusive and supportive workplace and giving our colleagues the support they need to balance work and family life, we have updated our Adoption Policy. Designed to help employees plan for their leave with confidence, the policy provides greater clarity and support for those growing their families through adoption, fostering to adopt or surrogacy.

Key updates include enhanced flexibility around adoption leave and pay, additional support for employees navigating disrupted adoptions and a phased return-to-work option to ease the transition back into the workplace. We have also introduced a 'ramp-down' period before leave begins, allowing employees to gradually reduce their working days in preparation for their new family commitments.



## Female Voice

Established in 2021, our Female Voice women's network continues to grow in both size and influence. Led by women and senior allies within the company, the group plays a key role in attracting and retaining female talent at Tarmac.

Female Voice members actively organise events and empower women and their allies across the organisation. In 2024, their efforts included 'Periods at Work' and 'Menopause' themed coffee mornings and raising awareness of International Women's Day.

## Our employee communities

In addition to Female Voice, we have a further nine employee networks. These forums provide our employees with the opportunity to share knowledge and experiences with fellow colleagues. Each network is led by employees and supported by a senior business leader. They include:

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



# Case studies

## Ellie Davis, Asphalt 2 Go Manager

I started my career in construction in an unexpected way. I was studying law at university and working at a solicitor's firm, but I didn't feel like I was growing. A friend who already worked at Tarmac recommended I consider a role with the company. I started as an order taker, not really knowing what to expect from the industry. Over time, I realised there was so much more to construction than I initially thought.

I spent a couple of years in that role before moving into the sales team. I didn't have an official mentor, but I looked up to Gemma, a senior colleague, as I admired how she worked with customers and understood the business inside and out. I used to ask her if I could tag along to meetings during my lunch breaks just to gain experience. After about six months, I transitioned to internal account manager, and after 18 months in that role, I applied for my current position as an external account manager.

One of my proudest achievements is training new employees and seeing them grow within the company. It means a lot to me to be part of a business where people want to stay and develop. Moving into an external role has been my biggest professional challenge, but it's also my greatest achievement. Representing the brand, working with customers, and being involved in the operations

side of the business has given me a much broader perspective.

Working in a male-dominated industry hasn't always been easy and moving from an office-based role to a customer-facing position was challenging. There's still an assumption from some people that men hold more authority which can be frustrating, but I've learned to hold my ground and prove my knowledge. Within Tarmac, we've made a lot of progress in supporting women, and as an ambassador for the female voice in the Southeast, I see firsthand the efforts being made.

If I could give advice to women considering this industry, I'd say be brave and challenge the idea that construction is only for men. There are so many different roles, from commercial to operational, and more visibility of women in the industry will help shift perceptions. I've had conversations with customers about the impact of having more women in leadership, and those discussions show that change is happening.

There have been positive steps, like the introduction of PPE designed for women and enhanced maternity policies, but real change happens gradually. For me, the most important thing is to keep pushing forward. The more women we see in these roles, the more normal it will become.



## **Kirsten Kobrin, Category Manager FM&E**

I joined Tarmac in February 2019 as an Assistant Category Manager in the Procurement Team, coming from a logistics background. Before that, I worked as a Procurement Coordinator and Buyer at TNT, now FedEx. From the start, I was eager to apply my experience and grow within the industry. In 2022, I was promoted to my current role as a Procurement Category Manager for Facilities Management & Estates.

One of my proudest career milestones has been driving positive change in procurement, particularly in making workplaces more inclusive. A key achievement has been improving the availability of essential products such as period products, women's PPE, including maternity and religious PPE, and now the launch of our new hijab.

In my current role, my main responsibility is sourcing goods and services at the best commercial terms while mitigating risk to the business. I particularly enjoy learning about the different operating businesses within Tarmac and seeing the impact that procurement decisions can make for employees across the organisation.

Working in this industry as a woman can sometimes be intimidating, especially when you find yourself as the only woman, or one of very few, in a meeting. However, I have been fortunate to have allies who support and value my contributions, which makes a significant difference. Over the past few years, I have seen real progress in inclusion and opportunities for women and other underrepresented groups, and I am excited about the direction we are heading.

For those considering a career in this industry, my advice is simple: keep going. Find an organisation that is supportive and inclusive, and don't let challenges discourage you. Your determination and passion will take you further than you ever imagined.

To encourage more women and underrepresented groups to explore opportunities in this field, businesses need to actively showcase the achievements of their female employees. Representation matters, and visibility can inspire the next generation of talent. As a mother, I want my daughter to have access to an inclusive and supportive workplace like Tarmac. We all have a role to play in shaping a better, more equitable future for ourselves, our colleagues, and our communities.



## **Debbie Fowkes, Multi Skilled Operative**

I was originally working for a building company that closed down, and I saw a job advert for a Dispatch Coordinator at Tarmac. I applied immediately, got the job, and spent a couple of years in dispatch before an opportunity in sales came up. I had previous sales experience, but because it wasn't in construction, it was initially overlooked. Once I explained my background, I was offered roles in both aggregates and asphalt sales and had to choose. I went with asphalt, and it turned out to be the right decision for me.

From there, my career progressed quickly. In the following January, I became a Sales Coordinator. By March, I was a Territory Asset Manager, and by the end of the year, I was an Account Manager. I later became an Asphalt Area Manager, covering Nottingham and Kirby. When that role was discontinued, I moved into operations, where I am today.

I've been with Tarmac for 15 years and I'm incredibly passionate about what I do. I could talk all day about roads, car parks, and asphalt, it's an addictive industry! One of the biggest milestones in my

career has been transitioning into commercial roles, which gave me valuable insight into the financial side of operations. I've also pushed myself to take on new challenges, completing my NVQ in shovel operations, passing my forklift test, and becoming a certified Mental Health First Aider. I always put myself forward for training, whether it's learning batching or becoming a Fire Marshal.

In my current role, I do a bit of everything. Our plant is small, so with just two of us, we share responsibilities from operating the loading shovel to batching, booking customers in and out, and running the weighbridge. I also manage purchase orders for multiple plants and co-chair the Female Voice network.

Working in this industry as a woman can have its challenges, but attitudes are changing. For anyone considering a career in construction, my advice is simple: go for it. You don't need to be a graduate, there are so many other ways to get started. This industry is evolving and women are playing a bigger role than ever.

# 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)	24.7%	28.8%	Lower	16.7%	83.3%	Women's bonus pay (lower)	69.0%	10.2%	Female	100.0%
			Lower middle	8.0%	92.0%				Male	100.0%
			Upper middle	12.5%	87.5%					
			Upper	0.0%	100%					

## 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)	17.7%	23.1%	Lower	22.6%	77.4%	Women's bonus pay (lower)	11.5%	35.0%	Female	95.0%
			Lower middle	8.2%	91.8%				Male	94.6%
			Upper middle	5.3%	94.7%					
			Upper	4.9%	95.1%					

## 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)	21.3%	25.5%	Lower	42.7%	57.3%	Women's bonus pay (lower)	69.5%	70.6%	Female	100.0%
			Lower middle	24.6%	75.4%				Male	99.8%
			Upper middle	14.4%	85.6%					
			Upper	16.0%	84.0%					

## 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)	21.3%	27.3%	Lower	33.4%	66.6%	Women's bonus pay (lower)	46.7%	20.0%	Female	92.0%
			Lower middle	14.1%	85.9%				Male	91.4%
			Upper middle	8.4%	91.6%					
			Upper	7.8%	92.2%					

We are dedicated to ensuring that Tarmac is a place where everyone has equal opportunities to grow and advance, within a safe, respectful and welcoming environment.

We sincerely appreciate the support and guidance of our colleagues as we continue our 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