



Gender pay gap report

2025



Introduction

At Tarmac, our people are at the heart of everything we do. We want everyone who works here to feel safe, supported and able to thrive, both personally and professionally.

The projects we deliver shape the places where people live, work and travel for years to come, and we are proud that our colleagues play such a significant role in creating this lasting impact. We are committed to building a culture where individuals can be themselves, contribute their ideas and be fairly rewarded for the work they do.

The gender pay gap looks at the difference in average hourly earnings between men and women and is reported using both mean (average) and median (middle) figures, based on a defined

snapshot date. This report shares Tarmac's gender pay gap data in line with the legal reporting requirements for UK organisations with more than 250 employees.

Based on the snapshot date of April 2025, our mean gender pay gap is 16.8%, representing a change of 0.3% from the previous year. Our median gender pay gap is 25.2%, against a UK national average of 12.8%¹.

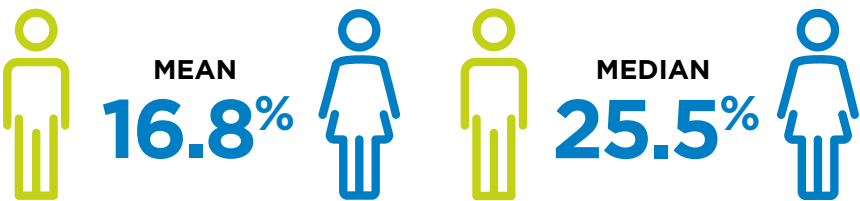
We operate in a sector that has traditionally attracted more men than women, and we recognise the need to help shift that balance. We are focused on making construction accessible and appealing to everyone, and on creating a workplace where all colleagues feel included and able to succeed. This report explains our gender pay gap figures and the steps we are taking to keep moving forward on inclusion and equality at Tarmac.

¹ <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2025>

Our statistics

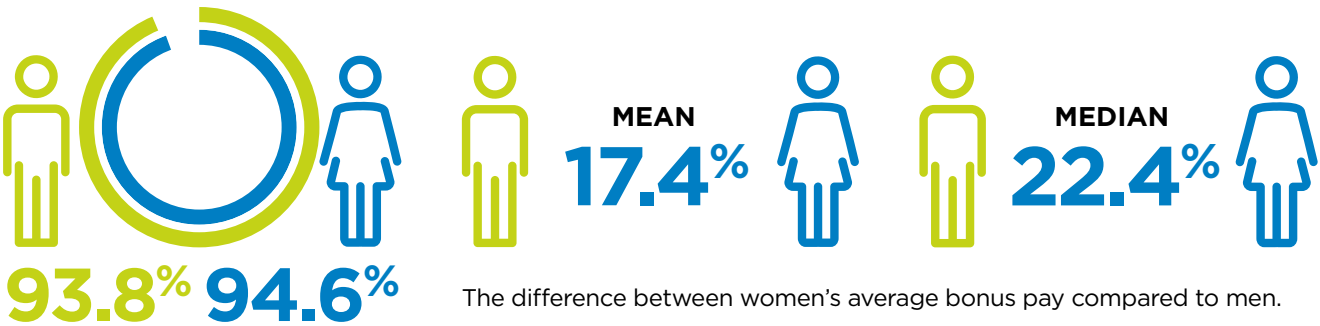
All entities combined*

HOURLY PAY



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

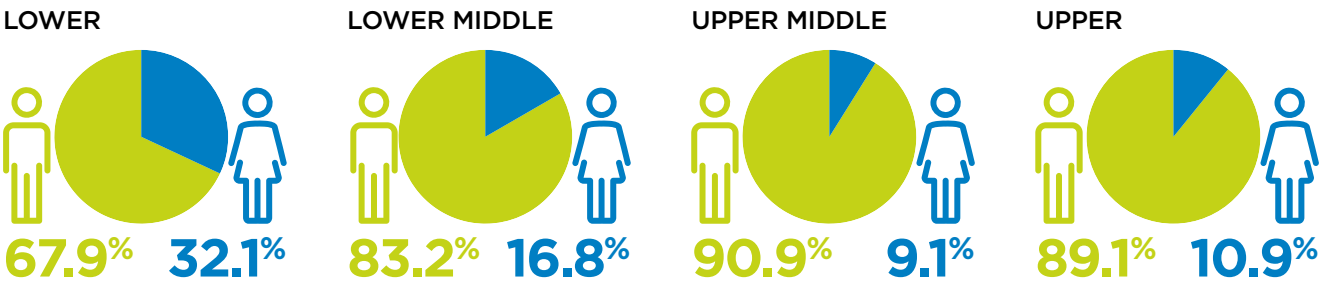
BONUS PAYMENTS



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

Men and women getting a bonus.

PAY QUANTILES



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 continue to make up the majority of our workforce

- Our employee population remains predominantly male, reflecting the wider construction industry. In 2025, 82.97% of our workforce were men and 17.03% were women.
- We continue to strengthen inclusive recruitment practices, including gender-neutral job descriptions, balanced shortlisting, and training for hiring managers to recognise and remove unconscious bias. Our external communications and Employee Value Proposition also promote careers for women in construction through case studies, imagery and materials that reflect the diversity of our business.
- Achieving a more representative gender balance will take time, and it's not something we can address in isolation. We will keep working collaboratively, both across our sector and beyond, to inspire and support more women to pursue careers in construction.

There are more men than women at senior levels

- The imbalance is more pronounced at the highest levels of the organisation. Within our upper pay quartile, 89.1% of roles were held by men, compared with 10.9% by women.

- We recognise that attracting women into senior roles within a traditionally male-dominated industry can be challenging. However, we remain focused on improving representation by recruiting, developing, and retaining women at every stage of their careers, from entry-level roles through to leadership positions.

Bonuses are awarded to employees as a % of pay

- We actively support flexible working arrangements, enabling colleagues to work part time where appropriate and helping people maintain a sustainable balance between work and home life.
- Annual bonuses are paid to all eligible employees and are awarded on a pro rata basis for those working part time. Eligibility is also influenced by employee start dates during the bonus period. At Tarmac, women are 20 times more likely than men to work part time.
- This has an impact on our bonus gap figures. In 2025, the mean bonus gap was 17.4% and the median bonus gap was 22.4%, representing improvements of 7.8% and 2.6% respectively since 2022.
- Encouragingly, 94.6% of women received a bonus in 2025, an increase of 6.8% compared with 2022.



Our progress

While gender pay gap figures are an important indicator of progress, they represent only one element of our wider inclusion engagement ambitions.

What truly drives change for us is engaging with our people, understanding their experiences and perspectives across all groups, and using those insights to shape what we do next.

What follows is a summary of the main initiatives and activities we have focused on over the past year to support this work.

Inspiring the next generation through STEM engagement

In 2025, we relaunched our volunteering policy to actively encourage employees to engage in STEM activities and outreach programmes. By connecting with schools, colleges, and community groups, our employees help to inspire the next generation and break down barriers to entry in our industry.

These initiatives are particularly focused on reaching underrepresented groups, including young women and girls, to demonstrate that careers in construction materials and engineering are accessible to all. Through hands-on workshops, career talks, and site visits, we're working to challenge stereotypes, broaden perceptions of our sector, and build a more diverse talent pipeline for the future.

Leadership development and mentoring

We have taken deliberate action to ensure leadership development and career support are accessible to all colleagues. We launched our Leadership Development Academy, providing training across the organisation, alongside the relaunch of our mentoring and coaching programmes to offer more personalised guidance at every career stage. Our Employee Development Programme also enables colleagues to self-nominate for strategic projects, gaining valuable exposure and mentoring from senior leaders.



Relaunching our family friendly policy

In line with feedback from the Tarmac Your Voice employee engagement survey, we relaunched our HR policies throughout the course of 2025. These enhanced policies are designed to support all employees in balancing their work and family responsibilities, helping to reduce career interruptions and progression barriers that can disproportionately affect women. The following policies were modernised, and simplified:

- Maternity leave policy
- Paternity leave policy
- Carers policy
- Flexible working policy
- Adoption leave policy
- Shared parental leave policy
- Parental bereavement leave policy (new)

Female Voice

Our Female Voice women's network, established in 2021, 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 2025, their efforts included social get-togethers, promoting women's health awareness initiatives, and coordinating an all-female site takeover to showcase career opportunities in the sector to female students. These activities demonstrate our commitment to building a visible pipeline of female talent and creating an inclusive environment where women can thrive.

Our employee communities

In addition to Female Voice, our Employee Resource Groups (ERGs) operate under the banner of inclusion, health and wellbeing, and career development. These groups exist to provide a vital mechanism for employee voice, ensuring that colleagues from underrepresented demographics are listened to and empowered to influence key decisions that affect their working lives.

Each network is led by employees and sponsored by a senior business leader, creating direct channels between our workforce and leadership. Our ERGs actively shape policies, challenge assumptions, and drive cultural change across the organisation.



Case studies

Jodie Freeman **Specialist Operations Manager**

I didn't start my career in construction. I originally worked as a microbiologist at Birmingham Children's Hospital before deciding I wanted a change in direction. I joined a graduate scheme with National Express and went into operations, becoming an Assistant Operations Manager at the company's largest bus depot in Digbeth. I gained strong people management and operational skills, and then I reached a point where I wanted progression and a new challenge.

My sister, who worked in recruitment at the time, told me about a Site Manager role at Swains Park with Tarmac. I had no previous experience in this industry, but I applied, went through the interviews and was offered the job. Someone took a chance on my transferable skills rather than sector knowledge, and that opportunity has completely shaped my career.

My first role at Tarmac was Site Manager at Swains Park. After a restructure, I became Plant Manager, and more recently I was promoted to Specialist Operations Manager. I now look after three packed product sites — Swains Park, Nuneaton, and Dove

Holes. My role is varied and fast-paced, covering safety, production, budgets, improvement projects, compliance and day-to-day operations across the sites.

A key milestone for me was completing the Employee Development Programme. It helped build my confidence, expanded my network and gave me exposure to senior leaders across the business. Another major achievement has been establishing myself in an industry I knew nothing about when I joined.

What I enjoy most is the people side of the job - being out on site, working with teams and finding ways to improve processes. Working in this industry as a woman has never held me back at Tarmac. I've seen positive changes, including improved facilities and greater focus on inclusion.

For anyone considering a career in this industry, my advice is simply to explore it. There are so many different roles available, and more women joining will only strengthen the industry.



Kathryn Musson Senior Logistics Manager

Before entering the world of work, I studied psychology at university because I wasn't sure what I wanted to do, and it felt like a good foundation. After graduating, I applied for general graduate schemes and joined Royal Mail, where I worked across a range of roles, including project management. I was then offered the chance to move into logistics as a Distribution Manager. It was completely outside my comfort zone, but I decided to give it a go, and I've been in logistics ever since.

I started out managing one depot in Newcastle and progressed to looking after operations across the whole of the north of England. Three years ago, I made the leap into construction and joined Tarmac. On paper the role looked similar, but the reality has been completely different - in the best possible way. It's still logistics, just on a much bigger scale and in an entirely new environment, and I've loved the challenge.

Now, I'm Senior Logistics Manager for the North of England and Scotland. My team plans and delivers around 300,000 deliveries a year, working with approximately 300 different hauliers. Part of my team focuses on planning and customer delivery, while the transport managers look after relationships with hauliers and ensure everything we do is carried out safely. It's fast-paced, high-energy and no two days are the same. What I enjoy most are the

relationships, working with my team, our hauliers and leaders across the business.

I've had many milestones in my career, from managing teams with very different demographics to opening new sites and deploying new technology. Being part of the resurfacing of Newcastle Airport was a standout moment. I still fly from there and think proudly, "we did that."

Working in this industry as a woman has been a journey. Early on, I worried that I didn't fit the stereotype of what a logistics leader "should" look like. A brilliant manager helped me realise that being different is actually a strength - bringing new perspectives and leadership styles is exactly what delivers results. I now absolutely love what I do.

I've seen real progress in inclusion over the past decade, particularly since joining Tarmac, from employee networks and open conversations to greater allyship from colleagues across the business. It's no longer just women talking about gender equality; everyone is involved.

My advice to anyone considering logistics or construction is to be confident in being yourself. You don't need to fit a mould; diversity works because we all think differently. I stumbled into logistics by accident, and it has opened up a career I love.



Parveel Hothi **Digital Marketing Manager**

I studied marketing at university and graduated in 2007, just as the recession hit. Breaking into marketing at that time was incredibly difficult, so I built experience wherever I could - volunteering, working for my parents, and taking on part-time roles that allowed me to develop practical marketing skills. Through this, I worked with a local town BID, supporting events, building databases, updating websites, and learning how to engage different audiences. That hands-on experience led to my first full digital marketing role in the automotive industry, where I developed the technical skills that still underpin my work today.

I first joined Tarmac in 2013. Digital was a much smaller function then, and I worked closely with a small web team supporting major change across the organisation. One of the biggest milestones of my career came during this period, when we were tasked with delivering eight European websites, in different languages, alongside the launch of Tarmac's new careers website. We had just seven weeks to complete the project, working across countries, languages, and time pressures. All nine websites launched on the same day, and the

experience taught me an enormous amount about collaboration, problem-solving and resilience.

My role now focuses on Tarmac's external digital presence. I oversee around 70 websites, from tarmac.com and sustainability reporting to careers and community microsites. I enjoy the technical side of digital most — the problem-solving, investigation and understanding what's happening behind the scenes, not just what people see on screen.

Working in construction as a woman in a digital role has evolved significantly since I first joined. Conversations have shifted from justifying why digital matters to focusing on how it can support growth and reputation.

My advice to anyone considering the industry is not to rule it out because you think you don't "fit." Tarmac isn't just about roads and concrete, it's a diverse, complex business with opportunities across every discipline. For women and underrepresented groups, I see it as an opportunity to learn, grow and contribute to the infrastructure that shapes everyday life.

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 difference separately. Our three separate entities are detailed below.

Tarmac Cement Limited

Pay	Mean	Median	Quartile data	Female	Male	Bonus	Mean	Median	Proportion of each gender paid a bonus	
Women's hourly rate difference (lower)	8.7%	15.4%	Lower	14.4%	85.6%	Women's bonus pay (lower)	38.9%	69.9%	Female	96.8%
			Lower middle	4.6%	95.4%				Male	98.1%
			Upper middle	4.1%	95.9%					
			Upper	6.7%	93.3%					

Tarmac Services Limited

Pay	Mean	Median	Quartile data	Female	Male	Bonus	Mean	Median	Proportion of each gender paid a bonus	
Women's hourly rate difference (lower)	23.2%	27.6%	Lower	43.6%	56.4%	Women's bonus pay (lower)	43.3%	70.2%	Female	100.0%
			Lower middle	25.5%	74.5%				Male	100.0%
			Upper middle	13.2%	86.8%					
			Upper	14.1%	85.9%					

Tarmac Trading Limited

Pay	Mean	Median	Quartile data	Female	Male	Bonus	Mean	Median	Proportion of each gender paid a bonus	
Women's hourly rate difference (lower)	19.9%	25.7%	Lower	34.4%	65.6%	Women's bonus pay (lower)	19.1%	19.2%	Female	90.1%
			Lower middle	14.7%	85.3%				Male	89.9%
			Upper middle	9.5%	90.5%					
			Upper	9.1%	90.1%					

Our aim is for Tarmac to be a workplace where everyone has the same chance to develop and progress, supported by an environment that is safe, inclusive, and welcoming to all.

We are grateful to our colleagues for their ongoing involvement and insight as we continue to strengthen our approach to inclusion and diversity.

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



A stylized, handwritten signature in black ink, consisting of two large, overlapping loops.

BEVAN BROWNE

Managing Director
UK and Ireland Cement



A handwritten signature in black ink that reads "David O'Brien" in a cursive style.

DAVID O'BRIEN

Managing Director,
Cement & Packed Products,
UK and Ireland