



**CULTURE**

**INCLUSION**

**DIVERSITY**



**India Chaplin – National HR Manager, Tarmac**

Tarmac. Building **o**ur future



If we are to preserve culture  
we must continue to create it.

Johan Huizinga

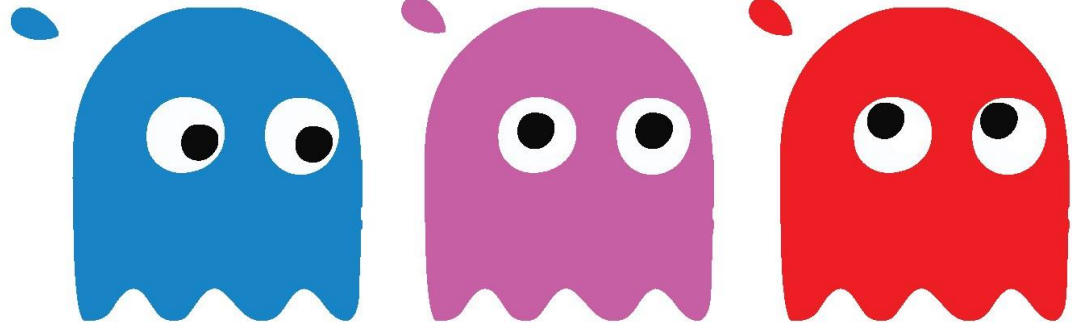
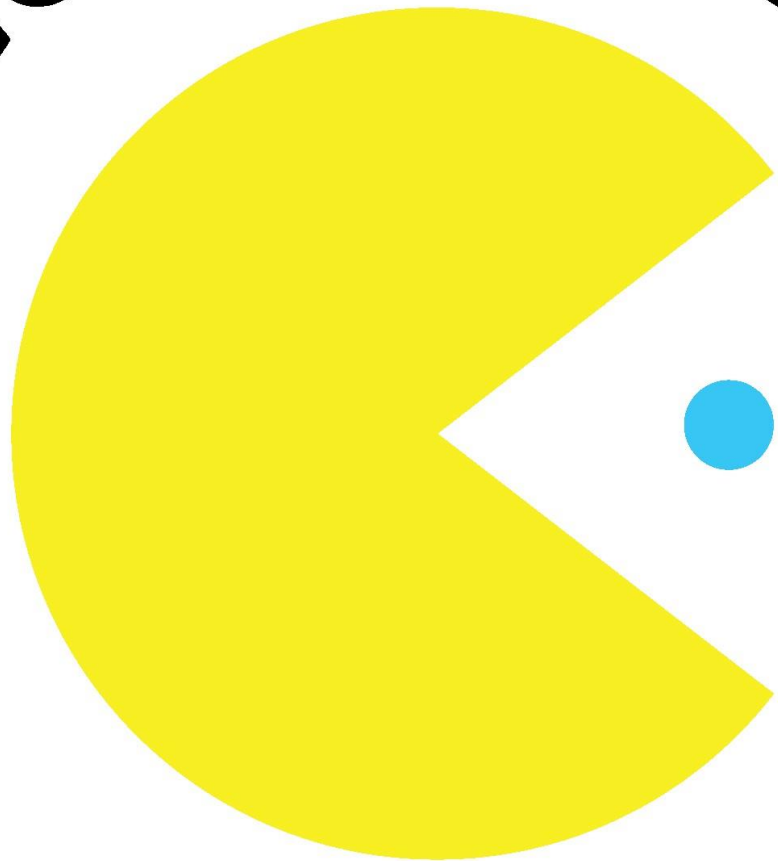


Tarmac. Building our future

**INCLUSION**



**CULTURE!**



**STRATEGY!!!**



**Diversity** is being invited to the party;

**inclusion** is being asked to dance.

Vernã Myers

# An Inclusive Culture Is.....

**8** times more likely to achieve better business outcomes

**6** more likely to be innovative and agile, risk reduced by **30%**

**Twice** as likely to meet or exceed financial targets

**70%** more likely to capture new markets

# Our Journey So Far...





# Our Journey So Far...

**THE TARMAC WAY**  
WHY OUR PURPOSE  
HOW OUR VALUES  
WHAT OUR BEHAVIOURS  
OUR MISSION  
OUR GOALS

**Leadership Academy**



**Age agenda**



# Our Journey So Far...



**Proud  
to be me**



# Our Journey So Far, External Panel...



# HS2

# centrica

# IMI



The Coal  
Authority

# IHG<sup>®</sup>

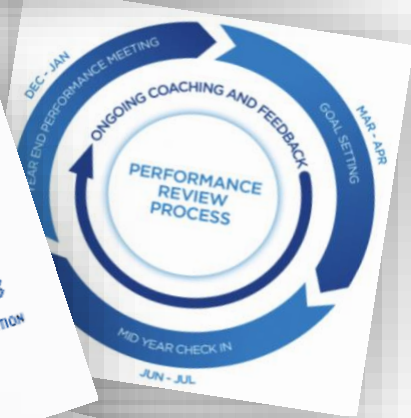


EVERSHEDS



Your talent should  
**FLY!**

**Discovery Zone**  
The Discovery Zone is your on-line learning hub, designed to enable you to develop capability to reach your full potential in your current and future role.



**THE EDP**  
“Motivated, Excited about the future, Professionally found myself again”



**Opportunities  
for  
Everyone**



**Unconscious bias training**

**Monthly topics and talking points**

**Senior leadership conference**

**Welfare audits**

**Policy and Reward review**

**E-learning**

**Internal I&D panel**

Tarmac. Building our future

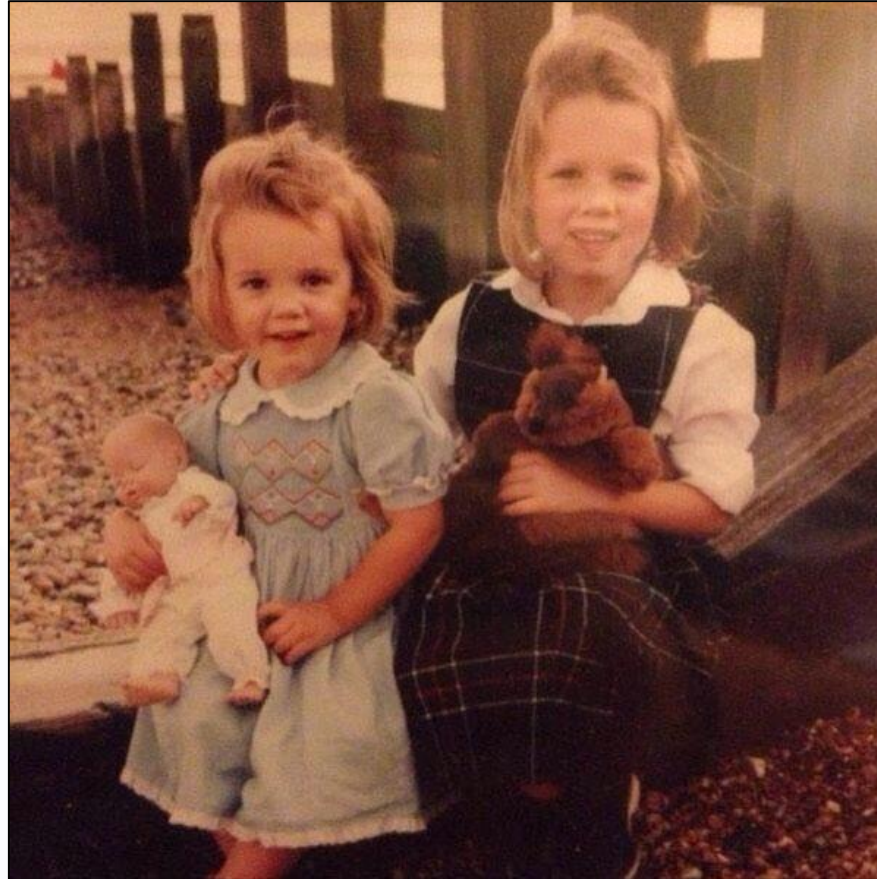
WHAT NEXT?

*take the  
moment*



# Proud to be me

To foster and celebrate a fair and supportive culture that promotes opportunities for all - where everyone feels proud to be themselves.



## I'm proud to be

- A full-time working mother with a son who is proud to be himself
- A female working at a senior level in the construction and highways industry
- In my position with very little academic qualifications

**me!**

**India Chaplin,**  
National HR Manager, Contracting

## **Who you are**

**At Tarmac, 'who you are' matters to us.  
You are employed because you are:**

### **pr**o**ud**

**Motivational, passionate and inspiring**

### **ambit**i**ous**

**Agile, entrepreneurial, courageous,  
tenacious and determined**

### **collaborative**

**Humble, whole-hearted, a team player, who  
seeks help from others**





**HOUSTON**  
**WE HAVE A**  
**PROBLEM**





**Unconscious biases are learned stereotypes that are automatic, unintentional, deeply ingrained, universal, and able to influence behavior.**



**Every single moment, our brain processes  
11 million bits of information.**

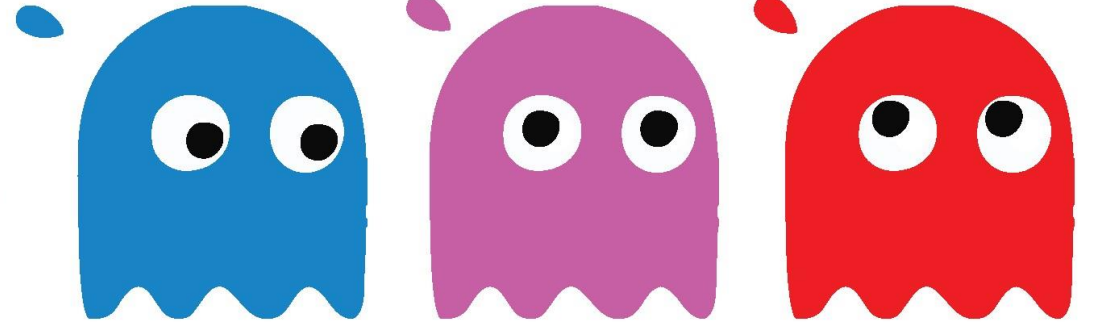
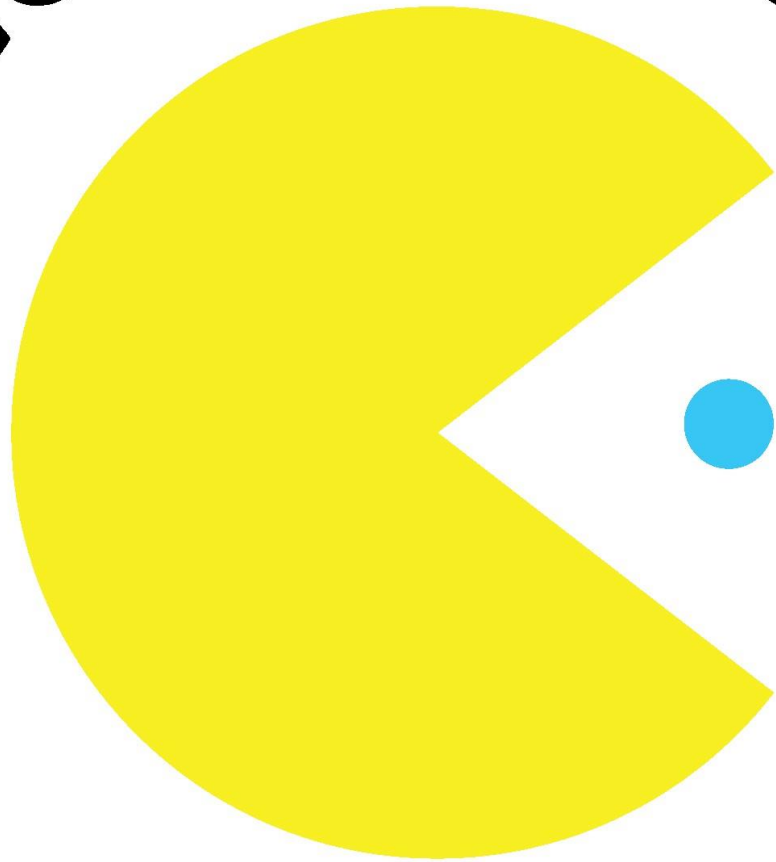
**However, consciously we can only  
process 40 bits of information.**

**Which means we have**

**99% Unconscious Bias**

So remember...

**CULTURE!**



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Vernã Myers

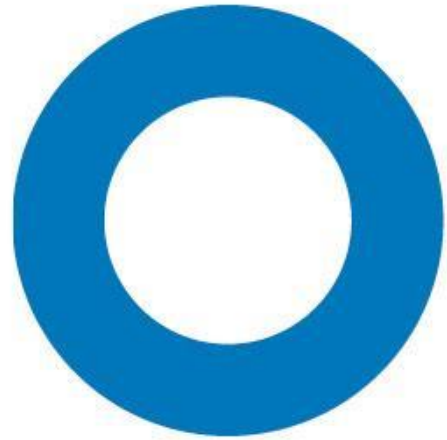


**What can YOU Do?**



*we are all in this together*





**TARMAC**

**A CRH COMPANY**