General Manager career pathways

Graduate to General Manager timeline Year 2-4: Functional Experience and Swap Year 7+: Year 5-6: Mid-Level Leadership Year I: Graduate programme (9-12 months) (2 years) Strategic Leadership (18 months + 18 months) Strategic First I8 months: Role: AGM Rotational Foundational 'Capstone' Next I8 months: FSM, Commercial Manager, AOM, learning in support to Key Accounts Manager. Bid Writer training across project health and aligned with RD/MD. Role: Site/Technical Manager or Cross-functional swap: or National Operations Manager Focus: operations and safety, business Territory Sales Manager (TSM) Site/Technical Manager ← TSM Multi-site or multicommercial Focus: finance, digital priorities functions. (dependent on initial placement) functional leadership. Leading larger teams. tools, and Strategic planning Managing budgets and performance. leadership Gaining commercial or and execution. Contributing to strategic projects. Delivering KPIs. operational exposure. Talent development and Preparing for GM readiness assessment. Leading teams. succession planning. Developing Building functional depth. cross-functional agility. Potential progression 1.1 1.1 Technical Supervisor/ Site Supervisor/ Manager (concrete) 1.1Manager (asphalt + aggregate) Field Sales Manager (FSM) Commercial Manager **Graduate Trainee** Area General General Manager **Area Operations** Manager (AGM) Manager (AOM) Key Accounts Manager Regional Director (RD) **Bid Writer** Trainee General Manager **National Operations** (Graduate + 4-6 years **Territory Sales** Manager experience) Manager (TSM) Fast track to General Manager timeline Year I: Fast track orientation programme (9-12 months) + Strategic Leadership • 9-I2 month structured orientation. • Cross-functional project work. · Direct entry into AGM. Key: Aggs and Asphalt routes Divert to preferred role Concrete route All business lines converge Fast track route

All roles lead to AGM