

# People Matters Charter Case Study

## Aggregate Industries: Equality Diversity and Inclusion

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### INTENT

Evidence for the implementation of Equality & Diversity or Fairness, Inclusion & Respect (EDI / FIR) objectives and practices that go beyond the Equality Act 2010 in order to deliver increased employee satisfaction and an improvement in workplace behaviour.

#### Challenges

We commenced our EDI journey in 2017 focusing on the employee lifecycle and achieving a more gender balanced workforce and more inclusive working environment.

In 2020 we started to review the data and were frustrated to learn that all our activities and efforts made no change to the key metrics measuring our strategy. Our strategy had made no positive impact.

#### Impact

We critically reviewed our situation and asked ourselves what was 'wildly' important and what exactly did we want to achieve. We needed to understand our exact position and how we compared to others, inside and outside industry. We then paused our existing strategy and took time to actively gather information and work with others. We appreciated that we needed to look outside for insight and guidance, we recognised that we could not undertake this journey by ourselves.

We started to use the data and information we had available.

- We **benchmarked** ourselves against others, **inside** and **outside** industry
- We used the **Highways England** Playback Event **data** and **case studies**
- We created a **LEADING indicators** dashboard by each **division** and **team** focused on the **wildly important**

We now make sure we are really disciplined in our approach:

- We continue to focus on the critically important
- We act on leading measures
- We keep a scoreboard
- We create a cadence of accountability
- We use our HR Information System to design reports to look at leading EDI



#### Aggregate Industries

##### Number of employees

c4,000 employees nationwide

##### Website

<https://www.aggregate.com/>

##### Main Contact

Hazel Mooney, Senior HR Business Partner

##### About Aggregate Industries

We are committed to building solid, successful relationships with our customers. With the right products, tools and systems, people and knowledge, our job is to make it easier for you to do a great job.

We work together, here at the heart of construction

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- indicators
- We have a digital exit survey which we use for leaver information
- We have a great talent platform where we can pull information on succession, top talent, career moves etc

#### Value Gained

By using and analysing the data we realised that despite our efforts that we are not making the impact we need to. We asked ourselves what culture we wanted and established where we should focus our efforts. We now repeatedly use the data and ask ourselves 'what does our data tell us?' Data is a great measure of success and indication of progress against where we want to be.

We are now working towards our newly revised EDI five point plan: designed from using the data to understand where our issues are, from networking with others to understand best practices and most importantly designed to focus on the wildly important that will help us achieve our goals

- **Affinity Groups (otherwise known as employee networks)** - we have launched these groups selected by and populated by our employees on BAME+, LGBTQ+, Female, Disability
- **360 External Assessments** - we are undertaking a 360 external assessment with the National Centre of Diversity focussed on the FREDIE standard
- **Zero Tolerance** - We are building a complete Zero Tolerance culture ensuring our workplace cultures are inclusive for all
- **Measure by business areas** - We are continuing to evolve our data measures into other areas and deep diving into local areas and teams
- **Talent Gender Balance** - we are continuing our focus on female talent ensuring career pathways and development opportunities are available



We have shared our journey with others internally within Group internationally and externally within Supply Chain and Customers & Clients through webinars and sharing of case studies