

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 **Playback Event data** delivered by the School and **case studies**.
- We created a **leading indicators dashboard** by each division and team.

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

- We continue to focus on the critically important
- We act on leading measures and keep a scoreboard
- We create a cadence of accountability
- We use our HR Information System to design reports to look at leading EDI indicators
- We have implemented a digital exit survey. For leaver information, we use 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, 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.

Fact box



Company

Aggregate Industries

No of employees

c4,000 employees nationwide

Website

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

Main contact

Hazel Mooney, Senior HR
Business Partner

Services

Aggregate Industries manufacture and supply a wide range of construction materials including aggregates, asphalt, ready mix concrete and precast concrete products. AI also produce, import, and supply cementitious materials and offer a national road surfacing and contracting service.

About

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

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** (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 continue to focus on female talent ensuring career pathways and development opportunities are available.

We have shared our journey internally and externally within the supply chain and customers and clients through webinars and case studies.