

CASE STUDY

Creating a Strategic D&I Plan

PROFILE

Australian listed multi-national Engineering and sub-contracting business - 14000 +FTE in Australia and approx. 5000 FTE in New Zealand.

INDUSTRY

Engineering, Sub-contracting, Mining, Rail, with a predominantly male, unionised and blue collar workforce, spread across New Zealand and Australia.

CONTEXT

"We are an ASX listed company with a significant base of government contracts. As such, we need to ensure that we are able to attract and retain talent from the widest possible pool and that we build a culture which allows us to leverage the benefit of having such a diverse workforce".

Executive General Manager - HR

With a predominantly male workforce, and a fairly significant ageing profile, our client was keen to develop a D&I strategy which not only meets the current governance and reporting requirements, but also seeks to build a sustainable workforce for the future. They also recognised that while all elements of diversity are important, the key areas of focus for them should be on gender, age and ethnic diversity.

KEY BUSINESS REQUIREMENTS

Given the complexity of the business and the multiple industries the organisation operates in, it was imperative that a divisional approach be taken to understand the unique business requirements and level of cultural alignment and support to D&I. This would enable us to create a D&I Strategic Plan, with a set of bespoke objectives for each of the divisions which in turn would feed into the overall group-wide D&I objectives to be signed off by the board.

OUR OFFERING

We worked with the head of Executive GM of HR and the Diversity Steering Group to conduct a series of D&I strategy sessions, which focussed on the current state, where we would like to go and how we would get there. These facilitated sessions enabled us to develop D&I blueprints for each part of the business, which were then collated into an overall group-wide D&I Strategic Plan. Working with this same group, we were able to develop key, measurable objectives which would ensure that the divisional activity would align with group-wide objectives.

OUTCOME

The development of a comprehensive group-wide D&I Strategic Plan, as well as four divisional D&I plans with objectives and timelines which aligned with the overall objectives. This in turn supported each of the divisions to implement and socialise their plan in their own divisions and create accountability from business and people leaders for delivery against each of the objectives.