

### **Crowdsourcing Company Culture**



### **Our business**



Tarmac has over 150 years of experience and offers a diverse range of products and services to the UK construction sector; solutions that span aggregates and asphalt, cement, lime and powders, offsite manufacturing, recycling services, building products and concrete. We also operate the UK's largest contracting and highway services company.



### **CRH** at a glance







building materials player



**FTSE 100** 



company



Globally balanced across **37** countries



>90,000



people



300 million tonnes



of product

### Diversified product portfolio

from heavy building materials to builders' merchants



Tarmac listed on the London Stock Exchange

### 2000

Anglo American acquires Tarmac Ltd

### 2001

Anglo American acquires Blue Circle Cement

### 2013

Lafarge Tarmac formed (50:50 joint venture)

### 2015

Tarmac formed, following CRH plc acquisition of Lafarge Tarmac

Tarmac at a glance



Leading materials capability



8000 employees



National contracting and highways

services

### **Materials**

offsite manufacturing building products aggregates readymix pre-cast cement asphalt lime



# **Testimonial from the top**



Martin Riley SVP, Tarmac

"Bringing teams closer together is a challenge for every business, but for Tarmac sharing stories across such a large and geographically diverse workforce can make it more difficult. The team have introduced a new approach to freshen up engagement, producing sharp, easy to engage with content.

"By helping people understand the business vision, what's happening and their role in working towards the vision the communications team have provided a platform that involves every employee and engages their interest, inspiring them to 'go the extra mile'. We know and have proven that good communications within our organisation improves performance."

# **Testimonial from the top**

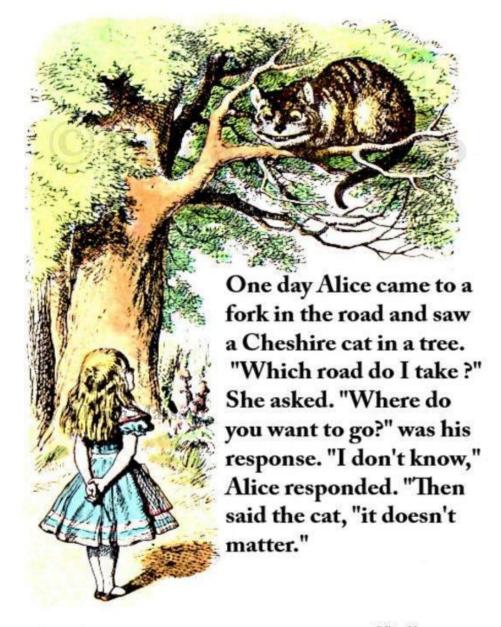


**Graeme Boylen HR Director, Tarmac** 

"When you're faced with a once in a generation opportunity to change your culture, an ordinary comms campaign just won't cut it.

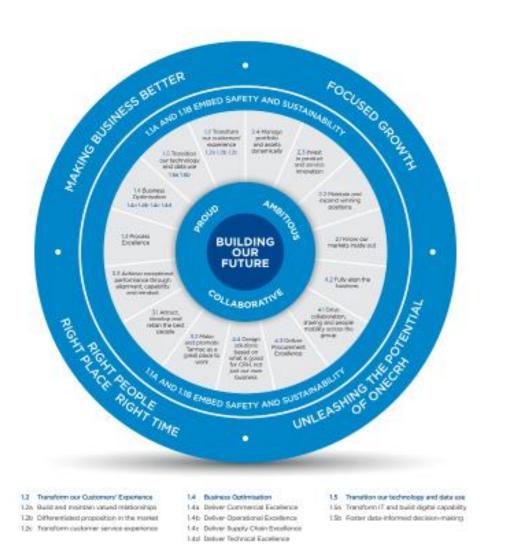
We recently rolled out a culture change programme across our entire organisation called The Tarmac Way and the Internal Communications team were pivotal to its planning, delivery and ultimately its success.

Our employees have fed back that the clarity of the messages and the emotional connections formed made the experience powerful and nothing short of game changing."



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# We thought we had a plan...

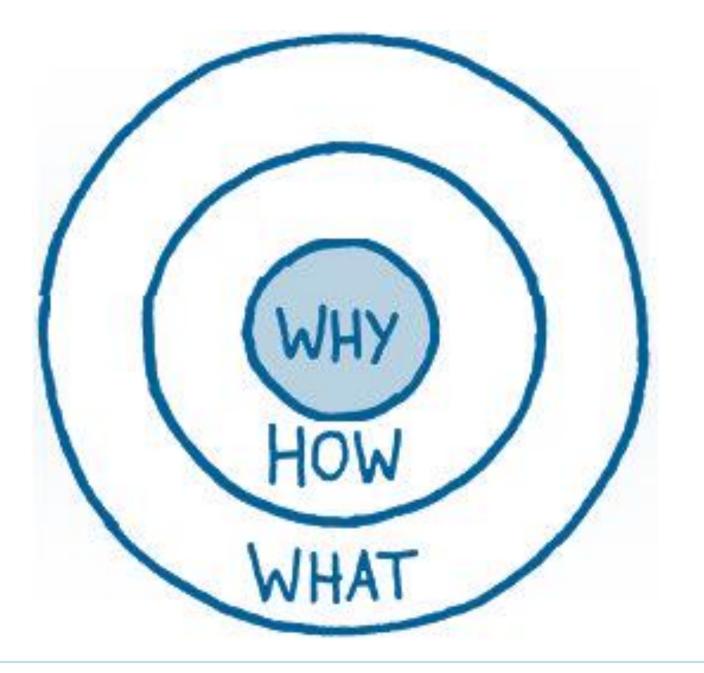


Paused goals roll-out ('what')

Restructured the business

Started with 'why'

Simon Sinek: Start with why





# How we got here







Workshop #1, 50 colleagues, June 2017



Workshop #2, 50 colleagues, Oct 2017



Workshop #3, 200 leaders, Nov 2017



Manager events x5 300 managers, Jan/Feb 2018

Team roll out Feb – April 2018



# Star performer... or culture disruptor?

# **Defining our purpose**

Workshop 1 came up with our new Purpose: **Building**Our Future - these were the words from an HR
graduate and they stuck!

The group also fed back that our values didn't feel right any more...

...so we asked attendees to give us three words that best characterised Tarmac for them.

We repeated the exercise at the second and third workshops



# **Our previous values**







COMMITTED TO OUR CUSTOMERS

PASSIONATE ABOUT SUCCESS







ONE TEAM

FAST AND FLEXIBLE

TRUST AND RESPECT

# **Defining our new values**

Over 300 words were suggested as what characterises Tarmac

90% fell into three clear themes and became our new values:











# Defining our purpose: leader workshop









# Defining our purpose: manager events

5 cross-business events around the UK

300 people managers equipped



# Defining our purpose: roll out





# So that's what we did...

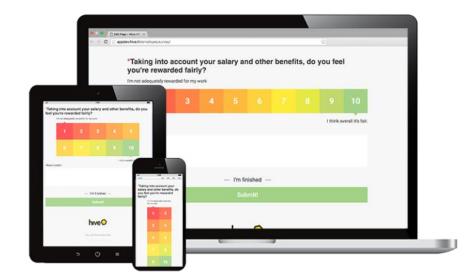
...what
difference
did it
make?

MEASUREMENT, RESULTS AND IMPACT

# **Measurement via Hive**

- We introduced a new tool to help us measure employee satisfaction and engagement.
- We're working with Hive, an online platform that allows us to take a snapshot of how people feel about working for Tarmac.
- Tarmac used to run an annual employee engagement survey, but these were lengthy and took too long to complete. The last one was over four years ago.
- Hive gives us the flexibility to be able to ask people how they are feeling in an easier, simpler and more regular way.





# Leader event feedback



**GOAL:** Do our leaders understand the new strategy and feel confident in talking to people about it?

On a scale of 1 to 10, how confident would you be in describing Tarmac's strategy and values to your team?

**BEFORE THE EVENT:** 

**AFTER THE EVENT:** 

7.3 /10

9.3 /10

# Manager event feedback



**GOAL:** Do our managers understand the new strategy and feel confident in talking to people about it?

On a scale of 1 to 10, how confident would you be in describing Tarmac's strategy and values to your team?

**BEFORE THE EVENT:** 

**AFTER THE EVENT:** 

6.4 /10

8.6 /10

So our leaders and managers agreed they were equipped to engage their people...

...what
happened
in their
teams?

MEASUREMENT, RESULTS AND IMPACT







# We have built strong awareness and understanding of the Tarmac Way:

- 97% of respondents are aware of the Tarmac Way
- I understand what the Tarmac Way is trying to achieve 8.2

### People believe in it and want to support it:

- I can see how the Tarmac Way applies to my job
- How proud are you of working here?
- I feel inspired to do my best to bring the Tarmac
   Way to life 8
- 'Building Our Future' is an inspiring purpose that
  I can get behind 8.2



# People are just getting to grips with the detail of our new Values and Behaviours:

- I feel that the new values (collaborative, proud, ambitious) represent Tarmac people 7.7
- The STAR framework will help me identify and address my strengths and development areas 7.6

# People need more to help to see how it will help us grow and how we will succeed:

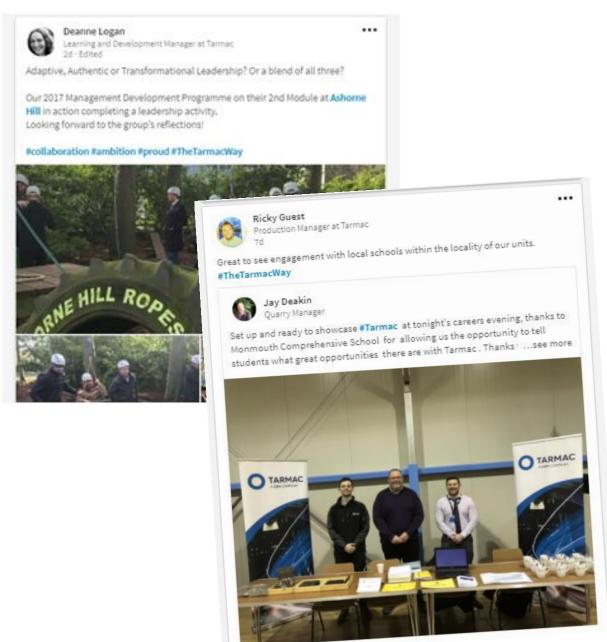
- I agree that the Tarmac Way will help Tarmac grow as a business 7.9
- •I believe that the Tarmac Way is achievable 7.9
- → This will become clearer when we share more information on the Goals.

### Our lowest scoring area is:

Collaboration between departments 6

# But it's not only happening within Tarmac...

People are spontaneously talking the #TarmacWay on social media too!





Sabine Nyszczota Senior Strategy Manan Senior Strategy Manager at Tarmec

This is why I love what I do. RAC & economic forecasting in the morning, Greenwich Wharf & dredging sand (and WWII ammunition) in the afternoon. It's all in a day's

#TarmacWay #WomenInConstruction









Angie Holt likes this



### Jack Venner

Regional HR Manager - South at Tarmac 15h

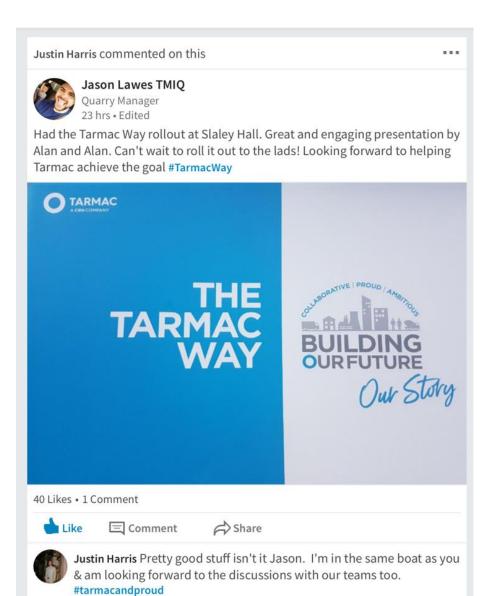
Last week we launched the Employee Development Programme for 2018, within the South region. This programme again took another step forward this year by improving collaboration across the Tarmac business, with participants & mentors from Materials, Contracting, Building Products, Cement and Functions.

...

Good luck to all who have enrolled on the programme and taken control of their personal development!

### #tarmacway





∆ Like □ Reply 2 Likes



### So in summary:

People are participating

People are talking #tarmacway and #tarmacandproud inside and outside

We have created a groundswell of enthusiasm and a sense of a new beginning.

How do we now keep that alive?

# Bringing it to life through...

HR PROCESSES

INTERNAL COMMUNICATION

EXTERNAL COMMUNICATION & BRAND

LEADERSHIP BEHAVIOURS

# **How: STAR framework**





### 1. Teamwork

...is collaboration and cooperating to build common goals and great relationships within own team and with other teams.

### Why it matters:

Our success depends on working effectively with colleagues in our team and across functions, areas, regions and stakeholders. We look out for each other. Our ambition for Tarmac comes above any personal agenda. We're one team based on trust and respect.

### In other words:

Collaboration, Trust, Team Player, Participative, Team Spirit, Self Awareness, Respect, Partnership, Team Building, Contribution.

### A 'Cooperates'



### B 'Involves others'



### C 'Builds a positive team culture'



### D 'Builds partnerships'

- Responds positively to requests from others
- · Contributes to a friendly team environment
- Shares information and issues with colleagues
- Recognises the value of other people's views
- Is open-minded when encountering different views and attitudes
- Understands what needs to be done and ensures the team works cooperatively to deliver results

- · Responds positively to requests from others
- Contributes to a friendly team environment
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- Takes swift action to resolve conflicts that get in the way of effectiveness
- Implements ideas to improve the team dynamics and team spirit
- Works to build a diverse team to reflect local populations
- Understands the needs and goals of the other teams and Tarmac businesses
- Builds relationships with other teams across Tarmac to share ideas, break down silos and maximise performance
- Puts the 'company good' before any 'individual gain'.

- Actively creates partnerships with other teams and organisations to create added value for the business
- Proactively seeks to exchange skills/ideas across boundaries
- Quickly assimilates new cultures and modifies his/her approach appropriately
- Builds a culture where people are open minded and appreciate diverse views and opinions
- Encourages the development of, and capitalises on the opportunities presented by a diverse workforce.

### 'Red flag' negative examples:

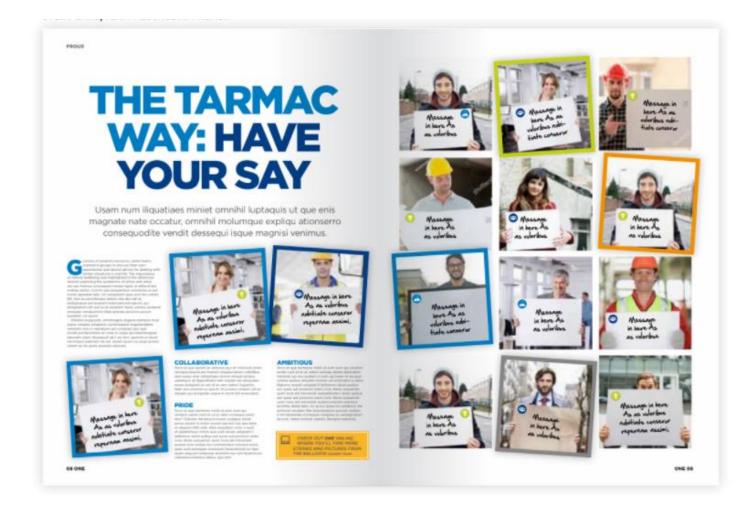
- Is arrogant and self important
- · Builds barriers not bridges
- Is a 'mood hoover'

- · Puts own agenda ahead of the team
- Frequently criticises and rubbishes other teams
- · Acts as a lone wolf; a maverick; an individual

### Overused strengths:

- Avoids tough decisions in favour of maintaining consensus
- · Puts people ahead of task, deadlines and delivery

# **Bringing it to life**



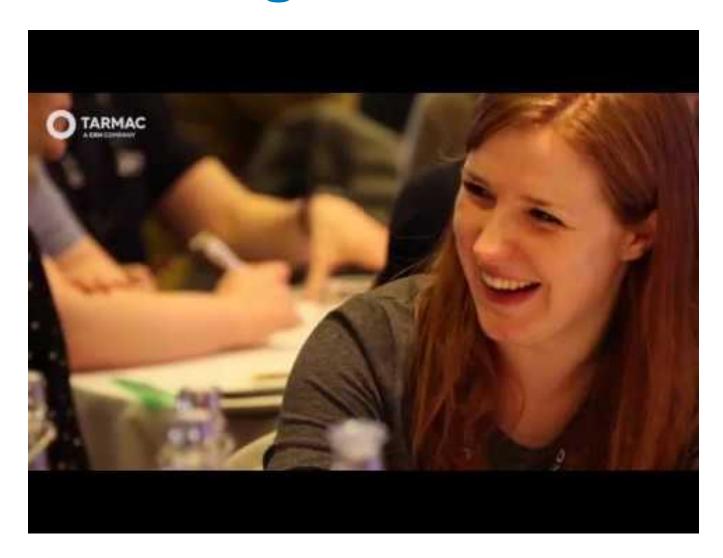


# **Bringing it to life**





# **Involving our future leaders**





# Success via the scenic route:

Commit to **employee voice** throughout the process, leading to spontaneous employee advocacy on social media;

Involve colleagues in **creating your new brand purpose and values** - ensuring they reflect people's reality and will resonate from the start

Believe that an engaging purpose and the 'softer aspects' of values and behaviours are what will make your company successful - 'start with why' before going into detail of 'what';

Be brave in giving the new vision time to settle internally before starting to use it externally - truly an inside-out engagement programme

Use flexible technology to measure success.

# Creating a cascade of...



# **Information**

# Context Connection Conversation Culture



# Tarmac. Building our future

