

Equality, diversity and inclusion

Advance annual report 2018



Going global on equality, diversity and inclusion

As a global engineering, management and development consultancy, the innovative ideas of our people directly shape the solutions we offer our clients and communities. To solve the world’s most intricate challenges we need a diversity of staff who understand these issues and can understand these issues and provide appropriate, socially inclusive solutions.

This report outlines our equality, diversity and inclusion (EDI) efforts from January-December 2018 as we continue working towards our 2020 vision. The EDI Vision 5x5 – five key themes we aim to achieve between 2015-2020 – focuses on our communities; clients and suppliers; employee engagement; leadership; and talent. We will provide updates and insights using each of these headings and will spotlight our plans for 2019 and into 2020.

A key focus this year has been growing our Advance employee network across the global business and embedding a flexible framework for EDI wherever we work. We have several case studies and examples of best practice from across the Group; we aim to share these, along with lessons learned, to support better practice across our industries.

“Building on our successful blueprint for EDI in the UK, we are identifying key opportunities across the global business in each of our regions. We are adapting positive actions we have seen work elsewhere and are using country-specific benchmarks to identify good practice as well as areas for development. This is all to achieve our aim of positioning EDI as a differentiator for Mott MacDonald in our people and client markets”

Richard Chapman-Harris
Head of inclusion and responsibility.



Celebrating our success



In the UK, where our EDI strategy and Advance employee network were first piloted, we continue to be recognised as leaders on EDI in our sector. The Chartered Institute of Highways and Transportation (CIHT) recognised our EDI efforts as Highly Commended in the Best Diversity Initiative Award and we were ranked 5th in the Inclusive Employers Top 50 list. Our Advancing Race network was also recognised by the inaugural Investing in Ethnicity Awards as a finalist in the Best Employee Network category.



We were finalists in five Construction News Awards including Advance as Best EDI Initiative, our head of inclusion and responsibility Richard Chapman-Harris as Best EDI Champion and permanent way technician Becky Munro as Best Apprentice.

We were the winners of the Best Graduate Initiative for our Fast Trackers programme with Network Rail (more information in the Communities section). Account leader Richard Robinson was named Best Mentor for his involvement in the Advance Reverse Mentoring scheme (a two-way mentoring initiative) with his reverse mentors Laura Mason-Jarvis and Yang Li – a great evening full of recognition for a diversity of staff and initiatives.

“It was so great to host peer firms in our Sydney office and to be able to share the efforts of Advance. I work with our clients who are passionate about inclusion, and the forum was a tangible way for us to share our equal passion and provide insights into initiatives that work”

Andrea Giacomelli
Senior Communications and Engagement Consultant

Clients and suppliers

Our vision is that anyone who contracts us and those we buy from understand our proactive approach to EDI. We are key influencers for efforts on EDI with our clients and also support our suppliers in upholding our standards on EDI. Leading practice examples this year include:

Peer learning forums

Hosting and facilitating workshops for peer firms and suppliers is an action embedded in our regional EDI action plans. Sharing good practice is key to progressing on EDI and we also seek to provide platforms for EDI agencies.

- [Lesbian, Gay, Bisexual and Transgender \(LGBT+\) inclusion forum in association with Stonewall, Sheffield.](#)

Hosted by our EDI team and Advancing LGBT+ champions, this peer learning forum (PLF) brought together 15 organisations including client Highways England and leading LGBT charity Stonewall which delivered a session.

- [EDI Forum in association with the Australian Network on Disability \(AND\) and Workplace Gender Equality Agency \(WGEA\).](#)

Organised by the Advance champions in our Sydney office, the PLF was very well attended with great engagement from 15 organisations. The AND shared insights from their work and the WGEA provided the latest data gathered through their accreditations. Our Group head of inclusion and responsibility also delivered an insight into unconscious bias training which was appreciated by attendees who were exploring the idea of using this as a key EDI initiative in their own organisations.

Client forums and masterclasses

We contributed to several EDI initiatives run by our clients while our colleagues are also involved in a range of events and activities. Some key headlines include:

- [Highways England Masterclass](#)

Hosted in partnership with leading contractor Skanska, we were asked to share good practice highlighted in Highways England's supplier evaluation process StART. The event was attended by over 40 colleagues from peer firms and focused on how best to embed EDI into core business.

- [HS2 EDI and Skills, Education and Employment \(SEE\) working group](#)

Mott MacDonald's joint venture partnership with WSP, MWJV, is delivering work on the High Speed Two railway and we are collaborating through a dedicated EDI and SEE working group and action plans with named EDI and SEE managers. Actions have included unconscious bias training, role modelling, EDI surveys of project staff, and attending forums for HS2's supply chain to share good practice.

Supplier engagement

We are keen to work with our supply chain to further EDI commitments and use our own purchasing power to influence good practice on EDI. This is a key area for development in 2019 and 2020.

1. We are working with MSDUK, the UK's leading non-profit membership organisation driving inclusive procurement. We are exploring how best to connect directly with ethnic minority-owned businesses (EMBs) and increase the diversity of our suppliers of all sizes.
2. We have included EDI questions in our recruitment agency tendering process which goes beyond 'do you have an EDI policy?' and we have also provided advice to organisations who are creating their EDI efforts for the first time.

EDI consultancy

The EDI and Economic and Social Development (ESD) teams are working closely together on internal EDI initiatives as well as to deliver interventions which can support our clients. Our EDI consultancy is recognised as market-leading in the UK transport and health sectors where we deliver work for clients including the department for international development (DfID), Heathrow Airport, HS2, Highways England, Network Rail and Transport for London. We are working on prospects and projects outside of the UK market with a growing expertise in inclusive design and accessibility.

We are developing new areas of business through collaborative initiatives between our EDI and ESD teams. We have jointly delivered unconscious bias training for the Department of Education who have used the training to upskill case workers and tackle bias which may impact the equality of their processes. This work will continue into 2019 and supports the ESD business plan and the Social Practice plan.

Communities

One of the shared aims of our EDI and Corporate Social Responsibility teams is that our existing and prospective employees, clients, and the communities we serve understand the work we do. We are committed to impacting positively on our communities, and serving as a visible example of CSR.

New CSR strategy

In the UK and Europe region, we have updated our CSR strategy to be more closely aligned to the United Nation's Sustainable Development Goals (UN SDGs), notably activities which drive educational and humanitarian development, via SDG 4 'quality education,' SDG 9 'industry, innovation and infrastructure' and SDG 10 'reduced inequalities.'

- **Partnership with the Social Mobility Foundation (SMF)**
The SMF aims to make practical improvements in social mobility for high-achieving young people from low-income backgrounds. Following a successful pilot-partnership in 2017 when we provided work experience opportunities for 30 students, we formally sponsored another 30 students in 2018 via their five-year programme, 'Aspiring Professionals.'
- **Sponsoring the Association for Black and Minority Ethnic Engineers' (AFBE) Transitions workshop**
We hosted 29 engineering students from Black, Asian and minority ethnic (BAME) backgrounds for a workshop which supports students with the transition between education and employment. The workshop was hosted in our London office in collaboration with WSP. The students had a busy afternoon which included an expert panel, mock interviews, psychometric tests, a mock assessment centre, a tour of the office and networking with industry professionals.



Australia's reconciliation action plan (RAP)

Reconciliation, and the inclusion of Aboriginal and Torres Strait Islander people is important for communities and businesses in Australia and New Zealand.. As part of our EDI and Advance activities in the region, we continue to work on our reconciliation action plan (RAP) and have welcomed support from external specialists, Reconciliation Australia. Colleagues have also engaged with the National Aborigines and Islanders Day Observance Committee's (NAIDOC) dedicated week by visiting the Metropolitan Local Aboriginal Land Council in Redfern in Sydney and meeting their chief executive officer. We aim to launch our RAP in 2019.

Spotlight on activity in North America

As a company, we donated more than US\$75,000 in 2018 to national charities including the American Cancer Society, American Diabetes Association, American Heart Association, Boy Scouts of America, and YMCA. In addition, our colleagues across North America gave to their communities in various ways; introducing kids to engineering, helping engineering students polish their CVs, training students in calculus to prepare them for careers in STEM and sponsoring the Future City competition. Staff collected winter coats for those in need, donated food and first aid supplies to the homeless, and bought holiday gifts for children in traumatic situations or living with foster families. Colleagues volunteered in soup kitchens and outreach centers, and ran or biked to raise money to combat several diseases including cancer, flu and multiple sclerosis.



Employee engagement

Our employees already engage in discussions on EDI and we are looking to build on this further with everyone enabled to share, with enthusiasm, what diversity means for them. We want staff to articulate the day to day benefits an inclusive culture provides the business. We believe all staff should feel engaged and safe at work, and able to be themselves, with work adjusted to ensure we get the best from them.

Globalising Advance

Our Advance employee networks are key to positive employee engagement and we have focused support on existing groups in Australia and New Zealand, East Asia, and North America. We are also mapping the network on our Middle East and South Asia region, leveraging support from leadership and connecting with our Early Career Professionals network which is already proactive across the region.

Sunshine Parents and Carers webinar

As part of Inclusion Week in the UK, Sunshine hosted a lunchtime webinar for all staff focused on 'Managing Technology for Children and the Elderly.' The webinar was delivered by external expert Lucy Gill who authored Fundamentally Children.com's guide for parents on eSafety, social media and choosing applications. The webinar also spotlighted areas of interest for colleagues who are carers and who may be keen to have an insight into products designed for all generations, including assistive technology.

Inclusive conduct and safeguarding

To ensure all staff are conducting themselves in a way which is inclusive and of the highest professional standards, we have made a series of materials on inclusive conduct available. Toolkits and guides have previously been produced which include tips on how to frame language more inclusively, as well as some common mistakes which can be made, and can project an unintended unconscious – or conscious – bias. This year we designed live sessions with our International Development and International Education divisions which were delivered by local management and HR in Tanzania and Pakistan. We also made connections with Safeguarding which focuses on how we ensure vulnerable adults and children are protected through the work we do.

EDI surveys

We engaged our internal Economic and Social Development team to deliver and analyse employee engagement surveys focused on EDI. The EDI survey was delivered in East Asia and Greater China for the first time, and was run in the UK for the second time. Having a consistent survey has allowed us to compare staff experiences across regions while having flexibility in the framework based on local laws and business needs. Some key headlines and responding actions include:

United Kingdom

More staff agree our EDI policy is effectively implemented:

75% of respondents agree that our EDI policy is effectively implemented. This continues the upward trend of recent years – 68% agreed in 2014 and 72% in 2016. We have not met our 2018 goal of 80% agreeing and are analysing responses to help shape further actions.

There are key differences by demographic groups:

The results show that the perceptions and experiences of our staff vary by demographic. For example - 78% of male respondents agreed that our EDI policy is effectively implemented compared to 69% of female respondents. This reflects the results of previous surveys which showed a disparity in the views of men and women. We will be examining the data by demographic characteristics including gender, disability, ethnicity and sexual orientation. As mentioned in the survey itself, individual responses are not identifiable through analysis. The results will be shared with Advance unit champions and Advancing group champions to shape their action plans for 2019-2020.

Colleagues let us know which avenues they use to access information on EDI topics:

Over 40% said they access information on EDI through Compass (our internal intranet) notices; nearly 20% said they use the Advance Yammer groups; and more than 10% have joined an EDI-related webinar. Nearly half of respondents have not accessed EDI information or were unsure. We are using these findings to improve our EDI comms plan going forward including tailoring messages for groups who are currently less likely to access EDI information.

East Asia and China

There is strong evidence of our organisational PRIDE values in South-East Asia and Greater China; 83% of respondents in the region agree they feel respected at work and an average of 82% trust their colleagues of all levels. We did see a gap between the levels of engagement on EDI from colleagues and leadership; 76% felt their colleagues and line managers show they take EDI seriously and this decreased to 64% for senior management. One initiative we are mapping from the UK is our reverse mentoring scheme which pairs senior managers with junior-level staff from underrepresented and minority groups.

Staff also noted that more could be done on EDI in the region as just over half of respondents felt Mott MacDonald's EDI policy is effectively implemented and 33% were unsure which suggests that there is more we can do to explain and apply EDI in the region. Our Advance employee network is key to raising awareness and demonstrating delivery in the region with several initiatives planned for 2019 in partnership with Human Resources and divisional management, notably inclusive conduct sessions which support staff in ensuring language and behaviour is inclusive at all times.



Leadership

We want our managers and leaders to demonstrate comfort in discussing EDI and it is important that colleagues feel they are proactively helping to create an inclusive workplace. Leaders are accountable for ensuring their units/teams are equal, diverse and inclusive and we are mapping how best to manage and measure this. Some key initiatives we have underway to support inclusive leadership are:

Reverse mentoring

Our positive action mentoring scheme connects black, Asian and minority ethnic (BAME) colleagues, disabled peers and staff who identify as lesbian, gay, bisexual and transgender (LGBT+) at junior levels with senior leaders in the UK business. The aim is to support the diversity of staff in our management pipeline while building inclusive styles of leadership among senior management. The initiative is sponsored by the Advance employee network and run by the EDI team. This year we had 25 pairs, building on 15 pairs in 2017; both groups were provided with training and toolkits, with meetings arranged for each quarter of the 12-month program. We will be running the initiative again from March 2019.

Advancing group sponsors

We have grown our Advance networks in the UK and North America to focus on promoting disability; gender; parents and carers/caregivers; culture and race; and sexual orientation and gender identity inclusion. Each group is supported by staff champions, with executive level sponsors raising the topics at board level. We are connecting our champions and sponsors and aligning our activities on key dates, sharing materials for marking Black History Month, International Day of Persons with Disabilities, and lesbian, gay, bisexual and transgender (LGBT+) prides.

Action on gender equality

Senior promotion panels

In our UK and Europe region we created dedicated meetings for 2017 into 2018 to discuss and moderate senior promotions which previously formed part of the regional board meetings. This allowed richer discussions and provided time for standardising the process across units. Our head of inclusion and responsibility joins the panel and has carried out an equality impact assessment of the promotion papers and the panel itself with several recommendations for improvements embedded in the process. We review the talent pipeline through an EDI lens to ensure we are not overlooking any candidates and that there is a positive balance of self-submitted promotion cases and those encouraged by leadership as we have noticed a gender skew to this approach (for example, fewer women put forward cases for promotion, but those who do have a strong success rate).

Gender pay gap

Mott MacDonald was the first engineering and consultancy firm to report our gender pay gap (GPG) in the UK. We uploaded [our data](#) to the government portal in November 2017, before the compliance deadline of 4 April this year. Gender pay gaps are calculated by adding up the salaries of all male staff, and dividing by the number of male employees to achieve the average

male salary; the same is done for female salaries. The male average and female average are compared and the percentage difference is reported as the gender pay gap ie: overall male average compared to female average salaries. In Mott MacDonald UK our mean GPG for 2017 was 21%.

Alignment with the United Nation's Sustainable Development Goals

We are committed to increasing the representation of women in our business and see gender balance as a key opportunity for Mott MacDonald and the countries in which we work. Two of the United Nation's Sustainable Development Goals (SDGs) include Gender Equality (SDG 5) and Reduced Inequalities (SDG 10) and we have linked this to our EDI and CSR efforts to support connected thinking. Our focus has been to increase representation of women at all levels by 1% which means increasing female representation at staff level to 33%, management to 22% and leadership to 9% globally. We will be reporting updates on our 2018 goals in 2019.

“I have thoroughly enjoyed sponsoring our parents and caregivers network. For me, supporting staff who have caring commitments is about being a responsible employer and also makes clear business sense – staff who are supported can be creative, effective and innovative. We are working with human resources on several initiatives and have facilitated online forums so staff who are parents or caregivers can connect and share insights.”

Margaret Simmons-Cross,
Division general manager for the Greater West Division,
Advancing Parents & Caregivers sponsor, Seattle



Talent

Our vision for talent is to attract a diverse pool of candidates, with efforts in place to raise awareness of opportunities to all groups of prospective employees. We work closely with sourcing agencies that ensure diverse slates of candidates, and hiring managers review their unconscious bias to allow us to truly recruit the best.

Reflection on our 2018 EDI goals

To catalyse our efforts on EDI, and to measure progress, we committed to a suite of EDI goals in the UK, with many focused on increasing the rate of applications and hires from underrepresented groups. These metrics also informed targeted, positive actions, many of which are still improving how we advertise, sift and hire top talent. Some key updates on our EDI 'attract and recruit' goals are:

Unconscious bias update

This year we have delivered live unconscious bias 'Lunch and Learn' sessions from Singapore to Vancouver, Dubai to Sydney; and facilitated online sessions for Calgary and Tokyo. We have also reviewed our elearning course which has trained over 1700 staff globally and has received positive feedback:

- **89%** agreed the information was relevant
- **80%** feel they have a better understanding of unconscious bias
- **78%** would recommend the course to others

Staff have also told us they have greater awareness of unconscious bias in our EDI survey in the UK; 92% are aware of unconscious bias and this is up from 55% in our 2014 survey. 23% of staff said they had inputs on unconscious bias as part of team meetings which is a positive example of managers embedding this message.

Early Career Professionals as advocates of EDI

In February, our Early Career Professionals (ECP) representatives in India supported a series of EDI initiatives in our Delhi, Mumbai and Chennai offices. In each location, office ECP representatives helped facilitate all staff presentations with our head of inclusion and responsibility presenting the business case for EDI specific to India and South Asia. ECPs were also invited to unconscious bias training sessions with management in each office and several ECP reps attended 'open door' question and answer sessions on EDI. ECP support will again be sought for Advance in the Middle East and South Asia region in 2019.

“We know EDI is important to our business and there are several requirements in India to support an equal, diverse, and inclusive workplace. The ECP committee and I were keen to host sessions in India to leverage the good work being led across the business.”

Nilanjan Roy Choudhury,
Business development executive and project engineer, and ECP lead,
Mott MacDonald India



2019-2020

We are committed to maintaining the rate of progress on our EDI efforts as we work towards our 2020 vision. Using our Vision 5x5 themes, these are our key commitments for 2019 and 2020:

1.

Clients and suppliers

We have seen EDI expectations increase not only from our staff and prospective talent, but also from our clients. Some invitations to tender now include anything up to 10% EDI-related criteria and this is a positive push for further focus on EDI. We are also supporting good practice in our supply chain and our focus is to host peer learning forums where we can collaborate with clients and suppliers to drive best practice on EDI.

2.

Communities

We are committed to having a positive impact on our communities and connecting our staff with valuable volunteering opportunities. We are better capturing the good work happening across the business and have key commitments for our UK and Europe region:

10,000 hours to be spent by our employees volunteering in our communities.

200 young people to be provided with quality education opportunities.

90% of our people to agree that Mott MacDonald has an excellent reputation in the community wherever it operates (87% in Employee Engagement Survey 2017).

3.

Employee engagement

Every year we have a busy calendar of EDI-related events including key dates in local and international calendars. For 2019-2020 we are running events across the globe to mark International Women's Day, the United Nations' World Day for Cultural Diversity, Global Day of Parents, LGBT+ Pride Season, and International Day of Persons with Disabilities. We are also planning to map our Inclusive Conduct toolkits and training across several key locations to support all staff in ensuring inclusion, every day.

4.

Leadership

We are eager to expand our popular reverse mentoring program. We will be running a pilot in our South East Asia business and are set to partner with our Early Career Professionals in North America. Both schemes will be expanded to include gender as we open applications to junior-level reverse mentors. Another focal action is to embed EDI as a standing agenda item in executive and management meetings with briefings provided by the EDI team to inform impactful conversations across all regions.

5.

Talent

Working closely with recruitment, we will source a diversity of talent and review application and hiring figures through an EDI lens to identify key areas of focus. We are exploring the use of blind CV sifting, especially for our graduate intakes. Diversity monitoring is also key to our efforts on attracting a diversity of talent and reflecting our talent pools and communities. We are focused on capturing gender and race/ethnicity data which we can report on by grades to benchmark across the business.

"I am impressed with how Advance has grown and is being adapted to suit the business in so many countries. Leveraging our core PRIDE values of respect and integrity in everything we do, we have listened to our staff and this has helped us adapt our EDI action plans for each region."

Clare Wildfire,
Technical principal, and chair of Advance committee



“Organisational and culture change takes time and requires considerable and consistent efforts. Advance has been key to galvanising employee engagement and driving our EDI efforts forward, catalysed by the expertise of our dedicated equality, diversity and inclusion team. We have rightly seen clients increasing their focus on EDI and we are well positioned to share our insights and collaborate to truly drive forward EDI improvements.”

Mike Haigh

Managing director, business representative for Group Advance committee

Opening opportunities with connected thinking.

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