



Equality, diversity, and inclusion (EDI)

Purpose

The purpose of this policy is to set out our expectation of how everyone who works at Mott MacDonald is expected to uphold our global commitment to equality, diversity, and inclusion (EDI), as also set out in our CODE and global strategy.

This includes our behavior at work as well as how we communicate and behave outside work and on social media, especially where we are clearly identifiable as a Mott MacDonald employee.

Commitment

We are committed to complying with all relevant employment and equality legislation and regulation in the countries where we work.

Our definition of diversity means that we seek to promote equality across a broad range of dimensions including, but not limited to, the following:

- Age
- Caring responsibilities
- Caste
- Class/social mobility
- Color
- Disability
- Gender identity
- Veteran status
- Nationality
- Neurodiversity
- Marital status
- Parental status
- Race or ethnic origin
- Religious belief
- Sexual orientation

We are also committed to having fair employment policies in accordance with local standards and cultures.

Our commitment to EDI is global, and wherever possible we will show sensitivity to cultural differences.

We have a zero-tolerance approach to discrimination, harassment, victimization, and intimidating or offensive behavior.

Adhering to this policy is a condition of employment and breaches could result in disciplinary action.

Responsibility

An Executive Board member is responsible for this policy, so that it is understood and effectively implemented at all levels within the Group.

General managers are responsible for the day-to-day implementation of the policy. Staff who recruit, select, train, develop, and promote employees understand their responsibilities under this policy and under local legislation.

Our equality, diversity, and inclusion team is responsible for providing subject matter expertise and thought leadership, for setting strategy and ensuring that local evidence-based action plans are created and delivered, and for advising HR and others on matters of EDI compliance.

Our Advance employee networks are responsible for raising awareness of key issues relating to specific diversity dimensions, providing safe spaces for employees to share concerns and for providing insights to the business — based on lived experience — of the ways in which the operationalization of this policy is working well, and where it might need more attention.

Our leaders and our line and project managers have a pivotal role to play in upholding this policy and ensuring that our culture is inclusive and our systems, processes, and decisions are equitable.

Everyone is expected to play their part in making our work environments more equitable and inclusive, so all colleagues are able to perform at their best. This includes our shared responsibility for being allies and respectfully challenging behavior that is not acceptable.

Everyone is responsible for their own behavior and for not discriminating against colleagues, clients, suppliers, or members of the public. We expect our partners, clients, and suppliers to adhere to this EDI policy and our CODE, including in the way they manage our staff who are on secondments.

All Mott MacDonald suppliers undergo external due diligence to ensure those we work with meet our values, our equality diversity and inclusion standards, and comply with international labor polices where applicable.



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Approach

Our approach to EDI is set out in our global strategy and playbook as well as in our regional action plans.

The strategy is designed to deliver our EDI vision:

- We will be an equitable organization where everyone has a chance to succeed. We will achieve more equitable outcomes through fairer, more transparent, and open decision-making processes.
- We will be open, welcoming, and inclusive, taking a zero-tolerance approach to discrimination, harassment, victimization, and intimidating or offensive behavior.
- We will attract new talent and business because we are known for our inclusive cultures, leaders, line managers, and behaviors. We will actively recruit, develop, and value our diverse workforce at all levels, and take steps to build a diverse supply chain. This diversity will give us the fresh ways of thinking, skills, knowledge, and expertise needed to deliver social outcomes in the communities we serve.

We will deliver this global vision using our global EDI playbook and by basing our actions on local evidence and data. Our playbook is focused on ensuring EDI is built into all policies, practices, processes, and decisions. We will support our people to acquire a core set of EDI skills, knowledge, and expertise so that they can play their part in delivering on this policy and our strategy and CODE.

This policy is displayed in all Group offices and is drawn to the attention of all new employees at induction. Information and training on EDI are provided to all staff, enabling them to comply with this policy.

Anyone with concerns about breaches of this policy can raise them through a variety of channels. These include their line manager, HR, the EDI team or anonymously using the Speak Up line. Matters will then be fully investigated in line with our procedures.

A handwritten signature in blue ink, appearing to read 'M. C. Isola'.

Michael C. Isola
President and CEO
Mott MacDonald North America