MOTT MACDONALD

EDI annual report

Reporting our equality, diversity and inclusion progress from 2021

Message from our executive chair

Listen. Learn. Act. A year of transition

In our 2020 annual equality, diversity and inclusion (EDI) report we reflected on the need for our leaders to understand EDI, learn from the insights of others and take action to embed EDI into our processes. This has never been more important than now as the global pandemic continues to impact not just our lives at home but also our relationship with work.

During 2021 we reflected on our EDI progress to learn from things which are going well and those where a new approach is needed. As a result, we have now launched our new 2022-2027 EDI strategy, Everyone's Business.

We also did much more than listen and learn – as important as both are. As this annual report sets out, we took action. I am inspired and hugely motivated by the incredible range of EDI rewiring, project work and initiatives – small and large – delivered by teams across the organisation that are transforming our workplaces and our communities. There is always more to do, but it's important to acknowledge the hard work, energy and innovation dedicated to making a difference, even under the considerable pressures of the pandemic.

Our new purpose – with its focus on social outcomes – has been essential in reminding our wonderfully talented people how important their work is. We know that for so many of our colleagues, their work is more than 'just a job'. In articulating how our values are lived and breathed everyday through our new Code, we have shown how working at Mott MacDonald can truly align with their own values and purpose.

Mike Haigh
Executive chair

Foundations

In 2021 we reviewed and matured our approach to equality, diversity and inclusion. We engaged with key teams, colleagues, leaders and our Advancing groups across the organisation to develop a new EDI strategy, published in March 2022.

Since our decision in 2015 to focus in earnest on EDI, we have made good progress – especially in terms of getting the right foundations in place. In 2021 we completed the EDI team with the recruitment of EDI managers in our NASA and APNA regions, led by our new Group head of inclusion and responsibility and supported by a Group EDI programme manager. Our EUNA region also built its capacity for change with a new EDI talent acquisition manager alongside the existing EDI manager and EDI advisor.

The team continues to provide thought leadership, strategic direction, coaching, guidance and support to the business. More importantly, it has driven tangible changes including increasing the diversity of our workforce, the fairness of our processes and systems, the accessibility of our ways of working and levels of inclusion within our business.

Advance, our employee EDI network, continues to grow and during 2021 we reached a total of 18 specialised subgroups across our four global regions. The groups are key to delivering change especially in terms of raising awareness of the key barriers experienced by minority groups. They delivered over 50 events or awareness-raising sessions in 2021 alone.

We know that data and an evidence-driven approach will be crucial to the delivery of our new strategy, so we spent considerable time in 2021 improving our ability to collect and use EDI data in our HR systems, our engagement survey and new EDI dashboards.

Common acronyms for our regions used throughout this report

APNA	Asia Pacific and Australasia
EUNA	Europe, UK and Africa
ISMA	International Development, South Asia, Middle East and Africa
NASA	North and South Americas
MMDV	Mott MacDonald Digital Ventures
MMBC	Mott MacDonald Bentley
CEN	Group Support Services

Spotlight:
Racial justice

In the summer of 2021, a year after the murder of George Floyd in Minnesota USA prompted outrage, activism and self-examination in the US and around the world, we took time to reflect on our race equality work.

In the US, about 1000 colleagues attended an online workshop focused on racial justice in our organisation and the wider industry. We began the process of starting a Mott MacDonald chapter of the National Society of Black Engineers, which is open to all races and professionals in STEM and non-STEM fields. A senior vice-president assumed a new role as NASA's chief diversity officer and upon his retirement, the diversity functions were transitioned to NASA's new EDI manager. In Canada, EDI initiatives were recognised when the Association of Consulting Engineering Companies British Columbia awarded us their inaugural Equity, Diversity & Inclusion Award. Across EUNA and MMDV we carried out a number of listening events to better understand the impact of racism on our Black and Asian colleagues. In the UK we continued to pioneer work on the ethnicity pay gap, especially by improving relevant policies and processes.

In a collaboration with many of our clients, our EUNA Advancing Race & Culture network led on the production of a Race Cross-Sector Collaboration Group video. The video included messages from the executive sponsors of each organisation's employee network setting out their commitment to tackling racism and making the sector more diverse. In ISMA, we launched an equality impact assessment of our recruitment process in India to identify and reduce any barriers people face during recruitment.

We published **our Innovate Reconciliation Action Plan** (RAP) in 2021. Our RAP has been created in line with our commitment to **reconciliation in Australia**, a process of strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians, and acknowledges the important role we play on this journey. Over the previous 12 months, our RAP team grew to include state chapters with local representation in each of our Australian offices. We engaged with local Aboriginal representatives who have generously shared their stories, helping to raise our collective knowledge and awareness of Aboriginal lived experiences.

While we used this opportunity to recognise progress, we know that there is much more work to do, and we will continue to engage with colleagues across the organisation as we deliver our new EDI strategy.

Recruitment

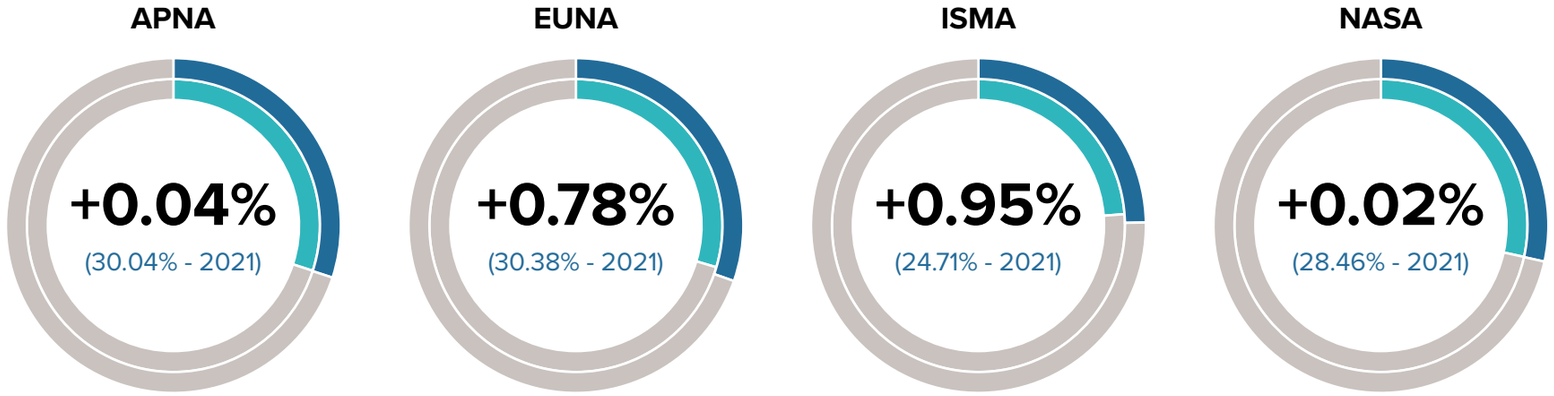
One of our key goals over the last five years has been to increase the diversity of our workforce.

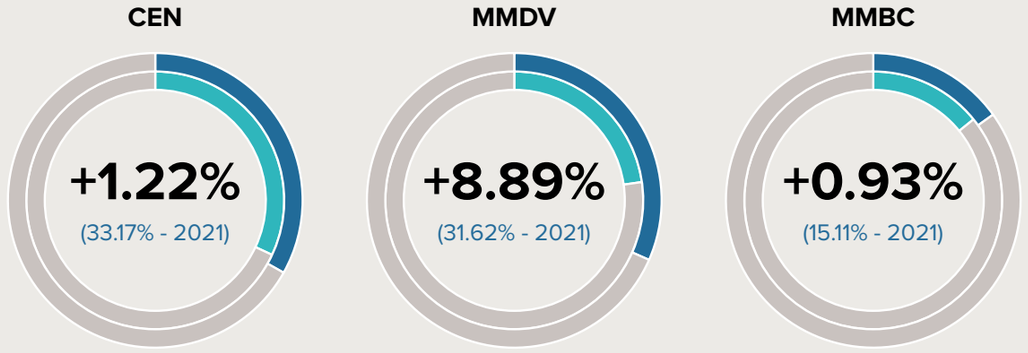
While our new strategy focuses on a much broader definition of diversity, looking at the number of women employees as a proportion of the overall workforce is currently our best global measure of progress. This currently stands at 30% – up from 24% in 2015. In every region this measure has increased since last year, although we still have work to do to increase the pace of change. Our new strategy will also focus on attracting more women into leadership roles where representation is at 15% (up from 7% in 2015).

Women employees as a proportion of the workforce

% women in December 2020

% women in December 2021





On this page we have provided data showing the change in women's representation within each region of our global business between 2020 and 2021. This change is represented by the figure at the centre of each chart.

Throughout the rest of the report we will be focusing on the work done in our biggest regions (APNA, EUNA, ISMA and NASA) as they are more established on their EDI journey.

Recruitment of a diverse workforce

APNA

Our APNA region is diverse and includes 11 different countries speaking seven different languages. We therefore deliver our talent acquisition diversity objectives with a different focus in each location. Our achievements for 2021 include:

Development of our Power BI salary benchmarking tool allowing us to analyse internal salary data and trends. This is key to ensuring parity and gender equality, especially when benchmarking the salary of new hires and existing staff.

Increasing leadership representation from local communities in east Asia and Hong Kong as well as embracing cultural diversity and improving on gender diversity.

Ensuring gender representation on interview panels, where possible, in our east Asia business.

Delivering our digital apprentices programme in Australia, which has helped to create alternative pathways to work and opened opportunities to a wider, more diverse candidate base by overcoming educational barriers.

Appointing a new technical director for regenerative outcomes who will be instrumental in our cultural development and growth in Māori engagement.

Continuous improvement in our recruitment, engagement and attraction of indigenous and underrepresented groups at all levels as well as increasing gender balance, including in senior leadership roles. We do this in partnership with a number of organisations (see the table to the right).

CareerSeekers	A non-profit organisation supporting Australia's humanitarian entrants, including refugee and asylum seekers who are either currently studying at university or looking to restart their professional career in Australia.
CareerTrackers	A national non-profit organisation which aims to create pathways and support systems for Indigenous young adults in both intern and graduate positions.
SheWorks	A non-profit organisation which gives career opportunities to disadvantaged women who want to get back into work.
Staples Foundation	A New Zealand-based, non-profit organisation which gives young men from underprivileged backgrounds internship opportunities.
Vaka experience	A New Zealand-based outreach programme for Pasifika high school students. We engaged with 50 students from various regions to promote STEM careers and introduce them to Mott MacDonald New Zealand.
Women in BIM	A dedicated network for women working in building information modelling (BIM) and digital construction in Australia.
Work180	Endorsed employer of women in Australia and New Zealand.

Recruitment of a diverse workforce

EUNA

Achieve or explain

At the end of 2020 we introduced a series of 'inclusion nudges' as part of our recruitment process based on the latest thinking about 'what works' in EDI. These nudges help to interrupt the biases that can impact on good decision making. We shared guidance across our UK business and piloted a new tracking system in our Transportation unit to assess uptake of the five inclusion nudges:

1. Creating inclusive job descriptions
2. Inclusive interview training
3. More diverse longlists
4. Objective scoring matrices
5. More diverse interview panels

Unit-level reviews

To support greater accountability in achieving our EDI goals, we also launched bi-annual unit-level reviews. The reviews are led by the region's managing director and regional EDI manager and attended by regional board members. Aggregated EDI data is used to identify and discuss trends relating to recruitment, promotions, representation and turnover for the previous 12 months in each unit.

These discussions enable us to assess where focus is needed and whether our actions are having an impact. Our regional board is also held to account on their unit-level actions designed to create more inclusive workplace cultures.

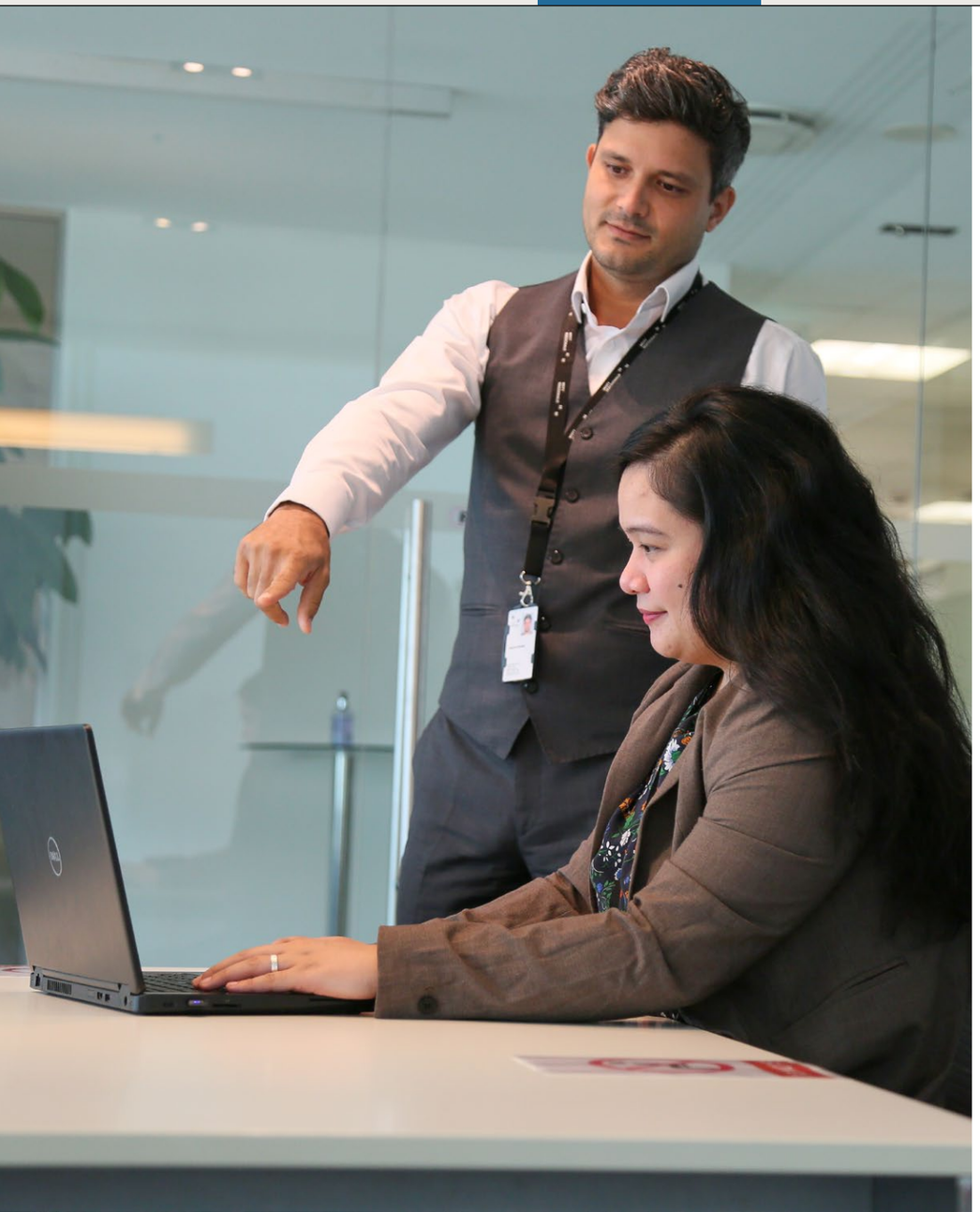
Award-winning early careers talent strategy

Our EUNA early careers team (focused on apprentices, industrial placements and graduate opportunities) has been working hard to support our equality, diversity and inclusion goals. Following its 'Best Early Careers Onboarding Strategy' win at the 2020 In-House Recruitment Awards, the team won the 2021 Best Emerging Talent Strategy prize at the Firm Awards. These awards recognise the team's efforts in developing a strength-based assessment, interview and development programme which has been shown to support a more diverse talent pool. The new talent scores and benchmarks applied to each stream support a fairer and more inclusive recruitment process and have led to greater diversity at later stages of assessment.

Regional collaboration: Accessibility

Our ISMA regional EDI manager delivered a highly interactive session on disability-inclusive recruitment to our EUNA talent acquisition team. The content of this training is being developed into a guide for the team to use as a reference in all stages of the recruitment process.

Our efforts towards achieving a barrier-free recruitment process alongside our other work on disability inclusion enabled us to achieve **Disability Confident Level 2 status** in November 2021. This is a government scheme designed to support employers to make the most of the talents disabled people bring to the workplace. We intend to continue this progress in 2022 and have committed to a Global Accessibility Roadmap focused on improving the workplace for our disabled staff and those with neuro-differences.



Recruitment of a diverse workforce

ISMA

Across our ISMA region we have taken steps to address barriers that prevent us from recruiting a more diverse talent pool, starting with our existing workforce. These included:

- Working through an equality impact assessment of our recruitment processes to identify barriers that might prevent us from hiring the most diverse workforce.
- Building our employer brand from an EDI perspective through thought leadership and presenting at conferences.
- Using a gender decoder for all job descriptions and adverts to ensure inclusive language is used.
- Ensuring that strategic recruitment for senior roles also considers diversity.
- Using key performance indicators to build a culture of accountability for diversity in talent acquisition. This ensures all channels and approaches are exhausted to ensure we deliver diverse shortlists.
- Ensuring interview panels have a gender balance whenever possible.
- A new ‘Licence to Hire’ training module has been created to help those involved in recruitment see the process through an EDI lens.
- Launching a Returners’ Programme in India to encourage those who have had long-term absences from work (either because of childcare or broader caring responsibilities) to return to the workplace in a structured and supported way.
- Rolling out paternity leave in India.
- Creating the new alumni recheck process to reach former employees who left due to family challenges to understand what support would be required to help them return.

Recruitment of a diverse workforce

NASA

Our NASA region has focused on working with local community organisations to promote our vacancies and development programmes. We currently maintain a corporate chapter of the National Society of Black Engineers (NSBE) and work with:

- **The Society of Hispanic Engineers** – through which we participate in graduate career events and mentorship programmes.
- **Circa** – an employment outreach programme focused on disabled people.
- **oSTEM** – which works in partnership with LGBT+ professionals across STEM industries to help employers widen their talent pools while promoting awareness.
- **NYC Pride** – where we represent Mott MacDonald and the engineering industry in this highly visible event in support of the LGBT+ community.
- **Society of American Military Engineers** – we took part in the Hiring our Heroes programme which aims to help employers recruit senior veterans, the Military Spouses programme and Skillbridge, which assists military personnel transitioning into civilian life or the workplace.

We have put clear and transparent procedures in place to monitor the diversity of our workforce. Through LinkedIn, we have developed more diverse pipelines for our future leadership roles to help attract a greater diversity of candidates. We have initiated LinkedIn-sponsored content to focus on diversity initiatives.

Training on diversity awareness is mandatory for all employees. The module considers work-based behaviours related to race, gender, disability and sexual orientation. It also raises awareness of essential elements within US and Canadian law on discrimination in employment.

In August 2021, Mott MacDonald became a proud ‘champion’ sponsor of Women’s Transportation Seminar International (WTS), an organisation that promotes and advances women within the transportation industry. WTS provides events at a regional and national level. These include seminars, conferences and a variety of networking opportunities. We will continue to make the most of this partnership, for example, by presenting at key events and providing additional mentorship.

Progression

Connected conversations

In September 2020 we launched Connected Conversations, our new global approach to supporting the progress and performance of our people, enabling all colleagues to perform at their best. The new approach aims to build stronger relationships between colleagues and managers and is based on more regular check-ins. This helps to ensure everyone sets goals, receives feedback, celebrates achievements, and has a chance to share their perspective on any support they need with career progression and to perform at their best.

Results from our staff engagement survey confirm that this approach is working, with relevant questions showing a 14% increase in staff satisfaction regarding progression since our last survey. We know that having equal access to regular career conversations is one of the most important ways to reduce the impact of bias in our talent management processes.

Progression

Leadership development

Our Emerging Leaders programme is targeted towards colleagues who demonstrate the most potential and readiness to accelerate their development towards senior leadership. We also deliver a Connected Leaders programme to ensure the ongoing development of our existing senior leaders.

We constantly monitor the diversity of participants on these programmes, however we know there is always room for improvement. Although we had to reduce delivery in 2021 due to COVID-19, over 100 candidates completed the Emerging Leaders programme, using a virtual conferencing platform. A new cohort of 64 have since started the programme, with a virtual kick-off, ahead of a face-to-face event scheduled for May 2022. We also safely delivered one Connected Leaders cohort in the UK in November 2021 to 29 of our senior leaders.

The content of both programmes helps to create more equitable and inclusive workplaces by helping leaders become more aware of their impact, both in terms of their leadership styles and the decisions they make. The concepts of emotional intelligence (EI) and psychological safety sit at the heart of both programmes. The Emerging Leaders programme also includes a module that specifically covers inclusive leadership.

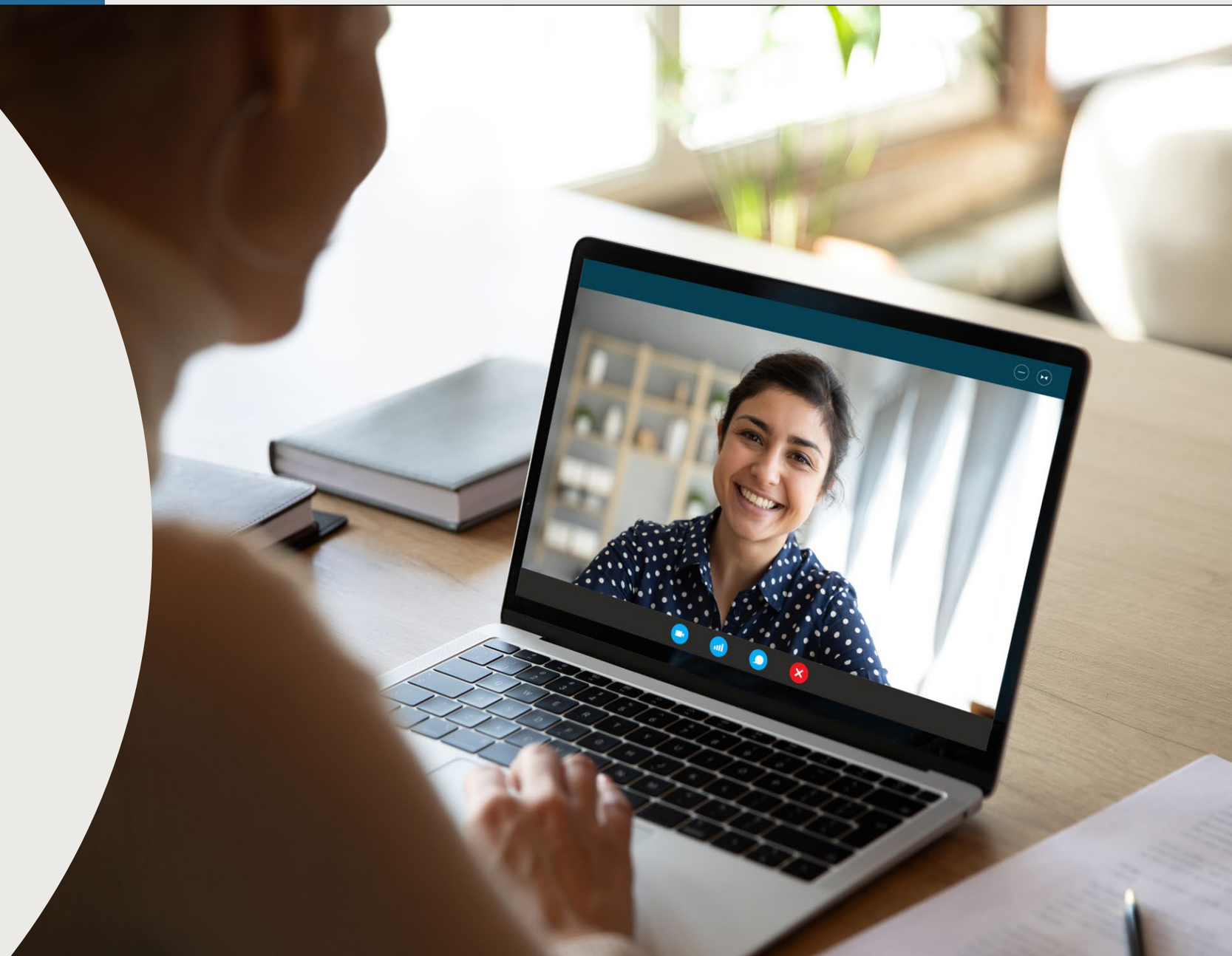
Our EUNA region continued to run our successful 'reverse mentoring' scheme which partners ethnic minority, disabled and LGBT+ colleagues at junior levels with senior leaders. The scheme is reciprocal and is designed to support the development of staff from underrepresented groups while enabling our leaders to learn from colleagues with different perspectives and insights. Participants are paired for six months and are supported through training, regular check-ins and a toolkit. Over 200 staff have participated in the scheme and our 2021 cohort saw another 60 colleagues take part. About 80% of the reverse-mentors are from an ethnic minority background and 44% are female.

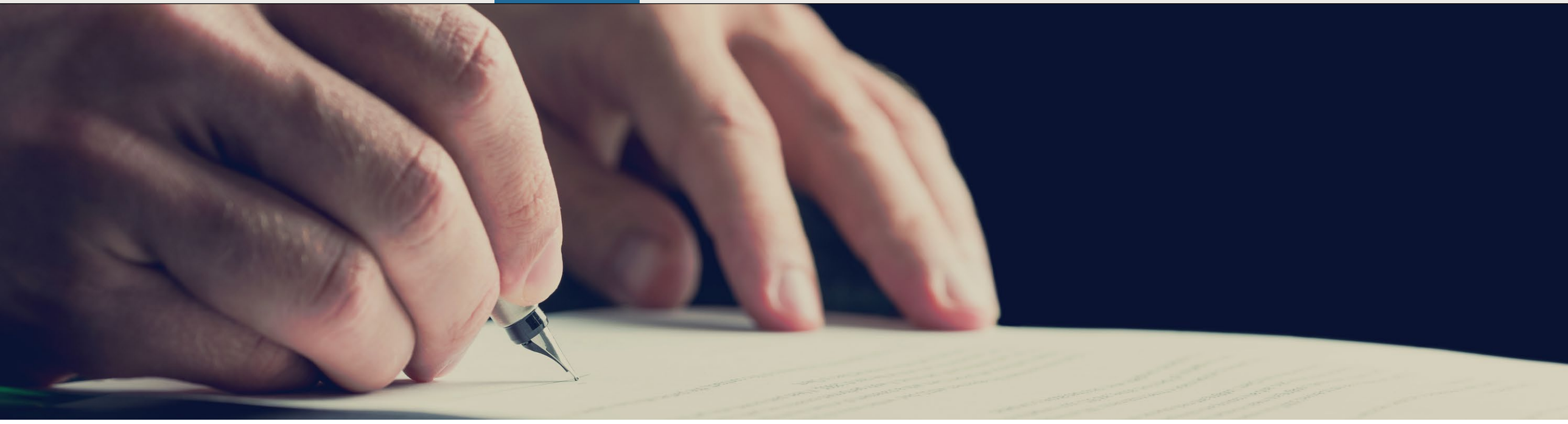
Leadership development: Reverse mentoring

Diana Collington, Lead recruiter for MMBC, was partnered with Graeme Clarke, Group Head of People, for the 2022 cohort of our reverse mentoring programme.

“I had thought that the reverse mentoring scheme was mainly for those in technical roles within the company so I was pleased to find I was able to participate while working in a support role and to be paired with a mentor who could really support my career. We built a really good relationship on both a professional and personal level and having an open and honest conversation with a senior leader who I don’t work with on a day-to-day basis really helped to build my confidence.

Graeme’s advice helped me to continue thriving within my role, seeking new opportunities for development and ensuring that I was ready when a new opportunity arose. Since participating in the scheme I have transferred over to MMBC as their Lead Recruiter. This was a step up for me that I really needed to push me out of my comfort zone and keep me moving forward in my career. I am really grateful to Graeme for his support during the scheme which encouraged me to consider this change.”





Progression

Promotion

We are improving our career development pathways so we can more consistently define job roles and what is expected at each level by clearly outlining the requirements and competencies of each role. This will lead to improved performance discussions and better define what is expected of people in order to progress. In addition, we have recently introduced a balanced scorecard in some regions for senior promotions and hope to cascade this to the rest of the Group to ensure a more equitable process.

In ISMA we took steps to highlight the importance of having a fair, consistent and inclusive promotions process. The EDI manager is working with all managers across the whole promotions process and at every stage there is now an 'EDI check-in'. After every round of promotions an EDI review ensures we are continually improving. We also developed EDI competencies which managers can use both to reward good EDI practices and to set development goals in this area.

Our APNA region created an EDI guide for completing senior promotions papers. This guide accompanies a bi-annual review of the senior promotion papers within the region's executive team. The review helps to challenge perceptions, surface potential unconscious biases and achieve fair outcomes in terms of diversity. The region has also used a gender-inclusive language checklist to help create an inclusive workplace.

Progression

Reward

In 2021 we reviewed our global salary review guidance to ensure it more clearly considered issues of equity and inclusion. All those involved in reviewing salaries were encouraged to conduct a moderation process that included representatives from unit/divisional leadership plus technical excellence leaders (TELs), sector leads, human resources and the regional EDI team. This provided an opportunity for fair and robust challenge based on objective information and alternative views on the performance of the people being considered.

Pay equity and equal pay continued to be a focus for the APNA region, particularly during salary reviews and promotions.

Recruitment of women into leadership positions – both technical and management roles – is particularly important to provide role models for future women leaders already in the business. Recognising the need to go beyond diversity and focus on how to make the workplace more inclusive, the region also launched the Inclusive Network for Women in 2021, whose terms of reference include encouraging support and promotion of women within our business.

The detailed EUNA pay gap report provides information about our statutory gender pay gap and our voluntary ethnicity pay gap efforts including the actions we are taking to address these.

Spotlight:
Our Code

In September 2021 we launched our new Code – Delivering with PRIDE. The Code applies to everyone who works for Mott MacDonald and sets out our standards and expectations on the issues that matter, such as:

1. Respecting our people
2. Conducting our business with integrity
3. Protecting our assets and reputation
4. Delivering value to society

The roll-out of the Code is supported by a set of FAQs and dilemmas to be used by teams to ensure the Code is brought to life and fully understood. As part of the communication of the Code, we raised awareness of how to report breaches through a number of different channels including our anonymous Speak Up line.

Our Code includes a strong commitment to acting inclusively and embracing equality and diversity:

Ensuring that we have a diverse workforce, whose talents are harnessed through inclusive cultures and behaviours, is one of the ways we live and breathe our Purpose every day. We commit to creating equitable, accessible and inclusive working environments where trust, respect and psychological safety are the norm. We do not tolerate any form of discrimination, including where characteristics are protected by law, which may include age, caste, class, colour, disability, gender identity, marital status, nationality, parental status, race or ethnic origin, religion or belief, sexual orientation, or veteran status.

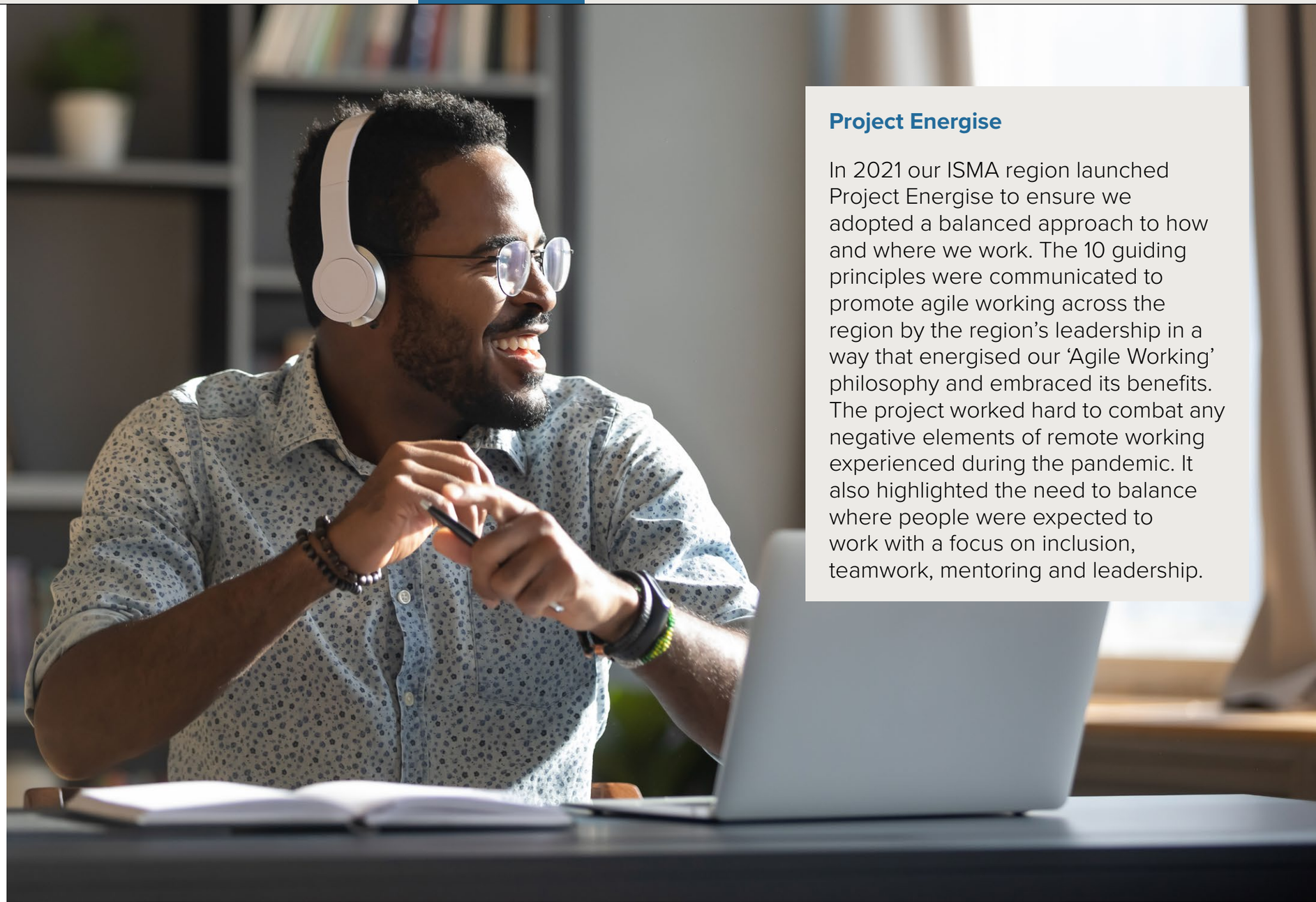
We value all peoples and cultures, celebrating our differences and treating each other with respect, kindness and fairness. We show sensitivity to cultural differences and comply with local employment and equality legislation. We recruit and develop a workforce that reflects the diversity of the communities in which we work. We are fair and open in our decisions about hiring, promotion and compensation because this leads to more equitable outcomes.

Everyone has a role to play in making our work environments more inclusive, so that all colleagues feel able to be themselves and perform at their best. This includes our shared responsibility for being allies and respectfully challenging and reporting behaviour that is not acceptable.

Employee engagement

Agile working

Throughout 2021 we continued to develop our agile working guidance based on our 10 guiding principles. The agile working guidance is another way we bring our People Promise to life by giving our employees greater flexibility to do what's right from them, their teams and our clients. We continued to support an agile working culture for all our colleagues both in terms of where and when people work.



Project Energise

In 2021 our ISMA region launched Project Energise to ensure we adopted a balanced approach to how and where we work. The 10 guiding principles were communicated to promote agile working across the region by the region's leadership in a way that energised our 'Agile Working' philosophy and embraced its benefits. The project worked hard to combat any negative elements of remote working experienced during the pandemic. It also highlighted the need to balance where people were expected to work with a focus on inclusion, teamwork, mentoring and leadership.

Group agile working principles

While there is great value to be found in colleagues being together in an office, agile arrangements **support our commitment to EDI** as well as increasing performance and engagement levels.

1.

Agile working can enable more productive and time efficient ways of working.

2.

Agile working can support positive work-life balance and improve employee wellbeing.

3.

Agile working supports our desire to attract and retain high calibre talent, creating an adaptive environment for a more diverse workforce.

4.

Agile working can help to reduce unnecessary travel.

5.

Agile working is intended to be flexible and does not require changes to terms and conditions of employment.

6.

Agile working is not a benefit nor an entitlement to be granted to people (eg as a reward for good performance).

7.

Agile working can be reasonably requested by anyone (manager or employee).

8.

Agile working arrangements require approval by the employee's manager.

9.

Agile working arrangements are subject to regular review to ensure their ongoing suitability and effectiveness.

10.

Agile working arrangements do not override a business need to be in attendance in an office for business reasons.

Advancing groups
APNA

This year the region established a Women's Steering Committee to support and promote women in our business. The committee includes senior women from across the region and bases its actions on the results of a survey sent to all female colleagues. Committee members have encouraged Inclusive Networks for Women to be established in local offices, open to anyone – no matter their gender – who wants to facilitate more support for women employees.

APNA celebrated International Women in Engineering Day by bringing colleagues together to discuss their women engineering heroes.

During Reconciliation Week, the region's Advancing group organised a film screening of 'In Their Tracks'. The documentary outlined the personal experiences of four emerging Aboriginal leaders to bring to life the theme of Reconciliation Week, 'More than a Word'. Staff were also encouraged to acknowledge the special significance of the land they work on to First Nations Australians and to recognise that the country has never been ceded and 'always was and always will be Aboriginal land' – an important step towards reconciliation and healing for Aboriginal and Torres Strait Islander Australians. The Australian unit also produced a series of communications highlighting the achievements of Aboriginal Australians which was presented to all staff by their unit general manager.

For NAIDOC (National Aborigines and Islanders Day Observance Committee) Week we connected with Jack Buckskin, proud Kaurna, Narungga and Wirangu man to acknowledge and celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander people.

The Australian Employee Assistance Program partner ran a webinar on RUOK Day for all staff in APNA, designed to enhance awareness of mental health issues such as stress, anxiety and depression. The event was attended by over 300 staff across the region.

Advancing groups
EUNA

These are just a few highlights of the fantastic work our Advancing groups have been involved in over the past year.

The **Advancing Gender** group organised an International Women in Engineering Day panel event to showcase the inspiring work that our colleagues carry out across the business. The discussion expanded on things that both challenge and empower the panelists as women in the industry. The group also supported International Men's Day in November with a video campaign on the importance of supporting men's mental health.

Advancing Race & Culture (ARC) supported the roll-out of 'Time to Talk about Racism' webinars across the region with over 1700 colleagues learning about topics such as structural racism, microaggressions and how to 'call-in' colleagues. The network also contributed to several other key initiatives relating to racial justice which are explored elsewhere in this report.

Our **Advancing Disability** network hosted a collaborative webinar with Microsoft, raising awareness of their embedded accessibility tools. They also worked closely with specialist neurodiversity organisation Lexxic on a new neurodiversity inclusion strategy to be implemented in 2022. We were also honoured to sign up as founding partners for **Neurodiversity in Business**, a business-led forum created to share industry good practice.

The **Advancing LGBT+** network marked LGBT+ History Month with a webinar which included an introduction to the month, tips on being an LGBT+ ally and a spotlight on the bi community, the 'B' of LGBT+. The network also provided key inputs into a project on **inclusive signatures** which, in part, involved the introduction of a pronouns field in our email signature templates.

Sunshine Parents & Carers ran webinars on 'changing schools' and 'creating your child's personalised resilience toolkit' as part of their 'Balancing work and care' series. Our Wellbeing and HR teams collaborated with this network to mark Baby Loss Awareness Week, hosting a webinar and issuing gender neutral guidance. These teams also worked together to use World Menopause Day to raise awareness of an issue that affects many in our workforce.

Advancing groups
ISMA

The ISMA Advance network grew from 15 champions at the start of 2021, to 29 by the end. One of the new network's first actions has been to create issue-specific Advancing groups. We now have four Advancing groups each with an executive sponsor. The ISMA Advance network also has action plans agreed to help build more inclusive workplaces.

Between February and April, the ISMA Advance network and HR teams in India delivered five EDI workshops. The primary objective of these workshops was to encourage colleagues to talk more about EDI and to get senior- and middle-level managers to actively consider, implement and engage with EDI initiatives. The sessions also contributed to the development of an EDI action plan for India for 2021-2023. In total, 14 initiatives are now underway with some early successes including the introduction of paternity leave from 2022, seven new women recruited through the Returners' Programme and an Employee Engagement Week held in August and attended by 250 people.

I am so proud to be vice-chair of the ISMA Advance network. We spent the last few months forming our Advancing groups and engaging with EDI champions throughout ISMA. We now have firm 2022 action plans for each group. I look forward to the implementation of these plans, helping to ensure that EDI is embedded in ISMA and celebrating the rich diversity of our colleagues.

Aisha Dalvi
ISMA Advance vice-chair
(she/her)

Advancing groups

NASA

On 26 February, the committee partnered with Advancing LGBTQ+ and Advancing Gender to present their Black History Month webinar on intersectionality. This presentation served as an opportunity for all staff to learn about Black history, the civil rights movement, allyship and the importance of intersectionality in the workplace and in everyday life.

During the second quarter, the NASA EDI team presented three webinars moderated by the Media Club, provided guest speakers at other organisations' events, published the fourth issue of our newsletter 'The Diversity Dispatch', and posted 11 stories on Compass.

In May, our Advancing Race & Culture group collaborated with social justice consultants Sage and Maven to present a panel discussion on the experiences of Black, Indigenous and People of Color (BIPOC) in the workplace. During this insightful webinar, our employees shared their experiences on how the murder of George Floyd and the pandemic have personally impacted their mental health.

Also in May, Advancing Race & Culture published an article on Compass celebrating Asian Pacific American Heritage Month (APAHM). This highlighted the vast achievements and rich history woven by over 50 different ethnicities, over 100 languages, and multiple religions. It also pointed out the injustices Asians and Pacific Islanders have faced due to COVID-19 and offered ways to support them.

In June, the Advancing Gender group marked International Women in Engineering Day with short video tributes to women engineering heroes. The Advancing LGBT+ and Advancing Parents & Caregivers groups recognised Pride month in June by teaming up to deliver a webinar focusing on the experiences of LGBT+ parents and parents of LGBT+ children.

On 12 June, we marked the anniversary of the 1967 US Supreme Court decision to overturn anti-miscegenation laws that banned interracial marriage. To celebrate this milestone in US history, NASA published an article and Yammer post that dove into the history of miscegenation laws as well as how the Loving v. Virginia case paved the way to the legalisation of same-sex marriage.

On 21 June, NASA released an article honouring Canada's celebration of National Indigenous Peoples' Day and Indigenous Peoples' Month. The article explained when the holiday was founded and how both Indigenous and non-Indigenous peoples celebrate the colourful history, heritage and achievements of the First Nations, Inuit and Métis peoples of Canada. The team collaborated with Human Resources and the Advancing Disability committee to present a webinar on minority mental health and awareness on 21 July. During this event, Advancing Race & Culture's discussion centred on the detrimental mental and emotional effects of racial discrimination and the emotional effects both in and out of the workplace.

Throughout the year, NASA's EDI team used special events and holidays such as Ramadan, Eid al-Fitr, the International Day against Homophobia, Biphobia and Transphobia, Memorial Day, the UN Global Day of Parents, Juneteenth and Canada's National Indigenous Peoples' Day to focus on these communities. NASA was proud to have its efforts recognised by receiving the inaugural Equity, Diversity & Inclusion Award from the Association of Consulting Engineering Companies British Columbia (ACEC-BC).

Spotlight:
#Everydayinclusion

We know that bias can be inadvertently built into systems, processes and seemingly unimportant decisions and actions. To counter this, in 2021 we started to encourage everyone to make a conscious effort to build inclusion into their everyday ways of working, as the following examples show.

Inclusive communication

In August, we undertook an accessibility review of our visual identity. Web Content Accessibility Guidelines (WCAG) 2.1 standards provided an initial benchmark to test our brand expression and its application across our marketing communications. A phase one report was produced presenting recommendations to update and develop our visual identity guidelines and templates to improve brand accessibility.

The report was reviewed by the EDI team, disabled colleagues, expert advisers and our Group head of inclusion and responsibility. We are currently working on phase two of the report which will include:

- Looking beyond compliance and guidelines.
- Collaborating with colleagues who use assistive technologies.
- Exploring technology solutions to aid content standardisation.
- Developing detailed implementation and communication plans to deliver our brand accessibility programme across the Group.

Inclusive signatures

On UN Day of Cultural Diversity, we launched a new way to add guidance to our email signatures on name pronunciation. This was in response to feedback from staff during our ‘Time to Talk about Racism’ sessions, who told us that having their names frequently mispronounced made them feel like outsiders.

Inclusive systems

We have introduced a new category to our People management systems to prompt colleagues to set themselves an EDI goal as part of their Connected Conversations.

We reviewed our system messages, training and guidance materials to ensure the language used is inclusive. We replaced any messages referring to ‘he/she’ with the more inclusive ‘they’. We also used this opportunity to replace any unexplained three-letter acronyms which can make it much harder for new starters and colleagues with dyslexia.

Inclusive tech

One way in which we have driven everyday inclusion in 2021 has been to ensure we remain mindful of accessibility in all our work. In May we were delighted to welcome a speaker from Microsoft who delivered a webinar on accessibility and productivity tools.

Clients

Our UK-based Social and Stakeholder team and practitioners in Mott MacDonald's Social Practice, have delivered social outcomes in a range of projects that have EDI at their core.

Mott MacDonald's social practitioners are managing the technical delivery of the community and equality impact assessments of the UK's largest infrastructure project, High Speed Two (HS2). They will explore the impact on community facilities, people with characteristics protected under the Equality Act 2010 and on the health of people living on the route corridor. The inclusive design team on this contract are producing inclusive design assessments for all public-facing structures along certain parts of the route and providing an inclusive design assessment and recommendations for Manchester Piccadilly Station and Manchester Airport Station. Findings will feed into the detailed designs for these assets, ensuring HS2 is built to inclusive design standards, and exceeds these where possible.

Our inclusive design activities are expanding across sectors, including influencing the design of some of the largest health infrastructure projects in Europe, such as the Our Hospital Project (OHP) for the States of Jersey. On this project we have been advising on inclusive design principles as part of our technical assurance contract. We also continue to build the capacity of our project teams, partners, supply chain and clients as part of contract delivery. On the OHP contract we have established an EDI workshop series to encourage conversations about EDI and the practical application of EDI principles in a variety of technical roles. We began the series with interactive sessions on inclusive behaviours and by exploring how EDI is relevant to our different roles on the contract. These sessions were attended by the client, design delivery partner, our project team and the wider supply chain, who will be supported to run their own sessions on EDI topics that matter to them.

We are building our bespoke EDI consultancy offer for clients to help them develop their own EDI strategy and direction. This year we worked with National Highways on an engagement-informed project to update and enhance the EDI toolkit (EDIT) we developed specifically for their needs, enabling project managers and other stakeholders to better understand the EDI implications of their schemes. We also updated and enhanced National Highways' equality impact assessment template and took steps to create greater synergies between these tools and other deliverables to drive further EDI considerations and actions into the project process.

Infrastructure is vital in creating more inclusive societies. By helping project teams and clients better understand EDI challenges, we can design and deliver better interventions that meet everyone's needs.

Knowledge-sharing

In our ISMA region we actively sought opportunities to share our EDI expertise with clients, partners and others in our sectors.

This included:

- Delivering a presentation on diversity and inclusion in the workplace to the University of Dubai staff, students and stakeholders.
- Leading a webinar for NetExpat on the business, social and moral case for EDI to an audience of international companies.
- A session at Construction Expo Dubai on the gender-based barriers in the sector.

Sector-wide collaboration

In 2021, we sponsored a specially curated series of **transport and urbanism events** in partnership with the Urban Transport Group. These free sessions focused on the benefits and the methods of creating places and mobility networks that work for women and girls. The global series is also looking at the future of women in the transport professions, how women's opportunities can be enhanced and how decision-making can become more representative.

Suppliers

Our NASA region led the way in terms of increasing the diversity of our supply chain. In 2021, we continued to meet the ever-increasing push to engage with a diverse group of subcontractors. We also encouraged our clients to work with minority-led subcontractors as often as possible.

To achieve our diverse subcontracting goals, our management team has dedicated resources to identify opportunities, recruit qualified firms, monitor performance and take corrective action as necessary. This will help address our commitments to disadvantaged business enterprises (DBEs), LGBT-led businesses, service-disabled veteran-owned business enterprises (SDVOBEs), minority-owned enterprises (MBEs), veteran-owned enterprises (VBEs), woman-owned enterprises (WBEs), HUBZone and other small business subconsultants.

One example of a successful project is where we partnered with the Port Authority of New York and New Jersey to increase the content of small women-owned, minority-owned, and service-disabled veteran-owned businesses within our mix of aviation opportunities at the authority's airports. This includes developing a broad training programme for our partner firms to strengthen their capability across a broad range of technical, commercial and organisational topics.

In 2021 we also started our mentor protégé programme to provide mutually beneficial assistance to minority-owned businesses, including local community organisations. This includes offering training on: ethics, talent and human resources, digital delivery, business communications, sustainability, climate change and carbon management.

Communities

We aim to make a positive difference in our communities by supporting those who are more disadvantaged and marginalised. United Nations Sustainable Development Goal (SDG) 10 **Reduced Inequalities** is key to our corporate social responsibility (CSR) approach.

Our people help our company act as a good corporate citizen by engaging with local people and non-profit organisations. This mainly involves using our knowledge and skills to tackle long-standing inequalities and challenges affecting our communities.

With our Purpose focusing on social outcomes, we're pleased to share some of the contributions made possible by our people.

Engaging with indigenous groups is a growing focus as part of our efforts to help our communities.

The pandemic has changed our ways of working and emphasised the importance of digital inclusion in our communities.

Helping communities respond and adapt to COVID-19

Adapting our approach to CSR during the pandemic improved safety for the people involved in our programmes. We also adapted to the wider challenges caused by the pandemic which particularly affected those already facing societal inequalities.

Continuing our support for RedR

We have continued to support RedR as a patron, as well as through fundraising and by recruiting additional champions to increase awareness. We're particularly grateful to RedR for their resilience to deliver key projects – despite the ongoing uncertainty and challenges of the pandemic – to upskill people to effectively respond to disasters in communities across the globe. Their recent projects include delivering capacity-building training as part of the Venezuelan refugee crisis in Colombia, responding to the earthquake in Haiti, and running the Climate Change Adaptation and Disaster Risk Reduction project in the Philippines, Bangladesh and East Africa.

Promoting digital inclusion

During 2021, Singapore was one of our locations where we donated equipment to help bridge the digital divide. Alongside our IT team, our local CSR champions helped to collect and cleanse retired laptops to donate to Engineering Good – a charity empowering inclusivity for disadvantaged communities – as part of their programme **Computers Against COVID**. Putting laptops to sustainable use has meant Engineering Good can help less privileged people access home-based learning, search for employment and stay connected with loved ones overseas.

Sharing knowledge to help VCSE mental health services

With the pandemic's effect on mental health, we've signed up to support the Mental Health Sustainability Programme. Founded by leading mental health charities and social enterprises in the UK, and led by the Association for Mental Health Providers, the programme helps grassroots mental health providers in the voluntary, community and social enterprise (VCSE) sector sustain their services to minority communities across the country. Almost all of their 100+ providers are small local community based groups and thus need some support in developing their sustainability, as a result of this need, we've designed a workshop on 'building EDI confidence' which we will be delivering to providers from 2022.

Improving social mobility

In the UK, we signed the National Literacy Trust's **Vision for Literacy Pledge**. The pledge calls on businesses – as a response to the pandemic – to support the literacy levels of children and young people to protect them from future youth unemployment. As part of our commitment to the pledge, we donated books and environmental-themed activity packs to a south London school to engage and educate students during summer holidays.

Working with the Social Mobility Foundation, we've delivered online work experience placements, interview coaching, career presentations and mentoring to students across the country. We've also continued to be a member of The 5% Club. In 2021, we were recognised with a Gold Award in their inaugural employer audit with 14.9% of our people employed in the UK in 'earn and learn' positions. We believe these initiatives are key to improving social mobility, particularly with the pandemic's impact on social and economic prosperity.

As students have started returning to schools, we have been able to support their learning and development in person again.

> It was an excellent opportunity. I was challenged and everyone I spoke to was really helpful and encouraging. I learnt many skills and the overall experience was fun and informative. Thank you for this opportunity!
>
> Leeds-based student on our online work experience placement with the Social Mobility Foundation

Engaging with local talent from minoritised racial, ethnic and cultural groups

As well as discussing ongoing topics about race, ethnicity and culture within our workplace, we've increased engagement with our communities to support local people from minoritised backgrounds.

Increasing the opportunities for STEM learning

We have funded a scholarship at New Jersey Institute of Technology, which has served inner-city and first-generation STEM students for generations. Half of the over US$200,000 endowment supports students from underrepresented minority groups including those from racial and ethnic minority backgrounds. Scholarship winners were provided with an internship or co-operative education experience with us.

Supporting community cohesion in London

As a participant on the Greater London Authority's (GLA) Workforce Integration Network (WIN) Design Lab – a 12-month programme aiming to support employers to design solutions to create sustainable employment for young Black men in the capital – we enrolled a project team to liaise with specialist consultancy The Equal Group and other participating organisations. We've made public commitments and an action plan – focusing on data, recruitment and progression – which are sponsored by our executive chair, Mike Haigh. As part of our focus on recruitment, we're increasing our engagement with underrepresented groups including young Black men to boost their employability and improve access to career opportunities. This involves building new and enhancing existing relationships with non-profit organisations committed to enabling everybody to thrive.

We've also partnered with Renaisi, a social enterprise, with a vision for strong, inclusive communities where everyone can thrive. We piloted an online mentoring programme to provide one-to-one support to unemployed and underemployed refugees in the UK with professional experience and qualifications from their respective countries. The successes from the pilot programme included some of the refugees feeling more confident in their job search, improving their CVs and finding professional employment within their disciplines.

Recognising local indigenous groups

To help recognise our indigenous communities, we welcomed around 50 students from Māori and Pasifika backgrounds to our Auckland office to learn about careers in the technology and digital space. The Vaka Experience – led by social enterprise PeopleForPeople – aims to raise awareness of career paths to young people from these backgrounds. Our employees spent time with the students to explore opportunities available and discuss how innovative tools are being used to drive social outcomes.

> My colleagues and I really enjoyed participating on The Vaka Experience. By sharing our personal experiences with the students, we hope we opened their eyes and minds to the spectrum of opportunities available to them, and maybe even inspired them to choose a career in the architecture, engineering and construction industry.

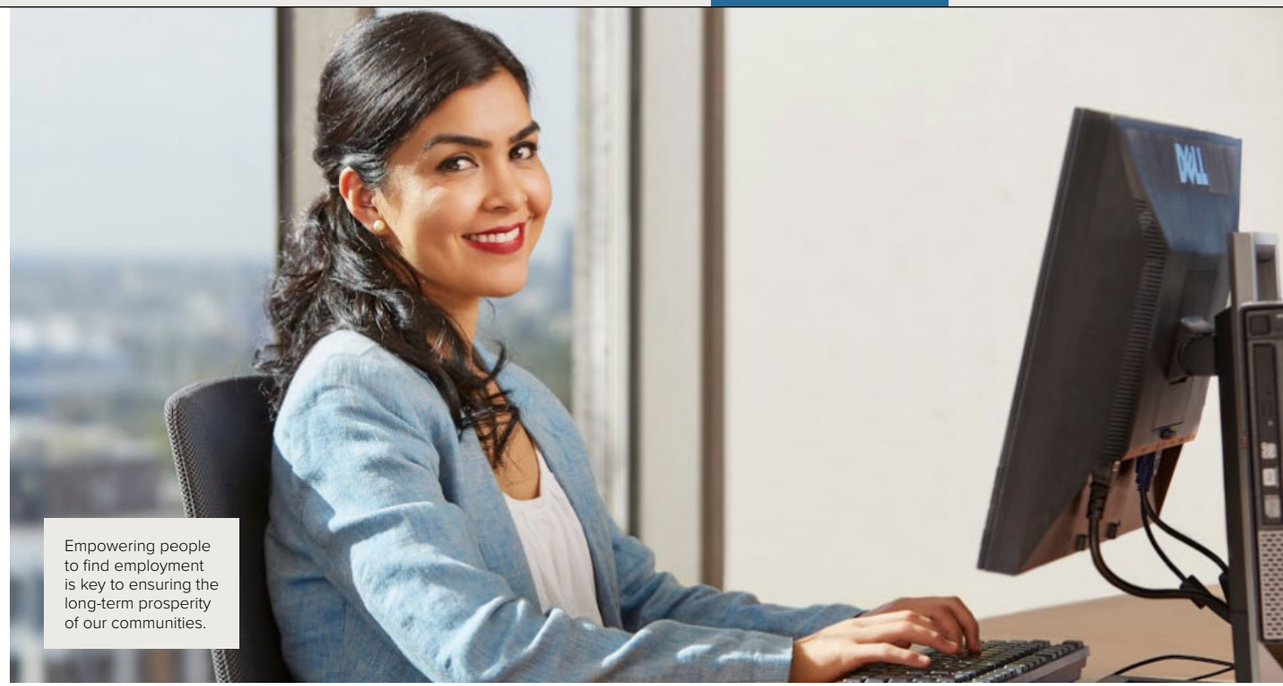
Maria Mingallon
Technical director, Automation and Computational Design

Improving access to necessities for marginalised groups

We recognise that some long-standing challenges haven't been highlighted as part of recent events. We continue to encourage our people to use their passion and skills to contribute to a fairer society.

Supporting employment opportunities for women

We've supported Fitted for Work – which helps women in Australia with their employment prospects – by donating to their programmes She Works and The Mentor Program. She Works enables businesses to access a candidate pool consisting of hundreds of talented women, while The Mentor Program gives women a positive role model to provide one-to-one coaching. Our CSR champions in Melbourne also donated professional clothing for local women to wear at job interviews.



Empowering people to find employment is key to ensuring the long-term prosperity of our communities.

Providing emergency warmth to rough sleepers

A small team helped Sleep Pod, a charity providing emergency outreach to rough sleepers, to put together, review and distribute sleep pods to people in Ireland, Birmingham and London. Our team contributed to roughly 250 sleep pods which are made from insulating material to keep people warm and dry in severe weather conditions.

Contributing technical support to key projects

We provided remote technical support to Concern Worldwide to improve water, sanitation and hygiene for disadvantaged communities. Our technical support has contributed to a programme of borehole drilling to improve water quality in Chad, training local engineers in the use of AutoCAD, and to an irrigation project to improve livelihoods and agricultural opportunities for a refugee community in Ethiopia.

> Mott MacDonald has been extremely helpful in better understanding environmental impact assessments. We will use this knowledge to support our field teams in future projects.
>
> **John Heelham**
> WASH (water, sanitation and hygiene) and engineering advisor

Opening opportunities with connected thinking.

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